

2025 INTEGRATED REPORT



Serving with Heart

Advancing Lives through Care, Connection and Purpose



It takes more than one heart to save a life.

At SANBS we recognise that saving a life requires collective effort, uniting every donor, colleague, and individual impacted by our mission. The year 2025 signifies a pivotal moment for us, centred on deeper human connections and a commitment to putting people first through enhanced care experiences. We are transitioning from a product-focused mindset to a customer-centric approach, viewing our donors as essential partners in our national mission and empowering employees to lead with empathy and professionalism.

Recent initiatives, including digital transformation and thoughtful donor appreciation, are building a responsive and connected organisation that fosters trust and encourages lifelong participation. Our focus on developing a diverse and capable workforce ensures we are prepared for future challenges. We believe every unit of blood represents an act of hope, guiding our interactions and decisions.

Looking forward to 2030, our strategy continues to prioritise the relationships that define our mission in a constantly changing world.



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OUR CAPITALS

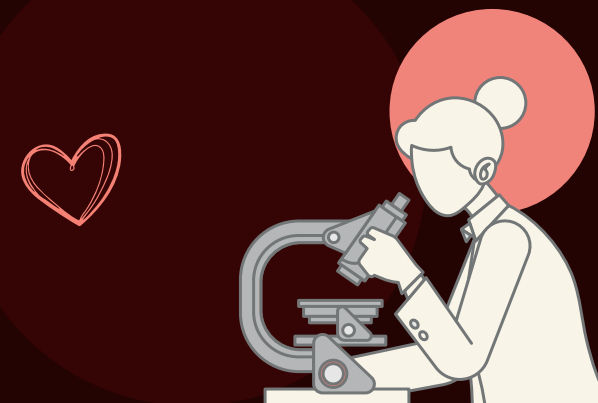
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INTRODUCTION



WHY WE EXIST OUR PURPOSE, VISION, MISSION, VALUES AND MANDATE

We are transitioning from a product-focused mindset to one that is customer-centric, supported by a strong foundation that is vital for long-term success and equips SANBS to navigate the future. By embracing this approach, we reaffirm our commitment to excellence and sustainability, ensuring that our purpose-driven company continues to save lives and make a lasting impact on the communities we serve - an effort made even more powerful as we 'Serve with Heart'.



PURPOSE

Trusted to save lives.



VISION

To be the cornerstone of healthcare services in South Africa, through the gift of life.



MISSION

To reliably provide trusted blood products and services to all patients at a level of cost, efficiency, and quality that meets the needs of our stakeholders while innovating to improve patient outcomes.



OUR MANDATE

SANBS is a non-profit company, registered in terms of the Companies Act, 71 of 2008, and governed by, among others, the Non-Profit Organisations Act, 71 of 1997 and the National Health Act, 61 of 2003. The legal mandate of SANBS is to provide blood transfusion and related services.

OUR CORE VALUES

The **THREAD** that unites us...



Transparency

We share information in a honest transparent manner



Honesty

We do the right things always. We do what we say we will do



Respect

We treat everyone fairly and with respect regardless of gender, race, sexual orientation or social status



Excellence

We have committed to be best, and we deliver the best blood transfusion services and products



Accountability

We take ownership of our work and promptly correct mistakes to the greatest extent possible



Diversity

We embrace diversity at our workplace which is richly diverse and multi-cultural





INTEGRATED REPORT THEME

It takes more than one heart to save a life. At SANBS, we 'Serve with Heart', together with every donor, every colleague, and every life touched by our mission.

At SANBS, we 'Serve with Heart', together with every donor, every colleague, every healthcare professional, partner, and supplier who plays a role in sustaining the lifeline of our nation. Every act of service, every collaboration, every shared commitment brings us closer to saving more lives.

The year 2025 marks a pivotal moment in SANBS' journey. It is being shaped by deeper human connection, enhanced care experiences, and a renewed commitment to placing people at the centre of everything we do. At the heart of this transformation lies a clear and deliberate focus on empathy, purpose and excellent service that is genuinely people-first.

Across the company, from donor clinics to laboratories, from logistics teams to leadership, we are shifting from a product-focused mindset to one that is truly customer-centric. This change goes beyond strategy; it reflects the essence of who we are. It means recognising our donors not just as contributors, but as essential partners in a national mission. It means equipping our employees to lead with empathy and professional excellence. And it means delivering not only with technical precision, but with care and compassion.

Over the past year, we laid the foundations for a future-ready SANBS. From advancing our digital transformation, to reimagining how we engage with the people we serve, we are building a company that is responsive, connected and focused on creating value through every interaction.

Meaningful progress is being made in recognising donor contributions through thoughtful tokens of appreciation that acknowledge and thank our donors, reinforcing SANBS' culture of gratitude and care.

These early efforts are part of a broader shift in how we build trust, retain donors, and encourage lifelong participation. Supported by data insights and improved experience design, we are reframing what it means to engage with SANBS, and to feel valued in that journey.

We are also proud of the strides made in shaping a fit-for-purpose workforce, one that is diverse, capable and aligned to our strategic direction. Investing in people remains a central pillar of our transformation, ensuring that we are not only equipped to meet today's challenges, but ready to lead through the next decade.

We believe every unit of blood is more than a donation. It is an act of hope. That belief guides every decision we make and every interaction we have, with donors, patients, communities and each other.

Looking ahead to 2030, our strategy continues to place people at the centre, those who give, those who serve, and those whose lives are touched by our work. In a world of constant change, the one thing that remains steadfast is the heart with which we serve.



WHAT OUR REPORT IS ALL ABOUT

This integrated report tells the story of how we create value. It aims to provide a clear and balanced view of how value is created, preserved, or diminished through our strategy, performance, risks, opportunities, trade-offs, and future outlook related to important financial, economic, social, and governance issues. We want to give all of our stakeholders including employees, regulators, and society at large, a concise and transparent assessment of our governance, strategy, and performance for the period 1 April 2024 to 31 March 2025.

This report focuses on how we generate value in the short, medium, and long term, demonstrating the impact of our actions across the six capitals and providing stakeholders with a comprehensive view of our operations and outcomes. We follow the Integrated Reporting Framework of the International Financial Reporting Standards Foundation.

As a non-profit company, our mandate is to provide blood products and related services. To do this sustainably, we must use our resources wisely to achieve meaningful results. The creation, preservation, and erosion of value depend on how effectively we manage our resources as part of our strategy.

Our value creation process is deeply embedded in our purpose and is reflected in our business model. It guides the way we think and make decisions every day.



INPUTS

Capital available to us



OUTPUTS

How we use the capital to create value



OUTCOMES

Our impact and the value we delivered

Through this holistic approach, we aim to provide our stakeholders with a clear understanding of how we operate, the challenges we face, and the steps we take to ensure that our mission remains sustainable and impactful.

OUR APPROACH TO VALUE CREATION, PRESERVATION AND EROSION



VALUE CREATION

We create value by delivering cost-efficient, high-quality blood products and services that meet stakeholder needs, while innovating new treatments to improve healthcare and patient outcomes.



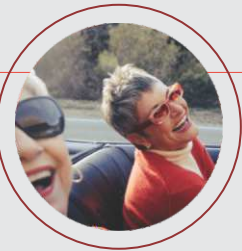
VALUE PRESERVATION

Our Board and management safeguard value by prioritising the interests of our stakeholders and focusing on long-term growth. They make responsible decisions that consider how our operations affect the environment and communities, ensuring stability for the future.



VALUE EROSION

Our Board and management protect stakeholder value by ensuring resources are effectively managed within our business model and strategy, safeguarding against loss or erosion. They carefully consider how we use and impact these resources and the potential trade-offs that come with our strategic choices.



OUR CAPITALS AND NAVIGATING THIS REPORT



In our integrated report, you can use the different icons to help you understand how our capitals, stakeholders, strategic objectives, important themes, risks, and more are connected.

OUR RELEVANCE AS A NON-PROFIT COMPANY

Sustaining value through the capitals

As a non-profit company focused on providing blood products and services, our relevance today and in the future depends on how we manage different types of resources (also known as capitals): financial, social and relationship, human, natural, manufactured, and intellectual. Each type is crucial in helping us serve our community effectively.

The demand for safe blood products and reliable related services is higher than ever, and our commitment to quality and innovation makes us an important player in healthcare.

Financial capital allows us to invest in advanced technology to ensure blood safety. Social and relationship capital helps us build partnerships with community organisations, hospitals, and universities, extending our reach. Human capital represents our dedicated employees, while natural capital shows our commitment to environmental sustainability. Manufactured capital relates to our facilities, and intellectual capital reflects our focus on research and development in transfusion medicine.

These capitals are essential to our work. By using them wisely, we can make a positive impact on patient outcomes and communities. Our ability to sustain ourselves and provide long-term value depends on how effectively we manage these resources, ensuring we meet today's needs while preparing for a healthier and sustainable future.

As we move forward, we will keep emphasising this connection, knowing that our relevance depends on our ability to innovate, adapt, and consistently deliver high-quality services now and in the future.



OUR CAPITALS



SOCIAL AND RELATIONSHIP

Stakeholder relationships, including the communities in which we operate, because we recognise the critical role that blood banks play in sustaining a healthy society and functioning health system



NATURAL

Our impact on the planet through our operations and business activities



HUMAN

Our culture and our people, their development and collective knowledge, skills and expertise, plus the delivery of innovative and life-saving products and services to save people's lives



INTELLECTUAL

Our brand value, research and development, capacity to innovate, reputation and strategic partnerships



MANUFACTURED

The way we are organised and the things that we do, including our infrastructure, our products, and the IT that lets us operate and create value



FINANCIAL

Our pool of funds that is used to support our business and operational activities, including research and development



STAKEHOLDERS

We focus on building and strengthening relationships of trust with our diverse stakeholders. Their needs and feedback shape SANBS' strategies and decisions, helping us stay relevant and effective. Strong connections enable us to make a positive impact on people's lives and inspire a wider range of donors.



Blood Collections

- ♥ Blood donors
- ♥ Branch and Zone Donor Committees
- ♥ Strategic partners for blood collection (controllers)



Governance

- ♥ National Council
- ♥ The Board
- ♥ Executive
- ♥ National Department of Health (NDoH)



Workforce

- ♥ Employees
- ♥ Unions



Prescribers of Blood



Strategic Suppliers



Strategic Funders

- ♥ Medical Aids
- ♥ Public hospitals
- ♥ Provincial Departments of Health (DoH)
- ♥ National Bioproducts Institute (NBI)



All Media



Regulators

- ♥ HPCSA
- ♥ SAHPRA



External Auditors

- ♥ SANAS
- ♥ PwC



WCBS



Patients



Investment Partners

- ♥ Bankers



Collaborators

- ♥ Universities/Academic Institutions
- ♥ ISBT, AfSBT, WHO, AABB
- ♥ Private hospitals
- ♥ Healthcare workers

OUR STRATEGIC OBJECTIVES

FY2024 -2025



INNOVATION



HUMAN CENTRED COLLECTIONS



EXCELLENCE IN PROCESSES



ADMINISTRATIVE RIGOUR



LOGISTICS BENCHMARK



TESTING & QUALITY



HEARTS & MINDS



OUR STRATEGIC PILLARS

'SERVING WITH HEART' – STRATEGY 2025 - 2030



Donor Recruitment and Retention



Stakeholder Engagement and Partnership



Supply Chain (Logistics, Stores, Inventory)



Connecting Patients and Products



Sustainable Business Model - Financial Sustainability



Fit-for-Purpose Workplace and Workforce



STRATEGIC RISKS



Inadequate donor recruitment and retention strategies lead to periodic shortages of group O RBC and Apheresis Platelets



Suboptimal stakeholder management leads to loss of stakeholder confidence



Inability to remain financially sustainable



Inability to attract and retain a fit-for-purpose workforce to meet our internal customers' needs



Inadequate data and information life-cycle management



Possible cybercrime attack



National and International political/ socioeconomic instability leading to disruption in business operations



Impact of weak internal controls on compliance and financial assurance leading to adverse audit outcomes



Non-compliance with regulatory requirements



Inadequate internal/ external infrastructure leading to disruption in business operations



Possible failure of information technology systems

OTHER ICONS



King IV™



Assured non-financial information



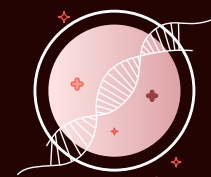
Web



Video



Read more



MATERIALITY AND MATERIAL MATTERS

At the core of our integrated report is the principle of materiality, which helps us decide what important information to include. We use a clear process to identify issues that could significantly affect our ability to achieve our goals and create lasting value for our stakeholders in the short, medium, and long term.



IDENTIFICATION

We identify important issues through ongoing collaboration.



PRIORITISATION

We prioritise these issues through regular engagement.



MONITORING

We monitor progress through established governance structures.

MATERIALITY THEMES

Our materiality themes identified for this reporting period are as follows:



Access to highly specialised/
portable/scarc skills



Donor-base sustainability



Future changing world -
innovation and automation



Financial and
organisational sustainability



Environmental
sustainability



Economic, social and
political environment

In preparing this report, we consider important events up to the approval date to ensure our stakeholders understand our current situation. To fully grasp our financial performance, we encourage readers to look at this information alongside our complete annual financial statements (AFS).

This approach aims to provide transparency and insight into how we handle challenges and seize opportunities, reinforcing our commitment to delivering value and making an impact on those we serve.



Read more on this [LINK \(AFS\)](#)

Reporting frameworks, process and combined assurance

When creating our report, we follow several key principles to ensure clarity, compliance, and accountability. Our report is guided by the international Integrated Reporting Framework, which highlights the importance of a complete view of our operations and long-term sustainability.

We also align our reporting with legal and regulatory requirements, such as the Companies Act of 2008, which outlines corporate governance in South Africa. Additionally, the King IV Report on Corporate Governance™ (2016) plays an important role in shaping our governance practices, helping us maintain high standards of transparency and ethical behaviour.

Internal controls and assurance

At SANBS, we ensure reliable reporting through a combined assurance model that focuses on key strategic risks and important issues. Our accountability framework uses a line of defence model, where different assurance providers collaborate for coordinated oversight. This teamwork enhances the reliability of information disclosed in our integrated report.

To maintain transparency, our Internal Audit team independently assesses non-financial metrics, while our external auditors evaluate the accuracy of our Annual Financial Statements. This external audit builds confidence in the accuracy of our financial reporting. Together, these efforts promote a culture of accountability and trust as we work to effectively serve our stakeholders.

Process to produce our integrated report

The creation of our integrated report is a collaborative effort led by our Board and the Executive Committee, with active contributions from their teams. To ensure a thorough and insightful report, the Executive Committee meets regularly to discuss, review, and provide input throughout the preparation process.

For our 2025 integrated report, we have used various internal management reports, including our dashboard balanced scorecard and minutes from Board and Executive Committee meetings and workshops. This comprehensive information helps us provide a clear overview of our performance and strategy.

Once the initial drafts are prepared, they undergo careful review and approval by the Executive Committee. The report is then presented to the Audit Committee for further oversight before receiving final approval from the Board. This rigorous process ensures that our integrated report is accurate, transparent, and demonstrates our commitment to accountability and excellence in serving our stakeholders.

Integrated thinking

Integrated thinking is central to our approach, helping us recognise that we are part of a larger system. This mindset encourages us to consider the broader impact of our decisions rather than focusing solely on short-term financial gains.

With integrated thinking, we ensure that our business remains resilient and adaptable to challenges while consistently delivering value to everyone. This comprehensive approach helps us align our goals with the community's needs, ultimately enhancing our impact and contributing to a sustainable future for all those we serve.

Forward-looking statements

In this report, we share our journey and insights, including some forward-looking statements about SANBS' financial position, operations, and future plans. These statements reflect our goals and expectations based on what we know now, but they also come with risks and uncertainties.

Many factors may influence these projections, and they depend on future events that can be unpredictable. While we are committed to achieving our goals and overcoming challenges, it's important to note that the future may unfold in unexpected ways.

We provide this information to keep our stakeholders updated on where we hope to go and how we plan to get there, while recognising the changing nature of our environment. Our commitment remains strong as we adapt to whatever the future may bring in delivering safe and reliable blood services for everyone.

Outlook

The outlook information includes the challenges, opportunities, and disruptive factors we have identified that could impact our ability to achieve our strategic objectives. It also outlines our responses to these challenges and highlights potential opportunities.



You can find this outlook information throughout the report and on page 122.

Board responsibility and approval

The Board of Directors, with support from the Audit Committee, is responsible for ensuring that the integrated report is accurate. They rely on information provided and verified by the Chief Executive Officer (CEO) and his Executive team. SNG Grant Thornton conducts SANBS' internal audits and also verifies certain important Key Performance Indicators (KPIs). No external review has been undertaken for this report except for the auditing of the Annual Financial Statements (AFS), by PricewaterhouseCoopers (PwC), which validates the financial figures included in the report.

We have taken reasonable steps to ensure that the processes in place maintain the integrity and trustworthiness of the integrated report. Specifically:



SYSTEMS, PROCEDURES AND CONTROLS

We have systems and procedures that ensure a variety of input and checks are in place, including internal controls and credible sources of information. These systems are considered effective for ensuring the information presented is complete and accurate.



ALLOCATION OF RESPONSIBILITY

Responsibilities are clearly assigned to ensure that the information reported is provided by subject matter experts and responsible executives. The Audit Committee oversees this process.



OVERSIGHT AND INVOLVEMENT

The Board, as the governing body, has been actively involved and has provided sufficient oversight throughout the preparation process, including approving the process, determining material matters, setting the report boundaries, and reviewing and approving the final content.



The Board, along with its committees, is ultimately responsible for ensuring the integrity of our integrated report and confirms that they have collectively contributed to its preparation and presentation. After a thorough review, the Board is satisfied that the content is accurate, complete, and fairly represents SANBS' important matters, in line with the international Integrated Reporting Framework. The Board approved the 2025 annual Integrated Report on 20 November 2025, taking into account any important events up to that date.

Signed on behalf of the South African National Blood Service Board

CHAIRPERSON, BOARD OF DIRECTORS



WHO WE ARE

At the heart of our mandate is a commitment to customer centricity, ensuring that we provide patients with sufficient, safe, and quality blood products and medical services related to blood transfusion in an equitable and cost-effective manner, all while 'Serving with Heart'. By prioritising the needs and experiences of those we serve, we uphold our dedication to compassionate care and aim to create meaningful connections with patients and the communities we support.

AT SANBS, WE ARE UNITED BY A SINGLE PURPOSE: SAVING LIVES

As a non-profit company, we are responsible for providing our patients with safe, sufficient, and high-quality blood products and transfusion-related medical services, delivered equitably, affordably, and with heart.

Our role extends far beyond collecting blood. We manage the entire blood value chain, from donor recruitment and blood collection, through rigorous testing and processing, to final cross matching at blood banks and delivery at hospitals. Every unit of blood is screened for infectious diseases, blood type, and checked for compatibility to ensure the safest possible transfusions.



DONATION

We recruit volunteer blood donors



TESTING

Blood is tested for infectious diseases



PROCESSING

Blood is prepared for patient use



SCREENING

Compatibility is checked



DISTRIBUTION

Blood is delivered to hospitals



Behind every life saved is a promise we keep: to deliver quality, safety, and care in every drop.

OUR PERFORMANCE IN 2024/25



one of two blood services in SA



2,738
staff in total



600,000
registered donors

19,886

average donations per week



30,043
plasma units

1,154,639
blood products issued



SANBS
VALUE CHAIN

70
donor centres



23,281
platelet units prepared

302,376
donations from fixed sites



678,378
donations from mobile sites



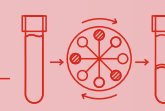
84 blood banks



7 processing sites



2 testing laboratories



980,754

whole blood units donated



Innovative blood collection

SANBS continued to lead with innovation in blood collection, driving large-scale, high-impact campaigns to expand the donor base and raise public awareness.



RED SATURDAY A NATIONAL CALL TO ACTION

In a joint effort with the Western Cape Blood Service, SANBS launched Red Saturday, a nationwide campaign aimed at addressing critical blood shortages ahead of the festive season.

Branded around the high-traffic Black Friday weekend, Red Saturday set an ambitious target of collecting 5,000 units of blood in a single day. With support from media partners and local radio stations, the campaign mobilised communities across the country, with over 80 malls participating in the event.

Red Saturday extended public awareness and accessibility, especially in regions where SANBS had previously limited exposure. The collaborative effort not only strengthened national unity in the call to donate but also helped attract first-time donors, reinforcing our commitment to saving lives through community-driven action.



A total of 6,870 units were collected, marking a powerful response from the public and exceeding expectations in several regions.

DONORS: THE LIFEBLOOD OF SANBS



At SANBS, we know that the life-saving work we do would not be possible without the generosity and dedication of our donors. Every unit of blood collected holds the potential to save up to three lives, and behind every life saved is a selfless donor who made it possible.

Our commitment to a safe and sufficient blood supply starts with the people who give so willingly. That is why we invest deeply in donor recruitment, wellness, education, and ongoing donor care, because healthy, informed donors are the foundation of a sustainable blood system.

CARING FOR OUR DONORS

Donor care is central to our mission. Recognising the health of our donors as a key priority, SANBS has implemented a comprehensive Donor Wellness Programme to support and promote overall well-being. The programme addresses critical health aspects, including iron deficiency management, ensuring that donors are not only giving the gift of life, but doing so safely and sustainably.

[▶ Learn more about our donor wellness programme](#)

We also focus on convenience and accessibility, expanding our reach through 70 fixed donor centres and over 678,000 collections from mobile donor sites, making it easier than ever to donate. Thanks to these efforts, our active donor panel grew to more than 600,000 registered donors, with 18% of donations coming from first-time donors, a clear sign of growing national commitment.

RECOGNISING LIFESAVING COMMITMENT

To express our deep appreciation, SANBS honours donors who reach extraordinary milestones. During the year under review, we hosted 65 donor for Life Award functions across 32 branches, recognising 12,617 milestone donors for their selfless service. These events not only celebrate their contributions but also inspire others to follow in their footsteps.

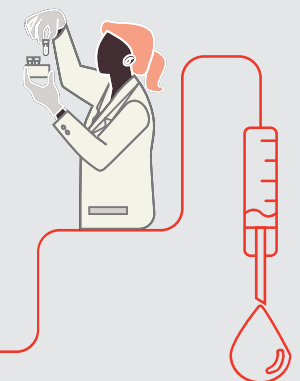
SANBS also shows gratitude through tokens of appreciation, such as small gifts, certificates, and commemorative items, heartfelt gestures that reflect the deep value we place on our donor community.

The generosity of our donors is a powerful reminder that consistent, committed blood donation changes lives, not just once, but over and over again.



WE REACHED 14 DAYS OF GROUP O BLOOD STOCK LEVEL TO MEET DEMAND

Through the generosity of our donors, SANBS achieved a blood stock level of 14 days, a milestone we have not reached in years. This remarkable achievement reflects the power of collective action and community support. But it is not a finish line. We must remain vigilant, continue raising awareness, and grow the sustainability of our donor base to ensure every patient in need has access to life-saving blood, every day.



DONATION PROCESS



WHY SHOULD I DONATE?

Donating a unit of this "precious gift of life" saves the lives of those in dire need of blood.

It is essential to develop a habit of donating blood so that SANBS can collect enough to ensure quality blood is always available in emergencies.

YOUR BLOOD SAVES LIVES!

Thousands of patients could die daily without sufficient quality blood in stock.

When you donate blood, you give patients a gift that money cannot buy and science cannot create. A single unit of blood can save up to three lives, as it is separated into red blood cells, plasma, and platelets.



See full donation process



Donating safe blood means you are committed to participating in a vital community service to improve the quality of life, for patients in need of blood transfusions.



Remember don't wait, please donate!

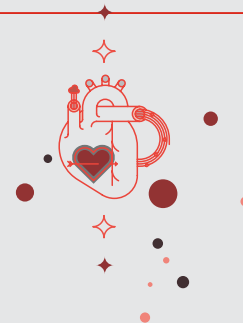
Meet our donors



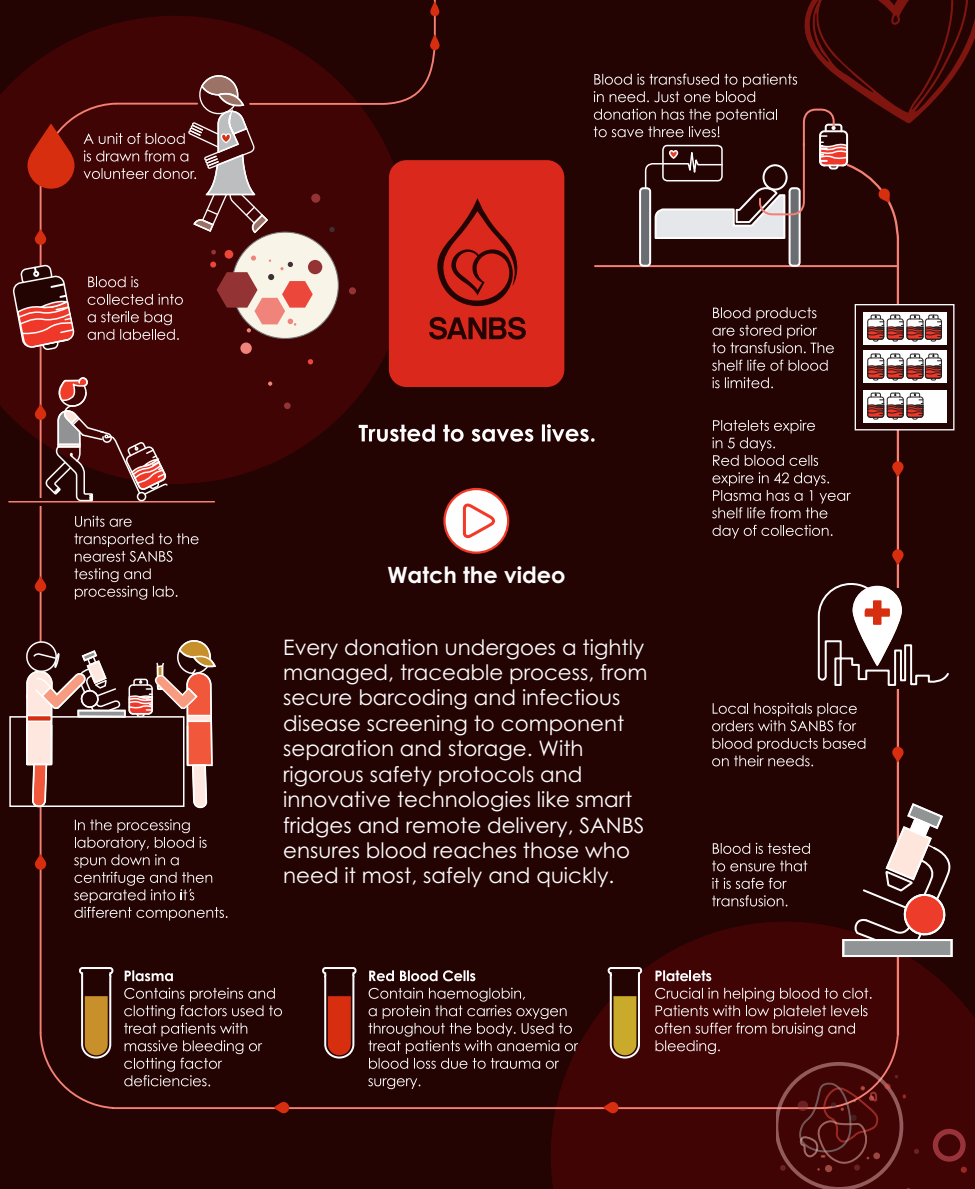
- ▶ Donor 1
- ▶ Donor 2
- ▶ Donor 3
- ▶ Donor 4
- ▶ Donor 5



- ▶ Become a donor today
- ▶ Watch these inspiring recipient stories



Journey of blood



FROM DONATION TO DELIVERY: ADVANCING OUR BLOOD PRODUCTS

Once a donation is complete, every unit moves through a precision-driven pathway designed around quality, safety, effectiveness, and innovation:

♥ Component separation and processing

At our seven processing centres, donated blood is separated into multiple products - red blood cell concentrates, fresh frozen plasma, buffy coat platelets, cryoprecipitate (a component rich in clotting factors), and specialised components like leukocyte reduced units and platelet products vital for cancer care and transfusion-sensitive patients

♥ Distribution and compatibility

Over 1.15 million blood products were issued by 84 SANBS-run blood banks serving more than 600 hospitals last year. Each transfusion undergoes final cross-matching to ensure compatibility and patient safety.

♥ Accreditations and quality management

SANBS laboratories and donor centres maintain 100% ISO 15189 accreditation, and this year our Support Services earned ISO 9001 certification, reinforcing our commitment to quality and excellence

♥ World-class testing protocols

Two high-throughput laboratories (Constantia Kloof and Mount Edgecombe) process every donation using serology screening for HIV, hepatitis B & C, and syphilis, complemented by individual nucleic acid testing (NAT) for HIV, HBV and HCV. This advanced testing enables early detection, reducing the window periods, and offering a superior safety profile.

♥ Innovation and R&D

We invest in research and staff development, including global partnerships such as the Blood Genomics Consortium. Ongoing projects such as leukocyte reduced platelet products, enhanced tracking and smart fridges reflect our next generation approach to safety and access.

'Serving with Heart'

Building relationships through customer-centric innovation

A CULTURE OF CARE IN EVERY TOUCHPOINT



Responsive with personal touch

Linked to the value of respect/trust



Empathy in action

Linked to the value of accountability



Commitment to excellence

Linked to the value of excellence

At SANBS, we are entering a new chapter. Guided by our 2025–2030 strategy, we are shifting decisively towards a customer-centric approach, one that places empathy, responsiveness, and excellence at the heart of every interaction. This transformation is not just about systems and services. It is about people. It is about 'Serving with Heart'.

Our renewed focus aims to build lasting relationships with those we serve, including donors, patients, partners, and communities, by ensuring their needs are not only met but truly understood and valued.

Our customer-centric approach is anchored in three key behaviours:



Responsiveness with a personal touch

We strive to respond promptly and personally across every channel, calling donors by name, recognising their contributions, and tailoring our responses to reflect their needs and histories. Every touchpoint is an opportunity to build trust and show respect.



Empathy in action

Compassion is more than a feeling; it is a commitment. We approach every interaction with care, actively listen to concerns, and take prompt, effective action. Whether engaging with a first-time donor or responding to a hospital's urgent request, we lead with humanity and accountability.



Commitment to excellence

We hold ourselves to the highest standards of service. By integrating feedback, refining our processes, and paying close attention to detail, we ensure that quality and reliability are consistently reflected in everything we do.

SANBS is a significant contributor to the Sustainable Development Goals (SDGs), aligning its strategy and operations with national and global development priorities.



From saving lives through a safe blood supply to advancing education, gender equity, decent work, and environmental sustainability, our work creates meaningful impact beyond the healthcare sector.

Over 50% of our workforce and leadership is made up of women, reflecting our commitment to gender equality. We actively support quality education by investing in employee development, community training, and academic partnerships.

Our collaborations with universities include integrating transfusion medicine into medical curricula, offering online short courses in Patient Blood Management for doctors, and establishing memoranda of understanding (MoUs) with both local and African institutions to support clinical training programmes.

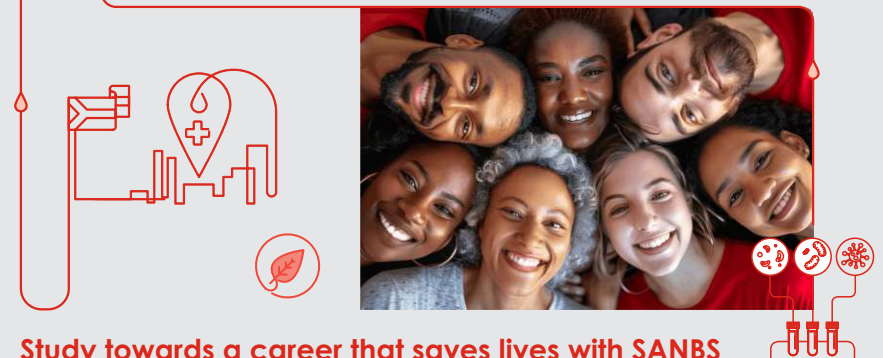
As part of our "Growing Our Own" bursary programme, ten third-year Bachelor of Health Sciences students received full bursaries to pursue immunohematology, with internships secured at SANBS from 2026. This initiative helps bridge critical skills gaps and supports our future talent pipeline.

"Growing Our Own" and other success stories were featured across the SANBS Intranet, LinkedIn, and the SANBS Insider, strengthening organisational pride and enhancing the SANBS employer brand.



GROWING OUR OWN

Exciting bursary opportunity!



Study towards a career that saves lives with SANBS

OUR BUSINESS

Reflections on the successes and challenges of the period under review

OUR CHAIRPERSON'S THOUGHTS HE WOULD LIKE TO SHARE

"As we reflect on the accomplishments and challenges of the past year, I am filled with gratitude and pride for the remarkable strides our company has made. Each year offers new challenges, yet our fundamental commitment to saving lives through blood donation remains unwavering. This report is not merely a collection of statistics; it is a heartfelt celebration of the extraordinary people who bring our mission to life — our donors, our medical professionals, and the steadfast support of our board and management teams."

Thabo Mokgathla CHAIRPERSON, BOARD OF DIRECTORS



'Serving with Heart'

At the core of our mission is a theme that resonates deeply with all of us - 'Serving with Heart'. This philosophy emphasises the humanity underpinning our work. It goes beyond merely providing a service; it reflects our commitment to approaching each donation, each interaction, and each decision with empathy, compassion, and care. When we 'Serve with Heart', we recognise that we are not just collecting blood; we are supporting lives, families, and communities.

Our donors exemplify this spirit, showing tremendous generosity in their willingness to contribute to a cause that saves lives. Their selflessness reminds us that behind every donation is a story, a person whose life may depend on the very blood given. Furthermore, our leadership and employees exemplify this ethos daily; their skilled hands and dedicated hearts ensure that each donation is collected, processed and delivered safely and efficiently.

Engaging the community: Inclusivity and diversity

This year has seen a significant increase in younger individuals stepping forward to donate, along with a greater diversity within our donor base. Particularly heartwarming is the rise in engagement from black donors, reflecting our ongoing commitment to inclusivity and community representation. We actively embrace this shift, recognising that every individual - regardless of age, background, or circumstance - has the potential to make a difference.

The success of these efforts is tied closely to our innovative approach to communication. We are harnessing the power of modern platforms, including social media and digital channels, to reach younger donors. These efforts will be further amplified by the upcoming launch of our Donor app, designed to simplify the blood donation process and enhance donor communication. This app will serve as a platform where donors can access information, receive reminders about donation drives, and share their experiences, thereby fostering a supportive community around the life-saving act of giving blood.

Safety and availability

An essential part of our commitment to our community is ensuring the safety and availability of blood for all individuals, regardless of background or circumstance. I am very pleased to report that our blood stocks have increased significantly, with group O blood stocks reaching levels up to 15 days. However, this achievement comes with its own set of challenges, particularly the potential risk of waste if supply exceeds demand for blood. It is imperative that we continue engaging more individuals through targeted campaigns and initiatives to ensure we maintain a healthy balance between supply and demand.

Safety is paramount in our operations, and we remain vigilant in adhering to best practices. We strive to cultivate an atmosphere of confidence among our donors, reassuring them that every aspect of the donation process is rigorously maintained with care and concern for their wellbeing.

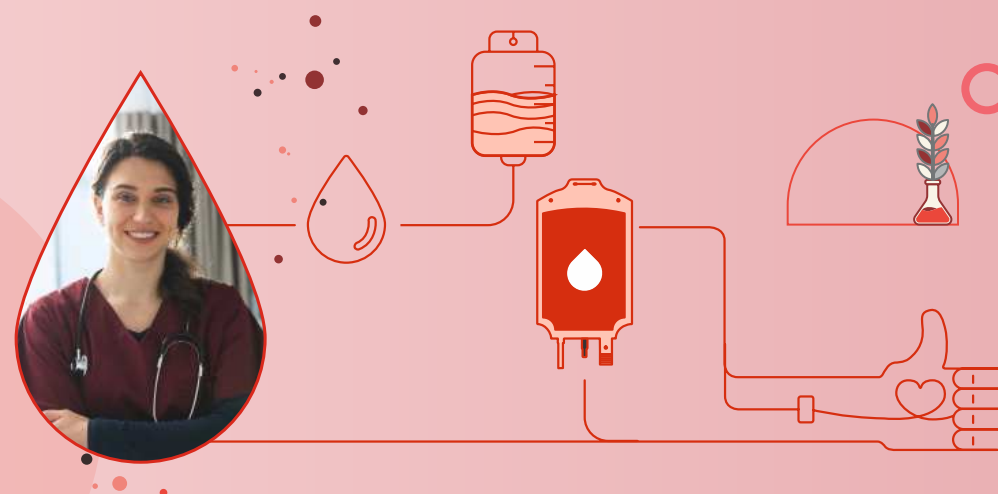
A year of appreciation

In this report, we take this opportunity to express gratitude to everyone involved in our journey this year. Our donors, whose generosity serves as the lifeblood of our company, have contributed greatly to our achievements. Their willingness to donate is matched by the unwavering dedication and expertise of our professional employees, who ensure that the entire process is seamless and gratifying for everyone involved.

Honouring and valuing our supporters — from long-time donors to new faces — is essential as we enter this next chapter. We encourage seasoned donors to continue mentoring and guiding new participants into the donation community, creating a culture of support and shared commitment.

"Together we can change the world, one donation at a time."

This sentiment embodies our mission and reminds us that every single donation matters. Each person involved in our efforts is integral to our success.



Innovating for the future

Looking ahead, our focus will be on continually evolving to meet the needs of our community, all while 'Serving with Heart'. Together, we will forge deeper connections and engagements with stakeholders, including governmental partnerships, to advocate for policies that protect our mission and uphold our ability to save lives.

Pioneering initiatives will centre on our Donor app, which is designed to keep our community connected and informed. Beyond simply encouraging donations, our goal is to foster a sense of belonging, drive engagement, and ultimately create a culture where donating blood becomes a natural part of everyday life. As we navigate the changing landscape of healthcare, technology must be our ally, ensuring we not only reach but resonate with our community.

Education and awareness will continue to be crucial. Many people are unaware of the complexities involved in blood donation and the life-saving impact it has. We must simplify this message, engaging various demographics and sharing the stories that encapsulate our mission. Storytelling will be a vital strategy, as it connects us to the heart of our cause — illustrating the profound impact of each blood donation through real-life experiences.

Governance and accountability

Strong governance is the backbone of our operations. I am proud to report that our governance framework remains robust, ensuring ethical practices and transparency at all levels. We are committed to high standards of accountability as we navigate the inevitable changes and challenges in the landscape of blood services. By preserving our integrity and instilling trust among our community members, we continue to foster lasting relationships that empower our mission.

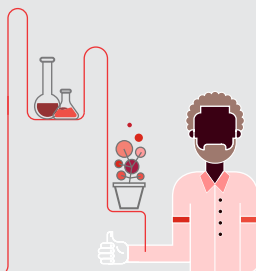
Closing thoughts

This report serves not only as a reflection of our achievements but also as a roadmap for our future. It is an opportunity for us to renew our commitment to our mission, to the people we serve, and to one another.

As we move forward, let us remain resolute in our resolve to embrace innovation, foster connections, and advocate tirelessly for our cause. Together, we will navigate the challenges ahead with compassion and dedication, fully embracing the theme of 'Serving with Heart'.

Thank you for your unwavering support as we embark on this life-saving journey together.

Thabo Mokgatlha
CHAIRPERSON, BOARD OF DIRECTORS



OUR CHIEF EXECUTIVE OFFICER'S SUMMARY OF THE YEAR



"FY25 marked the culmination of a transformative journey under our iHEALTH strategy, a journey that focused on operational excellence, strengthened digital infrastructure, and built the momentum we now carry forward. As we transition into the 'Serving with Heart' strategy, we shift our focus to a more customer-centric future, driven by empathy, responsiveness, and a steadfast commitment to the people we serve."

Ravi Reddy CHIEF EXECUTIVE OFFICER

REFLECTIONS ON THE PAST YEAR

We sustained robust blood stock levels, with some months maintaining more than 10 days group O cover nationally and exceeding 7 days even during the December festive period. This achievement was underpinned by our Donor Sustainability Project, with the focus on donor convenience and retention through increased blood drives and acknowledging donors through small tokens of appreciation. A notable achievement was that there were no cutbacks in the financial year.

In 2024, SANBS achieved ISO 9001 accreditation for the support services, an ambitious milestone that reflects our commitment to operational excellence and organisational alignment. This journey required extensive collaboration across all support services to document processes and establish Standard Operating Procedures (SOPs) that align with core operations. ISO 9001 now serves as a foundation for strengthened governance, enhanced accountability, and improved efficiency across the company.

Our employee value proposition continues to yield meaningful results. This year, we expanded our bursary support for both staff and external students, investing over R1 million to strengthen the pipeline of future medical technologists. Through our pilot "Growing Our Own" bursary programme, SANBS awarded funding to 10 third-year Bachelor of Health Sciences students specialising in immunohematology. They will begin their internships with SANBS in January 2026. This initiative directly addresses the scarce skills gap while building a committed and capable future workforce. We also supported 84 staff and 63 employee dependents to study further.

FY25 was a year of strong financial performance. We delivered a healthy surplus and improved revenue collection through the Order-to-Collect initiative, supported by the reconfiguration of the interface between our laboratory and billing systems. We also closed out the Procure-to-Pay project, unlocking meaningful back-office efficiencies. Notably, our disciplined pricing strategy, keeping increases in line with CPI (5–5.5%) rather than medical inflation (11–12%), has helped contain the cost of blood for the healthcare sector. This approach has earned SANBS valuable goodwill from medical aids and reinforced our role as a responsible and responsive partner in healthcare. As a result of these efforts, SANBS maintains a resilient financial position, with approximately 8 months of operating reserves.

FY25 marked a pivotal turning point as SANBS began transitioning from its operationally focused iHEALTH strategy to 'Serving with Heart', a people-centred strategy built on empathy, care, and responsiveness. At its core lies a renewed commitment to customer-centricity: understanding the evolving needs of donors, patients, and healthcare partners, and placing them at the centre of every interaction, decision, and innovation.

The strategy was rolled out through a national roadshow, engaging teams across all zones and functions to bring the new vision to life. 'Serving with Heart' signals a cultural transformation that redefines how SANBS engages with stakeholders, responds to challenges, and delivers sustainable impact across the healthcare ecosystem.

I would like to also share some of the other significant highlights for the year.

Innovation

We are pleased to report that once again it was an outstanding year financially, with R92.05m alternative revenue generated against a target of R84.58m. There was significant growth in procedures in the Specialised Therapeutic Services.

Human Centred Collections

SANBS continued to lead with bold and collaborative campaigns to expand the donor base and improve national blood supply. A flagship initiative was Red Saturday, a joint campaign with the Western Cape Blood Service, strategically launched during the Black Friday weekend to raise awareness and drive high-volume collections ahead of the festive season.

The campaign activated over 80 malls nationwide and was supported by extensive media support, mobilising communities. We aimed to collect 5,000 units in one day, and while the final number 6,870 reflected strong public response, the campaign's greatest success was in attracting first-time donors and reinforcing a culture of regular, community-driven donation.

Excellence

Some level of blood discarded is inevitable due to a range of clinical and logistical factors. However, SANBS maintained a low overall wastage rate of 4.14%, well below the target of 7.10%. This achievement reflects the efficiency of our internal processes and the effectiveness of our inventory management systems in minimising waste while ensuring a safe and sufficient supply.

Administration Rigour

Collections management system

Despite many challenges, the finance team performed very well in collecting debt, achieving a debtors days level of 129 days, outperforming the target of 140 days.

Surplus and cash reserves

Surplus is 10.1% against a target of 1.3% and cash reserves increased to R2 601m against a target of R2 450m.

Logistics

Management of critical stock levels

We managed availability of critical consumables at 96.8% against a target of 95%. This is an important measure to ensure consumable materials required as an input into SANBS production and related processes are readily available, so as not to negatively affect reliable provision of blood products and related services.

Testing and Quality

Quality assurance excellence

All SANBS facilities maintained 100% SANAS accreditation during the year, reflecting our commitment to quality, regulatory compliance, and operational excellence.

Hearts and Minds

Employee engagement

The 2025 Culture DNA score remained steady at 1.29, reflecting consistent employee sentiment during a time of organisational change.

Strategic workforce planning

In alignment with SANBS' long-term sustainability goals, strategic workforce planning is gaining momentum. A phased, skills-based approach is being introduced to create a shared skills language, enable agile talent deployment, support internal promotions, and align capability development with strategic priorities.





CHALLENGES AND FOCUS AREAS

BLOOD ESTABLISHMENT COMPUTER SYSTEM (BECS) OPTIMISATION

Following the successful go-live, further updates to the software are required before we can implement Phase 2. Stabilisation efforts are ongoing, and the donor app remains a priority for enhancing user experience.

ARTIFICIAL INTELLIGENCE (AI)

SANBS is adopting Artificial Intelligence (AI) as part of its digital transformation, focusing on enhancing efficiency and service delivery while carefully managing risks such as data privacy, bias, and overreliance on automation. A governance-led, phased approach, supported by clear AI concepts, strategic opportunities, and tailored use cases, will ensure responsible, ethical, and effective AI integration.

 Read more in risk and opportunity management on page 29.

CYBERSECURITY

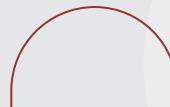
While we experienced no material breaches, increased phishing attempts emphasise the need for vigilance. With a continuously increasing investment in our digital footprint, the cyber-attack surface also grows, and for this reason SANBS continues to invest in prevention, awareness, and robust third-party security management to mitigate cyber risks. Comprehensive controls, including advanced firewalls, endpoint protection, vulnerability scanning, encryption, and regular independent audits help safeguard systems, data, and service continuity. As we gradually embrace and adopt cloud-based solutions, we place greater emphasis and focus on safeguards and clauses in our contracts, especially around security, to include data protection and privacy, security incident response, audit and compliance rights, indemnification and liability, and third-party risk management among other provisions.

SCARCE SKILLS AND WORKFORCE RISK

A national shortage of medical technologists and laboratory professionals continues to threaten service delivery. This is being addressed through our Growing Our Own pipeline, internship expansion, and refreshed recruitment practices.

HEALTH SECTOR DYNAMICS

Although healthcare demand in South Africa continues to grow, the ability to meet that demand is increasingly constrained by financial pressures. In the public sector, limited budget growth restricts the procurement of blood and related services, which may result in lower-than-expected uptake despite clinical need as well as delays in payments as budgets are exhausted before financial year end. In the private sector, we are seeing an increasing number of individuals reducing their medical aid coverage due to affordability concerns. This puts medical schemes under pressure, especially as blood transfusion is classified as a prescribed minimum benefit.



Looking ahead

As SANBS steps into FY26, we do so with renewed clarity, focus, and purpose under the 'Serving with Heart' strategy. This marks more than a strategic transition, it signals an organisation-wide cultural shift towards deeper empathy, responsiveness, and customer-centricity. Implementation efforts will intensify in the year ahead, with a strong emphasis on embedding these values into daily operations, decision-making, and stakeholder engagement.

We will continue with the development and rolling out our donor app to improve accessibility, convenience, and communication. Finalising the procurement and development process is a key priority, as the app will serve as a vital digital touchpoint in nurturing relationships with both new and existing donors.

Donor sustainability remains a critical focus. In the coming year, we will begin segmenting the donor panel more intentionally, deepening our understanding of donor behaviours, motivations, and health needs. This will enable us to tailor engagement strategies, strengthen retention, and build a robust, diversified panel that can sustain blood stocks in a dynamic health system. We will also commission self-contained 2 and 4 bed mobile vehicles to improve donor experience.

We remain committed to strengthening our internal capabilities to support strategic execution. This includes embedding new skills-based workforce planning practices, a focus on customer service training for staff, enhancing cyber resilience, and ensuring BECS Phase 2 readiness through continued system optimisation.

Externally, we must stay attuned to shifts in the healthcare environment. We recognise that affordability constraints in both the public and private sectors are likely to persist. SANBS will need to collaborate closely with healthcare funders and government stakeholders to ensure that financial pressures do not limit patient access to essential blood products. We will continue to strive to keep tariff increases as low as possible. FY26 will be a year of deepened impact, measured not only in operational metrics but in the trust we earn from the people and communities we serve. As we continue our transformation, we remain firmly committed to save lives, 'Serve with Heart', and lead with purpose.



Conclusion and appreciation

As we close out FY25, a year that marked the culmination of our iHEALTH strategy and the first steps toward with 'Serving with Heart', I extend my deepest appreciation to every individual who has contributed to SANBS' impact and continued evolution.

To our blood donors, the heartbeat of our company, thank you for your selfless commitment to saving lives. Your generosity enables us to uphold our mission every single day and make a difference in communities across South Africa.

To our employees, thank you for your dedication, professionalism, and resilience. Whether on the frontlines or behind the scenes, your collective efforts continue to drive excellence, innovation, and uphold the values we stand for.

To our Branch and Zone Donor Committee members, your enthusiasm and tireless support on a voluntary basis have been essential in strengthening donor relations and extending our reach. Your role in promoting a culture of donation is invaluable.

To my Executive and Leadership team, thank you for your wisdom, resolve, and adaptability. Your ability to lead through transition, has been a source of strength and clarity for our company.

I also thank our Board and Committee members for your continued guidance, strong governance oversight, and belief in SANBS' purpose. Your partnership has ensured that we remain accountable, relevant, and impactful.

Finally, to our broader network of partners and stakeholders, suppliers, government, healthcare providers, regulators, academia, and the communities we serve, thank you for walking this journey with us. Your trust and collaboration continue to shape a healthcare system where access to safe, reliable blood is never in question.

Together, we have laid the groundwork for a more responsive, people-centred future. As we move into FY26, let us build on this momentum, committed to touching more lives than ever before.

Ravi Reddy
CHIEF EXECUTIVE OFFICER



OUR MEDICAL DIRECTOR'S REFLECTIONS ON A GREAT YEAR

"FY25 marked the close of the iHEALTH strategy, a period that strengthened our foundations, advanced medical and scientific excellence, and expanded our ability to serve with purpose. As we transition into the 'Serving with Heart' strategy, our focus sharpens on a truly customer-centric approach, driven by empathy, innovation, and a commitment to the donors, patients, and healthcare partners who depend on us."

Dr. Karin van den Berg MEDICAL DIRECTOR



REFLECTIONS ON THE YEAR

The past year has been one of both exceptional achievement and persistent challenges for SANBS. As we concluded the final quarter of the iHEALTH strategy, our focus was twofold: delivering on outstanding commitments while laying the groundwork for the transition to the new 'Serving with Heart' strategy.

From an operational perspective, FY25 will be remembered for the success of the Whole Blood Group O and Platelet Programmes. We achieved the highest number of Group O and Apheresis Platelet collections in the past five years, with an average national days' cover of ten days for Group O, and peaks well above that. This stability meant that, for the first time in years, no red cell product cutbacks were required, enabling our teams to scale down weekend and overtime work without compromising supply.

Our exceptional collection performance was matched by progress in expanding and diversifying the donor panel through new blood drives and targeted promotional initiatives. This sustained donor engagement was a critical factor in building resilience into our blood supply chain.



Intellectual capital: Research and scientific leadership

Research remains a cornerstone of our relevance and global standing. In FY25, SANBS authored or co-authored 19 publications in peer-reviewed journals and academic texts, continuing our contribution to the advancement of transfusion medicine at a global level.

Two significant long-term studies began this year:

- ♥ **Hepatitis C Serology study** - An international trial led by SANBS to assess whether serology testing can be safely discontinued for certain treated donors, balancing safety with cost-effectiveness.
- ♥ **Malaria study** - Investigating the feasibility of abolishing some of our Malaria deferrals through the targeted implementation of highly sensitive malaria testing, potentially reversing the loss of valuable donors.

We continue to strengthen our position as a trusted leader in blood services across Africa, sharing expertise, building capacity, and shaping best practices through strategic collaborations. This role was further reinforced when the World Health Organisation (WHO) engaged SANBS to provide proficiency testing for African blood services, a testament to our technical excellence and the credibility of our accredited laboratory. Our leadership was also evident in hosting the African Transfusion Indaba and welcoming a delegation from Ethiopia for specialised stem cell collection and donor management training, deepening capacity-building efforts across the continent.



Human capital: Skills, training and workforce challenges

SANBS' ability to train and deploy critical talent has been hampered by accreditation and regulatory misalignments.

Laboratory accreditation bottlenecks remain a key constraint. Multiple SANBS blood bank laboratories are still awaiting full HPCSA accreditation. As audits and approvals lag, trainees cannot complete their required practical training. This gap significantly hampers our ability to ensure service delivery at our various laboratories and collection sites, while also negatively impacting the career progression of affected trainees.

Despite these challenges, SANBS remains committed to building a resilient healthcare workforce. Our efforts extend beyond our own company, contributing to skills development across the wider health sector through high-quality training and development programmes.

In FY25, these external initiatives achieved significant reach and impact. SANBS trained 64,298 healthcare workers (HCW) via webinars, workshops, and hospital-based sessions, including the widely attended "Best Practice" lecture series. These initiatives expanded access to training, strengthened Transfusion Medicine knowledge and enhanced clinical practice. This investment in human capital is contributing to improved patient care and outcomes, supporting reintegration into families, communities, and the economy.



Social and relationship capital: Donor wellness and engagement

Donor wellness remains a core pillar of our social and relationship capital strategy. This year, our Iron Programme centred on rolling out Cheliron Forte, an iron supplement with fewer side effects, which saw an improvement in donor uptake. Complemented by enhanced education campaigns and proactive monitoring, these initiatives have strengthened donor trust, elevated satisfaction, and reinforced a safer, more supportive donation experience.



Environmental capital: Sustainability initiatives and waste management

SANBS continues to embed sustainability across its operations:

Carbon and waste management - We are finalising a procurement process to define our carbon baseline and reduction targets, while ongoing recycling programmes minimise general waste. Our rigorous biological waste controls have delivered a discard rate of 4.14%, well below the 7.1% target and favourably benchmarking against international peers.

Green buildings - A R200 million investment will transform our Constantia Head Office (CK2) into a five-star, green certified workplace featuring best in class, energy efficient laboratory facilities.

Together, these initiatives reinforce our commitment to reducing SANBS' environmental footprint while future-proofing our infrastructure.



Financial capital: Organisational sustainability

SANBS' funding model depends entirely on cost recovery from the Department of Health (DoH) and medical schemes. Although medical schemes must legally hold 25% cash reserves, SANBS deliberately maintains a >50% reserve buffer. This prudent approach safeguards our ability to continue operations, and critically to supply lifesaving blood products, should we be faced with operational challenges or prolonged non-payment from the DoH and medical schemes.



Manufactured capital: Quality, innovation and risk mitigation

Accreditation excellence - In achieving ISO 9001, ISO 17043 and ISO 13485 accreditation, SANBS completed the 5-year journey of harmonisation of accreditation standards. Together with our ISO 15189 accreditation (the main accreditation standard in SANBS), ISO 20387, Joint Accreditation Committee ISCT-EBMT (JACIE) and our European Federation for Immunogenetics (EFI), SANBS now has a full suite of accreditation for all our business processes, a testament to our commitment to quality.

Innovation in platelet supply - To address the high cost and limited availability of apheresis platelets, we piloted leucocyte reduced pooled platelets in two zones, a product known for equivalent efficacy but at a lower cost than apheresis platelets. The project was rolled out to our other zones and clinicians were trained on the new product.

Addressing process gaps and staff errors - Incidents of administrative errors, stemming from the need for manual transcription, insufficient or inadequate equipment and staff understanding of newly implemented processes, prompted a comprehensive corrective response. We launched a major intervention to address equipment and connectivity challenges, streamline digital processes, eliminate where possible, manual steps and embed stronger process controls. These activities were underpinned by extensive staff engagement and retraining where required. In response, we noted a steep decline in errors.

The National Haemovigilance Committee was implemented as a joint initiative between SANBS and Western Cape Blood Service (WCBS). Their role is to independently review the serious donor and patient adverse events reported to SANBS and WCBS and provide their input to the Clinical Governance Committee. This has ensured an extra layer of assurance of our commitment to donor and patient safety.



LOOKING AHEAD

As we embed 'Serving with Heart' across the company, our medical and technical priorities include:

- ▼ **Expanding our donor base** to ensure sustainability into the future, given the country's shifting demographics and healthcare needs
- ▼ **Formalising data governance and information management** to improve accuracy, security, and decision-making
- ▼ **Strengthening relationships with HPCSA and SANC** to resolve accreditation and training bottlenecks for technologists and phlebotomists
- ▼ **Building deeper engagement with specialised physician groups** in neurology, stem cell transplants, and bone marrow registry work
- ▼ **Leveraging technology to automate laboratory processes** and mitigate the impact of scarce specialised skills
- ▼ **Implementing a succession plan** to ensure continuity of medical leadership and technical expertise

CONCLUSION AND APPRECIATION

I am incredibly proud of the dedication, skill, and empathy demonstrated by our teams this year. Managing a company as complex as ours requires a remarkable blend of diverse skills, experience, and exceptional leadership capability to execute our mandate to save lives.

To our donors, your generosity is the heartbeat of SANBS. To our employees, thank you for combining clinical excellence with care and compassion. To our partners across South Africa and Africa, your collaboration strengthens our shared mission. We remain steadfast in our support for patients and their doctors, committed to delivering the highest standard of care.

As we step into this new chapter, we carry forward not just our technical expertise, but the heart of service that defines who we are.

Dr. Karin van den Berg
MEDICAL DIRECTOR



THE TEAM THAT LEADS THE BUSINESS OF SANBS

SANBS Executive Committee

Our Executive team is well positioned to guide SANBS in transitioning from a product-centric to a customer-centric company, allowing everyone to embody our commitment to 'Serve with Heart'. By leveraging their experience, our leaders are driving a transformation that

prioritises the needs of our stakeholders, ensuring compassion and dedication are at the core of our mission. Together, we are promoting a culture where each individual feels empowered to contribute, ultimately enhancing our impact and strengthening our connections with those we serve.



TENURE
40
YEARS

RAVI REDDY
CHIEF EXECUTIVE OFFICER

Chief Operations Officer 1 April 2006 to 31 December 2020
BTech Biomedical Technology (ML Sultan Technikon)
Post Graduate Diploma in Business Management (UKZN)
Executive Committee member since 2002

TENURE
17
YEARS

KARIN VAN DEN BERG
MEDICAL DIRECTOR

MChB – University of Free State
Medpro-X – UNISA
PostGrad Dip Transfusion Medicine – University of Free State
MMedSci – University of Free State
PhD – University of Cape Town
Executive Committee member since 1 June 2021

TENURE
8
YEARS

FRANS MONKWE
CHIEF INFORMATION OFFICER

BCom (IS) (Rhodes University)
Master of Business Administration (Bond University)
Master of Information Technology (University of Pretoria)
Executive Committee member since 2018

TENURE
30
YEARS

SIAMI PRITHVI RAJ
EXECUTIVE: TRANSFUSION
DONOR SERVICES AND
MARKETING

Master of Business Leadership (UNISA SBL)
BTech: Human Resources Management (UNISA)
Management Advancement Programme (WITS Business School)
ND: Human Resources Management (UNISA)
ND: Medical Technology (Technikon Natal)
Executive Committee member since 1 November 2021

TENURE
37
YEARS

MARION VERMEULEN
EXECUTIVE: TRANSFUSION
MEDICINE AND TECHNICAL
SERVICES

Fundamental Management Programme – UNISA
MTech Biomedical Technology
PhD – University of Stellenbosch
Executive Committee member since 1 November 2021

TENURE
3
YEARS

TSHEPO KGAGE
CHIEF FINANCIAL OFFICER

CA(SA)
BCom (Accounting; Applied Business Statistics) (UCT)
BCom Honours (Accounting) (UNISA)
Management Development Programme (GIBS)
Executive Committee member since 1 August 2022

TENURE
6
YEARS

DANIEL OLIFANT
CHIEF HUMAN
CAPITAL OFFICER

BTech Human Resource Management (CUT)
MBA (Core) (University of Stellenbosch)
Management Development Programme (GIBS)
Executive Development Programme (Dukes)
Executive Committee member since 1 May 2023

TENURE
2
YEARS

SIBUSISWE SIBANDA
CORPORATE SERVICES
EXECUTIVE

BSc Honours Electrical Engineering (UZ)
Masters in Engineering Management (MEng) (UP)
Masters in Business Leadership (MBL) UNISA
Registered Professional Engineer (ECSA)
Executive Committee member since 1 June 2023

TENURE
4
YEARS

Co-opted member of the
Executive Committee

AVRIL MANDUNA
COMPANY SECRETARY

Bachelor of Laws (LLB)
Masters of Laws – Commercial Law (LLM)
Chartered Secretary (ACG)
Co-optee of the Executive Committee since 1 August 2021

BUSINESS MODEL AND VALUE CREATION ALIGNED TO THE SIX CAPITALS

Our business model demonstrates the six capitals (inputs), enables value-adding activities (outputs) that create, preserve or erode value for our stakeholders (outcomes)

● VALUE CREATION ● VALUE EROSION ○ VALUE PRESERVATION



INPUTS



Financial

- Blood transfusion services
- Receipts from debtors
 - Private patients & institutions
 - Government hospitals
- Operating expenses
- Capital expenditure
 - IT (process automation)
 - Innovation
- Improved procurement practices/processes



Intellectual

- Brand, reputation
- Research & development (innovative patient treatment)
- Licence to operate
- Scarce skills
- Board and Executive experience
- Academy
- Achievement of ISO15189 & 100% SANAS accreditation across all sites
- Patient Blood Management (PBM) supply/demand & inventory



Human

- 2 738 employees (FY24: 2 829)
- Investment in skills development & training
- Strong compliance & governance structure
- R1.79bn (FY24: R1.69bn) salaries
- B-BBEE skills spend R76.47m (FY24: R52.8m)
- Performance management system
- Leadership charter
- Succession, promotion from within, leadership immersion programmes
- Ethics culture: Ethics Plan



Manufactured

- Donor pool (blood collection)
- Nearly 1 million collections per year
- IT systems
 - Embedding of eProgesa
 - SAP ERP
- SANBS sites
 - 2 testing laboratories (Constantia Kloof and Mount Edgecombe)
 - 84 blood banks
 - 70 donation centres
 - 7 processing centres



Social and Relationship

- Donor – confidentiality of information
- Cornerstone of Health Care Services (gift of life – blood supplied, healthy donors & #IronStrong)
- Transformation strategies
- Stakeholder engagement



Natural

- Water, fuel and electricity usage
- Green lab – Mount Edgecombe
- Waste management



OUTPUTS provide:

- ♥ Red blood cells for transfusion
- ♥ Fresh frozen plasma and Cryoprecipitate for patient use
- ♥ Hyper-immune, source and recovered plasma for NBI
- ♥ Pooled and Apheresis platelets for transfusion
- ♥ Platelet Immunology & Immuno-haematology testing
- ♥ Stem cell collection, processing, cryopreservation & re-infusing services
- ♥ Laboratory testing to facilitate solid organ, stem cell & bone marrow transplants
- ♥ Molecular research & development



See our blood products



See our specialised services

Produce waste

Being cognisant of our material matters, while managing key risks and opportunities and our strategic objectives (iHEALTH) - all underpinned by sound governance



OUTCOMES



Financial

- Turnover R4.44bn (FY24: R4.03bn 10.17 % increase YoY)
- Total dept collections: R4.67bn (FY24: R4.37bn) (includes debt from the current year and longer outstanding debt from previous years)
- Employee costs 42.6% of total costs (FY24: 42.4%)
- Net surplus 10.1 % (FY24: 6.3%) vs budgeted net surplus 1.3% (FY24: 1.3%)
- Increased currency volatility impacts on procurement of imported consumables
- Procurement contributed 47.06 out of 54 points (FY24: 53.67) to SANBS B-BBEE score, resulting in compliance with preferential procurement and supplier & enterprise development requirements



Intellectual

- Team members occupy honorary positions at leading institutions
- World leading blood transfusion & blood products organisation
- Further embedding of Purpose, Vision & Mission
- PBM – fulfills purpose “Trusted to save lives”
- Publications & development of authors
- Participation in international working groups
- Innovation: CV Plasma trials, mobile donor vehicles, smart fridges
- R&D – clinical trials & funding grants
- Well performing Board with succession plan



Human

- 82 % black employees (FY24: 89.33%)
- Strong focus on females, workforce is 58.84% female (FY24: 59.57%), Board 46% (FY24: 60%) & Exco 55.55% (FY24: 55.55%)
- Strong, competent & focused leadership team
- Increased focus on reducing overtime and filling vacant posts
- SANBS Formula, stable DNA score of 1.29
- Reduction in tip-offs & more transparent communication
- Aspirational culture journey continues



Manufactured

- Donors: increasing following concerted social media campaigns, donor gifting, number of deferrals reduced
- Doctors: reduced blood supply cutbacks
- PBM – increased efficiencies in available blood stock management
- Smart fridges deployed
- Increased donor reach/accessibility with mobile donor vehicle in use
- Remote/work from home enabled for employees where practical



Social and Relationship

- Continued saving lives & living our purpose
- Compliance with all health/blood regulatory requirements
- Advanced preparation for new regulations e.g., SAHPRA, NHI (participation – influencing & maximising the opportunities it creates)
- Positive impact on SA citizens health
- Improved doctor experience (enough blood)
- Achieved B-BBEE level 3 status (FY24: Level 3)



Natural

- Total net carbon emissions 19 873 tons (FY24: 17 451) See page 73.
- Marginal increase of 2.02% in energy consumption
- Solar at Mt Edgecombe; battery storage out of service contributing to increased energy use
- Borehole water consumption is generating savings; R861 831 saved in FY25 (FY24: R504 708)
- General waste recycling rate of 52%, surpassed the target of 45%; substantial reduction in landfill disposal
- Travel increased as business activity increased



BALANCING WHAT WE CAN DO WITH WHAT WE HAVE

Our trade-offs and key considerations

Operating in a resource-constrained healthcare environment requires SANBS to make deliberate choices about where and how to invest for maximum impact. These decisions often involve balancing immediate service delivery with long-term sustainability, cost-efficiency, and stakeholder expectations.

In a year marked by continued transition and transformation, SANBS considered trade-offs to balance service delivery, cost efficiency, and stakeholder trust. The introduction of the 'Serving with Heart' strategy brought a renewed focus on people and provided direction for strategic choices that support long-term value.

Two trade-offs stood out during FY25. The first relates to optimising blood product delivery for patients while managing the infrastructure and financial investment required to enhance responsiveness. The second involves preserving the spirit of voluntary donation while exploring appropriate ways to recognise and retain loyal donors.

These trade-offs reflect SANBS' evolving priorities and highlight the importance of making thoughtful, future-focused decisions that uphold both operational sustainability and stakeholder confidence.

Balancing service responsiveness with cost and infrastructure

In FY25, a key trade-off emerged between service responsiveness for private healthcare providers and patients

Capitals impacted



The current logistics infrastructure limits real-time responsiveness, especially for geographically dispersed or rural healthcare facilities

Short-term impact

- ♥ Current courier schedules and service models are designed to balance efficiency and reliability in delivering blood products to patients, however they sometimes do not align with clinical urgency or patient expectations
- ♥ Platelet stocks are currently held in central blood banks, which can delay patient delivery. Expanding distribution into decentralised hubs will bring products closer to patients and shorten turnaround times while increasing associated costs

Long-term considerations

- ♥ SANBS remains committed to improving product accessibility, particularly through smart fridges, satellite blood banks, a more diverse distribution of stock, and optimised courier partnerships
- ♥ Exploring scalable, innovative models for getting blood products directly to patients is now central to SANBS' strategic goal of connecting patients to products

Effect on business model and strategy

These trade-offs highlight the tension between maintaining cost-effective operations and delivering a patient-centred experience, an essential focus of SANBS' new 'Serving with Heart' strategy. While immediate expansion of delivery infrastructure may not be viable, SANBS is actively laying the groundwork for future innovations that bring lifesaving products closer to the point of care without compromising safety, efficiency, or financial stability.

Stakeholders impacted:



Risk: Increased costs in blood delivery

Balancing altruism and donor incentives

While tokens of appreciation may support donor retention and show gratitude, they also introduce a tension between reinforcing the spirit of voluntary donation and creating expectations of reward. Striking this balance is essential to maintain the core values of altruism and community care that define SANBS' mission.

Capitals impacted



Maintaining public trust in voluntary donation and deepening community engagement



Strengthening donor loyalty and retention through recognition and appreciation



Managing the cost implications of potential donor incentives

Short-term impact

- ♥ Tokens of appreciation may improve donor satisfaction and loyalty, contributing to more stable blood supply levels

Long-term considerations

- ♥ Over-reliance on incentives could shift perceptions of donation from a voluntary act of service to a transactional exchange, potentially eroding public trust and changing the donor culture

Effect on business model and strategy

SANBS is engaging stakeholders to better understand how donor recognition is perceived and to co-develop an approach that acknowledges donor loyalty while preserving the integrity of voluntary, altruistic blood donation. As part of the 'Serving with Heart' strategy, SANBS is exploring ways to deepen donor connection, enhance the overall donation experience, and encourage regular, lifelong donation.

Stakeholders impacted:



Risk: Providing tokens of appreciation for every donation may lead to perception of moving away from voluntary non-remunerated blood donation

MATERIAL MATTERS THAT GUIDE OUR FOCUS

Materiality determination process and material matters

At SANBS, identifying and understanding our material matters is essential to strengthening our foundation and advancing our journey toward long-term sustainability. By taking a proactive stance in addressing these critical issues, we ensure that our actions remain aligned with both our mission and the evolving needs of the communities we serve.

Material matters are those factors with the potential to significantly influence our ability to create value in the short-, medium- and long-term. They shape our strategic priorities, guide how we manage related risks and unlock the opportunities that arise from effectively responding to these challenges.

The process we follow to determine our material matters is as follows:



Identification

- ♥ Scan internal and external environments
- ♥ Engage key stakeholders
- ♥ Leverage all capitals (Financial, Intellectual, Manufactured, Human, Social and Relationship, Natural)



Prioritisation

- ♥ Assess impact on value and sustainability
- ♥ Convene Exco and senior leadership
- ♥ Integrate Board Committee insights

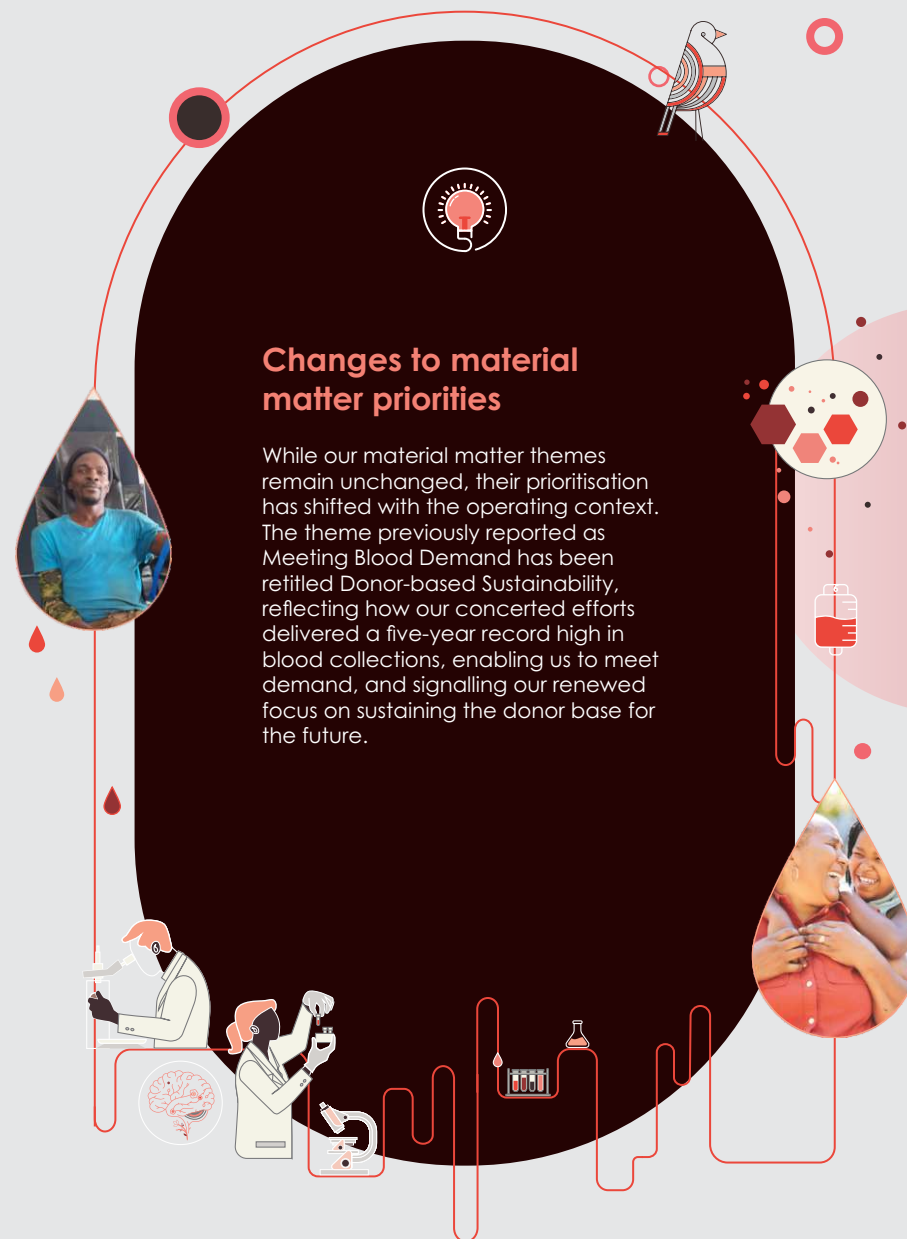


Monitoring

- ♥ Exco oversight before Board submission
- ♥ Board's ultimate oversight and approval
- ♥ Accountability via Board sub-committees
- ♥ Track progress with Balanced Scorecard KPIs

Changes to material matter priorities

While our material matter themes remain unchanged, their prioritisation has shifted with the operating context. The theme previously reported as Meeting Blood Demand has been retitled Donor-based Sustainability, reflecting how our concerted efforts delivered a five-year record high in blood collections, enabling us to meet demand, and signalling our renewed focus on sustaining the donor base for the future.





1. ACCESS TO HIGHLY SPECIALISED/PORTABLE/SCARCE SKILLS

IMPORTANCE TO SANBS IN DELIVERING VALUE

Delivering on our purpose depends on a workforce equipped with the medical and technical expertise our sector demands. Under our Fit-for-Purpose Workplace and Workforce strategic pillar, we must retain these scarce skills through competitive retention strategies and tailored development programmes, while continuously upskilling our people to be future-fit.

Equally critical is establishing a robust talent pipeline and succession framework. By identifying high-potential employees early, offering clear dual-career pathways and formalising succession plans, we will mitigate future staffing gaps, ensure leadership continuity and promote from within wherever possible.

RISKS TO VALUE CREATION

Key risks include inadequate succession planning, weak leadership support and HR resourcing, sector-wide skills shortages and loss of institutional knowledge, factors that collectively threaten our ability to secure, develop and retain the specialist expertise needed to execute our strategy.

OPPORTUNITIES AND STRATEGIC RESPONSE TO CREATE VALUE

Harmonise our HCM model (Solo2Symphony)

Moving from siloed, compliance-driven processes to a cohesive, purpose-led Human Capital model)
Build on the Solo2Symphony journey to replace siloed, compliance-driven practices with a unified, purpose-led people strategy.

Strategic workforce planning to secure our future pipeline

Aligned with SANBS' long-term sustainability goals, we are implementing a phased, skills-based role framework that establishes a shared "skills language," enabling agile specialist deployment, facilitating internal mobility and focusing capability development on our top priorities.

Cultivate a strong talent pipeline

Expand graduate, intern and "Growing our Own" bursary programmes to secure early-career specialists in scarce disciplines, complemented by targeted development programmes such as the Supervisory Development Programme and RAD Academy, alongside dual-career pathways to accelerate internal mobility and retention.

Optimise attraction, onboarding and retention

Streamline recruitment via specialist agency partnerships, enhanced onboarding and self-service HR tools, implement competitive retention measures, tailored development plans, succession policies and wellness programmes, to safeguard institutional knowledge and maintain engagement.





2. DONOR-BASE SUSTAINABILITY

IMPORTANCE TO SANBS IN DELIVERING VALUE

A healthy, engaged donor base underpins our ability to meet blood demand and fulfil our “Trusted to save lives” mandate. Under the Donor Recruitment and Retention strategic pillar, we focus on donor health, convenience and loyalty, ensuring safe donation intervals, clear communication and accessible collection sites to sustain record-high collections and reliable stock levels.

RISKS TO VALUE CREATION

- ♥ Poor donor health management and high transmissible-infection rates leading to deferrals
- ♥ Iron deficiency and over-donation eroding donor well-being and return rates
- ♥ Inadequate donor education, limited site visibility and suboptimal service reducing first-time and repeat donations
- ♥ Rising HIV/disease burden and grant terminations shrinking the eligible donor pool
- ♥ Negative stakeholder trust following increased deferrals or adverse donor experiences

OPPORTUNITIES AND STRATEGIC RESPONSE TO CREATE VALUE

- ♥ Continue ferritin testing, iron supplementation and differentiated donation intervals to protect donor health
- ♥ Enhance donor education, track first-time conversion rates and promote mobile-site locations via targeted campaigns
- ♥ Develop and launch a Donor App and integrate CRM and website features for real-time updates, loyalty rewards and streamlined bookings
- ♥ Roll out new mobile donor vehicles (4-bed and 2-bed) and optimise collection scheduling based on background prevalence data
- ♥ Implement a donor-experience optimisation programme informed by survey insights, with customer-service training to improve satisfaction



OUTLOOK FOR THE YEAR AHEAD

- ♥ Conduct a comprehensive review of donor-deferral criteria to reduce unnecessary exclusions
- ♥ Launch an integrated donor-loyalty programme and refresh gifting principles based on donor feedback
- ♥ Forge strategic partnerships with community, corporate and research stakeholders to increase recruitment
- ♥ Deploy the Donor App and CRM system, fully integrated with SANBS back-end systems and website to improve the donor experience
- ♥ Enhance donation environments and customer service through employee training and facility upgrades

CAPITALS IMPACTED



STRATEGIC PRIORITIES



TOP RISKS





3. FUTURE CHANGING WORLD - INNOVATION AND AUTOMATION

IMPORTANCE TO SANBS IN DELIVERING VALUE

Delivering our mission in a rapidly evolving landscape depends on persistent innovation and automation. With Phase 1 of BECS fully stabilised and our ERP modernisation projects under way, we now operate on integrated, data-driven platforms that unlock AI, machine learning, mobile, digital and cloud capabilities, all while maintaining the highest accreditation standards.

Central to our new strategy is the Connecting Patients with Products strategic pillar, which commits us to explore scalable, innovative models for getting blood products to patients more efficiently. This integration of cutting-edge technology with patient-focused delivery will drive greater operational efficiency and ensure more timely, reliable access to lifesaving products.

RISKS TO VALUE CREATION

Key risks include failure to innovate and adopt advanced technologies, driven by slow digital progress, data illiteracy and initial automation errors that undermine SANBS' ability to meet evolving healthcare needs. Uncertainties around cybersecurity, regulation and other risk exposures further threaten the efficiency, sustainability and compliance of our systems. We are mindful of safeguarding information privacy.

OPPORTUNITIES AND STRATEGIC RESPONSE TO CREATE VALUE

Build an integrated digital foundation by scaling Business Intelligence and analytics, broadening cloud adoption and rolling out BECS Phase 2, enabling real-time, data-driven decision-making and end-to-end workflow automation.

Innovate product delivery with pilots like smart fridges and decentralised blood hubs, alongside digitised lab processes and optimised logistics to shorten requisition-to-delivery times.

Correct and prevent manual errors: Following a spike in administrative mistakes caused by manual transcription, equipment and connectivity challenges and process gaps, SANBS launched a comprehensive intervention that upgraded infrastructure, automated workflows, embedded stronger process controls and retrained staff, resulting in a marked reduction in errors.

Strengthen cybersecurity with advanced threat-detection, incident-response protocols and ongoing employee training to safeguard sensitive donor and patient data.

OUTLOOK FOR THE YEAR AHEAD

- ♥ Leverage BECS implementation to unlock synergies, drive efficiencies and enhance data analytics
- ♥ Expand internal Business Intelligence (BI) capacity, change-management expertise and skills maturity to accelerate AI/Machine Learning (ML) adoption
- ♥ Roll out data-literacy training to empower teams and free BI to focus on high-value initiatives
- ♥ Finalise a formal cloud strategy and roadmap
- ♥ Establish governance for responsible AI, ML and emerging-tech use
- ♥ Integrate AI-driven solutions into key workflows
- ♥ Conduct an annual Information and Communication Technology (ICT) resource-planning review to ensure people, processes and technology align with our strategic goals



CAPITALS IMPACTED



STRATEGIC PRIORITIES



TOP RISKS





4. FINANCIAL AND ORGANISATIONAL SUSTAINABILITY

IMPORTANCE TO SANBS IN DELIVERING VALUE

The environment we operate in remains challenging, with poor economic growth, high unemployment, constrained healthcare budgets and rising costs all straining our self-funded, not-for-profit model. As South Africa's largest provider of blood products and services, SANBS depends on strong governance, leadership, business continuity planning and stakeholder management to maintain cost recovery.

Under our Sustainable Business Model: Financial Sustainability strategic pillar, we are embedding a transparent cost model for products and services, deploying a robust billing system through the Order-to-Collect programme and enhancing budgeting and monitoring mechanisms to optimise financial performance and resource allocation. These measures ensure that our surpluses, including any reserves held, support long-term stability and fair, defensible pricing for our customers.

RISKS TO VALUE CREATION

- ♥ Outdated cost models and failure to bill accurately or collect debt promptly
- ♥ Macroeconomic volatility and reduced foreign support
- ♥ Political and regulatory uncertainty, supply chain disruptions and high fixed costs
- ♥ Insufficient skills capacity and poor stakeholder engagement with government and medical schemes
- ♥ Cash flow shortfalls, inability to meet demand, reputational damage and regulatory non-compliance

OPPORTUNITIES AND STRATEGIC RESPONSE TO CREATE VALUE

- ♥ Implement a robust billing system with transparent cost models to improve accuracy, accelerate revenue collection and support a defensible pricing strategy
- ♥ Leverage the SAP-Meditech integration to complete the order-to-collect and procure-to-pay initiatives, driving back-office efficiency and strengthening cash flow
- ♥ Maintain tariffs at or below inflation to reinforce trust with medical schemes, government, and private customers
- ♥ Formalise strategic partnerships with medical schemes, the Department of Health and regulatory bodies to secure timely payments and protect Prescribed Minimum Benefit status
- ♥ Enhance budgeting processes, key performance indicators and combined assurance governance to oversee financial performance and resource allocation
- ♥ Develop a defensible business model and a reserves justification position paper to formalise cash reserve and surplus management



OUTLOOK FOR THE YEAR AHEAD

- ♥ Launch the new billing programme and cost model initiative to increase collections
- ♥ Advance refinements in the order-to-collect and procure-to-pay processes to further optimise cash flow and procurement efficiency
- ♥ Deepen collaboration with medical schemes and government to accelerate claim settlements
- ♥ Keep pricing aligned with consumer price inflation and manage operating costs within inflation targets
- ♥ Finalise a cash reserve strategy and surplus deployment framework
- ♥ Explore targeted pricing adjustments to pass through operational savings to clients, balancing fair pricing with the need to preserve reserves and support long-term sustainability

CAPITALS IMPACTED



STRATEGIC PRIORITIES



TOP RISKS





5. ENVIRONMENTAL SUSTAINABILITY

IMPORTANCE TO SANBS IN DELIVERING VALUE

Natural capital, encompassing the air, water, energy, land and biodiversity that support our operations, is vital to SANBS' mission. Through our Greening Initiatives, we measure and advance environmental stewardship, reducing our footprint and building resilience against resource scarcity, regulatory risks and rising utility and waste costs.

RISKS TO VALUE CREATION

- ♥ Negative impact of SANBS operations on the environment
- ♥ Reputational risk relating to SANBS not being seen to be actively contributing to environmental sustainability
- ♥ National and local grid failures threaten uninterrupted operations and increase reliance on backup power
- ♥ Municipal water supply interruptions and increasing dependence on boreholes heighten the risk of water scarcity, operational disruption, and rising resource costs
- ♥ Climate-related events such as floods and heatwaves can disrupt supply chains and donor services

OPPORTUNITIES AND STRATEGIC RESPONSE TO CREATE VALUE

- ♥ Scale renewable energy by commissioning solar installations at four priority sites, re-tendering for the remaining three and integrating green-building principles in the Constantia Kloof upgrade
- ♥ Expand water stewardship through rainwater harvesting, water-filtration plants and borehole capacity at six newly approved sites
- ♥ Sustain waste and pollution controls by maintaining a >50 % recycling rate, enforcing Electronic Waste Association of South Africa (eWASA)-compliant e-waste disposal and driving paperless digital processes
- ♥ Drive green procurement by engaging vendors to reduce supply-chain emissions and prioritising low-impact goods and services
- ♥ Leverage our Business Continuity Project and climate-resilience programme to embed robust business continuity and disaster recovery plans, future-proofing against infrastructure challenges and natural disasters



OUTLOOK FOR THE YEAR AHEAD

- ♥ Establish Carbon Footprint Baseline - An assessment will be conducted to establish a carbon footprint baseline that will be used to determine long term carbon footprint goals
- ♥ Complete the first phase of solar installations and finalise CK building renovations with integrated solar and water solutions
- ♥ Install and commission water-filtration systems at six borehole-equipped sites
- ♥ Approve and launch a unified Environmental Sustainability strategy, supported by quarterly updates to the Greening dashboard
- ♥ Test and refine business-continuity and disaster-recovery plans at head office, zone and site levels
- ♥ Monitor regulatory or environmental shifts that may require further infrastructure resilience measures

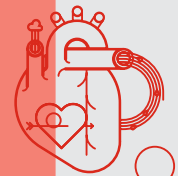
CAPITALS IMPACTED



STRATEGIC PRIORITIES



TOP RISKS





6. ECONOMIC, SOCIAL AND POLITICAL ENVIRONMENT



IMPORTANCE TO SANBS IN DELIVERING VALUE

The operating environment for SANBS is increasingly challenging, with service-delivery protests, infrastructure failures (water, electricity, roads and hospitals), port delays and volatile tariffs and exchange rates. At the same time, the termination of key research grants and USAID funding and a rising HIV and disease burden are shrinking our eligible donor pool. These pressures threaten our ability to collect sufficient blood, manage costs and deliver timely patient services in the medium to long term.

To sustain value, SANBS relies on rigorous risk management, dynamic business-continuity planning, proactive stakeholder partnerships and resilient, fit-for-purpose operations nationwide, all underpinned by our Supply Chain (Logistics, Stores, Inventory) strategic pillar, which optimises the procurement, storage and distribution of consumables and blood products and develops strategic supplier relationships to maximise operational efficiency.

RISKS TO VALUE CREATION

- ♥ Service-delivery and infrastructure failures (protests, strikes, load-shedding, water outages, road or hospital access issues) hindering collections and deliveries
- ♥ Supply-chain breakdowns (port/logistics delays, fuel shortages, sanctions, supplier action) causing consumable and blood-product stockouts
- ♥ Donor-pool erosion driven by rising HIV prevalence, wider disease burden, poverty and grant withdrawals (e.g. USAID/ The US President's Emergency Plan for AIDS Relief)
- ♥ Payment defaults or delays by medical aids, government and recipients/patients, undermining cash flow and cost recovery
- ♥ Asset damage and employee-safety risks during unrest or extreme weather, plus inability of critical employees to reach sites
- ♥ Macro-economic volatility (tariffs, inflation, exchange-rate swings) escalating operating costs and regulatory exposures
- ♥ Water-supply interruptions and quality issues jeopardising processing, storage and site operations

OPPORTUNITIES AND STRATEGIC RESPONSE TO CREATE VALUE

- ♥ Regularly test and refine our business continuity management, business continuity plans and crisis-communication plans to ensure uninterrupted collections and deliveries
- ♥ Partner with logistics providers and optimise procurement, storage and distribution to secure consumables and blood products
- ♥ Roll out solar installations and backup generators at critical sites to guard against load-shedding and grid failures
- ♥ Deploy comprehensive water-management solutions - boreholes, rainwater harvesting and storage - to mitigate supply interruptions
- ♥ Launch a strategic supplier-relations programme to secure safety stocks and negotiate favourable terms
- ♥ Strengthen site security, dual-linked communications and manual fallbacks to protect staff, assets and ICT services

OUTLOOK FOR THE YEAR AHEAD

- ♥ Continue monitoring socio-political trends and foreign-aid developments (e.g. US aid freeze) to anticipate budget impacts and adjust our funding and collection strategies
- ♥ Collaborate closely with healthcare funders and government stakeholders to ensure that financial pressures do not limit patient access to essential blood products
- ♥ Continue to strive to keep tariff increases as low as possible
- ♥ Roll out targeted BCM exercises and scenario tests across zones and sites to validate our resilience plans
- ♥ Advance the Supply Chain Optimisation project, covering logistics, stores and inventory, to reduce lead times and costs
- ♥ Deepen engagement with government, medical schemes and research partners to diversify funding streams and protect payment
- ♥ Expand on-site security, backup utilities and employee accommodation in high-risk locations to maintain uninterrupted operations

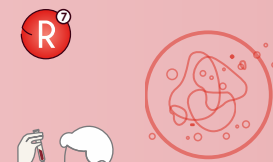
CAPITALS IMPACTED



STRATEGIC PRIORITIES



TOP RISKS



MANAGING RISKS AS THREATS AND OPPORTUNITIES

Risk and opportunity management

Guided by heart and governed by vigilance, we convert risks into opportunities, safeguarding donors, patients, colleagues and communities as we advance our life-saving mission.

Managing risks and capitalising on opportunities are paramount to protecting what matters most at SANBS, our donors, patients, colleagues and the countless lives we touch. Our Enterprise Risk Management (ERM) Framework provides a robust foundation for this work, embedding structured processes that deliver sustained value across every strategic initiative.

Under Board-approved risk appetite and tolerance levels, and under the oversight of the Risk, Technology and Information Governance Committee, we rigorously identify and assess each risk and opportunity, determining whether to tolerate, treat, terminate or share the risk, and how best to pursue strategic opportunities to support our purpose of being "Trusted to Save Lives."

This conservative yet dynamic approach ensures we remain resilient and adaptable in a rapidly changing environment, with stakeholder engagement playing a crucial role in identifying emerging exposures.

Over the past year, we completed and fully stabilised Phase 1 of BECS: most outstanding critical tickets were resolved and the system transitioned into full maintenance mode. When we embark on BECS Phase 2, and as we integrate advanced AI capabilities and extend our digital platform, we will apply the same robust ERM practices: dedicated risk reviews at each project gate, stakeholder forums to flag integration and data-quality concerns, and strengthened cybersecurity controls to counter rising phishing attempts and protect sensitive information.

As SANBS enters its people-centred, customer-focused 'Serving with Heart' era, we have renewed our focus on risk exposures across four strategic pillars: Connecting Patients and Products, Stakeholder Engagement and Partnership, Donor Recruitment and Retention, and Fit-for-Purpose Workplace and Workforce. We are intensifying efforts to connect patients with the right products more efficiently, digitising lab processes, optimising logistics and streamlining workflows, while also managing evolving donor and stakeholder expectations, ensuring the timely roll-out of mobile collection units, addressing skills gaps in empathy-led service and mitigating change fatigue during major system integrations.

To address these areas, we have activated cross-functional treatment plans:

- ♥ **Connecting Patients and Products:** Enhanced patient-facing lab workflows for faster turnaround and logistics-improvement projects
- ♥ **Stakeholder Engagement and Partnership:** Co-designed donor-engagement programmes informed by first-time donor survey insights and development of a new Donor App for improved communication with donors
- ♥ **Donor Recruitment and Retention:** Deployment of an expanded fleet of mobile donor vehicles and agile donor-experience initiatives drawn from real-time feedback
- ♥ **Fit-for-Purpose Workplace and Workforce:** Scaling our "Growing Our Own" internship initiative alongside targeted upskilling, flexible remuneration models and dedicated change-management support

Embedding a people-first risk culture underpins every action. From clinic staff to logistics teams, every employee follows a standardised escalation protocol to raise concerns promptly. Regular feedback mechanisms help us identify small issues before they escalate, and we recognise proactive risk-management behaviours across the company. By embedding purpose and excellence into our ERM Framework, SANBS will continue to anticipate threats and seize opportunities, saving lives together today and into the future.

Benefits derived from practicing good risk management

Our ERM framework, informed by global best practices such as ISO 31000 and King IV™, enables systematic identification, analysis, evaluation, treatment and monitoring of risks and opportunities. By embedding these processes within our evolving "Serving with Heart" strategy, we get a complete picture of both internal and external factors that can impact us. This approach allows us to stay ahead of emerging threats, protect our donors, patients, employees and communities, improve our service delivery and unlocking new opportunities for innovation and growth.

Figure 1 demonstrates how the effort is driven by the Board, Senior and Middle Management to manage and report on risks.



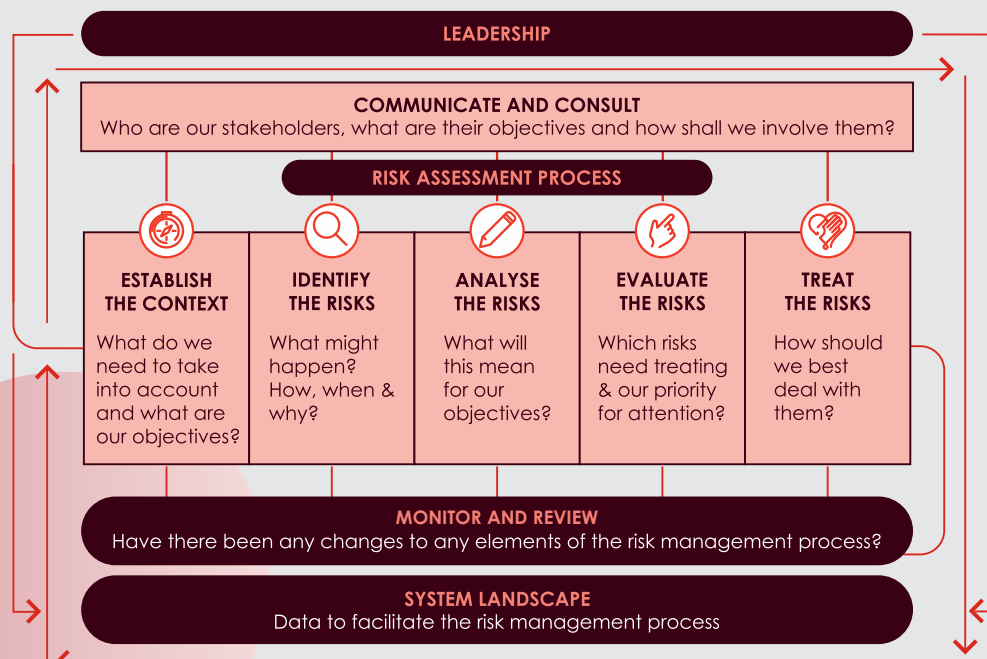


Figure 1

In addition, all lines of assurance are included as part of the Board and Board Committee oversight to ensure that roles, responsibilities and accountabilities for risk are clearly defined. See Figure 2.

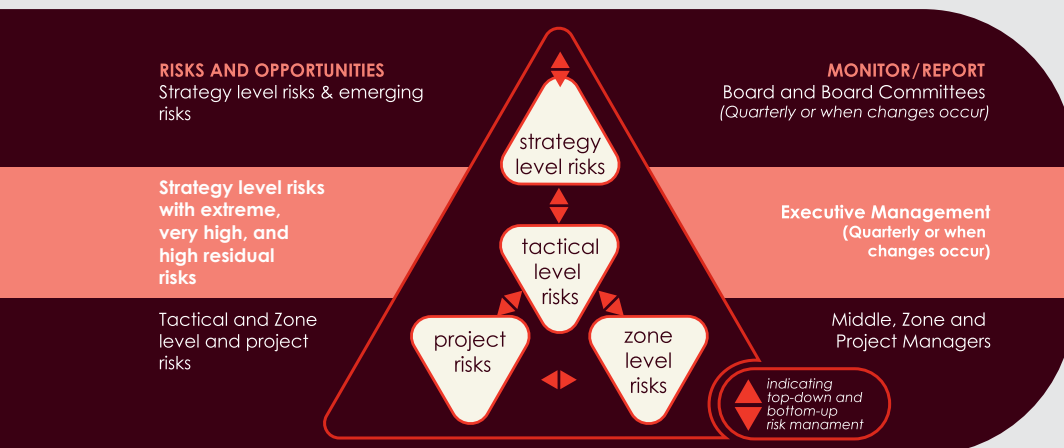


Figure 2: Risk management and risk reporting process



ARTIFICIAL INTELLIGENCE AT SANBS

As SANBS embarks on its digital transformation journey, the integration of AI is approached with caution and strategic foresight. The Board recognises that AI presents significant opportunities to enhance efficiency, decision-making, and service delivery across the company. However, alongside these advantages, there is a firm commitment to managing the associated risks effectively.

The potential risks related to AI include data privacy concerns, the possibility of bias in algorithms, and the danger of overreliance on automated systems, which may undermine human judgment. Understanding and mitigating these risks is essential to safeguarding SANBS' reputation and ensuring compliance with regulatory requirements.

To facilitate this responsible integration of AI, the ICT team has provided the RTIG Committee with an outline that encompasses several key components:

- ♥ **AI concepts:** A clear explanation of the fundamentals and capabilities of AI technologies
- ♥ **Strategic opportunities:** Identification of how AI can be leveraged to improve operations in specific areas within SANBS
- ♥ **Real-world use cases:** Examples tailored to the context of SANBS, illustrating successful applications of AI in similar companies
- ♥ **Governance-led adoption:** A phased approach that emphasises governance throughout the implementation process, ensuring that AI is deployed responsibly and effectively. This structured framework will help to oversee AI initiatives, monitor their performance, and assess their alignment with SANBS' ethical standards

By prioritising a risk management approach to the adoption of AI, SANBS aims to harness its transformative potential while safeguarding against possible pitfalls. This careful consideration ensures that the benefits of AI are realised, without compromising the integrity and trust that underpin our services.



SANBS RISK PROFILE (RISK HEATMAP OF TOP RISKS)

The risk heatmap reflects the risk priority for individual risks as at 31 March 2025.

LEGEND

Risk number refers to risk number of list of risks

Colour of the risk reflects the current level of control

LEVEL OF CONTROL



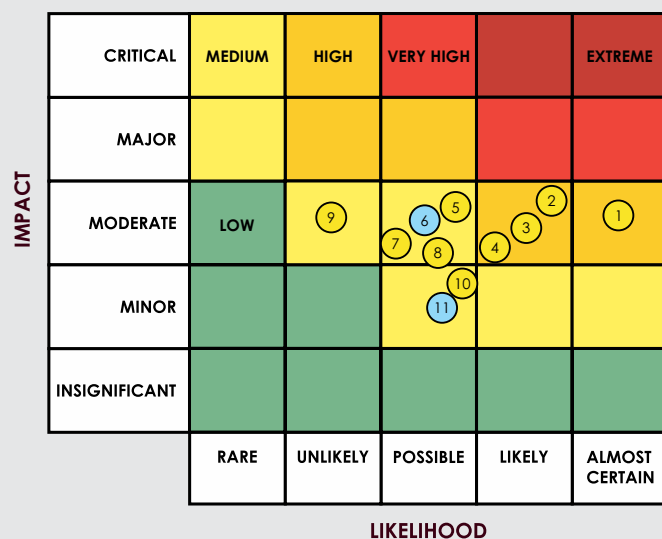
EXPECTED INCREASE IN THE RESIDUAL RISK

EXPECTED DECREASE IN THE RESIDUAL RISK

NO CHANGE IS EXPECTED

An arrow pointing up indicates an expected increase in the residual risk and a down pointing arrow indicates an expected decrease in the residual risk, with a level arrow indicating that no change is expected, in the short to medium term.

STRATEGY LEVEL RESIDUAL RISK HEATMAP



RISK PROFILE TREND

Risk	Strategy level risks - March 2025	Short Term	Fy24	Fy23	Fy22	Fy21
1	Inadequate donor recruitment and retention strategies lead to periodic shortages of group O RBC and Apheresis Platelets		1	6	3	2
2	Suboptimal stakeholder management leads to loss of stakeholder confidence		6	4	9	8
3	Inability to remain financially sustainable		9	2	4	3
4	Inability to attract and retain a fit-for-purpose workforce		2	8	1	1
5	Inadequate data and information life-cycle management		3	5	-	-
6	Possible cybercrime attack*		-	-	-	-
7	National and International political/ socioeconomic instability leading to disruption in business operations		4	7	-	-
8	Impact of weak internal controls on compliance and financial assurance leading to adverse audit outcomes		5	3	2	-
9	Non-compliance with regulatory requirements		10	10	9	7
10	Inadequate internal/ external infrastructure leading to disruption in business operations		7	12	-	-
11	Possible failure of information technology systems		8	16	5	4

* New top risk

SANBS has not experienced material cybersecurity breaches; however, increased phishing activity demonstrates persistent threat exposure.

As SANBS grows its digital footprint and adopts cloud services, the organisation's cyber-attack surface expands, requiring stronger controls and contractual safeguards with suppliers.

♥ Technical controls

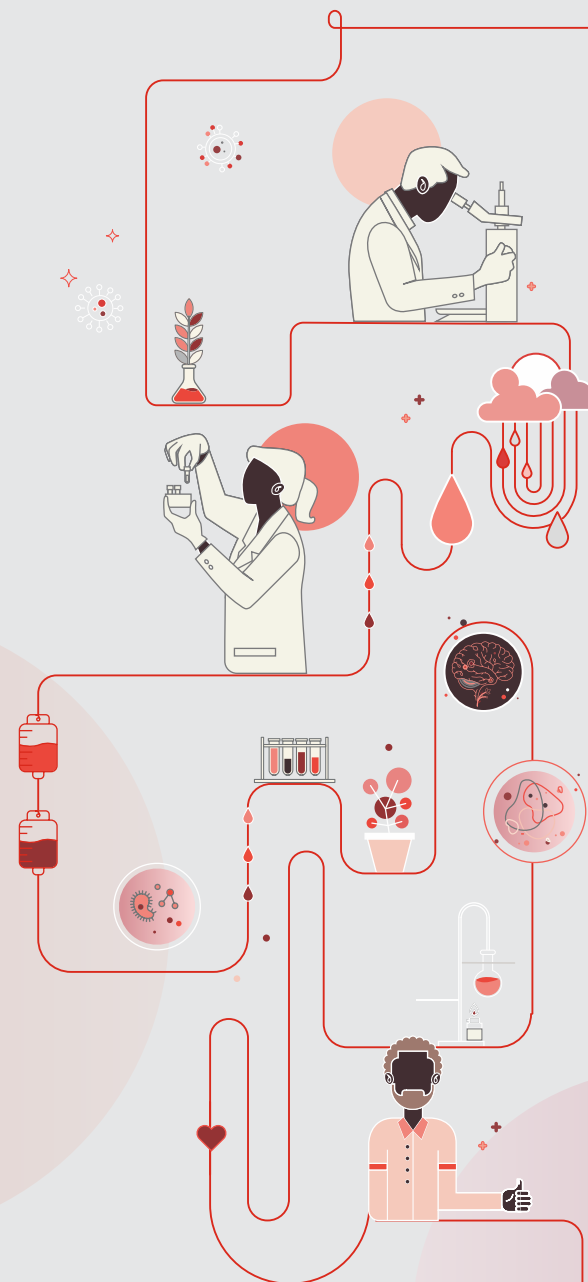
SANBS employs a layered defence that includes advanced firewalls, endpoint protection, continuous vulnerability scanning, strong encryption and regular independent security audits.

Ongoing employee awareness programmes and phishing simulations reinforce vigilance and reduce the likelihood of successful social-engineering attacks.

SANBS requires robust third-party security management and includes clear contractual clauses covering data protection and privacy, incident response, audit and compliance rights, indemnification and liability, and third-party risk management.

SANBS will maintain an increased investment in prevention, detection and response capabilities, align cloud deployments with strict security and privacy requirements, and sustain regular reviews and independent assurance to protect systems, data and service continuity.

SANBS combines technical controls, people programmes and contractual oversight to mitigate cyber threats while supporting secure digital transformation.

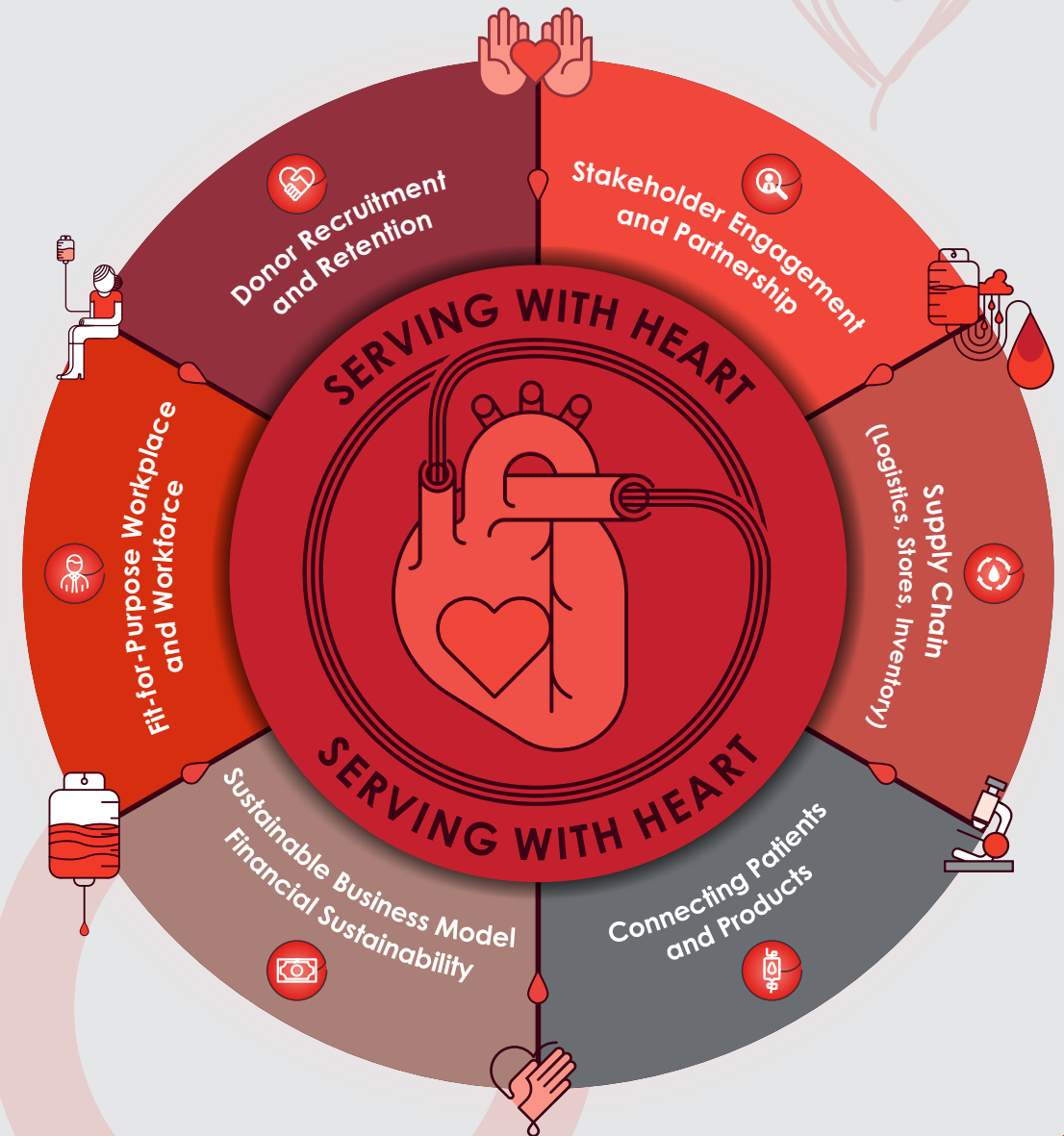


OUR STRATEGY

SANBS Strategy 2025-2030: 'Serving with Heart' and building a better future

As we close the chapter on FY25, SANBS is excited to introduce the new strategy for 2025 to 2030.

Strategy 2025-2030 signifies a significant shift from emphasising operational excellence and product leadership to prioritising our customers - donors, patients, and all stakeholders. This new direction, encapsulated in the theme 'Serving with Heart', transforms our strategy into more than just a plan; it serves as the engine that drives purpose into meaningful impact. Since 2019, the iHEALTH framework has guided SANBS to remarkable achievements in operational excellence, digital transformation, and clinical innovation. As we conclude this chapter in FY25, we are transitioning into a new era: 'Serving with Heart', a people-first, customer-centric strategy that places donors, patients, and healthcare partners at the core of everything we do.



SANBS 2025 - 2030 STRATEGY

Serving with Heart



PURPOSE

Trusted to save lives



VISION

To be the cornerstone of healthcare services in South Africa, through the gift of life.



MISSION

To reliably provide trusted blood products and services to all patients at a level of cost, efficiency, and quality that meets the needs of our stakeholders while innovating to improve patient outcomes.

STRATEGIC PILLARS



Donor Recruitment and Retention

Donors are our lifeblood. We focus on innovative recruitment and retention strategies to ensure a steady and reliable blood supply



Stakeholder Engagement and Partnership

We value every stakeholder. By fostering trust and cooperation, we aim to create a supportive community united in saving lives



Supply Chain (Logistics, Stores, Inventory)

We prioritise efficiency and reliability in our supply chain. By optimising logistics and inventory, we ensure timely and safe delivery of products



Connecting Patients and Products

Our patient-centric approach ensures that transfusion medicine products and services remain accessible and equitable for everyone



Sustainable Business Model - Financial Sustainability

Financial stability is crucial. We prioritise resource optimisation, cost-effectiveness, and innovative funding to ensure a sustainable future



Fit-for-Purpose Workplace and Workforce

Our success relies on a skilled and motivated team. We invest in employee development and a supportive workplace culture

STRATEGIC OBJECTIVES

- Implement an integrated donor loyalty programme
- Develop strategic partnerships with key stakeholders to improve donor recruitment
- Implement a donor experience optimisation programme to enhance donor retention
- Conduct a comprehensive review of donor deferral criteria to reduce deferrals

- Understanding the stakeholder needs (donors, doctors, med aid/ministry of health)
- Develop strategic programmes for the 3 stakeholders based on results of the survey
- Develop integrated strategy for managing supplier relationships

- Optimise the management, procurement, storage and distribution of consumables and goods
- Optimise the management, storage and distribution of blood products
- Develop and implement a strategic supplier relations programme aimed at maximising operational efficiencies

- Optimise internal processes in patient facing labs to enhance service delivery
- Harness technology by implementing BECS phase 2 and incorporating a technology platform to digitalise processes
- Engage with stakeholders and implement a differentiated strategy for product and services

- Implement a robust billing system form order to collect programme
- Transparent cost models for product and service
- Enhance budgeting processes and monitoring mechanisms to optimise financial performance and resource allocation

- Transform employee experience
- Strategic workforce planning
- HCM technology integration through implementing SAP success factors

SUPPORTED BY DIGITALISATION AND INNOVATION BUILT UPON A FOUNDATION OF SOUND VALUES AND CULTURE



Transparency



Honesty



Respect



Excellence



Accountability



Diversity

UNDERPINNED BY

Integrating sustainability and ethical practices into our operations and decision-making processes



ENVIRONMENT



SOCIAL



GOVERNANCE

WHY THIS STRATEGY MATTERS



The SANBS strategy is built on the belief that saving lives goes beyond operational excellence, it is about building meaningful relationships with donors, patients, and stakeholders. By focusing on Customer Centricity, SANBS aims to create a culture of empathy, responsiveness, and excellence, ensuring every interaction is impactful and every donor, patient, employee, supplier, partner, etc., feels valued and appreciated.



DONOR RECRUITMENT AND RETENTION

This pillar focuses on bringing in new donors while keeping those who have already donated. With the launch of the Donor App, we aim to make it easier and more rewarding for people to donate blood, encouraging more regular donations. We will also introduce loyalty programmes and conduct surveys to understand and enhance the donor experience.

STRATEGIC OBJECTIVES

- ♥ Implement an integrated donor loyalty programme
- ♥ Develop strategic partnerships with key stakeholders to improve donor recruitment
- ♥ Implement a donor experience optimisation programme to enhance donor retention
- ♥ Conduct a comprehensive review of donor deferral criteria to reduce deferrals

KEY INITIATIVES

- ♥ Launch a loyalty programme - change to donor gifting principles - implement & adjust based on feedback from donor groups
- ♥ Customer service training programme
- ♥ Review medical criteria & benchmark against international best practice
- ♥ Implement Donor App + CRM system integrated with SANBS back-end system + Website integration
- ♥ Develop partnership plan & approach for donor recruitment and retention
- ♥ Improve blood donation environment

METRICS FOR SUCCESS

- ♥ Increased retention of donors
- ♥ Improved donor satisfaction
- ♥ Improved donation frequency (where applicable)
- ♥ Positive feedback experience including environment
- ♥ Decrease in number of deferrals recorded



What our SANBS strategy 2025 - 2030 is all about

Our strategy rests on six strategic pillars, with digitalisation as a key innovation lever. Although digital adoption has been slower than anticipated, the BECS implementation has provided valuable insights into organisational readiness and planning. Over the next five years, we will drive the effective adoption of digital innovations, balancing the rate of change with other business imperatives to ensure lasting impact.

The following visuals illustrate SANBS' strategic direction toward 2030, capturing our six strategic pillars, associated objectives, key initiatives, and metrics for success.



STAKEHOLDER ENGAGEMENT AND PARTNERSHIP

We recognise the importance of strong relationships with donors, healthcare workers, and suppliers. By developing programmes based on feedback from our donors, we can better meet their needs and expectations, ultimately improving the donation experience.

STRATEGIC OBJECTIVES

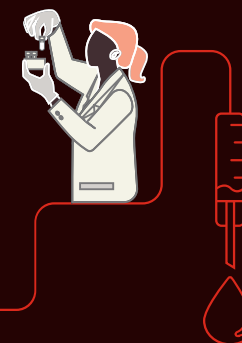
- ♥ Understanding donor needs and expectations
- ♥ Develop strategic programmes for donors based on survey results
- ♥ Develop integrated strategy for managing supplier relationships

KEY INITIATIVES

- ♥ Define survey objectives
- ♥ Develop technical specifications and evaluation criteria

METRICS FOR SUCCESS

- ♥ Response rate
- ♥ Response quality
- ♥ Segmentation analysis
- ♥ Actionable insights
- ♥ Change implementation
- ♥ Donor retention
- ♥ Net Promoter Score (NPS)
- ♥ Donor satisfaction (DSAT) Score





SUPPLY CHAIN (LOGISTICS, STORES, INVENTORY)

Efficient management of blood and consumables is essential. We plan to enhance how we manage, store, and distribute consumables and blood products so that they are always available when needed. This will involve reducing stockouts and improving efficiency and logistics, as well as exploring local sourcing options.

STRATEGIC OBJECTIVES

- ♥ Optimise the management, procurement, storage and distribution of consumables and goods
- ♥ Optimise the management, storage and distribution of blood products
- ♥ Develop and implement a strategic supplier relations programme aimed at maximising operational efficiencies

KEY INITIATIVES

- ♥ Investigate the potential to switch delivery from the warehouse to direct vendor deliveries to the point of use
- ♥ Investigate local supply potential for some of the currently imported materials
- ♥ Investigate sourcing promotional/commitment gifts from partners or supply channels that do not require bulk stock staging /storage at the warehouse

METRICS FOR SUCCESS

- ♥ Reduction in total area required to keep essential stock (reduction of warehouse footprint)
- ♥ Reduction in transport costs for the current direct to site materials
- ♥ Improved blood stock management across the blood value chain
- ♥ Optimum/improved mix of logistics (national couriers, local couriers and SANBS fleet) with logistics efficiencies and cost savings
- ♥ Formal implemented integrated supplier management strategy



CONNECTING PATIENTS AND PRODUCTS

With the help of technology, we want to improve the delivery of blood to patients in need. Streamlining processes in our patient-facing labs will help speed up service delivery and improve turnaround times. Further digitising our procedures will enhance communication and interactions with healthcare professionals, ensuring timely access to blood products.

STRATEGIC OBJECTIVES

- ♥ Optimise internal processes in patient facing labs to enhance service delivery
- ♥ Harness technology by implementing BECS phase 2 and incorporating a technology platform to digitalise processes
- ♥ Engage with stakeholders and implement a differentiated strategy for product and services

KEY INITIATIVES

- ♥ Optimise internal processes in patient-facing labs to enhance service delivery
- ♥ Engage with stakeholders and implement a differentiated strategy for products and services
- ♥ Procure external consultant for predictive analytics
- ♥ Onboard and develop the questions you want answers for

METRICS FOR SUCCESS

- ♥ Improved turnaround time from blood requisition to delivery of blood
- ♥ Zero blood bank errors
- ♥ No stock out of products
- ♥ No alternative product issued
- ♥ Increased use of leucodepleted5-pool buffy coat platelets



SUSTAINABLE BUSINESS MODEL FINANCIAL SUSTAINABILITY

Financial stability is key for us to continue serving our community effectively. Our strategy includes better budgeting processes, a reliable billing system, and cost-recovery models to ensure we are financially secure. We are committed to transparency and accountability to use our resources wisely.

STRATEGIC OBJECTIVES

- ♥ Implement a robust billing system from Order-to-Collect programme
- ♥ Enhance budgeting processes and monitoring mechanisms to optimise financial performance and resource allocation
- ♥ Transparent cost model for products and services

KEY INITIATIVES

- ♥ **Year 1:** Mapping "other" finance processes. Order-to-Collect 2.0
- ♥ **Year 2:** Addressing GAP analysis findings Developing a new Finance Organogram Refining cost analysis and developing options
- ♥ **Year 3:** Implementing the new Finance Organogram Setting up a task team for cost analysis of one unit of blood Engaging business for cost-recovery model development
- ♥ **Year 4:** Rolling out new budgeting tools and processes Business engagement for the development of new models Supporting business units through the finance value chain
- ♥ **Year 5:** Defending and adapting the new business models Continuously improving finance-related activities to ensure sustainability

METRICS FOR SUCCESS

- ♥ Streamline billing operations by automating high-volume, low-value processes, integrating systems and reducing inefficiencies
- ♥ Financial sustainability ratios and risk management parameters
- ♥ Informed decision making
- ♥ Improved budgeting processes and pro-active monitoring of resource allocation



FIT-FOR-PURPOSE WORKPLACE AND WORKFORCE

Creating a safe and engaging workplace is vital for our staff's productivity and job satisfaction. We will continue to invest in leadership development, skills training, and employee wellness programmes to support our team.

Implementing SAP SuccessFactors will modernise how we manage our workforce more effectively.

STRATEGIC OBJECTIVES

- ♥ Create a safe, engaging, and efficient workplace
- ♥ Employee experience
- ♥ Strategic Workforce planning
- ♥ HCM Technology Integration through the implementation of SAP SuccessFactors

KEY INITIATIVES

- ♥ Employee experience
- ♥ Implement refreshed wellness programmes
- ♥ Implement a revised approach for recruitment and onboarding
- ♥ Implement pilot of process mapping in BB

HCM TECHNOLOGY INTEGRATION VIA SAP SUCCESSFACTORS

- ♥ SAP SuccessFactors implementation
- ♥ Preparation for the technology solution in FY25/26

STRATEGIC WORKFORCE PLANNING

- ♥ Conclude divisional plans
- ♥ Implement succession planning
- ♥ Implement Supervisory development
- ♥ Implement Leadership development
- ♥ Implement Grow our Own

METRICS FOR SUCCESS

- ♥ Use of regular internal platforms for feedback loops
- ♥ Improve customer satisfaction level
- ♥ Improved turnaround time for recruitment and onboarding

OUR STRATEGY 2025-2030 IS SUPPORTED BY DIGITALISATION AND INNOVATION BUILT UPON A FOUNDATION OF SOUND VALUES AND CULTURE



Transparency



Honesty



Respect



Excellence



Accountability



Diversity

"Supporting digitalisation and innovation built upon a foundation of sound values and culture" means that SANBS aims to use technology and innovative practices to improve its operations, services, and stakeholder engagement while ensuring these advancements are guided by its core values and organisational culture.

This approach emphasises:

♥ DIGITALISATION

Leveraging modern technology to streamline processes, enhance efficiency, and improve service delivery (e.g., implementing apps, CRM systems, and digital platforms).

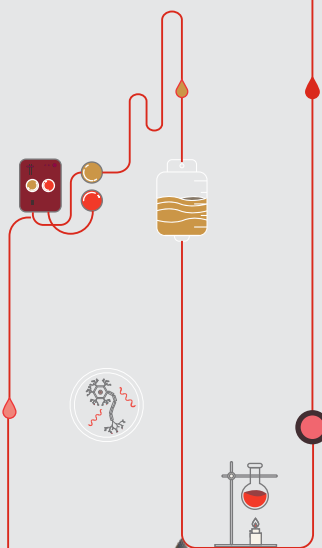
♥ INNOVATION

Introducing new ideas, methods, and solutions to address challenges and improve outcomes (e.g., predictive analytics, optimised logistics, and donor loyalty programmes).

♥ VALUES AND CULTURE

Ensuring that all technological and innovative efforts align with SANBS' principles of transparency, respect, excellence, accountability, and diversity. This ensures ethical practices, trust, and a people-centred approach.

In essence, it means using technology and innovation responsibly and effectively while staying true to the organisation's ethical standards and commitment to "Serving with Heart".



OUR STRATEGY IS UNDERPINNED BY INTEGRATING SUSTAINABILITY AND ETHICAL PRACTICES INTO OUR OPERATIONS AND DECISION-MAKING PRACTICES



ENVIRONMENT



SOCIAL



GOVERNANCE

"Underpinned by integrating sustainability and ethical practices into our operations and decision-making processes" means that SANBS ensures its strategies, actions, and decisions are guided by principles that promote long-term environmental, social, and economic well-being, while adhering to high ethical standards.

SUSTAINABILITY

Making decisions that minimise environmental impact, ensure resource efficiency, and support long-term viability (e.g., reducing waste, optimising logistics, and sourcing locally where possible).

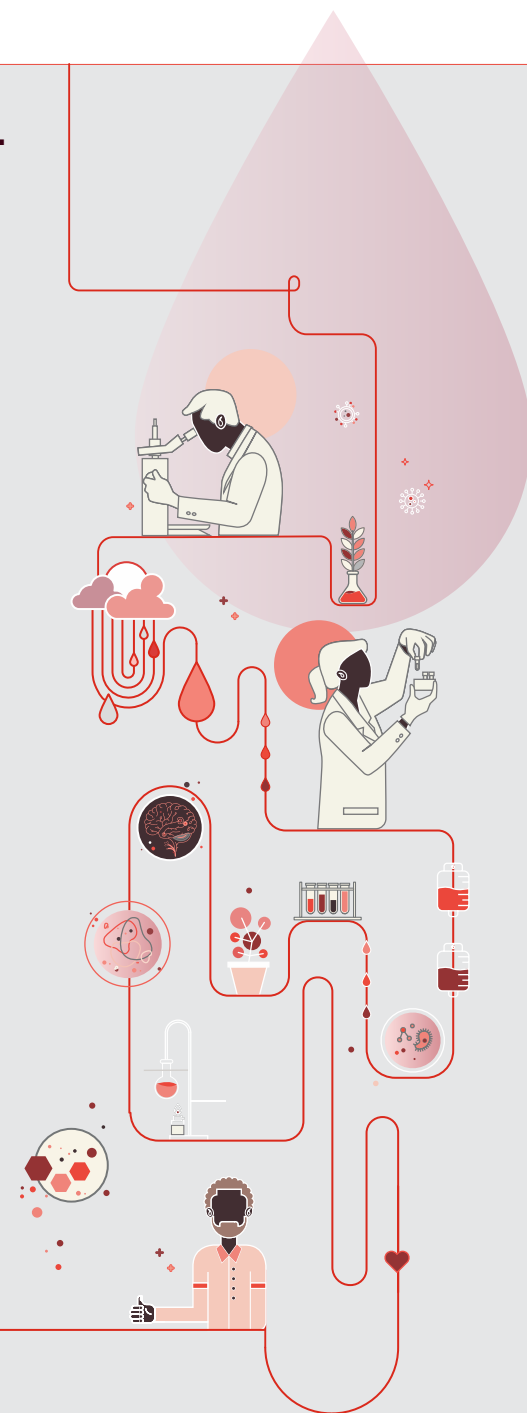
ETHICAL PRACTICES

Ensuring fairness, transparency, accountability, and respect for all stakeholders, including donors, employees, and the community.

INTEGRATION

Embedding these principles into every aspect of operations, from supply chain management to workforce planning and stakeholder engagement.

By doing so, SANBS aims to create a positive impact on society and the environment while maintaining trust and integrity in its mission to 'Serve with Heart'.



Metrics to achieve the mission

Our mission, to 'Serve with Heart', deliver with excellence and save lives, rests on four core metrics: Cost, Quality, Reliability and Coverage. These are translated into clear targets, measured through weighted indices, and reviewed regularly by the Board, Exco and management.

Essentially each of these indices comprises a number of internal metrics and at least one external metric to ensure comparability with other blood services.



RELIABILITY

Reliability, for SANBS, is a foundational value that aligns our company with the quality of being able to perform well, irrespective of the challenges that we encounter.

We maintain product and service reliability through:

RESILIENCE OF INFRASTRUCTURE

- ♥ Standardised donor infrastructure with state-of-the-art digital technology, integrated with process automation at blood banks

CONSISTENCY OF DELIVERY

- ♥ Accountability and effective cost control contribute immensely to consistency of delivery

CONSTANTLY IMPROVING OUR PROCESS RELIABILITY

- ♥ A feedback system available to doctors, donors, patients and employees
 - invaluable insights re expectation and requirements
- ♥ Feedback facilitates identification of weaknesses
 - and opportunity for continuous improvement, employees training and process optimisations

TURNAROUND TIME

- ♥ The amount of time taken to complete a process/fulfil a request
- ♥ Reduced product delays
- ♥ Reduced idle time by key employees

RELIABILITY INDEX

- ♥ Stakeholder engagement
- ♥ Order vs issue
- ♥ Turnaround time
- ♥ No replacements
- ♥ Misdirected transfusion errors



COST

Cost management is an important consideration. Over the past few years, operating costs have increased above inflation. We will strive to contain these costs going forward. Unpaid debts from government and private entities also need to be urgently reduced. Addressing these issues head on will ensure SANBS remains financial sustainable in the long run.

We will achieve reduced costs by:

IMPROVING VARIABLE COST PER UNIT

- ♥ Essential cost-effective expenditure
- ♥ Become more prudent
- ♥ Maintain disciplined cost management

REDUCING LOGISTIC AND PERIPHERAL COSTS

- ♥ Review fleet and related activities to optimise process and costs for delivery of blood products
- ♥ Optimise inventory levels

REDUCING COSTS OF COLLECTIONS

- ♥ Increase mobile units and reduce number of fixed sites

REDUCING LEVELS OF WASTAGE

- ♥ Minimise blood wastage and wasteful expenditure

COST INDEX

- ♥ Benchmark cost of RBC
- ♥ Working capital (cents/rand of turnover)
- ♥ Employees cost % of total costs
- ♥ Procurement spend saving



QUALITY AND BLOOD SAFETY

Quality is a crucial part of SANBS, and an important pillar for the future. Quality processes will ensure we are able to track our activities and manage them optimally, from the screening process of blood donors to the transfusion of blood products to patients.

Direct message and notification systems have been enhanced and streamlined for an improved user experience. Employees log improvement opportunities to allow a proactive response. The quality team is integrated into the operational areas and is approached as advisory experts.

Optimal quality in SANBS is achieved and maintained through:

- ♥ An entrenched quality culture
- ♥ International standards accreditation
- ♥ Quality improvements through quality failure logging
- ♥ Reducing wastage and adverse effects
- ♥ Improving service quality with insight from our stakeholder experience

QUALITY AND BLOOD SAFETY INDEX

- ♥ Quality Index
- ♥ Blood Safety Index



COVERAGE

It is imperative for SANBS to have its blood and blood products made available to all, irrespective of location.

As a company, we provide trusted blood products and services, and these need to be available to all patients. We also have to be able to meet growing expectations and demands.

We will extend coverage to all through:

- ♥ Collecting blood at key population concentration points
- ♥ Services available in traditional and new areas
- ♥ Curbing blood shortages in previously under serviced areas
- ♥ Initiatives including use of:
 - mobile units in collections
 - smart fridges



COVERAGE INDEX

- ♥ Total SA Coverage (issues per 1000 pop.)
- ♥ SA Public Sector Coverage
- ♥ SA Private Sector Coverage
- ♥ % Blood Availability to hospitals performing caesarean sections

In contributing to a sustainable future and looking beyond environmental considerations alone, SANBS has aligned its strategy to support the following UN 2030 Sustainable Development Goals



CONCLUSION AND LOOKING FORWARD

'Serving with Heart' builds on our seven iHEALTH objectives but shifts the lens to a truly customer centric, empathetic, and responsive model of care.

It calls us to:

- ♥ Embed empathy and responsiveness in all touchpoints, from donor invitations to patient deliveries
- ♥ Deepen stakeholder partnerships, co-creating solutions with clinicians, medical schemes, and communities
- ♥ Innovate with purpose, harnessing data, digital channels and new delivery models to make giving and receiving blood as seamless as possible
- ♥ Empower our people, equipping every colleague to lead with compassion, accountability, and a shared sense of purpose

This strategic evolution ensures that SANBS remains relevant and resilient amid an everchanging healthcare landscape. By combining the discipline and learnings of iHEALTH with a people-first mindset, we will continue to deliver on our promise: saving lives, and 'Serving with Heart', every single day.



HOW WE PERFORMED IN FY25 AGAINST THE iHEALTH STRATEGY

It is essential to offer all our stakeholders a transparent view of our performance in the final year of the iHEALTH strategy, which ended in March 2025. To achieve this, we need to reflect on our results for FY25.

Reflecting on our performance against the final year of the iHEALTH scorecard and how we added value

The seven SANBS strategic objectives were clearly defined and designed to achieve our vision. Performance against our strategic priorities was measured through defined KPIs incorporated into an overall iHEALTH balanced scorecard which cascaded down to all levels within the organisation.

- i** INNOVATION
- H** HUMAN CENTRED COLLECTIONS
- E** EXCELLENCE IN PROCESSES
- A** ADMINISTRATIVE RIGOUR
- L** LOGISTICS BENCHMARK
- T** TESTING & QUALITY
- h** HEARTS & MINDS

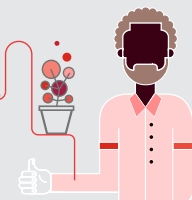


From 2019 - 2025: The iHEALTH legacy

Key standout highlights include:

- ♥ **Accreditation excellence:** In addition to achieving ISO 9001 accreditation, SANBS maintained 100% SANAS accreditation across all blood bank and donor service sites, emphasising our commitment to quality and consistency
- ♥ **Blood stock stability:** We successfully implemented the Whole Blood Group O Programme, achieving the highest number of Group O units collected in the past five years
- ♥ **World-class systems deployed:** BECS implementation marked a substantial leap in our technological capabilities
- ♥ **Process automation:** Completed (Order to Collect phase 1, Procure to Pay), freeing teams to focus on care
- ♥ **People-led culture:** Transforming our people practices, moving beyond siloed, compliance-driven processes to a truly purpose-led Human Capital model

In the tables that follow is a summary of our performance for the period ending 31 March 2025 against each component of our iHEALTH scorecard. It also provides a comprehensive view of how we performed for periods ending 2024 and 2023 for comparative purposes.



PERFORMANCE AGAINST STRATEGY

● Target achieved / exceeded
 ✓ New initiative on track against current plan (no concerns)
 ▲ Improvement YOY
 ● No concerns yet
 ▼ Below target

 INNOVATION	Aspiration	Improve and expand current products and services through innovation		Strategic priorities
	Related material matters	 		Contribution to long-term sustainable value  
KEY MEASURED INITIATIVES	TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
 Alternative revenue	R84.58m	R80m Reason: Cellular therapy procedures.	R100.4m	● R92.05m
#Publications in peer reviewed journals	11	14	14	▲ 19
RAD Academy	Address the scarce skills gap and build a future-fit workforce through Growing our Own bursary programme. Deepen capacity building efforts across Africa.	Further awareness created with internal employees to promote learning and development opportunities.	Building a strong partnership with the HPCSA is vital to streamline the accreditation process for Phlebotomist training and address the current skills shortage. Excellent progress made with offering digital courses, learning cafés, webinars. An African Transfusion Indaba was hosted with invitees from several African countries.	● Multiple SANBS blood bank laboratories await full HPCSA accreditation. As audits and approvals lag, trainees, including laboratory assistants and medical technologists, cannot complete their required practical training in blood-bank settings. SANBS continues to strengthen relationships with HPCSA and SANC to resolve accreditation and training bottlenecks for technologists and phlebotomists. Hosted African Transfusion Indaba and hosted a delegation from Ethiopia for specialised stem cell collection training.
Drone Project	Project plan	Not live due to delays in CAA approvals. CAA approval has been granted for one route only.	The project team faces significant challenges in getting drones operational due to regulatory hurdles.	A decision was made to pause the drone logistics project, driven by high operational costs and regulatory hurdles.
BECS Implementation	Project plan	Implementation delays.	BECS went live in November 2023, a significant milestone for SANBS in progressing its digital transformation agenda.	● The project has transitioned to full maintenance mode. Any remaining issues are managed as new requests.
SARS-CoV-2 sero-prevalence study	Complete study	Study complete and being submitted to peer reviewed journal.	Data collection and analysis is ongoing.	● Procurement of an Epidemiologist was concluded and data quality control and analysis took place during the period.
Smart fridges	Project plan	First smart fridge operationalised.	Placement of additional smart fridges requires individual interfacing into BECS as well as ensuring reliable connectivity.	● Placement of additional smart fridges requires individual interfacing into BECS as well as ensuring reliable connectivity. Good success has been achieved with the fridge placed at Rahima Moosa Mother and Child Hospital.

PERFORMANCE AGAINST STRATEGY, *Cont.*

● Target achieved / exceeded ✓ New initiative on track against current plan (no concerns) ▲ Improvement YOY ● No concerns yet ▼ Below target

HUMAN CENTRED COLLECTIONS	Aspiration		Strategic priorities		
	Related material matters		Contribution to long-term sustainable value		
KEY MEASURED INITIATIVES		TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
% Deferrals from all donations		<15.0%	11.1%	10.5%	▼ 18.05% There were significant challenges experienced in the calculation required using data from eProgesa compared with Meditech. The calculation required to inform the deferral percentage has been completed. A contributor to the increased deferral rate is the increased number of 1st time donors from new blood drives.
#Ferritin testing - Roll out in Zones (#IronStrong)		Reduce iron deficiency amongst donors	Iron management programme implemented for donors with low ferritin.	Digital donor awareness and education through increased social media coverage. New and enhanced quality iron replacement tablets procured.	● Roll out of Cheliron Forte, an improved iron supplement with fewer side effects, which saw a marked increase in donor uptake.
No. of source plasma collections		>=40 000	40 524 63% of target Process of converting group A & AB donors is ongoing to increase Source Plasma collections. This is a long-term project.	38 909 60.80% of target Source plasma collection was below target as the focus was on BECS implementation and whole blood and platelets collections. However, the shortfall was offset by recovered plasma from whole blood, ensuring that the overall supply to the National Bioproducts Institute remained on target.	▼ 39 043 97.6% of target The focus for the year was on increasing Group O stock levels and a sufficient supply of apheresis platelets.
Days' cover (Group O Blood)		5	4.1	3.4 The days covered were below target from December 2023 to March 2024, largely due to some challenges in collections planning encountered after the launch of BECS.	● 6.1 The good growth in blood stock levels resulted from exceptional collection efforts through blood donation drives and donor campaigns.
# of units of Apheresis platelets collected		>=22 506	21 121 A strategic project is in place to increase numbers with additional donor centres opened.	21 931 99.86% Apheresis platelet collections and pooled platelet production continued to increase.	▲ 23 281 103.44%

PERFORMANCE AGAINST STRATEGY, *Cont.*

● Target achieved / exceeded ✓ New initiative on track against current plan (no concerns) ▲ Improvement YOY ● No concerns yet ▼ Below target



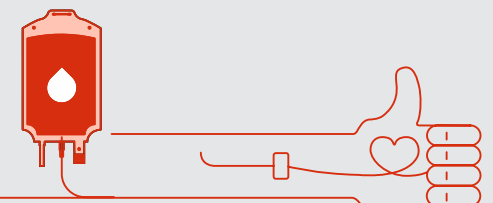
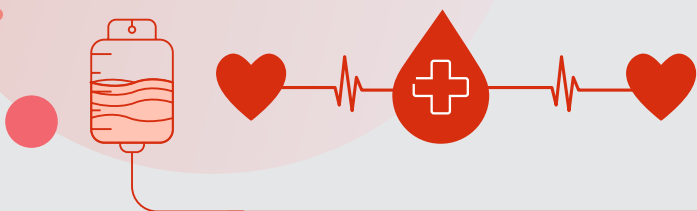
HUMAN CENTRED COLLECTIONS, *Cont.*

KEY MEASURED INITIATIVES	TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
 % First time donors aged 16 – 30 years	>70%	71.6% Consistent Y-o-Y growth, primarily attributed to increased accessibility to schools post the pandemic.	65.3%	▼ 60.9% As part of efforts to expand the donor panel through additional blood drives and a range of local and national promotional activities, the collections from new donors increased to 17.16% over the year. First-time donors aged 16 to 30 rose by 22.73%, from 83 785 to 102 832. However, this age group still represented a smaller proportion of total first-time donors than initially targeted.
 Percentage collections from Black donors	>=40%	46.7.%	43.2%	▲ 46.9%
Social media engagement	95% of target value	74.8% Although numerous posts based on campaigns, engagement levels across all platforms were low.	112.8% To attract and retain donors, a targeted social media campaign featuring the SANBS Wellness Support Programme was launched. This initiative leverages an engaging digital series packed with educational, relatable, and easy-to-understand content, driving traffic to our social media pages and website.	▲ 132.4%
 Whole blood collection (Group O)	>=501 764	484 515 Collections for Q4 were 98.13% of target. Did not meet target but collections increased by 26 867 (5.87%) compared to 2021/2022 and 4.18% compared to 2019/2020.	475 422 (96.40%) Impact of BECS implementation on collections was significant from November 2023 to January 2024 contributing towards collections for the year being below target.	▲ 494 851 (98.6%) Group O donations accounted for 50.46% of total collections, below the target of 51.5%. The target was not achieved due to the inability to consistently plan and execute sufficient numbers of blood drives with optimal Group O collections.
Innovative ways to collect blood	Ongoing	Various campaigns implemented. Digital donor experience delayed with delayed implementation of BECS.	Various campaigns launched and donor questionnaires/registrations have been automated, however there has been a delay in implementing the donor app.	● The donor app remains a priority for enhancing the user experience.

PERFORMANCE AGAINST STRATEGY, *Cont.*

● Target achieved / exceeded ✓ New initiative on track against current plan (no concerns) ▲ Improvement YOY ● No concerns yet ▼ Below target

 EXCELLENCE IN PROCESSES	Aspiration	Strategic priorities		
	Achieve operational excellence that consistently produces efficient & effective products & services.	Related material matters   		
Contribution to long-term sustainable value		  		
KEY MEASURED INITIATIVES	TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
Modernise ERP/SAP systems	Implement a solution: intuitive, agile, scalable, mobile-ready, to improve operational excellence.	Project on hold due to focus on BECS implementation.	Project on hold due to focus on BECS implementation. Pre-work was done on planning for implementation of the SAP Ariba and Success Factors modules.	● SAP Ariba implementation has commenced.
 Product Compliance to the Standards (Ensuring that patients receive products of the highest quality)	>=95%	100%	100%	▼ 85.82% Product compliance to standards has been problematic since the eProgesa go live. Most corrective actions have now been completed, and all product lines are achieving 100% compliance.
 % Red cells issues vs red cells ordered	>99%	99.4%	97.23% Ordered vs Issues relates to cutbacks implemented due to collections not meeting demand. This was slightly under target due to lower cover of group O blood immediately post BECS implementation, largely due to challenges in maintaining blood collections to target.	● 99.23% 
 Wastage – % of blood discarded	<=7.10%	3.86%	3.97%	● 4.10%



PERFORMANCE AGAINST STRATEGY, *Cont.*

● Target achieved / exceeded ✓ New initiative on track against current plan (no concerns) ▲ Improvement YOY ● No concerns yet ▼ Below target

 ADMINISTRATIVE RIGOUR	Aspiration Build administrative rigour in all processes		Strategic priorities • Manage bad debts rigorously by enhancing debt collections tactics	
	Related material matters  		Contribution to long-term sustainable value  	
KEY MEASURED INITIATIVES	TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
Debtors' days	<=140 days	150 days "Order-to-Collect" process improvement project.	109 An enhanced debt collection system was implemented and old debt was written off with Board approval.	● 129
 Provision for credit losses as a % of revenue	<=6%	1.2%	5.5%	● 5.87%
 Gross revenue as a % of budget	>= 100%	99%	96.28% Revenue growth remained largely at, primarily due to ongoing challenges in the public sector.	▲ 103.91%
Surplus % of revenue overall measure for profitability	>=1.3%	14% Attributed to: • Interest income higher than what was budgeted for • Budgeted costs were not utilised due to a revision of strategic projects to strengthen our foundations • Low credit losses	9.4% Despite revenue being below budget, surplus was higher mainly due to increased interest income.	● 10.1%
 ICT SLA performance	98%	95.97% Availability of systems is impacted due to loadshedding.	96.5%	▲ 98.11%
Net cash reserves	>=R2 450m	R2 253m	R2 347m	▲ R2 602m
Business Continuity Management (BCM)	100% complete Plan operationalised.	Operationalised. Opportunity to test in live environments, i.e. during KZN floods, unrest.	The ICT has conducted several Disaster Recovery tests on the BECS system, successfully resolving issues. The system can now be backed up and restored monthly.	● Successful desktop exercises done to test current BCPs including the DRPs.
Employee cost as a % of total costs	<=47%	42%	39%	● 42.7%

PERFORMANCE AGAINST STRATEGY, *Cont.*

● Target achieved / exceeded ✓ New initiative on track against current plan (no concerns) ▲ Improvement YOY ● No concerns yet ▼ Below target

L LOGISTICS BENCHMARK	Aspiration	Move blood products in the value chain in a timely, effective and efficient manner			Strategic priorities
	Related material matters	  			Contribution to long-term sustainable value
KEY MEASURED INITIATIVES		TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
Driver behaviour score		>=92%	93.2%	93%	● 93.2%
Blood bank courier fulfilled on time		>=93%	99.3%	98.9%	● 99.8%
NBI plasma targets met (Litres)		>=177 050 Litres	197 687	190 802	● 189 119
 Manage critical stock levels		>=95%	96.2%	97.30%	● 96.82%

T TESTING & QUALITY	Aspiration	Provide quality testing in an efficient manner			Strategic priorities
	Related material matters	  			Contribution to long-term sustainable value
KEY MEASURED INITIATIVES		TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
 Blood safety index		>=95%	95.6%	95.4%	▲ 95.61%
 Accreditation		100% SANAS Accreditation	100% SANAS Accreditation	100% SANAS Accreditation	● 100%
Meet ISO 9001 standards		Fully compliant with ISO 9001 standards	Timeline has been extended due to focus on BECS implementation.	Implementation is complete. An independent audit confirmed readiness for formal certification. A service provider has been identified to conduct a formal ISO 9001 certification audit in September 2024.	▲ ISO 9001 accreditation achieved.
Meet SLA TAT for standard crossmatches		>90% of standard crossmatches completed within agreed SLA TAT of 120 minutes	80.8% Downtime due to loadshedding (placement of generators at Blood Banks is underway).	86.7% Good progress has been made year on year; however, some challenges in meeting targets are attributed to low blood stocks at certain blood banks as well as staff shortages.	● 85.7%
Turnaround time for units to become available for use		>=93%	93.3%	68% The TAT of 42.6% in Q4 and 68.08% year-to-date is due to errors and delays in transmitting results related to the implementation of the BECS system.	▼ 76.8% The TAT calculation was corrected in November; however, it cannot be backdated to April. As a result, the YTD TAT remains at 76.8% (red). The Q4 TAT of 96.5% provides a more accurate reflection of performance throughout the financial year.

PERFORMANCE AGAINST STRATEGY, *Cont.*

● Target achieved / exceeded ✓ New initiative on track against current plan (no concerns) ▲ Improvement YOY ● No concerns yet ▼ Below target

 HEARTS & MINDS Aspiration Win the hearts and minds of SANBS employees and stakeholders whilst enhancing brand advocacy Strategic priorities - Align 360 Degree Assessment feedback results with employee development needs - Drive a performance culture in SANBS with differential reward based on performance - Create a seamless integration of ethics into the purpose, vision and strategic goals of SANBS - Reflect the diversity of South Africa society in a workplace defined by our B-BBEE initiatives - measure our contribution to society - Determine true blood demand				
Related material matters    Contribution to long-term sustainable value    				
KEY MEASURED INITIATIVES	TARGET	IR 2023	IR 2024	PROGRESS APRIL 2024 TO MARCH 2025
 B-BBEE	≥90 points Level 4	80.17 points Level 4	Level 3 achieved with 92.99 points.	● Level 3 achieved with 92.48 points.
 Employee turnover rate	<=9%	8.14%	8.64%	▲ 5.6%
 DNA culture survey results	>=1.25	1.25	1.29	● 1.29
Stakeholder satisfaction results	90%	Policy and framework being drafted Integrated strategy plan to be implemented Survey planned for FY24.	Recognising the importance of robust stakeholder engagement, we have appointed a dedicated Stakeholder Manager to assist the company in building solid partnerships and fostering communication with all parties crucial to SANBS' success. This proactive approach will be instrumental in shaping our next strategic plan (FY2025-FY2030).	● The project has progressed well and in line with committed timelines. As we close the current financial year and enter a new strategic period, the stakeholder management deliverables will be incorporated into the 2025/2026 Donor Survey strategic project.
Ethics project Ethics Implementation Plan approved	Ongoing initiative	Code of ethics formalised and implemented with all employees and key stakeholders.	A dedicated Ethics Committee was established to track the progress of the Ethics Strategy Management Plan. This, combined with our Ethics Ambassadors and ethics help desk, demonstrates our commitment to ethical conduct.	● Ethical practices are embedded in the SANBS culture and form part of our company DNA. Guided by our formalised Code of Ethics, we continue to uphold the highest standards of integrity through the work of our dedicated Ethics Committee, the active involvement of Ethics Ambassadors, and the support of our ethics help desk.

CONCLUSION AND LOOKING FORWARD

We have defined key strategic projects, which will have a focus on workforce planning, donor engagement and operational improvements.

♥ Strategic workforce planning:

- Deliverables include a targeted talent acquisition strategy, leadership development programmes, and internship initiatives

♥ Donor App implementation:

- Deliverables include the launch of the MVP donor app, completion of CRM requirements and a loyalty programme

♥ Donor experience optimisation:

- Deliverables include deploying mobile donor vehicles and implementing insights from donor surveys

♥ Enhance Order-to-Collect process:

- Deliverables include designing new billing cycles and refining processes for efficiency by identifying automation opportunities and designing a future finance structure

♥ Enhance data information governance:

- Deliverables include improved data governance processes, verifying billing data, reviewing SOPs, and formalising data ownership and management roles

♥ SAP modernisation:

- Current HCM systems are inefficient and lack integration, hindering employee experience. The project will implement SAP Success Factors modules to streamline processes. Deliverables include project kick-off, business process documentation, and system design

♥ Stakeholder management – donor survey:

- Deliverables include a survey to gain insights into the experiences of first-time donors, addressing their limited engagement and needs, and an analysis of the survey data alongside a plan for implementing recommended changes

♥ Optimise internal processes to connect patients to products:

- Enhance logistics and service delivery to private patients by optimising internal processes, thereby reducing waiting periods and producing stakeholder engagement reports and logistics investigations

♥ Optimise stores consumables supply process

- The project aims to optimise the consumables supply process by improving supply chain logistics and procurement, with deliverables that include appointing vendors for direct deliveries and implementing proof of concept solutions

♥ Enhancing environmental sustainability

- Enhance environmental sustainability by establishing a baseline carbon footprint assessment for SANBS and defining strategic carbon footprint goals



OUR CAPITALS

OUR SOCIAL AND RELATIONSHIP CAPITAL



As a non-profit organisation, SANBS is dedicated to the safe delivery of blood to patients in need. Our social capital underpins our life-saving mission to provide crucial blood products and services. By 'Serving with Heart' and adopting a customer-centric approach, we build trust and strengthen relationships with donors, patients, and healthcare partners. This commitment allows us to make a positive impact on South African lives. Through collaboration and active engagement, we create an inclusive environment that emphasises community support and our dedication to the welfare of all. This prioritisation enhances our ability to deliver timely, life-saving solutions while promoting a healthier, more resilient South Africa.



SANBS is dedicated to helping achieve global goals through the Sustainable Development Goals (SDGs) set by the United Nations, which focus on improving economic, environmental, and social conditions. We do this through our key strategic priorities.

SANBS' social capital - building trust; supporting sustainable development

Social capital is essential for facilitating collaboration, mobilising critical resources, raising awareness, and creating a positive societal impact. It underpins our mission to provide reliable blood products and services to patients in need.

At SANBS, the connections and trust we cultivate with all our stakeholders - including blood donors, volunteers, partners, and the wider community - are central to our mission. People are what truly make the difference, so we prioritise building strong, trustworthy relationships, particularly with our donors and patients. We ensure equitable treatment for everyone, irrespective of their background and origin.

We also focus on the health and engagement of our blood donors. Our initiatives include programmes designed to maintain their iron levels, which is crucial for their well-being. Additionally, we actively engage with the community to promote blood donation, inviting students to our facilities to inspire younger generations to get involved.

Our commitment extends to those who rely on blood on emergency bases, including new mothers, accident victims, and ICU patients. We have incorporated smart fridges for blood storage - a cutting-edge solution that enhances our ability to deliver blood swiftly to urgent needs, such as maternal health that may be at risk during childbirth.





**Increased life expectancy,
access to health services**



**SANBS aims to be a key part
of healthcare in South Africa
by providing life-saving
blood services.**

We understand that blood donations are essential for the well-being of our communities. To ensure everyone in the country can access the blood they need, we have built a wide network that includes two advanced testing labs, 84 blood banks, 70 fixed donor centres, seven processing centres, and 25 mobile units that collect blood across eight of the nine provinces.



Read more in
Manufactured Capital

Creating donor awareness through education

We organise education sessions for students at schools, usually during Life Orientation classes or school assemblies. These sessions explain who can donate blood, raise awareness about HIV, and share information about blood products and the medical conditions they help treat. In FY25, we held 1 396 donor education sessions, mainly led by our trained donor educators across seven regions (compared to 1,121 sessions in the previous year).

SANBS prioritises donor well-being

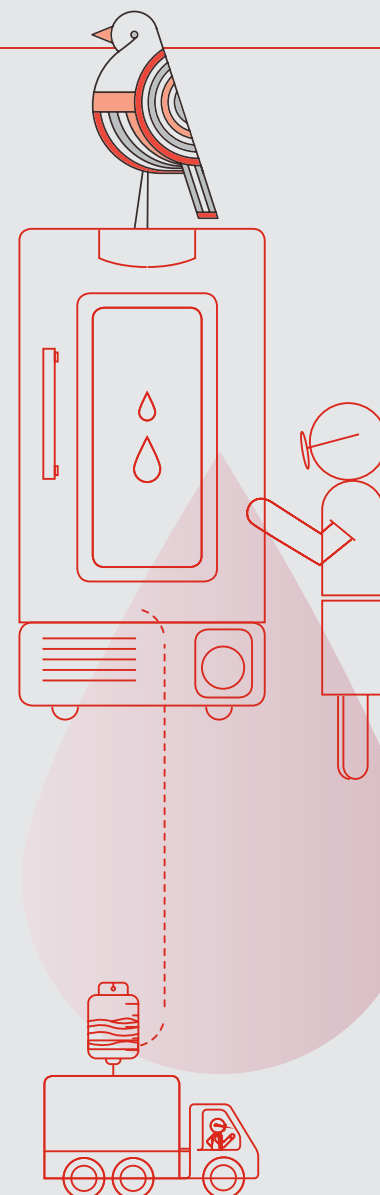
At SANBS, we care about more than just collecting blood; we are also committed to helping our donors stay healthy and informed about diseases. We want to build a trusting relationship with our donors, focusing on their well-being.

Donor wellness is our top priority, emphasised through the SANBS Wellness Programme. This initiative includes a digital education programme that shares useful and relatable health information, and providing iron supplements to help improve donors' iron levels with minimal side effects. SANBS also offers confidential post-donation counselling, including HIV-related counselling for donors that test positive, to ensure donors are fully supported in both their physical and emotional well-being.

To ensure a safe donation experience, our Collections teams receive regular training to handle any unexpected situations. We have an adverse event management system, supported by a Board-approved policy to alleviate financial hardship in rare instances where donors experience adverse effects following blood donation.

Our holistic approach to employee wellness

At SANBS, we focus on the complete well-being of our employees by addressing their physical, mental, and financial health. Our "Better Me" campaign helps us keep track of chronic health issues, allowing for early detection and action. We raise awareness about mental health through educational programmes and discussions based on topics from our Employee Assistance Programme. We work with Alexander Forbes to offer financial wellness resources, including guidance on the two-pot retirement system, helping employees make smart choices for a secure future.



4 QUALITY EDUCATION



Promoting learning opportunities for employees and others to remain relevant in the future



Supporting our people's development with meaningful investment

At SANBS, we focus on helping our employees grow, understanding they are the heart of our company and vital to our life-saving work. We encourage ongoing learning with initiatives like the RAD Academy and scholarship programmes, keeping our workforce at the leading edge of their fields. We nurture a team-based atmosphere that encourages creativity and links employees' roles to our main purpose, enabling them to be both capable contributors and innovators.

The RAD Academy now offers 865 courses, with 12 new courses added in Q1 of FY26 supporting ongoing internal capability development.

Our innovative online learning and development platforms (eg Udemu and Bookboon) remain very popular with our employees and more than 1900 completed the Infectious Prevention Control course.



See details in Human Capital

Bursaries for employee dependents

In 2024/25, SANBS allocated R1.16 million (FY24: R1.4m) to employee-dependent bursaries to 63 SANBS employee dependents (FY24: 43), with over 50% awarded to beneficiaries from designated groups. This investment secured five points under the B-BBEE Socio-Economic Development (SED) scorecard in the "Grants" category. In the first quarter R 1,039,175.40 has already been spent in this regard.

Learning and development initiatives

To further embrace our diversity, we currently have 32 (19 of which started in their learnership in the 2024 financial year) young People with Disabilities (PWD) on a learnership. They are on an NQF Level 5 Business Analysis learnership. SANBS is currently hosting 7 learners from a TVET College on a Call Centre learnership.

To further assist these learners, SANBS supplemented their stipends by R1,500 each.

Additionally, SANBS introduced a new NQF Level 4 learnership in Business Administration for 22 Clinic Attendants and Mobile Packers, a group with typically limited opportunities for skills development. This initiative, which focuses solely on skills enhancement, is not intended to convert any positions to Donor Attendant roles. The learners were registered with the SETA in June and began their 12-month programme in August 2024.

SANBS initiated the standardisation of registrar training in South Africa, collaborating with Western Cape Blood Services (WCBS) and other stakeholders, including the National Bioproducts Institute and Jehovah's Witness committees. This ensures that SANBS contributes to the education of clinicians and enhances access to high-quality medical services in our communities.

Sharing knowledge

SANBS boosts knowledge sharing through partnerships, accredited educational events, and new solutions such as the learning portal for healthcare professionals, both inside and outside the company. The Training, Education, and Advisory Services (TEAS) and Patient Blood Management (PBM) teams are vital in organising and delivering training on accredited transfusion medicine topics for external healthcare professionals. Last year, SANBS trained 64,298 healthcare professionals (FY24: 33,019).

In FY 2025, the number of training sessions grew significantly from 236 to 502, using hybrid training methods across various platforms. Importantly, all training is offered free of charge.

Collaborations with universities

Formal collaborations with universities have resulted in the inclusion of transfusion medicine in the curriculum of third-year and fifth-year medical students at the University of Limpopo (UL), the University of Free State (UFS), the Nelson Mandela University, (NMU) and the University of Pretoria (UP). Efforts are being made to be included in University of KwaZulu Natal (UKZ).

In July 2023, SANBS, in collaboration with the University of the Free State, launched a fully online short-learning programme in Patient Blood Management for doctors and nurses. The second cohorts for doctors and nurses commenced on 22 July 2024. UFS and UL medical students' lecturers were conducted.

Haematology and virology registrars at the Universities of Pretoria, KwaZulu Natal, and Witwatersrand are also rotated through SANBS departments to increase their knowledge and understanding of blood and blood products and other additional services offered by SANBS.

SANBS has established several Memoranda of Understanding (MoUs) with Blood Services in the SADC region. Four MoUs were concluded with UP, Namibia (NAMBTS), Eswatini (ENBTS), and a society called the BloodSA to collaborate on various education and research deliverables.

Focus on technical training

Intern Medical Technologists

March 2025 exam results
(8 repeats, 4 first time)

100%
PASS RATE

Lab Assistant Students (LAS)

48 LAS wrote board exam in April 2025

43 passed
(90% pass rate)

Student Medical Technicians

11 STUDENTS

Currently enrolled
Exams August 2025
Progress monitored

BBK refresher training

Refresher training continuing
Gap identified:
Non-adherence to SOP
Number trained to date:

58



See SDG8 for further information about learnerships.

5 GENDER EQUALITY



Empowering women and creating equal opportunities



Equitable reward and remuneration (race and gender parity)

SANBS, being a progressive company, is committed to equity, and as such, our leadership recognises the importance of fair remuneration practices that promote both race and gender parity. Policies and practices are reviewed to ensure that all employees receive equitable rewards for their contributions to the company.

Female representation in the workforce is 58.89% (FY24: 59.97%), and women now make up 46% (FY24: 60%) of the Board and 55.55% (FY24: 55.55%) of the Executive Committee. This intentional focus on inclusivity cultivates a culture of equality, empowers female employees to thrive and lead, and creates the foundation for a vibrant workplace that is reflective of the community it serves.

Read more



Board Profiles



Exco Profiles



Remuneration Report

8 DECENT WORK AND ECONOMIC GROWTH



Promote inclusive and sustainable economic growth, employment and decent work for all



Cultural and leadership initiatives

SANBS is committed to an environment conducive for our employees to thrive and perform. New employees are trained to operate seamlessly and with the appropriate support.

See testimonials from three of our employees that demonstrate our commitment to SDG8 on pages 78 to 81.

Learnerships for people with disabilities

To further embrace our diversity, we currently have 32 (FY24: 19) young People with Disabilities (PWD) on a learnership.

See SDG4 for details.



Phlebotomy learnership

The Phlebotomy learnership at SANBS supports South Africa's National Skills Development Strategy by equipping previously disadvantaged individuals with essential skills. SANBS had 10 phlebotomy students who wrote the Society of Medical Laboratory Technologists of South Africa (SMLTSA) board exam in April 2025 with a 100% pass rate plus 3 distinctions and two students being placed in the top ten performers nationally.

Currently SANBS does not have any new students on the learnership. This learnership remains on hold due to regulatory constraints from SANC (South African Nursing Council) and HPCSA. SANBS is actively engaging with both bodies to resolve the impasse and reinstate this critical pipeline programme.

Work experience for qualification opportunities

As part of our community outreach, SANBS has contributed to the development of 28 Technical Vocational Education and Training (TVET) college interns, and 12 Health Professions Council of South Africa (HPCSA) interns, enrolled from January 2022. In addition to ensuring completion of the required work experience for their qualifications, SANBS further supplements their monthly stipend.

We have Medical Technologist Interns, 12 of whom wrote the board exam in March and had a 100% pass rate. They were all permanently appointed at SANBS upon registration with the Health Professionals Council of South Africa (HPCSA) as qualified Medical Technologists.

In our current pipeline, 11 Medical Technician students and 31 Technologist Interns are currently in training. They are scheduled to write the board exams in August and September respectively.

Enterprise development and supplier development

Procurement contributed 47.06 points (FY24: 53.67) to SANBS' B-BBEE score, now compliant on preferential procurement, supplier and enterprise development.



Investment in research, development and innovation



SANBS is recognised as a centre of excellence with robust intellectual capital, encompassing the expertise of our skilled workforce, including healthcare specialists, supply chain experts, and IT professionals. We are at the forefront of technology in blood transfusion.



In 2021, we established the RAD Academy to empower our people and innovate our processes. It continues to grow from strength to strength.

Increasingly acknowledged for our contributions, SANBS participates in high-profile conferences around the world and is a member of the Blood Genomics Consortium, an initiative aimed at creating a comprehensive and affordable DNA testing for blood group genotyping. This project aims to enhance patient outcomes by reducing alloimmunization rates, with SANBS' diverse donor base providing unique insights that could transform transfusion practices.

Our employees actively engage in local and international research collaborations on topics such as donor health and blood utilisation, resulting in 19 publications during FY25, in peer-reviewed journals and presentations at various academic congresses.

Committed to knowledge sharing across Africa, SANBS collaborated with the Western Cape Blood Service and the African Society for Blood Transfusion to host the first Africa Transfusion Indaba. This event gathered over 36 participants from 12 countries to encourage collaboration and propose a cooperative agenda for blood transfusion education and research. The theme was "Innovations in Blood Transfusion," featuring contributions from experts such as Dr Caroline Hilton (WCBS), Mr Kobus Strydom (SANBS ICT division), and Mr Rodin Simo (Cameroon Research and Education subcommittee), moderated by Dr. Thabiso Rapodile.

We also welcomed a delegation from Ethiopia for specialised stem cell collection and donor management training, deepening capacity-building efforts across the continent.

SANBS embarked on a strategy to innovate with new products and alternate revenue streams. In FY25, SANBS generated alternative revenue in excess of the target.

After the launch of our first smart fridge in 2024, designed to reduce turnaround times for patients needing blood, especially in high-risk areas for mothers during childbirth, we have now added a new 20-unit haemobank smart fridge. This fridge is currently being tested for stable 3G/4G connectivity. If the tests are successful, this technology could be rolled out to more hospitals, further improving our distribution capabilities.



Develop effective, accountable and transparent institutions at all levels



Our experienced Board and Exco bring an extensive level of governance expertise to SANBS.

SANBS products and services meet the quality control requirements at regulatory bodies and national standards to meet internal and external customer requirements and ensure the safety of our blood products.

Quality is fundamental to our reputation. We uphold high standards through a comprehensive quality framework, achieving a blood safety index of 95% and maintaining a perfect 100% result in our annual SANAS accreditation for the past eight years. Recently, we also received new accreditations from two prestigious organisations, highlighting our achievements in cellular therapies and tissue immunology.



See Intellectual and Manufactured Capitals



See Natural Capital for details relating to SDG12 and SDG13

OUR RELATIONSHIP CAPITAL



Engagement with stakeholders to build meaningful relationships

'Serving with Heart' is more than a theme. It is how we engage, connect and build trust with those who make our mission possible. It ensures that every stakeholder feels valued, heard and connected to the mission of saving lives.

At SANBS, every relationship is a vital part of our mission, whether with donors, employees, patients, healthcare partners or the communities we serve. Stakeholder Engagement and Partnership is a dedicated pillar of our 2030 Strategy, emphasising the role of meaningful relationships in achieving long-term impact.

The progress made in 2025 has laid a strong foundation for strengthening our stakeholder ecosystem, one built on trust, accountability and a shared commitment to saving lives.

Our stakeholder engagement practices go beyond compliance. They reflect a deliberate commitment to empathy, inclusion and shared value. As we transition from a product-focused approach to one that is customer-centric, building trust and responsiveness in our relationships remains central to SANBS' organisational transformation.

Engagement, management and reporting continue to prioritise high-power, high-interest stakeholders, as defined in the updated SANBS Stakeholder Grid. Enhancements have ensured that engagement activities align directly with SANBS' strategic pillars and key organisational risks. This data-informed approach enables purposeful interactions, effective risk mitigation and continuous improvement based on stakeholder feedback. Each stakeholder group is explicitly linked to relevant strategic objectives or improvement initiatives, creating a clear path for focused engagement in the year ahead.

Engagement is monitored through a RAG (Red, Amber, Green) status that combines engagement outcomes with relationship health indicators. This approach supports accountability, performance tracking and targeted relationship strengthening. To reinforce this, a 'Serving with Heart' leadership workshop was held to revisit and revise the SANBS Stakeholder Grid. The session used Mendelow's Power-Interest Matrix and followed a structured, consultative process. Stakeholders were reassessed, discussed and repositioned based on their power and interest in relation to SANBS. New stakeholders were identified and ownership for reporting on engagement was clarified. This process reaffirmed the need for an annual review of the stakeholder grid to ensure ongoing relevance and alignment.

As an outcome of the workshop, a new format for reporting engagement outcomes to the GSE was proposed. A streamlined one-page report per stakeholder-linked discipline will provide feedback on engagement outcomes, highlight links to strategic pillars and address associated risks. This format is designed to improve clarity, strengthen accountability and ensure responsiveness.

STAKEHOLDER POWER-INTEREST GRID 2025/2026

HIGH POWER, LOW INTEREST MEET THEIR NEEDS KEEP SATISFIED

- ▼ All Media
- ▼ Regulators
 - HPCSA
 - SAHPRA
- ▼ External Auditors
 - SANAS
 - PWC



LOW POWER, LOW INTEREST LEAST IMPORTANT MINIMAL EFFORT

- ▼ Investment Partners
 - Bankers
- ▼ Collaborators
 - Universities/Academic Institutions
 - ISBT, AFSBT, WHO, AABB
 - Private Hospitals
 - Health care workers

HIGH POWER, HIGH INTEREST KEY PLAYER ENGAGE CLOSELY

- ▼ Blood Collections
 - Blood donors
 - Branch and Zone Donor Committees
 - Strategic partners for blood collection (Controllers)
- ▼ Governance
 - National Council
 - The Board
 - National Department of Health (NDoH)
 - Executive
- ▼ Workforce
 - Employees
 - Unions
- ▼ Prescribers of Blood
- ▼ Strategic Suppliers
- ▼ Strategic Funders
 - Medical Aids
 - Public Hospitals
 - Provincial Depts of Health (DoH)
 - National Bioproducts Institute (NBI)

LOW POWER, HIGH INTEREST SHOW CONSIDERATION KEEP INFORMED

- ▼ WCBS
- ▼ Patients



Power/Influence of stakeholders

Interest of stakeholders

The information that follows describes our frequency of engagement with our stakeholders, their needs, interests and expectations, risks and how we respond to these.

We also provide an indication of the status of improvement initiatives identified to strengthen our relationships with our stakeholders.

Legend
Progress with improvement initiatives



On track



Progress could be delayed



Improvement initiatives delayed



No specific improvements were identified

BLOOD COLLECTIONS



STAKEHOLDER GROUP

Blood donors

Engagement channel

Social media
Blood donation sites
Surveys

Frequency of engagement

Ongoing

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Satisfactory donation experience
- ♥ Adequate donor health and education
- ♥ Engagement
- ♥ Acknowledgement



SANBS RESPONSE

- ♥ Digitalisation
- ♥ Donor-focused research
- ♥ Donor satisfaction surveys
- ♥ Donor rewards programme
- ♥ Increased awareness regarding platelet donation
- ♥ Increased engagement through social media channels
- ♥ Donor wellness programme
- ♥ Engagement with 1st-time donors to improve return
- ♥ Experience feedback from all donors to improve donor experience (enhance donor retention)

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Donor feedback/surveys



STATUS OF CURRENT ENGAGEMENTS

- ♥ Successful implementation of the Whole Blood Group O Programme, achieving the highest number of Group O units collected in the past five years
- ♥ Whole blood collections from Black donors increased from 43,3% to 47.1% Increase in the Black donor panel, representing 54.1%
- ♥ Number of collections from new donors increased to 17.16% over the year - an overall increase in the donor panel reduces reliance on repeat donors and assists in addressing the potential negative impact on donor health
- ♥ 65 Donor for Life Award functions were held across the 32 branches, to celebrate donor milestones achieved from 2020 to 2023
- ♥ A total of 12 617 qualifying milestone donors were recognised for their amazing contributions during the awards functions

IMPROVEMENT INITIATIVE PROGRESS



BLOOD COLLECTIONS



STAKEHOLDER GROUP

Branch and Zone Donor Committees

Engagement channel

Engagement at branch and zone donor committee meetings

Frequency of engagement

Quarterly/as scheduled

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER GROUP

Strategic partners for blood collection

Engagement channel

- ♥ In-person engagement with donor relations team
- ♥ Blood drive controller functions

Frequency of engagement

Ongoing Annually

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Due regard for donor interests and well-being
- ♥ SANBS carries out its mandate effectively
- ♥ Consultation
- ♥ Transparency
- ♥ Relevant, accurate and timeous information sharing
- ♥ Achievement of strategic objectives

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Extent of concerns/ issues raised in GSEC donor structures report
- ♥ Zone Forum platform: Issues addressed
- ♥ Opportunities for education initiatives/activities to influence contribution as committee members

IMPROVEMENT INITIATIVE PROGRESS



SANBS RESPONSE

- ♥ This is a key focus area for donor management
- ♥ Donor committee members (branch and zone) meet formally with designated SANBS personnel at least three times a year

STATUS OF CURRENT ENGAGEMENTS

- ♥ Branch and zone meetings held through the year in compliance with the branch and zone donor committee rules
- ♥ 425 new and existing branch committee members trained on the branch and zone rules

STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Engagement
- ♥ Support
- ♥ Acknowledgement

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Controller feedback

IMPROVEMENT INITIATIVE PROGRESS



SANBS RESPONSE

- ♥ Build/maintain relationships with blood drive controllers to enable adequate blood collections
- ♥ Expand our reach to increase the donor panel

STATUS OF CURRENT ENGAGEMENTS

- ♥ Controller functions held across all seven zones to show appreciation for support from blood drive controllers and to encourage them to continue



GOVERNANCE



STAKEHOLDER GROUP

Board

Engagement channel

Hybrid/virtual and in-person

Frequency of engagement

Quarterly

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Corporate governance and transparency (incl. upholding ethical standards)
- ♥ Receive periodic updates/detailed reporting
- ♥ Strategic leadership (approve strategy/mission/vision)
- ♥ Financial oversight (approve budgets)
- ♥ Risk management
- ♥ Impact and mission fulfilment – ensure programmes and initiatives effectively advance SANBS' mission

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Board evaluations

IMPROVEMENT INITIATIVE PROGRESS



SANBS RESPONSE

- ♥ Improved planning and communication
- ♥ Performance reviews
- ♥ Business scorecard reporting
- ♥ Revised and improved committee and Board Terms of Reference and Work Plans
- ♥ Ethics and Culture Programme is a prioritised business project
- ♥ Governance framework reviewed
- ♥ Board evaluations
- ♥ Joint strategy and planning sessions

STATUS OF CURRENT ENGAGEMENTS

- ♥ The recent Board engagement was both constructive and collaborative, providing positive alignment on SANBS' strategic direction and clear guidance for improvement
- ♥ Board feedback confirmed strong alignment with SANBS' current strategic direction
- ♥ The meeting enabled open dialogue, idea exchange, and identification of key improvement areas
- ♥ Valuable insights were provided to clarify expectations, set goals, and outline steps to address challenges
- ♥ Documented takeaways and action items will guide progress and ensure accountability
- ♥ Reinforced focus on continuous improvement and collaboration between the Board and Management



GOVERNANCE



STAKEHOLDER GROUP

National Council

Engagement channel

Virtual meeting

Frequency of engagement

Bi-annually

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Corporate governance and transparency
- ♥ Accountability - Financial performance feedback
- ♥ Periodic updates
- ♥ Participation and engagement
- ♥ Recognition and appreciation

SANBS RESPONSE

- ♥ Transparent disclosure and communication
- ♥ Governance and accountability

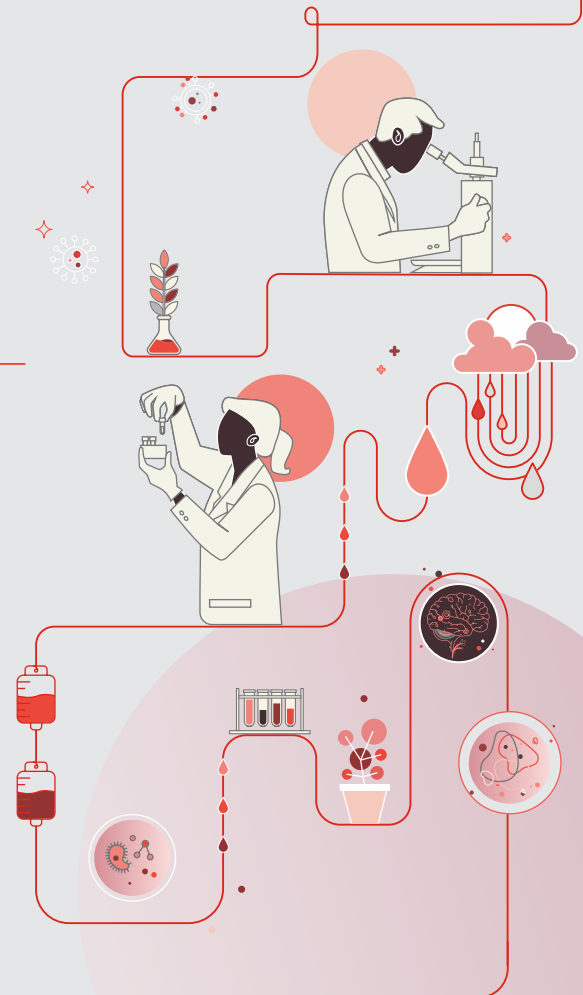
METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Number of concerns/issues raised

STATUS OF CURRENT ENGAGEMENTS

- ♥ Exploration is underway: Initiated preliminary research into viable models; however, this is not yet finalised
- ♥ Assumption testing: Challenging old frameworks and experimenting with new revenue logic
- ♥ Still in concept phase: No final structure or financial forecasts as yet, but includes early ideas and working hypotheses
- ♥ Next move: Define core value drivers and start building a model that can scale and sustain

IMPROVEMENT INITIATIVE PROGRESS



GOVERNANCE



STAKEHOLDER GROUP

National Department of Health (NDoH)

Engagement channel

In-person
Virtual

Frequency of engagement

Annually
As and when required

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Corporate governance and transparency (including upholding ethical standards)
- ♥ Quality products and services delivered at the right time at a fair price
- ♥ Accurate billing and information
- ♥ Support for initiatives
- ♥ Adherence to regulations

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Number of healthcare workers trained
- ♥ One-unit-at-a-time issues
- ♥ Discussion platforms
- ♥ Publications

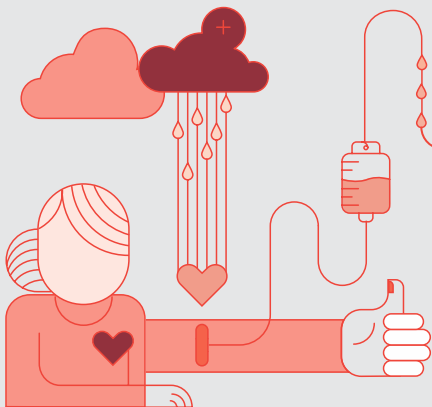
SANBS RESPONSE

- ♥ Recovery of outstanding payments
- ♥ Foundations are solid: Groundwork has been concluded - key stakeholders are identified, onboarded, and aligned
- ♥ Relationships are active: Channels are open, expectations are clear, and engagement is steady
- ♥ Now in maintenance mode: Touchpoints are being managed, maintaining momentum, and ensuring continued alignment
- ♥ Next move: Stay responsive, deepen trust, and leverage partnerships as strategic assets

STATUS OF CURRENT ENGAGEMENTS

- ♥ Engagements with Provincial Departments
- ♥ See SANBS response above

IMPROVEMENT INITIATIVE PROGRESS



WORKFORCE



STAKEHOLDER GROUP

SANBS employees

Engagement channel

In-person
Virtually

Frequency of engagement

Monthly
Quarterly

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Appropriate reward and recognition
- ♥ Conducive and safe working environment/interesting work
- ♥ Job security
- ♥ Growth and development
- ♥ Transformation
- ♥ Diversity and inclusion
- ♥ Diversification of work/interesting work
- ♥ Integration
- ♥ Remote and/or Working from Home (WFH) capability
- ♥ Regard for overall personal wellness
- ♥ Workplace free of any harassment
- ♥ Ongoing communication about key business matters that impact them

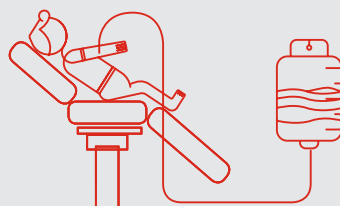
SANBS RESPONSE

- ♥ Talent management – promotions from within are prioritised
- ♥ Succession planning
- ♥ People transformation programme
- ♥ Effective performance management system
- ♥ Role enhancements
- ♥ SANBS employee engagement through annual DNA measure
- ♥ 360° feedback for cohorts of management
- ♥ Remuneration policy updates
- ♥ Heightened disclosure in Integrated Report
- ♥ Remote working policy
- ♥ Virtual training and Learning Cafe
- ♥ SANBS Academy supporting all learning and development
- ♥ Ethics and culture programme implementation
- ♥ Purposeful wellness programmes including monitoring of chronic health conditions
- ♥ Pipeline workforce planning
- ♥ Improved/accelerated talent acquisition and onboarding
- ♥ "Family" meetings (CEO engagements)



METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ DNA culture score
- ♥ Employee surveys
- ♥ 360° feedback
- ♥ THREAD value alignment



STATUS OF CURRENT ENGAGEMENTS

- ♥ SANBS has transitioned from siloed, compliance-driven processes to a cohesive, purpose-led Human Capital model through the Solo2Symphony journey, strengthening alignment, transparency and shared ownership across the company
- ♥ HCM Forums are regularly held to address operational and strategic projects, gather employee feedback and enhance collaboration with management to support team needs and organisational impact
- ♥ Strategy socialisation sessions were conducted by the executive team at eight locations across SANBS
- ♥ Family Meetings, including one hosted by the CEO, updated employees on organisational developments and performance. Consolidated feedback from these sessions was shared with all staff through a set of FAQs to improve clarity and transparency
- ♥ An HCM Visibility and Wellness Day was launched in Q4 to raise awareness and strengthen employee well-being
- ♥ People Days were hosted across zones to enhance the employee experience and promote overall health
- ♥ Healthcare consultants from Alexander Forbes visited selected zones to assist employees with medical aid and GAP cover queries
- ♥ The Employee Recognition Programme continues to grow, with twelve winners across zones receiving recognition vouchers

IMPROVEMENT INITIATIVE PROGRESS



WORKFORCE



STAKEHOLDER GROUP

Unions

Engagement channel

In-person
Virtually

Frequency of engagement

Monthly
Quarterly

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Fair and equitable working conditions
- ♥ Employee safety and security
- ♥ Annual wage negotiations
- ♥ Transparency
- ♥ Consultation
- ♥ Increase frequency of engagement
- ♥ Fair and equitable remuneration

SANBS RESPONSE

- ♥ Dedicated and intentional time for labour partners
- ♥ Bargaining forum meetings
- ♥ Long-term agreements
- ♥ Communication improvement through structured engagements
- ♥ DNA formula
- ♥ Remuneration policy
- ♥ Disclosure of remuneration in Integrated Report

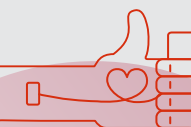
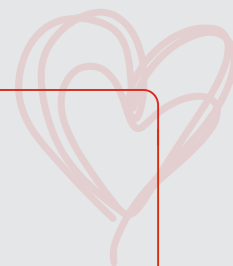
METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ No strikes
- ♥ Number of grievances and disciplinaries
- ♥ Time taken for wage negotiations

STATUS OF CURRENT ENGAGEMENTS

- ♥ Healthy relationship between business and the unions
- ♥ Positive outcome of salary negotiations with agreement reached for implementation effective 01 April 2025
- ♥ Joint recognition agreement and National Bargaining Forum Constitution have been finalised and agreed upon
- ♥ Ongoing engagements with the unions on the Minimum Services Agreement
- ♥ Consultations on the roles classified as "Essential" have commenced
- ♥ ER policies and procedures have been completed

IMPROVEMENT INITIATIVE PROGRESS



PRESCRIBERS OF BLOOD



STAKEHOLDER GROUP

Doctors, nurses

Engagement channel

Hospital transfusion committees
Webinars
In-person meetings
Written communication
WhatsApp groups

Frequency of engagement

Weekly

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Timely availability of safe and sufficient blood and related services

SANBS RESPONSE

- ♥ Continued customer engagements to meet requirements
- ♥ Delivery of right product at right time
- ♥ Research and development to improve donor and patient care
- ♥ Accurate demand planning
- ♥ Driving PBM in South Africa
- ♥ Clinical guideline development
- ♥ PBM short learning programme development

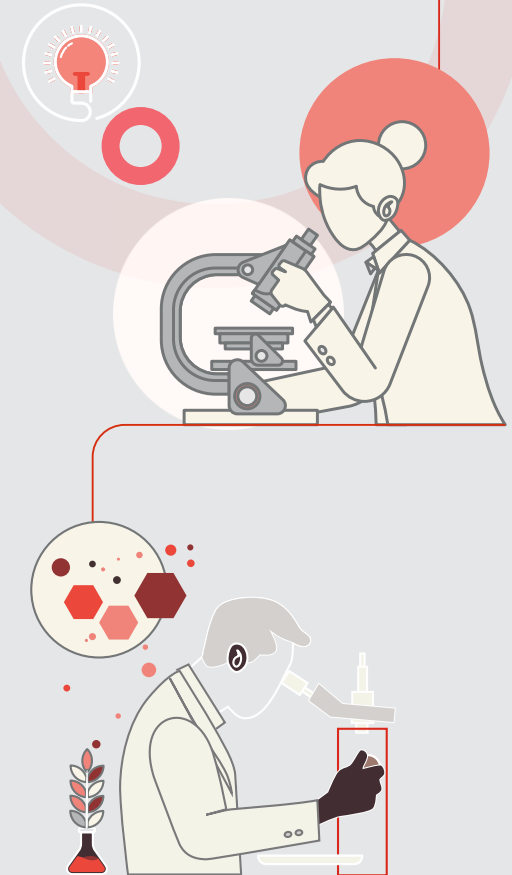
METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ PBM discussion platforms
- ♥ One-unit-at-a-time issues
- ♥ Discussion platforms
- ♥ Publications

STATUS OF CURRENT ENGAGEMENTS

- ♥ 8495 HCWs were trained in two-way real-time activities, compared to 3228 in Q1 of 2024/25. This increase is due to the Friday webinar "Best Practice" lecture series, which had 4748 attendees in Q1, compared to 412 in 2024/25
- ♥ Various teams in SANBS manage several WhatsApp groups for near real-time communication
- ♥ Work continues on establishing and supporting Hospital Transfusion Committees across all major blood utilisation hospitals
- ♥ Presented on PBM at the June Anesthetists Congress, attended mainly by private-sector anesthetists

IMPROVEMENT INITIATIVE PROGRESS



STRATEGIC SUPPLIERS



STAKEHOLDER GROUP

Strategic suppliers

Engagement channel

In-person
Virtual

Frequency of engagement

Quarterly

Strategic pillar impacted:



Strategic risk impacted:



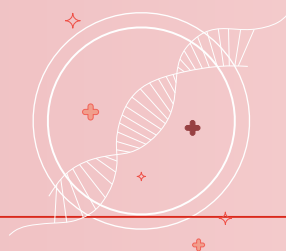
STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Long-term commitments
- ♥ On-time payments
- ♥ Collaborative relationship
- ♥ Performance feedback

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Supplier engagement survey (Top 20 suppliers)
- ♥ Key performance indicators are:
 - Cost of doing business
 - Customer satisfaction and feedback
 - Flexibility and ease of doing business
 - Quality of service
 - Partnership

IMPROVEMENT INITIATIVE PROGRESS

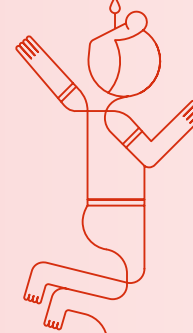


SANBS RESPONSE

- ♥ Provide an excellent supplier experience
- ♥ Critical vendor list
- ♥ Procurement plan to address B-BBEE
- ♥ Flexible procurement and strategic partnership
- ♥ Contract management
- ♥ New procurement framework and updated procurement procedures

STATUS OF CURRENT ENGAGEMENTS

- ♥ Updated procurement procedures to increase efficiency
- ♥ Long-term contracts have been successfully secured with key suppliers
- ♥ Close collaboration with the Finance team has improved efficiency in processing payments for goods and services
- ♥ Monthly performance reviews continue to focus on critical and high-spend suppliers
- ♥ Feedback from workshops and review meetings supports strong supplier relationships and helps maintain high service levels
- ♥ Level 3 B-BBEE achieved



STRATEGIC FUNDERS



STAKEHOLDER GROUP

Medical aids
Public hospitals
Provincial Departments of Health (DoH)
National Bioproducts Institute (NBI)

Engagement channel

Medical aids	Virtual Email
Public Hospitals	In-person Virtual
Provincial Department of Health (DoH)	In-person Virtual
National Bioproducts Institute (NBI)	In-person/virtual Email

Frequency of engagement

Medical aids	Weekly
Public Hospitals	Weekly
Provincial Department of Health (DoH)	Quarterly
National Bioproducts Institute (NBI)	Quarterly Monthly

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

Medical aids

♥ Fair Price

Public Hospitals

♥ Correct billing

Provincial Department of Health (DoH)

♥ Quality products delivered on time

National Bioproducts Institute (NBI)

♥ Meet annual delivery schedule
♥ Maintain high-quality standards

SANBS RESPONSE

♥ Continuous engagement with all medical aids

♥ Visits to top owing hospitals, continuous engagement with the rest

♥ Quarterly Engagements with provincial departments

♥ Meet target for scheduled deliveries and revenue

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

♥ Discussion platforms
♥ Publications



STATUS OF CURRENT ENGAGEMENTS

Medical aids

♥ Communication with Medscheme to facilitate a workshop with all Medscheme medical aids
♥ Met with Gems on unpaid tariffs

Public Hospitals

♥ Visited the top-ranking hospitals and maintained continuous engagement with the rest, regarding outstanding payments

Provincial Department of Health (DoH)

♥ Held engagements with Provincial Departments

National Bioproducts Institute (NBI)

♥ A quarterly meeting was held to review the year-end volumes and delivery to NBI

IMPROVEMENT INITIATIVE PROGRESS

- Medical aids
- Public Hospitals
- Provincial Department of Health (DoH)
- National Bioproducts Institute (NBI)





STAKEHOLDER GROUP

All Media

Engagement channel

In-person
Virtual

Frequency of engagement

Ongoing

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Open and transparent information on the SANBS value chain
- ♥ Update on blood stock levels
- ♥ Update on recruitment campaigns

SANBS RESPONSE

- ♥ Formal media strategy
- ♥ Crisis communication to address risk based on the merits of each incident
- ♥ Holding statements and responses
- ♥ Communication plan and delegated spokespersons
- ♥ Social media policy
- ♥ Thought Leadership Programme
- ♥ Authentic brand ambassadors

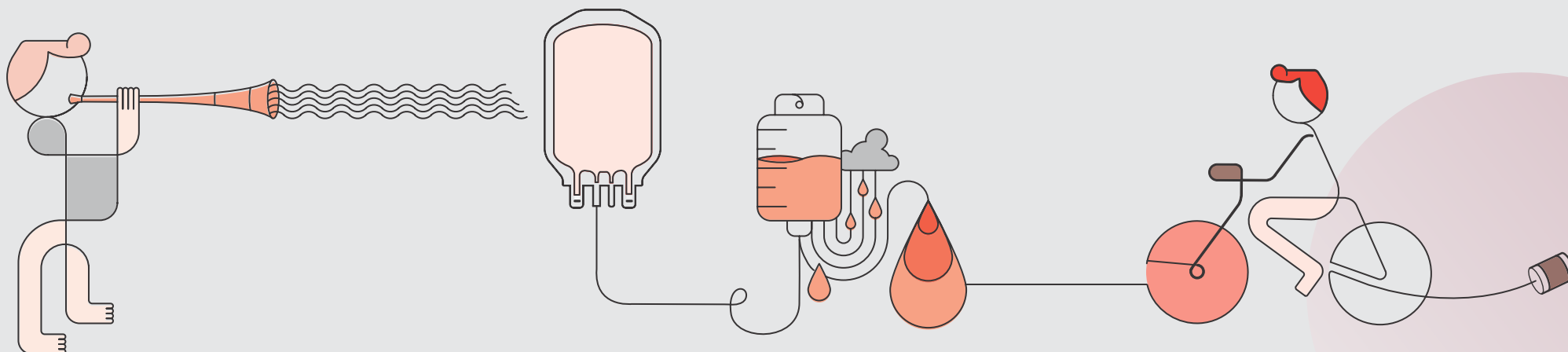
METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Track positive and negative coverage by surveying the media routinely used
- ♥ Measure Net Tonality to track positive/negative trend in the media
- ♥ Active social media listening through media monitoring tool

STATUS OF CURRENT ENGAGEMENTS

- ♥ Continuous media engagement in the last year
- ♥ Tier 1 and Tier 2 media relationships favourable
- ♥ Social media specialist appointed for dedicated attention to expanding social media presence and increasing engagement using these platforms
- ♥ Increasing PR value
- ♥ Media lists compiled and referenced on the database
- ♥ Hosted a media day at the SANBS head office

IMPROVEMENT INITIATIVE PROGRESS



REGULATORS



STAKEHOLDER GROUP

HPCSA
SAHPRA

Engagement channel

Meetings, written communication and discussion platforms

Frequency of engagement

As and when required

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Improved patient outcome
- ♥ Improved healthcare service delivery
- ♥ Sufficient, quality blood products
- ♥ Right product, right patient at the right time
- ♥ Monitoring of side effects
- ♥ Training and education
- ♥ Escalation of all major decisions
- ♥ Cost-efficient service delivery
- ♥ Consultation
- ♥ Transparency
- ♥ Compliance

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ One-unit-at-a-time issues
- ♥ Discussion platforms
- ♥ Accredited laboratories
- ♥ Registered personnel
- ♥ Pass marks for examinations

IMPROVEMENT INITIATIVE PROGRESS



HPCSA



South African Health Products Regulatory Authority (SAHPRA)



SANBS RESPONSE

- ♥ Adherence to service level agreements
- ♥ B-BBEE
- ♥ Provision of data/metrics
- ♥ Portal for debtors' payments
- ♥ Interdependent projects to improve blood product management
- ♥ Scientific research and publications
- ♥ Education through Transfusion Committees

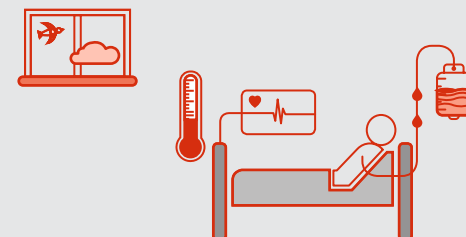
STATUS OF CURRENT ENGAGEMENTS

HPCSA

- ♥ Engagement with the Health Professions Council of South Africa (HPCSA) remains active
Amber status reflects pending outcomes from site audits conducted during the reporting period

South African Health Products Regulatory Authority (SAHPRA)

- ♥ In collaboration with BloodTrain, PEI and SANBS, mock audits of the Processing Centres were established to train SAHPRA auditors on GMP of a blood service



EXTERNAL AUDITORS



STAKEHOLDER GROUP

SANAS
PwC

Engagement channel

SANAS accreditation process

Audit process

Non-audit services processes

Scheduled Audit Committee meetings

Frequency of engagement

SANAS	Participation during accreditation process
PwC	During annual audits, meeting of the Audit Committee, provision of approved non-audit services

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

SANAS ♥ Compliance

PwC ♥ Fairly represented financial statements

SANBS RESPONSE

♥ Implementation of requirements to maintain accreditation and compliance with requirements

♥ Full set of unqualified audited annual financial statements

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

SANAS 100% compliance

PwC Clean audit

STATUS OF CURRENT ENGAGEMENTS

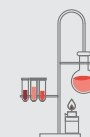
SANAS ♥ 100% SANAS accreditation

PwC ♥ 2025 audit completed; clean audit report

IMPROVEMENT INITIATIVE PROGRESS

■ SANAS

■ PwC



INVESTMENT PARTNERS



STAKEHOLDER GROUP

Bankers

Engagement channel

Physical meetings

Frequency of engagement

Quarterly

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ **Maintain good client relations**
- ♥ **Accurate financial information:** Clear, timely, and transparent financial statements and forecasts
- ♥ **Compliance with regulations:** Adherence to KYC (Know Your Customer), AML (Anti-Money Laundering), and other legal requirements
- ♥ **Consistent engagement:** Timely responses, regular account activity, and openness to financial advice

SANBS RESPONSE

- ♥ **Regular meetings:** Frequent meetings with SANBS' bankers to stay updated and keep communication strong
- ♥ **Sending documents:** Provide all required documents as and when needed; complete and timely
- ♥ **Compliance check:** No formal compliance review as yet, but regular check-ins with bankers to confirm that SANBS are still following the rules
- ♥ **Clear communication:** Keep bankers informed of any changes, updates, or issues and remain readily available to them



METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ **Enhanced yield**

STATUS OF CURRENT ENGAGEMENTS

- ♥ **Very Good**

IMPROVEMENT INITIATIVE PROGRESS



COLLABORATORS



STAKEHOLDER GROUP

Universities/Academic Institutions
ISBT
AfSBT
WHO
AABB
Private Hospitals
Healthcare workers

Engagement channel

Meetings
Webinars

Frequency of engagement

Dependent on stakeholder
Regular and ongoing

Strategic pillar impacted:



Strategic risk impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Collaborate on various topics
- ♥ Establish and maintain an MoU with select stakeholders
- ♥ Transfusion Medicine knowledge dissemination and expansion

SANBS RESPONSE

- ♥ Service level agreements
- ♥ Collaboration on common policies, procedures and standards
- ♥ NHI response
- ♥ Annual National Blood Safety Committee meetings
- ♥ Sharing of blood and blood products when there are localised shortages
- ♥ Research collaborations
- ♥ Actively encourage participation of employees in many working parties, societies and organisations
- ♥ SASBT and ISBT co-organised regional ISBT congress

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Training of healthcare workers
- ♥ Discussion platforms
- ♥ Working party participation
- ♥ Meetings

STATUS OF CURRENT ENGAGEMENTS

- ♥ WHO engaged SANBS to provide proficiency testing for African blood services
- ♥ SANBS trained 64,298 healthcare workers (HCW) via webinars, workshops, and hospital-based sessions, including the widely attended "Best Practice" lecture series. These initiatives expanded access to training, strengthened Transfusion Medicine knowledge and enhanced clinical practice
- ♥ A number of SANBS staff are actively involved in ISBT and AABB working parties
- ♥ Testing of donors who have spontaneously resolved their HCV infection has been completed and testing of donors who have been treated for HCV has commenced as part of the ISBT HCV study led by SANBS staff
- ♥ Meetings held with AfSBT to develop collaborations with ISBT, SANBS and SASBT

IMPROVEMENT INITIATIVE PROGRESS





STAKEHOLDER GROUP

WCBS

Engagement channel

Virtual
In-person meetings

Frequency of engagement

Annually
As and when required

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER GROUP

Patients

Engagement channel

Media

Frequency of engagement

Ad hoc

Strategic pillar impacted:



Strategic risks impacted:



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Collaborative partnership

SANBS RESPONSE

- ♥ Collaborating on the management of donor deferrals
- ♥ Liaised with People Against Race Classification
- ♥ Combined strategic planning meeting for blood services in SA
- ♥ Combined attendance at the National Blood Safety meeting
- ♥ Worked on initiatives to assist with business continuity in the event of business interruption at either SANBS or WCBS

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Effectiveness of NBSC meetings and inputs
- ♥ Outputs from combined strategy meeting

STATUS OF CURRENT ENGAGEMENTS

- ♥ Good

IMPROVEMENT INITIATIVE PROGRESS



STAKEHOLDER NEEDS, INTERESTS AND EXPECTATIONS

- ♥ Timely availability of safe and sufficient blood and related services
- ♥ Key messages to be communicated to blood recipients and their families:
 - Safety: Emphasise rigorous testing, screening, and handling procedures
 - Sufficiency: Communicate that SANBS manages stock levels to ensure availability

SANBS RESPONSE

- ♥ Shared recipient stories on social media and at donor and long service award events
- ♥ Planning short testimonial videos with marketing team to raise awareness about blood safety and availability
- ♥ Ensure that turnaround times are met for supply of blood
- ♥ No cutbacks

METRICS USED TO MEASURE QUALITY OF RELATIONSHIPS

- ♥ Turnaround time for cross matches
- ♥ % blood ordered vs issued

STATUS OF CURRENT ENGAGEMENTS

- ♥ Good

IMPROVEMENT INITIATIVE PROGRESS



OUR NATURAL CAPITAL



MANAGING SANBS' IMPACT ON THE ENVIRONMENT

At SANBS, our vision is to improve how we use resources to reduce our environmental impact while still meeting company requirements. Our progress in achieving this is measured by our 'Greening Initiatives.'



WHAT NATURAL CAPITAL MEANS TO SANBS

At SANBS, natural capital refers to the environmental resources and ecosystems that support our operations, products, and services. This includes the air, water, energy, land, and biodiversity upon which we depend directly and indirectly.

Our approach to natural capital is guided by environmental stewardship, ensuring that our operations are conducted in a way that protects and preserves these resources. We pursue internal aspirational initiatives aimed at minimising our environmental footprint, conserving natural resources, and promoting sustainability across the value chain.

These initiatives not only contribute to national and global environmental goals but also strengthen SANBS' operational resilience by reducing exposure to resource scarcity, regulatory risks, and the rising costs of utilities and waste.



Ensure sustainable consumption and production patterns



We are committed to decrease wastage and promote appropriate use of blood



Focused efforts on reducing our carbon footprint



The SANBS Greening Task team continues to monitor, measure and introduce initiatives to minimise negative impacts on the environment, through 6 objectives:

- Energy conservation
- Optimisation of water consumption and conservation
- Management of land and air pollution
- Optimisation of procurement
- Environmentally sustainable buildings
- Environmentally conscious culture

ENVIRONMENTAL IMPERATIVES AS WE MANAGE OUR NATURAL CAPITAL

In FY25, SANBS' total net carbon emissions amounted to 19 873 tons, compared to 17 451 tons in FY24. This reflects an overall increase of 13.87% compared to the previous year. The rise in emissions highlights the need for strengthened mitigation measures and renewed focus on energy efficiency, sustainable transport, and other emission-reduction strategies to realign with SANBS' environmental sustainability objectives.

ENERGY AND CARBON

SUSTAINABILITY OBJECTIVE 1: CONSERVE ENERGY

To reduce our carbon footprint, SANBS is prioritising the reduction of electricity consumption from the national grid. This will be achieved through the integration of energy-efficient green building principles in all new constructions and major facility upgrades. In the long term, SANBS aims to transition away from reliance on Eskom or municipal electricity supply by exploring and investing in renewable energy solutions, such as solar power, to ensure a more sustainable and resilient energy future.



FY25 UPDATE

CARBON EMISSIONS

In FY25, the measured power consumption was 9,00mWh (FY24: 8.82mWh), 2.02% increase from 2024. A solar feasibility assessment of the SANBS-owned sites was completed, and recommendations are planned to be implemented over 2–3 years. Following the feasibility assessment, four sites have been identified for solar installation. SANBS will follow the requisite procurement processes to appoint a contractor(s) to install and commission the system. In Mount Edgecombe, solar has been out of service, contributing to increased energy usage.

Progress against our objective

- ♥ No further installations have been commissioned (see plans for 2026 below)
- ♥ Renovations to the Head Office building will commence in FY 25. Plans include solar generated power

PLANS FOR FY26

Out of the four sites that were put out on tender for solar installation, one site has been awarded. The three remaining sites had to be re-issued for tender due to the received tender prices, which were considered not competitive.



WATER

SUSTAINABILITY OBJECTIVE 2: OPTIMISATION OF WATER CONSUMPTION AND CONSERVATION

- ♥ Reduce the consumption of water at all SANBS' sites
- ♥ Monitor and manage water usage
- ♥ Deploy rainwater harvesting technologies for SANBS-owned properties
- ♥ Prevent or minimise the disposal of trade effluent

FY25 UPDATE

- ♥ There was a 35.18 % increase in borehole water consumption. The increased utilisation of borehole water reflects our ongoing efforts to reduce reliance on municipal supply and enhance water sustainability
- ♥ At Head Office, borehole consumption was 9 513Lt (FY24: 5 297kl), with estimated savings of R537 108 (FY24: R241 781)
- ♥ The borehole at Mount Edgecombe generated approximately 5 610Lt (FY24: 4 988l) and savings of R319 068 (FY24: R245 397)
- ♥ The borehole at Port Elizabeth HQ generated 130Lt and generated savings of R5 655
- ♥ A total of R861 831 was saved in FY25 as a result of borehole consumption (FY24: R504 708)
- ♥ Groundwater exploration and feasibility assessments were carried out at nine SANBS-owned sites that currently lack boreholes. Of these nine sites, eight were confirmed as suitable for water extraction. Drilling has been completed at six of these sites, which passed the feasibility evaluation and had enough space for drilling
- ♥ The procurement process will follow to appoint contractors to install water filtration plants across the six sites

LAND AND AIR POLLUTION

SUSTAINABILITY OBJECTIVE 3: MANAGE LAND AND AIR POLLUTION

- ♥ Manage waste in alignment with the waste hierarchy: prevention, reuse, recycling, recovery, and disposal - to reduce landfill contributions and associated carbon emissions
- ♥ Decrease reliance on fossil fuels for business travel to lower air pollution and greenhouse gas emissions
- ♥ Ensure all electronic waste is disposed of by the Electronic Waste Association of South Africa (eWASA) guidelines
- ♥ Reduce paper usage through digital alternatives and ensure all used printer cartridges are properly recycled
- ♥ Implement measures to prevent or minimise noise and air pollution across operations

FY25 UPDATE

In FY25, general waste was collected for recycling at 11 sites, and SANBS achieved an annual average recycling rate of 52%, surpassing the set target of 45%. The highest recycling performance was recorded in May 2024, while January 2025 reflected the lowest rate, likely due to seasonal operational disruptions. Overall, SANBS has made significant progress in diverting waste from landfill, demonstrating consistent recycling practices throughout the reporting year.

PLANS FOR FY26

To maintain and improve on this performance in FY26 and beyond, continued focus on sorting at source, staff engagement and awareness, and effective waste contractor management.



GENERAL WASTE

The appointed service provider has been effectively separating general waste for recycling, resulting in a substantial reduction in landfill disposal. In FY25, a total of 88 tons of general waste was recycled, contributing to an estimated carbon saving of 51 tons. This marks a notable increase in recycling volumes compared to the previous year and underscores the positive environmental impact of improved waste management practices.

FLIGHT TRAVEL

Carbon emissions from business-related air travel amounted to 401 tons, representing an increase from 343 tons in the previous financial year. This rise is primarily attributed to international travel, particularly employee attendance at the International Society for Blood Transfusion (ISBT) Conference in Spain, as well as a general increase in business activity during the period.

ROAD TRAVEL

The use of road travel at SANBS includes couriers delivering blood and blood products, the organisation's fleet transporting employees to mobile donor clinics, and collecting blood for testing and processing, site visits and operational travel, as well as employee mileage claims for business purposes. The total distance travelled in FY25 was just over 47 million km.

PRINTING

There has been a slight increase in printing volumes compared to the previous financial year, leading to a net environmental impact of 58 207 kg, up from 55 341 kg in FY24. This upward trend highlights the need to reinforce paper reduction initiatives and promote digital alternatives to minimise the environmental footprint associated with printing.

PROGRESS AGAINST OUR OBJECTIVE

Overall, there has been a 5.04% increase in carbon savings due to printing.

Total carbon emissions increased overall due to increased business activity, reduced solar power generation, increased mileage and energy consumption at our sites, and increased flights.

FY25 UPDATE

SANBS has implemented various environmental initiatives over the years. However, these efforts have not been guided by a unified strategic framework. SANBS plan to adopt a structured and holistic approach to environmental sustainability, aimed at reducing our environmental footprint while enhancing operational efficiency and regulatory compliance.

PROCUREMENT

SUSTAINABILITY OBJECTIVE 4: OPTIMISE PROCUREMENT

Ensure that the products and services procured for SANBS are as sustainable as possible, with the lowest environmental impact.

FY25 UPDATE

We have undertaken fewer new initiatives to optimise our green procurement efforts. However, we continue our practice of purchasing energy-efficient computers, recycling paper, and investing in more fuel-efficient vehicles.

PLANS FOR FY26

The Executive: Corporate Services will take the lead in engaging key vendors to explore opportunities for reducing carbon emissions across the entire supply value chain, with support from the new Procurement Manager.

GREEN BUILDING

SUSTAINABILITY OBJECTIVE 5: GREEN BUILDING

We are committed to ensuring that all SANBS-owned buildings are constructed and operated in an environmentally sustainable manner. Our Mount Edgecombe site has earned a 5 Star Green building certification and has achieved the NET ZERO accreditation from the Green Building Council of South Africa (GBCSA).

FY25 UPDATE

Upgrade of Constantia Kloof was deferred to allow focus on the BECS implementation. The Green Building Consultant was appointed as part of the Engineering services professional team for the CK upgrade project. Resources for infrastructure development has been approved by Exco.

PLANS FOR FY26

With the resumption of the project, we are continuing to re-zone and upgrade our offices and laboratories in CK. CK building renovations/upgrade will commence in Q2 of FY26.

CULTURE CHANGE

SUSTAINABILITY OBJECTIVE 6: CULTURE CHANGE

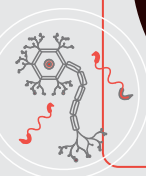
SANBS operations are conducted in a sustainable manner, driven by the commitment and environmental consciousness of its employees.

FY25 UPDATE

A Greening dashboard is in place and continues to be updated quarterly. Environmental awareness campaigns are undertaken by the Safety and Environment department.

PLANS FOR FY26

We will continue to monitor and reduce our carbon footprint, seeking areas for improvement and enhancing SANBS' Greening initiatives once the Environmental Sustainability strategy is approved.



OUR HUMAN CAPITAL EMPOWERING SANBS' PEOPLE, ADVANCING PURPOSE



At SANBS, human capital is more than a resource, it is the heartbeat of our company. Our people are the foundation of our purpose and performance. We are committed to building a safe, inclusive, and rewarding workplace by offering a holistic employee experience that prioritises health, well-being, continuous development, and work-life balance.

IT TAKES MORE THAN ONE HEART TO SAVE A LIFE

This sentiment lies at the core of our approach to Human Capital. At SANBS, our people are not just employees - they are partners in purpose, connected by a shared commitment to saving lives. Every colleague, in every corner of the company, contributes their heart to a mission that depends on collaboration, care, and continuous growth.

Human capital is the heartbeat of SANBS, the people behind the blood

We are proud of the strides made in shaping a fit-for-purpose workforce, one that is diverse, capable and aligned to our strategic direction. Investing in people remains a central pillar of our transformation, ensuring that we are not only equipped to meet today's challenges, but ready to lead through the next decade.



FROM SOLO TO SYMPHONY: ENABLING COLLECTIVE IMPACT

The 2024/25 period marked a defining shift in the way SANBS approaches people practices, moving from siloed, compliance-driven processes to a cohesive, purpose-led Human Capital model. This evolution has been championed by the HCM team, who launched the Solo2Symphony journey, a call to move in harmony, align efforts, and build a unified people strategy. Through strengthened HCM forums, revitalised People Days, and collaborative engagement platforms, the team has laid the foundation for greater alignment, transparency, and shared ownership across the company. At SANBS, our people are, and will always be, the beating heart of our mission. This transformation reflects a deliberate effort to align leadership, culture, and skills with our life-saving purpose. By investing in capability-building, enabling inclusive growth, and cultivating a workplace where every individual feels seen, supported, and empowered, we are future-proofing our workforce and laying the foundation for sustainable impact.



FY 2025 HUMAN CAPITAL HIGHLIGHTS

EMBEDDING STRATEGY THROUGH COMPANY-WIDE ENGAGEMENT

In 2024/25, SANBS undertook a coordinated effort to engage all employees in the rollout of its new 2025–2030 strategy. This new strategic direction marks an evolution from our iHEALTH strategy, which prioritised operational excellence. While SANBS remains committed to delivering safe, reliable blood products through operational rigour, the new strategy places greater emphasis on service and experience, building a more customer-centric company. Led by the CEO and Exco members, the engagement process focused on creating clarity, driving alignment, and strengthening strategic ownership across all levels. At the heart of this shift is a deeper focus on the human experience, empowering employees to see donors, patients, and partners not just as stakeholders, but as central to the reason we exist.

By embedding a culture of empathy and responsiveness, SANBS is moving from transactional service delivery to purpose-led, relationship-driven interactions, while never compromising on the operational excellence that underpins trust the system.



A WORKFORCE BUILT FOR TOMORROW

We strengthened our internal talent pipeline with strategic investments in high-impact development initiatives:



100% board exam pass rate for 12 medical technologist interns in March 2025

a major improvement from the 59% of the previous cohort



30 biomedical technologist interns completed their internship in 2024, with 20 absorbed into SANBS, reinforcing our commitment to critical skills retention



All 10 student phlebotomists who passed their 2024 board exam have been absorbed into Donor Services, boosting capacity at the frontline

SANBS CULTURE DNA

Our annual employee engagement survey, SANBS Culture DNA, is an essential tool for understanding how employees experience our workplace culture. In 2025, the index score held steady at 1.29, matching the 2024 result. While we recognise there is room for growth, this stability signals a level of consistency during a time of organisational change. We remain committed to active listening and translating employee feedback into meaningful actions that foster a thriving, inclusive workplace.

INCLUSIVE DEVELOPMENT FOR PEOPLE WITH DISABILITIES

SANBS hosted:



19 PWD learners on a Business analysis NQF Level 5 learnership



10 PWD learners in the Contact Centre



4 PWD interns within HCM

These individuals made measurable contributions across departments, demonstrating our commitment to inclusive growth, workplace diversity, and living our values through action.

ADVANCING STRATEGIC WORKFORCE PLANNING



Attracting and retaining the right talent



Leadership development and customer focus



Skills development



Engaged teams



Future-proofing SANBS' workforce through our 'Grow our Own' approach

STRATEGIC WORKFORCE PLANNING

In alignment with SANBS' long-term sustainability goals, strategic workforce planning is gaining momentum across the company. A new, phased approach was introduced, outlining a shift toward modernised, skills-based role profiles. This transition will establish a shared skills language across SANBS, enabling agile talent deployment, supporting internal mobility, and aligning capability development with strategic priorities.

To support this shift, a phased skills audit has been proposed to build an accurate talent inventory. This will uncover hidden capabilities, highlight critical skills gaps, and provide reliable data to inform smarter, more targeted workforce investments. Together, these initiatives will help move SANBS from theoretical planning to data-driven decision-making, enhancing organisational agility and readiness for the future.

SANBS HAS IMPACTED LIVES OF BOTH EMPLOYEES AND UNEMPLOYED LEARNERS THROUGH LEARNERSHIP AND INTERNSHIPS

Saving lives goes beyond the blood we collect, it is also in the lives we uplift.

Watch how our bursary recipients are transforming their lives and careers through opportunity, support, and purpose.

 [Click here to watch](#)



LEADING WITH LEARNING

We continued to grow leadership excellence through structured learning programmes:

THE SUPERVISORY DEVELOPMENT PROGRAMME

The Supervisory Development Programme (SDP), launched in September 2024, has already trained 47% of junior managers. As the foundational tier of SANBS' broader leadership development initiative, the programme equips emerging leaders with essential skills for effective team management. Initial feedback has been overwhelmingly positive, and follow-up surveys will evaluate its impact on team performance and leadership effectiveness.

GROWING OUR OWN: BURSARY PROGRAMME

Through our pilot "Growing our Own" bursary scheme, SANBS awarded bursaries to 10 third-year Bachelor of Health Sciences students specialising in immunohematology. One student ranked in the top ten nationally, and nine of the students will begin their internships with SANBS in January 2026. This initiative aims to address the scarce skills gap while cultivating a dedicated future workforce.

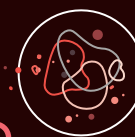


CREATING GROWTH PATHWAYS: "GROW OUR OWN" IN ACTION

At SANBS, talent development is not just a policy, it is a lived reality. Through our "Grow Our Own" approach, we nurture internal talent, provide meaningful development opportunities, and support upward mobility across the company.

This approach has enabled employees to build long-term careers and take on leadership roles that directly shape the future of SANBS.

The journeys of team members such as Terrance and Charity, offer powerful examples of what is possible when potential is recognised and cultivated. These stories highlight not only individual achievement but also the impact of sustained investment in people.



Terrance Pillay: CONTACT CENTRE MANAGER



Can you share your career journey at SANBS, where you started and the role you hold today?

My journey with SANBS began in 1997 at the age of 19 when the Child Welfare Society introduced me to the Natal Blood Transfusion Service. I was facing personal challenges at the time, supporting my family while my mother battled terminal renal failure. This opportunity became the start of a lifelong passion for a life-saving company.

I started as a casual general worker, delivering internal mail across departments, an experience that sparked my curiosity and desire to learn. Over two years, I worked across Donor Relations, Finance, and Administration, gaining hands-on experience that built a strong foundation.

In 1999, I joined the Donor Records Division on a mentorship contract and led the Donor Membership Card project. A year later, I was appointed permanently as a Donor Records Clerk and pursued further education in Public Relations and Marketing Management.

By 2004, I was appointed Clinic Promoter, supporting advertising, legal approvals, and marketing. After SANBS was formed, in 2005 I became a Donor Relations Practitioner in East Rand, later leading the proposal to split the region into two branches, resulting in the creation of the Benoni Branch, which I helped establish. I also introduced the Carnival Donor Centre to operations.

Over the years, I have contributed to projects in donor recruitment and retention across Africa, staff training, BECS system implementation, and research into successful donor centres. I am currently completing my degree in Business Administration with a major in Business Digital Transformation.

On 1 April 2025, 25 years after starting as a "postman," I was appointed Contact Centre Manager, leading a national team of around 90 staff. I am committed to building a donor-centric Contact Centre that will enhance donor satisfaction and embrace digital tools to deliver exceptional service.

What support or development opportunities at SANBS helped you progress in your career?

During my time at SANBS, several support and development opportunities played a key role in my career growth. One of the most impactful was access to structured training programmes and ongoing professional development courses tailored to my role. These helped me build both technical and soft skills, boosting my confidence and effectiveness in daily operations.

I also benefited from the mentorship and guidance of senior colleagues and supervisors. Their willingness to share knowledge and offer support helped me navigate challenges and take on more responsibility.

SANBS also promoted internal growth by encouraging staff to apply for roles aligned with their career goals. The clear performance management system provided regular feedback, helping me identify areas for improvement and track my progress.

Together, these opportunities including training, mentorship, career mobility and a supportive environment helped shape my development at SANBS.

What advice would you give to fellow SANBS employees who are eager to grow within the company?

Take initiative by going beyond your daily duties. Volunteer, offer ideas, and look for ways to add value. Embrace continuous learning through SANBS' training programmes to build both technical and leadership skills.

Build strong relationships by connecting with colleagues, seeking mentors, and collaborating across teams. Align your work with SANBS' mission to ensure your contributions have impact.

Career growth takes time, so be patient, stay committed, and let your consistency and dedication speak for you.

Looking back, what achievement or moment in your SANBS journey are you most proud of?

One of the moments I'm most proud of was leading the introduction of the SANBS Benoni Branch. It meant establishing a branch in a high-need area, boosting collections during a critical period, and implementing improvements that motivated donors and met patient demand.

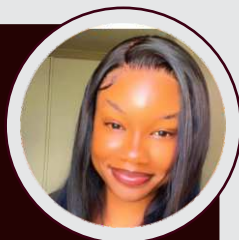
It pushed me beyond my comfort zone and proved what I was capable of. Contributing to the SANBS mission in such a meaningful way and knowing it made a real difference to patients and communities was incredibly fulfilling.

What excites or inspires you most about your future at SANBS?

What excites me most is the chance to keep making a real difference through meaningful work. Being part of a company that saves lives through safe blood collection gives me a strong sense of purpose.

I am also inspired by the passion of my colleagues. Working with people who truly care creates an energising culture that reminds me every day why I am proud to be part of SANBS.

Testimonial: Charity Mabasa SAP MATERIALS MANAGEMENT SYSTEMS ANALYST



Can you share your career journey at SANBS, where you started and the role you hold today?

I began my career as a SAP HR Intern within the SAP ERP team, where I gained foundational experience in human resources processes and SAP systems. I then took on a dual internship as a Procurement Analyst Intern while continuing HR support as an HR Analyst, which broadened my exposure across multiple business areas and deepened my SAP knowledge. Today, I serve as a SAP MM (Materials Management) System Analyst, focusing on managing and optimising procurement processes within the SAP ecosystem.

What support or development opportunities at SANBS helped you progress in your career?

SANBS provided a strong foundation for my growth through well-structured internship programmes that gave me hands-on experience with real SAP systems across HR and Procurement modules. I was supported by knowledgeable mentors who guided me through complex tasks, and regular feedback from my senior manager helped me focus on continuous improvement.

The company also encouraged learning by giving me access to SAP Learning Hub, internal training resources, workshops, and opportunities to work on cross-functional projects. These experiences not only deepened my SAP MM expertise but also strengthened my problem-solving, communication, and collaboration skills. The combination of support and development opportunities at SANBS was instrumental in preparing me for my current role as an SAP MM System Analyst.



What advice would you give to fellow SANBS employees who are eager to grow within the company?

Take ownership of your development by being proactive and open to learning. Do not wait for opportunities; seek them out. Volunteer for cross-functional projects to broaden your perspective and build adaptability.

Build strong relationships with mentors and colleagues. There is a wealth of knowledge within SANBS and learning from others can be invaluable. Be open to feedback, whether positive or constructive, and use it to grow.

Make full use of training programmes, workshops and internal resources. Continuous learning is essential, especially in a technical environment like SAP.

Remain patient and consistent. Growth takes time, but if you stay committed, show initiative and keep learning, your efforts will be recognised.

Looking back, what achievement or moment in your SANBS journey are you most proud of?

One of the achievements I am most proud of is successfully transitioning from an intern to a permanent role as an SAP MM System Analyst. This was not just a change in title, it reflected the hard work, learning and growth I invested along the way.

I am particularly proud of the time I managed dual responsibilities in both HR and Procurement during my internship. It was a challenging period that taught me adaptability, time management and gave me a broader perspective of SAP. That experience laid the groundwork for my current role and highlighted the value of stepping outside my comfort zone.

What excites or inspires you most about your future at SANBS?

What excites me most about my future at SANBS is the chance to keep growing in a forward-thinking company that values innovation and continuous improvement. I am inspired by SANBS' mission to save lives and 'Serve with Heart', and I want to contribute by expanding my expertise in SAP systems.

I look forward to taking on new challenges, especially within SAP MM, and exploring other SAP modules to become a more versatile system analyst. Collaborating with diverse teams and contributing to projects that enhance operational efficiency is a key motivator for me.

I am also particularly excited to be part of the SAP Ariba project. It is a valuable opportunity to gain exposure to new procurement technologies and processes. With SANBS' supportive culture and strong focus on development, I am confident I will have the tools and mentorship needed to grow my career.

DIGITAL LEARNING ENGAGEMENT

Our digital platforms have experienced ongoing engagement, showcasing the commitment to continuous learning:

UDEMY ENGAGEMENT

Metric	Value
Users	98
% Time spent on business skills	43.20%
% Time spent on technology skills	55.85%
% Time spent on personal development skills	0.95%
Licenses allocated	99
Enrolled users	90
Organisation adoption	88
Users who watched a lecture	98

BOOKBOON ENGAGEMENT

Metric	Value
Total content accessed	352
Total eBooks used	138
Total audio learning accessed	163
Total virtual classrooms used	51
Active users	117
Downloads	352
Training days	45
Net Promoter Score (NPS)	113

1 900+ people completed the Infection Prevention Control (IPC) course.

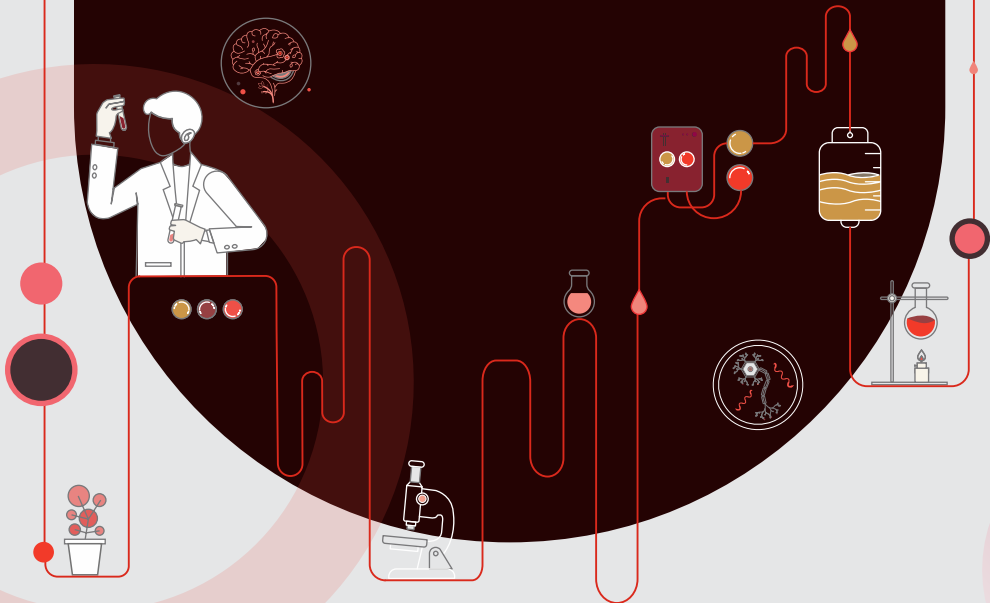


FUTURE-PROOFING THROUGH THE INAUGURAL SIOPSA INTERNSHIP PROGRAMME

In 2024, SANBS took a further step in future-proofing its workforce by launching its first SIOPSA-accredited Industrial Psychology internship programme, a strategic investment in internal capability building. This initiative strengthens the pipeline of industrial and organisational psychologists within the company, while reinforcing SANBS' broader vision of developing future-fit talent to support its evolving people strategy.

This internship marks a significant milestone in the journey toward building a professionalised, agile, and resilient Human Capital function. It enables SANBS to better align talent development with global best practices, while cultivating internal expertise in key areas like organisational effectiveness, employee wellbeing, leadership development, and data-driven decision-making.

The following reflection, shared by SANBS' first Industrial Psychology intern, offers powerful insight into the impact of this programme. It highlights how structured support, exposure to real-world challenges, and guided mentorship can accelerate both personal growth and organisational maturity.



Safaa Aarendse

ORGANISATIONAL DEVELOPMENT OFFICER

Reflections on my journey as the first industrial psychologist intern at SANBS

Can you share your career journey at SANBS, where you started and the role you hold today?

As the first Industrial Psychology intern at SANBS, my journey began as part of a pioneering initiative to professionalise and build internal capability within Human Capital Management (HCM). My internship followed the Health Professions Council of South Africa (HPCSA) framework and was structured to expose me to key areas of industrial psychology, including organisational and personnel psychology, career counselling, assessments, employee wellbeing, and professional ethics. My growth was supported through departmental rotations, mentorship from an external supervisor at Lumenii, guidance from my university supervisor, and unwavering support from the SANBS HCM team.

What support or development opportunities at SANBS helped you progress in your career?

I was fortunate to be involved in diverse, impactful projects across the company. These included facilitating team effectiveness sessions, gaining exposure in employee relations activities such as disciplinary cases and CCMA hearings, conducting competency profiling, and contributing to strategic initiatives like the Strategic Workforce Planning (SWP) project. I am also playing a role in shaping the Employee Value Proposition (EVP), developed and administered diagnostic surveys, conducted data analysis, and contributed to the leadership development framework. These experiences strengthened my technical, behavioural, and consultative skills. The structured mentorship, open access to organisational projects, and cross-functional collaboration created an ideal environment for learning and growth.

What advice would you give to fellow SANBS employees who are eager to grow within the company?

Be proactive in your learning, but also set clear expectations upfront, especially when navigating structured development programmes. One of the challenges I faced was managing expectations around the strict time-logging requirements of the HPCSA internship. At times, this created pressure when I committed to tasks outside of my internship scope. This experience taught me the importance of assertiveness and professional boundary-setting. I would also recommend co-creating a formalised framework for any new role or internship to align priorities from the outset. SANBS thrives on collaboration, so take advantage of mentorship and peer support to make your development journey meaningful and sustainable.



Looking back, what achievement or moment in your SANBS journey are you most proud of?

I am most proud of contributing to SANBS' long-term talent strategy by designing the foundation for what can become a formalised, HPCSA-aligned internship programme. Through this journey, I was able to apply psychological science to real-world challenges and co-create impactful, people-centred solutions. Knowing that my internship experience can serve as a blueprint for future Industrial Psychology interns, and support SANBS in developing its own assessment and development capabilities, is incredibly fulfilling.

What excites or inspires you most about your future at SANBS?

I am excited by the potential to help SANBS further embed psychology-based practices in its talent development and workforce planning strategies. There is a real opportunity to scale this internship model and build internal capability in areas like psychometric assessment, change management, and employee engagement. Contributing to the growth of a future-fit, people-centred SANBS is both a personal and professional aspiration, and I am inspired by the company's willingness to innovate and lead in this space.



STRATEGIC HUMAN CAPITAL SHIFTS



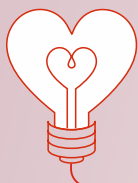
As we evolve into a more responsive and resilient company, SANBS has embraced strategic HCM shifts that elevate the role of people practices in driving operational agility, ethical culture, and employee engagement.

Integrated change management: Change capability is now a foundational part of onboarding and team development at SANBS. Targeted team effectiveness sessions, combined with structured change management interventions, have been instrumental in building resilient teams and supporting the successful adoption of systems like BECS. These efforts are not only improving performance but also embedding a culture of continuous improvement and adaptability across the company.

Raising organisational maturity through strategic HCM engagements: Increased awareness and understanding of key people practices, such as performance management frameworks, fair and transparent wage negotiations, and talent development strategies—are strengthening SANBS' employee value proposition. These strategic engagements are promoting a culture of accountability, inclusiveness, and shared responsibility, while positioning the HCM function as a trusted enabler of organisational growth.

From compliance to culture: A strong ethics framework, complete with help desks, ambassadors, and a dedicated committee, has been embedded to support a values-based culture.

Organisational alignment via TOM: The implementation of strategic realignment initiatives, informed by Target Operating Model (TOM) recommendations, has strengthened operational focus, clarified role expectations, and enhanced organisational agility. These shifts have laid a strong foundation for more effective service delivery, improved cross-functional collaboration, and deeper employee engagement.



EMBRACING OUR CHALLENGES

While we have achieved several important milestones, we acknowledge that there are still areas for improvement. Regulatory constraints imposed by the HPCSA on our clinical training programmes have made it challenging to scale our internal professional capacity in key regulated fields, and we aim to navigate these limitations to enhance our training capabilities. Some employees have emphasised the need that improving psychological safety remains important, emphasising the need for a workplace where everyone feels heard, respected, and supported as we continue building a more inclusive and empathetic culture. Instances of inconsistent communication at various levels of the company has affected some employee engagement and created some uncertainty regarding direction and priorities; we recognise that addressing these communication gaps is crucial for promoting trust and cultivating a more connected workforce.

LOOKING AHEAD: EVOLVING HUMAN CAPITAL FOR A FUTURE-FIT SANBS

As SANBS navigates workforce shortages, technological advancements, and rising employee expectations, the HCM function is undergoing a purposeful transformation to ensure long-term sustainability and organisational resilience. Our priorities for the future are clear and people-centred:

- ♥ **Workforce optimisation** - Improving staffing efficiency, reducing burnout, and supporting healthy leave-taking practices to ensure a sustainable workload and well-being
- ♥ **Skills-based talent management** - Transitioning to a dynamic skills framework through targeted upskilling, a centralised internal skills inventory, and strategic partnerships to build scarce talent pipelines
- ♥ **Strengthening employee well-being and resilience** - Embedding trauma-informed policies, peer support structures, and flexible benefits that prioritise psychological safety and holistic wellness
- ♥ **Enhancing employer branding and retention** - Aligning recognition and reward programmes with SANBS' purpose and values to promote pride, belonging, and long-term commitment
- ♥ **AI-enabled learning and development** - Leveraging personalised, on-demand learning platforms and microlearning to empower continuous growth and real-time capability building

Together, these shifts will position SANBS to attract, develop, and retain a future-ready workforce, one that is equipped, inspired, and united in our life-saving mission.

REMUNERATION REPORT

REWARDING OUR PEOPLE FAIRLY FOR SKILLS, EXPERIENCE AND DELIVERY



Remuneration is directly tied to the successful execution of our strategy, recognising the high degree of skills, experience, and leadership capability required to run a company like SANBS, and save lives!

SANBS is committed to ensuring its employees are rewarded fairly for their contributions and performance. The remuneration system at SANBS is closely tied to achieving successful outcomes from its strategy, making it essential for all staff to understand how their work impacts the company's goals. By linking remuneration to performance, SANBS aims to recognise the value delivered by its employees while ensuring that the rewards offered are fair, aligned with the company's broader objectives and to a purpose driven Employee Value Proposition (EVP).

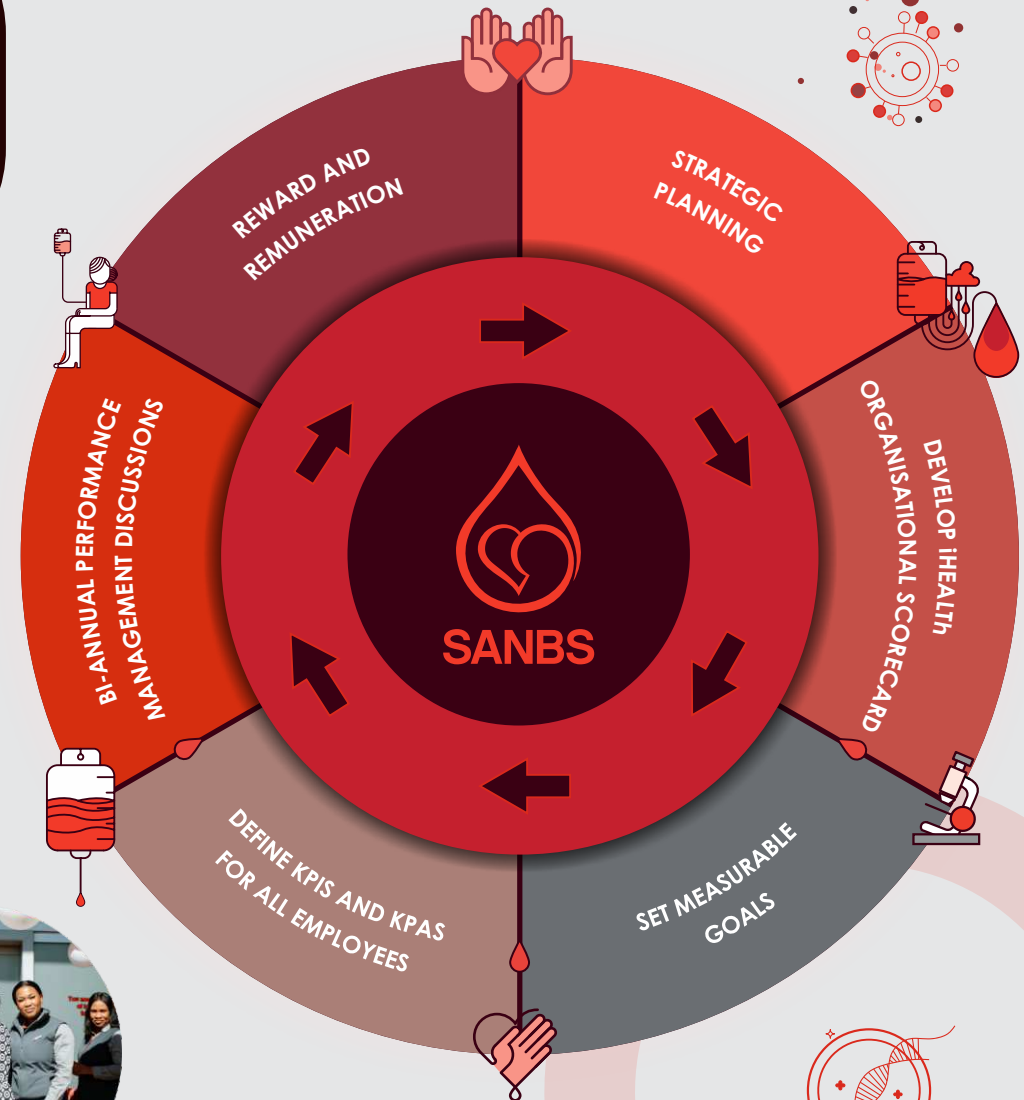
REMUNERATION PROCESS

At SANBS, the approach to remuneration is built around our THREAD values, which form the foundation of the organisational culture. These values emphasise accountability, excellence, and performance.

The remuneration structure is designed not only to attract and retain skilled employees but also to encourage the behaviours and skills that contribute to a positive and ethical work environment.



REMUNERATION PROCESS



The SANBS remuneration framework helps to drive the business strategy by motivating employees in various ways. The focus is on:

- ♥ **Attraction and retention:** The framework is designed to attract, engage, and retain employees by offering competitive rewards and career growth opportunities
- ♥ **Consultation and development:** Employees are encouraged to participate in discussions about their value and career progression within the company
- ♥ **Connecting individual goals:** The company strives to link its overall purpose to the personal goals and values of its employees
- ♥ **Collaboration and engagement:** Encouraging teamwork and partnerships among staff to inspire high performance
- ♥ **Recognition of achievements:** Celebrating employee milestones such as long service, which fosters a sense of belonging and appreciation

REWARDING KEY TALENT



In addition to evolving remuneration, SANBS has a comprehensive talent management framework designed to attract, develop, and retain high-performing and mission-critical talent across the company. Utilisation of both financial and non-financial rewards is crucial for motivating employees and retaining top talent. Consideration is being given to dual career pathways in specialist or management roles, offering employees a chance for career growth within the company.

SANBS believes in supporting career growth and mobility. During the current financial year, management successfully finalised annual salary negotiations, which resulted in implemented salary increases. The RAD Academy provides structured learning opportunities to further support employee development. Employees are encouraged to stay updated with their skills, and continuous professional development is acknowledged with certificates upon completion of programmes, whether funded by SANBS or self-funded.

Opportunities for cross-collaboration, such as interdivisional projects, are significant for personal development and inclusivity. Individual and group coaching is also available to employees upon request to enhance their skills further.

REMUNERATION GOVERNANCE



The governance of remuneration is overseen by the Human Capital Management division and the Human Resources and Remuneration Committee (HR and RemCo), which advises the Board. At the beginning of each financial year, the Board approves the business strategy and targets and reviews the outcomes at the end of the year before making final decisions regarding any potential incentive payments.

EQUITABLE REWARD AND REMUNERATION

SANBS is committed to maintaining sustainability while ensuring that employees are rewarded equitably. The company values fairness and is dedicated to assessing pay across race and gender to eliminate any potential inequalities. Management conducted a pay equity analysis that revealed no major pay disparities, attributing differences in remuneration to the length of tenure of employees rather than systemic inequalities.

SANBS ensures that no employee receives a salary below the minimum salary scale and regularly verifies this through internal audits. The company's roles are also assessed periodically to confirm to alignment with industry standards.

While SANBS operates as a non-profit company, it strives to offer remuneration that is competitive with similar-sized organisations in the industry. This benchmarking is vital to attract and retain specialised skills required within the company. A benchmark was undertaken in 2023 and another exercise is planned for this year.

SANBS' REWARDS PROGRAMMES

SANBS' rewards programmes are directed by several key policies which are reviewed annually for relevance and effectiveness. These policies cover:

- ♥ **REMUNERATION:** Ensuring competitive pay structures.
- ♥ **PERFORMANCE MANAGEMENT:** Evaluating employee performance regularly.
- ♥ **DISCRETIONARY BONUS:** Providing bonuses based on company and individual performance.

The main aim of these policies is to establish remuneration practices that are fair, inclusive, competitive, and consistent with best practices.



TOTAL EMPLOYMENT COST



Employees at SANBS are compensated on a Total Cost of Employment (TCE) basis, which includes base pay, fringe benefits, and performance-based salary increases for management. Salary increases for employees in the bargaining unit are negotiated annually with labour partners and require approval from the SANBS Board.

Staff members are eligible for various fringe benefits, such as retirement funds, healthcare, life cover, and disability cover. Additional benefits, including overtime and allowances, are also available to those in the bargaining unit.

In response to financial constraints faced by staff, the Trustees of the SANBS Provident Fund have introduced a new Provident Fund option allowing employees to contribute 7.85% of their salary. This change has provided much-needed relief, positively impacting net income.

In South Africa, the introduction of the two-pot system represents a significant advancement in employee benefits, providing a more flexible approach to retirement savings. By allowing access to a portion of retirement funds, it aims to offer immediate financial relief while still promoting long-term saving habits. This system is part of broader efforts to improve financial security for South African workers and enhance their overall financial well-being.

POT 1

This pot is intended for long-term retirement savings and is subject to the usual rules regarding preservation until retirement age.

POT 2

This pot allows employees to access a portion of their savings before retirement, providing more immediate financial relief when needed.

RECOGNITION

Employee recognition is central to building a culture of appreciation. SANBS values the recognition of its employees' achievements through a variety of celebrations. We host informal gatherings to celebrate successes, along with formal awards for outstanding service and long service milestones. Birthday vouchers are also appreciated as part of our recognition programme.

In our latest initiative, we have rolled out quarterly awards that will lead to a grand "Night of the Stars," where we will honour the overall winners from these awards.

As of April 1, 2024, our Employee Recognition Programme includes these Quarterly Awards, allowing each Zone to run its recognition programme. Employees can nominate their peers who exemplify SANBS values in their daily work. Each quarter, two awards will be presented per Zone: Employee of the Quarter and Team of the Quarter.

BOKSBURG BLOOD BANK: VAAL ZONE EMPLOYEES OF THE QUARTER

The Boksburg Blood Bank made history as the first SANBS team to implement automated antibody identification testing successfully. This innovation has significantly improved the speed of lifesaving blood availability. Accomplished without additional staff or budget, the team managed daily operations and trained new members while maintaining a 94% turnaround time. They also passed internal and HP CSA audits with zero notifications, demonstrating exceptional resilience and commitment to patient care, embodying the SANBS values.



NOMAPHA KANUKA: EASTERN CAPE EMPLOYEE OF THE QUARTER



Nomapha exemplifies our value of excellence through her outstanding service in donor retention. Her peers highlight her cheerful attitude and dedication, creating a positive experience for all donors. Numerous compliments from grateful donors reflect her professionalism and caring nature, including stories shared on the East London Women Facebook page, where a donor praised her for making his first donation comfortable, encouraging him to return. Nomapha's exceptional contributions not only enhance donor experiences but also support our customer-focused strategy, making her a truly invaluable team member deserving of recognition.

NON-EXECUTIVE DIRECTOR REMUNERATION

Non-Executive Directors (NEDs) who serve on the Board are compensated for their contributions. Their remuneration aligns with the requirements of the Companies Act No. 71 of 2008 and the King IV Report on Corporate Governance™ (2016). The SANBS NED Remuneration Policy aims to attract and retain qualified and experienced directors through fair and transparent compensation.

The remuneration for NEDs consists of a monthly retainer, meeting fees, and special fees, with the National Council approving all associated fees. PricewaterhouseCoopers has assisted in assessing NED remuneration levels during FY23. The comparator group chosen for this benchmarking exercise consisted of various companies of approximately the same size from mainly the health and logistics industries.

ACCOUNTABILITY AND DISCLOSURE

In the spirit of accountability, SANBS discloses the remuneration of its Directors and Prescribed Officers in its Annual Financial Statements. The attendance of NEDs at Board and committee meetings is reported in the governance section of these statements, ensuring transparency.



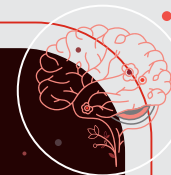
LOOKING FORWARD

As SANBS looks ahead, performance will be measured against the implementation of the 2025-2030 strategy, ensuring that all aspects of remuneration are aligned with the company's goals and the needs of its employees. This strategic approach supports SANBS in its mission to save lives while maintaining a committed workforce dedicated to the company's values and objectives.

Changing expectations of employees is considered in context when there is consideration/assessment of the various elements of our reward philosophy. The company aims to determine the most suitable mix of rewards for its diverse workforce while also considering the prevailing economic climate. This includes exploring ways to offer employees greater flexibility in their remuneration structures, all while educating them about options for securing their financial futures.

Work is ongoing to determine an allowance to attract people to critical and scarce roles in SANBS.

Ongoing refinement of the remuneration philosophy will ensure that pay scales remain appropriate through continuous benchmarking. SANBS values input from employees and collaborates with labour partners to gather feedback on perceived suitable rewards, in alignment with the THREAD values.



OUR INTELLECTUAL CAPITAL THE EXPERTISE AND KNOWLEDGE IN SANBS



Recognised for strong intellectual capital and acknowledged as a centre of excellence, SANBS is well positioned to shift strategically to 'Serving with Heart', moving from a product-centric to a customer-centric approach.

WHAT INTELLECTUAL CAPITAL MEANS TO SANBS

At SANBS, intellectual capital refers to the expertise and knowledge within our company. This knowledge is crucial for helping us achieve our mission and ensure sustainable growth.

OUR EMPLOYEES

SANBS has a talented, skilled and trained workforce of 2 738 people (FY24: 2 869).

Our workforce comprises healthcare specialists, including doctors, nurses, technologists, technicians, phlebotomists, and scientists, as well as supply chain experts, IT professionals, accountants, and business experts.

LEADERSHIP

EXPERIENCED BOARD

Our Board comprises ten individuals with a diverse skills base and experience in governance roles, strengthened in FY25 with the appointment of two medical professionals.

 See our Board

EXPERIENCED MANAGEMENT TEAM

Our Exco has over 130 years of combined experience at SANBS.

 See our Executive Committee

QUALITY

Quality is essential to our reputation as a trusted provider of blood services. With our comprehensive quality framework, we monitor and manage every operation - from donor screening to patient transfusion - with care and precision. Integrated quality teams play a key role in this effort as expert advisors.

We maintain high-quality standards by driving a culture of quality, adhering to international accreditation standards, learning from quality failures, reducing waste and adverse outcomes, improving services based on stakeholder feedback, and encouraging employees to share ideas for improvement.

PRODUCT COMPLIANCE TO THE STANDARDS

95%

Blood Safety Index

A target we have consistently achieved since 2020.

ACCREDITATION EXCELLENCE

SANBS achieved ISO 9001 accreditation, an ambitious milestone that reflects our commitment to operational excellence and organisational alignment. This journey required extensive collaboration across all support services to document processes and establish Standard Operating Procedures that align with core operations. ISO 9001 now serves as a foundation for strengthened governance, enhanced accountability, and improved efficiency across the company.

In addition to achieving ISO 9001 accreditation, SANBS maintained 100% SANAS accreditation across all blood bank and donor service sites, emphasising our commitment to quality and consistency, for nine years.

We recently received accreditations from two esteemed organisations: the Joint Accreditation Committee ISCT-Europe and EBMT (JACIE) for our cellular therapies, and the European Federation for Immunogenetics (EFI) for our tissue immunology practices. In addition, we have successfully undertaken an ISO 20387 accreditation audit for our Biorepository, marking another step forward in our commitment to excellence.

 See Manufactured Capital

ACKNOWLEDGEMENT AS A CENTRE OF EXCELLENCE

We continue to reinforce our position as a trusted leader in blood services across Africa by sharing our knowledge, building skills, and promoting best practices through strategic partnerships.

Our role was further highlighted when the World Health Organisation (WHO) approached SANBS to provide proficiency testing services for blood services in Africa, demonstrating our technical excellence and the credibility of our accredited laboratory.

Our leadership was evident when we hosted the African Transfusion Indaba and welcomed a delegation from Ethiopia for training in specialised stem cell collection, helping to improve skills across the continent.

Research is a key part of our importance and reputation worldwide. In FY25, SANBS wrote or co-wrote 19 publications in peer-reviewed journals and academic texts, furthering our contribution to the field of transfusion medicine. A total of 66 abstracts were submitted for the South African National Blood Transfusion Congress.

This year, we launched two important long-term studies:

- ♥ **Hepatitis C Serology testing study:** An international trial led by SANBS to see if we can safely stop serology testing for certain treated donors. This balances safety with cost-effectiveness
- ♥ **Malaria testing study:** This study looks into the possibility of allowing previously deferred donors to return through highly sensitive malaria testing, which could help bring back valuable donors



RESEARCH, ADVISORY AND DEVELOPMENT

The journey to transform SANBS by embracing change and empowering our people to deliver outstanding results was the main reason we created the SANBS R.A.D Academy, with great pride in 2021. The vision of the RAD Academy is to "future-proof SANBS, its people, products and processes" in support of the SANBS iHEALTH strategy. The Academy started with the company recalibrating its approach to transforming learning and innovation. Oversight of the RAD Academy is the responsibility of the Clinical Governance Committee.

Five focus areas of the Research, Advisory, and Development Academy, which are aimed at enhancing knowledge dissemination, stakeholder collaboration, and innovation within SANBS.

1 KNOWLEDGE DISSEMINATION

This focus area emphasises the sharing of knowledge through various initiatives:

ELEARNING STRATEGY

Reviewed in Q4, with a Learning and Development (L&D) strategy workshop held to refine the approach.

HEALTHCARE PROFESSIONALS TRAINING

Exceeded the annual target of 16,500, achieving 64,298 participants. This includes webinars and CPD opportunities uptake.

REGISTRAR TRAINING PROJECT

Enrolment of registrars and other medical doctors onto the SANBS Academy portal (SANBS + WCBS) to enhance professional development.

2 CAPACITY DEVELOPMENT

The feasibility of establishing a multi-stakeholder committee to focus on internal training needs. A meeting was held in Q4 to discuss the structure and objectives.



3 STRUCTURED STAKEHOLDER COLLABORATIONS

This area focuses on building partnerships and collaborations:

AFRICA TRANSFUSION INDABA

Research and Education subcommittee collaborated with the AfSBT webinar, hosted on 13 March 2025. The theme was "Innovations in Blood Transfusion," featuring contributions from experts such as Dr Caroline Hilton (WCBS), Mr Kobus Strydom (SANBS ICT division), and Mr Rodin Simo (Cameroon Research and Education subcommittee), moderated by Dr. Thabiso Rapodile.

ETHIOPIAN COLLABORATION

SANBS assisted five delegates from Ethiopia in May 2025 with training for stem cell collection and harvesting.

THE UNIVERSITIES

UFS and UL medical students' lecturers were conducted.

4 ESTABLISHMENT OF LEARNERSHIPS AND BURSARIES GROWING OUR OWN

This initiative supports the development of future professionals:

BURSARY OPPORTUNITY

A bursary was advertised for third-year Bachelor of Health Sciences students specialising in Immunohaematology. Ten students were offered bursaries, with plans for internships starting in January 2026, followed by a two-year workback period.

ACADEMIC MONITORING

The progress of bursary recipients will be closely monitored to ensure successful completion and integration into SANBS.

5 DATA MANAGEMENT

This area focuses on the application of research findings and staff qualifications to innovate practices:

DATABASE DEVELOPMENT

The creation of a database for knowledge management and applications of research findings to innovate practices within SANBS has been postponed to the next financial year. A service provider contract for phase 2 of the K2 system research repository was appointed.

These focus areas collectively aim to strengthen SANBS' capacity for research, training, collaboration, and innovation, ensuring the company remains future-ready and impactful in its operations.



OUR MANUFACTURED CAPITAL SANBS' INFRASTRUCTURE, PROCESSES, SYSTEMS, SERVICES AND PRODUCTS

It is crucial for SANBS to have the right resources, including a strong infrastructure and clear internal processes, to ensure that blood and blood products are distributed fairly to everyone, no matter where they are.

WHAT MANUFACTURED CAPITAL MEANS TO SANBS

At SANBS, manufactured capital is not just about facilities and equipment; it is a comprehensive system supporting our purpose of being "Trusted to Save Lives." It includes our various physical assets, such as collection sites, blood banks, and processing centres, combined with clear internal processes designed to ensure that blood products are delivered safely and efficiently. We focus on meeting the needs of the communities we serve by providing reliable blood products and services of the highest quality, ensuring they are accessible to all patients quickly and at reasonable costs.

To achieve comprehensive coverage, SANBS concentrates on key areas:

- ♥ **Collecting blood:** Strategically collecting blood in high-density population areas ensures a steady supply
- ♥ **Expanding services:** We offer services in both established and emerging regions, addressing gaps in blood availability
- ♥ **Addressing shortages:** Initiatives like mobile blood collection units are implemented to deliver services to underserved areas
- ♥ **Innovative solutions:** We use smart fridges for optimal storage and distribution of blood products, ensuring they remain safe and effective for use

KEY INFRASTRUCTURE COMPONENTS

SANBS operates a strong and extensive network, which includes:



2 testing laboratories
(Constantia Kloof and Mount Edgecombe)



84 blood banks



70 fixed donation centres



7 processing centres



25 mobile donor vehicles (58 beds)

This robust infrastructure is strategically positioned to extend our reach, ensuring that blood products are readily accessible to as many patients as possible nationwide. A significant recent addition is a new 20-unit haemobank SMART fridge, which is currently undergoing tests for 3G/4G connectivity stability. If proven successful, this technology could enable broader implementation across key hospitals, further enhancing our distribution capabilities.

TECHNOLOGICAL ADVANCEMENTS

Technology plays a pivotal role in enriching our manufactured capital. SANBS has achieved considerable advancements, particularly with the rollout of BECS, which became operational in November 2023. This system marked a significant milestone in our digital transformation efforts, streamlining operational workflows and improving the overall donor experience.

The implementation of BECS emphasises our commitment to innovation, allowing us to adapt to the evolving healthcare landscape effectively. We are also pursuing ongoing digitisation initiatives, including enhancing our ERP/SAP systems and beginning the SAP Ariba implementation. These steps are expected to further improve efficiency and enhance our service delivery.

Our iHEALTH initiatives simplified our operations, increased efficiency, reduced costs, and improved productivity overall. By focusing on improving collaboration across teams and streamlining our processes, we enhanced our ability to manage revenue collection and vendor payments effectively, leading to a decrease in overdue payments and reinforcing our financial stability.



OPERATIONAL EFFICIENCY

Operational efficiency is essential for meeting the needs of the communities we serve. SANBS has made significant improvements to its operational processes, including enhancements to procure-to-pay and order-to-billing systems. These upgrades have led to better revenue collection and improved vendor payment systems.

SANBS also aims to ensure equitable coverage across all areas including urban and rural locations. Our focus is on guaranteeing equal access to blood products in both public and private sectors. Our coverage index tracks total coverage in South Africa (issues per 1,000 people), specific coverage for public and private sectors, and the percentage of blood availability to hospitals performing caesarean sections. This data is vital in assessing and enhancing our service delivery.

ACCREDITATIONS AND RECOGNITION

SANBS has worked hard over the past five years to meet high standards of quality, earning several important certifications: ISO 9001, ISO 17043, and ISO 13485. These accreditations confirm that we follow consistent quality practices across our operations. Alongside our main certification, ISO 15189, and others such as ISO 20387 and the Joint Accreditation Committee for Cellular Therapies (JACIE), we are now fully accredited for all our processes. This demonstrates our commitment to providing the best possible service.

Additionally, we are proudly accredited with EFI certification, a European standard for laboratories involved in stem cell transplants and testing.

These achievements are a testimony to the hard work and dedication of our employees, both past and present, in establishing SANBS as a leader in the blood services sector.

INNOVATIVE SOLUTIONS FOR PLATELET SUPPLY

To tackle the challenges of high costs and limited availability of apheresis platelets (a specific type of blood component), we introduced a new solution called leucocyte reduced pooled platelets in two areas. These pooled platelets have been found to work just as effectively but are cheaper to produce. After successfully piloting this approach, we expanded its use to other regions and ensured our medical staff received training on how to use this new product effectively.

IMPROVING PROCESSES AND REDUCING ERRORS

We noticed that some mistakes were happening due to manual paperwork, unsuitable equipment, and employees needing additional training on new processes. To address these issues, we launched a significant effort to improve our equipment, enhance connectivity, and simplify our digital processes. We aimed to reduce manual work wherever possible and put stronger quality checks in place. This initiative involved engaging with employees thoroughly and providing additional training when necessary. As a result of these efforts, we have seen a significant drop in errors.

CHALLENGES AND OPPORTUNITIES

Despite our successes, SANBS faces challenges, including the need to maintain and increase our donor base and navigate uncertainties in the supply chain for critical consumables. External factors such as riots, protests, and floods can impact logistics and hinder our ability to efficiently deliver essential blood products.

These challenges also provide opportunities for growth. Optimising logistics and inventory management will enhance our service delivery, while the expansion of smart fridges and mobile blood collection units supports our goal of equitable access. Embracing technology through innovative solutions, such as donor apps and automated processing instruments, will also help us to adapt to the changing dynamics of the healthcare landscape.

CONCLUSION AND LOOKING FORWARD TO STRATEGY 2025-2030

SANBS is positioned well to address both current challenges and seize future opportunities through its strong infrastructure, technological advancements, and steadfast commitment to operational excellence. By continuously investing in our manufactured capital, SANBS reaffirms its mission to be "Trusted to Save Lives" and effectively serve the health needs of the nation.

LOOKING AHEAD, OUR STRATEGY 2025-2030 WILL PRIORITISE:

- ♥ **Optimising the supply chain:** We will enhance the management, procurement, storage, and distribution of consumables and blood products to ensure efficient use of physical resources
- ♥ **Logistics improvements:** Investigating direct vendor deliveries, local supply potential, and optimising blood product visibility across the value chain
- ♥ **Infrastructure enhancements:** Streamlining processes in patient-facing labs and implementing technology platforms such as BECS Phase 2 to digitalise operations
- ♥ **Cost reduction:** Reducing transport costs, warehouse footprint, and improving stock management

Through these initiatives, SANBS aims to further enhance the physical and operational systems that support its ability to deliver services effectively and sustainably.



OUR FINANCIAL CAPITAL

SANBS' CFO SHARES INSIGHTS INTO OUR FINANCIAL PERFORMANCE

Building on the foundations laid in prior years, FY25 saw the Finance team operate with greater cohesion and confidence. With key systems stabilised and process improvements embedded, we delivered strong financial results while navigating a complex and resource-constrained environment.

WHAT FINANCIAL CAPITAL MEANS TO SANBS

Our financial capital consists of the pool of funds available to us to collect blood, conduct research and development, provide services, and invest in technology, people, and growth. It is largely obtained through cost recovery and fees for services generated through our operations.



CFO FINANCIAL REVIEW

INTRODUCTION

FY25 marked a period of consolidation and strategic execution. With key systems now embedded and the finance team operating with renewed stability, SANBS delivered strong financial outcomes while navigating a complex and evolving external environment. Our focus shifted from foundational change to performance delivery - refining processes, unlocking efficiencies, and reinforcing financial resilience.

This year's results reflect more than operational success; they signal the maturity of our financial model and the strength of our strategic direction. As we prepare for the next phase of transformation, including the rollout of phase 2 of BECS, we remain committed to disciplined capital management, service excellence, and inclusive healthcare delivery.



THE ENVIRONMENT IN WHICH WE ARE OPERATING

While FY25 has concentrated on consolidating internal systems and operational coherence, we are actively preparing for a significant strategic shift in FY26 - from an inward-facing model to a more customer-centric approach. With BECS now integrated into operations, we have enhanced internal coherence and consistency in execution, providing a stronger foundation for stability amid a complex and evolving external environment. Geopolitical tensions and ongoing global supply chain issues continue to prompt businesses to review international transactions, manage emerging risks and regulatory changes, and adapt to increasingly strained trade relationships. Many businesses have adopted localised "just-in-case" models instead of traditional "just-in-time" strategies - focusing on resilience, despite the additional costs and capital considerations this entails. Regionally, healthcare systems remain under pressure, with South Africa facing additional strain as USAID support ends, raising concerns about broader system sustainability. Looking ahead, capital deployment will require both resilience and foresight. Strategic investments in digital infrastructure, local capacity, and flexible logistics will be crucial to navigating volatility and maintaining long-term stability through more agile, customer-focused models.

CHALLENGES WITH COLLECTION EFFORTS

The reduction in funding streams such as USAID and the President's Emergency Plan for AIDS Relief, which are crucial for general healthcare financing in South Africa, may pose challenges to our revenue collection. As these funds diminish, it could become difficult to collect payments, since the same sources used to cover our costs will be increasingly allocated to address the funding shortfall.



SUMMARY OF SIGNIFICANT FINANCIAL RESULTS FOR THE YEAR ENDING 31 MARCH 2025

OUTSTANDING FINANCIAL RESULTS

SANBS achieved a notable surplus of R447.8 million for FY25, exceeding our initial forecasts and reflecting our ongoing commitment to financial stability. This figure represents a 79.1% increase from the previous year's surplus of R250.0 million. The increase can mainly be attributed to a significant rise in turnover to R4.4 billion for the year, while maintaining expenses below budget.

While the shift towards increasing private sector volumes has strengthened our revenue mix, we are increasingly concerned about what this signal indicates. As more patients turn to higher-cost private facilities while public hospitals struggle, a significant number of people - especially those with limited means - are being excluded from essential healthcare access. This trend raises serious equity concerns and highlights the urgent need for more inclusive solutions. On the cost front, BECS was implemented last year, initially incurring transitional costs that have now decreased. As the system became more established, overall expenses fell by 3.3%, mainly due to reduced staff costs. This reflects our broader effort to stabilise operations and enhance cost efficiency in a more volatile and resource-constrained environment.

Efficiency and service excellence remain central to our operations. Our approach combines sound financial stewardship with a clear focus on delivering value to those we serve. By staying true to these priorities, we are equipped to meet emerging challenges while strengthening our standing as a reliable and respected healthcare provider.

Other income increased by R4.5m, related to the profit made on the disposal of assets.

Net interest income rose from R181.6 million to R197.6 million, driven by higher average cash balances and improved investment performance. While interest rates have begun to ease, our portfolio continued to deliver strong returns, reflecting disciplined capital management and strategic allocation.

Net working capital, excluding investment and cash, increased to R833.0m as at 31 March 2025, up from R718.6m on 31 March 2024.

The increase in adjusted net working capital from 2024 to 2025 was mainly due to higher trade receivables and inventories, as the company ordered more stock to reduce supply chain risks. Current liabilities rose slightly, widening the gap between assets and obligations. This reflects a strategic focus on operational resilience and liquidity.

Between 2024 and 2025, the company shifted funds from cash into investments, which increased from R1.61 billion to R2.01 billion.

This change was driven by higher operational surpluses but also by lower capital expenditures than expected - a development that, while freeing up cash, indicates delays in planned growth initiatives. The decrease in cash from R738.7 million to R588 million suggests that available liquidity was actively deployed, with a greater focus on building the investment base rather than expanding operational capacity.

Accounts Receivable	2025		2024	
	R000s	%	R000s	%
Private Sector	505 375	27.5%	395 439	26.5%
Government Sector	1 331 838	72.5%	1 095 951	73.5%
Total	1 837 213		1 491 390	

While operational improvements have strengthened our baseline, the outlook for private patient collections remains cautious due to ongoing economic challenges and broader social pressures affecting healthcare access.

 Details of our results are contained in our Annual Financial Statements on the SANBS website



EXTERNAL AND INTERNAL AUDITORS

PricewaterhouseCoopers (PwC) was appointed as our new external auditors. Auditor independence remains a priority, and any non-audit services provided by PwC were subject to prior approval by the Audit Committee. During the year, PwC supported the administration of the myDisclosure platform, a web-based tool designed to help organisations manage disclosures of business and financial interests. Our internal audit function continues to be outsourced to SNG Grant Thornton.

FINANCIAL OUTLOOK OVER THE MEDIUM TO LONG TERM

FY25 was characterised by disciplined execution and operational refinement. With the first phase of BECS now firmly embedded, we concentrated on stabilising processes, reducing manual interventions, and unlocking cost efficiencies. These efforts contributed to enhanced accuracy, quicker turnaround times, and a more resilient financial environment.

As we prepare for the second phase rollout of BECS next year, foundational work continued through the Order-to-Collect initiative. Its success in the second phase will depend on smooth integration with upcoming systems and the adoption of more agile strategies for managing private patient billing.

Amid global volatility and economic challenges, our focus on cash collection, expenditure management, and liquidity control remains essential. Strategic partnerships are being reinforced to ensure affordability and ongoing care. SANBS continues to provide trusted blood products and services prioritising quality, cost control, and long-term sustainability.

 Audited Financial Statements (AFS)

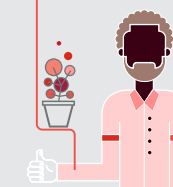
APPRECIATION

The Finance team has been resilient through a period of transition and now functions with enhanced stability and cohesion. Although the pressure has eased, their dedication remains steadfast. Their ongoing diligence has secured timely, accurate financial reporting and robust compliance with all regulatory standards.

Management, supported by the Audit Committee and the Board, achieved strong results during the year. We also sincerely thank the Executive Committee for their continuous support, and the business area teams whose collaboration has fostered significant operational efficiencies.

We appreciate the engagement of our service providers, medical aid partners, and the National and Provincial Departments of Health. These partnerships remain essential to our mission, and we look forward to strengthening our shared commitment to providing reliable, high-quality healthcare services to all.

Tshepo Kgage
CHIEF FINANCIAL OFFICER



OUR GOVERNANCE

GOVERNANCE AS THE STRONG FOUNDATION OF SANBS' BUSINESS

Governance is the foundation that enables SANBS to deliver on its life-saving mandate to the community. It ensures the company operates with accountability, integrity and transparency, while creating sustainable value for our donors, patients, partners and society at large.

Effective governance extends beyond mere compliance; it is what allows SANBS to save lives, build trust and create lasting value for South Africa. It is critical to safeguarding donor and patient safety by ensuring the integrity of the blood supply chain. It also enables us to balance short-term performance with long-term sustainability, ensuring the continued availability of safe blood and blood products for South Africa.

WHY CORPORATE GOVERNANCE IS IMPORTANT TO US

It gives us a license to operate, building a respected reputation and trust with all our stakeholders.

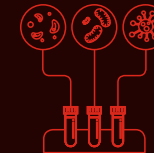
We maintain effective controls and systems that uphold ethics, manage risk, ensure compliance, and provide assurance across the company.

It underpins our commitment to maintaining an ethical organisational culture that inspires all employees to live by the SANBS values.

Our consistent high-performance leads to value creation for SANBS and our stakeholders, instilling confidence in our operations and long-term resilience.

As the principal governance body, the Board ensures that SANBS operates ethically, effectively, and in accordance with King IV™ and national regulatory frameworks, reinforcing accountability and transparency. The Board aims to exemplify integrity, competence, responsibility, accountability, fairness, and transparency.

As of 31 March 2025, the Board confirms that it has fulfilled its responsibilities in line with South Africa's Companies Act, King IV™ guidelines, and other relevant regulations.



OUR BOARD

IV⁷



1

Shauket Fakie

Appointed NED
Age: 65+

Knowledge/Skill & Experience
Accounting
Finance
Audit
Risk Management

Intellectual Capital
Directorship experience

Qualifications
B.COMPT - UNISA (1984)

CA(SA) (1986)

CA (Australia) (1988)

Tenure: 5 Years

2

Lerato Molefe

Donor NED
Age: 30 - 49

Knowledge/Skill & Experience
Corporate Governance/Ethics
Legal/Regulatory
Strategy
Risk Management
Stakeholder Management

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
BA (Economics, Government) (Smith College, 2000)

Masters in Law and Development
(The Fletcher School, Tufts University, 2006)

Juris Doctor (Harvard Law School, 2006)

MBA (Saïd Business School, University of Oxford, 2024)

Tenure: 3 Years

3

Karin van den Berg

Ex officio Executive Director
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Medical, Health and related industry experience

Intellectual Capital
Directorship experience

Qualifications
MBChB - UFS (1993)

Medpro-X - UNISA (2000)

PostGrad Dip Transfusion Medicine - UFS (2011)

MMedSci - UFS (2014)

PhD - UCT (2024)

Tenure: 4 Years

4

Ravi Reddy

Ex officio Executive Director
Age: 50 - 64

Knowledge/Skill & Experience
Strategy
B-BBEE (incl ESD)
Medical, Health and related industry experience

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
National Diploma: Medical Technology - ML Sultan Technikon (1988)

B Tech: Biomedical Technology - ML Sultan Technikon - (1994)

Post Graduate Diploma in Business Management

Tenure: 4 Years

5

Caroline Henry

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Accounting
Finance
Audit
Risk Management
Stakeholder Management

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
B Com (WITS) (1990)

B Comp Acc (Hons) (UNISA) (1993)

CA(SA) (1993) (SAICA)

Tenure: 4 Years

6

Tshepo Kgage

Ex officio Executive Director
Age: 50 - 64

Knowledge/Skill & Experience
Accounting
Finance
Audit
Legal/Regulatory
Risk Management
Information Communication and Technology
B-BBEE (incl ESD)

Intellectual Capital
Leadership strategy

Qualifications
Bcomm (Stats & Comp Science & Accounting) UCT 1994

Honours Accountancy - UNISA 1997

Certified Theory in Accounting - UNISA 1998

Chartered Accountancy - SAICA and PAAB - 2001

Executive Leadership - GIBS 2009

Tenure: 1 Year

7

Gunvant Goolab

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Strategy
Risk Management
Stakeholder Management
Medical, Health and related industry experience

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
MBBCh - Wits (1985)

MBA - Graduate School of Business, UCT (1988)

Certified Director - IODSA (2021)

Tenure: 1 Year

OUR BOARD



8

Sipho Kabane

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Audit
Legal/Regulatory
Strategy
Risk Management
Medical, health and related industry experience

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
MBChB - Medunsa (1986)

MBA Heriot Watt Mphil Economic Policy (2002)

PhD Health Systems (2014)

Certified Director IODSA (2020)

Tenure: 1 Year

9

Phindile Mthethwa

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Accounting
Strategy
B-BBEE (incl ESD)
Stakeholder Management

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
B.Comm (Accounting and Human Resources) - Wits University (1996)

Management Development Programme - Stellenbosch University (2001)

B Theology Auckland Park Theological Seminary (ATS) (2017)

Certified Director (IODSA) 2023

Master of Management in Business and Executive Coaching (Wits) 2025

Tenure: 7 Years

10

Gary Leong

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Audit
Risk Management

Intellectual Capital
Directorship experience

Qualifications
BCOMPT: UNISA (2001)

Applied Cost and Management Accounting (ii)
Applied Auditing: UNISA (2002)

Certified Internal Auditor (CIA): Institute of Internal Auditors USA (IIA) (2005)

Certified information Systems Auditor (CISA) : ISACA (2010)

Senior Management Development Programme: Gordon Institute of Business Science (GIBS) (2012)

MPhil Internal Audit (2019)

Tenure: 6 Years

11

Manickavallie Vaithilingum

Appointed NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Medical, Health and related industry experience

Intellectual Capital
Directorship experience

Qualifications
Paediatric Haematologist-HPCSA accredited (2001)

Specialist Paediatrician-FCPaeds, College of Medicine of South Africa - (1995)

Medical Doctor-MBChB, Natal Medical School (currently Nelson R Mandela School of Medicine) (1988)

Tenure: 5 Years

12

Thabo Mokgatlha

Appointed NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Accounting
Finance
Audit
Risk Management

Intellectual Capital
Directorship experience

Qualifications
BCom - NWU (1995)

Hons BCompt/ CTA - UNISA (1998)

CA(SA) (2001)

Tenure: 4 Years

13

Faith Burn

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Audit
Strategy
Risk Management
Information Communication and Technology

Intellectual Capital
Directorship experience

Qualifications
B.Sc. (Mathematics and Computer Science) - RAU (1989)

B.Sc. Hons (Mathematics) - RAU (1992)

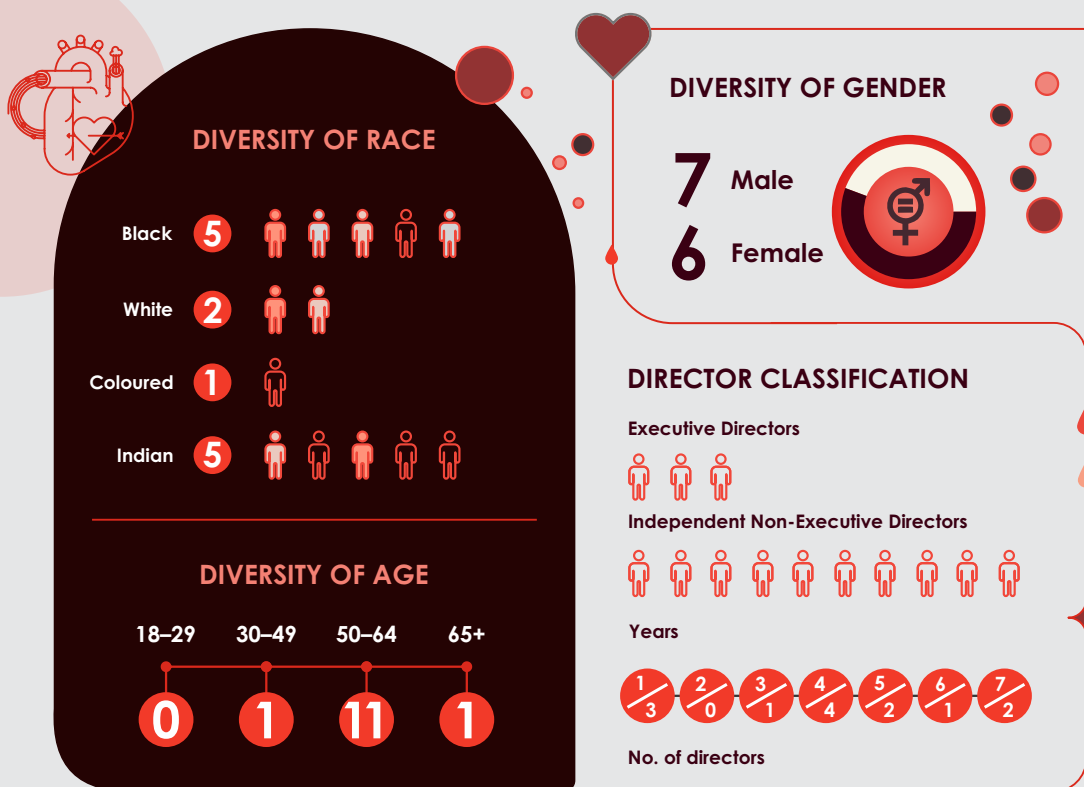
M.Sc. (Mathematics) - RAU (1997)

Masters in Business Leadership (MBL) elective in Project Management - UNISA (2000)

Certified Internal Auditor (CIA) - Institute of Internal Auditors (IIA) USA (2014)

Tenure: 7 Years

DIVERSITY OF THE BOARD - Reflecting South Africa's Diversity



At SANBS, it is important for us to ensure our Board reflects the diversity of South Africa. This inclusion is vital as the Board has a responsibility to fulfill its duties in a way that represents the needs and expectations of our community.

DEMOGRAPHICS AND TENURE

The Board comprises individuals from different age groups, gender, and racial backgrounds, promoting diversity. Tenure among Board members ranges from 1 to 6 years.

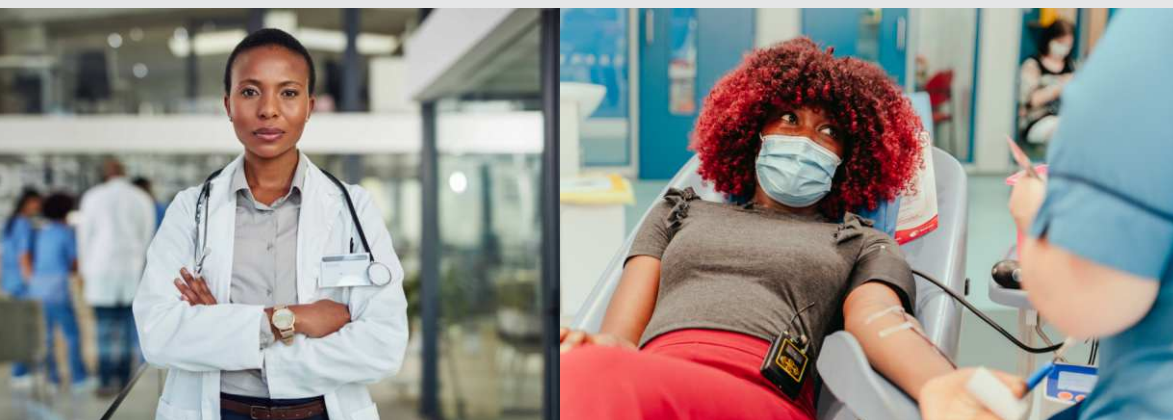
BOARD COMPOSITION AND SKILLS

The Board includes a diverse group of members with expertise in corporate governance, finance, audit, legal, risk management, and medical fields. Key skills represented include corporate governance, accounting, finance, legal, strategy, risk management, medical and stakeholder management.

Members possess advanced qualifications in Medicine, Finance, Business, Management, Law, ICT and Humanities, reflecting diverse academic profiles.

PROFESSIONAL DEVELOPMENT

Many members have pursued additional certifications and advanced studies, enhancing their capabilities in governance and management. Continuous professional development is evident through various certifications in auditing, risk management, and leadership.



HOW SANBS IS GOVERNED

The SANBS Board of Directors is structured to reflect the diverse needs of both our company and the communities we serve. Comprising a mix of Non-Executive and Executive Directors, the Board provides the leadership and oversight needed to guide SANBS in fulfilling its mission to provide life-saving blood services. Each Director contributes unique skills and perspectives, collectively ensuring effective governance and progress toward achieving our goals.

TYPES OF DIRECTORS

The Board is made up of two types of Directors: Non-Executive Directors and Executive Directors.

NON-EXECUTIVE DIRECTORS

SANBS has 10 Non-Executive Directors. These Directors do not work for SANBS directly but provide valuable external perspectives. They fall into two categories:

♥ **Donor Directors:** Appointed during our Annual General Meeting by the National Council

♥ **Appointed Directors:** Selected by the Board for their specialised skills and expertise that add value to SANBS.

At the AGM held in November 2024, two new Non-Executive (Donor) Directors, Dr. Sipho Kabane and Dr. Gunvant Goolab, were appointed to the Board, bringing extensive expertise in clinical governance, medical aid and public health.

EXECUTIVE DIRECTORS

The Board has three Executive Directors, who serve on the Board by virtue of their leadership roles within SANBS. On 12 September 2024, Tshepo Kgage, our Chief Financial Officer (CFO) was appointed to the Board.



BOARD COMMITTEES

To enhance our governance, we have six Board committees.



Read more about these committees and their reports for 2025 on pages 102 to 113.

To strengthen some of our Board committees, we also include co-opted members. There are three co-opted members on the CGC and one on the GSEC. These members bring additional expertise and insights from outside the Board.

ASSISTANCE FROM EXTERNAL ADVISORS

Our Board and its committees can consult external advisors when specialist expertise is required. SANBS covers the cost of these advisors to ensure the Board can effectively discharge its responsibilities.



LEADERSHIP ROLES

CHAIRPERSON

Provides overall leadership to the Board and ensures that the Board and its committees function effectively.

LEAD INDEPENDENT DIRECTOR

Supports the Chairperson in leading the Board, acts in their absence, and plays a key role in overseeing succession planning for future leadership.

CHIEF EXECUTIVE OFFICER (CEO)

The CEO is responsible for managing the day-to-day operations of SANBS and implementing the strategy and goals set by the Board.

BOARD RESPONSIBILITIES

The Board of Directors Charter describes the roles, responsibilities, and procedures for the Board. This Charter is reviewed every year or whenever needed.

The Board takes the lead by:

- ♥ **Setting strategic direction:** Deciding on the overall goals and direction of the company
- ♥ **Approving policies:** Agreeing on policies and planning that support the strategic direction, including managing risks and promoting an ethical culture
- ♥ **Overseeing management:** Monitoring how effectively the management team is implementing plans and strategies
- ♥ **Ensuring accountability:** Making sure that the company meets its performance goals through regular reporting and transparency

ONBOARDING NEW BOARD MEMBERS

When new Board members are appointed, they participate in an induction programme designed to familiarise them with SANBS, their roles, and their responsibilities.

BOARD FOCUS AREAS DURING FY25

ONBOARDING NEW BOARD MEMBERS

Integration and engagement of two newly appointed Directors with expertise in clinical governance. Extension of tenures of two co-opted members.

DEVELOPMENT OF NEW STRATEGY 2025-2030

Focus on the new five-year strategy emphasising customer centricity, including discussions on strategic projects and initiatives that support this direction.

ENGAGEMENT WITH EXCO

Regular engagement with Exco on strategy development, risk identification, and Board oversight alignment.

BALANCED SCORECARD AND BUDGET APPROVAL

A new scorecard, incorporating updated KPIs, was approved in March alongside a revised budget, ensuring alignment of resources with strategic priorities.

RISK AND OPPORTUNITY MANAGEMENT

Detailed discussion on strategic risks associated with the new strategy and ensuring these are managed effectively within the risk management framework.

ARTIFICIAL INTELLIGENCE: THE USE, GOVERNANCE, RISKS AND OPPORTUNITIES

SANBS is conducting extensive research to ensure thoughtful integration of AI as part of its digital transformation journey. The Board appreciates that AI holds transformative potential for SANBS. With appropriate governance, it can enhance efficiency, decision-making, and service delivery. However, there is a strong appreciation that it is essential to carefully manage risks related to data privacy, bias, and overreliance on AI systems.

The ICT team has provided the RTIG Committee with a comprehensive outline, which includes AI concepts, strategic opportunities, relevant real-world use cases tailored to SANBS, and a phased approach for governance-led adoption. This structured approach aims to ensure that AI is implemented responsibly and effectively within the company.

STAKEHOLDER MANAGEMENT AND ENGAGEMENT

Growing emphasis on strengthening stakeholder identification, prioritisation, and engagement strategies, informed by input from a broad range of stakeholders.

KING V™ GUIDELINES

SANBS commented extensively on the draft King V guidelines to understand the proposed changes and prepare for their implementation. The Board has requested regular feedback on this process to remain informed about forthcoming adjustments.

BOARD TRAINING AND DEVELOPMENT

Enhancing Board training, particularly in light of governance improvements and upcoming regulations such as King V, as well as the importance of AI. Focus on remuneration governance, risk governance, and AI with three sessions scheduled for FY26.

COMMITTEE FOCUS

Discussions surrounding the functions and outputs of various committees within the Board, outlining roles and responsibilities in relation to governance.

PERFORMANCE MONITORING

Continuous evaluation of organisational performance relative to strategic goals, supported by regular updates and data from different divisions. FY25 marks the final year of implementing the iHEALTH strategy. From FY25 onwards, the new strategy to 2030 will be monitored.

REVIEW OF GOVERNANCE POLICIES

Review of governance policies to maintain alignment with best practice and regulations.

NURTURING ORGANISATIONAL CULTURE

Monitoring the company's culture, values, and ethical practices, ensuring they align with strategic objectives and stakeholder expectations.

ANTICIPATED BOARD FOCUS AREAS FOR 2026/27

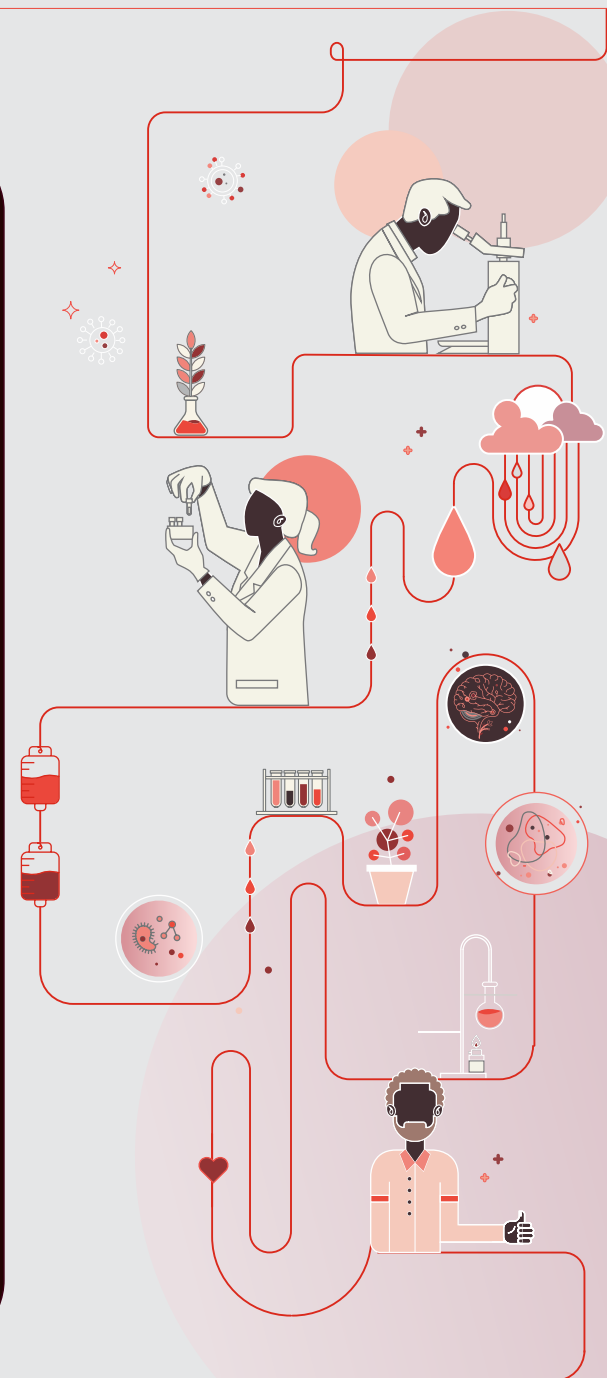
- ♥ Oversee the execution of the first year of implementation of the new strategy, including performance against targets for FY26

- ♥ **Oversight of key strategic projects:** Focus on workforce planning, donor engagement, and operational improvements:

Strategic workforce planning	Targeted talent acquisition, leadership development programmes, and internship initiatives
Donor app implementation:	Launching the MVP donor app, completing CRM requirements, and a loyalty programme
Donor experience optimisation	Deploying mobile donor vehicles and implementing donor survey insights
Enhance the Order-to-Collect process	Designing new billing cycles, refining processes for efficiency, and identifying automation opportunities
Enhance data information governance	Improve data governance, verifying billing data, reviewing SOPs, and formalising data ownership roles
SAP modernisation	Implement SAP SuccessFactors for HCM to streamline processes, with deliverables including project kick-off, process ocumentation, and system design
Stakeholder management	Enhanced stakeholder engagement by surveying first-time donors and planning for the implementation of their feedback
Optimise internal processes to connect patients to products	Enhance logistics and service delivery to private patients to reduce waiting periods and generate engagement reports
Optimise stores consumables supply process	Improve supply chain logistics, appointing vendors for direct deliveries, and implementing proof of concept solutions
Enhance environmental sustainability	Establish a carbon footprint baseline for SANBS and define strategic carbon footprint goals

- ♥ **Oversee the use of AI in SANBS' digital journey**

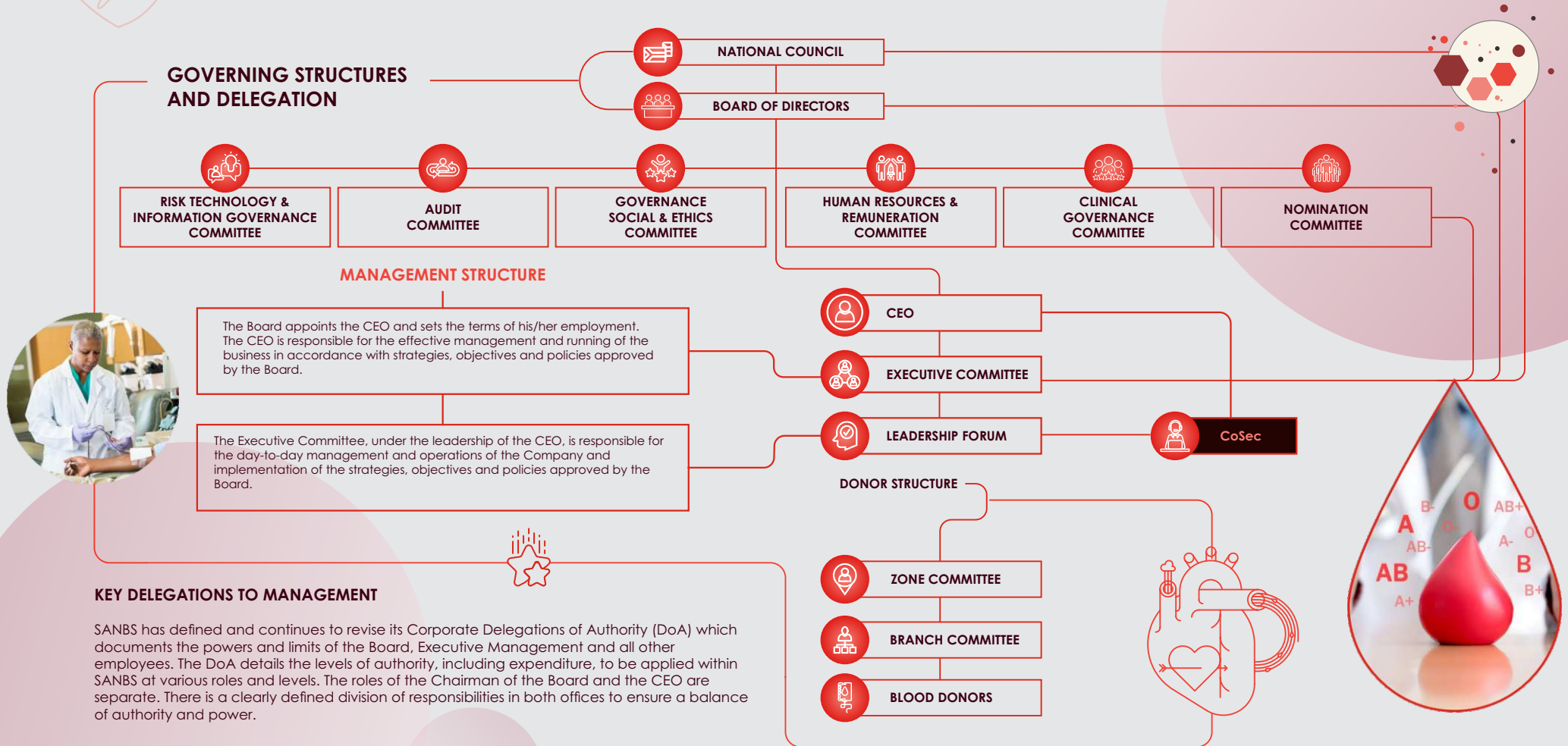
- ♥ Monitor implementation of the revised stakeholder engagement process



GOVERNANCE STRUCTURE

SANBS has a clear and structured approach to management and governance. The Board sets the overall direction, while the CEO, supported by Exco, is responsible for implementing strategy and overseeing daily operations. The Delegation of authority

(DoA) framework ensures clarity of roles and responsibilities, promoting accountability and effective governance, all of which are essential for fulfilling SANBS' mission of saving lives through safe blood services.





APPOINTMENT AND DELEGATION TO MANAGEMENT AT SANBS

At SANBS, a clear structure ensures the company runs smoothly and effectively.

The Board provides strategic direction, while the CEO translates the Board's directives into actionable plans and, together with Exco, manages the day-to-day operations of SANBS.

Importantly, the roles of the Chairman of the Board and the CEO are distinct. This separation of responsibilities prevents excessive concentration of power, promotes fairness, and supports sound governance. The Chairperson leads the Board and ensures effective oversight, while the CEO focuses on managing the operational side of the business.



COMMITTEES OF THE SANBS BOARD



Committees play a vital role in supporting the Board to discharge its responsibilities effectively. They promote independent judgement, strengthen accountability, and ensure a balanced distribution of power within the company. By delegating specific areas of oversight to these committees, the Board can focus on strategic direction while benefiting from the specialised expertise of its members.

OUR SIX KEY COMMITTEES



Audit Committee (AC):

This committee oversees financial reporting, ensuring accuracy, compliance with laws and regulations, and sound financial management to support SANBS' sustainability and vital work.



Governance, Social and Ethics Committee (GSEC):

The GSEC oversees our ethical practices, ensuring that SANBS operates responsibly, with integrity, and in alignment with our values. This committee addresses ethical concerns, upholds high standards of conduct, and promotes accountability.

The Board works closely with the GSEC on governance matters, including the review of policies, frameworks, and systems that guide SANBS.



Human Resources and Remuneration Committee (HR and Remco):

The HR and Remco oversees people-related policies and practices, including recruitment, training, development, and remuneration. Its goal is to ensure a fair, motivating, and supportive work environment where employees feel valued and empowered to perform at their best.



Clinical Governance Committee (CGC):

The CGC focuses on medical and clinical matters, ensuring that we provide safe and effective services. The committee monitors the quality of products and services and makes recommendations to enhance donor and patient safety and clinical outcomes.



Nomination Committee (NomCom):

The NomCom's role is to identify and select new Directors for the Board. They make sure that we have the right mix of skills and perspectives represented on our Board to guide SANBS effectively.



Risk, Technology and Information Governance Committee (RTIG):

The RTIG is responsible for overseeing risk management, compliance and technology matters. Its mandate includes identifying and monitoring potential risks to the company and ensuring appropriate mitigation measures are in place. The committee also ensures compliance with applicable laws and regulations, while overseeing the governance of technology and the protection of information.

OPERATING WITH CLARITY AND PURPOSE

Each committee operates in accordance with a Terms of Reference, approved by the Board, which defines its mandate and responsibilities while ensuring alignment with relevant laws, regulations, and governance principles.

To promote transparency, detailed reports on each committee's work are included in our Governance Report. These outline committee membership, their focus for the year, and specific goals for the upcoming year.

BOARD COMMITTEE FOCUS 2025 AND OUTLOOK FOR THE YEAR AHEAD 2026



AUDIT COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2024 to 31 March 2025

- Mr Shauket Fakie (Chairperson)
- Ms Faith Burn
- Ms Caroline Henry
- Mr Gary Leong
- Ms Lerato Molefe



Shauket Fakie

DECLARATION

The committee has executed its responsibilities in accordance with its Board-approved mandate.



COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

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

- ♥ The effectiveness of the Company's internal controls environment through the assurance functions and services, with a particular focus on combined assurance arrangements, including external assurance service providers internal audit service providers, management, and the finance function
- ♥ The integrity of the annual financial statements (AFS), integrated annual report (IAR) and other financial reports issued by the Company

Risks



Capitals



King IV™



Stakeholders



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

FINANCIAL CONTROLS AND COMPLIANCE

- ♥ Monitored the enhancement of the financial control environment and supply chain management
- ♥ Reviewed the work performed by the internal auditors, deliberated on their recommendations and ensured that any weaknesses were promptly addressed by management
- ♥ Considered procurement expenditure in line with the Delegations of Authority Framework and recommended these for Board approval
- ♥ Considered the procurement report including the progress made by the Contract Lifecycle Management (CLM) task team to identify and load contracts onto the CLM system
- ♥ Considered reports from the Risk, Technology and Information Governance Committee (RTIG) in terms of existing strategic and emerging risks and mitigating controls
- ♥ Reviewed accounting principles and their application
- ♥ Considered the Finance Report including Management Accounts and Risk Report
- ♥ Considered reports on solvency and liquidity/going concern assessment, non-current assets and liabilities held for sale, guarantees provided to third parties, capital commitments, movements in major provisions, compliance with banking agreements, non-operating items, significant accounting estimates and judgements, and forex loss performance
- ♥ Discussed the forex methodology applied at SANBS, and the committee requested that the Forex Policy be formalised and presented to the Board
- ♥ Oversaw adherence to all applicable legislation and prescripts
- ♥ Approved the amended approach to inventory management based on the outcomes of the inventory visibility project

FINANCIAL STATEMENTS AND GOING CONCERN

- ♥ Considered, reviewed, and recommended the annual financial statements for approval by the Board
- ♥ Considered and recommended to the Board that SANBS remains a going concern in the foreseeable future
- ♥ Reviewed and recommended for Board approval the budget for the year ending 31 March 2025

COMBINED ASSURANCE

- ♥ Reviewed the effectiveness of the Combined Assurance Framework and internal control environment, ensuring that identified weaknesses were appropriately and expeditiously addressed
- ♥ Interacted with management and other assurance providers in striving to ensure a reliable and effective control environment which will result in an unqualified audit opinion for the coming financial year-end

INTERNAL AUDIT

- ♥ Approved the Internal Audit Charter, aligned with the new Internal Audit Assessment standards effective 1 January 2025, incorporating the revised reporting line from CEO to CFO
- ♥ Approved the Internal Audit Plan and annual budget
- ♥ Ensured that the Internal Audit Plan is risk-based and monitored adherence to the plan by internal audit
- ♥ Considered internal audit reports together with management's action plans and provided oversight of appropriateness and timeliness of addressing control deficiencies, further improved with the introduction of a Web-Based Issue Tracking Tool and root cause analysis

EXTERNAL AUDIT

- ♥ Considered the external auditors' audit scope and plan following the appointment of PwC
- ♥ Considered and approved the new external auditors' fees (including IT audit fees), non-audit fees, and established the auditor's terms of engagement
- ♥ Considered the independence of the external auditors

OTHER RECURRING MATTERS ADDRESSED BY THE COMMITTEE DURING 2025 INCLUDED

- ♥ Oversaw progress made on the Procure-to Pay (P2P) and Order-to-Collect (O2C) projects
- ♥ Received updates on the progress on the e-procurement system, and SAP Ariba to improve the procurement system's efficiency, stability, and security
- ♥ Recommended that the Board approve a price rate adjustment of 5% for FY2025/2026 after due consideration of constraints faced by the healthcare sectors
- ♥ Considered and recommended the FY2025/2026 Budget for approval by the Board
- ♥ Considered contract variations ahead of recommending to the Board for final approval



FINANCE FUNCTION

- ♥ Considered the adequacy and competence of the finance function

INTEGRATED REPORTING

- ♥ Considered appropriate sections of the integrated report and recommended these to the Board for approval
- ♥ Considered outcomes of the sample of Balanced Scorecard Key Performance Indicators (KPIs) that are assured by the auditors (actual achieved compared with target) for inclusion in the integrated report

GOVERNANCE

- ♥ Reviewed and recommended the terms of reference to the Board for approval following discussion on the committee's responsibilities regarding internal audit considering the new global auditing standards
- ♥ Reviewed and approved the annual work plan, aligned to responsibilities regarding internal audit
- ♥ Held in-committee sessions with the internal auditors, external auditors and management separately as required

FUTURE FOCUS AREAS 2026

- ♥ Continue monitoring the financial control environment and supply chain management; and reviewing the work performed by the internal auditors, including deliberating on their recommendations and overseeing that any weaknesses are promptly addressed
- ♥ Continue interaction with management and other assurance providers in striving to ensure a reliable and effective control environment
- ♥ Ongoing monitoring of the progress and maturity of the Combined Assurance process
- ♥ Continue to deliberate the Finance Report
- ♥ Oversee progress on P2P, O2C and Ariba systems implementations





GOVERNANCE, SOCIAL AND ETHICS COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2024 to 31 March 2025

Mr Gary Leong (Chairperson)
Mr Thabo Mokgatlha
Ms Lerato Molefe
Ms Phindile Mthethwa
Dr Gunvant Goolab (from 27 November 2024)
Mr Brendan Damons (co-opted member)
Mr Ravi Reddy (CEO)
Mr Tshepo Kgage (CFO) (from 11 March 2025)



Gary Leong

DECLARATION

The committee has executed its responsibilities in accordance with its Board-approved mandate.

COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the committee entails discharging its statutory duties by ensuring that SANBS acts ethically and that there is an ethical culture across the Company with regard to:

- ♥ Sustainable social and economic development
- ♥ Corporate citizenship
- ♥ Stakeholder relationships
- ♥ Governance

The committee relies on the work of the Human Resources and Remuneration Committee (HRRC) with respect to employment equity as well as the safety and the dignity of employees, and the Clinical Governance Committee (CGC) as regards the safety of employees, donors, recipients, and the provision of safe blood, ensuring that at least annually both committees provide assurance that their respective responsibilities have been adequately carried out.

Risks	
Capitals	
King IV™	
Stakeholders	

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

ETHICS MANAGEMENT

Monitored progress towards achieving the objectives of the integrated Ethics and Culture Programme, including:

- ♥ **Ethics Risk Assessment 2024:** Reviewed and acted on the findings from the latest assessment. Reviewed the practical interventions being implemented across SANBS
- ♥ **Tip-offs Anonymous:** Reviewed tip-off reports, and the trends that inform appropriate interventions and improved investigative processes for timely resolutions
- ♥ **Employee disclosures:** Monitored employee disclosures of interest and the participation rates
- ♥ **Ethics training and awareness:** Monitored training completion rates of 87% for Whistleblowing and 88% for Conflicts of Interest courses as of 13 April 2025; ongoing monitoring of e-learning outcomes is established, with Whistleblowing awareness included in new employee inductions and training roadshows planned for FY25/26
- ♥ **Ethics Ambassadors:** Received reports on the appointment of new Ethics Ambassadors and the related initiatives being carried out
- ♥ **Policy revisions:** Approved amendments to the Conflicts of Interest Policy and Gift and Hospitality Policy
- ♥ **Internal Audit outcomes:** Monitored the progress on implementing the findings from the Internal Audit review of Ethics Management and Fraud Risk Management controls
- ♥ **Misconduct reports:** Increased focus on addressing misconduct and disciplinary matters with an ethical dimension

GOVERNANCE

Reviewed governance documents and policies to enhance and embed good governance practices and support structural arrangements, including:

- ♥ **Committee Terms of Reference and Work Plan:** Reviewed and updated
- ♥ **Board Charter and Work Plan:** Reviewed and recommended the board charter and its annual work plan to the Board for approval
- ♥ **Zone Donor Committee Rules:** Considered the rules and made recommendations to the Board/National Council for approval

WORKPLACE/SOCIAL AND ECONOMIC DEVELOPMENT

Noted feedback from HRRC:

- ♥ Wellness initiatives are ongoing. Positive feedback received on HCM Visibility and Wellness Day started in Q4 and rolled out until end of April 2025
- ♥ Matters related to employment, wellness, diversity and inclusion targets are adequately considered by the HRRC
- ♥ Oversight of the improvement in culture and organisational well-being

NOTED FEEDBACK ON THE TRANSFORMATION REPORT AND B-BBEE VERIFICATION OUTCOMES

- ♥ A summary of the methodology used to accumulate points in each B-BBEE element
- ♥ SANBS achievement of a level 3 B-BBEE rating, with ongoing initiatives in Skills Development, Enterprise Development, and Supplier Development to address verified points and ensure targets are continuously met. Key focuses include enhancing management control stability, boosting skills development through learnerships for people with disabilities, and finalising the selection of enterprise and supplier development candidates. The Socio-Economic Development pillar is on track to meet its target

NOTED RELEVANT FEEDBACK FROM THE CGC

- ♥ Public health and safety initiatives are ongoing
- ♥ Confirmation that the CGC adequately considers deferral procedures. Notably, during the period under review, there is no evidence of the Mpox outbreak spreading through blood transfusion

SOCIAL ENVIRONMENT

Monitored the strategic prioritisation of stakeholder management and engagement, focusing on proactive controls to anticipate stakeholder issues and opportunities. Key discussions included:

- ♥ **Stakeholder engagement strategy:** Received progress on the updated SANBS stakeholder engagement strategy to ensure alignment with strategic goals and effectively respond to stakeholder feedback and risks
- ♥ **Mendelow's Power-Interest Matrix:** Supported as a tool for identifying, prioritising, and managing stakeholders
- ♥ **Stakeholder prioritisation:** Prioritised stakeholders to ensure meaningful engagement with those having the most significant impact on SANBS, and vice-versa
- ♥ **Stakeholder management process:** Documented processes to facilitate ongoing engagement and relationship building
- ♥ **Reporting framework improvements:** Recommended enhancements to the reporting framework for stakeholder engagement, including the preparation of concise reports to the GSEC moving forward
- ♥ **Donor recognition/loyalty programme:** Received updates on the development of a more holistic donor recognition and loyalty programme
- ♥ **Enhanced donor experience:** Noted updates on a pilot partnership with Uber in KZN aimed at improving the donor experience for apheresis platelet donors

CORPORATE CITIZENSHIP

- ♥ Considered initiatives that enhance donations, charitable giving, and socio-economic development; noted ways in which management's and employees' efforts have positively impacted and contributed to selected communities

DONOR STRUCTURES

Considered the donor structures report and noted:

- ♥ **Branch and Zone Donor Committees:** Reviewed the activities of branch and zone donor committees, highlighting members' active support for initiatives at both national and zone levels that contributed to successful blood collections performance, including 35 new blood drives sourced directly by members over the year, significantly expanding the collections footprint and growing the donor panel
- ♥ **Annual Election Meetings (AEM):** Acknowledged the successful conclusion of Annual Election Meetings, noting that the Limpopo branch AEM meeting was delayed to 12 May 2025 to accommodate attendees availability to achieve a quorum
- ♥ **Donor App development:** Received regular updates on the progress of the Donor App
- ♥ **Successful campaigns:** Recognised successful campaigns, such as Mall to Action and #RedSaturday, during which blood collection targets were exceeded
- ♥ **Donor awards:** updates on number of functions held and which milestone donors were celebrated

NATURAL ENVIRONMENT

Reviewed the safety and environment report and discussed the following key points:

- ♥ **Workplace fatalities:** Addressed fatalities resulting from motor vehicle accidents
- ♥ **Near-miss incidents:** Reviewed reported near-miss workplace incidents
- ♥ **SHE Committee enhancements:** Discussed management's efforts to strengthen the SHE committees' structure and membership, noting increased attendance
- ♥ **Incident analysis:** Evaluated both major and minor incidents impacting donors, patients, employees and other stakeholders
- ♥ **Contractor compliance:** Ensured that contractors are meeting the required safety standards and practices
- ♥ **Greening initiatives:** Expanded the ongoing focus on sustainability initiatives, particularly in waste management, renewable energy, water conservation, green building, and carbon emissions reduction

FUTURE FOCUS AREAS 2026

- ♥ Continued monitoring of progress of the implementation of the SANBS stakeholder management and engagement strategy, revised reporting and the adequacy and effectiveness thereof
- ♥ Further oversight of the Ethics Strategy and Implementation plan and other ethics-related activities
- ♥ Enhance the SANBS Anti-Fraud and Anti-Corruption Policy
- ♥ Ongoing monitoring of the Donor Structures activities
- ♥ Ongoing monitoring of SANBS' B-BBEE initiatives and scorecard elements
- ♥ Continued oversight of greening initiatives, specifically efforts towards waste management, renewable energy, water conservation, green building, and reduction of carbon emissions
- ♥ Oversee future interventions such as Learning Café sessions, First Responder training, Communiques, and also World Whistleblower Day events to enhance/deepen whistleblowing awareness and safeguard the integrity of the whistleblowing line





HUMAN RESOURCES AND REMUNERATION COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2024 to 31 March 2025

Ms Phindile Mthethwa (Chairperson)
Mr Shauket Fakie
Ms Caroline Henry
Dr Sipho Kabane (from 27 November 2024)
Ms Lerato Molefe (until 27 November 2024)
Dr Manickavallie Vaithilingum (from 27 November 2024)



Phindile Mthethwa

DECLARATION

The committee has executed its responsibilities in accordance with its Board-approved mandate.

COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the committee is to assist the Board in ensuring that:

- ♥ A strategic human resources framework is in place to deliver the organisational objectives agreed by the Board;
- ♥ A competent executive management team is in place with reference to appointment, competency, remuneration and performance management;
- ♥ A Remuneration policy for all employees is in place to assist in achieving the Company's strategy; and
- ♥ Remuneration of Non-Executive Directors is fair and responsible.

Risks



Capitals



King IV™



Stakeholders



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

HUMAN CAPITAL MANAGEMENT

Received and considered quarterly reports on employee relations, human resources operations, organisational effectiveness, employee wellness and transformation, compensation and benefits, learning and development (SANBS RAD Academy), strategy level risk register and treatment actions, key tactical level risks currently managed by HCM, ongoing Culture DNA (employee engagement) Programme, Labour Court and CCMA cases, salary and wage negotiations.

NOTED THE FOLLOWING:

- ♥ **RAD Academy** - progress to 'future-proof' and enable SANBS to serve with heart by enhancing its people, products, and processes in alignment with the iHEALTH strategy, while focusing on transforming learning and innovation through an integrated operational approach
- ♥ **Learning and Development** - significant investments in study assistance programmes to support employee education and professional growth, while engaged interns and learners participate in targeted initiatives that promote inclusivity and diversity, contributing to a talent pipeline for the successful absorption of trained learners into various roles
- ♥ **Technical training**
 - Strong emphasis on maintaining HPCSA accreditation to ensure ongoing training and development for medical roles, facilitating the successful transition of Medical Technicians into certified positions and enhancing workforce capabilities
 - High participation in digital learning initiatives, reflecting a commitment to technical skill development across various platforms
- ♥ **Organisational development**
 - Targeted 360° feedback mechanisms for leadership and successful staff engagement in strategic initiatives for a culture of continuous improvement, supported by recognition programmes that boost morale and encourage positive employee contributions
 - Ethics and Culture Programme and SANBS DNA – appointment of ethics ambassadors; learning cafés on the Code of Ethics and Conflicts of Interest Policies. Stable annual DNA Engagement Score at 1.29 and strong alignment with the value of 'Excellence' while highlighting areas of improvement in 'Diversity' and 'Accountability' indicated in the Values Survey
- ♥ **Individual performance reviews** - focused on aligning key performance areas with organisational values and service quality. FY26 KPAs to be realigned with 'Serving with Heart' pillars to boost service and culture metrics

- ♥ **Human resources operations** - a decrease in employee turnover highlighting improved retention strategies and satisfaction, and enhanced recruitment efforts
- ♥ **Strategic workforce planning** - completion of succession plans for 5/8 executive and 18/33 senior management roles, with ten high-potential leaders identified as successors; efforts will focus on mid-management and scarce-skill roles in the next review cycle, aiming to finalise organisation-wide workforce plans by May 2025. Ways to operationalise Dual career pathways continue to be considered
- ♥ **Employee wellness** - increased participation in health programmes, with a focus on proactively managing chronic health conditions and the successful launch of the Better Me Wellness Programme. An emphasis on financial wellness and awareness was prioritised
- ♥ **Technology and governance** - completion of the SAP SuccessFactors Business Requirements Specification has been completed, with a project team in place. ISO 9001 accreditation has been achieved, supporting ongoing process improvements
- ♥ **Compensation and benefits** - the Two-Pot Retirement System has processed some R29m claims to date, quarterly recognition awards are set to expand with zone-led nominations, and the Scarce and Critical Skills Allowance Framework is undergoing final review
- ♥ **Employee relations** - noted increased legal costs with the resolution of a key arbitration. Ongoing proactive measures, including policy reviews and training, have contributed to a reduction of CCMA referrals. Union membership remains steady, and MSA negotiations are in progress

MONITORED THE FOLLOWING:

- ♥ Implementation of transformation initiatives: Despite strong representation across race and gender categories, employment equity remains a strategic priority, particularly at middle management levels, where African males and individuals with disabilities are still underrepresented
- ♥ Performance - the continued drive of the performance culture to enable strategy execution
- ♥ Labour related matters

RECOMMENDED/APPROVED THE FOLLOWING:

- ♥ Approved the 2024/2025 discretionary bonus metrics
- ♥ Reviewed and recommended the Discretionary Bonus Policy for approval to the Board

NON-EXECUTIVE DIRECTORS' REMUNERATION

- ♥ Recommended to the Board for approval at the National Council meeting
- ♥ Recommended the NED Remuneration Policy to the Board and the National Council for a non-binding advisory note
- ♥ Recommended the NED fees to the Board for approval and the National Council for a non-binding advisory note

GOVERNANCE

- ♥ Approved the committee terms of reference
- ♥ Approved the committee work plan
- ♥ Monitored the risk register matter relating to human capital (Risk 1) and obtained management confirmation that strategic initiatives have been implemented to mitigate this risk to an acceptable level

FUTURE FOCUS AREAS 2026

Direct and guide SANBS' goal of shaping a workforce that is competent and compliant, connected, cared for, and ready for the future:

- ♥ Oversight of the Strategic Workforce Planning programme with a focus on succession and workforce plans
- ♥ Continued oversight of alternative rewards structures and retention mechanisms as part of an enhanced rewards strategy for high performing employees and scarce and critical skills
- ♥ Review of performance measurement criteria for executive management and other employees
- ♥ Ongoing monitoring of the Talent Acquisition Plan for senior managerial positions, succession planning, the reduction of vacancies and employee turnover
- ♥ Monitor progress made on the implementation of a dual career pathways model
- ♥ Ongoing monitoring of the implementation of transformation initiatives
- ♥ Continued support of the performance culture to enable strategy execution
- ♥ Oversight of enhancement of digital and wellness platforms
- ♥ Monitoring of leadership's execution of KPIs for transformation, engagement, and capability-building
- ♥ Oversight of salary and wage negotiations





CLINICAL GOVERNANCE COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2024 to 31 March 2025

Dr Manickavallie Vaithilingum (Chairperson)
Ms Faith Burn
Dr Mada Ferreira *
Dr Gunvant Goolab (from 27 November 2024)
Dr Sipho Kabane (from 27 November 2024)
Dr Nomusa Mashigo*
Mr Thabo Mokgathla
Ms Lerato Molefe (from 27 November 2024)
* Co-opted members of the committee



Dr Manickavallie Vaithilingum

Executives

Dr Karin van den Berg

DECLARATION

The committee has executed its responsibilities in accordance with its Board-approved mandate.

COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the committee is to:

- ♥ Assist the Board to oversee the quality, safety and sufficiency of blood products and related services as well as the safety of donors, recipients of transfused blood products and employees
- ♥ Guide the Executive management team in the development and achievement of business practices and processes to ensure the above oversight goals

Specifically excluded from the role of the committee is the occupational health and safety of employees. Health matters are included in the role of the HR & REMCO. In addition, GSEC receives a report on the safety aspects.

Risks



Capitals



King IV™



Stakeholders



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

The committee's primary focus remained to ensure the safety of donors, recipients and employees while SANBS implemented the final year of the iHEALTH strategy and reinforced its role as a fundamental part of the healthcare ecosystem. Key issues addressed include:

HUMAN CENTRED DONOR CARE

- ♥ Oversight of the execution of the Donor Iron Strategy which places emphasis on providing donors with more tolerable iron tablets, improved communication with donors and employees, education on the importance of iron testing and supplementation, and further research into factors associated with and the outcomes of iron deficiency among blood donors, especially young female donors.
 - Cheliron Forte was recommended in FY24 as the appropriate iron replacement tablet
 - The introduction of Cheliron Forte has increased iron tablet uptake among donors, likely due to its low reported side effects and extensive donor education on SANBS social media platforms prior to its launch
 - Considered the results of a survey on donor uptake, tolerability, and impact on iron status

BLOOD COLLECTIONS

- ♥ The committee noted FY25's significant success for the Whole Blood Group O Programme, achieving the highest number of Group O units collected in five years and maintaining an average national days cover of seven days. This stability allowed SANBS to avoid cutbacks and reduce weekend and overtime work without compromising supply
- ♥ Strides were made in expanding and diversifying the donor panel through new blood drives and targeted promotions, which was crucial for building resilience in the blood supply chain
- ♥ Noted the increase in whole blood collections from Black donors, who now make up 54% of the donor panel and are a testament to the success of our transformation journey
- ♥ Noted ongoing effective stakeholder engagement:
 - Prescriber engagement: Ongoing training on the appropriate use of group O red cell products and patient blood management has raised awareness among medical professionals
 - Donor engagement: Campaigns focused on encouraging youth aged 16 to 24 to donate blood and emphasising the importance of giving the gift of life. These include
 - outreach in schools and universities and featured social media promotions, campaign videos, and special events.



BLOOD ISSUING

- ♥ Noted the arrival of a new 20-unit haemobank SMART fridge in the country that will be used for testing the stability of 3G/4G connectivity
- ♥ Monitored causes of process gaps and staff errors: Incidents of administrative errors were found to be primarily related to the manual transcribing of information into digital systems, insufficient or inadequate equipment and staff training needs. A major intervention to address these gaps and challenges -was implemented, leading to a decline in such errors

PLATELET STRATEGY

The Platelet Strategy aims to ensure a sufficient platelet supply through increased donor recruitment, optimised collections, and clinician education on this scarce resource. Q4 saw the highest apheresis platelet collections in over five years, enabling the team to meet the demand during a particularly challenging quarter. Ongoing refinement of the Platelet Strategy 3.0 will be integrated into routine operations, with careful monitoring of product availability and expirations.

PATIENT BLOOD MANAGEMENT (PBM)

Noted that SANBS continues to be actively involved in and leads PBM initiatives to enhance the appropriate use of blood and blood products, thus optimising patient outcomes.

BLOOD ESTABLISHMENT COMPUTER SYSTEM (BECS)

Noted that the project has transitioned to full maintenance mode, following resolution of previously outstanding critical tickets. The remaining issues are managed as new requests.



QUALITY

- ♥ All SANBS collection sites and core laboratories hold ISO 15189 accreditation
- ♥ Compromised safety and quality of blood products risks remains well managed, backed by:
 - Ongoing accreditation of SANBS sites to relevant national and international standards by independent bodies
 - Continuous monitoring of the safety and quality of our blood products through medico-legal reports, the National Haemovigilance Committee (NHVC) reports, and Quality and IPC reports
- ♥ Harmonisation of standards: The overall quality management system at SANBS is robust and effectively managed, reflecting management's commitment to quality and continuous improvement. SANBS received ISO 9001 accreditation and has successfully maintained its ISO 20387 accreditation and has achieved positive outcomes for ISO 17043 and ISO 13485, confirming its dedication to high standards in quality management
- ♥ Maintained the Joint Accreditation Committee ISCT-EBMT (JACIE) (cellular therapies) and the European Federation for Immunogenetics (EFI) (tissue immunology). With these achievements, SANBS realised the goal of having all areas of the business independently accredited to the relevant international standards
- ♥ Product Compliance: Monitoring and reporting product compliance to standards has been challenging since the eProgesa launch. A cross-functional team from ICT Business Applications and Business Intelligence is working to address these issues and identify solutions, with corrections set to be implemented at the start of FY26. Overall product compliance was maintained despite these challenges



MEDICO-LEGAL

- ♥ Reviewed and approved SANBS' medical malpractice insurance
- ♥ Closely monitored potential medico-legal cases

HAEMOVIGILANCE

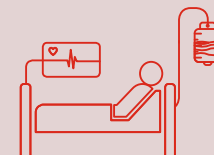
Noted the annual Haemovigilance Report, a mandatory requirement, authored by the NHVC and thanked the members for their exceptional work. The NHVC is satisfied with the progress made in operationalising the NHVC activities and oversight.

DATA AND INFORMATION GOVERNANCE

- ♥ Provided oversight for projects aimed at mitigating risks related to inadequate data and information life-cycle management:
 - Data Governance Project
 - Completion of a maturity assessment and delivery of a "Risk and Opportunity Identification Report"
 - Drafting and review of a Data Governance Framework
 - Ongoing identification of critical data assets and development of a digital learning platform for staff
 - Hardcopy Rationalisation Project
 - Finalised the business case for managing over 60,000 archived boxes
 - Procurement and site readiness planning initiated for FY26
- ♥ Overall, the progress on both projects is on track

POLICIES AND TERMS OF REFERENCE

- ♥ Considered/reviewed the following policies:
 - Integrated Blood Safety Policy
 - Hierarchical Blood Issuing Policy
 - SANBS Research Policy
 - Infection Prevention Control Policy
 - Financial Support for Donor Adverse Events Policy
- ♥ Reviewed and approved the committee terms of reference and annual work plan



IMPACT OF THE NHI IMPLEMENTATION ON THE SANBS BUSINESS MODEL

CGC noted that SANBS continues to monitor the broader NHI environment and will continue to monitor any developments while ensuring that -organisational and clinical processes are continuously refined to meet any future demands ahead of its implementation.

COUNSELLING OF HIV-POSITIVE DONORS

The remote HIV donor counselling initiative launched in October 2024, has enabled donors located over 200 km from SANBS headquarters to receive counselling from external healthcare providers. Initially, the availability of private providers in remote areas posed challenges to this, requiring reliance on local public health clinics. Efforts are underway to explore partnerships with major pharmacy groups to further expand external counselling options.

SANBS RAD ACADEMY

Noted:

- ♥ Further progress made in operationalising the SANBS RAD Academy
- ♥ The notably successful launch of the "Growing Our Own" programme, awarding 10 bursaries to final-year Bachelor of Health Sciences students in Immunohaematology, who will be placed in SANBS blood banks after graduation
- ♥ The learning and development arm of the RAD Academy is focused on resolving ongoing challenges with HPCSA training accreditation. Thirteen (13) sites were evaluated - and feedback is awaited. Multiple SANBS blood-bank laboratories are awaiting full HPCSA accreditation. As audits and approvals by HPCSA lag, the trainees, including laboratory assistants and medical technologists, cannot complete their required practical training in blood-bank settings. SANBS continues to strengthen relationships with HPCSA and SANC to resolve accreditation and training bottlenecks for technologists and phlebotomists
- ♥ The annual training target of 15 000 - healthcare professionals was significantly exceeded, with training of a total of 64 298, made possible by hybrid training

RESEARCH AND DEVELOPMENT ACTIVITIES

- ♥ The team authored/co-authored 19 scientific papers/publications/book chapters
- ♥ Expansion of the SANBS Mobile Stem Cell Transplant unit and their application for JACIE accreditation
- ♥ Research projects and updates:
 - Noted the launch of two key long-term studies: the Hepatitis C Serology Testing Study, an international trial examining if serological testing for Hepatitis C can be safely discontinued where more sensitive molecular testing is in place while balancing safety and cost-effectiveness, and the Malaria Testing Study, which explores the possibility of reinstating previously deferred donors through highly sensitive malaria testing to recover valuable donors
 - The testing for the longitudinal SARS CoV-2 Seroprevalence Study was completed
 - A study assessing the relationship between ferritin and hemoglobin relative to HIV status has been completed
 - Various major research collaborations, including one with the blood genomics consortium which aims to develop affordable, accurate and comprehensive molecular blood group, HLA, and HPA testing
- ♥ Noted the updates regarding grants, in light of the changing political priorities in the USA, the funding of SANBS' re-application for the National Institute of Health G11 grant had been placed on hold
- ♥ Noted progress on the operationalisation of the Faecal Microbiota Bank with optimisation of procedures and training of collections staff completed

WORKFORCE PLANNING

Considered the training of medical professionals, highlighting key points:

- ♥ SANBS competes with both public and private sectors for a limited number of eligible nurses
- ♥ A shortage of HPCSA-accredited laboratories restricted student placements and exam eligibility, though HPCSA has extended registrations for 10 trainee laboratory assistants



FUTURE FOCUS AREAS 2026

The key focus areas for the CGC for the year ahead will include:

- ♥ A shift in focus from meeting the demand for key blood components to ensuring a sustainable donor base to meet future blood requirements, while enabling greater flexibility in donor return patterns to minimise the risk of iron deficiency
- ♥ Adequate data and information life-cycle management and governance, including the resourcing to support these initiatives
- ♥ Maintaining adequate and appropriate stakeholder engagement and public confidence
- ♥ Ensuring appropriate quality standards and systems, assured through relevant accreditations and regulatory compliance audits
- ♥ Approving the implementation of the revised Quality Scorecard used to provide management and the CGC with an overview of the effectiveness of the SANBS Quality Management Systems
- ♥ Continued oversight of the blood bank project to improve process efficiency, accuracy, digitalisation of processes and appropriately staffed blood banks
- ♥ Ongoing monitoring of developments around NHI as these occur



NOMINATION COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2024 to 31 March 2025

Mr Thabo Mokgatliha (Chairperson)
Mr Shauket Fakie
Dr Manickavallie Vaithilingum
Dr Gunvant Goolab (27 November 2024)



Thabo Mokgatliha

DECLARATION

The committee has executed its responsibilities in accordance with its Board-approved mandate.

COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the committee is to assist the Board in ensuring that:

- ♥ The Board and its committees are appropriately constituted with the right skills, qualifications, and training. This is a crucial aspect of the committee's role that directly impacts the organisation's performance
- ♥ Qualified directors are identified for nomination, election and appointment to the Board through a formal and transparent process
- ♥ There is an established and maintained Board continuity programme and an evaluation of the Board and committees

Risks



Capitals



King IV™



Stakeholders



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

BOARD AND COMMITTEE COMPOSITION

- ♥ **Structure and composition:** Considered the structure, size, and composition of the Board, focusing on skills requirements, succession planning, rotation schedules, tenure, age, transformation, and gender to ensure a diverse and competent Board and committee composition
- ♥ **Skill set evaluation:** Deliberated on the Board's underrepresented skill sets, particularly the identified gap in ICT skills, which needs to be addressed in line with the company's strategic objective for technology investment. In addition, a database of exceptional director candidates will be maintained for future consideration
- ♥ **Diversity commitment:** Emphasised the importance of age, gender, and ethnic diversity in Board composition. Noted the absence of directors aged 18-29 and committed to mindful nominations and appointments that promote broader inclusion and reflect the diversity of all stakeholders
- ♥ **Committee membership recommendations:** Reviewed and recommended membership of Board committees, reallocating Ms. Lerato Molefe from the HRRC to the CGC given her useful legal skill set
- ♥ **Director candidate identification:** Identified and recommended candidates for nomination to the Board, overseeing the vetting of candidates prior to nomination
- ♥ **Contract extensions:** Considered and unanimously recommended to the Board the 36-month extension of Appointed Director, Mr. Thabo Mokgatliha's contract due to his valuable skills and experience. Recommended extending Dr Magdalena Ferrier's Co-opted Member contract, considering the transition period required for two new Non-Executive Directors appointed at the 23 November 2024 AGM
- ♥ **Ex Officio positions:** Discussed the potential addition of the Chief Financial Officer as an Ex Officio Executive Director, clarifying the memorandum of incorporation's requirement for at least two such positions. Agreed to propose changes regarding the number of ex officio directors at the Board and AGM
- ♥ **Board composition compliance:** Confirmed that the current Board composition is compliant with the MOI, deliberating on members' tenure and rotation. Ms. Faith Burn and Ms. Caroline Henry are due to retire by rotation in the current financial year and will be submitted for re-election at the AGM
- ♥ **Appointments:** Dr Gunvant Goolab and Dr Sipho Kabane were appointed on 23 November 2024 as Non-executive Directors and Tshepo Kgage was appointed as an Executive Director from 12 September 2024

DIRECTOR DEVELOPMENT

- ♥ Board training and development: Presented and reviewed the amended Board Training and Development Plan, recommending its submission to the Board

GOVERNANCE

- ♥ **Balance between donor and appointed Directors:** Discussed the Board's composition, emphasising the balance between donor and appointed Directors. Suggested the MOI be amended in the future to increase the number of appointed Directors. To ensure a seamless transition, it was recommended that a new Director be introduced one year before the end of a current Director's penultimate term
- ♥ **Workplan:** Approved the 2025 committee workplan, which was aligned with the terms of reference and reflected a reduction in meetings from four to two, a decision made to streamline operations and ensure efficient use of time
- ♥ **Terms of reference:** Reviewed the committee terms of reference
- ♥ **AGM:** Recommended the Notice of the Annual General Meeting
- ♥ **NED Remuneration Policy:** Explored conducting a comprehensive review of the NED Remuneration Policy with a remuneration specialist, initiating the procurement process for necessary services

FUTURE FOCUS AREAS 2026

- ♥ Continued assessment of optimal Board composition
- ♥ Ensuring effective nomination process and engagement in this regard with the Council
- ♥ Oversight of implementation of agreed Board evaluation outcomes
- ♥ Director training will focus on various topics as identified by the Directors, spanning across governance, medical, artificial intelligence and other topical development areas
- ♥ Renewal of the Chief Executive Officer's contract
- ♥ Increasing the database of potential Directors



RISK, TECHNOLOGY AND INFORMATION GOVERNANCE COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2024 to 31 March 2025

Ms Faith Burn (Chairperson)
Ms Caroline Henry
Dr Sipho Kabane (from 27 November 2024)
Mr Gary Leong
Ms Phindile Mthethwa

Executives

Mr Ravi Reddy
Dr Karin van den Berg
Mr Tshepo Kgage (from 11 March 2025)



Faith Burn

DECLARATION

The Committee has executed its responsibilities in accordance with its approved mandate.

COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the committee is to assist the Board in overseeing that the following areas support SANBS in setting and achieving its strategic objectives:

- ♥ The governance of risk management, including the system of compliance risk governance
- ♥ Technology and information governance

Risks



Capitals



King IV™



Stakeholders



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

ENTERPRISE RISK MANAGEMENT

- ♥ Monitored the continued growth in maturity of enterprise risk management
- ♥ Received and deliberated the Enterprise Risk Monitoring Report including emerging risks, opportunities and business continuity planning
- ♥ Considered and approved the company's risk framework including the company's risk appetite and risk tolerance levels
- ♥ Regularly reviewed the strategic risk register, treatment actions and emerging risks. Deliberated on the risk profile of various strategic risks to determine their relevance and risk ratings
- ♥ Approved the risk profile for inclusion in the integrated report
- ♥ Oversight of the mitigation of business risk – confirmed SANBS' compliance with registration with Eskom for the use of solar energy at SANBS facilities
- ♥ Deliberated the overview report on currency exposure (actual foreign currency transactions against budget, forex gains and losses)
- ♥ Considered and approved the insurance programme renewal

TECHNOLOGY AND INFORMATION GOVERNANCE

- ♥ Reviewed the IT risk register, cyber-security posture including cyber incident updates (phishing and data exposure incidents), information security and ICT audits, infrastructure updates, ICT investments monitoring report, business continuity management and arrangements, BECS project updates, contracting with service provider updates
 - Noted that the BECS phase 1 has transitioned to full operation and maintenance. The remaining issues are managed as new requests on an operational basis
- ♥ Noted that the BECS phase 2 (involving a review of the eTraceline and COSMAS systems), remains on hold
- ♥ Provided input and support to management on strategic projects – BECS, the modernisation of the ERP system (SAP Ariba, General Ledger Conversion projects), Order-to-Collect, Procure-to-Pay, the Data Governance, Inventory Optimisation and Donor App development
- ♥ Considered and approved the Information and Communication Technology Governance Framework
- ♥ Considered and approved the Information Security Governance Framework
- ♥ Discussed current technological advancements such as AI – considering the plan and impact of these technologies focusing on digitalisation and zero carbon emissions. Requested a report on the strategic outlook regarding AI for the organisation

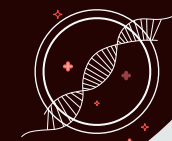


COMPLIANCE RISK GOVERNANCE

- ♥ Monitored and exercised oversight over compliance monitoring reports
- ♥ Received updates on the progress of the development of the Compliance Programme to further mitigate risks, detect violations of regulations and promote ethical behaviour in the organisation
- ♥ Received updates on material regulatory developments that could have an impact on the organisation
- ♥ Reviewed the monitoring of key legislation in terms of the compliance monitoring plan to determine whether the controls were adequate and effective
- ♥ Approved the revised Privacy Statement for the website
- ♥ Considered developments regarding POPIA: POPIA training for all staff (E-learning); POPIA Compliance Framework approved by Exco
- ♥ Reviewed the outcomes of Internal Audit's audit of POPIA, including auditing the IT areas where POPIA is applicable and monitored the closure of actions plans
- ♥ Considered and approved the Compliance Management Policy

OTHER

- ♥ Reviewed and approved the committee terms of reference and annual work plan



FUTURE FOCUS AREAS 2026

The Committee will remain focused on overseeing the management of the risks associated with:

- ♥ Strategic projects, with an emphasis on the Order-to-Collect process, the ERP Modernisation next phases, including SAP Ariba, and Data Governance
- ♥ Cybersecurity posture and information governance
- ♥ The advent of AI and associated risks and governance thereof
- ♥ The strategic risk reporting and the continuous monitoring of the risks
- ♥ Continued oversight of emerging risks from new legislative developments
- ♥ Alignment with King V™ principles, once published
- ♥ Oversee compliance governance with the Compliance Risk Management Plans including compliance monitoring and risk reporting for core, high, and medium-rated Acts. On-site branch visits and awareness training to enhance SANBS' compliance culture. Ongoing POPIA monitoring and a review of the Compliance Universe incorporating findings from CRMP monitoring



EVALUATION OF OUR BOARDS' PERFORMANCE



SANBS understands the importance of regularly assessing the performance of its Board members. This evaluation process allows the Board members to reflect on their strengths and weaknesses, promote a healthy culture, and commit to continuous improvement, ensuring that they operate effectively and meet their governance goals.

The evaluation gathers various insights about how the Board operates and interacts, drawing on the perspectives and experiences of all Board members. It uses a mix of methods, including document reviews, individual questionnaires, and discussions with Board members.

These assessments are typically conducted by an independent external company every two years, or sooner if the Board feels it is needed. The last external evaluation was undertaken in 2023. All Directors, co-opted members, and the Company Secretariat participated, highlighting the inclusive nature of the evaluation process.

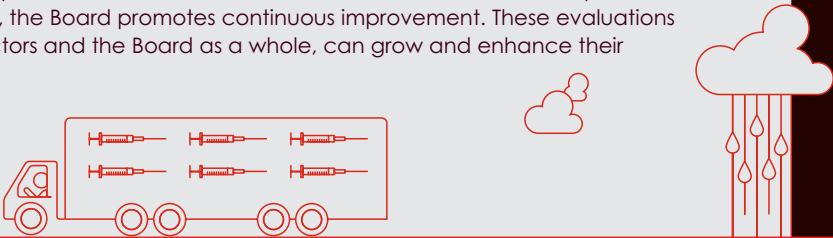
POSITIVE FEEDBACK ON GOVERNANCE

Participants praised the Board and committees for their strong commitment to good governance practices. They noted that the Board follows established guidelines, such as those from the King IV™ report, and maintained high standards in documenting its activities. The Company Secretariat professionally manages the planning and administration of Board and committee meetings, supporting effective governance.

Participants also recognised that the culture within the Board is healthy and supportive, describing it as collegial, where members work well together and value one another's contributions. This positive atmosphere is essential for effective decision-making, engagement, and collaboration.

COMMITMENT TO CONTINUOUS IMPROVEMENT

By assessing its own performance, as well as that of its committees, the Chairperson, and individual members, the Board promotes continuous improvement. These evaluations ensure that all Directors and the Board as a whole, can grow and enhance their effectiveness.



RECOMMENDATIONS ARISING FROM THE EVALUATION INCLUDED

Organising a face-to-face Board day to focus on team building and enhancing performance and culture for both Board members and co-opted members.



Done
strategy session

Conducting individual skills needs analyses and developing a tailored Director training plan to address identified gaps.



Done

Prioritising the development of a strong succession plan, particularly for the Exco and CEO, that includes business continuity considerations in the event of key resource loss.



Done

Performing a comprehensive stakeholder analysis and implementing a strategy to address the needs of each stakeholder group effectively.



Done

Reviewing the ethics function, particularly the handling of whistleblowing events, to enhance the Board's reputation, focusing on improving transparency and procedures in this area.



Done

Building on ongoing initiatives in ESG and the Greening Strategy.



WIP. Focus on E. Full reporting against the Greening Strategy
See Natural Capital

Adopting a more future-focused strategic approach and embracing technology responsibly, with prioritisation strengthened to balance innovation, sustainability and cost-effectiveness.



Done

Enhancing induction to include orientation on Board committees, supported by increased feedback by committee chairs to the Board.



Done

The next external evaluation will take place in 2026.

BOARD AND BOARD COMMITTEE MEETING ATTENDANCE

NON-EXECUTIVE DIRECTORS	BOARD	RISK, TECHNOLOGY & INFORMATION GOVERNANCE	NOMINATIONS (2 ORDINARY, 2 SPECIAL)	CLINICAL GOVERNANCE	HUMAN RESOURCES & REMUNERATION	GOVERNANCE SOCIAL & ETHICS	AUDIT
Ms Caroline Henry	4/4	4/4			3/3		4/4
Ms Faith Burn	4/4	4/4		4/4			4/4
Mr Gary Leong	4/4	4/4				3/3	4/4
*Dr Guntant Goolab	1/1		1/1	1/1		1/1	
Ms Lerato Molefe	4/4				2/2	3/3	4/4
Dr Manickavallie Vaithilingum	4/4		4/4	4/4	3/3		
Ms Phindile Mthethwa	4/4	4/4			3/3	3/3	4/4
Mr Shauket Fakie	4/4		4/4		3/3		
*Dr Sipho Kabane	1/1	1/1		1/1	1/1		
Mr Thabo Mokgathla (Chairperson)	4/4		4/4	4/4		3/3	



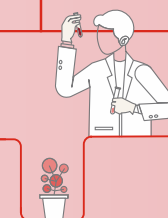
EXECUTIVE DIRECTORS

Mr Ravi Reddy	4/4	4/4				3/3	
Dr Karin van den Berg	4/4	4/4		4/4			
~Mr Tshepo Kgage	3/3						

CO-OPTED MEMBERS

Mr Brendan Damons						3/3	
^Dr Candice Slump				3/3			
Dr Magda Ferreira				4/4			
Dr Nomusa Mashigo				4/4			

~appointed 12 September 2024
 ^Resigned as at 31 October 2024
 *appointed 23 November 2024



CORPORATE GOVERNANCE ALIGNED TO KING IV™ PRINCIPLES

King IV™ is a foundation for our governance approach and the principles we follow. Here is how we align with the King IV™ principles:

LEADERSHIP, ETHICS, AND CORPORATE CITIZENSHIP

We lead SANBS with a commitment to ethics and responsibility.



The SANBS Board is dedicated to embodying integrity and responsibility in its actions, serving as an example for ethical leadership while upholding the company's core values.

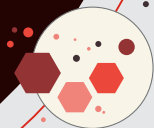
To comply with legal obligations, all Board members act diligently and responsibly in the best interests of SANBS.

To clarify expected behaviour, SANBS has embedded its Code of Ethics throughout the company. The GSEC actively oversees ethical practices, engaging in regular discussions to prioritise these matters. Each Board and committee meeting includes a designated time for members to declare any personal interests related to the agenda. Board members submit written declarations annually or when their circumstances change to manage conflicts of interest effectively.

To promote an ethical culture, SANBS provides ongoing ethics training sessions. These initiatives educate employees on ethical behaviour and responsible reporting, using real-life examples for relevance. The introduction of an Ethics Manager has further enhanced the visibility and accessibility of raising ethical concerns, creating a safe space for open discussions about ethics.

SANBS employs Ethics Ambassadors across various teams to promote ethical practices, alongside maintaining a formal ethics reporting system that includes annual conflict of interest declarations.

Plans are in place to implement supplier checks to better integrate ethical considerations into business practices.



OUR CONTRIBUTIONS TO SOCIETY

As a non-profit company dedicated to saving lives, SANBS acknowledges the importance of contributing positively to society. We focus on several key areas:

- ♥ **Workplace:** We prioritise the well-being of our employees, ensuring a safe and dignified working environment
- ♥ **Economy:** We are committed to preventing fraud and corruption, promoting integrity and accountability within the company
- ♥ **Society:** We engage in initiatives that enhance public health, community development, and the protection of human rights
- ♥ **Environmental protection:** We recognise our responsibilities regarding environmental protection and have implemented strategies to minimise our impact. At SANBS this is known as our 'Greening Strategy'

SANBS takes a holistic approach, covering the entire blood value chain. This includes educating donors about their health and promoting healthy lifestyles, strengthening caring relationship with our communities.

STRATEGY, PERFORMANCE, AND REPORTING

These are closely linked to our purpose, risks, and opportunities, and how we report on our performance.

STRATEGY AND PERFORMANCE

The Board understands that SANBS' core purpose, risks, opportunities, strategy, and performance are all connected and together contribute to our ability to create enduring value.

SANBS extended its five-year iHEALTH strategy, initially set to conclude in 2024, until 2025. This showed the commitment to aligning strategic initiatives with the changing environment.

To ensure strategy remains relevant, the Board conducts annual strategy sessions, where we review and adjust our approach to respond effectively to the dynamic environment.

The Board, Executive, and Management teams produced a strategy for 2025-2030, transitioning from a product-focused approach to a customer-centric model.

To monitor progress and ensure accountability for the implementation of our strategy, we integrate processes for strategy, risk management, and performance. This method helps us track performance and achieve our strategic objectives. Integrating these components ensures we effectively measure and manage our progress and identify risks and opportunities.

REPORTING

The Board ensures our reporting is transparent, enabling all stakeholders to clearly understand our performance and future prospects. We follow several key practices to uphold this commitment:

♥ Comprehensive reporting

We value providing stakeholders with timely and well-rounded information.

♥ Establishing reporting guidelines

The Board sets reporting standards, ensuring quality and relevance to meet various stakeholder needs.

♥ Publications

We publish an annual integrated report (IR) and annual financial statements (AFS), which keep stakeholders informed about our activities and financial performance.

♥ Oversight and assurance

The Board verifies and ensures the information reported is accurate. Specific areas of reporting are examined by relevant Board committees and internal functions for correctness. An external audit confirms the integrity of our financial statements and ensures non-financial information in our IR is reliable.

♥ Promoting trust and confidence

By adhering to these high reporting standards, SANBS maintains the trust of stakeholders and ensures a culture of openness and accountability within its operations.



GOVERNANCE OF FUNCTIONAL AREAS



The Board oversees all functional areas within SANBS.

RISK GOVERNANCE



The Board ensures that SANBS manages risks effectively to achieve our goals.

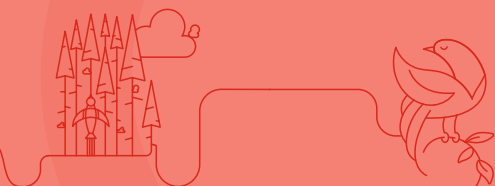
SANBS applies a strong Enterprise Risk Management (ERM) approach. We regularly assess risks and opportunities and implement mitigation plans within Board-approved limits to protect the company, our donors, and stakeholders from potential threats that could hinder the achievement of our goals.

The ERM Framework guides how we implement risk management across SANBS and ensures that risk management is effectively included in our work.

The RTIG Committee oversees how we manage risks and opportunities.

The Chief Financial Officer (CFO) and the Senior Manager for Enterprise Risk Management oversee the management of risks and opportunities.

 You can find more information about SANBS' risk management practices on page 29 as well as the RTIG Committee report.



INFORMATION AND TECHNOLOGY GOVERNANCE



The Board oversees technology and information management to help SANBS achieve its objectives.

We have formalised strategies and guidelines in this regard, along with security measures to protect our data. We regularly assess whether our technology management follows the IT Governance Framework.

SANBS has initiated a project which aims to improve data governance processes and management thereof across the company. Deliverables include reviewing standard operating procedures (SOPs), and formalising data ownership roles.

SANBS is conducting in-depth research to thoughtfully integrate AI into our digital transformation, recognising its potential to enhance efficiency and service delivery while ensuring robust governance to manage risks such as data privacy, bias, and overreliance on AI. The ICT team has presented the RTIG Committee with an outline of AI concepts, strategic opportunities, and real-world use cases tailored to SANBS, together with a phased, governance-led adoption plan to facilitate responsible implementation.

While SANBS experienced no significant breaches, the organisation remains vigilant amid increased phishing and cyber threats. Comprehensive controls, including third-party security management, continuous monitoring, regular vulnerability assessments, and staff awareness programmes, are in place to safeguard data integrity and service continuity.

We engage external auditors to review our technology governance to ensure we meet the necessary standards. The RTIG Committee has oversight over technology and information governance.

Our policies are based on the COBIT 2019 framework for IT governance. We also align our information security with national standards and international frameworks.

We have Business Continuity Plans in place to ensure effective response to incidents or disasters that cannot be prevented or mitigated through existing controls.

 See Board focus area on page 99 and the RTIG Committee report on page 113 for information on our digital journey and the management of risks and opportunities associated with the use/planned use of AI in SANBS.



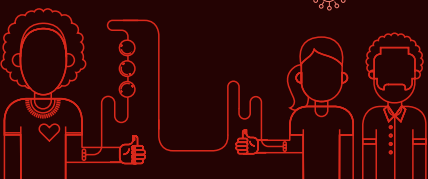
COMPLIANCE GOVERNANCE

The Board ensures that SANBS complies with all applicable laws, regulations and governance guidelines, reinforcing our commitment to ethical conduct and responsible corporate citizenship.

The Board, through the RTIG Committee, has a Compliance Programme supported by specific policies and guidelines.

The Company Secretary's office is responsible for ensuring compliance with new laws and regulations and keeping the Board informed of relevant developments.

In different business areas, we have Compliance Champions who oversee how compliance is managed in their teams.



REMUNERATION GOVERNANCE

The Board ensures SANBS remunerates employees fairly and transparently to support long-term organisational success. Governance structures, clear policies and regular reviews guide remuneration decisions and workforce development.

REMUNERATION GOVERNANCE

The Board reviews and approves remuneration recommendations, taking advice from the HR and Remuneration Committee (Remco). This governance ensures decisions align with SANBS' strategic objectives and regulatory requirements.

REMUNERATION POLICIES

Employee remuneration: SANBS maintains a Remuneration Policy and associated employment equity policies that establish fair, responsible pay practices designed to support performance and organisational sustainability.

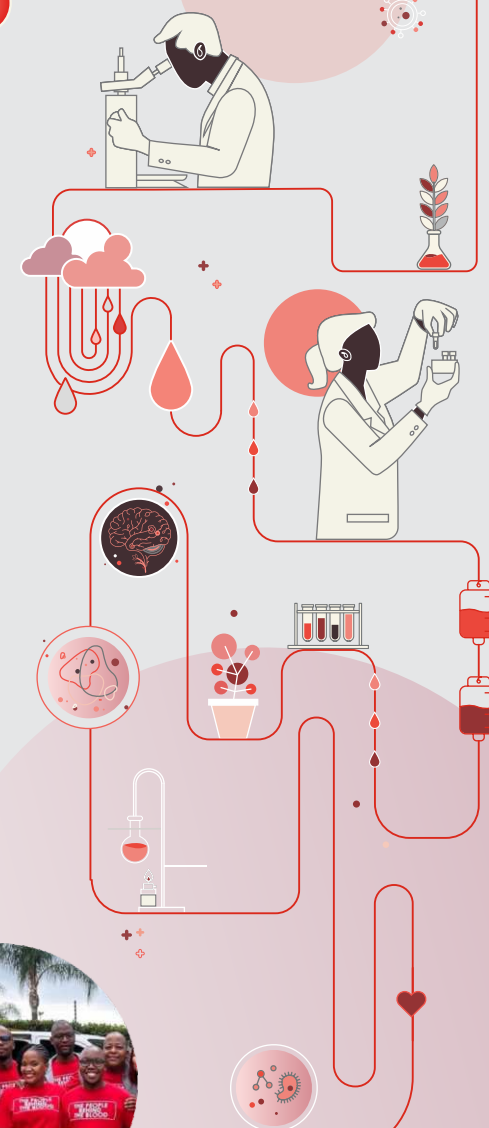
Non-Executive Directors: A separate Non-Executive Director Remuneration Policy sets out how NED fees are determined; this policy is reviewed every two years.

OVERSIGHT AND IMPLEMENTATION

HR leadership: The Chief Human Capital Officer oversees workforce management and leads employee development initiatives to ensure skills, performance and succession needs are met.

Review cadence: Policies and fee frameworks are subject to regular review to keep them current with market practice and organisational priorities.

See the Remuneration Report and the HRRC Report



ASSURANCE



The Board ensures that our control systems are effective and that they support the accuracy of information for decision-making within SANBS and in our external reports.

Various assurance roles are active in governance at SANBS.

The Audit Committee, on behalf of the Board, oversees a combined assurance system, integrating different assurance functions within the company.

We use a risk-based combined assurance model that aligns with King IV™ recommendations to coordinate and align risk management and assurance processes.

A Combined Assurance Forum, led by the Chief Financial Officer, coordinates assurance activities throughout SANBS. This forum reports to the Audit Committee.

Overall, combined assurance is an essential part of SANBS' risk management approach, providing a thorough method for managing risks and assurance activities.

See RTIG Report



STAKEHOLDER RELATIONSHIPS



We actively manage our relationships with all of our stakeholders.

In FY25, SANBS focused on strengthening stakeholder engagement, which remains a priority as we aim to build strong relationships that support our mission to save lives. The theme 'Serving with Heart' reflects our dedication to ensuring every stakeholder - whether donors, employees, patients, healthcare partners, or community members - feels valued and involved. Stakeholder engagement is a key component of our 2030 Strategy.

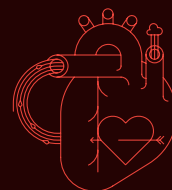
We prioritise engaging with key stakeholders, using updated tools to ensure our activities align with our goals. Recently, we held a workshop to reassess our stakeholders and identify new ones. We mapped the stakeholders using Mendelow's Power-Interest Matrix to establish communication and engagement strategies for each stakeholder group. As a result, we have introduced a new, easy-to-understand reporting format to share engagement outcomes with our GSEC.

In line with King IV™ principles, the Board aims to balance the needs and expectations of all stakeholders. A formal Stakeholder Management Policy guides how we respond to concerns, integrates stakeholder considerations into planning, and protects our reputation. A dedicated Stakeholder Manager supports the engagement initiatives for key stakeholder groups, coordinates reporting on executed communication and engagement plans, proactively addresses concerns, and helps prevent potential risks.

Accountability for stakeholder management rests with Exco and is overseen by the Executive: Donor Services and Marketing, while the GSEC provides governance oversight of engagement activities.

These structures reflect SANBS commitment to effective and transparent stakeholder engagement.

For more details, please see the Stakeholder Engagement section on page 55 and the GSEC report on page 105.



OUR OUTLOOK AND ANCILLARY INFORMATION

Challenges, uncertainties and disruptive factors FY26

'Serving with Heart' empowers us to embrace the future with a customer-centric optimism. As we navigate a complex landscape, we remain committed to delivering holistic and integrated solutions that prioritise the

We acknowledge the risks and opportunities that the future holds. By taking a proactive approach, we are building our resilience and flexibility, ensuring that SANBS remains a vital part of healthcare services in South Africa. With our 2030 Strategy steering us forward, we are confident in our ability to create lasting value and achieve positive results, not just now but also in the years to come. This commitment to 'Serving with Heart' will be evident in everything we do, as we prioritise the needs of our donors, patients, and all those we serve. Together, we are paving the way for a brighter future in healthcare.



FINANCIAL CAPITAL

SANBS continues to operate in a challenging environment of slow economic growth, constrained healthcare budgets and rising costs. Financial sustainability therefore remains a priority under our Sustainable Business Model strategic pillar.

In FY26, our focus will be on:

- ♥ Developing a cash reserve justification paper to document the rationale for maintaining an appropriate level of cash for business continuity. This precedes the development of a policy
- ♥ Embedding a structured pricing strategy that aligns tariffs with financial health and long-term sustainability
- ♥ Building a defensible business model with clear financial parameters that balance affordability with cost recovery
- ♥ Advancing billing and collections improvements to strengthen cash flow and procurement efficiency
- ♥ Deepening collaboration with government and medical schemes to accelerate settlements and preserve trust

Looking ahead, SANBS aims to maintain tariffs at or below inflation, finalise a cash reserve posture, and explore targeted pricing adjustments that reinforce affordability while ensuring long-term resilience.

RISKS



MATERIAL MATTERS



STRATEGIC PILLARS



MANUFACTURED CAPITAL

SANBS' manufactured capital is fundamental to ensuring patients have timely and reliable access to life-saving blood and blood products. Our strategic priorities in this area are clear: to strengthen the supply chain, covering logistics, stores and inventory, and to enhance our ability to connect patients with products quickly and reliably. This means prioritising efficiency and reliability, optimising logistics and inventory, advancing digitalisation across core business processes, and expanding products and services through innovation. Ongoing uncertainties in the availability of critical consumables, coupled with rising costs, emphasise the importance of building a resilient and efficient supply chain.

In FY26, our focus will be on:

- ♥ Optimising the management, procurement, storage and distribution of consumables and goods
- ♥ Enhancing the management, storage and distribution of blood products
- ♥ Developing and implementing a strategic supplier relations programme to maximise operational efficiencies
- ♥ Improving product accessibility through smart fridges, satellite blood banks, diverse stock distribution and optimised courier partnerships
- ♥ Exploring scalable, innovative models to deliver blood products directly to patients

Looking ahead, SANBS aims to embed digitalisation across procure-to-pay and order-to-collect processes, expand mobile donor vehicles of the future, and ensure that our supply chain remains agile, patient-centred and capable of connecting people to life-saving products when and where they are needed most.

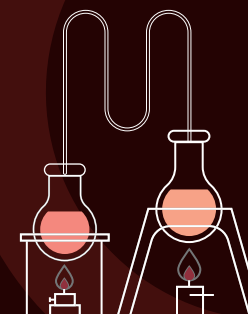
RISKS



MATERIAL MATTERS



STRATEGIC PILLARS





HUMAN CAPITAL

At SANBS, human capital is the heartbeat of our company. Our people are not just employees, but partners in purpose, united by a shared commitment to saving lives. Our strategic priority is to shape a fit-for-purpose workforce that is competent, compliant, connected and cared for. This means building a culture of performance, attracting and retaining critical employees, driving capability development, and preparing staff for digitisation and AI. Key challenges include skills shortages, the loss of critical employees, and HPCSA training constraints, alongside rising workforce expectations and technological change, requiring fresh, people-centred approaches to development and support.

In FY26, our focus will be on:

- ♥ Purposeful transformation of our Human Capital Management (HCM) function to ensure long-term sustainability as SANBS navigates workforce shortages, technological disruption and rising employee expectations
- ♥ Align individual performance reviews and KPAs with the revised strategy to embed service and culture objectives into everyday performance management
- ♥ Advancing strategic workforce planning through modernised, skills-based role profiles that enable agile deployment, mobility and capability development
- ♥ Expanding the Growing Our Own bursary scheme to address scarce skills and build a dedicated future workforce
- ♥ Optimising workforce efficiency to reduce burnout and support sustainable workloads
- ♥ Embedding holistic well-being measures that prioritise psychological safety and resilience
- ♥ Enhancing retention through recognition and rewards aligned with SANBS' purpose and values
- ♥ Leveraging AI-enabled learning platforms to support continuous skills development
- ♥ Strengthening partnerships with HPCSA and SANC to resolve training bottlenecks and expand accredited talent pipelines

Through these efforts, SANBS is shaping a workforce that is future-ready, resilient and deeply connected to our mission - one where every individual feels seen, supported and empowered to deliver on our purpose of saving lives.

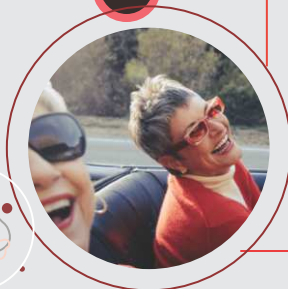
RISKS



MATERIAL MATTERS



STRATEGIC PILLARS



INTELLECTUAL CAPITAL

Under the strategic priorities of a fit-for-purpose workplace and workforce, stakeholder engagement and partnership, and a resilient supply chain, SANBS' intellectual capital is the engine of innovation, trust and future-readiness. It encompasses our research and development capabilities, digital transformation, ethical standards, and the integrity of our information systems. By strengthening knowledge, embracing new technologies and deepening collaborations, we ensure SANBS remains relevant, trusted and globally recognised as a leader in blood transfusion services.

In FY26, our focus will be on:

- ♥ Reskilling employees through SANBS' RAD Academy to prepare for digitisation, AI and new models of work
- ♥ Formalising data governance and information management to improve accuracy, security, and decision-making
- ♥ Strengthening cybersecurity systems to safeguard integrity and build trust
- ♥ Advancing research and translational science, including cellular therapies and genetic testing, supported by dual career pathways and grant funding
- ♥ Enhancing brand advocacy through partnerships, academic publications, and stakeholder collaborations
- ♥ Deepening regional and global collaborations, including leadership in WHO-led initiative for proficiency testing samples for African blood services
- ♥ Expanding innovation in supply chain and donor services, including smart fridges, plasma collection, and improved logistics models
- ♥ Embedding ethical standards through a dedicated ethics committee and helpdesk to reinforce accountability

SANBS aims to be internationally recognised as a centre of excellence in transfusion medicine, research and innovation. With ongoing research such as the Hepatitis C serology and malaria testing studies, our contributions will shape safer, more efficient blood services globally. By investing in intellectual capital, SANBS is future-proofing its relevance, building trust, and positioning itself as a leader in both the science and service of saving lives.

We continue to strengthen our position as a trusted leader in blood services across Africa, sharing expertise, building capacity, and shaping best practices through strategic collaborations. This role was further reinforced when the World Health Organisation (WHO) engaged SANBS to provide proficiency testing samples for African blood services, a testament to our technical excellence and the credibility of our accredited laboratory. Our leadership was also evident in hosting the African Transfusion Indaba and welcoming a delegation from Ethiopia for specialised stem cell collection and donor management training, deepening capacity-building efforts across the continent.

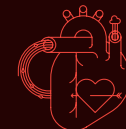
RISKS



MATERIAL MATTERS



STRATEGIC PILLARS





SOCIAL AND RELATIONSHIP CAPITAL

Under the strategic priorities of Stakeholder Engagement and Partnership and Donor Recruitment and Retention, SANBS recognises that every relationship is central to our mission, whether with donors, employees, patients, healthcare partners, or the communities we serve. Social and relationship capital is about trust, wellness, and connection, ensuring that donors and stakeholders feel valued and supported in their contribution to saving lives. As a dedicated pillar of our 2030 Strategy, it focuses on strengthening donor recruitment and retention, enhancing donor wellness, and building long-term partnerships that sustain our mission.

In FY26, our focus will be on:

- ♥ Conducting a comprehensive review of donor deferral criteria to reduce unnecessary deferrals
- ♥ Implementing an integrated donor loyalty programme to reward and retain donors
- ♥ Launching a new Donor App to simplify donation, improve communication, and connect with younger donors through digital platforms
- ♥ Developing strategic partnerships with key stakeholders to support donor recruitment and community engagement
- ♥ Enhancing donor retention through a donor experience optimisation programme
- ♥ Maintaining accreditation standards to ensure compliance and trust
- ♥ Supporting donor health through targeted wellness initiatives, including iron supplementation and continuous monitoring of donor safety

Looking ahead, SANBS will continue to place donor wellness at the heart of its strategy, recognising that healthy, engaged donors are essential to a safe and reliable blood supply. We will deepen engagement with stakeholders and donors through personalised support, technology-driven platforms, and strategic advocacy that reinforces trust. By championing wellness, strengthening partnerships, and 'Serving with Heart', SANBS will continue to exceed expectations and sustain a resilient blood supply for South Africa.

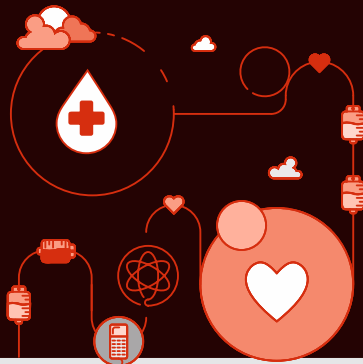
RISKS



MATERIAL MATTERS



STRATEGIC PILLARS



NATURAL CAPITAL

At SANBS, our vision is to manage natural resources responsibly, reducing environmental impact while ensuring we meet organisational and healthcare requirements. Under the strategic priorities of Fit-for-purpose Workplace and Workforce, Stakeholder Engagement and Partnership, Supply Chain, and Connecting Patients and Products, our focus is on embedding environmental stewardship into every aspect of our operations. The Corporate Services team is leading the development of an Environmental Sustainability Strategy to consolidate current initiatives, set measurable reduction targets, and align with the UN 2030 Sustainable Development Goals.

In FY26, our focus will be on:

- ♥ Finalising and launching the Environmental Sustainability Strategy, with initiatives prioritised and tracked through a Greening Dashboard
- ♥ Engaging key vendors to reduce carbon emissions across the supply chain
- ♥ Completing the first phase of solar installations and commissioning water filtration at six borehole-equipped sites
- ♥ Advancing a R200 million renovation of the Constantia Head Office driven by our aspiration to achieve a five-star, green-certified workplace with energy-efficient laboratory facilities
- ♥ Monitoring and reducing our carbon footprint through improved measurement, waste management, and targeted interventions
- ♥ Replicating successful greening initiatives from Mount Edgecombe at other sites, including Constantia Kloof
- ♥ Testing and refining business continuity and disaster recovery plans to enhance infrastructure resilience

SANBS aims to embed environmental consciousness across its workforce, strengthen partnerships for sustainable solutions, and create resilient facilities that meet future healthcare needs while reducing impact on the planet. By aligning operations with sustainability goals and 'Serving with Heart', we will continue to contribute to a greener, healthier future.

RISKS



MATERIAL MATTERS



STRATEGIC PILLARS



ACRONYMS AND CORPORATE INFORMATION

ACRONYMS

AABB	Association for the Advancement of Blood & Biotherapy	King IV™	King IV Report on Corporate Governance™ (2016)
AI	Artificial Intelligence	King V™	King V Report on Corporate Governance™ (2025)
ASfBT	African Society for Blood Transfusion	KPA	Key Performance Area
AFS	Annual Financial Statements	KPIKZN	Key Performance Indicator KwaZulu-Natal
B-BBEE	Broad Black Based Economic Empowerment	ML	Machine Learning
BCM/P	Business Continuity Management/Planning	NAT	Nucleic Acid Amplification Testing
BECS	Blood Establishment Computer Systems	NBI	National Bioproducts Institute
BI	Business Intelligence	NDoH	National Department of Health
CAA	Civil Aviation Authority	NEDs	Non-Executive Directors
CEO	Chief Executive Officer	NHI	National Health Insurance
CFO	Chief Financial Officer	NQF	National Qualifications Framework
CGC	Clinical Governance Committee	PBM	Patient Blood Management
Col	Conflict of interest	PO	Purchase Order
CoSec	Company Secretary	PWD	People with disabilities
DoA	Delegation of Authority	RAD	Research, Advisory and Development Academy
DoH	Department of Health	RBC	Red blood cells
DNA	Culture renew programme	R&D	Research and Development
ERM	Enterprise Risk Management	RED	Risk Technology and Information Governance
ERP	Enterprise resource planning	SADC	Southern African Development Community
ESD	Enterprise Supplier Development	SAHPRA	South African Health Products Regulatory Authority
FBC	Full blood count	SLA	Service level agreement
FY	Financial year	SANAS	South African National Accreditation Systems
GBCSAGSEC	Green Building Council of South Africa Governance, Social and Ethics Committee	SANBS	South African National Blood Service
HCM	Human Capital Management	SAP	Systems Applications and Products in Data Processing
HIV	Human Immunodeficiency Virus	SASBT	South African Society for Blood Transfusion
HR	Human Resources	SDG	United Nations 2030 Sustainable Development Goals
IA	Internal Audit	SMLTSA	Society of Medical Laboratory Technologists of South Africa
ICT	Information, Communication and Technology	SOP	Standard Operating Procedure
ICU	Intensive Care Unit	STI	Short Term Incentive
IFRS	International Financial Reporting Standards	SOP	Standard Operating Procedures
iHEALTH	SANBS Strategic objectives 2019 – 2024	TAT	Turn Around Time
IRF	Integrated Reporting Framework	T.H.R.E.A.D	SANBS' core values
IPC	Infection Prevention Control	TTI	Transfusion Transmissible Infection
IR	Integrated Report	TR	Translation Research
ISBT	International Society for Blood Transfusion	TVET	Technical and Vocational Education and Training
ISO	International Organisation for Standardisation	WCBS	Western Cape Blood Service
IT	Information Technology	WHO	World Health Organisation
JACIE FACT	International Standards for Hematopoietic Cellular Therapy Product Collection, Processing, and Administration	YOY	Year-on-Year

CORPORATE INFORMATION

SANBS REGISTRATION NUMBER

2000/026390/08

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EXECUTIVE COMMITTEE

Ravi Reddy	- Chief Executive Officer*
Karin van den Berg	- Medical Director*
Daniel Olifant	- Chief Human Capital Officer
Frans Monkwe	- Chief Information Officer
Marion Vermeulen	- Executive: Transfusion Medicine and Technical Services
Sibusisiwe Sibanda	- Executive: Corporate Services
Siemi Prithvi Raj	- Executive: Transfusion Donor Services and Marketing
Tshepo Kgage	- Chief Financial Officer* (From 12 September 2024)
Executive Directors*	

NON-EXECUTIVE DIRECTORS

Thabo Mokgatlha
Caroline Henry
Faith Burn
Gary Leong
Gunvant Goolab (Appointed 23 November 2024)
Lerato Molefe
Manickavallie Vaithilingum
Phindile Mthethwa
Shauket Fakie
Sipho Kabane (Appointed 23 November 2024)

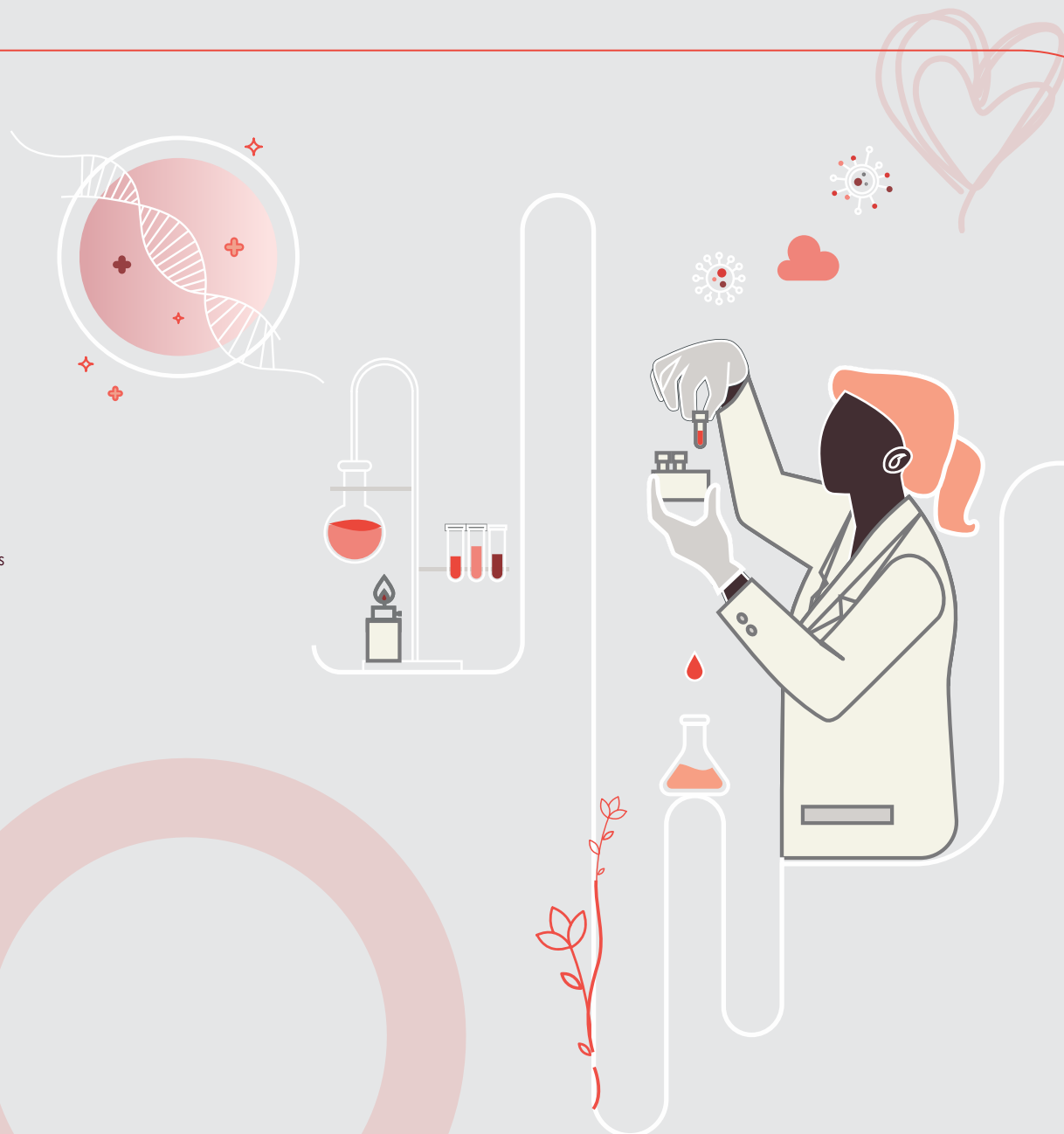
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SANBS Integrated Reports produced by Joshero (Pty) Ltd - www.joshero.com





Registration No. 2000/026390/08

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