Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	4	2,477,872	5,866,950	619,468	1,466,738
2008	17	8,171,951	19,330,268	480,703	1,137,075
2009	17	9,179,823	19,518,438	539,990	1,148,143
2010	17	12,598,730	27,160,589	741,102	1,597,682
2011	19	17,022,676	56,567,902	895,930	2,977,258
2012	20	18,278,622	35,956,799	913,931	1,797,840
2013	22	17,013,200	33,823,051	773,327	1,537,411
2014	25	16,921,467	32,240,228	676,859	1,289,609
2015	21	13,839,270	29,402,430	659,013	1,400,116
2016	24	14,012,625	34,880,225	583,859	1,453,343
2017	23	14,158,406	30,658,454	615,583	1,332,976
2018	23	10,559,475	25,938,732	459,108	1,127,771
2019	25	13,990,948	30,659,874	559,638	1,226,395

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
0	1	0	0	0	0
2007	12	3,954,966	9,716,231	329,580	809,686
2008	66	20,677,149	53,418,513	313,290	809,371
2009	73	23,677,047	55,773,323	324,343	764,018
2010	75	30,861,687	99,173,754	411,489	1,322,317
2011	74	37,884,379	115,605,289	511,951	1,562,234
2012	82	41,205,949	82,166,767	502,512	1,002,034
2013	80	37,768,074	90,336,424	472,101	1,129,205
2014	74	34,747,040	80,496,829	469,555	1,087,795
2015	74	32,621,788	82,806,023	446,874	1,134,329
2016	77	26,965,281	71,912,980	350,198	933,935
2017	70	27,910,834	66,862,504	398,726	955,179
2018	71	76,021,211	171,667,202	1,070,721	2,417,848
2019	65	26,321,081	61,204,516	404,940	941,608

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:

2007	29	2,267,943	78,205
2008	150	10,082,611	67,669
2009	154	9,933,606	64,504
2010	165	14,400,346	87,275
2011	197	16,859,491	85,581
2012	219	18,460,972	84,297
2013	207	17,979,892	86,859
2014	214	17,403,648	81,325
2015	205	17,815,676	86,906
2016	212	16,061,450	75,762
2017	211	18,211,810	86,312
2018	191	16,512,568	86,453
2019	174	15,005,273	86,237