

# DIFFERENCE MAKERS



SAICA INTEGRATED REPORT 2022



NPO Registration Number - 020-050



SAICA

DIFFERENCE  
MAKERS™

Making a difference is about making a mental shift from where we are today to where we hope to be. From doing things the way they have always been done to a way that is intentional, inspirational and geared towards the greater good of everyone.

You will see the differences in little things: in the smile of a student with a graduation cap in hand, in the stride of an entrepreneur determined to bring an idea to life, and in the eyes of a CA(SA) who knows the potential of a great idea.

Making a difference means moving away from decisions that will only lead to immediate gains for a few to those that lead to sustainable prosperity for many.

It is about building influential leaders who go out to develop and lead the communities they live in.

It is about building trust in CAs(SA) and the chartered accountancy profession. It is about holding ourselves and others accountable and to the highest levels of integrity.

Being a difference maker is about bringing meaningful transformation to an individual, a company or society, while at the same time helping to make the world a better place for all who live in it and future generations.

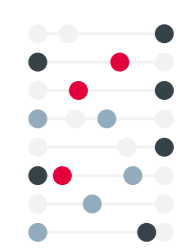
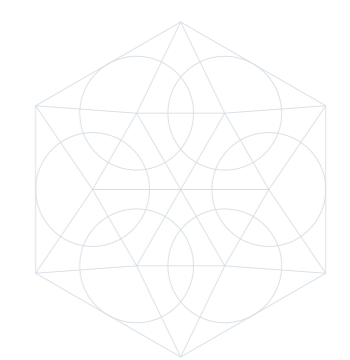
### Will you make a difference today?

It doesn't necessarily take grand gestures, but small actions and support that can have a big impact over time. Ultimately, making a difference is about being the difference by doing what you can to make the world a better place.



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# SAICA AT A GLANCE

SAICA is at the forefront of developing, influencing and leading the highest standards of ethics, education and professional excellence in the delivery of quality accountancy skills. This is achieved by:

- Safeguarding the professional standards of the designations on offer
- Advancing and maintaining the relevance of the profession
- Providing high-quality professional development and training opportunities to help members stay up to date with the latest accounting practices and technologies
- Offering a range of resources and services to support members in their professional development and career advancement
- Advocating on behalf of members and the profession, including legislative and regulatory matters
- Delivering better member value and offerings that will see our members in high demand in the marketplace
- Regulating members' and associates' professional conduct in accordance with the SAICA Code of Professional Conduct.

## MEMBER VALUE PROPOSITION

“ I am part of a prestigious and valued profession that enables me to participate and make a difference in South Africa and globally, while positively impacting the economy and society ”



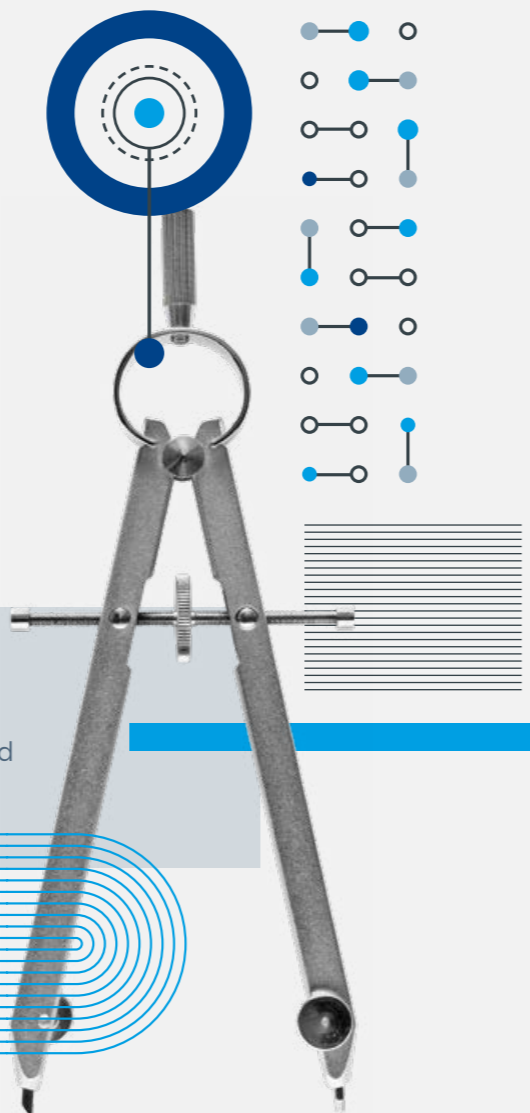
## AS A SAICA MEMBER, I BELONG TO A COMMUNITY THAT IS:

<p><b>RESPECTED, RECOGNISED AND RELEVANT FOR THE FUTURE</b></p>	<p><b>CONNECTED, ENABLED AND SUPPORTED</b></p>
<p>“ My institute upholds a high, international standard of pre- and post-qualification education ”</p> <p>“ I am kept up to date on matters relating to professional and technical developments via SAICA's many communication channels ”</p> <hr/> <p>“ SAICA's continuous learning interventions and offerings (CPD) ensure that I have focused development opportunities that will equip me for a changing world of work ”</p> <p>“ Brand promotion and brand equity ensure the professional premierism of the SAICA designations, including ongoing employability ”</p>	<p>“ Through advocacy and stakeholder engagement SAICA enables me to participate in thought leadership discussions to ultimately have an impact on the profession, on the economy, and in society ”</p> <p>“ I have the opportunity to be a part of various forums, committees and attend events which offer invaluable networking opportunities ”</p> <hr/> <p>“ Thanks to strategic and global partnerships, as well as reciprocity agreements, I enjoy international mobility ”</p> <p>“ I can log queries via the Member Portal as well as the Member Services Department ”</p>
<p><b>HELD TO A HIGH ETHICAL STANDARD</b></p>	<p><b>MAKING A DIFFERENCE IN THE ECONOMY AND SOCIETY</b></p>
<p>“ My institute holds me accountable to the Code of Professional Conduct which ensures members behave ethically and with integrity at all times ”</p> <p>“ The SAICA disciplinary processes, underpinned by the SAICA By-laws, maintain the value of SAICA designations in the marketplace on a fair and equitable basis ”</p>	<p>“ My institute plays an active role in the profession's transformation and growth by being an example of value creation for me and the country through projects that grow the pipeline of future business leaders and provide decent and meaningful opportunities for disenfranchised South Africans ”</p> <p>“ I can help to make a positive and quantifiable economical contribution, which is one of the top five leading drivers of trust and admiration in the SAICA designations ”</p>



# ABOUT THIS REPORT

This integrated report covers SAICA and its subsidiaries' (hereafter referred to as SAICA or the Institute) structure, activities, performance and outlook for the year ended 31 December 2022. It has been prepared to meet the information needs of SAICA members and broader stakeholders.



The report aims to provide a balanced and accurate reflection of value creation, preservation and erosion in terms of our strategy, performance, risks, opportunities, trade-offs and future outlook in relation to material financial, economic, social and governance issues. The report primarily addresses how we create value over the short, medium and

long term, with a demonstration of the effects on the six capitals (ie, outcomes), providing our stakeholders with a transparent and holistic view of our business operations.

#### REPORTING BOUNDARY

On 31 December 2022, the SAICA Group comprised SAICA, the Thuthuka Education Upliftment Fund (TEUF) and The

## REPORT THEME: DIFFERENCE MAKERS

“ This year’s report continues the theme of ‘**Difference Makers**’ which positions chartered accountants as reliable, trusted voices and catalysts for change to help get businesses and economies moving again. **SAICA’s Difference Makers** are a team of passionate individuals who strive for social and environmental justice and who are committed to creating a better world for everyone. They work in partnership with communities, businesses, governments, non-governmental organisations and other stakeholders to create meaningful change. They take action through innovative projects and initiatives which are designed to promote sustainable development, reduce poverty and create a more equitable society. The **SAICA Difference Makers** are a powerful force working to create positive and lasting change in the world. ”



#### KEY



VALUE CREATION

### VALUE CREATION

SAICA creates value for members, society and other stakeholders by creating a community of prestigious and valued professionals that is:

- Respected, recognised and relevant for the future
- Connected, enabled and supported
- Held to a high ethical standard
- Making a difference in society

SAICA’s activities use the available capital inputs, balancing the trade-offs required to maximise value creation and mitigate value erosion.



VALUE PRESERVATION

### VALUE PRESERVATION

The Board sets the strategic direction of the Institute and provides continuous oversight of material matters, risks, opportunities and the strategic allocation of resources to ensure strategy execution and value preservation.

It is the custodian of good corporate governance, promoting an ethical and cohesive organisational culture, effective control, compliance, accountability, responsive and transparent stakeholder engagement.



VALUE EROSION

### VALUE EROSION

The Board oversees the risk management process to ensure that the risks taken to create value remain within the defined risk appetite and tolerance. The Enterprise Risk Management (ERM) policy and framework integrates risk with performance management and aligns strategic objectives and performance goals with related processes, risks and controls. SAICA’s strategic planning process includes the identification of material matters that have the potential to affect our ability to create value.

Hope Factory Group (THF) (comprising The Hope Factory and its 100%-owned subsidiary, SAICA Enterprise Development). The reporting boundary includes these entities as well as those risks, opportunities and outcomes associated with entities or key stakeholders outside of the financial reporting structure that have a significant and direct effect on the ability of the SAICA Group to create value.

There were no significant changes to SAICA and its activities during the year that affect comparability with the 2021 report and no material restatements of information provided in previous reports.

SAICA has embedded integrated thinking into its strategy, activities, decision-making processes and internal reporting to ensure that its short-, medium- and long-term impacts are considered. Management’s reports to the Board include the effects on and trade-offs between the six capitals the Institute uses or affects. Our business model (pages 40 to 41) shows how SAICA creates value for stakeholders, as well as the capital inputs and outcomes arising from this process and the most material trade-offs during the year (pages 42-44).

#### OUR APPROACH TO VALUE CREATION, PRESERVATION AND EROSION

SAICA’s financial, human, manufactured, intellectual, social and relationship, and natural capitals facilitate every aspect of our business and our ability to create long-term value.

We have accordingly defined our structure, activities and performance against our strategy in this report in terms of these six capitals. Value creation, preservation and erosion are the consequences of how we apply and leverage our capitals as part of our strategy execution and are evident in how these capitals change over time.

#### BASIS OF PREPARATION

The integrated report is prepared in accordance with the Integrated Reporting Framework of January 2021 and considers the principles of the King Report™ on Governance for South Africa 2016 (King IV™), the International Financial Reporting Standards (IFRS) and the Companies Act (2008) as amended. In this report, ‘short term’ refers to the coming financial year, ‘medium term’ is the period to 2024, and ‘long term’ is the period of 2025 and beyond.

The contents of the report reflect SAICA’s most material matters to provide stakeholders with insight into the matters that have the most potential to affect SAICA’s ability to create value (see pages 46 to 53).

These matters were informed by:

- A review of SAICA’s external environment (see ‘Operating context’ on page 26)
- A review of SAICA’s internal environment and challenges (see ‘Key challenges’ on page 22)
- An assessment of the critical issues discussed and

considered at SAICA Board, Board sub-committee and executive management meetings throughout the year (See CEO report on page 36 and Board committee reports on pages 80 to 87)

- An assessment of risks and opportunities (see 'Risks and opportunities' on page 54)
- A review and consideration of the Institute's prior year material matters against the current year.

**COMBINED ASSURANCE**

Our integrated reporting process, as well as the content of this report, follows the principles and requirements of the Integrated Reporting Framework and King IV™.

Management prepares and validates the report, ensuring that it provides a balanced and reasonable view of SAICA, its performance for the year and its outlook. Responsibility for producing the report is assigned to Exco and senior

management, with oversight of the CEO. The report has been reviewed and approved by the Board assisted by the Audit and Risk Committee. Financial information is extracted from the audited financial statements, which are available on our website (www.saica.org.za).

The alignment of the integrated report was independently reviewed by Mazars (SAICA's external auditors) against the requirements of the Integrated Reporting Framework. SAICA's combined assurance model is discussed on page 78.

Limited assurance is expressed by Mazars over the actual performance information used to evaluate performance against the strategic objectives. Their limited assurance report can be viewed by clicking here. The assurance statements are available on our website and provide a detailed overview of the assurance provided.

**FORWARD-LOOKING STATEMENTS**

This report contains certain forward-looking statements with respect to SAICA's financial position, results, operations and businesses. As these refer to events and depend on future circumstances, they involve risk and uncertainty. Various developments and factors could cause actual results and outcomes to differ materially from those expressed or implied in these forward-looking statements. No forward-looking statements have been reviewed or reported on by the Institute's auditors.

**OUTLOOK**

Outlook information comprises challenges, opportunities and disruptive factors we have identified that have the potential to affect the achievement of our strategic objectives and our mitigating response as well as opportunities identified. Outlook information can be found throughout this report.

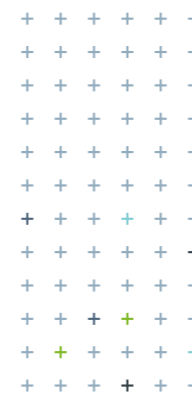
**APPROVAL BY THE BOARD**

The Board acknowledges its responsibility to ensure the integrity of this report.

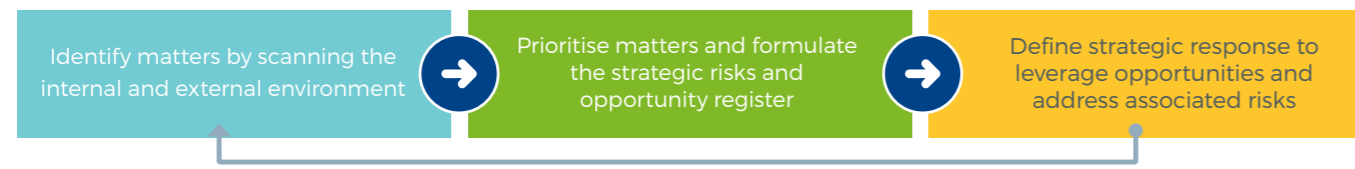
We have taken reasonable steps to put processes in place that ensure the integrity and credibility of the integrated report. In particular:

- The processes and controls ensure diverse input, checks and balances, credible sources, and effective internal controls to ensure accurate and complete information.
- Responsibility is allocated appropriately for input gathering, review by subject matter experts and assurance providers, and oversight by work groups and committees. A project leader appointed from senior leadership provides guidance and leadership.
- There has been adequate oversight and involvement of the Board and, in particular, in respect of the approval of the preparation process, materiality determination process, setting the parameters for the boundary of the report, and final review and approval of the content by the Board.

The Board is satisfied that the information contained in this report is presented in accordance with the Integrated Reporting Framework. This integrated report was approved by the Board on 02 May 2023.



**IN SUMMARY, OUR MATERIALITY DETERMINATION PROCESS IS AS FOLLOWS:**



**REPORT NAVIGATION**

The following icons are used throughout the report to show the interconnectivity between core concepts and the various sections of this report. Working together, and also separately, these elements have the potential to substantially impact (positive and negative) our ability to create value over the short, medium and long term.

STRATEGIC PILLARS	MATERIAL MATTERS	
<b>Member Value</b>	Silo operation	Sustainability approach
<b>Relevance and Reputation</b>	Slow pace to advance the digitisation strategy	Increasing regulatory requirements
<b>Growth and Transformation</b>	Trust restoration	Disciplinary matters and by-laws
<b>Organisational Sustainability</b>	State of the economy	

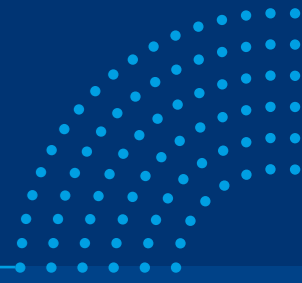
**CAPITALS**

<p><b>Intellectual Capital</b></p> <p>SAICA's strong reputation, designations, thought leadership, technical development and digital transformation initiatives</p>	<p><b>Financial Capital</b></p> <p>Revenue from member subscriptions, fees from products and services, donor funding raised for development programmes</p>	<p><b>Social and Relationship Capital</b></p> <p>Strong relationships with members, professional bodies, government, society and other stakeholders</p>	<p><b>Human Capital</b></p> <p>Diverse capabilities, skills and experience of our staff members</p>	<p><b>Manufactured Capital</b></p> <p>Rented office premises, infrastructure used for education and training programmes, IT infrastructure and office equipment</p>	<p><b>Natural Capital</b></p> <p>The effect of our operations on the environment and sustainable development goals</p>
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**TOP RISKS**



**KING IV™**



# MATHABO ZANDILE MAKHAYA

GROUP FINANCIAL MANAGER  
HARMONY GOLD MINING  
CHAIRPERSON OF THE INVESTMENT COMMITTEE  
MINEWORKERS PROVIDENT FUND (MWPF)

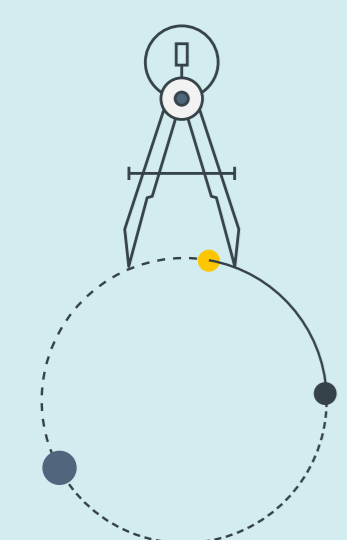
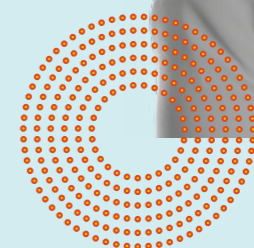
Mathabo Makhaya, 32, holds the position of Group Financial Manager (Health) at Harmony Gold Mining Company, where she provides strategic financial oversight to the internal health management of 44 000 employees, including occupational, primary and tertiary healthcare provision.

As chairperson of the Mineworkers Provident Fund (MWPF) board, she has led the team to expand alternatives and impact investing to enhance returns for members, with a corresponding increase in social benefits in targeted areas such as digital infrastructure in sub-Saharan Africa, among others. She is also a founding committee member at the Asset Owners Forum South Africa (AOFSA) through MWPF representation, which is a voluntary coalition of pension funds in South Africa with the strategic aim of investing in infrastructure projects in South Africa. The total estimated value of the forum is approximately R3 trillion.



DIFFERENCE MAKERS

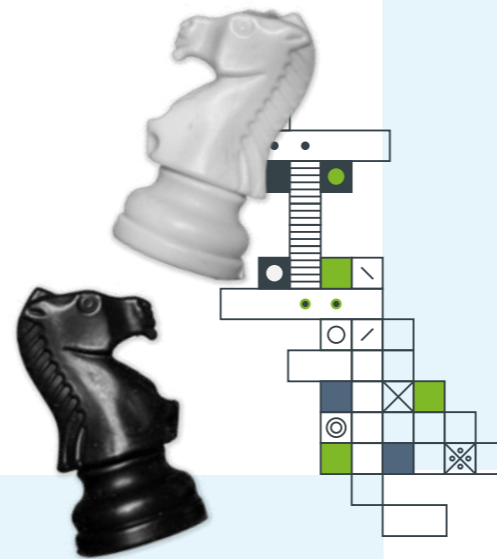
# LEADER



# OUR PURPOSE, VALUES, STRATEGIC INTENT AND MANDATE

SAICA is a voluntary, not-for-profit member organisation that operates in terms of its constitution. Our main sources of revenue are membership fees, fees from seminars and events, and donor funding.

SAICA is an active member of a number of international forums as part of our advocacy role and to participate in knowledge-sharing and global standard-setting. The Institute operates from its head office in Johannesburg and has offices in Bloemfontein, Cape Town and Durban located close to the business areas in which our members operate.



## PURPOSE

Our principal purpose<sup>1</sup> is to promote the common interests of members and associates and the public interest by enhancing the relevance, values, competence and influence of members and associates in South Africa and abroad, and to contribute to economic and social development in South Africa.

To achieve this purpose, SAICA commits to:

Acting in the public interest and safeguarding the values of the profession

Promoting the common interests of members and associates nationally and internationally

Supporting and encouraging the advancement of skills and knowledge and ensuring members and associates have the appropriate competencies

Growing and transforming the profession

<sup>1</sup> Defined in the SAICA Constitution.

## OUR VALUES

Our purpose is underpinned by six core values. During 2022, SAICA reviewed its values with the goal of fostering a culture of ownership at all levels and promoting a cohesive organisational identity. To emphasise individual responsibility and active ownership, the values were rephrased in the first-person format and condensed into the acronym MIPART. This serves to reinforce the idea that each and every person assumes responsibility for shaping the culture at SAICA.

The refreshed values are as follows:

**Member centricity** – We ensure a positive customer/member experience by striving to exceed expectations

**Integrity** – We demonstrate sound moral and ethical principles in everything we do

**Professional behaviour** – We abide by laws, regulations and policies and refraining from any conduct that would bring SAICA and the profession into disrepute

**Accountability** – We accept full responsibility for the outcomes of our actions



**Respect** – We hold SAICA, stakeholders and each other in high regard  
**Transparency** – We encourage an open and honest environment

## OUR STRATEGIC INTENT

To contribute to sustainable economies through developing responsible and ethical leaders

### STRATEGIC PILLARS 2021-2023

Member Value	Delivering better member value and offerings that will see our members in high demand in the marketplace
Relevance and Reputation	Continued relevance of the accountancy profession and the creation of an ethical culture in the service of public interest
Growth and Transformation	Growth and transformation of the accountancy profession in terms of race and gender and in line with the overarching national agenda
Organisational Sustainability	The enhancement of internal efficiencies and effectiveness so that the Institute can better service its stakeholders

## OUR MANDATE - HOW WE DELIVER VALUE

SAICA is the leading accountancy body in South Africa and one of the prominent institutes globally. We are the custodian of three complementary accounting designations, CA(SA), AGA(SA) and AT(SA), that respond to the country's financial market needs and align with our intent to be represented in the full professional accounting education and training landscape.



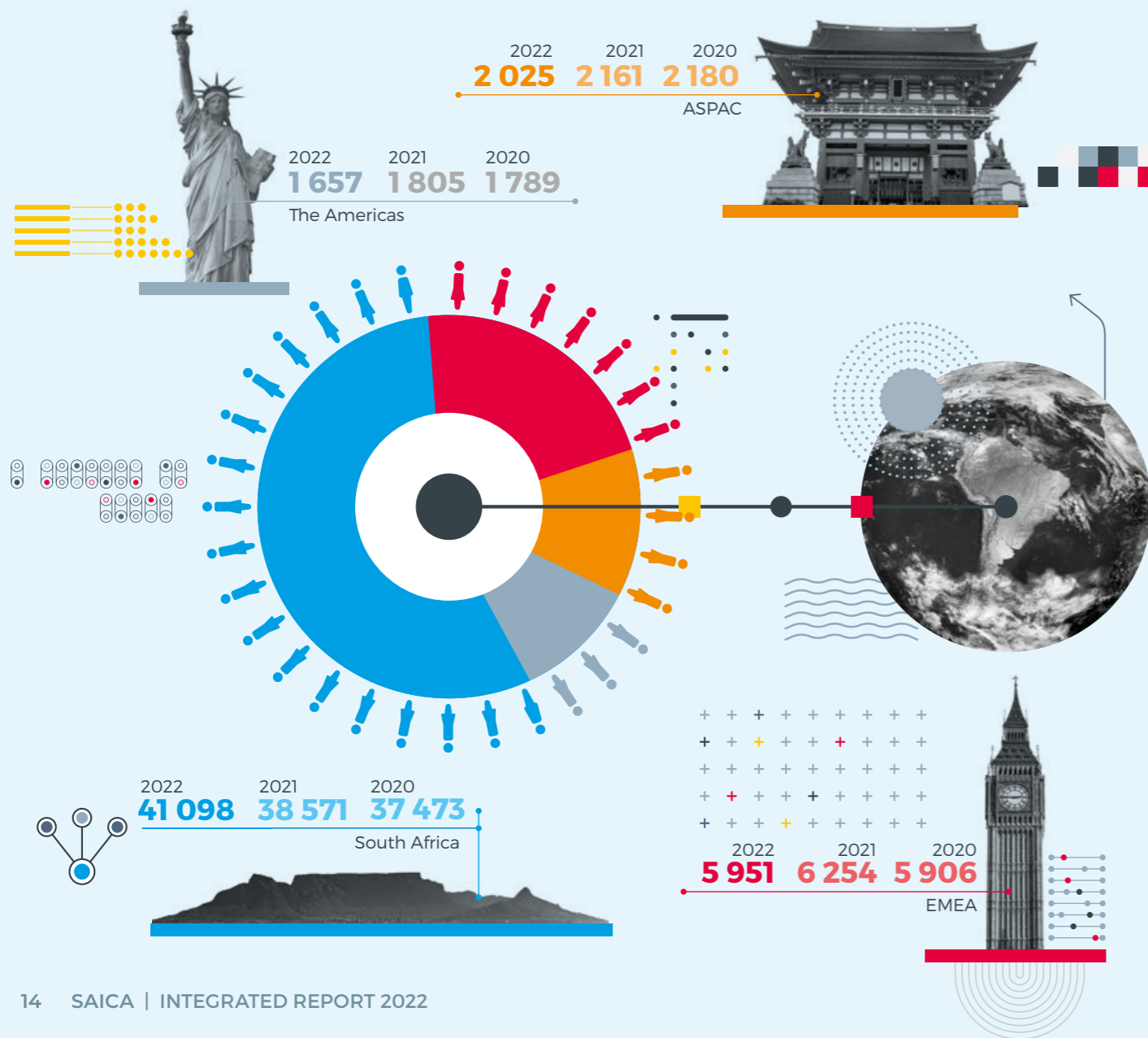
CHARTERED ACCOUNTANTS	ASSOCIATE GENERAL ACCOUNTANTS	ACCOUNTING TECHNICIANS
A leadership designation for accountants at the forefront of business and the broader economy	A professional accounting designation for accountants enhancing value and driving operational performance in organisations	A practice-based, work-ready accounting, finance and business qualification and professional membership for entry-level to mid-tier accountants
<b>50 731</b> MEMBERS (2021: 48 791)	<b>4 449</b> MEMBERS (2021: 4 075)	<b>427</b> MEMBERS (2021: 404)

# OUR MEMBER FOOTPRINT

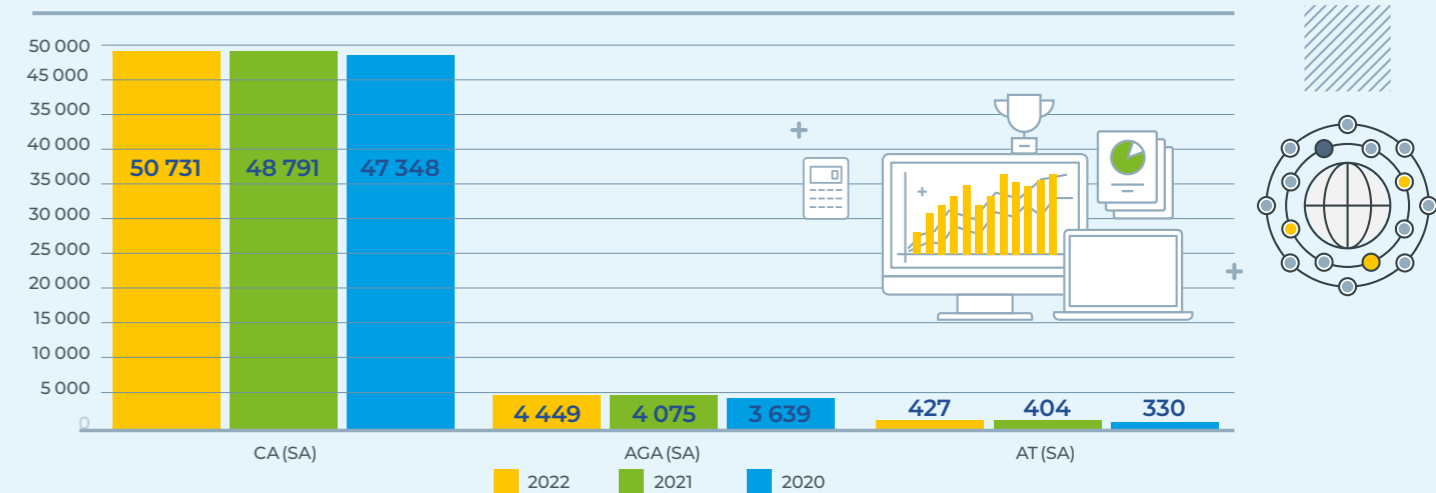
These three designations are underpinned by the SAICA Code of Professional Conduct (the SAICA Code) and continuous professional development (CPD) to ensure the highest level of professionalism, discipline and performance.

We have 55 607 active members and associates around the world (FY21: 53 270). Recognition agreements with 15 peer accounting institutes worldwide improve members' professional mobility and international business networks.

## MEMBER FOOTPRINT (EXCLUDING AGA(SA) AND AT(SA))



## Members & Associates (net growth year on year)\*



\* The net growth comprises the opening balance from the prior year plus the new members that join during the year, plus reinstatements that occur during the year, less terminations during the year to get to the closing figure at the end of the year.

## OPERATIONAL STRUCTURE TO SUPPORT MEMBERS

<b>STANDARDS DIVISION</b>	<b>LEARNING, DEVELOPMENT AND NATIONAL IMPERATIVES DIVISION</b>
<p>Drives member representation, value provision and support</p> <p>Advocates and influences fit for purpose legislation, standards and polices nationally and internationally</p> <ul style="list-style-type: none"> <li>• Ethics standards</li> <li>• Tax and tax legislation</li> <li>• Assurance and practice</li> <li>• Public sector</li> <li>• Corporate reporting</li> <li>• Sustainability and ESG</li> </ul>	<p>Manages the qualification and training of new members, the transformation of the industry and post-qualification continuous development. Houses the donor-funded initiatives that drive social contribution</p> <ul style="list-style-type: none"> <li>• Learning and Development (Education, Exams, Training, CPD and Recognition and Reciprocity)</li> <li>• National Imperatives (Thuthuka)</li> <li>• Transformation and Growth (SMME Support, Special Projects, Advocacy and Policy Reform projects)</li> </ul>
<b>MEMBER ENGAGEMENT DIVISION</b>	
<p>Ensure members remain connected, enabled and supported</p>	<ul style="list-style-type: none"> <li>• Networking opportunities</li> <li>• Positive and quantifiable economical contribution; representing the profession in national conversations; professional premiership; advocacy</li> <li>• Strategic and global partnerships</li> <li>• Professional support</li> </ul>
<b>FACILITATED AND SUPPORTED BY</b>	
<ul style="list-style-type: none"> <li>• Brand</li> <li>• Strategy</li> <li>• Risk and Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Seminars and Events</li> <li>• Legal and Governance</li> <li>• Finance</li> <li>• IT</li> <li>• Human Capital</li> <li>• Facilities</li> </ul>



# 2022 SAICA AT A GLANCE



**BUSINESS EMERGENCY**  
KZN FLOOD RESCUE ASSISTANCE PROGRAMME

**MEMBER VALUE**



STRENGTHENING CONTROLS TO ENSURE A SMOOTH EXAMINATION PROCESS



**FINANCE LEADERS CONFERENCE**




**149**  
SEMINARS AND EVENTS REACHING **42 420** DELEGATES  
See pages 125 and 133

**LEADEREX**  
SAICA DIFFERENCE MAKERS ANTI-CORRUPTION SUMMIT

**INAUGURAL CHAIRMAN'S DIFFERENCE MAKERS AWARDS**



**R9 MILLION**  
IN SPONSORSHIP




**TRAINEE TRAILBLAZER COMPETITION**  
TRAINEES' INVOLVEMENT IN SDGS ENCOURAGED; IMPACTFUL TRAINEES PROJECTS RECOGNISED BY SAICA



**MID-CAREER MEMBER ENGAGEMENT TO UNDERSTAND NEEDS**



**MEMBER INDUCTION EVENT** BY SAICA HEADS OF DEPARTMENT



**FORMALISATION OF THE SUSTAINABILITY TECHNICAL COMMITTEE**




**HEIGHTENED ENGAGEMENT WITH REGULATORS**




**AUTOMATION OF CPD DECLARATIONS**



**CLOUD IN PRACTICE CONFERENCE**




**SUCCESSFUL INTERNATIONAL AND LOCAL ROADSHOWS**



**MEMBER VALUE ANALYSIS**  
FOR SMALL AND MEDIUM PRACTITIONERS (SMPS) AND MEMBERS IN BUSINESS (MIB) CONSTITUENCIES

**IPD**  
NEW INITIAL PROFESSIONAL DEVELOPMENT COMMITTEE (IPD)  
IPD DETERMINES QUALIFICATION PROCESS AND COMPETENCIES FOR CAs(SA), AGAs(SA) AND ATs(SA). FOCUSES ON STRATEGIC MATTERS RELATING TO L&D

### RELEVANCE AND REPUTATION



OVERALL BRAND ADMIRATION REMAINS STRONG AT **79%** (FY21: 79%)

**ECONOMIC RECOVERY CONFERENCE IN KZN** TO BUILD A RESILIENT SOUTH AFRICA



TRUST IN CAS(SA) AS PER ASKAFRIKA REMAINED AT **83%**

**288 SMMEs SUPPORTED**  
127 NEW JOBS CREATED BY SMME PROGRAMMES



IMPLEMENTATION OF INTERNATIONAL STANDARDS ON QUALITY MANAGEMENT (ISQM)

**PARTNERSHIP WITH NATIONAL TREASURY** TO ADDRESS UNEMPLOYED GRADUATES

**STRATEGIC PARTNERSHIP WITH THE GOOD GOVERNANCE ACADEMY**

**ACCREDITED THUTHUKA FORENSIC ACCOUNTANTS PROGRAMME** IN PARTNERSHIP WITH NORTH-WEST UNIVERSITY

**ROADSHOW TO AUSTRALIA**  
SAICA DESIGNATION IS HIGHLY REGARDED AND COMPETITIVE WITH LOCAL DESIGNATIONS



Signed a pathways agreement with **CPA AUSTRALIA**



**SUPPORT PROVIDED ON NEW AUDIT QUALITY STANDARDS**

**1 829** POSITIVE MEDIA EXPOSURES (FY21: 1 395)

**218** DISCIPLINARY COMPLAINTS CONCLUDED (FY21: 281)

**83%** OVERALL PHI MARKET TRUST INDEX (FY21: 83%)



ACCOUNTANCY SA'S CIRCULATION INCREASED TO **58 620** (FY21: 57 916)

**NPS 34** (FY21: 29)

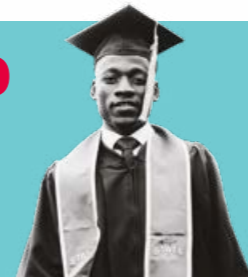
**MEDIA EXPOSURE R81,8 MILLION** (FY21: R71,6 MILLION)



### GROWTH AND TRANSFORMATION



**CELEBRATING 20 YEARS OF THUTHUKA**  
READ MORE



**SHOWCASING SKILLS DEVELOPMENT THROUGH THUTHUKA**  
Providing access to quality education and skills development for all is critical to unlocking growth on the continent  
**R72m** raised for Thuthuka CTA students; **R59m** raised for Thuthuka undergraduate bursaries

**2 703** NEW CAS(SA)



**FOCUS GROUPS** WITH PROSPECTS TO UNDERSTAND WHAT PREVENTS MEMBERSHIP UPTAKE



**SAICA SPONSORSHIP OF SA MATH'S OLYMPIAD**  
THE FIRST ROUND REACHED 69 788 LEARNERS AND 994 SCHOOLS

**Top 35 Under Thirty's** 9TH ANNUAL TOP-35-UNDER-35 CAS(SA) COMPETITION  
RECOGNISING PURPOSE-DRIVEN YOUNG MEMBERS EXCELLING PROFESSIONALLY AND CONTRIBUTING TO SOCIETY



**ACTIVE MEMBERS AND ASSOCIATES**  
(FY21: 53 270) **55 607**

**R1,3 BILLION** IN FUNDING RAISED FOR NATION-BUILDING ACTIVITIES SINCE 2002 (FY21: R1,2 BILLION)

**SAICA PUBLISHES 5TH UNITED NATIONS SDG REPORT**  
THE COLLECTIVE CONTRIBUTION OF THE ACCOUNTING PROFESSION TOWARDS BUILDING THE NATION AND MAKING THE WORLD MORE SUSTAINABLE, REALISING THE SDG GOALS



**INVESTMENT IN EDUCATION**  
PROMOTING THE IMPORTANCE OF MATHEMATICS IN SCHOOLS IN PARTNERSHIP WITH UNISA, THE SA MATHS FOUNDATION AND DEPARTMENTS OF EDUCATION AT PROVINCIAL LEVEL

**COURAGEOUS CONVERSATIONS**  
FACILITATED TO PROMOTE LEADERSHIP DISCUSSIONS ON SOUTH AFRICA'S CHALLENGES



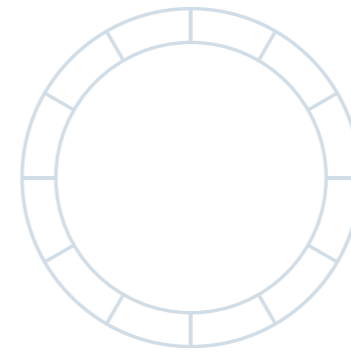
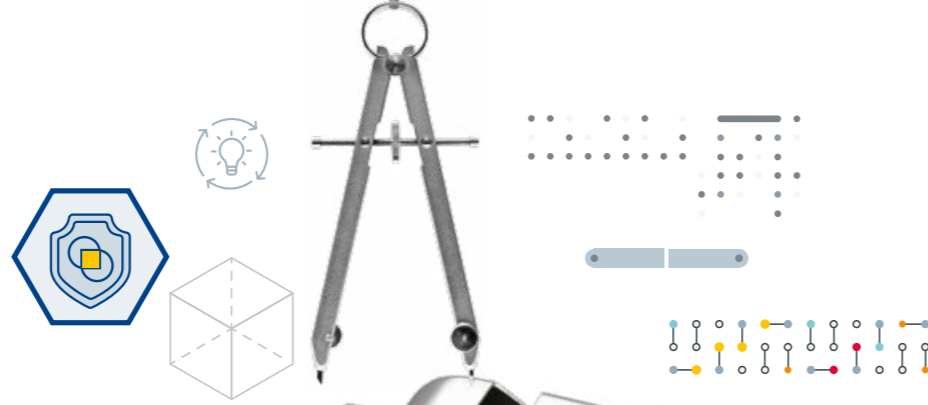
**MEMBER CONVERSION RATE 83%** (FY21: 81,9%)



**SCHOOL REACH**  
1 008 educators reached through SAICA's Educator Development Programme  
816 learners in SAICA's Eastern Cape Maths Programme  
858 learners at SAICA's business games  
264 students in SAICA's Unisa students support programme  
>600 000 learners reached through career awareness initiatives  
**R4,352 MILLION RAISED FOR DEVELOPMENT CAMPS ACROSS SA; 2 679 LEARNERS ATTENDED**



# ORGANISATIONAL SUSTAINABILITY



## FINANCIAL SUSTAINABILITY R432 MILLION

11,21% INCREASE IN RESERVES (FY21: R388 MILLION).



**PROUD ACHIEVEMENT**

**B-BBEE LEVEL 4 (FY21: LEVEL 8)**

STRONG FOCUS ON SKILLS DEVELOPMENT

### DIGITISATION ACHIEVEMENTS

ELECTRONIC ASSESSMENT TOOL, LEARNING MANAGEMENT SYSTEM, ENTERPRISE RISK AND COMPLIANCE MANAGEMENT SYSTEM AND AUTOMATION OF CONTINUING PROFESSIONAL DEVELOPMENT DECLARATIONS



### COACHING, LEADERSHIP DEVELOPMENT PROGRAMME

ENABLING MANAGERS TO UNLOCK THEIR FULL POTENTIAL AND ENSURE A UNIFIED VISION TO ACHIEVE BUSINESS IMPERATIVES



### SUCCESSFUL REWRITE OF THE APC EXAM

ROBUST TECHNICAL SUPPORT PROVIDED TO CANDIDATES WITH BOARD OVERSIGHT TO ENSURE A SMOOTH PROCESS



### REWARD AND RECOGNITION

ALIGNED TO REPHRASED VALUES

**EMPLOYEE ENGAGEMENT SCORE 78%** (FY21: 75%)

### MIPART

LAUNCH OF THE REPHRASED ORGANISATIONAL VALUES ENSURING INTEGRATED ORGANISATIONAL IDENTITY AND OWNERSHIP AT ALL LEVELS

### FINANCIAL RESILIENCE

DIGITISATION PROGRAMME FUNDED FROM OWN RESERVES

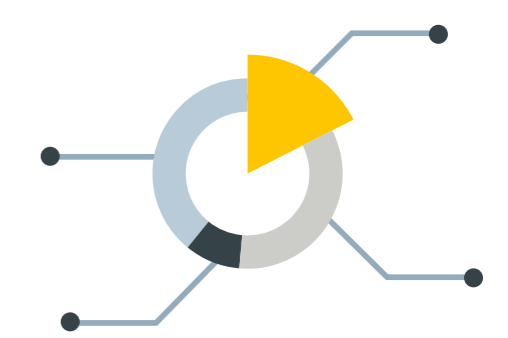
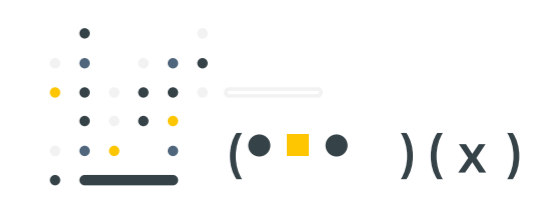
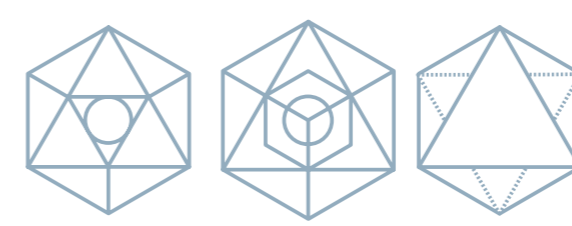
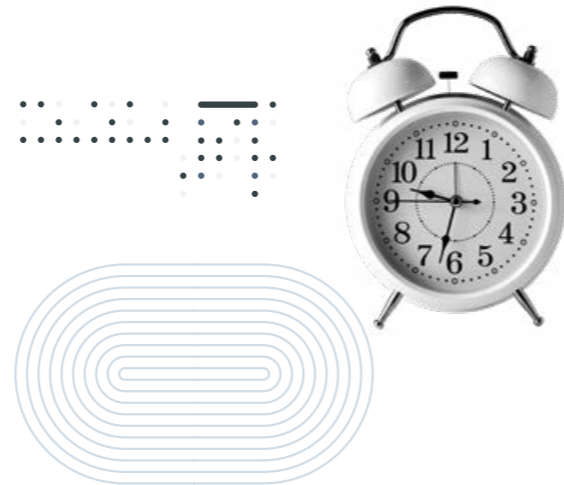
### EMOTIONAL WELL-BEING AND SUPPORT

ICAS UPTAKE: 42 CASES (FY21: 35)



### DISABILITY LEARNERSHIP

LEARNERSHIP MODEL REVAMPED WITH AN ADDITIONAL LEARNERSHIP INTRODUCED FOR PEOPLE WITH DISABILITIES





## KEY CHALLENGES EXPERIENCED IN 2022

### SLOW DIGITISATION PROGRESS

#### CHALLENGE

Slow progress to advance the digitisation strategy through the Ushintsho project due to insufficient capabilities has resulted in the project being 12 months behind schedule

#### RESPONSE

The change in service provider and architecture will enable efficient delivery in time and below cost; fully implemented by the end of 2024

#### STRATEGIC PILLARS



#### MATERIAL MATTERS



### LOW PASS RATES IN BOTH ITC AND APC

#### CHALLENGE

A decline in the number of transformation student passes at third year and CTA level and a widening gap in pass rates of differential race groups at SAICA's assessment level

#### RESPONSE

Continue raising funds to support students at third-year and CTA level, and raising funds to run the annual SAICA ITC and APC repeat programmes

#### STRATEGIC PILLARS



#### MATERIAL MATTERS



## KEY CHALLENGES EXPERIENCED IN 2022

### INCREASING STAFF TURNOVER

#### CHALLENGE

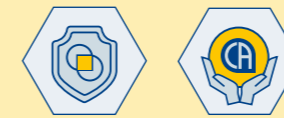
The employee turnover rate of 10,53%, despite being below the threshold of 12% that was set for the 2022 financial year, remains a challenge for SAICA and is exacerbated by the increasing demand for skills in the market

#### RESPONSE

SAICA has a talent management framework to identify successors and facilitate career development

The employee recognition programme was enhanced to align with refreshed values. The remuneration and rewards policy is under review, and recruitment efforts in the 2022 financial year have yielded positive results. A benchmark will provide a comparison with other NPOs and relevant entities/industries

#### STRATEGIC PILLARS



#### MATERIAL MATTERS



### INCREASING ROLE AS REGULATOR

#### CHALLENGE

As imposed by SARS, SAICA is required to verify at least 20% of its tax practitioner members' CPD records annually, which may become unduly burdensome

The proposed changes to the Registered Controlling Body (RCB) criteria by SARS to monitor CPD compliance of tax practitioners will strain SAICA resources because of the additional requirements that SAICA will have to fulfil. This could result in SAICA performing a dual role as a member body and a regulator

Similarly, other regulators are also seeking to delegate their regulatory responsibility to professional accounting organisations

#### RESPONSE

SAICA has been engaging regularly with regulators including SARS and the CIPC to seek common ground as to expectations versus what we can achieve within the tight timeframes and system capabilities

#### STRATEGIC PILLARS



#### MATERIAL MATTERS





## KEY CHALLENGES EXPERIENCED IN 2022

### SMALL MEDIUM PRACTICES EXPECTATIONS

#### CHALLENGE

Perceived lack of support in the small medium practices (SMP) environment. The SMP constituency does not feel engaged with SAICA due to resignations of key SAICA staff members, the disbanding of the various regional SMP committees, and the lack of representation from all district discussion groups at the national SMP

#### RESPONSE

Repurpose the SMP portfolio within the member engagement portfolio to facilitate outreach to members

Focus groups and meetings were held with members of the SMP constituency to identify needs and revise the value proposition

SAICA is a key sponsor of the Big Small Business Show which targets SMMEs and is a platform for positioning CA SMPs as trusted advisors and difference makers to that market

As a key sponsor, we run TV adverts and also invite SMPs to speak on various topics and provide practical advice to SMME viewers. In 2023, SAICA will launch an advertising campaign to showcase the difference a CA(SA) can make in someone's small business

#### STRATEGIC PILLARS



#### MATERIAL MATTERS



### TAX PRACTITIONER NON-COMPLIANCE

#### CHALLENGE

Tax practitioners are aggrieved by the length of time taken to prosecute these matters, the severity of the sanction and that SAICA is taking them through disciplinary processes where some respondents have only been a few days late with the tax practitioner declaration submission

#### RESPONSE

Constitution of an ad hoc committee commissioned by SETCO to oversee the timeous resolution of all complaints

Build efficiencies in the compliance and monitoring processes

#### STRATEGIC PILLARS



#### MATERIAL MATTERS



## KEY CHALLENGES EXPERIENCED IN 2022

### DIMINISHING CA PIPELINE

#### CHALLENGE

Declining number of students enrolling for the CA programme due to:

- A decline in the number of students studying mathematics which could also translate into a smaller pool of qualified candidates for the CA profession
- Declining pass rates at third-year and PGDA level
- Challenges experienced at distance learning providers

#### RESPONSE

Ongoing promotion of the CA profession, SAICA's designations and deeper engagements with academic providers

Partnered with key stakeholders such as the provincial Departments of Basic Education and contributing to organisations such as the South African Maths Foundation. SAICA also serves on the Board of the South African Maths Foundation

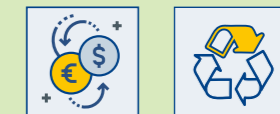
Partnerships with universities in promoting SAICA's CA2025 Framework to ensure teaching and learning methodologies are updated accordingly

Increased collaboration with distance providers to offer support which has gained the endorsement and support of senior management in universities

#### STRATEGIC PILLARS



#### MATERIAL MATTERS



### ORGANISATIONAL CULTURE / SILO MENTALITY

#### CHALLENGE

Working in silos create process inefficiencies and duplication of efforts which could lead to control breakdowns

Furthermore, working in silos can lead to a lack of communication and coordination between teams, which can hinder collaboration and innovation

#### RESPONSE

SAICA values were reviewed to create a culture ownership at all levels and ensure integrated organisational identity. The values were restated in the 'first person' format to signify active ownership. Further, the values were coined into a 'MIPART' acronym, instilling the notion that everyone has a part to play in shaping the culture of SAICA

Leadership lekgotla intervention was conceptualised and implemented as part of mitigating the silo mentality. The objectives of the Leadership lekgotla included clarification of the leadership intent for delivery of the SAICA strategy and fostering collaboration and building trust across SAICA

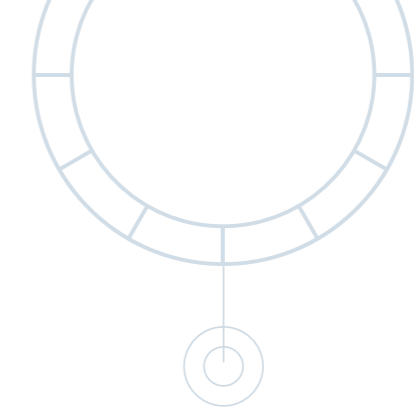
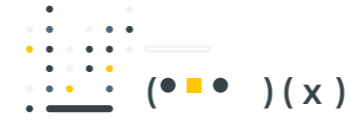
#### STRATEGIC PILLARS



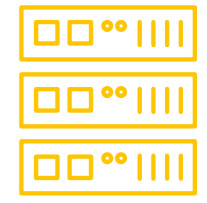
#### MATERIAL MATTERS



# OPERATING CONTEXT







SAICA continues to operate in a dynamic operating context. This context is defined by the global and local drivers that influence our ability to function, as well as the macro-economic factors in South Africa. In some instances, our direct control of these is limited, but we consider the trends to make strategic choices and leverage opportunities to make a difference for long-term sustainability and value creation.



SOCIO-ECONOMIC CHALLENGES		OUTLOOK
<p>The South African economy is struggling, and the political climate is volatile</p> <p>Socio-economic challenges are characterised by high unemployment levels increasing, disrupted energy supplies – an unreliable power source and the effect on the economy, water shortages, a deteriorating infrastructure, rising corruption, the threat of a failed state, a lack of accountability, governance and productivity, service delivery protests, an increase in immigration, outcomes of the Zondo Commission and implications for the profession</p> <p><b>The South African socio-economic context is characterised by:</b></p> <ul style="list-style-type: none"> <li>• Low gross domestic product (GDP) growth and high levels of unemployment</li> <li>• Inflation driving higher interest rates and constraining spending</li> <li>• Ongoing load-shedding that is causing significant disruptions to the economy as well as increasing the cost and affecting the ease of doing business</li> <li>• Public infrastructure deterioration and poor service delivery</li> </ul> <p><b>The South African socio-economic context is characterised by:</b></p> <ul style="list-style-type: none"> <li>• Social instability persists as rising inequality and youth unemployment</li> <li>• An unstable political climate as the country approaches the next election in 2024</li> <li>• The weak rand further contributing to the sluggish economy</li> <li>• Corruption continuing and slow progress in prosecutions evolving from the Zondo Commission, with some members implicated in the commission's report</li> </ul> <p>Within this context, business and consumer confidence remains low</p>		<p>Subdued economic growth of 0.3% is expected in 2023 and 0.7% and 1.0% in 2024 and 2025 respectively (Source: SA Reserve Bank)</p> <p>Unemployment remains high (around 35%) and youth unemployment exceeds 50%</p> <p>Spending pressures are increasing to close the financing gap in health, infrastructure and higher education</p> <p>Political instability is expected to persist leading up to the national elections in 2024</p>
CAPITALS AFFECTED	HOW THIS AFFECTS OUR STRATEGY/RESPONSE	
	<p>SAICA depends on member fees for revenue and donations to fund projects addressing national imperatives. Pressure on business and members represents a risk in accessing sufficient financial capital to execute on our strategy. Where necessary, we engage with members to address non-payment of fees</p> <p>We emphasise the importance for the sustainability of the profession and society of our strategic focus in contributing to national imperatives. We also engage with government as a key stakeholder and have a number of projects to support the effectiveness of the public sector (see page 134)</p> <p>SAICA amended the by-laws required to streamline the disciplinary process. A total of 218 disciplinary complaints were concluded during the year and we continue to follow up allegations of member involvement in corruption arising from the Zondo Commission report</p> <p>SAICA hosted an anti-corruption summit involving key stakeholders to devise solutions to address issues raised by the commission and contribute positively to the broader fight against corruption</p>	
MATERIAL THEMES/MATTERS AFFECTED	<p>SAICA recognises that it, its members, and all other business enterprises constitute our country, along with government and civil society. If we want a successful country, we must contribute towards the achievement of this, recognising that it is irresponsible to expect that government should undertake the fulfilment of this on its own. As a result, the outcomes of the Economic Conference hosted by SAICA in KwaZulu-Natal informed an Economic Blueprint incorporating proper economic development initiatives to grow the South African economy. The blueprint document will influence SAICA strategy, driving the economic relevance of our profession, and creating an ecosystem for members to get involved and make a difference via the Difference Makers campaign</p>	
	STRATEGIC INITIATIVES AFFECTED	TOP RISKS AFFECTED 7 AND 11

ONGOING EVOLVING REGULATION		OUTLOOK
<p>Issuing of new regulations continues, some intended to reduce regulatory burdens</p> <p>South Africa's financial system is being overhauled, with Parliament in the process of introducing various amendments to critical business legislation</p> <p>Increasing outsourcing of some of the regulatory functions by statutory regulators to the professional bodies will have resource and reputational implications as it would result in SAICA performing a dual role as a member body and a regulator</p>		<p>As emerging technologies drive new business and service models, governments must rapidly create, modify and enforce regulations</p> <p>ESG will continue to be driving forces. Regulatory initiatives will spread around the globe, with a growing focus on social issues (including diversity) as well as environmental imperatives</p> <p>Adoption and implementation of new/evolved corporate reporting regulations will be a focus</p>
<p>New regulations and proposed changes to current regulations have over time increased the complexity of doing business, which could negatively affect business confidence and reduce capital investment</p> <p>In 2022 the new bills, recently approved by Cabinet, included provisions with focus on strengthening the methods of mitigating financial crime, altering workplace transformation laws and making it easier to do business</p>		
CAPITALS AFFECTED	HOW THIS AFFECTS OUR STRATEGY/RESPONSE	
	<p>SAICA engages with regulators and government departments to understand the impact of proposed regulations and changes, provide input, and advocate for members' interests where necessary. We provide thought leadership and guidance for members on the implications of upcoming regulations and the requirements to ensure compliance</p> <p>SAICA has invited regulators to present on web based events with members and has facilitated knowledge sessions. Our response seeks to both support regulators in their ongoing efforts to regulate effectively and efficiently to protect capital markets and support investment while balancing the requirements of members and the ability of SAICA to support both regulators and members given the current resource capacity and constraints</p> <p>SAICA made presentations to Parliament's Standing Committee of Finance on the impact of the proposed amendments to the FIC Schedules</p>	
MATERIAL THEMES/MATTERS AFFECTED		<p><b>STRATEGIC INITIATIVES AFFECTED</b> </p> <p><b>TOP RISKS AFFECTED 12</b> </p>

MATHEMATICS IS A MAJOR CONCERN		OUTLOOK
<p>Poor state of education impacts the CA pipeline</p> <p>The future pipeline of accounting students is hindered by underperforming and under capacitated education institutions</p>		<p>The future pipeline of accounting students is hindered by underperforming and under-capacitated education institutions</p>
<p>A major concern at a Basic Education level is mathematics. The low number of learners taking mathematics at high school, compounded by the extremely low number of learners passing with at least 60% means that the accountancy profession pipeline is at risk. Added to this is the need for further development of mathematics educators. At a tertiary education level, challenges exist in pass rates for 3rd year and PGDA students. These factors affect all institutions but significantly affected are the historically disadvantaged universities and the distance providers</p>		
CAPITALS AFFECTED	HOW THIS AFFECTS OUR STRATEGY/RESPONSE	
	<p><b>SAICA's efforts to uplift education (school and tertiary) include:</b></p> <ul style="list-style-type: none"> <li><b>School reach</b> Advocating for pure mathematics as a subject</li> <li>SAICA development camps in partnership with the provincial departments of education to assist learners in mathematics continued. These have seen learners who attend passing mathematics with the required level to ensure the growth of the chartered accountancy profession</li> <li>Consider use of technology to augment educator capacity</li> <li><b>SAICA sponsorship of SA Math's Olympiad</b> Our initiatives are aimed at promoting the chartered accountancy profession, and all of SAICA's designations while promoting the importance of mathematics. The first round of the SAICA sponsorship of SA Math's Olympiad reached more than 50 000 learners and approximately 1 000 schools</li> </ul>	
MATERIAL THEMES/MATTERS AFFECTED		<p><b>STRATEGIC INITIATIVES AFFECTED</b> </p> <p><b>TOP RISKS AFFECTED 7</b> </p>

<h3>BUSINESS FUNDAMENTALS CONTINUE TO SHIFT TO A NEW NORMAL</h3> <p>Changed/hybrid working environments, evolving workplace skills and a focus on mental wellbeing post the pandemic</p>		<h3>OUTLOOK</h3> <p>In the post-COVID recovery phase businesses continue to identify opportunities while becoming stronger – including resilience to navigate future shocks</p> <p>Businesses will be transformed by the complex interplay between social, economic and political shifts, disruptive ideas, bold strategies and breakthroughs in science and technology</p>
<p>In a post-COVID era, organisations are continually reinventing their business at a complex and faster pace, including how they engage with customers/members and build their brands</p>	<p>The working world continues to evolve. Employee and employer needs are changing rapidly, increasing competition for scarce skills and leaving many without the skills needed to compete. Alignment with company purpose, a focus on holistic wellbeing, and growth opportunities are becoming an essential part of an employee value proposition (EVP)</p> <p>Doing good business has become imperative. Demonstrating good governance, ethical leadership and regulatory compliance is essential to protect reputation</p> <p>Cyber threats and digitisation are on the increase. The world has become more digitised, and technology is pervasive in our lives. This has increased individuals' and businesses' vulnerability to cyberattacks and data misuse</p>	
<h4>CAPITALS AFFECTED</h4> 	<h4>HOW THIS AFFECTS OUR STRATEGY/RESPONSE</h4> <p>Evolving our EVP with a focus on well-being and employee centredness, comprising financial wellness and resilience. The necessity to fast-track our digitisation has resulted in the appointment of a new service provider to execute the remaining deliverables of our Ushintsho project</p> <p>Engagement with our members has returned to a very active face-to-face approach with regular interaction with members locally and internationally</p> <p>A new cyber security strategy has been implemented through the Managed Security Operations Centre (MSOC) to proactively monitor and prevent potential security incidents</p>	
<h4>MATERIAL THEMES/MATTERS AFFECTED</h4> 	<h4>STRATEGIC INITIATIVES AFFECTED</h4> 	<h4>TOP RISKS AFFECTED 8 AND 13</h4> 

<h3>ELEVATION OF ESG/SUSTAINABILITY</h3> <p>A strong focus on ESG is a business imperative for creating a thriving society and driving economic growth for a greener sustainable future</p>		<h3>OUTLOOK</h3> <p>ESG risks are now one of the largest threats facing businesses and they could have a significant impact on businesses long-term performance and profitability, including their ability to raise new capital/funding</p>
<p>The importance of sustainable development has never been more pronounced</p>	<p>The world faces a range of pressing environmental, social and economic development challenges such as poverty, hunger, poor health, inadequate education, global warming, gender inequality, lack of access to water, poor sanitation, loss of biodiversity and social injustice</p>	
<h4>CAPITALS AFFECTED</h4> 	<h4>HOW THIS AFFECTS OUR STRATEGY/RESPONSE</h4> <p>As Difference Makers, chartered accountants have a lead role to play in addressing these critical problems. The principal purpose of the Institute is to promote the common interests of members and associates and the public interest by enhancing the relevance, values, competence and influence of both in South Africa and abroad and to contribute to economic and social development in South Africa</p> <p>SAICA established a consolidated sustainability programme to combine all sustainability-related initiatives. This assists with the quantification of the environmental impact, ensures effective engagement with members around sustainability, and provides appropriate learning and development opportunities to members, associates, learners, students and trainees. Representatives engage with stakeholders to influence standard-setting development and advocate for effective sustainability practices and reporting, as well as develop success measurement criteria for current initiatives and measuring progress</p> <p>SAICA established a sustainability technical committee to support it in addressing the current and emerging sustainability aspects as these relate to members and the Institute, and to advocate on behalf of members for the new direction of corporate reporting globally and in South Africa. Additional Advocacy work has begun and will continue to take place in this new aspect of corporate reporting and compliance for members</p> <p>SAICA participates in and supports FinBiz2030 – a collaboration between One Young World Chartered Accountants worldwide and SAICA – and the concept of sustainability: South Africa collaborates with a number of organisation to promote the UN SDGs. These include Sustainable SA and FinBiz2030</p>	
<h4>MATERIAL THEMES/MATTERS AFFECTED</h4> 	<h4>STRATEGIC INITIATIVES AFFECTED</h4> 	<h4>TOP RISKS AFFECTED 7</h4> 



# CHAIRPERSON'S REVIEW



**Mr Vincent Mohau Motholo**  
SAICA Board Chairperson

“At SAICA, we believe that chartered accountants make a meaningful difference in the world. They are driven to create positive change, recognising that our past has excluded many from the benefits of citizenship. The present is a product of that past, but difference makers strive to build a better future for society.”

As I reflect on the year under review, I am especially thrilled that after a two-year hiatus due to the pandemic, the South African economy finally opened up, allowing us the long-awaited opportunity to engage face to face with our members and broader stakeholders both locally and abroad.

As a result of the pandemic, we have all had to adapt to virtual communication platforms and remote work arrangements, which have been essential for maintaining business continuity. However, nothing can replace the value of meeting in person, and we were excited to be able to do so once again.

## DIFFERENCE MAKERS ECONOMIC CONFERENCE

Our country is facing numerous challenges, including high levels of unemployment, low economic growth, disrupted energy supplies, water shortages, a deteriorating infrastructure, rising corruption and crime, and failings in the public education system. These challenges threaten our social cohesion and constitutional democracy. As leaders, it is our responsibility to take action and contribute towards the achievement of a successful country. It is irresponsible to expect that government should undertake the fulfilment of this on its own.

At SAICA, we recognise that we, our members, and all other business enterprises constitute our country, along with government and civil society. We understand the important role we have to play in advocating for change and serving as change agents to contribute to getting the country back on the path of economic development and growth. We will use our positions of influence as industry leaders to make a real difference and positive impact on society.

To this end, we recently hosted the Difference Makers Economic Conference in KwaZulu-Natal, which brought together our members and key stakeholders to identify key challenges and goals for economic development. The outcomes of this conference informed an Economic Blueprint, which will influence SAICA's strategy and drive the economic relevance of our profession. The blueprint also creates an ecosystem for members to get involved and make a difference via the Difference Makers campaign. Read more about these challenges and goals on page 93.

This is just the beginning of our journey to make a real impact that matters in our society, to be Difference Makers – a difference that will elevate our noble profession as well as our beautiful country to new heights. We believe that by working together, we can make a meaningful contribution towards the growth and success of our nation.

The formalised Sustainability Technical Committee will provide thought leadership and advocacy covering sustainability, reporting, and assurance relating to ESG and integrated thinking. Read more about our commitment to advance the SDGs we have prioritised on page 100.

## IN RECOGNITION OF OUR DIFFERENCE MAKERS

### Chairman's Difference Makers Awards

As leaders, it is important that we act on our noble causes and plans to make a difference. At SAICA, we believe that the true measure of leadership lies in the actions we take. In May 2022, we recognised 11 of our members at the inaugural Chairman's Difference Makers Awards Dinner. The second round of this event will take place at a formal awards ceremony following the AGM on 25 May 2023 where our winners will be announced.

In 2021, SAICA launched the Difference Makers organising concept in alignment with Chartered Accountant Worldwide's global brand positioning strategy. The aim was to showcase the real-life stories of our members making a sustainable difference that yields positive business, social, and economic returns for all - a difference that will elevate the noble accountancy profession and South Africa.

### Top-35-Under-35

I am pleased to inform you about our annual Top-35-Under-35 competition, which recognises young CAs(SA) achievers who excel in their professional capacity and make a meaningful contribution to society. In December, we held the 9th edition of the competition, where a diverse, multi-disciplinary judging panel considered our winners as the cream of the crop among this year's contenders.

The 35 finalists represent individuals who have excelled and moved swiftly through the ranks to lead operations within their organisations. We are proud to showcase their outstanding achievements and contributions to society. I encourage you to read more about our overall winner on page 10.

Additionally, throughout this report, you will find inspiring Difference Makers stories, which further demonstrate the impact of our members' efforts to make a positive difference.

## CELEBRATING 20 YEARS OF THUTHUKA

Providing access to education and skills development for all is critical to unlocking growth on the continent.

Currently, there is a shortage of skilled professionals in South Africa and our profession is not immune to this challenge. The learning environment for trainees joining the profession has become increasingly complex due to emigration, remote study, and remote work.

In this context, I want to highlight the critical role played by the Thuthuka Education Upliftment Fund (TEUF) in the development and continuity of a strong pipeline of successful chartered accountants. It is heartening to note that TEUF has been in operation for 20 years and has exceeded all expectations. The impact of TEUF is twofold. Firstly, it provides opportunities for previously disadvantaged African and Coloured school learners to pursue careers in chartered accountancy, and secondly, it helps to address the shortage of skilled professionals in the field.

Due to the recent decision by NSFAS to not fund postgraduate studies, several PGDA students have lost their funding. This is a significant concern as completing PGDA is crucial for students to become chartered accountants. The lack of funding options is putting pressure on affected students and may hinder their ability to successfully complete their studies this year.

While we appreciate that many organisations already contribute to Thuthuka, I am now requesting your assistance in supporting these students and finding viable funding solutions.

## FOCUS ON EDUCATION

Following the regrettable disruption during the APC sitting on 1 December 2021, we made it a priority to address the issue by implementing immediate processes to oversee the investigations and take the necessary actions.

To obtain a detailed understanding of the events and individuals involved, we instructed an independent forensic investigation team consisting of legal and forensic experts. Appropriate disciplinary actions were taken against employees implicated in the investigations based on their involvement and accountability.

To ensure a smooth examination process, the Education and Assessment Board Sub-committee was established to provide oversight. I am pleased to report that both the rewrite of the APC exams in March and subsequent exams in December were carried out without incident.

## STRATEGIC PRIORITIES

The Board has effectively overseen SAICA's strategic progress, and tracked balanced scorecard metrics (page 154), and

significant strides have been made in most areas. Notably, we achieved a B-BBEE level 4 rating this year, a considerable improvement from level 8 in 2021, thanks to our strong emphasis on skills development. See the SETCO report on page 82.

Our efforts to enhance the reputation of CAs(SA), which is vital to our members' value and relevance, have yielded positive results. Our brand and trust scores remain robust, and we have seen an increase in favourable media coverage. During my visits to Europe, the Netherlands, and Australia, I was encouraged by the global recognition and esteem our CA(SA) designation commands, offering our members numerous employment opportunities.

Unfortunately, we faced a setback in our Ushintsho digitisation project, failing to meet our goals. However, we have since re-evaluated our service provider and committed to meeting the project's milestones successfully.

## GOVERNANCE TO SUPPORT VALUE CREATION

The Board approved the formalisation of two additional Board Sub-committees to ensure open communication and governance oversight by the Board on matters of strategic importance. These were the Educational and Assessment Committee and ad-hoc Tax Practitioners Committee. Read more on pages 85 and 68.

## OUTLOOK

A key focus in 2023 is a refresh of the SAICA strategy through a comprehensive process to ensure the institute remains relevant beyond 2023. SAICA will follow an open strategy formulation process, inviting members and key stakeholders to participate in shaping the future strategy.

The Economic Blueprint will be a major consideration to influence the strategy of SAICA and drive the economic relevance of the profession. It will also serve as a guideline for members to make informed economic and business decisions.

## APPRECIATION

Thank you to the SAICA Board for their dedication, evidenced by meticulous preparation, rigorous discussions, and willingness to challenge the status quo for the betterment of the profession. Appreciation also goes to committee members, management and staff for their hard work in rebuilding our brand and contributing to our success. Thanks to partner organisations for their invaluable support and stakeholder engagement. Our members' outstanding work demonstrates the profession's ability to lead and influence. My sincere appreciation also goes out to SAICA members who selflessly devote their time to serve on various committees, promoting the integrity and resilience of our profession.

Let's continue to make a positive impact and secure the profession's sustainability.

In the words of Dr Martin Luther King Jr, remember to 'Be a bush if you can't be a tree. If you can't be a highway, just be a trail. If you can't be the sun, be a star. For it isn't by size that you win or fail.'

**Mr Vincent Mohau Motholo**  
SAICA Board Chairperson

# LOUW BARNARDT

DIFFERENCE MAKERS

CHIEF EXECUTIVE OFFICER  
OUTSOURCED CFO



# INNOVATOR

Louw Barnardt started the award-winning finance firm Outsourced CFO with fellow Top 35 Chartered Accountant Dana Pretorius. Under his leadership the company has grown, posting more than an average of 50% growth per year and serving clients from over 25 different countries around the world and operating from six provinces in South Africa.

Louw and his team have also set up Founders Foundation NPC, a non-profit vehicle that runs various programmes and initiatives for young and previously disadvantaged entrepreneurs. Together with corporate partners, they have helped to secure more than R80 million in funding opportunities and have supported more than a hundred and fifty entrepreneurs with financial mentorship.

Louw has been recognised as a Top 35 Chartered Accountant (2015, 2016 and 2022), a Top 3 finalist for Young Professional of the Year (SAPSA Awards 2016), and winner of the Sanlam/Business Partners Emerging Entrepreneur of the Year of the (EOY Awards 2018).



# CHIEF EXECUTIVE OFFICER'S REVIEW

"As we reflect on the events of 2022, we recognise both the introspection it brought and the significant outcomes it produced. As an institute with a crucial role in our economy, society, and regulatory bodies, we have faced challenges in serving the best interests of our members and stakeholders. However, our success is not measured by our failures, but rather by how we rise above them with renewed energy and focus to achieve our mandate."

In 2022, SAICA remained steadfast in delivering value for its members and society by advancing strategic initiatives while ensuring financial sustainability. Thanks to strong member fee collections, the SAICA Group generated a surplus of R44 million to bolster reserves. Furthermore, SAICA's donors demonstrated their unwavering support for national imperative projects that advocate for the chartered accountancy profession and contribute positively to key issues facing society.

As we celebrate our successes, I want to acknowledge the challenges we have encountered in the past year and how we have responded to them. Read more on page 22.

In this review, I talk to a few of the main achievements and challenges of the year and refer readers to achievements in executing strategic initiatives on page 94 as well as SAICA's balanced scorecard on page 154, which provides externally assured ratings of how we performed against our goals for the year.

## OUR MEMBERS ARE DIFFERENCE MAKERS

SAICA recognises that its members are difference makers and has inaugurated several initiatives under the Difference Makers organising concept. Through these initiatives, SAICA is committed to restoring the reputation of the profession and building future leaders of the profession, economy, and country.

The first is the Chairman's Difference Makers Awards, which seek to recognise SAICA members and associates who are #difference-makers in various areas of business and society. These awards acknowledge individuals who make a valuable contribution in shaping communities, economies, and society while applying the highest standards of ethics, integrity, and accountability. We believe that recognising and celebrating those who go above and beyond in their professional and personal lives is essential to inspire and motivate others to do the same.

The second initiative is the Difference Makers Economic Conference, which was inspired by the Eastern Region. Through a collective approach with SAICA and its members, we aim to unite as active participants to support, advocate for, and serve as change agents to contribute to economic development and growth.



**Mr Sithembiso Freeman Nomvalo**  
SAICA Chief Executive Officer

SAICA and some of its members, as well as external advisors, have developed an economic recovery blueprint for South Africa, which will drive proper economic development initiatives to be put in place to grow the South African economy. This will drive the future strategy for SAICA through a stakeholder-inclusive approach.

The third initiative is the Anti-corruption Summit, where key stakeholders participated in devising solutions to address issues raised by the Zondo Commission and contribute positively to the broader fight against crime. Restoring the reputation of SAICA and the profession remains a priority. Professional integrity, adhering to the highest standards of ethical conduct, and avoiding conflicts of interest are the bedrock of the accountancy profession. We take allegations against members extremely seriously and note the members mentioned in the Zondo Commission report. All members who are found to have contravened SAICA's Code of Professional Conduct will be held accountable.

Furthermore, through the Trainee Trailblazer and Top 35-under-35 competitions, we aim to build the future leaders of our profession, our economy, and our country. The Top35-under-35 competition, which commenced in 2014, recognises young CAs(SA) who are not only excelling in their professional capacity but also making a meaningful contribution to society. SAICA's Trainee Trailblazer competition, now in its second year, exists to find stand-out SAICA trainees who are forging ahead in their career by embracing the competencies expected of them under the CA2025 project.

All of these initiatives affirm that the CA(SA) profession is rooted in the principles of acting in the public interest and that SAICA members are empowered to make a valuable and meaningful contribution in shaping society and economies.

## A POINT OF REFLECTION AND INTROSPECTION

As the CEO, I acknowledge the challenges that arose during the APC examination sitting in December 2021. We took the lessons learned and implemented changes, resulting in a successful rewrite in March 2022 as confirmed by internal auditors. Our goal is to create a conducive environment for our candidates, where they can focus on their tasks without distractions. Our efforts have paid off with a combined 72% pass rate for both exam sittings in December 2021 and March 2022. We will continue to strive for excellence in all aspects of our operations.

Since 2013 SAICA became a recognised controlling body for tax practitioners. In 2015 the reporting requirements increased and SAICA was not adequately resourced to respond which led to a backlog of cases. In 2022 SAICA disciplined the affected members, resulting in an outcry due to the lateness and severity of the sanctions. The pain and inconvenience suffered by members is regrettable. There may be a need to amend the constitution to allow a more efficient process in the future and avoid another occurrence.

## GROWING AND TRANSFORMING THE PROFESSION

In 2022, SAICA proudly welcomed 2 703 new CA(SA) members, 711 AGAs(SA), and 78 ATs(SA). We also had the pleasure of bringing 4 169 new trainees into our pipeline, who will one day become future members of our organisation.

As we celebrate the 20th anniversary of Thuthuka, we are thrilled to see the initiative's continued growth and success. Our commitment to transforming the industry remains unwavering, and we are pleased to report that Thuthuka students continue to achieve excellent pass rates in the ITC surpassing overall averages. The positive results of our Thuthuka ITC Repeat Programme further solidify our efforts in this regard.

SAICA's Thuthuka school initiatives, including the SAICA development camps, have impacted the lives of over 600 000 learners across the country, and we are actively involved in promoting mathematics education. However, we are concerned about the differential pass rates between African and White students, which are deterring historically disadvantaged candidates from entering the CA programme. This issue is a top priority for us, and we remain dedicated to ensuring that nothing impedes our efforts to increase representation and diversity in the industry.

## DRIVING MEMBER VALUE

Our efforts to understand our members through focus groups, surveys, and face-to-face engagements have yielded positive results. We also hosted several successful CEO roadshows, both online and in person, as well as Standards roadshows specifically focused on members' technical requirements and expectations. In 2022, SAICA hosted 149 events, that were attended by more than 42 420 delegates – proof that our events offering remains relevant and in demand. See page 125.

In the interests of transparency and accountability, we must acknowledge the tax practitioners who are aggrieved by the length of time taken to prosecute non-compliance. This will be a key matter of focus for the year ahead.

SAICA acknowledged last year that the Ushintsho project was behind schedule and promised to find a more efficient and cost-effective way to complete it. After appointing a new service provider, the project is now progressing smoothly, with stage two set to be delivered by the end of April 2023 at a significantly lower cost than the original estimate, resulting in a potential 30% saving. The project is anticipated to be completed by 2024, providing members with a stable, reliable, and user-friendly platform accessible through mobile applications from anywhere.

SAICA's employees are the primary source of value for our members and our human interface with stakeholders and the world. Human capital priority remained, ensuring ongoing employee-centric holistic wellness programmes, heightened staff engagement, and increased investment in skills development.

SAICA's values were reviewed with the goal of establishing a culture of ownership throughout the organisation and promoting an integrated organisational identity. As a result, the reward and recognition programme was suitably adjusted to align with these values.

The employee engagement score improved from 75% in 2021 to 78% in 2022. Not only did the engagement level improve, the response rate also significantly increased from 57% in 2021 to 90%.

## ACKNOWLEDGEMENTS

I want to express my pride in the progress we have made in upholding the reputation of our profession. However, success is never easy, and I commend everyone for how they managed the challenges and difficulties that SAICA faced this year. Our highlights and financial performance are a testament to our hard work and dedication.

I would like to extend my gratitude to every individual who stepped up to support candidates affected by the 1 December 2021 APC issues. From firms and organisations that provided additional study leave, to training offices that provided technical support at the exam venues, and to volunteers who helped invigilate the exams. I am especially grateful to the SAICA staff who offered their assistance wherever needed. Thank you for your efforts and support.

## OUTLOOK

We remain committed to addressing South Africa's economic growth challenges and contributing to global sustainability efforts. Our strategic initiatives reflect this commitment, and we continue to engage with stakeholders on these critical issues. As part of this, we participate in various forums and advocate for policies that support sustainable economic growth and development. We recognise the importance of our members and associates in driving positive change as Difference Makers in their respective industries, and we remain focused on delivering value to them through our programmes, initiatives, and events.

**Mr Sithembiso Freeman Nomvalo**  
SAICA Chief Executive Officer

# OUR EXECUTIVE COMMITTEE



**FREEMAN  
NOMVALO**

Chief Executive Officer - **BCOMPT HONS**

Freeman is a non-executive director of various companies. He was the CEO of the State Information Technology Agency. With over 25 years' work experience, 17 of which were at a senior level in the public and private sectors, he was the first African and longest-serving Accountant-General of a democratic South Africa. During this time, he served on multiple public sector boards. He led the team that drafted and presented the Audit Profession Act 2005 and worked with 18 Caribbean countries at the request of the Commonwealth Secretariat to develop their country governance frameworks.

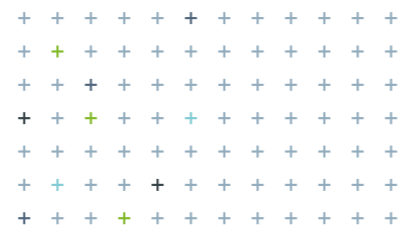
Freeman assisted Judge Christopher R Nicholson in the committee on the ministerial probe into the financial affairs of Cricket South Africa. He recently served on the Ntsebeza Inquiry into certain SAICA members employed by KPMG South Africa during various engagements with public and/or private entities. He was appointed CEO in February 2019.



**FANISA  
LAMOLA**

Chief Operating Officer - **CA(SA)(CD(SA))**

As a CA(SA), Fanisa's professional career started in 1995 at Anglo American, after which she joined JP Morgan Securities as a management accountant. She progressed to join KPMG, Polokwane Office, in the position of manager municipal finance. She later joined the Limpopo Provincial Treasury, where she worked as the provincial accountant-general. Prior to joining SAICA in May 2012, Fanisa was the city manager for the City of Polokwane. She has served on a number of various Governance Oversight Structures, including being a Board member and technical advisor on the Board of International Federation of Accountants (IFAC), the chairperson of the Limpopo University Advisory Council for the School of Accounting, Council member of the University of Walter Sisulu Council and the Chairperson for the Central Audit Committee of Limpopo. Fanisa currently serves as a Board Member on the Chartered Accountants Medical Aid Fund (CAMAF).



**JACO  
SNYMAN**

Executive Director: Legal and Governance - **BA (LAW), LLB, MBA AND LLM**

Jaco is a recognised and experienced specialist in various areas related to corporate governance. He obtained BA (Law) and LLB degrees from North-West University (as it is now known) by 1992 and qualified as an attorney of the High Court of South Africa in 1995. He subsequently obtained two master's degrees (MBA and LLM) as part of his formal qualifications.

After practising law at some of the corporate legal firms in Sandton, Jaco joined Absa Bank where he initially acted as the head of a legal department but then joined Absa Corporate Finance. Following that he joined the office of the Group CFO where he assisted with the management of the group investment committee of the group. He also proved very successful in projects such as the implementation of a governance system for the management of subsidiaries in Africa. He left Absa in 2007 to join PPC. Jaco has extensive experience as the group company secretary of a dual listed company and this is supported by his experience in corporate and commercial law, corporate governance, and risk and compliance management at executive level.



**ROBERT  
ZWANE**

Executive Director: Learning, Development and National Imperatives - **CA(SA)**

Robert, a CA(SA), was previously the Director for the Education and Transformation Department at the Independent Regulatory Board for Auditors (IRBA), where he was instrumental in a number of initiatives, including leading the implementation of the Audit Development Programme (ADP). He spent some time at the University of Johannesburg (UJ) in various positions, including being an academic trainee, a senior lecturer and a house warden at one of UJ's residences. He completed his training programme with one of the Big 4 firms.

On a global scale, Robert sat on the International Federation of Accountants' (IFAC) International Accounting Education Standards Board (IAESB) as a technical advisor to the South Africa representative. He was also a member of the Education Committee of the Public Accountants and Auditors Board (PAAB) of Zimbabwe.

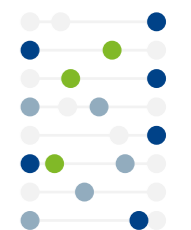


**MILTON  
SEGAL**

Executive Director: Standards - **CA(SA)**

Milton, a CA(SA), leads the Standards portfolio, which is the technical member-facing division within SAICA, responsible for thought leadership, advocacy, guidance, and standard setting in the following areas: Audit and Assurance; Corporate Reporting (IFRS, IFRS for SMEs, Non-financial reporting, and Sustainability); Public Sector and Standard's Ethics, and Taxation. Within the directorate are 5 of the 6 Prescribed Committees of SAICA. Milton represents SAICA (and South Africa) on various key structures.

Prior to joining SAICA, Milton was the head of the Financial Accounting Division at the Wits University School of Accountancy. Milton had set and reviewed numerous examinations for Wits and was part of the SAICA examination marking team as well as the SAICA university accreditation team. He is a published researcher in local and international journals and has presented papers at local and international conferences. Milton has extensive experience in IFRS and is proud to represent the profession and interests of members in this regard.



# BUSINESS MODEL

Value creation aligned to the six capitals

**CAPITAL INPUTS** – The resources on which we rely to run our business

**INTELLECTUAL CAPITAL**

- SAICA's strong reputation and its designations – CA(SA), AGA(SA), AT(SA)
- Digital transformation initiatives aim to improve member experience, provide a comprehensive view of the SAICA value chain and drive business process efficiency
- SAICA's entry-level Competency Framework (CA2025) and post-qualification Competency Framework (CA Pathways to Relevance) will enable a membership body that has developed a shared set of professional competences
- Thought leadership initiatives, technical development and the skills and experience of staff and members on our technical committees
- Initiatives to maintain the highest ethical standards of the CA profession
- Integrated relevance, reputation, marketing and communication plan

**FINANCIAL CAPITAL**

- R472.3 m (FY21: R435.1 m) in membership subscriptions, examination and training-related fees, and revenue from services and products offered to members
- R9 m (FY21: R8.2 m) in sponsorship revenue
- R290 m in donor funding raised (FY21: R423.6 m) for developmental programmes from companies, firms, government, members and individuals

**SOCIAL AND RELATIONSHIP CAPITAL**

- Member participation through the various SAICA structures
- Developmental programmes driving educational and skills development initiatives and transformation in the profession
- Recognition agreements with 15 (FY21: 15) professional bodies
- The good relationships SAICA has built with stakeholders
- SAICA members assist government with key projects and apply intellectual capital to a wide range of areas in the profession as, for example, captains of industry

**HUMAN CAPITAL**

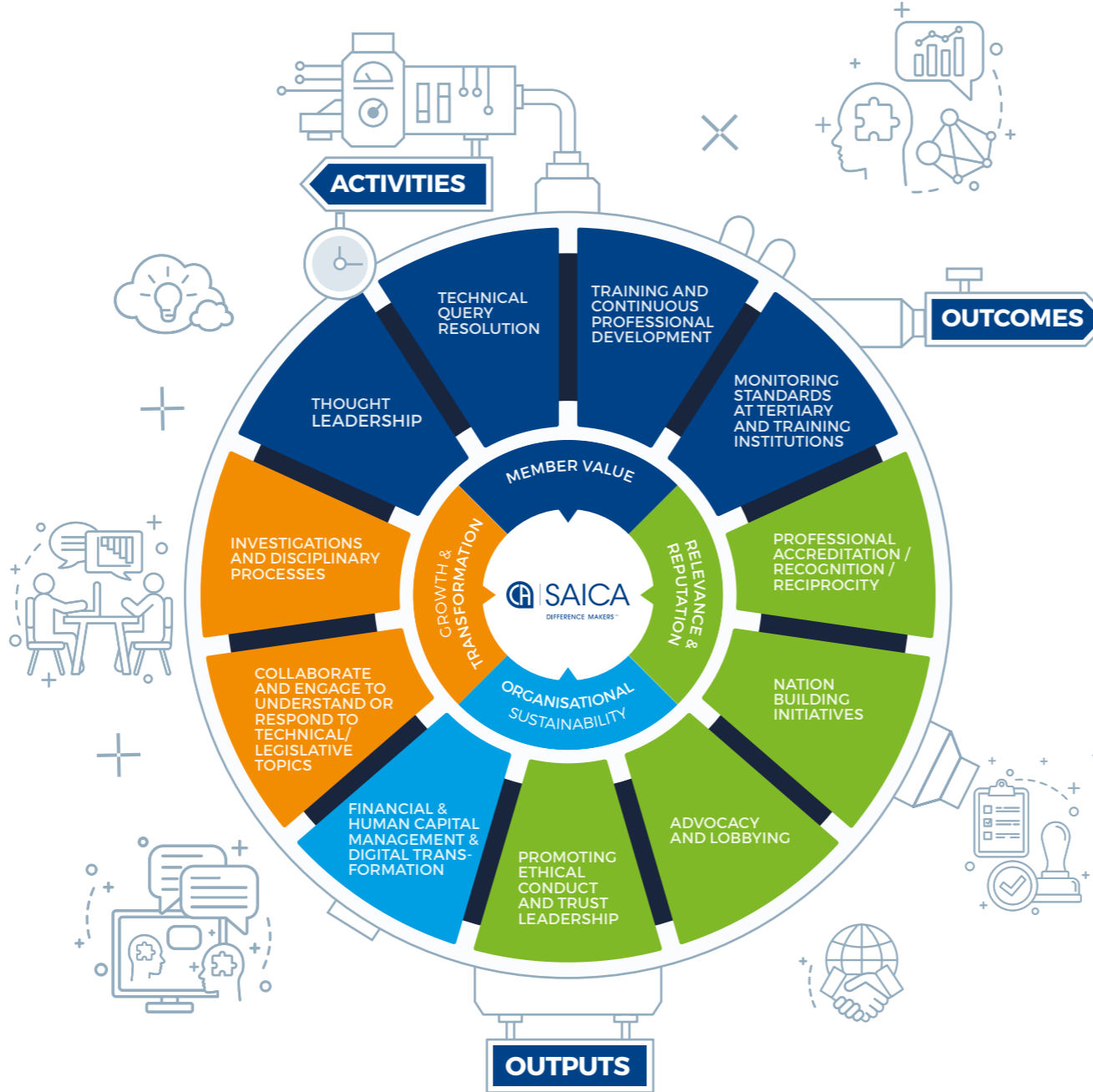
- The diverse capabilities of SAICA's 228 (FY21: 216) staff members
- SAICA's values, ethics and culture
- R226.3 m in employment costs (FY21: R200 m)

**MANUFACTURED CAPITAL**

- SAICA's education and training programmes are delivered through the infrastructure of universities, private providers and training offices
- SAICA rents premises in Johannesburg (Head Office), Durban, Cape Town and Bloemfontein, from which all operations are conducted
- SAICA's IT infrastructure and office equipment

**NATURAL CAPITAL**

- Access to basic natural resources to support operations, such as electricity supply and water
- Water conservation and waste management
- Energy efficiency and management



**OUTPUTS** – Our value-adding business activities

Safeguarding the professional standards of the designations on offer		
Advancing and maintaining the relevance of the profession		
Regulating the members' and associates' professional conduct through the SAICA Code of Professional Conduct		
Thuthuka bursaries for undergraduates, PGDA and for beneficiaries		
Seminars and events	Member support	Support for learners, students and trainees
ITC and APC assessments conducted	SAICA accreditation for accounting programmes	CPD offerings
Post-qualification specialisation offerings	CA2025 Competency Framework and CA Pathways to Relevance	Integrated Ethics Framework
SDG Report, #FinBiz2030 and #SustainableSA	Formal advocacy submissions	Top 35-under-35 competition
Member development through thought leadership exposures, <i>Accountancy SA</i> magazine and <i>SAICA News</i>		

**CAPITAL OUTCOMES** – What we have achieved through our value-adding activities

Value creation	Value preservation	Value erosion
<b>INTELLECTUAL CAPITAL</b>		
Attractiveness of the profession to new entrants 86.16% (FY21: 90%)	Member satisfaction rating 67% (FY21: 68.42%)	
Brand strength and admiration among business decision-makers – relevance and reputation score 70% (FY21: 73%)		
Trust index as per AskAfrica remained at 83%	Enterprise risk management maturity level 3 (FY21: level 3)	
International recognition enabling member global mobility	Automation of CPD declarations	
1 829 positive media exposures were achieved in 2022 (FY21: 1 395)		
Improved disciplinary process to enable better ethical culture 218 disciplinary complaints concluded (FY21: 281)		
<b>FINANCIAL CAPITAL</b>		
Group reserves increased to R432 m (FY21: R388 m). Institute reserves increased to R228 m (FY21: R216 m) against target of R210 m		
R44m (FY21: R67m) Group surplus allocated to reserves		
<b>SOCIAL AND RELATIONSHIP CAPITAL</b>		
67% stakeholder engagement score (FY21: 85.59%)	3.98% net growth of CAs 50 731 (FY21: 48 791)	
Overall PHI for Brand Admiration (composite among all stakeholders) 79% (FY21: 79%)		
711 new AGAs(SA) (FY21: 436)	78 new ATs(SA) (FY21: 74)	
2 153 ITC qualifying examination candidates passed (FY21: 3 682)	Continued relevance of members through CPD activities	
234 (FY21: 230) Thuthuka students passed their PGDA and allocated to Thuthuka Donor Training Offices to complete their training to qualifying as CAs		
Successful rewrite of the APC examination (3 549 candidates passed)	B-BBEE level improved to Level 4 (FY21: Level 8)	
15 of 17 events (88%) held in person and free of charge; 53 of 121 (43%) webcasts free of charge (FY21: 69% of events free for members)		
149 events with 42 420 delegates (FY21: 130/34 325)		
<b>HUMAN CAPITAL</b>		
R2.6m invested in skills development (FY21: R2.1m)	Study assistance R1,169 587 (FY21: R639 000)	
84% employees deemed historically disadvantaged South Africans (HDSA) (FY21: 78%)		
68% staff are female, inclusive of white females (FY21: 70%)	Employee engagement score improved to 78% (FY21: 75%)	
Employee turnover increased to 10.53%, although below the threshold of 12% (FY21: 10.18%)		
SAICA values were revised to create a culture of ownership at all levels and ensure an integrated organisational identity		
Development of a talent management framework for effective succession planning		
Employee wellness framework was revamped to address all wellness elements, including financial well-being and mental health first aid programme roll out		
<b>MANUFACTURED CAPITAL</b>		
System uptime 99% (FY21: 99%)	Change in service provider to accelerate delivery of the digitisation strategy	
Real-time monitoring of systems to detect and prevent intrusions through Managed Security Operations Centre (MSOC)		
Launch of the enterprise risk and compliance management system fully integrating and automating risk and compliance practices		
Implementation of a Learner Management System to deliver learning interventions to SAICA members and other stakeholders		
Implementation of the Electronic Assessment tool to enable efficient exam assessments		
<b>NATURAL CAPITAL</b>		
Commenced with formalising an environmental management policy		
SAICA participation at the global sustainability initiatives relating to Net Zero commitments		
Carbon emissions 630.41 metric tons CO <sub>2</sub> e (FY21: 738.8 metric tons CO <sub>2</sub> e) 15% improvement		
Purchased electricity 727 113.81 kWh (FY21: 653 737.9 kWh)		
Submission made to the ISSB on climate change		
Water use 5 574.33 kl (FY21: 9 537.1 kl)	Recycling of dry waste. Green water harvesting	

# CAPITAL TRADE-OFFS

In the conduct of our activities, SAICA's management and the Board must weigh up and accept the inevitable trade-offs between the six capitals, ensuring that over the long term, these decisions contribute to value creation and preservation, ensuring the continued relevance and sustainability of the Institute.

Apart from creating and preserving value, there are instances where value is diminished through our activities. When making decisions on how to manage our business, we consider the trade-offs between capitals: we aim to maximise positive outputs and outcomes and limit negative impacts.

our business model to optimise our capital outputs and outcomes for our stakeholders. At times tough decisions need to be made which are in conflict with some of the stakeholder needs in the short run. Making strategic trade-offs is necessary to ensure sustainability for the future.

Utilising our capital inputs in the most efficient manner informs

Significant capital trade-offs during 2022 are illustrated below:



## FINANCIAL CAPITAL, SOCIAL & RELATIONSHIP CAPITAL

KEY CONSIDERATIONS AND FOCUS IN 2022	TRADE-OFFS	POSITIVE IMPACT	NEGATIVE IMPACT
Our people are our greatest asset and there has been an increase in spend as people are encouraged to develop themselves and our effort to improve our transformation scorecard. See skills development spend and study assistance in the business model on page 41 under human capital	Increasing investment in human capital can divert resources away from other investments that could have a more immediate and tangible impact on the Institute's bottom line	<ul style="list-style-type: none"> <li>Increase SAICA'S ability to innovate, attract and retain top talent</li> <li>Build a resilient and agile organisational culture</li> <li>Better capacitated people and improved BEE scorecard</li> </ul>	The increased spend was not financed by a reprioritisation of spending but by improved revenue collections and interest income
EFFECT ON BUSINESS MODEL/STRATEGY	<ul style="list-style-type: none"> <li>Customised leadership interventions in response to the culture diagnostic exercise to enhance organisational culture</li> <li>Enhancing performance culture by linking it to reward and recognition</li> <li>An integrated approach to maintain employee engagement, create an enabling environment for staff and improve talent retention efforts</li> </ul>		
IMPACT ON STAKEHOLDERS	Members – enhanced member centricity and employees – engagement, enablement and experience		
RISKS	<ul style="list-style-type: none"> <li>No guarantee of return on investment</li> <li>Poor management of change</li> <li>Not implementing the learnings on the job</li> </ul>		



## FINANCIAL CAPITAL, SOCIAL & RELATIONSHIP CAPITAL, HUMAN CAPITAL

KEY CONSIDERATIONS AND FOCUS IN 2022	TRADE-OFFS	POSITIVE IMPACT	NEGATIVE IMPACT
In March 2022, SAICA hired Webber Wentzel to advise and appoint a forensic investigator, Integrated Forensic Advisory Services (IFAS), to audit and investigate whether SAICA followed proper policies and procedures in procuring goods and services for the 2021 APC exam	An internal forensic audit can be costly, depending on the scope of the audit and the resources needed to complete it	<ul style="list-style-type: none"> <li>Establish root causes of control failures which may have gone undetected and identify response strategies to strengthen controls and prevent the recurrence of similar failures</li> <li>Strengthen the SAICA brand</li> <li>Mitigation steps taken by Management have resulted in the successful presentation of subsequent ITC and APC examinations, including the APC examination presented on 14 December 2022</li> </ul>	Significant amount of time and effort on the part of SAICA Board, employees and service providers during the six-month investigation
EFFECT ON BUSINESS MODEL/STRATEGY	<ul style="list-style-type: none"> <li>Increased collaboration across functional teams to think holistically and consider the impact of their decisions on the overall organisation, creating a more integrated approach to problem-solving</li> <li>Enhanced organisational efficiencies, additional controls and strengthened risk management will mitigate against possible failure in the future</li> <li>Increased resources provided to the Examination Department</li> </ul>		
IMPACT ON STAKEHOLDERS	Members, employees		
RISKS	<ul style="list-style-type: none"> <li>No guarantee of return on investment</li> <li>Poor management of change</li> <li>Challenges with implementing recommendations</li> </ul>		



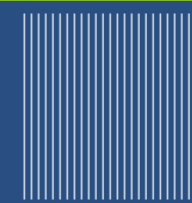
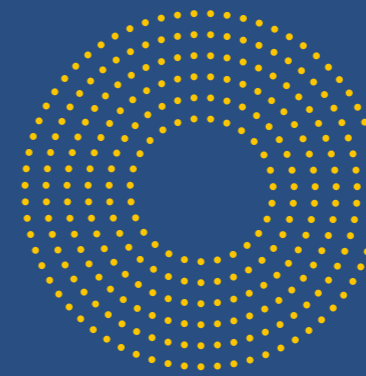
## FINANCIAL CAPITAL, MANUFACTURED CAPITAL

KEY CONSIDERATIONS AND FOCUS IN 2022	TRADE-OFFS	POSITIVE IMPACT	NEGATIVE IMPACT
<p>Change in service provider as well as architecture for the Ushintsho project to accelerate delivery of the digitisation strategy.</p> <p>This will result in a potential 30% savings. See CEO report on page 37</p>	<p>The re-scoping of the project will speed up completion but the availability of internal resources may pose a challenge to delivering the solution on time, thereby delaying the return on investment</p>	<p>Improving efficiencies and reducing costs</p> <p>Implementation of Ushintsho earlier than initially planned</p> <p>Improved capabilities to execute the IT strategy</p>	<p>The handover of services to a new partner was hindered by delays, leading to the need for some development work to be redone</p>
EFFECT ON BUSINESS MODEL/STRATEGY	<ul style="list-style-type: none"> <li>Decommissioning of legacy systems</li> <li>Leveraging technology to enhance member value and improve internal efficiencies</li> </ul>		
IMPACT ON STAKEHOLDERS	Members, employees		
RISKS	<ul style="list-style-type: none"> <li>Delay in delivery</li> <li>Poor management of change – inadequate training and support</li> </ul>		



## FINANCIAL CAPITAL, SOCIAL AND RELATIONSHIP CAPITAL

KEY CONSIDERATIONS AND FOCUS IN 2022	TRADE-OFFS	POSITIVE IMPACT	NEGATIVE IMPACT
<p>Implementation of the CA2025 Competency Framework in historically disadvantaged institutions to assist prospective entry level CAs(SA) to demonstrate the competencies required at the end of the pre-qualification process</p>	<p>Provision of technological resources to support all developments</p>	<p>Grow the future CA(SA) pipeline and improving the quality of education</p> <p>Provide potential CAs(SA) with skills and competencies for the future</p> <p>Partnerships to develop historically disadvantaged universities</p>	<p>Introduction of additional complexities, costs, sustainable funding and resources</p>
EFFECT ON BUSINESS MODEL/STRATEGY	<ul style="list-style-type: none"> <li>Grow and transform the membership base</li> <li>Increasing the number of accredited training and higher-education providers for all SAICA designations is crucial</li> </ul>		
IMPACT ON STAKEHOLDERS	Donors and key partners such as FASSET, and the Departments of Education		
RISKS	Sustainable financial and other resources and results and outcomes of all initiatives		



# MATERIALITY DETERMINATION

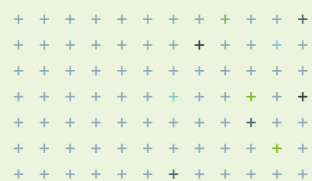
## PROCESS AND MATERIAL MATTERS

SAICA's material matters are those that have the most significant impact on strategic delivery and the Institute's ability to create value over the short, medium and long term.

The material matters are identified, prioritised, evaluated and reported on as follows:



STEP 1: IDENTIFY	STEP 2: PRIORITISE	STEP 3: RESPOND	STEP 4: REPORT
We review SAICA's external and internal operating environment, key risks and opportunities, issues identified as critical to stakeholders (especially members) and matters discussed by the Board and Board sub-committees	We rank the matters identified according to their impact on SAICA's reputation and strategic delivery, the extent of control we have over the issue and its effect on risk metrics in relation to the strategy	SAICA assesses the impact on our risk tolerance/appetite, actions required to manage the material matters and identified opportunities, as well as impact on strategy	The outcomes of these reviews and evaluations are presented to the Board and Audit and Risk Committee and reported to members and other stakeholders



The seven material matters have been refreshed for 2022 based on changes in the internal and external operating environment.

The legend below illustrates how each matter has evolved during the reporting period. Material matters are ranked according to priority.

### LEGEND FOR MATERIAL MATERS

Worsening	↓	Improving	↑	Stable	↔
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1 SILO OPERATION	RISKS AND OPPORTUNITIES	IMPACT
<p>Due to inadequate ownership, monitoring, inadequate cross-departmental cooperation and inadequate risk escalation, SAICA faced considerable issues with the APC exam process in December 2021, including hardware, connectivity, and technical assistance problems for candidates</p> <p style="text-align: center;">↑</p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Inability of SAICA to effectively collaborate across functions and apply integrated thinking to its work</li> <li>A lack of unified vision, which significantly impedes success</li> <li>Potential negative rating of the robustness of the SAICA exams process due to the challenges experienced at the APC exams on 1 December 2021</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Improved collaboration and efficiency in conducting exams</li> <li>Future mitigation of root cause of the failures and prevention of recurrence</li> </ul>	<p><b>CAPITALS</b></p> <p><b>STRATEGIC PILLARS</b></p>

### STRATEGIC RESPONSE IN THE SHORT TERM

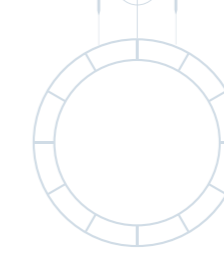
- Formalisation of the Education and Assessment Board sub-committee to ensure a smooth examination process
- Strengthening controls and risk oversight
- Implementation of a coaching framework to ensure creation of a unified vision and contribute to the responsive culture SAICA is building

### OUTLOOK FOR THE LONG TERM

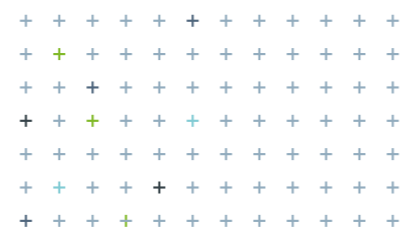
Following the strategic response, management, through improved collaboration and controls, will continue to ensure a successful examinations process in the long term



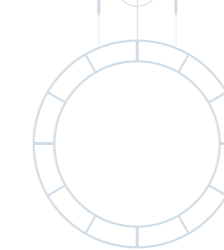






2 SLOW PACE IN ADVANCING THE DIGITISATION STRATEGY	RISKS AND OPPORTUNITIES	IMPACT
<p>Acceleration of the digitisation strategy to create efficiencies and maximise automation of processes</p> <p>A solid, resilient and stable IT platform is critical to execute the SAICA strategy and meet the changing needs of the new world of work</p> <p style="text-align: center;"></p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Delays due to insufficient capacity/capabilities required to execute on the digitisation strategy</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Create efficiencies to improve member experience</li> <li>Ongoing risk and compliance management support to the Ushintsho project</li> </ul>	<p><b>CAPITALS</b></p> <p></p> <p><b>STRATEGIC PILLARS</b></p> <p></p>
STRATEGIC RESPONSE		
<ul style="list-style-type: none"> <li>A decision was made in 2022 to change service providers which will see the acceleration of this programme under budget and executed earlier than initially planned</li> </ul>		
OUTLOOK FOR THE SHORT, MEDIUM AND LONG TERM		
<p>Oversight and monitoring of key milestones planned to complete implementation of phase 2 in 2023 by the Digital Transformation Governance Committee. Full implementation of the digital strategy is expected by the end of 2024. The successful implementation of the digital strategy will translate into improved member value in the medium to long term</p>		



3 TRUST RESTORATION	RISKS AND OPPORTUNITIES	IMPACT
<p>Restoring trust in the profession through advancement of ethics, accountability and discipline</p> <p>Trust in the accountancy profession depends on members' ethical behaviour and the maintenance of high standards</p> <p>SAICA has a key role to play in advancing ethics among its members and in broader society</p> <p style="text-align: center;"></p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Decrease in trust and admiration scores</li> <li>Advertising budget constraints limiting brand equity initiatives</li> <li>Slow response to conclude disciplinary matters, which is negatively impacting the brand</li> <li>Implication of a few SAICA members in alleged unethical behaviour</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Improving the effectiveness of audit in South Africa and globally</li> <li>Increased communication and engagement with key stakeholders to maintain good relationships and restore trust in the profession</li> <li>Create efficiencies in the disciplinary process</li> </ul>	<p><b>CAPITALS</b></p> <p></p> <p><b>STRATEGIC PILLARS</b></p> <p></p>
STRATEGIC RESPONSE		
<ul style="list-style-type: none"> <li>Contribute positively to the broader fight against corruption through initiatives such as Unite4Mzansi™, Courageous Conversations and the anti-corruption summit to address issues raised by the Zondo Commission</li> <li>Revised Quality Management standards for the audit profession - SAICA collaborated with the IRBA and PAFA to provide implementation support to the profession on the new standards. IFAC acknowledged the work done by SAICA and made the guidance available to other Professional Accountancy Organisations globally</li> <li>Various SAICA structures discussed the need to establish a Centre for Audit Quality in South Africa (CAQ), as a SAICA entity that will address important issues affecting the audit profession, including the restoration of trust in the profession</li> <li>SAICA played a key role in the education and training of the new ISQM standards and included the IRBA as well as PAFA in the events to promote a consistent application</li> <li>Support for the Special Investigative Unit to address the country's challenge of transforming diversity and equity in forensic skills</li> <li>Ethics in Practice Series delivered monthly to promote a high level of ethical behaviour and provide practical insight from experts using real life scenarios to assist members in applying their judgment and due process</li> <li>The SAICA Code of Professional Conduct was reviewed to ensure alignment to the International Ethics Standards Board for Accountants (IESBA) and Independent Regulatory Board for Auditors (IRBA) Code</li> </ul>		
OUTLOOK FOR THE SHORT, MEDIUM AND LONG TERM		
<p>Delivering on recommendations from Zondo Commission to SAICA: In October 2022 SAICA commenced its public disciplinary hearing into the matter and on other complaints received. A further 10 days of hearing were scheduled for February and March 2023</p> <p>In addition to the established SAICA Ethics Committee, two ethics task groups commenced, namely the Role and Mindset task group and the NoCLAR task group. Both these task groups will be developing guidance to support members</p>		



4 STATE OF THE ECONOMY	RISKS AND OPPORTUNITIES	IMPACT
<p>The challenging socio-economic context in South Africa has been exacerbated by high unemployment levels, disrupted energy supplies, water shortages, a deteriorating infrastructure, the poor state of education, rising corruption, a failed state, lack of accountability, governance and productivity, service delivery protests, an increase in immigration, and outcomes of the Zondo Commission and implications for the profession</p> <p>The Institute's sustainability and ability to create value for its members and other stakeholders depends on our ability to remain relevant and responsive no matter the prevailing context</p> <p style="text-align: center;"></p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Impact on revenue from negatively affected members</li> <li>Budget cuts/constraints leading to the inability to engage with members and host flagship events</li> <li>Ongoing load-shedding leading to a rise in the cost and complexity of doing business</li> <li>Lack of progress in prosecuting cases of corruption revealed by the Zondo Commission</li> <li>The future pipeline of the accountancy profession is detrimentally impacted by low student pass rates, the lingering effect of the COVID-19 pandemic, challenges experienced by distance academic providers and historically disadvantaged institutions, and the disturbances caused by load-shedding</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Reintroduction of face-to-face events, especially in districts, after a two-year hiatus will increase engagement between members and SAICA</li> <li>Strengthening relationship with government through support on key government priorities</li> <li>Contributing positively to the broader fight against corruption</li> <li>Advocating for policies that promote economic growth</li> <li>Strengthening and capacitating distance academic providers and historically disadvantaged institutions</li> </ul>	<p><b>CAPITALS</b></p>  <p><b>STRATEGIC PILLARS</b></p> 

STRATEGIC RESPONSE
<ul style="list-style-type: none"> <li>SAICA hosted an anti-corruption summit involving key stakeholders to participate in devising solutions to address issues raised by the Zondo Commission</li> <li>SAICA hosted a Courageous Conversation dealing with the protection of whistleblowers and has entered into talks to collaborate with Whistleblower House</li> <li>SAICA also partners with Professor Mervyn King's The Good Governance Academy focusing on the promotion of good governance</li> <li>Economic Conference hosted by SAICA in KZN informed an Economic Blueprint incorporating proper economic development initiatives to be put in place to grow the South African economy</li> <li>Promoting the importance of the chartered accountancy profession and all of SAICA's designations while promoting the importance of mathematics and investing in education</li> <li>SAICA has engaged closely with Unisa's senior management including the VC and has raised funding to support UNISA students</li> <li>SAICA engaged with the historically disadvantaged institutions and raised funding for bursaries for students and for general capacitation of these institutions</li> </ul>

OUTLOOK FOR THE LONG TERM
<p>The Economic Blueprint spearheaded by SAICA and its members will act as a catalyst to bring about long-term meaningful change in response to the challenge of getting the country back on the path of economic development and growth</p>

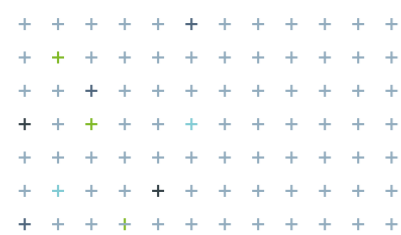
5 SUSTAINABILITY APPROACH	RISKS AND OPPORTUNITIES	IMPACT
<p>The world faces a range of pressing environmental, social and economic development challenges such as poverty, hunger, poor health, inadequate education, global warming, gender inequality, lack of access to water, poor sanitation, loss of biodiversity, and social injustice. As Difference Makers, chartered accountants have a lead role to play in addressing these critical problems</p> <p>The sustainability reporting standard-setting process is not yet formalised in South Africa. This may require extensive efforts from SAICA in collaboration with other bodies to steer South Africa in the right direction</p> <p style="text-align: center;"></p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Insufficient advocacy for effective sustainability practices</li> <li>Inability to measure progress and difference made</li> <li>Ineffective strategic goals and performance measures</li> <li>Competing priorities with executing day-to-day priorities</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Embed ESG and sustainability as integral to business strategy</li> <li>Engage key stakeholders to influence and shape future sustainability strategy</li> <li>Enable SAICA to influence the standard setting process given that no standards currently exist</li> <li>Ensure effective engagement with members on sustainability, and provide appropriate learning and development opportunities to members, associates, learners, students and trainees</li> </ul>	<p><b>CAPITALS</b></p>  <p><b>STRATEGIC PILLARS</b></p> 

STRATEGIC RESPONSE
<ul style="list-style-type: none"> <li>Formalise an environmental management policy and expand oversight responsibilities of the Social, Ethics and Transformation Committee (SETCO) in terms of environmental protection</li> <li>Formalisation of the Sustainability Technical Committee to provide thought leadership and education to SAICA members regarding the SDGs</li> <li>Submissions were made on the draft Sustainability Standards published by the International Sustainability Standards Board (ISSB)</li> <li>Hosted the ISSB board member who represents the African continent to engage with SAICA's sustainability committee and members within the sustainability reporting environment</li> <li>The Chairperson of the SAICA Board has been elected to the ESG Exchange's advisory committee, and the Executive Director of Standards has joined the ESG Exchange's technical committee. This will promote a greater sharing of content and advice to the benefit of SAICA members</li> <li>SAICA sponsored and promoted the Amazon River project by two Wits School of Accountancy professors to emphasise the impact of climate change and encourage further research as to how corporates can embrace sustainability into their operations</li> <li>SAICA calls for members to submit their contribution to SDGs on an annual basis and publishes a report to advocate for more member action around SDGs</li> <li>SAICA ran its Trainee Trailblazer awards, which have seen trainees being encouraged and awarded for the work they do relating to SDGs</li> </ul>

OUTLOOK FOR THE SHORT, MEDIUM AND LONG TERM
<ul style="list-style-type: none"> <li>As part of the SAICA strategy refresh taking place in 2023, ESG and sustainability levers will be formalised, targets defined in both the short and long term, and performance measures included in balanced scorecards</li> <li>A climate risk assessment will be undertaken in 2023 to identify opportunities and mitigating actions</li> <li>Change management and communications will be rolled out in 2023 to foster an environmentally aware culture</li> </ul>



6 INCREASING REGULATORY REQUIREMENTS 	RISKS AND OPPORTUNITIES	IMPACT
<p>Reporting pressures internally, to board structures and to regulators and complying with ever-growing requirements from SARS/IRBA/CIPC place a huge administrative burden on the team, with negative impacts on morale and culture as well as the ability to perform our core activities</p> <p>The increasing regulatory burden placed on professional bodies in general, and SAICA in particular, continues to be a cause for concern, as it may be unsustainable in the future</p> <p style="text-align: center;"></p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Increased pressure on SAICA and its members</li> <li>Challenges in capacity to meet increasing regulatory requirements</li> <li>Negative impact on relationships with regulators</li> <li>Increasing outsourcing of some of the regulatory functions by statutory regulators to the professional bodies will have resource and reputational implications</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Assist members with the application of revised standards and regulations</li> <li>Continue to advocate for regulatory changes that will achieve their objectives without undue burden on the membership and the profession</li> </ul>	<p><b>CAPITALS</b></p> <div style="display: flex; justify-content: space-around;">   </div> <p><b>STRATEGIC PILLARS</b></p> <div style="display: flex; justify-content: space-around;">   </div>
<b>STRATEGIC RESPONSE</b>		
<ul style="list-style-type: none"> <li>Technical support to members</li> <li>SME support in terms of implementing regulations and standards</li> <li>Representation on the global standard-setting stage</li> <li>Engagement on IFRS changes</li> <li>Support for members on new standards in the insurance space through established working groups</li> </ul>		
<b>OUTLOOK FOR THE SHORT, MEDIUM AND LONG TERM</b>		
<p>SAICA maintains ongoing communication with various regulators (eg SARS, IRBA, CIPC) to find a balance that satisfies the regulators' expectations for performance in these areas while minimising the compliance burden on the Institute and its members. As a membership organisation, SAICA prioritises serving its members' interests and fulfilling its public duty, and thus aims to effectively reconcile the demands of the regulators with the needs of its members</p>		



7 DISCIPLINARY MATTERS AND BY-LAWS 	RISKS AND OPPORTUNITIES	IMPACT
<p>Scrutiny of the ethics and integrity of the accountancy profession has increased in recent years due to the increasing complexity of financial regulation and the increasingly global nature of the profession. Stricter laws and regulations have been implemented to ensure that accountants adhere to ethical standards and comply with applicable laws and regulations. Additionally, the increased prevalence of accounting scandals has led to increased public scrutiny of the profession and its practitioners</p> <p>SAICA has disciplinary guidelines and procedures in place to address misconduct by its members and uphold the integrity of the accountancy profession</p> <p style="text-align: center;"></p>	<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Damage to the reputation and trust of the profession if members are found guilty of misconduct</li> <li>Legal and regulatory action and financial liability for imposed fines</li> <li>Disciplinary measures such as suspension or expulsion from professional bodies</li> <li>Loss of professional status and recognition, including potential loss of licence</li> </ul> <p><b>RELATED OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Promotion of the consolidated trust reconstruction programme</li> <li>Advocate for high-quality ethical standards</li> <li>Alignment of the SAICA Code to international standards</li> </ul>	<p><b>CAPITALS</b></p> <div style="display: flex; justify-content: space-around;">   </div> <p><b>STRATEGIC PILLARS</b></p> <div style="display: flex; justify-content: space-around;">   </div>
<b>STRATEGIC RESPONSE</b>		
<ul style="list-style-type: none"> <li>Amendments to the Disciplinary Code of the SAICA by-laws to streamline the disciplinary process</li> <li>Provided clarity on the Disciplinary Code to avoid unnecessary confusion and legal argument</li> <li>SAICA continues to follow up allegations of member involvement in corruption arising from the Zondo Commission report</li> <li>Ethics in Practice Series to improve the relevance and reputation of the profession</li> </ul>		
<b>OUTLOOK FOR THE SHORT, MEDIUM AND LONG TERM</b>		
<ul style="list-style-type: none"> <li>Delivering on recommendations from the Zondo Commission to SAICA</li> <li>Further capacitating the Discipline Unit to meet the increased number of complaints received</li> <li>Amendments to the Disciplinary Code offers respondents the opportunity to admit guilty and/or to enter into without prejudice settlement discussions with SAICA to expedite the disciplinary process and reduce costs incurred by both parties</li> <li>Collaboration with regulators and law enforcement agencies to provide information to assist in accountability where there has been punishable conduct amounting to contraventions of legislation</li> </ul>		

# RISK AND OPPORTUNITY MANAGEMENT

## VALUE CREATION THROUGH ENTERPRISE-WIDE RISK MANAGEMENT

Enterprise risk management (ERM) at SAICA integrates strategy and risk with the intention of creating value through improved performance and places a greater focus on the creation and preservation of value as the key driver of risk management whilst emphasising the importance of other features such as stakeholder inclusivity, human and cultural factors.

## INTEGRATING ERM INTO BUSINESS ACTIVITIES AND ORGANISATIONAL CULTURE

The journey to mature the risk management process at SAICA continued as management prioritised the embedding of the risk culture across the organisation through:

- Enterprise-wide risk management (ERM) workshops for all staff to ensure that ERM principles are understood and consistently applied throughout SAICA
- Ensuring that risk and opportunities are considered in decision-making
- Continued implementation and enhancement of the combined assurance model and Risk-Control Self-Assessment (RCSA) tool, and
- Investment in resources including the implementation of the Enterprise Risk and Compliance Management System

SAICA continuously tracked the trends and events that could potentially have an impact on the achievement of SAICA's strategic objectives. This information was used to identify potential risks and to update existing risk profiles (where applicable). The outcomes of these assessments were integrated with SAICA's risk appetite and results of any assurance activities to identify additional mitigating actions if necessary (refer to table on the next page).

The SAICA ERM maturity has been independently assessed at foundation level 3; that is, enterprise risk management processes are clearly outlined whilst there is room for improvement in the process. Furthermore, SAICA's ERM processes are adequate to provide reasonable assurance that performance objectives will be achieved (because risks that could have a significant impact on the achievement of objectives are unlikely to have a significant impact) once the controls are taken into consideration.

## RISK GOVERNANCE

Risk management and opportunity identification form part of every discussion throughout the business, from one-on-one performance management / feedback sessions, divisional meetings, management and executive committee meetings to Board sub-committee meetings.

Significant risks are reported on and approved at every Audit and Risk Committee meeting and reported at every Board meeting. Internal audit and other appointed assurance providers are contracted to provide independent assurance to assist management and the Board in ensuring that the control environment improves and objectives are achieved.

There is clear accountability and ownership of risk through SAICA's governance structures depicted in the table on the next page.

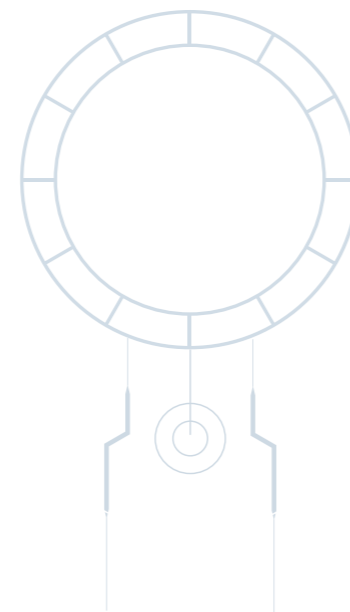


<b>BOARD OF DIRECTORS</b>	The SAICA Board sets the tone for risk management and assumes ultimate accountability, but delegates oversight of risk management to the Board Audit and Risk Committee and the day-to-day risk management activities to management. They ensure that assurance services and functions enable an effective control environment and support the integrity of information for internal decision-making and of the organisation's external reports.
<b>EXECUTIVE MANAGEMENT</b>	Management is charged with the responsibility for taking appropriate risks within the risk appetite framework approved by the Board to create value.  The Board receives quarterly reports on the status of existing as well as emerging risks and opportunities.
<b>ENTERPRISE-WIDE RISK MANAGEMENT FUNCTION</b>	Establishes the policies and procedures for managing risk, as well as promoting a culture of risk awareness and control.  The SAICA ERM policy and frameworks adopted by the Board govern ERM in the organisation and clearly define the roles and responsibilities of the Board, Board sub-committees, and various lines of assurance providers, promoting a sound risk culture. Risk is integrated with performance management and aligned to strategic objectives and performance goals.
<b>RISK OWNERS</b>	Risk owners are the staff who are directly accountable for ensuring that risks are managed effectively by implementing actions required to treat the risks.
<b>INTERNAL AUDIT</b>	Internal audit and other appointed assurance providers are contracted to provide independent assurance to assist management and the Board in ensuring that the control environment improves and objectives are achieved.
<b>EXTERNAL AUDIT</b>	External auditors provide an additional line of defence. Their role is to provide reasonable independent assurance on the integrity of financial statements, as well as the effectiveness of internal controls in mitigating risks.

## OUR RISK APPETITE GUIDES OUR DECISION-MAKING

The Risk Appetite and Tolerance framework provides guidance on developing and implementing risk appetite, risk tolerance levels and the risk-bearing capacity (which collectively form the risk thresholds of the SAICA Group), linked to and derived from the organisation's strategic pillars and short-, medium- and long-term objectives. The

realisation of SAICA's strategy depends on the ability to take calculated risks in a manner that creates sustainable value for the SAICA Group. The framework provides guidelines for tracking and monitoring key risk indicators (KRIs) which provide an early warning signal of increasing risk exposures, enabling management to intervene in a timely manner through appropriate risk-mitigating responses.





**EMERGING RISKS**

The main drivers escalating the risk environment include the following emerging risks and events:

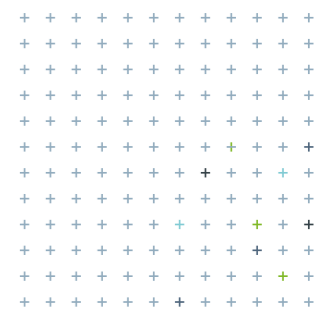
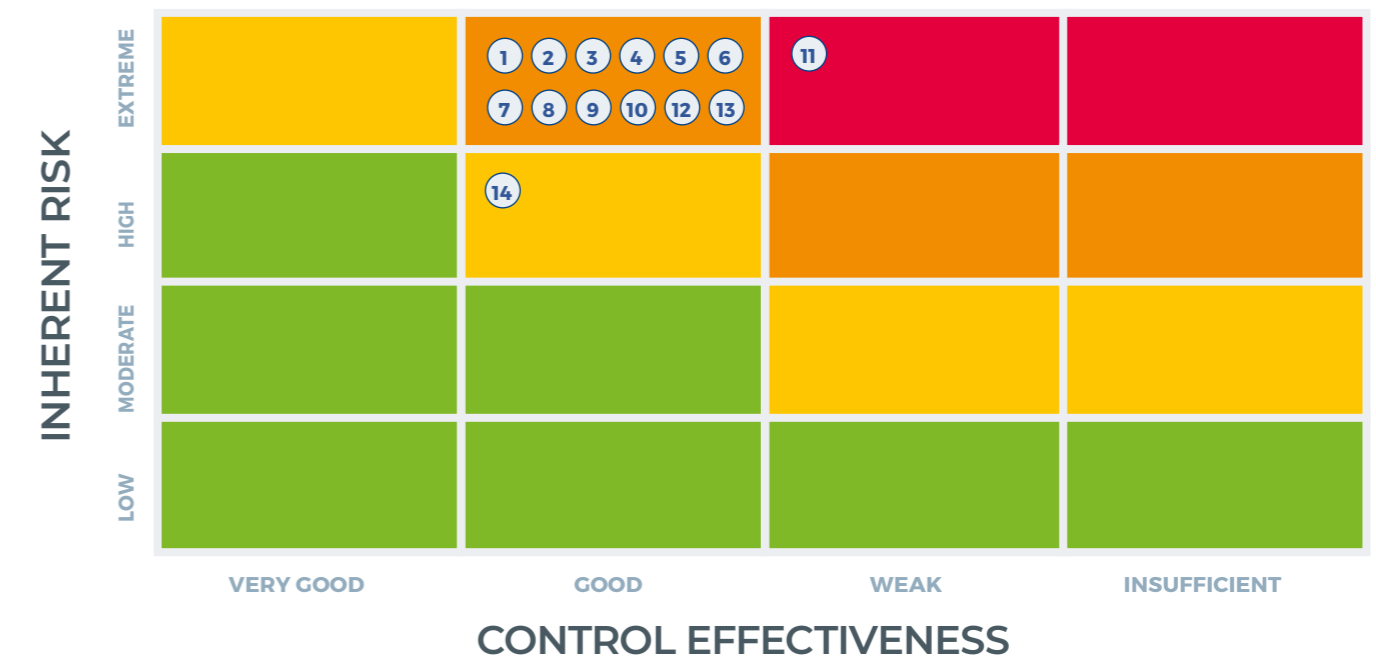
RISK/EVENT	RELATED STRATEGIC RISK/S	MITIGATING ACTIONS
Difficulty in recruitment of competent staff which is having an impact on delivery of strategy	Risk affected 13	<ul style="list-style-type: none"> <li>Approaching a recruitment agency</li> <li>Continue to headhunt individuals</li> </ul>
Continued power outages causing a disruption in business operations	Risk affected 11	<ul style="list-style-type: none"> <li>Exploration and consideration of alternative power solutions and connectivity</li> </ul>
<b>SAICA's evolving role as a regulator:</b> The proposed changes to the Registered Controlling Body (RCB) criteria by SARS to monitor CPD compliance of tax practitioners will strain SAICA resources as this could result in SAICA performing a dual role as a member body and a regulator	Risk affected 12	<ul style="list-style-type: none"> <li>Continuous engagement with regulators to clarify SAICA's role and align expectations with regulators</li> </ul>
<b>Disciplinary processes of the tax practitioners:</b> Management and monitoring of the tax practitioners by SAICA from a compliance and potentially discipline perspective may become unduly burdensome	Risk affected 1	<ul style="list-style-type: none"> <li>Update to the by-laws and disciplinary processes to build efficiencies into the disciplinary processes</li> </ul>
Negative growth in the economy may have an impact on SAICA members' ability to pay for subscriptions	Risk affected 7	<ul style="list-style-type: none"> <li>Concessions and payment arrangements offered to qualifying members who request such</li> <li>Continuous marketing of member value proposition</li> </ul>
A notable increase in cyber-crime, particularly in email phishing attempts	Risk affected 8	<ul style="list-style-type: none"> <li>Ongoing cyber security education of employees</li> <li>Ongoing threat and vulnerability assessment tests and effective resolution of all known issues</li> </ul>
The latest accounting/auditing and corruption scandals including outcomes of the Zondo Commission Ethical risk amongst members - outcomes of GIBS barometer	Risk affected 3	<ul style="list-style-type: none"> <li>Continuous in-depth monitoring, tracking and timely intervention on members' (non)compliance trends</li> </ul>
Decline in the number of transformation student passes at third-year and CTA level	Risk affected 6	<ul style="list-style-type: none"> <li>Continue raising funds to support students at third-year and CTA level, and raising funds to run the annual SAICA ITC and APC repeat programme</li> </ul>

**THE TOP 14 STRATEGIC RISKS ARE ILLUSTRATED IN THE HEAT MAP BELOW**

**LEGEND FOR RESIDUAL RISK RATING**



**LEGEND FOR RISK TREND**





The table below provides insight into the top strategic risks:

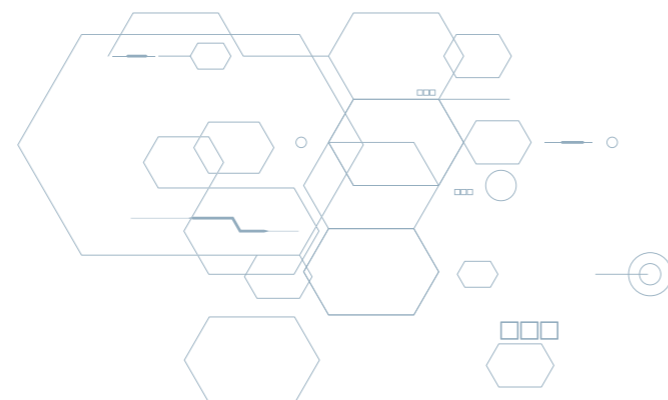
RISK	STRATEGIC PILLAR & MATERIAL MATTERS	ORGANISATIONAL CAPITALS AFFECTED
<b>1</b> Diminishing value of all SAICA designations resulting in a decline in membership (members do not perceive value of belonging to a professional body)		
<b>2</b> Members and associates losing their accreditation to perform regulatory functions through the repeal of applicable regulation (CA(SA) Designation Act, APA, etc)		
<b>3</b> Loss of confidence in members' professional competencies (including their conduct in terms of the Code of Professional Conduct and competencies required by CA2025) and skills		
<b>4</b> Loss of confidence in SAICA's educational programmes, that they will not produce students with the competencies required by training offices and the market resulting in SAICA's inability to attract new members		
<b>5</b> Loss of strategic stakeholder (government and funders) confidence and inability to attract funding for growth and transformation initiatives		
<b>6</b> A decline in intake of learners to attract into the profession		
<b>7</b> Unable to serve SAICA members and stakeholders resulting in SAICA Group ceasing to exist		
<b>8</b> Risk of data breaches and cybercrime leading to downtime		
<b>9</b> Non-compliance with laws and regulations pertaining to processing, storing, securing and sharing of data		

OPPORTUNITY	RISK RESPONSE	TREND Y-O-Y
Adding value to members and prospective members by identifying the requisite skills to meet future needs and aligning service offerings accordingly	<ul style="list-style-type: none"> <li>Monitoring of initiatives to enhance member value and review of feedback through PHI scores</li> <li>Implementation and monitoring of member services through independent feedback (PHi - member satisfaction) and timely intervention on negative trends</li> </ul>	
<ul style="list-style-type: none"> <li>Proactive engagement with members to meet their needs and requirements</li> <li>Ongoing collaboration and effective engagement with regulators</li> </ul>	<ul style="list-style-type: none"> <li>Continuous in-depth monitoring of regulator perception through independent feedback and timely intervention on negative trends</li> </ul>	
Showcasing and elevation of the role and impact of the profession in the economy through thought leadership and value-creation initiatives	<ul style="list-style-type: none"> <li>Continuous review of SAICA's competency framework</li> <li>Oversight and implementation of the CA2025 and CPD policy</li> </ul>	
Differentiating marketing, communication and public relations activities as part of the trust campaign both locally and internationally	<ul style="list-style-type: none"> <li>Continuous review of SAICA's competency framework and the implementation of the CA2025 outcomes</li> <li>Review of SAICA's training regulations and effective implementation thereof</li> </ul>	
Showcase members' contribution to the SA economy and society, as well as SDGs	<ul style="list-style-type: none"> <li>Effective stakeholder engagement</li> <li>Marketing and communication of the growth and transformation initiatives</li> </ul>	
Promotion of the accountancy profession and mathematics within all schools including rural schools	<ul style="list-style-type: none"> <li>Established relations with Department of Basic Education to ensure a collaborative approach in the promotion of mathematics and the accountancy profession</li> </ul>	
Increased understanding of members' and stakeholders' expectations	<ul style="list-style-type: none"> <li>Engage members on SAICA's value proposition</li> <li>Maintain long-term contracts with funders</li> </ul>	
Enhance security through real-time monitoring of and responding to attempted breaches	<ul style="list-style-type: none"> <li>Effective implementation of SAICA's security strategy</li> </ul>	
Continued compliance by SAICA as a mechanism to maintain and enhance its credibility	<ul style="list-style-type: none"> <li>Identify areas of potential non-compliance and implement corrective action</li> </ul>	



RISK	STRATEGIC PILLAR & MATERIAL MATTERS	ORGANISATIONAL CAPITALS AFFECTED
<p><b>10</b> Failure to support the Board and Board sub-committees in line with governance best practice through:</p> <ul style="list-style-type: none"> <li>Effective internal processes</li> <li>Implementation of all SAICA's strategic projects</li> </ul>		
<p><b>11</b> Inability to continue business in an event of an emergency or disaster</p>		
<p><b>12</b> Non-compliance with legislation, regulation, Acts relevant to the business of SAICA and its controlled entities (which include the IRBA accreditation, CA Designation Act, etc)</p>		
<p><b>13</b> There is a risk of organisational underperformance</p>		
<p><b>14</b> Loss of credibility amongst stakeholders (resulting in loss of funding and relationships partnerships and alliances) due to an unfavourable B-BBEE rating</p>		

OPPORTUNITY	RISK RESPONSE	TREND Y-O-Y
<p>Creation of value for members and stakeholders through the effective implementation of the governance framework</p>	<ul style="list-style-type: none"> <li>Monitoring the implementation of the governance framework and responding to the challenges timeously</li> </ul>	
<p>Enhanced credibility through proactive risk analysis and scenario planning</p>	<ul style="list-style-type: none"> <li>Implement Business Continuity Management policy and framework, Business Continuity Plan and Disaster Recovery Plan</li> </ul>	
<p>By aligning to accreditation best practices, we enhance the value of SAICA and its designations, and in so doing we enhance the market value of our members and associates</p>	<ul style="list-style-type: none"> <li>Continuous monitoring of potential non-compliance and timely implementation of corrective action</li> <li>Proactive tracking of the evolving regulatory landscape</li> </ul>	
<p>Change management initiatives to build an organisational culture which promotes innovation and high performance</p>	<ul style="list-style-type: none"> <li>Leadership interventions to enhance the organisational culture</li> <li>Effective performance management process (tracking and monitoring of performance trends)</li> </ul>	
<p>Enhanced credibility through the implementation and monitoring of B-BBEE sub-level requirements</p>	<p>Continuous monitoring and tracking of set B-BBEE targets and timely interventions on exceptions</p>	



# BOITUMELO KUZWAYO

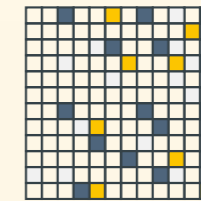
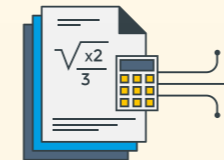
DEPUTY HoD,  
DEPARTMENT OF  
COMMERCIAL ACCOUNTING,  
UNIVERSITY OF  
JOHANNESBURG

DIFFERENCE  
MAKERS



Boitumelo Kuzwayo, as Deputy HoD in the Department of Commercial Accounting at UJ, is responsible for the Teaching and Learning programme (T&L) and holds an MCom in International Accounting.

In 2022, Boitumelo was nominated by her head of department, the director of the school and the executive dean of the college to participate in the Emerging Leaders Leadership Development Programme at UJ. Boitumelo has contributed to providing previously disadvantaged students with access to quality education by being the project co-ordinator for two FASSET programmes (bursary and academic support).



Kingsway Campus

Welcome  
Welkom  
Siyakwemukela  
Re a le amogela



# HIGHEST STANDARDS OF GOVERNANCE



## COMMITMENT TO GOVERNANCE

SAICA is committed to the highest standards of governance, enabling us to preserve the sustainability of SAICA and the profession to create long-term stakeholder value. By inculcating a positive culture of ethics and values, the SAICA Board enables the creation of value for SAICA stakeholders on a fair and equitable basis.

Our ethical value system has built strong relationships with stakeholders who recognise SAICA as a responsible corporate citizen, with the confidence that we will do what is right. The Board endorses the corporate governance principles encapsulated in King IV™, including the concept of integrated thinking, which underpins corporate citizenship, stakeholder inclusivity, sustainable development and integrated reporting. The Board commits to stakeholders that it will operate in accordance with the SAICA values of member centricity, integrity, professional behaviour, accountability, respect and transparency.

## KING IV™ STATEMENT OF COMPLIANCE

The SAICA Board embraces the outcomes of King IV™, being an ethical culture, effective control, good performance and legitimacy. There are ongoing efforts to further embed the King IV™ principles into the Institute's day-to-day business activities. The Board is satisfied that the Institute is aligned with the key principles and are mindfully overseeing the application of the relevant practices.

### KING IV™ PRINCIPLES APPLIED Leadership, ethics and corporate citizenship



**LEADERSHIP: PRINCIPLE 1 APPLIED** – The Board leads SAICA ethically and effectively.

#### THE ROLE OF THE BOARD

The Board is elected by the members of SAICA and accepts overall accountability for SAICA's performance and in ensuring that the profession is adequately positioned to create sustainable value over the long-term for all stakeholders, taking into account the material issues, risks and opportunities.

The Board remains SAICA's overall custodian of good corporate governance, promoting an ethical and cohesive organisational culture, effective control, compliance, accountability, and responsive and transparent stakeholder engagement. The Board's primary responsibility is that of setting the strategic direction of the Institute.

In tandem, the Board provides continuous oversight of material matters, risks, opportunities and the strategic allocation of resources. In its oversight role, the Board serves as an independent check and balance to the Institute's executive management team, whose main responsibility remains to manage the business.

#### ETHICAL LEADERSHIP

An ethical culture builds support structures that underpin our core purpose, values and strategy. SAICA and its Board

promote the fundamental values member centricity, integrity, professional behaviour, accountability, respect and transparency (see next page for details).

The Board is held accountable by SAICA's members for ensuring ethical and effective leadership within the governance structures and policies adopted by SAICA.

#### CONFLICTS OF INTEREST

Every Board and Board committee meeting is preceded by a declaration of interests on the matters that are on the agenda. In a case where there are material interests, a member is recused from the meeting and does not participate in the decision-making on the particular matter. In addition, a general disclosure of interests is conducted on an annual basis and the interests register is maintained and kept by the Board Secretary.

The Board members are diverse in their academic qualifications, industry knowledge, experience, race and gender. This diversity enables them to provide the Institute with the relevant judgement and guidance to work effectively when conducting and determining the affairs of SAICA.

#### FIT AND PROPER REQUIREMENTS

The SAICA Board is committed to ensuring that responsible persons in key positions are fit and proper. A fit-and-proper

person is someone who meets the list of requirements contained in the constitution.

#### CODE OF PROFESSIONAL CONDUCT

The majority of SAICA Board members are CAs(SA) who are bound by the Code of Professional Conduct applicable to all SAICA members and associates.

**ETHICS: PRINCIPLE 2 APPLIED** – The Board governs the ethics of SAICA in a manner that supports a sound ethical culture.

#### GOVERNANCE STRUCTURES TO ENSURE AN ETHICAL CULTURE

The Board is responsible for an ethical organisation. The Board has delegated the responsibility for ethics governance to the Social, Ethics and Transformation Committee. The day-to-day implementation of the Code of Ethics lies with executive management. Effective implementation of the Code requires management to ensure that the Code is implemented across all business units of SAICA. It is reviewed annually by the Social, Ethics and Transformation Committee, which recommends to the Board changes and improvements to the Code.

#### CODE OF ETHICS

The Board conducted its annual review of SAICA's Employee Code of Ethics, which outlines the key behaviours and actions expected of employees, suppliers and business partners. There is a current programme to confirm the written commitment of all employees for the revised code of ethics.

No material breaches of the code of ethics were noted during the review period.

#### CORE VALUES

Our purpose is underpinned by six core values. During 2022, SAICA reviewed its values with the goal of fostering a culture of ownership at all levels and promoting a cohesive organisational identity. To emphasise individual responsibility and active



#### EMBEDDING SUSTAINABILITY

As part of our strategy and to inform our day-to-day decision-making, we embedded social, economic, transformation, and environmental considerations.

A key overarching consideration is to maximise the positive impacts and avoid or, at worst, mitigate any negative impacts arising from our business decisions and activities.

The creation of a Sustainability Technical Committee will assist in directing SAICA and its members' activities around the SDGs and enable SAICA to be part of the standard setting process, while providing both thought leadership and education in this area which has renewed and urgent focus by the global standard setters.

This committee will support SAICA in addressing the various current and emerging sustainability aspects such as climate risk, as well as the global developments relating to the development of sustainability reporting standards as it relates to its members.

ownership, the values were rephrased in the first-person format and condensed into the acronym "MIPART". This serves to reinforce the idea that each and every person, including Board members, plays a role in shaping the culture at SAICA.

The refreshed values are as follows:

- **Member centricity** – We ensure positive customer/member experience by striving to exceed expectations
- **Integrity** – We demonstrate sound moral and ethical principles in everything we do
- **Professional behaviour** – We abide by laws, regulations and policies and refraining from any conduct that would bring SAICA and the profession into disrepute
- **Accountability** – We accept full responsibility for the outcomes of our actions
- **Respect** – We hold SAICA and each other in high regard
- **Transparency** – We encourage an open and honest environment

**RESPONSIBLE CORPORATE CITIZENSHIP: PRINCIPLE 3 APPLIED** – The Board ensures that SAICA acts responsibly and is seen to be a good corporate citizen.

SAICA as a brand commits itself to operating in a manner that is fair, responsible and transparent through promotion of sustainable business practices, environment, employee and community development.

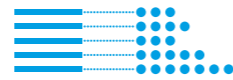
In contributing to a sustainable future and looking beyond environmental considerations alone, SAICA is aligning its strategy to support the following UN 2030 Sustainable Development Goals:

#### BEING A RESPONSIBLE CORPORATE CITIZEN

The Board, supported by its six committees, oversees and monitors SAICA's activities relating to our broader societal contributions and our role as a responsible corporate citizen. Progress on these activities is measured as part of the defined KPIs for SAICA.

The Board has a responsibility for ensuring that the Group is, and is seen to be, a responsible corporate citizen.

As part of its commitment to being a responsible corporate citizen, SAICA has zero tolerance for non-compliance with legislation. The Board delegates to management the responsibility of ensuring compliance with its policies and procedures. Material breaches are reported to the Board who, through the Audit and Risk Committee, approves the establishment and implementation of the company approval framework that gives structure to the delegation of authority.



STRATEGY, PERFORMANCE AND REPORTING



**STRATEGY AND PERFORMANCE: PRINCIPLE 4 APPLIED** – The Board appreciates that SAICA’s value proposition, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.

The Board approves SAICA’s strategic direction and purpose after obtaining the input of National Council. It then delegates to management responsibility for formulating strategy implementation in the short, medium and long term.

Successful implementation of strategy through superior operational performance is in the best interest of all stakeholders and is therefore a key responsibility for the Board and management. The Board not only approves SAICA’s strategy but also the performance measures and targets by which success is measured.

In approving the strategy, the Board takes into account risks and opportunities relating to the strategy and its implementation. The Board also satisfies itself that the business model is appropriate to meet SAICA’s strategic objectives. At each Board meeting, the CEO reports on progress with respect to implementation and the achievement of strategy objectives. The assessment is addressed at Board and at the Human Resources and Remuneration Committee for the purposes of annual bonus payment to management.

**REPORTING: PRINCIPLE 5 APPLIED** – The Board ensures that reports issued by SAICA enable stakeholders to make informed assessments of SAICA’s performance, and its short-, medium-, and long-term prospects.

The Board sets the direction, approach and conduct for the reporting of SAICA affairs and performance to stakeholders. This is done during the annual approval of a reporting framework. The Board also ensures that the reporting frameworks comply with all regulatory obligations, which include the principles of King IV™. The Board approved SAICA’s integrated report and has satisfied itself with regard to the assurances provided by relevant third parties.

**ROLE AND RESPONSIBILITIES OF THE BOARD:**  
**PRINCIPLE 6 APPLIED** – The Board serves as the focal point and custodian of corporate governance in SAICA.

**THE BOARD CHARTER**

The SAICA Board Charter regulates the parameters within which the Board operates and ensures the application of the principles of good corporate governance in all its dealings. Additionally, the Charter sets out the roles and responsibilities of the Board and individual members, including the

composition and relevant procedures of the Board and is aligned with the provisions of the SAICA constitution.

The Charter further addresses the powers delegated to various Board committees and practices of the Board in respect of matters such as corporate governance, declarations and conflicts of interest, Board meeting documentation and procedures, including the training and evaluation of directors and members of Board committees.

The Charter is reviewed annually, or as and when required during the year. In addition to the regulatory framework provided by the Charter and the terms of reference of the committees.

**BOARD RESPONSIBILITIES**

- Ensure that strategic objectives are set and achieved in line with the purpose and objectives of the Institute
- Establish a policy framework and funding model within which the organisation must operate
- Act as the custodian of corporate governance in the Institute
- Ensure that the Board committees discharge their functions appropriately in relation to meeting strategic plans and budgets
- Monitor the activities of trusts, non-profit organisations and social responsibility projects established by the Institute, as determined in the Institute’s Delegation of Authority
- Appoint, set performance criteria and evaluate the performance of the CEO
- Ensure that the Institute maintains a robust process for identifying, prioritising, managing, mitigating, monitoring and reporting critical risks through the Audit and Risk Committee
- Ensure that the Institute and its members, associates and trainee accountants adhere to the highest standards of ethics and competence, that the relevant designations are protected and that the profession is trusted
- Oversee the disciplinary process with regard to members, associates and trainee accountants
- Promote and monitor transformation in the profession
- Review and approve appropriate by-laws
- Engage with stakeholders and members

**GOVERNANCE FRAMEWORK**

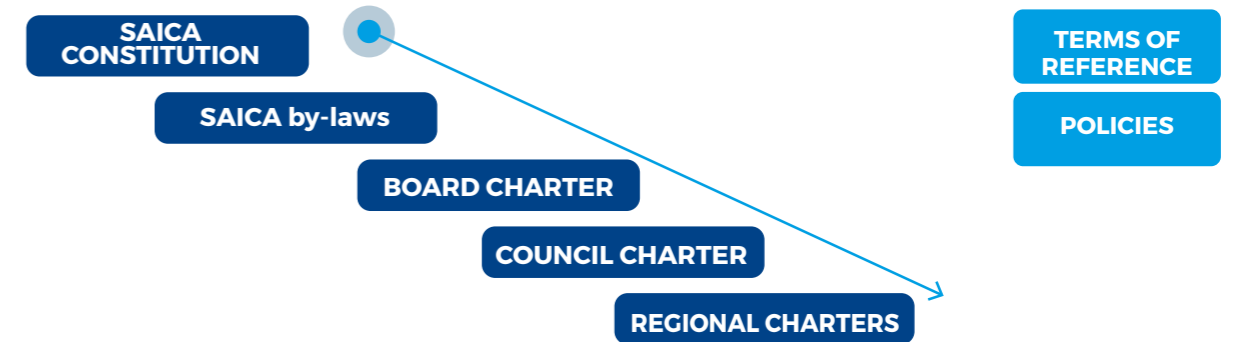
The governance framework prescribed by the SAICA constitution enables the Board to oversee, assess and approve the strategic direction, financial and non-financial performance areas, resource allocation and risk appetite of the Institute. It also supports the Board in ensuring that it can hold the executive team accountable for the execution of the Institute’s strategy and financial as well as non-financial key performance areas.

**GOVERNANCE STRUCTURE**

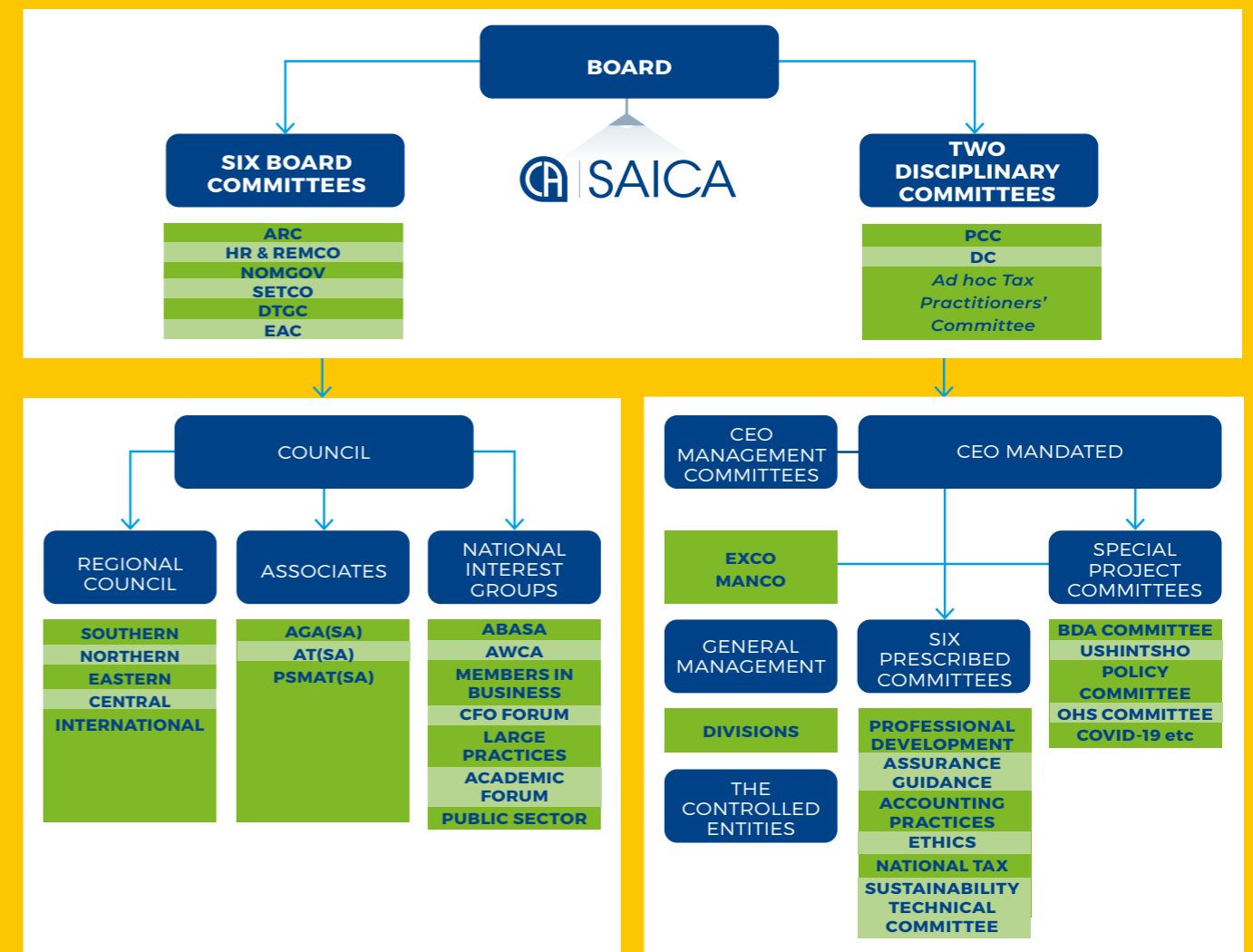
The SAICA Governance Framework is built to comply with the directives from the documents below.

**EXISTING DIRECTIVES**

It should be noted that documents with prescriptions regarding these committees currently exist.




**GOVERNANCE FRAMEWORK**



**BOARD MEETINGS**

The Board uses its meetings to discharge its governance and regulatory responsibilities. Meeting agendas follow an approved annual work plan and also provide for the inclusion of urgent non-routine matters. Meeting agendas comprise management reports on operational and financial performance as well as matters of strategy execution and risk and opportunities; governance, compliance and legal issues; and matters otherwise reserved for Board decision-making.

The Board met seven times during the year.

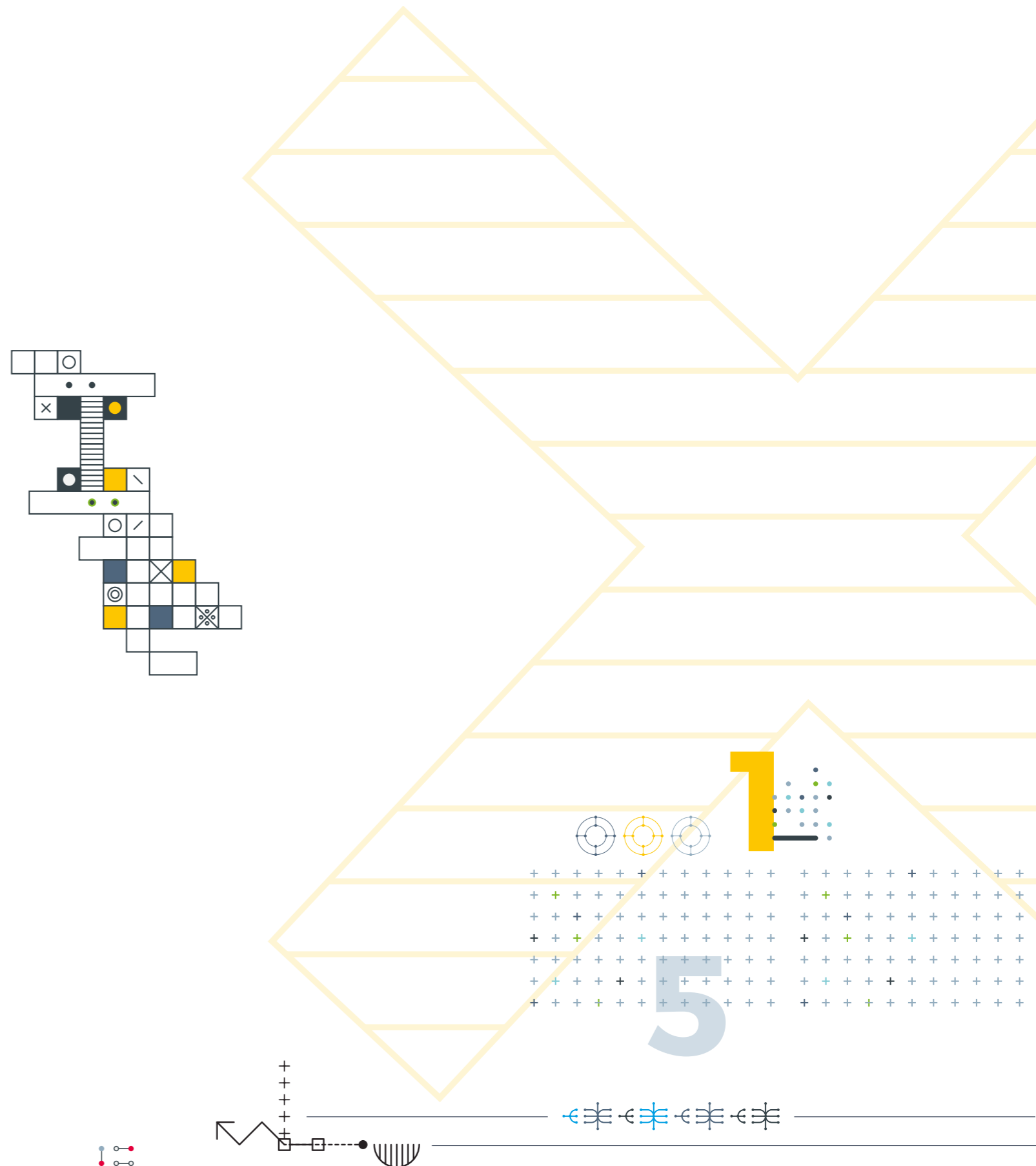
KEY GOVERNANCE MATTERS ADDRESSED IN 2022		
MATTER	BRIEF OVERVIEW OF THE MATTER	OUTCOMES
<p>Oversight of the forensic investigation as a result of the APC examination challenges experienced</p> <p>Refer material matter 1 on page 47</p> 	<p>On 1 December 2021, the Assessment of Professional Competence (APC) examination was written at various venues around South Africa and several international venues</p> <p>The exam sitting was marred by a myriad of challenges which had a significant and negative impact on candidates who wrote the assessment</p>	<p>The Board is pleased to report that the process it has overseen has resulted in the following:</p> <ul style="list-style-type: none"> <li>The rewrite being successfully presented on the 30 March 2022 and that 72% of the 4 928 candidates who wrote the 2021 APC examination achieved success</li> <li>Mitigation steps taken by management have resulted in the successful presentation of subsequent ITC and APC examinations in 2022, including the APC 2022 examination presented on 14 December 2022</li> <li>The incident resulted in only five negative media exposures, countered by 31 positive media exposures generated by SAICA</li> <li>The Net Promoter Score (NPS) Index (37 in 2020), dropped to 29 at the beginning of 2022 but increased to 34 by the end of 2022 due to positive publicity driven by SAICA communication of the processes implemented by management</li> <li>The Education and Assessment Committee was established as a Board sub-committee to oversee a smooth examination process</li> </ul>
<p>Various legal and operational issues related to tax practitioners</p> <p>Refer to key challenges (tax practitioner non-compliance) on page 24</p>	<p>Tax practitioners are aggrieved by the length of time taken to prosecute non-compliance and that SAICA is taking them through disciplinary processes where some respondents have only been a few days late with the tax practitioner declaration submission</p>	<p>The Board appointed an ad hoc Committee (Tax Practitioners Committee) of Inquiry at the meeting held on 23 November 2022 to deal with the various legal and operational issues related to tax practitioners</p> <p>For more information see page 136</p>

**ACCESS TO AND FLOW OF INFORMATION**

Members of the Board have unrestricted access to the Executive Committee, senior management and company information, as well as other resources required to carry out their duties and responsibilities through the Board Secretary.

**EXTERNAL ADVISORS**

Access to specialist advice is available to directors at SAICA's expense and experts are used to advise the various Board committees.



## OUR BOARD

**BOARD COMPOSITION: PRINCIPLE 7 APPLIED** – The Board comprises the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.

### VINCENT MOTOLO

NON-EXECUTIVE DIRECTOR (CHAIRPERSON OF THE BOARD)

CA(SA), BCOM Hons, Business and Management Development Programme with Merit

RACE: African | AGE: 39 | Tenure: 2 years

Board committees:

- Chairperson of the Board
- Chairperson of the Nominations and Governance Committee



### BABALWA BEKWA

NON-EXECUTIVE DIRECTOR

BCOM Hons, MBA

RACE: African | AGE: 42 | Tenure: 2 years

Board committees:

- Chairperson of the Digital Transformation Governance Committee
- Member of the Audit and Risk Committee
- Member of the Education and Assessment Committee until 6 June 2022

### BONOLO RAMOKHELE

NON-EXECUTIVE DIRECTOR

CA(SA)

RACE: African | AGE: 36 | Tenure: 3 years

Board committees:

- Member of the Human Resources and Remuneration Committee until 26 May 2022
- Member of the Digital Transformation Governance Committee until 26 May 2022

Rotated off on 26 May 2022



### YASMIN FORBES

NON-EXECUTIVE DIRECTOR – LEAD INDEPENDENT DIRECTOR

MBA, Chartered Director (CD(SA))

RACE: Coloured | AGE: 64 | Tenure: 4 years

Board committees:

- Chairperson of the Human Resources and Remuneration Committee from 6 June 2022
- Member of the Nominations and Governance Committee from 6 June 2022
- Member of the Social Ethics and Transformation Committee until 6 June 2022



### JACOBUS SWANEPOEL

EX-OFFICIO DIRECTOR – CHAIRPERSON OF COUNCIL

CA(SA)

RACE: White | AGE: 59 | Tenure: 4 years

Board committees:

- Chairperson of the Education and Assessment Committee from 6 June 2022
- Member of the Social Ethics and Transformation Committee
- Member of the Nominations and Governance Committee



### BRENDA TSVETU

NON-EXECUTIVE DIRECTOR

CA(SA), MPhil (MDevF), BAccSci (Hon), (ACT) UK

RACE: African | AGE: 44 | Tenure: 2 years

Board committees:

- Chairperson of the Audit and Risk Committee from 6 June 2022
- Member of the Education and Assessment Committee
- Member of the Digital Transformation Governance Committee until 6 June 2022

### DHEREN SINGH

NON-EXECUTIVE DIRECTOR

CA(SA), BCom Hons

RACE: Indian | AGE: 43 | Tenure: 1 year

Board committees:

- Member of the Human Resources and Remuneration Committee from 6 June 2022
- Member of the Digital Transformation Governance Committee from 6 June 2022

Appointed on 26 May 2022



### ALICE LE ROUX

NON-EXECUTIVE DIRECTOR

CA(SA), BCompt Hons

RACE: White | AGE: 49 | Tenure: 1 year

Board committees:

- Member of the Social Ethics and Transformation Committee from 30 June 2022
- Member of the Education and Assessment Committee from 6 June 2022

Appointed 29 June 2022



**ILSE LUBBE**  
NON-EXECUTIVE DIRECTOR

CA(SA), Masters in Higher Education

RACE: White | AGE: 60 | Tenure: 3 years

Board committees:

- Chairperson of the Education and Assessment Committee until 26 May 2022
- Member of the Social Ethics and Transformation Committee until 26 May 2022
- Member of the Human Resources and Remuneration Committee until 26 May 2022

Rotated off on 26 May 2022



**SIBONELO CYRIL MADIBA**  
NON-EXECUTIVE DIRECTOR

CA(SA), BCom Hons, MINSTD

RACE: African | AGE: 36 | Tenure: 1 year

Board committees:

- Member of the Social Ethics and Transformation Committee from 6 June 2022
- Member of the Digital Transformation Governance Committee from 6 June 2022

Appointed on 26 May 2022



**JOHAN DU TOIT**  
NON-EXECUTIVE DIRECTOR

BProc, LLB (UFS), LLM (Corporate Law)

RACE: White | AGE: 68 | Tenure: 4 years

Board committees:

- Chairperson of the Social and Ethics Committee
- Member of the Nominations and Governance Committee



**TINTSWALO MOFOKENG**  
NON-EXECUTIVE DIRECTOR

CA(SA), BCom Hons

RACE: African | AGE: 39 | Tenure: 1 year

Board committees:

- Member of the Audit and Risk Committee
- Member of the Human Resources and Remuneration Committee from 6 June 2022

Appointed on 26 May 2022



**MONICA SINGER**  
NON-EXECUTIVE DIRECTOR

CA(SA)

RACE: White | AGE: 62 | Tenure: 3 years

Board committees:

- Member of Nominations and Governance Committee until 27 May 2022
- Member of the Human Resources and Remuneration Committee until 27 May 2022

Resigned on 26 May 2022



**EXECUTIVE DIRECTORS OF THE BOARD ARE:**

Sithembiso Freeman Nomvalo – Chief Executive Officer and Fanisa Lamola – Chief Operating Officer

**SITHEMBISO FREEMAN NOMVALO**  
CHIEF EXECUTIVE OFFICER

BCompt Hons

RACE: African | AGE: 57



**FANISA LAMOLA**  
CHIEF OPERATING OFFICER

CA(SA) (CD(SA))

RACE: African | AGE: 49



**PATRICIA STOCK**  
NON-EXECUTIVE DIRECTOR

CA(SA)

RACE: African | AGE: 40 | Tenure: 3 years

Board committees:

- Chairperson and member of the Audit and Risk Committee from 1 January 2022 to 26 May 2022
- Member of the Human Resources and Remuneration Committee until 26 May 2022

Rotated off on 26 May 2022



**BOARD APPOINTMENTS/RESIGNATIONS**

During 2022, three members of the Board retired by rotation at the AGM and one member resigned shortly after the AGM due to health reasons. These included Ms Patricia Stock, Ms Ilse Lubbe, Mr Bonolo Ramokhele and Ms Monica Singer.

The three vacancies created by the retirements were filled by the appointment of Mr Sibonelo Cyril Madiba, Mr Dheren Singh, and Ms Tintswalo Maggie Mofokeng. The casual vacancy was appointed by the Board and filled by Ms Alice le Roux. Following his appointment to the Board, Mr Vincent Motholo was re-appointed as the Chairperson of the SAICA Board.

With regard to the committees, the following changes are noted:

- Mr Vincent Motholo was re-appointed as Chairperson of the Nominations and Governance Committee.
- Ms Brenda Tsvetu was appointed as Chairperson of the Audit and Risk Committee and a member of the Education and Assessment Committee.
- Mr Sibonelo Cyril Madiba was appointed as a member of the Social Ethics and Transformation Committee and Digital Transformation Governance Committee.
- Mr Dheren Singh was appointed as a member of the Human Resources and Remuneration Committee and Digital Transformation Governance Committee.
- Ms Tintswalo Mofokeng was appointed as a member of the Audit and Risk Committee and the Human Resources and Remuneration Committee.
- Mr Jacobus Swanepoel was appointed as Chairperson of the Education and Assessment Committee and a member of the Nominations and Governance

Committee and Social Ethics and Transformation Committee.

- Ms Yasmin Forbes was appointed as Chairperson of the Human Resources and Remuneration Committee and as a member of the Nominations and Governance Committee.
- Ms Alice le Roux was appointed as a member of the Social Ethics and Transformation Committee and Education and Assessment Committee.
- Ms Babalwa Bekwa was re-appointed as Chairperson of the Digital Transformation and Governance Committee.
- Mr Johan Du Toit was re-appointed as Chairperson of the Social, Ethics and Transformation Committee.

**BOARD DIVERSITY**

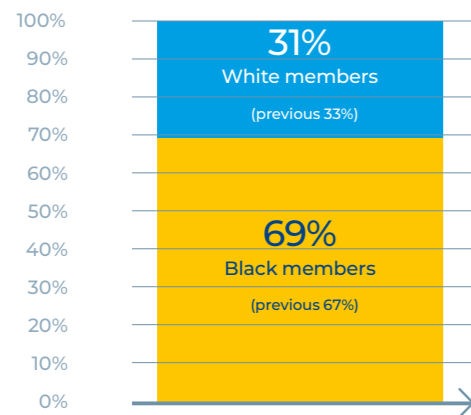
Race, gender, disability and diversity, relevant skills and expertise, and knowledge of the core skills of the profession enhance the composition of a truly diverse board. They also assist in achieving a sustainable competitive advantage for the profession. It is the policy of the Board that all facets of diversity will be considered in determining the optimal composition of the Board which, where possible, will be balanced appropriately.

**OUR COMPETENT, DIVERSE AND INDEPENDENT BOARD**

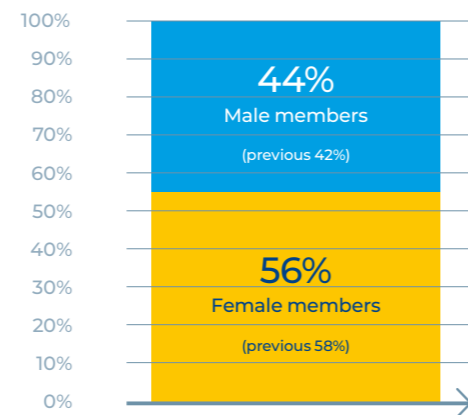
**Board composition**

The Board of SAICA has 14 members, which is the maximum number of Board members provided for by the SAICA constitution. There are also 11 CAs(SA) on the Board and these members are the largest group as required by the constitution. There are three non-CAs(SA) on the Board, which is the maximum allowed by the constitution. There are three ex-officio members on the Board being the CEO, COO and President of the National Council.

**THE RACIAL DEMOGRAPHICS ARE AS FOLLOWS:**

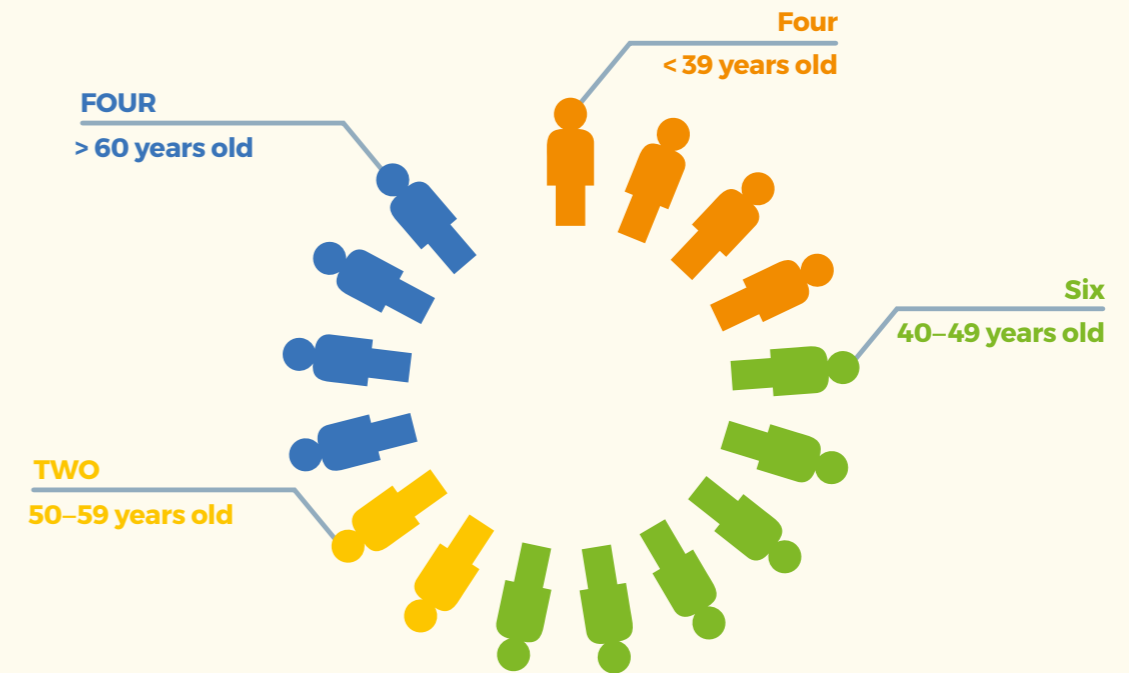


**THE GENDER DEMOGRAPHICS ARE AS FOLLOWS:**



**DIVERSITY OF AGE**

The average age of our directors is 49 years.



**CHAIRPERSON AND CEO**

The roles of the Chairperson and Chief Executive Officer are clearly defined and differentiated, as set out in the SAICA Board Charter.

The Chairperson of the SAICA Board is annually elected by the Board following the AGM. The SAICA constitution prescribes that the Chairperson must be an independent non-executive member of the Board with no executive or management responsibilities. He or she may also not be a member of the SAICA National Council.

It is the responsibility of the Board to appoint a CEO. The CEO is delegated with authority from, and accountable to, the Board for the development and successful implementation of the Group strategy and the overall management and performance of the Institute to achieve its purpose and goals.

**THE LEAD INDEPENDENT BOARD MEMBER**

It is prescribed by the Constitution that the Board must appoint a Lead Independent Board Member to assist the Chairperson in the execution of their duties and such other functions as the Board may wish to delegate to the Lead Independent Board Member in the Board Charter. Like the Chairperson, the Lead Independent Board Member is annually elected by the Board following the annual AGM.

**THE COUNCIL**

SAICA is a member organisation, and therefore members must have a say in the governance of their Institute. As such, the SAICA National Council must represent SAICA members' interests facilitated through input from the regional constituencies.

In 1980 when SAICA was established, its chief governance vehicle was a council comprising councillors appointed by each of the provincial societies (geographical representation).

In terms of the new constitution, a council is elected by regional and constituency bodies to represent the full spectrum of SAICA members (regional, firms, members in business, associates, interest groups, etc) taking cognisance of race, gender and disability. It shall serve as an advisory forum to the Board and must:

- Elect a president who will chair the council
- Serve as a consultative forum and consider, apply their minds and, at the request of the Board, provide advice to the Board on matters relating to the strategy of SAICA and the CA(SA) profession and associated designations, and where appropriate, management
- Represent SAICA members' interests facilitated through input from the regional councils and other relevant sources to the Board and management
- Provide input to the Board for the appointment of members to the Board
- Consider and award lifelong and honorary life membership to members
- Recommend changes to the professional Code of Ethics for approval by the Board

**BOARD MEMBER ON-BOARDING AND INDUCTION**

Induction of newly appointed directors takes place through a formalised programme facilitated by the Board Secretary and CEO through structured sessions. To ensure ongoing director development, the Board Secretary compiles a monthly governance newsletter containing Institute of Directors South Africa (IODSA) training, encouraging directors to attend at SAICA's expense. The newsletter also contains key topics of relevance, latest trends and developments.

**COMMITTEES OF THE BOARD: PRINCIPLE 8 APPLIED – The Board ensures that its arrangements for delegation within its own structures promote independent judgement and assists with the balance of power and the effective discharge of duties.**

**BOARD COMMITTEES**

In terms of the constitution, paragraph 6.7.3, the Board has the power to make any decision in respect of the affairs of the Institute which has not been reserved for decision by the members. The Board is also empowered to constitute Board and other committees and to delegate powers to such committees. The following are the current Board committees with delegated authority from the Board. The authority of each committee is set out in formal terms of reference which are annually reviewed and approved by the Board.

To support it in its broader oversight and governance role, the Board has six standing committees through which it executes some of its duties, namely:

- The Audit and Risk Committee
- The Digital Transformation Governance Committee
- The Nominations and Governance Committee
- The Human Resources and Remuneration Committee
- The Social, Ethics and Transformation Committee
- The Education and Assessment Committee

See Board committee reports on pages 80 to 87.

**The Disciplinary Panel**

In addition to the Board Committees set out above, the Board must annually appoint a Disciplinary Panel from which the members of the Professional Conduct Committee and the Disciplinary Committee are appointed. These disciplinary committees have the powers to carry out the duties and exercise the functions granted to them under the by-laws. The powers and duties of the Professional Conduct Committee and the Disciplinary Committee referred to in the by-laws (paragraph 7) are deemed to have been delegated to those committees by the Board.

**The Professional Conduct Committee (PCC)**

PCCs, as and when required, shall be appointed from members of the disciplinary panel who have declared that they have no conflict of interest. A PCC must consist of two members in the case of advisory matters and of three in any other matter. The functions of the PCC are set out in paragraph 7 of the Disciplinary Code.

**The Disciplinary Committee (DC)**

DCs, as and when required, shall be appointed from the members of the disciplinary panel who have declared that they have no conflict of interest in the matter at hand and must consist of three members, of whom the Chairperson must be a lawyer. The functions of the DC are set out in paragraph 7 of the Disciplinary Code.

**The ad hoc Tax Practitioners Committee (TPC)**

The Board appointed an ad hoc Committee of Inquiry at the meeting held on 23 November 2022 to deal with the various legal and operational issues related to tax practitioners. The committee must comprise at least three members of the Board, being the Chairperson of Council, Chairperson of SETCO and Chairperson of ARC, and the chair of the committee must be a Board member and appointed by the committee.

**Collective skills and experience**

Board committee members are nominated to serve on specific Board sub-committees based on their individual core skills, working experience, track record and time availability. In the case of the Board and each Board sub-committee we seek to ensure the appropriate balance of diverse and complementary expertise and experience.

**Committee membership**

For representation by the various directors on the Board committees see Board committee reports from pages 80 to 87.

**EVALUATION AND PERFORMANCE OF THE BOARD:**

**PRINCIPLE 9 APPLIED – The Board ensures that the evaluation of its own performance, and that of its Committees, its chair and its individual members, supports continued improvement in its performance and effectiveness.**

**BOARD AND COMMITTEE EVALUATIONS**

King III (at the time) recommended that an evaluation of the governing body, its committees and its individual members be conducted every year. To provide for sufficient time to appropriately respond to the results of such performance evaluations, the King IV™ Code recommends for a formal evaluation process to be conducted at least every two years. Every alternate year, the governing body should schedule an opportunity for consideration, reflection and discussion of its performance.

The evaluation for the 2021 financial year was completed by an external consultant and presented to the Nominations and Governance Committee (NomGov) in March 2022. An action plan was created to address the identified areas for improvement and was implemented.

**APPOINTMENT AND DELEGATION TO MANAGEMENT:**

**PRINCIPLE 10 APPLIED – The Board ensures the appointment of, and delegation to management contribute to role clarity and the effective exercise of authority and responsibilities.**

**DELEGATION OF AUTHORITY**

The Board approves and annually reviews SAICA's Delegation of Authority (DOA), which provides clarity of levels of responsibility for decision-making. The framework establishes an appropriate

balance for the need to ensure that decisions are taken at appropriate levels, dependent upon the materiality and importance of such decisions, while also empowering management to take appropriate business decisions.

SAICA's DOA covers the following aspects:

- General corporate governance
- Strategy, business plans, budgets and operating parameters
- Investments and business initiatives
- Capital expenditure
- Leases and property-related capital expenditure
- Funding, borrowing, banking and treasury
- Human resources and related issues
- Contractual arrangements

The Board is satisfied that the DOA achieves the objectives of providing clarity on responsibilities and assisting in ensuring an effective delegation of authority and responsibilities.

**CHIEF EXECUTIVE OFFICER (CEO)**

The CEO is appointed by the Board on a contractual basis, reports to the Chairperson, and is responsible for developing and recommending to the Board a long-term vision and strategy for the strategic development, growth and sustainability of the organisation. In addition, the CEO is responsible for leading executive and operational execution across the organisational business and functional areas.

**BOARD SECRETARY**

The Board Secretary must provide the Board as a whole, and the individual directors, with guidance regarding their duties, responsibilities and authority. The Board Secretary maintains an arm's length relationship and is not a member of the Board. The independence and performance of the Board Secretary is assessed through the Board and committee evaluation process. Directors have unlimited access to the Board Secretary for advice and services and are satisfied with the arrangements in place for them to access professional corporate governance services from SAICA.

**GOVERNANCE OF FUNCTIONAL AREAS**

**RISK GOVERNANCE: PRINCIPLE 11 APPLIED – The Board governs risk in a way that supports SAICA in setting and achieving its strategic objectives.**

The Board is committed to achieving SAICA's strategic objectives in accordance with the recommendations of King IV™.

SAICA has embedded risk management throughout its business activities and decision-making processes at all levels. The risk appetite and tolerance thresholds establish a common risk terminology for financial risks, compliance risks, sustainability risks, health and safety risks, and business continuity and disaster recovery risks.

Executive management is accountable to the Audit and Risk Committee for designing, implementing and monitoring the systems and processes that underpin risk management. See Risk Management report on page 54.

**INFORMATION AND TECHNOLOGY GOVERNANCE: PRINCIPLE 12 APPLIED – The Board governs technology and information in a way that supports SAICA setting and achieving its strategic objectives.**

The Board is responsible for ensuring appropriate governance of SAICA's IT systems to support the achievement of the strategic objectives of SAICA. The Digital Transformation and Governance Committee monitors SAICA's technology and information initiatives and programmes on behalf of the

Board. The committee submits reports to the Board on a regular basis.

See digitisation report on page 146.

**COMPLIANCE GOVERNANCE: PRINCIPLE 13 APPLIED – The Board governs compliance with applicable laws, and adopted non-binding rules, codes and standards in a way that supports SAICA being ethical and a good corporate citizen.**

The Board sets the standards that ensure compliance in all areas of the business with relevant laws, regulations, codes and policies. There is zero tolerance for breaches of legislation, and material breaches are reported to the Board directly, or through committee structures. The Board has delegated compliance oversight to the Audit and Risk Committee.

**REMUNERATION GOVERNANCE: PRINCIPLE 14 APPLIED – The Board ensures that SAICA remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.**

**GOVERNANCE OF REMUNERATION MATTERS**

Governance of fair, responsible and transparent remuneration falls under the scope of the Human Capital management division, with oversight by the Human Resources and Remuneration Committee, which in turn advises the

Board. SAICA has a HR and Remuneration Policy that articulates SAICA's direction on fair, transparent and responsible remuneration so as to enable organisational performance and sustainability.

Non-executive director remuneration is approved at the Annual General Meeting.

The Human Resources and Remuneration Committee engages independent remuneration service consultants to review and benchmark remuneration levels of both the NED and Exco members on a regular basis. The organisation similarly conducts benchmarking of employee remuneration.

The Board, through the Human Resources and Remuneration Committee, sets the policy, direction and approach for remuneration. The remuneration policy and implementation report are outlined in the remuneration report on page 159.

SAICA's Board sets short-term targets and initiatives for the year ahead in the annual balanced scorecard that supports delivery on the strategic pillars, either directly or by enhancing the Institute's operational efficiency. At the end of the year, executive management collates the performance against the balanced scorecard targets. See pages 154 to 155 for details of performance against balanced scorecard. The final scores are assured by the Human Resources and Remuneration Committee and approved by the Board.

**ASSURANCE: PRINCIPLE 15 APPLIED – The Board ensures that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of SAICA's external reports.**

The Board acknowledges that it cannot operate effectively without confidence in the information placed before it. It has delegated responsibility for the oversight of direct assurance services and functions to the Audit and Risk Committee, which ensures that an effective internal control environment exists to provide integrity of information used in decision-making.

The committee also ensures that a combined assurance model is in place to cover significant risks and material matters through the use of internal and external assurance providers. The committee is satisfied with the status of the effectiveness of the models in respect of financial and non-financial risks and controls.

The Board has also delegated the oversight of the internal audit function to the Audit and Risk Committee. The internal audit function operates under a charter that is reviewed annually. The internal audit manager has a direct reporting line to the Chairperson of the

Audit and Risk Committee, in addition to his reporting responsibilities to the finance function.

Refer to the Risk and Opportunity Management report on page 54.

Refer to the Audit and Risk Committee Report on page 80.

**STAKEHOLDERS: PRINCIPLE 16 APPLIED – In the execution of its governance role and responsibilities, the Board adopts a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of SAICA over time.**

**STAKEHOLDER MANAGEMENT**

The Board considers the legitimate interests of all stakeholders in discharging its duties and when acting in the best interest of SAICA.

True participation of stakeholders in decision-making and consequent activities is particularly critical to SAICA's value creation. It is in this context that we continue to engage our stakeholders through a multi-stakeholder engagement approach.

SAICA has adopted the corporate governance principles and the majority of the recommended practices of the King IVTM Report on Corporate Governance for South Africa 2016 (King IVTM), and in terms thereof SAICA's Board has approved a policy that articulates and gives effect to its direction on stakeholder relationships.

The objectives of this policy are to strengthen and maintain relationships with our stakeholders; to identify the opportunities and threats arising from stakeholders' material issues; to assist with strategic sustainable decision-making; and to foster a stakeholder-inclusive approach in executing SAICA's strategy.

Through our stakeholder engagement processes, SAICA is committed to understanding and being responsive to the interests and expectations of stakeholders. SAICA's stakeholder engagement report is tabled quarterly at the Social, Ethics and Transformation Committee.

# BOARD COMMITTEE REPORTS



Board Committee Focus 2022 and Outlook for the Year Ahead 2023

**THE AUDIT AND RISK COMMITTEE (ARC)**

Chairperson – Brenda Tsvetu

MEMBERS AS AT 31 DECEMBER 2022	
Brenda Tsvetu – Non-Executive Board Member and Chairperson (From 6 June 2022 to date)	100% Attendance
Patricia Stock – Chairperson and member (From 1 January 2022 to 26 May 2022)	100% Attendance
Babalwa Bekwa – Non-Executive Board Member	100% Attendance
Tintswalo Mofokeng – Non-Executive Board Member (From 6 June 2022)	100% Attendance
Yongama Madolo – Independent Non-Board Member	100% Attendance
Anusha Teeruth – Independent Non-Board Member	100% Attendance

**COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE GENERATION**

The overarching role of the Committee entails assisting the Board in providing independent oversight of:

- The financial reporting process, the audit process, SAICA's system of internal controls and compliance with laws and regulations
- The robust process for identifying, prioritising, managing, mitigating, monitoring and reporting critical risks

This report from the Audit and Risk Committee (ARC) provides a summary of the Committee's work during the 2022 financial year.

It is reported that the ARC has complied with its responsibilities and has covered the scope of the agreed work plan in discharging its responsibilities in line with its approved terms of reference. The ARC is accountable to the Board and has an oversight function for matters reported below.

The assurance expressed by the ARC is based on the work of different assurance providers such as the external audit performed by Mazars, Internal audit, internal assurance providers provided by the Institute, notably the ones of risk and compliance and the finance unit. The ARC obtains an understanding of the activities and risks associated with the various developments by reviewing management reports and by interacting with various relevant stakeholders.

**DECLARATION**

The Committee met seven times during the year and reports that for the year ended 31 December 2022, it is satisfied that it has fulfilled its responsibilities in accordance with the Companies Act, the Board Charter, the Committee Terms of Reference, King IV™ and other applicable standards and codes. An independent evaluation of the ARC's effectiveness was performed in 2022 and the Board was satisfied with the outcome. The next evaluation will be performed in 2024.

**THE KEY VALUE-CREATING ACTIVITIES FOR 2022**

**Meetings with Management and the Finance function**

During 2022, the ARC met frequently with Management; reviewed the 2022 annual budget and recommended to the Board the approval of the 2023 annual budget.

The ARC conducted an evaluation of the performance of the Finance function and is satisfied with the leadership expertise of the Chief Financial Officer, however some improvement is required in the quality of financial reports and the resourcing of the Finance Team.

**External auditors**

Following the expiration of their previous contract, a tender process was initiated and Mazars was subsequently selected as the external auditors for a duration of 6 years starting from 2022. The lead engagement partner and manager on the financial audit will be rotating in order to minimize independence risk because of possible familiarity with management.



The ARC held discussions with the external auditors throughout the year, to keep the ARC briefed on the audit progress and all audit and accounting issues. The ARC received assurances that the audit process went as planned, with full support from SAICA management. The ARC conducted a private interview with external auditors before giving its clearance on the various financial statements.

The ARC regularly assesses the external auditor's independence, including the absence of conflicts of interests and is satisfied with the independence and objectivity of the external auditors. The ARC reviewed the annual audit plan and considered the scope and fees to be paid to the auditors. The ARC approved the non-audit services provided by the external auditors in line with the non-audit services policy.

The ARC conducted an evaluation of external audit's performance and is satisfied with its outcome.

**Internal Audit**

The Internal Audit unit is an independent outsourced function of SAICA with a direct reporting line to the ARC. The internal audit coverage plan for 2022 was approved and implemented. The ARC took note of the outcome of the evaluation, together with key conclusions and recommendations raised. The committee also monitored the status of implementation of the Internal Audit action plan.

Internal Audit performed additional reviews in the year under review within the set limits and the scope of work and fee was approved by the ARC.

The ARC conducted an evaluation of Internal Audit's performance for 2022 and is satisfied with its outcome.

**Combined Assurance, Risk and Compliance Management**

The ARC addressed various aspects of risk management and regularly reviewed SAICA's risk and combined assurance activities. SAICA received an opinion of needing some improvement on risk management as expressed by the internal auditors. The ARC reviewed SAICA's Enterprise Risk Management maturity assessment independently assessed by SNG-Grant Thornton.

The ARC further received assurance from the board sub-committees on the effectiveness of the risk management processes relevant to their portfolios.

The ARC monitored the mitigation of control weaknesses and levels of non-compliance and was satisfied that the material compliance matters are adequately monitored and addressed. The ARC was also updated on SAICA's Group approach to regulatory

developments and tax compliance. In addition, the ARC considered the process for the whistleblowing reporting which is under the custody of the risk and compliance unit and obtained the Unit's assurance that all reported matters have been adequately addressed with the assurance for material matters. Matters reported through the whistleblowing process in the scope of the Board and its sub-committees are referred for investigation.

The ARC conducted an evaluation of the performance of the risk and compliance function, and improvement is required in some areas.

**Annual Financial Statements**

The ARC examined SAICA's 2022 financial statements, prepared in accordance with International Financial Reporting Standards (IFRS) and has discussed with the external auditors, in the presence of the SAICA's management and in private, in order to obtain an understanding of the audit procedures applied.

Based on the work undertaken and the information received (including the opinion from the external auditor on the separate and consolidated financial statements and a representation letter from the Management of SAICA), the ARC confirms that the separate and consolidated financial statements of SAICA, presents a true and fair view of the financial position of SAICA as of 31 December 2022, in accordance with IFRS. On this basis, the ARC recommended the group financial statements of SAICA to the SAICA Board of Directors of which the Board has approved the submission of the SAICA separate and consolidated financial statements to the members of SAICA on 24 April 2023.

ARC concurs and accepts the conclusions of the external auditor on the annual financial statements and is of the opinion that the audited separate and consolidated financial statements be accepted and read together with the report of the external auditors.

**Integrated report**

The committee reviewed the content of the integrated report ensuring it is presented in accordance with the Integrated Reporting Framework and recommended it for approval to the Board. An independent limited assurance review of the SAICA's Annual Integrated Report was provided by the external auditors.

The Board approved the submission of the SAICA Annual Integrated Report on 24 April 2023, for consideration by members at the Annual General Meeting on 25 May 2023.

**2022 Key Matters of Stakeholder Interest**

The ARC provided oversight of the forensic investigations into the 2021 APC matter, the outcome of which was communicated by the Board to members in December 2022.

**FUTURE FOCUS AREAS 2023**

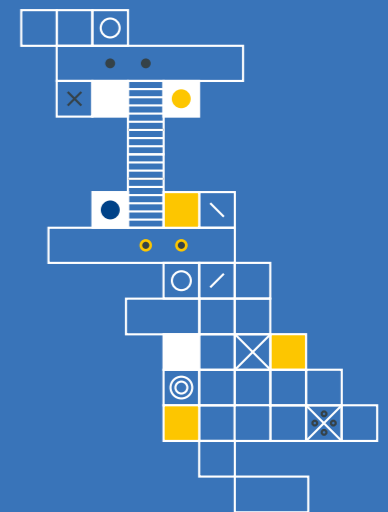
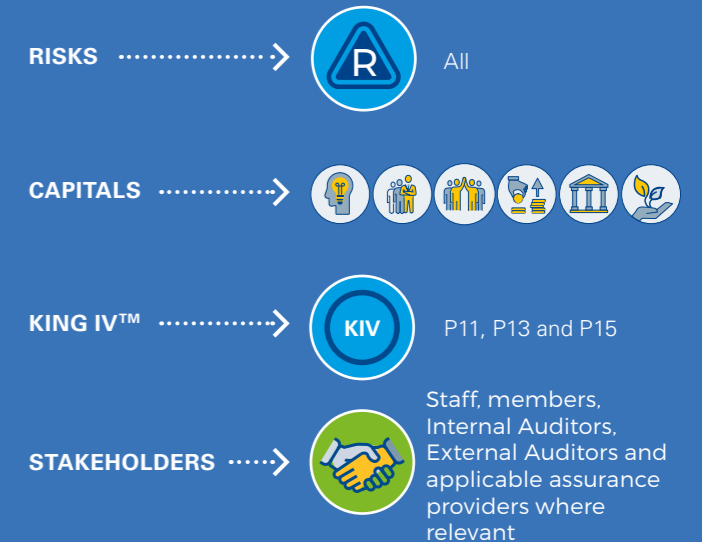
During 2023 the ARC will continue with the execution of its mandate as set out in its current terms of reference and will continue to focus closely on the enhancement of SAICA Group's internal control environment and risk management culture.

The ARC will continue to ensure that a risk based combined assurance approach is embedded across SAICA.

Focus will go into improving SAICA's Enterprise Risk Maturity Level from a Foundation level to a Proactive level by implementing the recommendations received from external assurance providers including but not limited to ensuring that the risk function is adequately resourced and enhancing risk management techniques.

*Ms Brenda Tsvetu*

**Chairperson**



**SOCIAL ETHICS AND TRANSFORMATION COMMITTEE (SETCO)**

Chairperson – Johan du Toit

MEMBERS AS AT 31 DECEMBER 2022	
Johan du Toit	100% Attendance
Yasmin Forbes (Until 6 June 2022)	100% Attendance
Ilse Lubbe (Until 26 May 2022)	100% Attendance
Jacobus Swanepoel	100% Attendance
Sibonelo Cyril Madiba (From 6 June 2022)	100% Attendance
Alice le Roux (From 30 June 2022)	100% Attendance

**COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE GENERATION**

The overarching role of the committee entails assisting the Board in providing independent oversight of assisting the Board in ensuring that the Board discharges its oversight responsibilities regarding safety, security, health, environmental, social, ethics, transformation and sustainable development matters and stakeholder relationships to ensure that the Institute upholds the principles of good corporate citizenship and conducts its business in an ethical and sustainable manner.

**DECLARATION**

The committee met four times and reports that for the year ended 31 December 2022, it is satisfied that it has fulfilled its responsibilities in accordance with the Companies Act, the Board Charter, the Committee Terms of Reference, King IV™ and other applicable standards and codes.

**THE KEY VALUE-CREATING ACTIVITIES FOR 2022**

Key focus areas and value-creating activities for the period under review

- Labour relations presented itself as a key issue, having scored lowest in SETCO's effectiveness evaluation. It was and is a matter of great concern and will be a focus point in 2023.
- Ethics management: Although the scoring obtained in valuation was good, there was an appreciation that much more could be done and achieved. It required a serious re-evaluation of areas where management could improve and further to examine and identify Ethics scorecard indications. The focus was placed at each meeting on internal ethics. Management co-operates with the Ethics Institute.
- After vetting by SETCO, the SAICA Sustainability Technical Committee (SSTC) was established to support SAICA in addressing various current and

emerging sustainability aspects such as climate risk as they relate to its members. Focus areas will be thought leadership and advocacy, covering the areas of sustainability, reporting, and assurance as relating to ESG and integrated thinking.

- Management reported regularly on SAICA's standing in terms of the principles set out in the United Global Compact principles relating to:
  - Good Corporate Citizenship
  - Effective Management of Ethics
  - Procurement
  - Human Rights
  - SAICA's standing in terms labour and employment
  - The Employment Equity Act and the Broad-Based Black Economic Empowerment Act
  - The environment
  - Anti-corruption
  - The Organisation for Economic Co-operation and Development (OECD)



- On the disciplinary front, Legal reported effective handling of matters through the disciplinary committees and professional conduct committees. Much energy was spent on high-profile cases of major public interest. In the course of the year, legacy issues pertaining predominantly to minor transgressions committed in 2015-2019 became a prominent issue due to intensified efforts to deal with some 2 900 pending matters from that period. It resulted in the establishment by the Board in November 2022 of a dedicated committee – the Tax Practitioners' Committee (TPC), whose work had not been complete by the end of this reporting period.

- At the AGM, the B-BBEE score of SAICA was raised as a matter of major concern. SETCO facilitated debate and management followed through and succeeded in ultimately reducing the score to Level 4 before the end of 2022.
- Trust restoration: Integrated Ethics Plan progress report – The committee noted the report. More than 1 300 bookings for the Ethics in Practice series were made during Q3 for the ethical leadership imperative, ethical wellness, and nurturing employees toward an ethical path. Management was monitoring changes to the International Ethics Standards Board for Accountants® (IESBA®) code closely. SAICA was engaging the Independent Regulatory Board for Auditors (IRBA) through task teams to align the

definitions of Public Interest Entities (PIEs), as they may impact the profession.

- Trust restoration: Audit Reform Project progress report – The committee noted the report. The update on the Audit Reform project had been presented to National Council at its October meeting. Management had a discussion with the South African Auditing Profession Trust Initiative (SAAPTI) to review the proposals submitted to them for the setting up of the Centre for Audit Quality as a separate entity for input. To date, management was yet to receive a response. There was a considerable alignment between auditors and National Council, however, there were governance matters that still needed to be finalised.

**FUTURE FOCUS AREAS 2023**

- Depending on the outcome of the TPC recommendations, it is expected that there will be a focus on amending by-laws accordingly and encouraging management to rapidly work off the backlog of cases so that attention can be focused on the regular disciplinary matters.
- SAICA's Internal Ethics Management will still present a focus point.

**HUMAN RESOURCES AND REMUNERATION COMMITTEE (HR & REMCO)**

Chairperson – Yasmin Forbes

*All HR & REMCO committee members were impacted by the SAICA Board member rotation at the SAICA AGM on 26 May 2022, leading to a completely new committee composition.*

MEMBERS AS AT 1 JANUARY 2022 TO 31 DECEMBER 2022	
Yasmin Forbes (Chairperson since 6 June 2022)	100% Attendance
Bonolo Ramokhele (Chairperson until May 2022)	100% Attendance
Tintswalo Mofokeng (From 6 June 2022)	100% Attendance
Dheren Singh (From 6 June 2022)	100% Attendance
Patricia Stock** (Until 26 May 2022)	100% Attendance
Ilse Lubbe (Until 26 May 2022)	100% Attendance
Monica Singer (Until 27 May 2022)	100% Attendance
Pumza Seokane* (Until March 2022)	N/A

\* External HR specialist \*\* ARC Chair

- Matters raised in 2022 need to be focused on (a) working conditions, (b) employment relationships and (c) educational growth and in light thereof, examine and identify labour and employment scorecard indicators.

**RISKS** .....→ 3, 5,12 and 14

**CAPITALS** .....→

**KING IV™** .....→ P1, P2 and P3

**STAKEHOLDERS** .....→ Internal members: CEO, COO, Board Secretary, National Council, MANCO and SAICA-controlled entities External: IRBA and other regulators.

*Mr Johan du Toit*

Chairperson



**COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION**

The Human Resources and Remuneration Committee's (HR & REMCO) main responsibility is to support the Board in providing independent oversight of:

- Recommending to the Board for approval a developed strategy and supporting policies for the acquisition, management, retention, and fair and responsible remuneration of Human Capital in compliance with legal requirements, governance standards, and industry best practices
- Overseeing the overall governance of Human Capital management; defining and managing SAICA's remuneration and reward policy, framework and strategy; and providing the Board with assurances in these areas

**DECLARATION**

The committee met six times and reports that for the year ended 31 December 2022, it is satisfied that it has fulfilled its responsibilities in accordance with the Companies Act, the Board Charter, the Committee Terms of Reference, King IV™ and other applicable standards and codes.

**KEY FOCUS AREAS AND VALUE-CREATING ACTIVITIES FOR THE PERIOD UNDER REVIEW**

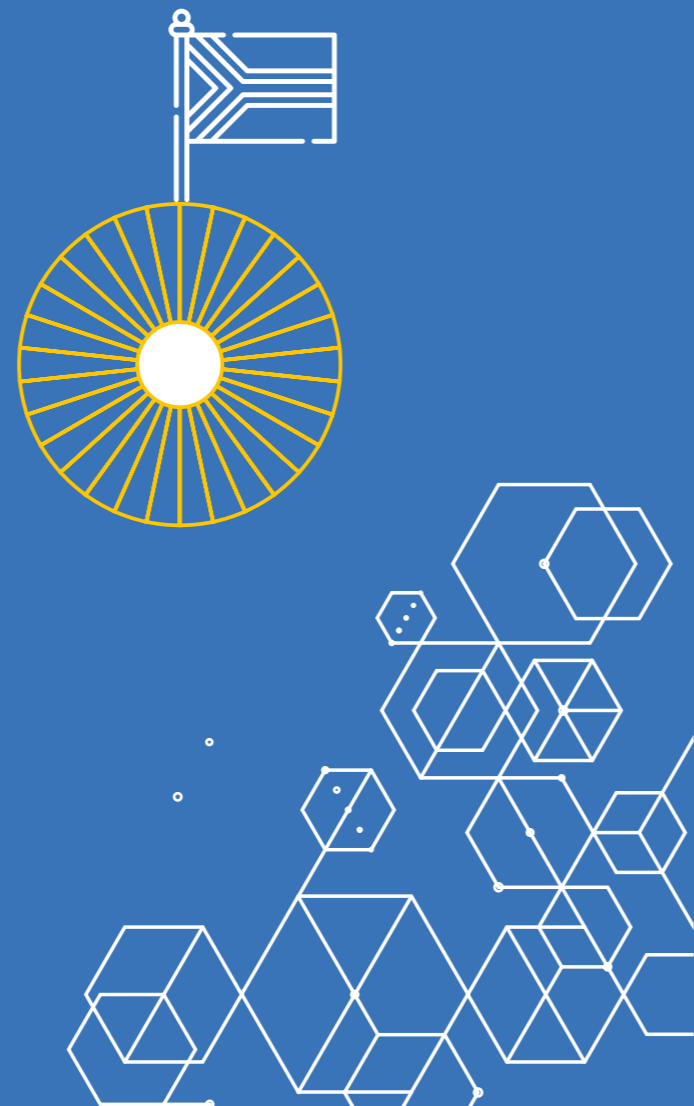
- HR & REMCO induction for new committee members
- HR & REMCO workplan, including high-level oversight on HC strategy implementation (employee engagement, enablement and experience)
- Considering the annual salary review and short-term incentive payment and recommending to the Board for approval
- Remuneration and reward policy review process initiation
- Board succession planning (IoDSA training and policy development)
- HR & REMCO continuous professional development
- Reviewing and addressing HR & REMCO matters regarding the Board Effectiveness Review March 2022 Action Plan
- Reviewing the Human Capital policy universe
- Considering and recommending SAICA's balanced scorecard for 2022 to the Board (including divisional balanced scorecards)
- Recommending SAICA's balanced scorecard for 2023 to the Board (including divisional balanced scorecards)

For additional information on Human Capital management see page 117.

**FUTURE FOCUS AREAS 2023**

For additional information on remuneration see page 157.

- SAICA 2024–2026 strategy review (participation and contribution)
- Consider SAICA's balanced scorecard for 2023 and recommend for approval to the Board
- HR & REMCO workplan including high-level oversight on HC strategy implementation (employee engagement, enablement and experience)
- Considering the annual salary review and short-term incentive payment and recommending to the Board for approval
- HR & REMCO continuous professional development
- Oversight of the strategic actions in response to the outcomes of the employee engagement survey



**EDUCATION AND ASSESSMENT COMMITTEE (EAC)**

Chairperson – **Jacobus Swanepoel**

MEMBERS AS AT 31 DECEMBER 2022	
Jacobus Swanepoel (From 6 June 2022)	100% Attendance
Brenda Tsvetu	100% Attendance
Alice le Roux (From 6 June 2022)	100% Attendance
Ilse Lubbe (Chairperson) (Until 26 May 2022)	100% Attendance
Babalwa Bekwa (Until 6 June 2022)	100% Attendance
Bonolo Ramokhele (Until 26 May 2022)	100% Attendance

**COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION**

The overarching role of the committee entails assisting the Board in providing independent oversight of:

- The growth of the SAICA membership base through quality education and assessment of potential members
- The quality, efficiency and integrity of the Institute's education and assessments

**DECLARATION**

The committee met four times and reports that for the year ended 31 December 2022, it is satisfied that it has fulfilled its responsibilities in accordance with the Companies Act, the Board Charter, the Committee Terms of Reference, King IV™ and other applicable standards and codes.

**KEY FOCUS AREAS AND VALUE-CREATING ACTIVITIES FOR THE PERIOD UNDER REVIEW**

- APC assessment preparation, execution and marking following certain challenges with the 2021 APC
- Restructuring of Initial Professional Development (IPD) to be better aligned with future expectations

**NOMINATIONS AND GOVERNANCE COMMITTEE (NOMGOV)**

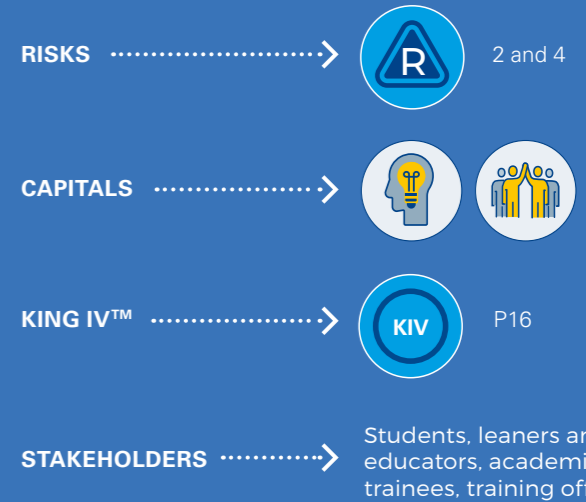
Chairperson – **Vincent Mtholo**

MEMBERS AS AT 1 JANUARY 2022 TO 31 DECEMBER 2022	
Vincent Mtholo	100% Attendance
Monica Singer (Until 27 May 2022)	100% Attendance
Jacobus Swanepoel	100% Attendance
Yasmin Forbes (From 6 June 2022)	100% Attendance
Johan du Toit	100% Attendance

- Unisa accreditation
- Trying to understand the differentials in pass rates based on race

**FUTURE FOCUS AREAS 2023**

- Ensure restructuring of the IPD Committee and its sub-committees are implemented improving value adding to education and training
- Monitor implementation of CA2025 and the impact on future ITCs and APCs
- Revisit the total value chain of the Nation Building Division
- Contribute to the future strategy of the Nation Building Division



*Mr Jacobus Swanepoel*  
**Chairperson**

**COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION**

The overarching role of the Nominations and Governance Committee (NOMGOV) entails assisting the Board in fulfilling its responsibility to the members and associates of the Institute and the stakeholders by monitoring and recommending corporate governance principles that apply to the Institute to the Board and reviewing the membership and performance of the Board and other governing bodies and structures.

**DECLARATION**

The committee met four times and reports that for the year ended 31 December 2022, it is satisfied that it has fulfilled

its responsibilities in accordance with the Companies Act, the Board Charter, the Committee Terms of Reference, King IV™ and other applicable standards and codes, and SAICA's Governance Framework for SAICA and its controlled entities.

### KEY FOCUS AREAS AND VALUE-CREATING ACTIVITIES FOR THE PERIOD UNDER REVIEW

- Assisted the Board with the selection of new Board members voted on at the 2022 AGM
- Reviewed the composition of the SAICA-controlled entities
- Made recommendation to the Board for the approval of the:
  - Candidates for appointment to the Board
  - Education and Assessment Committee (EAC) Terms of Reference (ToR)
  - Appointments to the various SAICA structures while ensuring those structures are transformed in terms of skills gender, race and age and demographics
  - Updated SAICA's Governance Framework
- Considered and approved the proposed application/nomination forms for both CA members and non-CAs
- This will assist to streamline the sifting of the volumes of applications/nominations received by the Secretariat as well as ensure extraction of required information
- Noted an internal audit report on the governance of SAICA
- Noted SAICA member participation on external local and international bodies and their linkage to SAICA's Strategic Pillars

- Commenced with CEO's succession planning
- Considered and recommended allocation of board members to the various board sub-committees.

### FUTURE FOCUS AREAS 2023

The future focus will be on continuing to strengthen the governance structures at SAICA and ensuring that there is sound succession planning for the Board, including the position of the CEO.

**RISKS** .....> 10

**CAPITALS** .....>

**KING IV™** .....> P7 and P8

**STAKEHOLDERS** .....> **Internal** – Members, CEO, COO, Board Secretary, National Council, MANCO and SAICA-controlled entities  
**External** – IRBA and other regulators

*Mr Vincent Mtholo*

Chairperson



### DIGITAL TRANSFORMATION GOVERNANCE COMMITTEE (DTGC)

Chairperson – Babalwa Bekwa

MEMBERS AS AT 1 JANUARY 2022 TO 31 DECEMBER 2022	
Babalwa Bekwa	100% Attendance
Bonolo Ramokhele (Until 26 May 2022)	100% Attendance
Brenda Tsvetu (Until 6 June 2022)	100% Attendance
Dheren Singh (From 6 June 2022)	100% Attendance
Sibonelo Cyril Madiba (From 6 June 2022)	100% Attendance

### COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the DTGC Committee entails assisting the Board in providing independent oversight of SAICA's strategic

direction and investment in digital transformation and technology, ensuring effective planning, development, implementation, and monitoring and maintenance of the overall technical assets of the digital transformation strategy, including, but not limited to, applications, integration, business process re-engineering, organisational change and business model revamp. It also oversees building and recruiting digital capabilities (both human and computerised) to facilitate the achievement of SAICA's strategic objectives.

Key initiatives include the transformation of how members experience and engage with SAICA digitally, legacy systems eradication, and improved internal processes to ensure that members' needs are attended to speedily.

### DECLARATION

The committee met four times and reports that for the year ended 31 December 2022, it is satisfied that it has fulfilled its responsibilities in accordance with the Companies Act, the Board Charter, the Committee Terms of Reference, King IV™ and other applicable standards and codes.

### KEY FOCUS AREAS AND VALUE-CREATING ACTIVITIES FOR THE PERIOD UNDER REVIEW

#### Critical delays and instability of the Ushintsho project

At the beginning of 2022, the Ushintsho programme was slowly solving challenges due to the shortage of key skill sets to ensure that SAICA's technology investment is well resourced and future proofed. A high staff turnover in 2021 in the IT division had exacerbated this challenge and recovery was slow. This delayed SAICA's strategy which is to increase member value through digital member journeys that enhance engagement, convenience and delight.

The committee noted delays of close to 12 months for the delivery of Stage 2 of the Ushintsho Project with two out of the nine releases in Stage 2 put on hold. Value planned to be delivered in April 2022 was deferred to 2023. Appointment of a new CIO in March 2022 saw more traction and focus in resuscitating the project with a dysfunctional engagement with the then appointed service provider. This came with an escalation to Microsoft SA.

The second half of 2022 saw the beginnings of a turnaround as a new service provider was appointed who successfully ploughed through all the stagnant release items, including the releases put on hold. A highlight here includes the bringing forward of the Finance modules to ensure processes were reviewed and modernised in 2022.

#### Critical IT skills

The committee registered its concern about challenges in retaining critical skills in the IT department with the Board following international post-COVID trends of 'great resignation' and 'quiet quitting' that saw employees resigning in droves, as well as lowered levels of engagement that saw employees giving less of their discretionary time.

#### Cybersecurity and vulnerability management

The committee considered:

- SAICA's robust security strategy and related initiatives which are underway
- The implementation by the Managed Security Operations Centre (MSOC) of the following:
  - Real-time, 24/7 threat monitoring, detection, response, and analysis with actionable intelligence to enable the SAICA IT teams to effectively and quickly resolve issues as they arise
  - A review of the need for a cyber and information security officer (CISO) to ensure that IT and cybersecurity risks are identified and addressed timeously

### FUTURE FOCUS AREAS 2023

#### The continued implementation of the Ushintsho project

Consideration and monitoring of progress being made by the new service provider to implement the remaining components of the Ushintsho project. For benefits to be derived in 2023 and 2024 see details on page 147.

#### Legacy eradication

In 2023, SAICA will be able to decommission the application and infrastructure layers on iMIS. The removal of these assets in the SAICA landscape will ultimately lower the SAICA risk profile in this regard. Stage 3 will also bring about other applications being decommissioned and will ensure that the total cost of ownership is more optimised for SAICA.

#### Cybersecurity and vulnerability management

Monitoring of SAICA's proactive awareness and maturity, which are improving monthly.

**RISKS** .....> 8 and 9

**CAPITALS** .....>

**KING IV™** .....> P12

**STAKEHOLDERS** .....> **Internal** – Members, CEO, COO, Board Secretary, National Council, MANCO and SAICA-controlled entities  
**External** – IRBA and other regulators

*Ms Babalwa Bekwa*

Chairperson



# JEFF VAN ROOYEN

AUTHOR OF 'UNSHACKLED: MY JOURNEY FROM THE TOWNSHIP TO THE BOARDROOM'

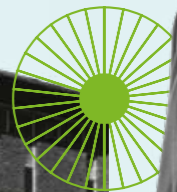
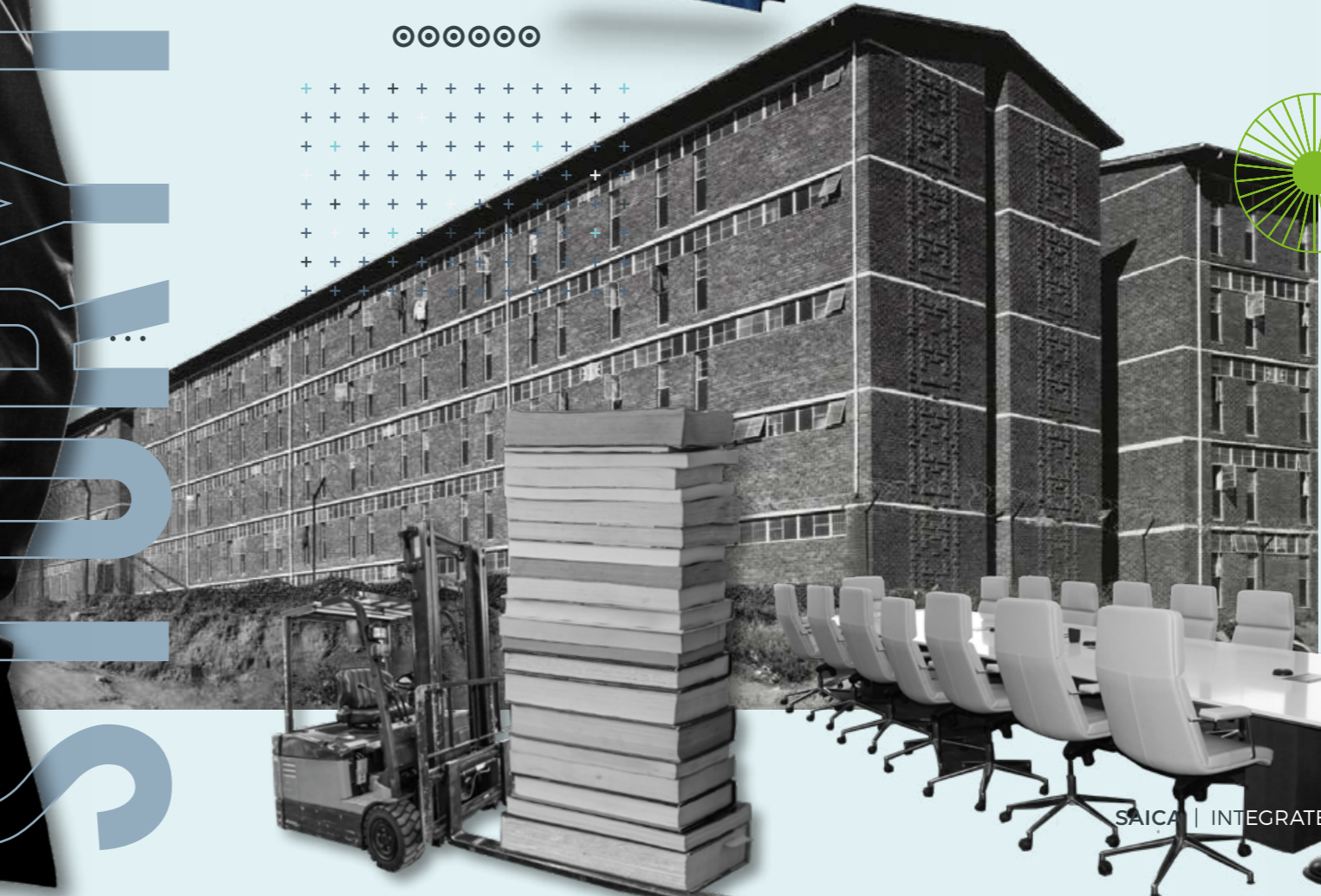
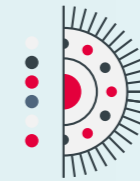
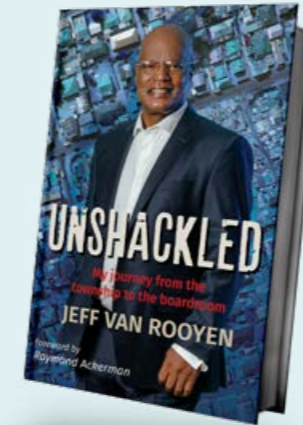
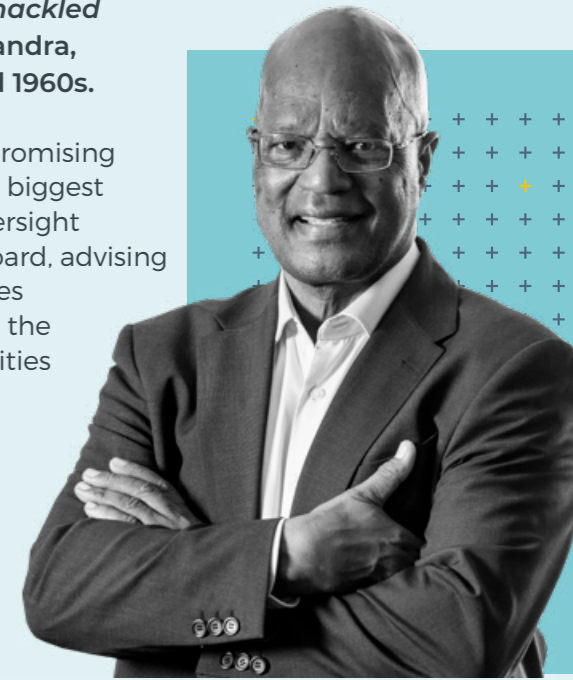
DIFFERENCE MAKERS



# STORYTELLER

Jeff van Rooyen is a natural born storyteller. His memoir *Unshackled* begins with his roots in the Johannesburg townships of Alexandra, Newclare and then Riverlea Extension between the 1950s and 1960s.

Through a combination of hard work, perseverance and uncompromising ethics, he climbed the corporate ladder, working for some of the biggest assurance and advisory services firms in the world, serving on oversight bodies – including a position as head of the Financial Services Board, advising government officials and wrapping up a stellar career with a series of directorships on the boards of major JSE-listed companies. All the while, he has been a firm believer in giving back to the communities in which he grew up.



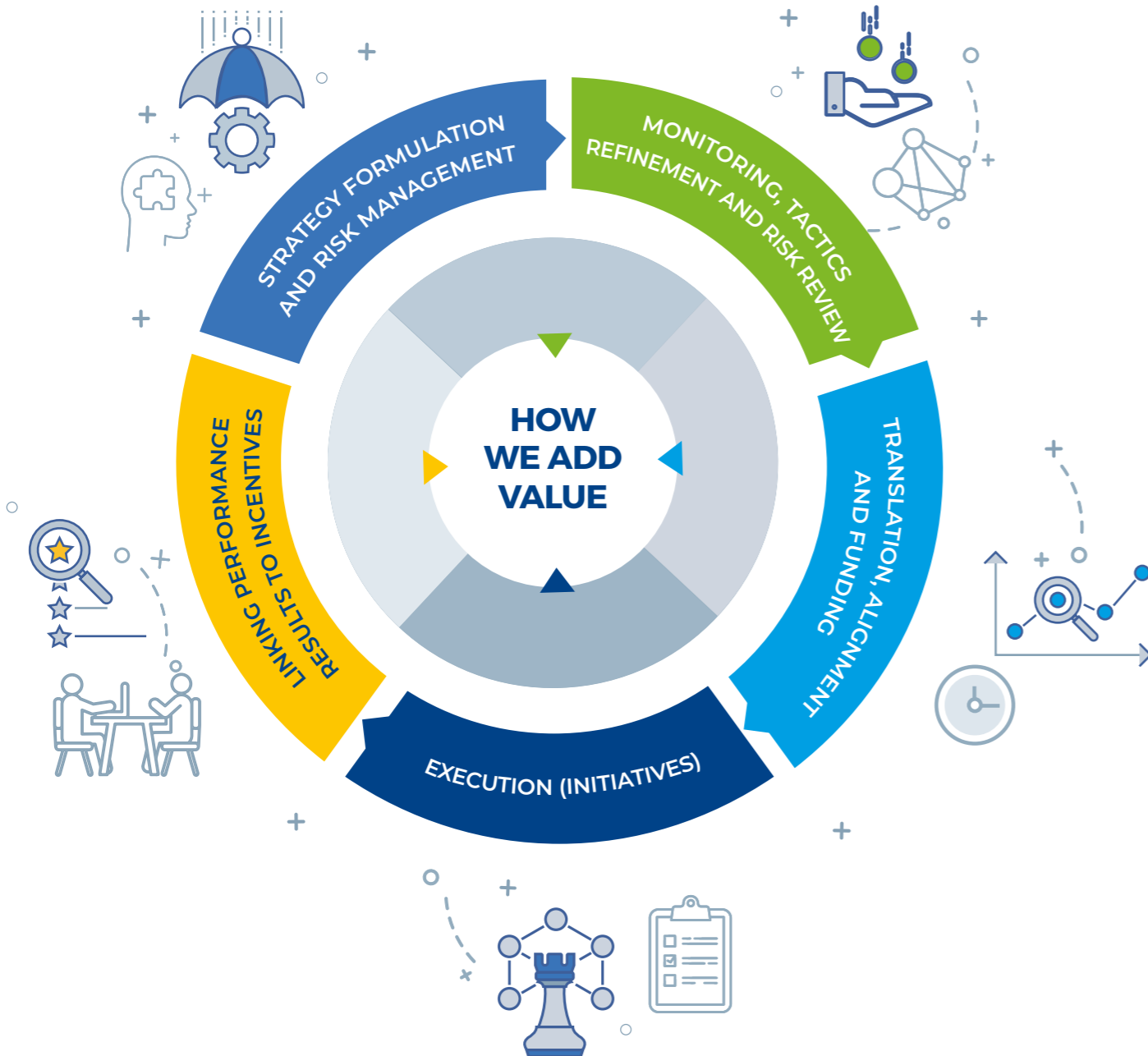


# OUR STRATEGY AND KEY STRATEGIC

## FOCUS AREAS 2021-2023 AND BEYOND



SAICA's strategic management process follows the stages shown below.



### PROGRESS ON DELIVERING ON THE STRATEGY

The Board-approved strategy adopted in 2021 remained relevant for the reporting period and SAICA is on track to deliver on the defined strategic objectives and initiatives which underpin the four strategic pillars. The existing SAICA strategic pillars, Member Value, Relevance and Reputation, Growth and Transformation and Organisational Sustainability,

are still relevant and adequate in supporting the organisation to achieve its 'True North' vision.

These strategic pillars are supported by eight strategic objectives, underpinned by twenty-four strategic initiatives to achieve these objectives.

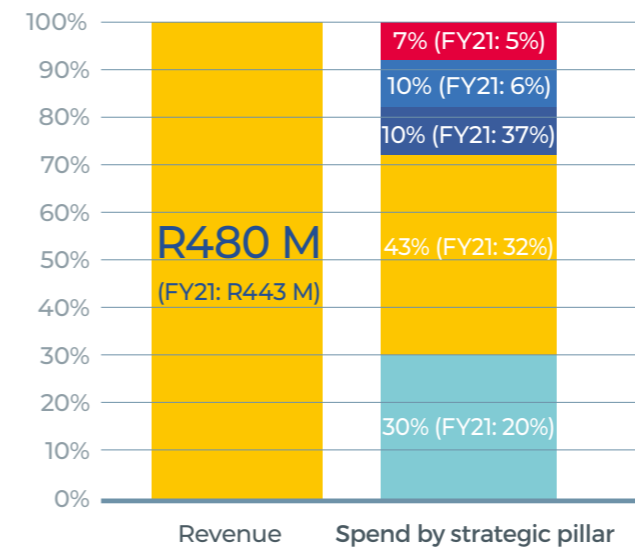
The graphs below illustrate resources allocated to each strategic pillar during 2022.

### LEGEND



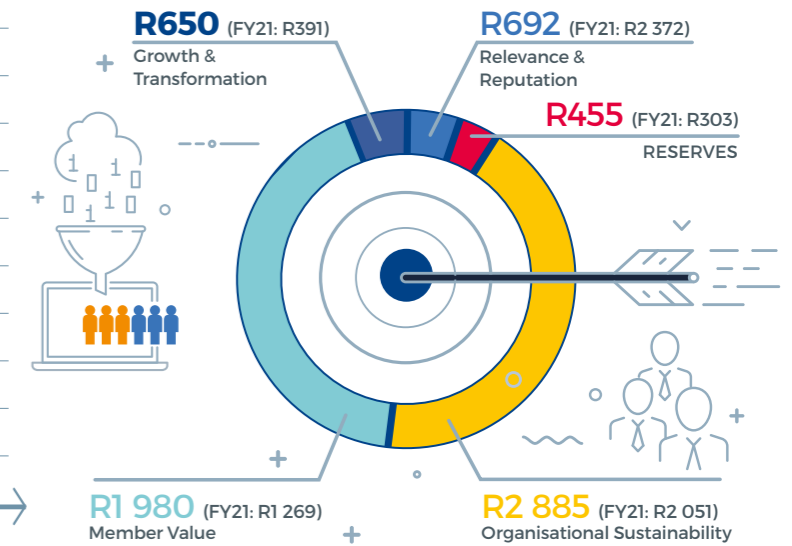
### RESOURCE ALLOCATION

Revenue spend by strategic pillar



### R6 662 (FY21: R6 386)

Member fee split across strategic pillars and retained in reserves



### PERFORMANCE MEASURES

The strategic pillars and objectives defined in the strategy map are embedded into SAICA's balanced scorecard (see pages 94 to 95 and pages 154 to 155), which sets measures and targets for each initiative.

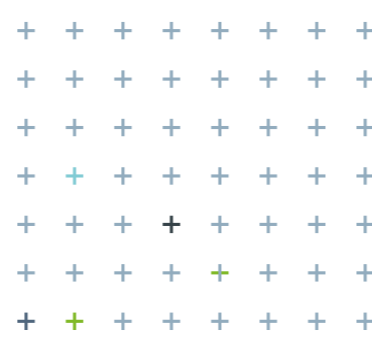
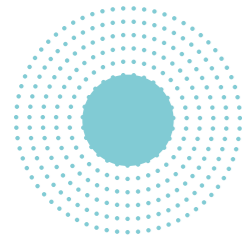
The organisation is aligned by cascading the strategy down into the business and support unit divisional balanced scorecards. The strategic pillars operate across functions and business units to support successful strategy execution. Personal balanced scorecards are linked to the divisional balanced scorecards to ensure that employees fully understand the strategy and align their day-to-day activities

to its priorities. Performance is measured and monitored at all levels of the organisation.

Strategic initiatives are included in the business planning process and budget forecasting to ensure that sufficient funding is allocated for effective execution.

### MONITORING, REFINEMENT AND REVIEW

Progress with implementing the strategic initiatives is monitored, reviewed and evaluated to assess their effectiveness and contribution to the strategy. Where necessary, initiatives are modified to improve strategic delivery.



## SAICA BOARD

HR & REMCO, ARC and the Board review the quarterly CEO report and SAICA balanced scorecard.

At the end of the year, HR & REMCO and the Board review the SAICA balanced scorecard, divisional balanced scorecards and employee balanced scorecards, and allocate final end-of-year scores. Performance results are linked to incentives by the relevant HR policies.

## MANAGEMENT AND EXECUTIVES

The CEO and the Executive Committee meet weekly to discuss progress on strategic initiatives, identify root causes of any performance issues, ensure that the initiatives are still delivering as intended, and identify early warning indicators for corrective actions where necessary to ensure successful outcomes.

The Management Committee (MANCO) meets quarterly to discuss strategic performance based on the CEO and SAICA balanced scorecard. Feedback is cascaded throughout the organisation by the relevant executive directors. Risk oversight and monitoring and townhall engagements with staff, CEO weekly communications are an integral part of strategy execution to identify initiatives that are not on track and to implement appropriate management actions to address shortcomings.

## INDIVIDUAL

Individual performance is monitored on a day-to-day basis at the operational level against the employees' KPIs, as they execute strategic initiatives. Formal performance reviews are carried out bi-annually in June and December.

### KEY CONSIDERATIONS FOR SHAPING STRATEGY BEYOND 2023

The SAICA strategy will be refreshed in the year ahead through a comprehensive process to ensure the Institute remains relevant beyond 2023. This will involve conducting an internal and external environmental scan to understand the current market landscape, performing a PESTEL analysis to evaluate the impact of various macroeconomic factors, and conducting a SWOT analysis to identify our strengths, weaknesses, opportunities, and threats. In addition, SAICA will be following an open strategy formulation process, inviting members and key stakeholders to participate in shaping the future strategy. By integrating these results, we aim to refine our strategy to ensure a sustainable future for SAICA and our key stakeholders. We believe that this process will position us, our members and the future membership for long-term success and growth.

### MAKING A DIFFERENCE IN SOCIETY AND THE ECONOMY

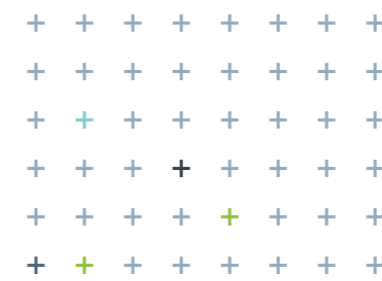
We also recognise that SAICA and its members play an important role in advocating for change and serving as change agents to help South Africa recover from the economic challenges it faces. SAICA therefore convened

an Economic Recovery conference to raise awareness, collaborate with key stakeholders, and exert pressure on the government to take action to strengthen the economy. SAICA and its members have been proactive in publishing the outputs from the conference in the form of an economic recovery blueprint to create media exposure and advocate for proper economic development initiatives.

The purpose of the SAICA economic recovery blueprint is to serve as a vision for the profession and its members to drive policy and advocacy relating to the inclusive growth of the South African economy. The blueprint will be updated annually and used to influence the strategy of SAICA and drive the economic relevance of the profession. It will also serve as a guideline for members to make informed economic and business decisions. The South African economy is facing numerous challenges, including declining real GDP per capita, slowing productivity growth, increasing unemployment, and entrenched poverty. The COVID-19 pandemic has exacerbated these weaknesses, but a closer examination provides clear pointers for intervention. SAICA and its members have an important role to play as change agents to contribute to getting the country back on the path of economic development and growth.

## THE CHALLENGES AND GOALS EMANATING FROM THE ECONOMIC RECOVERY BLUEPRINT COMPRISE THE FOLLOWING:

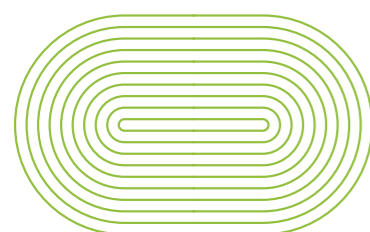











**SAICA 2021-2023 STRATEGY**






SAICA's strategic intent is supported by four strategic pillars. The identified strategic pillars are supported by eight strategic objectives and each objective is underpinned by strategic initiatives to ensure execution and to close the gap between a measure's performance and its target. Twenty-four strategic initiatives were identified to drive the execution of SAICA's strategy.










STRATEGIC PILLAR	STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	2022 STRATEGIC INITIATIVES AND STATUS	IMPACT
<b>MEMBER VALUE</b>				
<p>Improving member value is central to SAICA's success, and offerings should cater to all members. We need to understand what members want and clarify membership benefits/ value propositions to address those needs effectively</p> <p>SAICA ensures that members are agile and resilient by considering how to achieve SAICA goals through its membership base</p>	<p>Deliver member value by promoting the premiership status of the CA(SA) designation and enhancing the member value proposition</p>	<p><b>Strong brand</b> - To ensure that the profession has business value, it is admired and that SAICA is a reputable organisation that drives well-respected brands (CA(SA), AGA(SA), AT(SA)). All members understand and buy into the need and relevance of belonging to a professional body</p>	<ol style="list-style-type: none"> <li><b>1 Implement the Learning and Development platform</b> - Development complete</li> <li><b>2 Revamp the SAICA website</b> - Website launched</li> <li><b>3 Member reach and member profiling initiatives</b> - Increased networking events, face-to-face engagements and focus groups to understand member experience</li> </ol>	<p><b>CAPITALS</b></p> <p><b>MATERIAL MATTERS</b></p>
	<p>Promote the common interest and professional competence of members and associates, nationally and internationally</p>	<p><b>Competency</b> - Developing a shared set of professional competencies</p> <p>Professional competence is knowledge, skills, attitudes and values. These competencies include:</p> <ul style="list-style-type: none"> <li>• Professional skills and values (ethics, lifelong learning, citizenship)</li> <li>• Enabling competencies (decision-making, business acumen, digital acumen, relational acumen)</li> <li>• Technical competencies</li> </ul>	<ol style="list-style-type: none"> <li><b>4 Implement the Pathways to Relevance framework</b> - All Member Engagement seminars have been linked to the CA2025 competencies and Pathways to Relevance framework</li> <li><b>5 Stakeholders' engagement initiatives</b> - Significantly increased stakeholder engagement and collaboration nationally and internationally</li> <li><b>6 Member engagement activities and support</b> - Digital publications, webinars, CEO roadshows, new member induction</li> </ol>	<p><b>CAPITALS</b></p> <p><b>MATERIAL MATTERS</b></p>
<p><b>OUTLOOK FOR THE FUTURE MEDIUM TO LONG TERM</b></p> <ul style="list-style-type: none"> <li>• Integrate the Learning and Development platform with existing SAICA systems before making the platform available to members</li> <li>• Transferring the transactional capabilities of the old website to the new website to enable a single point of entry for members</li> <li>• Structure interventions to meet the needs of members in their mid-career stage of their professional lives</li> <li>• Expand SAICA offerings to provide support for members in the Small and Medium Practices (SMP) and Members in Business (MiB) constituencies</li> </ul>				

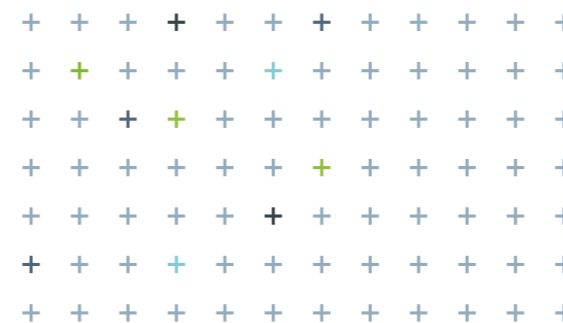




STRATEGIC PILLAR	STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	2022 STRATEGIC INITIATIVES AND STATUS	IMPACT
 <b>RELEVANCE AND REPUTATION</b>				
<p>Building trust and ethical conduct are key focus areas for the organisation to address a perceived failure in historical disciplinary cases</p> <p>SAICA's reputation is a key driver for attracting and retaining members, and correcting past reputational damage is a priority</p> <p>SAICA must ensure that it remains relevant in times of inequality and unemployment, both for its members and wider society</p>	<p>Enhance trust, ethical conduct and the credibility of the profession in the economy and society</p>	<p><b>Integrity</b> – Members should be living the principles of the Code of Professional Conduct, and where they are not, appropriate action must be taken. Members should be socially conscious (focus is broader than on just deriving profit from an entity)</p>	<p><b>7 Integrated ethics plan</b> – Monthly ethics webinars, engaged the Gauteng ethics Advisory Council and provided input into the pledge which will assist in improving the ethical culture of the Gauteng Provincial Government. SAICA' Code of Professional Conduct was reviewed to ensure alignment to the IESBA and IRBA Codes</p> <p><b>8 Optimise disciplinary procedures</b> – Constitution of an ad hoc committee to oversee timeous resolution of tax practitioner non-compliance</p> <p><b>9 Implement SDG initiatives – (4, 8, 10, 13, 16 and 17)</b>. Refer to pages 100 to 105 to read more about our initiatives that support these SDGs.</p> <p><b>10 Audit reform initiatives</b> – Drafted guiding principles and a proposed governance structure of the Centre for Audit Quality (CAQ)</p> <p><b>11 Unite4Mzansi™</b> – Solutions to address issues raised by the Zondo Commission</p> <p><b>12 Courageous Conversations</b> – Leaderex SAICA Anti-Corruption Summit</p> <p><b>13 Government-assistance programmes</b> – Advocacy submissions to improve governance and financial reporting in the public sector</p> <p><b>14 Communication strategy execution</b> – Continued focus on rebuilding trust in the profession, promoting the value of SAICA's designations with significantly increased media exposure. Trust index remained at 83%</p>	<p><b>CAPITALS</b></p>  <p><b>MATERIAL MATTERS</b></p>     
<p><b>OUTLOOK FOR THE FUTURE MEDIUM TO LONG TERM</b></p> <ul style="list-style-type: none"> <li>Strengthen tax practitioner compliance and monitoring</li> <li>Establish the CAQ in collaboration with SAAPTI and the firms</li> <li>Enhance the impact of SAICA's social media footprint through other social media platforms such as LinkedIn and Twitter</li> <li>Make a formidable contribution in the ESG space</li> <li>Sustain SAICA as a well-reputed organisation driving a respected brand</li> <li>Restore trust in the profession by ensuring members are living the Code and appropriate action is taken against misconduct, thus promoting accountability and integrity among members</li> <li>In the short term, SAICA intends to deal decisively with current disciplinary matters and in the long term aspires to minimal discipline being required of its members</li> </ul>				

STRATEGIC PILLAR	STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	2022 STRATEGIC INITIATIVES AND STATUS	IMPACT
 <b>GROWTH AND TRANSFORMATION</b>				
<p>SAICA's continued growth and transformation requires that we play an active role in addressing inequalities. By influencing policy to address the challenges faced by its members, SAICA can become part of the solution and stay connected with national and international social and political agendas</p> <p>Leverage technology to support accreditation of institutions to grow and transform the membership base</p>	<p>Grow and transform the accountancy profession</p>	<p>The profession has a presence in schools to increase the member pipeline</p> <p>Increased number of accredited training and higher education providers for all SAICA designations is crucial</p>	<p><b>15 Schools and tertiary institution engagement</b> – Career awareness programmes, promoting the importance of mathematics</p> <p><b>16 Thuthuka programmes</b> - Thuthuka students support programme. 20-year celebratory event</p> <p><b>17 Digitisation of Grades 10–12 accounting textbooks</b> – Discussions ongoing</p> <p><b>18 Common PGDA for historically disadvantaged institutions</b> – Common CTA programme aimed at assisting historically disadvantaged universities in collaborating to develop an innovative and technology-inspired CTA programme</p>	<p><b>CAPITALS</b></p>   <p><b>MATERIAL MATTERS</b></p>  
<p><b>OUTLOOK FOR THE FUTURE MEDIUM TO LONG TERM</b></p> <ul style="list-style-type: none"> <li>Increasing accessibility at all South African universities by ensuring that their PGDA programmes are accredited</li> <li>Digitisation of Grades 10–12 accounting textbooks to support learners in continuity of studies and grow the future pipeline of CAs(SA)</li> </ul>				

STRATEGIC PILLAR	STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	2022 STRATEGIC INITIATIVES AND STATUS	IMPACT
 <b>ORGANISATIONAL SUSTAINABILITY</b>				
<p>SAICA's continued growth and transformation requires that we play an active role in addressing inequalities. By influencing policy to address the challenges faced by its members, SAICA can become part of the solution and stay connected with national and international social and political agendas</p>	<p>Achieve financial sustainability as an organisation.</p>	<p>Achieve the budgeted surplus, as well as healthy solvency and liquidity ratios</p>	<p><b>19 Manage working capital and investments</b> – Member target for 2022 achieved, collection campaigns to drive recovery of fees</p>	<p><b>CAPITALS</b></p>  <p><b>MATERIAL MATTERS</b></p> 
<p>Leverage technology to support accreditation of institutions to grow and transform the membership base</p>	<p>Digitise operational processes to work quicker and qualitatively better, and accelerate strategic benefits</p>	<p>To stay relevant, SAICA will prioritise digital transformation</p> <p>While the need has been accelerated by the COVID-19 pandemic, digital transformation improves the speed at which IT issues are addressed and increases transparency to avoid employee and member frustration and improve member satisfaction index from the PHI perspective</p>	<p><b>20 Digital transformation</b> – Service provider change to accelerate digitisation strategy</p>	<p><b>CAPITALS</b></p>  <p><b>MATERIAL MATTERS</b></p> 
	<p>Empower human capital to enhance innovation and engage employees to create a more engaged organisation</p>	<p>By elevating the focus on people, SAICA will be showing that it cares about its people and is invested in their success. This includes implementing management processes to ensure individuals are respected, valued and empowered. The cradle to grave Employee Value Proposition (EVP) is crucial. SAICA should become a more agile organisation by building a culture that allows experimentation where people adopt a 'fail fast and pivot swiftly' mentality</p>	<p><b>21 Review the employee value proposition</b> – Recognition programme has been enhanced to align with the values (MIPART)</p> <p><b>22 Talent management</b> – Talent Management framework implemented</p> <p><b>23 Improve organisational culture</b> – Values re-launched to drive high performance, ownership and recognition, change management framework developed. Employee engagement score improved from 75.66% to 78%</p>	<p><b>CAPITALS</b></p>  <p><b>MATERIAL MATTERS</b></p> 
	<p>Internal transformation</p> <ul style="list-style-type: none"> <li>Improve SAICA's B-BBEE score.</li> </ul>		<p><b>24 Improve SAICA's B-BBEE score</b> – Significant improvement from Level 8 to Level 4 B-BBEE</p>	<p><b>CAPITALS</b></p>  <p><b>MATERIAL MATTERS</b></p> 
<p><b>OUTLOOK FOR THE FUTURE MEDIUM TO LONG TERM</b></p> <ul style="list-style-type: none"> <li>Fully implement Phase 2 of the Ushintsho project</li> <li>Analyse results of the employee engagement survey to identify opportunities to improve employee engagement, increase productivity and promote a unified organisational culture</li> <li>Roll out a values campaign to drive and institutionalise MIPART values across the business</li> </ul>				



# CONTRIBUTING TO A SUSTAINABLE FUTURE (THE UN SDGs)

As Difference Makers, the accounting profession is well positioned to help solve society's most pressing problems. Our commitment to the SDGs forms part of our strategic pillar of Relevance and Reputation. One of the key initiatives to achieve our aspiration is included in number 9 on pages 96/97.

The 17 SDGs and 169 associated targets to 2030 set out in the United Nations' Sustainable Development Goals (SDGs) provide governments, businesses and civil society with a universal roadmap to tackle urgent challenges, meaningfully engage with emerging risks, and discover new opportunities for creating value.

The implementation of the UN SDGs is part of SAICA's strategy and offers a significant opportunity for change in social, economic and environmental challenges; as a result, it is essential to link SAICA's economic recovery blueprint goals with the UN SDGs to establish practical solutions for a sustainable economy. This blueprint also draws on South Africa's National Development Plan (NDP), as well as various government policies.

The Sustainability Technical Committee (STC) commenced its work plan in 2022. This has assisted in focusing SAICA and its members' activities on the SDGs and has enabled SAICA to be part of the standard-setting process. This has been done by making substantial advocacy submissions to the International Sustainability Standards Board (ISSB) on a proposed framework, taxonomy and climate disclosure, while providing both thought leadership and education in these areas, which is enjoying renewed and urgent focus by global standard setters.

SAICA collaborates with a number of organisations to promote the SDGs. These include Sustainable SA and FinBiz2030, a collaboration between One Young World, Chartered Accountants Worldwide and SAICA.

In 2022, the chartered accountancy profession, represented by SAICA, showcased the crucial role played by corporates, the CA profession and other stakeholders in the 5th edition of the UN SDGs Report to advance the SDGs.

This involved devising and executing initiatives within their communities, organisations, and sectors to support the SDGs.

We have identified SDGs 4, 8, 10, 13, 16 and 17 as priorities for the Institute.



## SAICA OBJECTIVES



### Raising funds to support:

- ITC and APC repeat candidates
- The Thuthuka Bursary programme
- Educator development programmes
- Several learner development initiatives
- Learners in mathematics in partnership with the South African Mathematics Foundation

### KEY ACTIVITIES IN 2022 AND IMPACT / DIFFERENCE MADE

- Raised funding to run the ITC and APC support programme
- Raised funding for 1 153 Thuthuka students

- Financial sponsor of the South African Mathematics Foundation's Maths Olympiad
- Eight students on the Thuthuka Bursary were awarded the bursary automatically by virtue of being Top Achievers for Grade 12 in their provinces, having met all other Thuthuka requirements
- Successful development camps hosted in six provinces with more than R4 million raised as funding for these camps
- More than 800 learners formed part of the Eastern Cape additional mathematics tutorials

## SAICA OBJECTIVES



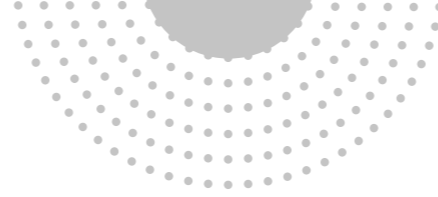
- Influence the South African fiscal budget and budget process to ensure it better achieves the enablement of inclusive economic growth and job creation
- Influence Parliamentary oversight on the budget process to ensure better accountability and efficient spending
- Strengthen the credibility of the capital markets in South Africa through activities that are aimed at enhancing audit quality and promoting trust in the auditing profession
- Ensure that members remain relevant in the job market with changing skills required
- Empower and mentor young people to gain employment

### KEY ACTIVITIES IN 2022 AND IMPACT / DIFFERENCE MADE

- Submission and oral presentation to Parliament's Standing Committee on Finance on the Annual Budget Review, including on the constitutional oversight role and mechanisms of Parliament
- Submission to Parliament and National Treasury on the South Africa Fiscal Policy Framework and 2023 Medium-Term Expenditure Framework

- Submission and oral presentation to Parliament's Standing Committee on Finance on the Medium-Term Budget Policy Statement, including on aspects that were realised during the half year and were not properly budgeted for
- Submission and oral presentation to Parliament's Standing Committee on Appropriations raising concern on municipal pre-spending, unbudgeted expenditure and incorrect usage of expenditure ceilings
- Employer engagement on skills needs – driving engagement with significant employers to understand the changing requirements applicable to the profession to ensure that the members are staying relevant and effective
- Member-profiling initiatives such as the Top 35-Under-35 competition celebrate and showcase young CAs(SA) who are difference makers driving positive change in the economy and society





**SAICA OBJECTIVES**



- Advocate for effective, efficient and administratively fair revenue collection
- Advocate for fair, equitable and transparent global tax rules
- Ensure a balanced representation for appointments on technical committees
- Reducing inequalities by ensuring equal empowerment of trainees through the Audit Reform project
- Promote women empowerment and leadership
- Provide educational support for African and Coloured learners

**KEY ACTIVITIES IN 2022 AND IMPACT / DIFFERENCE MADE**

- Submission and presentation to Parliament's Standing Committee on Finance and its Standing Committee on Appropriations to address challenges relating to the effectiveness of SARS, including funding and accounting disclosure concerns

- Submission to the Organisation for Economic Co-operation and Development (OECD) Centre for Tax Policy and Administration regarding concerns on dispute resolution mechanisms between countries for base erosion and profit sharing (BEPS) 2.0: Amount A of Pillar I, where developing countries do not adopt Pillar I or do not sign on for other multilateral instruments
- Appointments made at the newly established Sustainability Technical Committee considered gender and race representation
- Participation in the Equality, Diversity and Inclusion Task Force's Research Group of Chartered Accountants Worldwide (CAW), which shares best practice to reduce inequality in the workplace and in society
- Entered into a contract with ICAS (leading provider of well-being services) to ensure that Thuthuka students are supported in dealing with broader challenges they may face, including emotional and mental wellbeing
- Additional coaching and mentoring through the ITC and APC repeat programme

**SAICA OBJECTIVES**



- **Reduce SAICA's carbon footprint:**
  - Direct emissions from sources owned or controlled by the organisation – burning of diesel fuel through electricity generation using a standby generator and use of the SAICA fleet for delivery and collections through messenger services
  - Indirect emissions from purchased electricity from the power utility
  - Other sources, including travel to and from work and business travel.
- Reduce the impacts of climate change by adopting ISO 14001

- **Water use efficiency:**
  - Installing ablution basin water faucets that discharge half a litre per minute for washing hands
  - Creating a dual plumbing system: using borehole water to wash hands and recycle for at least 1,6 times before discarding to waste as well as grey water harvesting are planned for 2023
- **Energy efficiency:**
  - Continuous maintenance using LED lighting
  - Installing a technology that will automatically switch off air-conditioning system and lighting when boardrooms are unoccupied; the usage of natural lighting where possible
- **Investment in renewable energy sources** such as solar, wind and hydropower – invest in a grid-tied solar system for the Head Office building that will drive activities during the day and supply minimal energy at night. Prioritising investment in infrastructure and technology
  - Seek opportunities to invest in green building status for the SAICA Campus
  - Make an investment in a building management system to streamline operations and minimise the need for human intervention.

- **Recycling of waste:**
  - Continue recycling dry waste
  - Limit use of non-biodegradable materials – the reduction of drinking water bottles by replacing them with water coolers has been implemented and is yielding results
- **Reduce paper usage**

**KEY ACTIVITIES IN 2022 AND IMPACT / DIFFERENCE MADE**

**INTERNAL**

**Water reduction**

- Water usage: 5 574,33 kl (2021: 9 537,1 kl)

**Paper reduction**

- Due to work-from-home, we have seen a drastic reduction in paper usage at SAICA offices

- The usage of paper for mass production of camp materials to support the SAICA pipeline project remains a challenge, but can be mitigated by the distribution of ICT computers to learners on a temporary basis during these sessions
- Electronic signatures were introduced to reduce the use of paper and a project initiated to scan physical documents to a server

**Electricity usage**

Electricity usage: 727 113,81 kWh (2021: 653 737,9 kWh)

**Carbon footprint: Total CO<sub>2</sub> emissions:**

- The standby generator emitted 33,34 tCO<sub>2</sub>e and electricity purchased emitted 843,45 tCO<sub>2</sub>e
- Diesel usage – 12 230,05 litres (2021: 830 litres). This is due to escalated load-shedding
- Smart energy meters have been installed to help with record-keeping on any electrical activities in the Head Office building
- The SAICA Eastern Region (KZN) has been equipped with a full solar system with storage

By formalising an internal strategy to respond to environmental protection, SAICA will accelerate its response to climate action and enable the ability to measure progress against objectives through defined KPIs

The Economic Blueprint spearheaded by SAICA and its members will act as a catalyst to bring about meaningful change in response to the global challenge of climate change

**Initiatives planned for 2023**

- Formalise an environmental management policy
- Expand oversight responsibilities of SETCO in terms of the SAICA environmental protection strategy
- As part of the SAICA strategy refresh taking place in 2023, ESG and sustainability levers will be formalised, targets defined in both the short and long term, and performance measures included in balanced scorecards
- A climate risk assessment will be undertaken to identify opportunities and mitigating actions
- Change management and communications will be rolled out to foster an environmentally aware culture

- Achieve a saving of 10% in total water usage
- Achieve a saving of 5% in total electricity consumption
- Achieve a 10% saving in diesel usage
- SAICA will commit to quantifying its Scope 1, 2 and 3 emissions in accordance with the Greenhouse Gas (GHG) protocol.

**EXTERNAL**

- Formalisation of the Sustainability Technical Committee to provide thought leadership and education to SAICA members regarding the SDGs to enable SAICA to join global standard-setters
- Submission made to the ISSB on climate change
- Regular communication of climate change matters to members
- SAICA participated at the global sustainability initiatives relating to net-zero commitments
- Progress on member feedback in response to the invitation to submit their views on climate change and biodiversity to help shape SAICA's response strategy to these issues
- As part of the Economic Recovery Conference held in KZN on 14 November 2022, nine challenges to building a resilient South Africa were identified, one of them being increasing environmental vulnerability. SAICA, in collaboration with its members, will be devising a strategic roadmap in response to this challenge
- SAICA Standards presented webinars and supported a member on a voyage through the Amazon Basin (**read more**). The main aim was to bring awareness about the impact of climate change on the delta and assist in its fund-raising initiatives to bring corporate South Africa in a position where it contributes in terms of donations to fund further research in this area as well as investing in their own climate-related activities
- Submission and presentation to Parliament's Standing Committee on Finance and Standing Committee on Appropriations regarding the dilapidated state of sewage and water treatment plans and the lack of proper budgeting for repair costs

**SAICA OBJECTIVES**



- Building effective, accountable and inclusive public sector institutions
- Advocating for a capable and competent criminal justice system

**KEY ACTIVITIES IN 2022 AND IMPACT / DIFFERENCE MADE**

- Submission and presentation to the Standing Committee on Finance on the lack of budget for SAPS and NPA and over-funding in certain less critical areas such as SAPS units
- Submission to Parliament's Standing Committee on Finance on our concerns that the 2023 Budget Review did not cater for the economic impact of a negative FATF country review and that Parliament seemed unaware of this fact
- Submission to National Treasury on the Draft Preferential Procurement Regulations to strengthen procurement legislation within government which will assist with accountability and contributing to sustainable development
- Submission to the Department of Basic Education on the Basic Education Laws Amendment Bill (BELA) to improve the finance management of public schools which will result in better service delivery by government in terms of its mandate on education

- Hosted the MFMA year-end Financial Reporting and Audit workshop, which was attended by 284 delegates. This workshop is aimed at assisting individuals employed within municipalities to prepare credible financial statements for the public sector
- Hosting the CFO Forum at KZN Treasury – this allowed 205 municipal and public entity officials having access to Standards of GRAP updates which would have otherwise not been possible
- Submission and Presentation to the Standing Committee on Finance on the changes to the Financial Intelligence Centre Act Schedule 1 on who would be classified as an accountable institution. This has a widespread impact on the accounting profession
- Submission to the Specialist Committee on Company Law to request an increase in the public interest score as set out in the Companies Regulations. The PI Score impacts whether companies' financial statements require an audit, independent review or just a compilation
- Submission of a letter to the Companies and Intellectual Property Commission (CIPC) on their request that professional accountancy bodies should inspect their members that perform independent reviews. CIPC withdrew the requirement that professional bodies should inspect independent reviewers in January 2023
- Hosted SAICA's Difference Makers and Anti-Corruption Summit at Leaderex
- Hosted the Courageous Conversation event focusing on protection of whistle-blowers

**SAICA OBJECTIVES**

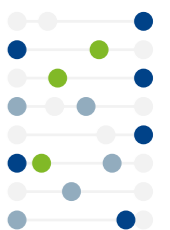
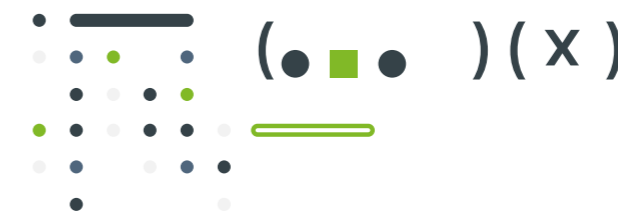


- Seeking global partnerships and platforms to strengthen domestic tax and enhance the investment climate
- Partnering with global organisations on initiatives to promote trust in the auditing profession as well as enhance audit quality
- Align and explore collaborative opportunities between the medical schemes regulator (CMS) and SAICA, and utilise our network of industry experts as a resource for providing input on financial reporting matters within the medical schemes industry

**KEY ACTIVITIES IN 2022 AND IMPACT / DIFFERENCE MADE**

- Engagement with IESBA Roundtable on Aggressive Tax Planning ethics for professional accountants and collaboration with the Global Accounting Alliance Tax Workgroup to find common ground between developed and developing countries on this matter

- Engagement with Invest SA and the World Bank on the paying taxes initiative and engagement at DTIC's Investment Climate Reform Programme Phase 1 closure event
- SAICA partnered with the Pan African Federation of Accountants (PAFA) and the Independent Regulatory Board for Auditors (IRBA) to host monthly workshops on the implementation of the International Standards on Quality Management which came into effect on 15 December 2022
- The work that SAICA has done on providing implementation guidance on the Quality Management Standards has been recognised at a global level. IFAC have shared the SAICA Quality Management Resource page with other professional accountancy organisations (PAOs) on their resource page, thus expanding SAICA's thought leadership reach to other jurisdictions within the IFAC network
- SAICA's resources were made available to all PAOs affiliated with IFAC



# STAKEHOLDER ENGAGEMENT AND VALUE CREATION



Stakeholder engagement is a key aspect of SAICA's activities, not only in terms of our advocacy role but also in establishing and managing the partnerships that make delivery on our projects and strategic initiatives possible. Our goal is to maintain good relations with all of our key stakeholders to create a strong collaborative value-creating environment.

Our engagements with a broad range of stakeholders help us to understand their needs and interests so that we can respond appropriately, support the transformation and upliftment of communities and contribute to sustainable societies.

Effective engagement with stakeholders helps to translate their needs into organisational goals and creates the basis of effective strategy execution. Stakeholder groups include both strategic dependencies (stakeholders SAICA depends on to execute its strategy) and strategic benefactors (those who will benefit from the achievement of the strategy). Stakeholder

needs and interests are also critical inputs into the material matter determination process and the identification of risks and opportunities.

We identify our key stakeholders by considering SAICA's most material matters, continued local and international relevance, technical competence, reputation management, financial sustainability and service of the public interest, and the extent to which expectations have been met.

SAICA's key stakeholder groups are shown in the diagram below.

## LEGEND

Expectations met	<input checked="" type="checkbox"/>	Improvement required	<input type="checkbox"/>	Expectations not achieved	<input type="checkbox"/>
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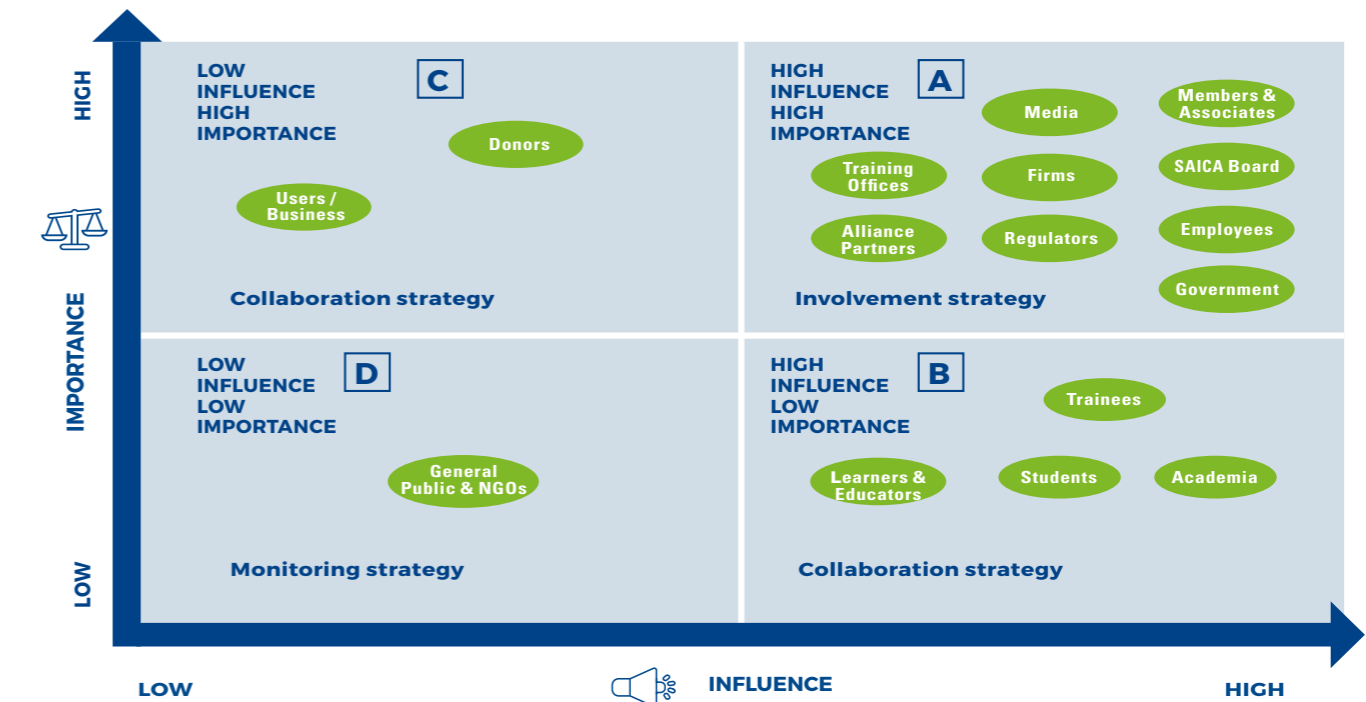
<input checked="" type="checkbox"/> MEMBERS AND ASSOCIATES MEMBER SATISFACTION SCORE = 67%	<input checked="" type="checkbox"/> SAICA BOARD ENGAGEMENT SCORE = 83%	<input checked="" type="checkbox"/> EMPLOYEES ENGAGEMENT SCORE = 78%	<input checked="" type="checkbox"/> REGULATORS ENGAGEMENT SCORE = 89%
<input checked="" type="checkbox"/> USERS PHI - EMPLOYABILITY SCORE = 76%	<input checked="" type="checkbox"/> GOVERNMENT ENGAGEMENT SCORE = 87%	<input checked="" type="checkbox"/> NON-GOVERNMENTAL ORGANISATIONS AND THE GENERAL PUBLIC PHI = 57%	<input checked="" type="checkbox"/> TRAINEES ATTRACTIVENESS SCORE OF THE CA(SA) PROFESSION TO NEW ENTRANTS = 86.16%
<input checked="" type="checkbox"/> STUDENTS ATTRACTIVENESS SCORE OF THE CA(SA) PROFESSION TO NEW ENTRANTS = 86.16%	<input checked="" type="checkbox"/> FIRMS ENGAGEMENT SCORE = 87%	<input checked="" type="checkbox"/> ACADEMIA ENGAGEMENT SCORE = 74%	<input checked="" type="checkbox"/> MEDIA ENGAGEMENT SCORE = 89%
<input type="checkbox"/> TRAINING OFFICES ENGAGEMENT SCORE = 54%	<input checked="" type="checkbox"/> LEARNERS AND EDUCATORS ATTRACTIVENESS SCORE OF THE CA(SA) PROFESSION TO NEW ENTRANTS = 86.16%	<input type="checkbox"/> DONORS ENGAGEMENT SCORE = 50%	<input checked="" type="checkbox"/> ALLIANCE PARTNERS ENGAGEMENT SCORE = 84%

To improve and maintain positive stakeholder relationships, collaboration and involvement strategies will be enhanced.

## STAKEHOLDERS, INTERESTS AND ENGAGEMENT CHANNELS

Refer to the SAICA webpage [click here](#) for details on all of our stakeholders where we demonstrate our commitment, engagement and quality of our relationships with key stakeholders through the value we have delivered.

## STAKEHOLDER ENGAGEMENT MODEL



**A Group Stakeholders:** Members and associates, the Board, employees, government, regulators, firms, media, training offices, alliance partners

**B Group Stakeholders:** Learners and educators, trainees, students, academia

**C Group Stakeholders:** Users, donors

**D Group Stakeholders:** NGOs and general public

SAICA's stakeholder engagement strategy, plan and stakeholder management policy guide interactions with stakeholders. Significant engagements are captured in an organisational stakeholder engagement tracking document and reported quarterly to the Social, Ethics and Transformation Committee (SETCO).

A stakeholder management policy was developed and approved by the SETCO and the SAICA Board.

The quality of our stakeholder relationships is measured

through an annual survey. The 2022 survey showed an overall satisfaction score of 67% (2021: 85,59%).

### STAKEHOLDER ENGAGEMENTS IN 2022

The re-introduction of face-to-face events post the easing of lockdown restrictions provided an opportunity to engage with stakeholders both locally and abroad and host various networking events for members to engage with each other. Key themes that were topics of discussion for engagements during 2022 include:

### TOPICS OF DISCUSSION

- Fraud and corruption prevention
- Audit reform and audit quality
- Corporate reporting improvement
- Reputation management and disciplinary updates
- Capacitating and professionalising the public sector
- Engagements with partner organisations and potential partners
- Ethics
- SAICA strategy
- The state of the economy and current challenges in South Africa
- Economic development initiatives to grow the South African economy

### TOPICS OF DISCUSSION

- Transformation in the industry, institute and industry pipeline
- Topical interviews and media engagements throughout the year
- Awareness of and delivery on the UN SDGs and sustainability reporting standard-setting
- Impact of climate change
- Increasing regulatory requirements and expectations
- Understanding the different requirements of members from a professional as well as life stage perspective
- Office and responsiveness of public sector stakeholders

**STAKEHOLDERS, INTERESTS AND ENGAGEMENT CHANNELS**

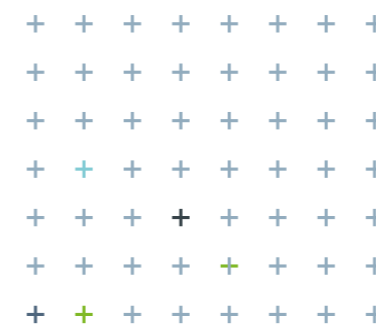
The tables below demonstrate our commitment, engagement and quality of our relationships with key stakeholders through the value we have delivered.

**LEGEND**

Expectations met	✓	Improvement required	⚙️	Expectations not achieved	✗
Satisfaction level improved	↑	Satisfaction level declined	↓	Satisfaction level remained stable	↔️

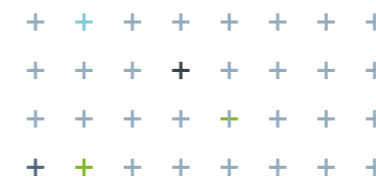
Members and associates (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Value of the SAICA membership</li> <li>Reputation of SAICA designations</li> <li>SAICA's disciplinary process for members under investigation</li> <li>Ethical standing of the profession</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>CEO roadshows for members in South Africa and abroad</li> <li>Roadshows at a district level by Standards and Member Engagement divisions</li> <li>International member engagement in Perth, Melbourne and Sydney</li> <li>Focus groups to better understand member expectations beyond traditional products and services</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Negative perceptions of SAICA designations</li> <li>Ineffective disciplinary processes</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Proactive ongoing engagement</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Member satisfaction score = 67% (FY21: 68.42%) ↓</li> </ul> <p><b>VALUE DELIVERED</b> ✓</p>

SAICA Board (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Relevant, accurate timeous information and reporting</li> <li>Achievement of strategic objectives</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Formalisation of the Education and Assessment Board sub-committee</li> <li>Good progress on SAICA strategy execution</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Transparency; inaccurate reporting; under-performance; poor decision-making; potential liability for directors; integrated business planning</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Proactively engage with the Board on matters of strategic importance</li> <li>Timeous and accurate reporting for effective decision-making</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Board evaluation</li> <li>SAICA Board engagement score = 83% (FY21: 50%) ↑</li> </ul> <p><b>VALUE DELIVERED</b> ✓</p>



Employees (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Learning and development</li> <li>Reward and recognition</li> <li>Health and wellness</li> <li>Technical support for remote working</li> </ul>
<b>SIGNIFICANT ENGAGEMENTS IN 2022</b>	<ul style="list-style-type: none"> <li>Quarterly staff townhall sessions</li> <li>Focus groups and online interactive socialisation to enhance two-way communication sessions</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Low employee engagement</li> <li>Ineffective business continuity</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Health and well-being programmes</li> <li>Talent management and retention strategy</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Employee engagement score and action plans</li> <li>The employee engagement score has improved from 75% in 2021 to 78% in 2022 ↑</li> <li>10.53% staff turnover, which is below the threshold of 12% set for 2022 (FY21: 10.18%) ↓</li> </ul> <p><b>VALUE DELIVERED</b> ✓</p> <ul style="list-style-type: none"> <li>Employee recognition scheme reintroduced as the 'I do MIPART Awards' in line with the refreshed SAICA values to drive high performance and recognition</li> <li>Leadership interventions for improved collaboration to enhance leadership capability and facilitate the desired organisational culture</li> </ul>

Regulators (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>SAICA and member compliance with regulations</li> <li>Input on regulations to assist in their development</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Advocate for members, on proposed and existing legislation, such as the proposed amendments to the Financial Intelligence Centre Act</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Failing to comply with regulatory / regulator's requirements</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Governance structures to ensure compliance</li> <li>Robust regulatory framework</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>External assurance of regulatory compliance</li> <li>Good relationship with regulators</li> <li>No fines or penalties</li> <li>Regulators engagement score = 89% (FY21: 50%) ↑</li> </ul> <p><b>VALUE DELIVERED</b> ✓</p>



Government (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Well-functioning capital markets</li> <li>Transforming the profession in line with the national context</li> <li>Identifying opportunities to support the National Development Plan, particularly eliminating corruption and providing accounting support for African entrepreneurs and emerging small businesses</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Raised awareness with Parliament as to why the budget is incomplete</li> <li>Engaged SARS to advocate for a fairer tax system</li> <li>Advocacy submissions to improve governance and financial reporting in the public sector</li> <li>Submission to the Auditor-General of South Africa on the Impact of 2017 Preferential Procurement Regulations Constitutional Court judgment on the 2021/22 audit outcomes</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Contribute to the development of the South African economy and society</li> <li>Loss of stakeholder confidence and inability to attract funding for growth and transformation</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Forge good relationships with government bodies</li> <li>Explore opportunities to play a leadership role in addressing key challenges facing the country</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Government engagement score = 87% (FY21: 100%) <span style="color: red;">↓</span></li> </ul> <p><b>VALUE DELIVERED</b> <input checked="" type="checkbox"/></p>

Firms (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Highly competent trainees and members</li> <li>Relevant programmes to provide a skills pipeline</li> <li>Members trained for the future/impact of the 4IR</li> <li>Technical support and query resolution</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Met with the South African Auditing Profession Trust Initiative (SAAPTI) to discuss the plan for a Centre for Audit Quality (CAQ)</li> <li>Discussion on the implications of the Zondo Commission report on the profession</li> <li>Audit reform event to discuss the impact of digital transformation on the audit and assurance profession</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Trainees not well placed due to lack of support</li> <li>Identify future needs to remain relevant</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Transformation issues discussions</li> <li>Audit reform initiatives</li> <li>Centre for Audit Quality in South Africa</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Firms engagement score = 87% (FY21: 78%) <span style="color: green;">↑</span></li> </ul> <p><b>VALUE DELIVERED</b> <input checked="" type="checkbox"/></p>

Media (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Positive impact of our members as #difference makers</li> <li>Enhancing the ethical conduct of the CA profession</li> <li>Role of the profession in transformation</li> <li>SAICA's thought leadership on issues of public interest</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Over 48 direct engagements with media and opinion leaders</li> <li>Significant reach in promoting the value of CAs(SA), AGAs(SA) and ATs(SA) to the marketplace in commercial media</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Proactive engagement with the media to promote the reputation of SAICA's members and the profession</li> <li>Maintain strong relationships with the media</li> <li>Negative publicity emanating from members' alleged misconduct</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Topical interviews and media engagements</li> <li>Extensive #trustleadership engagement with the media regarding members alleged unethical behaviour</li> <li>Ad hoc media engagements when SAICA receives requests for commentary or interviews</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Media and opinion leaders' performance score above neutral: 89% <span style="color: green;">↑</span></li> <li>1 829 positive media exposures (FY21: 1 395)</li> <li>An average of 3,2 media exposures per thought leadership topic</li> <li>15 social media channels' reach and impact levels &gt; industry averages. Social media followers grew by 11,28%</li> </ul> <p><b>VALUE DELIVERED</b> <input checked="" type="checkbox"/></p>

Alliance partners (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Compliance with international professional and related standards</li> <li>Recognition agreements with professional accountancy organisations</li> <li>A unified African profession and participation in the Pan African Federation of Accountants</li> <li>Developing an international brand</li> <li>South African inputs on key professional and technical issues</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Chartered labelling and status discussion</li> <li>CIGFARO (Chartered Institute of Government Finance, Audit and Risk Officers) annual conference welcoming dinner hosted by the eThekweni mayor and CIGFARO president</li> <li>Establishment of working relationship between SAICA and the Financial Reporting Standards Council (FRSC)</li> <li>Wyman symposium on UK regulation of tax profession</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Developing a strong international brand</li> <li>Promoting the value of the accountancy profession</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Power/influence over SAICA's ability to meet its strategic objectives is high</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Alliance partners engagement score = 84% (FY21: 68%) <span style="color: green;">↑</span></li> </ul> <p><b>VALUE DELIVERED</b> <input checked="" type="checkbox"/></p>







Training offices (Stakeholder Group A)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Suitable supply and retention of trainees</li> <li>Reputation of SAICA designations</li> <li>Relevant training administration systems</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Implementation of an electronic assessment tool to assist training offices to perform student assessments</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Loss of confidence in member's professional competencies</li> <li>Identifying the skills required to meet future needs</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Review of SAICA's competency framework and implementation of the CA2025 outcomes</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Effective application of SAICA accreditation</li> <li>Training implementation support</li> <li>Ongoing promotion of CA2025</li> <li>Providing development opportunities to members</li> <li>Continuous development and delivery of effective member education, particularly non-technical training courses</li> </ul>
	Training offices engagement score = 54% (FY21: 79%) <span style="color:red">↓</span> <b>VALUE DELIVERED</b>

Trainees (Stakeholder Group B)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Professional practical work experience</li> <li>Developing competencies to increase employability</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Trainee Tuesdays (ongoing)</li> <li>Trainee Mythbusters (ongoing)</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Pass rate below expectations, affecting morale of trainees</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Creating a conducive learning environment</li> <li>Assessment as an accurate reflection of competence</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Guidance to manage the challenges of the training contract</li> <li>Trainee Trailblazers and Trainee Summit</li> <li>Impact on professional firms if trainees need to rewrite</li> <li>Focus on development of professional competence</li> <li>Equitable exposure from a practical experience (on the job)</li> </ul>
	Profession Health Index - Attractiveness of the CA profession to new entrants = 86,16% (FY21: 90%) <span style="color:red">↓</span> <b>VALUE DELIVERED</b>

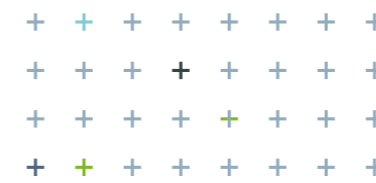
Academia (Stakeholder Group B)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>SAICA accreditation for accounting programmes</li> <li>Relevant higher education offerings</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Positive engagement around School of Accounting</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Loss of confidence in SAICA's educational programmes</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Continuous review of SAICA's competency framework and the implementation of the CA2025 outcomes</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Training and subvention for African academics</li> <li>Continuous engagement and part of CR council</li> <li>Inadequate competencies required by training offices</li> <li>Review of SAICA's training regulations ensuring effective implementation with training and monitoring</li> </ul>
	Academia engagement score = 74% (FY21: 92%) <span style="color:red">↓</span> <b>VALUE DELIVERED</b>

Learners and educators (Stakeholder Group B)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Access to careers to increase employability while making a social contribution</li> <li>Quality and relevant maths, science, accounting and English curricula</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>SAMO sponsorship</li> <li>Career awareness / Thuthuka media opportunities</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Decline in intake of learners to attract into the profession</li> <li>Providing development opportunities to members</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Collaboration with the provincial Departments of Basic Education to promote mathematics and the accountancy profession in all schools, including rural schools</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Creation of three designation learner material</li> <li>Roll out of #differencemakers youth campaign</li> </ul>
	Profession Health Index - Attractiveness of the CA profession to new entrants = 86,16% (FY21: 90%) <span style="color:red">↓</span> <b>VALUE DELIVERED</b>

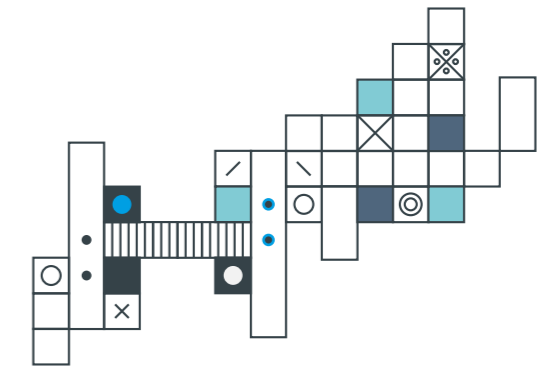
Students (Stakeholder Group B)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Rising tertiary institution costs/ funding challenges</li> <li>A high-quality programme to increase employability</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Virtual university career fairs</li> <li>Student material - career awareness and Thuthuka</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Decline in intake of learners to attract into the profession</li> <li>Low under- and postgraduate pass rates</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Collaboration with the provincial Departments of Basic Education to promote mathematics and the accountancy profession in all schools, including rural schools</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>20-year celebrations - university plans</li> <li>Thuthuka board member roadshow</li> <li>Attractiveness of the CA profession to new entrants = 86,16% (FY21: 90%) <span style="color:red">↓</span> <b>VALUE DELIVERED</b> </li> </ul>

Users (Stakeholder Group C)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Competent and ethical professionals</li> <li>SAICA members to create value for their businesses</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Friday Knowledge Cafés: Dext was the series sponsor</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>SAICA not keeping abreast of market needs</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Wellness: mental wellness support offered to members via ICAS (provider of global employee well-being services)</li> <li>Ensure the continued relevance of training and CPD offerings</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>A platform driving engagement with significant employers to understand the changing requirements</li> <li>Profession Health Index - Employability = 76% (FY21: 74,12%) <span style="color:green">↑</span> <b>VALUE DELIVERED</b> </li> </ul>

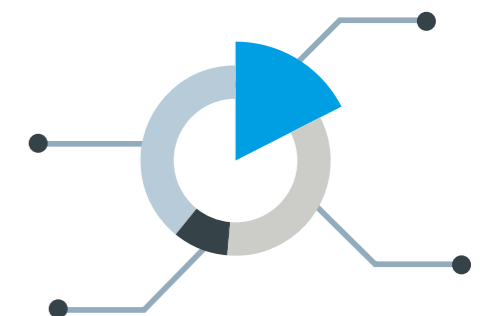




Donors (Stakeholder Group C)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Transformation of the profession</li> <li>B-BBEE rating</li> <li>Quality-assured and trusted/reputable programmes in which to place funds</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Meetings with donors for funding contract renewals</li> <li>Standard Bank funded the 20-year Thuthuka celebration and became a Thuthuka donor henceforth</li> <li>Engagement with the National Student Financial Aid Scheme (NSFAS) to gain support</li> <li>Funding proposal to the Wholesale &amp; Retail Sector Education and Training Authority (W&amp;RSETA) and various potential donors</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Loss of strategic stakeholder confidence and inability to attract funding for growth and transformation initiatives</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Continuous monitoring of growth and transformation initiatives and throughput pass percentages:                             <ul style="list-style-type: none"> <li>Thuthuka camps focused on attracting the top maths performers in the country</li> <li>Support programmes to drive improved mathematics results to increase student pipeline</li> </ul> </li> <li>Wrap-around support interventions at undergraduate and CTA levels</li> <li>ITC and APC support programmes</li> <li>Alliances with strategic partners to deliver career awareness initiatives</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Donors' engagement score = 50% (FY21: 67%) <span style="color:red">↓</span></li> </ul> <p><b>VALUE DELIVERED</b> </p>

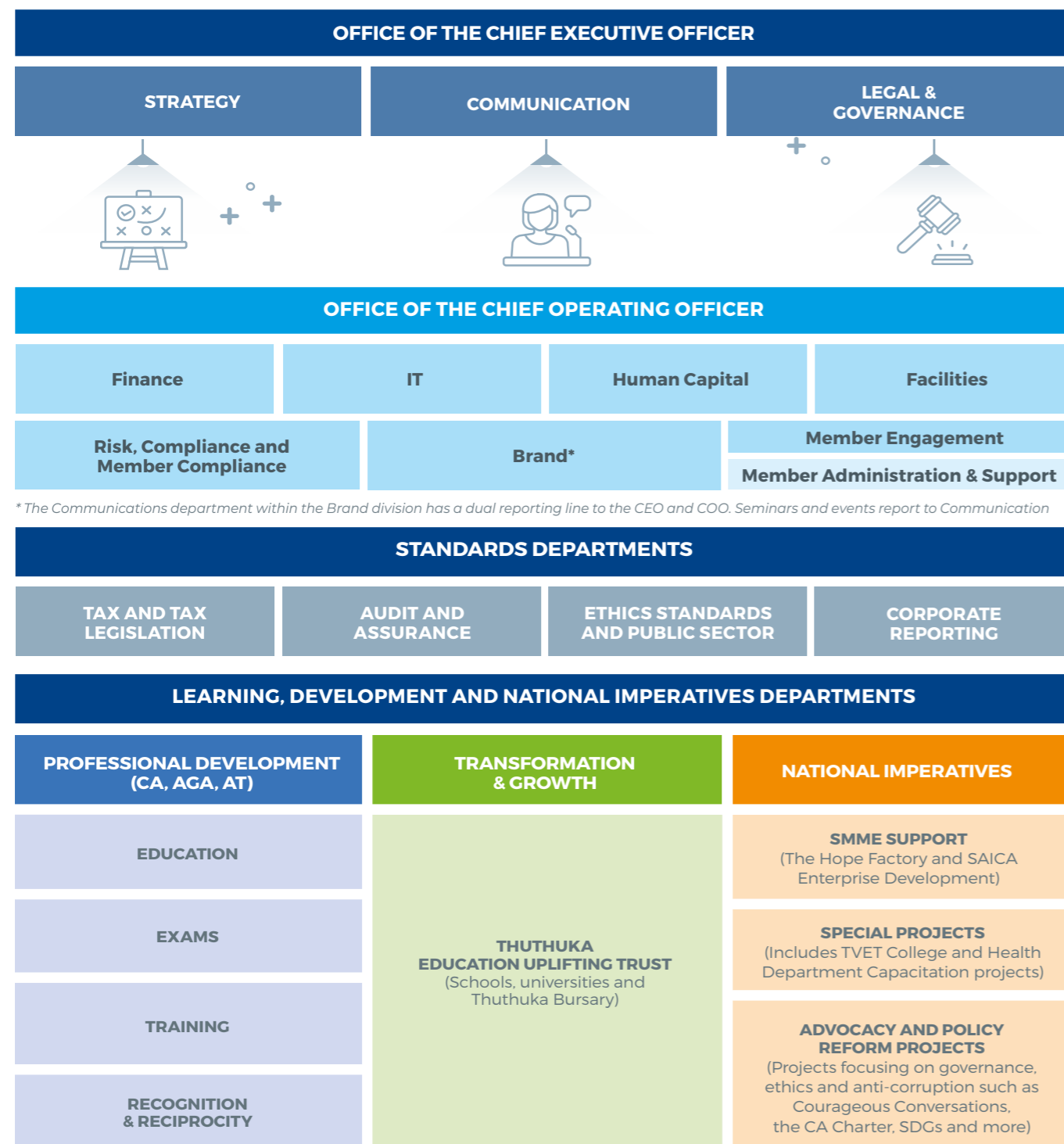


Non-governmental organisations and the general public (Stakeholder Group D)	
STRATEGIC PILLARS	MATERIAL MATTERS
<b>THEIR MATERIAL INTERESTS</b>	<ul style="list-style-type: none"> <li>Professional conduct of members</li> <li>Impact of members on the public, private sector and economy</li> <li>Enhancing the independence and ethical conduct of the profession</li> <li>SAICA's role and commentary on their particular areas of public interest</li> </ul>
<b>HOW WE ADDRESSED THESE INTERESTS IN 2022</b>	<ul style="list-style-type: none"> <li>Regular engagement and quarterly meetings. XBRL SA board meeting</li> <li>Engagement with SALGA on potential collaboration and alliance agreement</li> <li>Engagement with the Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO) on potential collaborations and action plan for MoU signed</li> </ul>
<b>RISKS/OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>No reliance on SAICA and member opinions</li> <li>Negative rating of the impact of the profession by decision makers</li> <li>SAICA losing recognition nationally and internationally</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>Continuous in-depth monitoring, tracking of trust and credibility through independent feedback</li> <li>Effective, and differentiating marketing, communication and public relations activities. #Professionofnationalvalue</li> <li>Showcase the profession's contribution to the South African economy and society through Thought Leadership articles</li> </ul>
<b>KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED</b>	<ul style="list-style-type: none"> <li>Brand admiration indexes are as follows:                             <ul style="list-style-type: none"> <li>Member satisfaction of PHI declined slightly from 68% (FY21) to 67% <span style="color:red">↓</span></li> <li>The overall PHI market trust index remained at 83% <span style="color:orange">↔</span></li> <li>The overall PHI for Brand Admiration (composite among all stakeholders) remained at 79% <span style="color:orange">↔</span></li> </ul> </li> </ul> <p><b>VALUE DELIVERED</b> </p>



# OUR OPERATING MODEL

During 2021, SAICA realigned its organisational structure to streamline collaboration, ensure focused and sustainable implementation of the strategy, improve service delivery and increase member satisfaction. No jobs were affected, although some reporting lines were changed and the Nation Building division was renamed to Learning, Development and National Imperatives. A key success factor underpinning SAICA's operating model is the digitisation journey to improve operational efficiencies and increase member value, see page 146.



\*The Communications department within the Brand division has a dual reporting line to the CEO and COO. Seminars and events report to Communication

# HUMAN CAPITAL



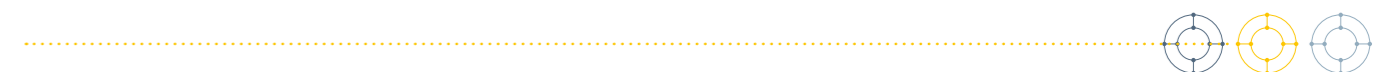
SAICA recognises that its **employees are critical to enable delivery of our strategy and value creation for all our stakeholders.**

During the year under review, the Human Capital (HC) division achieved significant progress against its strategic objectives. The division evolved and adapted its service offerings to meet ongoing business demand.

## FOCUS AREAS

- Employee engagement
- Organisational culture and integrated organisational identity through shared values
- Talent management and succession planning
- Employee-centric holistic wellness
- Employee development and experiential learning
- Recognition and rewards

## STRATEGIC PILLARS MATERIAL MATTERS



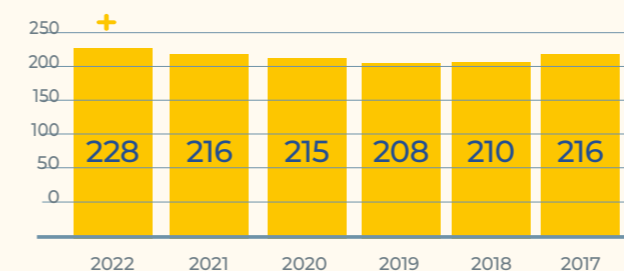
## HUMAN CAPITAL STRATEGY

SAICA's Human Capital Strategy aims to engage and enable employees through experience.

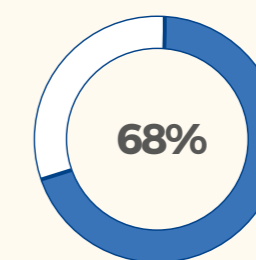
Implementation of the Human Capital (HC) Strategy and HC initiatives are overseen by the Human Resources and Remuneration Committee and implemented by the HC function.

Our goal is to build a leadership brand that attracts the best calibre candidates while enhancing the performance culture and linking it to reward and recognition to enable an environment where people are engaged to serve and grow.

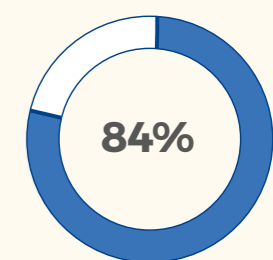
## SAICA HEADCOUNT



## WOMEN EMPLOYEES



## HDSA EMPLOYEES



As at 31 December 2022, SAICA had 228 staff members (2021: 216), 68% of whom were women and 84% were deemed historically disadvantaged South Africans (HDSA).



**KEY HUMAN CAPITAL DEVELOPMENTS AND ACTIVITIES DURING 2022**

FOCUS AREAS	ACTIVITIES	IMPACT/DIFFERENCE MADE
<b>Employee engagement</b>	<p><b>Staff townhall and staff communication</b> Quarterly staff townhall sessions and ad hoc updates on SAICA initiatives were held</p> <p>Weekly emails keep staff informed of updates</p> <p><b>Policy and framework socialisation</b> Several changes occurred in the Human Capital space, so a new approach was taken for introducing reviewed policies and new frameworks. Rather than communicating by email, focus groups and online interactive socialisation sessions were organised</p> <p><b>Employee engagement survey</b> Aligned to best practice, the employee engagement survey was revamped to make employee engagement dimensions more comprehensive. The survey was outsourced to enhance its credibility and assure employees of confidentiality. The revamped survey will be launched in Q1 of 2023</p>	<p>Increased staff participation and engagement</p> <p>Employee engagement, experience and enablement</p> <p>Results of the survey will identify opportunities to improve employee engagement, increase productivity and promote a unified organisational culture</p> <p>The employee engagement score improved from 75% in 2021 to 78% in 2022. Not only did the engagement level improve, the response rate also significantly increased from 57% in 2021 to 90% in 2022. In general, the perceptions about SAICA's ability to deliver its strategy is good and managing performance is favourable</p> <p>Organisational capacity and recognition remain issues of concern that are being addressed through an organisational review and the revamped recognition programme respectively</p>
<b>Organisational culture and integrated organisational identity through shared values</b>	<p><b>SAICA values re-launch</b> SAICA values were reviewed to create a culture of ownership at all levels and ensure an integrated organisational identity. The values were restated in the "first person" format to signify active ownership and coined into a MIPART acronym, further instilling the notion that everyone has a part to play in shaping the culture of SAICA</p> <p><b>Leadership lekgotla</b> A Leadership lekgotla was facilitated for all SAICA employees with line management responsibility (leaders). The objective of the intervention was to fast track the shaping the MIPART culture to engage and enable employees</p>	<p>Promoting a positive working environment which can lead to increased employee productivity, morale, satisfaction and loyalty. It also helps to establish a shared set of values and beliefs that everyone in the organisation can adhere to, leading to better communication and engagement</p> <p>Leadership alignment in terms of SAICA strategy understanding and implementation, and leading of SAICA employees accordingly</p>
<b>Talent management and succession planning</b>	<p>A comprehensive talent management framework was developed, socialised and workshopped for all line managers. Line managers conducted a talent forecast for each employee based on the overarching criteria of the employee's historical performance, ability to learn in a complex environment, functional and specialist skills and leadership capability in alignment with the SAICA values</p>	<p>SAICA used the exercise to create a performance-potential grid which identified different levels of potential in its employees, thereby allowing more effective succession planning</p>

FOCUS AREAS	ACTIVITIES	IMPACT/DIFFERENCE MADE
<b>Employee-centric holistic wellness</b>	<p>The employee wellness framework was revamped to address all wellness elements in the wellness programme</p> <p>Virtual and in-person wellness initiatives were carried out throughout the year</p> <p>The virtual initiatives included financial wellness to conscientise employees about the importance of taking care of their financial well-being</p> <p>Mental wellness presentations were also facilitated to assist employees to deal with stress effectively</p> <p>Wellness agents were nominated within the business to act as custodians of the wellness programme implementation. The wellness agents underwent training in mental health first aid as a pilot programme, equipping them to provide immediate mental health information and assistance</p>	<p>Improved resilience among employees and enabling employees to maintain their wellness</p> <p>The year concluded on an upbeat note with a successful wellness walk and day. Both events were held in person and had a tremendous turnout</p>
<b>Employee development and experiential learning</b>	<p>The workplace skills plan (WSP) was developed and learning interventions were intentionally pursued to fulfil specific needs within SAICA</p> <p>The overall investment for employees' learning and development amounted to R2 631 432</p> <p>SAICA's study assistance policy was reviewed with the aim of creating more opportunities for employees to further their studies and in turn inspiring more study assistance applications. The spend in terms of study assistance was R1 169 587</p> <p>The Learning and Development framework was developed and socialised to ensure that all employees understand the various avenues through which they can grow and develop.</p> <p>The Learnership model was revamped to enable continuity within the business with an additional learnership introduced for people with disabilities</p>	<p>Increased training uptake to support capability-building at SAICA</p> <p>Capable employees with the ability to execute the SAICA strategy</p> <p>SAICA's BB-BEE Level improved to Level 4 from having been discounted due to skills development</p>
<b>Recognition and rewards</b>	<p>The employee recognition scheme was reintroduced as the 'I do MIPART Awards' in line with the refreshed SAICA values to drive high performance and recognition</p>	<p>Meaningfully engaged and rewarded employees</p>
<b>Target operating model</b>	<p>A project will be initiated to review the target operating model once the new strategy has been finalised</p>	<p>Ensure a relevant organisational structure to facilitate successful implementation of the strategy</p>
<b>Process automation</b>	<p>Implementation of a Human Capital information system will commence in 2023</p>	<p>Enable efficiency of HR processes</p>

# BUILDING BRAND EQUITY



## Building the reputation of SAICA and the profession

The Brand division annually implements SAICA's Integrated Relevance and Reputation Management plan to promote the reputation of SAICA's three designations as well as the reputation of the Institute and the profession. Brand promotion ensures the professional premiership of the CA(SA) designation.

### FOCUS AREAS

- Communication activities
- Marketing activities
- Digital communication and publishing
- Commercial initiatives
- Seminars and events delivery

### STRATEGIC PILLARS MATERIAL MATTERS



## OUR ROLE IN VALUE CREATION

The annual SAICA Integrated Relevance and Reputation Management Plan 2022 has focused on continuing to rebuild trust (#trustleadership) and promote the value of the CA(SA) designation by actively promoting our members as Difference Makers in the marketplace (#DifferenceMakers).

The CA(SA) designation remains the key focus of SAICA's brand promotion activities and our marketing and communication activities resulted in the status of the brand metrics of the CA(SA) being as follows:

### CA(SA) BRAND METRICS

	STAKEHOLDER	2022	2021	2020	2019	2018
<b>Attractiveness</b>						
• CA(SA) attractiveness score	Learners, students and trainees	86,16% ↓	90%	87%	87%	84%
<b>Relevance and reputation</b>						
• Brand Admiration Index	All stakeholders	70% ↓	79%	77%	95%	83%
<b>Brand strength of the CA(SA) designation</b>						
• Spontaneous Awareness Index	Business decision-makers	92% ↓	94%	90%	87%	85%
• Preference in Employees Index		75% ↓	78%	74%	67%	68%
• Net Promotor Score <sup>1</sup>		34 ↑	29	37	36	28
• Trust Index		83% ↔	83%	84%	80%	75%
• Admiration Score		70% ↓	73%	68%	68%	66%

<sup>1</sup> The percentage of respondents who encourage their children to become CAs(SA).

Results from the Independent Brand Survey among business decision-makers show that the trust index remained at 83% while the Net Promoter Score increased from 29% in 2021 to 34% in 2022.

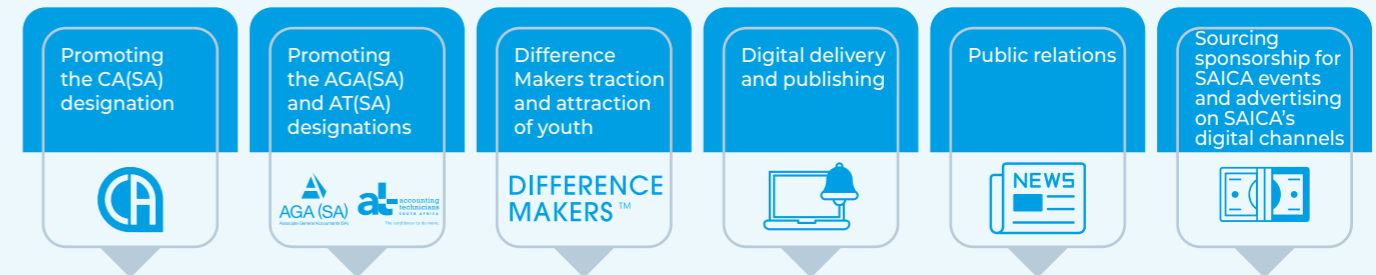
What is of some concern is the decrease in the Admiration Score at 70% (2021 - 73%) and the Preference in Employees Index at 75% (2021 - 78%).

The indices will need to be addressed in 2023 using a larger volume of advertising brand promotion, which will require an increased budget. A concerted small and medium practices Difference Makers advertisement will be flighted in 2023.

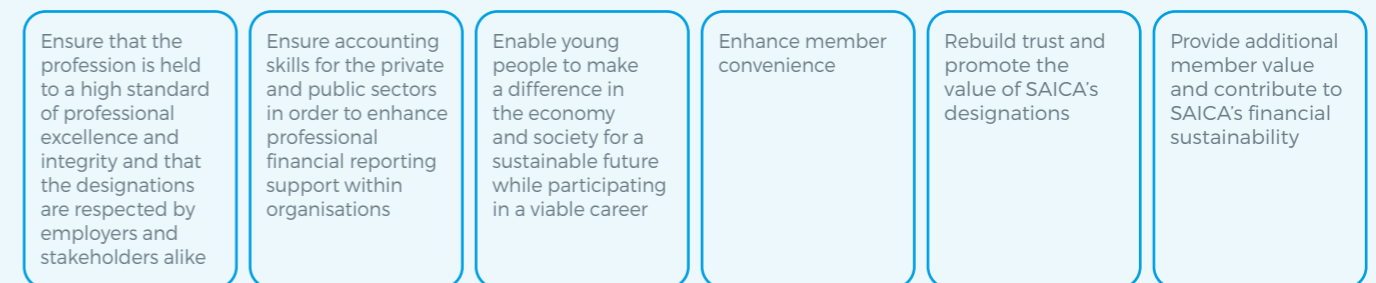
The AGA(SA) and AT(SA) designations were also promoted in 2022, albeit within the constraints of limited budget resources for these two designations.

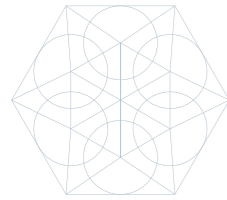
## KEY OBJECTIVES FOR 2022 IN SUPPORT OF STRATEGY

### Objectives



### Importance for value creation





**KEY INITIATIVES TO CREATE VALUE IN 2022**

**COMMUNICATION ACTIVITIES**

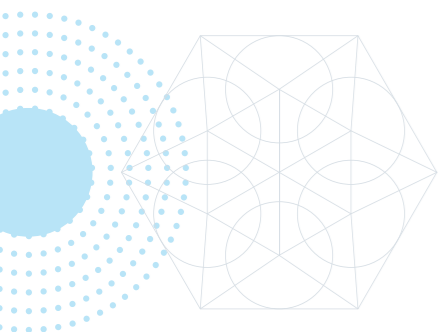
FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Trust restoration</b>	The trust reconstruction plan, which focuses primarily on rebuilding trust, has facilitated an increase in media exposure for SAICA, which has a positive impact on the reputation of the CA(SA) profession, the designation, and SAICA itself	<p>Positive exposure generated by SAICA grew by 31,8% from 1 395 in 2021 to 1 829 exposures in 2022. This figure is 12 times more exposure than our nearest competitor and five times more than all of SAICA's main competitors collectively</p> <p>The exposure achieved included topics in the following major categories:</p> <ul style="list-style-type: none"> <li>• Trust Leadership - 124</li> <li>• Member Profiles - 458</li> <li>• Thought Leadership - 271</li> <li>• Standards division topics (for example Tax, Public Sector, Audit and Assurance and Corporate Reporting) - 410</li> </ul> <p>Significant reach in promoting the value of CAs(SA) to the marketplace in commercial media has been achieved</p> <p>Negative publicity in 2022 amounted to 92 exposures, representing a mere 5% of all exposure generated by the Brand division</p>
<b>Brand preservation through crisis communication management</b>	During 2022, the Brand division dealt with the reputation fallout from the challenges experienced with the APC examination written in December 2021	SAICA was able to effectively counteract the negative publicity caused by the crisis with 31 positive media exposures, compared to only five negative APC exposures
<b>Delivering member value</b>	To keep members continually informed of SAICA initiatives and activities for the benefit of members	There were 541 (2021 - 501) bulk emails to members, which elicited 78% member satisfaction with SAICA's email communication as per the SAICA Professional Health Index (PHI) survey

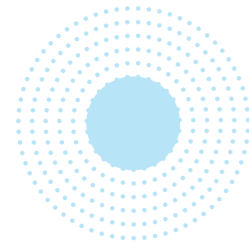
**MARKETING ACTIVITIES**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Promoting the value of SAICA's designations and the differentiation between the designations</b>	The CA(SA) designation was extensively promoted on business channels via the Difference Makers concept, using digital, TV, print and interviews on <i>Business Day TV</i> , <i>Moneyweb</i> , <i>Financial Mail</i> and <i>Daily Maverick</i> , <i>SAFM</i> as well as social media, focusing primarily on member profiles	<ul style="list-style-type: none"> <li>• CA Trust Index among business decision-makers: 83%</li> <li>• The CA Admiration Index: 70%</li> </ul>
	The AGA(SA) and AT(SA) designations were also promoted primarily using digital exposure in the <i>Mail and Guardian</i> , <i>Business Brief</i> , <i>BizNews</i> , LinkedIn and Google adverts	<ul style="list-style-type: none"> <li>• 711 individuals became new AGAs(SA)</li> <li>• 78 individuals became new ATs(SA)</li> </ul>
	SAICA marketing initiatives promote the value of all three of SAICA's designations based on their respective brand architecture to ensure brand differentiation between the designations	<p>The overall awareness of the AGA(SA) designation is currently at 53% and the AT(SA) designation at 36% among business decision-makers</p> <p>The SAICA Youth Promotion Campaign reached 13 353 schools in 2022</p> <p>SAICA attracted 9 932 new entrants into the CA(SA) academic route in universities in 2022</p>

**Further promotional initiatives to drive the relevance of the CA(SA) profession with trainees, members and external stakeholders include:**

- Unite4Mzansi - two videos launched
- Courageous Conversations - three events, 349 attendees (rating 4,61/5)
- Trainee Tuesdays - one event (rating 4,83/5)
- Trainee Mythbusters
- Trainee Trailblazers Summit
- Leaderex Convention - 4 879 delegates
- Sponsorship and media coverage of the Wits University Accounting Department's Amazon expedition





**DIGITAL COMMUNICATION AND PUBLISHING**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE				
<b>Digital delivery and publishing</b>	The Digital Communication and Publishing unit implements SAICA's social media activities and website content and publishes <i>Accountancy SA</i> magazine	SAICA's social media engagement with dedicated followers grew on average by 11,2% in 2022 across key social media channels				
		The satisfaction levels of members with the digital media of SAICA in 2022 were as follows:				
		<table border="1"> <thead> <tr> <th>Channel</th> <th>Member satisfaction</th> </tr> </thead> <tbody> <tr> <td>Accountancy SA</td> <td>83%</td> </tr> </tbody> </table>	Channel	Member satisfaction	Accountancy SA	83%
		Channel	Member satisfaction			
Accountancy SA	83%					
Accountancy SA magazine currently has a distribution of 58 620 digital readers and publishes some 100 pages of value per issue to members in 11 issues per annum						
	Social media	74%				
	SAICA website	58% – The new SAICA content website still has to be used with the legacy transactional website and this negatively affected member ratings. The Ushintsho project delivery will address this challenge				
	Annual SAICA Top-35-under 35 event and Top 35 Alumnus events in four venues, including one in London, UK	Attracted significant engagement and acclaim from young members				
	Top 35-under-35 Awards event 2022	914 attendees (rating 4,73/5) 306 attendees (rating 4,72/5)				

SAICA's social media engagement with dedicated followers grew on average by 11,2% across the key social media channels:		DEC 2021	DEC 2022	% GROWTH
	SAICA Twitter	37 433	39 449	5,39
	SAICA LinkedIn	84 581	94 095	11,24
	SAICA Facebook	37 433	39 449	5,39
	SAICA YouTube views	627 645	763 586	21,65

**COMMERCIAL INITIATIVES**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Sourcing sponsorship for SAICA events</b>	<p><b>Sponsorship was acquired for the following initiatives:</b></p> <ul style="list-style-type: none"> <li>• Top 35-under-35 events</li> <li>• Chairman's Difference Makers Awards</li> <li>• SAICA Economic Conference</li> <li>• Cloud in Practice Conference</li> <li>• Finance Leaders Conference</li> </ul>	Revenue generated from sponsorship amounted to R9 million, from R8,2 million in 2021

**SEMINARS AND EVENTS DELIVERY**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE																	
<b>Hosting of seminars and events</b>	<ul style="list-style-type: none"> <li>• A total of 149 events were delivered on behalf of the SAICA business units, made up as follows:</li> </ul>																		
		<table border="1"> <thead> <tr> <th>Format</th> <th>Number</th> <th>Attendees</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>National webcasts</td> <td>132</td> <td>40 328</td> <td>4,46/5</td> </tr> <tr> <td>Face to face</td> <td>17</td> <td>2 092</td> <td>4,47/5</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>149</b></td> <td><b>42 420</b></td> <td><b>4,46/5</b></td> </tr> </tbody> </table>	Format	Number	Attendees	Rating	National webcasts	132	40 328	4,46/5	Face to face	17	2 092	4,47/5	<b>TOTAL</b>	<b>149</b>	<b>42 420</b>	<b>4,46/5</b>	
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	<b>TOTAL</b>	<b>149</b>	<b>42 420</b>	<b>4,46/5</b>															
		The overall rating of the organisation of events by attendees was 4,46/5 and the rating by the internal event champions was 4,06/5, which represents exceptional delivery performance by the Events Delivery team despite significant challenges with internal IT challenges which impacted bookings by members																	
		<b>Other salient points related to events delivery were:</b>																	
		<ul style="list-style-type: none"> <li>• 15 out 17 events (88%) held face to face were free of charge</li> <li>• 53 out 121 (43%) webcasts were free of charge</li> <li>• Of the total of 557 CPD hours offered to members, 186,5 hours (33%) were free of charge</li> <li>• A new business model in 2022 ensured events delivered in 2022 achieved a breakeven budget</li> </ul>																	
		<b>High-profile events include:</b>																	
	<ul style="list-style-type: none"> <li>• Chairman's Difference Makers Awards</li> <li>• Difference Makers Economic Conference</li> <li>• Thuthuka 20-year celebrations</li> <li>• Finance Leaders Conference</li> </ul>	173 attendees (rating 4,54/5)	302 attendees (rating 4,75/5)	797 attendees															
		350 attendees (rating 4,6/5)	1 300 webcast views																

**CONCLUSION**

The SAICA Brand division contributed significantly to the achievement of the SAICA strategic pillars, including member value, relevance and reputation, as well as the sustainability of the organisation.



# MEMBER ENGAGEMENT



## Striving to ensure members remain respected, recognised and relevant for the future

Member engagement takes place through a structured approach focused on meeting member needs and expectations by various segments, including age, location, role, industry and years of experience.

Relationships are continuously monitored to improve member experience at every touchpoint with SAICA.

The value that is unlocked by being a member or associate of SAICA is clearly and succinctly expressed via the member value proposition (MVP). You can read our MVP and more about it on the SAICA website.

FOCUS AREAS	STRATEGIC PILLARS	MATERIAL MATTERS
<ul style="list-style-type: none"> <li>Member and stakeholder engagement</li> <li>Understanding member needs obtained via a worldwide comprehensive survey</li> <li>Member mental wellness programmes</li> <li>Member segmentation</li> <li>Engaging with regional councils and district committees</li> <li>Short communication messages to keep members informed via WhatsApp, Facebook and Did You Know messaging</li> </ul>	<ul style="list-style-type: none"> <li>Member development via mentorship programmes</li> <li>Development of the member value proposition and constituency value analysis</li> <li>Engagement with fellow institutes worldwide</li> <li>Improve member satisfaction and visibility</li> </ul>	



### ROLE IN VALUE CREATION

The Member Engagement department of SAICA is dedicated to increasing visibility and enhancing member satisfaction. In 2022, it carried out over two dozen projects aimed at showcasing members and the profession, gathering intelligence, promoting member affinity with SAICA, and developing member communities. To ensure

that members stay informed about SAICA activities, the overall member experience was assessed, focus groups to explore member requirements were hosted, and participation in international forums took place where best practice was explored and SAICA was advised on initiatives and services that will assist members to maintain and enhance their professional competence.



After the COVID-19 pandemic, in-person events such as business breakfasts, golf days and conferences to provide opportunities for members to network and engage with each other on a more intimate level were resumed. This allows SAICA to better understand members' professional environment and provide better services.

A special emphasis was placed on engaging with members who are at their mid-career stage. Through focus groups with members in the Small and Medium Practices (SMP) and Members in Business (MiB) constituencies, data was gathered on their needs and values. The focus groups explored areas beyond traditional learning and development and advocacy, including mental well-being support, career advice, and personal

support. The outcomes of these focus groups have been thoroughly discussed within SAICA, and responses to the members' identified value drivers are in place. Most of the interventions suggested already form part of SAICA's existing offerings.

Member Engagement, along with the Eastern Region Council, hosted the Difference Makers Economic Recovery Conference. This conference allowed the profession to discuss its contribution to supporting and promoting economic development in South Africa, and resulted in the development of an economic recovery blueprint and increased awareness of economic pathways for South Africa's sustainable recovery.



### KEY OBJECTIVES FOR 2022 IN SUPPORT OF STRATEGY

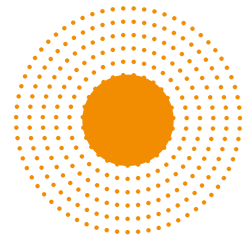
#### Objectives

Professional premiership	Networking opportunities	Positive and quantifiable economical contribution; represents the profession in national conversations; professional premiership; advocacy	Strategic and global partnerships	Communication	Ensure members remain connected, enabled and supported

#### Importance for value creation

Perform value analyses for SMP and MiB constituencies	Create opportunities for members to engage with each other	Create opportunities for members to provide insights as to how South Africa's economy can improve	Work with international peer institutes and global bodies to deliver world-class member services	Understanding what SAICA does is key to increasing visibility and improving satisfaction	Engage with mid-career members to understand their professional and personal needs and how SAICA can provide support
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**KEY INITIATIVES TO CREATE VALUE IN 2022**

**COMMUNICATION ACTIVITIES**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Ensure members remain connected, enabled and supported</b>	<p>The focus was to better understand the personal and professional motivators of members aged between 45 and 55</p> <p>Other key support initiatives included mental well-being support, specific interventions catering to the challenges experienced by female professionals, and career advice offered to younger members</p> <p>An additional investigation of individuals aged 35-45 was conducted to determine the ideal timing for introducing new interventions to ensure they are implemented before members become aware of their need</p>	<p>The findings proved to be very insightful, confirming several SAICA initiatives as being appropriate, with additional opportunities identified</p>
<b>Networking opportunities</b>	<p>Various conferences and networking functions hosted throughout South Africa and globally were revived. These include the long-standing Spring and Summer Conferences</p> <p>New member events, business breakfasts, golf days and a family mountain biking event, amongst others, embedded the sense of community between members</p> <p>In addition to CEO roadshows, Member Engagement and the Standards department hosted roadshows at a district level</p> <p>A roadshow in Australia was hosted to engage members, employers and key stakeholders</p>	<p>Chartered accountants take great pride in belonging to a community of ethical, competent, like-minded professionals. Being able to network, develop and associate with like-minded business leaders is a key hallmark of the profession and enables members to gain valuable insights and discuss best practice with thought leaders. Recently qualified members welcome young CA(SA) professionals to the Institute in a celebratory function while explaining how CAs(SA) benefit from a life-long relationship with SAICA and how to access support services and networks</p>

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Positive and quantifiable economic contribution</b>	<p>The Economic Recovery Conference was hosted where members, together with key stakeholders, discussed ways to improve the economy of South Africa. The conference attracted international speakers who discussed the challenges within the country and the contribution the profession could make in leading South Africa to prosperity</p>	<p>Chartered accountants are influential in every sector within South Africa, and our collective intellectual capital can significantly contribute to a sustainable economy that provides increased employment</p> <p>The conference resulted in a formalised economic recovery blueprint which will be used by the profession and members to drive policy and advocacy for inclusive economic growth and to inform SAICA's strategy</p>
<b>Professional premiership</b>	<p>Following on the development of member value propositions for the three SAICA designations which were developed in 2022, various focus groups and engagements with members were conducted to develop value analyses for the SMP and MiB constituencies</p>	<p>The analyses identified key expectations that members have of SAICA, enabling SAICA to evaluate whether the services offered are in line with member expectations. Appropriate responses are being devised to address member expectations identified</p>
<b>Strategic and global partnerships</b>	<p>The Member Engagement team collaborates with five different Chartered Accountants Worldwide groups on a variety of subjects. These include general engagement, mental well-being, and diversity and inclusion</p>	<p>The platforms allow SAICA to share resources and to gain access to the best practice of other institutes worldwide. Members benefit by receiving world-class, proven products and services without the associated development costs</p>
<b>Professional support</b>	<p>Member Engagement supports over three dozen member-led committees throughout the world, enabling an intimate understanding of member requirements, their business practices, the changing professional landscape, and the support that is needed to enhance the profession</p>	<p>Members receive support that is relevant to their work, their careers, and the industry and country they operate in. Keeping close to members allows SAICA to support members in the manner they expect</p>

# STANDARDS

## Promoting advocacy and thought leadership for SAICA Members and the country to make a difference in the economy and society

The Standards division contributes to developing proposed new standards and legislation, engages with stakeholders on strategic initiatives to get buy-in and collaboration, and promotes this via thought leadership through channels such as television, radio and print media.

Through collaboration with member structures, providing input and building relationships with local, and global standard setters and legislatures to reach local and global consensus, Standards supports members with the knowledge they need to excel and advocates on their behalf to shape standards and support effective legislation, standard-setting and public policy.

FOCUS AREAS	STRATEGIC PILLARS	MATERIAL MATTERS
<ul style="list-style-type: none"> <li>Formulating positions on behalf of the profession in collaboration with member structures, technical and standards policy</li> <li>Engaging stakeholders to advocate SAICA's technical and standards policy positions</li> <li>Collaborating with stakeholders to inform processes, implement standards and communicate changes</li> <li>Developing or hosting thought leadership interventions and positions on behalf of the profession in respect of future technical and standards positions</li> <li>Play an advocacy role in improving legislation within the public sector</li> </ul>	<ul style="list-style-type: none"> <li>Grow the future CA(SA) pipeline and improve the quality of education</li> <li>Technical support and guidance for members</li> <li>Promotion of the consolidated trust reconstruction programme</li> <li>Ensuring future relevance of the profession</li> <li>Promoting and supporting the leadership roles members are expected to play in the economy and society</li> <li>Promoting relevance and reputation of the profession and SAICA by representing SAICA on both local and international decision-making and advocacy platforms and structures</li> <li>International Standards of Quality Management</li> </ul>	

### ROLE IN VALUE CREATION

The Standards division of SAICA is responsible for building the organisation's intellectual capital and providing technical support and guidance to its members. This is achieved through regular newsletters, guides, seminars, events, and research publications, as well as through

direct contact with SAICA for queries on technical and operational matters.

The division plays a vital advocacy role by representing the best interests of SAICA's members, the profession, and the country through collaboration with members and



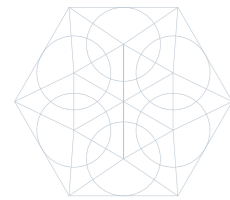
strategic alliances partners and forums. This helps maintain and grow SAICA's global presence and attractiveness, as evidenced by brand awareness and trust surveys.

In 2022, SAICA Standards was able to reengage with members face to face through technical roadshows, presentations, and training in Europe, the UK, and Australia. This created excitement among members and reignited the SAICA brand for those who live away from South Africa. SAICA's presence on the global stage creates enormous value for the organisation's brand strength, making it deeply respected, valued, and employed globally.

The division plays an advocacy role in audit and assurance, taxation, corporate reporting, sustainability, corporate governance, ethics, and public sector matters. Stakeholder engagement is critical in building strong relationships to reach local and global consensus on standards setting and legislation.

The below local and international forums and bodies are merely examples of the reach of the Standard's division and its members who partake to represent the SAICA membership and its views.

LOCAL AND INTERNATIONAL FORUMS AND BODIES	
<b>Local bodies</b>	<ul style="list-style-type: none"> <li><b>Recognised Controlling Body Forum.</b> SAICA representative</li> <li><b>SARB Financial Surveillance Exchange Control Project Group.</b> SAICA representative</li> <li><b>Specialist Committee on Company Law.</b> Does not represent SAICA. Feedback provided to Legal Compliance Committee</li> <li><b>eXtensible Business Reporting Language (XBRL (SA)) NPC.</b> Local jurisdiction of XBRL International</li> </ul>
<b>International bodies</b>	<ul style="list-style-type: none"> <li><b>Australian Tax Practitioner Board Consultative Forum</b></li> <li><b>Environmental, Social and Governance (ESG) Technical Committee</b></li> <li><b>Global Accounting Alliance (GAA) Sustainability Group.</b> SAICA endorsed. Feedback provided to Executive Director: Standards and Sustainability Technical Committee</li> <li><b>GAA Tax Directors Group. Subgroup of GAA.</b> SAICA representative</li> <li><b>International Accounting Standards Board (IASB).</b> SAICA endorsed. Bruce Mackenzie as full-time IASB member. Feedback provided to the Accounting Practice Committee (APC)</li> <li><b>IASB Emerging Economies Group (EEG).</b> SAICA representative</li> <li><b>IASB's Accounting Advisory Forum.</b> Feedback provided to Accounting Practices Committee (APC)</li> <li><b>IASB's SME Implementation Group (SMEIG).</b> SAICA endorsed. Feedback provided to Accounting Practice Committee (APC)</li> <li><b>International Financial Reporting Standards (IFRS) Advisory Council.</b> SAICA endorsed</li> <li><b>IFRS Interpretations Committee</b></li> <li><b>International Auditing and Assurance Board (IAASB).</b> SAICA representative. Feedback to ACC</li> <li><b>International Ethics Standards Board for Accountants (IESBA) Technical Advisor.</b> Feedback provided to Ethics Committee</li> <li><b>International Federation of Accountants (IFAC).</b> SAICA PAIB representative. Feedback provided to Chief Executive Officer</li> <li><b>International Fiscal Association (IFA).</b> SAICA representative</li> <li><b>International Public Sector Accounting Board</b></li> <li><b>International Valuation Standards Council (IVSC).</b> SAICA representative</li> <li><b>Pan African Federation of Accountants (PAFA)</b> Standard Setting Forum Alternate SAICA position. Feedback provided to Accounting Practices Committee</li> <li><b>The Chartered Institute of Public Finance and Accountancy – The Public Finance International Advisory Panel.</b> SAICA endorsed. Feedback provided to Executive Director: Standards</li> <li><b>Value Reporting Foundation (VRF).</b> SAICA endorsed. Feedback provided to IRC(SA) and MANCO</li> </ul>



**ROLE IN VALUE CREATION** *Continued*

In 2022, the division arranged 81 events that reached over 34 000 members, with an average overall rating of 4.44 out of 5, indicating a satisfaction score of 88%. The presenters, both local and international subject experts, demonstrate the high esteem that they hold for SAICA and its members.

The Standards Division provided 184 media interventions (articles, member profiles and interviews) which resulted in 410 media exposures valued at an advertising value equivalent of R19.5 million worth of media exposure, thereby strengthening the reputation

of the CA(SA) designation and SAICA for the benefit of its members.

The Standards team played an integral role in the advocacy achieved by SAICA in 2022, with over 100 submissions made to regulators, local and international standard-setters, and structures of Parliament. This advocacy was undertaken with the primary goal of acting in the public interest and furthering the constitutional mandate of protecting members' interests.

They manage five of the six prescribed committees in terms of SAICA's by-laws and 43 structures comprising more than 1 000 members, who give over 6 000 hours of

their time to these structures collectively. This is a tribute to the membership who give generously of their time to assist the Standards team in fulfilling its advocacy and thought leadership goals.

Overall, the work of the Standards division is critical to SAICA's strategic pillars of relevance and reputation, member value and growth, and transformation. Its advocacy role, stakeholder engagement, and events and publications contribute to creating new knowledge and providing technical support and guidance to SAICA's members, enhancing the organisation's global presence and brand strength, and fulfilling its constitutional mandate of protecting members' interests.

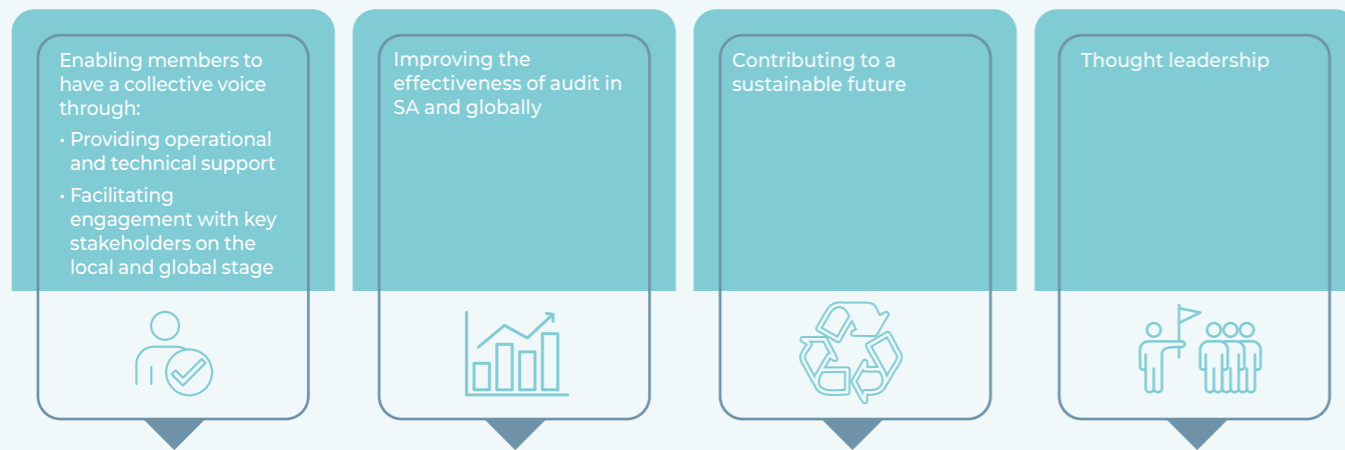
**GOVERNANCE COMMITTEE STRUCTURE**

Five of the six prescribed committees in terms of SAICA's by-laws are managed by the SAICA Standards division. In total, and including these committees, the various subcommittees, work groups and interest groups, the Standards team manages 43 structures comprising more than 1 000 members. Applied as a collective, members give our institute more than 6 000 hours of their time to these structures. This is an incredible tribute to the membership who give so generously of their time to assist the Standards team in fulfilling our advocacy and thought leadership goals.

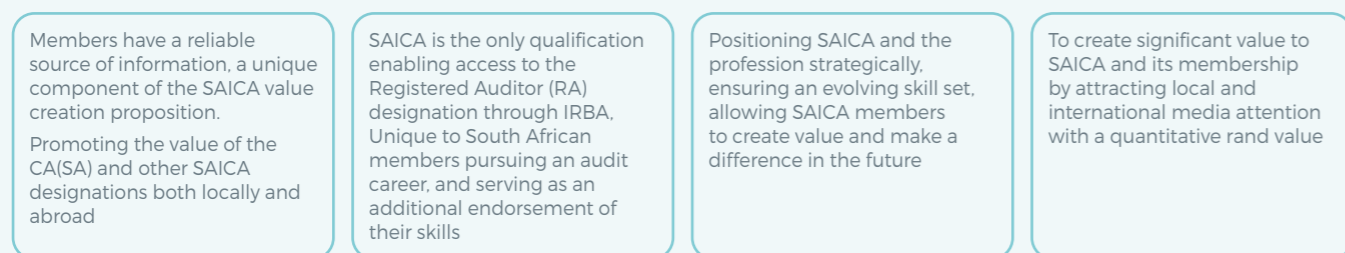


**KEY OBJECTIVES FOR 2022 IN SUPPORT OF STRATEGY**

**Objectives**



**Importance for value creation**



**KEY INITIATIVES TO CREATE VALUE IN 2022**

**STANDARDS SEMINARS AND EVENTS**

The Standards division hosted 88 events in 2022 focussing on thought leadership, advocacy and member support with an average attendee rating of 4.41/5. The table below highlights these key events:

FOCUS AREAS	KEY SEMINARS	IMPACT/DIFFERENCE MADE
<b>Thought Leadership</b>	<ul style="list-style-type: none"> <li>CA of the Future (presenters included amongst others Nollie Maoto - Chief Data and Analytics Officer, FNB; Staffie Masie ex-CEO of Google Africa)</li> </ul>	Topics focused on future trends impacting business and the profession, such as cryptocurrency, data literacy and monetisation, technology trends, machine learning and artificial learning
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>ISQM workshops</li> <li>SAICA-AGSA audit outcomes</li> </ul>	Promoted the profession's role in supporting effective legislation, standard setting and public policy
<b>Member support - Technical updates and support</b>	<ul style="list-style-type: none"> <li>Ethics in Practice</li> <li>Tax in Practice</li> <li>Techtalk</li> </ul>	Provided members with regular access to the latest updates and support on developments relating to legislation, standards and policy affecting the professions





**ETHICS STANDARDS**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Promotion of the consolidated trust reconstruction programme</b>	<b>Initiatives to improve the relevance and reputation of the profession included:</b> <ul style="list-style-type: none"> <li>Ethics in practice series</li> <li>Advocacy and support to members</li> </ul>	Ongoing ethical training, guidance and reminders to all members to maintain the relevance and reputation of the profession
<b>Code of Professional Conduct</b>	Alignment of the SAICA Code of Professional Code of Conduct with the IESBA Code and the IRBA Code	The SAICA Code is aligned to international standards which allows SAICA to maintain its membership obligations with the IFAC and IRBA. It also enables members to demonstrate ethical leadership
<b>Advocating for high ethical standards</b>	<b>Continued to advocate for high-quality ethical standards through:</b> <ul style="list-style-type: none"> <li>Advocacy submissions to IESBA to improve the IESBA Code</li> <li>Stakeholder engagements with the IRBA</li> </ul>	SAICA and its members are represented locally and internationally, and South Africa's input is accounted for in the IESBA Code and IRBA Code

**PUBLIC SECTOR**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Professionalisation of the public sector</b>	<b>Continuous advocacy for the professionalisation of the public sector through:</b> <ul style="list-style-type: none"> <li>Promoting the SAICA designations – CA(SA), ACA(SA) and AT(SA) – in the public sector</li> <li>Profiling SAICA members in the public sector</li> <li>Capacity building workshops for finance officials to improve preparation of financial statements and audit outcomes</li> </ul>	Members are seen as employees of choice in the public sector which has improved member value  Members have assisted to improve public finance management and governance, thereby contributing to an improvement in service delivery for citizens
<b>Advocating for improved legislation and standards in the public sector</b>	<b>Submissions to key stakeholders in the public sector to enhance legislation and standards including submissions to:</b> <ul style="list-style-type: none"> <li>National Treasury on the Modified Cash Standards and the importance of government transitioning to accrual accounting</li> <li>National Treasury on the accounting manuals for government departments</li> <li>Department of Cooperative Governance and Traditional Affairs (COGTA) on the Municipal Structures Act Code of Conduct for Councillors Regulations</li> </ul>	Submissions have resulted in SAICA being acknowledged as a key stakeholder in the public sector and contributing to the enhancement of legislation and standards

**TAXATION**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Achieving a more interactive legislative process</b>	Advocate to Parliament and National Treasury to provide feedback on matters they do not include in the final Budget Review or Legislation through the Standing Committee on Finance (SCOF)	National Treasury has, for the first time, responded to the public regarding submissions that were previously submitted without any response or explanation of why they were not taken into consideration
<b>Contributing to the finalisation of a fiscal budget that is in the best interest of South Africa</b>	<b>Raising awareness with Parliament as to why the budget is incomplete, including:</b> <ul style="list-style-type: none"> <li>Fiscal risks excluded from the Russia-Ukraine war and the Financial Action Task Force (FATF)</li> <li>Negative report findings from the FATF and lack of government to progress interventions</li> <li>Misalignment of the budget and the appropriation of large amounts to low-impact services such as the SAPS VIP Unit</li> <li>Financial risks due to constant deferral of the implementation of GRAP Accounting Standards since its adoption by government in 2012</li> <li>Lack of proper 'categorising' of debt, especially as to guarantees to SoE which are more akin to debt</li> <li>Improper disclosure</li> <li>Valuation of new capital formation spending that including operational costs/replacement assets</li> <li>Exclusion from the budget of known and certain liabilities, namely salary increases, legal liability costs and support to SoEs</li> </ul>	Parliament engaged National Treasury on the progress of FATF interventions and considered a possible future expanded disclosure of capital formation spending that better informs Parliament of operational costs, replacement capital assets and new capital assets
<b>Enabling a progressive tax system</b>	SAICA has continued to advocate for the expansion and better alignment to the new reality of home office allowances and for the removal of the arbitrary treatment of the deduction interest on bonds brought about by SARS's recent change to its interpretation of the law	National Treasury have noted their ongoing research into the matter and will release a discussion paper  SARS has provided a more detailed explanation of its interpretation, although SAICA still disagrees with its conclusions

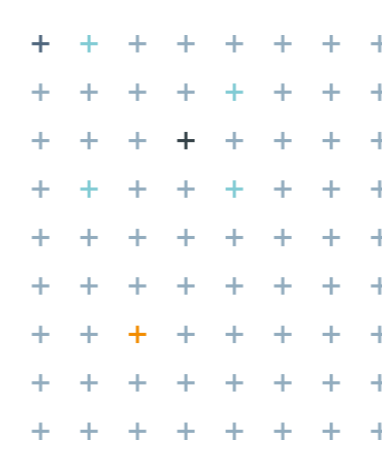
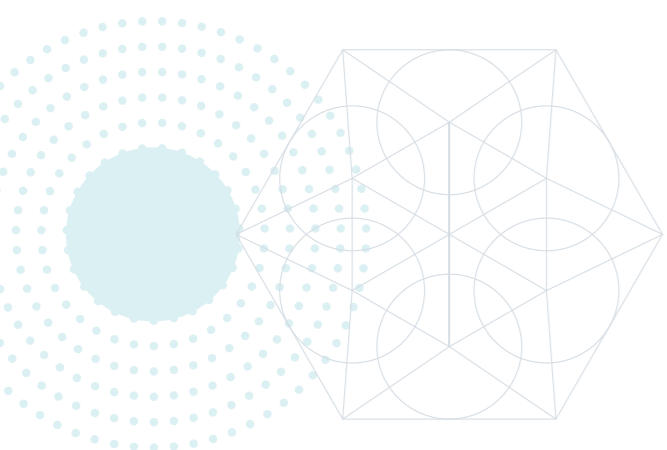


**TAXATION**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Advocating for a just tax system</b>	<p>Continued advocacy for a fairer tax system and proper implementation of the medical deductions available for parents of disabled children, including that school fees</p> <p>Continued advocacy to the perceived unlawfulness of the SARS having primary legislative powers that cannot be delegated by Parliament</p>	<p>SARS has undertaken to renew its efforts to engage with stakeholders representing the disabled, including parents and schools</p>
<b>A fair, effective and efficient administration of the tax system</b>	<p>Engaging SARS and the Tax Ombud on challenges with refunds being incorrectly withheld for current periods due to audits on previous periods</p> <p>Advocate to SARS to address the numerous challenges experienced by members with SARS's updated auto assessments process</p>	<p>SARS made numerous changes to address these anomalies and held webinars with tax practitioners and taxpayers to better understand the challenges</p>
<b>Advocating for an ethical tax profession</b>	<p>Engaging with the IESBA Workgroup of Aggressive Tax Planning and collective through the Global Accounting Alliance Tax Directors Group to explain the profession's concerns and those of professional bodies with regulating a concept that seems poorly understood and that is not globally aligned</p> <p>To engage SARS on the amended criteria for tax practitioners and Recognised Controlling Bodies (RCB) and its negative impact and to note our concerns as to the lack of a legal instrument in effecting these changes</p>	<p>The IESBA Workgroup scheduled a further public consultation after the initial concerns raised and has undertaken to take these concerns into consideration in the exposure draft to be issued in 2023</p> <p>SARS have conceded to some of the concerns including having amended certain proposals and delayed the implementation of others</p>

**AUDIT AND ASSURANCE**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Quality management and restoring trust in the auditing profession</b>	<p>The International Standards on Quality Management (ISQM) which have been published by the International Auditing and Assurance Standards Board (IAASB) and adopted by the Independent Regulatory Board of Auditors (IRBA) in South Africa came into effect on 15 December 2022</p> <p>These standards have the potential to improve audit quality as they prescribe certain requirements that assurance providers need to comply with at firm and engagement level</p> <p>SAICA ran a series of monthly workshops to educate members and other professional bodies across the African continent on how to implement the ISQM standards</p>	<p>SAICA was invited by IFAC and the World Bank to present to other participants on their ISQM implementation initiatives</p> <p>SAICA resources were made available on the IFAC platform to assist professional bodies across the globe</p>
	<p>SAICA entered into an agreement with the Chartered Institute of Accountants Australia and New Zealand (CAANZ) to share resources on ISQM, available to SAICA members on the SAICA website</p>	<p>SAICA members have access to global ISQM resources to assist in implementing the standards</p> <p>Effective implementation of the standards may lead to enhanced audit quality, thus promoting credibility in South Africa's capital markets</p>
<b>Advocacy on behalf of members</b>	<p>The Audit and Assurance division continues to advocate on behalf of members on proposed and existing legislation that affects SAICA members, such as the proposed amendments to the Financial Intelligence Centre Act which aim to address and prevent the potential grey-listing of South Africa by the Financial Action Task Force (FATF)</p>	<p>As part of the advocacy initiatives, SAICA obtained an audience with the Standing Committee of Finance (SCOF) where the issues that may negatively affect members, particularly small and medium practices (SMPs), were raised</p> <p>SAICA continues to address the risks of increased administrative burden on its members because of proposed legislation</p>





CORPORATE REPORTING

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>SME accounting</b>	<p>The International Financial Reporting Standard for Small and Medium-sized Entities Standard is undergoing a review. The proposed amendments to this standard are likely to have a significant impact on entities applying IFRS for SMEs Standards in South Africa. Members are being consulted on the proposals given the significance of the changes and effect thereof on South African SMEs</p> <p>A member of SAICA was appointed during the year to the IASB's SME Implementation Group (SMEIG) to make recommendations relating to the amendments to the standard</p> <p>SAICA published a template for body corporate financial statements for consultation</p>	<p>SMEs in South Africa applying the standard will be impacted and therefore contributing to these important changes is critical to shaping the final amendments to be made</p> <p>This template can assist in standardising the presentation of financial statements within the body corporate sector</p>
<b>Accounting for Insurance Contracts</b>	<p>A new standard on accounting for insurance contracts is coming into effect from 2023. SAICA hosted several events for companies targeted at insurers and made several submissions to the global standard-setters on the new requirements</p>	<p>Supporting members with the implementation of the new Insurance Contracts Standards and ensure that companies have considered the business impact ahead of the implementation date</p>
<b>Sustainability</b>	<p>The Sustainability Technical Committee was established and submissions have been made on the draft Sustainability Standards published by the International Sustainability Standards Board (ISSB). A sustainability event was hosted and discussions were held at the United Nations Climate Change Conference</p>	<p>SAICA is contributing to the global sustainability standard-setting process, thus shaping the direction of the standards and supporting members in understanding the proposed requirements</p>



# LEARNING, DEVELOPMENT AND NATIONAL IMPERATIVES



- Driving transformation and making a difference to elevate the profession to national importance
- Developing responsible leaders who behave ethically and create sustainable value for a wide range of stakeholders

The Learning, Development and National Imperatives division manages the qualification process (education, training and assessments) and continued development of members and associates, drives transformation in the industry, houses the donor-funded initiatives that support social contribution, and houses a number of advocacy and policy reforms initiatives such as SDG-related work and anti-corruption initiatives.

By encouraging and supporting aspiring CAs(SA), AGAs(SA) and ATs(SA), while upholding industry standards through the ITC and APC exams, we create a pipeline of ethical and highly competent prospective members. Our transformation initiatives create opportunities and drive the transformation of the industry to ensure it remains relevant and increasingly representative.

FOCUS AREAS	STRATEGIC PILLARS	MATERIAL MATTERS
<p><b>Learning and development</b></p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Exams</li> <li>• Training</li> <li>• CPD</li> <li>• Recognition and reciprocity</li> </ul> <p><b>Transformation and growth</b></p> <ul style="list-style-type: none"> <li>• Fundraising to support mathematics in schools</li> <li>• Educator development initiatives / investment in education</li> </ul>	<ul style="list-style-type: none"> <li>• Thuthuka Education Upliftment Fund (TEUF)</li> <li>• Historically Disadvantaged Institutions (HDI) capacity development programmes</li> </ul> <p><b>National imperatives</b></p> <ul style="list-style-type: none"> <li>• SMME support</li> <li>• Special projects to uplift the economy and society</li> <li>• Advocacy and policy reform</li> </ul>	

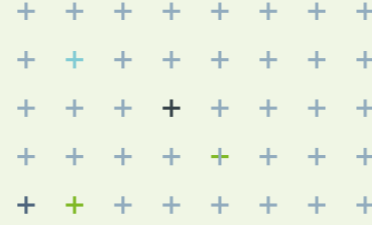
**OUR ROLE IN VALUE CREATION**

The Learning, Development and National Imperatives division creates value through:

- Attracting high-quality individuals to the accounting profession
- Developing and monitoring the quality of the various qualification processes to ensure delivery of high-quality and relevant accounting professionals
- Maintaining the standard of all three SAICA designations
- Raising funds for initiatives that drive transformation in the profession

- Giving members a platform to showcase their SDG-related work
- Bringing together civil society to ensure that governance and ethical behaviour are promoted beyond the profession
- Collaborating with other stakeholders on all the above initiatives
- Elevating the status of the profession to one that is of national value





**KEY OBJECTIVES FOR 2022 IN SUPPORT OF STRATEGY**

**Objectives**

Driving quality standards	Ensuring the relevance of CA competencies	Providing financial support to students through TEUF bursaries	Providing emotional well-being support for students and their immediate families	Transforming diversity and equity in forensic skills	Capacity-development programmes for HDI

**Importance for value creation**

Sets high-quality standards and drives this through monitoring and accreditation, training programmes and professional exams	Development of competency frameworks that are fit for purpose for pre-qualification (CA2025) and post-qualification (CA Pathways to Relevance)	Grows and increases representation in the profession	Ensure students are given a conducive environment to achieve therefore growing and transforming the profession	Improves governance through the development of forensic skills	Creating access to SAICA-accredited programmes to grow and transform the profession
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**KEY OBJECTIVES FOR 2022 IN SUPPORT OF STRATEGY**

**Objectives**

ITC and APC support	SMME support	Special projects to uplift the economy and society	Promoting the importance of mathematics	Investing in education	Educator development initiatives / investment in education	Driving anti-corruption

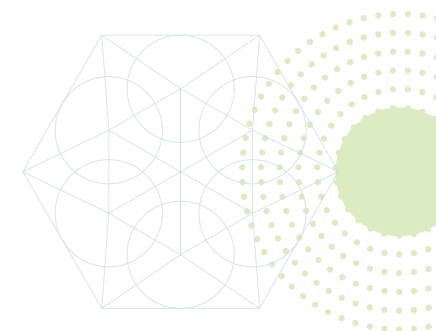
**Importance for value creation**

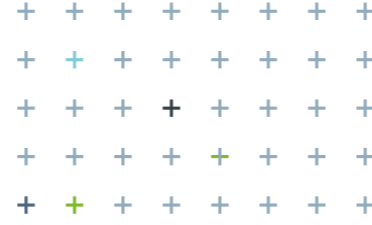
Growing the pipeline by supporting those who are already in the process of qualifying as CAs(SA)	Decreasing unemployment by developing entrepreneurial skills	Creating solutions to address the country's challenges	Grow the pipeline of learners entering the profession	Contributing to improve literacy and numeracy at schools	Ensuring that there are qualified educators contributing to the growth of the pipeline	Positively contributing to the fight against corruption
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**KEY INITIATIVES TO CREATE VALUE IN 2022**

**TRANSFORMATION AND GROWTH**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Special projects to uplift the economy and society</b>	Partnered with the Special Investigative Unit and North-West University to fund forensic accounting students	Address the challenge in the country of transforming diversity and equity in forensic skills
<b>Investment in education</b>	<p>Promotion of the importance of mathematics in schools through development camps and in partnership with the SA Maths Foundation and Department of Education at a provincial level</p> <p>Support students in the Eastern Cape with extra maths lessons and partner children with firms</p> <p>Winter and summer camps to assist students with mathematics, accountancy and science</p>	<p>More than R2 000 000 in funds raised and 500 000 learners engaged</p> <p>Thuthuka intake for 2022: 270 students</p> <p>More than 2 000 learners participating in development camps contributing to students' success</p>
<b>Raising funds for bursaries and other initiatives</b>	Thuthuka bursary programme and HDI capacity-development programmes	<p>R72 million raised for Thuthuka CTA students and R59 million for Thuthuka undergraduate bursaries - in addition to the contribution by NSFAS</p> <p>R18 000 000 raised for bursaries for students at HDI universities</p>
<b>Emotional well-being support</b>	Launch of ICAS (provider of wellness services) to provide support to students and their immediate families	<p>Ensuring students stay healthy and focused to reach their best potential</p> <p>15,5% of students using the ICAS resources with a few extended family members also using the ICAS facility</p>
<b>Unisa support initiatives</b>	Raising funds to assist Unisa students	More than R1 million to support Unisa students
<b>ITC support programme</b>	Raising funds to support candidates repeating the ITC	More than R2 million for ITC repeat candidates' support programmes
<b>APC support programme</b>	Raising funds to support candidates repeating the APC	More than R3 million for APC repeat candidates' support programmes





**PRE-QUALIFICATION LEARNING AND DEVELOPMENT**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Quality and relevance</b>	Formalisation of the Education and Assessment Board sub-committee	<ul style="list-style-type: none"> <li>Elevate the importance of education at SAICA and enable direct communication with the Board</li> <li>Strengthening governance and oversight to ensure a smooth examination process</li> </ul>
<b>Relevance</b>	<b>Implementation of the CA2025 competency framework</b> <ul style="list-style-type: none"> <li>CA2025 professional programme workgroup established and principles presented to the IPD Committee</li> <li>CA2025 APC workgroup established</li> <li>Review of the CA Pathways to Relevance framework</li> </ul>	<ul style="list-style-type: none"> <li>Review of the CA2025 academic guidance document for clarity and new developments</li> <li>Implementation of the CA2025 in the training programme through the implementation of the electronic assessment tool (EAT) provided by SAICA to training officers to drive the assessment process of professional values and attitudes as well as acumens</li> <li>Ongoing guidance and support provided to training offices for the implementation of the CA2025 in the training programme</li> </ul>
<b>Quality</b>	Monitoring and accreditation activities	<ul style="list-style-type: none"> <li>Completion of the monitoring plans for the 2022 academic programme, professional programme, training programme, and accreditation and re-accreditation plan</li> </ul>
<b>Quality</b>	Delivery of professional assessments	<ul style="list-style-type: none"> <li>Successful delivery of the 2021 APC rewrite, 2022 APC sitting and two ITC sittings</li> </ul>

**POST-QUALIFICATION LEARNING AND DEVELOPMENT**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Relevance</b>	<ul style="list-style-type: none"> <li>A variety of learning and development activities delivered to members</li> <li>SAICA mentoring programme</li> <li>SAICA leadership and mastery programme aimed at female CAs</li> </ul>	<ul style="list-style-type: none"> <li>IFRS Certificate</li> <li>IFRS Back to Basics</li> <li>Annual tax update</li> <li>Various Knowledge Café sessions (digital acumen, productivity and innovation)</li> <li>Focus shift to short learning programmes (SLPS) including those developed in partnership with UJ and Wits (specifically the Chief Value Officer programme)</li> <li>Development of a SAICA specific learner management system (called Evolve) for members</li> </ul>

**NATIONAL IMPERATIVES**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>Thuthuka Education Upliftment Fund</b>	Drive transformation and provide educational support to African and Coloured learners and students for the benefit of the profession while simultaneously helping to uplift communities	<ul style="list-style-type: none"> <li>Over R165 million raised for bursaries</li> <li>Financial support for 1 153 Thuthuka students</li> </ul>
<b>Advocacy and policy reform</b>	Hosted an anti-corruption summit involving key stakeholders to participate in devising solutions to address issues raised by the Zondo Commission	<ul style="list-style-type: none"> <li>Advance accountability in the country and position the role the profession can play in contributing to partnership for the goals (SDG 17)</li> <li>Contribute positively to the broader fight against corruption</li> </ul>
<b>Advocacy and policy reform</b>	Partnership with other stakeholders	<ul style="list-style-type: none"> <li>Supporting the Good Governance Academy</li> </ul>
<b>Advocacy and policy reform</b>	<ul style="list-style-type: none"> <li>Thought leadership</li> <li>Hosted SAICA's Difference Makers and Anti-Corruption Summit at Leaderex – attended by business and civil society</li> <li>Published SAICA's SDG report showcasing members' contribution to SDGs</li> <li>Hosted Courageous Conversations focusing on the protection of whistle-blowers</li> </ul>	<ul style="list-style-type: none"> <li>Advocating the chartered accountancy profession by contributing positively to local and global challenges and key issues facing society</li> </ul>
<b>Driving mathematics in the country</b>	Partnership with the SA Maths Foundation	<ul style="list-style-type: none"> <li>Financial contribution to the SA Maths Foundation in order to ensure learner development initiatives and improve mathematic results</li> </ul>

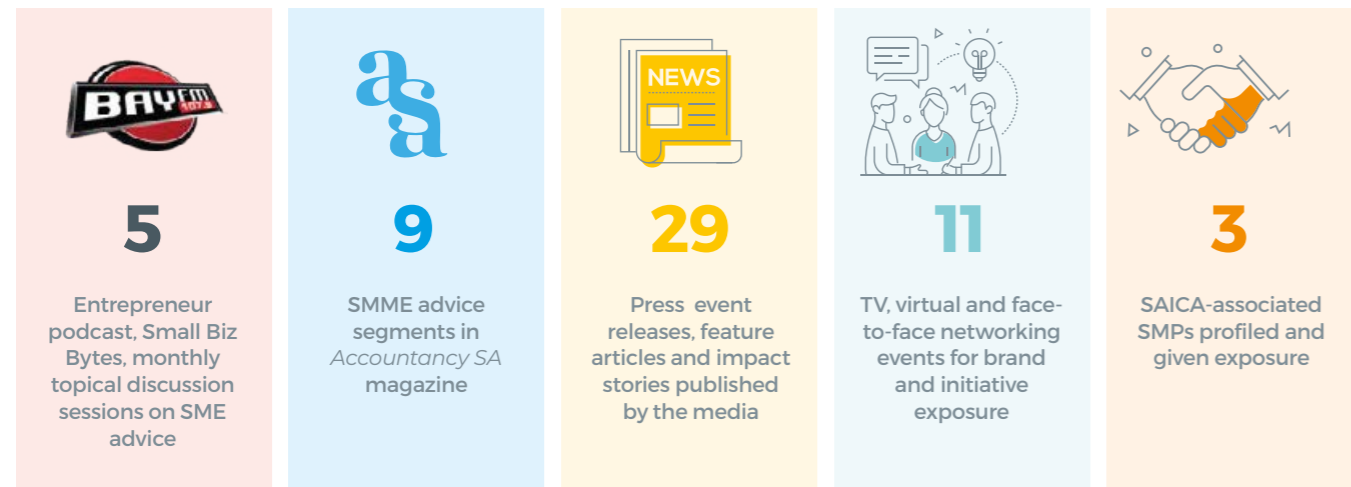
**SMME SUPPORT**

FOCUS AREAS	INITIATIVES	IMPACT/DIFFERENCE MADE
<b>SAICA Enterprise Development</b>	Enhancing the value of the SAICA profession by mobilising its contribution to SME development through developing financial excellence in entrepreneurs through Enterprise and Supplier Development (ESD) flagship programmes and customised ESD projects	<ul style="list-style-type: none"> <li>288 SMMEs supported and 30 new SMPs on-boarded</li> <li>127 new jobs created through the SMMEs</li> <li>Partnered with SAICA Members which are small and medium practices (SMPs) to achieve financial excellence in SMEs and incubators nationwide</li> <li>175 strategic partnerships with SAICA SMPs and coaches</li> <li>30 new SMPs on-boarded</li> </ul>
<b>The Hope Factory NPC</b>	Aims to give entrepreneurs the ability to generate their own income and improve their living conditions through increased economic activity through socio-economic development and skills development programmes	<ul style="list-style-type: none"> <li>98 individuals empowered</li> <li>5 SETA-accredited SLPS offered (NQF levels 2-4)</li> <li>Promoted business and financial skills of entrepreneurs in line with the NDP 2030 goals of reducing inequality, creating job opportunities, and rendering accredited entrepreneurial mentorship</li> </ul>





**MEDIA AND PUBLICATION EXPOSURE 2022**



**SAICA ED AND THE HOPE FACTORY CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS**

The Hope Factory and SAICA Enterprise Development contribute towards Goals 1, 4, 5, 7, 8, 10 and 17 of the UN SDGs. The table below shows how The Hope Factory and SAICA Enterprise Development contribute to these goals

SDG	INITIATIVES	IMPACT/DIFFERENCE MADE
	<b>THE HOPE FACTORY</b> • Socio-economic Development (SED) flagship programme	• Over 2 411 beneficiaries empowered since inception (2004) • 98 beneficiaries equipped in 2022
	<b>THE HOPE FACTORY-ACCREDITED NVC SKILLS DEVELOPMENT</b> • New venture creation (NVC): short skills accredited programmes that equip and educate individuals through the transfer of knowledge and skills	• Five accredited skills development programmes offered, empowering 47 individuals in 2022
	<b>THE HOPE FACTORY AND SAICA ED INITIATIVES WITH FOCUS ON WOMEN AND YOUTH</b> • SED and ED flagship programmes • SAICA ED partnership collaboration with Womhub • AECI skills development partnership with The Hope Factory	• Equipped 141 entrepreneurs of which 55% are female on SED programmes and 45% SMMEs are female-owned on ED programmes • Womhub project supported 15 females • AECI skills development project supported 10 female artisans

SDG	INITIATIVES	IMPACT/DIFFERENCE MADE
	<b>SAICA ENTERPRISE DEVELOPMENT: AVON AND DEDISA PROJECT (2018-2024)</b> • Developing Black entrepreneurs within the energy sector through enterprise development  <b>WIND FARM SMME DEVELOPMENT PROGRAMMES</b> • Partnership projects with Cennergi Services and Aurora Wind Farm in enterprise development	• Six projects completed thus far; project 7 starting in 2023 • Projects 4-6 combined (over 2020-2022) created 50 new jobs through SMMEs • 12 SMMEs empowered and 23 new jobs created through wind farm projects
	<b>THE HOPE FACTORY AND SAICA ED PROJECTS AND PROGRAMMES</b> • The majority of our programmes and projects play a sustainable role in economic transformation and job creation	• 19 key projects through 2022, equipping 386 small businesses and/or individuals. • 127 new jobs created in 2022
	<b>SAICA ENTERPRISE DEVELOPMENT YOUTH INITIATIVE</b> • YES programme placed unemployed youth graduates in 2022	• 19 youth graduates impacted in 2022
	<b>THE HOPE FACTORY AND SAICA ED PUBLIC-PRIVATE PARTNERSHIPS WITH VARIOUS INSTITUTIONS, CLIENTS, SETAS</b> • Some major key partnerships in 2022 included KPMG, FTI, Exxaro, Anglo American Zimele, Aurora Wind Power, Solar Capital, Avon and Dedisa, Black Umbrellas, Womhub, River North, CHIETA, Cennergi Services, NDE Stainless Steel and more	• 175 strategic partnerships with SAICA SMPs, volunteer coaches and industry experts who contributed to project and programme successes



# DIGITISATION



SAICA's digital transformation programme is fundamental to executing the overall SAICA strategy. SAICA's digital transformation journey commenced in 2016 and entailed the rollout of key strategic projects, with Ushintsho being one of those key pillars. Key to the success of digital transformation is the alignment of the IT strategy to the business strategy, and also the need to optimise the existing IT architecture.

## USHINTSHO TURN-AROUND

To fast-track the delivery of the Ushintsho programme, an evaluation of the current service provider was undertaken to assess progress and the capability to execute the defined digital transformation roadmap imperatives.

In addition, an evaluation of alternative service providers both locally and abroad took place to determine and agree on the best way forward. As a result, a decision was made to change service providers, which will see the acceleration of this programme under budget and execution completed earlier than initially planned.

## KEY INITIATIVES IMPLEMENTED DURING FY 2022 TO PROGRESS SAICA'S DIGITAL TRANSFORMATION STRATEGY

INITIATIVE	STRATEGIC PILLARS	IMPACT/DIFFERENCE MADE
<b>Electronic Assessment Tool (EAT)</b>		A digital platform designed to enable training offices to electronically assess students, thereby minimising human errors, preventing alteration of data, and streamlining administrative duties
<b>Learning Management System (LMS)</b>		Digital administration, documentation, tracking, reporting, automation and delivery of educational courses, training programmes and learning and development programmes
<b>Continuing Professional Development (CPD) declarations</b>		Improved monitoring and evaluation of CPD outcomes and enhanced reporting
<b>Enterprise Risk and Compliance Management System (ERCMS)</b>		Provide greater visibility into risk and compliance issues, improve operational efficiencies, and aid prompt decision-making

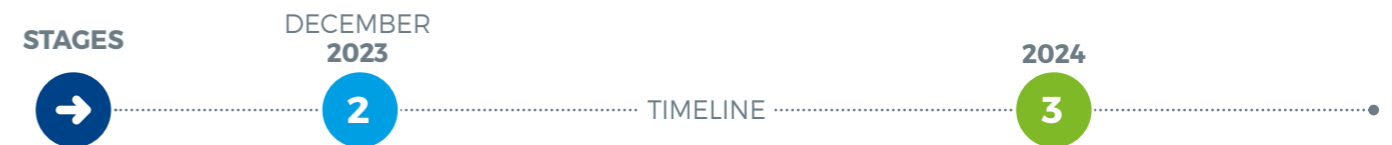
## DIGITISATION INITIATIVES PLANNED FOR IMPLEMENTATION IN 2023

Implementation of the re-scoped Stage 2 of the project continues with planned completion by the end of May 2023. Key initiatives comprise:

- Migrate Finance from iMIS and Great Plains to D365 Finance to help us reduce the issues we faced while integrating with our Legacy systems and move us closer to decommissioning the Legacy system.
- Upgrade the Member portal and mobile application to enable a single point of entry for members to

- communicate with SAICA.
- Streamline the exam administration process and create an Exam portal which can be accessed via the Member portal and mobile app.
- Send bulk emails, process marketing briefs, create and publish content, and plan content.
- Implement of the new HR system (planned to be completed in Q3 of 2023).
- Implement the contract management system (planned to be completed in Q4 of 2023).

The Digital Transformation Governance Committee (DTGC) (see DTGC report on page 86 and 87) that provides oversight of the Ushintsho project has considered the developments for 2023 and 2024 as follows:



## MEMBER VALUE/ENHANCEMENT

DECEMBER 2023	2024
<p><b>Member benefits:</b></p> <ul style="list-style-type: none"> <li>• Easy access of billing and account information online</li> <li>• New accounts query management feature in order for members to track progress (refunds, penalties etc)</li> <li>• Enhanced digitised user journey for member, applications that includes (practice registrations, tax practitioner registrations etc)</li> <li>• Experience a new mobile app, to access functionality that is currently on the member portal (power apps)</li> <li>• Exam candidates will be able to register examinations, cancel registrations, request refunds, and obtain copies of admission letters online</li> <li>• Exam candidates will have access to a single-system to apply for special concessions and receive feedback</li> </ul> <p><b>Internal Business Unit benefits:</b></p> <ul style="list-style-type: none"> <li>• Automated finance processes (auto creation of invoices, auto allocation of payments, auto matching of receipts etc)</li> <li>• New and enhanced reporting (Exams, Finance, Membership and Committees)</li> <li>• Minimise contact centre queries due to availability of self-service options on the Member Portal</li> <li>• New digitised exams management process (marking, booking and analytics)</li> </ul>	<p><b>Member benefits:</b></p> <ul style="list-style-type: none"> <li>• Enhanced learning and development eco-system (Training and Education)</li> <li>• Ability for prospective members to complete online membership applications</li> <li>• Prospective Thuthuka Bursary Fund applicants will have an end-to-end online-based application platform</li> <li>• Interactive, online-based platform for Thuthuka bursars to access donation info</li> <li>• Improved Enterprise and Supplier Development, Socio-Economic Development and SMME Development service offering will enhance member economic and B-BBEE points</li> <li>• Updating of member data which will ensure that SAICA designs products suited for members based on accurate data</li> <li>• Member processes will be enhanced and simplified to ensure that members have a great experience when using SAICA applications and systems</li> </ul> <p><b>Internal Business Unit benefits:</b></p> <ul style="list-style-type: none"> <li>• Automated bursary management processes</li> <li>• Improved disciplinary management process</li> <li>• Improved decision-making based on enhanced education and training data</li> <li>• Central repository of information to improve query resolution</li> </ul>

## INFRASTRUCTURE

<p><b>New applications</b></p> <ul style="list-style-type: none"> <li>• Finance &amp; Operations functions</li> <li>• Expanded Member Portal functions</li> <li>• Power BI Reporting</li> <li>• Mobile App platform</li> </ul> <p><b>Decommissioned apps</b></p> <ul style="list-style-type: none"> <li>• GP (archived data)</li> </ul>	<p><b>New applications</b></p> <ul style="list-style-type: none"> <li>• Enhanced Member Portal functions</li> <li>• New Member Application System</li> <li>• New Thuthuka Bursary Application</li> <li>• New Enterprise Development Application</li> </ul> <p><b>Decommissioned apps</b></p> <ul style="list-style-type: none"> <li>• IMIS</li> <li>• Legacy Exam Systems</li> </ul>
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## GOVERNANCE

<b>SMB architecture approved</b>	<b>Budget approved by Board</b>
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# DISCIPLINARY MATTERS 2022



One of the key objectives of the SAICA constitution is to ensure that the Institute and its members, associates, and prospective members adhere to the highest standards of ethics and competence, that the respective designations are protected and that the reputation of the profession is promoted.

The SAICA Disciplinary Code and disciplinary processes are one such method in which SAICA achieves this objective.

SAICA investigates all complaints of punishable conduct without fear or favour and upon obtaining sufficient evidence will put the complaint to the member and will ultimately enrol said complaint before one of the independent committees appointed by the Board to adjudicate on these complaints, being the Professional Conduct Committee and the Disciplinary Committee.

Further information on the SAICA complaints procedure and Disciplinary Code are available on the SAICA website.

## REPORT ON CASE MANAGEMENT

The table below illustrates the number of complaints received.

DISCIPLINARY SUMMARY	2022	2021	2020	2019	2018	2017	2016	2015
Number of cases reported	666	1 000	476	247	248	229	507	177
Cases referred to IRBA*	1	24	38	34	35	42	24	31
<b>Cases finalised **</b>	<b>218</b>	<b>281</b>	<b>143</b>	<b>184</b>	<b>128</b>	<b>235</b>	<b>162</b>	<b>70</b>
• Through the Professional Conduct Committee (PCC)	207	279	137	173	119	229	142	55
• Through the Disciplinary Committee (DC)	2	2	6	11	9	6	20	15
<b>Breakdown of total cases reported</b>	<b>666</b>	<b>1 000</b>	<b>476</b>	<b>247</b>	<b>248</b>	<b>229</b>	<b>507</b>	<b>177</b>
• Complaints against members and associates (AGAs)	569	883	414	171	190	177	136	160
• Complaints against trainee accountants	83	67	41	39	15	38	38	12
• Complaints against non-members***	14	50	21	19	43	14	3	5
• APC matters	-	-	-	-	-	2	330	-

\* Where complaints are audit-related, complaints against members who are registered auditors are referred to the Independent Regulatory Board for Auditors for investigation.

\*\* Cases may also be closed outside of committees where complainants fail to provide complaint affidavits and/or sufficient information for SAICA to pursue an investigation.

\*\*\* Complaints are lodged against persons who are found not to be members/associates of SAICA. Of the complaints lodged in 2022, no matters constituted 'holding out' matters; however, SAICA is pursuing seven additional matters for contraventions of the Chartered Accountants (Private) Designation Act 67 of 1993.

The 569 complaints lodged against SAICA members/associates are broken down into:

- 94 general complaints
- 13 complaints which are not audit related referred to SAICA by the IRBA but involving individuals who hold/held concurrent memberships with SAICA and the IRBA, and

- 462 minor complaints for non-compliance with SAICA requirements for tax practitioners and for CPD. SAICA has employed additional fixed term staff to assist in finalising the large number of minor non-compliance complaints

In 2022, the Discipline Unit finalised 218 complaints through the Professional Conduct Committee (PCC).

the Disciplinary Committee (DC) and internally, where applicable.

## PROFESSIONAL CONDUCT COMMITTEE (PCC) MEETINGS IN 2022

In 2021 the PCC met 35 times (full PCC convening 30 times and the Advisory Committee meeting five times), considered 295 cases and finalised 279 cases, with 16 cases ongoing.

In comparison, in 2022 the PCC met 37 times (full PCC convening 25 times and the Advisory Committee meeting 12 times), considered 218 cases and finalised 207 cases with 11 cases ongoing.

In addition to this, nine complaints were closed internally by the Disciplinary Unit due to complainants not providing complaint affidavits.

Further, the Disciplinary Unit issued notices of complaint in an additional 452 matters. These are in process towards enrolment before the PCC.

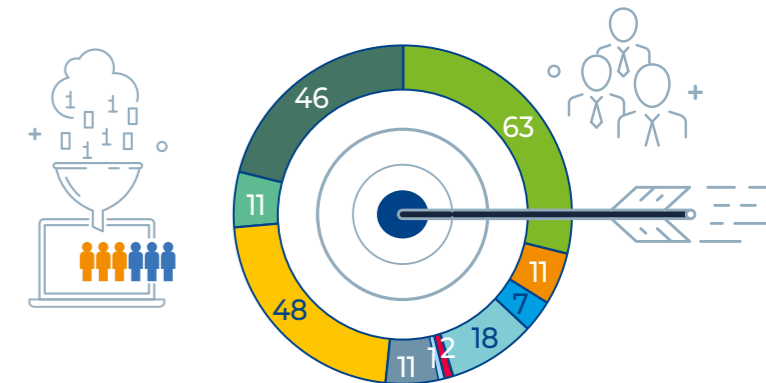
## DISCIPLINARY COMMITTEE (DC) MEETINGS IN 2022

In 2021, the Disciplinary Committee finalised two cases by way of settlement agreements in terms of section 15 of the SAICA Disciplinary Code.

In comparison, in 2022, the Disciplinary Committee convened four times and finalised times matters which resulted in their exclusion as members of SAICA against members, with another matter being part-heard before the DC and set down for a further 10 days of hearings in 2023.

An additional two matters are in advanced stages of settlement in terms of section 15 of the Disciplinary Code.

## NATURE OF COMPLAINTS INVESTIGATED BY THE PROFESSIONAL CONDUCT COMMITTEE (JAN-DEC 2022)

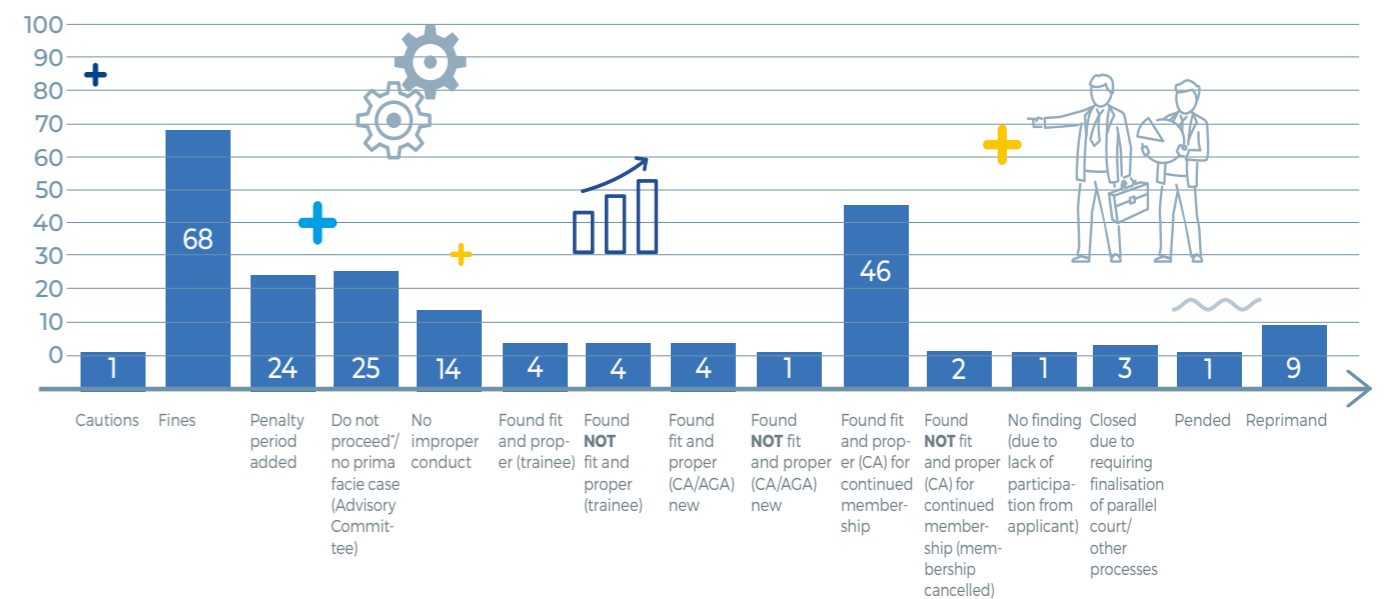


### LEGEND

- TP/CPD non-compliance
  - Integrity
  - Competence and due care
  - Professional behaviour
  - Objectivity
  - Confidentiality
  - Fit and proper (CA/AGA)
  - Fit and proper (CA) after IRBA guilty finding
  - Fit and proper (trainees)
  - Trainee misconduct
- TOTAL = 218**

## SANCTIONS AT PCC (JAN-DEC 2022)

**TOTAL = 207 / ONGOING = 11**



# MARIAM TAYOB CASSIM

FINANCIAL DIRECTOR AND OWNER OF RICHESTERS FOODS

DIFFERENCE MAKERS



ANNUAL SUMMARY

Mariam Tayob Cassim is a financial director and owner of Richesters Foods, a private company started in 2005. After gleaning vast amounts of valuable business acumen and insight during her articles, Mariam started a multi-million-rand confectionery business empire with her husband.

Mariam has been pivotal in growing the company from its humble beginnings to a company employing over 650 people and producing 7 000 sweets per minute. Key to the company's success is the well-being of her staff and their children, ensuring that they also succeed in the business through mentorship, empowerment, and education. The company has awarded 14 bursaries to staff thus far and brought in six students from Tshwane South College into an engineering mentorship programme.



# PERFORMANCE AGAINST STRATEGY

SAICA's Board sets short-term targets and initiatives for the year ahead in the annual balanced scorecard that support delivery on the strategic pillars, either directly or by enhancing the Institute's operational efficiency. At the end of the year, executive management collates the performance against the balanced scorecard targets. The final scores are assured by the external auditors, reviewed by the Remuneration Committee and approved by the Board.

During the reporting period, good progress was made to execute on the strategic initiatives underpinning the four strategic pillars of the SAICA strategy.

Where targets were not achieved, corrective measures have been identified to improve performance in the coming year.

The balanced scorecard comprised four categories weighted as shown in the table on the next page. Each balanced scorecard category is given a score from 1 (far

below expectations) to 5 (far exceeds expectations) and these scores are weighted according to the category weights to yield an overall score for the year. In 2022, SAICA achieved a performance rating of 3.68 out of 5, compared to 3.47 out of 5 in 2021.

### SAICA'S OVERALL PERFORMANCE SCORE AGAINST STRATEGIC OBJECTIVES

The Member Value strategic pillar PHI score, Relevance and Reputation strategic pillar and PHI scores both improved and the Trust index of CAs(SA) in South Africa remained stable at 83% as a result of the implementation of SAICA's integrated communication and reputation management plan.

SAICA's B-BBEE level significantly improved from Level 8 to Level 4 as a result of the strong focus on skills development. The Employee Engagement score also improved from 75% to 78%, which demonstrates that SAICA employees are well engaged.



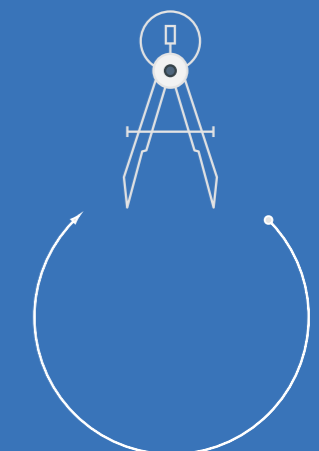
KEY METRICS			
Professional Health Index <sup>1</sup>			
	2022	2021	2020
Member Value PHI score <sup>1</sup>	75,14%	72,55%	75,77%
Relevance and Reputation score	77,96%	64,16%	69,86%
B-BBEE level	4	8	6
Employee Engagement score <sup>2</sup>	78%	75%	75%

<sup>1</sup> The Professional Health Index (PHI) is the measure by which SAICA assesses the extent to which it has achieved its strategic intent 'to contribute to sustainable economies through developing responsible and ethical leaders'.

<sup>2</sup> The Employee Engagement score is calculated by adding the 'agree' and 'strongly agree' ratings.

MEMBER VALUE (2022: 75,14%) (2021: 72,55%)		
SAICA PROFESSIONAL HEALTH INDEX	2022 SURVEY RESULTS (% ABOVE NEUTRAL)	2021 SURVEY RESULTS (% ABOVE NEUTRAL)
Attractiveness Score	86,16%	63,16%
Employability Index	75,81%	74,12%
Leadership Index	79,61%	78,19%
Inspiration Index	74,67%	76,48%
Brand Admiration Index	79,89%	79,80%
Competency Index	69,84%	67,69%
Member Satisfaction Index	67,31%	68,42%

RELEVANCE & REPUTATION (2022: 77,96%) (2021: 64,16%)		
SAICA PROFESSIONAL HEALTH INDEX	2022 SURVEY RESULTS (% ABOVE NEUTRAL)	2021 SURVEY RESULTS (% ABOVE NEUTRAL)
Integrity Index	72,41%	72,58%
Market Trust Index	83,88%	84,55%
Social Contribution Index	77,60%	76,06%



LEGEND

Below target		Achieved		Exceeded		New measure	
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STRATEGIC PILLAR	STRATEGIC OBJECTIVES	KPIS	TARGET 2022	ACHIEVED 2022	ACHIEVED 2021	RATING
Member Value Performance weighting: 30%	Deliver member value by promoting the premiership status and enhancing the Member Value Proposition	Professional Health Index	60-85% of respondents are above neutral = 3	75,14%	72,55% (3,50)	3,60
	Promote common interest and professional competence of members and associates nationally and internationally	Annual stakeholder survey score	60-85% of respondents are above neutral = 3	67,40%	85,95% (4,06)	3,30
Relevance and Reputation Performance weighting: 25%	Enhance trust, ethical conduct and credibility of the profession in the economy and society	Aggregated CA2025 milestones achieved	CA2025 and Pathways to Relevance framework implementation = 3	3,30	3,50	3,30
		Professional Health Index	60-85% of respondents are above neutral	77,96%	64,16% (3,01)	3,72
		Positive media exposures	Annual target: 1 350-1 400 positive media exposures	1 829	1 395 (3,95)	5
		SAICA social media reach	Accumulated growth 5,1% to 8% pa	New measure 11,28%	-	4,47
		Advocacy	3,00	3,97	2,20	3,97
		Thought leadership	Three exposures or more per article	3,20	4,69	3,20
Growth and Transformation Performance weighting: 25%	Grow and transform the accountancy profession	Annual number of new members for AGAs & ATs (based on new registrations)	AGAs: 675-764 = 3,00 ATs: 61-90 = 3,00	New measure AGA 711 AT 78	- -	3,40 3,59
		Member conversion rate	75%-85% conversion from eligible member to member (CA) = 3	83,41%	81,90% (3,69)	3,84

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	KPIS	TARGET 2022	ACHIEVED 2022	ACHIEVED 2021	RATING
Organisational Sustainability Performance weighting: 20%	Achieve financial sustainability	Surplus for the year	Surplus: R6,1m = 3	Surplus: R22,9m	Surplus: R29m (5)	5
		Net cash from operations	Net cash: R28,3m = 3	Net cash: R31,6m	Net cash: R71,9m (5)	5
		Reserves	Reserves R256,7m = 3	R287,3m	5	4,66
		Total revenue	R453,4m = 3	New measure R495m	-	4,35
Organisational Sustainability Performance weighting: 20%	Digitise operational processes to work quicker and qualitatively better and accelerate strategic benefits	Stage 2 Ushintsho project: member value benefits	3	2,27	1,75	2,27
		ERM maturity level	Maintain ERM maturity level 4	ERM maturity level 3	ERM maturity level 3	2
		Outcome of the internal and external audits	Achieve unqualified audit outcome without significant and material audit findings = 3	4	-	4
		Employee Engagement Survey	60-85% respondents are engaged = 3	78%	75% (3,59)	3,72
Organisational Sustainability Performance weighting: 20%	Empower human capital to enhance innovation and engage employees to create an engaged organisation	Vacancies as a percentage of staff establishment <8%	Less than 8% = 3	New measure 10,29%	-	1,00
		Voluntary employee turnover (ETO)	ETO <12% = 3	New measure 10,53%	-	4,23
	Transform the organisation	B-BBEE Level	B-BBEE: Level 5-6	B-BBEE: Level 4	B-BBEE: Level 8 (2,00)	4

# CFO FINANCIAL REVIEW WITH LINK TO AFS



## SUMMARISED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2022 R'000

	GROUP		CHANGE
	2022 R'000	2021 R'000	2022/21 %
<b>Assets</b>			
Non-current assets	110 810	124 270	-10,83%
Current assets	602 010	572 982	5,07%
<b>Total assets</b>	<b>712 820</b>	<b>697 252</b>	<b>2,23%</b>
<b>Reserves and liabilities</b>			
Reserves	431 769	388 245	11,21%
Non-current liabilities	55 195	70 116	-21,28%
Current liabilities	225 856	238 891	-5,46%
<b>Total reserves and liabilities</b>	<b>712 820</b>	<b>697 252</b>	<b>2,23%</b>

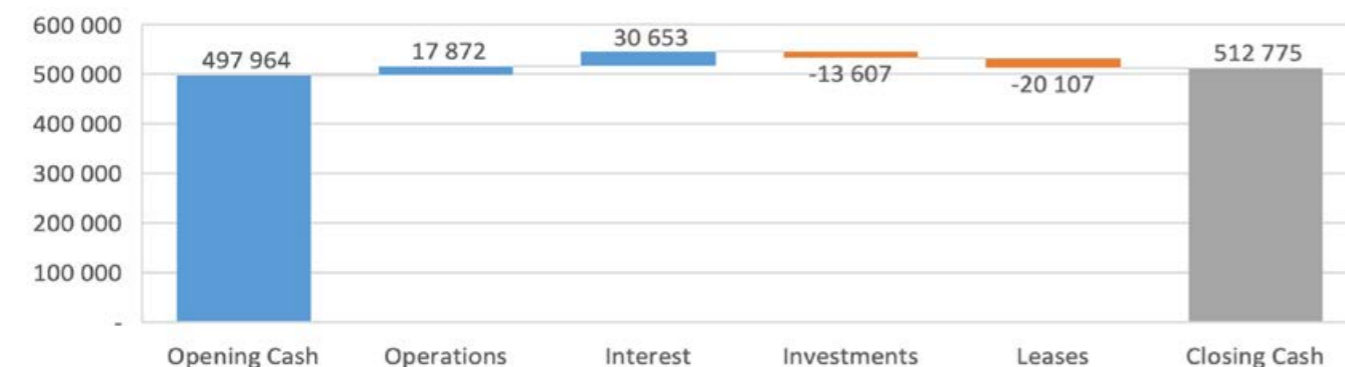
- ↑ Assets (2%) due to:**
- Group cash increased by R14 811.
    - Cash comprises 85% (2021: 87%) of current assets.
  - Decline in non-current assets attributable to depreciation of R28 839 (2021: R28 292).
  - Ushintsho investment of R10 617 (2021: R14 743).
- ↓ Liabilities (9%) due to:**
- Decrease due to unwinding of lease liability, APC re-write and VAT liability settled.
  - Liabilities included provision for STI of R23 862 (2021: R13 385) and Contract liabilities on fees received at year-end of R101 649 (2021: R105 421).

## SUMMARISED STATEMENT OF SURPLUS OR DEFICIT FOR THE YEAR ENDED 31 DECEMBER 2022 R'000

	GROUP		CHANGE
	2022 R'000	2021 R'000	2022/21 %
<b>Total income</b>	<b>773 814</b>	<b>874 981</b>	<b>-11,56%</b>
Revenue	488 028	443 292	10,09%
Other income	285 786	431 689	-33,80%
<b>Operating surplus before interest</b>	<b>21 098</b>	<b>56 537</b>	<b>-62,68%</b>
Finance income	30 653	20 624	48,63%
Finance costs	-8 082	-10 033	-19,45%
<b>Surplus for the year before tax</b>	<b>43 668</b>	<b>67 128</b>	<b>-34,95%</b>
Tax expense	-144	-	100,00%
<b>Surplus for the year after tax</b>	<b>43 524</b>	<b>67 128</b>	<b>-35,16%</b>
Opening reserves	388 245	321 117	20,90%
<b>Total reserves at end of year</b>	<b>431 769</b>	<b>388 245</b>	<b>11,21%</b>

- ↑ Reserves (11%):**
- Due to the reported surplus distributed as follows
    - SAICA - R22 943
    - THF - R3 684
    - TEUF - R16 897
  - Operating margin declined to 3% (2021: 6%).
  - Revenue growth represent increase in number of members and inflationary adjustment.
  - Other income decline represents improvement in donations and projects.
  - The turnaround of THF is in progress with improvement to surplus

## SUMMARISED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2022 (R'000)



# REWARDING PERFORMANCE

## (REMUNERATION REPORT)

SAICA's remuneration philosophy is to offer market-related compensation and recruit and retain the necessary talent required to successfully execute the SAICA strategy and ensure sustainability.

### INTRODUCTION

This report seeks to ensure that members gain an insight into how remuneration decisions are made, enabling them to assess the outcome of those decisions.

The alignment of remuneration to the long-term strategic goals of SAICA to deliver sustainable performance remained a key focus during the year. Remuneration practices were aligned with our performance and strategic objectives set for the 2022 financial year.

The Board reviewed the Remuneration and Reward Policy in November 2022, and found that the fundamentals of the remuneration policy and guiding principles were still applicable. However, a remuneration service provider took into account a few issues relating to policy execution and referred them for benchmarking. The benchmark's outcomes will be applied to enhance SAICA's remuneration procedures. This will further ensure that SAICA keeps an eye on market conditions to remain appropriately positioned to execute its overall strategy.

The COVID-19 pandemic engulfed the entire globe and it culminated in the governance of remuneration remaining a critical feature of the corporate governance landscape over the last three years. On a positive note, this has fast-tracked the adoption of alternate working arrangements, and SAICA, like many other organisations, has had to review its employee value proposition, especially as it relates to virtual working considerations. SAICA continues with a hybrid working model and supported employees with the necessary tools to enable them to remain productive. SAICA is evaluating the impact of occupational health and safety in the hybrid working model where employees work both remotely and in the office. It is against this background that succession planning is regarded as one of the key enablers.

A large portion of our remuneration structure is made up of fixed-total guaranteed package and a small portion comprising short-term incentives (STI).

### REMUNERATION GOVERNANCE

SAICA has sought to align its practices to good governance regarding remuneration, which in South Africa, is primarily informed by the King IV™ - Principle 14. This principle requires that 'the governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long-term'.

The Human Resources and Remuneration Committee comprises of at least three members of the Board with relevant experience.

The chairperson of the committee is Ms Yasmin Forbes. The Board Secretary is the secretary for the committee. The Executive Directors / Management are not members of the committee but attend meetings by invitation only and recuse themselves when conflicts arise, particularly when their performance and remuneration are discussed.

### REMUNERATION ROLES AND RESPONSIBILITIES

The committee's main purpose is to ensure that SAICA's remuneration practices and policies are aligned with good corporate governance. The committee acts as a formal sub-committee of the Board and has the power to recommend to the Board for approval a developed strategy and supportive policies for the acquisition, management, retention and fair and responsible remuneration of Human Capital in accordance with statutory regulations, governance requirements and best practice. The functions of the committee include, but are not limited to:

- Considering SAICA's balanced scorecard for the year and recommending approval to the SAICA Board
- Being primarily responsible for oversight of remuneration
- Recommending to the Board issues relating to its responsibility for the governance of remuneration by

setting the direction for how remuneration should be approached and addressed on an organisation-wide basis

- Recommending a policy to the Board for approval which articulates and gives effect to its direction on fair, responsible and transparent remuneration

The committee also oversees the overall governance of Human Capital management, setting and administering remuneration policy framework and strategy at SAICA and provides the Board with assurances in this regard.

The committee seeks to assist the Board to ensure that appropriate remuneration policy and philosophy that is aligned with its long-term strategy, objectives and risk appetite are in place, with specific focus of ensuring that:

- The remuneration policy and philosophy are appropriately and consistently applied throughout SAICA
- Informed decisions pertaining to the acquisition, management, development and retention of its human capital are made
- The performance outputs of SAICA and that of its Executive Directors / Management are reviewed
- Remuneration of Board members and Executive Directors / Management is fair and responsible

The chairperson of the committee reports to the Board on the activities of the committee at Board meetings. For the period under review, the committee is satisfied that it has fulfilled all its statutory duties assigned by the Board.

### REMUNERATION PHILOSOPHY

SAICA's subscribes to the belief that great people are the foundation of our success. SAICA recognises that, without the contribution of highly engaged, high performing employees, our strategic objectives cannot be achieved. It is therefore critical for the sustainability of SAICA that we continuously attract, develop, and retain high performing employees by providing a compelling value proposition to prospective and existing employees.

At the centre of the SAICA employee value proposition is the remuneration and reward strategy that balances both market competitiveness as well as affordability.

### REMUNERATION STRUCTURE

It is our opinion that we should continuously strive to transform to a broader definition of reward – that of total rewards – in order to achieve the balance between strategy and various demands of employees. The enabling Remuneration and Rewards Policy leverages

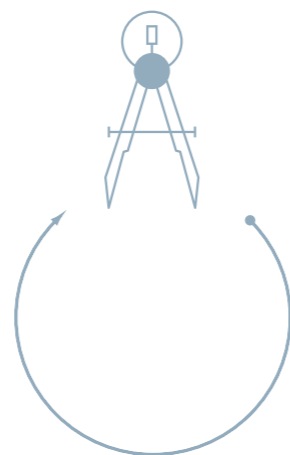
the proper mix of rewards that satisfies the personal and financial needs of current and potential employees given existing operational conditions and constraints.

**To achieve this, SAICA integrates two key reward elements:**

COMPENSATION	
Fixed salary	Benefits – pension fund, medical aid, wellness subscription, group risk insurance and funeral cover
Short-term incentives for performance	

From a benefits perspective, in addition to the wellness subscription, SAICA has reviewed its wellness framework to ensure employee centredness. This includes wellness interventions that address financial wellness and resilience. SAICA has further supported its employees by undertaking to reimburse them for data connectivity costs to support the hybrid working arrangements.

SAICA, being a non-profit membership-based organisation, does not offer long-term incentives (LTI). However, to ensure SAICA's ability to attract and retain capable talent, implementing several non-financial retention measures as well as recommending improvements of the short-term incentive (STI) to the Board were explored. The STI recommendations have been benchmarked and the Employee Recognition Scheme was reviewed and relaunched in line with the organisational values.



### REMUNERATION POLICY

SAICA's Remuneration Policy is founded on a total rewards context, which embraces all elements of the employee value proposition including compensation, benefits, recognition, career and growth opportunities, and the work environment.

Below is a summary of the policy:

OBJECTIVE	SCOPE	COMPLIANCE	IMPLEMENTATION	SALARY BENCHMARKING
Serves to ensure standardised approach in the application of remuneration principles and practices	Competitive market-aligned remuneration balanced with the need for cost containment  Founded on a total rewards context, which embraces all elements of the employee value proposition including compensation, benefits, recognition, career and growth opportunities and the work environment	Reviewed every three years or as and when required, to ensure that the terms are current, fair and relevant corporate and industry conditions	Developed the Human Capital Strategy Framework which encompassed key focused initiatives that would enable the attraction, development, and retention of high-performing employees	An annual survey/ benchmark to ensure that management rewards and remuneration are market related and kept at levels that will assist in retaining and attracting key leadership skills

### SHORT-TERM INCENTIVES (STIs)

For the reporting period, the annual salary adjustments, and the payment of the STIs were approved as per the policy for the employees in job grades 5-16. For the employees in job grades 2-4, only market movement factor annual salary adjustments were approved, that is, without the various performance rating linked additional percentages. There were also no STIs paid for the employees in job grades 2-4. This was a decision the Board took having considered the December 2021 APC incident and the regression of the enterprise risk management maturity level.

### REMUNERATION POLICY IMPLEMENTATION REPORT

The remuneration policy which determines the **structure of the remuneration packages** into fixed salary and variable pay, represented by a short-term incentive and benefits, remained unchanged during the year.

SAICA's **performance management process** is directly linked to annual increases in total cost to company and annual short-term incentive bonuses. **Performance review and moderation sessions took place regularly throughout the year**, where the organisational performance, divisional and individual achievement of key performance indicators ('KPIs'), and delivery on key strategic objectives are discussed. **All employees are rewarded for achieving performance targets as set out in their annual performance contracts.** The performance

score of an employee is based on a weighted average, which takes into consideration three elements:

- The performance of SAICA;
- The performance of the division within which the employee operates; and
- The employee's individual performance.

The three elements are weighted differently depending on the level of seniority of each employee. The respective element weighting takes into consideration the level of authority and influence an employee carries, with higher level employees carrying a higher percentage of SAICA's performance.

The Board Chairperson oversaw the **performance assessment of the CEO**.

**SAICA increases** were awarded based on the performance managed through the Remuneration and Reward Policy in conjunction with the Performance Management Policy. Only employees who received the qualifying individual performance received salary increases.

The salary scales per grade were benchmarked and **SAICA salary scales were found to be competitive**.

The **Board approved the annual salary increase percentage and the STI pool** following the performance



evaluations and the financial affordability recommended by the Human Resources and Remuneration Committee and Audit and Risk Committee.

**Normal annual salary increases were moderated by the executive committee** to ensure equity across the organisation before they were recommended for approval by the Human Resources and Remuneration Committee.

**Outcomes of the balanced scorecard for 2022 were audited by Mazars** – these outcomes appear on page 154 and 155.

There were **no ad hoc salary adjustments** during the year.

**A succession planning framework was developed and investment in skills training and development** continued. See details of human capital initiatives on pages 117 to 119.

Looking forward, the investment in a human capital information system will enable the automation of all

components of the human capital strategy, including the automation of performance management. See page 119.

**Non-executive remuneration**

The non-executive directors receive fees for serving on the Board and Board Committees.

The fees for non-executive directors are recommended by the Human Resources and Remuneration Committee to the Board for consideration. The Board recommends the fees to members for approval at the SAICA annual general meeting. They are disclosed in the audited financial statements. See pages 60 to 61 of the Annual Financial Statements.

**Executive remuneration**

In line with King IV™, the table below is a disclosure of the SAICA Executive Directors' and CFO's remuneration (in R'000) using the single-figure view for the period 01 January 2022 – 31 December 2022.

Category	NAMES	BASE SALARY	BENEFITS	STI	OTHER	TOTAL
Chief Executive Officer	Mr SF Nomvalo	4 705	-	-	-	4 705
Chief Operating Officer	Mrs FL Lamola	3 058	378	-	-	3 436
Executive Director - Learning, Development and National Imperatives	*Mrs CC Mulder	758	83	-	-	841
Executive Director - Learning, Development and National Imperatives	****Mr R Zwane	2 018	303	-	-	2 321
Executive Director - Governance	Mr JHD Snyman	2 128	281	-	-	2 409
Executive Director - Standards	***Mr M Segal	1 748	231	-	-	1 979
Executive Director - Standards	***Mr P Faber	148	17	-	-	165
Chief Financial Officer	Mr NO Nekhavhambe	2 379	357	-	-	2 736

Pages 60 and 61 of the Audited Financial Statements have reference.

\* Prorated for two months

\*\*Acting in position for five months and subsequently permanently appointed effective 01 June 2022

\*\*\* Prorated for eleven months

\*\*\*\*Acting in position for one month

**Key focus and value-creating activities for the period under review**

All HR & REMCO committee members were impacted by the SAICA Board member rotation at the SAICA AGM on 26 May 2022, leading to a completely new committee composition. After a successful handover, induction for

new committee members was undertaken. During the year we placed focus on:

- The HR & REMCO workplan, including high-level oversight on HC strategy implementation (employee engagement, enablement and experience)

- Considering the annual salary review and short-term incentive payment and recommending to the Board for approval
- The Remuneration and Reward Policy review process initiation
- Board succession planning (IoDSA training and policy development)
- HR & REMCO continuous professional development.
- Reviewing and addressing HR & REMCO matters regarding the Board Effectiveness Review March 2022 Action Plan
- Reviewing the Human Capital policy universe
- Considering and recommending SAICA's balanced scorecard for 2022 and 2023 to the Board (including divisional balanced scorecards)

approval to the Board. We will provide oversight of the review of the target operating model, should the new strategy necessitate a change to it, to ensure a relevant structure to facilitate successful implementation of the strategy.

To ensure that we remain at the forefront of leading practices we will maintain our HR & REMCO continuous professional development.

Oversight of the strategic actions in response to the outcomes of the employee engagement survey will continue.

As always the HR & REMCO workplan will be attended to including high-level oversight on HC strategy implementation (employee engagement, enablement and experience), and the annual salary review and short-term incentive payment and recommending to the Board for approval.

**Future focus areas for 2023 and beyond**

We are excited about the implementation of a human capital information system, commencing in 2023. This will enable efficient execution of all components of the human capital processes and give effect to the implementation of the Remuneration Policy and other related policies.

The committee will participate and contribute in the SAICA 2024–2026 strategy review and consider the resulting balanced scorecards and recommend these for

**CONCLUSION**

In conclusion, the committee confirms that all decisions in relation to remuneration were made in line with the organisations Remuneration Policy and that there were no deviations from the policy in the reporting period.

*Yasmin Forbes*

**Chairperson: Human Resources and Remuneration Committee**



# CHRISTIAAN VAN DEN BERG

CO-FOUNDER AND CO-CEO OF JOBJACK

DIFFERENCE MAKERS

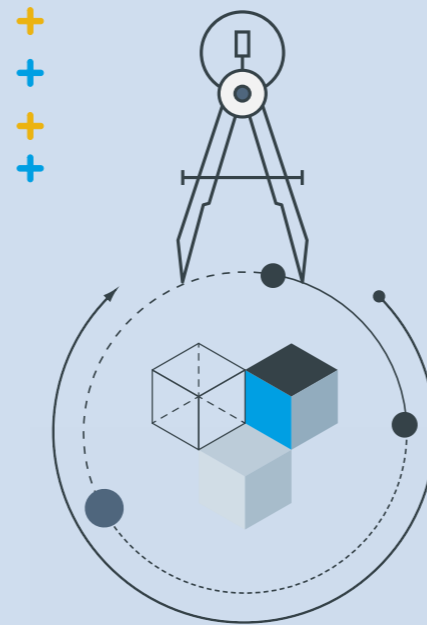
PIIONEER



Christiaan is co-founder of JOBJACK, a technology platform that automates the entire entry-level recruitment process for all parties involved.

JOBJACK currently has over 1 200 000 registered job seekers and is growing by 3 000 job seekers per day, while servicing over 2 000 employer sites across South Africa, including employers such as PEP Stores, Woolworths, the City of Cape Town, TFG, McDonald's, KFC, and many more.

They have, over the past almost three years, placed over 8 000 low-income individuals in sustainable job opportunities. The aim is to place another 20 000 in the next 18 months.





# SUPPLEMENTARY INFORMATION



## ACRONYMS

- 4IR – Fourth Industrial Revolution
- ABASA – Association for the Advancement of Black Accountants for Southern Africa
- ACFE – Association of Certified Fraud Examiners
- AG – Auditor General
- AGA – Associate General Accountant
- AGC – The Assurance Guidance Committee
- AGM – Annual General Meeting
- AICPA – American Institute of Certified Public Accountants
- APC – Assessment of Professional Competence
- ARC – Audit and Risk Committee
- ARP – Audit Reform Project
- ASA – *Accountancy SA* Magazine
- ASPAC – Countries of the Asia-Pacific Region
- AT – Accounting Technician [AT(SA)]
- AWCA – African Women Chartered Accountants
- BASA – Banking Association of Southern Africa
- B-BBEE – Broad-based Black Economic Empowerment
- BLSA – Business Leadership South Africa
- BUSA – Business Unity South Africa
- CAANZ – Chartered Accountants Australia and New Zealand
- CAQ – Centre for Audit Quality
- CAW – Chartered Accountants Worldwide
- CAPtR – CA Pathways to Relevance project
- CEO – Chief Executive Officer
- CFO – Chief Financial Officer
- CIPC – Companies and Intellectual Property Commission
- CIPFA – Chartered Institute of Public Finance and Accountancy
- CISO – Cyber and Information Security Information Officer
- COGTA – Cooperative Governance and Traditional Affairs
- COO – Chief Operating Officer
- CoPc – Code of Professional Conduct
- CPD – Continuous Professional Development
- CTA – Certificate in the Theory of Accounting
- DEI – diversity, equity, and inclusion
- DOA – Delegation of Authority
- DTGC – Digital Transformation Governance Committee
- EAC – Education and Assessment Committee
- EAT – Exam Assessment Training
- ED – Enterprise Development
- EE – Employment Equity
- EMEA – Europe, the Middle East and Africa
- ERM – Enterprise Risk Management

- ERM – Enterprise Risk Management and Compliance
- ESD – Enterprise and supplier development
- ESG – Environment Social and Governance
- EY – Ernst & Young
- FASSET – Sector Education and Training Authority (Seta) for the Finance, Accounting, Management Consulting and Other Financial Services Sector
- FATF – Financial Action Task Force
- FRSC – Financial Reporting Standards Council
- FSCA – Financial Sector Conduct Authority
- GAA – Global Accounting Alliance
- GIBS – Gordon Institute of Business
- GP – Gauteng Province
- GRAP – Generally Recognised Accounting Practice
- HDIs – Historically Disadvantaged Institutions
- HDSA – Human Development Student Association
- HODs – Heads of Departments
- Hons – Honours
- HR – Human Resources
- HR & REMCO – Human Resources and Remuneration Committee
- IAASB – International Auditing and Assurance Standards Board
- IEP – Integrated Ethics Plan
- IESBA – International Ethics Standards Board for Accountants
- IEWG – Integrated Ethics Working Group
- IFAC – International Federation of Accountants
- IFRS – International Financial Reporting Standards
- IRBA – Independent Regulatory Board for Auditors
- ISFAP – Ikusasa Student Financial Aid Programme
- IRITS – Integrated Reporting, Integrated Thinking and Sustainability
- IT – Information Technology
- ITC – Initial Test of Competence
- JSE – Johannesburg Stock Exchange
- LEMS – Leadership Evolution Masterclass
- LPC – Legal Practice Council
- KPI – Key Performance Indicator
- KZN PAG – KwaZulu-Natal Provincial Accountant-General
- MANCO – Management Committee
- MFMA – Municipal Finance Management Act
- MIB – Members in Business
- MSOC – Managed Security Operations Centre
- MOU – Memorandum of Understanding
- NDP – National Development Plan
- NPO – Non-Profit Organisation
- NSFAS – National Student Financial Aid Scheme

- PAFA – Pan African Federation of Accountants
- PAIB – Professional Accountants in Business
- PCC – Professional Conduct Committee
- PFMA – Public Finance Management Act
- PGDA – Postgraduate Diploma in Accounting
- PHI score – Professional Health Index
- RCB – Recognised Controlling Bodies
- RFP – Request for Proposal
- SAAPTI – South African Auditing Profession Trust Initiative
- SAICA CVO – Chief Value Officer
- SAICA-ED – SAICA Enterprise Development
- SALGA – South African Local Government Association
- SAQA – South African Qualifications Authority
- SARS – South African Revenue Service
- SCF – Standing Committee on Finance
- SDGs – Sustainable Development Goals
- SED – Socio-economic Development
- SETCO – Social Ethics and Transformation Committee
- SMME – Small, Medium and Micro Enterprises
- SMP – Small and Medium Practices
- SSTC – SAICA Sustainability Technical Committee
- STI – Short Term Incentives
- TEUF – Thuthuka Education Upliftment Fund
- THF – The Hope Factory
- TOR – Terms of Reference
- TVET – Technical Vocational Education and Training
- UIF – Unemployment Insurance Fund
- UN – United Nations
- UNDP – United Nations Development Programme
- VAT – Value-added Tax
- W&RSETA – Wholesale & Retail Sector Education and Training Authority
- XBRL – Business Reporting Language

## CORPORATE INFORMATION

### SAICA NPO REGISTRATION NUMBER

020-050-NPO

### REGISTERED OFFICE ADDRESS

17 Ficker Road  
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Sandton  
Johannesburg, 2196  
Tel: +27 (0)11 621 6600  
Email: saica@saica.org.za

## POSTAL ADDRESS

Private Bag X32, Northlands, 2116

## WEBSITE

www.saica.org.za

## EXECUTIVE COMMITTEE

Sithembiso Freeman Nomvalo – Chief Executive Officer\*  
Chantyl Mulder – Executive Director: Learning, Development and National Imperatives (retired)  
Robert Zwane – Executive Director: Learning, Development and National Imperatives  
Fanisa Lamola – Chief Operating Officer\*  
Jaco Snyman – Executive Director: Legal and Governance  
Milton Segal – Executive Director: Standards  
*\*Board Members*

## NON-EXECUTIVE DIRECTORS

Vincent Mtholo  
Yasmin Forbes  
Jacobus Swanepoel  
Alice le Roux  
Babalwa Bekwa  
Brenda Tsvetu  
Dheren Singh  
Johan du Toit  
Sibonelo Cyril Madiba  
Tintswalo Mofokeng

## BOARD SECRETARY

Jaco Snyman

## AUDITORS

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