Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	1	1,801,631	5,319,614	1,801,631	5,319,614
2008	4	3,338,888	9,851,227	834,722	2,462,807
2009	6	3,734,328	8,159,013	622,388	1,359,836
2010	8	4,887,651	12,406,119	610,956	1,550,765
2011	8	5,340,673	12,561,773	667,584	1,570,222
2012	9	5,655,057	12,649,472	628,340	1,405,497
2013	9	5,525,775	11,918,648	613,975	1,324,294
2014	11	4,813,387	12,153,761	437,581	1,104,887
2015	10	5,693,793	13,015,067	569,379	1,301,507
2016	11	5,511,627	12,837,489	501,057	1,167,044
2017	8	4,113,547	8,687,990	514,193	1,085,999
2018	11	5,004,156	13,867,311	454,923	1,260,665
2019	7	2,985,618	7,328,322	426,517	1,046,903

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	2,892,092	8,097,401	1,446,046	4,048,701
2008	15	7,438,519	19,071,965	495,901	1,271,464
2009	19	8,213,097	17,291,167	432,268	910,061
2010	26	11,133,594	25,179,450	428,215	968,440
2011	23	11,646,099	25,535,705	506,352	1,110,248
2012	27	11,267,024	23,750,422	417,297	879,645
2013	26	12,625,971	25,888,719	485,614	995,720
2014	28	10,761,773	25,942,445	384,349	926,516
2015	28	11,965,595	29,284,680	427,343	1,045,881
2016	30	11,092,735	26,498,342	369,758	883,278
2017	24	9,128,236	19,827,777	380,343	826,157
2018	29	11,276,587	31,014,559	388,848	1,069,468
2019	22	8,364,958	21,200,655	380,225	963,666

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	10	1,507,320	150,732

2008	51	5,400,938	105,901
2009	69	6,031,219	87,409
2010	82	8,311,765	101,363
2011	94	10,193,792	108,445
2012	100	11,991,162	119,912
2013	110	10,273,051	93,391
2014	116	11,151,949	96,137
2015	107	11,637,107	108,758
2016	112	12,203,242	108,958
2017	102	11,184,562	109,653
2018	100	10,252,140	103,557
2019	90	10,763,206	119,591