



INTEGRATED ANNUAL REPORT 2022



SADA
The South African Dental
Association (SADA) NPC

At a **GLANCE**

 **3,193**

Membership

 **31**

Branch CPD Webinars

 **30**

National Councillors

 **380**

Dental Mediation Cases Reported

 **9,190**

Webinar Registrants

 **69,711**

Website Users

 **641,276**

 **283,722**

 **112,920**

 **59,727**

 **56,670**

 **22,777**



Social Media Reach

 **11**

Total Number of Branches

 **16**

YDC

 **10**

Board Members

 **17**

Employees

 **tba**

Net surplus

Table of **CONTENTS**

About SADA	1	■
About this Report	2	■
Our Leadership and Governance	3	■
Messages from the Leadership	10	■
Internal Controls, Risk Management and Annual General Meetings	12	■
Performance Highlights	13	■
Value Creation Performance	16	■
Other Key Reports and Information	19	■
Annual Financial Statements	21	■
Glossary of Terms and Acronyms	29	■
Administration	30	■

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 (orthodontics, prosthodontics, maxillo-facial and oral surgery, periodontics, community dentistry specialists and oral pathology specialists). Our membership is also open to all allied oral health practitioners (oral hygienists, dental therapists, dental technicians, and dental assistants). Membership is open and FREE for all oral health students.

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. 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](http://www.sada.co.za)

1.1 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 (SASPPIO)

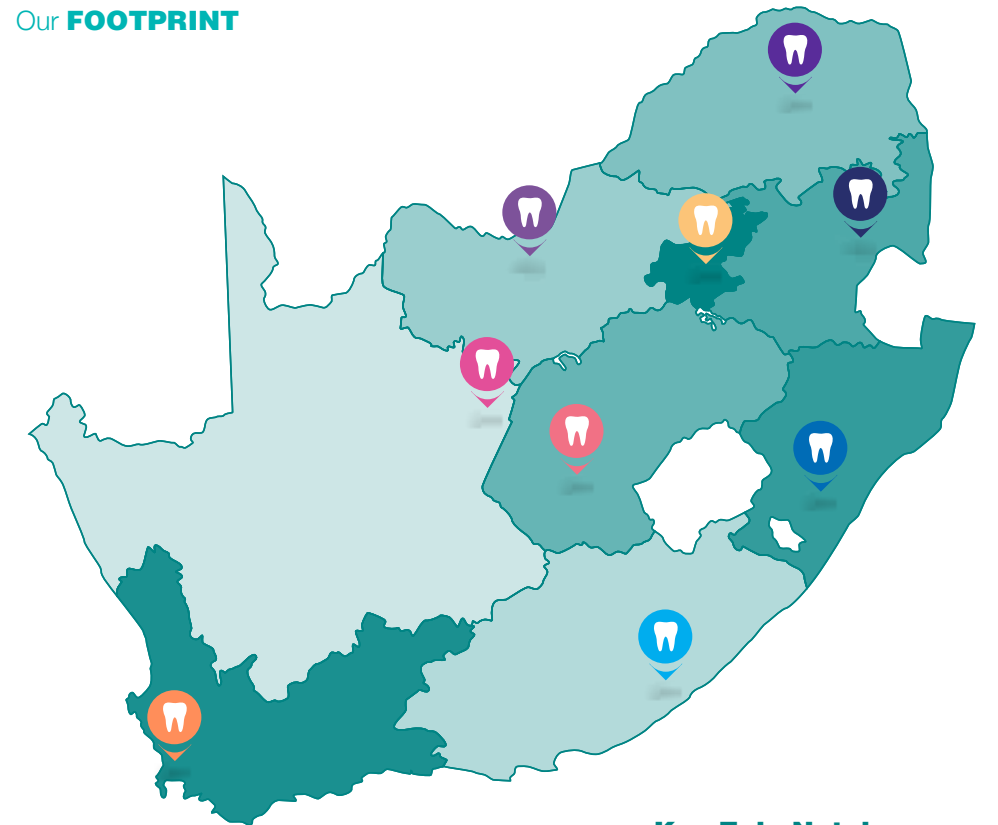
1.3 Special Interest Groups

- South African Academy of Computerised Dentistry

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). On the right is a schematic representation of our footprint, detailed with the names of respective branch leaders.

Our FOOTPRINT



- KwaZulu-Natal**
Dr Sheetal Lalbahadur
- Limpopo**
Dr Frederik Hall
- Mpumalanga**
Dr Cornelius Rossouw
- Northern Cape**
Dr Ihsaan Ahmed
- North West**
Dr Gerrit Janse van Rensburg
- Western Cape**
Dr Roux Vermeulen
- Free State**
Dr Kurt Appollis
- Eastern Cape**
BORDER KEI
Dr Christopher Brent
ALGOA MIDLANDS
Dr Johannes P van Zyl
- Gauteng**
GAUTENG SOUTH
Dr Paul Mathai
PRETORIA
Dr William Kearney



About this **REPORT**

The compilation of the 2022 Integrated Annual Report by the South African Dental Association aims to offer stakeholders a comprehensive overview of our financial outcomes, operational procedures, and overall performance in the preceding year. This year's report maintains the same structure as the previous one. Aligned with the principles of integrated reporting established by the International Integrated Reporting Council (IIRC) in 2013, SADA's Integrated Annual Report (IAR) reflects our commitment to transparent and coherent reporting practices. Recognising the ongoing nature of this reporting journey, SADA is dedicated to seizing every opportunity to enhance and refine the Integrated Annual Report.

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 objective of the 2022 Integrated Annual Report of SADA is to furnish members and other stakeholders with a comprehensive analysis of the organization's operations, governance, strategy, and performance during the period from 1 January 2022 to 31 December 2022. It provides an account of activities at the organization's headquarters and branches throughout the nation, using significant risks and opportunities that affect both public and private oral healthcare services as the framework of reference. The report provides an analysis of the prudent administration of accessible resources, providing specifics on the engagements and undertakings of SADA in regard to its members, third-party financiers, dental professionals, and pertinent regulatory bodies.

We consider the following to be the most significant, as they affect the decisions of our stakeholders. When applicable, comparative data for the next two to three years is incorporated, along with short and medium-term objectives.

2.3 Approach to **MATERIALITY**

This report comprehensively examines all material concerns that we deem to be opportunities and/or potential risks that have the potential to substantially affect SADA's performance and strategy execution, and consequently, the organization's capacity to generate and maintain long-term value.

2.4 Approach to **ASSURANCE**

Our assurance approach comprises three lines of defence:

- Review by management and the relevant oversight Board structures; mainly AURCOM, SERCOM and the Board
- Review by external assurance providers, being PKF Octagon as our current external auditors; and
- Review of the adequacy and effectiveness of the Association's internal controls, risk management, human resources and governance.

2.5 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 FC Meyer, Chairperson of the Board, 3 August 2024.

For any feedback or comment, please contact:
KC Makhubele, Chief Executive Officer
Email: ceo@sada.co.za | Tel: +27 (11) 484 5288

2.6 Forward-looking **STATEMENTS**

Specific provisions within this report may be considered forward-looking statements pertaining to the Association. These statements are formulated on the faith of the Association's management, in addition to assumptions and information that the management currently possesses.

These forward-looking statements are susceptible to substantial risks and uncertainties by their very nature. These statements encompass, but are not restricted to, information regarding the Association's operational margins, statements regarding operations, prospects for future developments, trends and conditions in the industry and geographical markets in which the Association operates, strategies, plans, objectives, and goals, cost control capabilities, and exchange rates.

Forward-looking statements have not undergone evaluation or disclosure by the external auditors of the Association.





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 continue 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

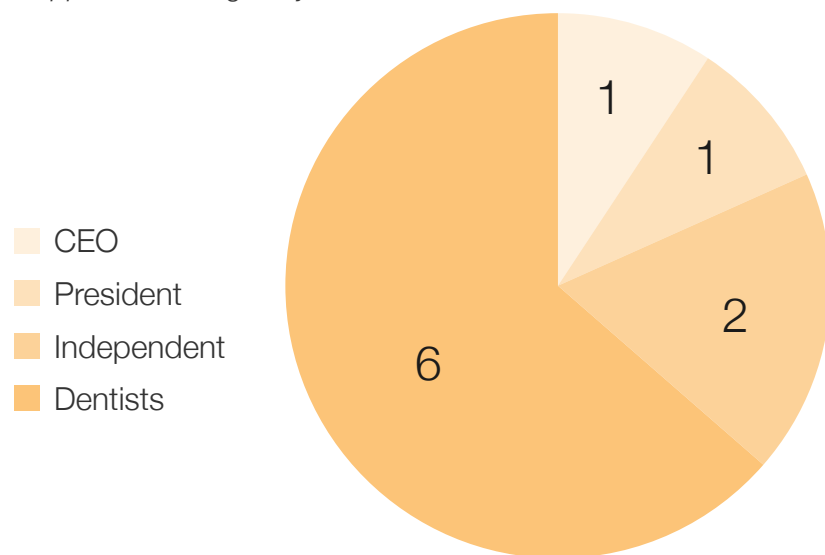
SADA's Board of Directors consists of ten (10) members:

Our Board comprises mainly of dental practitioners with a suitable balance of knowledge, skills, experience, diversity and independence to carry out its governance role and responsibilities objectively and effectively. The details throughout this report give the Board's composition as of December 2022. The Board has a policy evidencing a balance of power, with no individuals yielding unfettered power over the Board as a whole.

Eight non-executive directors (6 dentists members and 2 Independent members), the Chief Executive officer as an executive director and the SADA President as a non-executive 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 N Osman** Dr F Meyer (Vice-Chairperson), Dr SY Pieters, Dr TCN Buleni**, Dr F Mansoor**, Dr EK Naidoo, Dr FC Meyer, Dr RR Naidoo (President), Mrs CH Wessels (Independent)*, Mr HY Keshave (Independent)** and Mr KC Makhubele (CEO).

* Resigned 18 December 2022

**Appointed during the year



3.2 Board INDEPENDENCE

By appointing competent independent directors and clearly delineating the duties and obligations of the Board Chairperson and Chief Executive Officer (CEO), the Association has successfully instituted a robust system of authority and power at the Board level. This is additionally reinforced by the involvement of the Lead Independent Director, whose responsibility it is to resolve any potential conflicts and oversee the implementation of suitable corporate governance principles while also providing guidance and oversight.

Diverse set of skills

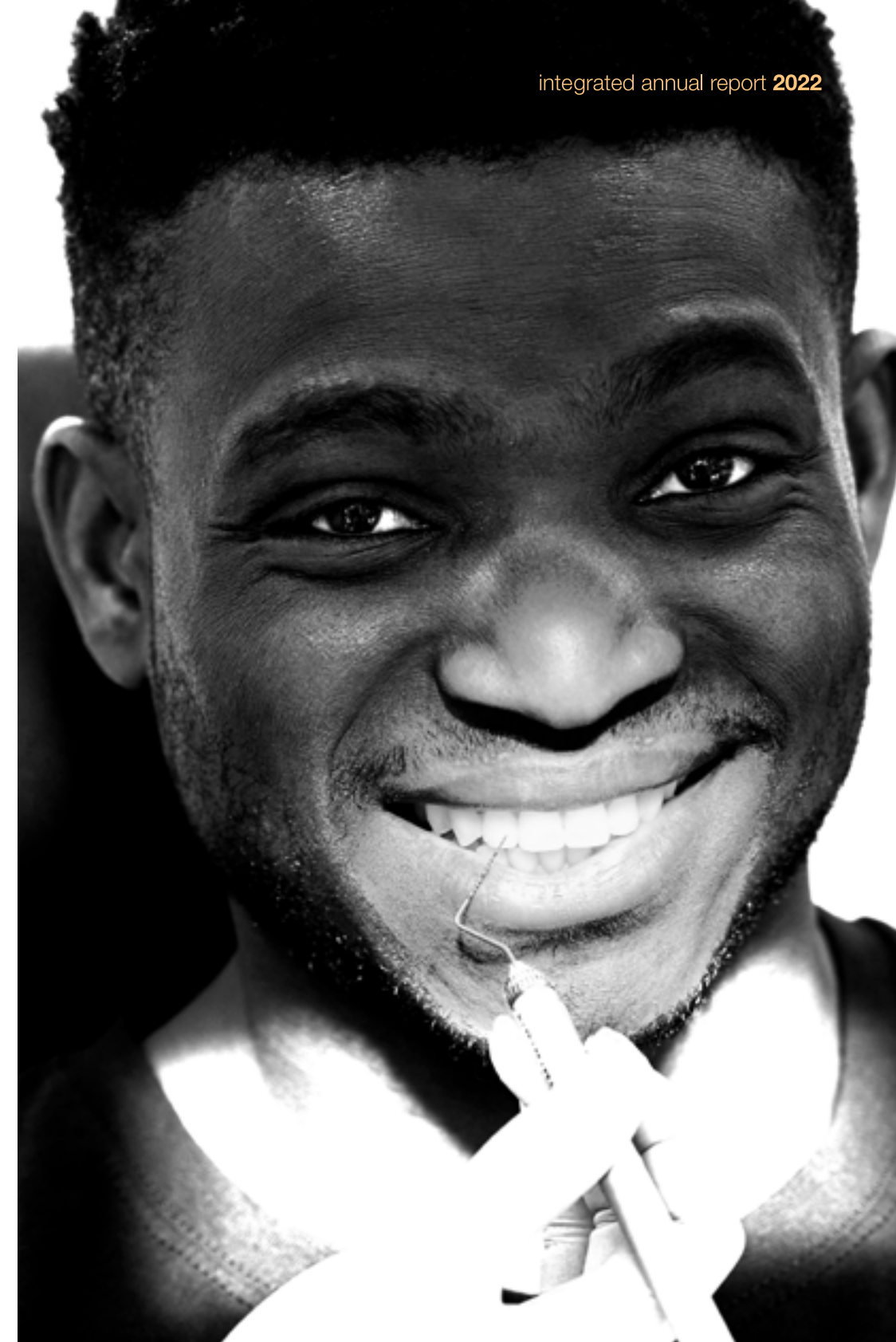
The domains that were identified as needing improvement during our skills assessment procedure include sustainability, private practice, and financial management. As a result, the Board shall endeavour to recruit and retain a greater number of directors possessing those competencies, which are in line with the strategy of the Association. SADA will persist in its pursuit of transformation and diversity imperatives in a phased fashion beyond 2022, ensuring that diversity is an intrinsic component of every Committee.

Gender and diversity

SADA upholds a policy of comprehensive board diversity and recognises that the inclusion of directors with varied perspectives facilitates effective strategic oversight and constructive discussion at Board meetings. Consequently, the Board has consistently maintained its objective of prioritising its transformation and diversity imperatives. This would involve increasing the number of women serving on the Board and other measures to promote comprehensive diversity. Branch Committees were urged by the Nominations Committee to consider transformation when nominating their counterparts. Additionally, the Committee aimed to appoint competent and seasoned women to the Board. There are currently three female directors on the Board.

Ethical and effective leadership

In order to guarantee SADA's long-term viability and increase stakeholder value, the Board endeavours to furnish ethical and efficient leadership that facilitates the Association's responsible operations. The directors are cognizant of the fact that they must carry out their fiduciary responsibilities in an ethical and good faith manner, both individually and collectively. Furthermore, they accept joint accountability for guiding the Association and establishing its strategic trajectory.



3.3 Board **COMMITTEES**

Each of the Board Committees of SADA is required to provide the Board with a report on their responsibilities that have been allocated to them at least three times every year. These terms of reference, which are reviewed on a regular basis and can be obtained from the Committee Secretary, detail the obligations that are assigned to them.

A review of the composition of the Board Committees will take place during the year 2023, and directors will be reallocated to new positions.



BOARD COMMITTEES

AUDIT & RISK COMMITTEE (AURCOM)

- 3 NEDs
- 2 Independent NEDs

Ex-Officio:

Executive Director (CEO)
Head Finance & Administration

DENTAL PRACTICE COMMITTEE (DPCOM)

- 4 NEDs (Dentists)
- 3 Non-NEDs (General Practitioners) (1 Public Sector & 2 Private Sector)
- 2 representatives from each specialist societies

Ex-Officio:

Board Chairperson
Chief Executive Officer
Head Clinical Support
Head Legal & Governance

STRATEGY, ETHICS AND REMUNERATION COMMITTEE (SERCOM)

- 3 NEDs
- 2 Independent NEDs

Ex-Officio:

Board Chairperson
Chief Executive Office

MEMBER COMPOSITION

MEMBERS

- Mr HY Keshave (Chairman - Independent non-executive director)
- Mrs CH Wessels * (Independent non-executive director)
- Dr F Mansoor
- Dr TCN Buleni
- Dr RR Naidoo (President)
- Mr KC Makhubele (ED) (Chief Executive Officer)
- Mr K Woolward (Head Finance & Administration)

- Dr FC Meyer (Chairperson)
- Dr SY Pieters
- Dr T Buleni
- Vacancy
- Dr L Brown
- Dr SJ Swanepoel (co-opted)
- Dr N Osman (Board Chairperson)
- Mr KC Makhubele (ED) (Chief Executive Officer)
- Dr T Parbhoo (Manager Clinical Support)

- Dr SY Pieters (Chairperson)
- Dr EK Naidoo
- Dr FC Meyer
- Ms CH Wessels (Independent non-executive director)
- Mr HY Keshave (Independent non-executive director)
- Dr N Osman (Board Chairperson)
- Mr KC Makhubele (ED) (Chief Executive Officer)
- Dr N Metsing (Head Professional Development)
- Mr P Govan (Head of Legal and Governance)

KEY OBJECTIVES

- Financial Reporting
- Audit - External & Internal
- Risk Management
- Compliance with laws
- Ops policies: internal control
- Codes
- Guidelines
- Medical schemes and administrators
- Funding
- Public Sector
- RVU/ Gov Policies
- Develop and Implement Strategy Sustainability
- Strategic responses to Macro
- Economic
- Environment
- Social and Ethics guidance
- Code of Conduct
- Specialist/ Special Interest Groups
- Education & Training
- Marketing: Value and Impact
- Membership
- Position Statements
- Employment policies
- Occ. Health and Safety
- Performance Management
- Optimal Workforce Planning
- Equitable Remuneration Practice
- CEO Performance Management



BOARD COMMITTEES

NOMINATIONS COMMITTEE (NOMCOMM)

- 3 NEDs
- 3 National Councillors

BOARD MEMBERS & COMMITTEE WORK DISTRIBUTION TEE WORK

- 7 NEDs
- 2 INEDs
- 1 ED

PUBLIC SECTOR SUB-COMMITTEE

- 1 NEDs
- 1 General Practitioner employed in the public sector
- Head Professional Development

MEMBER COMPOSITION

MEMBERS

- Dr R Vermeulen (NC - Committee Chairperson)
- Dr W Kearney (NC)
- Dr R Reddy (NC)
- Dr N Osman (Board Chairperson)
- Dr EK Naidoo (NED)
- Dr S Pieters (NED)

- Dr N Osman NED, (Board Chairperson)
- Dr FC Meyer NED, (Board Vice-Chairperson)
- Mr KC Makhubele ED, (Chief Executive Officer)
- Dr R Naidoo NED (President)
- Dr S Pieters NED
- Dr TCN Buleni NED
- Dr EK Naidoo NED
- Dr F Mansoor NED
- Ms C Wessels (Independent NED) *
- Mr H Keshave (Independent NED)

** Mrs C Wessels resigned 18 December 2022

- Dr N Osman (Board Chairperson)
- Dr C Makobe ***
- Dr N Metsing (Head Professional Development) ***

KEY OBJECTIVES

- (3) Member of NOMCOM, Ex Officio on all committees except AURCOM
- (2) DPCOM, SERCOM
- Ex Officio on all committees

- (31) AURCOM; SERCOM, NOMCOM
- (3) SERCOM DPCOM, NOMCOM
- 2) AURCOM, DPCO
- 2) SERCOM, NOMCOM
- 1) AURCOM
- 2) AURCOM, SERCOM
- 2) AURCOM, SERCOM

- To engage with and build beneficial relationships with dental practitioners in the public service, with a purpose to understand specific needs and viewpoints that should be addressed by SADA
- To work towards the establishment of a uniform national approach to issues of public sector employment;



BOARD COMMITTEES

CLINICAL SUPPORT TEAM

- Head Clinical Services
- One representative from each specialist societies
- 4 general practitioners

RVU STEERING SUB-COMMITTEE

- CEO (Chairperson)
- 3 general practitioners
- 2 representatives from each specialist societies

YOUNG DENTIST COUNCIL (YDC) EXECUTIVE COMMITTEE

- 7

MEMBER COMPOSITION

MEMBERS

- Dr FC Meyer
- Dr N Osman
- Dr F Mansoor
- Dr S Erasmus

- Mr KC Makhubele (Chairperson)
- Dr FC Meyer
- Dr N Osman
- Dr F Mansoor
- 2 representatives from each specialist societies

- President – Dr Kiasha Ariyan (Gauteng)
- Vice President – Dr Robyn Kearney (Gauteng)
- Secretary – Dr Esme Sithole (WC)
- Vice Secretary – Dr Nathan Vermaak

Additional Members:

- Dr Jade Ngwetjana (MP)
- Dr Sheetal Lalbahadur (KZN)
- Dr Rohini Bisal (KZN)
- Dr Masoodah Essop (GP)
- Dr Sadiyah Rasool (KZN)
- Dr Prashni Naidoo (KZN)
- Dr Thapelo Mashao (NW)
- Dr Eric Heyl (GP)

Students:

- Ra'eesah Behardien (UWC student)
- Tamsyn Kaela MacKenzie (UP student)
- Kwanele Makhubalo (SMU student)
- Tsholo Maphiri (Wits student) - 078 600 3199

KEY OBJECTIVES

- To provide support for the maintenance, continuous review and development of dental coding and guidelines.
- To provide support and champion the rights of the dental profession for fair remuneration with funders and managed care organisations;

- The RVU steering committee will provide final RVU for all dental procedure codes for general dentistry and recognised dental specialties.

Our **LEADERSHIP**

3.4 Assessing the **BOARD'S PERFORMANCE**

The Association has implemented the King IV™ suggestion that every two years, the performance of its members, committees, and Board should be assessed. In the case of significant attrition, however, the board has decided against proceeding with the evaluation process because it would have been futile.

Our guiding principle is that board directors serve as the organization's strategic leaders. Due to the importance of this position, they must evaluate strategies on a regular basis to ensure that they are carrying out their responsibilities and advancing the organization's mission.

Hence, the implementation of a board assessment serves the dual purpose of ensuring the organisation remains on track and enhancing the efficacy and accountability of the board as a whole.

3.5 Board and Board **COMMITTEES' ATTENDANCE REPORT**

BOARD ATTENDANCE OF BOARD MEETINGS: 1 January 2021 – 31 December 2021

ATTENDANCE INDEX		BOARD		AUDIT & RISK COMMITTEE	DENTAL PRACTICE COMMITTEE	STRATEGY, ETHICS & REMUNERATION COMMITTEE
		VC	F2F	VC	VC	VC
Dr N Osman	Chairperson – NED dentist	1	2		3	3
Dr RR Naidoo	President					
Dr F Mansoor	▲NED dentist	1	2	3		
Dr SY Pieters	°NED dentist	2		3		
Dr EK Naidoo	▲NED dentist	1	2	3		3
Dr TCN Buleni	▲NED dentist	1	2	2		
Dr FC Meyer	°NED dentist	1	2		2	3
Mr HY Keshave	°Independent NED	1	2			2
Mrs CH Wessels*	▲Independent NED	2	1	0		2
Dr SJ Swanepoel	Co-Opted member				3	
Dr DC Makobe	Committee member					
Dr L Brown	▲Committee member				1	
Mr KC Makhubele	Executive Director/CEO	1	3	3	2	

Attendance Index Key

- * Resigned 18 December 2022
- ° Committee Chair
- ▲ Committee Member
- NED** Non-executive director
- ‡SP special meetings outside annual meeting roster
- §VC video conference

3.6 Investment **COMMITTEE**

- Dr B Beilinson (Chairperson)
- Dr C Brent
- Dr M Pillay (resigned 13 December 2022)
- Dr W Kearney
- Dr P Mathai
- Mr KC Makhubele - Chairperson, Chief Executive Officer
- Mr P Govan - Head: Legal & Corporate Governance
- Mr K Woolward - Head: Finance & Membership Development

The SADA Investment Committee assumes a pivotal function in the organization's financial investments, encompassing their oversight and strategic development. The organisation's is tasked with the responsibility of ensuring that investments yield optimal returns, mitigating risks, and making well-informed decisions to advance the financial objectives of SADA.

Reporting and Meetings: In order to assess investment performance, deliberate on market conditions, and formulate strategic decisions, routine meetings are convened. The committee furnishes NPC's leadership and stakeholders with periodic reports that provide an analysis of the organization's investments' financial health and development.

The Investment Committee consistently modifies its approaches in response to shifting market dynamics and the shifting goals of the organisation's. Efficient management of NPC's investment portfolio is maintained to ensure the organisation's enduring financial viability. As a result, it was determined that the investments managed by Foord had been underperforming for a considerable period, and the search for alternative investment houses has begun. In 2023, a decision will be rendered.



3.7 National COUNCIL

The National Council, consisting of thirty members, functions as a representative body for the branches of the Association. Each branch is represented by an elected representative who serves as the Branch President. The distribution of National Council seats among branches is proportionate to the respective branch's membership in relation to the total membership of SADA, with a stipulation that each branch must have a minimum of two representatives. The composition of the National Council also adheres to the Association's gender and equity objectives.

3.8 Young DENTISTS COUNCIL

Established in 2013, the Young Dentists Council (YDC) serves as a platform for dental students, newly practicing dentists, community service dentists, and dental students themselves to express their viewpoints and cultivate leadership skills within the organizational framework of SADA.

This forum not only introduces young, emerging practitioners to the dental and oral health community but also provides robust support and educational opportunities. The overarching goal is to establish a lasting connection with these professionals as they navigate their careers, offering a reliable and consistent platform for consultation, collaboration, and alignment throughout their dental journey.

Regrettably, the YDC has fallen short of the required standards at both the national and branch levels. To address this, the CEO will assume direct supervision and spearhead the implementation of changes to enhance the YDC's performance in 2023.

CONGRESS and YDC

Dr. Kiasha Ariyan, serving as the president of the Young Dentists Council (YDC) and contributing as a member of the scientific committee for the congress, holds a crucial position in the selection and endorsement of presenters focusing on YDC-relevant topics. This ensures that the YDC has a significant influence on the content and discussions at the congress.

In recent years, the YDC has observed a notable decline in participation in its poster competition. Recognizing the importance of revitalizing this aspect of engagement, we are currently in the process of formulating and developing fresh, innovative concepts for the competition. This initiative aims not only to rejuvenate interest but also to attract a more extensive and diverse pool of participants.

The envisioned changes go beyond a mere adjustment; they encompass a comprehensive overhaul of the entire competition structure. This includes refining evaluation criteria, introducing new categories, and enhancing promotional efforts to raise awareness and enthusiasm among potential contributors. The goal is to transform the YDC poster competition into a dynamic platform that not only showcases the talent and research of emerging professionals but also fosters a vibrant and collaborative community within the dental field. Through these efforts, we aspire to elevate the significance and appeal of the YDC poster competition, making it a flagship event that resonates with the broader dental community.

YDC COMMUNICATIONS

The creation of the Golden Compass booklet for community service has been successfully accomplished, and it has been distributed to graduating dentistry students across all four schools. This comprehensive publication serves as a valuable resource, providing essential information and guidance to the recipients as they embark on their community service endeavors.

In recent times, the Young Dentists Council (YDC) has strategically leveraged social media platforms, with a particular focus on the company's Facebook and Instagram pages. This shift in communication channels has proven to be highly effective in reaching and engaging the young dentistry community. The dynamic nature of social media allows the YDC to share timely updates, event details, and information about outreach activities, creating a vibrant and interactive online presence.

The calendar is brimming with upcoming events, and the active promotion of these events on social media has significantly increased participation and awareness among young dentists. The immediacy and accessibility of platforms like Facebook and Instagram ensure that information reaches the target audience promptly, fostering a sense of community and connection.

Looking ahead, the YDC is set to enhance its educational offerings by providing more instructional materials and clinical scenarios. To facilitate this, a dedicated platform is in the works, demonstrating the YDC's commitment to staying at the forefront of technological advancements. This initiative not only aligns with the preferences and habits of young dentists but also reflects the YDC's adaptability to evolving communication trends.

The effectiveness and appropriateness of social media for young dentists lie in its ability to create a dynamic and interactive space. Social media platforms serve as a hub for networking, knowledge-sharing, and engagement, allowing young dentists to stay connected, informed, and inspired. The real-time nature of these platforms facilitates quick dissemination of information, making them ideal for promoting events, sharing educational content, and fostering a sense of community within the young dentistry demographic. As the YDC continues to harness the power of social media, it not only enhances its outreach but also ensures that it remains a relevant and influential resource for the emerging generation of dental professionals.



MENTORSHIP AND ADVOCACY

The mentorship program, aimed at providing valuable guidance and support to young dentists, is a crucial initiative. Despite issuing a call for mentors to step forward and guide newer practitioners, the response has not been as robust as anticipated. We recognise the significance of mentorship in the professional development of young dentists, and we strongly urge senior members of the dental community to volunteer their expertise and time for this impactful program.

In addition to the ongoing mentorship efforts, we are excited to announce the finalization of a book slated for release in 2024. This publication aims to serve as a comprehensive resource for young dentists, offering insights, best practices, and valuable perspectives from seasoned professionals. The book is part of our commitment to supporting the growth and success of emerging dental practitioners.

Furthermore, a dedicated committee will be formed in 2024 to envision and refine the mentorship program further. This committee will work towards enhancing the structure and effectiveness of the program, ensuring that it aligns with the evolving needs of young dentists. The collective efforts of volunteers and the collaborative work of this committee will play a pivotal role in shaping a robust and impactful mentorship experience for the benefit of the entire dental community.

3.9 Management STRUCTURE



Messages from the
LEADERSHIP

4.1 President's REVIEW

Throughout this fiscal year, our organization has navigated a landscape marked by macroeconomic and political challenges, showcasing resilience and triumph in the face of adversity.

In the fiscal year ending 2022, the global economy encountered substantial headwinds, driven by escalating geopolitical tensions and ongoing trade policy uncertainty. In this challenging environment, SADA has upheld its commitment to delivering value to its members through a strategic blend of prudent financial management, targeted investments, and an unwavering pursuit of excellence.

Against the backdrop of a volatile political climate, marked by significant events impacting our operations, including the local energy crisis, we acknowledge the adverse effects on both our members' dental practices and the broader economy.

Despite these formidable obstacles, our dedication to delivering value to stakeholders and sustaining our position as an industry leader in innovative solutions remains unwavering.

With mixed emotions, I announce the conclusion of my term as President of SADA, which expired mid-year. I am grateful for the opportunity to lead this exceptional organization and take pride in the accomplishments we achieved during my tenure. I am confident that my successor will leverage our successes as a foundation, propelling the organization to new heights.

In closing, I extend heartfelt gratitude to our stakeholders – our valued members, dedicated employees, and supportive partners – for their unwavering commitment. Our steadfast dedication to delivering value and fostering sustainable growth for our stakeholders remains resolute. As we look ahead, we anticipate another prosperous fiscal year in 2023, fortified by strategic initiatives and collaborative efforts across the organization.

Dr RR Naidoo
President




4.2 Chairperson's REVIEW

I am thrilled to present the SADA Annual Report for the fiscal year ending December 31, 2022, in my capacity as Chairman of the Board. It is with great satisfaction that I report SADA's remarkable resilience and adaptability amid challenging macroeconomic conditions.

Our steadfast commitment to oversight, strategic development, governance, and performance has been instrumental in successfully navigating the intricacies of the business environment, ensuring sustainable growth for our stakeholders.

Throughout the year, we meticulously refined our strategy to maintain relevance and competitiveness in the market. Our strategic initiatives have revolved around fostering innovation, optimizing operational efficiency, and elevating customer satisfaction.

The positive outcomes of our efforts are evident in the detailed financial section, showcasing increased revenues and net income for the year, indicative of robust operational performance across all business segments.

As the Chair of the Board, I take pride in our unwavering commitment to sound governance practices. Robust internal controls, risk management frameworks, and compliance systems have been instituted to uphold the principles of honesty and transparency in our operations.

The Board of Directors has played a pivotal role in steering the organization, ensuring adherence to core values and principles. Strategic supervision, performance monitoring, and compliance with regulatory requirements and ethical standards have been at the forefront of the Board's responsibilities.

Moving forward, our commitment to delivering sustainable growth and creating value for stakeholders remains resolute. Investments in innovation, continuous

improvement in operational efficiency, and the enhancement of customer satisfaction will be paramount. Our dedication to good stewardship will persist, placing a premium on ethical and transparent business practices.

In conclusion, I extend my gratitude to our shareholders, employees, and partners for their unwavering support and dedication to SADA.

We remain steadfast in our commitment to delivering value and fostering sustainable growth, anticipating another prosperous fiscal year in 2023.

Dr N Osman

Chairperson, Board of Directors




4.3 Chief executive OFFICERS' REVIEW

I take the members of this association as number one. I live and breathe dealing with their concerns. Their wellbeing is what keeps me awake daily. Throughout the year, our strategic approach, operational excellence, and forward-looking initiatives have propelled us toward significant achievements, delivering substantial value to our members and customers.

The execution of our strategic objectives has been a focal point, emphasizing not only strategy implementation but also performance, membership management, service delivery, operational efficiencies, and innovation. This holistic approach has not only solidified our market position but has also contributed to the sustained growth we've generated for our stakeholders.

Our commitment to meeting our members' needs and delivering value through our products and services has been unwavering. A notable aspect of our progress is the successful incorporation of technology and innovation into our digital offerings, garnering positive feedback from our members and customers.

Operational efficiency has been a key driver of our success, influencing our cost structure and overall operations. Initiatives to streamline processes, reduce waste, and boost productivity have collectively contributed to our strong financial performance throughout the year.

The dedication to superior customer service has been instrumental in our achievements. We focused on refining service delivery channels, enhancing customer engagement, and fortifying relationships with our members and customers, resulting in a commendable financial performance.

Looking ahead, our commitment to delivering value and fostering sustainable growth remains steadfast. Future initiatives will center around continued investments in innovation, operational optimization, and enhanced service delivery. Membership management and service will remain at the forefront, as we prioritize the evolving requirements and expectations of our members.

In conclusion, I extend my sincere appreciation to our shareholders, employees, and partners for their unwavering support and dedication to SADA. We are committed to delivering value and cultivating sustainable growth for our stakeholders, and we look forward to another prosperous fiscal year in 2023.

Mr KC Makhubele

Chief Executive Officer





Internal **CONTROLS**,
Risk **MANAGEMENT**
and Annual **GENERAL**
MEETINGS

5.1 Internal **CONTROL**

The directors are not providing reasonable assurance as there are several control weaknesses (lack of accuracy & completeness) that led to a disclaimer audit opinion. The Directors will initiate an investigation into the root causes of the breakdown in controls and management's role stemming from the 2022 disclaimer audit opinion to fix those controls and hold members of management accountable.

5.2 Risk **MANAGEMENT**

The SADA Management Team is responsible for actively managing risks within the organization. The Board of Directors assumes the role of scrutinizing the Association's Risk Register, ensuring that risks within the Association's control receive appropriate oversight and that mitigating controls are implemented.

Risks beyond the Association's control are subject to close monitoring. Within SADA's cultural and philosophical framework, risk management is regarded as a comprehensive process that encompasses risk assessment and the formulation of a mitigation strategy. Our risk assessment involves both identifying potential risks and evaluating their potential impact. A risk mitigation plan is then devised to either eliminate or minimize the impact of potential events that could harm the organization.

The process of identifying risks is approached with creativity and discipline. Creative brainstorming sessions are conducted within the management team, encouraging the generation of a comprehensive list of potential issues. At this stage, all ideas are welcomed, with subsequent evaluation and refinement occurring in subsequent stages of the process.

Risk Register

The Board, with the support of the Audit and Risk Committee, oversees existing risks and identifies potential new threats that may pose challenges to the Association. The Risk Register meticulously documents risk categories, risk appetite, controls, and outlines possible actions and their respective timelines.

Both the Audit and Risk Committee and the Board of Directors diligently monitor the effectiveness of mitigation controls for each identified risk, assessing their potential impact on the Association. The considerable knowledge and experience of the Board of Directors and the Executive Management Team in the industry provide a robust foundation for this oversight. Additionally, the Board regularly reviews the Risk Register to ensure that strategic risks are duly considered in the formulation of the Association's strategy.

In response to the evolving circumstances surrounding the pandemic, the procedures for monitoring and controlling risks were continuously updated. The responsibility for the ongoing review and management of operational risks lies with the management team. Furthermore, any newly identified or emerging risks are brought to the attention of the management and various board members for thorough examination and consideration.

Risks and Opportunities

The advent of COVID-19 ushered in an unparalleled humanitarian crisis that has posed an unprecedented challenge to the risk management protocols of every business, fundamentally reshaping the way we approach work.

Despite the formidable challenges presented by this crisis, the Association has demonstrated resilience in managing its business operations and ensuring the continued provision of services to its members. However, it is crucial to acknowledge that the economic repercussions of the pandemic have cast a shadow over the Association's performance in the fiscal year 2022.

The intricacies of the pandemic have prompted a reevaluation of how businesses navigate uncertainties and disruptions. The Association's ability to adapt and persevere in this turbulent environment is a testament to its commitment to delivering value and sustaining its operations despite the challenges posed by this unprecedented global crisis.



Performance **HIGHLIGHTS**

We acknowledge and highly appreciate the pivotal role our employees play in contributing to the success of the Association. Our commitment extends to fostering an open, fair, and conducive working environment that nurtures individual growth and empowers everyone to realize their full potential. In this spirit, we actively cultivate a culture of continuous learning and excellence.

While employees are initially hired for specific roles based on their skills, we are dedicated to encouraging and facilitating ongoing training and development. This approach ensures that the services and support offered by our team remain well-informed and up-to-date with the latest industry developments.

As an employer, SADA adheres to all legal requirements and standards. Notably, in the year under review, the organization experienced no instances of industrial action. This underscores our commitment to maintaining a harmonious and productive working environment for our employees, reflecting our collective dedication to the Association's mission and objectives.

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. SADA in the latter part of 2022 formulated a new strategy which will guide us from 2023.

KEY OBJECTIVES

Membership Value Proposition

Review, redefine and communicate the SADA Value Proposition for members in the Private and Public Sector as well the general public.

Funding Maximisation

The organisation to focus on deliverables that seek to increase benefit maximisation for its members and the profession at large.

Stakeholder Engagement

Identify key stakeholders and manage the relationship to improve SADA's influence.

Marketing & Branding

Increase brand awareness, grow market share and enhance membership relations.

UPDATE

- New membership categories and rates continued to be offered in 2022 as introduced in 2021.
 - We have established the Public Sector Sub Committee, under DPCOM, to deal with public sector issues.
 - SADA introduced a Mentorship programme to benefit the newly qualified dentists.
-
- Reviewed dental codes and guidelines with updates made from time to time. Some codes have been deleted, descriptors updated, merged where necessary etc.
 - After feedback from members, SADA negotiated with schemes and administrators in respect of 2022 tariffs and PPE costs. We have seen some schemes come to the party and consider member's concerns. Of particular interest is the acceptance of the deleted subsequent codes by certain funders.
 - 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.
 - Redesigned the SADA DCalc Practice Profitability Simulator incorporating the SADA RVUs to enable practitioners to calculate an individualised fee that takes into account their specific practice incomes and expenses.
 - Partnered with DRI International on securing free amalgam separators and preferred rates for waste disposal.
-
- 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
 - Negotiated with stakeholders for Medical and Dental Board of the HPCSA to reduced their fees for 2023.
-
- 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.



KEY OBJECTIVES

Professional Development

Keep members up-to-date on current trends as well as help them develop new skills for advancement in the field.

Transformation

Describe the Transformation of the organisation at a governance and membership level insofar as race, gender and generational representation.

UPDATE

- SADA was at the forefront to offer Covid related training, new skills development through virtual platforms.
- A total of 31 webinars were held giving members the potential to earn a total of 22 clinical points and 9 ethical points with a total of 8087 registrants participating in these webinars.
- We continue to work as a platform for undergraduate and postgraduate education where gaps exist.
- We are in discussion with dental academic institutions for the development of clinical guidelines and protocols.

- 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

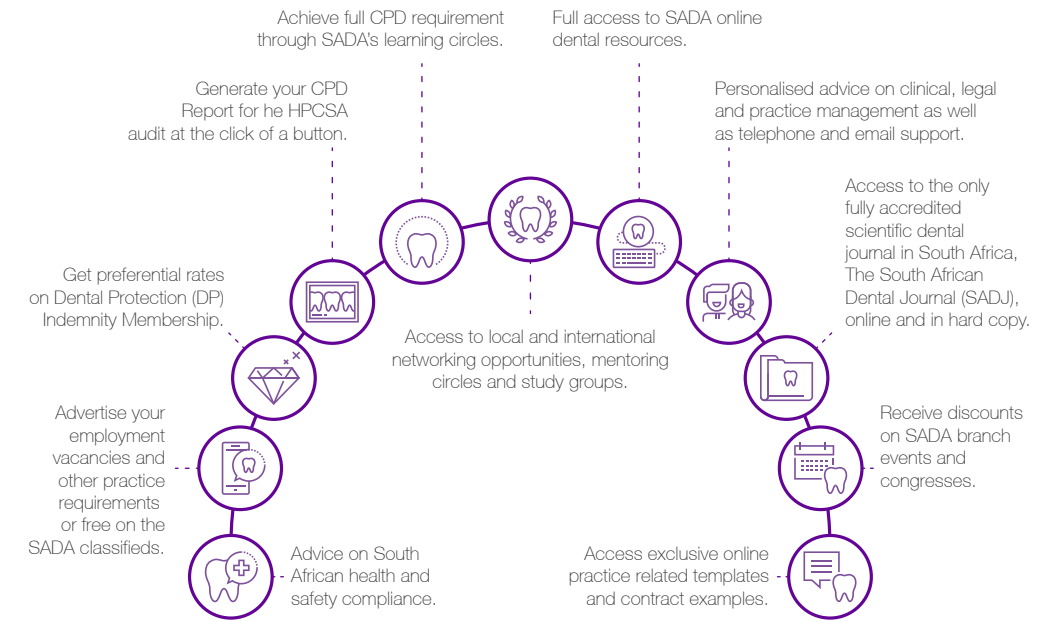
- Negotiating with schemes and funders on our Relative Value Unit (RVU) data.
- Complete review of dental codes and guidelines in line with the RVU data for release in 2023.
- Continued CPD events through webinars throughout the year where members were able to access in the comfort and safety of their surroundings on a wide range of topics and presenters.
- Holding an in-person Dental Congress and Exhibition at Emperors Palace Convention Centre in two years. exhibition.
- SADA online brand and awareness has improved dramatically during the year in question with an average of more than 450k page views through the SADA web presence.
- The activity in social media followers further indicates the strength of the SADA brand awareness even during the pandemic times, as displayed by the following follower numbers; LinkedIn 19.91%, YDC Facebook 157%, Professional Facebook 26.58%, Public Facebook 130%, YouTube 19.67%, Instagram 21.86%, X (formerly Twitter) 8,3%
- For 1 January 2022 to 31 December 2022 - 345 patients approached the SADA mediator and 37 Dentists = 382 cases. Clinical queries and complaints - 41%, Fees and administrative issues - 28%; Ethical and Professional Conduct - 31%. The dental mediator together with the head office was also able to assist members with various clinical, ethical and legal issues.
- Submissions to Minister of Health and Chairperson Medical and Dental Professions Board of HPCSA on proposed annual fee increase for 2022.
- Submission to BHF on funding for dental treatment for children with special needs.

- Submission to CMS for the inclusion of certain conditions as PMBs.
- Submission to Discovery on PPE tariffs.
- Submission to CMS and HPCSA on the NetcarePlus Dental Vouchers offered to members of the public.
- Submission on Regulations Relating to the Surveillance and the Control of Notifiable Medical Conditions: Amendment.
- Submission on Proposed Amendments to the Ethical Rules of Conduct for Practitioners Registered under the Health Professions Act, 1974
- SADA Submission to Competition Commission on BHF's Notice Of Application For An Exemption from provisions of Competition Act.
- Negotiating with preferred provider for amalgam separators and waste removal of amalgam for members.
- Input to Oral health directorate reviewing the current standards of compliance pertaining to oral health facilities.
- Submission on Draft Mercury Regulations for the management of mercury in South Africa.
- Submission to Compensation Fund on comparative costing averages with COID tariffs and increases for 2023/24.
- Submission on Draft Guidelines on the Exchange of Competitively Sensitive Information between Competitors under the Competition Act 89 of 1998
- Submission on Regulations defining the scope of the profession of Dental Therapy
- Submission on Draft LCBO Framework Draft Report, LCBO Framework Risk Assessment

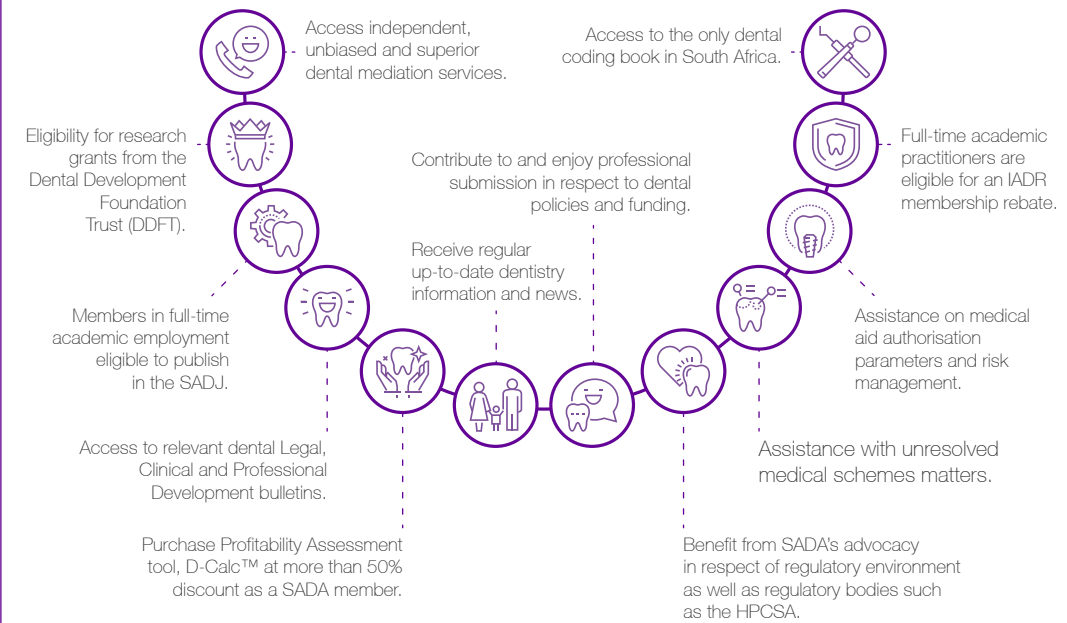
Benefits of **JOINING SADA**

SADA supports its members throughout their time in the profession - from young students in the field, through their professional careers, and into retirement.

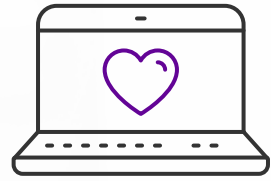
Our members benefit from the below advantages, amongst others:



Be part of monitoring and influencing the practice scope of various oral health care practitioners.

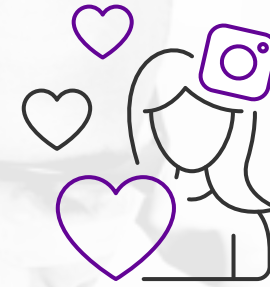


SOCIAL MEDIA REACH



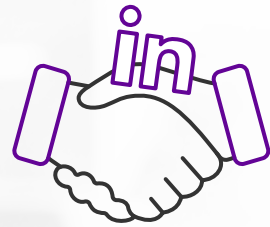
WEBSITE USERS

54,902



INSTAGRAM REACH

112,920



LINKEDIN ORGANIC REACH

56,670



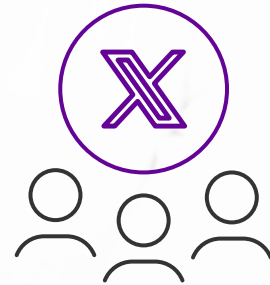
SADA FACEBOOK REACH

641,276



YDC FACEBOOK REACH

59,727



X (TWITTER) REACH

22,777



YOUTUBE REACH

283,722



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
- Producing and publishing the only fully accredited scientific dental journal in South Africa, the South African Dental Journal (SADJ), online.
- Publishing SADA Guide to Medical Schemes Act and Regulations.
- Publishing SADA Manual on Clawbacks by medical schemes and administrators.
- Publishing SADA Health & Safety for Dentists.
- Publishing SADA Guide to Managed Care & Provider Contracts.
- 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.
- Offering numerous educational pamphlets for members and the public to source from the SADA website www.sada.co.za

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.

New Membership Management System

Having encountered numerous challenges with our existing member management system, "My Membership," including elevated costs, issues related to POPI and

GDPR compliance, and a deficiency in key integrations and timely development, a strategic decision has been made to transition to a more robust and internationally recognized membership management system - Glue Up. Suited for organizations of all sizes globally, Glue Up caters to multinational enterprises, chambers of commerce, associations, startups, and non-profit organizations.

Highlighted features of Glue Up include:

- 1 **Advanced CRM:** Simplifies tracking and managing member information with multiple custom fields for detailed member profiles.
- 2 **Efficient Event Management:** Supports the seamless planning and execution of events, enhancing the overall experience for members.
- 3 **Innovative Communication Tools:** Provides integrated email marketing and survey tools to facilitate improved member engagement.
- 4 **Streamlined Financial Transactions:** Allows for easy handling of online donations and payments, simplifying financial management.
- 5 **Insightful Reporting and Analytics:** Offers valuable insights for strategic planning and decision-making.

To ensure better integration, we shall also transition from Pastel to Xero Accounting. Xero, a powerful online accounting software solution for small businesses, facilitates smooth operations, maintains organized online bookkeeping records, and simplifies compliance.

Key benefits of Xero Accounting include:

- Automation of Tasks: Invoices and reporting tasks are automated for efficiency.
- Up-to-Date Financial Data: Provides a comprehensive and real-time view of your business's financial status.
- Simplified Compliance: Eases the process of end-of-year tax returns.

Additionally, to streamline subscription and recurring billing processes, we shall introduce Billdozer for debit orders. Billdozer is a robust online recurring billing system that assists in handling payment collection, credit risk management, comprehensive online billing, and arrears management, contributing to a more efficient and integrated financial workflow. This strategic overhaul aims to enhance our overall operational efficiency and elevate the experience for our members.

7.2 Creating value **FOR SOCIETY**

SADA is unwavering in its dedication to promoting and delivering oral health care services adhering to the highest professional and ethical standards. Our commitment extends to safeguarding the interests and rights of our members while actively addressing the oral health needs of the community and society at large. In pursuit of these objectives, SADA has continually demonstrated its commitment to creating value through impactful initiatives.

One key facet of our value creation is evident in the oral health campaigns and educational endeavors we consistently undertake. These initiatives encompass a broad spectrum, including disseminating information on oral health conditions, dental procedures, and proper oral hygiene techniques. By engaging with over 10 schools, utilizing diverse media platforms such as radio (including collaborations with Clicks Radio), print media (such as Drum magazine), and hosting webinars, we actively and comprehensively share the essential message of oral health.

The value created by SADA extends beyond the immediate provision of dental services. It lies in our commitment to empowering oral health patients through education and outreach. By disseminating crucial information, we contribute to a more informed and health-conscious community. This not only reflects our commitment to professional excellence but also underscores the societal impact and value that SADA brings to the forefront of oral health care.

7.3 Creating value **FOR OUR EMPLOYEES**

SADA recognizes that our employees form the core of our business, understanding that content and fulfilled staff members contribute to the delivery of superior member support services. Demonstrating our commitment to their well-being, our Employee Satisfaction Index (ESI) has seen a remarkable improvement, soaring from a modest 37% in 2016 to 82.05% in 2022.

Acknowledging the unique challenges of the non-profit sector and the constraints within which we operate, SADA places paramount importance on creating value for our employees. This principle is foundational to our people philosophy, with a focus on fostering the well-being and development of our staff while cultivating a culture that encourages excellence.

Our vision is to create a workplace for the future, leveraging an IT infrastructure that empowers members to access work-related information from any location. In pursuit of this vision, we have upgraded the majority of our IT systems, ensuring that all staff members operate on reasonably functional mobile PCs equipped with robust security features to shield the Association from external threats.

Our performance management system is intricately designed to align with employees' developmental needs, with a strong emphasis on providing necessary skills training. SADA's vibrant work culture is grounded in the principles of equal, fair treatment and opportunities for all employees, emphasizing the preference for current staff members in new opportunities.

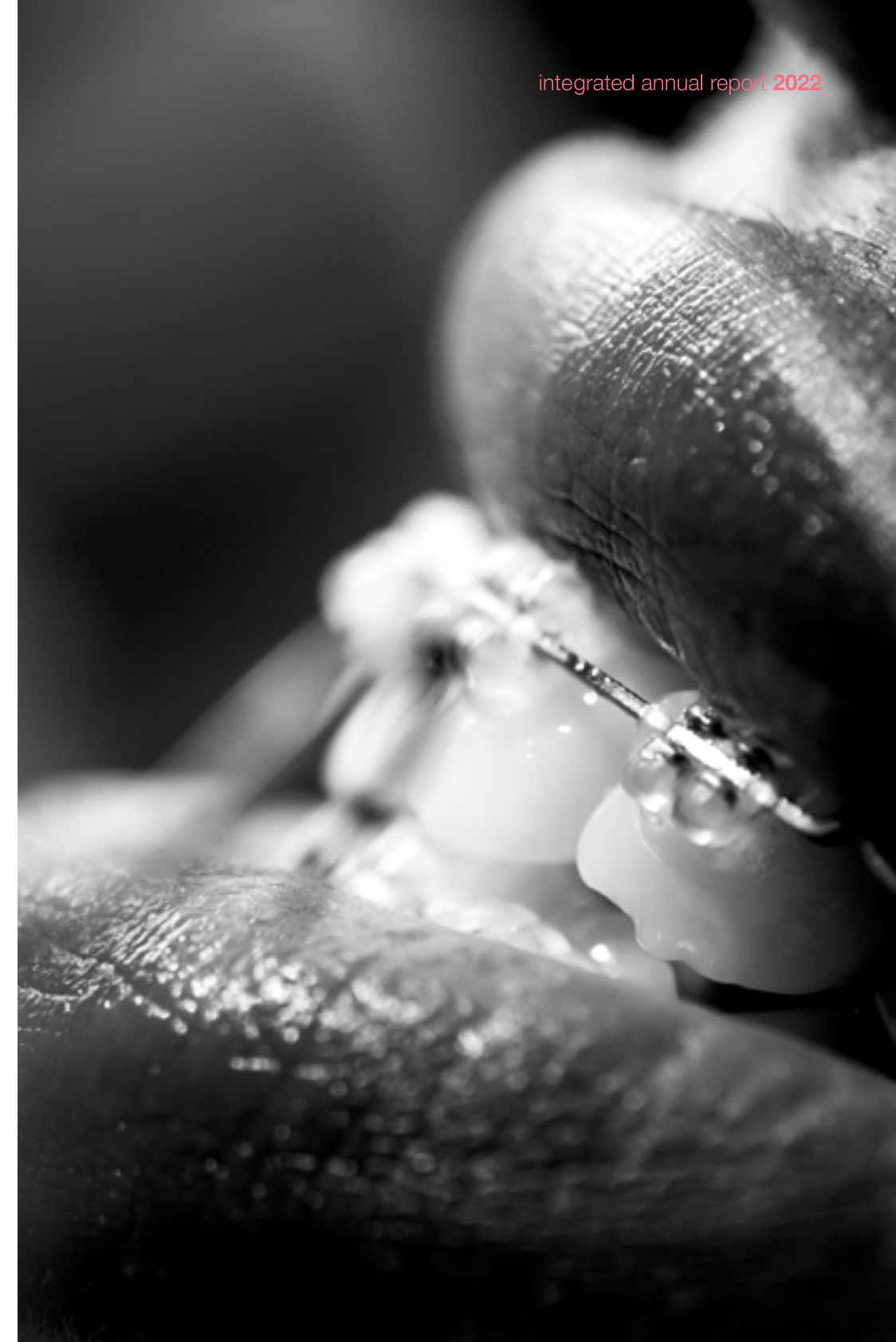
To continually motivate our employees, we actively seek ways to engage them, ranging from participating in events like the 702 Walk the Talk together to shared lunches. In 2022, our training initiatives predominantly focused on the IT systems initiated in 2020/2021, showcasing our commitment to keeping our employees well-equipped and motivated for the evolving demands of our industry.

7.4 Social **RESPONSIBILITY**

Corporate social responsibility remains a cornerstone of the Association, deeply ingrained in our identity within the communities we serve. Recognizing our primary involvement in the oral health sector, our CSR initiatives have been strategically directed towards supporting both our members and oral health patients who face challenges in accessing affordable oral health care. These endeavors are executed both at the branch level and on a national scale. Despite the challenges posed by the aftermath of the Covid-19 pandemic, our commitment to these principles persists, albeit with limited activities this year as practitioners focused on catching up and recovering.

In alignment with these principles, we are dedicated to crafting a work environment designed to:

- 1 Attract, develop, and reward exceptional individuals within the parameters of our sector.
- 2 Drive high-performance through a robust performance management system aligned with stakeholders' objectives.
- 3 Align the financial well-being of employees with the economic interests of shareholders.
- 4 Provide transparent, consistent, and equitable remuneration principles, fostering an environment of collaboration, engagement, and trust.



SADA Benevolent Fund: Extending Compassionate Assistance

In our unwavering commitment to the welfare of our members and their families, the SADA Benevolent Fund has remained steadfast in providing support to those facing challenging circumstances. Over the past year, we have continued our mission of extending a helping hand to five beneficiaries, ensuring they receive the necessary support during times of hardship.

We are delighted to share the remarkable outcome of the collective generosity displayed by our members during the membership renewal period for 2022. Through voluntary contributions to the Benevolent Fund, our community demonstrated unparalleled compassion, resulting in a reasonable increase in donations ensuring the fund is liquid. This outstanding response exemplifies the spirit of solidarity and care that defines our SADA family.

Moreover, we are thrilled to announce a significant milestone: for the first time in many years, the loan account from SADA to the Benevolent Fund has been completely cleared. This achievement is a testament to the dedication and perseverance of our members in ensuring the sustainability and strength of our organization.

As we celebrate this accomplishment, let us reaffirm our commitment to supporting one another, fostering a culture of empathy, and embodying the values of unity and resilience. Together, we can continue to make a meaningful difference in the lives of those in need, embodying the spirit of compassion that defines our SADA community.

The Smile Foundation and Summerhill House Orphanage

The two organizations that have benefited from assistance through SADA's members experienced a decline in activity during 2022, attributed to the challenges posed by the Covid-19 pandemic. Nevertheless, SADA remains steadfast in its commitment to providing ongoing support in the coming years as the impact of the pandemic diminishes.

The Smile Foundation

For 7 years, SADA has partnered with The Smile Foundation, channelling the expertise and dedication of our dentists towards transforming the lives of children in need. Despite challenges faced by the "Foundation's Relate" bracelet project in raising funds, our commitment to supporting The Smile Foundation remains unwavering.

A Path Forward: While the project did not reach its intended goal of raising R2 million, SADA is actively seeking alternative avenues to contribute to The Smile Foundation's vital work, underscoring our dedication to making a meaningful impact in our communities.

Together Towards Brighter Smiles: As we move forward, SADA reaffirms its commitment to collaborative efforts that empower smiles and transform lives. Our partnership with The Smile Foundation exemplifies the collective spirit and determination to create positive change.

Partner website: <https://smilefoundationsa.org/>

Summerhill House Orphanage

Summerhill House, a non-profit organization registered under Section 21, is dedicated to providing homes and personal transformation for orphaned and abandoned children affected by the HIV/AIDS pandemic. In the year under review, SADA KZN continues its impactful support for Summerhill House, marking an exciting period.

SADA KZN, in its commitment to the cause, has contributed by donating professional time, demonstrating its ongoing dedication to the welfare of these children. Branch members have voluntarily undertaken to "adopt" the children from Summerhill House, ensuring the provision of all their dental needs throughout 2022. Looking forward, the vision is to involve more local dentists once the pandemic subsides.

SADA extends an encouraging invitation to dentists across the country to follow this commendable example in their respective areas. For those seeking guidance or information, SADA stands ready to advise and provide a well-structured plan on how similar projects can be successfully and sustainably implemented.

Expressing gratitude, SADA acknowledges the support and contributions from Colgate every year on this project. The collaborative efforts of professionals and organizations exemplify the positive impact that can be achieved when the dental community unites to uplift and transform the lives of those in need.

Partner website: www.summerhh.org.za/



Other key REPORTS and **INFORMATION**

8.1 Report of the **STRATEGY, ETHICS**
and **REMUNERATION COMMITTEE**

Remuneration Review

The term of non-executive directors is determined by the Memorandum of Incorporation (MOI), stipulating a three-year tenure.

The remuneration structure for non-executive directors serving on the Board and its Committees is formulated based on recommendations from the Strategy, Ethics, and Remuneration Committee (SERCOM). These proposals are then presented to the Board for approval.

The remuneration review process considers various factors, including the Association's budget, strategic objectives, frequency of Board and Committee meetings, expense management, as well as the time and responsibilities demanded of directors.

Non-executive director compensation is tied to attendance at meetings, whether conducted in person or via video conference. Independent non-executive directors receive compensation at an hourly rate, with a maximum cap per meeting, alongside an annual retainer based on their meeting attendance record.

Fees are typically ratified annually at the SADA Annual General Meeting. The proposal is to maintain directors' remuneration at the same level as the previous year, with no proposed increase.

Code of Conduct

The Committee finalised the SADA Code of Conduct which regulates conduct of all officers, staff and consultants.

Transformation

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 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.

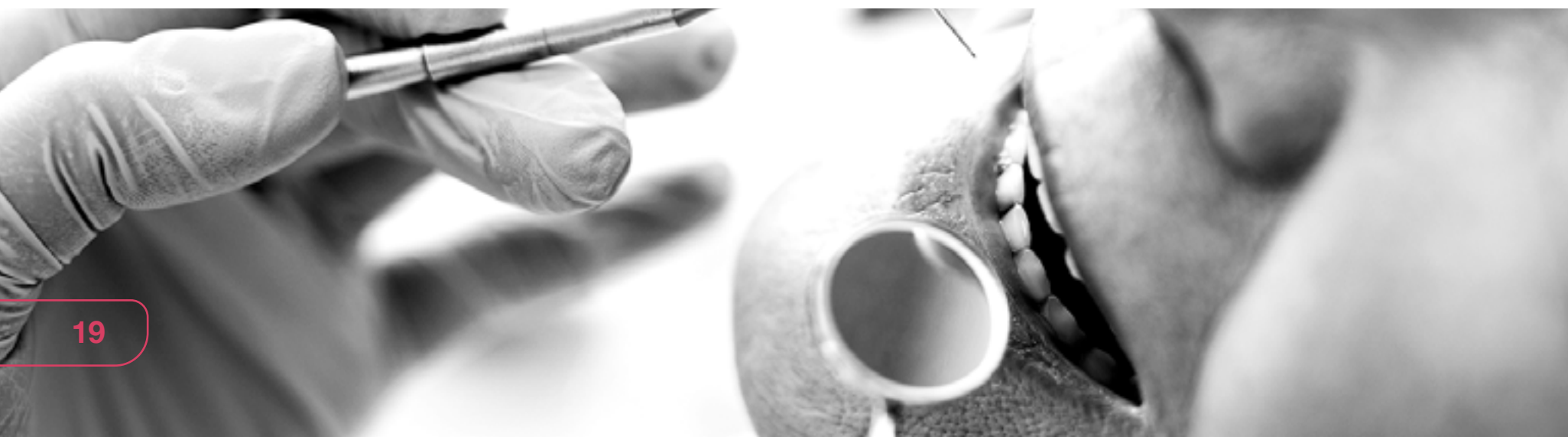
2022 SADA HYBRID DENTAL & ORAL HEALTH CONGRESS & EXHIBITION

During the period under review, the Association for the first time in two years and first ever hybrid face to face and virtual Dental Congress & Exhibition at the Emperors Palace Convention Centre, with both international and local speakers. There were parallel programmes for specialists, oral hygienists, dental assistants and dental therapists. We had record sales within 3 hours of launching, more stands had to be added.

The Trader Party evening had a Dental Chef competition with our local celebrity dentist Masterchef competitor. A graduands dinner was held hosting dental students with prizes and medals awarded.

2022 SADA Hybrid Dental & Oral Health Congress & Exhibition EVENT STATISTICS

Delegates	<ul style="list-style-type: none"> • 297 online delegates • 340 Physical delegates
Traders	<ul style="list-style-type: none"> • 53 South African Dental trade companies • 80 Trade Exhibition stands
Speakers	<ul style="list-style-type: none"> • 11 International Speakers • 41 SA Speakers
Hands on / Master Class sessions	<ul style="list-style-type: none"> • 2 Hands on Sessions • 4 Specialist group sessions • 1 Dental Protection Session
Programmes	<ul style="list-style-type: none"> • Parallel Programmes that accommodated all members of the oral health profession • Physical as well as virtual streamed offerings each day • Virtual streams were limited
CPD	<ul style="list-style-type: none"> • Friday - 6 CPD Points (3 Ethical) • Saturday - 7 CPD Points (3 Ethical) • Sunday - 5 CPD points (1 Ethical)



8.2 Membership INFORMATION

At the close of the year under review, SADA's membership stood at 3,193, reflecting a decrease of 2.1% compared to the previous year. This decline, attributed to the challenges faced by smaller dental practices striving to sustain themselves, highlights the need for adaptive strategies in an evolving landscape.

Adapting to Change: As we navigate the dynamic landscape of the dental industry, SADA remains committed to supporting all members, particularly those facing challenges in smaller practices. Through strategic initiatives and collaborative efforts, we aim to bolster resilience and foster sustainable growth across our diverse membership base.

Looking Ahead: As we look to the future, SADA is poised to embrace change, harnessing the collective strength of our members to overcome obstacles and seize new opportunities. Together, we will continue to uphold our commitment to excellence, innovation, and community impact.

SADA MEMBERSHIP BREAKDOWN 2015 – 2022

The table below illustrates the membership breakdown per SADA Branch over the past eight years:

Branch	2015	2016	2017	2018	2019	2020	2021	2022
Algoa Midlands	88	123	120	115	118	103	116	116
Border Kei	68	64	66	68	71	57	67	63
Free State	104	102	116	100	102	98	102	90
Gauteng South	803	810	855	821	828	739	849	845
KwaZulu Natal	476	452	416	438	442	414	466	460
Limpopo	57	52	52	51	55	56	60	57
Mpumalanga	123	120	116	117	119	122	129	126
North West	76	79	88	81	83	77	88	88
Northern Cape	49	47	48	46	48	52	45	44
Pretoria	441	450	467	444	449	414	459	452
Western Cape	722	728	761	732	737	642	733	731
Outside South								
African Border	95	88	96	94	63	284	148	121
GRAND TOTAL	3102	3115	3201	3107	3115	3058	3262	3193



Annual FINANCIAL **STATEMENTS**

9.1 Approval of the ANNUAL FINANCIAL STATEMENTS

The directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards for Small and Medium-sized Entities.

The annual financial statements are prepared in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors have identified the weaknesses in financial controls that have led to not providing reasonable assurance that the financial statements fairly present the state of financial affairs for 2022 financial year. These weaknesses have been identified on Income, Accounts receivable, Account Payables, Property, Plant Equipment, Reserves and have impacted on the accuracy and completeness of these sections. The impact of these weaknesses has led to a disclaimer opinion being issued by the external auditors.

The directors have reviewed the company's cash flow forecast for the year to 31 December 2023 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 6 - 7.

The annual financial statements set out on pages 8 to 25, which have been prepared on the going concern basis, were approved by the board of directors on 03 August 2024 and were signed on its behalf by:

Approval of annual financial statements



Dr FC Meyer (Chairman)
Saturday, 03 August 2024



Dr KC Makhubele (CEO)



9.2 Independent AUDITOR'S REPORT



PKF Octagon Inc.
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**To the Shareholders of The South African Dental Association (NPC)
Report on the Audit of the Financial Statements**

Disclaimer of Opinion

We were engaged to audit the financial statements of The South African Dental Association (NPC) set out on pages 8 to 25, which comprise the statement of financial position as at 31 December 2022, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

We do not express an opinion on the financial statements of The South African Dental Association (NPC). Because of the significance of the matters described in the Basis for Disclaimer of Opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

Basis for Disclaimer of Opinion

We were unable to obtain sufficient and appropriate audit evidence to substantiate the balances disclosed for the following accounts: Revenue, Other income, Property, plant and equipment, Intangible assets, Trade and other receivables, Reserves, Trade and other payables and Deferred revenue. The impact of the above is considered material and pervasive to the financial statements as a whole.

Other Matter – Reports Required by the Companies Act

The annual financial statements include the Directors' Report as required by the Companies Act of South Africa. The directors are responsible for this other information.

We have read the other information and, in doing so, considered 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. However, due to the disclaimer of opinion in terms of the International Standard on Auditing (ISA) 705 (Revised), Modifications to the Opinion in the Independent Auditor's Report, we are unable to report further on this other information.

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 is necessary to enable the preparation of financial statements that are free from material misstatement,

Registration No. 2018/515503/21 Practice No. 944351 Managing Director: Waldek Wasowicz Directors. Full list available on website.

PKF Octagon Inc. is a member of PKF South Africa, the network of member firms of PKF South Africa (RF) (Pty) Limited, and PKF Global, the network of member firms of PKF International Limited. Each member firm is a separate and independent legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s) of PKF South Africa or PKF Global.



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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 responsibility is to conduct an audit of the company's financial statements in accordance with International Standards on Auditing and to issue an auditor's report. However, because of the matter described in the Basis for Disclaimer of Opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

We are independent of the company 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).

PKF Octagon

PKF Octagon Inc.
Charles Mazhindu
Director
Registered Auditor
3 September 2024

Registration No. 2018/515503/21 Practice No. 944351 Managing Director: Waldek Wasowicz Directors. Full list available on website.

PKF Octagon Inc. is a member of PKF South Africa, the network of member firms of PKF South Africa (RF) (Pty) Limited, and PKF Global, the network of member firms of PKF International Limited. Each member firm is a separate and independent legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s) of PKF South Africa or PKF Global.

9.3 Report of the **AUDIT AND RISK COMMITTEE**

The Audit and Risk Committee (AURCOM) has conducted a thorough review of the financial controls and overall financial state of the company for the 2022 financial year, based on the information and explanations provided by management and the external auditors. During this review, the Committee identified several material weaknesses in financial controls that have significantly impacted the accuracy and completeness of key financial sections, including Income, Accounts Receivable, Accounts Payable, Property, Plant, Equipment, and Reserves.

These identified weaknesses have been material enough to result in a disclaimer audit opinion being issued by the external auditors, underscoring the challenges faced in ensuring the integrity of the company's financial reporting. The Committee is concerned about the failures in financial controls, material lack of data integrity, completeness of data, lack of management review, inadequate supporting documents, non-compliance with legislation and the numerous management delays in responding to requests from the External Auditors.

As a result, and of great concern, the Committee was unable to provide reasonable assurance that the financial statements fairly represent the state of financial affairs of the Association for the 2022 financial year.

Despite these challenges, the Committee has reviewed the company's cash flow forecast for the year ending 31 December 2023. After considering this forecast and the current financial position, the Committee is satisfied that the company is a going concern and possesses or can access adequate resources to continue its operations for the foreseeable future.

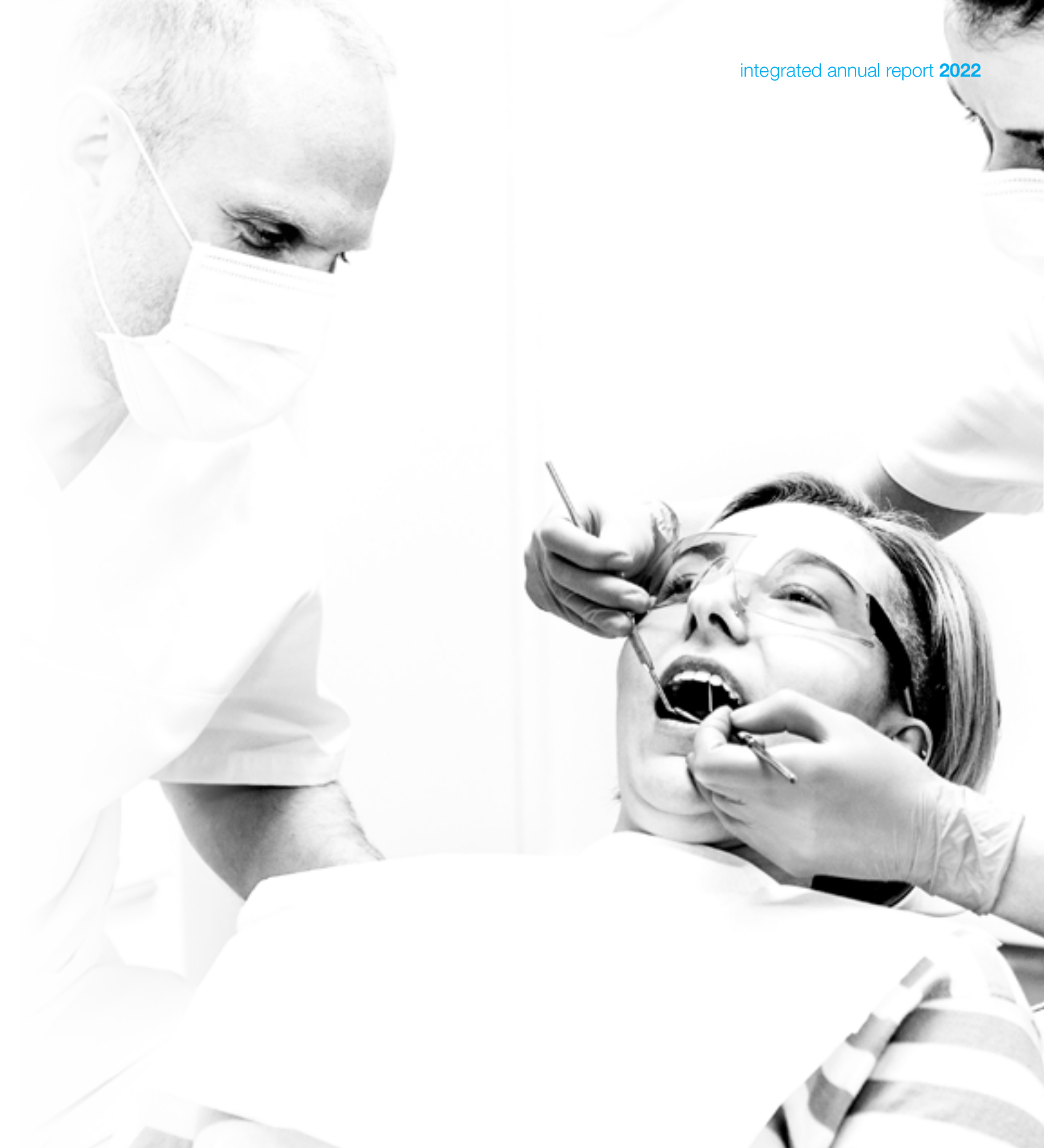
To mitigate the risks associated with these financial control weaknesses, AURCOM has instructed management to implement with utmost urgency several corrective actions. These include reinforcing appropriate infrastructure, controls, systems, addressing ethical behaviour and management failures, all of which are managed within predetermined procedures and constraints.

In response to the audit report's significant disclaimers, management has initiated a comprehensive recovery plan. This plan, overseen by AURCOM and the Board, includes but not limited to the following key actions:

1. **Leadership Changes:** The Head of Finance has been exited due to failure to meet expected standards, and the advisory firm Vantage has been appointed to conduct a thorough internal audit. Vantage will establish robust financial controls and prepare the company for the 2023 audit. The role of other senior management staff that contributed to the disclaimer audit, that report directly to the Board is under consideration.
2. **Departmental Restructuring:** As a key sections of the business, the Membership Department has been restructured to report directly to the CEO. This change has already resulted in positive outcomes, boarding well for the future.
3. **Enhanced Reporting:** Moving forward, key monthly management reporting will be strictly enforced, with AURCOM receiving regular updates to ensure ongoing oversight and transparency. This will include the progress of the Management Remedial Actions.

We are committed to maintaining open communication with all stakeholders, addressing any concerns, and demonstrating our progress in restoring confidence in our financial governance. A detailed Management Remedial Actions Report outlining these measures has been submitted to the Board and approved accordingly.

The Committee remains vigilant in its oversight role, ensuring that the necessary steps are taken to safeguard the company's financial integrity and sustainability. The Committee has accepted the report of the External Auditors.



9.4 Directors REPORT

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2022

DIRECTORS' REPORT

The directors are hereby submitting their report on the annual financial statements of The South African Dental Association (NPC) for the year ended 31 December 2022.

1. NATURE OF BUSINESS

The South African Dental Association (NPC) was incorporated in South Africa on 8 August 1935 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 2021.

2. REVIEW OF FINANCIAL RESULTS AND ACTIVITIES

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior 12 months ended 31 December 2021.

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 N Osman		Non-executive	South African	Resigned Wednesday, 12 June 2024
Dr FC Meyer	Chairman*	Non-executive	South African	
Mr KC Makhubele	Chief Executive Officer	Non-executive	South African	
Dr TCN Buleni		Non-executive	South African	Resigned Wednesday, 12 June 2024
Mr HY Keshave		Non-executive	South African	Resigned Sunday, 31 March 2024
		Independent		
Dr F Mansoor		Non-executive	South African	
Dr EK Naidoo		Non-executive	South African	
Dr RR Naidoo		Non-executive	South African	Resigned Friday, 07 October 2022
Dr SY Pieters		Non-executive	South African	Resigned Wednesday, 12 June 2024
Mrs CH Wessels		Non-executive	South African	Resigned Friday, 03 February 2023
		Independent		
Dr APL Julius	President	Non-executive	South African	Appointed Friday, 19 May 2023
Adv O Josie		Non-executive	South African	Appointed Friday, 01 September 2023
		Independent		
Dr N Niranjana		Non-executive	South African	Appointed Monday, 08 July 2024
Dr J Welgemoed		Non-executive	South African	Appointed Monday, 08 July 2024
Dr S Erasmus		Non-executive	South African	Appointed Monday, 08 July 2024
Ms J John		Non-executive	South African	Resigned Thursday, 13 June 2024
		Independent		

The board of directors expressed their sincere appreciation to the outgoing directors for their contributions during their respective periods of office.

*Appointed as the chairman of the board on the 13th July 2024.

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

Annual Financial Statements for the year ended 31 December 2022

DIRECTORS' REPORT**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.

5. GOING CONCERN

The directors have reviewed the budgets and cash flow forecasts for the next 12 months, as well as the current liquidity and solvency position of the company and believe that the company has adequate financial resources to continue in operation for the foreseeable future. The annual financial statements have accordingly been prepared on the going concern basis.

6. AUDITORS

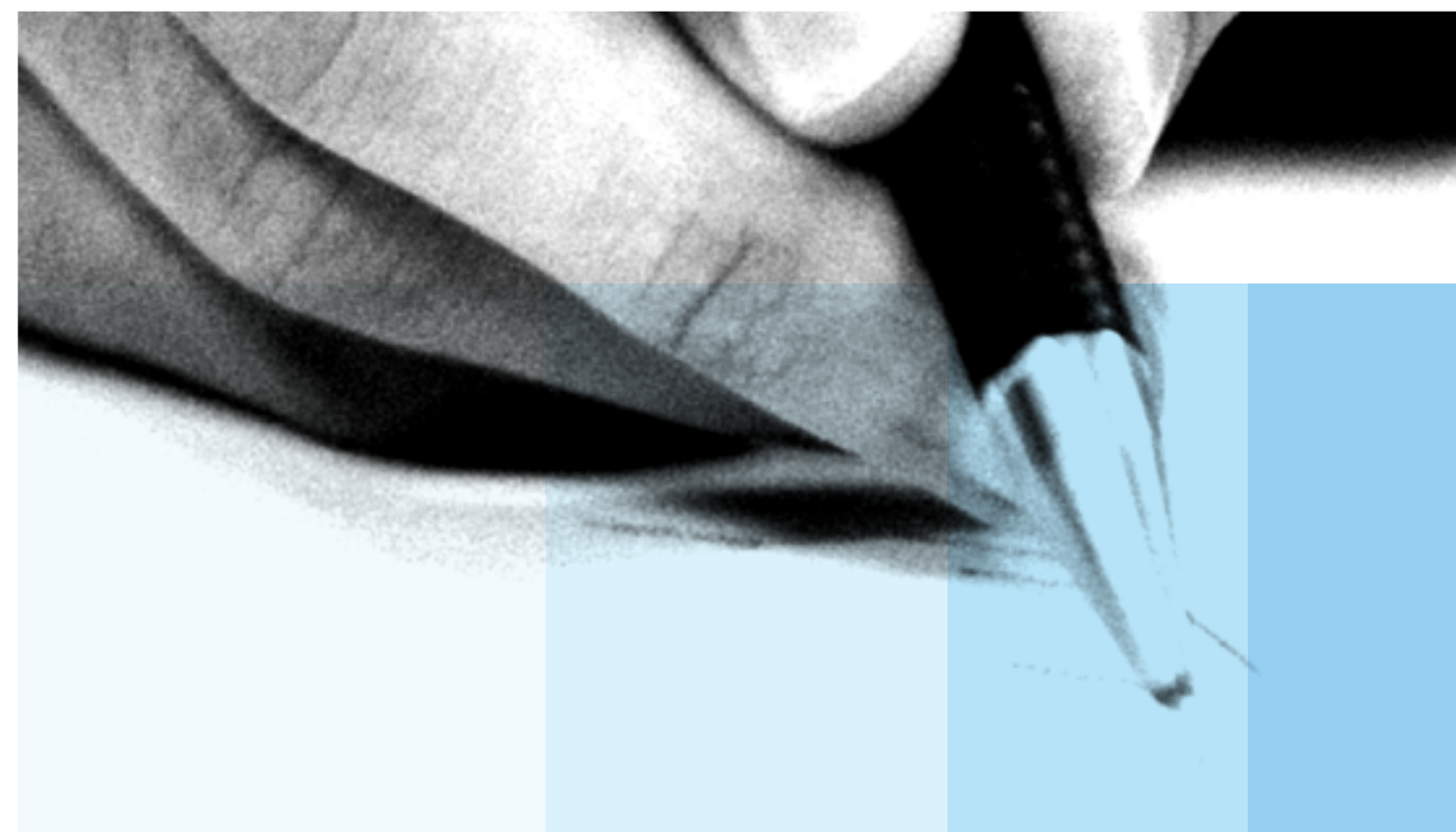
PKF Octagon Incorporated, Registered Auditors continued in office as auditors for the company for the year ended 31 December 2022.

7. LIQUIDITY AND SOLVENCY

The directors have performed the liquidity and solvency tests required by the Companies Act 71, of 2008, South Africa and are satisfied that the company is both liquid and solvent.

8. DIRECTORS NOTE

The directors will initiate an investigation into the root causes of the breakdown in controls and management's role stemming from the 2022 disclaimer audit opinion with a view to fixing those controls and holding members of management accountable. The directors have put in place actions that will lead to improvement of the financial controls, this includes seeking professional help from external consultants to clean up and put controls that will lead to an improved audit opinion for 2023 and 2024 audit. The directors will be updating policies, conducting frequent internal audits to monitor the state of financial control affairs throughout the year. The directors will continue to monitor the situation closely and make necessary improvements. We assure our stakeholders that the issue is being taken seriously and is being addressed promptly.



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 2022

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022

Figures in Rand	Note(s)	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	3	731,716	807,757
Investment property	2	14,412,400	14,412,400
Intangible Assets	4	100 000	150 000
		15,244,116	15,370,157
Current Assets			
	Note(s)	2021	2020
Inventories	5	-	106,273
Trade and other receivables	6	11,869,374	9,519,265
Cash and cash equivalents	9	16,678,000	17,064,746
Benevolent fund investments	7	3,239,915	2,744,640
Investments	8	16,494,633	16,250,584
		48,281,922	45,685,508
Total Assets		63,526,038	61,055,665
Equity and Liabilities			
Equity			
Reserves		34,879,236	35,598,834
Liabilities			
Current Liabilities			
Trade and other payables	10	15,575,227	13,964,905
Deferred revenue	20	9,040,513	8,255,939
Benevolent Fund contributions	21	791,147	491,347
Benevolent Fund	7	3,239,915	2,744,640
		28,646,802	25,456,831
Total Equity and Liabilities		63,526,038	61,055,665

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 2022

STATEMENT OF COMPREHENSIVE INCOME

Figures in Rand	Note(s)	2022	2021
Revenue	11	19,940,460	14,739,550
Other income	12	3,861,434	3,001,922
Operating expenses	13	(24,273,915)	(18,801,734)
Operating surplus (deficit)		(472,021)	(1,060,262)
Investment revenue	14	781,738	792,475
SARS penalty	25	(12,487)	(123,751)
Fair value adjustments	15	(416,016)	1,992,708
Surplus (deficit) for the year		(118,786)	1,601,170
Other comprehensive income		-	-
Total comprehensive (loss) income for the year		(118,786)	1,601,170

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 2022

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Property Reserve	Marketing Reserve	Benevolent Fund	Operating reserve	Total reserves	Retained income	Total equity
Balance at 01 January 2021	2,098,673	857,292	1,917,463	31,809,755	36,683,183	-	36,683,183
Surplus for the year	-	-	-	-	-	1,601,170	1,601,170
Other comprehensive income	-	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	-	-	1,601,170	1,601,170
Transfer between reserves	-	-	-	1,601,170	1,601,170	(1,601,170)	-
Prior period adjustment	-	-	-	(368,819)	(368,819)	-	(368,819)
Opening transfer to correct Benevolent Fund	-	-	48,875	-	48,875	-	48,875
Transfer to Benevolent Fund	-	-	778,302	-	778,302	-	778,302
Prior year adjustments tenants' deposits	-	-	-	(153,000)	(153,000)	-	(153,000)
Transfer to adjust operating reserve	-	-	-	(43,589)	(43,589)	-	(43,589)
Prior year adjustment expense	-	-	-	(202,647)	(202,647)	-	(202,647)
Interest received and depreciation	-	-	(2,744,640)	-	(2,744,640)	-	(2,744,640)
Total changes	-	-	(1,917,463)	833,115	(1,084,346)	(1,601,170)	895 363
Restated* Balance at 01 January 202	2,098,673	857,292	-	32,642,869	35,598,834	-	35,598,834
Loss for the year	-	-	-	-	-	(118,786)	(118,786)
Other comprehensive income	-	-	-	-	-	-	-
Total comprehensive loss for the year	-	-	-	-	-	(118,786)	(118,786)
Transfer between reserves	-	-	-	(118,786)	(118,786)	118,786	-
Prior year adjustment expense	-	-	-	(600,812)	(600,812)	-	(600,812)
Total changes	-	-	-	(719,598)	(719,598)	118,786	(600,812)
Balance at 31 December 2021	2,098,673	857,292	-	31,923,271	34,879,236	-	34,879,236



9.5.4 Statement of CASH FLOW

The South African Dental Association (NPC)

(Registration number: 1935/007092/08)

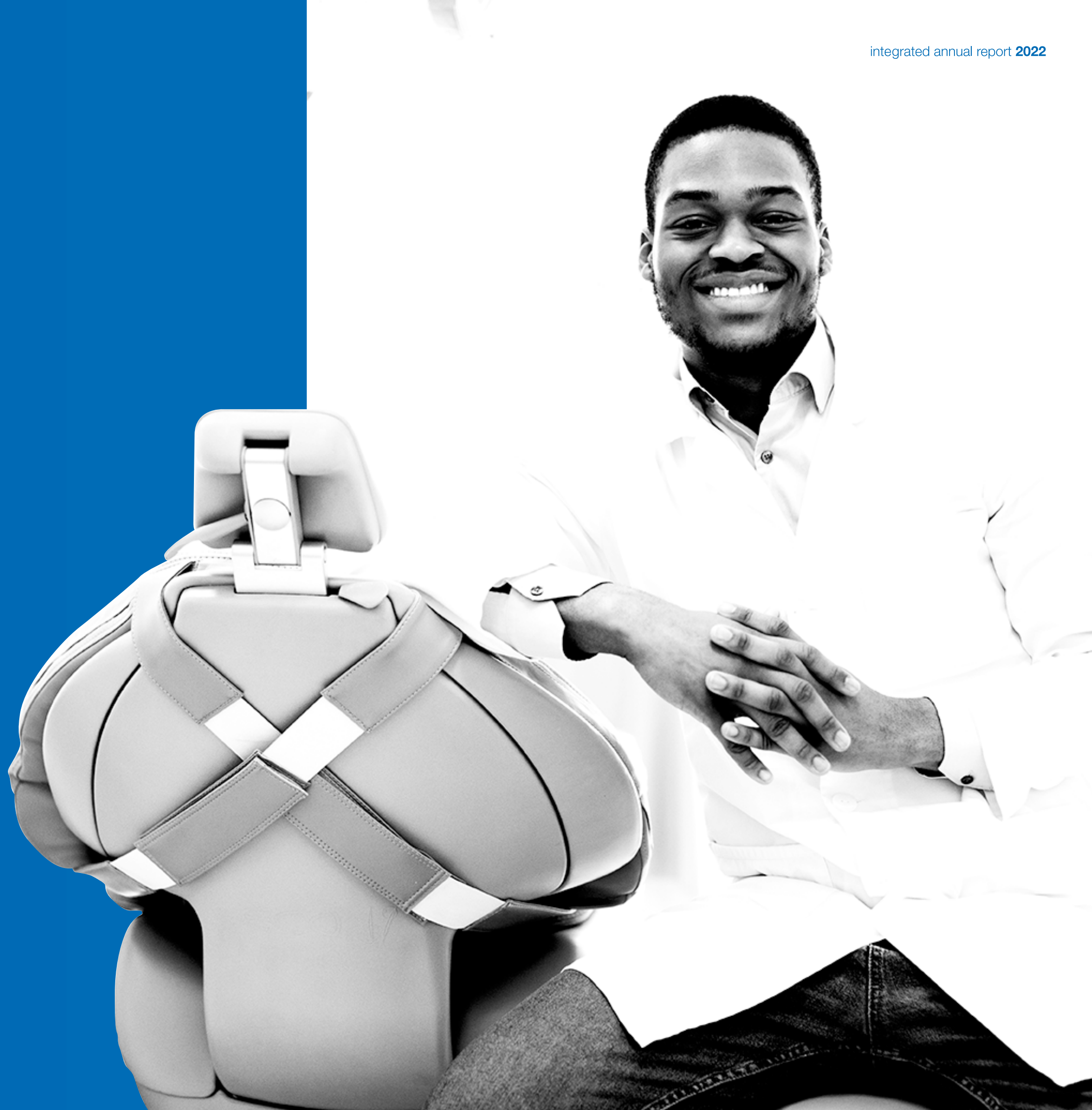
Annual Financial Statements for the year ended 31 December 2022

STATEMENT OF CASH FLOW

Figures in Rand	Note(s)	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash (used in) generated from operations	17	(189,895)	1,608,836
Interest income		781,738	792,475
SARS penalty		(12,487)	(123,751)
Net cash from operating activities		579,356	2,277,560
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	3	-	(74,376)
Proceeds from sale of property, plant and equipment	3	-	24,948
Movement in benevolent fund		-	(827,177)
Investment in equity instruments		-	(1,846,603)
Movement in Tenant deposits		-	(98,560)
Purchases of assets		-	2,196,611
Net cash from investing activities		-	(625,157)
CASH FLOWS FROM INVESTING ACTIVITIES			
Movement in benevolent fund contributions		(228,288)	(675,172)
Benevolent Fund reserve		(737,814)	(2,744,640)
Net cash from investing activities		(966,102)	(3,419,812)
Total cash movement for the year		(386,746)	(1,767,409)
Cash and cash equivalents at the beginning of the year		17,064,746	18,832,155
Total cash at end of the year	9	16,678,000	17,064,746

Glossary OF TERMS and **STATEMENTS**

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





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

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