Country Report - Directors

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

Company:	Sector:	Name:	Surname:	Gender:	Director Nationality:	Age at Latest Year End:
Accor	Hospitality	Denis	Hennequin	Male	France	54
BHP Billiton	Mining	Andrew	Mackenzie	Male	British	66
BHP Billiton	Mining	Andrew	Mackenzie	Male	British	66
BHP Billiton	Mining	Andrew	Mackenzie	Male	British	66
GDF Suez	Electricity	Gerard	Mestrallet	Male	France	64
Lafarge	Industrial	Bruno	Lafont	Male	France	56
Sodexo	Financial Services	Michel	Landel	Male	France	61

CEO Remuneration - USD:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	1	1,478,336	3,727,377	1,478,336	3,727,377
2009	1	2,102,321	4,805,012	2,102,321	4,805,012
2010	2	2,311,846	5,705,166	1,155,923	2,852,583
2011	3	4,517,321	29,796,615	1,505,774	9,932,205
2012	5	7,552,937	15,056,931	1,510,587	3,011,386
2013	4	5,224,179	10,821,033	1,306,045	2,705,258
2014	1	1,700,000	3,785,000	1,700,000	3,785,000
2015	1	1,700,000	3,426,000	1,700,000	3,426,000
2016	1	1,700,000	3,115,000	1,700,000	3,115,000
2017	1	1,700,000	4,137,000	1,700,000	4,137,000
2018	1	1,700,000	4,212,000	1,700,000	4,212,000
2019	1	1,700,000	3,868,000	1,700,000	3,868,000

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	1	1,478,336	3,727,377	1,478,336	3,727,377
2009	1	2,102,321	4,805,012	2,102,321	4,805,012
2010	2	2,311,846	5,705,166	1,155,923	2,852,583
2011	4	5,375,178	31,763,854	1,343,794	7,940,964
2012	7	9,635,550	18,705,616	1,376,507	2,672,231
2013	5	6,552,200	12,746,446	1,310,440	2,549,289
2014	1	1,700,000	3,785,000	1,700,000	3,785,000
2015	2	2,700,000	6,755,000	1,350,000	3,377,500
2016	2	2,700,000	5,133,000	1,350,000	2,566,500
2017	2	2,700,000	6,681,000	1,350,000	3,340,500
2018	2	2,700,000	6,747,000	1,350,000	3,373,500
2019	2	2,700,000	6,240,000	1,350,000	3,120,000

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	9	2,335,236	259,471
2009	11	3,791,103	344,646
2010	13	5,891,434	453,187
2011	37	5,043,939	136,323
2012	64	7,384,957	115,390
2013	32	6,200,642	193,770
2014	13	4,695,000	361,154
2015	11	3,132,000	284,727
2016	12	3,608,000	300,667
2017	12	2,676,000	223,000
2018	11	2,923,000	265,727
2019	11	2,518,000	228,909