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	6,458,174	16,589,022	717,575	1,843,225
2008	31	15,513,882	35,165,489	500,448	1,134,371
2009	33	17,742,773	34,727,050	537,660	1,052,335
2010	35	23,989,681	52,202,882	685,419	1,491,511
2011	34	25,996,049	55,396,688	764,590	1,629,314
2012	38	28,214,204	61,517,892	742,479	1,618,892
2013	40	29,253,261	61,145,055	731,332	1,528,626
2014	45	28,411,000	60,444,457	631,356	1,343,210
2015	38	24,345,819	52,874,249	640,679	1,391,428
2016	40	26,419,634	61,281,995	660,491	1,532,050
2017	37	21,617,602	43,755,740	584,260	1,182,588
2018	38	21,830,793	42,763,481	574,495	1,125,355
2019	39	23,013,614	43,527,127	590,093	1,116,080

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	29	11,702,120	29,304,221	403,521	1,010,490
2008	111	38,279,230	82,284,728	344,858	741,304
2009	122	41,078,011	81,022,996	336,705	664,123
2010	128	54,432,712	116,758,463	425,256	912,175
2011	124	57,310,763	129,500,162	462,184	1,044,356
2012	139	62,670,020	139,680,451	450,863	1,004,895
2013	138	64,225,045	137,216,277	465,399	994,321
2014	138	59,217,596	124,797,904	429,113	904,333
2015	134	53,966,968	118,018,903	405,767	887,360
2016	134	48,617,870	110,339,426	362,820	823,429
2017	114	43,528,552	85,786,419	381,829	752,512
2018	119	96,798,323	196,237,243	813,431	1,649,052
2019	107	42,389,682	86,401,633	396,165	807,492

Non-Executive Director Remuneration - ZAR:

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

0	4	38,614,688	19,307,344
2007	81	6,503,744	80,293
2008	296	17,472,465	59,229
2009	292	18,264,805	62,551
2010	314	24,764,679	79,120
2011	324	28,319,735	87,407
2012	352	30,833,452	87,595
2013	352	28,809,608	81,845
2014	363	28,066,354	77,318
2015	356	30,111,298	84,582
2016	371	30,545,377	82,333
2017	331	25,651,592	77,497
2018	330	25,333,661	77,002
2019	303	164,856,052	544,079