Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	4	3,299,316	6,331,773	824,829	1,582,943
2009	4	3,143,873	5,980,796	785,968	1,495,199
2010	4	3,854,516	7,674,414	963,629	1,918,604
2011	4	4,292,923	9,858,715	1,073,231	2,464,679
2012	4	4,232,065	9,639,071	1,058,016	2,409,768
2013	5	5,587,571	10,722,502	1,117,514	2,144,500
2014	6	5,825,666	16,684,133	970,944	2,780,689
2015	5	3,671,644	7,040,524	734,329	1,408,105
2016	6	5,309,934	10,502,758	884,989	1,750,460
2017	6	3,872,286	9,591,665	645,381	1,598,611
2018	5	4,570,349	9,704,819	914,070	1,940,964
2019	5	4,909,042	8,340,668	981,808	1,668,134

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	23	8,989,923	17,423,607	390,866	757,548
2009	21	9,620,551	17,596,859	458,121	837,946
2010	22	11,722,196	23,707,180	532,827	1,077,599
2011	21	12,639,666	27,651,722	601,889	1,316,749
2012	21	13,213,185	27,723,291	629,199	1,320,157
2013	22	14,161,722	30,355,208	643,715	1,379,782
2014	20	13,036,015	32,336,102	651,801	1,616,805
2015	19	10,395,253	21,508,559	547,119	1,132,029
2016	19	10,430,030	21,271,484	548,949	1,119,552
2017	17	7,452,098	21,445,583	465,756	1,340,349
2018	13	7,035,181	15,629,375	541,168	1,202,260
2019	14	7,280,351	13,417,407	520,025	958,386

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	39	3,633,128	93,157
2009	37	3,251,012	87,865
2010	41	3,930,745	95,872

2010	41	3,930,745	95,872
2011	43	4,080,555	94,897
2012	49	4,680,762	95,526
2013	58	6,360,537	109,664
2014	48	6,535,864	136,164
2015	45	6,353,327	141,185
2016	48	7,528,238	156,838
2017	47	7,009,037	149,128
2018	47	6,500,502	138,309
2019	47	6,350,548	135,118