Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	9	6,801,240	17,744,864	755,693	1,971,652
2008	23	12,222,275	30,878,216	531,403	1,342,531
2009	24	13,898,045	27,705,167	579,085	1,154,382
2010	24	18,925,555	44,183,240	788,565	1,840,968
2011	26	24,192,382	69,391,686	930,476	2,668,911
2012	30	26,258,480	55,072,309	875,283	1,835,744
2013	27	23,089,712	48,547,977	855,175	1,798,073
2014	30	20,752,347	41,670,689	691,745	1,389,023
2015	29	19,342,372	40,746,557	666,978	1,405,054
2016	27	18,173,834	43,462,921	673,105	1,609,738
2017	28	17,725,500	35,595,001	633,054	1,271,250
2018	29	17,254,108	34,506,056	594,969	1,189,864
2019	29	18,710,530	33,418,505	645,191	1,152,362

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	26	12,128,824	31,437,355	466,493	1,209,129
2008	77	28,173,642	66,881,318	365,891	868,589
2009	83	30,513,179	61,397,209	367,629	739,725
2010	84	40,343,399	92,219,929	480,279	1,097,856
2011	80	47,639,197	125,418,403	595,490	1,567,730
2012	93	51,167,609	107,397,667	550,189	1,154,814
2013	85	45,059,108	99,835,417	530,107	1,174,534
2014	86	39,983,143	85,958,360	464,920	999,516
2015	87	38,395,064	81,628,088	441,323	938,254
2016	85	32,344,280	76,493,384	380,521	899,922
2017	79	34,376,360	67,259,558	435,144	851,387
2018	79	85,547,686	171,970,505	1,082,882	2,176,842
2019	66	31,046,896	60,353,726	470,408	914,450

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	2	38,614,688	19,307,344

2007	95	7,724,624	81,312
2008	234	15,392,185	66,061
2009	226	15,516,321	68,656
2010	240	20,650,468	86,044
2011	270	25,601,241	94,819
2012	302	29,292,324	96,994
2013	253	23,258,465	91,931
2014	263	22,256,034	84,624
2015	267	22,498,975	84,266
2016	266	20,573,045	77,342
2017	251	20,113,631	80,134
2018	252	22,271,721	90,905
2019	229	159,290,063	695,590