

# > BONITAS MEDICAL FUND TRUSTEE REMUNERATION POLICY

## SIGN-OFF, IMPLEMENTATION, AND REVIEW

		POSITION / COMMITTEE	SIGNATURE	DATE
COMPILED BY:	SCHEME	PRINCIPAL OFFICER		
RECOMMENDED BY:	INDEPENDENT REMCO	CHAIRPERSON OF REMUNERATION COMMITTEE		
RECOMMENDED BY:	THE BOARD	CHAIRPERSON OF BOARD OF TRUSTEES		
APPROVED BY:	MEMBERS	AGM		

<b>DISTRIBUTE TO</b>	<ul style="list-style-type: none"> <li>• BOARD OF TRUSTEES</li> <li>• MEMBERS OF THE REMUNERATION COMMITTEE</li> <li>• SCHEME EMPLOYEES RESPONSIBLE FOR THE EXECUTION OF THE POLICY</li> </ul>
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## SCHEDULE OF TERMS AND ABBREVIATIONS

Throughout this document, unless otherwise stated, the words in the first column have the meanings stated opposite it in the second column:

<b>Term / Abbreviation</b>	<b>Definition</b>
<b>AGM</b>	Annual General Meeting of the Scheme
<b>Board</b>	Board of Trustees of Bonitas Medical Fund
<b>CFO</b>	Chief Financial Officer
<b>CMS</b>	Council for Medical Schemes
<b>CPI</b>	Refers to the Consumer Price Index. For purposes of this policy this shall refer to the calendar year average of the preceding year
<b>GM: GRC</b>	General Manager: Governance, Risk and Compliance
<b>Independent Member (s)</b>	Any independent person who serves on the Board or any Sub-Committee of the Board, including but not limited to the following Sub-Committees: Audit and Risk Committee (“ARC”), Remuneration Committee (“RemCo”) or Investment Committee (“IC”)
<b>JSE</b>	Johannesburg Stock Exchange
<b>King IV Report</b>	King IV Report on Corporate Governance for South Africa 2016
<b>MSA</b>	Medical Schemes Act, Act No 131 of 1998
<b>Per Meeting Fee</b>	Fee payable to the Trustee for the actual preparation, attendance and participation in a “scheduled meeting of the Scheme”, and payable over and above the Retainer Fee
<b>PO</b>	Principal Officer
<b>Policy</b>	This Trustee Remuneration Policy
<b>RemCo</b>	Remuneration Committee of the Scheme
<b>Retainer Fee</b>	<p>Fee payable to the Trustee to act in the capacity as Trustee of the Scheme. This represents a basic fee for such Trustee to avail himself or herself to conduct the business of the Scheme and assume the fiduciary duties and responsibilities associated with such position.</p> <p>It excludes the Per Meeting Fee for attendance of a “scheduled meeting of the Scheme” and reimbursements for travel and other expenses as mentioned in this Remuneration Policy.</p>
<b>Scheduled meeting of the Scheme</b>	A “scheduled meeting of the Scheme” is regarded as a formal structured meeting supported by an agenda and recorded minutes
<b>Scheme</b>	Bonitas Medical Fund
<b>SGM</b>	Special General Meeting of the Scheme
<b>Trustee (s)</b>	Member (s) of the Board of Trustees of Bonitas Medical Fund
<b>VAT</b>	Value Added Tax

## 1 PURPOSE

- 1.1 Principle 14 of the King IV Report states the following:  
*“The governing body should ensure that the organisation remunerates fairly, responsibly and transparently, so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.”*
- 1.2 This Policy is designed to facilitate a fair and responsible remuneration model for Trustees by ensuring that the level and composition of remuneration is sufficient and reasonable having regard to the fiduciary duties and responsibilities of the Trustees towards the Scheme and the members of the Scheme and the inherent risks and responsibilities associated with such positions of trust.
- 1.3 The Board’s and its related Board Sub-Committees’ focus is on the long-term strategic direction and overall performance and sustainability of the Scheme. Therefore, Trustee remuneration is not directly related to short term results; instead it relates to the long-term sustainability and performance of the Scheme.

## 2 RELEVANT LEGISLATION AND CORPORATE GOVERNANCE PRINCIPLES

- 2.1 The Scheme is a medical scheme established in terms of the MSA and operates within a strictly regulated environment. Therefore, this Policy has been compiled in accordance with this and other relevant legislation such as the Financial Institutions Protection of Funds Act, Act No 28 of 2001.
- 2.2 In addition to the above, this Policy also seeks to address principles of corporate governance such as the guidelines contained in the King IV Report on Corporate Governance regarding non-executive remuneration matters including guidelines set by the CMS for Trustee Remuneration (i.e. Circular 41 of 2014) and the Scheme Rules.
- 2.3 This Policy must therefore be read in conjunction with such legislation and principles but also with the Scheme’s Charters and Policies (as approved from time to time) including, but not limited to, the following:
  - 2.3.1 Scheme Rules;
  - 2.3.2 Board of Trustees Charter;
  - 2.3.3 Remuneration Committee Charter;
  - 2.3.4 Delegation of Authority Policy;
  - 2.3.5 Travel Policy; and
  - 2.3.6 Reimbursement Policy.

## 3 SCOPE AND OVERSIGHT RESPONSIBILITY OF THE REMUNERATION COMMITTEE

- 3.1 The Scheme has established a RemCo which is chaired by an Independent Member.
- 3.2 The mandate of the RemCo, as set out fully in the RemCo Charter, is to:
  - 3.2.1 advise the Board on all matters related to remuneration affairs and which recommends, inter alia, the remuneration payable to Trustees in accordance with this Policy;
  - 3.2.2 undertake benchmarking and other exercises from time to time to ensure that the remuneration remains fair, reasonable and relevant, given the prevailing market and industry standards (refer to **Annexure B** to this Policy);
  - 3.2.3 set the basis for Trustee remuneration, and to contemplate a mechanism for dealing with annual increases; and
  - 3.2.4 monitor compliance with matters relating to this Policy and remuneration in general and make such recommendations to the Board as may be proper and in accordance therewith from time to time.
- 3.3 This policy applies to all Trustees, including co-opted or elected Trustees.

## 4 MANAGEMENT OF THE POLICY

- 4.1 The PO is accountable for the development of the Trustee Remuneration Policy. This Policy shall be reviewed annually by the RemCo and any substantive review thereof shall be recommended to the Board for approval and recommendation to the AGM for a vote and final approval before implementation thereof.
- 4.2 No amendments shall be made to, or any deviation undertaken from, the Policy without the relevant recommendation from the RemCo to the Board and the approval thereof by the AGM.

- 4.3 In the event of a need or intent to deviate from the approved Policy, a formal document must be prepared stating the nature and the reasons for the proposed departure and submitted to the RemCo for review and recommendation and submission to the Board and AGM for approval.

## **5 REPORTING OF NON-COMPLIANCE TO THE POLICY**

- 5.1 Any act of non-compliance to this Policy must be stopped immediately and reported in writing to the Chairperson of the RemCo, the PO and the GM: GRC. When reporting any non-compliant practices to the Policy the exact nature of the non-compliant practice must be accurately described as well as the corrective action already taken or to be taken in order to eliminate the practice(s) in question in future.

## **6 ROLES AND RESPONSIBILITIES**

- 6.1 The Board is ultimately responsible for the development and implementation of a Remuneration Policy for the Trustees.
- 6.2 The Board in turn delegates responsibility for oversight of the Scheme's remuneration practices to the RemCo. The role of the RemCo is to make recommendations to the Board regarding the remuneration strategy, policies and practices of the Scheme.
- 6.3 The CFO and / or PO is responsible for the calculation of actual Trustees fees in accordance with this Policy.

## **7 POLICY STATEMENT**

- 7.1 The Scheme Rules, in line with Section 57 of the MSA, provides for the election of Trustees from amongst members of the Scheme who are fit and proper to manage the business of the Scheme. As such, Trustees carry substantial accountabilities and risks and assume substantial fiduciary duties and responsibilities. The MSA, Scheme Rules and Board Charter further allow for the appointment of non-voting co-opted Independent Members on the Board as well as Independent Members on Sub-Committees of the Board with the necessary skills and expertise to assist the Board in the execution of its fiduciary responsibilities.
- 7.2 It is therefore of crucial importance for the Scheme to attract and retain suitable and qualified individuals to serve as Trustees and to dedicate the appropriate time to the business of the Scheme and to serve the members of the Scheme. In order to achieve such the Scheme will remunerate Trustees appropriately and in line with sound corporate governance principles and based on market leading practices.
- 7.3 It is acknowledged, as confirmed in the Guidelines on Trustee Remuneration (following a detailed study commissioned by the CMS), that there is no one single remuneration leading practice, standard or common process in place that could serve as a guideline in this regard. Instead it is recommended that each medical scheme implements its own remuneration strategy based on sound corporate governance principles as set out in the different King Reports, taking into consideration that medical schemes are not-for-profit organisations.
- 7.4 It is also noted that the CMS, in terms of both the Circular (41 of 2014) and the Medical Schemes Amendment Bill recently published, intends to publish guidelines for remuneration of Trustees. If so published, it will initiate a review of this Policy that must be undertaken at such time and approved by members of the Scheme at the next available AGM following such review.
- 7.5 In recommending the fees for Trustees, the Scheme and RemCo acknowledge the process suggested by the Institute of Directors in Determining the fees of Non-Executive Directors as set out in their Position Paper 3 – October 2014. The RemCo thus ascribes to this process in recommending the fees for Trustees by ensuring conflicts of interests are properly managed when determining the fees for Trustees.
- 7.6 Trustees are elected by members of the Scheme (or appointed) to serve on the Board and they do so in acceptance of a mandate provided to them by the members. The roles and duties of Trustees are set out in their specific Job Profiles created for them. They accept their full fiduciary duties and responsibilities and assume fiduciary accountabilities and risks in terms of their role of strategic oversight. In doing so they also attract possible personal liability as provided for in various legislation. Their remuneration should therefore not be any different to that of any other company's non-executive directors.
- 7.7 An important distinguishing factor applicable to Trustees is however the fact that medical schemes are not-for-profit organisations and thus the remuneration of Trustees cannot be compared to that of JSE listed or private companies (see Guidelines on Trustee Remuneration).

- 7.8 Further to the above it is also recognised that there exist different remuneration models for Schemes or Non-Executives such as Trustees. Trustees are inter alia paid fees for assuming the fiduciary roles and responsibilities as set out above, setting out dedicated time for the business of the medical scheme in attending meetings, preparation for such meetings, participating in meetings, to conduct some research in order to execute their duties and responsibilities and keep in touch with industry developments.
- 7.9 From the study conducted by the CMS (Guidelines on Trustee Remuneration) it was found that some schemes remunerated their Trustees an amount for each meeting attended (Per Meeting Fee), some on a monthly or annual basis for availing themselves for the business of the Scheme and assuming the fiduciary duties and responsibilities (Retainer Fee) and some on an hourly fee for time spent on the business of the Scheme (consultancy fee). Trustees are also reimbursed for their expenses for attending such meetings.
- 7.10 Based on the different remuneration models available the Scheme, on the recommendation of the RemCo, decided to follow a combination of the Retainer Fee model and Per Meeting Fee model. The rationale behind this approach is that the Retainer Fee model will enable the Scheme to attract and retain suitable and qualified individuals to serve as Trustees in order to assume the fiduciary duties and responsibilities associated with such positions whilst the Per Meeting Fee will ensure the attendance of meetings by such Trustees. In other words, the combined models adopted will ensure that Trustees dedicate enough time to the business of the Scheme whilst at the same time preventing abuse by individuals attending unnecessary meetings to artificially increase fees or time spend on Scheme business. The Scheme therefore decided to completely move away from hourly or consultancy fees as these could impact the non-executive status of the Trustees and also be seen as an adverse incentive to increase fees. The fee structure is set out below.

## 8 FEES

- 8.1 The fees of Trustees are established in terms of this Policy as approved by the AGM and are considered annually by the RemCo and Board and are determined having regard to inter alia market-related remuneration, the skill and expertise of such persons, as well as with reference to the time commitment, risk, fiduciary duties and responsibilities, the non-executive functions associated with such roles, etc. In this regard it is also noted that Bonitas Medical Fund is the second largest open medical scheme with almost 335 000 principal members and annual contributions in excess of R17 billion.
- 8.2 All matters relating to remuneration of the Trustees shall be considered and recommended by the RemCo as chaired by an independent suitably qualified person and thereafter considered by the Board for adoption and recommendation to, and final approval, by members at the AGM.
- 8.3 This Policy will be approved by members at the AGM and will only require approval by members at the AGM for subsequent years if there are fundamental changes to the Policy or if increases for such remuneration are above inflation rates.
- 8.4 Trustees are first of all paid a **Retainer Fee**, paid monthly in arrears, for assuming the fiduciary duties and responsibilities associated with such positions, for providing their services. Trustees will therefore not be remunerated for the attendance at training and development activities, seminars, functions and other events connected with their duties as Trustees, attendance of AGM's and meetings with stakeholders or the Regulators, staying abreast with industry developments, etc. The Scheme will pay the relevant provider's fees, as well as travel, accommodation and subsistence costs where applicable.
- 8.5 Trustees are then also paid a **Per Meeting Fee** that is restricted as far as possible to scheduled meetings (including special meetings) of the Scheme (i.e. Board and Sub-Committees) on which a Trustee is a permanent member. These scheduled meetings shall include attendance of any SGM as agreed to by the Chairperson. The Trustee will be entitled to a **Per Meeting Fee** as well as travel expenses.
- 8.6 Trustees are also entitled to a **Per Meeting Fee** for every day spent (i.e. this mean that if a Trustee attend the same meeting that lasts longer than one day that the Trustee is paid per day) on formal strategic sessions and / or workshops held by the Scheme. This fee will include preparation time, research done, travel time to attend such meetings, any work done for or as a result of such a meeting, etc.
- 8.7 Trustees may be required from time to time to attend ad-hoc meetings relating to the affairs of the Scheme (e.g. interviews, tender evaluations etc.). Where a Trustee attends an ad-hoc meeting, spanning over more than three (3) hours, such Trustee, will be entitled to a **Per Meeting Fee** as well as travel expenses. In the event where a Trustee attends an ad-hoc meeting, which is less than three (3) hours, such Trustee will only be entitled to a **Per Meeting Fee** once the meeting attendance time accrue to three (3) or more hours over a

period of time. The Trustee will be entitled to travel expenses based on the number of meetings travelled for. The Scheme shall as far as possible schedule ad-hoc meetings for a related activity to be conducted on the same day.

- 8.8 Trustees may be remunerated for no more than 30 meetings in a calendar year. The Chairperson and Vice Chairperson of the Board may be remunerated for no more than 36 meetings in a calendar year.
- 8.9 No fees will be paid for consulting services performed by any Trustees. This ensures that Trustees are able to act independently of any personal interest when making a fiduciary decision for or on behalf of the Scheme.
- 8.10 Where Trustees are not nominated onto a Sub-Committee but attend such Sub-Committee meeting with the permission of the Chairperson of the Board as an observer, such Trustee will not be entitled to receive remuneration (**Per Meeting Fee** or otherwise) or any reimbursement whatsoever for attending such meeting. Where the attendance of a specific Trustee to a meeting is requested by the Chairperson of the Board or accountable Sub-Committee and approved by the Chairperson of the Board, such Trustee will be entitled to a **Per Meeting Fee** as well as travel expenses.
- 8.11 Where the Chairperson of the Board attend Sub-Committee meetings as a permanent invitee or in an ex-officio capacity, he / she will only be entitled to a **Per Meeting Fee** as allocated for a Trustee and not a **Per Meeting Fee** as allocated for the Chairperson of the Board.
- 8.12 No retirement benefits or other forms of bonus or incentive payments are paid to Trustees.
- 8.13 The fees of the Trustees will be reviewed annually in accordance with this Policy.
- 8.14 The specific fees payable to Trustees as at the effective date for implementation are detailed in the Fees Addendum to this Policy (refer to **Annexure A** to this Policy), which addendum will be updated annually or otherwise as contemplated by this Policy. The fees recorded in the latest approved Fees Addendum shall serve as the basis upon which all future adjustments to fees and remuneration payable to the Trustees shall be made, subject to the provisions of this Policy, as may be amended from time to time in accordance herewith.
- 8.15 The basis for the calculations of the fees, as summarised by the RemCo, will also be stipulated in the Fees Methodology Addendum (refer to **Annexure B** to this Policy) attached to this Policy. In this regard the RemCo and Scheme can rely on the Trustee remuneration of other medical schemes as published from time to time in the Annual Report from the CMS, the remuneration of non-executive directors of companies, any guidelines published from time to time on the remuneration of non-executive directors for any related industries, etc.
- 8.16 The RemCo and Scheme shall, on an annual basis, review and recommend any increase in the fees payable to the Trustees, in line with the AGM timelines (unless otherwise required in terms of any contractual or legal obligation). In the absence of extra-ordinary circumstances which justifies a higher increase in the remuneration payable to Trustees, any increase in the fees payable shall be limited to a rate equivalent to the CPI.
- 8.17 In the event of an extraordinary adjustment beyond the provisions of 8.16, the Scheme shall not give effect to such proposed adjustment until approval has been given by members at the AGM.
- 8.18 All remuneration fees shall be deemed to be exclusive of VAT, unless explicitly otherwise specified i.e. where Trustees are registered for VAT, they shall issue a tax invoice to the Scheme clearly reflecting the VAT element based on the total fees for the period.
- 8.19 All remuneration paid in terms of this Policy shall be subject to any applicable taxes.

## 9 TRAVEL EXPENSES

- 9.1 The Scheme will make all necessary bookings for travel requirements for Trustees.
- 9.2 Trustees will be reimbursed for travel expenses and subsistence claims associated with undertaking their duties in accordance with the Scheme's Travel and Reimbursement policies.
- 9.3 Travel expenses and subsistence claims that are supported by vouchers (to the extent not paid directly by the Scheme) will be reimbursed in accordance with the Scheme's Travel and Reimbursement policies.

## 10 ATTENDANCE AT CONFERENCES AND TRAINING

- 10.1 Trustees are expected to keep up with developments in the medical scheme industry and continue their personal development. In this regard they are encouraged to attend conferences and training sessions, whether formally or informally.
- 10.2 Attendances of such conferences or training sessions are however included in the Retainer Fee paid to Trustees. Trustees will therefore not be entitled to any additional fees or **Per Meeting Fee** for attending conferences or training sessions.

10.3 The Scheme will however pay the registration fees for conferences or training sessions attended as well as travel expenses (provided that such attendance is approved by the Board).

## **11 ATTENDANCE AT THE ANNUAL GENERAL MEETING AND SPECIAL GENERAL MEETINGS**

11.1 Trustees are required to attend the AGM as part of their duties. Attendance of the AGM's are covered by the Trustees' Retainer Fee. Trustees are therefore not entitled to any **Per Meeting Fee** for such attendance. The Scheme will, however, cover their travel expenses in this regard. Trustees are however entitled to a **Per Meeting Fee** where a Board meeting is scheduled directly before or after the AGM.

11.2 For attendance of any SGM called for whatever reason, Trustees attending will be entitled to a **Per Meeting Fee** for attendance of such and the Scheme will also cover their travel expenses in this regard.

## **12 REMUNERATION PAYMENT PROCEDURES**

12.1 All fees shall be paid directly to the Trustee into his / her bank account, the details of which are to be provided by the Trustee to the Scheme Finance Department.

## **13 APPROVAL OF TRUSTEE REMUNERATION**

13.1 The RemCo will review and recommend appropriate remuneration levels for the Trustees of the Scheme in advance for provisional adoption by the Board. Then, upon the Board accepting such a recommendation, it shall be obliged to table this recommendation at the next ensuing AGM for final approval by members at that AGM. Such remuneration shall only be implemented once approved by the AGM.

13.2 The RemCo will also review and recommend appropriate increases in remuneration levels for the Trustees of the Scheme in advance for each financial year for approval by the Board. Only in the event that the recommendation for the remuneration levels in a particular year represents an extraordinary increase as contemplated in clause 8.16, the Board shall be obliged to table this recommendation at the next ensuing AGM for approval by members at that AGM.

## **14 REPORTING OF INFORMATION REGARDING REMUNERATION**

14.1 Full disclosure of each individual Trustee's remuneration, giving details of the Retainer Fee, **Per Meeting Fee** and other benefits received shall be provided in the annual remuneration report, to be included in the Scheme's annual integrated report. The Remuneration Policy followed must be explained including the appropriate benchmark utilised. The report should indicate the members of the RemCo charged with making recommendation on the remuneration of Trustees, a summary of the purpose of the RemCo and its roles and responsibilities, a schedule of the RemCo meetings held and attendances by its members.

14.2 The Scheme will provide the CMS with all the relevant information pertaining to the proposed remuneration of the Trustees to be approved at the AGM at least 21 days prior to holding the AGM.

## **15 EFFECTIVE DATE AND APPROVAL AT AGM**

15.1 In terms of the Guidelines on Trustee Remuneration (Circular 41 of 2014) issued by the CMS, and having regard to the King IV Report and in line with Rule 18.18 of the Scheme Rules, members of the Scheme at the AGM must approve the Policy so as to enable remuneration matters to be dealt with in terms thereof.

15.2 The Board has adopted this Policy, as recommended by the RemCo, and, if accepted and approved by the members at the AGM, this Policy shall become effective.

## **16 POLICY APPROVAL**

16.1 This document replaces and supersedes all other Policies on Trustee Remuneration that have previously been issued.

16.2 This Trustee Remuneration Policy has been recommended by the RemCo on 4 July 2019, adopted and recommended by the Board on 13 July 2019 and approved by the AGM on 19 August 2019.



## ANNEXURE A: TRUSTEE FEES

**Proposed Fees for Trustees:** The proposed fees would be effective immediately, once approved at the 2019 AGM.

Committee Name	Retainer Fee (Monthly)	Meeting Fee
	R	R
Board of Trustees - Chairperson	25 000	18 900
Board of Trustees - Trustee	18 000	12 600
Audit and Risk Committee – Members		12 600
Investment Committee – Chairperson		15 570
Investment Committee – Member		8 400
Remuneration Committee – Member		6 300
Working and Strategy Committee – Chairperson		15 570
Working and Strategy Committee – Member		8 400
Managed Care Committee – Member		6 300
Sales and Marketing Committee – Member		6 300

## ANNEXURE B: TRUSTEE FEES METHODOLOGY

### Basis used by the RemCo for the proposal of the Trustee Fees

1. Bonitas is the second largest open medical scheme with almost 335 000 principal members and an annual contribution income of over R17 billion. The Board of Trustees are thus responsible for a huge amount of money and for the lives of many families. It is therefore not surprising to find that the Scheme finds itself within the top 10 schemes with the highest trustee fees. Using the CMS Annual Report provides a good guideline or comparison in terms of the relevance of the remuneration methodology adopted by the Scheme. Below is an extract from the latest available CMS Annual Report. Annexure V to the CMS Annual Report sets out in full the remuneration of Trustees for all the medical schemes.

2. CMS Annual Report for 2017 / 2018 (Table 31):

**Table 31: The ten schemes with highest trustee fees in 2017**

Ref. no.	Name of medical scheme	Type	Trustee remuneration & other considerations		No. of trustees		Average fee per trustee	
			2017 R'000	2016 R'000	2017	2016	2017 R'000	2016 R'000
1598	Government Employees Medical Scheme (GEMS)	Restricted	8 729	7 543	12	13	727	580
1125	Discovery Health Medical Scheme	Open	7 834	5 430	10	9	783	603
1580	South African Police Service Medical Scheme (POLMED)	Restricted	5 982	4 931	19	14	315	352
1512	Bonitas Medical Fund	Open	4 495	4 596	13	14	346	328
1140	Medshield Medical Scheme	Open	4 269	4 615	13	9	328	513
1486	Sizwe Medical Fund	Open	4 259	3 857	16	10	266	386
1194	Profmed	Restricted	3 870	3 394	13	10	298	339
1202	Fedhealth Medical Scheme	Open	3 637	3 678	10	10	364	368
1537	Hosmed Medical Aid Scheme	Open	3 622	2 791	11	11	329	254
1087	Keyhealth	Open	3 303	2 695	11	11	300	245

3. As an open medical scheme Bonitas, unlike restricted medical schemes, finds itself in a very small but competitive industry that is becoming smaller and smaller every year. Given changes in legislation and regulatory controls, the Trustees must be very well acquainted with the different applicable legislation and regulatory requirements as well as corporate governance principles, all whilst ensuring the sustainability of the Scheme.
4. In order to attract people with the required skills the Scheme has not only compared its remuneration with other medical schemes (applying inflationary increases to make it relevant), but also considered research done on the remuneration of non-executives. With due consideration to the Guidelines on Trustee Remuneration issued by the CMS (acknowledging that medical schemes are not-for-profit organisations), and given the size of Bonitas and its income, the Scheme has decided to apply a 30% deduction to the remuneration of companies listed on the stock exchange to serve as a further comparison.