Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	3	4,271,708	6,214,924	1,423,903	2,071,641
2009	3	3,797,278	7,478,549	1,265,759	2,492,850
2010	3	3,991,246	12,363,868	1,330,415	4,121,289
2011	3	4,372,531	13,423,694	1,457,510	4,474,565
2012	3	4,531,679	9,226,901	1,510,560	3,075,634
2013	3	3,672,395	5,781,470	1,224,132	1,927,157
2014	3	3,550,590	7,280,110	1,183,530	2,426,703
2015	4	3,552,214	6,252,041	888,054	1,563,010
2016	3	3,058,918	5,185,194	1,019,639	1,728,398
2017	3	2,453,775	3,921,422	817,925	1,307,141
2018	4	3,254,333	6,569,825	813,583	1,642,456
2019	3	3,118,836	5,156,967	1,039,612	1,718,989

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2008	13	9,866,697	13,669,036	758,977	1,051,464
2009	13	9,470,600	22,031,533	728,508	1,694,733
2010	13	10,220,320	25,690,515	786,178	1,976,193
2011	11	10,632,817	29,749,843	966,620	2,704,531
2012	11	10,618,427	24,725,193	965,312	2,247,745
2013	11	8,589,097	15,981,774	780,827	1,452,889
2014	8	6,796,346	15,247,571	849,543	1,905,946
2015	9	6,604,917	12,696,340	733,880	1,410,704
2016	8	5,363,745	11,187,997	670,468	1,398,500
2017	7	4,261,193	11,530,163	710,199	1,921,694
2018	6	4,297,109	8,934,822	716,185	1,489,137
2019	4	3,874,720	6,732,010	968,680	1,683,003

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
2008	20	3,842,898	192,145
2009	25	3,417,193	136,688
2010	23	3,599,992	156,521

2010	23	3,599,992	156,521
2011	27	4,440,786	164,474
2012	28	5,189,882	185,353
2013	31	4,380,135	141,295
2014	24	4,386,319	182,763
2015	24	4,316,199	179,842
2016	24	3,964,935	165,206
2017	25	4,665,049	186,602
2018	28	4,703,364	167,977
2019	24	4,350,970	181,290