



INTEGRATED REPORT FY 2019/20

**DEVELOPING  
A LEADING  
GLOBAL  
ACCOUNTANCY  
HUB**



## VISION

Singapore:  
The Leading Global  
Accountancy Hub

## MISSION

We develop for Singapore  
a vibrant accountancy  
sector that enables  
the economy to grow,  
businesses to thrive and  
talent to flourish.



## VALUES

Professional

Collaborative

Integrity

Relevant

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## Message by the Chairman



Singapore's accountancy sector grew 8% to reach a record total revenue of \$2.53 billion for Accounting Entities (AEs) according to AECensus 2019, the national accountancy census conducted by the Singapore Accountancy Commission. The AE workforce also saw record growth at 7% with 1,300 jobs created, bringing the total to 20,280 employees. However, the Covid-19 economic crisis has dampened the business environment in 2020 significantly, spurring businesses to adopt new strategies to safeguard productivity and ensure sustainability.

On the global level, the crisis has accelerated the pace of digitalization as a key strategy to sustain business continuity. While the digital evolution started in Singapore some time ago, the crisis has hastened the need to adopt technology.

The digital transformation of the accountancy sector and the development of accountancy talent will provide the competitive edge we need to face the economic uncertainties caused by the pandemic, and ultimately, to develop Singapore into a leading global accountancy hub.

## DIGITAL TRANSFORMATION OF THE ACCOUNTANCY SECTOR

### Digital Plan

#### Accountancy Industry Digital Plan

The Accountancy Industry Digital Plan (IDP) was launched on 22 August 2019 to help Small and Medium-sized Practices (SMPs) adopt technology. They make up 98% of the accountancy industry, and they are at varying stages of technology adoption. To transform the sector digitally, a wide slate of programmes is needed to cater to the SMPs' varying needs to help them thrive in an increasingly tech-enabled business environment.

SAC, together with the Institute of Singapore Chartered Accountants (ISCA) and the Infocomm Media Development Authority (IMDA) developed the IDP to focus on three strategies: enhancing digital skills; promoting the adoption of technology; and developing accounting technology and innovations. The IDP's Digital Roadmap caters to the varying needs of SMPs as it guides them on the digital solutions to adopt, and employee training to undergo, at each stage of their digital development.

The Accounting Technology & Innovation Centre (AccTech Centre) and SMP Centre were launched in conjunction with the IDP. The AccTech Centre caters to SMPs with more sophisticated needs of digitalisation.

The joint initiative between the Singapore Institute of Technology (SIT) and SAC helps SMPs to innovate business processes, business models, service delivery, and products. To date, the AccTech Centre is working on four projects to develop new accountancy technologies and business models.

The SMP Centre, a one-stop portal (SMPcentre.org.sg) managed by ISCA and supported by SAC, pulls together information that SMPs need on their digital journey. As at end July 2020, the virtual centre saw a total of 1,900 visitors since it was set up.

### Digital Support

#### Digital Transformation for Accountancy (DTACT) programme

In this economic crisis, SAC has enhanced the Digital Transformation for Accountancy (DTACT) programme to help SMPs at the threshold of adopting technology. Funding support to adopt baseline technologies in Audit, Tax and Practice Management was raised from 70% to 80%, and the closure of the programme was extended from 30 September to 31 December 2020. As at 31 July 2020, a total 105 SMPs were awarded the grants since the programme was launched in 2018.

## Message by the Chairman

### Quick Guide to Digitalisation and Business Diversification

The AECensus2019 revealed that there was a significant increase in the offer of diversified services by AEs. Non-audit revenue grew 13% compared with the growth of audit revenue at 4%. Headcount for business advisory services grew significantly at 23%.

To help more SMPs to digitalise and diversify their offer of services, SAC and ACCA launched the 'Quick Guide to Digitalisation and Business Diversification for SMPs' in May 2020. The Guide helps SMPs to identify their current stage of digitalisation, and recommends pathways for growth.

### Digital Culture

#### Hackathon

Companies that cultivate a culture of digital transformation, where people are engaged and innovation is encouraged, are likely to be successful in their digitalisation journey. To foster this culture in the industry, SAC launched the inaugural hackathon for the accountancy sector in 2018, and followed up with a second run in October 2019, organised with ISCA. A local start-up, Staple AI, emerged the winner among 40 teams with their solution to automate audit vouching and identify anomalous transactions using Artificial Intelligence.

### Digital Studies

Digitalisation is a journey, not a one-time adoption. New technologies, such as artificial intelligence, robotics and nanotechnology, together with the availability of big data and analytics, are producing breakthroughs and replacing traditional business models and practices. To innovate accountancy procedures, SAC commissioned a study to identify areas within audit and financial reporting that can be improved using emerging technologies.

## DEVELOPING ACCOUNTANCY TALENT

### Developing Leadership

#### Accountancy Future Leaders Programme

The success of a firm is dependent on the quality of its leadership. In October 2019, the Accountancy Future Leaders Programme was launched to develop more competitive SMPs by developing their up-coming leaders. The 9-month programme was developed by ISCA and SAC, with support from SkillsFuture, and covered areas such as the provision of new services, talent management, and business model innovation using technology.

### Developing Professionals

#### Singapore Chartered Accountant Qualification and the Chartered Valuers and Appraisers programme

The role of the accountant will need to evolve from focusing on compliance reporting to providing strategic business insights. These professionals will need to have multi-disciplinary knowledge, including data and technological skills, strategic thinking and an in-depth understanding of the company's business to play an increasingly pivotal role in the growth of a company.

More are realising the importance of skills upgrading. Both the Singapore Chartered

Accountant (CA) Qualification and the Chartered Valuers and Appraisers (CVA) programmes saw an increase in the number of candidates with a 13% and 75% increase respectively in FY 2019/20. Pass rates also continued to rise steadily.

To minimise disruptions to the Singapore CA Qualification examinations due to the need to abide by the Covid-19 Safe Distancing Measures, SAC proceeded to conduct the June 2020 Foundation Programme examinations with the adoption of the e-proctoring system. This allowed candidates to take the examinations securely in a location of their choice, using their own laptop. The examinations for the Singapore CA Qualification Professional Programme and the Chartered Valuers and Appraisers (CVA) programme were deferred from June to December 2020 as more time is required to procure a suitable e-proctoring software for these open-book examinations. SAC is looking into conducting all examinations on e-proctored e-examinations platforms in the long-run.

Message by the Chairman

**Developing New Skills**

As the role of the accountant evolves to keep pace with an increasingly digitalised business environment, no one should be left behind.

**Professional Conversion Programme (PCP)**

In April 2019, the Chartered Institute of Management Accountants (CIMA), Workforce Singapore (WSG) and SAC jointly launched the Professional Conversion Programme (PCP) to reskill local mid-career PMETS to take on new roles as Management Accountants. The role of Management

Accountants to provide financial and decision-making information needed to formulate organisational strategies is becoming increasingly important in this age of digitalisation.

**Job-redesign for Bookkeepers**

Long-term structural changes need to be implemented to help bookkeepers remain relevant. In this regard, SAC is working with WSG and ISCA on a job-redesign pilot for bookkeepers.

**DEVELOPING SINGAPORE'S POSITION AS AN ACCOUNTANCY HUB**

SAC continued to make steady progress in developing Singapore into a leader in business valuation in Asia through the International Valuers and Appraisers, Singapore (IVAS), an institute set up by SAC to develop Singapore into a centre of excellence for business valuation.

In October 2019, IVAS and the International Valuation Standards Council (IVSC), the global standard setter for business valuation, organized the IVAS-IVSC Business Valuation Conference which drew 380 delegates from 25 countries.

IVSC held their Annual General Meeting in Singapore, hosted by IVAS from 7 to 9 October 2019. The AGM drew over 180 business valuation experts from 17 countries.

For the first time, Memorandums of Understanding (MoUs) were signed with Valuation Professional Organisations in the United States of America. The MoUs were signed with the American Society of Appraisers (ASA), and the Chartered Business Valuators Institute (CBVI) in July 2020 to explore opportunities in developing programme curriculum; seek recognition of professional qualifications; host joint conferences; and work on research projects.

**ENHANCING DATA SECURITY**

SAC has taken steps to tighten data protection policies and procedures following the unintentional disclosure of data from 12 June to 22 October 2019. The Incident involved the disclosure of 6,541 individuals' personal data when a data folder was inadvertently attached to emails on administrative matters sent by SAC to 41 individuals in 22 organisations. SAC appointed an independent Review Panel in November 2019 to inquire into the events and contributing factors leading to the Incident. I chaired the panel which comprised members from the SAC Board,

the Smart Nation and Digital Government Office, and the Public Service Division. The Panel completed its review on 19 March 2020 and made recommendations to tighten data protection policies and procedures. The Personal Data Protection Commission (PDPC) found SAC to be in breach of the Personal Data Protection Act, and published the outcome of their investigations on 3 August 2020. The SAC Board takes data privacy and security seriously and has worked with management to strengthen the data protection policy of SAC.

**IN APPRECIATION**

My heartfelt thanks to the Board for having contributed immensely from their vast experience to shape SAC's strategies. I am also grateful to all stakeholders including government bodies, professional bodies, institutes of higher learning, accredited training organisations and employers which have collaborated with SAC to develop Singapore into a leading global accountancy hub.



**Mr Chaly Mah**  
Chairman, SAC  
31 August 2020

## Message by the Chief Executive



Over FY 2019/20, the Singapore Accountancy Commission (SAC) continued to develop Singapore's accountancy sector through our three key strategies: enhancing skills, developing industry, and creating a hub and exchange. Special focus was placed on the digital transformation of the accountancy industry with the launch of the Accountancy Industry Digital Plan (IDP) in August 2020.

### Support provided during the Covid-19 Pandemic

The digitalisation programmes launched to equip accountants with the relevant skills for the Digital Economy, and support Small and Medium-sized Practices (SMPs) on their digitalisation journey, put the industry in good stead to continue to operate while abiding by the Covid-19 safe distancing measures.

SAC and the Institute of Chartered Accountants Singapore (ISCA) also guided accounting firms on safe distancing measures that they needed to abide by during and after the Circuit Breaker period via advisories posted on our respective websites. Additionally, SAC helped the Chartered Valuers and Appraisers in this difficult period by providing a one-off reduction in their CVA certification fees.

## Enhancing Skills and Nurturing Talent

### Singapore Chartered Accountant (CA) Qualification

The Singapore CA Qualification saw a 13% increase in the number of candidates taking our programme, bringing the total to 1,986 candidates; and a 23% increase in enrolment for examinations. Pass rates also continued to rise steadily with pass rates of 69% and 74% for the Professional Programme and the Foundation Programme respectively for the December 2019 examinations, up from 67% and 70% respectively in the December 2018 examinations. There was a significant rise in the number of Distinctions which reached a record high of 7.7% for the December 2019 examinations, up from 4.1% for the December 2018 examinations.

Candidates are performing better due to the increasing number of study aids launched over the years. In July 2019, SAC launched a new practice workbook for the Integrative Business Solutions (IB) module, replacing the IB workshops.

In August 2019, a new Candidate Portal was launched, providing candidates the convenience of a one-stop service to obtain all learning materials, and to submit their Record of Practical Experience and Competence online.

Over the year, we reviewed the Singapore CA Qualification fees to make the programme more affordable. As a result, from July 2020, the Module Exemption Assessment Fee for the Foundation Programme, and the one-time Application Fee for undergraduates applying as a new candidate into the Foundation or Professional Programme, were removed.

### Chartered Valuer and Appraiser (CVA) Programme

The Chartered Valuer and Appraiser (CVA) Programme saw 239 enrolments into the programme, registering a 75% increase over the previous year, and signifying a rise in demand for Business Valuation expertise. The number of CVA Charter Holders has also been growing steadily in the Asia-Pacific region. In FY 2019/20, 20 valuation professionals were conferred the CVA Charter, bringing the total number of CVA Charter holders to 192 in 13 countries.

## Message by the Chief Executive

### Developing Industry

#### Ensuring High Standards of Business Valuation Expertise

With the rising number CVA Charter holders, the Institute of Valuers and Appraisers, Singapore (IVAS), an institute under SAC, drafted a disciplinary framework and sought the industry's feedback via a closed consultation from March to May 2020. As a result, the IVAS Disciplinary Rule Book for CVA Charter holders was launched on 25 June 2020. CVA Charter Holders are thus obliged to abide by the IVAS Code of Ethical Principles for Professional Valuers, and International Valuation Standards set by the International Valuation Standards Council (IVSC).

#### Providing Business Valuation advice to regulators

SAC signed Memorandums of Understanding with the Accounting and Corporate Regulatory Authority (ACRA) and Singapore Exchange Regulation (SGX RegCo) for IVAS to continue to provide them with business valuation advice.

#### Non-accounting entities may apply to be Approved Entities to use the 'Chartered Accountant of Singapore' designation

From 3 August, non-accounting entities may apply to SAC to be an Approved Entity under section 25A of the SAC Act, and the Singapore Accountancy Commission (Prescribed Accounting Services and Conditions) Regulations. This will allow a company, firm, or limited liability partnership to use the 'Chartered Accountant of Singapore' designation, and the initials 'CA (Singapore)' after its name.

### Creating a Hub and Exchange

#### IVAS-IVSC Business Valuation Conference

IVAS collaborated with the International Valuation Standards Council (IVSC), the global standard setter, to organise IVAS-IVSC Business Valuation Conference (10 - 11 October 2019). Themed 'Creating Value in Dynamic Times', the conference drew 380 delegates from 25 countries to listen to 27 speakers and panellists who spoke on strategies to sustain a competitive edge.

#### Hosting the IVSC Annual General Meeting

We were pleased to host the IVSC Annual General Meeting (AGM), held in Singapore for the first time. The AGM drew over 180

delegates from 17 countries from 7 to 9 October 2019, and saw the appointment of the new Chairman of the IVSC Board of Trustees, Lord Alistair Darling, the former UK Chancellor of the Exchequer.

#### Participation in the Accounting & Finance Show Asia

For the second year, SAC supported the Accounting & Finance Show Asia which drew more than 4,500 participants from Singapore and the region over 8 and 9 October 2019. SAC put up an exhibit on the Accountancy Industry Digital Plan at the show, themed 'Digital Innovation in Accounting and Finance'.

## Message by the Chief Executive

### Unintentional Disclosure of Data

From 12 June to 22 October 2019, a total of 6,541 individuals' personal data was unintentionally disclosed to 41 individuals in 22 organisations when SAC inadvertently attached a data folder to emails sent to them on administrative matters. SAC discovered the Incident on 7 November 2019, after we implemented a new email data protection filter launched by the Public Sector Data Security Review Committee. By 21 November 2019, all 22 organisations were contacted and confirmed that they

had deleted the data folder, including any forwarded data. SAC informed affected individuals and issued a press statement on 22 November 2019 on the unintentional disclosure.

SAC has implemented a remediation plan and the recommendations by the independent Review Panel appointed in November 2019 to inquire into the incident to tighten data protection policies and procedures.

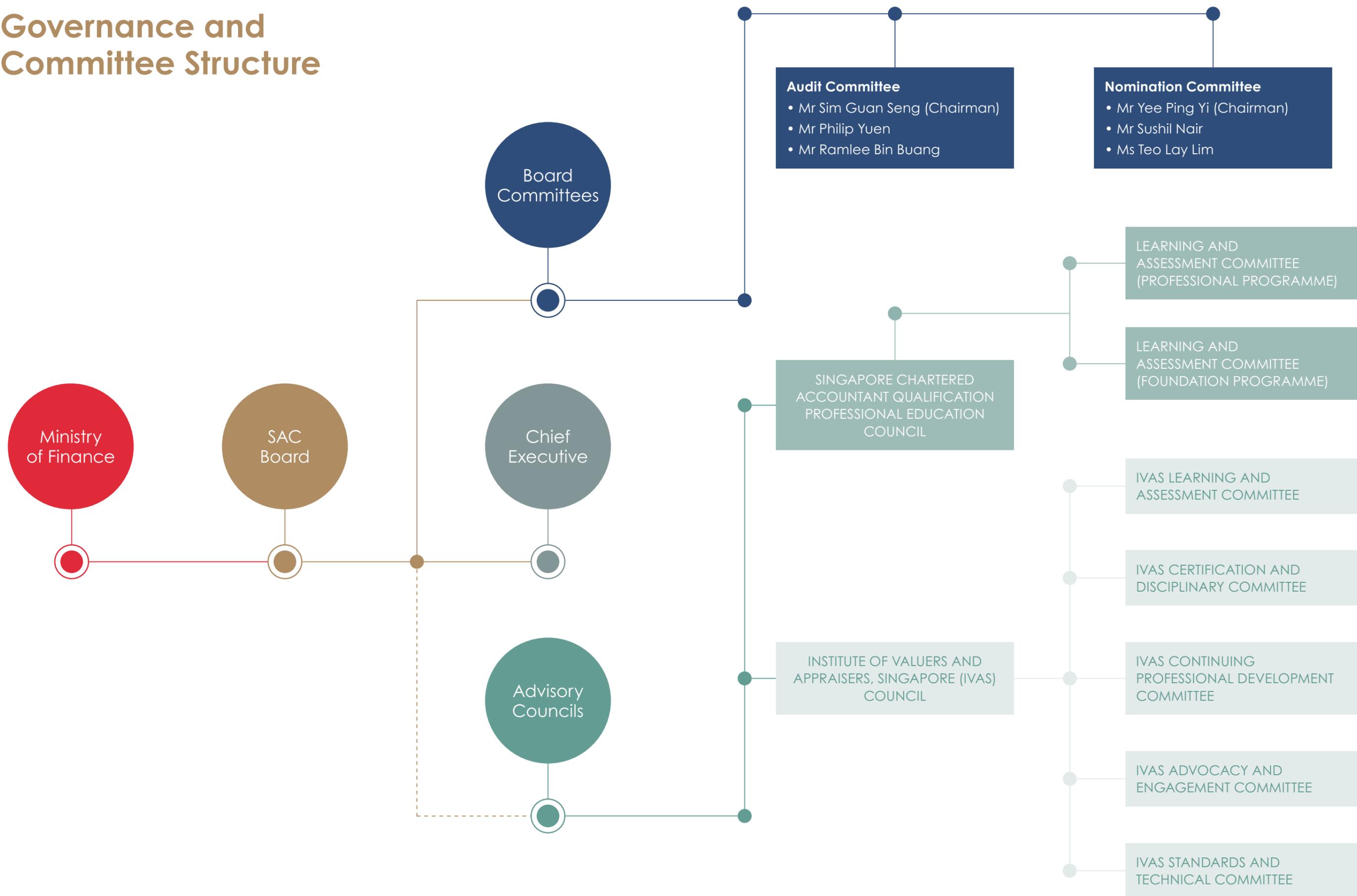
### In Appreciation

I am grateful for the close collaboration we enjoyed with our stakeholders - key government agencies, accounting entities, professional bodies, and institutes of higher learning - in developing the accountancy sector over the years. My heartfelt thanks also goes to our Chairman, the SAC Board and the Ministry of Finance for their guidance, and the SAC staff for their dedication in developing Singapore into a leading global accountancy hub.



**Mr Evan Law**  
**Chief Executive, SAC**  
31 August 2020

# Governance and Committee Structure



# Board Members

**Mr Chaly Mah**  
**Chairman**  
Singapore Accountancy  
Commission



**Mr Kon Yin Tong**  
**President**  
Institute of Singapore  
Chartered Accountants



**Mr Mustaza Bin Kassim**  
**Country Head - Singapore &  
Chief Representative**  
Abu Dhabi Commercial Bank  
Singapore Representative Office



**Mr Sushil Nair**  
**Deputy Chief Executive Officer  
Co-Head, Corporate Restructuring  
& Workouts**  
Drew & Napier LLC



**Mr Ong Khiaw Hong**  
**Chief Executive**  
Accounting and Corporate  
Regulatory Authority



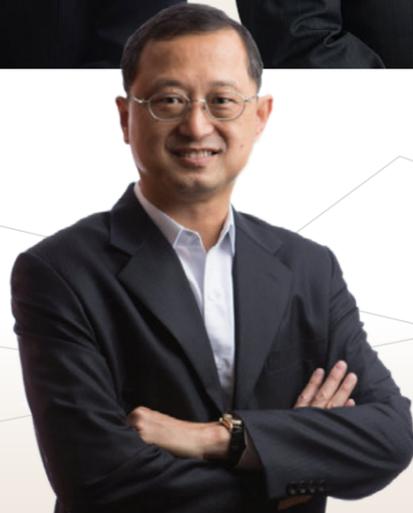
**Professor Pang Yang Hoong**  
**Senior Advisor to the Singapore  
Management University President**  
Singapore Management  
University



**Mr Steven Phan**  
**Former Area Managing Partner,  
Asia Pacific**  
Ernst & Young



**Mr Ramlee Bin Buang**  
**Chairman**  
1FSS Pte Ltd



**Mr Sim Guan Seng**  
**Partner**  
Baker Tilly TFW LLP



**Ms Teo Lay Lim**  
**Senior Managing Director**  
Accenture Pte Ltd



**Mr Yee Ping Yi**  
**Deputy Secretary  
(Planning)**  
Ministry of Finance

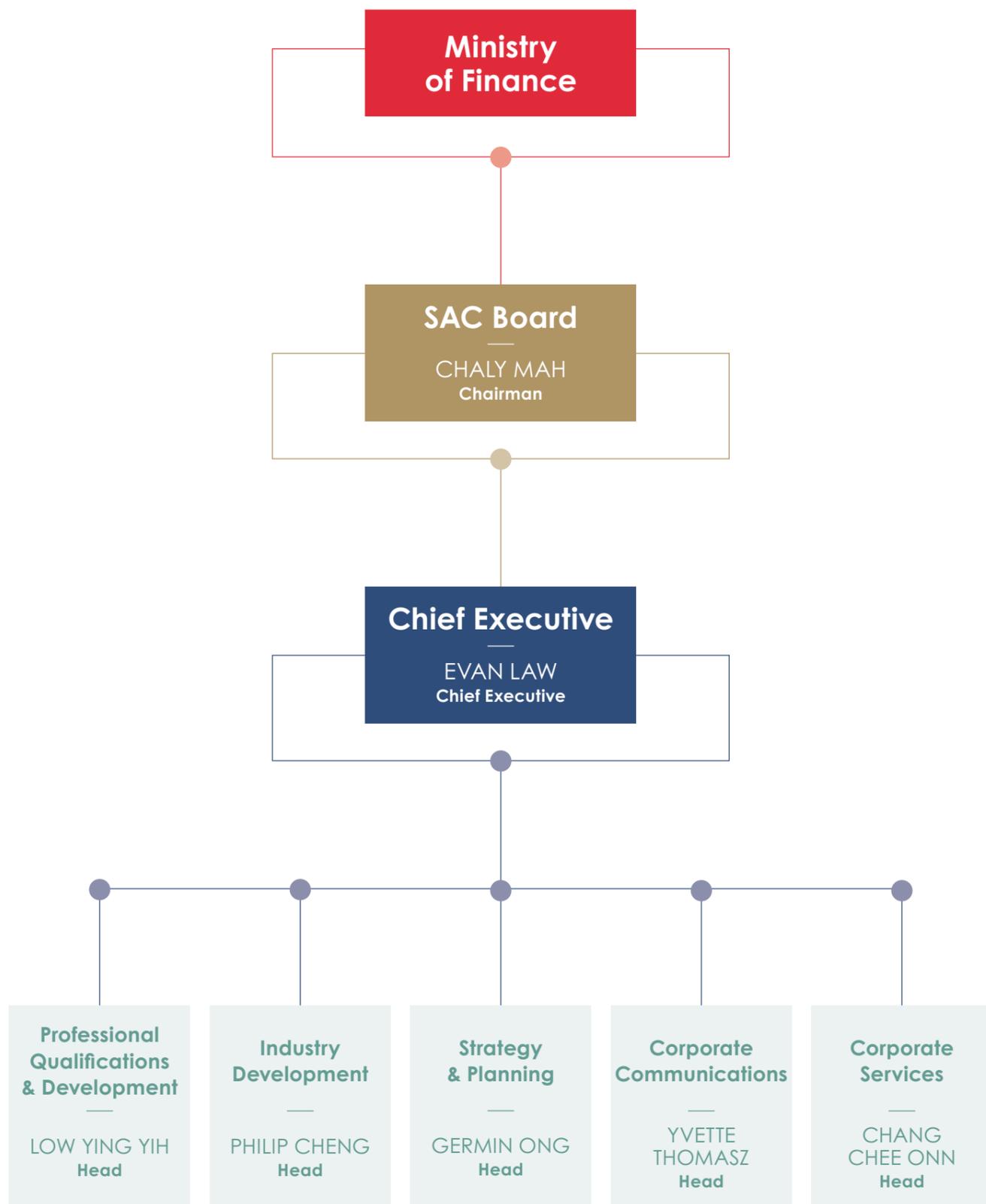


**Mr Philip Yuen**  
**Chief Executive Officer**  
Deloitte Southeast Asia  
**Chairman**  
Deloitte Singapore



**Mr Evan Law**  
**Chief Executive**  
Singapore Accountancy  
Commission

# Organisation Structure



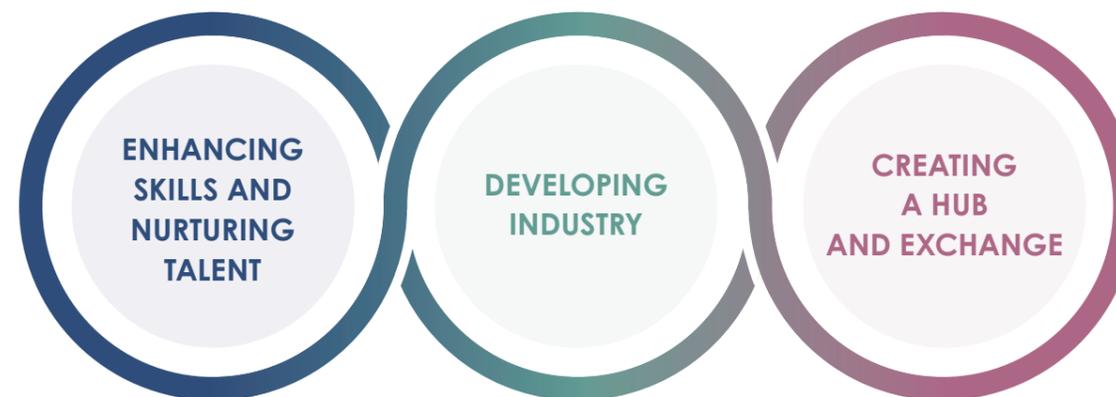
# Business Model and Strategy

## Business Model

The Singapore Accountancy Commission (SAC) spearheads the development of the Singapore accountancy sector with the vision of developing Singapore into a leading global accountancy hub. SAC is working to achieve this by deepening the skills of the accountancy talent pool; developing the industry to capture growth opportunities; and creating a hub and exchange by building Singapore into a centre for thought leadership. SAC is a statutory body under the Ministry of Finance.

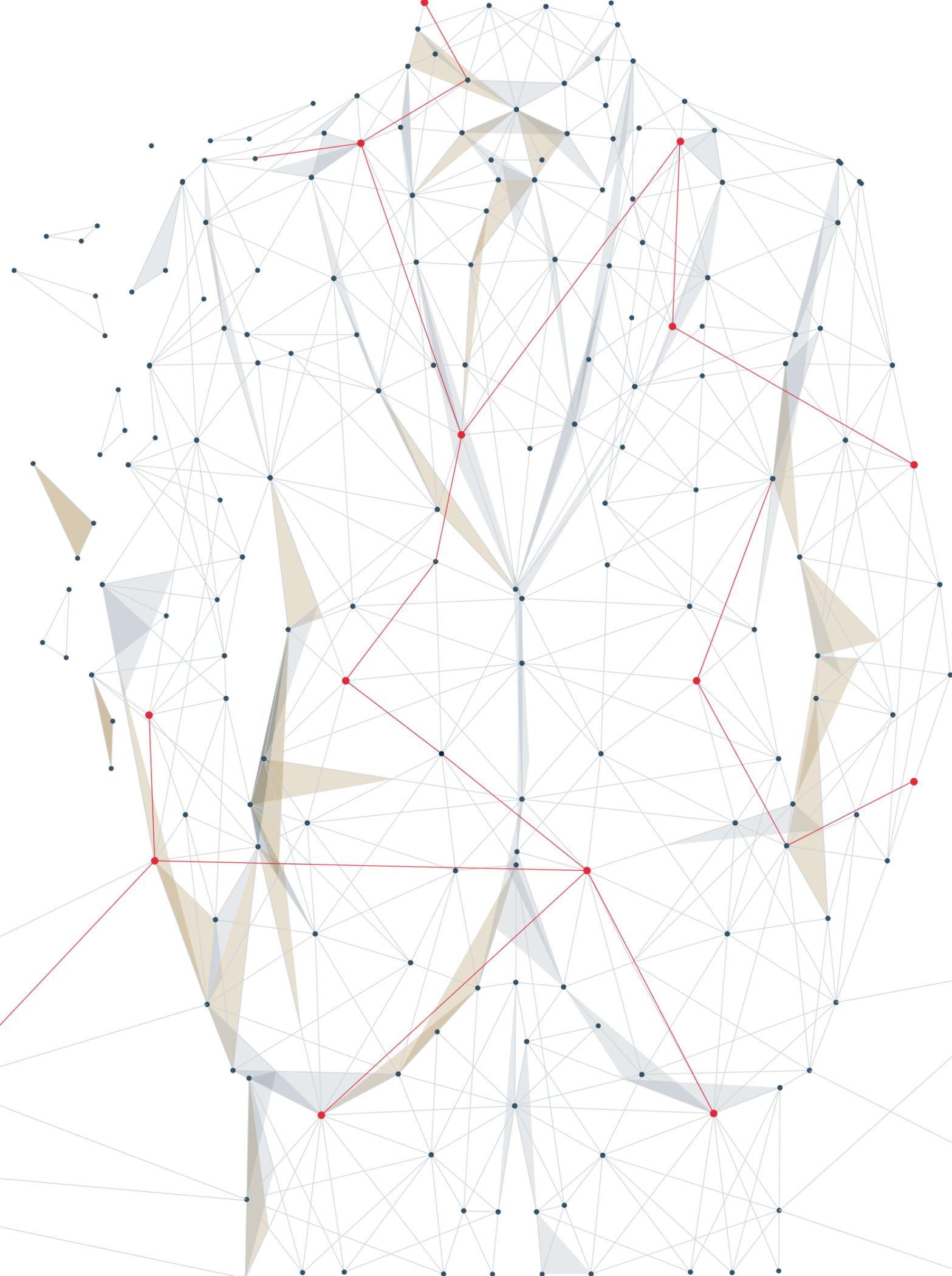
## Strategy

### DEVELOPING A LEADING GLOBAL ACCOUNTANCY HUB BY



# ENHANCING SKILLS AND NURTURING TALENT

A broad base of accountancy talent with deep and multidisciplinary skills will enable Singapore to be a key provider of value-added accountancy services.



## Enhancing Skills and Nurturing Talent

SAC is building a pool of future-ready professionals to develop Singapore's position as a leader in accounting services. To achieve this, SAC's skills development programmes cater to a broad spectrum of accountancy professionals. These include professional development programmes in chartered accountancy and business valuation, conversion programmes to reskill mid-career professionals, and leadership development programmes for up-coming leaders in Small and Medium-sized Practices. The SkillsFuture Study Awards for Accountancy provide financial support for the development of specialist skills.

### Professional Qualification In Chartered Accountancy

#### Singapore Chartered Accountant Qualification

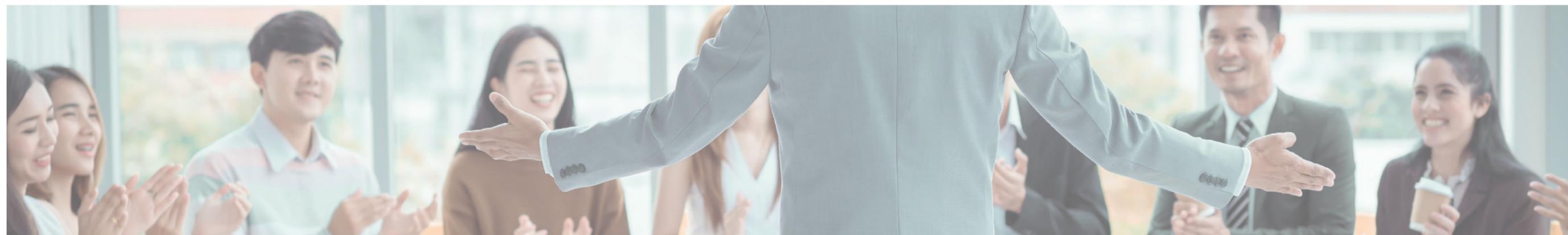
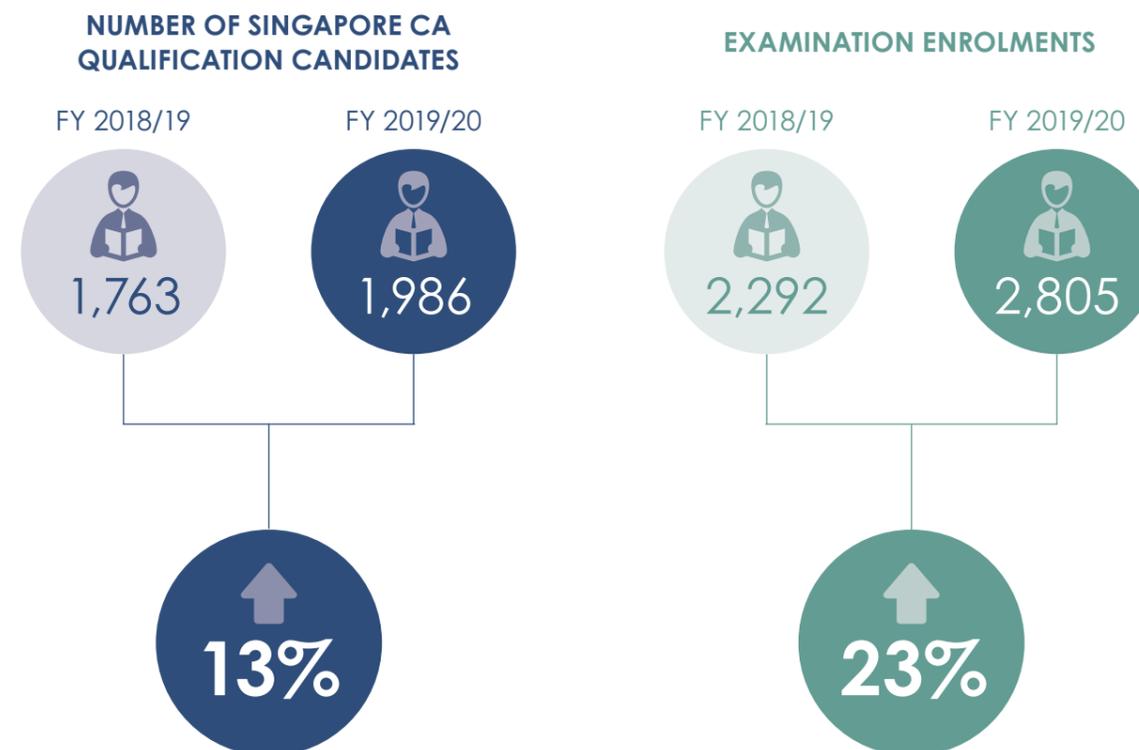
The Singapore Chartered Accountant (CA) Qualification is the national accountancy qualification and it is designed to develop business leaders and advisors to provide high value-adding specialised services. It is internationally portable as it is mutually recognised with world-renowned professional bodies - the Institute of Chartered Accountants in England and Wales (ICAEW), the Institute of Chartered Accountants of Scotland (ICAS), and the Chartered

Accountants Ireland (CAI), through Reciprocal Membership Agreements. Yet, it provides an Asian perspective on businesses in the region.

Upon completion of the programme, graduates are eligible to become full members of the Institute of Singapore Chartered Accountants (ISCA), the national professional accountancy body, a prerequisite to be conferred the Chartered Accountant of Singapore designation.

### Increased Enrolments

FY 2019/20 saw an increase in the number of candidates taking the Singapore CA Qualification, and enrolments for examinations, over the previous year. There was a total of 1,986 candidates in the programme in FY 2019/20, a 13% increase over the previous financial year; and a 23% increase in enrolment for examinations.

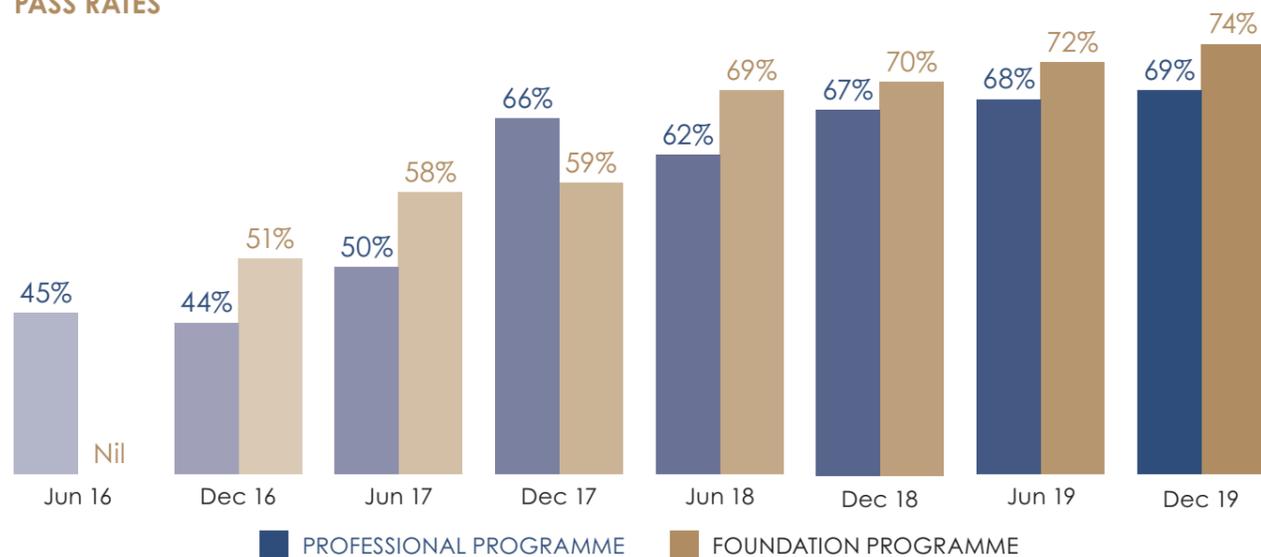


### Steady Rise in Pass Rates

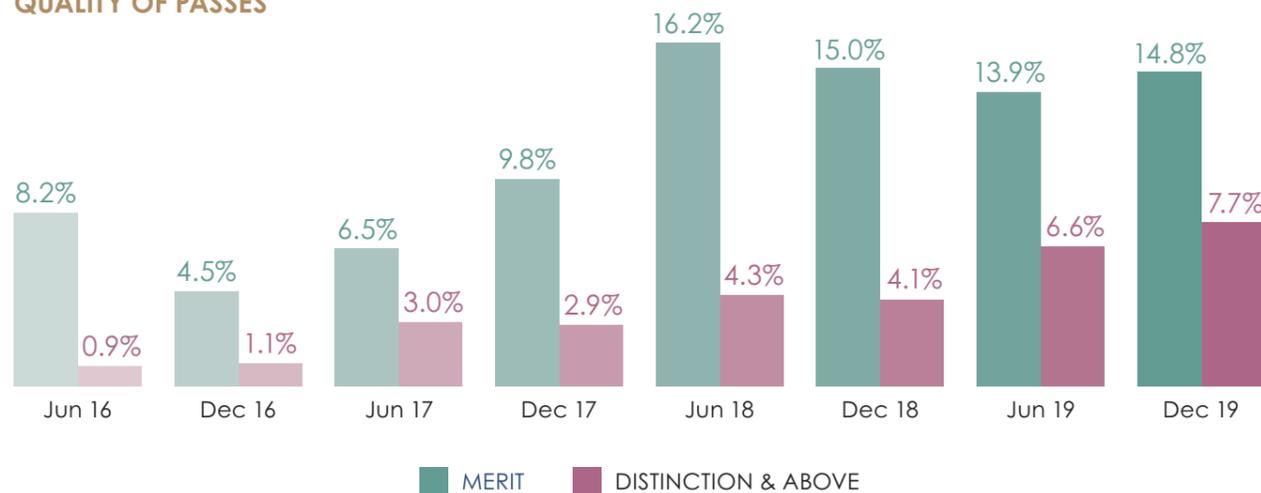
Pass rates continued to rise steadily. The Professional Programme saw pass rates of 68% and 69% for the June and December 2019 examinations respectively (2018: 62% in June; 67% in December). The Foundation Programme also saw a rise in pass rates with 72% and 74% for the June and December 2019 examinations respectively (2018: 69% in June; 70% in December).

The number of Distinctions saw a significant rise, reaching record highs of 6.6% and 7.7% for the June and December 2019 examinations respectively, up from 4.3% and 4.1% for the June and December 2018 examinations. However, Passes with Merit fell to 13.9% and 14.8% for the June and December 2019 examinations respectively, compared with 16.2% and 15% and for the June and December 2018 examinations.

#### PASS RATES



#### QUALITY OF PASSES



### Support for Candidates

#### New Learning Aids

New learning aids have been launched over the years to help candidates to perform better. In July 2019, SAC launched a workbook for the Integrative Business Solutions (IB) module. The IB Workbook focuses on professional skills such as critical thinking, problem solving and communication. The workbook replaces the need to run workshops.

#### New Candidate Portal

A new Candidate Portal was launched in August 2019. It is a one-stop service which provides all learning materials, and allows for the administration of the Record of Practical Experience and Competence to go online.

“

I graduated in Mathematics and naturally, I enjoy working with numbers. I am fascinated by the idea of translating real life problems into formulae and equations to solve them. I decided to pursue a career in accountancy because accounting involves building financial models, and this will help me as a business advisor.

”



**Loi Kah Hoe**  
 Manager  
 EY Corporate Advisors Pte Ltd

## PROFESSIONAL QUALIFICATION IN BUSINESS VALUATION

### Chartered Valuer and Appraiser (CVA) Programme

The Chartered Valuer and Appraiser (CVA) Programme is Asia's first Business Valuation certification programme that is based on standards advocated by the International Valuation Standards Council (IVSC), the global standards setter. It was jointly developed with the Institute of Valuers and Appraisers, Singapore (IVAS), an Institute set up by SAC to develop Singapore into a centre of excellence for Business Valuation.

### Increased Enrolment into the CVA Programme

The CVA programme saw 239 enrolments into the programme in FY 2019/20, a 75% increase over FY 2018/19 which saw 137 enrolments. This brought the total number of enrolments to 565 since the launch of the programme in 2016. By the end of FY 2019/20, 154 candidates graduated from the programme.

The increased enrolment into the 18-month CVA programme, conducted by the Nanyang Technological University, was driven mainly by demand for Business Valuation expertise in audit and financial reporting; and Small and Medium Practices (SMPs) which upskilled their staff to offer Business Valuation as an additional service.

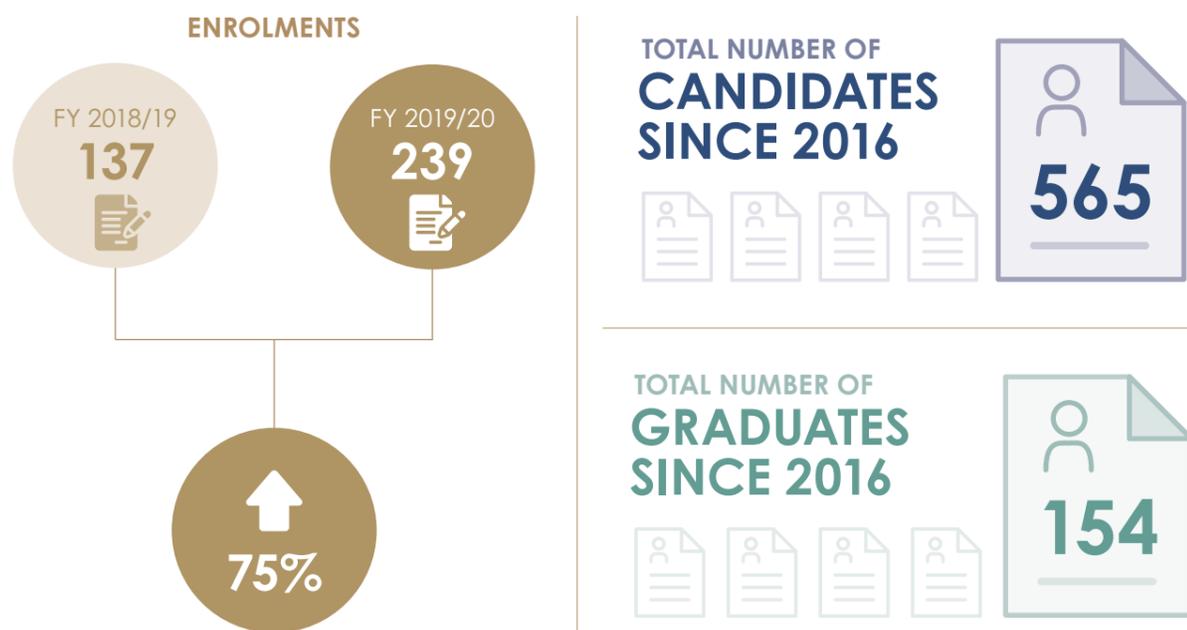


Graduation ceremony for the 3rd and 4th cohorts on 3 September 2019

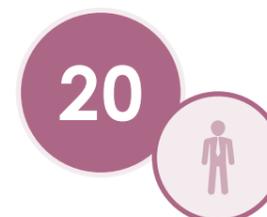
### Growing Pool of Certified Valuation Professionals

The community of Chartered Valuer and Appraiser (CVA) Charter holders has been growing steadily in the Asia-Pacific region. In FY 2019/20, IVAS conferred the CVA Charter to 20 valuation professionals, bringing the total number of CVA Charter holders to 192 in Australia, China, Denmark, Hong Kong, India, Indonesia, Korea,

Philippines, Malaysia, Singapore, Taiwan, Thailand and Vietnam. They comprise graduates of the CVA programme, and Business Valuation professionals who are eligible to apply to use the designation having demonstrated excellence and accumulated years of experience in their field of work.



NUMBER OF NEW CVA CHARTER HOLDERS IN FY 2019/20



TOTAL NUMBER OF CVA CHARTER HOLDERS



### Continuing Professional Development (CPD)

IVAS conducted the second run of the Continuing Professional Development (CPD) course on International Valuation Standards (IVS) on 15 May 2019. The course covered the IVS Framework, General Standards, Asset Standards, and the difference between IVS 2013 and the new IVS 2017.



As an accounting and finance professional with a background in venture capital, I have always viewed valuation, with its wide variety of applications ranging from meeting new regulations to enabling smart investment decisions, as a key competency to have. The CVA Programme has given me a good understanding of valuation, and extended my business circle to include professionals from diverse backgrounds and expertise.



**Gail Shan**  
Portfolio Management Director  
*Iron Lotus Advisory*



## PROFESSIONAL CONVERSION PROGRAMMES

### Management Accounting

Management Accountants provide financial and decision-making information needed to formulate organisational strategies. To develop a sustainable pipeline of talent, the Chartered Institute of Management Accountants (CIMA), Workforce Singapore (WSG) and SAC jointly launched the Professional Conversion Programme (PCP) for Management Accountants in April 2019 to reskill local mid-career PMETS to take on new roles as Management Accountants. Candidates are required to take CIMA's Diploma in Management Accounting.

 **6 months**  
place-and-train programme



 **CIMA Diploma**  
in Management Accounting



**MANAGEMENT ACCOUNTANTS**

### Financial Forensics and Internal Audit

SAC jointly developed the PCP for Financial Forensics with the Institute of Chartered Accountants Singapore (ISCA) and WSG; and the PCP for Internal Audit with IIA Singapore and WSG. Close to 50 PMETS have benefitted from these programmes since they were launched in 2018.



Today, Management Accountants need to be conversant with the latest data analytics tools. They are expected to go a step further to provide top management and other key stakeholders with more in-depth insights so that companies, including SMEs, can make better business decisions.



**Mrs Josephine Teo**  
Minister for Manpower, at the Chartered Institute of Management Accountants (CIMA) Centenary Gala Dinner



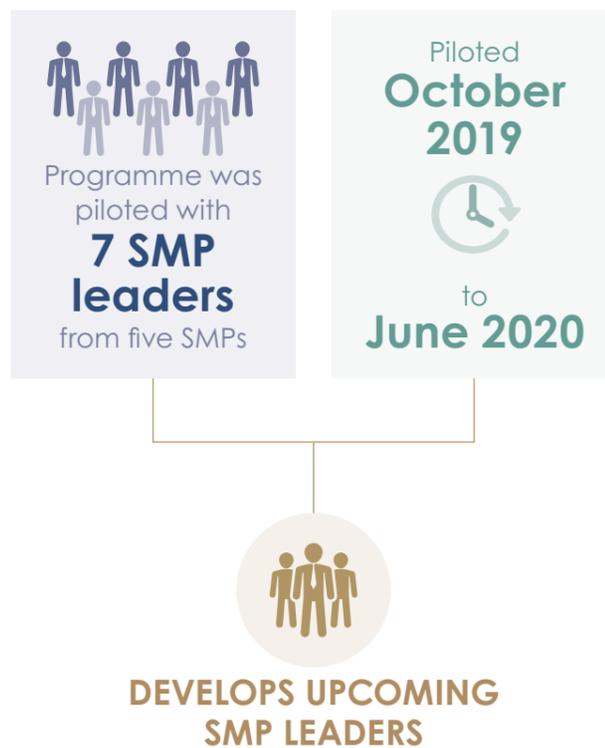
## NEW PROGRAMMES

### Accountancy Future Leaders Programme

The Accountancy Future Leaders Programme was launched in October 2019 to improve the competitiveness of Small and Medium-sized Practices (SMPs) by developing their up-coming leaders.

The programme, developed by ISCA and SAC, and supported by SkillsFuture, covers the provision of new services such as advisory; talent management; and business model innovation using technology.

The programme was piloted with seven SMP leaders from five SMPs from October 2019 to June 2020.



The Accountancy Future Leaders Programme, piloted with seven SMP leaders from October 2019 to June 2020.

## SUPPORT FOR SKILLS DEVELOPMENT

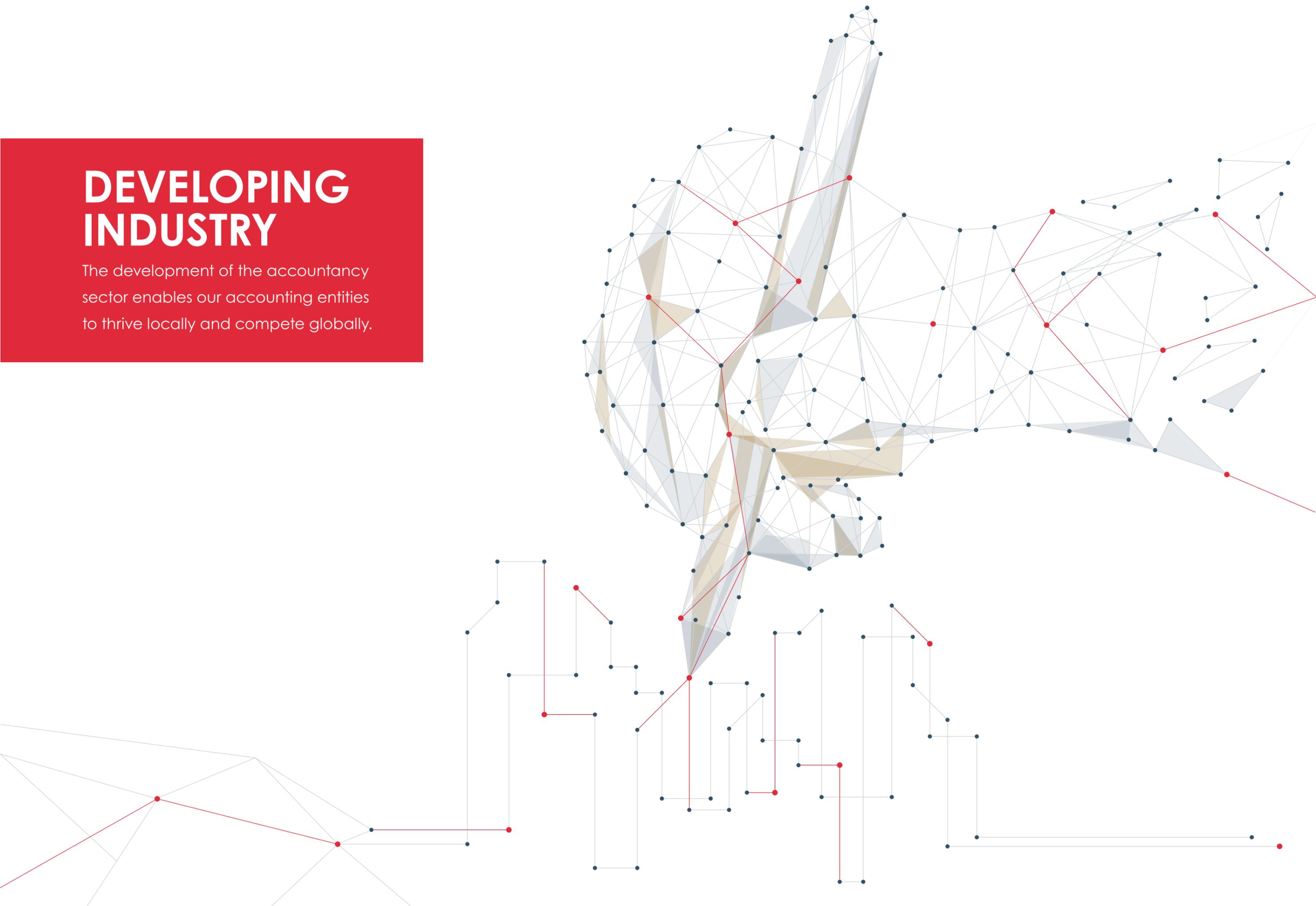
### SkillsFuture Study Awards

The SkillsFuture Study Awards for Accountancy support early to mid-career Singaporeans in the accountancy sector with a \$5,000 award to defray the cost of their courses to develop their specialist skills. In FY 2019/20, the awards were given to 65 professionals, bringing the total number of awardees to 269 and total value of awards to \$1,345,000 since the launch of the programme in 2016.



# DEVELOPING INDUSTRY

The development of the accountancy sector enables our accounting entities to thrive locally and compete globally.



# DEVELOPING INDUSTRY

SAC is developing the accountancy sector into a leading centre for high value-adding accountancy services. To achieve this, one of SAC's key focus areas is to help Small and Medium-sized Practices (SMPs) to leverage on technology to transform themselves to remain competitive in an increasingly digitalised business environment.

## DIGITALISATION OF THE ACCOUNTANCY SECTOR

### Accountancy Industry Digital Plan

The Accountancy Industry Digital Plan (IDP) was launched on 22 August 2019 by Ms Indranee Rajah, Second Minister for Finance, to help Small and Medium-sized Practices (SMPs) adopt technology for greater productivity and competitiveness.

The Accountancy IDP focuses on three strategies: enhancing digital skills and knowledge; promoting the adoption of technology; and developing accounting technology and innovations. To achieve these, new initiatives were launched – the Digital Roadmap, the SMP Centre, and the Accounting Technology & Innovation Centre.

The Accountancy IDP was developed by SAC, the Institute of Singapore Chartered Accountants (ISCA), and the Infocomm Media Development Authority (IMDA) as part of IMDA's SMEs Go Digital Programme to help SMPs to embark on their digital transformation journey.

“ The IDP is designed specifically with Small-and-Medium-sized Practices (SMPs) in mind, to help them overcome three road-blocks to adopting technologies: first, the perceived initial high costs of adopting technology; second, the lack of technology and work process integration; and third, the lack of skills needed to use technology effectively. By overcoming these road-blocks, SMPs can be in the driver's seat of change, harnessing technologies to push boundaries and to capture opportunities.

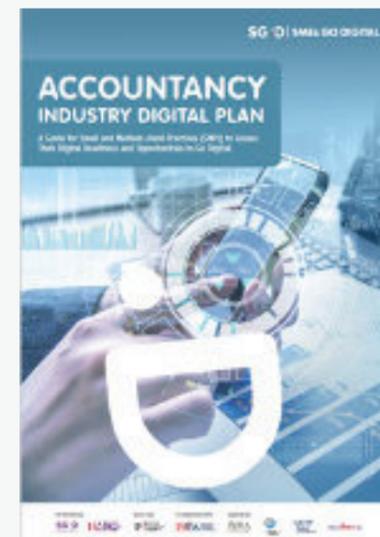


**Ms Indranee Rajah**  
Second Minister for Finance

”

### The Digital Roadmap

The Digital Roadmap guides SMPs on the digital solutions to adopt, and employee training to undergo, at each stage of their digital development.



The Digital Roadmap

### SMP Centre

The SMP Centre is a one-stop platform ([www.SMPcentre.org.sg](http://www.SMPcentre.org.sg)), managed by ISCA and supported by SAC, that helps SMPs harness technology. The virtual centre provides an online self-assessment toolkit to help SMPs to determine their digital readiness; the Digital Roadmap; funding schemes; and access to the Accounting Technology & Innovation Centre.



### Accounting Technology & Innovation Centre

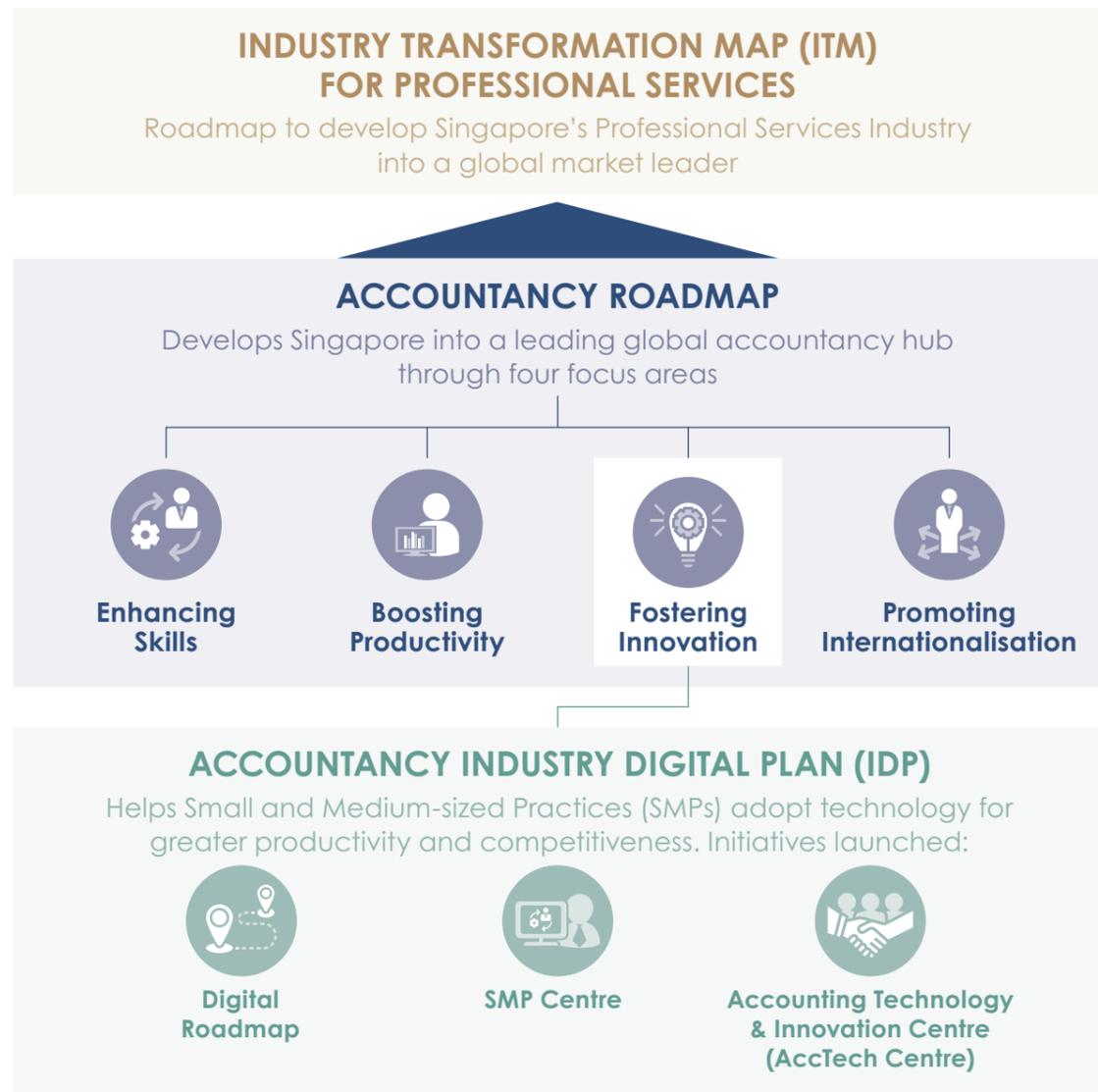
The Accounting Technology & Innovation Centre (AccTech Centre) helps SMPs to develop new accountancy technologies, business models, service delivery models and products. It is a joint initiative between SAC and the Singapore Institute of Technology (SIT) to allow SMPs to work with academics, technology partners and government agencies to experiment and prototype innovative ideas. The centre is located at SIT and began operations from 1 September 2019.



From left: Mr Chaly Mah, Chairman, SAC; Ms Indranee Rajah, Second Minister for Finance; Mr Evan Law, Chief Executive, SAC; Associate Professor Jeanette Ng, Cluster Director, Design and Specialised Businesses, SIT; Associate Professor Ivan Lee; Vice President (Industry & Community), SIT.

### Supporting the goals of the Industry Transformation Map (ITM) for Professional Services

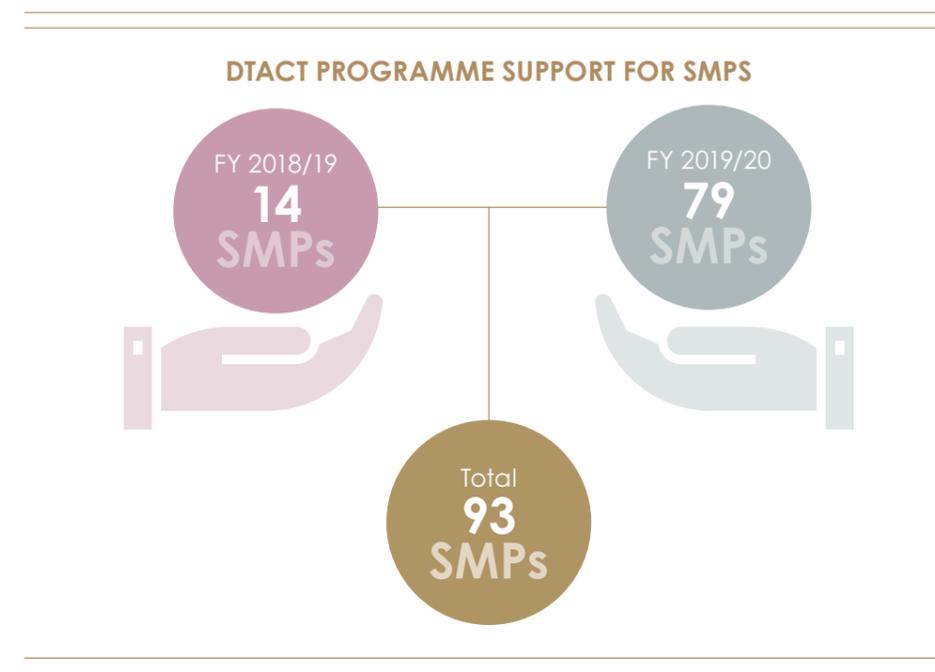
The Accountancy IDP was developed to support the goals of the Accountancy Roadmap which was launched in June 2018 to develop Singapore into a leading global accountancy hub through four focus areas: developing and enhancing skills; boosting productivity; fostering innovation; and promoting internationalisation. The Accountancy Roadmap is aligned with the Industry Transformation Map (ITM) for Professional Services which aims to develop Singapore into a globally-leading Professional Services industry. Accountancy is one of these Professional Services, together with Advertising, Architecture and Engineering Services, Consulting and Legal services.



### Digital Transformation for Accountancy Programme

The Digital Transformation for Accountancy Programme (DTACT) is a \$2.4 million fund that provides financial support to SMPs to adopt baseline technologies. SMPs can get funding support of up to 70% of the cost of adopting solutions in Practice Management System, Tax and Internal Audit, capped at \$30,000, in the first year of adoption.

In FY 2019/20, 79 SMPs benefited from the programme, bringing the total number to 93 since its launch in 2018. In 2019, the programme was made available for one more year to close on 30 September 2020.



### Accounting Innovation Challenge

The Accounting Innovation Challenge, a hackathon organised by SAC and the Institute of Singapore Chartered Accountants (ISCA) to promote innovation in the accountancy sector, was held in October 2019. It drew close to 40 teams which pitched solutions to transform the future of accounting. A local start-up, Staple AI, emerged the winner with their solution

to automate audit vouching and identify anomalous transactions using Artificial Intelligence. Staple AI will develop a prototype and pilot it with Singapore-based accounting firms.

The inaugural accounting hackathon was held in June 2018.



### PROVIDING BUSINESS VALUATION ADVICE

#### ACRA's Financial Reporting Surveillance Programme

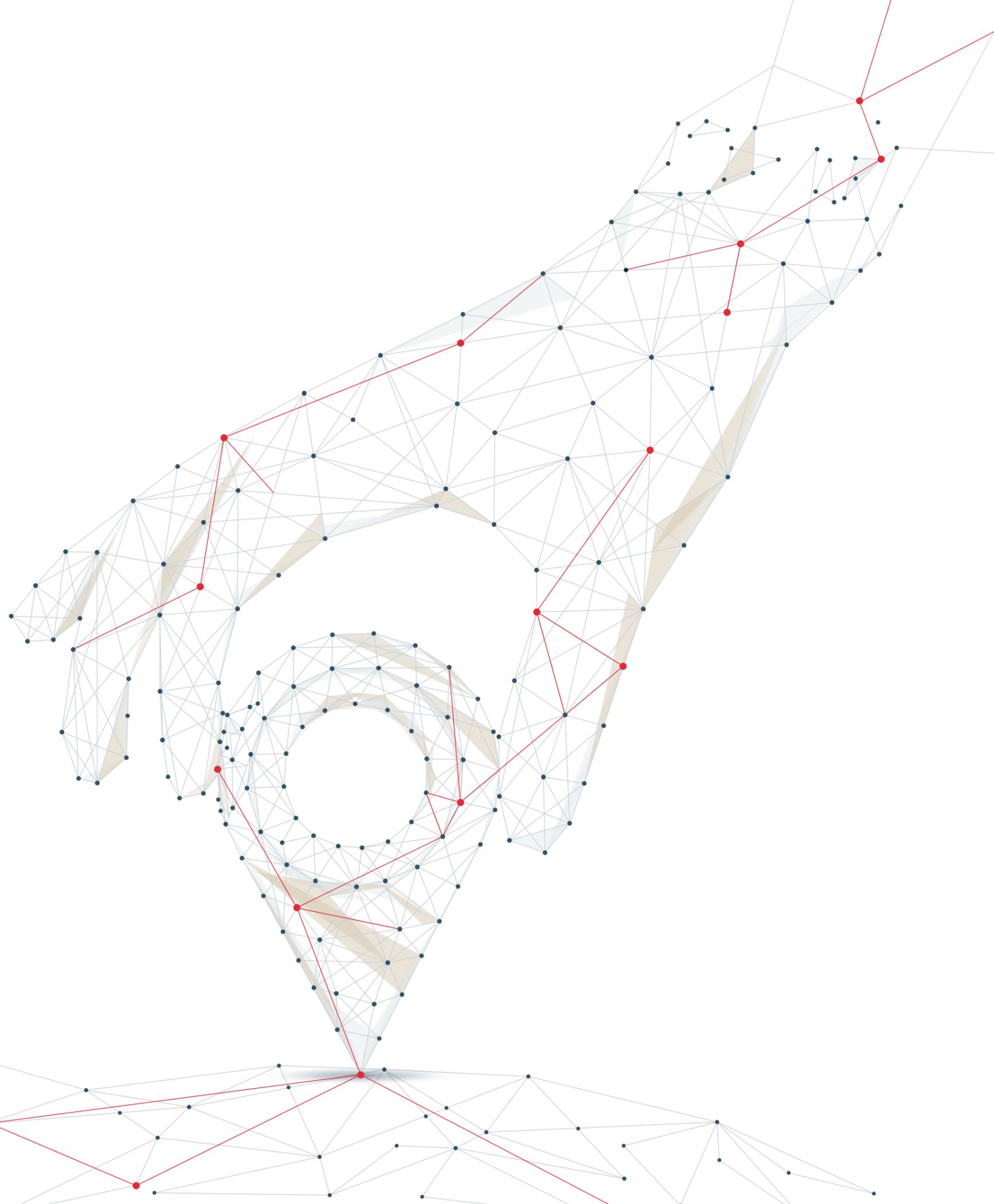
The Accounting and Corporate Regulatory Authority (ACRA) and SAC renewed their Memorandum of Understanding (MoU) for the Institute of Valuers and Appraisers, Singapore (IVAS), an institute under SAC, to provide business valuation advice for ACRA's Financial Reporting Surveillance Programme. The MoU was renewed on 15 May 2019.

#### SGX Regco

Singapore Exchange Regulation (SGX RegCo) and SAC signed an MOU in January 2019 for IVAS to provide SGX Regco advice on whether valuation reports are in compliance with Codes and Standards. An addendum to this MoU was signed on 14 October 2019 for SGX RegCo to provide IVAS with case information for IVAS to make their assessments.

# CREATING A HUB AND EXCHANGE

As global and regional players gather in Singapore to exchange knowledge and insights, the professional standards of accountancy will be raised collectively on the international level.



# CREATING A HUB AND EXCHANGE

SAC draws regional and global thought leaders to Singapore to foster the exchange of knowledge, and information on business opportunities.

## CONFERENCES AND WORKSHOPS

### IVAS-IVSC Business Valuation Conference

The IVAS-IVSC Business Valuation Conference (10 - 11 October 2019), themed 'Creating Value in Dynamic Times', focused on strategies to sustain a competitive edge. A total of 27 speakers and panellists spoke on topics such as how corporates and funds can leverage on Business Valuation to make strategic decisions; derive appropriate value from transactions; raise funds; and, improve transparency and governance when reporting to stakeholders. They came from valuation professional bodies, academia, accounting entities, the legal sector and start-ups. The conference drew 380 delegates of whom 17% were from 25 countries.

This is the third year that the International Valuation Standards Council (IVSC), the global standard setter, and the Institute of Valuers and Appraisers, Singapore (IVAS), an institute under SAC, have collaborated on this conference.

“ As businesses and business-related intangible assets become increasingly prevalent in today's world, the role of business valuation will only become more and more important. This is especially so in markets such as Singapore, which play an important role at the heart of global business and finance. It is vital, therefore, that organisations such as IVAS, the SAC, and IVSC continue to impress the need for internationally-accepted standards, underpinned by strong levels of professional competence and ethics.



**Lord Alistair Darling**  
Chairman, Board of Trustees  
International Valuation  
Standards Council

”



“ As business valuers, we form our opinions on what determines the value of the subject asset or business. This is not an easy task when one looks at the scope and speed of breath-taking business environment disruptions that is taking place around us - technology led innovation; proliferation of data; transformation of industries; and the rise of new economies. Today, it is not enough to measure things according to how success of a business was defined in the 20th century.



**Mr Harsha Basnayake**  
Chairman  
Institute of Valuers and Appraisers,  
Singapore

”

## Hosting of IVSC Annual General Meeting

For the first time, the IVSC Annual General Meeting (AGM) was held in Singapore, hosted by IVAS over 7th to 9th October 2019. At the meeting, Lord Alistair Darling, the former UK Chancellor of the Exchequer, was appointed as the new Chairman of the IVSC Board of Trustees. The AGM drew over 180 delegates from 17 countries.

IVAS took the opportunity to discuss mutually beneficial collaborations with leading Valuation Professional Organisations (VPOs) such as the American Society of Appraisers (ASA), the Chartered Business Valuators Institute (CBVI), and the American Institute of Certified Public Accountants and Chartered Institute of Management Accountants (AICPA-CIMA). Some areas of discussion included the pursuit of high standards for ethics and professionalism, leveraging on each other's Continuing Professional Development (CPD) programmes, and mutual recognition.



IVSC Board of Trustees with the outgoing Chairman, Sir David Tweedie (seventh from left) and the incoming Chairman, Lord Alistair Darling (ninth from left)

## Accounting & Finance Show Asia

SAC supported and participated in the Accounting & Finance Show Asia themed 'Digital Innovation in Accounting and Finance', organised by Terrapinn Holdings Ltd over 8th and 9th October 2019. SAC put up an exhibit on the Accountancy Industry Digital Plan which showcased programmes to help SMPs to adopt technology.

The Show drew more than 4,500 participants and was also supported by the Infocomm Media Development Authority (IMDA), Singapore Tourism Board (STB) and the Institute of Singapore Chartered Accountants (ISCA).

## SID AC Charter Pit-Stop Series

The Institute of Valuers and Appraisers, Singapore (IVAS) held a talk on 'Business Valuation: Key Points for the Audit Committee' as part of the Singapore Institute of Directors' (SID) AC Chapter Pit-Stop Series on 16 May 2019. Ms Srividya Gopalakrishnan (CVA Charter holder), Managing Director of Duff & Phelps and IVAS Council Member, spoke on how boards can responsibly discharge their fiduciary duties in the face of increasingly complex valuation issues. Over 30 independent directors and C-Suite executives attended the talk.



### Workshop for Family Justice Court

On 4 December 2019, IVAS held a workshop on how valuation issues can be dealt with in the Family Justice Court. It was conducted by a court-appointed expert who spoke on assessing valuation matters for the splitting of assets in divorce cases; and attended by Judicial Officers who are increasingly called upon to adjudicate on valuation matters.

### Ministerial Dialogue with Accountancy Sector on Impact of Global Developments on Singapore

SAC held a Ministerial Dialogue for the accountancy sector on 12 November 2019 to chart the future of accountancy together with the Singapore Government. Ms Indranee Rajah, Second Minister for Finance, together with Mr Liang Eng Hwa, Chairman of Government Parliamentary Committee for Finance, Trade and Industry, spoke with close to 100 senior accounting leaders on the impact of global developments on Singapore, their vision for Singapore's future, and how the Government can work with the sector to co-create solutions.



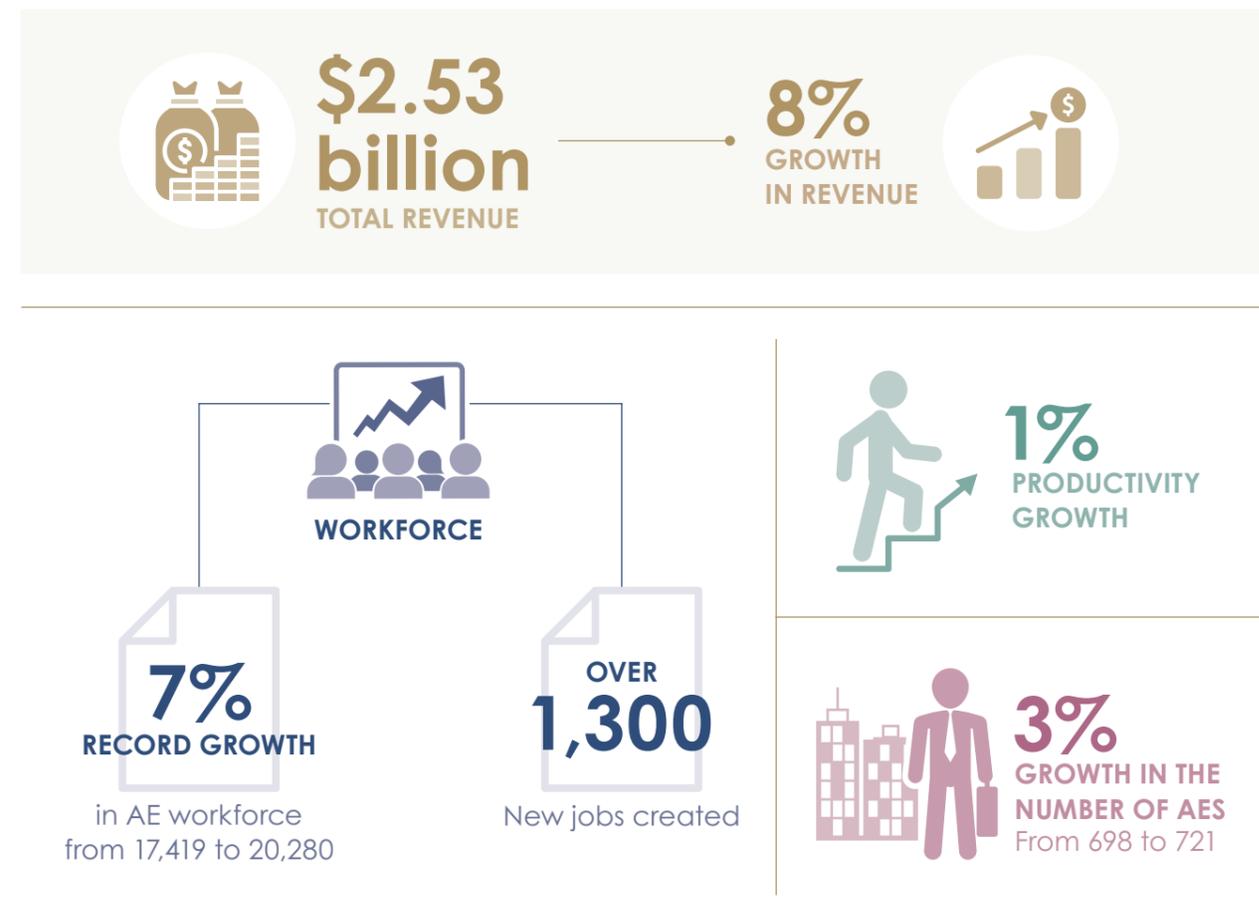
## RESEARCH

### AECensus2019

AECensus 2019, Singapore's national census on Accounting Entities (AEs), gathered insights on AEs' activities and growth in 2018. A total of 200 AEs, representing 89% of the sector's estimated total revenue, responded to the census.

AECensus 2019 revealed that the Singapore's accountancy sector grew 8% in 2018 to reach a total revenue of \$2.53 billion. The AE workforce also saw a record growth of 7%, the highest year-on-year growth since 2014. Over 1,300 new jobs were created to reach a total workforce size of 20,280. The census also revealed that there was increased diversification of services. In 2018, non-audit revenues grew 13%, more than three times higher than audit revenues at 4%. Headcount for business advisory services increased by 23%.

### AECENSUS 2019 ACCOUNTANCY ACTIVITY IN 2018



# OUR APPROACH TO SUSTAINABILITY

In fulfilling our mission to develop Singapore into an accountancy sector that enables the economy to grow, businesses to thrive and talent to flourish, we take Environmental, Social and Governance (ESG) factors into consideration. Our approach is to develop a vibrant accountancy industry by fostering environmentally sustainable and socially responsible business practices for the long run. Our ESG initiatives aim to benefit the industry, the community and employees.

## Steering Sustainable Industry Growth

- SAC's strategy of growth for the industry is to transform it digitally to keep pace with an increasingly digitalised business environment. With the adoption of technology, accounting entities will be able to provide more specialised and value-added services, enhancing the client experience and contributing to the development of their businesses. This fundamental shift in business operations will result in far-reaching changes. Firms that harness technology will reap the benefits of efficiency and productivity, and the significant reduction in the use of resources such as paper. Additionally, it will result in the change of the role of the accountant who will be less encumbered by manual processes. Increasingly, they will be sought for advice on business strategy.

## Being Environmentally Friendly

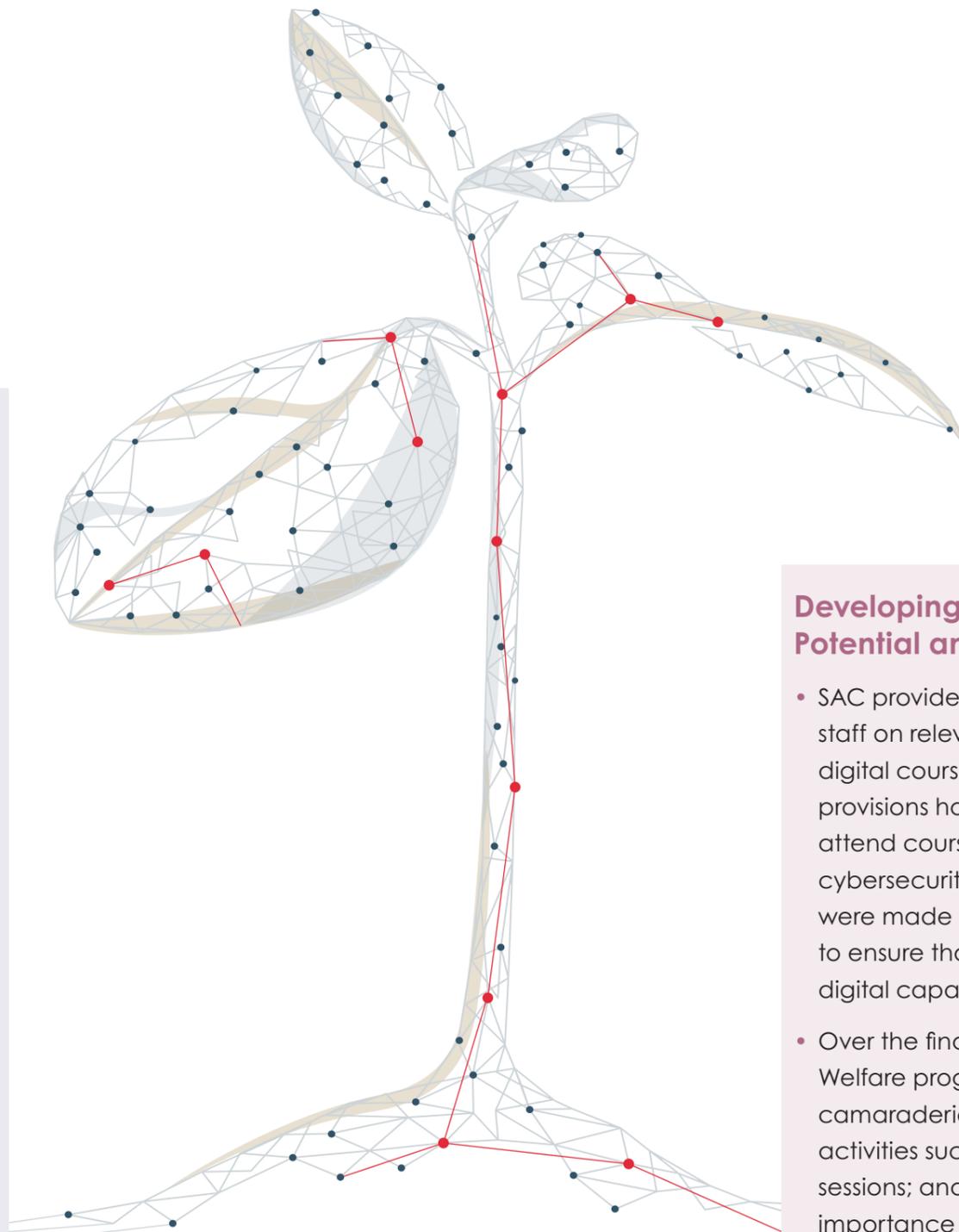
- SAC moved the Singapore Chartered Accountant Qualification examinations from the pen and paper mode to e-examinations. This was piloted in December 2017 with the examination for one module. Currently, the examinations for all the modules are conducted as e-examinations.
- All publications produced by SAC are e-copies. Publications produced in partnership with other organisations are mostly e-copies with a limited print of hardcopies.
- Work processes are progressively being digitalised. For example, paper agreements and contracts are being replaced by e-versions which are digitally signed.
- SAC is a small organisation of less than 30 in staff strength occupying 448 square-metres of office space. As such, the usage of electricity, water and paper is not significant. In FY 2019/20, there was a marginal increase in usage of electricity and paper of less than 1% but there was a significant rise in water usage of 38%. SAC has instituted new initiatives to reduce usage of these resources.

## Being Socially Responsible

- SAC staff volunteered at Food Bank Singapore, a charity registered in Singapore in 2012 to distribute donated food to needy families, thus reducing food wastage and enhancing the welfare of the less fortunate.

## Developing Employees' Potential and Welfare

- SAC provides a framework to guide staff on relevant innovation and digital courses to attend. Additionally, provisions have been made for staff to attend courses online on topics such as cybersecurity. Some of these courses were made compulsory to complete to ensure that staff are upskilled in their digital capabilities.
- Over the financial year, SAC's Employee Welfare programmes fostered camaraderie among staff through social activities such as bowling and movie sessions; and reminded staff of the importance of having healthy diets and exercise through a monthly distribution of a 'Healthier Choice' food item, and encouraging staff participation in events such as the ISCA Run. SAC also co-organised the International Accountants Day with CPA Australia and ISCA for accountants to gather for an evening of carnival activities.



# LOOKING AHEAD

SAC will continue to work closely with industry partners to enhance career development support for accountancy professionals, champion digital transformation for the sector, and provide key insights through research – all to shape Singapore's steady development into a leading global accountancy hub.

## Digitalisation

- The Accounting Technology & Innovation Centre, a joint initiative between SAC and the Singapore Institute of Technology, is working on developing technology solutions using artificial intelligence (AI) and data science technologies to improve resource management, digitalisation of accounting processes, and delivery of advisory services for large and medium sized accounting entities.
- SAC will work with the local Polytechnics to help the Small and Medium-sized Practices (SMPs) to adopt technology. In this programme, the local Polytechnics will provide SMPs with advice, one-to-one, on how digitalisation could improve their business processes and overcome some of their challenges.
- The application period for the Digital Transformation for Accountancy (DTACT) Programme will be extended and funding support will be increased to support more SMPs to digitalise.
- The third accountancy hackathon will be held to address new business challenges. It will be held as a virtual hackathon.
- The SMP Centre, managed by ISCA and supported by SAC, will provide more activities, such as a Tech Talk Series.

## Internationalisation

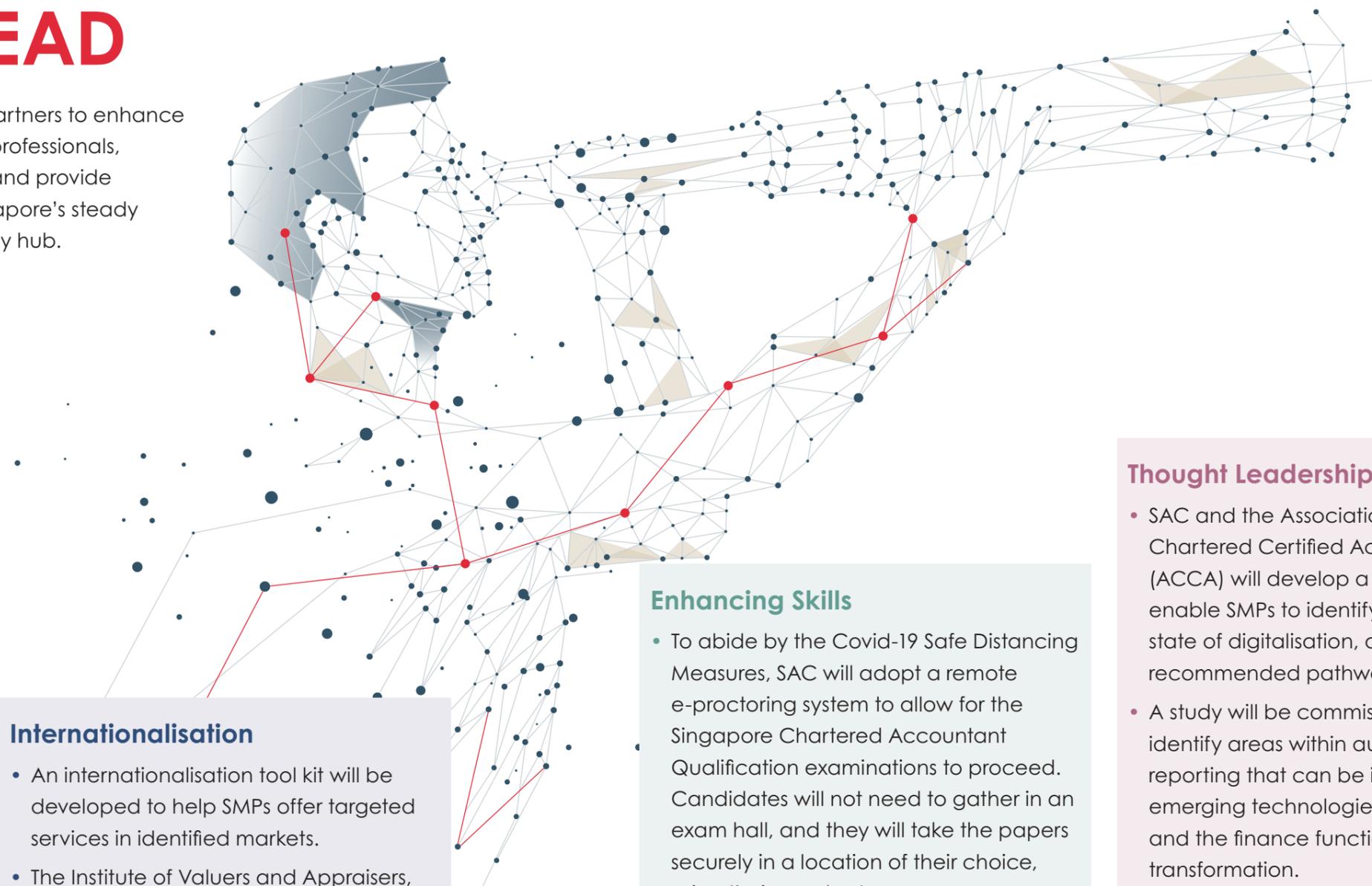
- An internationalisation tool kit will be developed to help SMPs offer targeted services in identified markets.
- The Institute of Valuers and Appraisers, Singapore (IVAS) will renew the Memorandum of Understanding (MOU) with the International Valuation Standards Council (IVSC) to develop Business Valuation in Singapore and promote the adoption of International Valuation Standards.
- IVAS will sign MOUs with the American Society of Appraisers, and the Canadian Institute of Chartered Business Valuators, to explore opportunities to develop curriculum, recognise professional qualification, and organise thought leadership activities.

## Enhancing Skills

- To abide by the Covid-19 Safe Distancing Measures, SAC will adopt a remote e-proctoring system to allow for the Singapore Chartered Accountant Qualification examinations to proceed. Candidates will not need to gather in an exam hall, and they will take the papers securely in a location of their choice, using their own laptops.
- SAC will work with Institute of Singapore Chartered Accountants (ISCA) and Workforce Singapore (WSG) to help accounting entities to adopt technology, and bookkeepers to cope with new processes through job redesign and upskilling.
- The Skills Framework for Accountancy will be updated to include new tracks.
- SAC will review accounting-related courses to support their eligibility to be paid using the SkillsFuture Credit provided to Singaporeans.

## Thought Leadership

- SAC and the Association of Chartered Certified Accountants (ACCA) will develop a guide to enable SMPs to identify their current state of digitalisation, and provide recommended pathways for growth.
- A study will be commissioned to identify areas within audit and financial reporting that can be improved using emerging technologies to help SMPs and the finance functions in their digital transformation.
- SAC, ACCA and Shanghai National Accounting Institute will work on the second version of the Market Demand Study to identify professional services that will be in demand in Singapore, ASEAN and China.
- SAC will work with the Singapore Economic Development Board, Workforce Singapore and SkillsFuture Singapore on manpower studies on the impact of emerging sectoral trends on the accounting workforce to guide the sector's upskilling and reskilling efforts.



# CALENDAR OF EVENTS

## APRIL 2019

24 April

Launch of the Professional Conversion Programme (PCP) for Management Accountants in collaboration with CIMA and WSG, which was announced at the CIMA Centenary Gala Dinner



## JULY 2019

New Singapore Chartered Accountancy Qualification workbook for the Integrative Business Solutions (IB) module launched



## AUGUST 2019

22 August

Launch of the Accountancy Industry Digital Plan (IDP) to help SMPs adopt technology.



## MAY 2019

15 May

The Accounting and Corporate Regulatory Authority (ACRA) and SAC renewed the MoU for the Institute of Valuers and Appraisers, Singapore (IVAS) to provide business valuation advice

16 May

SID Audit Committee Chapter Pit-Stop on 'Business Valuation: Key Points for the Audit Committee'



## SEPTEMBER 2019

1 September

Opening of the Accounting Technology & Innovation Centre (AccTech Centre)

3 September

Graduation ceremony of the 3rd and 4th cohorts of the Chartered Valuers and Appraisers (CVA) programme

16 September

International Accountants Day co-organised by CPA Australia, ISCA and SAC.



# October 2019

## 4-5 October

The Accounting Innovation Challenge 2019 co-organised by SAC and ISCA



## 7-9 October

IVSC AGM held in Singapore for the first time, hosted by IVAS.



## 8-9 October

SAC's participation in Accounting & Finance Show Asia



## 10-11 October

IVAS-IVSC Business Valuation Conference 2019



## 14 October

Addendum to Singapore Exchange Regulation (SGX RegCo)-SAC MoU signed on the provision of case information to IVAS

## 16 October

Opening of the SGX Securities Market by the Accountancy Sector, organised by SAC.



Launch of the Accountancy Future Leaders Programme



# November 2019

## 12 November

Ministerial Dialogue with Accountancy Sector on Impact of Global Developments on Singapore



# December 2019

## 4 December

Workshop: Treatment of valuation issues in the Family Justice Court, organised by IVAS.

# SPECIAL THANKS TO OUR PARTNERS

Special thanks to our partners for developing Singapore's accountancy sector over the year.

## Accounting Entities and Accredited Training Organisations

All 721 Accounting Entities, and 378 Accredited Training Organisations (ATOs)<sup>1</sup>

### Government Agencies

Accountant-General's Department (AGD)	Ministry of Culture, Community & Youth (MCCY)
Accounting and Corporate Regulatory Authority (ACRA)	Ministry of Finance (MOF)
Agency for Science, Technology and Research (A*STAR)	Ministry of Law (MinLaw)
Economic Development Board (EDB)	Ministry of Manpower (MOM)
Enterprise Singapore (ESG)	Ministry of Trade & Industry (MTI)
Government Technology Agency (GovTech)	National Research Foundation Singapore (NRFS)
Infocomm Media Development Authority (IMDA)	Professional Services Programme Office (PSPPO)
Inland Revenue Authority of Singapore (IRAS)	Prime Minister's Office Singapore (PMO)
Intellectual Property Office of Singapore (IPOS)	SkillsFuture Singapore (SSG)
	Workforce Singapore (WSG)

### Institutes of Higher Learning

National University of Singapore (NUS)	Nanyang Polytechnic (NYP)
Nanyang Technological University (NTU)	Ngee Ann Polytechnic (NP)
Singapore Management University (SMU)	Republic Polytechnic (RP)
Singapore University of Social Sciences (SUSS)	Singapore Polytechnic (SP)
Singapore Institute of Technology (SIT)	Temasek Polytechnic (TP)
SIM Global Education	Institute of Technical Education (ITE)

<sup>1</sup> ATOs are organisations comprising accounting firms and business corporates accredited by SAC to provide Singapore Chartered Accountant (CA) Qualification candidates the required practical training.

## Professional Bodies, Trade Associations and other Organisations

Institute of Singapore Chartered Accountants (ISCA)	Institute of Internal Auditors Singapore (IIA Singapore)
Action Community for Entrepreneurship (ACE)	Institute of Management Accountants (IMA)
Association of Chartered Certified Accountants (ACCA)	International Valuation Standards Council (IVSC)
Association of Corporate Treasurers (Singapore) (ACTS)	Microsoft Singapore
Chartered Accountants Australia and New Zealand (CA ANZ)	National Trades Union Congress (NTUC)
Chartered Accountants Ireland (CAI)	NTUC LearningHub
Chartered Institute of Management Accountants (CIMA)	Pan-Asia Risk and Insurance Management Association (PARIMA)
CPA Australia	RIMS Regional Advisory Group, Southeast Asia
Dropbox Singapore Pte Ltd	Securities Investors Association Singapore (SIAS)
Employment and Employability Institute (e2i)	Singapore Chartered Tax Professionals
Institute of Chartered Accountants in England and Wales (ICAEW)	Singapore Institute of Directors (SID)
Institute of Chartered Accountants of Scotland (ICAS)	Singapore Academy of Law (SAL)
	Singapore Exchange (SGX)
	Taiger Singapore Pte Ltd
	The Law Society of Singapore
	U Associate

## ADVISORY COMMITTEES

### Singapore Chartered Accountant Qualification - Professional Education Council

Mr Ong Pang Thye (Chairman)	Mr Ow Fook Chuen
Ms Dilys Boey	Professor Sum Yee Loong
Ms Koh Kah Sek	Mr Kelvin Tan Wee Peng
Mr Mohammad Shariq Sayeed Barmaky	Mr Evan Law

### Singapore Chartered Accountant Qualification - Learning and Assessment Committee (Foundation Programme)

Mr Sarjit Singh (Chairman)
Professor Ho Yew Kee
Mr Balasubramaniam Janamanchi
Associate Professor Koh Wei Chern
Mr Lee Boon Teck
Ms Anna Low Seok Joo
Associate Professor Seow Poh Sun
Mr Evan Law

### Singapore Chartered Accountant Qualification - Learning and Assessment Committee (Professional Programme)

Professor Pang Yang Hoong (Chairman)
Ms Charlene Chai
Mr Daniel Ho
Professor Ho Yew Kee
Associate Professor Edmund Keung
Ms Fann Kor
Associate Professor Andrew Lee
Mr Maurice Loh
Associate Professor Low Kin Yew
Mr Tan Seng Choon
Mr Roger Tay Puay Cheng
Mr Evan Law

### Institute of Valuers and Appraisers, Singapore (IVAS) Council

Mr Harsha Basnayake (Chairman)	Mr Vishal Sharma
Mr Sajjad Akhtar	Mr Tay Woon Teck
Ms Srividya Gopalakrishnan	Mr Eric Teo
Mr Kon Yin Tong	Mr Andre Toh
Mr Lie Kok Keong	Dr Stanley Lai, SC (Retired on 10 June 2020)
Associate Professor Low Buen Sin	Ms Carmen Lee (Retired on 10 June 2020)
Mr Andrew Ooi	

### IVAS Learning and Assessment Committee

Mr Vishal Sharman (Chairman)
Dr Andrew Lee
Mr Tay Woon Teck

### IVAS Advocacy and Engagement Committee

Ms Srividya Gopalakrishnan (Chairman)
Mr Jamesy Laya
Mr Nish Shetty
Mr Eric Teo
Ms Yak Chauwei

### IVAS Certification and Disciplinary Committee

Mr Tay Woon Teck (Chairman)
Ms Carmen Lee
Mr Mah Kah Loon

### IVAS Standards and Technical Committee

Mr Lie Kok Keong (Chairman)
Mr Andre Toh (Deputy Chairman)
Mr Terence Ang
Mr Chay Yiowmin
Ms Josephine Hong
Mr Loh Yee Chuan
Mr Mun Siong Yoong
Mr Andrew Ooi

### IVAS Continuing Professional Development Committee

Mr Sajjad Akhtar (Chairman)
Ms Srividya Gopalakrishnan
Mr Jamesy Laya
Mr Leonard Woo

# OUR APPROACH TO INTEGRATED REPORTING

The focus of this year's Integrated Report is the development of Singapore into a leading global accountancy hub.

In August 2019, the Accountancy Industry Digital Plan (IDP) was launched to digitally transform the accountancy sector. The plan will help Small and Medium-sized Practices (SMPs), which make up 98% of the accountancy industry, adopt technology for greater productivity. The IDP focuses on three strategies: enhancing digital skills and knowledge; promoting the adoption of technology; and developing accounting technology and innovations.

The Accountancy IDP was developed to support the goals of the Accountancy Roadmap which was launched in June 2018 to develop Singapore into a leading global accountancy hub through four focus areas: developing and enhancing skills; boosting productivity; fostering innovation; and promoting internationalisation. The Accountancy Roadmap is aligned with the Industry Transformation Map (ITM) for Professional Services which aims to develop Singapore into a globally-leading Professional Services industry. Accountancy is one of these Professional Services, together with Advertising, Architecture and Engineering Services, Consulting and Legal services.

The report illustrates the impact of the initiatives launched to create value for the sector with the use of infographics and interviews with stakeholders.

SAC's first Integrated Report was published in FY 2014/15.

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# FINANCIAL HIGHLIGHTS

## Statement of Comprehensive Income

	FY19/20 (S\$)	FY18/19 (S\$)
Income	4,150,916	2,853,500
Expenditure	8,082,908	7,547,114
Deficit	3,931,992	4,693,614
Funding from Government	4,484,303	4,922,382
Net Surplus	<b>552,311</b>	<b>228,768</b>

## Statement of Financial Position

	FY19/20 (S\$)	FY18/19 (S\$)
Current Assets	6,384,302	4,214,827
Non-Current Assets	335,878	161,592
Total Assets	<b>6,720,180</b>	<b>4,376,419</b>
Current Liabilities	3,418,413	1,557,052
Non-Current Liabilities	35,000	104,911
Reserves	3,266,767	2,714,456
Equity and Liabilities	<b>6,720,180</b>	<b>4,376,419</b>

## Operating Income

SAC's total income in FY19/20 was \$4,150,916 (\$2,853,500 in FY18/19).

The principal sources of income are Singapore Chartered Accountant Qualification and industry development fees, contributing to 95% of the total income in FY19/20 (93% in FY18/19).

## Expenditure

	FY19/20 (S\$)	FY18/19 (S\$)
Employee compensation	3,583,552	3,436,473
Singapore CA Qualification Administration Service Fee	979,709	1,479,234
Publication expenses	284,204	183,941
Professional fees	618,811	673,279
Rental expense	9,103	360,972
IT Related Expense	734,582	598,340
Depreciation Expense	416,068	79,653
Events and publicity expense	452,065	243,958
Finance expenses	22,605	-
Other Operating Expense	869,085	444,408
Contribution to Consolidated Fund	113,124	46,856
	<b>8,082,908</b>	<b>7,547,114</b>

SAC incurred a total expenditure of \$8,082,908 in FY19/20 (\$7,547,114 in FY18/19).

These are mainly attributed to the Singapore CA Qualification Administration, publication, events related and staff costs, contributing to 67% of the total expenditure in FY19/20 (71% in FY18/19).



**Singapore Accountancy Commission**

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