



REMUNERATION OF IDENTIFIED STAFF

DESCRIPTION OF THE CATEGORIES OF STAFF WHOSE PROFESSIONAL ACTIVITIES HAVE A MATERIAL IMPACT ON THE INSTITUTION'S RISK PROFILE, IRRESPECTIVE OF THE TYPE OF EMPLOYMENT RELATIONSHIP OF THE STAFF MEMBERS WHO PERFORM THOSE ACTIVITIES, WHETHER NORMAL EMPLOYEES OR MEMBERS OF THE SENIOR MANAGEMENT, AND THE NUMBER OF PEOPLE IDENTIFIED IN EACH OF THE CATEGORIES

Santander Group has implemented the quantitative and qualitative criteria provided in the regulation in order to determine the members of the identified staff and has further supplemented these criteria with additional internal criteria. The following persons generally qualify as identified staff based on this set of criteria:

Based on qualitative criteria - staff who work in a material business unit, such as:

- Members of the management, executive or supervisory committees.
- The first line of the unit.
- Heads of material business sub-units in the country or business area.
- Heads of risk, audit and compliance and the parties they report directly to, who effectively perform control functions.
- Heads of legal or tax advisory services, audit, budget, human resources, payments and technology and operations.
- Members of senior risk committees, managers with powers to approve risk proposals and the management responsible for making relevant risk proposals.
- Traders that can take major market risk positions.
- Members of the new products committee.

By quantitative criteria:

- Executives receiving total remuneration of over 500 thousand euros in 2019.
- Executive whose remuneration is in the highest 0.3% in the Group or in their country.
- Executives who in the past year earned more than the person with the lowest remuneration in the identified staff group, factoring in the business positions identified in the qualitative criteria

By internal criteria:

- Executives with significant responsibility for representing the Group at non-material units.
- Executives with a given level of responsibility over credit or market risk at certain non-material units.
- Heads of business units with a banking license.

Additional criteria have also been defined to identify and classify the units to which the above criteria are applied. These criteria are based on simple and widely recognised parameters, such as capital and



gross income, and reflect the relative importance of each identified unit that has an impact on the risk profile of Santander Group.

Current legislation, best practices and market trends are taken into account when defining the proportionality standards. These apply to both the relative importance of the units, as well as the different degrees of responsibility of the positions occupied by the individuals, and facilitate its implementation.

According to these criteria, the identified staff comprised 1,359 executives across Santander Group at year-end 2019, accounting for approximately 0.69% of total staff.

Puesto	Nº	Puesto	Nº
ARGENTINA	16		
GERENTE GENERAL	1		
GERENTE PRINCIPAL	14		
PRESIDENTE	1		
BRASIL	163		
CEO GETNET	1	MEMBRO CONSELHO ADMINISTRACAO	9
CEO SUPER	1	MEMBRO CONSELHO FISCAL	3
DIR PRESIDENTE	1	SENIOR EXECUTIVE	16
DIR VICE PRESIDENTE EXEC	11	SENIOR EXECUTIVE IB	9
DIR VICE PRESIDENTE EXEC SR	1	SENIOR PRIVATE BANKER	1
DIRETOR	33	SUPERINTENDENTE	1
DIRETOR EXECUTIVO	3	SUPTTE COMERCIAL	1
DIRETOR GERAL SSS	1	SUPTTE EXEC ASSET MANAGEMENT	1
DIRETOR PRESIDENTE	7	SUPTTE EXEC COML PRIV BANKING	3
ECONOMISTA CHEFE	1	SUPTTE EXEC CORPORATE	10
EXEC TRADER MANAGER I	2	SUPTTE EXEC DESENV CORPORATIVO	1
EXEC TRADER MANAGER II	4	SUPTTE EXEC EMPRESAS	1
EXEC TRADER SPECIALIST I	3	SUPTTE EXEC FINANCEIRO	2
MEMBRO COMITE AUDITORIA	4	SUPTTE EXEC GESTAO DE FUNDOS	1
SUPTTE EXEC JURIDICO	1	SUPTTE EXEC REDE	12
SUPTTE EXEC NEGOCIOS DIGITAIS	1	SUPTTE EXEC RISCOS	2
SUPTTE EXEC PARCERIAS	1	SUPTTE EXEC SECURITIZACAO	1
SUPTTE EXEC PRIVATE BANKING	1	SUPTTE EXEC SEGMENTO	1
SUPTTE EXEC PRODUTOS	1	SUPTTE EXECUTIVO	9



SUPTE PLANEJ TRIBUTARIO		1	
Puesto	Nº	Puesto	Nº
CENTRO CORPORATIVO		277	
ACCOUNTING GROUP VP	2	EXECUTIVE VICE-PRESIDENT	14
ANALYSISCONTROL VICE-PRESIDENT	1	FINANCE GROUP VP	4
ANALYTICS GROUP VP	3	GLOBAL CHIEF INVEST. OFFICER	1
AUDIT VP	1	GOVERNANCE GROUP VP	1
BANKER VP	7	GROUP EXECUTIVE VICE-PRESIDENT	55
BRANCH MANAGER	3	GROUP SENIOR EXECUTIVE VP	2
BUS/CORPBANKING GROUP VP	1	HEAD	2
CHIEF OPERATING OFFICER, ASIA PACIFIC	1	HEAD OF CORPORATE FINANCE, ASIA PACIFIC	2
CO-HEAD OF COMPLIANCE, ASIA PACIFIC	1	PRODUCT VP	12
COMMERCIAL DEV. VICE-PRESIDENT	2	PROJECT GROUP VP	3
COMMERCIAL MANAGEMENT VP	1	PROJECT MANAGEMENT VP	1
COMMUNICATION DIRECTOR	1	PROJECT VICE-PRESIDENT	1
COMPLIANCE GROUP VP	3	PROP & GEN SERV GROUP VP	3
CONSEJERO	12	QUANTITATIVE ANALYSIS VP	2
CONSEJERO DELEGADO	1	RESEARCH VICE-PRESIDENT	2
CYBERSECURITY VP	1	RISK GROUP VP	2
DATA EXPERT II	1	RISK MANAGEMENT VICEPRESIDENT	1
DIRECTOR CIB FRANCE & BENELUX	1	RISK VICE-PRESIDENT	7
DIRECTOR DE AREA	2	SALES VICE-PRESIDENT	5
DIRECTOR GLOBAL	1	SENIOR BANKER	1
DTOR ASUNTOS INSTITUCIONALESUE	1	SENIOR EXECUTIVE VP	3
DTOR TECNOLOGICO Y OPER	1	STRATEG&CORPDEV DIRECTOR	2
DTOR. BANCO MADESANT	1	STRATEGY&CORPORATE DEV VP	2
EXECUTIVE DIRECTOR, GLOBAL MARKETS SALES	2	TOP MGT/EXEC GROUP VP	14
VICEPRESIDENTE CONS. EJECUTIVO	1	TRADER EXPERT II	1
PRODUBAN DIRECTOR	1	TRADER GROUP VP	2
EXECUTIVE VICE-PRESIDENT	1	TRADER VP	10
INVESTMENT DIRECTOR	1	VICE-PRESIDENT	1
DIGITAL TRANSF GROUP VP	1	HEAD OF EXPORT & AGENCY FINANCE, GTB, ASIA PACIFIC	1



GROUP EXECUTIVE VICE-PRESIDENT	4	HEAD OF FINANCIAL MANAGEMENT, ASIA PACIFIC	1
HEAD (WHL) (CERT)	1	HEAD OF FS FRANCE & BENELUX	1
SLB STAFF (CERT)	10	HEAD OF GLOBAL MARKETS, ASIA PACIFIC	1
STRCTRDPRDCTSMNGR II-WHL CERT	2	HEAD OF M&A INFRASTRUCTURES	1
UK DIRECTOR (WHL)	1	HEAD OF ORGANISATION AND COSTS	1
GROUP EXECUTIVE VICE-PRESIDENT	1	HEAD OF RISK, ASIA PACIFIC	1
RELATIONSHIP LEADERSHIP	1	HEAD OF SGCB FRANCE & BENELUX - BRANCH MANAGER	1
MGT & CONTR IT VICE-PRESIDENT	1	HEAD OF TRADING, ASIA PACIFIC	1
MGT IT VICE-PRESIDENT	1	HUMAN RESOURCES GROUP VP	3
OPERATIONS GROUP VP	1	LEGAL GROUP VP	2
OPERATIONS VICE-PRESIDENT	2	LEGAL VICE-PRESIDENT	1
PRESIDENTA	1	MANAGING DIRECTOR, BANKING & CORPORATE FINANCE	1
PRODUCT DIRECTOR	1	MD, BANKING & CORPORATE FINANCE, ASIA PACIFIC	1
PRODUCT MANAGER II	1	MD, CORPORATE SALES, GLOBAL MARKETS	1
GROUP EXECUTIVE VICE-PRESIDENT	3	MD, GLOBAL MARKETS SALES	1
MANAGING DIRECTOR	1	MD, HEAD OF BANKING & CORPORATE FINANCE, ASIA PACIFIC	1
PRODUCT DIRECTOR	2	MD, HEAD OF BANKING & CORPORATE FINANCE, NORTH EAST ASIA	1
SPECIALIST SANTANDER DIGITAL	1	MD, HEAD OF FINANCIAL CONTROL, ASIA PACIFIC	1
MD, REGIONAL HEAD OF HUMAN RESOURCES	1	MD, HEAD OF GLOBAL DEBT FINANCING, ASIA	1
MD, TREASURY SALES	1	MD, HEAD OF GTB, ASIA	1
MGT & CONTR IT GROUP VP	3	MD, HEAD OF TRADING, ASIA PACIFIC	1
Puesto	Nº	Puesto	Nº
CHILE	47		
CONSEJERO	8	PRESIDENTE EJECUTIVO	1
CONTROLLER GRUPO	1	JEFE RIESGOS DE MERCADO	1
DIRECTOR AUDITORIA	1	JEFE RIESGOS METODOLOGIA	1
DIRECTOR JURIDICO CORPORATIVO	1	JEFE RRLL Y SERVICIO A PERSONAS	1
GERENTE GENERAL	1	JEFE SERVICIOS	1
HEAD BANKING-CORPORATE FINANCE	1	JEFE SERVICIOS OPERACIONALES	1
HEAD CORPORATE INVESTMENT BANK	1	JEFE SUPERVISION Y CONSOLIDACION	1



HEAD FS Y A	1	JEFE DIVISION PERSONAS Y COMUN	1
HEAD GLOBAL MARKETS	1	JEFE DIVISION PRODUCTOS	1
JEFE ACTIVOS IRREG Y RECUPERACIONES	1	JEFE DIVISION TECNOLOGIA Y OPE	1
JEFE ADMISION BANCA COMERCIAL Y BEI	1	JEFE GESTION DE INFORMACION DE OPER	1
JEFE AREA ADMINISTRACION	1	JEFE GESTION FINANCIERA	1
JEFE AUDITOR RIESGOS FINANCIEROS	1	JEFE GESTION INFORMACION DE RIESGOS	1
JEFE AUDITOR RIESGOS TECNOLOGICOS	1	JEFE INNOVACION Y ALIANZAS EST	1
JEFE CONTROL DE GESTION Y CAPITAL	1	JEFE INTERVENCION CORPORATIVA	1
JEFE CONTROL FINANCIERO	1	JEFE PORTFOLIO MANAGER	1
JEFE CUMPLIMIENTO PREV BLANQUE	1	JEFE RED BANCO	1
JEFE DIVISION BEI	1	JEFE RELACION CON INVERSIONISTAS	1
JEFE DIVISION CLIENTES EXP Y C	1	JEFE DIVISION DE RIESGOS	1
JEFE DIVISION COMERCIAL	1	JEFE DIVISION FINANCIERA	1
Puesto	Nº		
COLOMBIA	3		
GERENTE CLIENTES EPPS I	1		
PRESIDENTE	1		
VICEPRESIDENTE	1		
Puesto	Nº	Puesto	Nº
ESPAÑA	131		
ACCOUNTING VP	1	DIR SANTANDER PERSONAL & CC	1
ASSET & LIABILTY MANAGER II	1	DIRECTOR AUDITORIA	5
CHIEF CREDIT OFFICER	1	DIRECTOR CAPITAL	2
CONSEJERO	7	DIRECTOR CUMPLIMIENTO Y PBC	1
CONSEJERO DELEGADO	1	DIRECTOR DE AREA	18
DIR BCA DIGITAL E INNOVACIÓN	1	DIRECTOR DE INTEGRACIÓN	1
DIR GESTIÓN RIESGOS / DATOS	2	DIRECTOR DESARROLLO NEGOCIO	1
DIR PLANIFICACIÓN FINANCIERA	1	DIRECTOR GESTIÓN RIESGOS	9
DIRECTOR GRANDES EMPRESAS	1	DTOR RECUPERACIONES	1
DIRECTOR INTERVENCIÓN GENERAL	1	DTOR TECNOLOGÍA	2
DIRECTOR MARKETING	1	DTOR TECNOLOGÍA Y OPERACIONES	2
DIRECTOR ORGANIZACION	1	DTOR TERRITORIAL	14
DIRECTOR PRODUTOS EMPRESAS	1	DTOR TERRITORIAL INSTITUCIONAL	2



DIRECTOR SANTANDER TECNOLOGÍA	1	DTOR TITULIZACIÓN	1
DIRECTOR SEGMENTO EMPRESAS	1	HEAD	5
DIRECTOR UNIDAD	3	LEGAL GROUP VP	1
DIRECTOR UNIDAD RIESGOS	4	PRODUCT MANAGER II	1
DTOR RIESGOS TERRITORIAL	3	SALES MANAGER II	2
DTOR ADJUNTO	2	DTOR REC Y GEST DE ACTIVOS	1
DTOR AS JURIDICA BCA COMERCIAL	1	DTOR INTERVENCIÓN Y CONTAB	1
DTOR ASESORÍA JCA MAYORISTA	2	DTOR NEG HIPOTECARIO	1
DTOR ASESORÍA JCA PROCESAL	1	DTOR OF PROTECCIÓN DE DATOS	1
DTOR ATENCIÓN AL CLIENTE	1	DTOR OPERACIONES	1
DTOR COMPENSACIÓN Y BENEFICIOS	1	DTOR PLANES NEGOCIOS	3
DTOR CONTROL INTERNO	1	DTOR PREVENCIÓN BLANQUEO	1
DTOR COSTES	1	DTOR PROYECTO	1
DTOR DESARROLLO NEGOCIO	5	DTOR PYMES	1
DTOR ESTRATEGIA	1	DTOR GEST DE MARGEN Y PRECIOS	1
DTOR GEOBAN ESPAÑA	1	DTOR GESTIÓN FINANCIERA	1
Puesto	Nº	Puesto	Nº
MÉXICO	73		
BANQUERO DIR UHNW	1	DIR EJEC NEGOCIO RECUPERACIONE	1
CONSEJERO	7	DIR EJEC OPERACIONES	1
DGA CHIEF FINANCIAL OFFICER	1	DIR EJEC PDM SOLUTIONS	1
DGA ESTR ASU PUB JEF GAB PR EJ	1	DIR EJEC PLANEACION COMERCIAL	1
DGA RECURS CORPOR RECUPERACION	1	DIR EJEC PLANIFICACION FINANCI	1
DIR EJEC ACPM ESTRUCTURACION	1	DIR EJEC PROD TRANS RETENCION	1
DIR EJEC ADMISION EMPRESAS	1	DIR EJEC RECUPERACIONES	1
DIR EJEC BANCA PARTICULARES	1	DIR EJEC RECURSOS HUMANOS	1
DIR EJEC BCA DIGIT Y SPOTLIGHT	1	DIR EJEC RELACION INVERSIONIST	1
DIR EJEC CAJEROS AUTOMATICOS	1	DIR EJEC RENT Y CTROL GEST COM	1
DIR EJEC CHIEF AUDIT EXECUTIVE	1	DIR EJEC RIESG GLOBAL COR BANK	1
DIR EJEC CHIEF INFORM SECUR OF	1	DIR EJEC RIESGOS	1
DIR EJEC CHIEF OPERA OFFI SCIB	1	DIR EJEC RIESGOS FINANCI Y ALM	1
DIR EJEC CIB CORPOR INVEST BAN	1	DIR EJEC RIESGOS INDIVIDUOS	1
DIR EJEC CONTRALORIA NORM CCO	1	DIR EJEC RIESGOS PYME	1



DIR EJEC CTRL RIESGOS NO FINAN	1	DIR EJEC SEGMENTO PRIVADA	1
DIR EJEC DE CAPITAL	1	DIR EJEC SOLUCIONES FINANCIERA	1
DIR EJEC DE ESTRATEGIA	1	DIR EJEC UHNW	1
DIR EJEC EQUITY	1	DIR GRAL AD INTERV Y CTRL	1
DIR EJEC ESTRATEGIA CLIENTES	1	DIR GRAL ADJ BCA EMP E INST	1
DIR EJEC FINAN SOLUTI ADVISORY	1	DIR GRAL ADJ ETRATEGIA NEGOCIO	1
DIR EJEC FISCAL	1	DIR GRAL ADJ GLOBAL CORP BANK	1
DIR EJEC GESTION FINANCIERA	1	DIR GRAL ADJ JURIDICO CUMPLIM	1
DIR EJEC GLOB TRANSACT BANKING	1	DIR GRAL ADJ NEGOCIOS ESPECIAL	1
DIR EJEC HEAD OF CREDIT MARKET	1	DIR GRAL ADJ NUEVOS NEGOCIOS	1
DIR EJEC HEAD REGIONAL RESE AM	1	DIR GRAL ADJ RED COMERCIAL	1
DIR EJEC INSTITUCIONALES	1	DIR GRAL ADJ TECNOL Y OPERAC	1
DIR EJEC INTERVENCION GENERAL	1	DIR GRAL ADJ TRANS Y BCA DIGIT	1
DIR EJEC JURID BCA COMER Y REG	1	DIR GRAL ADJUNTO RIESGOS	1
DIR EJEC MERCADOS	1	EXECUTIVE DIRECTOR	4
MANAGING DIRECTOR	2	VICEPRESIDENTE BANCA COMERCIAL	1
PRESIDENTE EJEC DIR GRAL GF	1		
Puesto	Nº		
OPENBANK	1		
CEO	1		
Puesto	Nº		
PERÚ	3		
DIRECTOR COMERCIAL	1		
GERENTE COMERCIAL	1		
GERENTE GENERAL	1		
Puesto	Nº	Puesto	Nº
POLONIA	42		
CHIEF CORPORATE CLIENTS OFFICE	1	DIRECTOR DEL DEPARTAMENTO DE TRANSACCIONES FINANCIERAS	1
CHIEF CREDIT OFFICER	1	MIEMBRO DEL CONSEJO	5
CHIEF CUSTOMER OFFICER	1	PRESIDENTE DEL CONSEJO	1
DIR. DEP. BUSINESS PARTNERSHIP	1	SUPERVISORY BOARD	6
DIR. DEP. OPER. Y CUENTAS. INTERNA	1	VICEPRESIDENTE	1



DIR. DEP. TRANSFORMACIÓN DE PROCESOS	1	VICEPRESIDENTE DEL CONSEJO	4
DIR. DEP. VENTAS DEL PROCESO LEGAL.	1	ZONA DE OPERACIONES BANCARIAS CENTRALES	1
DIR. ZONA	1	DIRECTOR DE ÁREA DE AUDITORÍA WEWNET	1
DIR. ZONA BANCA DE NEGOCIOS	1	DIRECTOR DE ÁREA DE TRANSFORMACIÓN	1
DIR. ZONA COMUNICACIÓN CORP.	1	DIRECTOR DE GESTIÓN DE ACTIVOS Y PASIVOS.	1
DIR. ZONA CRÉDITO	1	DIRECTOR DE GESTIÓN DE RIESGOS	1
DIR. ZONA REESTRUCT. CRÉD. Y ACTIVOS	1	DIRECTOR DE LA OFICINA DE ANÁLISIS DE ALM	1
DIRECTOR BANCO	1	DIRECTOR DEL ÁREA DE GESTIÓN FINANCIERA.	1
DIRECTOR DEL CENTRO DE ARQUITECTURA DE TI	1	DIRECTOR DEL ÁREA DE MERCADO FINANCIERO	1
DIRECTOR DEL DEPARTAMENTO DE RIESGO FINANCIERO	2		

Puesto	Nº	Puesto	Nº
PORTUGAL	64		
ADJ ADM ACORES E MADEIRA	1	DD RISCOS BANCA COMERCIAL	1
ADJ ADM AR RECUP DESINVESTIM	1	DD RISCOS GCB	1
ADJ ADM GLOBAL CORPOR BANKING	1	DIR. ADJ. ADM. CONTAB. E CONTROLO DE GESTÃO	1
ADJ ADM INTERM PROTECAO E INV	1	DIR. ADJ. ADM. GESTÃO DE PESSOAS	1
ADJ ADM REDE PART E NEG NORTE	1	DIR. ADJ. ADM. OFERTA COM. MKT	1
ADM AREA DE MEIOS	1	DIR. ADJ. ADM. ORG. E CUSTOS	1
ADM COMUN MARK CORP QUALIDADE	1	DIR. ADJ. ADM. RISCOS	1
ADMINISTRADOR EXECUTIVO	4	DIR. ADJ. ADM. SEC.GERAL E JURÍDICO	1
CONSEJERO - SIN RV	6	DIR. ADJ. ADM. TECN. E OPERAÇÕES	1
D CORPORATE INVESTM.BANKING	1	DIR. EXEC. CONTABILIDADE	1
D NEGÓCIO INTERNACIONAL	1	DIR. EXEC. GESTÃO COM. E SEGMENTOS	1
D PART.E NEGOCIOS MADEIRA	1	DIR.COORD.FUNDOS INVESTIM. IMOBILIÁRIO	1
D PARTIC.E NEGOCIOS ACORES	1	DIRECTOR COMERCIAL	1
D PLANEAMENTO GESTAO BALANCO	1	PRESIDENTE ASSET MANAGEMENT	1
D RISCO OPERACIONAL	1	PRESIDENTE CE SEGURADORA	1
DC ASSUNTOS INSTIT E CUMPRIMTO	1	PRESIDENTE COMISSÃO EXECUTIVA	1
DC ASSUNTOS JURIDICOS	1	RESP AREA DE EMPRESAS	1
DC AUDITORIA INTERNA	1	RESP AREA FOMENTO CONSTRUCAO	1
DC CONTROLO E CONSOLID RISCOS	1	RESP DIR COORD EMPRESAS SUL	1
DC EMPRESAS NORTE	1	RESP.AREA INTELIGENCIA COMER.	1



DC GRANDES EMPRESAS	1	VICE PRESIDENTE COMISSÃO EXEC.	1
DC INTERNACIONAL BANCA INSTIT	1	VICE-PRESIDENTE DO CA	1
DC MEIOS DE PAGAMENTO	1	VOGAL CONSELHO ADMINISTRACAO	2
DC METODOLOGIA E STRESS TEST	1	DD ESTUDOS PL. ES. REL.INVEST.	1
DC PRIVATE BANKING	2	DD FISCALIDADE	1
DC PRIVATE BANKING SUL	1	DD GOVERNO DE RISCOS	1
DC RECUPERAÇÕES	1	DC REDE PART.NEG.SUL	1
Puesto	Nº	Puesto	Nº
SANTANDER ASSET MANAGEMENT (SAM)	22		
CEO LOCAL	1	HEAD OF RISK& COMPLIANCE	1
CHIEF EXECUTIVE OFFICE	1	HEAD OF SALES RETAIL	1
CHIEF INVESTMENT OFFICER	1	CEO, UK	1
DIRECTOR ANÁLISIS RIESGOS	1	GCHRO	1
DIRECTOR COMERCIAL	1	HEAD OF FIXED INCOME LATAM	1
DIRECTOR DE CUMPLIMIENTO	1	HEAD OF GMAS	1
DIRECTOR DE VENTAS_PERSONAS JURIDICAS	1	UK CIO	1
DIRECTOR GESTIÓN RIESGOS	1	DTOR TECNOLOGÍA Y OPERACIONES	1
DIRECTORA DE ESTRATEGIA DE MERCADO Y MK	1	DTOR. VENTAS INSTITUCIONALES	1
DTOR FINANCIERO & FACILITIES	1	HEAD OF HR	1
DTOR PREVISIÓN COLECTIVOS	1	HEAD OF LEGAL	1
Puesto	Nº	Puesto	Nº
SANTANDER CONSUMER FINANCE (SCF)	57		
BOARD MEMBER	6	DIRECTOR NEGOCIO RECUPERACIONES	2
CEO	3	DIRECTOR UNIDAD SCF	1
CEO AND GENERAL DIRECTOR	1	DTOR AUDITORIA	2
CEO FRONT OFFICE	1	DTOR DIVISIÓN	1
CHIEF CREDIT OFFICER	1	HEAD OF AREA	2
CHIEF EXECUTIVE OFFICER	3	HEAD SCB	1
COMPLIANCE VP	1	HUMAN RESOURCES VP	1
CONSEJERO NO EJECUTIVO	5	LDAP SB	1
DIRECTOR CORPORATIVO DE OPERACIONES	1	MANAGER	1
DIRECTOR DE ASESORÍA JURÍDICA	1	MANAGING DIRECTOR, HEAD OF CONSUMER FINANCE, ASIA PACIFIC	1



DIRECTOR DE COMPENSACIÓN	1	PMO DIRECTOR	1
DIRECTOR DESARROLLO NEGOCIO	1	PRESIDENT OF THE MANAGEMENT BOARD	1
DIRECTOR GESTIÓN FINANCIERA	1	TOP MGT/EXEC VP	13
DIRECTOR GESTIÓN RIESGOS	1	TOPRED (CERT)	1
DIRECTOR GESTIÓN RIESGOS (ERM)	1		
Puesto	Nº	Puesto	Nº
SANTANDER LONDON BRANCH (SLB)	31		
HEAD OF EQUITY – QUANTS	1	UK DIRECTOR (WHL)	2
MD, HEAD OF EUROPEAN INSURANCE, FINANCIAL INSTITUTIONS GROUP	1	UK DIRECTOR (WHL) (CERT)	4
MD, HEAD OF CREDIT SALES EUROPE (EX IBERIA) & FI CURRENCY EMERGING MARK.	1	UK DIRECTOR CERT	1
PRODUCT MANAGER I (WHL) (CERT)	1	TRADING MGR II (WHL) (CERT)	2
PRODUCT MANAGER II (WHL)(CERT)	1	SENIOR BANKER II (WHL) (CERT)	1
SALES MANAGER I (WHL) (CERT)	1	SLB STAFF	4
SALES MANAGER II (WHL) (CERT)	3	SLB STAFF (CERT)	3
SENIOR BANKER I (WHL) (CERT)	1	TRADING MANAGER I (WHL) (CERT)	4
Puesto	Nº	Puesto	Nº
SUIZA	6		
COMMERCIAL DIRECTOR, EXECUTIVE BANKER	1	REGIONAL HEAD, EXECUTIVE BANKER	1
MANAGING DIRECTOR	1	SENIOR BANKER II	1
TEAM LEADER III	2		
Puesto	Nº	Puesto	Nº
REINO UNIDO	217		
AFM STAFF	3	CHIEF INTERNAL AUDITOR	1
ASSET & LIABILITY MANAGER I	1	CHIEF LEGAL & REGULATORY OFFICER	1
BSNS DEVELOPMT MNGR II (WHL)	1	CHIEF MARKETING OFFICER	1
CCO, RETAIL	1	CHIEF OF STAFF TO THE CHIEF OPERATING OFFICER	1
CENTRAL HEALTHCARE	1	CHIEF OPERATING OFFICER	1
CEO - PSA FINANCE	1	CHIEF OPERATING OFFICER RISK MANAGEMENT & SOLVENCY	1
CEO OF INSURANCE AND PROTECTION	1	CHIEF OPERATING OFFICER, PROJECT WAVE	1
CHAIRMAN	1	CHIEF OPERATING OFFICER, SANTANDER CORPORATE BANK UK	1



CHIEF CREDIT OFFICER, SANTANDER CORPORATE BANK	1	CHIEF RISK OFFICER	1
CHIEF EXECUTIVE OFFICER	1	CHIEF TECHNOLOGY OFFICER	1
CHIEF FINANCIAL OFFICER	1	CHIEF TRANSFORMATION OFFICER	1
CHIEF HR OFFICER	1	COMMERCIAL DIRECTOR - SANTANDER CONSUMER FINANCE	1
CHIEF INFORMATION & CHANGE OFFICER	1	COMPANY SECRETARY	1
COO AND LEGAL COUNSEL	1	DIRECTOR OF RESTRUCTURING AND RECOVERIES	1
COO, CORPORATE & COMMERCIAL BANKING	1	DIRECTOR OF SECURITY & PRIVACY SERVICES	1
CORPORATE BANK T&O	1	DIRECTOR OF TRANSFORMATION & SUPPORT, RETAIL DISTRIBUTION	1
DEPUTY CEO - PSAF	1	DIRECTOR OF TREASURY RISK & QUANTITATIVE METHODOLOGY	1
DEPUTY MLRO	1	DIRECTOR OF WHOLESALE & SPECIALISED CREDIT RISK	1
DIRECTOR	5	DIRECTOR WHOLESALE RISK	1
DIRECTOR CLIENT RELATIONS	1	DIRECTOR, CENTRE OF EXCELLENCE	1
DIRECTOR CUSTOMER ENGAGEMENT & DIGITAL INTERMEDIARIES	1	DIRECTOR, FINANCIAL ACCOUNTING AND DATA	1
DIRECTOR MORTGAGE MARKETING	1	DIRECTOR, LEGAL - LITIGATION, CONTENTIOUS REGULATORY & COMPETITION	1
DIRECTOR OF ALM	1	DIRECTOR, LIQUIDITY & BANKING MARKET RISK	1
DIRECTOR OF AUDIT - CONDUCT & COMPLIANCE	1	DIRECTOR, MANAGEMENT INFORMATION & PLANNING	1
DIRECTOR OF AUDIT - WHOLESALE & MARKETS	1	DIRECTOR, MORTGAGE DISTRIBUTION	1
DIRECTOR OF BUSINESS ASSURANCE & FINANCIAL CRIME	1	DIRECTOR, RETAIL UNSECURED CREDIT	1
DIRECTOR OF CAPITAL MANAGEMENT	1	DIRECTOR, RISK METHODOLOGY	1
DIRECTOR OF CHANGE & TRANSFORMATION - RETAIL & BUSINESS BANKING	1	DIRECTOR, RISK OVERSIGHT	1
DIRECTOR OF COMPLIANCE SGCB	1	DIRECTOR, SIMPLIFICATION	1
DIRECTOR OF COPORATE COMMUNICATIONS	1	DIVISIONAL RISK MANAGER, NORTH, EAST & WEST MIDLANDS AND CAMBRIDGE & ANGLIA	1
DIRECTOR OF CORPORATE DEVELOPMENT	1	DIVISIONAL RISK MANAGER, SOUTH WEST & WALES & LC	1
DIRECTOR OF COST MANAGEMENT AND PROCUREMENT	1	DMD, LONDON & EAST	1
DIRECTOR OF CUSTOMER OPERATIONS, RETAIL & BUSINESS BANKING	1	DMD, LONDON & SOUTH EAST, RCB	1
DIRECTOR OF DIGITAL SERVICES	1	DMD, NORTH	1
DIRECTOR OF EXTERNAL REPORTING	1	DMD, SOUTH WEST & CENTRAL	1



DIRECTOR OF FINANCE ACCOUNTING AND CONTROL	1	DMD, SOUTH WEST, WALES & WEST MIDLANDS, RCB	1
DIRECTOR OF FUNDING & COLLATERAL MANAGEMENT	1	DMD, YORKSHIRE, NE, NORTHERN IRELAND & SCOTLAND, RCB	1
DIRECTOR OF OPERATIONAL RISK	1	ED CONSUMER, RETAIL & HEALTHCARE	1
DIRECTOR OF OPERATIONS & AUTOMATION SERVICES	1	ED METALS & MINING/INDUSTRIALS & ATS	1
DIRECTOR OF ORGANISATIONAL CAPABILITIES AND SOLUTIONS	1	ED MULTI-NATIONALS	1
DIRECTOR OF PENSIONS	1	ED OIL & GAS	1
DIRECTOR OF PLATFORM SERVICES	1	ED SPONSORS, INFRA & UTILITIES	1
DIRECTOR OF PRODUCTS, SANTANDER BUSINESS	1	ED, TECHNOLOGY, TELECOMS AND MEDIA, CIB	1
EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER	1	HEAD OF NEW BUSINESS MODELS	1
FINANCE DIRECTOR - PSAF	1	HEAD OF PORTFOLIO MANAGEMENT	1
FINANCE DIRECTOR - SANTANDER CONSUMER FINANCE	1	HEAD OF REAL ESTATE	1
HEAD	2	HEAD OF REAL ESTATE RISK	1
HEAD OF AUDIT - CHIEF OPERATING OFFICER	1	HEAD OF RETAIL & BUSINESS BANKING	1
HEAD OF AUDIT - CREDIT RISK	1	HEAD OF RISK	2
HEAD OF AUDIT - IT RISK	1	HEAD OF SAF BUSINESS DEVELOPMENT CCB	1
HEAD OF BALANCE SHEET MANAGEMENT	1	HEAD OF SANTANDER CORPORATE & COMMERCIAL BANKING	1
HEAD OF BRANCH INTERACTIONS	1	HEAD OF SANTANDER CORPORATE AND INVESTMENT BANKING UK (RING FENCED BANK)	1
HEAD OF BUSINESS DEVELOPMENT	1	HEAD OF SANTANDER INVOICE FINANCE	1
HEAD OF BUSINESS DEVELOPMENT - SANTANDER SERVICES	1	HEAD OF SHORT TERM MARKETS	1
HEAD OF CHANGE	1	HEAD OF SOLUTIONS GROUP	1
HEAD OF CUSTOMER INTERACTIONS	1	HEAD OF SPECIALISED & PROJECT FINANCE	1
HEAD OF CUSTOMER SOLUTIONS	1	HEAD OF SPECIALIST BUSINESS UNITS	1
HEAD OF DEPARTMENT	1	HEAD OF STRATEGIC FUTURE TECH	1
HEAD OF DEPARTMENT (WHL)	1	HEAD OF STRATEGY AND BUSINESS PERFORMANCE	1
HEAD OF DIGITAL TRANSFORMATION	1	HEAD OF STRATEGY, CORPORATE DEVELOPMENT & NEW BUSINESS DEVELOPMENT	1
HEAD OF E-COMMERCE FX/RATES	1	HEAD OF VALIDATION	1
HEAD OF EXTERNAL COMMUNICATIONS	1	HEAD OF WHOLESALE & SPECILAIST SALES	1
HEAD OF GTB UK	1	HOUSING FINANCE	1



HEAD OF INVESTOR RELATIONS	1	HR COO	1
HEAD OF LEGAL (WHOLESALE MARKETS)	1	IT & OPERATIONS DIRECTOR - SANTANDER CONSUMER FINANCE	1
HEAD OF LOAN & RESTRUCTURED FINANCE	1	LEGAL DIRECTOR - SANTANDER CONSUMER FINANCE	1
HEAD OF M&A	1	LENDING & BANKING OPERATIONS DIRECTOR	1
HEAD OF MARKETING	1	MANAGING DIRECTOR - COMMUNITIES	1
MANAGING DIRECTOR, EAST OF ENGLAND	1	MANAGING DIRECTOR - HOTELS & HEALTHCARE	1
MANAGING DIRECTOR, NORTH WEST	1	REGIONAL DIRECTOR TV & HOME COUNTIES	1
MANAGING DIRECTOR, STRUCTURED FINANCE GROUP	1	REGIONAL DIRECTOR, SCOTLAND & NI	1
MD SANTANDER INTERNATIONAL	1	REGIONAL DIRECTOR, SOUTH WEST & WALES	1
MD, BUSINESS BANKING	1	REGIONAL DIRECTOR, WEST MIDLANDS	1
MD, CATER ALLEN	1	REGIONAL DIRECTOR, YORKSHIRE & NORTH EAST	1
MD, CUSTOMER INTERACTIONS CONTACT CENTRES	1	REGIONAL HEALTHCARE	1
MD, HEAD OF COLLABORATION REVENUES	1	RELATIONSHIP LEADERSHIP	1
MD, MORTGAGES	1	RETAIL BUSINESS STRATEGY & PERFORMANCE DIRECTOR	1
MD, ORIGINATION & CLIENT COVERAGE	1	REWARD & PERFORMANCE MANAGEMENT DIRECTOR	1
MD, PRODUCTS & INTERNATIONAL BUSINESS	1	RISK DIRECTOR - PSAF	1
MD, HEAD OF SYNDICATED LOANS	1	RISK DIRECTOR - SANTANDER CONSUMER FINANCE	2
NATIONAL HEAD FINANCIAL SPONSORS	1	SAF HEAD OF RISK	1
NATIONAL HEAD GROWTH CAPITAL	1	SALES MANAGER I (WHL) (CERT)	1
NATIONAL HEAD OF BUSINESS DEVELOPMENT - INVOICE FINANCE (SECONDED)	1	SCCB FX	1
NATIONAL HEAD SF CORPORATES	1	SCCB RATES	1
NON EXECUTIVE DIRECTOR	10	SCF GLOBAL ACCOUNT DIRECTOR	1
PEOPLE DIRECTOR AND DEPUTY CHIEF HR OFFICER	1	SENIOR BANKER I (WHL) (CERT)	1
POLICY, EMPLOYEE RELATIONS & CHANGE DIRECTOR	1	SENIOR BANKER II	1
PRODUCT MANAGER I (WHL) (CERT)	1	SENIOR MANAGER	2
PROJECT ROLE TBC	2	SENIOR MANAGER (WHL)	1
PROJECTS	1	STRATEGY, HR AND SPECIAL PROJECTS DIRECT - SANTANDER CONSUMER FINANCE	1
QUANTATIVE ANALYSIS MGR I (WHL)	1	STRUCTURED FINANCE	1
REAL ESTATE FINANCE MIDLANDS & SOUTH	1	T&O WEALTH MANAGEMENT & INSURANCE	1



REAL ESTATE NORTH	1	TRADE & WORKING CAPITAL	1
REGIONAL DIRECTOR CONSUMER	1	TRADE ORIGINATION	1
REGIONAL DIRECTOR INDUSTRIALS	1	TRADING MANAGER I	1
REGIONAL DIRECTOR PROFESSIONALS & FINANCIAL SERVICES (MAT COVER)	1	UK CIB	1
REGIONAL DIRECTOR SOUTH EAST & SOLENT	1	UK DIRECTOR	1
UK DIRECTOR CERT	3		
Puesto	Nº		
URUGUAY	3		
GERENTE GENERAL	3		
Puesto	Nº	Puesto	Nº
USA	203		
ASSOCIATE DIRECTOR, MARKET DIRECTOR	1	CIO OF DATA & CORPORATE FUNCTIONS	1
BSI MIAMI CEO	1	CRO - CBB & HEAD OF ENTERPRISE RISK MANAGEMENT	1
CFO SIS	1	CRO - CIB, SIS & NYB	1
CHIEF ACCOUNTING OFFICER	2	CRO - COMMERCIAL	1
CHIEF AUDIT EXECUTIVE SHUSA	1	DEPUTY MANAGING DIRECTOR	1
CHIEF COMMUNICATIONS OFFICER	1	DIR, PROJECT & ACQ FINANCE	1
CHIEF COMPLIANCE OFFICER	1	DIRECTOR OF SEGMENTS	1
CHIEF COMPLIANCE OFFICER, SBNA	1	DIRECTOR, DEALER QUALITY	1
CHIEF COMPLIANCE OFFICER, SHUS	1	DIRECTOR, PROGRAM MANAGEMENT	1
CHIEF EXEC OFFICER SHUSA	2	DIRECTOR, RISK MODELING	1
CHIEF FINANCIAL OFFICER	3	DIROFORG,COSTS,REGPROJ&CORPDEV	1
CHIEF HUMAN RESOURCES OFFICER	2	EXECUTIVE BANKER	1
CHIEF INFO SECURITY OFFICER US	1	EXECUTIVE DIRECTOR	10
CHIEF INFORMATION OFFICER	3	EXECUTIVE DIRECTOR, ASSET BASED LENDING & RESTUCTURING FINANCE	2
CHIEF LEGAL OFFICER	1	EXECUTIVE DIRECTOR, AUDIT	3
CHIEF LEGAL OFFICER SC	1	EXECUTIVE DIRECTOR, BSA/AML OFFICER	1
CHIEF MARKET RISK OFFICER	1	EXECUTIVE DIRECTOR, BUSINESS OFFICER	1
CHIEF MARKET RISK OFFICER, SBNA	1	EXECUTIVE DIRECTOR, COMPENSATION, BENEFITS, & PAYROLL	1
CHIEF MODEL RISK DEVELOPMENT OFFICER	1	EXECUTIVE DIRECTOR, CORPORATE BANKING RELATIONSHIP MANAGER	6
CHIEF MODEL RISK OFFICER	1	EXECUTIVE DIRECTOR, CORPORATE SECRETARY	1



CHIEF OPERATING OFFICER	1	EXECUTIVE DIRECTOR, CORPORATE SERVICES	1
CHIEF OPERATIONAL RISK OFFICER	1	EXECUTIVE DIRECTOR, CREDIT RISK REVIEW	1
CHIEF PRODUCT, MKTING & ONLINE	1	EXECUTIVE DIRECTOR, FINANCIAL	1
CHIEF RISK OFFICER	2	EXECUTIVE DIRECTOR, FINANCIAL PLANNING & ANALYSIS	3
CHIEF TECHNOLOGY OFFICER	2	EXECUTIVE DIRECTOR, GOVERNMENT RELATIONS & PUBLIC POLICY	1
EXECUTIVE DIRECTOR, GTB PRODUCT SPECIALIST	1	HEAD OF DIGITAL AND SERVICES FO	1
EXECUTIVE DIRECTOR, HEAD OF ANALYTICS AND DECISION SCIENCE	1	HEAD OF GLOBAL DEBT FINANCE	1
EXECUTIVE DIRECTOR, HEAD OF BRANCH NETWORK	1	HEAD OF GLOBAL TRANSACTION BANKING	1
EXECUTIVE DIRECTOR, HEAD OF BUSINESS BANKING	1	HEAD OF INFRASTRUCTURE SBNA	1
EXECUTIVE DIRECTOR, HEAD OF CONSUMER LENDING AND DEPOSIT PRODUCTS	1	HEAD OF INFRASTRUCTURE SHUSA	1
EXECUTIVE DIRECTOR, HEAD OF HOME LOANS	1	HEAD OF OPERATIONS	1
EXECUTIVE DIRECTOR, HEAD OF SALES AND SERVICE STRATEGY	1	HEAD OF SOLVENCY RISK	1
EXECUTIVE DIRECTOR, HEAD OF WEALTH	1	HEAD OF TAX- SHUSA	1
EXECUTIVE DIRECTOR, HUMAN RESOURCES BUSINESS PARTNER	1	INDEPENDENT BOARD MEMBER	7
EXECUTIVE DIRECTOR, MIDDLE MARKET	2	IT SPECIAL ADVISOR	1
EXECUTIVE DIRECTOR, PRODUCT & CAPABILITIES	1	MANAGING DIRECTOR	18
EXECUTIVE DIRECTOR, PRODUCT SPECIALIST	4	MANAGING DIRECTOR CIB	1
EXECUTIVE DIRECTOR, PROGRAM MANAGEMENT	1	MANAGING DIRECTOR, BUSINESS MGMT & FRONT OFFICE TRANSFORMATION	1
EXECUTIVE DIRECTOR, STRATEGY, UNDERWRITING & PORTFOLIO MANAGEMENT	1	NATIONAL BUSINESS DIRECTOR - INVESTMENTS	1
EXECUTIVE DIRECTOR, TALENT MANAGEMENT	1	PRESIDENT, CHRYSLER CAPITAL AND AUTO RELATIONSHIPS	1
EXECUTIVE DIRECTOR, TREASURY	2	PUERTO RICO CEO	1
EXECUTIVE DIRECTOR, UNDERWRITING & PORTFOLIO MANAGEMENT	1	REGIONAL DIRECTOR	3
FI & INST. SALES	1	SENIOR BANKER	1
FINANCIAL INSTITUTIONS MANAGER	1	SENIOR REGULATORY RISK ADVISOR	1
GLOBAL HEAD OF PRIVATE WEALTH	1	SHUSA CFO	1
HEAD	1	SHUSA CHIEF RISK OFFICER	1
HEAD - SHUSA	1	SR. DEPUTY GENERAL COUNSEL	5
HEAD OF BANKING & CORPORATE FINANCE	1	SR. DIRECTOR	2



HEAD OF CHRYSLER CAPITAL AND AUTO RELATIONSHIPS	1	SR. DIRECTOR, APPLICATION DEVELOPMENT	1
HEAD OF CIB BUSINESS MANAGEMENT	1	SR. DIRECTOR, AUDIT	1
HEAD OF CIB FIRST LINE	1	SR. DIRECTOR, BUSINESS INTELLIGENCE & REPORTING	1
HEAD OF COMMERCIAL BANKING	2	SR. DIRECTOR, COLLECTIONS	2
HEAD OF COMMERCIAL REAL ESTATE AND VEHICLE FINANCE	1	SR. DIRECTOR, COMPLIANCE	1
HEAD OF CONSUMER & BUSINESS BANKING	1	SR. DIRECTOR, CONSUMER & BUSINESS PRACTICES	1
SR. DIRECTOR, CREDIT RISK	3	SR. DIRECTOR, CREDIT	1
SR. DIRECTOR, CUSTOMER SERVICE	1	SR. DIRECTOR, RISK MANAGEMENT	1
SR. DIRECTOR, ENTERPRISE RISK & COMPLIANCE	1	SR. DIRECTOR, TECHNICAL PROJECT MANAGEMENT	1
SR. DIRECTOR, FINANCIAL PLANNING & ANALYSIS	1	SR. DIRECTOR, TREASURY	1
SR. DIRECTOR, INFORMATION SECURITY	1	SR. DIRECTOR, UNDERWRITING & PORTFOLIO MANAGEMENT	2
SR. DIRECTOR, LOAN OPERATIONS	2	SVP	1
SR. DIRECTOR, MARKET DIRECTOR	4	US CHIEF OF STAFF & HEAD OF TRANSFORMATION - SHUSA	1
SR. DIRECTOR, MARKET RISK	1	VP	1
SR. DIRECTOR, MARKETING	1	SR. DIRECTOR, PRODUCT MANAGEMENT	1
SR. DIRECTOR, MODEL DEVELOPMENT	1	SR. DIRECTOR, QUALITY MANAGEMENT	1
SR. DIRECTOR, OPERATIONAL RISK	2	SR. DIRECTOR, PORTFOLIO MANAGEMENT & OVERSIGHT	1
TOTAL GENERAL	1359		

PLANNED MEASURES TO ADJUST REMUNERATION IN THE CASE OF LOWER-THAN-EXPECTED PERFORMANCE

These measures fall within the scope of the variable remuneration system as a whole. Here, the basic principles of the remuneration policy for identified staff are as follows in 2020:

1. Remuneration must be aligned with the interests of shareholders and be focused on long-term value creation, while remaining compatible with a rigorous risk management and with the company's long-term strategy, values and interests.
2. Fixed remuneration must represent a significant proportion of total compensation.
3. Variable remuneration must compensate for performance in terms of the achievement of agreed goals, in line with the role and responsibilities of the individual and within the framework of prudent risk management.



4. The global remuneration package and the structure thereof must be competitive, in order to appeal to and retain professionals.
5. Conflicts of interest and discrimination must be avoided in decisions regarding remuneration.

The main characteristics of the variable remuneration policy for identified staff 2019 are as follows:

- In no case will variable remuneration be more than 200% of fixed remuneration or 100% of fixed remuneration in areas where no controls are run.
- Variable remuneration will usually comprise an incentive to be received partly in cash and partly in shares or other financial instruments for this purpose, while deferring collection of the incentive for a period of three to five years (and up to seven in the United Kingdom).
- Variable remuneration contains elements for measuring performance that are aligned with strategy and the long-term interests of shareholders. These elements, both in the short and—for certain categories—the long term, consider quantitative and qualitative criteria that reflect the entity's results, profitability, performance of capital, behaviour to customers and the quality of the services provided to them, risk management and compliance with regulations.
- It is subject to ex post deferred malus and clawback clauses, which are triggered in scenarios of deficient financial performance of either the bank as a whole or a division or specific area thereof or of the exposure generated by staff, with at least the following factors being taken into account:
 - Significant failures in risk management by the bank, or by a business or risk control unit.
 - The increase in capital requirements of an entity or business unit, unforeseen at the time the exposure was generated.
 - Regulatory sanctions or judicial sentences for events that could be attributable to the unit or the personnel responsible for them. Failure to comply with the entity's internal codes of conduct.
 - Irregular conduct, whether by individuals or groups. The negative effects deriving from the marketing of unsuitable products and the responsibilities of the people or bodies that took these decisions will be particularly considered.
- The percentages and terms of deferral are as follows:

	Percentage paid Immediately	Deferred percentage	Deferral period (1)
Executive directors and members of Identified Staff with total target variable remuneration greater or equal to EUR 2.7 million.	40%	60%	5 years
General heads, country heads in countries that represent at least 1% of the Group's economic capital and other members of the identified staff with remuneration			



total target variable between EUR 1.7 million and EUR 2.7 million.	50%	50%	5 years
Other members of the identified staff	60%	40%	3 years

(1) Up to 7 years in certain jurisdictions.

DESCRIPTION OF CRITERIA USED FOR CONSIDERING PRESENT AND FUTURE RISKS IN DETERMINING REMUNERATION, INDICATING SPECIFIC RISKS TAKEN INTO ACCOUNT, MEASUREMENT APPROACHES USED, HOW THE MEASURES AFFECT REMUNERATION AND, WHERE APPROPRIATE, CHANGES IN CRITERIA MADE IN THE CORRESPONDING YEAR

The following criteria and processes regarding the consideration of present and future risks are taken into account in determining variable remuneration:

- Alignment of short and long-term quantitative and qualitative metrics with the Group's strategic objectives. These objectives and metrics cover the objectives in relation to employees, customers, shareholders and, hence, to society as a whole.
- The balance of quantitative and qualitative metrics.
- The inclusion of return on risk weighted assets as a basic metric for calculating variable remuneration, highlighting the importance of regulatory capital in obtaining results.
- The inclusion of qualitative factors to calculate bonuses to ensure a broad vision of performance, including key management aspects.
- The work done by the human resources committee in relation to the assessment of metrics. This committee includes members of senior management who are also responsible for different functions in the Group, including risk, internal audit, compliance, general secretariat and human resources, financial management and financial accounting and control. Their role in this committee consists of analysing quantitative metrics information, undertaking a qualitative analysis, and considering whether or not to apply exceptional adjustments. This analysis includes different matters related to risk, capital, liquidity, quality and recurrence of results, and other compliance and control matters.
- Payment in shares of 50% of the variable remuneration and deferral over three or five years of between 60% and 40% of the same.
- The obligation to hold the shares, whether delivered immediately or after a period of deferral, so that the beneficiaries cannot dispose of the shares until one year after the award.
- The malus clauses that condition payments of the deferred amount, whether in cash or shares, and the clawback option for variable remuneration up to the end of the withholding period corresponding to the final delivery of deferred shares.
- Corporate governance of the entire process, with the involvement of the board of directors as mentioned above, the composition and functions of the remuneration committee as described and the participation of the human resources committee with control functions.
- Variable remuneration limits. Variable remuneration extended to each executive in the identified staff for 2020 and any other variable remuneration corresponding to them may not exceed the applicable limits for variable remuneration.



AGGREGATE QUANTITATIVE INFORMATION ON REMUNERATION PAID DURING THE PREVIOUS FINANCIAL YEAR TO MEMBERS OF THE REMUNERATION SUPERVISORY BODY, IF DIFFERENT FROM THE BOARD OF DIRECTORS

The is such other body. The aggregated quantitative information is detailed in sections 6 (excluding section 6.6), 9.4 and 9.5 in the corporate governance chapter of the consolidated directors' report of Santander for financial year 2019 which is available in the corporate website of Santander (www.santander.com).

AGGREGATE QUANTITATIVE INFORMATION ON REMUNERATION, BROKEN DOWN BY BUSINESS AREA OF THE CREDIT INSTITUTION IN WHICH PERSONNEL PERFORM SERVICES, BETWEEN INVESTMENT BANKING (WHICH SHALL INCLUDE CORPORATE FINANCE, VENTURE CAPITAL AND CAPITAL MARKETS AREAS), RETAIL AND COMMERCIAL BANKING, ASSET MANAGEMENT AND OTHER.

<i>Thousand euros</i>	31 December 2019				
	Investment banking	Retail and Commercial Banking	Asset management	Rest	Total
No. of people	263	673	38	385	1.359
Total Remuneration	201.517	404.057	25.982	281.296	912.852

INDICATE THE TERMS, WHERE APPROPRIATE, BY WHICH THE GENERAL SHAREHOLDERS' MEETING OR EQUIVALENT BODY APPROVED VARIABLE REMUNERATION ABOVE 100% OF FIXED REMUNERATION, ALONG WITH THE MAXIMUM PERCENTAGE ESTABLISHED, THE RECOMMENDATION ISSUED BY THE BOARD OF DIRECTORS AND STAFF AFFECTED BY THE MEASURE.

Agreements from the general shareholders' meeting on 03 April 2020. Point Eleven

To approve a maximum ratio of 200% between the variable and fixed components of the total remuneration of the executive directors and of certain employees belonging to categories with professional activities that have a material impact on the risk profile of the Group upon the terms set forth below:

- (i) Number of affected persons: certain members of the Identified Staff (1,002 at 31 December 2019, as itemised in the Exhibit to the detailed recommendation prepared by the board of directors), and up to 50 additional beneficiaries, up to a total maximum of 1,052 persons. The beneficiaries of this resolution include the executive directors of Banco Santander and other employees of Banco Santander or other companies of the Group belonging to the "Identified Staff" or "Material Risk Takers", i.e. to categories with professional activities that have a significant impact on the risk profile of the Bank or of the Group, including senior executives, risk-taking employees or employees engaged in control functions, as well as other workers whose total remuneration places them within the same remuneration bracket as that of the



preceding categories. However, it is noted that the categories of personnel who engage in control duties are generally excluded from the scope of this resolution. The members of the Identified Staff have been selected pursuant to the standards established in Commission Delegated Regulation (EU) No 604/2014, of 4 March 2014, supplementing Directive 2013/36/EU of the European Parliament and of the Council with regard to regulatory technical standards with respect to qualitative and appropriate quantitative criteria to identify the categories of staff whose professional activities have a material impact on an institution's risk profile and those of the policy for determining the Group's Identified Staff.

- (ii) Authorisation. Without prejudice to the general provisions set forth in item Thirteen or to the powers of the board of directors in remuneration matters under the Bylaws and the rules and regulations of the board, the board of directors of the Bank is hereby authorised, to the extent required, to implement this resolution, with the power to elaborate, as necessary, on the content hereof and that of the agreements and other documents to be used or adapted for such purpose. Specifically, and merely by way of example, the board of directors shall have the following powers:
- (a) To determine any modifications that should be made in the group of Identified Staff members that benefit from the resolution, within the maximum limit established by the shareholders at the general meeting, as well as the composition and amount of the fixed and variable components of the total remuneration of said persons.
 - (b) To approve the basic contents of the agreements and of such other supplementary documentation as may be necessary or appropriate.
 - (c) To approve all such notices and supplementary documentation as may be necessary or appropriate to file with the European Central Bank, the Bank of Spain or any other public or private entity.
 - (d) To take any action, carry out any procedure or make any statement before any public or private entity or agency to secure any required authorisation or verification.
 - (e) To interpret the foregoing resolutions, with powers to adapt them to the circumstances that may arise at any time without affecting their basic content, including any regulations or provisions or supervisory body recommendations that may prevent their implementation upon the terms approved or that require the adjustment thereof.
 - (f) In general, to take any actions and execute all such documents as may be necessary or appropriate.

The board of directors is authorised to delegate (with the power of substitution when appropriate) to the executive committee or to any director with delegated powers, those delegable powers granted pursuant to this resolution, all without prejudice to the representative powers that currently exist or may be granted in relation to this resolution.

The Company shall communicate the approval of this agreement to all Group companies engaging executives or employees belonging to the Identified Staff and who are beneficiaries of this resolution, without prejudice to the exercise by such of the Bank's subsidiaries as may be appropriate in each case of the powers they hold to implement the remuneration policy with respect to those executives and employees and, if applicable, to adjust such policy to regulations or to the requirements of competent



authorities in the respective jurisdiction, as well as to comply with the obligations that bind them for such purpose.

APPENDIX
MEMBERS OF IDENTIFIED STAFF AT 31 DECEMBER 2019 WITH REGARD TO WHOM AUTHORISATION IS REQUESTED FOR A MAXIMUM VARIABLE REMUNERATION RATIO OF 200%

Puesto	Nº
ARGENTINA	13
GERENTE GENERAL	1
GERENTE PRINCIPAL	11
PRESIDENTE	1
BRASIL	133
CEO GETNET	1
CEO SUPER	1
DIR PRESIDENTE	1
DIR VICE PRESIDENTE EXEC	9
DIR VICE PRESIDENTE EXEC SR	1
DIRETOR	28
DIRETOR EXECUTIVO	2
DIRETOR PRESIDENTE	7
ECONOMISTA CHEFE	1
EXEC TRADER MANAGER I	2
EXEC TRADER MANAGER II	4
EXEC TRADER SPECIALIST I	3
SENIOR EXECUTIVE	15
SENIOR EXECUTIVE IB	9
SENIOR PRIVATE BANKER	1
SUPERINTENDENTE	1
SUPTTE COMERCIAL	1
SUPTTE EXEC COML PRIV BANKING	3
SUPTTE EXEC CORPORATE	10
SUPTTE EXEC DESENV CORPORATIVO	1
SUPTTE EXEC EMPRESAS	1
SUPTTE EXEC FINANCEIRO	2
SUPTTE EXEC GESTAO DE FUNDOS	1
SUPTTE EXEC JURIDICO	1
SUPTTE EXEC NEGOCIOS DIGITAIS	1
SUPTTE EXEC PARCERIAS	1
SUPTTE EXEC PRIVATE BANKING	1
SUPTTE EXEC PRODUTOS	1
SUPTTE EXEC REDE	12
SUPTTE EXEC SECURITIZACAO	1
SUPTTE EXEC SEGMENTO	1
SUPTTE EXECUTIVO	8



SUPTTE PLANEJ TRIBUTARIO		1	
Puesto	Nº	Puesto	Nº
CENTRO CORPORATIVO		216	
BANKER VP	7	MD, HEAD OF BANKING & CORPORATE FINANCE, ASIA PACIFIC	1
BRANCH MANAGER	3	MD, HEAD OF BANKING & CORPORATE FINANCE, NORTH EAST ASIA	1
BUS/CORPBANKING GROUP VP	1	MD, HEAD OF GLOBAL DEBT FINANCING, ASIA	1
CHIEF OPERATING OFFICER, ASIA PACIFIC	1	MD, HEAD OF GTB, ASIA	1
COMMERCIAL DEV. VICE-PRESIDENT	2	MD, HEAD OF TRADING, ASIA PACIFIC	1
COMMERCIAL MANAGEMENT VP	1	MD, REGIONAL HEAD OF HUMAN RESOURCES	1
COMMUNICATION DIRECTOR	1	MD, TREASURY SALES	1
CONSEJERO DELEGADO	1	MGT & CONTR IT GROUP VP	3
CYBERSECURITY VP	1	MGT & CONTR IT VICE-PRESIDENT	1
DATA EXPERT II	1	MGT IT VICE-PRESIDENT	1
DIGITAL TRANSF GROUP VP	1	OPERATIONS GROUP VP	1
DIRECTOR CIB FRANCE & BENELUX	1	OPERATIONS VICE-PRESIDENT	2
DIRECTOR DE AREA	2	PRESIDENTA	1
DTOR ASUNTOS INSTITUCIONALESUE	1	DTOR. BANCO MADESANT	1
DTOR TECNOLOGICO Y OPER	1	PRODUBAN DIRECTOR	1
EXECUTIVE DIRECTOR, GLOBAL MARKETS SALES	2	PRODUCT DIRECTOR	3
EXECUTIVE VICE-PRESIDENT	13	PRODUCT MANAGER II	1
FINANCE GROUP VP	4	PRODUCT VP	11
GLOBAL CHIEF INVEST. OFFICER	1	PROJECT GROUP VP	3
GOVERNANCE GROUP VP	1	PROJECT MANAGEMENT VP	1
GROUP EXECUTIVE VICE-PRESIDENT	44	PROJECT VICE-PRESIDENT	1
GROUP SENIOR EXECUTIVE VP	2	PROP & GEN SERV GROUP VP	3
HEAD	2	QUANTITATIVE ANALYSIS VP	2
HEAD (WHL) (CERT)	1	RELATIONSHIP LEADERSHIP	1
HEAD OF CORPORATE FINANCE, ASIA PACIFIC	2	RESEARCH VICE-PRESIDENT	2
HEAD OF EXPORT & AGENCY FINANCE, GTB, ASIA PACIFIC	1	SALES VICE-PRESIDENT	5
HEAD OF FINANCIAL MANAGEMENT, ASIA PACIFIC	1	SENIOR BANKER	1
HEAD OF FS FRANCE & BENELUX	1	SENIOR EXECUTIVE VP	3
HEAD OF GLOBAL MARKETS, ASIA PACIFIC	1	SLB STAFF (CERT)	10
HEAD OF M&A INFRASTRUCTURES	1	SPECIALIST SANTANDER DIGITAL	1
HEAD OF ORGANISATION AND COSTS	1	STRATEG&CORPDEV DIRECTOR	2
HEAD OF SGC B FRANCE & BENELUX - BRANCH MANAGER	1	STRATEGY&CORPORATE DEV VP	2
HEAD OF TRADING, ASIA PACIFIC	1	STRCTRDRPRDCTSMNGR II-WHL CERT	2
HUMAN RESOURCES GROUP VP	3	TOP MGT/EXEC GROUP VP	10
INVESTMENT DIRECTOR	1	TRADER EXPERT II	1



LEGAL GROUP VP	2	TRADER GROUP VP	2
LEGAL VICE-PRESIDENT	1	TRADER VP	10
MANAGING DIRECTOR	1	UK DIRECTOR (WHL)	1
MANAGING DIRECTOR, BANKING & CORPORATE FINANCE	1	VICE-PRESIDENT	1
MD, BANKING & CORPORATE FINANCE, ASIA PACIFIC	1	VICEPRESIDENTE CONS. EJECUTIVO	1
MD, CORPORATE SALES, GLOBAL MARKETS	1	HEAD OF EQUITY - QUANTS	1
MD, GLOBAL MARKETS SALES	1		
Puesto	Nº	Puesto	Nº
CHILE	22	ESPAÑA	81
GERENTE GENERAL	1	ASSET & LIABILITY MANAGER II	1
HEAD BANKING-CORPORATE FINANCE	1	CONSEJERO DELEGADO	1
HEAD CORPORATE INVESTMENT BANK	1	DIR SANTANDER PERSONAL & CC	1
HEAD FS Y A	1	DIRECTOR CAPITAL	1
HEAD GLOBAL MARKETS	1	DIRECTOR DE AREA	14
JEFE AREA ADMINISTRACION	1	DIRECTOR DE INTEGRACIÓN	1
JEFE DIVISION BEI	1	DIRECTOR GRANDES EMPRESAS	1
JEFE DIVISION CLIENTES EXP Y C	1	DIRECTOR MARKETING	1
JEFE DIVISION COMERCIAL	1	DIRECTOR ORGANIZACION	1
JEFE DIVISION FINANCIERA	1	DIRECTOR PRODUCTOS EMPRESAS	1
JEFE DIVISION PERSONAS Y COMUN	1	DIRECTOR SANTANDER TECNOLOGÍA	1
JEFE DIVISION PRODUCTOS	1	DIRECTOR SEGMENTO EMPRESAS	1
JEFE DIVISION TECNOLOGIA Y OPE	1	DIRECTOR UNIDAD	3
JEFE GESTION FINANCIERA	1	DTOR ADJUNTO	2
JEFE INNOVACION Y ALIANZAS EST	1	DTOR AS JURIDICA BCA COMERCIAL	1
JEFE INTERVENCION CORPORATIVA	1	DTOR ASESORÍA JCA MAYORISTA	2
JEFE RED BANCO	1	DTOR ASESORÍA JCA PROCESAL	1
JEFE RELACION CON INVERSIONISTAS	1	DTOR ATENCIÓN AL CLIENTE	1
JEFE RRLL Y SERVICIO A PERSONAS	1	DTOR COMPENSACIÓN Y BENEFICIOS	1
JEFE SERVICIOS	1	DTOR COSTES	1
JEFE SERVICIOS OPERACIONALES	1	DTOR DESARROLLO NEGOCIO	4
PRESIDENTE EJECUTIVO	1	DTOR ESTRATEGIA	1
		DTOR GEOBAN ESPAÑA	1
COLOMBIA	2	DTOR NEG HIPOTECARIO	1
PRESIDENTE	1	DTOR OF PROTECCIÓN DE DATOS	1
VICEPRESIDENTE	1	DTOR OPERACIONES	1
		DTOR PLANES NEGOCIOS	3
		DTOR PROYECTO	1
		DTOR PYMES	1
		DTOR TECNOLOGÍA	2
		DTOR TECNOLOGÍA Y OPERACIONES	2
		DTOR TERRITORIAL	14



Puesto	Nº
MÉXICO	49
BANQUERO DIR UHNW	1
DGA CHIEF FINANCIAL OFFICER	1
DGA ESTR ASU PUB JEF GAB PR EJ	1
DGA RECURS CORPOR RECUPERACION	1
DIR EJEC ACPM ESTRUCTURACION	1
DIR EJEC BANCA PARTICULARES	1
DIR EJEC BCA DIGIT Y SPOTLIGHT	1
DIR EJEC CAJEROS AUTOMATICOS	1
DIR EJEC CHIEF INFORM SECUR OF	1
DIR EJEC CHIEF OPERA OFFI SCIB	1
DIR EJEC CIB CORPOR INVEST BAN	1
DIR EJEC DE CAPITAL	1
DIR EJEC DE ESTRATEGIA	1
DIR EJEC EQUITY	1
DIR EJEC ESTRATEGIA CLIENTES	1
DIR EJEC FINAN SOLUTI ADVISORY	1
DIR EJEC GESTION FINANCIERA	1
DIR EJEC GLOB TRANSACT BANKING	1
DIR EJEC HEAD OF CREDIT MARKET	1
DIR EJEC HEAD REGIONAL RESE AM	1
DIR EJEC INSTITUCIONALES	1
DIR EJEC MERCADOS	1
DIR EJEC NEGOCIO RECUPERACIONE	1
DIR EJEC OPERACIONES	1
DIR EJEC PDM SOLUTIONS	1
DIR EJEC PLANEACION COMERCIAL	1
DIR EJEC PROD TRANS RETENCION	1
DIR EJEC RECUPERACIONES	1
DIR EJEC RECURSOS HUMANOS	1
DIR EJEC RELACION INVERSIONIST	1
DIR EJEC SEGMENTO PRIVADA	1
DIR EJEC SOLUCIONES FINANCIERA	1

DTOR TERRITORIAL INSTITUCIONAL	2
HEAD	5
LEGAL GROUP VP	1
PRODUCT MANAGER II	1
SALES MANAGER II	2
DIR BCA DIGITAL E INNOVACIÓN	1

Puesto	Nº
DIR GRAL ADJ TECNOL Y OPERAC	1
DIR GRAL ADJ TRANS Y BCA DIGIT	1
EXECUTIVE DIRECTOR	4
MANAGING DIRECTOR	2
PRESIDENTE EJEC DIR GRAL GF	1
VICEPRESIDENTE BANCA COMERCIAL	1
OPENBANK	1
CEO	1
PERÚ	3
DIRECTOR COMERCIAL	1
GERENTE COMERCIAL	1
GERENTE GENERAL	1
POLONIA	21
CHIEF CORPORATE CLIENTS OFFICE	1
CHIEF CUSTOMER OFFICER	1
DIR. DEP. BUSINESS PARTNERSHIP	1
DIR. DEP. TRANSFORMACIÓN DE PROCESOS	1
DIR. DEP. VENTAS DEL PROCESO LEGAL.	1
DIR. ZONA BANCA DE NEGOCIOS	1
DIR. ZONA COMUNICACIÓN CORP.	1
DIRECTOR DE ÁREA DE TRANSFORMACIÓN	1
DIRECTOR DEL ÁREA DE MERCADO	1
FINANCIERO	1
DIRECTOR DEL CENTRO DE ARQUITECTURA	1
DE TI	1
DIRECTOR DEL DEPARTAMENTO DE	1
TRANSACCIONES FINANCIERAS	1
MIEMBRO DEL CONSEJO	4
PRESIDENTE DEL CONSEJO	1
VICEPRESIDENTE DEL CONSEJO	3
ZONA DE OPERACIONES BANCARIAS	1
CENTRALES	1
VICEPRESIDENTE	1



DIR EJEC UHNW	1
DIR GRAL ADJ BCA EMP E INST	1
DIR GRAL ADJ ETRATEGIA NEGOCIO	1
DIR GRAL ADJ GLOBAL CORP BANK	1
DIR GRAL ADJ NEGOCIOS ESPECIAL	1
DIR GRAL ADJ NUEVOS NEGOCIOS	1
DIR GRAL ADJ RED COMERCIAL	1

Puesto	Nº
PORTUGAL	46

ADJ ADM ACORES E MADEIRA	1
ADJ ADM AR RECUP DESINVESTIM	1
ADJ ADM GLOBAL CORPOR BANKING	1
ADJ ADM INTERM PROTECAO E INV	1
ADJ ADM REDE PART E NEG NORTE	1
ADM AREA DE MEIOS	1
ADM COMUN MARK CORP QUALIDADE	1
ADMINISTRADOR EXECUTIVO	4
D CORPORATE INVESTM.BANKING	1
D NEGÓCIO INTERNACIONAL	1
D PART.E NEGOCIOS MADEIRA	1
D PARTIC.E NEGOCIOS ACORES	1
D PLANEAMENTO GESTAO BALANCO	1
DC ASSUNTOS JURIDICOS	1
DC EMPRESAS NORTE	1
DC GRANDES EMPRESAS	1
DC INTERNACIONAL BANCA INSTIT	1
DC MEIOS DE PAGAMENTO	1
DC METODOLOGIA E STRESS TEST	1
DC PRIVATE BANKING	2
DC PRIVATE BANKING SUL	1
DC RECUPERAÇÕES	1
DC REDE PART.NEG.SUL	1
DD ESTUDOS PL. ES. REL.INVEST.	1
DD FISCALIDADE	1
DIR. ADJ. ADM. GESTÃO DE PESSOAS	1
DIR. ADJ. ADM. OFERTA COM. MKT	1
DIR. ADJ. ADM. ORG. E CUSTOS	1
DIR. ADJ. ADM. SEC.GERAL E JURÍDICO	1
DIR. ADJ. ADM. TECN. E OPERAÇÕES	1
DIR. EXEC. GESTÃO COM. E SEGMENTOS	1
DIR.COORD.FUNDOS INVESTIM. IMOBILIÁRIO	1
DIRECTOR COMERCIAL	1

Puesto	Nº
SANTANDER ASSET MANAGEMENT	20

CEO LOCAL	1
CEO, UK	1
CHIEF EXECUTIVE OFFICE	1
CHIEF INVESTMENT OFFICER	1
DIRECTOR COMERCIAL	1
DIRECTOR DE VENTAS_PERSONAS JURIDICAS	1
DIRECTORA DE ESTRATEGIA DE MERCADO Y MK	1
DIRETOR EXECUTIVO	1
DTOR FINANCIERO & FACILITIES	1
DTOR PREVISIÓN COLECTIVOS	1
DTOR TECNOLOGÍA Y OPERACIONES	1
DTOR. VENTAS INSTITUCIONALES	1
GCHRO	1
HEAD OF FIXED INCOME LATAM	1
HEAD OF GMAS	1
HEAD OF HR	1
HEAD OF LEGAL	1
HEAD OF SALES RETAIL	1
PRESIDENTE ASSET MANAGEMENT	1
UK CIO	1



PRESIDENTE CE SEGURADORA	1
PRESIDENTE COMISSÃO EXECUTIVA	1
RESP AREA DE EMPRESAS	1
RESP AREA FOMENTO CONSTRUCAO	1
RESP DIR COORD EMPRESAS SUL	1
RESP.AREA INTELIGENCIA COMER.	1
VICE PRESIDENTE COMISSÃO EXEC.	1
VOGAL CONSELHO ADMINISTRACAO	2

Puesto	Nº	Puesto	Nº
SANTANDER CONSUMER FINANCE (SCF)	37	SLB	28
		MD, HEAD OF EUROPEAN INSURANCE, FINANCIAL INSTITUTIONS GROUP	1
BOARD MEMBER	3	PRODUCT MANAGER I (WHL) (CERT)	1
CEO	3	PRODUCT MANAGER II (WHL)(CERT)	1
CEO AND GENERAL DIRECTOR	1	SALES MANAGER I (WHL) (CERT)	1
CEO FRONT OFFICE	1	SALES MANAGER II (WHL) (CERT)	3
CHIEF EXECUTIVE OFFICER	3	SENIOR BANKER I (WHL) (CERT)	1
DIRECTOR CORPORATIVO DE OPERACIONES	1	SENIOR BANKER II (WHL) (CERT)	1
DIRECTOR DE ASESORÍA JURÍDICA	1	SLB STAFF	4
DIRECTOR DE COMPENSACIÓN	1	SLB STAFF (CERT)	2
DIRECTOR DESARROLLO NEGOCIO	1	TRADING MANAGER I (WHL) (CERT)	4
DIRECTOR GESTIÓN FINANCIERA	1	TRADING MGR II (WHL) (CERT)	2
DIRECTOR UNIDAD SCF	1	UK DIRECTOR (WHL)	1
DTOR DIVISIÓN	1	UK DIRECTOR (WHL) (CERT)	4
HEAD OF AREA	2	UK DIRECTOR CERT	1
HEAD SCB	1	MD, HEAD OF CREDIT SALES EUROPE (EX IBERIA) & FI CURRENCY EMERGING MARK.	1
HUMAN RESOURCES VP	1		
LDAP SB	1		
MANAGER	1	SUIZA	6
MANAGING DIRECTOR, HEAD OF CONSUMER FINANCE, ASIA PACIFIC	1	COMMERCIAL DIRECTOR, EXECUTIVE BANKER	1
PRESIDENT OF THE MANAGEMENT BOARD	1	MANAGING DIRECTOR	1
TOP MGT/EXEC VP	10	REGIONAL HEAD, EXECUTIVE BANKER	1
TOPRED (CERT)	1	SENIOR BANKER II	1
		TEAM LEADER III	2



Puesto	Nº	Puesto	Nº
UK			163
AFM STAFF	3	HEAD OF PORTFOLIO MANAGEMENT	1
ASSET & LIABILITY MANAGER I	1	HEAD OF REAL ESTATE	1
BSNS DEVELOPMT MNGR II (WHL)	1	HEAD OF RETAIL & BUSINESS BANKING	1
CENTRAL HEALTHCARE	1	HEAD OF SAF BUSINESS DEVELOPMENT CCB	1
CEO - PSA FINANCE	1	HEAD OF SANTANDER CORPORATE & COMMERCIAL BANKING	1
CEO OF INSURANCE AND PROTECTION	1	HEAD OF SANTANDER CORPORATE AND INVESTMENT BANKING UK (RING FENCED BANK)	1
CHIEF EXECUTIVE OFFICER	1	HEAD OF SANTANDER INVOICE FINANCE	1
CHIEF FINANCIAL OFFICER	1	HEAD OF SHORT TERM MARKETS	1
CHIEF HR OFFICER	1	HEAD OF SOLUTIONS GROUP	1
CHIEF INFORMATION & CHANGE OFFICER	1	HEAD OF SPECIALISED & PROJECT FINANCE	1
CHIEF MARKETING OFFICER	1	HEAD OF SPECIALIST BUSINESS UNITS	1
CHIEF OF STAFF TO THE CHIEF OPERATING OFFICER	1	HEAD OF STRATEGIC FUTURE TECH	1
CHIEF OPERATING OFFICER	1	HEAD OF STRATEGY AND BUSINESS PERFORMANCE	1
CHIEF OPERATING OFFICER, PROJECT WAVE	1	HEAD OF STRATEGY, CORPORATE DEVELOPMENT & NEW BUSINESS DEVELOPMENT	1
CHIEF OPERATING OFFICER, SANTANDER CORPORATE BANK UK	1	HEAD OF WHOLESALE & SPECILAIST SALES	1
CHIEF TECHNOLOGY OFFICER	1	HOUSING FINANCE	1
CHIEF TRANSFORMATION OFFICER	1	HR COO	1
COMMERCIAL DIRECTOR - SANTANDER CONSUMER FINANCE	1	IT & OPERATIONS DIRECTOR - SANTANDER CONSUMER FINANCE	1
COMPANY SECRETARY	1	LENDING & BANKING OPERATIONS DIRECTOR	1
COO AND LEGAL COUNSEL	1	MANAGING DIRECTOR - COMMUNITIES	1
COO, CORPORATE & COMMERCIAL BANKING	1	MANAGING DIRECTOR - HOTELS & HEALTHCARE	1
CORPORATE BANK T&O	1	MANAGING DIRECTOR, EAST OF ENGLAND	1
DEPUTY CEO - PSAF	1	MANAGING DIRECTOR, NORTH WEST	1
DEPUTY MLRO	1	MANAGING DIRECTOR, STRUCTURED FINANCE GROUP	1
DIRECTOR	5	MD SANTANDER INTERNATIONAL	1
DIRECTOR CLIENT RELATIONS	1	MD, BUSINESS BANKING	1
DIRECTOR CUSTOMER ENGAGEMENT & DIGITAL INTERMEDIARIES	1	MD, CATER ALLEN	1
DIRECTOR MORTGAGE MARKETING	1	MD, CUSTOMER INTERACTIONS CONTACT CENTRES	1
DIRECTOR OF ALM	1	MD, HEAD OF COLLABORATION REVENUES	1



DIRECTOR OF BUSINESS ASSURANCE & FINANCIAL CRIME	1	MD, MORTGAGES	1
DIRECTOR OF CAPITAL MANAGEMENT	1	MD, ORIGINATION & CLIENT COVERAGE	1
DIRECTOR OF CHANGE & TRANSFORMATION - RETAIL & BUSINESS BANKING	1	MD, PRODUCTS & INTERNATIONAL BUSINESS	1
DIRECTOR OF COPORATE COMMUNICATIONS	1	MD, HEAD OF SYNDICATED LOANS	1
DIRECTOR OF CORPORATE DEVELOPMENT	1	NATIONAL HEAD FINANCIAL SPONSORS	1
DIRECTOR OF CUSTOMER OPERATIONS, RETAIL & BUSINESS BANKING	1	NATIONAL HEAD GROWTH CAPITAL	1
		NATIONAL HEAD OF BUSINESS DEVELOPMENT - INVOICE FINANCE (SECONDED)	1
DIRECTOR OF DIGITAL SERVICES	1		
DIRECTOR OF FUNDING & COLLATERAL MANAGEMENT	1	NATIONAL HEAD SF CORPORATES	1
DIRECTOR OF OPERATIONS & AUTOMATION SERVICES	1	PEOPLE DIRECTOR AND DEPUTY CHIEF HR OFFICER	1
DIRECTOR OF ORGANISATIONAL CAPABILITIES AND SOLUTIONS	1	POLICY, EMPLOYEE RELATIONS & CHANGE DIRECTOR	1
DIRECTOR OF PENSIONS	1	PRODUCT MANAGER I (WHL) (CERT)	1
DIRECTOR OF PLATFORM SERVICES	1	PROJECT ROLE TBC	2
DIRECTOR OF PRODUCTS, SANTANDER BUSINESS	1	PROJECTS	1
DIRECTOR OF SECURITY & PRIVACY SERVICES	1	QUANTATIVE ANALYSISMGR I (WHL)	1
DIRECTOR OF TRANSFORMATION & SUPPORT, RETAIL DISTRIBUTION	1	REAL ESTATE FINANCE MIDLANDS & SOUTH	1
DIRECTOR, LEGAL - LITIGATION, CONTENTIOUS REGULATORY & COMPETITION	1	REAL ESTATE NORTH	1
DIRECTOR, MORTGAGE DISTRIBUTION	1	REGIONAL DIRECTOR CONSUMER	1
DIRECTOR, SIMPLIFICATION	1	REGIONAL DIRECTOR INDUSTRIALS	1
		REGIONAL DIRECTOR PROFESSIONALS & FINANCIAL SERVICES (MAT COVER)	1
DMD, LONDON & EAST	1		
DMD, LONDON & SOUTH EAST, RCB	1	REGIONAL DIRECTOR SOUTH EAST & SOLENT	1
DMD, NORTH	1	REGIONAL DIRECTOR TV & HOME COUNTIES	1
DMD, SOUTH WEST & CENTRAL	1	REGIONAL DIRECTOR, SCOTLAND & NI	1
DMD, SOUTH WEST, WALES & WEST MIDLANDS, RCB	1	REGIONAL DIRECTOR, SOUTH WEST & WALES	1
DMD, YORKSHIRE, NE, NORTHERN IRELAND & SCOTLAND, RCB	1	REGIONAL DIRECTOR, WEST MIDLANDS	1
		REGIONAL DIRECTOR, YORKSHIRE & NORTH EAST	1
ED CONSUMER, RETAIL & HEALTHCARE	1		
ED METALS & MINING/INDISTRIALS & ATS	1	REGIONAL HEALTHCARE	1
ED MULTI-NATIONALS	1	RELATIONSHIP LEADERSHIP	1
		RETAIL BUSINESS STRATEGY & PERFORMANCE DIRECTOR	1
ED OIL & GAS	1		
		REWARD & PERFORMANCE MANAGEMENT DIRECTOR	1
ED SPONSORS, INFRA & UTILITIES	1		



ED, TECHNOLOGY, TELECOMS AND MEDIA, CIB	1	SALES MANAGER I (WHL) (CERT)	1
EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER	1	SCCB FX	1
HEAD	2	SCCB RATES	1
HEAD OF BALANCE SHEET MANAGEMENT	1	SCF GLOBAL ACCOUNT DIRECTOR	1
HEAD OF BRANCH INTERACTIONS	1	SENIOR BANKER I (WHL) (CERT)	1
HEAD OF BUSINESS DEVELOPMENT	1	SENIOR BANKER II	1
HEAD OF BUSINESS DEVELOPMENT - SANTANDER SERVICES	1	SENIOR MANAGER STRATEGY, HR AND SPECIAL PROJECTS	1
HEAD OF CHANGE	1	DIRECT - SANTANDER CONSUMER FINANCE	1
HEAD OF CUSTOMER INTERACTIONS	1	STRUCTURED FINANCE	1
HEAD OF CUSTOMER SOLUTIONS	1	T&O WEALTH MANAGEMENT & INSURANCE	1
HEAD OF DEPARTMENT	1	TRADE & WORKING CAPITAL	1
HEAD OF DIGITAL TRANSFORMATION	1	TRADE ORIGINATION	1
HEAD OF E-COMMERCE FX/RATES	1	TRADING MANAGER I	1
HEAD OF EXTERNAL COMMUNICATIONS	1	UK CIB	1
HEAD OF GTB UK	1	UK DIRECTOR	1
HEAD OF INVESTOR RELATIONS	1	UK DIRECTOR CERT	3
HEAD OF LEGAL (WHOLESALE MARKETS)	1		
HEAD OF LOAN & RESTRUCTURED FINANCE	1	URUGUAY	3
HEAD OF M&A	1	GERENTE GENERAL	3
HEAD OF MARKETING	1		
HEAD OF NEW BUSINESS MODELS	1		

Puesto	Nº	Puesto	Nº
US			158
ASSOCIATE DIRECTOR, MARKET DIRECTOR	1	FINANCIAL INSTITUTIONS MANAGER	1
BSI MIAMI CEO	1	GLOBAL HEAD OF PRIVATE WEALTH	1
CFO SIS	1	HEAD	1
CHIEF COMMUNICATIONS OFFICER	1	HEAD - SHUSA	1
CHIEF EXEC OFFICER SHUSA	1	HEAD OF BANKING & CORPORATE FINANCE	1
		HEAD OF CHRYSLER CAPITAL AND AUTO	
CHIEF FINANCIAL OFFICER	3	RELATIONSHIPS	1
CHIEF HUMAN RESOURCES OFFICER	2	HEAD OF CIB BUSINESS MANAGEMENT	1
CHIEF INFO SECURITY OFFICER US	1	HEAD OF CIB FIRST LINE	1
CHIEF INFORMATION OFFICER	3	HEAD OF COMMERCIAL BANKING	2
		HEAD OF COMMERCIAL REAL ESTATE AND	
CHIEF LEGAL OFFICER	1	VEHICLE FINANCE	1
CHIEF LEGAL OFFICER SC	1	HEAD OF CONSUMER & BUSINESS BANKING	1
CHIEF OPERATING OFFICER	1	HEAD OF DIGITAL AND SERVICES FO	1
CHIEF PRODUCT, MKTING & ONLINE	1	HEAD OF GLOBAL DEBT FINANCE	1
CHIEF TECHNOLOGY OFFICER	2	HEAD OF GLOBAL TRANSACTION BANKING	1
CIO OF DATA & CORPORATE FUNCTIONS	1	HEAD OF INFRASTRUCTURE SBNA	1



DEPUTY MANAGING DIRECTOR	1	HEAD OF INFRASTRUCTURE SHUSA	1
DIR, PROJECT & ACQ FINANCE	1	HEAD OF OPERATIONS	1
DIRECTOR OF SEGMENTS	1	HEAD OF TAX- SHUSA	1
DIRECTOR, DEALER QUALITY	1	IT SPECIAL ADVISOR	1
DIRECTOR, PROGRAM MANAGEMENT	1	MANAGING DIRECTOR	18
DIROFORG,COSTS,REGPROJ&CORPDEV	1	MANAGING DIRECTOR CIB	1
EXECUTIVE BANKER	1	MANAGING DIRECTOR, BUSINESS MGMT & FRONT OFFICE TRANSFORMATION	1
EXECUTIVE DIRECTOR	10	NATIONAL BUSINESS DIRECTOR - INVESTMENTS	1
EXECUTIVE DIRECTOR, ASSET BASED LENDING & RESTUCTURING FINANCE	2	PRESIDENT, CHRYSLER CAPITAL AND AUTO RELATIONSHIPS	1
EXECUTIVE DIRECTOR, BUSINESS OFFICER	1	PUERTO RICO CEO	1
EXECUTIVE DIRECTOR, COMPENSATION, BENEFITS, & PAYROLL	1	REGIONAL DIRECTOR	3
EXECUTIVE DIRECTOR, CORPORATE BANKING RELATIONSHIP MANAGER	6	SENIOR BANKER	1
EXECUTIVE DIRECTOR, CORPORATE SECRETARY	1	SHUSA CFO	1
EXECUTIVE DIRECTOR, CORPORATE SERVICES	1	SR. DEPUTY GENERAL COUNSEL	5
EXECUTIVE DIRECTOR, FINANCIAL	1	SR. DIRECTOR	2
EXECUTIVE DIRECTOR, FINANCIAL PLANNING & ANALYSIS	3	SR. DIRECTOR, APPLICATION DEVELOPMENT	1
EXECUTIVE DIRECTOR, GOVERNMENT RELATIONS & PUBLIC POLICY	1	SR. DIRECTOR, BUSINESS INTELLIGENCE & REPORTING	1
EXECUTIVE DIRECTOR, GTB PRODUCT SPECIALIST	1	SR. DIRECTOR, COLLECTIONS	2
EXECUTIVE DIRECTOR, HEAD OF ANALYTICS AND DECISION SCIENCE	1	SR. DIRECTOR, CONSUMER & BUSINESS PRACTICES	1
EXECUTIVE DIRECTOR, HEAD OF BRANCH NETWORK	1	SR. DIRECTOR, CREDIT	1
EXECUTIVE DIRECTOR, HEAD OF BUSINESS BANKING	1	SR. DIRECTOR, CUSTOMER SERVICE	1
EXECUTIVE DIRECTOR, HEAD OF CONSUMER LENDING AND DEPOSIT PRODUCTS	1	SR. DIRECTOR, INFORMATION SECURITY	1
EXECUTIVE DIRECTOR, HEAD OF HOME LOANS	1	SR. DIRECTOR, LOAN OPERATIONS	2
EXECUTIVE DIRECTOR, HEAD OF SALES AND SERVICE STRATEGY	1	SR. DIRECTOR, MARKET DIRECTOR	4
EXECUTIVE DIRECTOR, HEAD OF WEALTH	1	SR. DIRECTOR, MARKETING	1
EXECUTIVE DIRECTOR, HUMAN RESOURCES BUSINESS PARTNER	1	SR. DIRECTOR, MODEL DEVELOPMENT	1
EXECUTIVE DIRECTOR, MIDDLE MARKET	2	SR. DIRECTOR, PRODUCT MANAGEMENT	1
EXECUTIVE DIRECTOR, PRODUCT & CAPABILITIES	1	SR. DIRECTOR, QUALITY MANAGEMENT	1



EXECUTIVE DIRECTOR, PRODUCT SPECIALIST	4	SR. DIRECTOR, TECHNICAL PROJECT MANAGEMENT	1
EXECUTIVE DIRECTOR, PROGRAM MANAGEMENT	1	SR. DIRECTOR, TREASURY	1
EXECUTIVE DIRECTOR, STRATEGY, UNDERWRITING & PORTFOLIO MANAGEMENT	1	SR. DIRECTOR, UNDERWRITING & PORTFOLIO MANAGEMENT	2
EXECUTIVE DIRECTOR, TALENT MANAGEMENT	1	SVP	1
EXECUTIVE DIRECTOR, TREASURY	2	US CHIEF OF STAFF & HEAD OF TRANSFORMATION - SHUSA	1
EXECUTIVE DIRECTOR, UNDERWRITING & PORTFOLIO MANAGEMENT	1	VP	1
FI & INST. SALES	1		
TOTAL GENERAL			1.002