

SANTANDER UK GROUP HOLDINGS PLC ('HoldCo')

REGULATORY REMUNERATION DISCLOSURES FOR THE FINANCIAL YEAR 2025

The following disclosures for Santander UK Group Holdings plc (the 'Company', 'HoldCo' or 'Santander UK') are prepared in accordance with PRA Policy Statement PS22/21 Implementation of Basel Standards.

This report provides details of the remuneration of the Company's Material Risk Takers ('MRTs') and for all staff where required for the financial year ending 31 December 2025, together with an explanation of the Company's remuneration policies, practices and governance arrangements. Additional information is contained in the 2025 Santander UK Group Holdings plc Annual Report & Accounts.

PART 1 - QUALITATIVE REMUNERATION DISCLOSURE

Table EU REMA – Remuneration Policy

a) Information relating to the bodies that oversee remuneration

Our governance framework comprises a Board Remuneration Committee ('RemCo') for HoldCo and a separate Board Remuneration Committee for Santander UK plc (the ring-fenced bank, 'RFB').

The Santander UK HoldCo and RFB Boards each have delegated authority to:

- Maintain oversight of, consider and approve policies and frameworks covering remuneration to be adopted across the HoldCo, its subsidiaries and subsidiary undertakings, and
- Consider and approve the remuneration arrangements for certain employees across the HoldCo Group.

It is recognised that certain matters that would be within the scope of the HoldCo RemCo are reserved exclusively to the decision-making authority of the RFB RemCo.

When feasible the HoldCo and RFB RemCos conduct their business concurrently to ensure alignment of remuneration practices, policies and procedures.

Santander Financial Services ('SFS') does not require its own remuneration committee given it is not deemed 'significant' under the Remuneration Part of the PRA Rulebook. Accordingly, oversight of remuneration arrangements in SFS remains with the HoldCo RemCo remit.

The membership of the HoldCo and RFB RemCos is fully aligned. Membership details, including any changes during the year, are set out in the Chair's report on corporate governance in the HoldCo and RFB Annual Report 2025.

The Chief Executive Officer ('CEO'), Board Chair, Chief People Officer, Director of Performance & Reward and the Company Secretary are standing attendees at RemCo meetings. The Chief Risk Officer and Chief Compliance Officer attend RemCo meetings as required to provide input on relevant matters. The Chief Internal Auditor inputs as appropriate and may attend meetings by invitation. No individual is involved in decisions relating to their own remuneration.

During 2025, the HoldCo RemCo met seven times and the RFB RemCo met seven times. The RemCos' Terms of Reference were last updated in October 2024 and are kept under regular review. The Terms of Reference for the RFB RemCo are available at www.santander.co.uk/about-santander/policy-framework.

During 2025, the RemCos engaged the advice and support of Deloitte LLP ('Deloitte') as independent remuneration consultants. Deloitte are typically invited to attend RemCo meetings, where they provide advice offering a perspective on market practice and the implications of our approach to remuneration considering the broader shareholder and regulatory environment and the communities in which we operate. Deloitte offered advice in respect of proposed changes to our Remuneration Policy and variable pay plans and the impact and appropriateness of remuneration policies and frameworks in the context of regulatory developments. The RemCos annually review Deloitte's independence and effectiveness and remain satisfied that the Deloitte engagement partner and team providing remuneration advice to the RemCos do not have connections with Santander UK that may impair their independence.

Our Regulated Remuneration Governance Framework ('RRGF') outlines our remuneration policies, practices and governance arrangements and sets out the overarching systems in place to manage and control risks. The RRGF is applicable to and adopted across the HoldCo Group entities (including the RFB Sub-Group).

Material Risk Takers ('MRTs') are identified in accordance with our Material Risk Taker Identification Framework. For 2025, our MRT Identification Framework was applied at a HoldCo (consolidated) and RFB (consolidated) level. Identification by qualitative and quantitative criteria followed the requirements set out in the Remuneration Part of the PRA Rulebook. In addition, solo- and dual-regulated entities within the RFB Sub-Group are assessed on a sub-consolidated basis, and the relevant regulatory requirements are applied to those entities separately, notwithstanding that they may not themselves be subject to the Capital Requirements Directive ('CRD').

In addition to the qualitative and quantitative criteria, Santander UK conducts a localised assessment of all roles to ensure that all risk types that could impact the business are considered under internally developed criteria and, if appropriate, identifies additional MRTs as a result.

Broadly, the following categories of individuals have been identified as MRTs of Santander UK:

- The Executive and Non-Executive Directors of the Company's Board and the members of the Company's Executive Committee;
- Senior managers of material business units and control functions such as audit, compliance and risk;
- Other senior managers reporting to the Board and heads of major corporate functions;
- Employees whose total remuneration places them in the same remuneration bracket as senior managers; and
- Other risk takers, whose professional activities may have a material impact on the firm's risk profile, including all senior level management across the Company.

b) Information relating to the design and structure of the remuneration system for identified staff

Santander UK has adopted remuneration policies which are designed to:

- a) encourage a high-performance culture, where people are rewarded and recognised for their performance in both what they do and how they do it;
- b) encourage responsible business conduct and customer-centricity, and seek to deliver good outcomes for all customers and clients; and
- c) promote an effective risk culture and effective risk management with the maintenance of a solid capital base.

We apply a consistent approach to the reward of all our employees, aligned to our values of Simple, Personal and Fair. The design of our remuneration framework ensures continued alignment with our strategic priorities as well as our values and behaviours. It also reflects the views and experience of our various stakeholders, including our workforce, customers and the wider Banco Santander Group. The RemCos undertake an annual review of the remuneration policies and practices for the wider workforce and receive updates throughout the year on wider workforce matters to support alignment of remuneration policies across the Company.

RemCo is responsible for setting the overarching principles and parameters of the remuneration policy across the Company. This extends to MRTs and includes oversight of the implementation of remuneration policies for other employees across Santander UK.

Remuneration at Santander UK is comprised of fixed pay (typically base salary, pension and other benefits) and performance related variable pay (including deferred awards), except for Non-Executive Directors who receive fixed fees and, in exceptional cases, benefits. This is aligned to the Banco Santander remuneration framework.

A significant proportion of the performance related pay for MRTs is deferred over the long-term and remains 'at risk' and subject to potential risk adjustment over the long-term. The purpose of deferred awards is to support a culture where employees recognise the importance of long-term sustainable performance of both Santander UK and the Banco Santander S.A. group (the 'Group') generally. The structure of variable pay awards ensures that incumbents acquire a meaningful shareholding in Banco Santander S.A., which may extend for a significant period post-employment.

Details of the key aspects of the remuneration components are set out below:

a) Fixed pay

Base salaries are normally reviewed annually, appropriately benchmarked and set at market competitive levels, with reference to the specific market for the business in which an individual works, the approach to employee pay throughout the organisation, the skills and competencies that the individual brings to the business and the complexity of the role. Post-retirement and other benefits are offered as part of a competitive remuneration package, including relocation and expatriate allowances where relevant. The level of fixed pay is sufficient to discourage inappropriate risk-taking.

b) Variable pay

The purpose of the annual variable pay plans is to align participants' reward with the financial and non-financial performance of Santander UK as measured over the financial year, considering the Company's risk appetite and an individual's personal contribution. Multi-year deferral, and delivery in Banco Santander S.A. shares ensure that interests of MRTs are aligned to the long-term interest of the Company and the Group. Payments may be adjusted subject to performance and risk. For the Chief Executive Officer, a portion of the deferred awards is subject to further performance conditions, which may reduce or increase the level of deferred payout.

We apply a consistent approach to reward for all employees and therefore all employees are eligible to participate in an annual variable pay plan.

During 2025, the Company operated the following annual variable pay plans in which MRTs could participate, which were:

- The Santander UK Variable Pay Plan; and
- The Santander Consumer (UK) ('SCUK') Variable Pay Plan.

SFS colleagues participate in the Santander UK Variable Pay Plan. The rationale for the inclusion of these colleagues in the wider Santander UK Variable Pay scheme can be found in section (g).

In addition to the above, nominated colleagues are eligible to participate in the following long term incentive plan:

- PagoNxt Incentive Scheme. This variable pay plan was developed by Banco Santander S.A. with amendments for operation in the RFB to ensure compliance with relevant regulations. Awards under this Scheme were granted to a small number of nominated colleagues in respect of the 2025 performance year. This plan is designed to reward those colleagues across the Banco Santander Group whose contributions are considered crucial in the success of PagoNxt, reflecting one of Banco Santander's key strategic priorities.

Further details on the performance parameters and rationale for each of the above plans can be found at section (g).

Information on deferral/ payment in instruments can be found in section (e). Details of our approach to ex-ante and ex-post risk adjustment can be found in section (c) and in section (f) respectively.

The RemCos undertake an annual review of the RRGF and associated policies. For 2025, the framework was updated to reflect regulatory updates, notably including changes to reflect the PRA and FCA's revised remuneration rules, including the approach to the pay-out process requirements as well as wider changes to MRT identification criteria and simplifications to the governance framework.

Aside from the RemCos, others who may input into changes to the remuneration policy include: the Board Chair, Chief Executive Officer, Chief People Officer, Chief Risk Officer, and our independent remuneration consultants as appropriate.

In respect of remuneration for MRTs in control functions (Risk, Internal Audit and Compliance), variable pay is funded from the overall bonus pool with awards allocated based on individual performance, as measured through the performance review process. Individual performance for control function colleagues is assessed by reference to specific objectives set at the start of the year. Such objectives are aligned to the successful operation of their function and other than in exceptional circumstances, contain no financial metrics and are independent from the business units that they control and oversee. This structure ensures that control function employees have appropriate authority and that their variable pay levels are competitive to attract and retain qualified and experienced individuals.

Guaranteed variable remuneration is only awarded in exceptional circumstances. It will always be limited to new hires and limited to an employee's first year of service and only when sustainable according to the capital position of the Company.

Severance payments are non-contractual and non-statutory payments made on termination of employment. Such payments will only be made in exceptional circumstances on a case-by-case basis but generally only in circumstances where not making the payment would put the Company at greater or unnecessary risk. Payments will not be made where there is an issue of conduct or performance which allows for the immediate dismissal of the individual and will not reward failure or misconduct.

c) Description of the ways in which current and future risks are taken into account in the remuneration processes

All variable remuneration is subject to adjustment for current and future risks, including through the application of malus and clawback provisions.

Ex-ante risk adjustment

All variable remuneration is subject to adjustment for current and future risks through our Additional Risk Adjustment Standard. Our Additional Risk Adjustment Standard provides:

- An assessment of alignment to Board Risk Appetite, either via a quantitative approach, a qualitative assessment or situational considerations, where a risk type requires distinct focus;
- An additional qualitative event-based overlay for other exceptional events; and
- A view on the control environment from Internal Audit.

The outcome of these considerations may result in a downward risk adjustment of up to 100% of the bonus pool or individual awards at the discretion of the RemCos. The RemCos seeks input from the Chief Risk Officer, after discussion with the Board Risk Committee, when determining whether any performance or risk adjustments are required. Furthermore, the Chair of the Company's Board Risk Committee and members of the Board Audit Committee sit on the RemCos.

Details of our approach to ex-post risk adjustment are included in section (f).

d) The ratios between fixed and variable remuneration

The performance-related elements of the package make up an appropriate proportion of the total remuneration of the Company's senior executives and senior employees, and for all MRTs, up to a maximum ratio of 2:1 variable to fixed pay. Save for exceptional circumstances, for control function staff a lower ratio of 1:1 is applied. These ratios are kept under review.

MRT	Maximum ratio
Control function roles (save for exceptional circumstances)	1:1
All other MRT roles	2:1

Variable pay opportunities are reviewed regularly to ensure that the fixed and variable components are appropriately balanced and that the fixed portion represents a sufficiently high proportion of total remuneration to allow the operation of a fully flexible policy on variable remuneration components, including the possibility to pay no variable remuneration. The level of fixed pay is set at a level deemed sufficiently high to discourage inappropriate risk-taking.

Santander UK recognises that the competitive market for Executive and Senior Leadership talent within financial services is constantly evolving and flexibility in remuneration may be required. The RFB and HoldCo RemCos therefore keep the actual balance of fixed and variable remuneration under review, considering regulatory requirements, market practice and our own appetite for risk.

e) Description of the ways in which the institution seeks to link performance during a performance measurement period with levels of remuneration

The Company's performance management framework forms the basis of measuring individual performance, which in turn determines the level of variable remuneration awards to individuals. Individuals' objectives (and the assessment thereof) are a combination of financial, non-financial, qualitative and quantitative measures. The assessment of performance considers the behaviours and delivery of objectives through a combination of 'what', 'how' and risk measures.

Our annual Variable Pay pools are determined based on a combination of financial and non-financial criteria using a balanced scorecard approach. The measures are linked to the Company's strategy. The Santander UK bonus pool is linked to, and varies in line with, the RFB's overall performance. The SCUK bonus pool is determined based on the quantitative and qualitative performance of SCUK against a range of financial and non-financial criteria. The performance of other business units on a standalone basis is captured by the ex-ante risk adjustment process, as well as through the individual performance assessments which determine the allocation of the pool.

This approach ensures that performance is assessed at a firm, business unit and individual level.

Long-term metrics apply to the first three deferred tranches made under the Santander UK Variable Pay Plan (36% of the total award) to the Chief Executive Officer. The performance measures, assessed over a three-year period, applicable to the 2025 bonus awards are relative Total Shareholder Return ('TSR'), Return on Tangible Equity ('ROTE'), and ESG metrics. Following performance assessment, the level of awards will be adjusted accordingly. The measures can reduce or increase the value of the deferred awards.

Information on the performance metrics used in the formulaic determination of variable pay is provided in section (g).

Adjusting variable remuneration

As detailed in section (g), variable pay plans are assessed against a range of financial and non-financial performance measures. Performance for our annual variable pay plans (the Santander UK Variable Pay Plan and the SCUK Variable Pay Plan) are all measured against balanced scorecards and all incentive plans are subject to a discretionary overlay to ensure that the payment of variable remuneration is fully reflective of performance at Company, business line and individual level.

Where performance does not meet the targets set in the balanced scorecard or is otherwise considered to be unsatisfactory, then awards may be scaled back, including to zero. In addition, under the Santander UK Variable Pay and Santander Consumer UK Variable Pay Plans, a profit-related underpin applies to Senior Leaders, which can reduce the overall bonus pool.

As outlined in sections (c) and (f), all variable pay is subject to a thorough risk assessment in advance of the payment or vesting of any awards. Awards can be scaled back at the RemCos' discretion by way of ex-ante adjustments, in-year adjustments and, for previously granted awards, by way of malus and/ or clawback.

f) Description of the ways in which the institution seeks to adjust remuneration to take account of long-term performance

Information on the long-term performance metrics assessed under the Santander UK Variable Pay plan and applicable to the Chief Executive Officer is provided in section (g), alongside details of the PagoNxt Incentive plan.

Deferral / payment in instruments

The deferral and payment in instrument arrangements for MRTs are determined by the requirements of the Remuneration Part of the PRA Rulebook and the FCA Remuneration Code (SYSC 19D) ('Remuneration Codes'). At least 50% of variable remuneration for MRTs is delivered in Banco Santander shares or share linked instruments. This applies to both the upfront and deferred elements of awards. A 12-month retention policy applies to each portion of the award which is delivered in shares or share linked instruments. Payments in lieu of interest on cash deferrals are made to MRTs on an annual basis.

Awards are deferred for four or five years, and vest on a pro-rata basis and are delivered in line with the requirements of the Remuneration Codes. In line with the Remuneration Code, for all MRTs at least 40% of variable pay is deferred.

The vesting of deferred awards is subject to continued employment (other than where the employee is a good leaver) and is subject to the Company's rules on performance adjustment, malus and clawback.

Ex-post risk adjustment

Our Individual Remuneration Adjustment Standard provides a framework for the process, governance and standards relevant for making decisions in relation to individual performance adjustments, including malus and clawback.

Performance adjustments may include, but are not limited to:

- Reducing a bonus outcome for the current year;
- Reducing the amount of any unvested deferred variable remuneration;
- Requiring a bonus which has been awarded (but not yet paid) to be forfeited; or
- Requiring repayment on demand (on a net basis) of any cash and share awards received.

The RemCo will have full discretion to prevent vesting of all or part of an amount of deferred remuneration and/or to freeze an award during an ongoing investigation in several circumstances, including in the following circumstances:

- There being reasonable evidence of the Participant's misbehaviour, material error or omission, or failure to meet appropriate standards of fitness and propriety (including material breach of the Participant's employment contract or of any laws, rules or codes of conduct applicable to the Participant);
- The Committee (acting reasonably and following an appropriate review of accountability) determining that the Participant's conduct or conduct for which the Participant was responsible or accountable (in each case whether directly or indirectly) has caused wholly or in part significant financial losses for the Santander Group, including, without limitation, as a result of:
 - reckless, negligent, poor performance or wilful actions or omissions; or
 - inappropriate values or behaviour.
- Where a Santander Group Member or business unit in which the Participant works, or for which the Participant is responsible or accountable (in each case whether directly or indirectly), has suffered a material downturn in financial performance or suffers a material failure of risk management;

- The Participant being censured by a regulatory body or otherwise being subject to an adverse finding by a regulatory body regarding the Participant's fitness or propriety;
- Any other matter which, in the reasonable opinion of the Committee, is required to be considered to comply with prevailing legal and/or regulatory requirements, which for the avoidance of doubt, includes any regulations or guidance published by a regulator from time to time and any rules or regulations of a stock exchange on which the Shares are listed.
- A Santander Group Member being censured by a regulatory body (including following a regulatory investigation), to the extent that the Committee determines that (following an appropriate review of accountability), the Participant was responsible for, or had management oversight over, the actions, omission or behaviour that gave rise to that censure;
- A Santander Group Member suffering a significant detrimental impact on its reputation to the extent that the Committee determines that (following an appropriate review of accountability), the Participant was responsible for, or had management oversight over, the actions, omission or behaviour that gave rise to that impact upon reputation; or
- There being reasonable evidence of the Participant's failure to maintain Good Leaver status or a Participant fails to provide any evidence of their ongoing Good Leaver status that the Committee deems appropriate.

In addition to the above circumstances, variable remuneration awards made to those individuals identified as 'Executive Officers' of the Company are subject to potential recovery or adjustment in the event of a restatement of financial metrics used for the purpose of calculating such awards.

The RemCos will have full discretion to clawback an award from an MRT for up to seven years. This clawback period may be extended for a period of up to ten years for PRA- and FCA-designated Senior Managers if either Santander UK or a regulator has begun an inquiry that could result in the application of clawback.

Shareholding requirements

The CEO is subject to a Shareholding Policy, which ensures alignment with the long-term interests of Banco Santander shareholders. The requirement under the policy is set at two times the incumbent's net salary upon appointment. The structure of variable pay awards for other MRTs means they acquire a meaningful shareholding in Banco Santander S.A. which may extend for a significant period post-employment.

g) The description of the main parameters and rationale for any variable components scheme and any other non-cash benefit in accordance with point (f) of Article 450(1) CRR

Santander UK Variable Pay Plan (RFB)

This plan rewards financial and non-financial performance over the year against a range of metrics using a balanced scorecard approach. The Plan assessed 2025 performance against the RFB's Key Performance Indicators ('KPIs') in the following categories:

- Sustainable profitability (RORWA SVA)
- Transformation (Fees over Costs, Growth in Active Customers, Cost per Active Customer)
- Capital (Capital Generation)

In addition, a qualitative assessment takes account of how the RFB has performed against the following categories: Environmental, Social and Governance ('ESG') measures; the Risk & Compliance environment; network collaboration and performance compared to peers.

Variable pay is linked to, and varies in line with, RFB overall performance. Performance is measured on a quantitative and qualitative basis to ensure a balanced assessment of performance is made. An additional profit-related underpin applies for Senior Leaders.

The bonus pool is adjusted for risk based on an assessment of risk events and performance against our overall risk appetite.

Santander Consumer (UK) Variable Pay Plan (RFB)

This plan rewards employees in the Santander Consumer ('SCUK') plc business, assessing financial and non-financial performance over the year against a range of metrics using a balanced scorecard approach. The measures are based on SCUK's strategy and for 2025 were:

- Sustainable Profitability
- Transformation (Fees over Cost, Active Customer Growth, Cost per Active Customer, Dealer NPS, Borrowers Satisfaction)
- Capital (Capital Generation)

In addition, a qualitative assessment takes account of how the RFB has performed against the following categories: Environmental, Social and Governance ('ESG') measures; the Risk & Compliance environment; Franchise Development; and performance compared to peers.

A profit-related underpin also applied for Senior Leaders in 2025.

Variable pay is linked to, and varies in line with, SCUK and RFB overall performance. The bonus pool is adjusted for risk based on an assessment of risk events and performance against our overall risk appetite.

Santander Financial Services (UK) Variable Pay Plan

As the basis used to assess performance for the Santander UK bonus pool now includes Santander Financial Services ('SFS'), the SFS population has been incorporated to the Santander UK Variable Pay Plan. There is an SFS-specific risk adjustment assessment which retains a focus on business unit performance.

The Variable Pay Plans above are structured so that for awards made to MRTs, half of the award is made in cash and half in shares or share-linked instruments.

PagoNxt Incentive (RFB participants)

PagoNxt is designed to reward those colleagues across the Banco Santander Group, including selected individuals in the UK, whose contributions are considered crucial to the success of PagoNxt. PagoNxt is one of the three key strategic priorities for Group. This scheme, developed by Banco Santander S.A., was originally intended as a one-off award however, given the continued importance of PagoNxt to the Group, the incentive is now a multi-year plan. One award was granted in respect of 2025.

The plan assesses financial and non-financial performance and for UK participants metrics include:

- Success of PagoNxt;
- Individual metrics (including non-financial elements); and
- RFB financial performance underpins.

Awards to MRTs will be granted fully in PagoNxt instruments and will vest in accordance with regulatory requirements.

i) Information on whether the institution benefits from a derogation laid down in Article 94(3) CRD in accordance with point (k) of Article 450(1) CRR

Santander UK is a proportionality Level 1 firm in the UK and therefore applies the requirements of the UK's Remuneration Code in full on a consolidated basis.

Santander UK applies the derogation laid down in Article 94(3)(b) of CRD where an individual's annual variable remuneration (a) does not exceed £44,000 and (b) does not represent more than one third of the individual's total annual remuneration.

Details of the staff in relation to which this derogation was applied in respect of performance year 2025 are set out below¹:

Number of staff	Total fixed remuneration	Total variable remuneration
4	£575,291	£118,043

PART 2 – QUANTITATIVE REMUNERATION DISCLOSURE

The following disclosure provides quantitative remuneration information for the Company's MRT population for the financial year ending 31 December 2025.

For the purposes of the following tables, the Executive Directors of HoldCo and/or RFB are considered as Management Body, Management Function, and the Non-Executive Directors of HoldCo and/or RFB or subsidiary entities are included within Management Body, Supervisory Function. Members of the RFB Executive Committee are considered as Other Senior Management.

¹ Does not include any individuals identified as a Material Risk Taker under the MIFIDPRU regulatory regime only.

UK REM1 - Remuneration awarded for the financial year

		MB Supervisory function	MB Management function	Other senior management	Other identified staff	
1	Fixed remuneration	Number of identified staff	31	3	12	136
2		Total fixed remuneration	£2,888,163	£4,773,618	£6,338,999	£31,644,587
3		Of which: cash-based	£2,888,163	£4,773,618	£6,338,999	£31,644,587
4		(Not applicable in the UK)				
UK-4a		Of which: shares or equivalent ownership interests	£0	£0	£0	£0
5		Of which: share-linked instruments or equivalent non-cash instruments	£0	£0	£0	£0
UK-5x		Of which: other instruments	£0	£0	£0	£0
6		(Not applicable in the UK)				
7		Of which: other forms	£0	£0	£0	£0
8	(Not applicable in the UK)					
9	Variable remuneration	Number of identified staff	0	3	10	122
10		Total variable remuneration	£0	£6,167,070	£5,532,033	£23,222,763
11		Of which: cash-based	£0	£3,083,535	£2,753,466	£12,542,423
12		Of which: deferred	£0	£1,691,134	£1,142,978	£4,638,272
UK-13a		Of which: shares or equivalent ownership interests	£0	£3,083,535	£2,778,567	£10,680,340
UK-14a		Of which: deferred	£0	£1,691,134	£1,168,083	£4,638,275
UK-13b		Of which: share-linked instruments or equivalent non-cash instruments	£0	£0	£0	£0
UK-14b		Of which: deferred	£0	£0	£0	£0
UK-14x		Of which: other instruments	£0	£0	£0	£0
UK-14y		Of which: deferred	£0	£0	£0	£0
15	Of which: other forms	£0	£0	£0	£0	
16	Of which: deferred	£0	£0	£0	£0	
17	Total remuneration (2 + 10)		£2,888,163	£10,940,688	£11,871,032	£54,867,350

UK REM2 - Special payments to staff whose professional activities have a material impact on institutions' risk profile (identified staff)

	MB Supervisory function	MB Management function	Other senior management	Other identified staff
Guaranteed variable remuneration awards				
Guaranteed variable remuneration awards - Number of identified staff	0	0	0	1
Guaranteed variable remuneration awards -Total amount	£0	£0	£0	£220,500
Of which guaranteed variable remuneration awards paid during the financial year, that are not taken into account in the bonus cap	£0	£0	£0	£0
Severance payments awarded in previous periods, that have been paid out during the financial year				
Severance payments awarded in previous periods, that have been paid out during the financial year - Number of identified staff	0	0	0	0
Severance payments awarded in previous periods, that have been paid out during the financial year - Total amount	£0	£0	£0	£0
Severance payments awarded during the financial year				
Severance payments awarded during the financial year - Number of identified staff	0	0	0	12
Severance payments awarded during the financial year - Total amount ²	£0	£0	£0	£1,534,190
Of which paid during the financial year	£0	£0	£0	£1,534,190
Of which deferred	£0	£0	£0	£0
Of which severance payments paid during the financial year, that are not taken into account in the bonus cap	£0	£0	£0	£1,534,190
Of which highest payment that has been awarded to a single person	£0	£0	£0	£150,000

² Includes one-off termination payments including redundancy payments. Excludes any Pay in Lieu of Notice or contributions to legal fees.

UK REM3 - Deferred remuneration

	Deferred and retained remuneration	Total amount of deferred remuneration awarded for previous performance periods	Of which due to vest in the financial year	Of which vesting in subsequent financial years	Amount of performance adjustment made in the financial year to deferred remuneration that was due to vest in the financial year	Amount of performance adjustment made in the financial year to deferred remuneration that was due to vest in future performance years ³	Total amount of adjustment during the financial year due to ex post implicit adjustments	Total amount of deferred remuneration awarded before the financial year actually paid out in the financial year	Total of amount of deferred remuneration awarded for previous performance period that has vested but is subject to retention periods
1	MB Supervisory function	£0	£0	£0	£0	£0	£0	£0	£0
2	Cash-based	£0	£0	£0	£0	£0	£0	£0	£0
3	Shares or equivalent ownership interests	£0	£0	£0	£0	£0	£0	£0	£0
4	Share-linked instruments or equivalent non-cash instruments	£0	£0	£0	£0	£0	£0	£0	£0
5	Other instruments	£0	£0	£0	£0	£0	£0	£0	£0
6	Other forms	£0	£0	£0	£0	£0	£0	£0	£0
7	MB Management function	£9,169,677	£291,976	£8,877,701	£0	£0	£0	£291,976	£103,778
8	Cash-based	£4,563,733	£145,988	£4,417,745	£0	£0	£0	£145,988	£0
9	Shares or equivalent ownership interests	£4,072,456	£103,778	£3,968,678	£0	£0	£0	£103,778	£103,778
10	Share-linked instruments or equivalent non-cash instruments	£533,488	£42,210	£491,278	£0	£0	£0	£42,210	£0
11	Other instruments	£0	£0	£0	£0	£0	£0	£0	£0
12	Other forms	£0	£0	£0	£0	£0	£0	£0	£0
13	Other senior management	£8,527,117	£753,173	£7,773,944	£0	£0	£0	£753,173	£254,714

³ Reductions either due to ex-post adjustments where performance conditions have not been fully met, or due to the outcome of individual accountability reviews

14	Cash-based	£4,226,333	£401,743	£3,824,590	£0	£0	£0	£401,743	£0
15	Shares or equivalent ownership interests	£3,649,408	£254,714	£3,394,694	£0	£0	£0	£254,714	£254,714
16	Share-linked instruments or equivalent non-cash instruments	£651,376	£96,716	£554,660	£0	£0	£0	£96,716	£0
17	Other instruments	£0	£0	£0	£0	£0	£0	£0	£0
18	Other forms	£0	£0	£0	£0	£0	£0	£0	£0
19	Other identified staff	£29,320,078	£5,898,970	£23,421,108	£0	£0	£0	£5,898,970	£2,000,159
20	Cash-based	£15,144,212	£3,523,948	£11,620,264	£0	£0	£0	£3,523,948	£0
21	Shares or equivalent ownership interests	£12,050,941	£2,000,159	£10,050,782	£0	£0	£0	£2,000,159	£2,000,159
22	Share-linked instruments or equivalent non-cash instruments	£2,124,925	£374,863	£1,750,062	£0	£0	£0	£374,863	£0
23	Other instruments	£0	£0	£0	£0	£0	£0	£0	£0
24	Other forms	£0	£0	£0	£0	£0	£0	£0	£0
25	Total amount	£47,016,872	£6,944,119	£40,072,753	£0	£0	£0	£6,944,119	£2,358,651

UK REM4 - Remuneration of 1 million EUR or more per year

	EUR ⁴	Identified staff that are high earners as set out in Article 450(i) CRR
1	1 000 000 to below 1 500 000	7
2	1 500 000 to below 2 000 000	4
3	2 000 000 to below 2 500 000	0
4	2 500 000 to below 3 000 000	0
5	3 000 000 to below 3 500 000	0
6	3 500 000 to below 4 000 000	2
7	4 000 000 to below 4 500 000	0
8	4 500 000 to below 5 000 000	1
9	5 000 000 to below 6 000 000	0

⁴ Table prepared in Euros, converted using the exchange rate: £1 = €1.14233, using the European Commission rates for December 2025.

**UK REM5 - Information on remuneration of staff whose professional activities have a material impact on institutions' risk profile
(identified staff)**

		Management body remuneration			Business areas						
		MB Supervisory function	MB Management function	Total MB	Investment banking	Retail banking	Asset management	Corporate functions	Independent internal control functions	All other	Total
1	Total number of identified staff	31.0	3.0	34.0	0.0	19.0	0.0	48.0	27.0	54.0	148.0
2	Of which: members of the MB	31.0	3.0	34.0							
3	Of which: other senior management				0.0	0.0	0.0	7.0	4.0	1.0	
4	Of which: other identified staff				0.0	19.0	0.0	41.0	23.0	53.0	
5	Total remuneration of identified staff	£2,888,163	£10,940,688	£13,828,851	£0	£8,265,645	£0	£25,270,477	£13,879,592	£19,322,667	
6	Of which: variable remuneration	£0	£6,167,070	£6,167,070	£0	£3,774,043	£0	£11,002,127	£5,768,769	£8,209,857	
7	Of which: fixed remuneration	£2,888,163	£4,773,618	£7,661,781	£0	£4,491,602	£0	£14,268,350	£8,110,823	£11,112,810	