

# Key financial indicators 2016-20

Key financial indicators are presented for the Bank covering the last five years. These ratios are influenced by the growth in Banking and Treasury portfolios and Annual Bank Investment over the five-year period in line with the Bank's strategy. This business growth utilises the Bank's capital capacity in pursuit of its mandated objectives, while underlying ratios remain at prudent levels broadly consistent with the upper quartile among multilateral development banks in terms of capital strength and cost efficiency.<sup>13</sup>

The Bank's profits and reserves show volatility due, in particular, to movements in the valuations of share investments. Excluding these, and other unrealised movements, the Bank continues to grow its members' equity, achieving a 1.9 per cent return in 2020, and an average return on equity of 3.6 per cent over the last five years (2015-19: an average of 4.4 per cent). The Bank's non-performing loan ratio increased to 5.5 per cent at 31 December 2020 from 4.5 per cent a year earlier.

In terms of cost efficiency, the cost-to-income ratio has increased from 23.0 per cent in 2019 to 37.7 per cent in 2020. This mainly reflects significantly lower income. The Bank monitors this metric on a five-year rolling average basis due to the high degree of volatility in the income from share investments. The 2020 five-year rolling average decreased slightly to 32.5 per cent (2015-19: 32.6 per cent).

Leverage – debt divided by members' equity – has increased to 269.5 per cent at 31 December 2020 (2019: 266.4 per cent), mainly attributable to growth in the stock of debt in order to maintain an adequate level of liquidity.

The Bank's capital strength is illustrated by the level of members' equity, which represented 25.7 per cent of total assets at 31 December 2020 (2019: 26.2 per cent), including Treasury assets which have an average risk rating between AA and AA- with an average maturity of 1.2 years (2019: 1.5 years). Members' equity represented 55.6 per cent of Banking assets (development-related exposure) at 31 December 2020 (2019: 57.5 per cent).

During 2020, both Standard & Poor's and Moody's rating agencies affirmed the Bank's triple-A credit rating with a stable outlook. Fitch also affirmed a triple-A credit rating, however it revised down the Bank's outlook from stable to negative. Whilst currently rated as "excellent", Fitch noted downside risks to the Bank's solvency (capitalisation and asset quality), resulting from the coronavirus pandemic. The Bank will continue to monitor its performance against all ratings agency ratios and metrics.

	2020	2019	2018	2017	2016
<b>Financial performance</b>					
1: Return on members' equity – net profit basis	1.0%	10.2%	1.5%	5.1%	7.0%
2: Return on members' equity – realised after provisions	1.9%	4.7%	1.9%	4.8%	4.7%
<b>Efficiency</b>					
3: Cost-to-income ratio	37.7%	23.0%	44.1%	35.3%	30.7%
<b>Portfolio quality</b>					
4: Non-performing loans ratio	5.5%	4.5%	4.7%	3.9%	5.5%
5: Average rating of Treasury liquid assets	2.5	2.4	2.3	2.3	2.3
6: Average maturity of Treasury liquid assets (tenor in years)	1.2	1.5	1.6	1.4	1.3
<b>Liquidity and leverage</b>					
7: Liquid assets/undisbursed Banking investments plus one-year debt service	105.0%	94.9%	96.5%	91.6%	91.4%
8: Debt/members' equity: leverage ratio	269.5%	266.4%	263.2%	233.7%	244.5%
<b>Capital strength</b>					
9: Members' equity/total assets	25.7%	26.2%	26.4%	28.8%	27.6%
10: Members' equity/Banking assets	55.6%	57.5%	57.6%	60.0%	56.4%

## Explanatory notes on ratios above

- (Total closing members' equity minus total opening members' equity) divided by total opening members' equity. The total closing members' equity is before net income allocations and capital subscriptions accounted for during the year.
- (Total closing members' equity minus total opening members' equity) divided by total opening members' equity. The unrealised Banking fair value reserves are excluded from both the total closing and opening members' equity. The total closing members' equity is also adjusted for net income allocations and capital subscriptions accounted for during the year.
- Total administrative expenses (including depreciation and amortisation) divided by total operating income before provisions for impairment but including all fair value movements on both Banking and Treasury investments.
- Total non-performing loans as a percentage of total loan operating assets before provisions and fair value adjustments. For further information on non-performing loans see page 34 in the "Risk management" section.
- Represents the average credit rating weighted by Treasury liquid assets based on the Bank's internal rating scale on page 33.
- The average tenor of Treasury assets in years is derived from the weighted average time to final maturity, with the exception of asset-backed securities (ABS) whose final maturity is approximated by the average life of the transaction.
- Treasury liquid assets divided by total Banking undrawn commitments (undisbursed but committed investments), plus one year's debt service, which comprises debt due for redemption within one year (based on expected rather than contractual maturity) and one year's estimated interest expense.
- Total borrowings divided by total members' equity.
- Total members' equity (adjusted for paid-in capital receivable) divided by total assets.
- Total members' equity (adjusted for paid-in capital receivable) divided by total net book value of Banking assets.

<sup>13</sup> Based on the 2019 audited financial results across multilateral development banks.

# Additional reporting and disclosures

## Corporate governance

The Bank is committed to the highest standards of corporate governance. Responsibilities and related controls throughout the Bank are properly defined and delineated. Transparency and accountability are integral elements of its corporate governance framework. This structure is further supported by a system of reporting, with information appropriately tailored for, and disseminated to, each level of responsibility within the Bank to enable the system of checks and balances on the Bank's activities to function effectively.

The Bank's governing constituent document is the Agreement Establishing the Bank (the Agreement), which states that the institution will have a Board of Governors, a Board of Directors, a President, Vice Presidents, officers and staff.

### Board of Governors

All the powers of the Bank are vested in the Board of Governors, which represents the Bank's 71 members. With the exception of certain reserved powers, the Board of Governors has delegated the exercise of its powers to the Board of Directors, while retaining overall authority.

### Board of Directors

The Board of Directors comprises 23 Directors and is chaired by the President. Each Director represents one or more members. Subject to the Board of Governors' overall authority, the Board of Directors is responsible for the direction of the Bank's general operations and policies. It exercises the powers expressly assigned to it by the Agreement and those powers delegated to it by the Board of Governors.

### Board committees

The Board of Directors has established three board committees to assist with its work:

The **Audit Committee** assists the Board of Directors in fulfilling its responsibilities in relation to the following:

- the integrity of the Bank's financial statements and its accounting, financial reporting and disclosure policies and practices
- the soundness of the Bank's systems of internal controls that management has established regarding finance and accounting matters and their effective implementation
- the status, the ability to perform duties independently and the performance of the Bank's compliance, project accountability, internal audit, evaluation and risk management functions
- the independence, qualifications and performance of the Bank's external auditor
- policies relating to governance and ethics
- other responsibilities within its remit.

The **Budget and Administrative Affairs Committee** assists the Board of Directors in fulfilling its responsibilities in relation to the following:

- the budgetary, staff and administrative resources of the Bank
- efficiency, cost control and budgetary prudence
- the EBRD Shareholder Special Fund, the use of donor funding and relations with the donor community
- the Bank's Human Resources policies
- specific responsibilities in relation to Governors, the President, Vice Presidents and Directors of the Bank
- the Bank's administrative arrangements
- other responsibilities within its remit.

The **Financial and Operations Policies Committee** assists the Board of Directors in fulfilling its responsibilities in relation to the following:

- the Bank's financial policies
- the Bank's Treasury operations, Liquidity Policy and Borrowing Programme
- the Bank's operational policies
- the Bank's strategic portfolio management within the framework of the Medium-Term Strategy
- transparency and accountability of the Bank's operations within the framework of the Public Information Policy and the Project Complaint Mechanism
- other responsibilities within its remit.

## The President

The President is elected by the Board of Governors. The President is the legal representative and chief of staff of the Bank. Under the guidance of the Board of Directors, the President conducts the day-to-day business of the Bank.

The President chairs the Bank's Executive Committee, which also includes the Vice Presidents and other members of the Bank's senior management.

## Primary management committees

Listed below are the committees that directly advised the President or a member of the Executive Committee on the overall management of the Bank during 2020.

Management committees	Chair	Purpose of the Committee	Meeting frequency
<b>Executive Committee</b>	President	Advises the President on all aspects of bank-wide strategic significance, with the exception of matters that fall within the competence of other management committees, as defined in their terms of reference.	Fortnightly
<b>Operations Committee</b>	First Vice President and Head of Client Services Group	Considers matters related to the Bank's investment operations.	Weekly
<b>Strategy and Policy Committee</b>	Vice President, Policy and Partnerships	Considers matters that fall within the overall responsibility of the Vice President, Policy and Partnerships; and certain matters falling within the responsibility of the Chief Economist. It focuses primarily on transition, strategy and policy work: country, sector and thematic strategies and policy-related research.	Fortnightly
<b>Risk Committee</b>	Vice President, Risk and Compliance and Chief Risk Officer	Considers matters that fall within the responsibility of the Vice President, Risk and Compliance, Chief Risk Officer, such as Bank-wide risks, including credit and operational risk, with associated follow-up actions. It oversees risk aspects of the Banking and Treasury portfolios (for example stress testing), approves risk policies and risk reports and considers new Banking/Treasury products.	Fortnightly
<b>Asset and Liability Committee</b>	Vice President, Finance and Chief Financial Officer	Considers matters that fall within the overall accountability of the Vice President, Finance and Chief Financial Officer in their capacity of supervising Treasury activities and liquidity management at the Bank: areas of liquidity policy and management, funding and other Treasury activities, including monitoring business plan implementation, limit compliance and hedging strategy implementation.	Quarterly
<b>Equity Committee</b>	First Vice President and Head of Client Services Group	Maintains oversight of listed and unlisted share investments. Reviews and identifies suitable exit opportunities and makes recommendations on such exits to the Operations Committee.	Quarterly
<b>Crisis Management Team</b>	Vice President, Risk and Compliance and Chief Risk Officer	Prepares coordinated responses to all critical internal and external issues arising in connection with events that affect the normal operations of the Bank. Ensures that the crisis management and business recovery plans are in place and are tested on a regular basis.	At least three times per year
<b>Information Technology Governance Committee</b>	Vice President, Human Resources, Corporate Services and Chief Administrative Officer	Ensures that the Bank's IT strategy and business plan support the Bank's business strategy. Establishes the framework for measuring business benefits and oversees the realisation of benefits arising from IT projects. Reviews and approves business requests for budget allocation on new projects from the approved IT budget.	At least six times per year
<b>Procurement Complaints Committee</b>	Deputy General Counsel, Corporate	Considers complaints and disputes arising from tendering and contracts for goods, works and consultant services (including those funded by Cooperation Funds or Special Funds resources), subject to the Procurement Policies and Rules of the Corporate Procurement Policy. Reviews procurement and related matters referred to it by the Executive Committee.	As necessary

## Compliance

The EBRD's Office of the Chief Compliance Officer (OCCO) has been established as a function that is independent of the Bank's operational departments. It is headed by a Chief Compliance Officer (CCO) who reports functionally to the President and has full and free access to the Chair of the Audit Committee. Any decision to remove the CCO (other than for misconduct) shall be taken by the President in accordance with guidance given by the Board of Directors in an Executive Session.

OCCO's mission is to protect the integrity and reputation of the Bank, to promote ethical standards of behaviour and to strengthen the Bank's accountability and transparency. OCCO assists in identifying, assessing and monitoring integrity risks arising from failure to comply with the Bank's standards and policies; and contributes, in an independent manner, to the Bank's effective management of such risks. OCCO is also responsible for the development and maintenance of the policies and standards it enforces. The EBRD's Integrity Risks Policy and Terms of Reference for OCCO, last revised on 16 November 2016, and available at [www.ebrd.com](http://www.ebrd.com)<sup>14</sup> set out, for the benefit of the Bank's stakeholders,

<sup>14</sup> [www.ebrd.com/documents/occo/ebrds-integrity-risk-policy-and-the-terms-of-reference-for-the-office-of-the-chief-compliance-officer.pdf](http://www.ebrd.com/documents/occo/ebrds-integrity-risk-policy-and-the-terms-of-reference-for-the-office-of-the-chief-compliance-officer.pdf)

the manner in which OCCO helps the Bank to protect its integrity and reputation and to manage integrity risks related to clients and personal conduct-related risks.

As part of its standard-setting role, OCCO is responsible for developing and recommending the policies, rules, procedures and processes governing the ethical behaviour of Board Officials, management and staff of the Bank; for establishing the standards of integrity that the Bank expects of its clients, project sponsors and other counterparties; and for ensuring that policies, rules, procedures and processes are effectively communicated and implemented. Its objective is to ensure that the internal standards of integrity at the EBRD are in line with international best practice, creating a demonstration effect in the economies where the Bank invests.

The Code of Conduct for Officials of the Board of Directors of the EBRD and Code of Conduct for EBRD Personnel (the Codes) are the Bank's core ethical policies that allow it to assess and mitigate personal conduct-related risks. The Codes are approved by the Bank's Board of Governors and represent and articulate the values, duties, obligations and ethical standards that the EBRD expects of its Board Officials and staff members. The Codes each provide for their own review no later than five years from the date on which the relevant Code became effective. The Codes, and related Guidance Notes, were last substantively revised in 2018 and came into effect on 23 May 2018. To enhance internal governance, in December 2019, OCCO agreed a roadmap to review certain provisions of the Codes, and this review is still ongoing. The Codes can be found at: [www.ebrd.com/integrity-and-compliance.html](http://www.ebrd.com/integrity-and-compliance.html).

Financial and integrity due diligence are integrated into the Bank's normal approval of new business and the monitoring of its existing operations. OCCO provides independent expert advice to management on significant integrity concerns and assesses whether the potential risk is acceptable to the Bank. It monitors the integrity due diligence information provided by the Banking Department to ensure that it is accurate and that integrity concerns are properly identified and, where possible, mitigated. It also advises on and manages risks relating to the identification and handling of material non-public information, and those relating to conflicts of interest that may arise between the EBRD's multiple relationships with, or interests in, clients. In addition, the EBRD's policy on Domiciliation of EBRD Clients (the Domiciliation Policy) sets out the conditions under which the EBRD may finance a project when a borrower, an investee or a controlling entity is domiciled in a jurisdiction other than the country where the project is located (a third jurisdiction). The Domiciliation Unit within OCCO assesses projects to determine whether jurisdictions used in cross-border ownership structures are acceptable. OCCO is further responsible for investigating allegations of staff misconduct as well as allegations of fraud and corruption in relation to the Bank's projects and counterparties. Allegations of staff misconduct are investigated under the Conduct and Disciplinary Rules and Procedures (CDRPs), which address, among other things, the Bank's approach to handling complaints of inappropriate behaviour and the division of responsibility between the CCO as fact-finder and the Managing Director, Human Resources as decision-maker. The CDRPs specify the rights and duties of both the Bank and the staff member in question during the investigative and disciplinary processes and provide safeguards for the subject of the investigation. Allegations of misconduct on the part of Board Officials, the President, Vice Presidents, the Chief Evaluator and the CCO are dealt with in accordance with the provisions of the Codes. Revision of the CDRPs, together with the Harassment-Free and Respectful Workplace Procedures (RWPs), which set out processes for dealing with improper interpersonal behaviour, commenced in 2020 and is ongoing. This work, led by HR with input from OCCO, will further strengthen the Bank's phased reporting mechanism, under which allegations of improper interpersonal behaviour are managed.

Allegations of fraud and corruption in relation to activities and projects financed from the Bank's ordinary capital resources (including the purchase of goods, works or services for the Bank) or from special resources, or from Cooperation Funds administered by the Bank, are investigated under the Bank's Enforcement Policy and Procedures (EPPs). The EBRD's EPPs are the policy and procedures governing the investigation and sanctioning (if necessary) of parties alleged to have engaged in Prohibited Practices in relation to Bank assets or a Bank project and the sanctioning of parties on whom a third-party finding (as defined by the EPPs) has been imposed. The EPPs define Prohibited Practices as coercion, collusion, corruption, fraud, misuse of EBRD resources or EBRD assets, obstruction and theft. They also allow for a two-tier decision-making process, the introduction of a settlement process and streamlining the procedures for referring matters to national authorities. The EPPs also describe the process by which the Bank applies sanctions imposed by other multilateral development banks pursuant to the Agreement for the Mutual Enforcement of Debarment Decisions. Details of the individuals, entities and sanctions are posted at [www.ebrd.com/ineligible-entities.html](http://www.ebrd.com/ineligible-entities.html).

OCCO is also responsible for training Bank personnel in relation to the Bank's integrity, anti-money-laundering and counter-terrorist-financing requirements. In addition, it provides specialist training and advises, as necessary, individuals who are nominated by the Bank to serve as directors on the boards of companies in which the Bank holds an equity interest.

The Bank's annual Anti-Corruption Report is published by OCCO. The report describes the Bank's strategy to promote integrity and prevent fraud and corruption and highlights the most recent measures taken. It can be found at [www.ebrd.com/integrity-and-compliance.html](http://www.ebrd.com/integrity-and-compliance.html).

## Independent Project Accountability Mechanism

The Bank has an accountability mechanism that assesses and reviews complaints about environmental, social and disclosure issues in relation to Bank-financed projects and provides, where warranted, a determination as to whether the Bank acted in compliance with relevant policies when it approved a particular project. The mechanism also has a problem-solving function which can serve to restore

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dialogue between the project sponsor and members of the affected community. The Independent Project Accountability Mechanism (IPAM) reports to the Board via the Audit Committee and is headed by the Chief Accountability Officer.

The Chief Accountability Officer is responsible for directing the effective implementation of the EBRD's 2019 *Project Accountability Policy*, and enforcing institutional accountability among internal and external stakeholders, thereby promoting project performance and institutional learning, and protecting the reputation of the Bank. Information about IPAM and registered complaints can be found at [www.ebrd.com/project-finance/independent-project-accountability-mechanism.html](http://www.ebrd.com/project-finance/independent-project-accountability-mechanism.html). In July 2020, with the appointment of the Chief Accountability Officer, IPAM started operating under the 2019 *Project Accountability Policy* (PAP), which replaced the Project Complaints Mechanism and its Rules of Procedure.

## Reporting

The EBRD's corporate governance structure is supported by appropriate financial and management reporting. The Bank has a functioning mechanism to be able to certify in the *Financial Report 2020* as to the effectiveness of internal controls over external financial reporting, using the COSO (Committee of Sponsoring Organisations of the Treadway Commission) internal control framework (2013). This annual certification statement is signed by both the President and the Vice President, Finance and Chief Financial Officer and is subject to a review and an attestation by the Bank's external auditor. In addition, the Bank has a comprehensive system of reporting to its Board of Directors and its committees. This includes reporting to the Audit Committee on the activities of the Evaluation Department and the Internal Audit Department.

## Financial and operational risks

Financial and operational risks are discussed in the "Risk management" section of this report on page 31.

## External auditor

The external auditor is appointed by the Board of Directors, on the recommendation of the President. The external auditor may be appointed for terms of five years with a maximum of two consecutive terms. In 2019, the Board approved the appointment of PricewaterhouseCoopers LLP as the Bank's external auditor for the five-year period 2020-24 following the completion of Deloitte's second consecutive term in 2019.

The external auditor performs an annual audit in order to be able to express an opinion on whether the financial statements give a true and fair view of the state of the Bank's affairs and of its profit and cash flows, in accordance with International Financial Reporting Standards (IFRS). In addition, the external auditor provides its opinion on management's assertion as to the effectiveness of internal controls over financial reporting. This opinion is given as a separate report to the audit opinion. At the conclusion of its annual audit, the external auditor prepares a management letter for the Board of Governors, setting out its views and management's responses on the effectiveness and efficiency of internal controls and other matters. This letter is reviewed in detail and discussed with the Audit Committee. The Audit Committee reviews the performance and independence of the external auditor annually.

There are key provisions in the Bank's policies regarding the independence of the external auditor. The external auditor is prohibited from providing non-audit related services to the Bank unless such a service is judged to be in the interest of the Bank and approved by the Audit Committee. The external auditor can provide consultancy services paid for by Cooperation Funds relating to client projects; such incidences are reported annually to the Audit Committee.

## Reward policy

The Bank has designed a market-oriented staff reward policy, within the constraints of the Bank's status as an international financial institution (IFI), with the following principles that reward should:

- be competitively positioned in order to attract and retain high calibre employees from a wide range of our regions
- promote a culture where consistent high performance and behaviours that reflect EBRD values and competencies are recognised and rewarded
- facilitate mobility in support of business objectives and continued staff development
- deliver a high-quality package of benefits on a global basis to provide an appropriate level of security and be relevant to a diverse employee base
- engage with employees through an open and transparent total reward process.

To help meet these principles, the Bank uses market comparators to evaluate its staff compensation and aims to ensure that salary and performance-based compensation awards are driven by performance. Market comparators for the Bank are primarily private-sector financial institutions in each of its locations plus other IFIs.

The performance-based compensation awards are structured to recognise individual and team contributions to the Bank's overall performance. These payments represent a limited proportion of the overall total compensation and benefits package provided to staff.

## EBRD staff remuneration

Staff on fixed-term or regular contracts receive a salary which is reviewed on 1 April each year. In addition, members of staff who are not eligible for overtime pay are eligible to receive a performance-based compensation award depending on the Bank's and the individual staff member's performance.

Staff on fixed-term or regular contracts, as well as most of the Board of Directors,<sup>15</sup> the President and Vice Presidents, are covered by medical insurance, life insurance and participate in the Bank's retirement plans. Certain staff hired from abroad may be eligible for some allowances to assist with costs related to their relocation.

There are two retirement plans in operation. The Money Purchase Plan is a defined contribution plan to which both the Bank and staff contribute, with Plan members making individual investment decisions. The Final Salary Plan (FSP) is a defined benefit plan, to which only the Bank contributes. Both plans provide a lump sum benefit on leaving the Bank or at retirement age, such that retirement plan obligations to staff once they have left the Bank or retired are minimal (being limited to inflation adjustments on undrawn or deferred benefits under the FSP). The rules for the retirement plans are approved by the Board of Directors and the operation of the plans is monitored by a Retirement Plan Committee, a Retirement Plan Administration Committee and a Retirement Plan Investment Committee.

The salaries and emoluments of all staff are subject to an internal tax, applied at rates that vary according to the individual's salary and personal circumstances. Their salaries and emoluments are exempt from national income tax in the United Kingdom.

### President and Vice Presidents

The President is elected by the Board of Governors and typically receives a fixed-term contract of four years. The President's salary and benefits are approved by the Board of Governors. The President can participate in the same benefit schemes as the staff but is not eligible for performance-based compensation awards.

The Vice Presidents are appointed by the Board of Directors on the recommendation of the President and typically have fixed-term contracts of four years. Their salaries and benefits are approved by the Board of Directors. The Vice Presidents can participate in the same benefit schemes as the staff but are not eligible for performance-based compensation awards.

The gross salaries paid, from which internal tax is deducted, for each of these positions is as follows:

	2020 £ 000	2020 € 000	2019 £ 000	2019 € 000
President <sup>16</sup>	380	428	374	427
First Vice President and Head of Client Services Group	349	393	343	391
Vice President, Finance and Chief Financial Officer <sup>17</sup>	318	358	-	-
Senior Vice President, Chief Financial Officer and Chief Operating Officer	-	-	328	374
Vice President, Risk and Compliance and Chief Risk Officer	318	358	313	357
Vice President, Banking	318	358	313	357
Vice President, Human Resources, Corporate Services and Chief Administrative Officer	318	358	313	357
Vice President, Policy and Partnerships	318	358	313	357

### Board of Directors

Directors are elected by the Board of Governors for a term of three years and may be re-elected. Directors appoint Alternate Directors. The salaries of Directors and Alternate Directors are approved by the Board of Governors. They can participate in the same benefit schemes as staff but are not eligible for performance-based compensation awards. Some Directors and Alternates are paid directly by the constituency that they represent. In such cases, the funds that would otherwise be used by the Bank to pay such Directors and Alternates are made available to the directorship to offset other eligible costs.

The most recently approved gross salaries for these positions, from which internal tax is deducted, are as follows:

	2020 £ 000	2020 € 000	2019 £ 000	2019 € 000
Director	161	181	158	180
Alternate Director	133	150	131	149

<sup>15</sup> Some Directors and Alternate Directors are paid directly by their constituency and do not participate in the Bank's retirement plans and/or other benefits.

<sup>16</sup> Change of personnel on 2 July 2020. New incumbent 2 November 2020.

<sup>17</sup> New position as of 1 February 2020. Replaces Senior Vice President, Chief Financial Officer and Chief Operating Officer.

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## Senior management

Key management personnel comprise members of the Bank's Executive Committee, Managing Directors and the Director of the President's Office. This group, excluding the President and Vice Presidents (for whom information is given above), consists of 35 individuals who received gross salaries, from which internal tax is deducted, in the ranges shown in the table below. The average performance-based compensation award for eligible members of this group was 21 per cent of annual gross salaries in 2020 (2019: 22 per cent).

	2020 £ 000	2020 € 000	2019 £ 000	2019 € 000
Minimum	139	156	124	141
Median	189	213	192	219
Maximum	275	310	291	332
No. in group	35	35	35	35