

Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	5	5,347,163	12,935,217	1,069,433	2,587,043
2008	15	9,743,845	23,308,905	649,590	1,553,927
2009	14	10,607,318	20,067,892	757,666	1,433,421
2010	15	14,109,781	31,992,486	940,652	2,132,832
2011	17	18,290,675	34,859,889	1,075,922	2,050,582
2012	17	19,164,288	36,058,636	1,127,311	2,121,096
2013	19	18,101,481	35,309,388	952,710	1,858,389
2014	20	17,131,623	31,534,220	856,581	1,576,711
2015	18	14,065,093	28,983,390	781,394	1,610,188
2016	19	15,841,954	36,122,330	833,787	1,901,175
2017	18	13,566,489	26,183,881	753,694	1,454,660
2018	19	10,902,433	22,266,641	573,812	1,171,928
2019	20	13,042,853	24,224,204	652,143	1,211,210

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	16	8,914,008	21,192,356	557,126	1,324,522
2008	57	22,384,105	50,332,062	392,704	883,019
2009	62	24,790,715	48,231,736	399,850	777,931
2010	64	31,761,423	70,487,385	496,272	1,101,365
2011	61	37,926,911	82,378,887	621,753	1,350,474
2012	65	39,595,095	78,434,902	609,155	1,206,691
2013	65	36,042,007	76,972,865	554,492	1,184,198
2014	64	33,483,433	67,921,279	523,179	1,061,270
2015	61	28,944,773	59,508,878	474,504	975,555
2016	65	27,353,806	62,481,351	420,828	961,252
2017	57	28,050,028	53,572,575	492,106	939,870
2018	52	23,155,246	46,869,487	445,293	901,336
2019	44	21,016,447	41,751,664	477,647	948,901

Non-Executive Director Remuneration - ZAR:

Financial Year:	No. of NEDs:	Total Salaries:	Average Fees:
0	1	328,264	328,264

2007	58	5,797,958	99,965
2008	149	10,066,839	68,019
2009	160	10,316,001	64,475
2010	161	13,151,564	81,687
2011	179	16,626,856	92,887
2012	205	19,334,591	94,315
2013	185	16,918,561	91,452
2014	179	16,294,514	91,031
2015	192	17,165,289	89,403
2016	185	15,505,596	83,814
2017	162	14,355,472	88,614
2018	164	12,935,397	79,358
2019	161	153,172,963	951,385