

INTEGRATED ANNUAL REPORT 2020



SADA
The South African Dental
Association (SADA) NPC



**SOUTH AFRICAN DENTAL
ASSOCIATION (SADA)(NPC)**

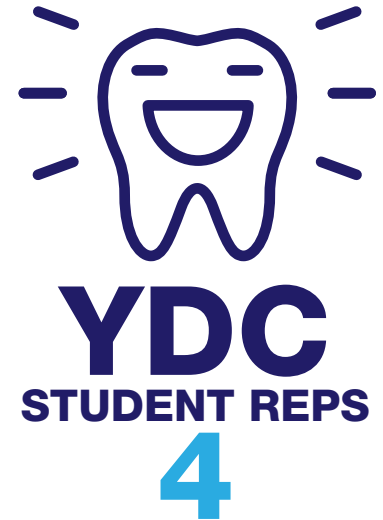
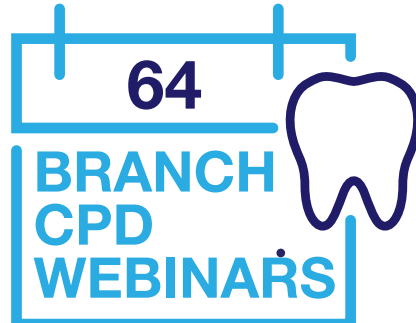


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ABOUT SADA

[SECTION 1 & 2]

ABOUT SADA

[1] ABOUT SADA

The South African Dental Association (SADA) is the peak national body for the dental profession representing the large majority of active registered dentists, both in the public and private sectors in South Africa. It is a non-profit professional association with voluntary membership represented by a total of 11 branches, one in every province of the Republic of South Africa, with Gauteng and Eastern Cape provinces having two branches each. The Association represents the interests of both the oral health profession and its members in South Africa.

Our membership covers general practitioner dentists and specialist practitioner dentists (orthodontists, prosthodontists, maxillo-facial and oral surgeons, periodontists, community dentists specialists, and oral pathologists). Our membership is also open to all allied oral health practitioners (oral hygienists, dental therapists, and dental assistants). Membership is open and FREE for all oral health students from the first to the final year of dentistry and / or allied.

The Association actively encourages continuing professional advancement of dentists and allied oral health practitioners, and, to this end, it regularly holds **branch events** for learning and mentoring purposes and, an annual international **SADA Dental & Oral Health Congress and Exhibition**. In the year 2020, the face-to-face meetings of these events were only held in the first quarter of the year and because of COVID-19, the rest of the year was limited to virtual events. It is the only oral health professional body in Africa which publishes an internationally accredited professional journal (the South African Dental Journal-SADJ) with circulation locally, throughout the rest of Africa, and internationally.

The Association is recognised by the public and relevant stakeholders as the authority in providing information and advice about oral health. SADA is affiliated to the **Fédération Dentaire Internationale World Dental Federation (FDI)** and the **FDI African Regional Organisation (ARO)**. Read more at www.sada.co.za

[1.2] VISION, MISSION AND VALUES

Our vision is to be recognised as the trusted leader and voice of oral healthcare in Southern Africa. Our mission is to promote the interests and serve the needs of our members. Above all, we value and aim to encourage optimal oral healthcare for all South Africans.

Our core values are what we call 2π/2 (PIE):



[1.2] SPECIALIST GROUPS AFFILIATED WITH SADA

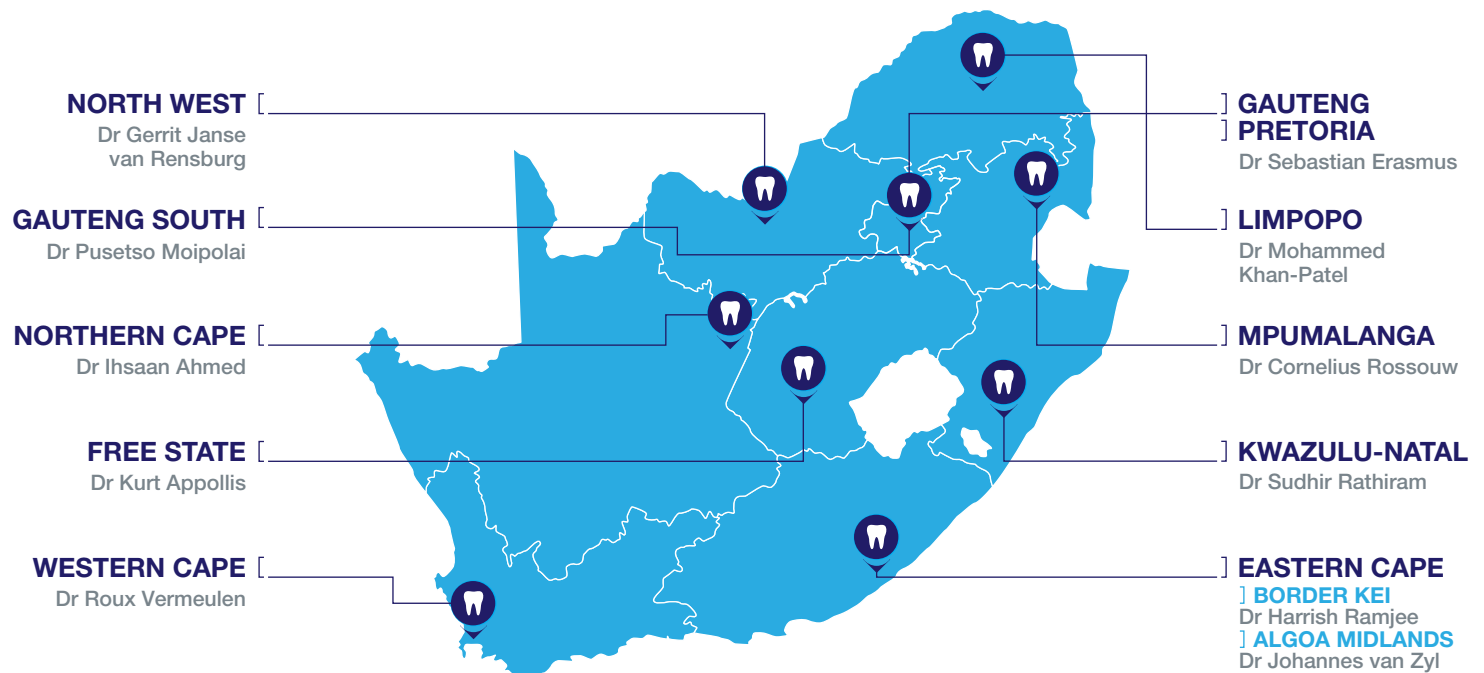
-] South African Society of Maxillofacial and Oral Surgeons (SASMFOs)
-] South African Society of Orthodontists (SASO)
-] Academy of Prosthodontics of South Africa (APSA)
-] South African Society for Periodontology, Implantology and Oral Medicine (SASPIO)

[1.3] SPECIAL INTEREST GROUPS

-] South African Academy of Computerised Dentistry
-] Paedodontic Society of South Africa

[1.4] OUR FOOTPRINT

We have a presence in all nine (9) provinces in the Republic of South Africa, with two provinces having two separate branches i.e., Eastern Cape Algoa-Midlands (Port Elizabeth) and Border-Kei (East London), and Gauteng (Gauteng South and Pretoria). Below is a schematic representation of our footprint, detailed with the names of respective branch leaders.



[2] ABOUT THIS REPORT

The 2020 South African Dental Association Integrated Annual Report has been compiled to provide our stakeholders with insight into our financial results, as well as our processes and performance over the past year. In 2020, the report has followed the same format as the preceding year. It should be noted that the year 2020 follows on the 15-month 2019 financial year which was a transition to a new financial reporting period. SADA's Integrated Annual Report (IAR) aligns with the practice and follows the principles of integrated reporting as dictated by the framework published by the International Integrated Reporting Council (IIRC) in 2013. SADA understands that the reporting through the IAR is but a journey and that every single opportunity will be taken to improve it.

[2.1] REPORTING PHILOSOPHY

In this report, when we refer to "SADA", "the Association", "we" or "our", we mean the South African Dental Association NPC. Our intention in this document is to reflect how the strategy, governance, performance and strategic plans of the Association are providing value to our members, and how the Association is impacted by both the internal and external environments.

[2.2] REPORTING SCOPE, BOUNDARY, AND FRAMEWORK

The SADA's 2020 Integrated Annual Report for the period 1 January 2020 to 31 December 2020 aims to provide members and other stakeholders with a holistic view of SADA's business model, governance, strategy, and performance. It reports on operations at the head office and branches countrywide, with the framework of reference being key risks and opportunities that impact both private and public oral healthcare services. The report examines the responsible management of available resources, detailing SADA's interactions and activities related to members and other key stakeholders, including dental professionals, third-party funders and relevant regulatory authorities.

With regards to the reporting boundaries defined for each material aspect of this report, in preparing this report, our Management Team considered integrated reporting guidelines provided by:

-] The Integrated Reporting Committee (IRC) of South Africa and the International Integrated Reporting (IR) Framework issued by the IIRC;
-] The Companies Act No 71 of 2008 – as amended;
-] The International Financial Reporting Standard (IFRS) for small and medium enterprises; and
-] The King IV™ Report on Corporate Governance for South Africa.

A comprehensive set of consolidated annual financial statements is also available online in the members' section of our website (www.sada.co.za).

[2.3] BASIS OF PRESENTATION AND GUIDELINES

The report provides a transparent and balanced appraisal of SADA's value creation, considering both qualitative and quantitative matters related to the operational and strategic objectives of the Association, as well as its ongoing sustainability.

These are the factors we consider to be most important, as they influence our stakeholders' decision-making. Comparative information for two to three years, where relevant, as well as short- and medium-term targets, are included.

[2.4] APPROACH TO MATERIALITY

This report addresses all matters of material importance that we consider to be risks and/or opportunities that can significantly impact the delivery of SADA's strategy and performance, and, in turn, on SADA's ability to create and sustain value in the long term.

[2.5] APPROACH TO ASSURANCE

Our assurance approach comprises three lines of defence:

-] Review by management and the relevant oversight Board structures;
-] Review by internal and external assurance providers, such as external auditors; and
-] Review of the adequacy and effectiveness of the Association's internal controls, risk management, human resources and governance by independent internal audit service providers.

[2.6] BOARD APPROVAL

The Board, supported by the Strategy, Ethics & Remuneration Committee (SERCOM) and the Audit & Risk Committee (AURCOM), is responsible for overseeing the integrity of our Integrated Annual Report. The Board confirms that it has applied its collective mind to the preparation and presentation of the report and is satisfied that it is a fair and reasonable representation of the Association's performance and future outlook.

This report was approved by Board and signed on its behalf by Dr Renier Putter, Chairperson of the Board, 2021.

For any feedback or comment, please contact:

KC Makhubele
Chief Executive Officer
Email: ceo@sada.co.za
Tel: +27 (11) 484 5288

[2.7] FORWARD-LOOKING STATEMENTS

Certain statements in this report may constitute forward-looking statements relating to the Association that are based on the beliefs of the Association's management, as well as assumptions made by and information currently available to the Association's management.

These forward-looking statements are by their nature subject to significant risks and uncertainties. They include, without limitation, statements relating to the Association's business prospects, future developments, trends and conditions in the industry and geographical markets in which the Association operates, its strategies, plans, objectives and goals, its ability to control costs, statements relating to operations, margins, overall market trends, risk management, and exchange rates.

Any forward-looking statements have not been reviewed or reported on by the Association's external auditors.



OUR LEADERSHIP AND GOVERNANCE

[SECTION 3]

OUR LEADERSHIP AND GOVERNANCE

[3] OUR LEADERSHIP AND GOVERNANCE

SADA is committed to achieving high standards of governance, ethics and integrity. Our approach to corporate governance is integrated into our standards, policies, practices and procedures and it supports our efforts to apply the King IV™ principles 1 to 16. We are in the process of reviewing our corporate governance practices and the application of the King IV™ principles to ensure we act in the best interests of our stakeholders, comply with applicable laws and regulations and can adapt quickly to changes in our regulatory environment.

[3.1] THE BOARD

SADA's Board of Directors consists of ten (9) members:

Nine non-executive directors (6 other dentists members and 2 Independent members) Chief Executive officer as an executive director and the SADA President as an ex-officio director. All non-executive directors are elected by the SADA National Council, which is the representative body of members from SADA branches. The Executive Director is appointed by the Board of Directors. The directors over the period in review were: Dr R Putter (Chairperson), Dr N Osman (Vice-Chairperson, Mrs CH Wessels (Independent), Dr HY Keshave (Independent)**, Dr SY Pieters, Dr SJ Swanepoel, Dr EK Naidoo, Dr FC Meyer, Dr R Naidoo (President), and Mr KC Makhubele (CEO).

**Appointed during the year

[3.2] BOARD INDEPENDENCE

Through the appointment of strong independent directors and the separation and clear definition of the roles and responsibilities of the Board Chairperson and Chief Executive Officer (CEO), the Association has established a clear balance of power and authority at the Board level. This is further supported by the Lead Independent Director, whose role is to address any conflicts that may arise and provide guidance on and monitoring of the application of appropriate standards of corporate governance.

[3.3] BOARD COMMITTEES

SADA's Board Committees report at least three times to the Board on their statutory duties and Board-assigned responsibilities. Their responsibilities are set out in their terms of reference, which are regularly reviewed and are available from the Committee Secretary.



Effective leaders know and are comfortable in the knowledge that they do not know everything.

- Vusi Thembekwayo



Audit & Risk Committee	Strategy, Ethics & Remuneration Committee	Dental Practice Committee
<ul style="list-style-type: none">] Financial Reporting] Audit: External and Internal] Risk Management] Compliance with Laws] OpsPolicies: Internal Control 	<ul style="list-style-type: none">] Develop and Implement Strategy] Sustainability] Strategic Responses to Macro-Economic Environment] Social and Ethics Guidance] Code of Conduct 	<ul style="list-style-type: none">] Codes Maintenance] Funding] Public Sector] RVU / Gov Policies
<ul style="list-style-type: none">] Dr N Osman - Chairperson] Dr EK Naidoo] Dr SJ Swanepoel] Mr. HY Keshave] Mrs. CH Wessels 	<ul style="list-style-type: none">] Dr SY Pieters - Chairperson] Dr EK Naidoo] Mrs. CH Wessels] Mr. HY Keshave] Dr F Meyer 	<ul style="list-style-type: none">] Dr SJ Swanepoel - Chairperson] Dr N Osman] Dr SY Pieters] Dr F Meyer] Dr S Sultan] Dr F Mansoor
<ul style="list-style-type: none">] KC Makhubele 	<ul style="list-style-type: none">] KC Makhubele 	<ul style="list-style-type: none">] KC Makhubele
		<p>Specialist Representation</p> <ul style="list-style-type: none">] Dr K Bennie - APSA] Dr J van der Berg - SASO] Dr S Padayachee Dr Siebold - SASPIO] Dr J Beukes - SASMFOS

[3.4] ASSESSING THE BOARD'S PERFORMANCE

The Association has applied the King IV™ recommendation that the performance of the Board, its committees and its members be evaluated every two years. A performance evaluation was conducted in 2019 by an external governance organisation through questionnaires and interviews that were used to evaluate the Board and its committees, with a peer evaluation of the non-executive and

executive directors, and an evaluation of the Chairperson and the interactions of the Board with the CEO. Whilst the evaluation provided areas for improvement, the overall conclusion was that these areas are operating satisfactorily. The Board has used 2020 to implement some of the suggested changes to improve the constitution of the Board and its effectiveness.

[3.5] BOARD AND BOARD COMMITTEES' ATTENDANCE REPORT

BOARD ATTENDANCE OF BOARD MEETINGS: 1 January 2020 – 31 December 2020

Committee	Board of Directors			Audit & Risk Committee		Dental Practice Committee		Strategy, Ethics and Remuneration Committee	
	F2F [†]	SP [‡]	VC [†]	F2F [†]	VC [§]	F2F [†]	VC [§]	F2F [†]	VC [§]
NUMBER OF MEETINGS	0	4	3	1	2	1	2	2	3
Dr R Putter		4	3			1	2	2	3
Dr KLN Mafanya*				1				1	
Dr SY Pieters		4	3				2	1	3
Dr SJ Swanepoel		4	3	1	2	1	2	1	1
Dr N Osman		4	3		2	1	2	1	
Dr EK Naidoo		4	3		2	1		1	2
Dr FC Meyer		4	3	1	2		2		2
Mr HY Keshave**		4	2	1	2				2
Mrs CH Wessels**		4	3	1					2
Mr KC Makhubele (CEO)		4	3	1	2	1	2	2	3
Prof PD Moipolai (President)***		3	1						
Dr RR Naidoo (President)****		1	2						
* Term Ended	14 March 2020								
** Appointed	15 March 2020								
*** Term Ended	27 June 2020								
**** Appointed	27 June 2020								
F2F[†]	in-person meetings								
SP[‡]	special meetings outside annual meeting roster								
VC[§]	video conference								
BOARD COMMITTEE MEETINGS									
	F2F [†]	SP [‡]	VC [†]	F2F [†]	VC [§]	F2F [†]	VC [§]	F2F [†]	VC [§]
Committee Members									
Number of Meetings	0	4	3	1	2	1	2	2	3
Ms R Gajjar *				1					
Dr F Mansoor						1	2		
Dr RR Naidoo [^]									1
Dr L Brown [^]								1	
Dr S Sultan						1	1		
Dr S Sibanda [^]									
*Term Ended	14 March 2020								
[^] committee dissolved and amalgamated to form SERCOM	8 April 2020								

OUR LEADERSHIP AND GOVERNANCE

[3.6] INVESTMENT COMMITTEE

- J Mr KC Makhubele - **Chairperson, Chief Executive Officer**
- J Dr C Brent
- J Dr J Patel
- J Dr W Kearney
- J Dr B Beilinson
- J Dr P Mathai
- J Dr de Jager (resigned)
- J Mr P Govan - **Head: Legal & Corporate Governance**
- J Mr K Woolward - **Head: Finance & Membership Development**

[3.7] NATIONAL COUNCIL

The National Council is a representative body of Association branches and consists of 30 members. Each branch is represented by its Branch President and other elected members. The number of seats each branch has on the National Council is linked to the number of branch members in relation to total SADA membership, with the provision that each branch shall have at least two representatives. The National Council is also reflective of equity and gender targets set by the Association.

[3.8] YOUNG DENTISTS COUNCIL

Established in 2013, the Young Dentists Council (YDC) provides a platform for dental students, community service dentists, and young dentists, just starting practice, to express their views and obtain leadership exposure within SADA structures. This forum facilitates their introduction to the dental and oral health community and provides full support and education to these young, up-and-coming practitioners. The ultimate goal is to connect with these young minds and journey with them through their careers, providing a stable, trusted platform for them to refer to, collaborate with, and align with throughout their dental vocation.

CONGRESS

The President of the YDC, Dr V Bhikha, is a member of the congress scientific committee so all speakers who will speak on topics that are relevant to the YDC will be proposed or endorsed by the YDC.

The YDC poster competition has over the past few years not had good participation. We are working on new ideas for the competition to ensure more participants.

COMMUNICATIONS

Successful compilation and completion of the community service booklet. This booklet was distributed to every final-year dental student at all 4 universities.

YDC has started contributing towards social media platforms especially the Facebook page and Instagram page. Events, information, and outreach events have been posted up. Furthermore, YDC plans to create a platform to upload more educational information and clinical cases.

MENTORSHIP AND ADVOCACY

The mentorship program has started and a call up for mentors has been done. We are not receiving responses at the rate that we would like to but we do have some responses.

STUDENT CHAPTER

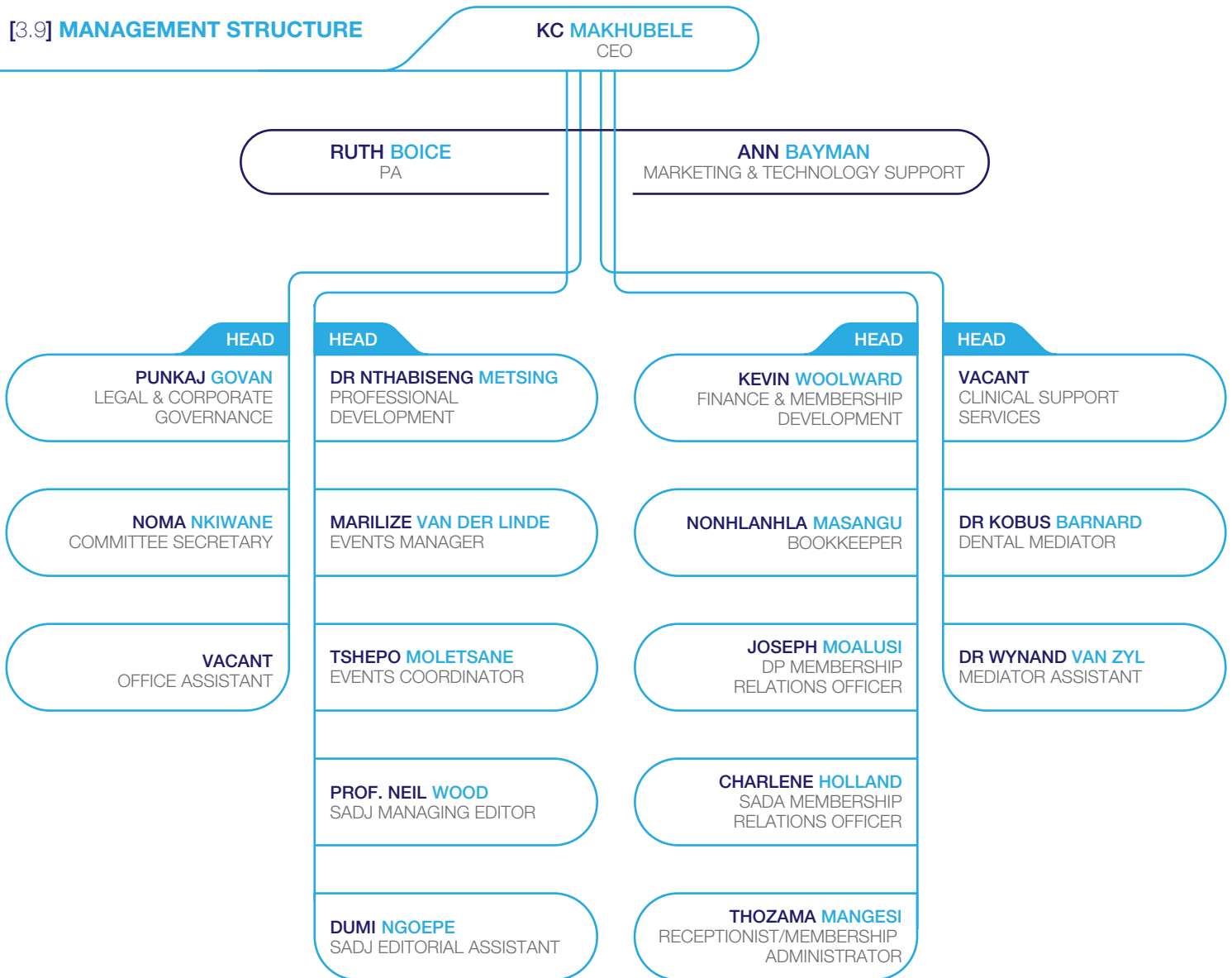
Due to Covid-19, the student chapter was unable to embark on any outreach.

MEMBERSHIP

We will continue to promote free SADA membership for dental students at various universities. Dr Bhikha has created a WhatsApp group for all the 2021 Commserve Dentists and he is in constant communication with them. The WhatsApp group has been very instrumental in allowing us to identify and address some problems that the community service dentists experienced at the beginning of the year.

OUR LEADERSHIP AND GOVERNANCE

[3.9] MANAGEMENT STRUCTURE





MESSAGES FROM THE LEADERSHIP

[SECTION 4]

[4.1] PRESIDENT'S REVIEW

I assumed the presidency of the SADA at the National Council meeting in June 2020, when the Association and our members were frantically coping with the most profound global crisis that any of us have faced. At these times, our individual and collective resilience was being tested as never before. SADA was able to conduct its first-ever Annual General Meeting via electronic means with members able to simultaneously participate and vote on resolutions presented at the meeting. Two National Council meetings for the year were also conducted via electronic means.

Like many of you, I have drawn strength and inspiration from being part of our community of dentists. The engagement we have seen with our range of member support and information since the lockdown started has been extraordinary.

We have asked you how best we can support you through the crisis and we have responded accordingly. Members were provided with free access to CPD webinars, industry-specific information and guidance. As a result, the Association provided more free access to CPD webinars than ever before, initially 3 to 4 webinars per week and subsequently two per week. We also increased our focus on wellbeing in that webinar series. We will continue to consult with members closely on how SADA can best support you as we move toward a resumption of practice activity in a Covid world.

Since my election to the Chair of National Council, I presided over two National Council meetings where frank and informative discussions took place; I am grateful to the Branch Councillors who raised a range of issues and challenges facing members at the grassroots level. I was able to attend the Board meetings which provided me with additional perspective into the challenges facing the profession and the Association. I had the honor of chairing two meetings with the Branch Presidents in attendance when candid deliberations took place.

As recovery begins, SADA will be here for you, helping guide you and your profession into the future. Supporting our current and future members will be our principal priority in the coming year and everyone at SADA is astutely focused on this objective.

Exceptional times call for exceptional professionals. Everything I have seen from those of you I have had the privilege of engaging with over my short time as President has demonstrated that SADA members have the skills, innovation and spirit to weather the current crisis. No one needs to do this

alone – and that is the power of our dental community to which we all belong and have built together over the years.

In closing, I would like to thank all members of the National Council, Presidents of Branch Committees, Management and the Board for their unwavering support and level



Dr RR Naidoo

President



[4.2] CHAIRPERSON'S REVIEW

In 2020 our world was in turmoil with the outbreak of the COVID-19 pandemic which was and is causing enormous suffering, and the measures to overcome it are testing societies and our profession to breaking point. This is a humanitarian crisis affecting all spheres of society and our profession was not spared.



In March 2020, South Africa implemented one of the most comprehensive lockdowns in the world. The message from the government was clear: we need to protect lives at all costs. The underlying worry was that the country's public hospitals were completely under-resourced to deal with thousands of COVID-19 cases, and that time was needed to try and limit the infection rate and scale up the frontline healthcare capacity ahead of winter.

Our profession bore the brunt of the total lockdown with being limited to providing only essential services as defined in the lockdown regulations. March and April 2020 were particularly difficult months for our profession as practices were forced to shut down or partially shut down. For those colleagues who chose to stay open, there were enormous challenges in trying to protect their staff, patients and themselves from possible infections. In addition, the shortages of personal protective equipment (PPE) only served to exacerbate the situation. The dental profession unlike other businesses was not able to mobilise technology solutions enabling them to work remotely. Dentists and their staff were required to travel, subject to a permit.

I am particularly proud of how our profession respected the government's decisions, and our profession was broadly supportive of the government's position. However, there were certain aspects of the government's response that compounded the impact on our economy. I am equally proud about how quickly our profession embraced the extensive health and safety measures required to continue servicing our patients.

The dedication and excellent work by our members together with other healthcare workers must be acknowledged. Our members refused to buckle under the weight of enormous economic hardship that the different levels of lockdown brought and remained focused on surviving and maintaining their practices.

Together, with the different workstreams working under the auspices of the Dental Practice Committee, the Association was able to support, advise, counsel and stand by our members throughout this challenging period. SADA's publication of the "SADA DENTAL PROTOCOL IN RESPONSE TO THE COVID-19 PANDEMIC" in May 2020, received wide acclaim and acceptance by stakeholders in the healthcare industry not to mention to guide our members through the various alert levels. SADA also made available a comprehensive book on Infection control guidelines, negotiated the additional costs of PPE and sterilisation of practices with funders, provided information to members on various funds and financial resources they could access from time to time. Guidance was provided to members on dealing with landlords, staff, banks and access to specialised consultants was provided to assist members, not to mention counselling and psychological speakers.

The Association also rapidly embraced and mobilised technology solutions, in that it continued to provide uninterrupted services to our members throughout the lockdown and subsequent period.

We are particularly proud to announce that we were one of the very limited Associations that were able to conduct our Annual General Meeting, National Council and all Board and Board Committee meetings electronically. We continued to meet and engage with all our stakeholders via the electronic platform.

COVID-19 pandemic also forced us to cancel our planned international congress. However, we were able to offer members an opportunity to earn their required CPD points since lockdown by presenting webinars on a wide range of topics providing a platform for an array of presenters and speakers. Members were able to attend these webinars in the comfort of their surroundings, ask questions and earn their CPD points. These webinars simultaneously broadcast on social media platforms were open to all practitioners and not only members of the Association. We had a social responsibility to support the oral health care team during these trying times.

The Board also approved the membership relief, equivalent to two month's membership, to all our members. This had an impact on our budget as the pandemic could not have been foreseen and affected our operations.

As I look forward to the 2021 financial year, the outlook remains challenging. We expect conditions to remain tough, especially for the first six months of 2021 as the resurgence of the pandemic emerges and vaccines are still be sourced and made available to the general public.

The socio-economic fallout of the COVID-19 pandemic has brought forward certain inevitable consequences with an accelerating unemployment rate, falling economic activity that will result in many members and patients who enjoyed medical scheme cover in 2020 having to relinquish their membership in 2021.

On behalf of the Board, I also welcome Mrs Carina Wessels and Mr Hiten Keshave as independent directors who joined the Board on 1 March 2020 and bring a fresh and new perspective to our operations. They have assimilated fast and are making a vital contribution to the smooth operation of the Board and its Committees.

APPRECIATION

On behalf of the Board, I would like to thank the management team for their ongoing commitment. I extend my appreciation to the Board for their valuable guidance and oversight during the year. Finally, I would like to thank our members, business partners, and other stakeholders for their continued engagement and support.



Dr R Putter

Chairperson, Board of Directors

[4.3] CHIEF EXECUTIVE OFFICER'S REVIEW

Dear Stakeholders

The COVID-19 pandemic is a once-in-a-generation event and has had a profound impact on the world. The lockdown devastated the economy and it will be a long hard road back to recovery for our members and the dental profession.

The novel coronavirus (COVID-19) pandemic continues to spread around the world, with no end yet in sight. I would like to express my heartfelt sympathy to those affected by COVID-19 and their families and my deepest respect and gratitude to the healthcare professionals and others battling on the front lines. The pandemic has to date tragically seen some colleagues pass away from COVID-19-related illnesses and the SADA Board extends its condolences to their families and loved ones.

This report provides commentary on the operating environment, an overview of the impact of the COVID-19 pandemic on the Association as well as SADA's response to the crisis.

We have learned several things throughout this global pandemic, which continues to unfold across our global business. First, we learned how to be more decisive and creative in our management and leadership. We accept with humility that this virus obeys the laws of biology, not how businesses and governments operate. Second, we improvised, building new relationships with our members, and leveraged technology in new ways. We have great examples of how our teams have transformed our services to respond to new needs and adapted to travel and other restrictions to provide our members with continuing professional development events through webinars.

The pandemic created considerable disruption to the professional lives of our members and the sustainability of their practices and employment. SADA's purpose as an organisation has never been more relevant than now. As we faced the pandemic together, the drive to keep our members informed and supported has guided us as an Association, serving as a compass for decision making, helping us to find innovative ways to serve our members and stakeholders and ensure that we always act as a force for social good.

SUPPORT FOR MEMBERS

Guided by our core purpose, we balanced our employee and stakeholder safety with business continuity. We supported our members, by identifying those most at risk and ensuring relevant support while maintaining financial resilience.

-] Several workstreams created to review different aspects that COVID-19 and its impact on our members' practices and employment.
-] Several members were called upon and answered our call without hesitation at great personal and professional sacrifice were willing to assist their colleagues.
-] Dental Clinical Protocol Development Workstream - researched all available, up to date, information on safety protocols for dental

MESSAGES FROM THE LEADERSHIP

practices. Their work culminated in the publication of a comprehensive protocol, "SADA Dental Protocol in Response to the Covid-19 Pandemic", which became an invaluable guide to members practising under the various alert levels. The protocols were also introduced to and became the standard reference document for the dental profession. The workstream presented many webinars which assisted practitioners on the safe use of PPE, observation of the protocols during the various alert levels under the regulations under the Disaster Management Act. It formulated and provided members with template patient screening forms and recommended layout of their practices.

The SADA Protocols were also well received internationally with some fellow associations requesting permission to use them to guide their members.

The Hygiene and Coding Workstream were mandated to review the requirements for PPE and decontamination procedures required for treating patients during the COVID-19 pandemic. They also assisted with the costing and availability of PPE keeping a live document on the website. They presented proposals to individual medical schemes and administrators for consideration and financing the costs of PPE. The Workstream was responsible for the finalisation and digital publication of "Infection Control Guidelines for Oral Health Care" by Dr J Oosthysen followed by a webinar.

The Financial Workstream guided members as employers with guidelines on how to deal with employees with COVID-19 Temporary Employee Relief Scheme by UIF, provided with template documents to use in their practice, negotiate with landlords, reviewed business interruption insurance, provided members access to consultants on labour issues and financial restructuring of their practice. It negotiated with PPS on the use of a profit share account for premium payments.

The Wellbeing and Mentorship Workstream addressed the psychological toll that the pandemic had on the profession and provided counselling and mentoring for practitioners.

We also leveraged part of our annual budget and resources to support our members by passing an equivalent amount of two month's subscription back to our members.

SUPPORT FOR EMPLOYEES

At the onset of the pandemic, the Association instituted several key measures to manage the needs of employees. This included assessing ongoing operational resilience for employees to operate remotely and providing employees with the necessary equipment, VPN access, hardware support to enable them to work remotely from home from the start of lockdown. Microsoft Teams was deployed across the group and is now the primary tool of the trade. This allowed uninterrupted services to members.

VIRTUAL MEETINGS

SADA was one of the first and few professional associations which successfully held its first-ever electronic annual general meeting on the Zoom platform and the meeting proceeded flawlessly. Since

March 2020, all meetings of the Board and its Committees, including meetings with various stakeholders were held electronically. SADA was also proud to host its first-ever graduands function honouring dental students who completed their studies and commencing their community service. Students were provided with their copy of the "The Golden Compass – 2021" which contained useful information to equip practitioners commencing their community service year and also information on what to expect post the community service year.

STRATEGIC FRAMEWORK

Despite the challenges presented by the COVID-19 crisis, the Association continued to execute its stated strategies

NEW SADA PLATFORM

The Association built and installed a new membership platform to create a single member-centric, integrated member services platform. Members now have complete access to their membership information, templates, bulletins, access to invoices and various payment options. Members can now also choose their indemnity cover and pay for them online. Those members audited by the regulator for compliance with their CPD points are now able to compile, update and transmit their CPD portfolio in the format required by and directly to the regulator.

WEBINARS

Since the lockdown, SADA was able to provide uninterrupted series of webinars on a host of topics with a wide variety of presenters. This enabled members to earn the required CPD points for the year in the comfort of their surroundings and after practice hours. More webinars are planned for the new year. During the year we were able to provide members with a total of 50 clinical points and 14 ethical points and a total of **31 900** registrants participated in the webinars.

RVU PROJECT

The RVU study commenced more than 2 years ago was finally concluded with the specialist societies signing off in December 2020. The project was a culmination of surveys and feedback received from general practitioners and each dental specialty. The data was collated and compiled by the consultants.

This project also simultaneously reviewed the dental procedure codes with accompanying guidelines and it is anticipated the new revised dental codes will be available in 2021. A new updated practice management tool is being developed with newly revised codes to enable practitioners to input their personal financial and operational information for the tool to calculate their professional fees.

Assuming the availability of a COVID-19 vaccine, the world economy we hope will head towards genuine recovery in 2021 at the earliest. With the outlook so uncertain, we will combine the insights of management and committees with our members on the frontlines of our business to consider countermeasures based on a variety of scenarios, including worse case conditions. Even amid the current unprecedented turmoil, we will keep our eyes squarely on the future and whether this crisis by demonstrating our unique adaptability.

Post-pandemic life has to bring with it a new world socially, economically and environmentally. For SADA this is an opportunity to materially change where and how we work, to improve the health and well-being of staff, reduce our carbon footprint and deliver better financial outcomes.

Economic activity in South Africa is expected to start to rebound from the depths of the first half of 2020. This is mainly linked to the easing of lockdown measures and could stem the level of job losses and support the start of a recovery. However, given the South African government's limited capacity to inject further stimulus into the economy, there will be ongoing permanent damage to household and business balance sheets. As a result, private sector credit growth will remain weak and activity levels will continue to trend lower than pre-crisis. This will continue to impact the professional lives of our members.

SADA believes that the actions it has taken to strengthen and protect its balance sheet, combined with its chosen strategies, will ensure continued operations and earnings recovery once the current stress scenario normalises. The COVID-19 pandemic, as demonstrated in this report, has brought carnage to many economies, businesses and livelihoods. It has also impacted the survival of our members' practices or employment and SADA has not been spared.

Credit must be given to my incredible team at head office and to my fellow directors, National Councillors and branches for their courage and determination, as well as their unflinching commitment to taking the necessary, often tough decisions required to navigate the Association and its members through a most challenging time. I would like to express my gratitude to the Board, National Council, branches and stakeholders who have challenged, criticised and supported us with input through these difficult times.

In closing, I acknowledge the efforts and achievements of the Board and management during the year. Your dedication and commitment to our ambition to be the most trusted and trustworthy professional services Association in South Africa have been impressive and inspiring. We still have much to do, but our clear purpose, unity, enthusiasm and energy make it feel like everything is possible, which I embrace and will continue to support.



KC Makhubele
Chief Executive Officer





INTERNAL CONTROLS, RISK MANAGEMENT

AND ANNUAL GENERAL MEETINGS

[SECTION 5]

INTERNAL CONTROLS, RISK MANAGEMENT AND ANNUAL GENERAL MEETINGS

[5.1] INTERNAL CONTROL

The Board of Directors, relying on reviews by the various board committees believes that the Association's systems of internal control and risk management for an organisation of this nature, are adequate effective, and internal financial controls form a sound basis for the preparation of reliable and transparent financial statements. The Audit and Risk Committee's opinion is supported by the Board.

[5.2] RISK MANAGEMENT

The management of risk is undertaken by the SADA Management Team. The Board of Directors' role is to probe the Association's Risk Register to ensure that risks that are manageable by the Association are properly overseen and that mitigating controls are implemented. Risks outside of the Association's control are monitored closely.

In SADA's culture and philosophy, managing risks is a process that includes risk assessment and a mitigation strategy for those risks. Our risk assessment includes both the identification of potential risk and the evaluation of the potential impact of the risk. A **risk mitigation plan** is designed to eliminate or minimize the impact of the **risk events** - occurrences that may harm the organisation. Identifying risk is both a creative and a disciplined process. The creative process includes brainstorming sessions where the management team is asked to create a list of everything that could go wrong. All ideas are welcome at this stage with the evaluation of the ideas coming later.

RISK REGISTER

The Board, supported by the Audit and Risk Committee, supervises the current risks and determines new and emerging risks that may threaten the Association. The risk categories, risk appetite and controls, as well as possible actions and timing, are all documented in the Risk Register.

Both the Audit and Risk Committee and the Board of Directors oversee the mitigation controls of each of the identified risks to uncover the possible impact of the risk on the Association. It is reassuring that the Board of Directors and the Executive Management Team have a wealth of knowledge and experience in the industry. The Board of Directors also monitors the Risk Register regularly to ensure that strategic risks are addressed in the formulation of the Association's strategy.

Risk monitoring and control procedures were updated on an ongoing basis given the developments concerning the pandemic, with management being responsible for the continual review and management of operational risks. New and emerging risks are identified and brought forward by management and various board

RISKS AND OPPORTUNITIES

COVID-19 is an unprecedented humanitarian crisis that has tested every business' risk management protocols and will forever change the way we work. The crisis will have a profound effect on our daily lives and particularly our working life and the economy, therefore we must remain as economically productive as possible within the

constraints of the safety regulations.

The COVID-19 pandemic has presented extraordinary risks for the Association and its operations. The Board activated its crisis plan protocols and with the Audit & Risk Committee moved quickly to put in place business continuity and liquidity management measures to mitigate the impact of reduced business activity resulting from the pandemic and ensuing lockdowns. Consequently, the Association survived the initial shock of the crisis but as the pandemic increases in both magnitude and duration, its economic effects will undoubtedly have a negative impact on the Association's performance for FY2021.

Management continues to monitor and respond to the COVID-19 pandemic and lockdowns, ensuring the continued sustainability of the Association through the crisis and thereafter by remaining membership-centric, agile and productive.

[5.3] NOTICE OF ANNUAL GENERAL MEETING

This year the Notice of the Annual General Meeting (AGM) of the Association was posted on the Association's website and published in the Journal inviting members to a virtual meeting for the first time in the Association's history. This enabled more members an opportunity to participate in the affairs of their Association as reported. The notice and agenda, with supporting documents, are dispatched to all voting members within the required time frame, as set out in the Association's constitution. Members who are unable to attend the AGM were able to participate by appointing their proxy/ies to speak and vote on their behalf on each of the resolutions proposed at the AGM. The SADA AGM is an opportunity for members to not only meet the members of the Board, National Council and their colleagues, but to be provided with insight into the Association's performance for the financial year, as well as being provided with the opportunity to ask questions about the business set out in this notice and to raise other relevant matters relating to the Association.



PERFORMANCE

HIGHLIGHTS

[SECTION 6]

PERFORMANCE HIGHLIGHTS

[6] PERFORMANCE HIGHLIGHTS

We recognise and value the role our employees play in the Association's success and strive to provide an open, fair, and conducive working environment where individuals can grow to reach their full potential. We encourage an environment of continual learning and a culture of excellence. Even though employees are employed with specific skills for their particular roles, we encourage and facilitate relevant training and development to ensure that the services and support provided are informed and current.

SADA is a legally compliant employer that has not experienced any industrial action during the year under review.

[6.1] PERFORMANCE AND INFORMATION HIGHLIGHTS/ PERFORMANCE AGAINST THE STRATEGIES

Our three-year strategic goals up to the end of 2022 are as listed below. It must be noted that the strategies were revised at the end of the financial year.

KEY OBJECTIVES	UPDATE
<p>MEMBERSHIP VALUE PROPOSITION Review, redefine and communicate the SADA Value Proposition for members in the Private and Public Sector as well the general public.</p>	<ul style="list-style-type: none">] New membership categories and rates for 2021 introduced, aligned. Optional add-ons have been done away with.] We have established the Public Sector Sub Committee, under DPCom, to deal with public sector issues.] SADA has introduced a Mentorship programme to benefit the newly qualified dentists.
<p>FUNDING MAXIMIZATION The organisation to focus on deliverables that seek to increase benefit maximisation for its members and the profession at large.</p>	<ul style="list-style-type: none">] Reviewed dental codes and guidelines with a new updated dental code to be published in 2021. Some codes have been deleted, descriptors updated, merged where necessary etc] After feedback from members, SADA negotiated with schemes and administrators in respect of 2021 tariffs and PPE costs. We have seen some schemes come to the party and consider member's concerns.] We continue, with great success to assist members audited in respect of claims, pre-authorisation and payment disputes. Assisted members with the correct use of codes, guidelines and their interpretation,] Assisted members to implement multiple payment mechanisms for patients.] Managed regulatory environment affecting the dental profession] Completed RVU project with General practitioners and specialist societies signing off on a project that commenced more than two years ago. The RVU is aligned with the review of the present dental codes. The RVU study with revised dental coding forms the basis for engaging third-party funders and input to the NHI amongst others.] A new for-profit private company was established, Dentoserve (Pty) Limited to maximise other opportunities for members and create new revenue streams which do not affect the SADA non-profit status.
<p>STAKEHOLDER ENGAGEMENT Identify key stakeholders and manage the relationship to improve SADA's influence</p>	<ul style="list-style-type: none">] Increased interaction with identified stakeholders] Improved relations between SADA and its key stakeholders.] Participate actively in Oral Health] Stakeholder Consultative Committee (OHSCC)"] Improved SADA membership engagement] Conducted SADA satisfaction with members and key stakeholders' surveys

<p>MARKETING & BRANDING Increase brand awareness, grow market share and enhance membership relations "</p>	<ul style="list-style-type: none">] The SADA BRAND, based on key indicators has increases both online, on the web and even getting a good rating internationally over the year. It should be noted that whilst in the past when one searched for SADA, the association was either not listed or listed inconspicuously, now SADA appears on top for such searches.] The brand SADA has become a household name in the eyes of the public, key stakeholders, and members of the oral health profession in SA and internationally.
<p>PROFESSIONAL DEVELOPMENT Keep members up-to-date on current trends as well as help them develop new skills for advancement in the field."</p>	<ul style="list-style-type: none">] SADA was at the forefront to offer Covid related training, new skills development through virtual platforms.] A total of 64 webinars were held giving members the potential to earn a total of 50 clinical points and 14 ethical points with a total of 31900 registrants participating in these webinars.] We continue to work as a platform for undergraduate and postgraduate education where gaps exist. Some postgraduate courses were offered through our partners in 2020. The curriculum development for dental assistants is progressing well through our partner FPD] We are in discussion with dental academic institutions for the development of clinical guidelines and protocols.
<p>TRANSFORMATION Describe the Transformation of the organisation at a governance and membership level insofar as race, gender and generational representation.</p>	<ul style="list-style-type: none">] SADA continues to have discussion and strategies on the adherence to the spirit of transformation at the National Council, Board and Operational Levels.] Whilst race and gender are clearly on top of the agenda, the association recognises the need to include the generational fusion to ensure relevance and skills transfer to young dentists as leaders both at the branch and national levels.

[6.2] KEY PERFORMANCE HIGHLIGHTS

-] Completion of the Relative Value Project with general dentists and specialist societies.
-] Complete review of dental codes and guidelines in line with the RVU data.
-] Publication of SADA's Dental Protocol in Response to the COVID-19 Pandemic" and accompanying webinars on infection control, PPE, practice layout and safety protocols for staff and patients.
-] Free access to a digital copy of "Infection Control Guidelines for Oral Health Care" by Dr J Oosthysen.
-] New and improved membership platform permitting members free and unrestricted access to their SADA and indemnity membership financial information, online payment facilities, easy access to their CPD portfolio and reports, templates and sample practice documents and many more.
-] Continued CPD events through webinars throughout the year where members were able to access in the comfort and safety of their surroundings on a wide range of topics and presenters.
-] New and improved introduction of 3 limited practice grade bandings available to current and new members in response to the COVID-19 pandemic to support members by offering fair and affordable subscriptions.

-] Revisions and changes to the SADA constitution, rules and branch rules of operation distributed to branches for their comment and will be presented to members at the 2021 annual general meeting for approval.
-] Development of a new mentorship programme to assist and provide young practitioners access to experienced and seasoned practitioners.
-] A total of 64 webinars were held earning members a total of 50 clinical points and 14ethical points with a total of 31900 registrants participating in these webinars.
-] SADA online brand and awareness has improved dramatically during the year in question with an average of 18438 page views monthly through the SADA web presence.
-] The growth in social media followers further indicates the strength of the SADA brand awareness, as displayed by the following follower increases; LinkedIn 92%, Facebook 54%, YouTube 140%, Instagram 132%.

**SOCIAL
MEDIA REACH**

40 628

TOTAL
NUMBER
OF WEBSITE
USERS

94 000

ANNUAL
INSTAGRAM
REACH

in

56 213

ANNUAL
LINKEDIN
REACH

SADA FACEBOOK REACH

2 072 342

YDC FACEBOOK REACH

84 625

ANNUAL
TWITTER
REACH

84 206

ANNUAL
YOUTUBE
REACH

204 994



VALUE CREATION PERFORMANCE

[SECTION 7]

VALUE CREATION PERFORMANCE

[7.1] CREATING VALUE FOR OUR MEMBERS

SUPPORTING MEMBERS

SADA has in the past year supported its members in the profession – students and practising dentists in both the public and private sectors of oral health, by, amongst others:

-] Providing personalised advice on clinical, legal and practice management, as well as telephone and email support to qualifying members.
 -] Publishing the Golden Compass, an annual informative SADA publication handed out to all new dental graduates to assist in their preparation and understanding of their Community Service year. First published in 2016, this informative guide written specifically with the dental graduate in mind aims to assist the new graduate in their transition from lecture hall to Community Service Year.
- Information is authored by respected oral health professionals which enhances reader knowledge and is the constant companion of oral health graduates. The feedback we have had from recipients of all issues has been excellent. Recipients advise the use of the publication as a vital reference tool well after having received their copy.
-] Producing and publishing the only fully accredited scientific dental journal in South Africa, the South African Dental Journal (SADJ), online.
 -] Giving input into new membership grades and obtaining professional indemnity at competitive rates through Medical Protection
 -] Developing and updating exclusive online practice related templates, consent and contracts.
 -] Ensuring members receive regular up-to-date dentistry information and news, and access to independent, unbiased and superior mediation services.
 -] Managing the regulatory burden for members in as far as the regulatory bodies such as the HPCSA, professional submission and advocacy in respect to dental policies and funding, and monitoring and influencing the practice scope of various oral health care practitioners.

SUSTAINABLE VALUE CREATION

Sustainable value creation is driven by the strong operational performance that unlocks cash and disciplined capital allocation. The Association's financial strategy supports sustainable value creation by:

-] Ensuring an improvement in underlying operational performance.
-] Improved cost recovery on services offered to external organisations using SADA's services.
-] Management of cost through efficiency measures.
-] Continued contribution, albeit small, towards the reserves meant to assist operations when the need arises.
-] The creation of a new "for-profit" organisation, called DENTOSERVE, to take advantage of financial opportunities for SADA without compromising the tax exemption of the organisation. Consequently, SADA has worked with PPS to create Dental aligned products to benefit the profession. It's envisaged that any financial

benefits emanating from this project and others will flow directly to Dentoserve. Once the organisation is fully functional, this alternative revenue inflow will serve to curb increases in membership and reduce reliance on it.

NEW MEMBERSHIP MANAGEMENT SYSTEM

With the problems that beset management of membership operationally in the past, we have taken steps to replace the disparate operational systems and implement a more integrated member management system called "My Membership". MYMEMBERSHIP is a cloud-based member management software solution for associations and organisations of all sizes. And offers the following:

-] **Member Management:** The new system offers SADA the ability to manage every aspect of your members, their profiling as well as customising the database to suit our requirements. This new database will now replace up to 5 databases. Membership Applications and renewals including payments will now be online.
-] **Events Management:** Our events module allows us to set up, run and manage our events from a single location, to create event standards that can be applied to all events. Now this will be integrated into Pastel, no more duplication of work.
-] **Members CPD and Training:** Our online CPD and Training functionality allows us to monetise our Online CPD and Training whilst ensuring compliance amongst members. Our Members will be able to download and send HPCSA audit reports in the correct format without having to call SADA. This now includes individual full profile management.
-] **Communications:** Our communication tools allow us to communicate with members over a variety of channels including email, SMS and mobile. Members' communication can now be saved on their profiles.
-] **MYMEMBERSHIP** has integrated with some best-of-breed platforms to offer us the ability to leverage their areas of expertise to take our association to the next level. E.g. Pastel Evolution and in the future, we hope to be able to submit CPD to HPCSA automatically (new requirements by HPCSA).
-] **Corporate Management:** Our Corporate Management option allows SADA to manage its corporate members, integrate their accounts as well as track which members belong to the Corporate. (At SADA this will refer to Traders)
-] **Additional Features:** It offers a variety of additional features that can be included at any time. These include Surveys, Polls, Notifications, Shopping Carts, Voting, Nominations, Custom Fields and a whole lot more. These functions will be activated over a long run.
-] **Reporting:** it offers an extensive range of reports that covers everything from the number of members to the demographics and Geographic of the members. This we have always struggled to do and is always time-consuming.

Our website has also been revamped and moved into a new platform that interfaces with the new platform. This will be implemented for both SADA first and the DP later. We have launched this in April for SADA and subsequently DP. We have already had a discussion that will see SADA part ways with the likes of Medbay, Q&A, Jordan Development, etc. The reduction of service suppliers in this area

allows for efficiency and efficacy. It will reduce duplication of work, central view of all major areas of membership management and debtors management.

[7.2] CREATING VALUE FOR SOCIETY

SADA is committed to the promotion and provision of oral health care services of the highest professional and ethical standards and will guard the interests and rights and vigorously address the oral health needs of the community, and the concern of its members and that of society at large. SADA has continued to provide oral health campaigns and education (such as oral health conditions, dental procedures, and proper oral hygiene techniques) to empower oral health patients.

In 2020, SADA was at the forefront of educating the public about Covid-19 and its relation to dentistry. We strongly advocated the SADA clinical protocols and how safe it was to visit their dentists as long as the protocols were followed. It was through these protocols that the dental profession was allowed to practice during the pandemic and limit the negative financial impact presented by the Covid-19 lockdowns.

SADA was possibly the only organisation in South Africa and Africa as a whole that publicly stated its strong disagreement with the World Health Organization's (WHO) recommendation to delay "routine" dental care in certain situations due to COVID-19. A blanket statement such as the recent one by WHO cannot, therefore, be supported. Our stance amongst others was that dentistry is essential healthcare, because of its role in evaluating, diagnosing, preventing, or treating oral diseases, which can adversely affect systemic health and thus it cannot be "paused". WHO later reversed their original statement.

[7.3] CREATING VALUE FOR OUR EMPLOYEES

SADA understands that its employees are the heart of our business – a happy and satisfied staff member offers better member support services. Our Employee Satisfaction Index (ESI) has improved to 97,98% in 2020 from as low as 37% in 2016. With an understanding of the non-profit sectors and the constraints we operate under, SADA understands that creating value for our employees is of paramount importance to us and underlines our people philosophy. The well-being and development of our people and the creation of a culture that enables excellence are key imperatives in our business. Consequently, we are committed to creating a working environment that seeks to:

-] attract, develop and reward exceptional people within the confines of our sector.
-] drive high-performance through our performance management system. This system aligns with the objectives of our stakeholders.
-] align the financial well-being of employees with the economic interest of shareholders.
-] provide transparent, consistent and equitable remuneration principles to foster an environment of collaboration, engagement and trust. In 2020, we embarked on a salary benchmarking whose report outcome will be presented to SERCOM in early 2021.

Our ambition is to build a workplace for the future, employing an IT infrastructure that allows members to access work-related information from anywhere. To this end, we have updated most of our IT systems and ensured all members work from reasonably functional mobile PCs with relatively high-security features, to protect the Association from external harm.

We have ensured that our performance management system dovetails with employees' developmental needs, and we have provided such skills training needs. The organisation, for the first time, partnered with an external trainer and signed up three learners for a varying period from six months to a year. The success of such learnerships led to at least two of the learners being employed in SADA. SADA uses a clearly defined performance management system on which employees are paid bonuses based on their performance to encourage a culture of performance. Employees who fail to reach a particular set standard are excluded from receiving a bonus yet they are put on an improvement programme.

SADA's culture of a vibrant work environment is underpinned by ensuring equal fair treatment and opportunities for all employees in the business, such as ensuring that current employees are given preference for new opportunities.

“

When you make
education
inaccessible,
you make prosperity
only possible for
the already prosperous.

- Khaya Dlanga

”

[7.4] SOCIAL RESPONSIBILITY

Corporate social responsibility remains high on the mind of the Association, forming a vital part of our identity in the community we serve. Given that our core business is in the oral health space, we have focused our efforts to emphasise supporting our members and the oral health patients who cannot afford oral health care. These activities are driven from branch level and nationally. The Association is currently supporting this principle, mainly through the following three vehicles.

The Benevolent Fund

The SADA Benevolent Fund continues to assist members and their families who have fallen on hard times, and, during the past year, has provided monthly assistance to eight beneficiaries. The overwhelming response by SADA members to the voluntary Benevolent Fund contributions at membership renewal time for 2020 resulted in a donation of R882,836 for the fund. The loan account from SADA to the Benevolent Fund was reduced from R1,201,400 to R667,063. SADA members are to be commended for this and we are hopeful of a similar response for 2021.

The Smile Foundation and Summerhill House Orphanage

The following two organisations that have received help from SADA through its members have seen a decline in activity in 2020 due to the Covid pandemic. Nonetheless, SADA remains committed to continuing its support in the coming years as the pandemic relents.

The Smile Foundation

SADA and The Smile Foundation have worked in partnership on various initiatives for approximately six years. As a testament to the values of SADA and its members, the donation of time, expertise and resources by dentists has assisted The Smile Foundation in its ongoing drive to treat children after cleft lip and palate surgeries. A collaborative project, the "Foundation's Relate" bracelets, which stands for change, has not done very well over the year, with insignificant contributions made from SADA members. The project's goal was to reach R2 million, which would have contributed to various programmes such as the mobile community outreach. Unfortunately, this was not a successful initiative, and management has decided to abandon it.

Find them at: www.smilefoundationsa.org/

Summerhill House Orphanage

Summerhill House is a non-profit organisation (registered Section 21) whose sole motivation and vision are to provide homes and personal transformation for orphaned and abandoned children whose lives have been affected by the HIV / Aids pandemic. The year under review continues to be an exciting year for SADA KZN, which has carried on supporting Summerhill House by donating its professional time. Branch members have voluntarily "adopted" the children from Summerhill House and continued to provide for all their dental needs for 2018. The vision is to onboard more local dentists when the pandemic is over. SADA would like to encourage more dentists across the country to emulate this example in their areas. Should they need guidance or information, SADA can advise them and provide a solid plan on how such a project can be successfully and sustainably run. We are so grateful to Colgate for its support and contributions and look forward to more of the trade "coming to the party" to support our local communities.

Find them at: www.summerhh.org.za/



OTHER KEY REPORTS AND INFORMATION

[SECTION 8]

OTHER KEY REPORTS AND INFORMATION

[8.1] REPORT OF THE STRATEGY, ETHICS AND REMUNERATION COMMITTEE

During the period under review, the previous separate Board Committees, namely Strategy, Social & Ethics Committee, Human Resources & Remunerations Committee and Operations Committee were consolidated into one committee known as the Strategy, Ethics & Remunerations Committee (SERCOM).

REMUNERATION REVIEW

The term of non-executive directors is governed by the Memorandum of Incorporation (MOI), which provides that a director's term is two years.

The remuneration of non-executive directors who serve on the Board and Board Committees is based on proposals from the Strategy, Ethics and Remuneration Committee (SERCOM), which are submitted to the Board for approval.

Remuneration is reviewed, taking into account the budget of the Association, the strategic objectives, number of Board and Board Committee meetings, management of expenses, and review of the demands of time and responsibilities on the Board and Board Committees.

Non-executive director remuneration is limited to attendance at meetings, whether they are in person or meetings held via video conference. The independent non-executive directors are paid an hourly rate, with a maximum cap per meeting.

Fees are typically approved annually on this basis at the SADA Annual General Meeting. The proposal is for directors' remuneration to be increased by the amount equivalent to the current annual inflation rate of 5%, which is also the rate of increase of the annual membership fees.

The SERCOM also considers the remuneration payable to members of the National Council and Board Committee members who are not directors and has recommended a rate increase of 5%.

2020 SADA DENTAL CONGRESS & EXHIBITION

During the period under review, the Committee considered the impact of the COVID-19 pandemic and the consequent need to cancel the 2020 SADA Dental Congress & Exhibition planned for Emperors Palace Convention Centre due to restrictions on gatherings. The face-to-face Branch events were also cancelled for the year. A limited edition of the face-to-face virtual Congress was held free of charge from 30 November to 3 December 2020. Face to Face branch meetings were also held for each of the provinces.

The Committee also reviewed the SADA strategy plan of the Association in the light of the pandemic and its consequent impact on delays with some key strategic goals.

The Committee reviewed the SADA Code of Conduct applicable to officers and staff. In addition to the introduction of disciplinary measures, provisions on the responsible use of social media were introduced in the Code. The Committee is presently busy with the

formulation of a table of disciplinary infringements with recommended penalties to ensure some consistency in dealing with offences and penalties imposed. SADA continues to remain committed to the transformation objectives at both governance and membership level in terms of race and gender representation. There is a need for the Board to set and disclose programmes towards targets for race and gender diversity, as required in the King IV™ report on corporate governance. The Committee reviewed its membership profile in terms of equity and gender and will continue to investigate measures to increase greater representation in respect of gender and equity in both membership and structures. SADA also recognises the need to have a generational representation and or transformation and will seek to find ways to includes its younger members.

The Committee and the Board continue to be guided by the Board Charter document, setting out the roles and responsibilities of the Board. This charter sets out the specific responsibilities to be discharged by the Board members collectively, as well as the roles and responsibilities incumbent upon directors as individuals.

[8.2] MEMBERSHIP INFORMATION

SADA membership at the end of the year under review was 3 058. Over the years the organisation had carried members who had not paid in full. The practice was changed in 2020 and many of these members were removed hence the sharp decrease. In essence, our membership had increased by about 400 in 2020. The table below shows the breakdown per SADA Branch. This table has been updated to include movement in and out of each of the Provinces and may differ from previously presented reports.

SADA MEMBERSHIP BREAKDOWN 2015 - 2020

Branch	2015	2016	2017	2018	2019	2020
Algoa Midlands	88	123	120	115	118	103
Border Kei	68	64	66	68	71	57
Free State	104	102	116	100	102	98
Gauteng South	803	810	855	821	828	739
KwaZulu Natal	476	452	416	438	442	414
Limpopo	57	52	52	51	55	56
Mpumalanga	123	120	116	117	119	122
North West	76	79	88	81	83	77
Northern Cape	49	47	48	46	48	52
Pretoria	441	450	467	444	449	414
Western Cape	722	728	761	732	737	642
Outside South African Border	95	88	96	94	63	284
GRAND TOTAL	3102	3115	3201	3107	3115	3058

[8.3] FINANCIAL PERFORMANCE

SADA performed well under extremely trying circumstances brought predominantly by the Covid-19 pandemic. The comparison between the 2020 and 2019 figures is again somewhat skewed due to our change of year-end and the number of Congresses in each financial year. The change of year-end resulted in the 2019 financial year being

15 months long as opposed to the 12 months 2020 financial year. In addition, there were two Congresses in the 2019 financial year and no paid Congress during the 2020 financial year. Furthermore, face-to-face branch events were limited to the first three months of 2020. It is therefore difficult to compare the figures on a like-for-like basis between the two financial years.

The total surplus of **R 1,392,028**

for 2020 was above the 2019 surplus of R881,370. The fair value adjustment relating to revaluation of investment assets contributed significantly to this increase. Furthermore, in 2020, as a necessity, all the bathroom facilities were totally refurbished and replaced for both floors. This led to an amount of R495,338 being derecognised as an asset in the income statement, leaving a deficit of R416,753 for the 2020 year, compared to the 2019 deficit of R275,757.

Operating revenue of **R 17,255,531**

was significantly down from the 2019 figure of R31,184,228, due to the reasons mentioned in the above two paragraphs. A further reduction of revenue in 2020 was due to Covid-19 relief of two twelfths of SADA members subscriptions paid back to members to help alleviate hardship. This amounted to R2,003,965.

The number of members decreased largely due to the Covid-19 pandemic, this was accompanied by a reduction in capitation which was exacerbated by members cancelling electives as well. We have also applied a policy that those members who have only paid in part are derecognised as members.

SADA's operating expenditure

reduced significantly, due to the lack of Congress and branch events, the implementation of additional cost-cutting measures and savings brought on by staff working remotely. Our major expense increase was the write-off of

R 1,519,218

in bad debts for the 2020 financial year. This has cleared our debtors books of uncollectable debtors amounts some of which date over many years. The Association has implemented a debtors management process which will ensure that such never occurs again. Our books for the debtors in 2020 are all collected. Overall there was a decrease in operating expenditure to

R 17,672,284

in 2020 from R31,458,985 in 2019.

SADA's balance sheet remains solid

SADA's balance sheet remains solid. The Association is still in a positive cash position, with reserves up to

R36,683,181

from 2019 (R34,589,407). It also should be noted that whilst the organisation contemplated that they would require money from reserves, the work done operationally made this requirement redundant.



ANNUAL FINANCIAL STATEMENTS

[SECTION 9]

[9.1] APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The Board of Directors is responsible for the preparation of the consolidated annual financial statements of the South African Dental Association. Accordingly, the Board acknowledges its duty to ensure balanced content and fair presentation in the annual financial statements, so that it provides a comprehensive assessment of the performance of the organisation for the financial year ended 31 December 2020.

The annual financial statements are prepared following the provisions of the Companies Act of South Africa and comply with International Financial Reporting Standards (IFRS) for SMEs, and incorporate full and reasonable disclosure, in line with the accounting policies of the organisation. It is the Board's view that the statements fairly present the state of affairs of SADA as at the end of the financial year, and the net profit and cash flows for the year.

The directors are ultimately responsible for the internal controls of SADA. Management enables the directors to meet these responsibilities. Standards and systems of internal control are designed and implemented by management to provide reasonable assurance as to the integrity, objectivity and fair presentation of the consolidated annual financial statements and related financial information presented, and to adequately safeguard, verify and maintain accountability for members. Such systems and controls include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties.

Based on the information and explanations provided by management and the internal auditors, the directors believe that the accounting and internal controls are adequate and that the financial records may be relied upon for preparing the consolidated annual financial statements as per IFRS and maintaining accountability for SADA's equity, assets and liabilities. Nothing has come to the attention of the directors to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the period under review and up to the date of the consolidated annual financial statements.

The directors, therefore, have a reasonable expectation that SADA has adequate resources to continue in operational existence for the foreseeable future. For this reason, accounting policies, supported by judgements, estimates and assumptions in compliance with IFRS, are applied on the basis that the organisation shall continue as a going concern.

The consolidated annual financial statements set out in this report were recommended by AURCOM, approved by the Board on **17 April 2021** and signed on its behalf by:



Dr R Putter
Chairperson, Board of Directors

[9.2] INDEPENDENT AUDITOR'S REPORT

To the members of The South African Dental Association (NPC)

OPINION

We have audited the annual financial statements of The South African Dental Association (NPC) set out on pages 12 to 30 which comprise the Statement of Financial Position as at 31 December 2020, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of The South African Dental Association (NPC) as at 31 December 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the group in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information included in the document titled "The South African Dental Association (NPC) (Registration number 1935/007092/08) Annual Financial Statements for the year ended 31

December 2020", which includes the Directors' Report as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Jeanine Nellmapius-Clarke Director
Registered Auditor
SizweNtsalubaGobodo Grant Thornton Inc

7 May 2021
Summit Place Office Park, Building 4
221 Garstfontein Road
Menlyn, Pretoria, Gauteng

[9.3] REPORT OF THE AUDIT AND RISK COMMITTEE

Based on the information and explanations given by directors and external auditors, the Committee believes that the accounting and internal controls, including the internal financial controls, are adequate and that the financial records may be relied upon for preparing the consolidated financial statements in accordance with SMEs, and maintaining accountability for the organization's assets and liabilities. The Committee fulfils an oversight role regarding the integrated reporting process.

Accordingly, the Committee:

- has considered the 2020 Integrated Annual Report and has assessed the consistency with operational, financial and other information known to the Committee members, and for consistency with the consolidated financial statements;
- is satisfied that the 2020 integrated annual report is materially accurate, complete, reliable and consistent with the consolidated financial statements; and
- recommended on 29 May 2020, the consolidated financial statements for the year ended 31 December 2019 for approval by the Board.

[9.4] DIRECTORS' REPORT

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2020

DIRECTORS' REPORT

The directors have pleasure in submitting their report on the annual financial statements of The South African Dental Association (NPC) for the year 31 December 2020.

1. NATURE OF BUSINESS

The South African Dental Association (NPC) was incorporated in South Africa and is a professional membership association, providing advocacy and educational services to members. The company operates in South Africa.

There have been no material changes to the nature of the company's business from the prior 12 months ended 31 December 2019.

2. REVIEW OF FINANCIAL RESULTS AND ACTIVITIES

The annual financial statements have been prepared in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior 12 months ended 31 December 2019.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements and do not in our opinion require any further comment.

3. DIRECTORS

The directors in office at the date of this report are as follows:

Dr R Putter (Chairman)	Chairperson	Non-executive	South African	
Dr N Osman	Other	Non-executive	South African	
Mr KC Makhubele (CEO)	Chief Executive Officer	Non-executive	South African	
Mr HY Keshave	Other	Non-executive Independent	South African	Appointed Sunday, 01 March 2020
Dr KLM Mafanya	Other	Non-executive Independent	South African	Resigned Friday, 28 February 2020
Dr FC Meyer	Other	Non-executive	South African	
Dr EK Naidoo	Other	Non-executive	South African	
Dr SY Pieters	Other	Non-executive	South African	
Dr SJ Swanepoel	Other	Non-executive	South African	
Mrs CH Wessels	Other	Non-executive Independent	South African	Appointed Sunday, 01 March 2020

Dr KLM Mafanya resigned as a director effective Saturday, 29 February 2020, and Mr HY Keshave was appointed on to succeed Dr KLM Mafanya. Mrs CH Wessels was also appointed to the board on 01 March 2020. The board of directors expressed their sincere appreciation to the outgoing directors for their contributions during their respective periods of office.

4. EVENTS AFTER THE REPORTING PERIOD

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report, other than the continuing Covid-19 pandemic, for which the directors have implemented procedures which will minimise the further effect of Covid-19. These procedures are continuously reviewed by the directors.

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2020

DIRECTORS' REPORT

5. GOING CONCERN

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

6. AUDITORS

SizweNtsalubaGobodo Grant Thornton Inc. continued in office as auditors for the company for 2020.

7. SECRETARY

The company had no secretary during the year.

8. LIQUIDITY AND SOLVENCY

The directors have performed the liquidity and solvency tests required by the Companies Act 71, of 2008, South Africa.

9. CHANGE OF YEAR-END

A resolution was passed on the 31st January 2019 to change the company's year end from September to December as from the 2019 financial year.

ANNUAL FINANCIAL STATEMENTS

[9.5] ANNUAL FINANCIAL STATEMENTS

[9.5.1] STATEMENT OF FINANCIAL POSITION

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2020

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

Figures in Rand	Note(s)	31 December 2020	30 September 2019
Assets			
Non-Current Assets			
Property, plant and equipment	3	531 486	585 545
Investment property at fair value	2	14 571 478	14 412 400
Intangible assets	4	150 000	875
FDI	25	250 142	153 424
		15 503 106	15 152 244
Current Assets			
Inventories	5	143 023	142 422
Trade and other receivables	6	12 092 741	18 037 754
Cash and cash equivalents	9	18 832 155	17 549 654
Benevolent fund	7	1 917 463	1 264 591
Investments	8	14 137 624	12 807 530
		47 123 006	49 801 951
Total Assets		62 626 112	64 954 195
Equity and Liabilities			
Equity			
Reserves		36 683 181	34 589 407
Liabilities			
Current Liabilities			
Trade and other payables	10	15 437 384	16 367 028
Deferred revenue	26	9 339 029	13 997 760
Deferred benevolent fund	27	1 166 518	-
		25 942 931	30 364 788
Total Equity and Liabilities		62 626 112	64 954 195

[9.5.2] STATEMENT OF COMPREHENSIVE INCOME

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2020

STATEMENT OF COMPREHENSIVE INCOME

Figures in Rand	Note(s)	15 months ended	12 months ended
		31 December 2020	30 September 2019
Revenue	11	14 391 444	25 416 344
Other income	12	2 864 087	5 767 884
Operating expenses		(17 672 284)	(31 459 985)
Operating loss	13	(416 753)	(275 757)
Investment revenue	14	541 218	1 059 822
Fair value adjustments	15	1 267 563	97 305
Surplus before taxation		1 392 028	881 370
Surplus for the period ended		1 392 028	881 370
Other comprehensive income		-	-
Total comprehensive income for the period ended		1 392 028	881 370

[9.5.3] STATEMENT OF CHANGES IN EQUITY

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2020

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Property Reserve	Marketing Reserve	Benevolent Fund	Operating Reserve
Balance at 01 October 2018	2 098 673	857 292	1 716 225	29 293 864
Total comprehensive income for the 15 months	-	-	-	-
Transfer between reserves	-	-	-	881 370
Utilisation of reserves	-	-	(451 634)	-
Total changes	-	-	(451 634)	881 370
Balance at 01 January 2020	2 098 673	857 292	1 264 591	30 175 234
Profit for the year	-	-	-	-
Other comprehensive income	-	-	-	-
Transfer between reserves	-	-	-	1 392 028
Utilisation of reserves	-	-	652 872	-
Reserve adjustment	-	-	-	242 491
Total changes	-	-	652 872	1 634 519
Balance at 31 December 2020	2 098 673	857 292	1 917 463	31 809 753
Note(s)			7	17

ANNUAL FINANCIAL STATEMENTS

[9.5.4] STATEMENT OF CASH FLOW

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2020

STATEMENT OF CASH FLOW

Figures in Rand	Note(s)	15 months ended 31 December 2020	12 months ended 30 September 2019
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	18	2 382 689	11 110 645
Interest received		541 218	1 059 822
Net cash from operating activities		2 923 907	12 170 467
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	3	(40 470)	(155 862)
Sale of property, plant and equipment	3	8 140	128 318
Rebuild of part of investment property	2	(654 666)	-
Unrealised profit on financial assets		-	97 305
Movement in Benevolent fund		(652 870)	(251 613)
Investment in equity instruments		(2 660 188)	-
Change in investments		164 592	435 957
Net cash from investing activities		(2 807 924)	254 205
CASH FLOWS FROM INVESTING ACTIVITIES			
Movement in deferred benevolent fund		1 166 518	-
Total cash movement for the year		1 282 501	12 424 672
Cash at the beginning of the year		17 459 654	5 124 982
Total cash at end of the year	9	18 832 155	17 549 654



GLOSSARY OF TERMS AND ACRONYMS

[SECTION 10]

OTHER KEY REPORTS AND INFORMATION

[10] GLOSSARY OF TERMS AND ACRONYMS

ARO	African Regional Organization
AURCOM	Audit & Risk Committee
CPD	Continuing Professional Development
DP	Dental Protection
FDI	Federation Dentaire Internationale World Dental Federation
HPCSA	Health Professions Council of South Africa
IDESA	Institute of Dental Education South Africa
IFRS	International Finance Reporting Standards
IIRC	International Integrated Report Council
NHI	National Health Insurance
NPC	Non-Profit Company
RVU	Relative Value Units
SADA	South African Dental Association
SADJ	South African Dental Journal
SAMA	South African Medical Association
SERCOM	Strategy, Ethics and Remuneration Committee
WOHD	World Oral Health Day
YDC	Young Dentists Council



ADMINISTRATION

[SECTION 11]

ADMINISTRATION

[11] ADMINISTRATION

Contact: The Chief Executive Officer - **KC Makhubele**
Email: ceo@sada.co.za
Telephone: 011 484 5288
The South African Dental Association
Registration number: 1935/0070/92/08
Website: www.sada.co.za

Registered Office

31 Princess of Wales Terrace, Parktown, Johannesburg, 2193

Tel: +27 (11) 484 5288

Email: info@sada.co.za

External Auditors

SizweNtsalubaGobodo Grant Thornton Inc.

Registered Auditors

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