Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	2	2,436,383	7,962,167	1,218,191	3,981,084
2008	15	12,520,633	27,719,153	834,709	1,847,944
2009	16	13,586,791	29,307,803	849,174	1,831,738
2010	18	15,601,265	41,165,874	866,737	2,286,993
2011	16	16,428,241	45,021,501	1,026,765	2,813,844
2012	16	16,400,773	33,810,515	1,025,048	2,113,157
2013	20	15,952,308	37,611,828	797,615	1,880,591
2014	19	14,835,387	35,049,439	780,810	1,844,707
2015	17	12,360,475	33,842,607	727,087	1,990,742
2016	19	14,117,851	33,976,647	743,045	1,788,245
2017	16	10,564,377	27,696,690	660,274	1,731,043
2018	19	12,176,979	30,546,498	640,894	1,607,710
2019	20	14,600,316	31,371,919	730,016	1,568,596

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	3	3,526,844	10,739,954	1,175,615	3,579,985
2008	59	27,937,323	62,158,720	473,514	1,053,538
2009	65	31,392,136	72,174,012	482,956	1,110,369
2010	65	36,154,701	116,145,372	556,226	1,786,852
2011	62	39,773,358	111,036,130	641,506	1,790,905
2012	63	39,407,617	83,067,283	625,518	1,318,528
2013	65	37,999,083	94,862,793	584,601	1,459,428
2014	58	33,765,194	87,060,527	582,159	1,501,044
2015	62	32,065,291	93,399,360	525,661	1,531,137
2016	61	30,041,416	76,756,811	492,482	1,258,308
2017	52	24,679,325	71,444,109	483,908	1,400,865
2018	57	25,689,241	75,772,465	450,688	1,329,341
2019	59	29,478,091	67,862,057	499,629	1,150,204

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2007	28	3,553,845	126,923

2008	169	18,436,291	109,090
2009	187	19,195,487	102,650
2010	188	26,825,427	142,688
2011	194	25,558,800	131,746
2012	202	28,415,215	140,669
2013	198	25,624,162	129,415
2014	195	26,795,314	137,412
2015	186	23,738,501	127,626
2016	194	24,180,557	124,642
2017	182	23,196,795	127,455
2018	178	22,261,649	125,772
2019	166	21,917,521	132,033