

DIFFERENCE MAKERS



STAKEHOLDERS, INTERESTS AND
ENGAGEMENT CHANNELS



SAICA INTEGRATED REPORT 2022

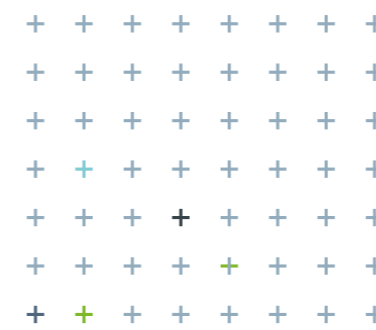
STAKEHOLDERS, INTERESTS AND ENGAGEMENT CHANNELS

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

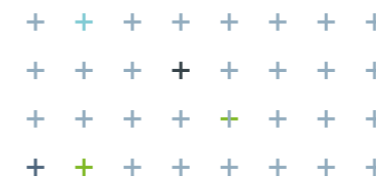
LEGEND

Expectations met		Improvement required		Expectations not achieved	
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HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
<div style="display: flex; justify-content: space-between;"> <div style="width: 25%;"> <p>Members and associates <i>(Stakeholder Group A)</i></p> </div> <div style="width: 25%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> SAICA Board, SAICA Council and regional councils National and regional constituency-based committees Roadshows (at CEO and executive levels) Interest groups Networking/seminars and events Online member communications Face-to-face member visits Focus groups with members SAICA-facilitated member engagements with regulators Annual General Meeting 	<ul style="list-style-type: none"> Active engagement with SAICA Adherence to the Code of Professional Conduct (ethical conduct) Understanding of lifelong learning principles (using CPD as a developmental tool and not as a tick-box exercise) 	<ul style="list-style-type: none"> Value of the SAICA membership Reputation of SAICA designations SAICA's disciplinary process for members under investigation for transgression of the Code of Professional Conduct and overall ethical standing of the profession Enhancement of their professional competencies CA(SA), AGA(SA), AT(SA) brand clarity and enhancement SAICA and member relationships with key government agencies Sustainability of the accountancy profession Support, query resolution and advocacy during COVID-19 	<ul style="list-style-type: none"> An integrated communication and marketing plan to protect/build the reputation/sustainability of SAICA's designations Continuous professional development/support Technical and non-technical training Premium/market-leading designations International mobility Engagement with government stakeholders to identify opportunities for members to contribute to the development of the South African economy/society An active leadership role in the profession and community to enhance image and standing of designations
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> CEO roadshows in March and August for members in South Africa, Europe, Middle East, and the rest of Africa (EMEA), Asia Pacific and the Americas Roadshows at a district level by Standards and Member Engagement divisions International member engagement in Perth, Melbourne and Sydney Audit reform event to discuss the impact of digital transformation on the audit and assurance profession Focus groups to better understand member expectations beyond traditional products and services, including mental well-being, career advice and personal support Value analyses for the SMP and MiB constituencies to ensure alignment with needs and expectations New members induction to explain how engagement drives value in their career progression Specific focus on members in the 35 to 55 age group to deeper understand how SAICA can support their requirements from a life stage perspective 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Negative perceptions of SAICA designations Ineffective disciplinary processes Unethical conduct of SAICA members SAICA qualifications not recognised by international accreditation bodies 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Proactive ongoing engagement Structure support and services to meet specific needs of members across categories 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Member satisfaction score = 67% 	VALUE DELIVERED	



HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
<div style="display: flex; justify-content: space-between;"> <div style="width: 25%;"> <p>SAICA Board <i>(Stakeholder Group A)</i></p> </div> <div style="width: 25%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> Board meetings Training and induction Strategy formulation 	<ul style="list-style-type: none"> Board approves SAICA's strategic direction and purpose after input from Council Delegates to management the responsibility for formulating strategy implementation, performance measures and targets Board sets the direction, approach and conduct for the reporting of SAICA affairs and performance to stakeholders Oversight of performance, reputational risk, etc 	<ul style="list-style-type: none"> Relevant, accurate and timely information and reporting Achievement of strategic objectives Improved governance and ethics 	<ul style="list-style-type: none"> Governance framework Improved planning and communication Performance reviews Business scorecard reporting IIR>F gap analysis Board evaluations Annual review of SAICA's employee Code of Ethics Annual approval of a reporting framework
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Formalisation of the Education and Assessment board sub-committee to oversee examination processes Progress on SAICA strategy execution Quarterly board and sub-committee meetings with management Board appointed an ad hoc committee (Tax Practitioners Committee) to deal with the various legal and operational issues related to tax practitioners 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Transparency; inaccurate reporting; under performance; poor decision-making; potential liability for directors; integrated business planning Forward planning of committees' focus for year ahead Leverage skillset of directors as SAICA continues to transform on its path of digitisation and digitalisation 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Proactively engage with the Board on matters of strategic importance Timeous and accurate reporting for effective decision-making Commitment to execute strategy and achieve strategic objectives 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Board evaluation SAICA Board engagement score = 83% 	VALUE DELIVERED	



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Employees <i>(Stakeholder Group A)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> Daily interface between management and employees Regular departmental meetings Townhall meetings Anonymous suggestion box Employee engagement surveys Performance discussions Dedicated behavioural training 	<ul style="list-style-type: none"> Can be the strongest brand ambassadors for SAICA Highly motivated, capable and competent employees are critical to the successful implementation of SAICA's strategy 	<ul style="list-style-type: none"> Learning and development Reward and recognition Health and wellness Support and tools for working from home Clear understanding of SAICA's strategy to maximise contribution Fair remuneration Career development 	<ul style="list-style-type: none"> Workplace skills plan MIPART-aligned reward and recognition programme Employee Wellness Framework and plan Reconfiguration of SAICA offices to align with the remote working policy Regular communication with employees Fair treatment and remuneration A range of development and training programmes and talent management
SIGNIFICANT ENGAGEMENTS IN 2022	<p>Quarterly staff townhall sessions and ad hoc updates on SAICA initiatives were held</p> <p>To enhance two-way communication, focus groups and online interactive socialisation sessions were organised to engage staff on policy and framework changes</p> <p>SAICA values re-launch: 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>Virtual and in person wellness initiatives were carried out throughout the year, with a focus on financial well-being and mental wellness</p>		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Low employee engagement; ineffective business continuity; employee turnover 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Health and well-being programmes; culture initiatives; talent management framework and retention strategies; engagement strategies; strong employee support for remote working; launch of a recognition programme to reward high performance, aligned to the re-launched MIPART values; targeted human capital strategy, includes integration of the organisational culture and diversity, equity, and inclusion (DEI) 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Employee engagement score and action plans The employee engagement score has improved from 75% in 2021 to 78% in 2022 10,53% staff turnover, which is below the threshold of 12% set for 2022 	<p>VALUE DELIVERED </p> <ul style="list-style-type: none"> 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 Leadership interventions in response to the need for improved collaboration exercise to enhance leadership capability and facilitate the creation of the desired organisational culture 	

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Regulators <i>(Stakeholder Group A)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> SAICA committee structures Accreditation engagements Face-to-face meetings Member queries through the D365 system 	<ul style="list-style-type: none"> Provide the regulatory framework in which SAICA operates 	<ul style="list-style-type: none"> SAICA and member compliance with regulations Inputs and commentary on regulations to assist in their development 	<ul style="list-style-type: none"> Ensure compliance of Institute and members Engage with regulators to provide input on developing regulations
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> 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) 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Failing to comply with regulator requirements Proactive engagement with regulators (opportunity) 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Governance structures to ensure compliance Robust regulatory framework Compliance monitoring 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> External assurance of regulatory compliance Good relationship with regulators No fines or penalties Regulators engagement score = 89% 	<p>VALUE DELIVERED </p>	

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Firms <i>(Stakeholder Group A)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> Training officers Firm visits Trainee allocation engagements Active firm participation within SAICA technical advocacy structures 	<ul style="list-style-type: none"> Skills absorption: trainee placement and employers for SAICA members SAICA programme support: Thuthuka donors 	<ul style="list-style-type: none"> Highly competent and trained trainees and members Relevant programmes to provide a skills pipeline Members trained for the business of the future/impact of the 4IR on auditing and other accounting functions Technical support and query resolution 	<ul style="list-style-type: none"> Training programme development and support Professional support CA2025 and Pathways to Relevance SAICA engages with government stakeholders on behalf of members
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> The SAICA CEO and management met with the South African Auditing Profession Trust Initiative (SAAPT) on 24 October 2022 to discuss the project plan and proposal relating to the establishment of the Centre for Audit Quality (CAQ) in South Africa Discussion on the implications of the Zondo Commission report on the profession 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Trainees not well placed due to lack of professional support 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Transformation issues discussions Audit reform initiatives Centre for Audit Quality in South Africa 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Firms engagement score = 87% 	<p>VALUE DELIVERED </p>	



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Government (Stakeholder Group A)			
Strategic Pillars:			
<ul style="list-style-type: none"> Parliamentary presentations Meetings with representatives from government departments and related entities Engagement with National Treasury, Department of Higher Education, Department of Trade and Industry, South African Reserve Bank, Prudential Authority, State Owned Entities and SARS 	<ul style="list-style-type: none"> Engage with SAICA on how the Institute/members can best contribute to the development of the South African economy/society Strategic partnerships for national imperative initiatives Users of financial capacity-building initiatives 	<ul style="list-style-type: none"> Well-functioning capital markets Transforming the profession in line with the national context Identifying and implementing projects that support the National Development Plan, particularly eliminating corruption and providing accounting support for African entrepreneurs and emerging small businesses 	<ul style="list-style-type: none"> SAICA's purpose commits the Institute to contribute to a sustainable South African society Transformation is a key focus of the Institute's activities SAICA's national imperative initiatives include projects to address key challenges facing the country, including education, transformation, skills development and job creation
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Submissions to key stakeholders in the public sector to enhance legislation and standards including: <ul style="list-style-type: none"> Submission to National Treasury on the Modified Cash Standards and the importance of government transitioning to accrual accounting Commenting to National Treasury on the accounting manuals for government departments Submission to Department of Co-operative Governance and Traditional Affairs (COGTA) on the Municipal Structures Act Code of Conduct for Councillors Regulations Raised awareness with Parliament as to why the budget is incomplete Engaged SARS to advocate for a fairer tax system The following advocacy submissions were made to improve governance and financial reporting in the public sector: <ul style="list-style-type: none"> Submission to the International Public Sector Accounting Standards Board (IPSASB) on the Consultation Paper on Advancing Public Sector Sustainability Reporting 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 and focused on the concerns that members and the public sector had on the inconsistencies in application of the court judgment 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Contribute to the development of the South African economy and society Loss of stakeholder (government and funders) confidence and inability to attract funding for growth and transformation 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Forge good relationships with government bodies and explore opportunities for the accounting profession to play a leadership role in addressing key challenges facing the country 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Government engagement score = 87% 	VALUE DELIVERED	

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Media (Stakeholder Group A)			
Strategic Pillars:			
<ul style="list-style-type: none"> SAICA proactively provides the media with information about the CA profession and SAICA, as well as commentary about key business and financial matters, and matters of greater public interest SAICA responds to all media requests for comment/interviews One-on-one interactions with media houses, especially business media 	<ul style="list-style-type: none"> Positively influence the reputation of SAICA and the CA profession Key in shaping public opinion and trust in CAs(SA) Assists in reaching a greater audience to communicate SAICA's advocacy efforts regarding the important impact of the profession on business, communities, and the economy at large 	<ul style="list-style-type: none"> Positive impact of our members as #difference makers on the public and private sector, communities and society at large SAICA's role in the enhancement of the independence and ethical conduct of the CA profession Role and track record of the profession in transformation SAICA's thought leadership role in commenting on issues of public interest 	<ul style="list-style-type: none"> Proactive engagement to provide relevant updates and information, to ensure that SAICA's position on important matters is clearly communicated and understood
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Over 48 direct engagements with media and opinion leaders Significant reach in promoting the value of CAs(SA), AGAs(SA) and ATs(SA) to the marketplace in commercial media 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Proactive engagement with the media to promote the reputation of SAICA's members and the profession SAICA builds and maintains relationships with the media to facilitate fair and balanced exposure Negative publicity emanating from members' alleged misconduct 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Topical interviews and media engagements throughout the year Extensive #trustleadership engagement with the media regarding members' alleged unethical behaviour, including investigations and disciplinary processes and outcomes Ad-hoc media engagements take place when SAICA receives requests for commentary or interviews 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Media & opinion leaders' performance score above neutral: 89% 1829 positive media exposures were achieved (2021: 1 395) An average of 3.2 media exposures achieved per thought leadership topic 15 social media channels' reach and impact levels are above industry averages. The number of social media followers grew by 11,28% 	VALUE DELIVERED	



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Strategic Pillars Material Matters			
Alliance partners (Stakeholder Group A)			
<ul style="list-style-type: none"> Regular engagement with other professional bodies through membership of Global Accounting Alliance (GAA), Chartered Accountants Worldwide (CAW), International Federation of Accountants (IFAC) Representation on various regional and international accountancy bodies Submissions to international accountancy bodies 	<ul style="list-style-type: none"> Mutual assistance in maintaining global standards and vice versa Sharing of best practice Provide representation for South African concerns at global forums Contribute to establishment and sustainability of strong and stable accountancy institutes worldwide 	<ul style="list-style-type: none"> South African compliance with international professional and related standards Recognition agreements with professional accountancy organisations A unified African profession and participation in the Pan African Federation of Accountants Developing an international brand South African inputs on key professional and technical issues 	<ul style="list-style-type: none"> SAICA is an active participant at board and executive levels in a range of professional bodies
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Chartered labelling discussion CIGFARO (Chartered Institute of Government Finance, Audit and Risk Officers) annual conference welcoming dinner hosted by the eThekweni mayor and CIGFARO president Chartered status discussion Establishment of working relationship between SAICA and the Financial Reporting Standards Council (FRSC) Wyman symposium on UK regulation of tax profession 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Developing a strong international brand and promoting the value of the accountancy profession 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Power/influence over SAICA's ability to meet its strategic objectives is high 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Alliance partners engagement score = 84% 	VALUE DELIVERED	

HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
Strategic Pillars Material Matters			
Trainees (Stakeholder Group B)			
<ul style="list-style-type: none"> Trainee workshops Online surveys Trainee Tuesday's online engagements One-on-one engagements 	<ul style="list-style-type: none"> Sustainability – trainees represent the future of the profession Potential ambassadors for the profession if engaged with appropriately 	<ul style="list-style-type: none"> Professional practical work experience Developing competencies to increase market attractiveness/employability Regular tips on how to manage the challenges of the training contract 	<ul style="list-style-type: none"> Rigorous training programme Trainee appeal process to SAICA in relation to training regulations Engage in employment contracts Frequent communications to keep trainees and training offices updated
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Trainee Tuesdays (ongoing) Trainee Mythbusters (ongoing) Trainee Trailblazers and Trainee Summit 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Pass rate below expectations, affecting morale of trainees Impact on professional firms if pass rate is low and trainees need to write several times (out of office / study leave) 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Creating a conducive learning environment for all trainees Assessment as an accurate reflection of competence A focus on development of professional competence Equitable scheduling and exposure from a practical experience perspective (on the job) 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Profession Health Index – Attractiveness of the profession to new entrants = 86.16% 	VALUE DELIVERED	

HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
Strategic Pillars Material Matters			
Training offices (Stakeholder Group A)			
<ul style="list-style-type: none"> Training office remote visits Accreditation meetings Training office workshops Online surveys 	<ul style="list-style-type: none"> Deliver the training component of the CA(SA) and AGA(SA) qualifications Ensure that prospective members are competent, ethical and relevant for the future world of work 	<ul style="list-style-type: none"> Suitable supply and retention of trainees Reputation of SAICA designations Relevant training administration systems Effective application of SAICA accreditation Training implementation support 	<ul style="list-style-type: none"> Training programme development and support Promotion of high-quality training programmes at accredited training offices Streamlined accreditation and monitoring, including effective reporting to training officers Frequent communications to keep trainees and training offices updated
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Implementation of an electronic assessment tool to assist training offices to perform student assessments Ongoing promotion of CA2025 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> Loss of confidence in member's professional competencies Adding value to members by identifying the requisite skills required to meet future needs Providing development opportunities to members 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Continuous review of SAICA's competency framework and the implementation of the CA2025 outcomes Continuous development and delivery of effective member education, particularly non-technical training courses 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Training offices engagement score = 54% 	VALUE DELIVERED	

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Strategic Pillars Material Matters			
Users (Stakeholder Group C)			
<ul style="list-style-type: none"> Skills of the future focus groups Employer and recruiter engagements Face-to-face interactions SAICA market surveys 	<ul style="list-style-type: none"> Help SAICA keep abreast of market needs and the roles members need to play to ensure continued relevance Ensure programmes enable SAICA members and associates to deliver value to their employers Potential funders for SAICA nation- building / financial capacity-building 	<ul style="list-style-type: none"> Competent and ethical professionals SAICA members to be value creators for their businesses and departments Quality-assured and trusted/ reputable programmes in which to place funds 	<ul style="list-style-type: none"> Excellence in competence Continuous professional development Technical and non-technical training Professional support for members Rigorous training programmes
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Friday Knowledge Cafés: Dext was the series sponsor Wellness: mental wellness support offered to members via ICAS (leading provider of global employee wellbeing services) 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> SAICA not keeping abreast of market needs and the roles our members need to play to deliver these, which helps to ensure the continued relevance of our training, CPD offerings and members 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> A platform driving engagement with significant employers to understand the changing requirements applicable to the profession to ensure that members are staying relevant and effective 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Profession Health Index – Employability = 76% 	VALUE DELIVERED	

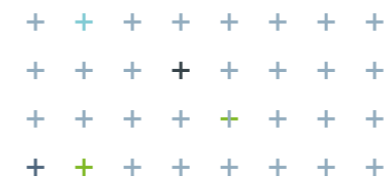


HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
Learners and educators <i>(Stakeholder Group B)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> • School visits (career awareness) • Career exhibitions • Thuthuka development camps • Educator and curriculum support programmes 	<ul style="list-style-type: none"> • Science, Technology, Engineering and Mathematics (STEM) subject promotion • Curriculum development • Promotion of accounting as a tertiary subject choice • Advancement of accountancy careers 	<ul style="list-style-type: none"> • Access to careers that will make them employable while making a social contribution • Assistance in developing educational skills • Quality and relevant maths, science, accounting and English curricula 	<ul style="list-style-type: none"> • Career awareness • Academic support (STEM) • Educator mentoring and support • Curriculum development assistance • School governance and financial management support
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> • SAMO sponsorship • Career awareness / Thuthuka media opportunities including, but not limited to: <ul style="list-style-type: none"> ◦ SA career guide (five editions) and social media ◦ Awsum after school guide ◦ Career zone and social media • Creation of three designation learner material to support on the ground L, D & NI activities (Q2/Q3) • Roll out of #differencemakers youth campaign for 2022 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> • Decline in intake of learners to attract into the profession 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> • Established relations with the provincial Departments of Basic Education to ensure a collaborative approach in the promotion of mathematics and the accountancy profession in all schools, including rural schools 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> • Profession Health Index – Attractiveness of the profession to new entrants = 86.16% 	VALUE DELIVERED	

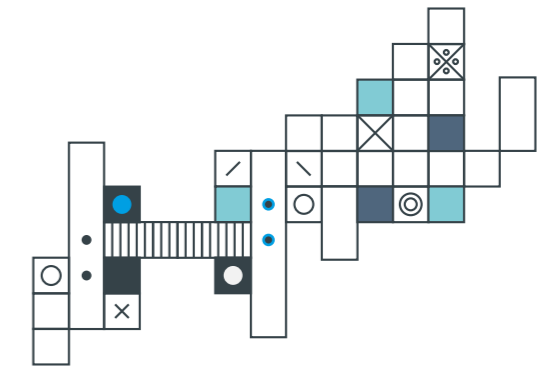
HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
Students <i>(Stakeholder Group B)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> • Ongoing engagement through the student funding and support initiatives • Student forums for networking and mentorship from young professionals/members 	<ul style="list-style-type: none"> • Pipeline: Students in the accounting stream represent possible future members and it is therefore critical to understand their needs and interests 	<ul style="list-style-type: none"> • Support to continue studies during lockdown and assistance to return to campus • Rising tertiary institution costs and funding challenges (fee-free education and ongoing #FeesMustFall discourse) • A high-quality programme from SAICA that ensures their employability 	<ul style="list-style-type: none"> • Provision of financial support to eligible students through the Thuthuka Bursary Fund (TBF) (page xxx) and ISFAP (page xxx) • SAICA provides additional academic and psycho-social support to students who are eligible and demonstrate potential
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> • Virtual university career fairs • Student material – career awareness and Thuthuka • Thetha Thuthuka / Thuthuka board member roadshow session • 20-year celebrations – university plans 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> • Decline in intake of learners to attract into the profession • Under- and postgraduate pass rates do not provide adequate numbers of candidates to proceed as trainees 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> • Established relations with the provincial Departments of Basic Education to ensure a collaborative approach in the promotion of mathematics and the accountancy profession in all schools, including rural schools 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> • Attractiveness of the profession to new entrants = 86.16% 	VALUE DELIVERED	

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Academia <i>(Stakeholder Group B)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> • Institutional accreditation • Competency reviews • Accounting heads of department meetings • African academics conference 	<ul style="list-style-type: none"> • Competent training-ready students • Transformation of tertiary curriculum and teaching methods 	<ul style="list-style-type: none"> • SAICA accreditation for accounting programmes • Relevant higher education offerings • Training and subvention for African academics 	<ul style="list-style-type: none"> • Accreditation support • Development and support for academics
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> • Positive engagement around School of Accounting • Continuous engagement and part of CR council 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> • 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 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> • Continuous review of SAICA's competency framework and the implementation of the CA2025 outcomes • Review of SAICA's training regulations ensuring effective implementation with training and monitoring 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> • Academia engagement score = 74% 	VALUE DELIVERED	

HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
Donors <i>(Stakeholder Group C)</i>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strategic Pillars</p> </div> <div style="width: 20%;"> <p>Material Matters</p> </div> </div>			
<ul style="list-style-type: none"> • Funding proposal briefing sessions and proposals • Donor update meetings • One-on-one donor sessions • Student allocation engagements 	<ul style="list-style-type: none"> • Programme development (financial capacity-building) • Sustainability of SAICA student-funding programmes • Skills absorption (Thuthuka trainee allocations) 	<ul style="list-style-type: none"> • Transformation of the profession • B-BBEE rating • Quality-assured and trusted/reputable programmes in which to place funds 	<ul style="list-style-type: none"> • SAICA delivers mutually beneficial programmes • Tailored/sector or organisation-specific financial capacity-building • Effective programme delivery and trackable spend • Transformation is a key focus of the SAICA's activities • SAICA's nation-building initiatives • CA Charter is aligned to the B-BBEE Code of Good Practice to grow the number of black people in the CA(SA) profession
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> • Meetings with donors for funding contract renewals and identifying better ways to collaborate are ongoing • Standard Bank funded the 20-year Thuthuka celebration and become a Thuthuka donor henceforth • Ongoing discussions with the National Student Financial Aid Scheme (NSFAS) as a big supporter of the profession's initiatives • Funding proposal submitted to the Wholesale & Retail Sector Education and Training Authority (W&RSETA) as well as to various potential donors 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> • Loss of strategic stakeholder (government and funders) confidence and inability to attract funding for growth and transformation initiatives 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> • Continuous monitoring of growth and transformation initiatives and throughput pass percentages: <ul style="list-style-type: none"> ◦ Thuthuka camps focused on attracting the top maths performers in the country ◦ Support programmes to drive improved mathematics results to increase student pipeline ◦ Wrap-around support interventions at undergrad and CTA levels ◦ ITC and APC support programmes ◦ Alliances with strategic partners to deliver career awareness initiatives 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> • Donors' engagement score = 50% 	VALUE DELIVERED	



HOW WE ENGAGE	THEIR ROLE IN VALUE CREATION	THEIR MATERIAL INTERESTS	HOW WE ADDRESS THESE INTERESTS
Non-governmental organisations and the general public <i>(Stakeholder Group D)</i>			
		Strategic Pillars 	Material Matters
<ul style="list-style-type: none"> Engagements driven by SAICA's trust restoration imperatives 	<ul style="list-style-type: none"> Take a stand on issues of public interest and play a role in shaping public opinion 	<ul style="list-style-type: none"> Professional conduct of members Impact of members on the public, private sector and economy SAICA's role in enhancing the independence and ethical conduct of the profession SAICA's role and commentary on their particular areas of public interest 	<ul style="list-style-type: none"> SAICA proactively engages with non-governmental organisations in areas of shared interest and participates in initiatives to raise awareness
SIGNIFICANT ENGAGEMENTS IN 2022	<ul style="list-style-type: none"> Regular engagement and quarterly meetings. XBRL SA board meeting held during October 2022 Engagement with SAICA on potential collaboration and alliance agreement Engagement with the Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO) on potential collaborations and action plan for MoU signed 		
RISKS/OPPORTUNITIES	<ul style="list-style-type: none"> No reliance on SAICA and member opinions and negative rating of the impact of the profession by decision makers SAICA losing recognition nationally and internationally resulting in SAICA and members not being invited and recognised as thought leaders, to participate and contribute in matters relevant to the profession 		
STRATEGIC RESPONSE	<ul style="list-style-type: none"> Continuous in-depth monitoring, tracking of trust and credibility of the profession in the economy and society through independent feedback Effective, and differentiating marketing, communication and public relations activities. (#Professionofnationalvalue) Showcase the profession's contribution to the South African economy and society through Thought Leadership articles 		
KEY METRICS AND OBJECTIVES TRACKED TO MONITOR VALUE DELIVERED	<ul style="list-style-type: none"> Brand admiration indexes are as follows: <ul style="list-style-type: none"> Member satisfaction of PHI declined slightly from 68% (2021) to 67% The overall PHI market trust index remained at 83% The overall PHI for Brand Admiration (composite among all stakeholders) remained at 79% 	VALUE DELIVERED	





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