Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	8	6,029,606	15,676,552	753,701	1,959,569
2008	23	15,891,515	34,483,146	690,935	1,499,267
2009	24	17,016,849	33,038,571	709,035	1,376,607
2010	25	22,111,277	50,686,027	884,451	2,027,441
2011	27	27,256,505	57,236,750	1,009,500	2,119,880
2012	30	29,983,316	58,788,576	999,444	1,959,619
2013	30	27,676,042	49,427,708	922,535	1,647,590
2014	34	24,590,994	43,165,951	723,265	1,269,587
2015	27	22,001,767	42,572,396	814,880	1,576,755
2016	28	21,229,814	45,737,775	758,208	1,633,492
2017	27	18,453,693	33,521,997	683,470	1,241,555
2018	29	15,634,448	32,109,015	539,119	1,107,207
2019	28	285,908,860	444,200,191	10,211,031	15,864,293

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	28	11,059,010	29,088,493	394,965	1,038,875
2008	79	35,914,181	72,807,035	454,610	921,608
2009	87	37,033,319	77,355,036	425,670	889,138
2010	93	48,085,352	107,843,400	517,047	1,159,606
2011	92	56,507,219	120,436,703	614,209	1,309,095
2012	108	63,325,564	134,633,010	586,348	1,246,602
2013	102	58,227,003	112,427,288	570,853	1,102,228
2014	97	49,586,230	93,876,044	511,198	967,794
2015	93	46,146,937	93,040,058	501,597	1,011,305
2016	89	39,154,907	83,933,274	439,943	943,070
2017	77	35,377,103	64,752,045	459,443	840,936
2018	79	84,075,645	169,972,611	1,064,249	2,151,552
2019	65	436,300,502	632,910,554	6,712,315	9,737,085

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	0	0
2007	79	6,089,022	77,076
2008	218	15,082,181	69,503

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2009	222	15,863,384	71,457
2010	245	21,126,888	86,232
2011	269	26,356,631	97,980
2012	316	31,870,347	100,856
2013	294	27,870,952	94,799
2014	276	26,545,682	96,180
2015	270	27,588,135	102,178
2016	275	27,041,426	98,332
2017	245	23,244,915	94,877
2018	224	23,443,478	108,034
2019	210	159,453,525	759,302