Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	2	1,888,268	3,405,214	944,134	1,702,607
2009	3	1,726,009	3,060,732	575,336	1,020,244
2010	3	1,983,240	4,121,759	661,080	1,373,920
2011	3	2,110,391	4,642,547	703,464	1,547,516
2012	3	2,085,326	4,557,125	695,109	1,519,042
2013	4	3,515,173	6,679,546	878,793	1,669,886
2014	4	3,597,335	7,230,254	899,334	1,807,564
2015	5	4,115,393	8,012,177	823,079	1,602,435
2016	4	4,247,981	7,424,713	1,061,995	1,856,178
2017	5	3,810,575	9,412,446	762,115	1,882,489
2018	5	5,172,526	9,529,964	1,034,505	1,905,993
2019	3	3,283,769	5,213,933	1,094,590	1,737,978

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	11	4,791,786	8,556,968	435,617	777,906
2009	10	4,928,763	8,710,472	492,876	871,047
2010	11	6,080,482	11,856,436	552,771	1,077,858
2011	11	6,582,590	13,955,779	598,417	1,268,707
2012	11	6,533,837	13,904,996	593,985	1,264,091
2013	14	9,372,028	20,977,369	669,431	1,498,383
2014	13	8,480,730	17,875,108	652,364	1,375,008
2015	13	8,651,209	18,712,044	665,478	1,439,388
2016	12	8,849,490	17,201,986	737,457	1,433,499
2017	13	7,647,207	22,802,784	637,267	1,900,232
2018	9	7,837,263	16,745,304	870,807	1,860,589
2019	8	5,218,705	9,186,774	652,338	1,148,347

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	25	3,196,127	127,845
2009	25	2,998,301	119,932
2010	27	3,726,282	138,381

2010	27	3,736,282	138,381
2011	27	3,885,090	143,892
2012	29	4,255,020	146,725
2013	41	6,177,755	150,677
2014	41	6,563,096	160,076
2015	40	8,110,316	202,758
2016	39	8,037,317	206,085
2017	38	9,103,202	239,558
2018	37	9,051,959	244,648
2019	39	9,599,208	246,134