Country Report - Directors ZAR

CEO Remuneration - ZAR:

Financial Year:	No. of CEOs:	Total Salaries:	Total Annual Remuneration:	Avg. of Salaries:	Avg. of Remuneration:
2007	10	7,113,635	17,463,490	711,363	1,746,349
2008	30	14,191,099	34,400,780	473,037	1,146,693
2009	32	16,527,008	33,953,315	516,469	1,061,041
2010	33	21,894,166	51,192,240	663,460	1,551,280
2011	34	26,445,351	56,391,875	777,804	1,658,585
2012	38	28,369,709	60,409,532	746,571	1,589,725
2013	40	28,058,055	60,779,487	701,451	1,519,487
2014	44	27,735,338	54,750,421	630,349	1,244,328
2015	38	23,789,848	48,564,058	626,049	1,278,002
2016	39	25,137,472	54,237,257	644,551	1,390,699
2017	40	23,756,335	45,751,419	593,908	1,143,785
2018	38	21,586,523	42,630,103	568,066	1,121,845
2019	37	23,429,731	42,884,291	633,236	1,159,035

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	31	12,645,666	30,588,192	407,925	986,716
2008	107	34,482,150	80,288,258	322,263	750,358
2009	116	38,766,671	79,051,134	334,195	681,475
2010	127	52,078,169	117,365,177	410,064	924,135
2011	120	59,293,641	132,802,392	494,114	1,106,687
2012	136	63,196,743	132,438,852	464,682	973,815
2013	133	61,147,911	133,009,966	459,759	1,000,075
2014	128	54,458,813	111,440,252	425,459	870,627
2015	125	50,064,540	101,402,475	400,516	811,220
2016	127	45,390,304	97,044,489	357,404	764,130
2017	118	47,248,724	89,459,350	400,413	758,130
2018	111	95,744,205	192,087,237	862,560	1,730,516
2019	96	41,285,926	82,733,107	430,062	861,803

Non-Executive Director Remuneration - ZAR:

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

0	4	38,614,688	19,307,344
2007	94	7,170,269	76,279
2008	277	15,555,891	56,362
2009	293	16,430,596	56,077
2010	294	22,257,750	75,707
2011	317	28,162,696	88,841
2012	358	30,168,437	84,269
2013	353	31,088,213	88,069
2014	347	29,223,126	84,217
2015	350	29,361,118	83,889
2016	350	27,004,363	77,155
2017	324	27,396,361	84,557
2018	323	25,239,408	79,872
2019	294	165,356,629	562,438