

THE SOUTH AFRICAN NATIONAL BLOOD SERVICE

2024

INTEGRATED REPORT

The past year has been a transformative period for SANBS, marked by significant advancements and the successful implementation of the Blood Establishment Computer System (BECS), representing our leap into modern technology and commitment to innovation. Our resilient leadership has fostered an inclusive and collaborative environment, ensuring we stay focused on our mission of saving lives. This digital transformation has improved donor experiences, increased efficiency, and set new records for blood donations, including an unprecedented achievement of 5,600 donors in a single day.

As we extend our iHEALTH strategy to March 2025 and prepare our new five-year plan, we are shifting to a customer-centric approach that prioritises collaboration, workforce competence, and employee wellness while maintaining a strong commitment to environmental sustainability.

Our journey relies on the continued support of our donors, the dedication of our medical professionals, and community collaboration. Together, we aim to strengthen SANBS for the future and continue making a lasting impact on lives.

Trusted to
save
lives





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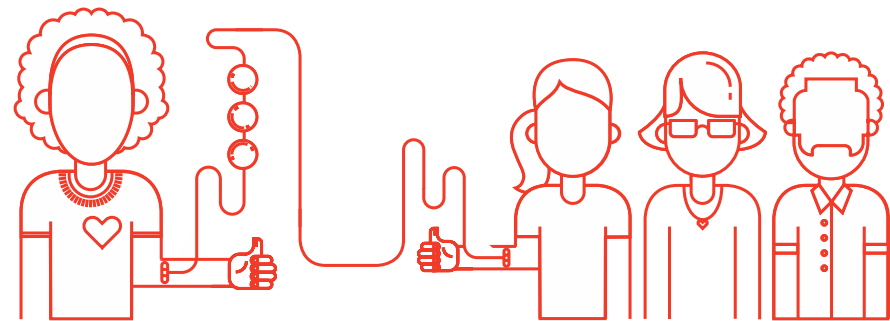
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INTRODUCTION

OUR PURPOSE, VISION, MISSION, VALUES AND MANDATE

FY24 will be remembered for the successful launch of the eProgesa, the new Blood Establishment Computer System (referred to from hereon as BECS), highlighting our commitment to innovation and efficiency. This accomplishment demonstrates the progress in our digital journey while prioritising client centricity and positively impacting the communities we serve. Our pursuit of ambitious goals has required focus and effort, and by leveraging our purpose to inspire and motivate our team, we have successfully navigated complexities and challenges while remaining dedicated to our strategic priorities.

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



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.



LEGAL 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.



INTEGRATED REPORT THEME

TOGETHER, WE ARE THE PULSE, THE LIFE BLOOD FOR THE 21ST CENTURY

The past year has marked a transformative era for SANBS, characterised by significant changes and advancements. We have successfully embraced and executed our digital journey, exemplified by the monumental implementation of the BECS. This achievement not only signifies our leap into the 21st century but also highlights our commitment to innovation and efficiency.

Our dedicated leadership team has steered us through this period of change with resilience, fostering an inclusive and collaborative culture. This has ensured that we remain steadfast in our purpose of saving lives through the provision of essential blood services. The digital transformation has not only enhanced donor experiences and improved efficiencies but has also set new records in blood donations, made possible by the contributions of our donors.

We are proud to share that we celebrated remarkable milestones, such as the unprecedented achievement of bleeding 5,600 donors in a single day.

Together, we are
the pulse, the *lifeblood*
for the 21st century



Donors' contributions are not just numbers; they are lifelines for countless individuals in need.

Our employees have shown exceptional adaptability and resilience, navigating the radical changes brought by the new system while maintaining our core operations.

The iHEALTH strategy, extended to March 2025, continues to guide us, and we are deeply engaged in developing our new five-year strategy. As we shift from a product-focused approach to a customer-centric strategy, we emphasise the importance of collaboration, workforce competence, and employee wellness. Our commitment to environmental sustainability and strategic resourcing ensures that we are not only prepared for current challenges but also future-proofing SANBS for the decades ahead.

It takes a village to save lives. Our journey is made possible by the unwavering support of our donors, the dedication of our medical professionals, and the collaboration of the broader community. By continuing to build a strong leadership team and fostering a culture of excellence, we recognise and appreciate that without the generous and selfless donations from our community, lives cannot be saved. Together, as a united community, we will continue to save lives and make a lasting impact.





ABOUT OUR REPORT

Scope and Reporting Boundary

This document offers our stakeholders - a diverse group that includes our dedicated employees, regulatory bodies, and the broader community, a clear and concise assessment of our ability to fulfill our mission and create sustainable value.

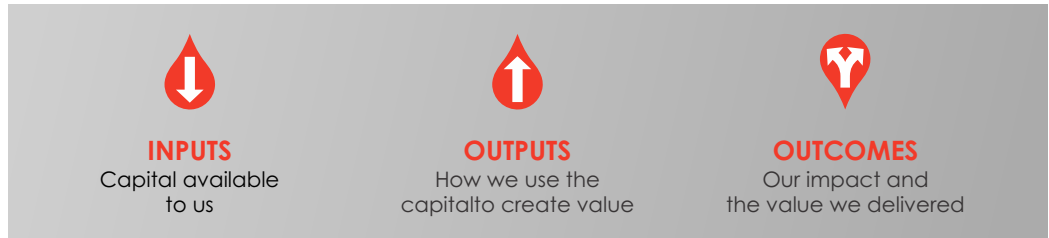
As we reflect on the period from April 1, 2023, to 31 March 2024, our integrated report provides an insightful overview of our impact, governance, strategy, and performance. It highlights our commitment to operating in an open manner and showcases the steps we are taking to achieve our goals while building trust with those we serve. Through this report, we aim to engage our stakeholders and share our journey toward a sustainable future.

Our approach to Value Creation, Preservation and Erosion

At the heart of our integrated report lies our value creation story - a narrative that illustrates how we create, preserve, and sometimes face the erosion of value. This report aims to offer a balanced and accurate reflection of our journey in navigating our strategy, performance, risks, opportunities, trade-offs and future outlook, all while addressing the material financial, economic, social, and governance issues that impact us.

We, as a non-profit organisation, are committed to providing blood transfusion and related services sustainably. To achieve this, we must responsibly manage and apply our resources, creating meaningful outputs and outcomes that truly matter to our community.

The processes of value creation, preservation, and erosion are inherently linked to how we leverage our resources - what we refer to as "capitals" - as part of executing our strategy. The changes in these capitals over time reflect the consequences of our decisions and actions.



Our value creation approach is firmly rooted in our purpose, described in our business model, and integrated seamlessly into our decision-making processes.



VALUE CREATION

We generate value by delivering trusted blood products and services to our patients at a world-class level, while also innovating new treatments to enhance overall healthcare.



VALUE PRESERVATION

Our Board and management team are dedicated to preserving value by safeguarding the interests of our stakeholders. They enhance long-term value through responsible decision-making, taking into account the environmental and community impacts of our operations to maintain future stability.



VALUE EROSION

The Board and management also work diligently to defend against damage that could erode stakeholder value. They strategically leverage our capitals as part of our business model, carefully considering the potential trade-offs of our decisions to mitigate the risk of value erosion or destruction.



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 CAPITALS AND NAVIGATING THIS REPORT

Throughout our integrated report, you can use the various icons to connect the dots among our capitals, stakeholders, material themes, risks, and more.

OUR RELEVANCE AS A NON-PROFIT ORGANISATION Sustaining Value through the Capitals

As a non-profit organisation dedicated to blood transfusion services, our importance today and in the future relies on how we manage different types of capital: financial, social, human, natural, manufactured, and intellectual. Each type plays a vital role in helping us serve our community effectively.

The demand for safe blood products and reliable transfusion services is greater than ever, and our commitment to quality and innovation makes us a key player in healthcare. We understand that our success depends on how well we use these capitals to create lasting value.

Financial capital enables us to invest in advanced technology to ensure blood safety. Social capital helps us build partnerships with community organisations, hospitals and universities, expanding our reach. Human capital represents our dedicated staff, while natural capital highlights our commitment to 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 operations. By using them wisely, we can make a meaningful impact on patients 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 future.

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



Financial

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



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



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



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





NAVIGATING THIS REPORT

STAKEHOLDERS

We prioritise building and nurturing relationships based on trust with our diverse stakeholders. Ultimately, it is the strength of these connections that allows us to positively impact lives and inspire a broader donor base.



Employees

The people we employ, our Board and the unions that represent our people



Donors

Anyone who donates blood, the donor structures including National Council, Zone Donor Committees and Branch Donor Committees



Regulators

National Department of Health, South African National Accreditation Systems (SANAS), South African Health Products Regulatory Authority (SAHPRA) and the ISO Standards



Medical fraternity including patients

Anyone who accesses our products or services, doctors, nurses and patients



Funders/Payers

Medical aid schemes, Regional Departments of Health, National Bioproducts Institute



Suppliers

Those from whom we buy goods and services



South African and International Blood Partners

Local and international health and transfusion medicine organisations (Western Cape Blood Service (WCBS), International Society for Blood Transfusion (ISBT), Association for the Advancement of Blood and Biotherapy (AABB), African Society for Blood Transfusion (AFSBT), South African Society for Blood Transfusion (SASBT)

OUR STRATEGIC OBJECTIVES

The success of SANBS' mission and its long-term financial health are driven by seven key strategic objectives under the iHEALTH framework. These objectives explain what we want to achieve, how we will measure our success, and the actions we take to reach our goals. The strategy, which was initially planned from 2019 to 2024, has been extended to 2025, shaping our purpose and guiding all parts of our operations through various projects and initiatives.



INNOVATION



HUMAN CENTRED COLLECTIONS



EXCELLENCE IN PROCESSES



ADMINISTRATIVE RIGOUR



LOGISTICS BENCHMARK



TESTING & QUALITY



HEARTS & MINDS

MATERIALITY THEMES



Access to highly specialised/portable/scarcce skills



Meeting blood demand



Future changing world



Financial and organisational sustainability



Environmental sustainability



Economic, social and political impact

OTHER ICONS



King IV™



Top risk



Assured non-financial information



Web



Video



Read more



MATERIALITY AND MATERIAL MATTERS

At the heart of our integrated report lies the principle of materiality, guiding us in determining which information is essential to include. We follow a structured process to identify matters that could significantly impact our ability to execute our strategy and create sustainable value for our stakeholders, whether in the short, medium, or long term.



In writing this report, we consider material events right up to the date of approval, ensuring that our stakeholders have a clear understanding of our current landscape. To gain a complete picture of our financial performance, we encourage readers to review this information alongside our full set of annual financial statements (AFS). Through this approach, we aim to provide transparency and insights into how we navigate challenges and seize opportunities, reinforcing our commitment to delivering value and impact to those we serve.

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

REPORTING FRAMEWORKS, PROCESS AND COMBINED ASSURANCE

When compiling the report, we adhere to several foundational principles that ensure clarity, compliance, and accountability. Our report is guided by the Integrated Reporting Framework, which emphasises the need for a holistic view of our operations and long-term sustainability.

We also align our reporting with legal and regulatory requirements, including the Companies Act of 2008, which sets the framework for corporate governance in South Africa. Furthermore, the King IV™ Report on Corporate Governance™ (2016) plays a crucial role in shaping our governance practices, ensuring we uphold the highest standards of transparency and ethical conduct.

By integrating these frameworks into our reporting process, we provide our stakeholders with a comprehensive and reliable account of our performance and impact. This commitment to rigorous reporting not only enhances stakeholder trust but also strengthens our ability to create long-term value as we navigate an ever-changing landscape. In this way, we ensure that our story is not just shared but is also grounded in principles that promote accountability, integrity, and sustainability.

INTERNAL CONTROLS AND ASSURANCE

At SANBS, we ensure reliable reporting through a combined assurance model that focuses on key strategic risks and related material matters. Our accountability framework follows a line of defense model, where various assurance providers work together for coordinated oversight. This collaboration enhances the assurance we give in our Integrated Report.

To maintain transparency, our Internal Audit team independently evaluates non-financial metrics and the accuracy of our Annual Financial Statements is assessed by our external auditors. The external audit also enhances confidence in our financial reporting. Together, these efforts foster a culture of accountability and trust as we strive to serve our stakeholders effectively.

PROCESS TO PRODUCE OUR INTEGRATED REPORT

The journey of creating our integrated report is a collaborative effort governed by our Board and led by the Executive Committee, with active involvement from their direct reports. To ensure a comprehensive and insightful report, the Executive Committee meets regularly to discuss, review, and provide valuable input throughout the preparation process.

For our 2024 integrated report, we draw on a variety of internal management reports, including our dashboard balanced scorecard reporting, as well as the minutes from Board and Executive Committee meetings and workshops. This wealth of information helps us present a full picture of our performance and strategy.

Once the initial drafts of the report are prepared, they are carefully reviewed and approved by the Executive Committee. After this, the drafts are presented to the Audit Committee for further review and oversight before receiving final approval from the Board. This rigorous process ensures that our integrated report is accurate, transparent, and reflective of our commitment to accountability and excellence in serving our stakeholders.

INTEGRATED REPORT RECOGNITION

At the Integrated Reporting Awards, hosted on 13 November 2024 by the Johannesburg Stock Exchange (JSE) in collaboration with the Corporate Governance Institute of Southern Africa (CGISA), SANBS was recognised as the winner in the NGO/NPO/NPC category. This annual award celebrates excellence and innovation in integrated reporting across Southern Africa, fostering fair competition among peer organisations within distinct categories.



This recognition is a testament to the collective effort of everyone at SANBS—board members, management, and contributors to our corporate reports—who work together to produce transparent and meaningful reports each year. Through these reports, we communicate our mission, strategy, and SANBS' positive impact, while demonstrating our commitment to good governance and corporate citizenship.



INTEGRATED THINKING

Integrated thinking is at the heart of our approach, expanding our mindset to see ourselves as part of a larger system. This perspective encourages us to consider the broader implications of our decisions, moving beyond merely chasing short-term financial rewards.

By fostering strong relationships with our stakeholders and implementing effective risk mitigation processes, we create a foundation of robust governance that guides our actions. Our commitment to caring for our employees, patients, donors, and all stakeholders is reflected in our ongoing, transparent communication and our willingness to embrace innovative opportunities.

Through integrated thinking, we ensure that our business remains resilient and capable of adapting to challenges while consistently delivering value to all. This holistic approach allows us to align our goals with the needs of the community, ultimately strengthening our impact and contributing to a sustainable future for everyone we serve.

FORWARD-LOOKING STATEMENTS

As we share our journey and insights in this report, you will find certain forward-looking statements regarding SANBS' financial position, results, operations, and business trajectory. These statements reflect our aspirations and outlook based on current information, but they also come with inherent risks and uncertainties.

These projections are influenced by various factors and depend on future events and circumstances that can be unpredictable. While we are dedicated to achieving our goals and navigating challenges, it's important to remember that the future may unfold in ways we cannot fully anticipate.

We share these insights to keep you informed of where we aim to go and how we plan to get there, while also acknowledging the dynamic nature of our environment. Our commitment remains strong as we adapt and respond to whatever the future may hold on our path to delivering safe and reliable blood services for all.

OUTLOOK

Outlook information comprises challenges, opportunities and disruptive factors we have identified that have the potential to affect the achievement of our strategic objectives and our mitigating response as well as opportunities identified. Outlook information can be found throughout this report.

BOARD RESPONSIBILITY AND APPROVAL

The Board of Directors, supported by the Audit Committee, is responsible for ensuring the integrity of the integrated report. In this regard, the Board places reliance on information provided and verified by the Chief Executive Officer and his Executive team. SNG Grant Thornton who undertakes SANBS' internal audits has done assurance work on a sample of material Key Performance Indicators (KPIs). No external assurance has been obtained on the content of this report other than the external audit procedures performed regarding the AFS and thus financial numbers, to the extent to which they are included in the integrated report, are validated.

We have taken reasonable steps to ensure processes are in place that ensure the integrity and credibility of the integrated report. In particular:

Systems, Procedures and Controls	Allocation of Responsibility	Oversight and Involvement
<p>The systems, procedures and controls include structures and processes that ensure diversity of input and checks and balances, including the system of internal controls, and the use of credible sources for information, and are considered adequate and effective to ensure the completeness and accuracy of information.</p>	<p>There is an appropriate allocation of responsibility to ensure that the information reported on is based on the inputs, collation and review of subject matter experts, and the responsible Executives, with the Audit Committee having oversight over the process under the guidance and leadership of the CEO and CFO.</p>	<p>There has been adequate oversight and involvement of the governing body, and in particular, in respect of the approval of the preparation process, materiality determination process, setting the parameters for the boundary of the report, and final review and approval of the content by the governing body committee and governing body itself.</p>

The Board, assisted by its committees, is ultimately responsible for overseeing the integrity of our integrated report and verifies that it has applied its collective mind in the preparation and presentation thereof.

The Board confirms that after a comprehensive review, it is satisfied that the content is accurate, complete and a fair reflection of SANBS' material matters, presented in accordance with the international Integrated Reporting Framework. The Board approved the 2024 annual Integrated Report on 27 November 2024. Any material events up to the Board approval of this report are also included.

Signed on behalf of the South African National Blood Service Board

Thabo Mokgattha
CHAIRPERSON, BOARD OF DIRECTORS



WHO WE ARE

The core of our mandate is to provide patients with sufficient, safe, quality blood products and medical services related to blood transfusion in an equitable, cost-effective manner.

As a non-profit organisation, we pride ourselves on ensuring the delivery of safe blood to every patient we serve across South Africa.

Managing the entire blood transfusion value chain, we use sophisticated processes and advanced equipment to guarantee the safety of all donated blood.

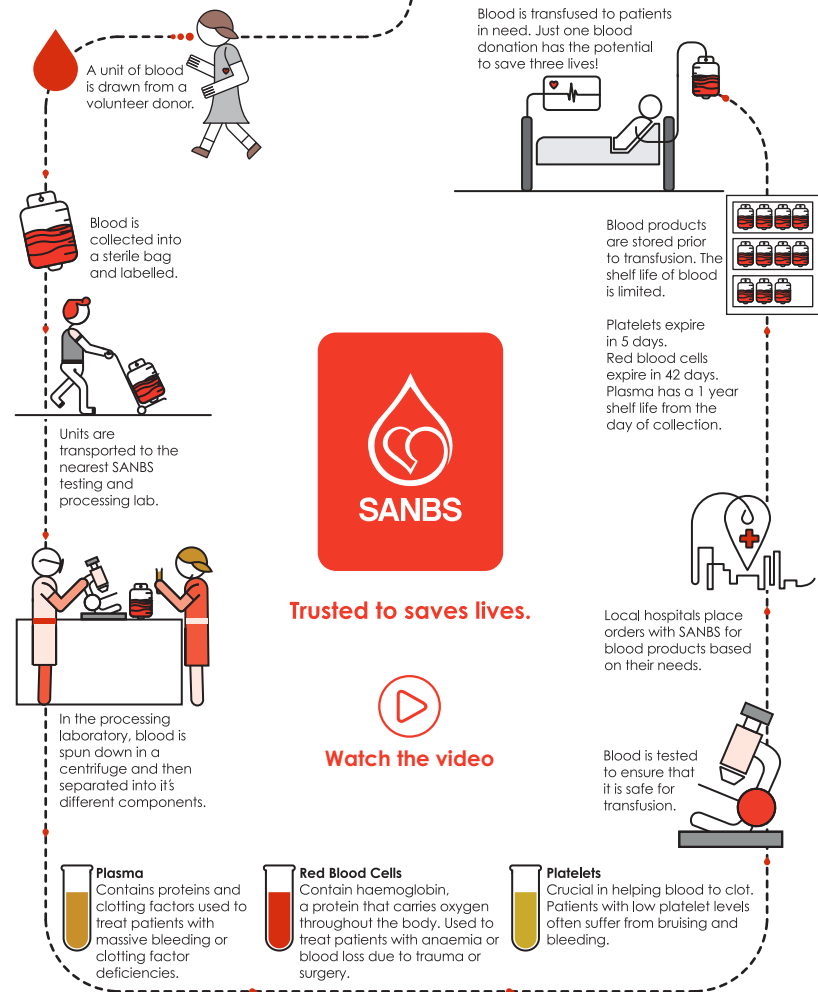


Our rigorous testing protocols include screening for transfusion-transmissible infectious diseases, determining the blood group, and ensuring patient compatibility, all of which are essential for safe and effective transfusions.

Employing around 2 869 dedicated professionals (FY23: 2 776) at some 189 sites nationwide—excluding the Western Cape, where the Western Cape Blood Service operates—SANBS is committed to excellence in every aspect of our work.

Over our 85-year plus history, we have embraced operational innovation and cutting-edge medical science and technology, solidifying our leadership position in the field. Today, SANBS stands as a unified entity, providing seamless services to our stakeholders and ensuring that the lifeline of safe blood is always within reach.

Journey of blood





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.

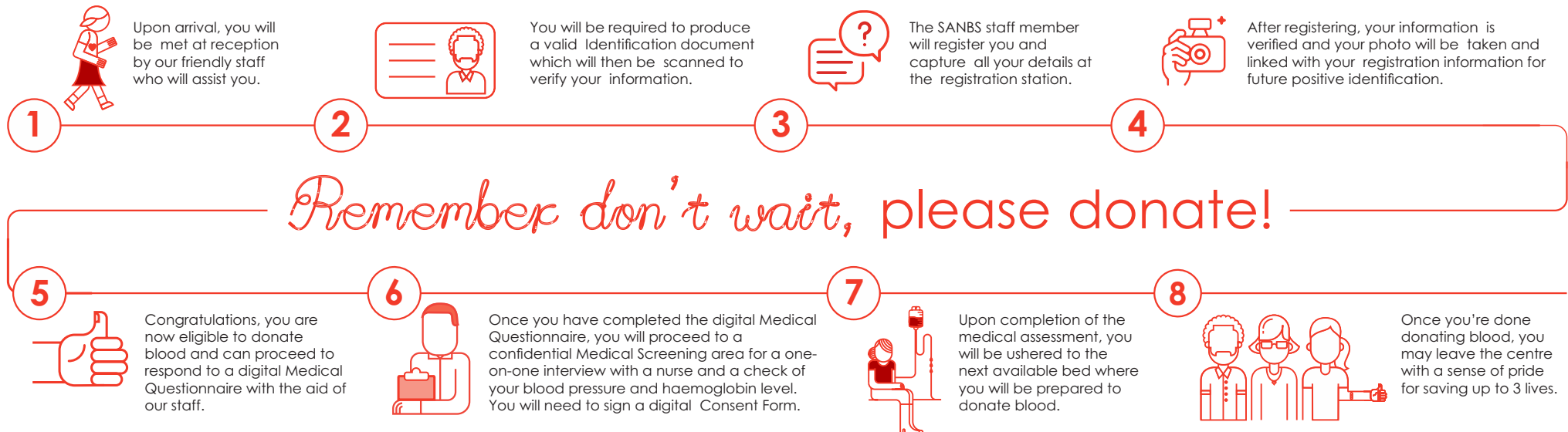
YOUR BLOOD SAVES LIVES!

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.





SANBS @ A GLANCE

The gift of life

Thanks to the unwavering support of our donors, patients in need receive vital components like red blood cells, plasma, and platelets—the true gift of life. Your generosity makes a profound difference in countless lives. Join us in this noble mission and help us continue to provide hope and healing to those who need it most.

Your *blood* saves lives

Blood is a precious resource that anyone can give to someone in need. With each donation, our donors have the power to save three lives.

Thank you to our incredible donors for being part of this lifesaving journey! Your generosity makes a profound impact!

Your *gift* saves lives!



View recipient stories here



What would happen without SANBS?

The work we do as SANBS is vitally important. Our commitment to ensuring a safe and sufficient blood supply is essential for saving lives and supporting medical procedures across the country.

Through our efforts in recruitment, donor wellness and community awareness, we strive to educate the public on the importance of blood donation and its impact on patients in need.

Caring for our donors

At SANBS, we understand that our commitment to saving lives extends beyond blood donation; it also includes caring for the health of our donors. That is why we are excited to introduce our new wellness programme, designed to promote the overall health of our blood donors, particularly addressing issues like iron deficiency.

We recognise that healthy donors are the backbone of a sustainable blood supply, and our programme focuses on providing resources, education, and support to help donors maintain optimal health.

Together, we can ensure that every donor remains strong and healthy, ready to make a lifesaving impact. Let's all stay #HealthyTogether!



New wellness programme promoting donor health.

Together, we can make a *difference* in countless lives!



See our #WeAreThePulse campaign



With your help, we can change a life. Become a platelet donor.



See our '#GoodHood' campaign



Nominate an organisation or community for a blood drive.



SANBS @ A GLANCE *Cont.*

Future-proof: Committed to *saving lives*

As an organisation, we focus on what matters most: SAVING LIVES.

We are well-prepared for the future, and the donors, recipients, employees, companies, and communities who support our cause can place their confidence in us.

Together, we will continue to build a brighter future, ensuring that every drop counts in the fight for life.

Millions of lives have been saved by blood donors in their generous donation of blood


During the year under review, SANBS held 36 Donor for Life Award functions across 32 branches to celebrate donor milestones achieved from 2020 to 2022. A total of 6,778 qualifying milestone donors were recognised for their outstanding contributions during these award ceremonies.

Special mention goes to donors who have reached remarkable donation milestones:


- Mr Stephanus Janse van Rensburg - 625 units
- Mr Lukas Barnard - 545 units
- Mr Gary Kemp - 425 units
- Mr Dawie Janse van Vuuren - 400 units


 See our facebook page


 Read more of Dawie's story


World Blood Donor Day 2024  [Watch video here](#)


Meet our donors. #ThePeopleBehindTheBlood


 [Video 1](#)

 [Video 2](#)


 [Video 3](#)


 [Video 4](#)


 [Video 5](#)


#TheWomenBehindTheBlood  [Watch the video here](#)


Dispel the myths about blood donation eligibility.

 [Video 1](#)

 [Video 2](#)

 [Video 3](#)

Blood is not only required in emergencies  [Watch the video here](#)

Plasma donations are saving lives  [Watch the video here](#)





SANBS @ A GLANCE *Cont.*

Building relationships through *customer-centric innovation*

Innovation is key to fostering strong relationships and enhancing our commitment to those we serve.

By prioritising customer needs, we continuously adapt and improve our organisation.

With cutting-edge technology, we personalise the donor experience, making it more meaningful and engaging. Innovations like smart fridges and future drone delivery enhance our ability to safely and efficiently store and transport blood, especially in rural areas.

Together, we are creating a brighter future for blood donation and patient care, driven by our dedication to understanding and meeting the needs of our community!

 Watch digital donor experience

 Lebohang Lebogo, SANBS first drone pilot

 SANBS launches smart blood fridge


Quality healthcare through compassionate care

We take pride in our proven track record of delivering quality, affordable healthcare to millions each year.

As a customer-centric organisation, we are deeply committed to the lives of those in need of blood products—whether it is a new mother during childbirth, a little girl recovering from an accident, an elderly man battling anaemia, or a burn victim in ICU.

Our focus on compassion and quality ensures that we meet the diverse needs of our community, providing essential support when it matters most.

Together, let's continue to transform lives through compassionate care!

 Honouring our SANBS nurses

 Meet Kyaya Mhlongo – SANBS story

 Recognising our own people for long dedicated service





SANBS @ A GLANCE *Cont.*

Expanding our donor pool

We are committed to attracting younger and particularly Black donors to diversify and strengthen our active blood donor pool.

With our donor centres and mobile units operating nationwide, our goal is to collect 3,000 units of blood from South Africans each day. Currently, less than 1% of the population is active in blood donation, and we aim to increase that.

To achieve this, it is crucial for us to dispel the myths surrounding blood donation. By fostering understanding and building trust, we can encourage more individuals to step forward and make a lifesaving impact in their communities.

In 2024, 65% of blood collections from new donors were first-time Black donors, indicating a growth in the Black donor pool. This overall increase in the donor base helps reduce reliance on repeat donors and mitigates potential negative impacts on donor health.

The proportion of Black donors has significantly risen, growing from 4.1% of the donor base in 2005 to 46% in 2021, 39% in 2022, and 46.7% in 2023, with a slight decline to 43.3% in 2024. Whole blood collections from Black donors increased from 41.3% to 43.3%, while contributions from White donors decreased by 2%.

Join us in this mission—your donation can save a life!

 **First time blood donors #1**

 **First time blood donors #2**

 **Understanding the business of blood**

Innovative blood collection

SANBS is at the forefront of innovative blood collection, launching impactful campaigns to broaden the donor pool and raise awareness of the life-saving power of blood donation.

The Colour of our Blood

Launched under the hashtag **#TheColourOfOurBlood**, this campaign celebrates our diversity while emphasising the **collective** power we possess to save lives. It highlights the unifying fact that all blood is red, encouraging everyone to contribute by donating blood to those in need.

We Are the Pulse

SANBS' **"We Are the Pulse"** blood donation campaign aims to educate the nation on the critical importance of giving blood and its life-saving impact through a comprehensive 360-degree communication strategy. By engaging communities and inspiring both new and existing donors, the campaign leverages multiple media platforms to create a meaningful message that emphasises the communal value of collective support and action.

 [Watch the campaign video here](#)

Mall to Action

The #1Nation5000Units Mall to Action campaign, recognised as South Africa's largest single-day blood collection event, exceeded its target by securing 6,725 units of life-saving blood, with SANBS alone accounting for 5,683 units, including 2,883 units of Group O.

 [Discover more about this incredible event: click here](#)



Through these innovative initiatives, SANBS is not just collecting blood; we are building a vibrant community dedicated to saving lives and promoting the vital importance of blood donation!



SANBS @ A GLANCE *Cont.*

World-class blood products

Our blood transfusion services and products are truly world-class.

The donated blood is processed into various products, such as red cell concentrates, pooled platelets from buffy coats, fresh frozen plasma, and cryoprecipitate (a component rich in clotting factors), at our seven processing centres located throughout the country. Every donation is tested for HIV, hepatitis B, hepatitis C, and syphilis, as well as for ABO and Rh blood types, at two state-of-the-art testing facilities in Constantia Kloof and Mount Edgecombe. Finally, the safe, tested blood products are couriered to 84 blood banks, which serve over 600 hospitals nationwide. These blood banks provide blood for transfusions after conducting compatibility testing between the donor's and patient's blood. We invest significantly in research and training to uphold our position as one of the leading blood transfusion services globally. By adhering to the highest standards, we continuously measure and monitor our processes, ensuring the utmost safety and reliability of the blood supply.

Your trust in us means we strive for excellence every day!

100% ISO 15189 accreditation of our laboratories and Donor Centres and we are seeking ISO 9001 accreditation for our Support Services as well.


 Read about our other accreditations

Our stakeholders are central to our mission

Our stakeholders help ensure the sustainability of our organisation which is why we prioritise them in our strategic intent and execution.

Our stakeholders are essential to the sustainability of our organisation, and we prioritise them in both our strategic intent and execution. We deeply value each partnership, recognising that fostering trust and collaboration is key to our success.


Together, we aim to build a supportive community dedicated to saving lives!

 Read more about our stakeholders

Contributing to SDG's

SANBS is committed to supporting the following sustainable development goals (SDGs) through execution of our strategic priorities.

SANBS is a significant contributor to the Sustainable Development Goals (SDGs) through its core mission and operations. Regarding gender equality, over 50% of our workforce comprises women, and more than 50% of our Executive Committee and Board members are female. For quality education, we prioritise the development of our employees and the wider community by allocating substantial funds annually for educational initiatives. Our collaborations with universities include integrating transfusion medicine into medical curricula, offering online short courses in Patient Blood Management for doctors, and establishing MoUs with local and African hospitals for training programmes.

 See Social Capital and Natural Capital for details

By actively supporting these goals, we demonstrate our commitment to being a responsible corporate citizen, positively impacting our communities and fostering a sustainable future!



OUR BUSINESS

CHAIRPERSON'S REPORT



“After a year of significant digital transformation, we now look forward to a new era where customer-centricity shapes our strategy. SANBS cannot save lives on its own; it is only through the collaborative efforts of our invaluable partners - donors, hospitals, government, medical aids, patients, doctors, and employees - that we continue to be the pulse of 21st-century healthcare. Our stakeholders are the lifeblood of our lifesaving mission, and their support is crucial as we embark on this new chapter driven by dedicated stakeholder engagement and collaboration.”

Thabo Mokgatla
CHAIRPERSON, BOARD OF DIRECTORS



Introduction

Reflecting on the past year, and in my first year as Chairperson of the Board, SANBS stands on the brink of a transformative era, facing significant challenges while seizing new opportunities. The South African environment has presented us with various difficulties, including deteriorating social conditions, load shedding, and looming water shortages. These issues, combined with aging infrastructure and unreliable utility services, have had a direct impact on our operations and the broader healthcare system. Despite these obstacles, SANBS remains resolute in its mission to be the heartbeat of 21st-century healthcare.

Throughout the reporting period, SANBS performed commendably, meeting most of the targets outlined for key initiatives as part of our iHEALTH strategy. As we transition from this phase, our focus shifts towards shaping a future where customer-centricity drives our strategy, setting the stage for our outlook through to 2030.

Digital transformation

Our commitment to innovation is exemplified by the successful rollout of the BECS. This advanced system has revolutionised our blood donation sites, streamlining operations and significantly boosting efficiency. BECS marks a substantial leap in our technological capabilities, enhancing both operational workflows and the overall donor experience.

This digital transformation is not just an operational upgrade; it underscores our dedication to continuous improvement and a customer-centric approach. It represents our proactive effort to adapt to the evolving healthcare landscape. While BECS enhances our internal processes, our ability to save lives remains a collaborative endeavour, reliant on the support and engagement of all our stakeholders.

Stakeholder engagement and partnership

The support and engagement of our invaluable partners—including donors, hospitals, government bodies, medical aids, patients, doctors, and employees—are crucial to our mission. It is through these collective efforts that we sustain our lifesaving work. As we move into this new chapter, driven by stakeholder engagement and collaboration, we acknowledge that SANBS cannot achieve its goals alone.

In this context, our strategic focus on collaboration and stakeholder engagement becomes even more crucial. As South Africa faces increased healthcare demands due to population growth, emerging diseases due to climate change, and sluggish economic conditions, SANBS is committed to navigating these challenges with resilience and innovation. Our stakeholders' unwavering support is essential in this journey, ensuring that we continue to be a beacon of hope and a vital component of the nation's healthcare framework.

Recognising donor contributions

Our donors are the cornerstone of SANBS, and their contributions are integral to our ability to provide lifesaving blood products. In response to the national plasma shortage, we are intensifying efforts to encourage donor participation. We are actively engaging with new donor markets, particularly focusing on the black community and youth, to expand our donor base.

We are committed to providing a positive and rewarding donation experience. This involves prioritising donor health and safety, offering convenient donation opportunities, and expressing genuine appreciation for their contributions. Maintaining a 100% voluntary donor base is a testament to the generosity of South Africans, and our focus on donor centricity ensures that we build strong, enduring relationships with our supporters. We continue to innovate and improve our donor services to make the donation process as seamless and engaging as possible.

Supporting our employees

Our 2 869 employees, across 189 sites nationwide (excluding the Western Cape), are vital to our mission. Their dedication, expertise, and passion form the foundation of SANBS' operations. We are committed to providing competitive benefits, ongoing training, and development opportunities to attract and retain a skilled workforce.

We prioritise employee wellbeing through wellness initiatives aimed at early intervention to prevent prolonged absenteeism and illness. A positive and supportive work environment enhances productivity and improves patient care. Our investment in employee development ensures that our team is well-prepared to meet the demands of our mission and contribute to our organisational success.

Strategic focus on patient-centric care

South Africa's dual-tiered healthcare system, with its socio-economic disparities, presents significant challenges. Approximately 84% of the population relies on an overburdened public healthcare sector, particularly in rural and underserved urban areas (Statistics South Africa, 2020 and 2022). This strain is compounded by the emigration of healthcare professionals, which exacerbates the pressure on our resources.

To address these challenges, SANBS is adopting a customer-centric strategy that enhances healthcare efficiency, equity, and patient satisfaction. Our approach focuses on optimising the allocation and distribution of medical resources, ensuring that we meet the needs of patients and clinicians alike. By emphasising patient-centred care models, we aim to improve access to essential services and align our healthcare delivery with patient needs.

Government partnership

The government is a crucial partner in SANBS' mission to deliver life-saving blood services. This collaboration extends beyond regulatory compliance to encompass support in policy development, funding, and public health initiatives. Such a partnership is vital for integrating our services within the national healthcare system and addressing the diverse needs of the population.

A key area where government partnership can make a significant impact is in the development and implementation of effective blood donation policies and incentives. While these measures have not yet been realised, their potential to ensure a steady and reliable blood supply is immense. Government support will be instrumental in shaping and enacting these policies, which are essential for maintaining and growing our donor base.



Strengthening governance

Over the years, SANBS has made substantial progress in robust governance practices, transitioning from an audit disclaimer to an unqualified audit opinion. This achievement highlights our dedication to enhancing our governance structures and practices. We have thoroughly reviewed and updated our governance documents and policies, reinforcing our commitment to transparency and accountability. These improvements are vital to sustaining our integrity and ensuring that we meet our strategic objectives effectively.

Key Board matters and leadership changes

My tenure as Chairman began on 29 November 2023, succeeding Ms. Ansie Ramalho, who served on the Board for nine years. I acknowledge her leadership and the robust governance practices she left in place, along with a diverse, strong and capable Board.

As a Board, we also acknowledge the tenure of Dr. John Black who left the Board due to his emigration. Following Ansie's retirement and John's resignation, some changes were made in Board committee membership and Mr. Shauket Fakie was appointed as the Lead Independent Director. Efforts are ongoing to fill the directorship left by Dr. John Black with a qualified medical practitioner.

An external performance evaluation was conducted, focused on gathering insights into the governance structure and dynamics. The evaluation yielded positive results, with high praise for the quality of governance, the Board's commitment to King IV compliance, as well as a healthy and collegial board culture. Recommendations from the evaluation are noted in the Governance Chapter under Principle 9.

Future outlook

SANBS is dedicated to enhancing our data governance and cybersecurity measures as part of our five-year strategic plan. This plan establishes a comprehensive framework to support our mission of providing safe and reliable blood services.

Our success hinges on the collaborative efforts of our team, stakeholders, and community partners. By concentrating on clear goals and actionable strategies, we are well-positioned to address emerging challenges and leverage new opportunities. Our approach places stakeholders at the heart of our decision-making, ensuring that we consistently deliver superior service and uphold the highest standards of quality and reliability.



Conclusion and appreciation

As we embark on this new phase, our commitment to progress and excellence remains steadfast. I extend my deepest gratitude to the Board, Executive team, and all members of the SANBS team for their relentless dedication and hard work. Your contributions have been instrumental in advancing our mission.

To our donors, your generous support is fundamental to our success. Your continued commitment, in providing the gift of life, allows us to provide life-saving blood products and drive positive change in our communities. We look forward to a future where donor centres provide enriching and rewarding experiences, making blood donation a celebrated act of kindness.

Thank you for your invaluable support. Together, we will continue to make a significant impact on South Africa's healthcare system and beyond.

Thabo Mokgatlha
CHAIRPERSON, BOARD OF DIRECTORS

CHIEF EXECUTIVE OFFICER'S REVIEW



"This past year has been transformative for SANBS. The collective power of our team has been the lifeblood of our journey. Together, we have not only implemented the groundbreaking BECS but positioned ourselves as the digital pulse of South Africa's healthcare system. This innovation is not just about modernisation; it is a giant leap forward, solidifying SANBS as the beating heart of 21st century healthcare."

Ravi Reddy
CHIEF EXECUTIVE OFFICER

Reflections on the past year

The FY24 year will long be remembered for the collective efforts of every SANBS staff member in ensuring that the BECS project, which was initiated in 2020, went live. Going live with BECS in November 2023 was a monumental achievement and the team's unwavering dedication ensured continued, uninterrupted operations amidst some initial challenges. Their collaborative spirit and agile decision-making were instrumental in overcoming hurdles and prioritising the needs of our communities.

Another notable achievement was our ability to build up a seven-day cover of group O blood prior to going live, thus guaranteeing life-saving transfusions despite any operational challenges that could have been encountered during the go-live. Going live with BECS has ensured that we have taken significant strides in our digital journey, especially in our donor centres.

The success of BECS extends beyond technological advancement. We have witnessed positive feedback from donors and celebrated milestones like the record-breaking 5,600 blood collections in a single day. This exemplifies our commitment to continuous improvement and ensuring a reliable, efficient blood supply for all South Africans. We continued with many of the iHEALTH strategic projects and other notable achievements during the year was the significant progress made in streamlining internal procure-to-pay and order-to-billing processes, thus ensuring improved revenue collection and payment of vendors.

We remain steadfastly committed to transformation and in this regard improving our B-BBEE certification through a clear focus on transformation in management control, skills development, preferential procurement, enterprise/supplier development and socio-economic development. While our target was to maintain level 4 accreditation, I am really proud that we achieved level 3 accreditation for the financial year. While our iHEALTH strategy remains a guiding force for the 2025 financial year, we will be strategically shifting our focus from a product-centric to a customer-centric approach for the 2025/2026 – 2029/2030 strategy. As we focus on the future, we are committed to building a sustainable framework that prioritises patient needs and positions SANBS at the forefront of healthcare innovation.

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



CHIEF EXECUTIVE OFFICER'S REVIEW *Cont.*

FY24 highlights

Financial sustainability

We are pleased to report that once again it was an outstanding year financially, with R100.4m alternative revenue generated against a target of R80m.



Innovation

Smart fridge - BOPHELO, a Haemonetics haemobank (smart fridge) was launched at Rahima Moosa Mother and Child Hospital in Johannesburg. This has already resulted in significant savings for the hospital as the blood that is not issued to the patient, is maintained in a controlled environment and can therefore be used for another patient. The hospital is not billed for this blood.



Watch video here

SANBS RAD Academy - Excellent work is being done with a focus on education and research. 113 learning cafes and webinars have been hosted, with some 5 500 healthcare professionals attending. In addition, a group of young staff are being mentored to conduct research. We have also led an initiative with Western Cape Blood Service and African Society for Blood Transfusion culminating in the African Transfusion Indaba held in September 2023. This meeting was attended by delegates from several African countries and information was shared on successes and challenges related to key areas in blood transfusion.



Watch video here



See our MD Report, Intellectual Capital and our contribution to the UN SDG's.



Human-Centred Collections

Innovative blood collection

SANBS is at the forefront of innovative blood collection, launching impactful campaigns to expand the donor base and raise awareness of the life-saving power of blood donation.

The colour of our blood - Launched under the hashtag #TheColourOfOurBlood, the campaign aimed to celebrate our diversity and emphasise the collective power we possess to save lives. It centred its message on the unifying fact that all blood is red, highlighting that everyone can contribute to those in need by donating blood.



Watch video here

We are the pulse - This blood donation campaign aims to educate the nation on the critical importance of giving blood and its life-saving impact through a comprehensive 360-degree communication strategy. By engaging communities and inspiring new and existing donors, the campaign leverages multiple media platforms to create a meaningful and impactful message, emphasising the communal value of collective support and action.



Watch video here

Mall to Action - The #1Nation5000Units Mall to Action campaign, dubbed South Africa's largest single-day blood collection event, exceeded its target by securing 6,725 units of life-saving blood with SANBS alone accounting for 5683 units, including 2883 units of Group O.



Read more here

Increasing the donor pool - Blood collections from black donors increased to 43.2% against a target of >=38%.





CHIEF EXECUTIVE OFFICER'S REVIEW *Cont.*

E Excellence

Wastage

Percentage of blood discarded – It is inevitable that there will be some discard or wastage of blood due to various reasons (see our MD report on page xx). The overall wastage was 3.97% against a target of 5.5% and highlights the efficiency and effectiveness of SANBS' internal processes and blood inventory management in minimising wastage and providing safe and sufficient blood products to those in need.

A Administration Rigour

Collections management system - The debt collection system, underpinned by a strong and stabilised finance team, has been successful in reducing debtor days from 150 in 2023 to 109 in 2024 against a target of 140 days.

Revenue surplus and cash reserves - Revenue surplus is 9.4% against a target of 1% and cash reserves increased to R2 347m against a target of R1 900m.

L Logistics

Management of critical stock levels - We managed availability of critical consumables at 97.3% 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. This was particularly important given the global supply chain challenges.

T Testing and Quality

Blood safety index - We achieved 95.4% vs a target of 95% as we strive for ensuring the safety and quality of blood and blood products.

Enhanced quality standards - Joint Accreditation Committee ISCT-Europe and EBMT (JACIE) accreditation signifies that SANBS meets rigorous international standards for cellular therapy. This demonstrates a commitment to quality and patient safety, ensuring that blood products are safe and effective.

h Hearts and Minds

Future-proofing our workforce - This year, we embarked on our strategic workforce planning initiative for 2030. This proactive approach ensures we have the right talent pool to meet the evolving needs of South Africa's healthcare landscape in the coming years.

FY24 challenges

BECS implementation optimisation

The successful go-live of the BECS was a significant milestone, however post-implementation complexities and ongoing optimisation efforts remain. We are diligently addressing these challenges, with a strong focus on delivering the donor app, which will further enhance the user experience.

Our team is demonstrating remarkable resilience and adaptability as they acquire new knowledge and navigate the ongoing system refinements. We are actively driving stabilisation efforts to ensure seamless BECS operation.

Blood collections

Despite improvements in blood collections, maintaining a consistent 5-day supply remains a concern. We are implementing targeted strategies to increase donor recruitment and retention, ultimately ensuring a reliable blood supply for all South Africans.

Stakeholder management

Past challenges in stakeholder management highlight the need for strategic engagement. To address this, we have appointed a dedicated Stakeholder Engagement Manager. This role will be instrumental in building strong partnerships and fostering communication with all stakeholders crucial to SANBS' success.



CHIEF EXECUTIVE OFFICER'S REVIEW *Cont.*

Leadership changes

A key aspect of SANBS' success lies in our strong leadership team. I would like to express my sincere gratitude to Ms. Ansie Ramalho for her dedication and exceptional service as Chairperson of the SANBS Board. Under her guidance, we have navigated complex challenges and achieved remarkable milestones.

We are fortunate to have a smooth and seamless transition in leadership with the appointment of Mr. Thabo Mokgatlha as the new Chairperson. Mr. Mokgatlha brings a wealth of experience and leadership qualities to the table, and I have full confidence that he will continue to guide SANBS towards a bright future. I extend a warm welcome to Mr. Mokgatlha and look forward to collaborating with him in the years to come.

Mr. Shauket Fakie was appointed the Lead Independent Director from the board-appointed directors.

We also welcomed Ms. Sibusisiwe Sibanda as the Corporate Services Executive in June 2023.

Outlook

As we move forward, the healthcare landscape remains dynamic, presenting both challenges and opportunities for SANBS.

Economic realities: balancing sustainability with affordability

Price increase limitations: A low economic growth rate and limited medical aid spending in the private sector necessitate a careful approach to pricing. We will explore innovative solutions to ensure financial sustainability while maintaining affordable blood products for all patients. We will strive to increase communication of our pricing models and strategy to our stakeholders so that there is a greater understanding of the cost drivers.

The implementation of the National Health Insurance (NHI) could greatly influence our service delivery and financial frameworks. It is essential that we are ready to adapt and facilitate a seamless transition for both patients and healthcare providers.

Socio-economic barriers to effective blood donation: High unemployment rates can negatively impact blood collection efforts. Factors such as poverty, unemployment, lifestyle choices and infectious diseases can impact on the health and wellness of potential donors, thereby reducing donation rates. Moreover, regular blood donation can exacerbate iron deficiency in donors. We will focus on targeted donor recruitment strategies to address this challenge. We will also work on improving our donor loyalty and recognition programmes.

Workforce dynamics: building a resilient talent pool

As mentioned earlier, our proactive workforce planning initiative will ensure we have the right skills and expertise to navigate the future of blood banking.

Operational considerations: business continuity and efficiency

We remain vigilant against potential disruptions like power outages, natural disasters, or social unrest. We will continuously refine our business continuity plans to ensure a reliable blood supply during unforeseen circumstances.

Embracing opportunities: innovation and continuous improvement

Our dedication to innovation and continuous improvement drives us to refine our strategy for 2025/2026 to 2029/2030, ensuring long-term growth and solidifying our position as the trusted provider of blood and blood services for the citizens of South Africa. We will continue seeking opportunities to reduce our carbon footprint and also incorporate digitalisation, artificial intelligence (AI) and machine learning (ML) to further improve our value offering.



CHIEF EXECUTIVE OFFICER'S REVIEW *Cont.*

Conclusion and appreciation

As we conclude this transformative year, I want to extend my deepest gratitude to everyone who has contributed to the success and mission of SANBS, thereby enabling us to fulfil our purpose.

First and foremost, I acknowledge our selfless donors, the true lifeblood of our organisation. Your generous contributions have made it possible for us to save lives and make a profound impact on countless individuals and communities.

To our dedicated employees, your unwavering commitment and tireless efforts have been instrumental in driving SANBS forward. Your passion and dedication to our mission are truly inspiring and without your hard work our achievements this year would not have been possible.

A special thank you to our invaluable volunteers who serve on the various Branch and Zone Donor committees. Your tireless efforts in supporting our campaigns and expanding our donor base are deeply appreciated.

I am also profoundly grateful to the members of my Executive and Leadership team for their steadfast support and dedication throughout this period of significant change. Your guidance and resilience have been pivotal in navigating our digital transformation.

To the SANBS Board and Committee members, your outstanding leadership and strategic guidance have been crucial in reinforcing our governance framework and ensuring our continued success.

Lastly, I extend my sincere appreciation to all our stakeholders whose support and collaboration are vital to the effective functioning of SANBS. Your partnership enables us to save and improve the lives of hundreds of thousands of patients each year.

Together, we have achieved remarkable milestones, but our journey does not end here. As we move forward, let us continue to work collaboratively, build upon our successes and strive for excellence in all that we do.

Together, we are the pulse, the lifeblood geared for the 21st century.

Thank you all for your unwavering support and commitment.

Ravi Reddy
CHIEF EXECUTIVE OFFICER





MEDICAL DIRECTOR'S REPORT

"This year was marked by significant accomplishments for SANBS, including the successful implementation of the BECS project and continued growth in several key areas. However, it was also a year of challenges, including a growing skills shortage and an ever-increasing demand for blood products."

Dr. Karin van den Berg
MEDICAL DIRECTOR



The year under review

Reflecting on the past year, it was one of transformation marked by significant achievements and challenges. It was especially gratifying to see the culmination of several of our multi-year iHEALTH objectives reach fruition. At the same time, we had to contend with ongoing scarce and critical skills shortages amid the ongoing challenges in both the public and private healthcare sectors. And between all of this, our dedicated staff still found time to contribute to the scientific body of knowledge through various research initiatives and local and international collaborations.

Significant investment in our manufactured capital continues

The year was dominated by the implementation of the BECS project, the culmination of several years of dedicated work by multiple teams in SANBS. By the nature of this project, it consumed a lot of energy and resources necessitating the delay of certain projects. However, one of the pleasing unexpected outcomes of the BECS implementation was the upgrade and expansion of our IT infrastructure to accommodate BECS. This will now enable us to digitise many other processes as an indirect benefit. Although BECS go-live is hugely positive, ongoing digitisation led to certain staff redundancies. We are currently exploring ways to redeploy these employees within SANBS.

During this period, two other major projects reached completion with SANBS being awarded two prestigious international accreditations. The first is the Joint Accreditation Committee ISCT-Europe and EBMT (JACIE) accreditation for our Haematopoietic Stem Cell Transplant (HSCT) programme. JACIE accreditation is awarded to HSCT centres that show ongoing excellence in patient outcomes and stringent commitment to quality standards. In addition, our Tissue Immunology Laboratory received the European Federation for Immunogenetics (EFI) accreditation which is awarded to laboratories that meet the quality requirement for immunogenetics, tissue typing and transplantation set by the EFI standards.



It's not just **blood**. It's saving a **nation**
#Donate blood. **Save lives**

MEDICAL DIRECTOR'S REPORT *Cont.*

Deliberate and intentional investment in our people

Poaching of staff locally and especially internationally is a growing concern. Accreditation of SANBS laboratories as HPCSA-accredited training sites has been an ongoing challenge as the various role-players struggle to align regulations and standards with modern laboratory practices. In the ever-changing healthcare world with new technology and scientific advances, systems and processes of the past rapidly become redundant necessitating agile responses if we are to ensure ongoing training of people in our scarce skills arena. SANBS is engaging with relevant stakeholders such as the Health Professions Council of South Africa, other pathology groups and interested parties in pursuit of lasting solutions to these challenges. The overall healthcare worker shortage in the country further adds to the complexity of finding such solutions.

Despite these challenges, SANBS continues to invest in our people, both in terms of leadership skills as well as scientific development. SANBS is supporting multiple staff in pursuit of post-graduate qualifications, including several Master's and Doctoral candidates with several of our staff excelling in the international arena. In particular, we are proud that Dr Solomuzi Ngcobo was elected as President-Elect of the African Society for Blood Transfusion, while Dr Marion Vermeulen was elected as the Regional Director: Africa of the International Society for Blood Transfusion.

Donor wellness remains a top priority

Donor wellness remains a top priority and the SANBS Iron Programme is part of our ongoing commitment to ensure the health and wellness of our donors. The Iron Programme focuses on both our donors as well as education for our Collections teams. The donor arm includes a bespoke digital donor education initiative which includes content that is educational, relatable and easy to understand as well as our donor iron replacement strategy. For the latter, we have concluded the appointment of a vendor to supply a new iron supplement known to have a better impact on iron levels with an improved side-effect profile. For our Collections teams, our programme includes ongoing refresher training to ensure that our teams are equipped to deal efficiently with any untoward events and streamlining of adverse event management systems and processes. The latter was supported by the new Board-approved policy on limiting financial hardship in the rare instances where donors suffer untoward effects following blood donation.

Meeting the blood demand remains a challenge

Meeting the demand for blood remains a significant challenge. Population growth combined with ongoing scientific and technological advances in the healthcare arena drives the demand for blood while dealing with the largest HIV-positive population in the world, political and economic instability, unemployment and food insecurity limits SANBS' ability to recruit and retain healthy blood donors. The growing gap, both in terms of resources and blood utilisation, between the public and private healthcare systems further exacerbate these challenges and hampers SANBS' commitment to ensuring an equitable distribution of blood products and related services to the people of South Africa.

SANBS is not alone in our struggle to ensure a safe and sufficient blood supply. Globally, many blood services in the Global North are reporting similar challenges who previously were able to meet the demand for blood with relative ease. In response, there is a growing trend internationally to develop more comprehensive donor loyalty programmes to demonstrate and acknowledge donors for their contributions. SANBS will be investigating different means of similarly recognising our donors while remaining an organisation of voluntary, non-remunerated blood donors.

I am very proud of the quality of products and services SANBS provides to the people of South Africa. However, this quality comes at a significant cost often influenced by global and local economic factors and the limited number of players active in the relatively small space of blood transfusion. SANBS is committed to maintaining these quality standards, but we are cognisant that it comes at a cost to the South African taxpayers. As a result, we have become more deliberate in the implementation of any new quality interventions and strategically source and engage with suppliers to ensure we remain sustainable within the current South African context.





MEDICAL DIRECTOR'S REPORT *Cont.*

An organisation with exceptionally strong intellectual capital

SANBS is participating in several major research collaborations, such as the Blood Genomics Consortium. The objective of this multi-country project is to deliver a comprehensive and affordable test for the typing of blood groups Red Blood Cells (RBC), Human Leukocyte Antigen (HLA) and Human Platelet Antigen (HPA) using a single DNA test. This is a realistic opportunity to improve blood safety by ensuring a sufficient stock of blood negative for high frequency RBC antigens, reduce the rate of alloimmunization and provide conclusive blood grouping results for serologically ambiguous cases. SANBS, through the genetic diversity of our donors, was able to make a unique contribution to this project which may have far-reaching implications for the future of blood transfusion. In addition, SANBS staff participated in numerous local and international academic and research collaborations ranging from donor health, product compliance, blood utilisation and related patient studies to staff motivation. These efforts culminated in 14 publications in international peer-reviewed journals and scientific books, multiple invitations as speakers at local and international congresses and academic appointments at tertiary institutions.

SANBS is also committed to supporting our colleagues across Africa in the development and dissemination of knowledge across the blood transfusion spectrum. To this end, SANBS led a collaboration with the Western Cape Blood Service and the African Society for Blood Transfusion to host the first Africa Transfusion Indaba, bringing together over 36 participants from 12 African countries. The purpose is to create collaborations and networking opportunities through sharing operational experiences, successes, and challenges amongst African blood transfusion services. The main objectives of the Indaba are to strengthen capacity-building relationships between African countries and societies in the field of blood transfusion, showcase diverse offerings and learn from other services, propose a preliminary agenda for blood transfusion education and research in Africa and identify possible collaborative projects as outcomes of these initiatives.

Environmental sustainability

At SANBS, we are acutely aware of the impact we have on our environment. One aspect of this is the biological waste we generate through our business processes requiring incineration. A significant portion of this waste relates to used test reagents, consumables and products that fail quality standards. Active management of discards at each step of the business process has resulted in overall discard rates below 5% (3.97%), which compares very favourably with international standards. We are committed to continuously improving our environmental performance and will explore further avenues for waste reduction, energy efficiency, and responsible sourcing. [Link Natural Capital]

Looking forward

- **Completion of the 5-year iHEALTH strategy and preparing for the new 5-year strategy:** The 5-year iHEALTH strategy concludes in Fy25. Extensive stakeholder engagement is crucial in developing the next strategic plan for FY2025/2026 to FY2029/2030, focusing on the most impactful initiatives for the current and future environment.
- **Formalising data governance and information management:** Data is a powerful asset. Formalising data governance and information management will be a major focus area. This will ensure data accuracy, accessibility, and security, allowing for more informed decision-making across the organisation.
- **Building a strong partnership with the HPCSA:** Developing our future workforce is a critical priority. Building a strong partnership with the HPCSA is vital to streamline the accreditation process for Phlebotomist, Blood transfusion technician and Biomedical technologist training to address the current skills shortage.
- **NHI implementation:** The National Health Insurance (NHI) implementation has the potential to significantly impact our service delivery and financial models. We must be prepared to adapt and ensure a smooth transition for patients and healthcare providers alike.
- **Skills development:** Addressing the skills shortage, particularly within laboratory settings, is a priority. We will explore various strategies, including internal upskilling programmes and strategic partnerships with academic institutions.
- **Stakeholder engagement:** Building strategic relationships with suppliers and key customers, such as hospitals and medical schemes, will optimise cost-effectiveness and service delivery. Collaboration with these stakeholders will be instrumental in ensuring a sustainable blood supply for South Africa.

Conclusion and appreciation

I am deeply grateful for the dedication and hard work of the entire SANBS team. Your efforts have secured positive outcomes and a lasting legacy for the future of SANBS. My heartfelt gratitude goes out to our selfless blood donors, whose generosity continues to save lives and bring hope to those in need. To our patients and their doctors, we remain steadfast in our support and commitment to providing the highest standard of care. Together, we form a vital chain, ensuring a safe and reliable blood supply for all of South Africa.

Dr. Karin van den Berg
MEDICAL DIRECTOR



OUR EXECUTIVE COMMITTEE

It is critical to have competent and cohesive leadership to ensure that we deliver on our vision and mission. A strong and resilient team will play a pivotal role to strengthen our foundation: preparing SANBS for the challenges of the future.



TENURE 39 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 16 YEARS
KARIN VAN DEN BERG
 MEDICAL DIRECTOR

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

TENURE 7 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 29 YEARS
SIEMI 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 36 YEARS
MARION VERMEULEN
 EXECUTIVE: TRANSFUSION MEDICINE AND TECHNICAL SERVICES

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

TENURE 2 YEARS
TSHEPO KGAGE
 CHIEF FINANCIAL OFFICER

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

TENURE 5 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

APPOINTED 1 JUNE 2023
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
 Member of Institute of Directors South Africa

TENURE 3 YEARS
AVRIL MANDUNA
 COMPANY SECRETARY

Bachelor of Laws (LLB)
 Masters of Laws – Commercial Law (LLM)
 Chartered Secretary (ACIS) Chartered Governance Institute of Southern Africa
 Co-optee of the Executive Committee since 1 August 2021

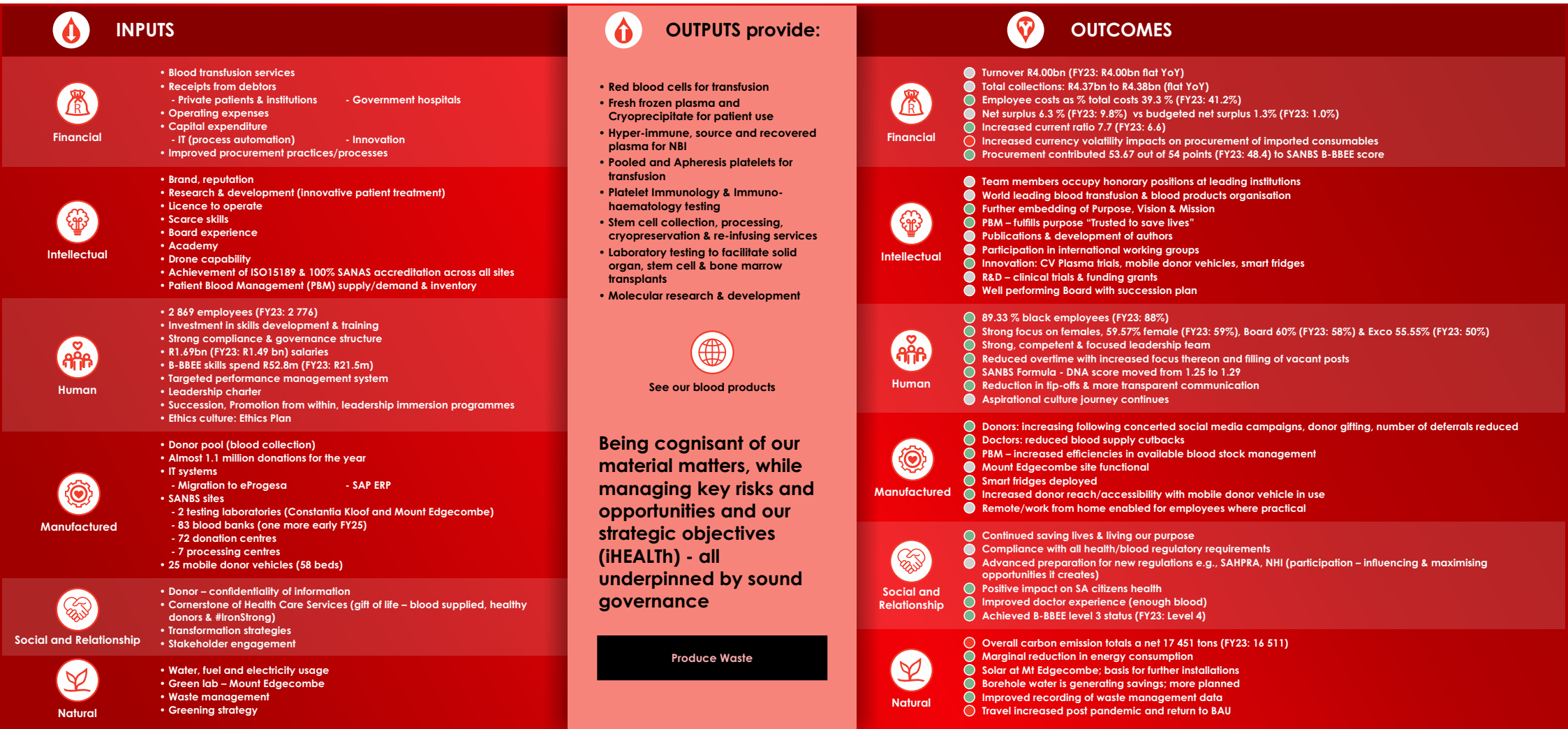
Co-optee members of the Executive Committee



BUSINESS MODEL AND VALUE CREATION ALIGNED TO THE SIX CAPITALS

● VALUE CREATION ● VALUE EROSION ○ VALUE PRESERVATION

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





OUR TRADE-OFFS AND KEY CONSIDERATIONS

Operating with responsibility and sustainability in mind involves making difficult decisions due to the limit of finite resources. It's not possible to tackle all issues at once, and priorities must be set to effectively manage the resources available while striving towards sustainable goals.

At SANBS, we are always working to reach our goals and use our resources wisely. Sometimes, though, we can't do everything all at the same time.

When it is time to make big decisions, we think hard about what's best for the future without forgetting what we need today. This can be tough, but it's important for our long-term success.

In the FY24, we faced a big decision, when we realised our BECS computer system was harder to set up than we anticipated. We decided it was important to prioritise this because this project was critical to our digitalisation strategy and goal of strengthening digital donor interaction. It was thus critical to ensure its successful implementation and reap a return on intended benefits. We put a lot of our team's effort into making sure BECS works well, even though it meant we couldn't do as much as we wanted on some other projects for a while.

We believe that putting so much work into BECS will lead to better things later. By ensuring our operations continue to run well and bringing in new technology, we're changing the way we work for the better, and that's going to help us and everyone we work with in the future.



Trade-offs in our use of financial capital

Our financial capital consists of the pool of funds that is available to us to collect blood, conduct research and development, provide services, manufacture and test, and invest in technology and people and growth. It is largely obtained through revenue generated through operations, and through grants and financing.

Key trade-off decision in 2024

Taking a risk-based approach, we allocated more resources to the BECS project, which was proving to be more challenging than initially anticipated and therefore impacting negatively on timing

Trade-offs

The BECS project implementation was extended. Some strategic projects had to be placed on hold. BECS was the focus of many employees across various parts of the business

Long-term positive impact

With BECS implemented, the system provides:

- Improved/simplified donor interaction with digitalisation and automation of processes and controls
- Improved use of data analytics and intelligence to inform better decision making
- Improved capabilities support our donor employees
- Digitalisation enabling a more environmentally friendly paperless environment

Short-term negative impact

Constrained our employees and some strategic projects were put on hold

Effect on business model/strategy

The implementation of BECS improves donor access and interaction through the donor app, while also reducing the use of paper through digitalisation of processes in the core value chain.

Impact on stakeholders



Risks



MATERIALITY DETERMINATION PROCESS AND MATERIAL MATTERS

In today's rapidly changing environment, understanding our key issues (material matters) is essential for creating value in the short, medium, and long-term. These issues shape our strategy, risk management, and the opportunities we pursue as we aim for sustainability.

Our approach to identifying these key issues includes three main steps:



Identification through collaboration

- **Analysing our context:** We evaluate both internal and external factors.
- **Engagement:** We work closely with internal and external stakeholders to identify material interests, emerging risks, and opportunities.
- **Resource evaluation:** We consider various resources (financial, intellectual, manufactured, human, social and relationship, and natural capitals) that affect our business model.



Prioritisation through engagement

- **Impact analysis:** We identify themes that significantly create value and sustainability.
- **Executive Committee (Exco) discussions:** We facilitate conversations with Exco and senior management to ensure integrated thinking.
- **Board insights:** We engage with the Board for insights on key issues discussed in committee meetings.



Monitoring through governance structures

- **Exco oversight:** The Executive Committee oversees the material matters before presenting them to the Board for approval.
- **Board responsibility:** The Board has the ultimate responsibility for tracking progress on these matters.
- **Sub-committee accountability:** The Board assigns oversight of specific issues to relevant sub-committees.
- **Performance measurement:** We use Key Performance Indicators in our Balanced Scorecard to track results for each strategic priority.





MATERIAL MATTERS



1. Access to highly specialised/portable/scarce skills

Importance and risks in value creation for SANBS

The healthcare sector is grappling with a severe shortage of skilled professionals, and SANBS is not exempt from this challenge. Securing and retaining a highly specialised workforce with the right leadership and future-oriented skills is critical for us to fulfil our mission and adapt to a dynamic environment.

This talent shortage presents us with several hurdles: ensuring a pipeline of talent through effective succession planning, mitigating the loss of valuable institutional knowledge, and navigating an intensified competition for skilled professionals due to poaching of employees both locally and internationally. Furthermore, accreditation limitations restrict our ability to train new Phlebotomists in our laboratories, and the increasing number of nurses leaving the country further exacerbates the staffing shortage in our blood donation and cellular therapies areas.

Opportunities and strategic response to create value

- **Enhancing employee engagement:** Through CEO Family Meetings, we foster open dialogue, crucial for maintaining high employee engagement.
- **Leadership pipeline development:** Refreshed succession dashboards and ongoing senior management discussions bolster leadership preparedness.
- **Skills development:** The RAD Academy's updated learning portal promotes self-directed learning, empowering employees with future-ready skills.
- **Dual career pathways:** Facilitating career growth through internal mobility opportunities harnesses existing talent effectively.
- **Recognition and rewards:** A revamped reward strategy and informal recognition to celebrate exceptional performance.
- **Streamlined recruitment:** Redesigned processes enhance applicant and manager experiences, attracting top-tier talent.

Outlook for the year ahead

- **Skills development:** Addressing the skills shortage, particularly within laboratory settings, is a priority. We will continue to promote our RAD Academy offerings and explore various strategies, including internal upskilling programmes and strategic partnerships with academic institutions.
- **Building a strong partnership with the HPCSA:** Developing our future workforce is a critical priority. Building a strong partnership with the HPCSA is vital to streamline the accreditation process for Phlebotomist training and address the current skills shortage.
- **Structured succession planning:** Extending beyond executive levels to ensure leadership continuity and talent development.
- **Education opportunities:** Acknowledging top performers with study opportunities to enrich skill sets and retention.
- **Cross-functional collaboration:** Strengthening alignment across divisions to enhance value chain synergy.
- **Employee well-being focus:** Ongoing support to promote physical, mental, and financial well-being, crucial for sustained performance.
- **Capacity building initiatives:** Launching graduate and intern programmes builds future workforce capacity.
- **Strategic workforce planning:** Anticipating skills needs and addressing talent gaps through proactive analysis to support sustained success.
- **Middle management succession:** Promoting and replacing critical skills for operational continuity.

Capitals impacted



Strategic priorities



Top risks



2. Meeting blood demand – blood products, Group O and Apheresis platelets

Importance and risks in value creation for SANBS

To fulfil our mission of being 'Trusted to save lives', SANBS must maintain a safe and adequate blood supply across the provinces we serve. Ensuring a five-day stock level for all blood groups is critical for healthcare delivery, patient care, stakeholder trust, and meeting contractual commitments, while also ensuring financial stability. With less than 1% of South Africans actively donating blood, achieving our daily target of 3,300 units is challenging. Changing donor and patient demographics due to migration exacerbate this issue.

The risk that demand may consistently exceed supply, could be worsened by political and economic instability and disparities between public and private healthcare sectors. Group O and Apheresis platelets face particular pressure due to high emergency demand and donor recruitment challenges. Factors like poverty, unemployment, lifestyle choices, infectious diseases, and iron deficiency further affect donor health and donation rates.

Key risks include blood shortages leading to restricted issues, a shrinking donor base due to safety concerns, shortages of professional nurses impacting blood collection, and challenges in expanding the donor pool due to iron deficiency.

Opportunities and strategic response to create value

- **Weekend platelet collection strategy:** To better meet the demand for platelets, SANBS embarked on a strategy to increase collections over weekends.
- **Social media campaign:** A targeted campaign featuring the SANBS Wellness Support Programme, leveraging engaging digital content to attract and retain donors, driving traffic to our social media pages and website.
- **Patient blood management:** A focus on demand management, monitoring wastage, and issuing blood on a returnable basis.
- **Donor wellness programmes:** These include iron monitoring and replacement, with new and enhanced quality iron replacement tablets procured.
- **Customer centricity to underpin SANBS' strategy:**
 - Heightened appreciation of donors, and other stakeholders in the SANBS value chain.
 - A strategic shift towards engaging young donors, particularly young Black donors, while also aiming to grow the donor pool across different age groups. This will include considerations for the design of donor centres, retention strategies, loyalty programmes and more.

Outlook for the year ahead

- **Increase manufacture of pooled platelets:** Increase the manufacture of pooled platelets by using all available buffy coat from qualifying donors.
- **Motivate plasma donations:** Motivate Group A and AB donors to become plasma donors, as whole blood collections from these groups exceed targets.
- **Social media campaigns:** Implement extensive social media campaigns with high visibility across multiple platforms to raise awareness for the need for blood donation, particularly for Group O and Apheresis platelets.
- **Donor communication:** Enhance engagement with Group O and Apheresis platelets donors to improve retention and encourage return donations.

Capitals impacted



Strategic priorities



Top risks





MATERIAL MATTERS *Cont.*



3. Future changing world

Importance and risks in value creation for SANBS

SANBS is advancing with a focus on innovation and automation to enhance patient outcomes and ensure the safety and well-being of donors. Our business processes increasingly rely on technology-driven systems, leveraging data for valuable insights. Embracing Artificial Intelligence (AI), Machine Learning (ML), and related innovations can transform our operating model, guided by high accreditation standards. The implementation of BECS and ERP Modernisation projects aim to leverage capabilities in AI, ML, mobility, digitalisation, and cloud adoption, ensuring strategic advancement.

This year was marked by significant accomplishments, including the successful implementation of the BECS project. Despite this milestone, post-implementation complexities and ongoing optimisation efforts remain.

Risks to value creation include SANBS' potential inability to respond to changing healthcare needs, failure to innovate and adopt advanced technology for efficient systems and processes, slow progress in adopting tech innovations, lack of data literacy and analytics skills, and uncertainties around cyber security, legislation, and risk exposures.

Opportunities and strategic response to create value

- **Formalising data governance and information management:** Data is a powerful asset. Formalising data governance and information management will be a major focus area. This will ensure data accuracy, accessibility, and security, allowing for more informed decision-making across the organisation.
- **Enhance business intelligence (BI) capability:** There is an opportunity to further develop SANBS' Business Intelligence capability to extract more value from data for strategic insights and targeted operational improvements.
- **Cloud adoption expansion:** SANBS is actively exploring the significant opportunities that broader cloud adoption could lend in improving IT infrastructure capability, flexibility, and cost-effectiveness.
- **Infrastructure enhancement for BECS:** Significant enabling infrastructure was deployed as part of BECS go-live readiness, including upgrades to fixed-line networks and increased bandwidth across all sites. Upgraded IT infrastructure for BECS enables the digitisation of additional processes, enhancing operational efficiency and effectiveness.
- **Initiatives to drive innovation through collaboration include:**
 - **RAD Academy:** Ongoing engagement with external stakeholders across the region, Africa, and beyond for knowledge sharing, business continuity, and development.
 - **Research collaborations:** Active involvement in major research efforts like the Blood Genomics Consortium and multiple academic partnerships addressing donor health, product compliance, blood utilisation, patient studies, and staff motivation, resulting in 14 publications and numerous presentations at conferences.
 - **Support for Africa:** Leading a collaboration with the Western Cape Blood Service and the African Society for Blood Transfusion to host the first Africa Transfusion Indaba, which brought together 36 participants from 12 African countries to share experiences and strengthen capacity-building relationships.
 - **Translational research:** Focus on advancing research for novel products and providing technical support for cellular therapies to new units.
 - **SANBS profile enhancement:** Increasing our presence in ISBT, AABB, and related committees.
 - **Data-driven decisions:** Exploring opportunities to use data more effectively in decision-making.

Outlook for the year ahead

- **Maximise synergies, data analytics, and BECS stabilisation:** Leverage BECS to maximise synergies, efficiencies, and data analytics, while actively driving stabilisation efforts for seamless operation, ensuring resilience and adaptability amidst system refinements.
- **Automate blood banks and expand cross-matching:** Automate blood banks to improve turnaround times and expand electronic crossmatches.
- **Expand cellular therapies and technical support:** Develop the range of cellular therapies offered and expand technical support.
- **Enhance BI resources and change management:** Build internal BI resource capacity and change management capability to facilitate tech innovation adoption like AI and ML.
- **Implement data literacy training:** Develop and implement data literacy training to enable BI for critical business initiatives.
- **Develop formal cloud strategy and plan:** Create and implement a formal Cloud strategy and plan.
- **Governance and data management:** Assess and establish governance requirements for managing AI, ML, and related technologies adoption, as well as formal data governance and information management to ensure accuracy, accessibility, and security.
- **Donor app development and communication:** Focus on delivering the donor app to enhance donor engagement and retention.

Capitals impacted



Strategic priorities



Top risks





MATERIAL MATTERS *Cont.*



4. Financial and organisational sustainability

Importance and risks in value creation for SANBS

SANBS operates within a challenging economic environment characterised by poor growth, high unemployment, and constrained healthcare budgets, alongside increasing operational costs. As South Africa's largest provider of blood products and services, maintaining robust governance, leadership, business continuity, stakeholder management, and financial stability is paramount for long-term sustainability.

Key risks include difficulty in collecting outstanding debt, rising operational costs, potential disruptions in the supply chain, reputational risks, challenges in meeting blood product demand, public perceptions about costs, and internal inefficiencies. Addressing these risks effectively is critical for SANBS to fulfil its mission of providing essential blood products and services, ensuring financial stability, and maintaining stakeholder confidence.

Opportunities and strategic response to create value

SANBS has implemented appropriate strategy execution, planning, systems, and controls to ensure revenue generation and surplus creation for sustainability. Initiatives aimed at strengthening financial resilience include:

- **Inventory optimisation:** Enhancing inventory visibility throughout the value chain.
- **Business process improvements:** Streamlining procure-to-pay and order-to-collect processes to improve billing accuracy, efficiency, and debt management and improving internal systems for agile customer query responses.
- **Skills and competency development:** Ensuring future-fit skills and competencies among employees.
- **Debt management:** Managing bad debts in collaboration with the Department of Health, medical aids, hospitals, and RAF.
- **Debt collection system enhancement:** Successfully reducing debtor days with a robust finance team.
- **Refined budgeting and expenditure discipline:** Improving budget processes and maintaining disciplined expenditure.
- **Procurement contracting:** Enhancing procurement contracting and contract management processes.
- **Efficient delivery:** Optimising the delivery of blood products to reduce costs.
- **Diversification of revenue streams:** Focusing on growing alternative revenue sources.

Outlook for the year ahead

- **Debt management initiatives:** Continued efforts to increase debt collections, engage with medical aids for outstanding claims, and focus on resolving long-standing government debt.
- **Procurement and contract management:** Continuous improvement in procurement and contract management processes.
- **Stakeholder engagement and relationship management:** Implementing a structured stakeholder engagement framework to ensure coordinated customer engagement for timely payment, and strengthening relationships with medical aids, government, and other institutions to optimise billing and collection processes.
- **Tariff management:** Keeping tariffs at or below inflation rates.
- **Cost management:** Managing costs within inflation limits.

Capitals impacted



Strategic priorities



Top risks



5. Environmental sustainability

Importance and risks in value creation for SANBS

SANBS places significant importance on responsibly managing natural capital and reducing its environmental impact through a proactive "Greening Strategy." This strategy fosters a low carbon culture that guides procurement and operational decisions, aiming to achieve substantial carbon reduction objectives.

By addressing the negative environmental impacts of our operations and actively contributing to environmental sustainability, we mitigate reputational risks associated with perceived inactivity in environmental stewardship.

Opportunities and strategic response to create value

SANBS contributes to global climate change initiatives through sustainable practices and a deliberate "Greening Strategy."

Key initiatives include:

- Accelerating recycling of general waste across all SANBS sites and suppliers.
- Processing and issuing of blood closer to source to minimise travel and reduce CO2 emissions.
- Promoting a strong internal sustainability culture and commitment to our greening strategy.
- A digitalisation strategy to create a paperless environment and solidify information governance and traceability.
- Deploying rainwater harvesting technologies for SANBS-owned properties.
- Preventing or minimising disposal of trade effluent.
- Ensuring that the products and services procured for SANBS are as sustainable as possible, with the lowest environmental impact.

Outlook for the year ahead

- Continue to re-zone and upgrade our offices and laboratories in Constantia Kloof, replicating successful greening initiatives implemented at Mount Edgecombe.
- Develop an Environmental Sustainability strategy to review current initiatives and introduce new measures to enhance environmental sustainability efforts.
- Monitor and measure progress with greening initiatives through the interactive greening dashboard.
- Borehole installation at six identified SANBS sites.
- A solar feasibility assessment of the SANBS-owned sites was done and recommendations are planned over 2–3 years.
- Explore opportunities for reducing carbon emissions across the entire value chain.

Capitals impacted



Strategic priorities



Top risks





MATERIAL MATTERS *Cont.*



6. Economic, social and political impact

Importance and risks in value creation for SANBS

SANBS operates in a challenging external environment characterised by economic uncertainties, social unrest, and political volatility, directly impacting its operations. Infrastructure challenges such as unreliable water and electricity supply, poor road conditions, and natural disasters further complicate service delivery. These conditions emphasise the importance of robust risk management and business continuity planning while presenting opportunities for SANBS to enhance agility and responsiveness.

Key risks include difficulties in maintaining sufficient blood supply, timely service delivery, and revenue collection. The organisation faces threats from unrest, posing risks of asset loss and logistical disruptions including fuel supply and employee mobility. Weather-related disruptions also pose risks, potentially damaging assets and halting operations. Employee safety concerns are heightened amid a declining donor base due to socio-economic factors and health decline, alongside risks from energy shortages and water supply disruptions.

Opportunities and strategic response to create value

- SANBS maintains proactive strategies to address external challenges and ensure continuous service delivery.
- **Stakeholder engagement and education:** Increased stakeholder interactions with a focus on highlighting the importance of blood to the healthcare sector and cost-drivers related to the service provided, positioning SANBS as a strategic partner in healthcare delivery.
 - **Business continuity plans (BCP):** Robust BCPs across sites implemented.
 - **Sustainability initiatives:** Deploy renewable energy solutions to enhance operational resilience.
 - **Water management:** Implement comprehensive water management solutions.

Outlook for the year ahead

- **Enhanced business continuity:** Improved BCP effectiveness by incorporating BECS continuity and regular testing.
- **Investment in resilience:** Expand hybrid energy solutions and prioritise solar power for critical infrastructure.
- **Water security measures:** Install boreholes and stored water systems to strengthen water security at facilities (key sites completed).
- **Internal infrastructure improvements:** Develop onsite capabilities for generating liquid nitrogen (LN2) and enhance diesel storage for operational reliability.
- **Security and safety:** Enhance physical security measures and provide onsite accommodation for critical staff during emergencies.

Capitals impacted



Strategic priorities



Top risks



We love being
in the red.

#Donate blood. **Save lives**



RISK AND OPPORTUNITY MANAGEMENT

At SANBS, risk and opportunity management are integral to our strategic framework and critical to our mission of being 'Trusted to Save Lives'. By proactively identifying and managing risks while capitalising on opportunities, we reinforce our dedication to continuous improvement. This proactive approach ensures our resilience and adaptability, enabling us to stay relevant and effective in a dynamic and constantly changing environment.

Managing risks and seizing opportunities are paramount to safeguarding what matters most. Our Enterprise Risk Management (ERM) Framework provides a robust foundation, guiding us in embedding structured risk management processes that deliver sustained value.

The ERM Framework ensures that risks and opportunities, critical to achieving our iHEALTH strategy, are identified and managed within defined risk appetite and tolerance levels set by the Board. Decisions to tolerate, treat, terminate, or share risks and opportunities are made based on these parameters.

As a vital healthcare service provider, SANBS prioritises protecting donors, patients, and stakeholders from potential adverse effects. This commitment is reflected in our conservative risk management approach.

SANBS employs an iterative and dynamic risk management process to continually identify and evaluate risks and opportunities in response to a rapidly changing internal and external environment. Stakeholder engagement plays a crucial role in identifying emerging risks and opportunities.

Oversight of our risk management practices lies with the Risk, Technology, and Information Governance Committee. This committee ensures that our risk management strategies align with our organisational goals and effectively mitigate potential threats.

During the year, one of our service providers experienced a cyber-attack, resulting in the minimal exposure of SANBS data. The affected data subjects were notified, and the incident was reported to the Information Regulator.

Navigating risks and opportunities in BECS deployment

Effective management of risks and opportunities was integral to the successful implementation of the BECS and its ongoing operations. Key aspects included:

- **Integration into project management:** Risk and opportunity management were embedded throughout the project lifecycle. This involved dedicated planning and status meetings with stakeholders, where risk discussions were prominent agenda items.
- **Mitigation planning:** Prior to the go-live decision, comprehensive mitigation plans were developed based on prioritised risks. These plans aimed to ensure business continuity and minimise potential disruptions during implementation.
- **Stabilisation phase:** Post-implementation, a risk-based stabilisation plan was enacted to maximise the realisation of project benefits and ensure operational stability.

Role of risk management in FY24 business planning

SANBS Exco and the senior leadership team commenced their FY24 business planning cycle with a review of the risks that may prevent the iHEALTH strategy from being achieved. The Board oversaw the revised risks at its Board and Exco strategy and risk assessment workshop on 11 August 2023.

Role of risk management in strategy formulation

Risk management is pivotal in shaping SANBS' strategy formulation for 2026 and beyond, particularly in addressing strategic risks and opportunities within the blood transfusion landscape.

Key elements include:

- **Strategic focus:** The strategy development process included a rigorous assessment of key strategic risks and opportunities affecting blood transfusion services in South Africa over the medium term.
- **Analytical tools:** Tools such as the theory of change strategic planning methodology, as well as PESTEL and SWOT analyses, were instrumental in identifying external factors and internal capabilities influencing strategic decisions. These analyses informed the identification of strategic objectives and prioritisation of strategic projects to achieve the objectives over the next five years.
- **Stress testing and prioritisation:** Strategy-level risks are being stress-tested against the strategic objectives and re-prioritised as part of the planning process. This ensures alignment between strategic goals and risk management efforts, enhancing the feasibility and effectiveness of the strategic roadmap.

RISK AND OPPORTUNITY MANAGEMENT *Cont.*

Benefits derived from practicing good risk management

Our ERM framework is premised on global practical risk management practices, including ISO31000 and King IV™, and includes the identification, analysis, evaluation, treatment and monitoring of risks and opportunities from a position where we understand the context of our internal and external business environment and the impact on our iHEALTH strategy.

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

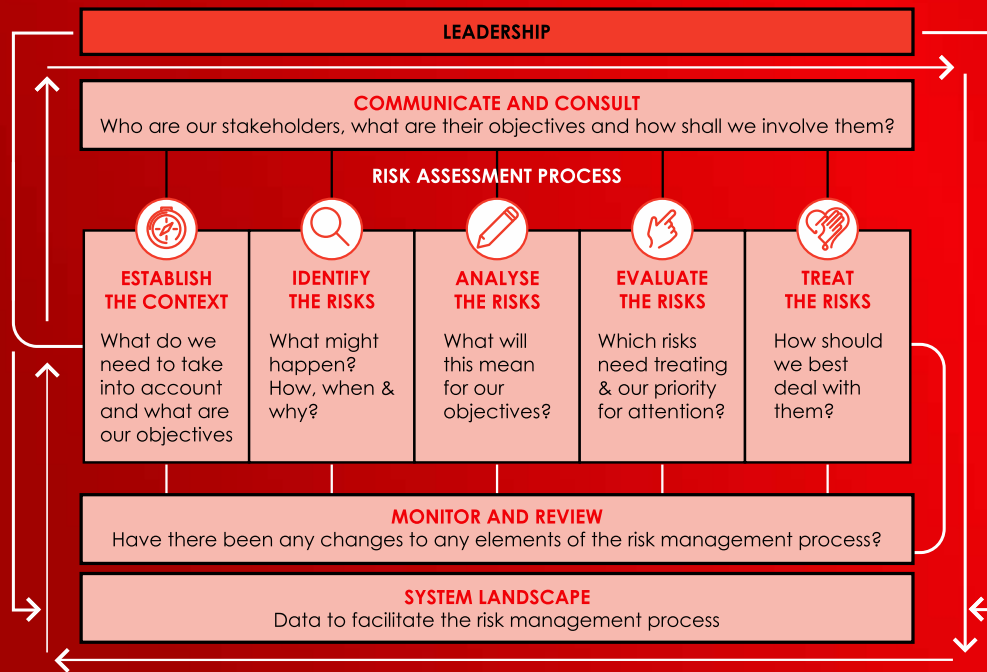


Figure 1

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.

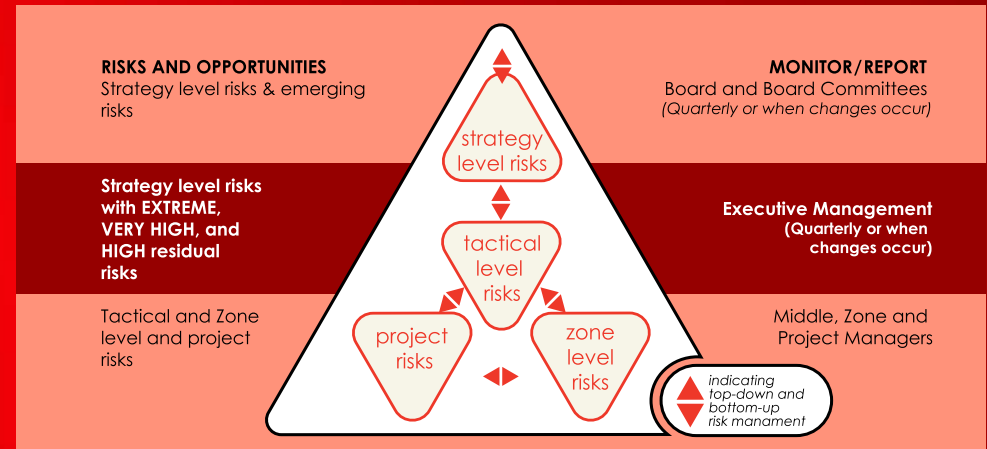


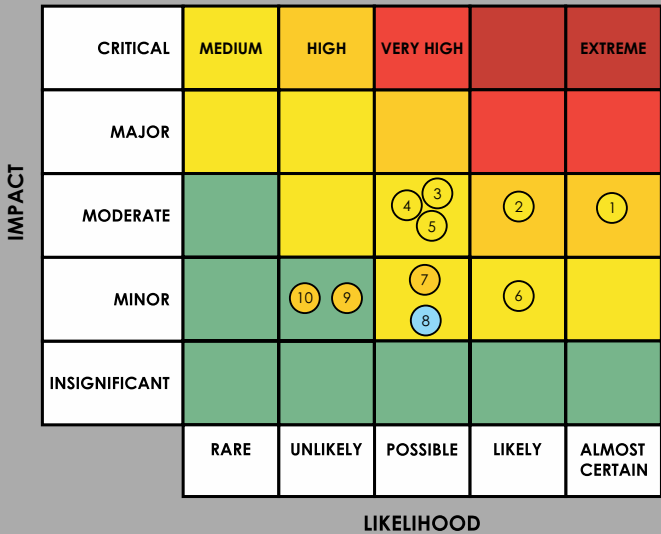
Figure 2: Risk management and risk reporting process



SANBS RISK PROFILE (RISK HEATMAP OF TOP RISKS)

The risk heatmap reflects the risk priority for individual risks as at 31 March 2024.

STRATEGY LEVEL RESIDUAL RISK HEATMAP



LEGEND

Risk number refers to risk number of list of risks

Colour of the risk reflects the current level of control



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.

Risk profile trend

Risk	Strategy level risks - March 2024	Short Term	Fy23	Fy22	Fy21	Fy20	Strategic objectives	Capitals
R ¹	Inability to consistently meet all demand for Group O RBC and Apheresis platelets		6	3	2	10	i H A L h	
R ²	Inability to attract and retain a fit-for-purpose workforce		8	1	1	3	i H E A L T h	
R ³	Inadequate data and information (electronic and non-electronic) life-cycle management, and governance systems and processes		5	-	-	-	E A	
R ⁴	Political/socio-economic instability leading to civil unrest		7	-	-	-	A	
R ⁵	Impact of weak internal controls on compliance and financial assurance leading to adverse audit outcomes		3	2	-	-	A	
R ⁶	Loss of stakeholder and public confidence		4	9	8	2	H h	
R ⁷	Disruption in business operations		12	-	-	-	i H E A L T h	
R ⁸	Failure to provide and maintain stable and secure information management systems		16	5	4	6	i H A L h	
R ⁹	Inability to remain financially sustainable		2	4	3	1	A	
R ¹⁰	Non-compliance with regulatory requirements		10	9	7	7	T	

Previously reported risks which were reclassified as tactical-level risks, causes of other strategy-level risks or not a risk are:

Ineffective and inefficient order-to-collect process	Included in the causes of top strategic risks 3, 5 and 9
Adverse impact of poor organisational culture	Reclassified as tactical-level risk
Ineffective and inefficient procure-to-pay process	Included in the causes of top strategic risks 3, 5 and 9
Failure to be innovative	Removed as a risk
Uncertainty as to the impact of the NHI implementation on the SANBS business model	Included in the risk of non-compliance with regulatory requirements
Compromised safety and quality of blood products	Reclassified as tactical-level risk
Environmental sustainability	Reclassified as tactical-level risk



OUR STRATEGY

STRATEGY AND KEY STRATEGIC FOCUS AREAS 2019-2025

Our strategy is more than just a plan – it is a powerful blueprint for success. Our iHEALTH strategic framework, ensures we remain relevant, financially sustainable, and at the forefront of innovation, ultimately strengthening the blood supply chain and guaranteeing exceptional patient care in the ever-evolving healthcare landscape.

Strategy and key strategic focus areas 2019-2025

The **iHEALTH strategic framework** translates our mission into tangible actions across all aspects of our operations. **iHEALTH** is shaped by seven strategic objectives that guide resource allocation and measure progress towards our goals.

Our strategic priorities reflect:

- What will be achieved
- How success will be measured, i.e. strategic measures
- What will be done to achieve the strategy, i.e. strategic initiatives

The strategy sets concise and measurable outcomes (see performance against strategy) based on the standards and framework of SANBS. Key to the success of the strategy is buy-in from stakeholders, including the Board, the Executive Committee and all employees.

While iHEALTH has been instrumental in the pursuit of our strategy since 2019, we are strategically evolving our focus towards a customer-centric approach in 2025/2026 and beyond. This means prioritising stakeholder and patient needs and positioning SANBS at the cutting edge of healthcare innovation to build a sustainable future.

We recognise that our greatest assets are our people and the relationships we build. Innovation fuels our progress, and the iHEALTH framework serves as the engine that drives it forward

Commitment to continuous improvement

Our dedication to innovation and continuous improvement fuels the ongoing refinement of our strategy, with iHEALTH serving as the foundation for our journey towards 2030. This ensures long-term growth and solidifies SANBS' position as the trusted provider of blood and blood services for all South Africans.

Metrics to achieve the mission

Our mission to provide reliable and trusted blood products and services at world-class quality and cost underpins our entire strategy. This commitment translates into four key performance metrics: Quality, Reliability, Coverage and Cost. iHEALTH, our strategic framework, actively addresses these metrics through clearly defined objectives. To ensure continuous improvement and global competitiveness, we have further unpacked our strategic goals around these metrics and established weighted indices for performance evaluation.

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

Regular consideration of these by our Board, Exco and management teams helps monitor progress against the strategy.





METRICS TO ACHIVE THE MISSION



Reliability

Reliability, for SANBS, is a foundational value that aligns our organisation 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
- Back up infrastructure for electricity, water and logistics to ensure continued operations in cases of business disruption

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
 - 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
- Turnaround time
- Order vs issue
- No replacements
- Misdirected transfusion errors



Quality

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 notifications 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 of SANBS is, and will be achieved through:

- An entrenched quality culture
- Accreditation to international standards
- Quality improvements through quality failure logging
- Reducing wastage and adverse effects
- Improving service quality with insight from our stakeholder experiences

Quality index

- SANAS Accreditation
- Blood Safety Product Quality Index
- Blood Safety Donor Care Index
- Blood Safety Patient Care Index



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

- Ensuring cost-effective expenditure
- Becoming more prudent
- Maintaining 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
- Employees cost % of total costs
- Working capital (cents/rand of turnover)
- Procurement spend saving



Coverage

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

As an organisation, 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
 - exploring use of drones to rural areas

Coverage index

- Total SA coverage (issues per 1000 pop.)
- SA private sector coverage
- SA public 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

Linking iHEALTH strategy to reliability, quality, coverage, cost and performance scorecards

The seven SANBS strategic objectives are clearly defined and designed to achieve our vision. Performance against our strategic priorities is measured through defined KPIs incorporated into an overall iHEALTH balanced scorecard which cascades 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
<ul style="list-style-type: none"> Alternative revenue RAD centre operationalisation Translational research BECS Implementation Drones Mount Edgecombe Smart fridges Novel products Mobile vehicles 	<ul style="list-style-type: none"> Femitin testing roll-out Social media Increase donor pool 	<ul style="list-style-type: none"> ERP modernisation project Use everything - reduce short bleeds Greening Working capital management 	<ul style="list-style-type: none"> Business continuity Map order to pay processes New procurement policy Procurement expenditure 100% on contract Zero contract extensions 	<ul style="list-style-type: none"> Driver behaviour National courier compliance to SLA NBI Plasma project Critical stock management 	<ul style="list-style-type: none"> Blood safety index Platelet strategy implementation Implementation of HCM audit with SABPP HEV prevalence study 	<ul style="list-style-type: none"> Employment equity and skills development Implement talent management framework 360 enactment of agreed development plans SANBS Academy Change management framework for BECS project DNA culture survey Stakeholders satisfaction survey Fully integrated PBM system in 1 hospital



PERFORMANCE AGAINST STRATEGY

The past year at SANBS has been transformative, marked by the successful implementation of the BECS system. Reflecting on our performance against the FY24 Scorecard, we celebrate the value created while acknowledging the significant challenges we faced.

Reflecting on our performance against the FY24 Scorecard and how we added value

Navigating these obstacles with agility and strategically adjusting our business model, we prioritised accelerating our digital journey. This involved focusing on certain projects while placing others on hold to ensure the successful implementation of the BECS system. Throughout it all, our commitment to maintaining a consistent supply of blood products remained paramount.

Looking back on the work completed and results achieved, it is clear that we have made significant strides in strengthening the foundations of our operation. However, the pursuit of excellence is a continuous journey and we have also identified areas for further improvement.

Below, we further unpack the various components of our performance against our iHEALTH strategy.



i INNOVATION

Aspiration	Strategic priorities
Improve and expand current products and services through innovation	<ul style="list-style-type: none"> • Unlock other revenue streams-enhance services and innovative product mix • Lead the development, commercialisation and delivery of cellular therapies
Related material matters  	Contribution to long-term sustainable value  



PERFORMANCE AGAINST STRATEGY *Cont.*



INNOVATION





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

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
Alternative revenue	R80m	R69.97m	R80m Reason: Cellular therapy procedures	▲ R100.4m
#Publications in peer reviewed journals	11	20	14	● 14
RAD Academy	Successful launch	Progress with Senior Leadership Immersive programme and management programmes with Wits	Further awareness created with internal employees to promote learning and development opportunities	● Ongoing learning and development to ensure a future-fit workforce is a critical priority. 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 held in September 2023 with invitees from several African countries.
Drone Project	Project plan	Civil Aviation Authority (CAA) approved SANBS' licence to deploy drones	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. The Quantum System Tron drones were grounded due to loss of telemetry beyond 5 km, violating safety specifications, with no further support from the supplier. SANBS is exploring alternative solutions. Additionally, alternative drones from Wingcopter were delayed due to non-compliance with European EMF standards, requiring extensive re-engineering. The new drones are now expected to be available in Q1 of 2025, and SANBS is reviewing its strategy in light of the various hurdles.
BECS Implementation	Project plan	Key milestones are closely monitored	Implementation delays	▲ BECS went live in November 2023. This launch represented a significant milestone for SANBS, resulting in several improvements related to the digitalisation of the donor questionnaire and donor convenience. Additionally, it enhanced traceability and led to a substantial reduction in paper-based work.
SARS-CoV-2 sero-prevalence study	Complete study	Wrote pre-print paper for sero-prevalence; completed testing and analysis and longitudinal testing for frequent repeat donors	Study complete and being submitted to peer reviewed journal	● Data collection and analysis is ongoing.
Smart fridges	Project plan	Pilot study underway	First smart fridge operationalised	● 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.*

H HUMAN CENTRED COLLECTIONS

Aspiration	Strategic priorities
Enhance donor experience through a human centred approach. Enhance brand advocacy.	<ul style="list-style-type: none"> • Increase capacity and capability to collect more blood • Determine true blood demand • Manage deferrals to acceptable levels through strategic initiatives • Ensure improved donor outcomes and excellence and deliver excellence in donor care • Focus on new donors, youth and black donors
Related material matters	Contribution to long-term sustainable value
 	 

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

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
 % Deferrals from all donations	<15.0%	10.15%	11.1%	● 10.5%
#Ferritin testing— Roll out in Zones (#IronStrong)	Reduce iron deficiency amongst donors	Developed and implemented ferritin testing algorithms	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.
No. of source plasma collections	>=63 996	39 130 72.6% of target	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 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.



PERFORMANCE AGAINST STRATEGY *Cont.*







H HUMAN CENTRED COLLECTIONS

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
Days' cover (Group O Blood)	5	4.1	4.1	<p>▼ 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. Refer material matter 2.</p>
# of units of Apheresis platelets collected	>=22 000	19 627	21 121 A strategic project is in place to increase numbers with additional donor centres opened	<p>● 21 931 (99.86%) Apheresis platelet collections and pooled platelet production continued to increase. To better meet the demand for platelets, SANBS embarked on a strategy to increase collections over weekends. Although we fell just short of our target, we still managed to increase collections compared to the previous year. A revised platelet strategy to further increase apheresis collections and offer an alternative filtered pooled platelet was initiated.</p>
% First time donors aged 16 – 30 years	>70%	69%	71.6% Consistent Y-o-Y growth, primarily attributed to increased accessibility to schools post the pandemic	<p>▼ 65.3% Much lower than expected number of new donors in this age group in Q3. The impact of donors taking longer to donate with eProgesa, during the 1st two months post implementation, reduced the number of donors who donated at school blood drives during Q4.</p>
Black donors as a percent of total donors	>=38%	39%	46.7%	<p>● 43.2%</p>
Social media engagement	95% of target value	26%	74.8% Although numerous posts based on campaigns, engagement levels across all platforms were low	<p>● 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.</p>
Whole blood collection (Group O)	>=493 177	457 523	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	<p>● 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. Refer to material matter 2.</p>
Innovative ways to collect blood	Ongoing	Ongoing	Various campaigns implemented. Digital donor experience delayed with delayed implementation of BECS	<p>● Various campaigns launched and donor questionnaires/registrations have been automated, however there has been a delay in implementing the donor app.</p>






PERFORMANCE AGAINST STRATEGY *Cont.*

E EXCELLENCE

Aspiration	Strategic priorities	
Achieve operational excellence that consistently produces efficient & effective products & services.	<ul style="list-style-type: none"> • Decrease wastage and promote appropriate use of blood • Improve efficiency of all identified and mapped processes • Enhance visibility of our value chain • Re-engineer procurement processes • Manage internal controls to acceptable levels 	
Related material matters	  	Contribution to long-term sustainable value
		  

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





KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
Modernise ERP/SAP systems	Implement a solution: intuitive, agile, scalable, mobile-ready, to improve operational excellence	Some delays experienced	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.
 Product Compliance to the Standards (Ensuring that patients receive products of the highest quality)	>=95%	99.35%	100%	● 100%
 % Red cells issues vs red cells ordered	>99%	98.8%	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.
 Wastage – % of blood discarded	<=5.5%	3.2%	3.86%	▲ 3.97%



PERFORMANCE AGAINST STRATEGY *Cont.*



A ADMINISTRATIVE RIGOUR

Aspiration	Strategic priorities
Build administrative rigor in all processes	<ul style="list-style-type: none"> • Manage bad debts rigorously by enhancing debt collections tactics
Related material matters  	Contribution to long-term sustainable value  



PERFORMANCE AGAINST STRATEGY *Cont.*








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

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
Debtors' days	<=140 days	155 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.
ⓐ Provision for credit losses as a % of revenue	<=6%	1.3%	1.2%	● 5.5%
ⓐ Gross revenue as a % of budget	>= 100%	96%	99%	▼ 96.28% In FY24, revenue growth remained largely flat, primarily due to ongoing challenges in the public sector. Key issues contributing to this stagnation include personnel shortages in public hospitals and deteriorating infrastructure, which hinder the efficient operation of blood transfusion services.
Surplus % of revenue overall measure for profitability	>=1%	4.6%	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.
ⓐ ICT SLA performance	95%	98.1%	95.97% Availability of systems is impacted due to loadshedding	● 96.5%
Net cash reserves	>=R1 900m	R1 900m	R2 253m	▲ R2 347m
Business Continuity Management (BCM)	100% complete plan	Phase 2 complete All BCP plans signed off 2 successful tests in live situations (riots and floods)	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.
Employee cost as a % of total costs	<=44%	39.9%	42%	● 39%



PERFORMANCE AGAINST STRATEGY *Cont.*

L LOGISTICS AND BENCHMARK

Aspiration	Strategic priorities		
Move blood products in the value chain in a timely, effective and efficient manner	<ul style="list-style-type: none"> • Ensure 100% of critical consumables are available to support the value chain 100% of the time • Investigate and implement the state of art design for mobile donor centres • Optimise process cost efficiency for delivery of blood products 		
Related material matters	Contribution to long-term sustainable value		
  	   		

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

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
Driver behaviour score	>=92%	92%	93.2%	● 93%
Blood bank courier fulfilled on time	>=93%	100%	99.3%	● 98.9%
NBI plasma targets met (Litres)	>=170 496 Litres	164 919	197 687	● 190 802
Manage critical stock levels	>=95%	96%	96.2%	▲ 97.30%









Thank you, blood donors.




PERFORMANCE AGAINST STRATEGY *Cont.*

T TESTING AND QUALITY

Aspiration	Strategic priorities		
Provide quality testing in an efficient manner	<ul style="list-style-type: none"> • Harmonise quality standards to meet international benchmarks • SANBS products and services meet the quality control requirements at regulatory bodies and national standards to meet internal and external customer requirements 		
Related material matters	Contribution to long-term sustainable value		
  	  		








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

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
Blood safety index	>=95%	97.24%	95.6%	● 95.4%
 Accreditation	100% SANAS Accreditation	100%	100% SANAS Accreditation	● 100% SANAS Accreditation.
Meet ISO 9001 standards	Fully compliant with ISO 9001 standards	Baseline audits conducted for support areas and gap analysis completed	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.
Meet SLA TAT for standard crossmatches	>90% of standard crossmatches completed within agreed SLA TAT of 120 minutes	83.2%	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.
Turnaround time for units to become available for use	>=93%	91.4%	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.



PERFORMANCE AGAINST STRATEGY *Cont.*

h HEARTS AND MINDS OF SANBS EMPLOYEES AND STAKEHOLDERS

Aspiration	Strategic priorities
Win the hearts and minds of SANBS employees and stakeholders whilst enhancing brand advocacy	<ul style="list-style-type: none"> • 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    





PERFORMANCE AGAINST STRATEGY *Cont.*

h HEARTS AND MINDS OF SANBS EMPLOYEES AND STAKEHOLDERS

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

KEY MEASURED INITIATIVES	TARGET	IR 2022	IR 2023	PROGRESS APRIL 2023 TO MARCH 2024
B-BBEE	≥80 points Level 4	82.04 points Level 4	80.17 points Level 4	● Level 3 achieved with 92.99 points.
Employee turnover rate	≤8%	6.89%	8.14%	● 8.64% The average benchmark in turnover in healthcare is above 10% and therefore, the target has been revised to 9% in FY2025.1.29.
DNA culture survey results	≥1.31	1.26	1.25	● 1.29 Whilst SANBS did not achieve the target of 1.31, some divisions and departments exceeded their respective targets.
Stakeholder satisfaction results	90%	Plans to recruit a stakeholder manager	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 organisation 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 (FY2026-FY2030).
Patient blood management (PBM)	42%	PBM continues to increase in its impact, especially in the public and academic sectors	39.54% Apparent that the target based on international norms is too ambitious given the unique South African healthcare setting	● The hospitals with 24-hour blood banks on site have not reached 42% on average due to unique challenges in the South African setting. Surveys identified a common obstacle: a lack of sufficient doctors to re-evaluate patients after transfusion of each unit. Given the persistent shortage of healthcare workers, focusing solely on this one PBM indicator is impractical and may impact negatively on stakeholder buy-in and patient care.
Ethics project Ethics Implementation Plan approved	Ongoing initiative	Significant progress made with roll out of the ethics and culture programme	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.



CONCLUSION AND LOOKING FORWARD

The successful completion of our 5-year iHEALTH strategy is a significant milestone. While we are proud of our operational and product achievements, there are gaps in customer-centric approaches, particularly in stakeholder engagement. Our 2025/2026-2029/2030 strategy will prioritise customer centricity while maintaining operational excellence.

As we shape the new strategic plan, extensive stakeholder engagement will be crucial. We will focus on sustainable success by placing customers at the core of all decisions. This will entail upskilling of our employees through customer service training. Through collaboration, we can prioritise impactful initiatives that address the evolving healthcare landscape.

Investing in talent is key to our long-term success. Partnering with the Health Professions Council of South Africa (HPCSA), we will work to streamline Phlebotomist accreditation to address skills shortages. Our workforce development strategy includes:

- **Internal upskilling:** Equipping staff with the latest blood banking skills
- **Strategic academic partnerships:** Building a pipeline of qualified professionals
- **Proactive workforce planning:** Ensuring the right mix of skills for the future

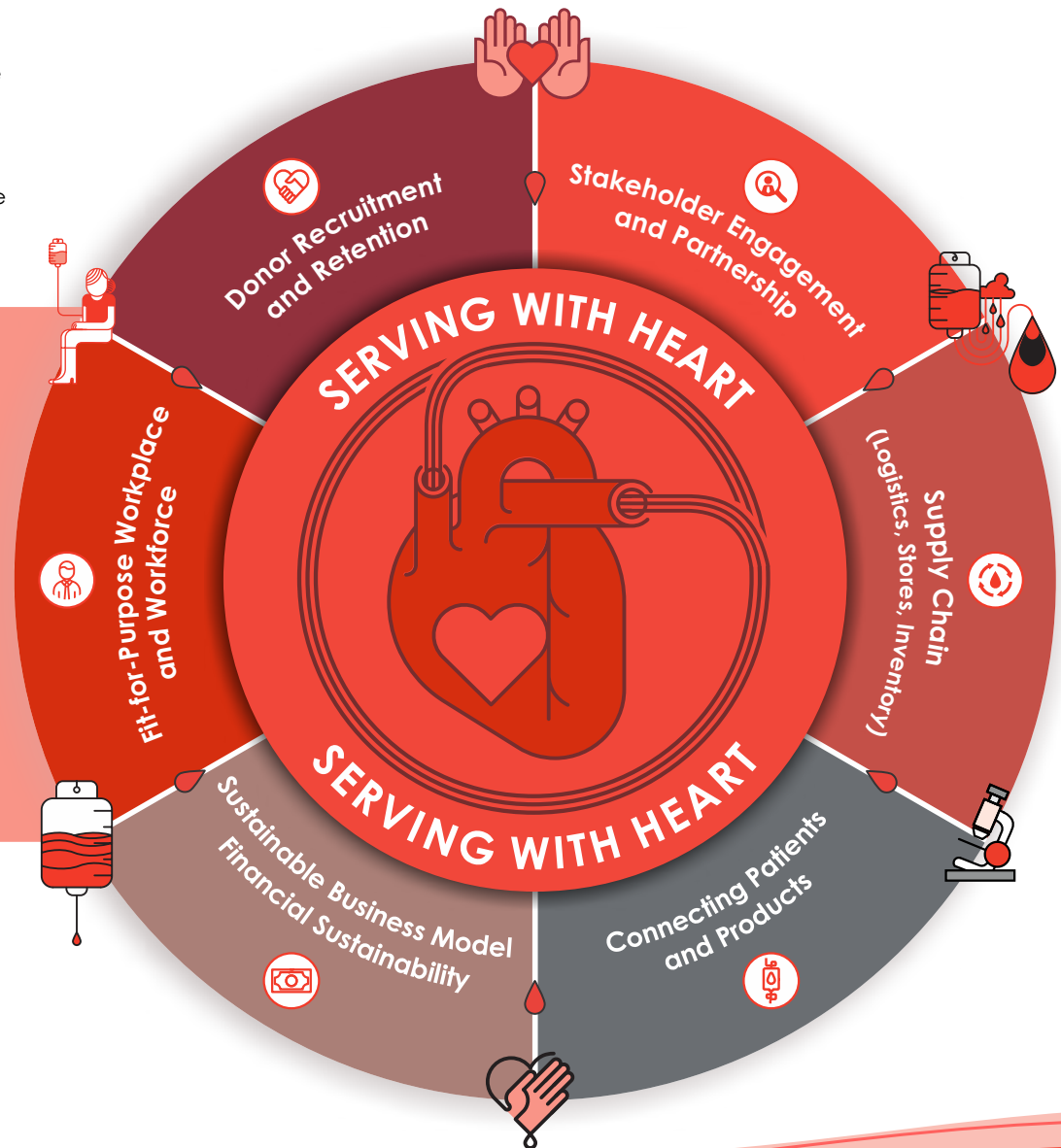
We recognise the economic realities and constraints on healthcare and will explore innovative pricing solutions to ensure financial sustainability while maintaining patient access. Targeted donor recruitment strategies will address socio-economic barriers to blood donation. We will ensure robust billing systems to remain financially sustainable.

Our commitment to resilience includes refining business continuity plans to manage disruptions like power outages, natural disasters or social unrest, ensuring a reliable blood supply.

With a focus on collaboration, innovation, and continuous improvement, we are confident in navigating the evolving healthcare landscape and serving our communities sustainably.

SANBS Strategy 2025/2026-2029/2030

Our strategy will rest 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.





SANBS 2030 STRATEGY ON A PAGE

<p>PURPOSE Trusted to save lives</p>	<p>VISION To be the cornerstone of healthcare services in South Africa, through the gift of life</p>	<p>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</p>
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STRATEGIC PILLARS

<p>Donor Recruitment and Retention</p> <p>Donors are our lifeblood. We focus on innovative recruitment and retention strategies to ensure a steady and reliable blood supply</p>	<p>Stakeholder Engagement and Partnership</p> <p>We value every stakeholder. By fostering trust and cooperation, we aim to create a supportive community united in saving lives</p>	<p>Supply Chain (Logistics, Stores, Inventory)</p> <p>We prioritise efficiency and reliability in our supply chain. By optimising logistics and inventory, we ensure timely and safe delivery of products</p>	<p>Connecting Patients and Products</p> <p>Our patient-centric approach ensures that transfusion medicine products and services remain accessible and equitable for everyone</p>	<p>Sustainable Business Model - Financial Sustainability</p> <p>Financial stability is crucial. We prioritise resource optimisation, cost-effectiveness, and innovative funding to ensure a sustainable future</p>	<p>Fit-for-Purpose Workplace and Workforce</p> <p>Our success relies on a skilled and motivated team. We invest in employee development and a supportive workplace culture</p>
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STRATEGIC OBJECTIVES

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Transform employee experience • Strategic workforce planning • HCM technology integration through implementing SAP success factors
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SUPPORTED BY DIGITALISATION AND INNOVATION BUILT UPON A FOUNDATION OF SOUND VALUES AND CULTURE

<p>Transparency</p>	<p>Honesty</p>	<p>Respect</p>	<p>Excellence</p>	<p>Accountability</p>	<p>Diversity</p>
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UNDERPINNED BY

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

<p>ENVIRONMENT</p>	<p>SOCIAL</p>	<p>GOVERNANCE</p>
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OUR CAPITALS



SOCIAL AND RELATIONSHIP CAPITAL

We are a non-profit organisation that provides the delivery of safe blood to the patients we serve. SANBS' social capital is the foundation upon which our life-saving mission of providing crucial blood products and services to those in need is built. In nurturing trust, and upholding relationships, we remain steadfast in our pursuit to positively impact South African lives.

Our Social Capital – building trust and 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 have built with all of our stakeholders, from blood donors to volunteers, partners, and the broader community, are at the heart of everything we do. It is people who make all the difference, so we focus on creating strong, trustworthy relationships, such as with our donors and patients. We treat everyone the same, no matter where they get their healthcare.

We also prioritise the health and engagement of our blood donors. One way we do this is by running a programme that ensures they have enough iron, which is important for their well-being. We also get out into the community to educate and encourage more people to donate blood. We invite students to our facilities hoping to get more young people interested in donating.

Our care extends to those who depend on blood, like new moms, people in accidents, or those in the ICU. We've started using smart fridges for storing blood, an innovative introduction that helps us get blood to places faster, especially where it's needed most, such as in areas where many mothers are at risk during childbirth.



Is your **blood type** A or AB?
#Donate blood. Save lives



SOCIAL CAPITAL

SANBS is committed to supporting the following sustainable development goals (SDGs) through the execution of our strategic priorities. These SDGs are global goals agreed upon at the United Nations regarding economic, environmental and social targets.



Increased life expectancy, access to health services



SANBS aims to be the cornerstone of healthcare services in South Africa, through the gift of life

We are committed to being an integral part of the nation's health system via our blood donation services, which we as appreciate are a vital contribution to community well-being. Recognising our essential role in maintaining the health of both the community and the healthcare system, we have established an extensive network to ensure that everyone in the country has access to the blood they need. This network includes two world-class testing laboratories, 83 blood banks, 72 donation sites, 7 preparations centres, and 25 mobile units for collecting blood donations in various locations across 8 of the 9 provinces of South Africa.



Read more in **Manufactured Capital**

Donor education

Donor education sessions are held at schools, mainly during Life Orientation classes, and where this may not be possible, in school assemblies. These sessions focus on the criteria for blood donation, raise HIV awareness, and provide information about blood products, their components, and the conditions they treat. In FY24, the number of donor education sessions, delivered primarily by our donor educators located across the seven zones, increased significantly from 650 to 1 121.

Donor wellness is a priority for SANBS

Our mission transcends beyond just collecting blood; we are also dedicated to and raising awareness about various diseases, educating our donors on maintaining a healthy lifestyle. This educational outreach aims to cultivate a trusting relationship with our donors based on our commitment to their well-being and the care we provide.

Donor wellness remains a top priority, reflected in the SANBS Wellness Programme which underscores our ongoing commitment to the health of our donors. This programme includes a tailored digital donor education initiative featuring accessible and relatable content. Additionally, we have recently appointed a vendor to supply a new iron supplement, designed to enhance iron levels while minimising side effects.

For our Collections teams, the programme includes continual refresher training to equip our staff to effectively manage any unexpected events during the donation process. We have also streamlined our adverse event management systems, supported by a Board-approved policy to alleviate financial hardship in rare instances where donors experience adverse effects following blood donation.

Starting a vegetable garden

We are proud of the initiative undertaken by the Mpumalanga MidWit mobile team to support a vegetable garden programme at Living Waters Secondary School. This initiative aims to enhance learners' nutritional status and increase their iron intake. In addressing iron deficiency and promoting overall health and wellness among young people, we seek to encourage the consumption of fresh produce and educate the school community about good nutrition.

Our contributions included gardening tools, seeds, educational materials, and hands-on involvement in planting the vegetables. Moving forward, we are committed to providing the necessary support to ensure the sustainability of such initiatives.

Employee wellness - a holistic approach

At SANBS, we prioritise the overall well-being of our employees by embracing a holistic approach that encompasses physical, mental, and financial health. Through our "Better Me" campaign, we monitor chronic health conditions for early detection and intervention. We also promote mental health awareness through educational programmes and topical discussions driven by themes from our Employee Assistance Programme. Additionally, we partner with Alexander Forbes to provide financial wellness programmes, including insights into the 2-pot retirement system, empowering employees to make informed financial decisions for a secure future.



See Human Capital (employee well-being) for details



SOCIAL CAPITAL *Cont.*



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



Investing in our people's growth

At SANBS, we prioritise investing in our employees' growth, recognising them as the heartbeat of our organisation and essential to our life-saving mission. We promote continuous learning through initiatives like the RAD Academy and bursary programmes, ensuring our workforce remains at the forefront of their fields. We cultivate a collaborative environment that sparks innovation and connects employees' work to our core purpose, empowering them to be both skilled contributors and innovators.

Bursaries for employee dependents

43 (FY23:40) SANBS employee dependents were offered bursaries to the value of R1,4m (FY23: R1,3m).

Learning and development initiatives

SANBS significantly contributed to developing 16 People with Disabilities (PWD) through an NQF Level 5 learnership and supported 14 interns from Technical Vocational Education and Training (TVET) colleges. 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 16 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 will begin their 12-month programme in August 2024.

SANBS also initiated the standardisation of registrar training in South Africa, collaborating with Western Cape Blood Services (WCBS) and other stakeholders, including the National Bioproducts of South Africa and Jehovah's Witness committees. The allocation and recording of topics to be covered by subject matter experts are nearing completion, ensuring that SANBS contributes to the education of clinicians and enhances access to high-quality medical services in our communities.

Knowledge dissemination

SANBS enhances knowledge dissemination through strategic collaborations, CPD-accredited educational events, and innovative solutions, such as the learning experience portal for internal and external healthcare professionals (HCP). The Training, Education, and Advisory Services (TEAS) and Patient Blood Management (PBM) functions play a crucial role in planning and conducting training for external HCP on various CPD-accredited transfusion medicine topics. In the past financial year, the number of HCP trained increased by 4,872, rising from 28,147 to 33,019.

Additionally, the number of training initiatives expanded significantly from 236 to 502, utilising hybrid training methods across various platforms. Importantly, all training is provided free of charge at the point of delivery.

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.

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.



Read more in Human and Intellectual Capital



Empowering women and creating equal opportunities



Equitable reward and remuneration (race and gender parity)

SANBS, being a progressive organisation, 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 organisation. Female representation in the workforce is 59.57%, while women now make up 60% of the Board (FY23: 58%) and 55.55% (FY23: 50%) of the Executive Committee. This intentional focus on inclusivity fosters 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.



See Board and Exco profiles. Read more in the Human Capital and Remuneration Report



SOCIAL CAPITAL *Cont.*



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. Our cultural and leadership initiatives are bearing fruit and the business is on a sound financial footing with our improved debt collection programme.



See our employee testimonials

Learnerships for people with disabilities

To further embrace our diversity, we currently have 19 (FY23:19) young people with disabilities (PWD) on a learnership. They are on an NQF Level 5 Business Analysis learnership. SANBS will soon host an additional 10 PWD learners from a TVET College on a Call Centre learnership.

Phlebotomy Learnership

The Phlebotomy learnership at SANBS supports South Africa's National Skills Development Strategy (NSDS) by equipping previously disadvantaged individuals with essential skills. In April 2024, all ten enrolled students achieved a 100% pass rate in the board exam, with two ranking among the top ten nationally (3rd and 4th place) and earning three distinctions.



See our Human Capital

Work experience for qualification opportunities

As part of our community outreach, SANBS has contributed to the development of 14 Technical Vocational Education and Training (TVET) college interns, and 7 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.

The placement of learners and interns is underway to place 30 intern medical technologists at accredited laboratories.

Enterprise development and supplier development

Last year, our commitment to enterprise and supplier development really paid off! We achieved an impressive score of 53.67 out of 54 in our B-BBEE evaluation. This success was mainly due to receiving full points for both Supplier Development and Enterprise Development. We also earned two bonus points by helping one of our enterprise development beneficiaries graduate to the supplier level and by creating a new job linked to our initiatives. To make sure the programme ran smoothly, we teamed up with Sigma International and received great support from our CFO, the Corporate Services Executive, and the B-BBEE procurement team. Together, we positively impacted the community and helped drive economic growth.



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.

Increasingly acknowledged for our contributions, SANBS participates in high-profile conferences around the world and leads the Blood Genomics Consortium, an initiative aimed at creating a comprehensive and affordable DNA test for blood group typing. This project enhances blood safety and reduces alloimmunization rates, with SANBS' diverse donor base providing unique insights that could transform transfusion practices.

Our staff actively engage in local and international research collaborations on topics like donor health and blood utilisation, resulting in 14 publications, over the FY24, in peer-reviewed journals and presentations at various academic congresses.

Committed to knowledge sharing across Africa, SANBS collaborated with the Western Cape Blood Transfusion Services and the African Society for Blood Transfusion to host the first Africa Transfusion Indaba. This event gathered over 36 participants from 12 countries to foster collaboration and propose a cooperative agenda for blood transfusion education and research.

In 2021, we established the Research, Advisory and Development (R.A.D.) Academy to empower our people and innovate our processes in line with the SANBS iHEALTH strategy. The Academy has set four strategic goals, and we are making significant progress toward meeting them.

In FY24, SANBS generated R100.4 million in alternative revenue against a target of R80 million.

Our first smart fridge is now operational, aimed at reducing turnaround times for patients needing blood, particularly in high-mortality areas for mothers during childbirth.



Read more in our Intellectual Capital

SOCIAL CAPITAL *Cont.*



Develop effective, accountable and transparent institutions at all levels



Our experienced Board and Exco collectively bring some 170 years 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.



Read more in our Intellectual and Manufactured Capital



See Natural Capital for details relating to SDG12 and SDG13

SANBS have through efforts relating to corporate social responsibility events made a worthwhile contribution to SDG 2



Employee participation in CSR events



Rise Against Hunger partnership

On Mandela Day, SANBS employees joined hands with Rise Against Hunger to make a difference in their communities. In just 67 minutes, dedicated volunteers from Port Elizabeth, Bloemfontein, Johannesburg, and Durban came together with smiles and energy. They worked hard, preparing and packing meals, resulting in an amazing total of 39,312 meals. These meals, destined for Early Childhood Development centres, would provide nourishment to young children at the peak of their nutritional needs. Everyone felt proud to contribute to such a meaningful cause, honouring Nelson Mandela's legacy of giving and compassion. It was a day of teamwork, kindness, and making a positive impact on the lives of others.



Our Relationship Capital - stakeholder engagement

Building and maintaining strong relationships and staying connected with our key stakeholders is vital for the success and sustainability of our operations.

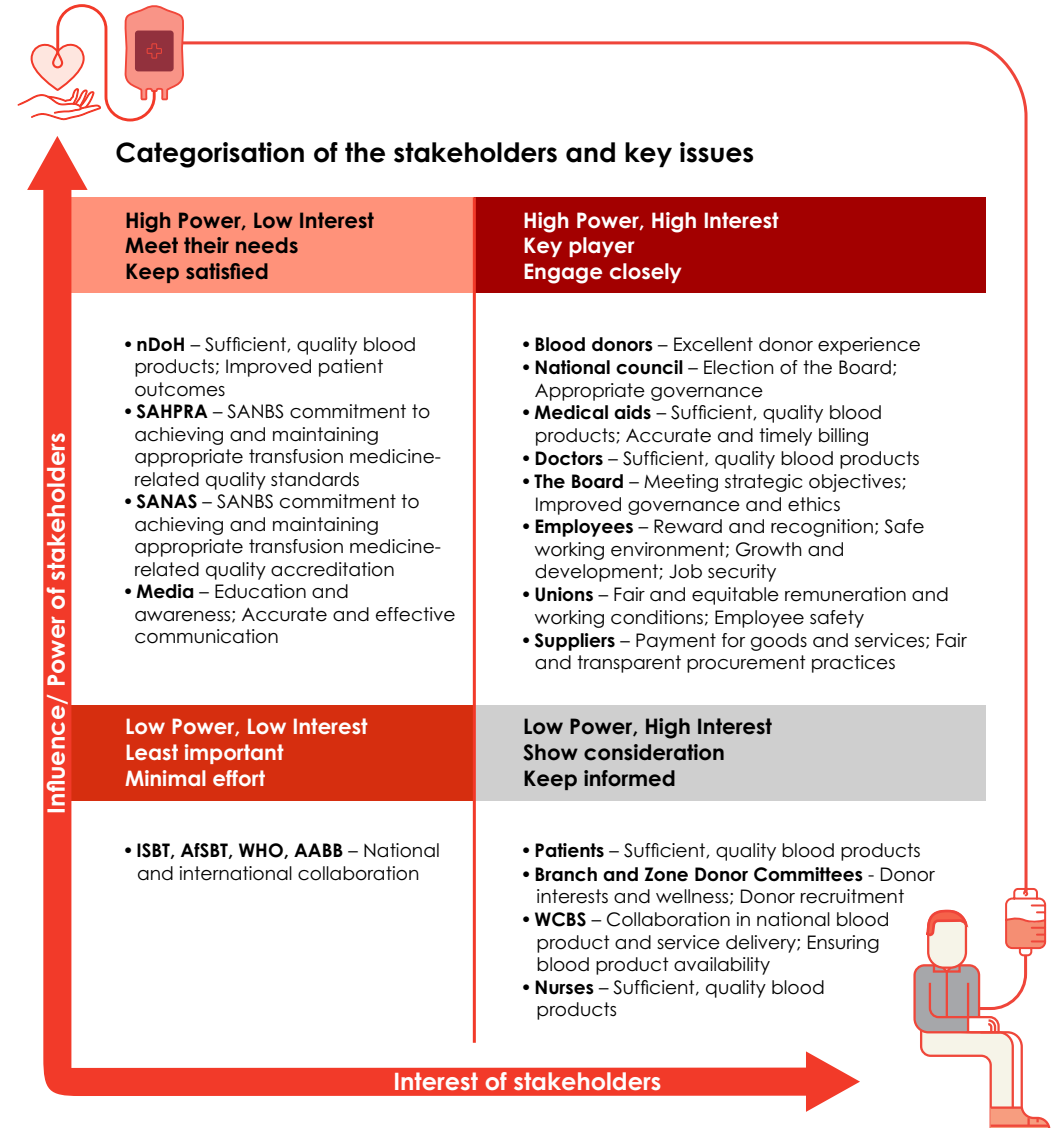
To address this need, stakeholder management has been elevated to a strategic priority, allowing us to oversee stakeholder relations more comprehensively and ensure we meet expectations while enhancing the quality of our connections.

Our commitment to understanding and addressing the needs, interests, and expectations of our stakeholders drives us to rejuvenate our engagement strategies, which aim to solidify the foundation of our relationships. We periodically conduct stakeholder surveys, and we plan to increase their frequency in the future to gather valuable feedback.

The Governance, Social, and Ethics Committee monitors our stakeholder engagement efforts. We have revised our stakeholder map using the Power-Interest approach, which helps us identify, assess, and prioritise stakeholders based on their influence and interest in our organisation.

This approach involves two key dimensions: 1) the influence or power each stakeholder holds over SANBS and 2) their interest in our activities. By plotting these dimensions on a simple rating scale, we can categorise stakeholders into four groups. The strategy for engaging each group will differ, with a particular focus on stakeholders in the top right quadrant—those with high influence/power and high interest.

Business process owners are responsible for developing tailored stakeholder engagement plans and effective communication strategies to ensure we foster meaningful relationships with all our stakeholders.



RELATIONSHIP CAPITAL *Cont.*

We group our stakeholders as follows:

 **Employees**

Include the people we employ, our Board and the unions that represent our people.

 **Donors**

These comprise anyone who donates blood, the donor structures including National Council, Zone Donor Committees and branch donor committees.

 **Regulators**

Comprises the National Department of Health, SANAS, SAHPRA and the ISO Standards

 **Medical fraternity**

Includes anyone who accesses our products or services including doctors, nurses and patients

 **Funders/payers**

Medical aid schemes, Treasury, Regional DoH

 **Suppliers**

Procuring sources

 **SA and international blood partners**

Local and international health and transfusion medicine organisations (Western Cape Blood Service (WCBS), International Society for Blood Transfusion (ISBT), Association for the Advancement of Blood and Biotherapy (AABB), African Society for Blood Transfusion (AfSBT), South African Society for Blood Transfusion (SASBT)



Disclosure of stakeholder engagements

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


We also provide management's assessment of the current relationship against a desired relationship and give details of the status of current engagements with our various stakeholders. Management have assessed most relationships as good (i.e. engagement is ongoing and some opportunity exists for improvement). Three are rated as fair (i.e. while engagement takes place, improvement is required).

Our efforts underway and planned for building trusted relationships

Ongoing work is being done to give attention to improving our relationship with stakeholders in line with SANBS's strategic priorities. Particular attention will be given to stakeholders categorised as having high power and high interest. Specific actions will include deepening the foundation of communication, periodically revisiting the mutual understanding of expectations and seeking opportunities for both parties to gain from the relationship. We recognise that building trust is a gradual process that requires consistent effort over time.



STAKEHOLDER ENGAGEMENT

 Employees - SANBS employees		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Executive management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • 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 	Key risks <ul style="list-style-type: none"> • Loss of key employees • Disengaged employees and underperformance • Poor labour relations • Damage to SANBS reputation by disengaged employees • Lack of disclosure or transparency • Poor organisational culture to give effect to strategy • Inability to attract appropriately qualified employees 	Opportunities <ul style="list-style-type: none"> • Empower and engage • Skills development • Diverse and inclusive workforce • Multiskilling – cross functional teamwork • Performance management • Recognition and reward • Building trust • Reinforcing a culture of appointing/promoting from within • Appointment of scarce skills externally when necessary 	SANBS response Ongoing engagement <ul style="list-style-type: none"> • 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) 	
Status of current engagements <ul style="list-style-type: none"> • SANBS' DNA process - In the FY24 cycle 1972 employees participated in the process (FY23: 1 986) and in our final score, we achieved 1.29 (FY23: 1.25) • We continue to embrace the 360° process every two years for leaders and specialists (FY23 297 participated). Feedback is constructive and included in the leader individual development plan and incorporated into the succession planning process. Looking ahead, our FY25 cycle of 360 has kicked off • Leadership development focus remains on building self-awareness and being results driven. Looking ahead, leadership development is a key enabler and therefore a strategic project in the new strategy 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> • DNA culture score (used to track progress on 1-3 scale where anything above 1 is considered acceptable) • Employee surveys 360° feedback THREAD value alignment 	







STAKEHOLDER ENGAGEMENT - Cont.

Employees - Board		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible CEO and Company Secretary
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • Relevant, accurate and timely information and reporting • Achievement of strategic objectives • Improved governance and ethics • Sustainability 	Key risks <ul style="list-style-type: none"> • Lack of transparency • Inaccurate reporting • Under performance • Poor decision making • Potential liability for directors 	Opportunities <ul style="list-style-type: none"> • Integrated business planning • Digitalisation • Organisational alignment and transformation • Creation of blood committee 	SANBS response - Regular engagement <ul style="list-style-type: none"> • 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 a prioritised business project • Governance framework reviewed • Board evaluations • Joint strategy and planning sessions 	
Status of current engagements <ul style="list-style-type: none"> • High level of participation in the FY23/24 Board evaluations • Efforts of Company Secretariat and resultant governance processes highly rated by directors • Action plans to implement evaluation outcomes agreed • Board/Exco strategy and risk workshops held – Strategy for 2025/2026-2029/2030 formulated • Regular feedback on corporate scorecard and SANBS progress on strategic projects provided by CEO at Board meetings • Board and committee packs thoroughly reviewed by Exco ahead of meetings and submitted in good time for director meeting preparation • Extent and frequency of meetings reduced to streamline decision making processes 				Metrics used to measure quality of relationships <ul style="list-style-type: none"> • Board evaluations
Employees - Unions		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Chief Human Capital Officer
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • Fair and equitable working conditions • Employee safety and security • Annual wage negotiations • Transparency • Consultation • Fair and equitable remuneration 	Key risks <ul style="list-style-type: none"> • Misaligned expectations • Poor labour relations • Negative publicity • Reputation damage 	Opportunities <ul style="list-style-type: none"> • Improved working conditions • Improved trust relationship • Improved engagement and planned meetings • Greater understanding of SANBS' environment • Further transparency in Integrated Report to build trust 	SANBS response - Quarterly engagement <ul style="list-style-type: none"> • 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 	
Status of current engagements <ul style="list-style-type: none"> • Healthy relationship between business and the unions • Annual salary negotiations and process salary increases, without the dispute being referred to the CCMA for mediation • Involved the unions in one of our biggest Digi projects, BECS to be our champions of change 				Metrics used to measure quality of relationships <ul style="list-style-type: none"> • No strikes • Number of grievances and disciplinaries • Time taken for wage negotiations





STAKEHOLDER ENGAGEMENT - Cont.

 DONORS - Blood donors		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Executive management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> Adequate donor health and education Donor satisfaction levels Consultation Fair and equitable treatment 	Key risks <ul style="list-style-type: none"> Shrinking national potential donor pool Donation-related adverse events/outcomes Dissatisfied donors Donor retention Reputation of SANBS 	Opportunities <ul style="list-style-type: none"> Sustainability Diversified donor pool Pathogen inactivation Increased conversion of first-time donors Digitalisation Donor education and experience (SANBS Journey of Blood) 	SANBS response - Ongoing engagement <ul style="list-style-type: none"> Digitalisation Donor-focused research Donor satisfaction surveys Donor rewards programme Increased awareness regarding platelet donation Donor wellness programme Increased engagement through social media channels 	
Status of current engagements <ul style="list-style-type: none"> Whole blood collections from Black donors increased from 41,3% to 43,3% with the equivalent 2% reduction in contribution from White donors. 65% of collections from new donors were from first-time Black donors, almost consistent with the prior year's performance, indicating an increase in the Black donor pool. An overall increase in the donor pool reduces reliance on repeat donors and assists in addressing the potential negative impact on donor health. 36 Donor for Life Award functions were held across the 32 branches, to celebrate donor milestones achieved from 2020 to 2022. A total of 6778 qualifying milestone donors were recognised for their amazing contributions during the awards functions. 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> Donor feedback/surveys Social media engagement monitoring - monitoring of social media interactions is performed by the marketing department 	
 National Council, Zone Donor Committees, Branch Donor Committees		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Executive management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> Due regard for donor interests and wellbeing SANBS carries out its mandate effectively Consultation Transparency Relevant, accurate and timeous information sharing Achievement of strategic objectives 	Key risks <ul style="list-style-type: none"> Not adhering to prescribed governance rules and structures Ineffective interaction between management and the committees 	Opportunities <ul style="list-style-type: none"> Leverage the passion and commitment of the committee members to increase our donor base Relevant education and awareness campaigns 	SANBS response - Periodic engagement <ul style="list-style-type: none"> This is a key focus area for donor management Engagement sessions with donor committee members on the implementation of the digital donor questionnaire Donor committee members (branch and zone) meet formally with designated SANBS personnel at least three times a year 	
Status of current engagements <ul style="list-style-type: none"> Actively engage committee members in donor recruitment initiatives. Committee members also supported and promoted blood collections initiatives in the period prior to and following the BECS go-live Continued with hybrid meetings to enable greater participation by committee members based in outlying areas 36 Donor for Life Award functions were held across the 32 branches, to celebrate donor milestones achieved from 2020 to 2022. A total of 6778 qualifying milestone donors were recognised Key donor achievements celebrated and published in local and social media 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> 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 	




STAKEHOLDER ENGAGEMENT - Cont.

 REGULATORS - National Department of Health South African Health Products Regulatory Authority (SAHPRA)		Management's assessment of current relationship Fair	Desired relationship Trusted	Responsible Executive management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> 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 	Key risks <ul style="list-style-type: none"> Loss of license to operate Inability to meet demand Morbidity/Mortality Poor patient outcomes Increased costs Delayed payments Insufficient healthcare workers for appropriate service delivery Poor uptake of patient blood management 	Opportunities <ul style="list-style-type: none"> Product and cost efficiencies Digitalisation Product and service diversity Reduce wastage Use of big data Logistics footprint New service delivery models (e.g., SMART fridges) Patient blood management 	SANBS response Ongoing engagement <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Regular structured as well as informal interactions and engagements at local, provincial and national level Annual Haemovigilance Report A national structure to address blood transfusion and related matters at DoH is still lacking Improvement in payments 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> Number of healthcare workers trained One-unit-at-a-time issues Discussion platforms Publications 	
 REGULATORS SA National Accreditation System (SANAS)		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Medical Director
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> Compliance Global interaction Harmonisation of Standards 	Key risks <ul style="list-style-type: none"> Loss of licence to practice Loss of trust from key stakeholders Litigation Medico-legal risks 	Opportunities <ul style="list-style-type: none"> Maintain the high quality of our products and services Global collaboration Recognition as an industry leader 	SANBS response - Regular engagement <ul style="list-style-type: none"> Disciplined adherence to Standards of Practice for Blood Transfusion in South Africa Maintaining SANAS accreditation to various ISO standards Proactive identification of global accreditation standards for implementation Participation in the development of relevant national and international quality documents, standards and frameworks 	
Status of current engagements <ul style="list-style-type: none"> ISO participation – SANBS participates in the various ISO standards' revisions SANAS – SANBS participates on their technical committee as blood transfusion experts SAHPRA engagement through the PEI blood project 100% SANAS accreditation maintained 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> 100% SANAS accreditation 	



STAKEHOLDER ENGAGEMENT - Cont.


 MEDICAL FRATERNITY Doctors, Nurses, Patients and Medical Aid Schemes		Management's assessment of current relationship Fair	Desired relationship Trusted	Responsible Executive management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • Sufficient, quality blood products and services • Accurate, timely billing • Improved patient outcome • Improved healthcare service delivery • Training and education • Escalation of all major decisions • Cost-efficient service delivery • Consultation • Transparency • Fair and equitable treatment 	Key risks <ul style="list-style-type: none"> • Insufficient blood stocks – morbidity and mortality • Unhappy customers • Reputation of SANBS • Delayed payments • Poor patient outcomes • Increased costs • Insufficient healthcare workers for appropriate service delivery • Poor uptake of patient blood management 	Opportunities <ul style="list-style-type: none"> • New income streams • SANBS RAD Academy • Big data • Digitalisation • Product and service diversity • Reduce wastage • Logistics footprint • New service delivery models (e.g., SMART fridges) • Patient blood management 	SANBS response Ongoing engagement <ul style="list-style-type: none"> • 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 	
Status of current engagements <ul style="list-style-type: none"> • Establishment of and support to various discussion platforms using SANBS data to improve patient outcomes and drive appropriate use of blood products • Hybrid meetings and educational events • Participating in ongoing SANBS external customer service surveys to continuously meet the expectations of our stakeholders • Participate at executive level in the sub-Saharan PBM forum • Participation in the development of relevant national and international guideline documents, standards and frameworks • Developing new relationships with private sector hospital groups and healthcare funders • Number of transfusions per capita 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> • PBM discussion platforms • One-unit-at-a-time issues • Discussion platforms • Publications 	

Decades of **respect** and **promotion of human rights**
 #Donate blood. **Save lives**






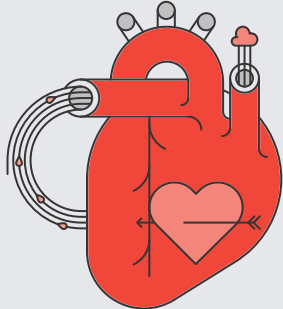
STAKEHOLDER ENGAGEMENT - Cont.

 SUPPLIERS		Management's assessment of current relationship Fair	Desired relationship Trusted	Responsible Corporate Services Executive
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • Payments for goods and services rendered • Fair, ethical and transparent procurement processes/tenders, etc 	Key risks <ul style="list-style-type: none"> • Goods and services not delivered at the right time, right quality and as per specifications • Product quality failure and wastage • Delayed or no blood or blood products delivery to patients • System downtime • Increased costs • Poor contract management • Lack of B-BBEE • Vendors preferring not to do business with SANBS • Litigation 	Opportunities <ul style="list-style-type: none"> • Formal engagement plan for critical vendors • Efficiencies and competencies • Improved supply chain management • Just-in-time inventory management • Digitalisation • Improved contract management • Encourage B-BBEE • Internal training on good procurement processes 	SANBS response Ongoing engagement <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • New Procurement Policy implemented in FY21, which introduced flexible procurement and strategic partnerships, has resulted in improvements in stakeholder relationships (Positive feedback in supplier engagement survey) • New/updated procurement procedures to be implemented FY25 will further increase efficiency • Preferential procurement increased significantly during the year • B-BBEE scores increased significantly – Procurement achieved 53.67 out of 54 points and SANBS moved to Level 3 in early FY25 			Metrics used to measure quality of relationships Supplier engagement survey (Top 20 suppliers) Key performance indicators are: <ul style="list-style-type: none"> • Cost of doing business • Customer satisfaction and feedback • Flexibility and ease of doing business • Quality of service • Partnership 	






STAKEHOLDER ENGAGEMENT - Cont.

 SA AND INTERNATIONAL BLOOD PARTNERS Business partners: • NBI • WCBS • ISBT • AfsBT • AABB • SASBT		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Executive management Senior management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> National supply management of all blood products (WCBS) and plasma for fractionation (NBI) Collaboration in seamless national product and service delivery Alignment of quality and safety Ensuring product availability 	Key risks <ul style="list-style-type: none"> Disparate approach to common challenges Increased legal risk in the absence of collaboration Reputation Risk of unmet demand for plasma-derived medicinal products 	Opportunities <ul style="list-style-type: none"> Integrated South African blood services Improved service delivery Consistent decision making Showcase the work of SANBS at conferences and in publications of these organisations Improve SANBS reputation as a centre of excellence globally Continuous quality improvement through participation in expert committees 	SANBS response Regular engagement <ul style="list-style-type: none"> 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 	
Status of current engagements <ul style="list-style-type: none"> Annual National Blood Safety Committee Meeting with representatives from SANBS, WCBS and NBI ensures an ongoing platform for addressing ongoing and acute risks in transfusion medicine Quarterly Emerging Infectious Disease (EID) subcommittee meetings with SANBS, WCBS and NBI to assess the global landscape for transfusion transmissible emerging and re-emerging pathogens as well as an ongoing risk-based analysis to inform future decisions on mitigating bacterial contamination of platelets SANBS had meetings with NBI, focusing on the demand for plasma-derived medicinal products Extensive collaboration with WCBS ensuring a uniform approach to blood safety challenges, pathogen reduction, low collections and product offering Collaboration with WCBS (as part of the South African Society for Blood Transfusion) and ISBT on the planning of the scientific programme of the Regional ISBT Congress to be held in November 2023 in Cape Town Revision of the "Guidelines for the use of blood and blood products in South Africa" Nomination and recently elected ISBT Regional director: Africa Nomination and recently elected AfsBT President elect Research collaboration with WCBS on Malaria testing 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> Blood safety meeting attendance and engagement Meeting the contractual obligations of plasma supply Working party membership Research collaborations 	




STAKEHOLDER ENGAGEMENT - Cont.

 LOCAL AND INTERNATIONAL HEALTH AND TRANSFUSION MEDICINE ORGANISATIONS E.G.: • WHO • Sub-Saharan PBM group • NICD • SABM • SAGES • VITALANT • SACEMA		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Executive management	
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • Better understanding of African and resource constrained countries' transfusion medicine needs • Appreciation of the role of blood transfusion services as a cornerstone of healthcare delivery in South Africa • Input from SANBS in developing transfusion medicine-related guidelines 	Key risks <ul style="list-style-type: none"> • Lack of SANBS representation in key local and international decision-making affecting blood service delivery • Inability to influence the strategic vision of organisations affecting blood service delivery 	Opportunities <ul style="list-style-type: none"> • Research collaborations • Improve SANBS reputation as a centre of excellence globally • Continuous quality improvement through participation in expert committees 	SANBS response <ul style="list-style-type: none"> • Actively encourage participation of employees in many working parties, societies and organisations • Supporting employees to take leading roles in the various organisations • RAD Academy • Academic collaborations • Dual career pathway • Research collaborations 		
Status of current engagements <ul style="list-style-type: none"> • SANBS are members of several international societies, expert committees and working parties • Collectively, SANBS employees continue to contribute to multiple international peer-reviewed publications • Participated in the African Blood Regulators Forum • Participate in a WHO working group established in FY21 to address PBM implementation in Africa as part of the "WHO Action framework to advance universal access to safe, effective and quality assured blood products" • SANBS employees authored and co-authored four chapters in the AABB-led "Global perspectives and practices in Transfusion Medicine" book • SANBS in collaboration with UFS implemented the first short learning course on Patient Blood Management for doctors in Africa during 2023 • Collaborated with NICD on sero-surveillance studies of Covid-19 and ongoing discussions around other potential public health respiratory viruses 				Metrics used to measure quality of relationships <p>Number of:</p> <ul style="list-style-type: none"> • Publications • Abstracts • Book chapters • Guidelines • Formal collaborations • Grants received 	





STAKEHOLDER ENGAGEMENT - Cont.

 MEDIA		Management's assessment of current relationship Good	Desired relationship Trusted	Responsible Executive management
Stakeholder needs, interests and expectations <ul style="list-style-type: none"> • Reputation/goodwill • Education and awareness • Accurate and effective communication • Public image 	Key risks <ul style="list-style-type: none"> • Negative publicity • Poor brand value and reputation • Poor communications to stakeholders 	Opportunities <ul style="list-style-type: none"> • Positive brand value • Increased positive coverage • Free airtime – social media platforms • Bloggers 	SANBS response Ongoing engagement <ul style="list-style-type: none"> • 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 	
Status of current engagements <ul style="list-style-type: none"> • 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 			Metrics used to measure quality of relationships <ul style="list-style-type: none"> • 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 	

We love being
in the red

#Donate blood. Save lives





OUR NATURAL CAPITAL

At SANBS, we are committed to reducing our environmental impact by integrating environmental objectives into our organisational strategy. Our progress in achieving these goals is measured against the KPIs of our 'Greening Strategy.'

What natural capital means to SANBS

Our natural capital includes our environmental stewardship for both our internal operations and our products and services.

Our internal aspirational targets assist in minimising our impact on natural resources, enhancing operational resilience against supply constraints.



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

The total carbon emissions for SANBS in FY24 amounted to a net 17 451 tons (FY23:16 511). This is an overall increase of 5.70% (3.80%) on the previous year and a cumulative 9.72% (9.41%) increase over the past three years.

Energy and carbon

Sustainability objective 1: Conserve energy

Reduce the carbon footprint, particularly electricity usage from the national grid.

FY24 update

Carbon emissions

The measured power consumption was 8.82mWh (FY23: 8.85mWh), 0.34% lower than 2023. In Mount Edgecombe, solar energy complements power supplied. It produced 521 911kWh (FY23: 600 326kWh) of power with a carbon saving of 537.6 tons (FY23: 618.3 tons). The energy produced is lower than the previous FY primarily due to the damage caused to the solar system by the flooding experienced in Durban in April 2022, which has now been fixed. Environmental awareness campaigns provided guidance on how to reduce power consumption.

Progress against our objective

- While reduction in energy consumption has been marginal, solar at Mount Edgecombe has set the precedent for further installations. No further installations have been commissioned (see plans for FY25 below)
- LED light bulb installations were rolled out to additional sites. A procurement process has commenced to appoint a service provider to assess sites and install LED bulbs
- Electricity and other carbon statistics are published on the SANBS intranet site and are accessible to all employees
- Renovations to the Head Office building were put on hold pending the completion of the BECS project and the evaluation of alternate office options. Plans include solar generated power

Plans for FY25

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) for the installation and commissioning of the system.



OUR NATURAL CAPITAL *Cont.*

Water

Sustainability objective 2: Optimisation of water consumption and conservation

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

FY24 update

- There was a 40.1% increase in borehole water consumption
- At Head Office, borehole consumption was 5 297kl (FY23: 5 377kl), with estimated savings of R241 781 (FY23: R236 508). The decrease in consumption is partly because of borehole plant failure for a short period
- The borehole at Mount Edgecombe generated approximately 4 988kl (FY23: 2 205kl) and savings of R245 397 (FY23: R93 119)
- The borehole at the Gqeberha Zone headquarters, commissioned in March 2023 in response to the drought conditions in that Province, generated approximately 406kl and a saving of R17 530 in the financial year
- A total of R504 708 was saved in FY24 as a result of borehole consumption (FY23: R330 404). This amounts to a 10 691kl (7 600kl) savings

Plans for FY25

The feasibility studies for borehole installation have been completed, and as a result, six sites have been selected for borehole installation. Contractors have been assigned, and completion is anticipated by the end of December 2024.

Land and air pollution

Sustainability objective 3: Manage land and air pollution

- Waste will be managed in a sustainable manner following the waste hierarchy of prevention, reuse, recycle, recovery and disposal, to reduce the waste discarded in landfills and resultant carbon emissions
- Reduce the use of fossil fuels for personal and business travel
- Dispose of all electronic waste according to the Electronic Waste Association of South Africa (eWASA) guideline
- Reduce paper use and ensure spent cartridges are recycled
- Prevent or minimise noise and air pollution

FY24 update

In FY23, significant efforts to improve recording of waste data has enabled us to better manage and control our waste outputs. In FY24, the recycling regime was extended to four additional sites. In Mt Edgecombe, a 9% increase in recycled waste resulted from awareness campaigns on waste segregation and avoiding contamination of recyclable waste.

General waste

The service provider has been effectively separating general waste for recycling and minimising landfill disposal. While 38.7 tons (FY23: 33 tons) of carbon was saved (an increase of 17% over the previous FY), the volume of recyclable waste generated remained static at 156 tons (FY23: 156 tons). The increase in carbon savings is attributable to an additional 7.2 tons of waste recycled. Non-recyclable waste sent to landfill has decreased to 80 tons (FY23: 88 tons). Measures are being implemented to raise awareness about the need for better separation of recyclable waste at the source.





OUR NATURAL CAPITAL *Cont.*

Flight travel

Carbon emissions from business related flights (344 tons) is higher than the previous year (242 tons), which was attributable to approximately 100 employees attending the International Society for Blood Transfusion (ISBT) conference held in Cape Town, as well as the increase in business activity in general. International travel is closely managed, resulting in a 5.5-ton reduction in carbon emissions compared to the previous year.

Road travel

The use of road travel at SANBS encompasses couriers delivering blood and blood products, the organisation's fleet transporting employees to mobile donor clinics, and collecting blood for testing and processing, as well as employee mileage claims for business purposes. This has led to a 33.3% increase in the transportation of blood (FY23: 1.49%) and a 14.4% increase in the use of the SANBS fleet and mileage claims by employees (FY23: 17.1%), due to increased business activity.

Printing

There has been a slight increase in printing volumes compared to the previous financial year, resulting in a net environmental impact of 55,341 kg (compared to 55,109 kg in FY23). Implementing duplex printing has contributed to saving nearly 560 cedar trees (compared to 428 trees in FY23).

Progress against our objective

Overall, there has been a 5.70% increase in emissions (FY23: 3.80%) due to increased business activity, reduced solar power generation, higher diesel consumption during load shedding, and increased flights. However, there has been a decrease in courier mileage and energy consumption at our sites.

Plans for FY25

The majority of recyclable waste has been sent to landfill due to a combination of recyclable waste contamination with construction waste and lack of awareness among employees regarding recyclable items at the Mount Edgecombe site. Efforts are ongoing to analyse the data gathered and identify improvement initiatives. Current initiatives include waste recycling, installation of solar energy systems at Mount Edgecombe, and obtaining licenses for borehole installation at various sites. Additionally, the Corporate Services team is developing an Environmental Sustainability Strategy to review current initiatives and introduce new measures to enhance environmental sustainability efforts.

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

FY24 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 FY25

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).

FY24 update

Upgrade of Constantia Kloof (CK) was deferred to allow focus on the BECS implementation.

Plans for FY25

With the resumption of the project, we are continuing to re-zone and upgrade our offices and laboratories in CK, replicating successful greening initiatives implemented at Mount Edgecombe. A Green Building Consultant has been appointed and regulatory approvals for the site are nearing completion.

Culture change

Sustainability objective 6: Culture change

SANBS operations are undertaken in a sustainable manner by environmentally conscious SANBS employees.

FY24 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 FY25

We will continue to monitor and reduce our carbon footprint, seeking areas for improvement and enhancing SANBS' Greening initiatives under the new Corporate Services management.



OUR HUMAN CAPITAL

Thriving together: empowering our people for a sustainable future

At SANBS, we recognise that our continued success hinges on the dedication and expertise of our people. By investing in their growth, well-being, and development, we create a thriving human capital environment. This, in turn, empowers our workforce to become not just valued contributors, but true leaders who shape a sustainable future for SANBS and the communities we serve.

Celebrating resilience and building a stronger SANBS

The BECS implementation was a significant change for SANBS. Recognising this, we implemented a strong change management programme that fostered resilience and adaptability within our teams. Through effective communication, training, and support, our dedicated employees demonstrated remarkable strength, which is the cornerstone of our success. In the narrative that follows, we provide an insight into how we are investing in our most valuable asset – our human capital – to build a thriving future together.



This is Bradford Jones, a learning practitioner in the HCM division and an outstanding change agent. His passionate involvement in the BECS implementation allowed him to document the change management process. Bradford's work was recognised at the ISBT Congress in Barcelona, where he presented his abstract. His efforts highlight our collaboration with ICT, Business Operations, and HCM.

What human capital means to SANBS

At SANBS, human capital refers to our people. They are the foundation of everything we do. Our overarching objective is to create a rewarding and safe workplace by providing a holistic offering that spans health, wellness, and work-life balance initiatives.

Celebrating growth: new beginnings and enduring contributions

SANBS is built on a foundation of dedication and innovation. This dedication is exemplified not only by our long-serving employees, but also by those who bring fresh perspectives and push boundaries in their pursuit of excellence. Today, we would like to introduce you to two such individuals:



Thato Matloko
A recent addition to our team, Thato brings a legal background and a passion for SANBS' mission to her role as an Employee Relations Officer.



Xoliswa Lusanda Mpumlwana
A researcher focused on quality control in transfusion medicine. Xoliswa's work has significant implications for patient safety.



OUR HUMAN CAPITAL *Cont.*



Thato Matloko
Employee Relations Officer

Tell us a bit about your background and what drew you to join SANBS?

My legal background aligns perfectly with SANBS' mission. I am an admitted attorney of the High Court of South Africa with a strong foundation in law, having obtained my LLB from the University of the Free State (UFS). Currently, I am pursuing an LLM specialising in Labour Law at UFS, further expanding my legal expertise. During my practice as a candidate and qualified legal practitioner, my previous law firms served on SANBS' legal panel. I had the opportunity to work on several SANBS matters, which sparked my interest in the organisation.

Beyond my legal experience, SANBS' core values deeply resonate with me. As a non-profit organisation relying on the generosity of South Africans to donate blood and save lives,

SANBS embodies the spirit of ubuntu – "motho ke motho ka batho" (a person is a person through other people). This aligns perfectly with SANBS' purpose – 'Trusted to Save Lives'. While I can no longer donate blood due to chronic anaemia, joining SANBS feels like a meaningful way to contribute to this critical mission.

What has your experience been like so far in your new role?

My experience as an Employee Relations (ER) Officer has been incredibly rewarding. I have been immersed in the world of blood products, expanding my knowledge of medical and technical terminology. SANBS is a unique employer within the health sector, allowing me to interact with a diverse range of medical personnel beyond the typical doctors and nurses.

One of the most stimulating aspects of the role is the challenge it presents. Issues at SANBS often require a non-standard approach. I have had to move away from a purely "corporate-based" perspective and embrace a semi-medical, semi-technical, and semi-collection-based approach. Thankfully, my colleagues have been incredibly supportive, providing invaluable guidance and knowledge in these areas.

Finally, this role has emphasised the importance of upholding SANBS' THREAD values in all my interactions and communication. Aligning myself with these core principles is a crucial aspect of my work at SANBS.

What are your primary responsibilities, and how do you see your role contributing to the overall purpose of SANBS?

My primary responsibility is to foster fair and harmonious labour relations at SANBS. I achieve this by providing guidance and support to the business, particularly Human Resources Business Partners and employees, on employment and labour issues. I proactively identify potential risks and work to mitigate them, ensuring both business needs and employee well-being are considered. Ultimately, my goal is to achieve fair and equitable outcomes in all employee relations matters.

This role plays a vital part in supporting SANBS' commitment to its employees. Our dedicated workforce is the foundation upon which SANBS delivers safe and life-saving blood products. As the ER department undergoes its rebranding, we aim to emphasise how we contribute to the overall success of SANBS by cultivating trust and employee satisfaction. We achieve this by supporting both managers and employees in effectively navigating employee relations issues.

How do you think your previous experiences has prepared you for your role here at SANBS?

My experience in a corporate setting has provided a strong foundation for my role at SANBS, but it is the adaptation that has been most valuable. While my legal expertise readily applies here, I have had to learn to consider the unique medical, technical, and donor-centric aspects of SANBS operations. This broader perspective allows me to approach issues more holistically.

Another benefit of my previous experience is the opportunity to apply my legal knowledge in a practical, real-world environment. This shift from a purely corporate setting allows me to share my legal expertise in a way that is more relevant to the challenges faced by SANBS. It also promotes the development of sound ethical and empathetic approaches in decision-making, ensuring fairness for all parties involved.

What are you most excited about in your new position? Are there any particular projects or initiatives you are looking forward to?

There are several aspects of my role at SANBS that I find incredibly exciting.

- **Leadership Development:** I am eager to enhance my leadership skills by practicing empathy and agility when navigating employee relations issues.
- **Senior Leadership Forum:** The upcoming senior leadership forum presents a fantastic opportunity to learn from the wealth of knowledge and experience of SANBS' leadership team. Observing them in action will undoubtedly accelerate my own leadership development.
- **E.R. Rebranding Project:** I am enthusiastic about the E.R. rebranding project. By showcasing the value we bring to overall success, we can improve employee perception of the E.R. department.
- **E.R. Training for Supervisors:** The planned E.R. training for supervisors and line managers is another initiative I am looking forward to. Equipping them with the necessary skills to effectively manage employee relations will hopefully lead to a smoother resolution of issues, potentially reducing the need for HR and E.R. department intervention.



OUR HUMAN CAPITAL *Cont.*



Xoliswa Lusanda Mpumlwana
Head: Quality Control

What inspired you to pursue research in the field of transfusion medicine, specifically focusing on microbiology external quality control?

My journey in transfusion medicine began as a clinical pathology medical technologist, a role that was both challenging and initially intimidating. I was not sure how I could contribute meaningfully to this vital field. However, this uncertainty sparked a desire to push my intellectual boundaries and delve deeper to identify areas for improvement and develop solutions.

This desire coincided with a critical gap in our laboratory – the lack of a robust external quality control programme for transfusion medicine microbiology. This absence was especially concerning as it meant there was no standardised system to assess the accuracy and reliability of our microbiological testing for blood products. Identifying this gap fuelled my passion to pursue research in External Quality Control (EQC). Furthermore, upon discovering the lack of certified EQC materials using the correct matrix for transfusion microbiology, I

realised this was a significant opportunity to contribute. It was a chance to apply my technical expertise and make a tangible impact on patient safety.

What were the primary challenges you faced while developing a stable matrix equivalent proficiency testing (PT) programme for transfusion microbiology?

A key challenge involved procuring bacterial strains from the Paul-Ehrlich-Institute in Germany. Unfortunately, the global pandemic disrupted international shipping, causing delays in receiving these essential research materials. This necessitated extending the project timeline by a year.

While designing the programme, I encountered a challenge specific to the African context. Unlike some regions where transfusion services perform their own microbiology testing, many African countries subcontract these tests to pathology laboratories as they do not have the resources to perform these tests. This meant these specific countries could not participate in the study.

How do you believe your research findings will impact the practices and policies of blood transfusion services, particularly in ensuring the safety and quality of blood products?

Using an External Quality Assessment (EQA) that is stable and matrix-equivalent not only contributes to producing accurate and precise results but also significantly enhances the confidence and technical competency of testing laboratories. The EQA serves as a crucial support system for accreditation, facilitating the identification of laboratories of excellence by public health authorities and instilling confidence in the results they produce.

What were the key methodologies and statistical analyses you employed in your study to ensure the reliability and stability of the PT matrix?

To ensure the reliability and stability of the PT matrix, my study employed a prospective cross-sectional approach. Participating laboratories received matrix-equivalent samples, tested these samples, and sent their results back for evaluation. The qualitative results were captured in an Excel spreadsheet and converted to quantitative forms for analysis. The quantitative data were then analysed using the Statistical Package for the Social Sciences (SPSS) version 28, where Cohen's Kappa (κ) was measured to assess inter-laboratory agreement. This combination of methodologies and statistical analyses ensured a robust evaluation of the PT matrix's reliability and stability.

In your view, what are the next steps or future research directions that should be taken to further improve quality assurance in transfusion microbiology?

The use of matrix-equivalent EQA should be adopted globally by all laboratories testing transfusion microbiology-related samples. Currently, many African countries subcontract microbiology testing, including bacterial screening, to pathology laboratories that are already enrolled in some form of EQA. However, these existing EQAs often do not cover transfusion medicine sample types.

Future research should focus on developing and validating matrix-equivalent EQA specifically for transfusion microbiology to ensure comprehensive quality assurance.

Do you have the missing type?
#Donate blood. Save lives



OUR HUMAN CAPITAL *Cont.*

Investing in our people's growth

We are building on a legacy of excellence by prioritising investing in our people's growth. We recognise that our employees are not just contributors, they are the heartbeat of SANBS. Their expertise, skills, and dedication are essential for delivering on our life-saving purpose.

Empowering expertise

We are encouraging a culture of continuous learning through initiatives like the RAD Academy, bursary programmes, and ongoing skills development opportunities. This ensures our workforce remains at the forefront of their fields, equipped with the latest knowledge and expertise to excel.

Igniting innovation and purpose

We are cultivating a dynamic and collaborative environment that encourages creative thinking and fresh ideas. This goes hand-in-hand with providing opportunities for employees to connect their daily work directly to SANBS' purpose. By nurturing a stronger sense of purpose and belonging, we empower our people to become not just skilled contributors, but true innovators in shaping the future for blood services.

Promoting well-being and engagement

We prioritise the physical and mental health of our employees through comprehensive wellness programmes. This creates a supportive and inclusive work environment where everyone feels valued and can thrive. Additionally, we actively promote employee engagement through open communication channels, initiatives like CEO family meetings, and recognition programmes. Our employees' voices and ideas are crucial for shaping the future of SANBS.



Status

3 HORIZONS

1

DO THE BASICS WELL



- We have concluded our gap analysis on our policies and procedures in preparation for the ISO accreditation
- We have capacitated areas that require support



2

IMPROVE WHERE WE CAN

- We have refreshed our recruitment, selection and assessment processes
- We have a structured change management framework and dedicated change management resources
- Various in-house training programmes have been revised and updated (e.g. compulsory courses such as Infection Prevention and Control training programmes for the different categories of employees).

3

INVENT THE FUTURE



- We are constantly exploring ways to embrace and incorporate artificial intelligence into our operations to automate processes and adopt a digital, remote-first approach.

We are here



OUR HUMAN CAPITAL *Cont.*



The various initiatives below illustrate our commitment to continually support our people, create an environment conducive to reach their full potential, and feel valued for what they do.



Celebrating achievements and dedication

- **Enhanced rewards:** We recognise exceptional performance through a revamped reward strategy, ensuring top performers are acknowledged for their contributions.
- **Informal recognition:** In addition to the formal reward strategy, we have also introduced informal recognition initiatives to advance a culture of appreciation within SANBS. These include:
 - **Birthday vouchers:** A small token of appreciation to celebrate our employees' special days.
 - **Project completion bonuses:** Vouchers were issued in January to acknowledge everyone's hard work and dedication during the successful implementation of the BECS system.
- **Long-service recognition:** SANBS takes immense pride in its dedicated employees who have served the organisation for many years. We celebrate these remarkable individuals through our long-service recognition programme.

By combining formal and informal recognition initiatives, we aim to create a more engaging and rewarding work environment for all our employees. Looking ahead, we are excited to introduce quarterly awards that will allow employees to nominate their peers. Selected nominees will receive a financial reward as recognition for their outstanding contributions.



Employee wellness - a holistic approach

Holistic approach to employee wellness

At SANBS, we recognise the importance of employee well-being in its entirety. We take a holistic approach that addresses physical, mental, and financial well-being to ensure our employees thrive both inside and outside of work.



Building a culture of growth and well-being

- **SANBS culture DNA:** Our annual employee engagement survey, the SANBS culture DNA, plays a vital role in understanding employee perspectives on our workplace culture. While we strive to continually improve and reach even higher engagement levels, leadership is encouraged by the positive trends. The 2024 index score of 1.29 shows progress compared to 1.25 last year. We remain committed to active listening and using employee feedback to shape a truly thriving workplace.
- **Promoting inclusion and collaboration:** We are dedicated to building an inclusive and collaborative environment. This year, we formalised a change team to support new projects, ensuring a smooth transition for all. Change management is now integrated into our induction programmes, equipping new employees with the tools to navigate change effectively. Our experience has been that change management was a critical success factor for the implementation of BECS. We have also put in place an ethics help desk where employees can safely raise their concerns.



Prioritising physical and mental health

- **Chronic disease management:** We actively monitor chronic health conditions within our workforce through the dedicated "Better Me" campaign. This programme allows for early detection and intervention, promoting long-term health.
- **Mental health awareness:** We facilitate a well-rounded approach to well-being by offering education and counselling programmes on mental health. Additionally, we conduct topical discussions based on themes emerging from our Employee Assistance Programme, in an effort to address relevant concerns.
- **Empowering financial wellness:** Financial well-being is crucial to overall employee satisfaction. We have partnered with Alexander Forbes to provide ongoing awareness programmes on key financial topics. This includes the implications of the 2-pot retirement system (separation of retirement savings into short-term and long-term accounts), empowering employees to make informed financial decisions and helping our employees to plan for a financially secure future.



OUR HUMAN CAPITAL *Cont.*



Investing in the future

At SANBS, we recognise the importance of proactive planning for the future. This includes ensuring a smooth leadership transition and developing the necessary talent to meet our evolving needs.

- **Succession planning:** We are committed to building a strong leadership pipeline. Discussions at senior management levels are ongoing, and we have recently refreshed our succession dashboards to include not only the CFO position but also the broader team. This ensures comprehensive planning for future leadership roles.
- **Strategic workforce planning:** We are actively engaged in a strategic workforce planning project. This project has already made significant progress by collecting baseline qualification data for all employees. By analysing these qualifications, we can anticipate future skill requirements and identify potential talent gaps. This proactive approach allows us to invest in developing our existing workforce and attracting new talent with the skills necessary for SANBS' continued success.
- **Revamped recruitment:** Our recruitment process has been redesigned to enhance the experience for both applicants and line managers. This aligns with our strategic workforce planning efforts to attract highly specialised skills.
- **Dual career pathways programme:** This innovative programme provides opportunities for employees to explore alternative career paths within SANBS, leveraging their existing skills and supporting long-term career growth.
- **The evolving RAD Academy:** Our RAD Academy learning experience portal has been updated with a user-friendly app, encouraging a more self-directed learning approach. We remain committed to enhancing employee skills and ensuring they are equipped for the future.

Digital Learning Platform - Progress



- **Retention Rate:** Achieved a 100% retention rate for 2024, reflecting high employee engagement.
- **February 2024 Intake:** Approved 49 applications, with 47 candidates sitting for exams in April 2024, resulting in an 89% pass rate.
- **May 2024 Cohort:** Included 24 employees scheduled to complete their exams by the end of July 2024.



- **Licenses Allocated:** Issued 14 licenses, bringing the total to 97 out of 100 available licenses.
- **Course Enrolment:** 92% of users are enrolled in a course.
- **Main Topics:** Business skills, technology skills, personal development skills



- The following data shows that the platform is a valuable source for self-learning:
 - Total contents used: 943
 - Total eBooks used: 272
 - Total audio learning used: 562
 - Total virtual classrooms used: 109



- The platform underwent extensive maintenance and testing in Q4 of 2023 and was reactivated in April 2024. There are plans to upgrade this interface during 2024 to enhance the learning experience and reporting capabilities.
- The SANBS Academy (Moodle instance) has remained available for internal employee use.

Phlebotomy learnership

The Phlebotomy learnership was implemented by SANBS to contribute to the country's National Skills Development Strategy (NSDS) in equipping people with the skills necessary to succeed in the global market and to offer opportunities for individuals who were previously disadvantaged.

SANBS enrolled ten students on the Phlebotomy learnership and they achieved a 100% pass rate in the April 2024 board exam. These students faced multiple challenges during their learnership but managed to perform extremely well with two students being in the top ten performers nationally (3rd and 4th place respectively). The group also produced three distinctions among them.





OUR HUMAN CAPITAL *Cont.*

Remaining at the forefront of medical technology and healthcare service

At SANBS, our commitment to developing and empowering our workforce has resulted in significant achievements over the past year. Through our dedicated Study Assistance Programme, we successfully supported 13 of our Qualified Technicians in their journey to become certified Medical Technologists. After five years of part-time study, these individuals demonstrated remarkable resilience and dedication by passing the Medical Technologist board exam.

To further enhance our medical capabilities, we have appointed 18 new Intern Medical Technologists. We are also excited to welcome our first two Immunohematology Medical Laboratory Scientists (MLS), representing a notable milestone for SANBS. Strong collaboration between the various teams in SANBS, ensures that we meet the annual intake requirements for Intern Medical Technologists. This close coordination allows us to align our training and development programmes effectively with operational needs.

In addition, our partnerships with Universities of Technology (UoTs) are pivotal in facilitating the successful placement of interns. Advisory meetings with institutions such as Tshwane University of Technology (TUT), Durban University of Technology (DUT), and Nelson Mandela University (NMMU) have underscored our joint efforts. In a recent advisory meeting with TUT, it was reported that 37 interns are currently awaiting placement. However, until we secure the HPCSA accreditation certificate, we are unable to appoint new graduates. We are actively working to resolve this challenge.

These accomplishments reflect our commitment to cultivating a skilled and capable workforce, ensuring that SANBS remains at the forefront of medical technology and healthcare services.

Engaged employees, stronger SANBS

At SANBS, we encourage an open and collaborative work environment. One way we achieve this is through our regular CEO Family Meetings. These meetings provide a platform for direct interaction between leadership and employees, allowing for a free exchange of ideas and concerns.

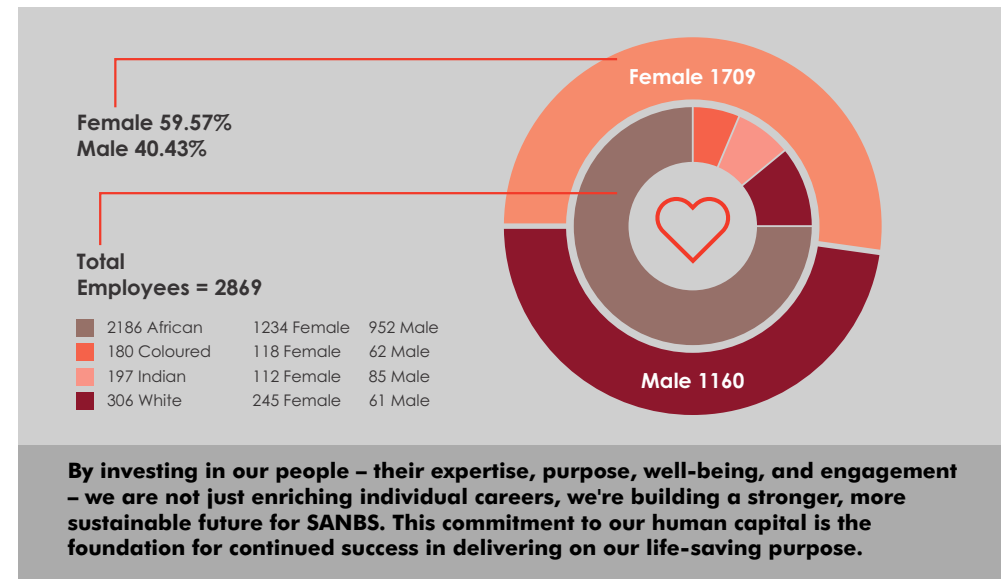
These meetings are well-attended, demonstrating employees' interest in open communication. Additionally, a feedback loop is in place to ensure employee concerns are addressed. In cases where topics require further clarification or have not been adequately addressed during the meeting, follow-up information or explanations are provided to employees. This two-way communication approach enables trust and transparency within the organisation.

Building a culture of ethics and diversity

At SANBS, we are committed to the highest ethical standards and developing a diverse and inclusive workforce.

Dedicated Ethics Committee: We have established a dedicated Ethics Committee to oversee the implementation and progress of our Ethics Strategy Management Plan. This committee plays a vital role in ensuring that our ethical principles are embedded throughout the organisation.

- **Empowered ethics ambassadors:** Our network of Ethics Ambassadors serves as a critical resource for employees. These ambassadors are readily available to answer questions, provide guidance, and address any concerns related to ethical conduct.
- **Accessible ethics help desk:** We have established a dedicated ethics help desk to provide employees with a confidential platform for reporting any potential ethical violations.
- **Equal opportunities:** We strive to create a diverse and inclusive workforce that reflects the communities we serve.



OUR HUMAN CAPITAL *Cont.*



Remuneration Report

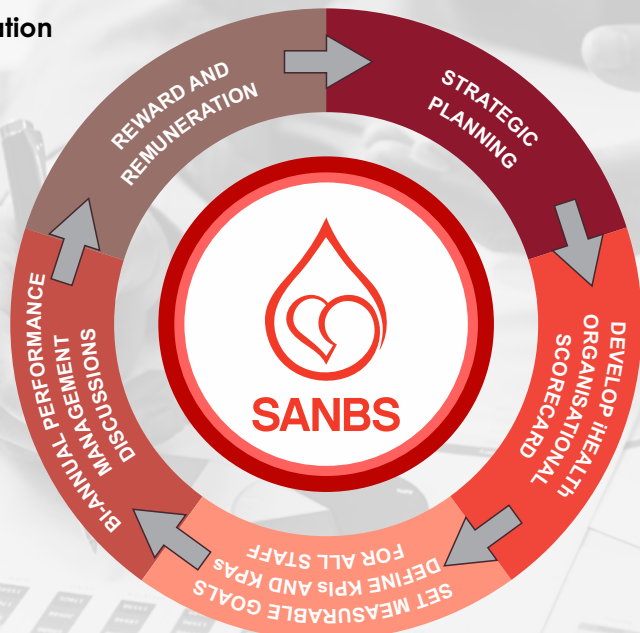
Remuneration at SANBS is linked directly to successful execution of strategy and employees are rewarded for value delivered.

The organisation's remuneration philosophy is aligned to SANBS' iHEALTH Strategy in that it ensures that employees can work towards and promote the achievement of strategic objectives within the organisation's affordability.



Read more about SANBS' strategic priorities

Remuneration Process



Our THREAD values lie at the heart of our philosophy

The remuneration approach is designed to support the behaviours, skills and superior/high performance required to underpin and embed the desired ethical organisational culture of accountability, excellence and performance.

The SANBS Remuneration framework is designed to support the attraction, engagement and retention of all our employees. It aims to drive business strategy and execution, by motivating employees through:

- Consultation and development of employees through employee value proposition
- Connecting our purpose to individual goals and values
 - collaboration and engagement inspiring employees to perform
- Recognising and celebrating employees' milestones, such as long service

Rewarding key talent

As part of the broader talent management framework, our Remuneration Policy and practice includes pay progression opportunities for eligible employees. Rewards include financial and non-financial components. The revised remuneration approach also includes the development of dual career paths for specialist and certain management roles.

The organisation encourages career growth and mobility for all employees, while the organisation has also clearly identified business imperative roles.

During the period under review, management was able to settle the annual salary negotiations and process salary increases implemented at the start of the financial year.

As part of the total rewards approach, the RAD Academy supports the structured learning opportunities, enhanced digital learning opportunities and career growth to support the employee value proposition.

Employees are encouraged to keep their skills sets updated and continuous professional development is acknowledged, through the issuance of certificates upon completion of studies or programmes. Whether funded by SANBS or self-funded, we appreciate the commitment of our employees to self-development and supporting our learning organisation.

Non-financial rewards (cross collaboration opportunities) such as inter divisional projects and collaborations are considered important for individual development and inclusivity. Individual coaching is available for employees upon their request.



OUR HUMAN CAPITAL *Cont.*

Remuneration governance

The governance of remuneration falls under the scope of the Human Capital Management division and the Human Resources and Remuneration Committee (HR and Remco), which in turn advises the Board. The Board approves the business strategy and targets at the beginning of every financial year, and thereafter reviews the results at the end of the financial year before making a final decision regarding the payment of any incentives (if applicable).



HR & Remco Report

Equitable reward and remuneration (race and gender parity)

SANBS is committed to remaining sustainable while placing equal importance on the equitable rewarding of our valued employees. Our philosophy is meant to attract, develop, retain and celebrate the successes of our individual employees within the context of our altruistic mandate of being 'Trusted to Save Lives'.

In the previous reporting period, management conducted a pay equity exercise to determine if there are any inequalities in pay across race and gender. The outcome of the exercise was that there is no material inequality in the way the organisation remunerates employees across race and gender. The differences that were identified were due to the length of tenure of various employees.

It is the organisation's philosophy that no employee should be paid below the minimum of the applicable salary scale. This is verified intermittently by our internal auditors. Our role profiles are reviewed regularly for accuracy and our job grading process is conducted independently to ensure alignment with industry benchmarks.

The organisation uses the services of independent remuneration service consultants to review and benchmark remuneration levels on a regular basis. During FY23, 21st Century performed this benchmarking of SANBS employee remuneration.

Although SANBS is a not-for-profit organisation and therefore, not ordinarily able to afford to remunerate its employees in accordance with the private sector market-related salaries and incentive bonuses, remuneration scales and policies are benchmarked with similar size organisations nationwide. This is in keeping with the recommendations made by the consultants as SANBS competes in the market for several specialist/specialised skills.



See SANBS' annual financial statements for disclosure of remuneration paid.

The organisation's rewards programmes are guided by the following policies which are reviewed annually for relevance by the Human Resources and Remuneration Committee.



Remuneration



Performance Management



Discretionary Bonus



Pay Progression
(providing a "dual career ladder" opportunity for employees in specialist roles)

The main objective is to ensure that the organisation's remuneration policies and talent management practices are fair, inclusive, competitive and in line with best practice.

The organisation's remuneration structure is designed holistically to achieve optimal performance and consists of monetary and non-monetary rewards

Guaranteed

SANBS employees are remunerated on a Total Cost of Employment (TCE) basis, which is the base pay excluding fringe benefits, and the salary increases for management are performance-based. For employees who are in the bargaining unit, their salary increment is negotiated with the labour partners annually. The SANBS Board approves all salary increases annually.

Benefits

All employees are eligible for fringe benefits such as retirement funds, healthcare, life cover, dreaded diseases and disability cover. Employees within the bargaining unit also qualify for other benefits such as overtime and various allowances.

Incentive bonus

SANBS employees are currently eligible for a performance-related incentive bonus, which is equivalent to a 13th cheque, if specific approved targets and metrics are achieved in the applicable financial year.

Recognition

Informal recognition and celebration of achievement (Long Service Awards). Recently introduced formal awards for recognition of extraordinary achievement and service above and beyond the call of duty. Long Service awards are a unique celebration at SANBS. Birthday vouchers were also introduced from January 2023.



See the informal recognition celebration here

OUR HUMAN CAPITAL *Cont.*

Looking forward

The remuneration landscape in SANBS has been reviewed and looking ahead, various elements of the reward philosophy will be explored to come up with the most appropriate rewards mix to cater for our various employee demographics.

Considering the economic climate SANBS is also exploring ways to give employees more flexibility in their remuneration structure. We will always endeavour to educate our employees about the best options for their future financial security.

We continue to refine our remuneration philosophy and will ensure our pay scales are appropriate through ongoing benchmarking. Working with our labour partners, individual employees inputs through our family meetings, and based on the THREAD values, we also incorporate employee views on what constitutes appropriate rewards' mix.

Non-Executive Director remuneration

Non-Executive Directors (NEDs) who comprise the governing body are remunerated for their work.

To ensure fair remuneration commensurate with their responsibilities, SANBS ensures that the requirements of the Companies Act No. 71 of 2008 and King IV Report on Corporate Governance for South Africa, 2016, Principle 14, are aligned with the organisation's policy and practices in this regard.

SANBS has a NED Remuneration Policy that outlines the key principles related to the NED fees aiming to attract and retain qualified and experienced NEDs.

The principles that underpin this policy are:



- Transparency regarding the Remuneration Policy and the disclosure of the NED remuneration
- Accountability to members and other stakeholders
- Fairness, responsibility and affordability by the Company

PricewaterhouseCoopers is the independent external consultant that assisted with the Non-Executive Directors (NED) fee benchmarking in 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.

NED fees consist of three components: a monthly retainer, meeting fees and special fees.

The National Council with the Memorandum of Incorporation approves these fees.

Accountability and disclosure

-  In the interest of transparency, our Directors and Prescribed Officers emoluments are disclosed in our Annual Financial Statements.
-  The number of Board meetings and committee meetings attended by the various NEDs are reported in the governance section.





OUR INTELLECTUAL CAPITAL

SANBS is an organisation with exceptionally strong intellectual capital, and recognised as a centre of excellence.

What intellectual capital means to SANBS

At SANBS, Intellectual Capital encompasses the expertise and knowledge within our organisation. It serves as a key driver enabling us to carry out our mission and achieve sustainable growth.



Our employees

SANBS has a talented, skilled and trained workforce of 2 869 people (FY23:2 776).

We employ a range of skills including health care specialists such as doctors, nurses, technologists, technicians, phlebotomists, scientists, and all the various supporting roles in the health care sector. Important too, are supply chain experts in our logistics space and IT specialists, accountants, and business professionals, etc.

Leadership

Experienced Board

Our Board comprises of ten individuals with a diverse skills base and experience in governance roles.



See our Board

Experienced management team

We have an experienced Exco who have a combined 130+ year tenure at SANBS. New skills brought on board allow fresh thinking and challenge.



See our Executive Committee



Quality

At SANBS, quality is foundational to our reputation as a trusted blood services provider. Through our comprehensive quality framework, we track and manage all operations, from donor screening to patient transfusion, with precision and care. Our integrated quality teams are central to this process, functioning as expert advisors within operational areas. We attain exemplary quality standards by nurturing a pervasive culture of quality, adhering to international accreditation standards, continuously improving via quality failure logs, minimising wastage and adverse outcomes, enhancing service based on stakeholder feedback, and encouraging employees to proactively log opportunities for improvement.

Product compliance to the Standards

Blood safety index – we strive to achieve a target of $\geq 95\%$ and have consistently done so since inception in 2020.

Our annual external SANAS assessment to maintain our accreditation status has enjoyed a 100% result for eight years.

Recently, we proudly received new accreditations from two prestigious organisations. First, we achieved accreditation from the Joint Accreditation Committee ISCT-EBMT (JACIE) for our cellular therapies. Additionally, we were awarded accreditation from the European Federation for Immunogenetics (EFI) for our tissue immunology practices.



See Manufactured Capital

An ISO 20387 accreditation audit for our Biorepository Laboratory by the American Association for Laboratory Accreditation (A2LA), was scheduled for November 2023. Unfortunately, this audit has been postponed, but we are now set to pursue this important recognition in 2024.

We have addressed and completed the non-conformances related to our ISO 13485 accreditation for our Reagents Laboratory and our ISO 9001 quality audit is in progress.

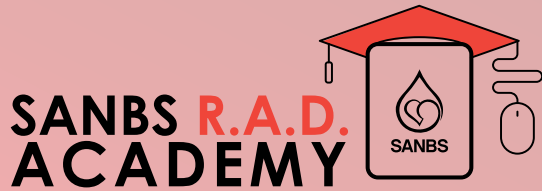


Acknowledgement as a centre of excellence

SANBS is earning widespread recognition as a centre of excellence in the field of blood transfusion. Its national and international stature is acknowledged by increasing invitations to participate in high-level conferences, contribute to significant research initiatives, and serve in leading roles within the scientific community. SANBS is a key player in the Blood Genomics Consortium, working on an innovative multi-country project to develop a unified DNA test for blood group typing, which promises to enhance blood safety and efficacy. The organisation has contributed to 14 notable publications in peer-reviewed journals, showcasing the expertise and growing research acumen of its staff. Additionally, SANBS leads collaborative efforts to advance blood transfusion practices across Africa, demonstrated by organising the first Africa Transfusion Indaba, which facilitated knowledge-sharing and capacity-building among 12 African countries. These strategic initiatives underline SANBS' pivotal role in advancing blood transfusion science and enhancing healthcare both locally and on the African continent.



OUR INTELLECTUAL CAPITAL *Cont.*



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 organisation recalibrating its approach to transforming learning and innovation. Oversight of the RAD academy is by the Clinical Governance Committee.

Our achievements to date

The Academy has four strategic goals with clearly aligned outputs for each goal.

We are progressing well with the initiatives relating to each of these goals as demonstrated in the tables that follow. All outputs in green have been achieved/done; those in black are in progress and on track; the one output in amber has started and is expected to be completed in FY25.



SANBS Translational Research and RAD Academy

GOALS

● ACHIEVED ● IN PROGRESS ● TO BE COMPLETED IN FY25

1 Implement a business aligned structure

What this means for SANBS

Governance, human resources and infrastructure developed to support successful implementation and execution of the Academy strategy

Output

- Aligned operational & governance structure
- Operating space & laboratory infrastructure plan
- ICT & digital infrastructure plan
- Purpose: improve data integrity

2 Expand knowledge production

What this means for SANBS

Knowledge translated into improvements in transfusion medicine practices and blood service quality

Output

- Research agenda established
- Research publications produced (14)
- Standardisation of the post-Grad training programme established
- Grant submitted for external research funding
- Foundations laid
- The Novel Products Laboratory completed, protocol submitted and the Fecal Macrobiotica (FMB) pilot is under way

3 Structured knowledge dissemination

What this means for SANBS

Technical assistance that enables policy framework development, institutional and infrastructure design required to run an effective blood service

Output

- Blood transfusion science included in tertiary curricula in 4 out of 5 universities. UKZ a focus now
- Expand, standardise and accredit training programmes
- Effective knowledge dissemination platforms (Moodle and external eLearning portals)
- Capacity building partnerships with formal collaborations established and ongoing (MoU)

4 Create a renewal and proactive learning environment

What this means for SANBS

A motivated workforce with appropriate mix of scientific people and business skills to successfully execute the SANBS mandate of saving lives

Output

- Embed and position the learning and skills development process for critical skills development and maximum return for business
- There was a Supervisory Development Programme (SDP) developed for all internal staff
- Develop a clearly defined Learning Strategy
- Content Libraries (Internal and External)
- Develop digital learning strategies
- Grow our own talent programmes



OUR MANUFACTURED CAPITAL

It is essential for SANBS to have the necessary resources, including a strong infrastructure and well-defined internal processes and procedures, to guarantee the equitable distribution of blood and blood products to individuals, irrespective of where they are located.

What manufactured capital means to SANBS

Our manufactured capital includes our business structures and processes, including physical assets, infrastructure (corporate offices and sites), products and services. Through these, we are able to provide a personalised, safe and efficient experience to advance our purpose of being 'Trusted to Save Lives', ensuring our long-term sustainability.

As an organisation, we are committed to delivering reliable blood products and services, ensuring they are accessible to all patients in a timely manner, of world-class quality, and at reasonable costs. We also strive to meet the increasing expectations and demands of the communities we serve.

To achieve comprehensive coverage, we focus on:

- Collecting blood at strategic locations with high population densities
- Providing services in both traditional and emerging areas
- Addressing blood shortages in regions that have been previously underserved
- Implementing initiatives such as:
 - Mobile units for blood collection
 - Smart fridges for optimal storage and distribution
 - Exploring drones to enhance efficient delivery of blood products

Coverage index

The intent is to ensure coverage on an equitable basis to the entire geographical location that we serve, both urban and rural areas. Additionally, we want to ensure equitable coverage to both the public and private sector.

- Total SA coverage (issues per 1000 pop.)
- SA public sector coverage
- SA private sector coverage
- % Blood Availability to hospitals performing caesarean sections

SANBS sites

72
donation centres
FY23: 71

2 TESTING LABORATORIES
(Constantia Kloof & Mount Edgecombe)

7
processing centres

25 mobile DONOR vehicles
(58 BEDS)

83
blood banks
and a new one in FY25



OUR MANUFACTURED CAPITAL *Cont.*

Mount Edgecombe

Mount Edgecombe opened during our FY21. At this location, we introduced the “Journey of Blood” experience, allowing donors and external stakeholders to visit and learn about the blood collection process. Visitors have the opportunity to view the laboratories from designated viewing decks and access detailed information about the procedures through interactive electronic screens.

Successful rollout of BECS marks a substantial leap in our technological capabilities

Our commitment to innovation is exemplified by the successful rollout of the BECS. This advanced system has revolutionised our blood donation sites, streamlining operations and significantly boosting efficiency. BECS marks a substantial leap in our technological capabilities, enhancing both operational workflows and the overall donor experience.

SANBS has made considerable strides in technological and operational enhancements over the year, notably with the implementation and ongoing optimisation of the BECS.

While the BECS rollout marked a significant milestone, it prompted operational adaptations and system refinements for which our team showed exceptional resilience and adaptability. In addition to improving operational efficacy, the BECS implementation prompted an IT infrastructure upgrade, which will facilitate further digitisation opportunities.

The successful adoption of BECS, along with a donor app in development, highlights our dedication to innovation and a customer-centric approach, ensuring enhanced workflows and donor experiences as we adapt to the evolving healthcare landscape.

iHEALTH driven simplification of our operations, efficiencies, reducing costs, increasing productivity, and fostering improved collaboration across teams

We continued with many of the iHEALTH strategic projects rendering other notable achievements during the year. These include the significant progress made in streamlining internal procure-to-pay and order-to-billing processes, thus ensuring improved revenue collection and payment of vendors. Successes in collections management have also been significant, with a reduction in debtor days reflecting improved financial stability.

Acknowledgments received

During this reporting period, SANBS received two prestigious international accreditations, reflecting our unyielding commitment to quality and excellence.

SANBS received the Joint Accreditation Committee ISCT-Europe and EBMT (JACIE) accreditation for our Haematopoietic Stem Cell Transplant (HSCT) programme. This international recognition of SANBS is a testament to the quality of our HSCT service and the commitment of our team to all the patients of South Africa. JACIE accreditation is awarded to HSCT centres that demonstrate ongoing excellence in patient outcomes and stringent commitment to quality standards.

Staff, past and present, are acknowledged for the years of hard work and dedication to achieve this milestone. We look forward to further expanding HSCT services in South Africa. SANBS also received EFI accreditation, a European standard for laboratories engaging in stem cell transplants and transplant testing.





OUR FINANCIAL CAPITAL

As a result of bedding down a strong finance team and various process improvement initiatives in recent years in the finance space, we achieved excellent results for the FY24. This is despite a challenging external environment and the implementation of eProgesa, our new BECS.

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 grants and financing generated through our operations.

CFO Financial Review

"I am pleased to present the FY24 CFO report which, not only provides an insight of our accomplishments and strategic initiatives but also outlines the financial performance of SANBS in an environment that has continued to be extremely challenging. Most noteworthy in the year ending 31 March 2024 is the implementation of eProgesa, the new BECS, which required the collective efforts of management and many employees in the organisation.

Despite these challenges and as a result of various continuing process improvement initiatives in the finance field, SANBS achieved another set of excellent results for FY24. SANBS remains committed to providing trusted blood products and services to all patients at a world-class cost and quality level."

Tshepo Kgage
Chief Financial Officer



The environment in which we are operating

The financial year under review was, and continues to be, characterised by a South African health system that is beset by systemic and structural challenges. The ongoing conflicts in the Middle East and the Ukraine-Russia war have significantly impacted the global economy, causing substantial disruptions in energy markets, food security, and international trade. The Middle East conflict has resulted in fluctuating oil prices, which not only strain economies dependent on energy exports but also lead to increased costs for consumers worldwide. Meanwhile, the Ukraine-Russia conflict has exacerbated global food shortages, as both countries are key grain exporters, further complicating supply chains already affected by tensions in the Middle East. These intertwined crises highlight how regional disputes can create far-reaching economic repercussions, emphasising the fragile interconnectedness of today's global landscape. As nations grapple with these challenges, the effects ripple through various sectors, reminding us of the delicate balance that sustains international stability and prosperity.

The effect of this on the South African economy is that it has affected the ability of private patients to pay their debt to SANBS, as well as payments from the government and other institutions coming under pressure.

Increased collection efforts

SANBS, benefitting from the concentrated efforts of several initiatives to improve cash collection levels in recent years, continued to reap the benefits of those improvement initiatives in the current year as we saw a steady increase in monthly cash collected throughout the year, despite the hardship brought on by the pressures identified above.



OUR FINANCIAL CAPITAL *Cont.*

Summary of significant financial results for the year ending 31 March 2024

Outstanding financial results

SANBS achieved a notable surplus of R247.7m for the FY24, exceeding our initial forecasts and reflecting our ongoing commitment to financial stability. However, this figure represents a 37% decline from the previous year's surplus of R394.0m. The decrease can primarily be attributed to a significant increase in the provision for doubtful debts. This adjustment underscores our persistent challenges in recovering certain debts despite our ongoing efforts to enhance collection processes and improve overall efficiency.

Despite these challenges, revenue growth remained relatively flat at R4.0bn for the year. This stagnation can be linked to persistent issues within the public sector, particularly staffing shortages in hospitals and deteriorating infrastructure. These factors significantly impact our ability to deliver services effectively and meet the increasing demands of the healthcare system, ultimately affecting the overall effectiveness of blood transfusion services across the region.

On the cost side, expenses saw a rise of 4.8%. This increase indicates our efforts to normalize operations as we adapt to the post-pandemic landscape. We have made significant strides in filling permanent positions more quickly, addressing vacancies based on the evolving needs of SANBS. This ensures we maintain a fully staffed workforce capable of delivering high-quality services.

Our unwavering focus on efficiency and service quality continues to drive our operations. We remain dedicated to balancing prudent financial management with our commitment to excellence in service delivery. By upholding these principles, we aim to navigate the challenges ahead while reinforcing our reputation as a trusted provider in the healthcare sector.

Other income increased by R7.4m as the profit in the current year related to the profit made on the disposal of assets.

Net interest income increased from R108.0m to R181.6m, as interest rates remain elevated at high levels and cash balances increased during the year.

Net working capital was R648.0m as at 31 March 2024, up from R591.0m on 31 March 2023. Accounts receivable decreased during the year from a total gross amount of R1,843bn to R1,491bn after a write off of irrecoverable non-government debt. The breakdown between the private sector and the government sector therefore changed significantly.

The total gross amount due at 31 March 2024 was:

Accounts Receivable	2024		2023	
	R000s	%	R000s	%
Private Sector	395 439	27%	939 930	51%
Government Sector	1 095 951	73%	903 070	49%
Total	1 491 390		1 843 000	

Writing off long-overdue debt deemed irrecoverable can be a prudent decision as it allows for a more accurate representation of your financial position. By removing uncollectible debts from your balance sheet, you can improve the clarity of your financial statements, enhance cash flow management, and allocate resources more effectively. This action also helps to focus your efforts on more viable accounts, reducing the administrative burden of pursuing debts that are unlikely to be recovered. Ultimately, it contributes to a more sustainable financial strategy and supports better decision-making.



Donate a *lifetime* of stories



OUR FINANCIAL CAPITAL *Cont.*

Debtors Days decreased from 149 days to 108 days, mostly due to the write-off of R721m write off, but also due to the focused efforts on debtors by the Debtors task team that was formed in the previous financial year. This task team, which includes the CEO, CFO, Medical Director, and other executives, continues to meet on a regular basis to review the debtors balance, collections, and progress on engagements with large debtors. Engagements include discussions with national and provincial departments of health and some medical aids to ensure timeous collections. A renewed focus on the process improvement of the end-to-end Order-to-Collect cycle also commenced in the FY23 financial year.

The impact on future collections, especially from private patients, remains uncertain, especially as there is a concern that the economy will continue to deteriorate as well as the effects of other socio-economic pressures.



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

External and internal auditors

The independence of our external auditors is very important and any non-audit services performed by Deloitte are approved by the Audit Committee, prior to services being rendered. During the year, Deloitte assisted with the administration of our anonymous tip-off line. Our internal audit function is outsourced to SNG Grant Thornton.

Financial outlook over the medium to long term

The FY24 financial year saw us remain focused on process improvements, identification of cost-reducing efficiencies, and automation of finance processes, which would eliminate manual processes that result in delays and errors.

Optimisation and business improvement efforts continued throughout FY24. The Procure-to-Pay project was nearing completion, allowing us to focus on implementation as well as the development of associated policies and procedures. Simultaneously, we were finalising the first phase of the Order to Collect initiative. The success of the second phase is closely tied to the implementation of the Transfusion BECS, as billing data is significantly affected by this system. Additionally, this phase will introduce enhanced strategies for managing private patients, further streamlining our processes and improving overall efficiency.

With the world remaining a volatile and uncertain place and the global economic outlook struggling, the projects that we have embarked on take on more of an important and significant meaning. Ensuring the efficiency and effectiveness of all processes, improvement of cash collections, tight expenditure control, and continued management of investments and cash reserves becomes paramount. Global inflation and energy uncertainty will continue to have a significant impact on the business landscape. It is therefore important that strategic partnerships that are being formed are firmed up and we work together with all stakeholders in contributing to the affordability of healthcare and continued service delivery to our people. SANBS remains committed to providing trusted blood products and services to all patients at a world-class level of cost and quality.

Appreciation

The Finance team which was previously under tremendous pressure with several changes in leadership and challenges around stability, capacity and continuity, has settled. Management, with the support of the Audit Committee and the Board, achieved excellent results.

Acknowledgment is extended to the Executive Committee for their support, and the dedication and tenacity of the Finance team is commendable. Their efforts have ensured timely and accurate financial management and reporting in compliance with all laws and regulations. Additionally, special thanks are directed to the various business area teams for their efforts in achieving increased efficiencies.

The cooperation and engagement of service providers, medical aid partners, as well as National and Provincial Departments of Health, are appreciated, and the organisation looks forward to continued trusted partnerships in fulfilling its purpose of being 'Trusted to Save Lives'.

Tshepo Kgage
Chief Financial Officer



Audited Financial Statements (AFS) ([link](#))



OUR GOVERNANCE

GOVERNANCE PHILOSOPHY

Good governance underpins our value creation

The SANBS Board plays a pivotal role in the corporate governance of the Company, setting the tone for ethical and effective leadership. The Board aims to embody integrity, competence, responsibility, accountability, fairness, and transparency. For the year ended 31 March 2024, the Board is satisfied that it has fulfilled its responsibilities in line with the Companies Act, the Board Charter, King IV, and other applicable regulatory and legislative requirements.

A social licence to operate as an admired organisation with a respected reputation that builds trust with our stakeholders

Our consistently high-performance levels which create value for SANBS and our stakeholders, instilling confidence in our operations and building trust

WE BELIEVE THAT CORPORATE GOVERNANCE IS CRITICAL TO

Our unwavering commitment to an ethical organisational culture that inspires a lived embodiment of the values of the organisation

Effective control, supported by the necessary systems and controls for governance, including ethics, stakeholder management, risk, compliance, and assurance

Corporate governance aligned to King IV principles

King IV underpins SANBS' governance approach and the corporate governance principles and practices which inform this.

This chapter summarises our alignment with the principles of King IV across the following categories:

- Leadership, ethics and corporate citizenship
- Strategy, performance and reporting
- Governing structures and delegation of authority
- Governance of functional areas
- Stakeholder relationships



King IV™

The tables that follow provide a comprehensive overview of what we have in place at SANBS in response to the requirements of King IV and the committees that are responsible for monitoring them.





OUR GOVERNANCE *Cont.*

LEADERSHIP, ETHICS AND CORPORATE CITIZENSHIP

Principles 1, 2 and 3



LEADERSHIP AND ETHICS PRINCIPLES 1–2 applied



The Board leads SANBS ethically and effectively. The Board governs the ethics of SANBS in a way that supports an ethical culture. The Board strives to embody integrity, competence, responsibility, accountability, fairness, and transparency in its conduct, establishing a model of ethical leadership and upholding SANBS' values.

In compliance with legal obligations, all Board members act diligently, skilfully and carefully in their duties in the best interests of SANBS.

The Board enforces an ethical code and culture within SANBS. The recently reviewed Code of Ethics is embedded within the organisation according to specific milestones that have been set to support an ethical culture. The Governance Social and Ethics Committee (GSEC) is responsible for overseeing organisational ethics and reviews an ethics management report at each meeting.

At every meeting of the Board and Committees, there is a standing agenda item where Board members are required to declare interests concerning any item on the agenda. SANBS has a Conflict of Interest Management Policy, and each Board member submits a written declaration of interests at least once a year or as and when their circumstances change.

Regular Ethics Assessments inform the Company's ethics programme, and ongoing Ethics training sessions are conducted throughout the year.

CORPORATE CITIZENSHIP PRINCIPLE 3 applied



The Board ensures that SANBS is seen as a responsible corporate citizen.

As a non-profit organisation dedicated to saving lives, the South African National Blood Service (SANBS) acknowledges the importance of contributing to society in a multitude of ways.

SANBS is committed to fulfilling these objectives in the following key areas:

Workplace: SANBS prioritises the well-being of its employees, including promoting employment equity and ensuring a safe and dignified work environment. This commitment is integral to the organisation's human capital strategy.

Economy: SANBS recognises the significance of economic transformation and in line with this, is committed to preventing, detecting, and responding to fraud and corruption. These efforts are aimed at maintaining integrity and accountability within the organisation.

Society: SANBS actively engages in initiatives that contribute to public health and safety, consumer protection, community development, and the protection of human rights.



These actions are reflected in the organisation's social and relationship initiatives

Environmental protection: SANBS acknowledges its responsibilities regarding environmental protection, including pollution and waste disposal. The organisation has implemented a greening strategy to minimise its environmental impact.



See Material Matter 5 and Natural Capital

SANBS takes a comprehensive approach to its operations, extending beyond blood collection to encompass the entire blood value chain. This approach includes educating donors about maintaining their own health and living a healthy lifestyle, as well as raising awareness about various diseases. Through these efforts, SANBS seeks to cultivate a relationship based on increased care and trust within the community.



OUR GOVERNANCE *Cont.*

STRATEGY, PERFORMANCE AND REPORTING

Principles 4 and 5



STRATEGY AND PERFORMANCE
PRINCIPLE 4 applied



The Board appreciates that SANBS' core purpose, risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.

SANBS has extended its 5-year iHEALTH strategy, initially set to conclude in 2024, until 2025. This extension indicates SANBS' commitment to continuing and aligning its strategic initiatives to address the ever-evolving environment in which it operates.

To ensure the ongoing relevance and alignment of the iHEALTH strategy, the Board sits for annual strategy sessions. These sessions serve as a platform to review, assess, and adjust the strategy necessary to respond effectively to the dynamic environment, enabling SANBS to remain adaptable and responsive to changing circumstances.

In 2024, the Board, Executive and Management teams have jointly produced the strategy for 2025-2030. The major shift in this new strategy is one from a product-centric strategy to a customer-centric strategy.



Read about strategy for 1 April 2026 to 31 March 2030

To monitor progress and drive accountability for the iHEALTH strategy, SANBS has a fully integrated process encompassing strategy, risk and opportunity, and performance management. This process supports and facilitates the tracking of performance and the achievement of SANBS' strategic objectives. By integrating these key components, SANBS ensures a comprehensive approach to measuring and managing its progress, identifying risks, capitalising on opportunities, and ultimately driving the successful execution of its strategic plan.

REPORTING
PRINCIPLE 5 applied



The Board ensures that reports issued by SANBS enable stakeholders to make informed assessments of SANBS' performance, and its short-, medium- and long-term prospects.

The Board is committed to ensuring transparency and accountability to all stakeholders associated with the organisation.

This commitment is upheld through the following key practices and principles:

Comprehensive reporting: SANBS places considered emphasis on providing stakeholders with comprehensive, timely, and well-balanced information.

Establishing reporting guidelines: The Board takes responsibility for establishing reporting guidelines and ensuring the quality, depth, and relevance of reports to meet the diverse needs of internal and external stakeholders.

Publications - including an annual integrated report (IR) and annual financial statements (AFS): SANBS demonstrates its commitment to transparency through the annual publication of these documents, which are valuable tools for keeping stakeholders informed about the organisation's activities and financial performance.

Oversight and assurance: The Board oversees the integrity of the information included in these reports. Specific reporting areas are reviewed and challenged for appropriateness by the relevant Board committees and internal functions. The integrity of the AFS is assured through external audit processes. The audit of non-financial information included in the IR is a sample of key metrics.

Promoting trust and confidence: By upholding these stringent reporting standards and practices, SANBS aims to maintain the trust and confidence of its stakeholders, reinforcing a culture of openness and accountability within the organisation's operations and decision-making processes.



GOVERNING STRUCTURES AND DELEGATION

Principles 6, 7, 8, 9 and 10



ROLE AND RESPONSIBILITIES OF THE BOARD PRINCIPLE 6 applied



The Board serves as the focal point and ultimate custodian of corporate governance in SANBS.

Through the GSEC, the Board considers matters related to governance and reviews the corporate governance framework.

SANBS has an established governance structure which encompasses the donor structure.

See the SANBS structure diagram

The Chairperson is responsible for leading the Board and ensuring the integrity and effectiveness of the Board and its committees.

The Lead Independent Director assists the chair with the responsibility of leading the Board and is a means by which the Board ensures continuity, should the chair not be available, and for succession.

The Board appoints the CEO and sets the terms of employment. The CEO is responsible for effectively managing and running the business and executing the strategy and objectives set by the Board.

The Board of Directors Charter outlines the roles and responsibilities of the Board, its composition and the relevant procedures of the Board. This Charter is reviewed annually or when necessary.

The Board exercises its leadership role by:

- Setting the strategic direction of the company;
- Approving policy and planning which give effect to the direction provided (including formulation of risk and governance frameworks and embedding of ethics/culture);
- Overseeing and monitoring of implementation and execution by management, and
- Ensuring accountability for the Company's performance using reporting and disclosure.

The following leadership changes took place during the reporting period:

- The nine-year term of Ansi Ramalho concluded at the Annual General Meeting in November 2023. Thabo Mokgathla was elected as the successor on 25 November 2023.
- Mr. Shauket Fakie was appointed the Lead Independent Director from the board-appointed directors.
- As Dr John Black has emigrated, Dr Leonard Hyera was appointed on 25 November 2023 and held this directorship until 6 March 2024. The Board is currently in the process of filling this vacancy with a qualified medical practitioner possessing suitable knowledge and experience to fulfil the requirements for clinical oversight.

BOARD AND BOARD COMMITTEE MEETING ATTENDANCE

Non-Executive Directors	Board (4 Ordinary, 1 Special)	Risk, Technology & Information Governance	Nominations (3 Ordinary, 1 Special)	Clinical Governance	Human Resources & Remuneration	Governance Social & Ethics	Audit
~Ansie Ramalho <small>(Outgoing Chairman)</small>	3/3	3/3	4/4		3/3	3/3	
Caroline Henry	4/5	3/4			1/1		4/4
Faith Burn	4/5	4/4		4/4			4/4
Gary Leong	5/5	4/4			3/3	4/4	1/1
~John Black	3/3		4/4	3/3			
Lerato Molefe	4/5	3/3			1/1	4/4	4/4
Monica Vaihilingum	5/5		5/5	4/4			
Phindile Mthethwa	5/5	4/4			4/4	4/4	
Shauket Fakie	5/5		1/1		4/4		4/4
Thabo Mokgathla <small>*(Current Chairman)</small>	5/5		5/5	1/1		4/4	3/3
#Leonard Hyera	1/1	1/1	1/1	1/1			
Executive Directors							
Ravi Reddy	5/5	4/4				4/4	
Karin van den Berg	5/5	4/4		4/4			
Co-opted Members							
Brendan Damons						4/4	
Candice Slump				4/4			
Magda Ferreira				4/4			
Nomusa Mashigo				3/4			

Resigned as Board member 6 March 2024 *From 25 November 2023 ~ Resigned as Board member 25 November 2023



BOARD FOCUS 2024

- Continued to oversee implementation and embedding of the iHEALTH strategy and key strategic initiatives/projects and ESG imperatives
- Monitored performance against iHEALTH Strategy, extended to the end of March 2025
- Considered and approved the strategy for 2025-2030 in collaboration with the Executive and Management teams, with a significant shift from a product-centric strategy to a customer-centric strategy
- Oversight of the BECS stabilisation activities and post implementation reviews
- Approval of the annual financial statements and integrated report
- Approval of FY25 Budget
- Approval of wage and salary mandates and approved incentive bonuses for qualifying employees as recommended by the HRRC
- Considered the Strategic Risk Report as recommended by the RTIG
- Approval of procurement related matters as per DoA
- Considered the nomination of director candidates as proposed by the Nomination Committee
- Appointment of the Lead Independent Director
- Collections - financial and consideration of provisions for credit losses
- Collections – blood, platelets etc
- B-BBEE rating (tracking of points to retain level 4 and explore opportunities to obtain level 3)
- Continued engagement with Council and zone structures
- Board evaluation
- The Data Governance project aims to develop a framework and archiving strategy as a key deliverable of the project

BOARD FOCUS 2025

- Several of the focus areas listed for 2024 continue in 2025, with an emphasis being placed on the following:
- Approving new strategy for 2025-2030
 - Driving Board and Executive Committee succession planning
 - Continuing to oversee the execution of the iHEALTH strategy
 - Oversight of key strategic projects, especially BECS (post-implementation matters), Order-to-Collect, Procure-to- Pay, Donor module
 - Monitoring of performance against the iHEALTH Strategy
 - Adoption of the new Strategic Risk Register and monitoring thereof
 - Continued relationship building with National Council
 - Consideration of Board evaluation outcomes – implementation of agreed actions

DIVERSITY OF THE BOARD - information as at 31 March 2024

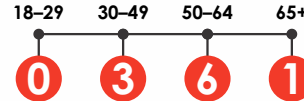
DIVERSITY OF GENDER



DIVERSITY OF RACE



DIVERSITY OF AGE



DIRECTOR CLASSIFICATION



Years



The SANBS Board composition is prescribed in the MOI, which stipulates a maximum of 15 directors. A minimum of six (6) and a maximum of ten (10) non-executive directors may be elected by the National Council and is made up of a majority of Non-Executive Directors who are classified as (1) Donor Directors appointed at the Annual General Meeting by National Council and (2) Appointed Directors who the Board of Directors appoints. A maximum of two Executive Directors (ex-officio) also form part of the Board.

We consider the demographics of South Africa in the composition of the Board which shall also reflect the responsibilities and duties the Board is required to discharge and perform.

To bolster the skills on our Clinical Governance Committee (CGC) and Governance Social and Ethics Committee (GSEC), we have three co-opted members on the CGC and one co-opted member on the GSEC.

Board member onboarding and induction

The induction of newly appointed Directors takes place through a customised programme for each Director, who is also supported by external training where required.

External advisors

The Board and its respective committees may seek the expertise of external advisors, as necessary, to fulfil its obligations effectively with the Company covering the expenses.



COMPOSITION OF THE BOARD
PRINCIPLE 7 applied



The Board comprises the appropriate balance of knowledge, skills, experience, diversity and independence to discharge its governance role and responsibilities objectively and effectively.

<p>Shauket Fakie</p> <p>Appointed NED Age: 65+</p> <p>Knowledge/Skill & Experience Accounting Finance Audit Risk Management</p> <p>Intellectual Capital Directorship experience</p> <p>Qualifications B.COMPT -UNISA (1984)</p> <p>CA(SA) (1986) CA (Australia) (1988)</p> <p>Tenure: 4 Years</p>	<p>Lerato Molefe</p> <p>Donor NED Age: 30 - 49</p> <p>Knowledge/Skill & Experience Corporate Governance/ Ethics Legal/Regulatory Strategy Risk Management Stakeholder Management</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications BA (Economics, Government) (Smith College, 2000)</p> <p>Masters in Law and Development (The Fletcher School, Tufts University, 2006)</p> <p>Juris Doctor (Harvard Law School, 2006)</p> <p>MBA (Saïd Business School, University of Oxford, 2024)</p> <p>Tenure: 2 Years</p>	<p>Karin van den Berg</p> <p>Ex officio Executive Director Age: 50 - 64</p> <p>Knowledge/Skill & Experience Corporate Governance/Ethics Medical, Health and related industry experience</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications MBChB – UFS (1993)</p> <p>Medpro-X – UNISA (2000)</p> <p>PostGrad Dip Transfusion Medicine – UFS (2011)</p> <p>M.MedSci – UFS (2014)</p> <p>PhD – UCT (2024)</p> <p>Tenure: 3 Years</p>	<p>Ravi Reddy</p> <p>Ex officio Executive Director Age: 50 - 64</p> <p>Knowledge/Skill & Experience Strategy B-BBEE (incl ESD) Medical, Health and related industry experience</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications National Diploma: Medical Technology – ML Sultan Technikon (1988)</p> <p>B Tech: Biomedical Technology – ML Sultan Technikon – (1994)</p> <p>Post Graduate Diploma in Business Management</p> <p>Tenure: 3 Years</p>	<p>Caroline Henry</p> <p>Donor NED Age: 50 - 64</p> <p>Knowledge/Skill & Experience Accounting Finance Audit Risk Management Stakeholder Management</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications B Com (WITS) (1990)</p> <p>B Compt Acc (Hons) (UNISA) (1993)</p> <p>CA(SA) (1993) (SAICA)</p> <p>Tenure: 3 Years</p>	<p>Phindile Mithethwa</p> <p>Donor NED Age: 50 - 64</p> <p>Knowledge/Skill & Experience Corporate Governance/Ethics Accounting Strategy B-BBEE (incl ESD) Stakeholder Management</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications B.Comm (Accounting and Human Resources)- Wits University (1996)</p> <p>Management Development Programme – Stellenbosch University (2001)</p> <p>B Theology Auckland Park Theological Seminary (ATS) (2017)</p> <p>Tenure: 6 Years</p>	<p>Gary Leong</p> <p>Donor NED Age: 30 - 49</p> <p>Knowledge/Skill & Experience Corporate Governance/Ethics Audit Risk Management</p> <p>Intellectual Capital Directorship experience</p> <p>Qualifications BCOMPT: UNISA (2001)</p> <p>Applied Cost and Management Accounting (ii) Applied Auditing: UNISA (2002)</p> <p>Certified internal auditor (CIA): Institute of Internal Auditors USA (IIA) (2005)</p> <p>Certified in control self-assessment (CCSA): IIA (2005)</p> <p>Certified financial services auditor (CFSA): IIA (2009)</p> <p>Certified in risk management assurance (CRMA): IIA (2015)</p> <p>Senior management development programme: Gordon Institute of Business Science (GIBS) (2012)</p> <p>MPhil Internal Audit (2019)</p> <p>Tenure: 5 Years</p>	<p>Monica Vaithilingum</p> <p>Appointed NED Age: 50 - 64</p> <p>Knowledge/Skill & Experience Corporate Governance/Ethics Stakeholder Management Medical, Health and related industry experience</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications Paediatric Haematologist- HPCSA accredited (2001)</p> <p>Specialist Paediatrician- FCPaed, College of Medicine of South Africa - (1995)</p> <p>Medical Doctor-MBChB, Natal Medical School (currently Nelson R Mandela School of Medicine) (1988)</p> <p>Tenure: 4 Years</p>	<p>Thabo Mokgatlha</p> <p>Appointed NED Age: 50 - 64</p> <p>Knowledge/Skill & Experience Corporate Governance/Ethics Accounting Finance Audit Risk Management</p> <p>Intellectual Capital Directorship experience</p> <p>Qualifications BCom – NWU (1995)</p> <p>Hons BCompt/ CTA – UNISA (1998)</p> <p>CA(SA) (2001)</p> <p>Tenure: 3 Years</p>	<p>Faith Burn</p> <p>Donor NED Age: 50 - 64</p> <p>Knowledge/Skill & Experience Corporate Governance/Ethics Audit Strategy Risk Management Information Communication and Technology</p> <p>Intellectual Capital Leadership strategy Directorship experience</p> <p>Qualifications B.Sc. (Mathematics and Computer Science) - RAU (1989)</p> <p>B.Sc. Hons (Mathematics) – RAU (1992)</p> <p>M.Sc. (Mathematics) – RAU (1997)</p> <p>Masters in Business Leadership (MBL) elective in project management – UNISA (2000)</p> <p>Certified internal auditor (CIA) -institute of internal auditors (IIA) USA (2014)</p> <p>Tenure: 6 Years</p>
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COMMITTEES OF THE BOARD
PRINCIPLE 8 applied



The Board ensures that its arrangements for delegation within its own structures promote independent judgement and assists with the balance of power and the effective discharge of duties.

To support our Board, as the governing body, with its broader steering and oversight role, the Board has constituted six Board committees:

- Audit Committee
- Governance, Social and Ethics Committee (GSEC)
- Human Resources and Remuneration Committee (HR and Remco)
- Clinical Governance Committee (CGC)
- Nomination Committee (NomCom)
- Risk, Technology and Information Governance Committee (RTIG)

Each committee operates under its Terms of Reference as approved by the Board. The Terms of Reference set out the relevant committee's responsibilities by applicable laws and regulations.

The Governance Report contains detailed committee reports, which provide members' names, focus for the period under review, and focus for Fy25.

BOARD COMMITTEE FOCUS 2024 AND OUTLOOK FOR THE YEAR AHEAD 2025

AUDIT COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2023 to 31 March 2024

Shauket Fakie (Chairperson)
Caroline Henry
Thabo Mokgatlha (stood down 29 November 2023)

Faith Burn
Gary Leong (from 29 November 2023)
Lerato Molefe



Shauket Fakie

DECLARATION

The committee has executed its responsibilities in accordance with an 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 reports from the Risk, Technology and Information Governance Committee (RTIG) in terms of existing strategic and emerging risks and mitigating controls
- Oversight and review of reports relating to the progress of the BECS project – noting results of the internal audit's project assurance review and that BECS is to be leveraged to reduce the reliance on manual work and improve efficiency
- Reviewed accounting principles and their application
- Considered reports on non-current assets and liabilities held for sale, guarantees provided to third parties, and forex loss performance
- Oversaw adherence to all applicable legislation and prescripts

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, 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, 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 identified by internal audit

External audit

- Assessed the independence and objectivity of the external auditors (Deloitte) and obtained confirmation from Deloitte that there are appropriate controls to safeguard auditor independence when required to provide non-audit services
- Considered and approved the external auditors' fees (including IT audit fees), non-audit fees, and established the auditor's terms of engagement
- Considered the external auditors' audit scope and plan

Other recurring matters addressed by the committee during 2024 included:

- Considered finance and supply chain management reports and progress on the Procure-to-Pay Project (P2P) - noted the development of standard operating procedures
- Reviewed the outstanding debtors and the ageing thereof and progress on the Order-to-Collect Project (O2C), noting significant progress. Improved cash collections have been realised as a result of ongoing process improvements

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 approved the annual work plan
- Reviewed and recommended the terms of reference to the Board for approval
- Held in-committee sessions with the internal auditors, external auditors and management separately as required

Future focus areas 2025

- 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 expeditiously addressed
- Continue interaction with management and other assurance providers in striving to ensure a reliable and effective control environment
- Oversee the finalisation of the first phase of the Order-to-Collect project
- Monitor the inventory treatment after full implementation of the inventory visibility project
- Continue to monitor the progress and maturity of the Combined Assurance process
- Recommend the new external auditor for appointment for the 2025 financial year by the National Council in November 2024



GOVERNANCE, SOCIAL AND ETHICS COMMITTEE

Members of the committee during the period 1 April 2023 to 31 March 2024

- | | |
|--------------------------|--|
| Gary Leong (Chairperson) | Ansie Ramalho (until 25 November 2023) |
| Thabo Mokgatlha | Lerato Molefe |
| Phindile Mthethwa | Brendan Damons (Co-opted member) |
| Ravi Reddy (CEO) | |

Attendance 100%



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 it obtains assurances from both committees that their respective responsibilities have been adequately addressed.

Key focus areas and value creating activities for the period under review

Ethics management

- Monitored progress to achieve objectives of the integrated Ethics and Culture Programme – including:
- Formation of an internal Ethics Management Committee and ongoing training initiatives facilitated by Ethics Ambassadors conducting sessions on ethics moments
 - Employee disclosures of interest - high at above 90% participation rate
 - Policy revisions including the approval of the Conflicts of Interest Policy and a separate Gift and Hospitality Policy
 - Establishment of an ethics help desk
 - Noted the tip-offs anonymous reports, including a trend analysis. Efforts continue to improve the management of tip-offs through discussions with management on better handling of investigations and also use of the tip-offs line by staff and stakeholders
 - Oversight of the improvement in culture and organisational well-being
 - Updating of Human Capital Management policies to reflect gender-neutral terms in line with the policy review cycle

Governance

- Reviewed governance documents and policies to enhance and embed good governance practices and support structural arrangements, including:
- Reviewing committee terms of reference, one outcome of which was a reduction in the annual number of meetings from 4 to 3
 - Reviewing and approving the committee work plan
 - Reviewing the board charter and annual work plan

<p>Risk</p> 	<p>King IV™</p> 
<p>Capitals</p> 	<p>Stakeholders</p> 

Workplace/social and economic development

Noted feedback on HR and remuneration:

- Wellness initiatives are ongoing, including a focus on early intervention to prevent prolonged absenteeism and illness
- Increased diversity and inclusion interventions through the RAD Academy for more effective skills development and recruitment

Noted feedback on transformation and B-BBEE verification outcomes:

- SANBS achieved level 3 B-BBEE rating, with ongoing initiatives in ESD to address verified points and ensure targets are continuously met

Noted public health and safety relevant feedback from the Clinical Governance Committee:

- CGC monitors blood supply safety and donor and staff health and wellness through standardised and ad-hoc reports
- Medico-legal reports provide updates on instances impacting patient and donor safety
- Key health and safety issues include incorrect or incompatible blood products, lab turnaround times, and high rates of iron deficiency among donors
- Staff health and wellness particularly of safety events risking blood-borne infections
- Industrial relations management updates

Social environment

Monitored progress with implementation of the SANBS stakeholder engagement strategy, including stakeholder reports and consideration of stakeholder risks:

- Strategic prioritisation of stakeholder management and engagement, with an emphasis on forward-looking controls to anticipate stakeholder issues and opportunities
- Enhancing donor communication and information sharing
- Ongoing efforts to ensure a comprehensive perspective on stakeholder engagements, including initiation of research studies for blood donation, targeting donors aged 16 to 25, guided by SANBS research experts

Corporate citizenship

- Considered activities contributing to and enhancing donations, charitable giving and socio-economic development
- Guided reporting of ESD initiatives in the transformation report, noting that initiatives in other African countries do not contribute to the overall scoring of the socio-economic development pillar of B-BBEE as this legislation is specific to the Republic of South Africa
- Encouraged mindful contributions to communities given SANBS's not-for-profit nature and cost recovery model



Donor structures

Considered the donor structures report and noted:

- Training and implementation on revised rules rolled out to the various donor committee structures
- Employee training on the operationalisation of the revised rules concluded
- Zone committees' annual election meetings concluded, per the timelines required by the zone donor committee rules
- Operational efficiencies, with the potential to increase blood collections and cost savings after amalgamating Kroonstad and Welkom branches as the revised distribution of the whole blood target among the zones will reduce the disparity between large and small branches. Branch donor committees amalgamation after a consolidation consultation process. Amalgamation will be considered when reviewing the delegation of authority (DoA)
- A workshop for [Zone/Donor] chairpersons and deputies focusing on the role of the chairperson and deputy, the code of conduct, and the fostering of a positive team culture in their structures
- Virtual information sessions to introduce the new digitalised donation process - donor committee members have actively supported efforts to increase blood collections, particularly in the run up to the BECS go-live

Natural environment

Reviewed the safety and environment report and discussed the following key points:

- Workplace fatalities due to motor vehicle accidents
- Near-miss incidents
- Management's efforts to enhance the SHE committee's structure and membership
- Major and minor incidents
- Generally, a focus on greening initiatives, specifically waste management, renewable energy, water, and carbon emissions
- Solar power generation at Mount Edgecombe

Future focus areas 2025

- Further oversight of ethics management and consideration of foreseeable outcomes
- Ongoing monitoring of the Donor Structures Report
- Continued monitoring of progress with implementation of the SANBS stakeholder engagement strategy, including the "Procure to Pay" projects encompassing of engagement plans with suppliers to anticipate future issues or opportunities, and a youth programme targeting donors aged 16 to 25
- Ongoing monitoring of SANBS' B-BBEE and securing of additional points where possible
- Continued oversight of greening initiatives, specifically further reductions of waste management, renewable energy, water, and carbon emissions
- Provide direction and guidance in the Strategy 2025-2029 process as it relates to components in the remit of the GSEC with particular emphasis on a customer centric focus for stakeholder management



HUMAN RESOURCES AND REMUNERATION COMMITTEE

**Members of the committee during the period
1 April 2023 to 31 March 2024**

- Phindile Mthethwa (Chairperson)
- Ansie Ramalho (until 25 November 2023)
- Shauket Fakie
- Gary Leong (until 29 November 2023)
- Caroline Henry (from 29 November 2023)
- Lerato Molefe (from 29 November 2023)



Phindile Mthethwa

Attendance 100%

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 ensuring that:

- A competent executive management team is in place with reference to appointment, competency, remuneration, performance management and executive succession planning
- A Remuneration Policy for all employees is in place to assist in achieving the Company's strategy
- Remuneration of Non-Executive Directors (NEDs) is fair and responsible





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 development, employee wellness and transformation, compensation and benefits, learning and development (SANBS RAD Academy, including activation of an Academy App), 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:

- Total rewards strategy – ways to improve a total rewards offering for employees after a pay scale analysis. Includes identifying alternative non-financial rewards and alternative financial structures and retention mechanisms for high performing employees and for scarce and critical skills
- Dual career pathways – a team will investigate how to operationalise this model effectively
- Provident fund update – a new option of 7.85% has been opted for by some 250 employees
- Vacancies and recruitment – the recruitment process has been streamlined
- Ethics and Culture Programme and SANBS DNA – appointment of ethics ambassadors; learning cafés on the Code of Ethics and Conflicts of Interest Policies; and webinars on the elimination of harassment at the workplace. DNA action plans are underway with specific metrics tracked to ensure the appropriate, ethical behaviours
- Change leadership/management – increased human capital unit's role in supporting the implementation of various strategic projects
- Employee wellness – absenteeism has been successfully reduced as well as leave forfeiture and overtime. Financial wellness has been identified as an important aspect requiring implementation
- Employee turnover statistics
- SANBS Academy implementation – the re-launch of the RAD and significant results continue to be recorded across the various digital platforms

<p>Risk</p> 	<p>Capitals</p> 
<p>King IV™</p> 	<p>Stakeholders</p> 





Monitored the following:

- Implementation of transformation initiatives:
 - Interventions to improve representation in African male and Coloured male and female cohorts
 - Increasing efforts towards promoting more Black females into senior and middle management positions in line with the target operating model implementation. Noted the role profiling and appointment of an African female as the Corporate Services Executive
 - Employment equity (management control) on track and monitored. SANBS' verified Skills Development score is 17.08 against a target of 16
- Performance – the continued drive of the performance culture to enable strategy execution
- Labour related matters

Recommended/approved the following:

- Approved the FY24 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
- Agreed that NED fees shall be tabled for review and approval every two years at the National Council AGM held in November. This revised process aligns with general governance standards

Governance

- Approved the committee terms of reference with reduced meetings from four to three
- Approved the committee work plan
- Monitored the risk register matter relating to human capital (Risk 2) and obtained management confirmation that strategic initiatives have been implemented to mitigate this risk to an acceptable level

Future focus areas 2025

- 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
- Oversight of salary and wage negotiations
- Monitoring of progress on 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
- Continued monitoring of the implementation of transformation initiatives
- Continued drive of the performance culture to enable strategy execution





CLINICAL GOVERNANCE COMMITTEE

Attendance 100%

Members of the committee during the period 1 April 2023 to 31 March 2024

- Dr Monica Vaithilingum (Chairperson)
- Dr John Black (until 25 November 2023)
- Faith Burn
- Dr Mada Ferreira *
- Dr Leonard Hyera (from 25 November until 6 March 2024)
- Dr Nomusa Mashigo*
- Thabo Mokgathla (from 29 November 2023)
- Adv Candice Slump*
- * Independent members of the Committee who are not members of the Board Executives*
- Dr Karin van den Berg



Dr Monica Vaithilingum

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; and
- 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. GSEC receives a report on the safety aspects.



Key focus areas and value creating activities for the period under review

The overall focus of the Committee is to ensure donor, recipient and staff safety whilst SANBS continues to execute the iHEALTH strategy and strengthen its position as a cornerstone of healthcare. Key matters considered include:

Human centered donor care

- The #IronStrong project includes all aspects of donor iron that may impact on donor health and wellness. The Donor Iron Strategy places emphasis on providing donors with more tolerable iron tablets, improved communication with donors and staff, education on understanding the importance of iron testing and supplementation, and further research into factors associated with and the outcomes of iron deficiency among blood donors.
 - The digital educational series has led to increased traffic on social media pages and the website
 - Cheliron Forte, a more tolerable iron tablet, was recommended as the appropriate iron replacement tablet
 - Donor uptake, tolerability and impact on donor iron status will be assessed for 18 months

Blood collections

- Noted the increase in whole blood collections from Black donors (41,3% to 43,3%). Blood collections from Asian and Coloured donor panels showed marginal reductions while the decrease in contribution from White donors was almost 2%.
- Noted the above 60% collections from new Black donors, consistent with the performance of FY23, indicating an increase in the Black donor panel. An increase in the donor panel assists in managing the pressure on donor iron levels while ensuring a sufficient blood supply.

Blood issuing

- Noted the implementation of the first SMART Fridge at Rahima Moosa Mother and Child Hospital
 - Network connectivity will be monitored with a plan to place an additional ten fridges over the next few years
- Noted an improved turn-around-times for blood being issued to patients
- Monitored causes of Blood Bank errors closely and noted the pilot programme implemented in Rustenburg to remove manual data capturing and improve efficiencies. The new processes were implemented nationwide
- Loadshedding remained a challenge when hospital generators fail. A plan was developed to place generators at Blood Bank sites
- Product loss due to the lack of backup generators for emergency hospitals is being managed with the placement of remote temperature monitoring systems in the fridges
- The Reveos automated processing instrument (a pilot project successfully completed) could enable the processing of blood in remote areas improving the time to service delivery. This is subject to operational need and budget



Platelet Strategy

Noted significant progress made towards the revised Platelet Strategy. The strategy is specifically aimed at ensuring a sufficient platelet supply. It involved a comprehensive approach to optimise collections and production, growing the donor base and educating clinicians on the appropriate use of this extremely scarce resource. Project and training plans were implemented, and apheresis collections met targets in quarter 4. A new platelet strategy was introduced in Q1 FY25.

Patient Blood Management (PBM)

Noted good progress on imbedding PBM in the South African public and private healthcare systems, with resource limitations in the public sector and access to healthcare workers in the private sector being notable constraints. SANBS staff participated in the drafting of various position statements, guidelines and regulations, for the World Health Organisation. Limitations regarding advocating for the one-unit-at-a-time recommendation were noted.

Blood Establishment Computer System (BECS)

- Continued oversight of the BECS implementation and change management initiatives, including training of staff and the plans to ensure the safety and sufficiency of the blood supply during the Go Live period
- Noted reasons for delays experienced with the service provider and actions taken to remedy and ensure progress within revised timelines
- Preparations for the Go Live in November ensured 7 days stock prior to the cut over period. However, the need to bed down systems in December and quarter 4 contributed to collections of red blood cells being below target leading to extended cutbacks of certain blood and blood products

Quality

- All SANBS collection sites and core laboratories are accredited to ISO 15189
- Compromised safety and quality of blood products risk is well controlled and assured by ongoing accreditation of the various SANBS sites to applicable local and international standards by independent accreditation bodies
- Deficiencies reported in the blood tracking audit related to manual processes and should be minimised through the eProgesa implementation
- Delays in HPCSA accreditation of laboratories where students are placed were noted and are being monitored
- Harmonisation of standards:
 - New accreditations received:
 - The Joint Accreditation Committee ISCT-EBMT (JACIE) (cellular therapies)
 - European Federation for Immunogenetics (EFI) (tissue immunology)
 - In progress:
 - ISO 9001 – quality audit – November 2023
 - ISO 13485 – Reagents Laboratory addressed and completed – non-conformances
 - ISO 20387 – Biorepository Laboratory audit for accreditation by the American Association for Laboratory Accreditation (A2LA) scheduled for November 2023 postponed and scheduled for March 2024

Medico-legal

- Reviewed and approved SANBS' medical malpractice insurance placed in the international market
- Closely monitored potential medico-legal cases, including reported mortality cases and the potential impact on SANBS' insurance and reputation
- Noted the needed role of the DoH in decision-making related to areas that impact blood safety
- Reviewed the risk rating of incidents which attempts to combine the clinical aspects and legal risk aspects
- Tracking and tracing of patients – management deliberated on the issue and sought a legal opinion on the SANBS role where SANBS was implicated in the error

Haemovigilance

Noted the annual Haemovigilance Report, a mandatory requirement, authored by the Independent Haemovigilance Committee (IHC) and thanked the members for their exceptional work. The IHC is satisfied with the progress made in operationalising the IHC activities and oversight.

Data and information governance

PwC has submitted a draft report on an information governance framework and plans to conduct training for business units on data and information governance. Gaps identified during the maturity assessment will be addressed.

Policies and terms of reference

- Considered/reviewed the following policies:
 - Integrated Blood Safety Policy
 - Risk Based Hierarchical Blood Issuing Policy
 - SANBS Research Policy
 - Infection Prevention Control Policy
 - A name change of the Donor Adverse Events Policy to speak to its purpose to limit donor financial hardship post an adverse event. (Name of policy amended in FY25 to 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 monitors the broader NHI environment and will continue to monitor the situation while ensuring that business and finance processes are further refined to meet any future demands ahead of its implementation.

Counselling of HIV-positive donors

A system is in place to trace and provide counselling for donors who test HIV-positive with a target of notifying at least 60% of these donors. Due to varying donor numbers across different areas, SANBS is exploring potential external HIV management organisations to assist in donor counseling services.

SANBS RAD Academy - Noted:

- Progress made in operationalising the SANBS RAD Academy
- The learning and development arm of the RAD Academy is focused on resolving ongoing challenges with HPCSA training accreditation
- The placement of learners and interns is underway to place 30 intern medical technologists at accredited laboratories

Research and development activities

- The team authored/co-authored 14 scientific papers/publications/book chapters
- Expansion of the SANBS Mobile Stem Cell Transplant unit and their application for JACIE accreditation
- Various major research collaborations, including the blood genomics consortium which aims to develop affordable accurate and comprehensive molecular blood group, HLA, and HPA testing
- The testing for the longitudinal SARS CoV-2 Seroprevalence Study has been completed
- Ethics approval was obtained for the malaria study which aims to ultimately reduce the need for deferral of donors who visit malaria areas
- A "Big Data" collaboration with McGill University showed donors differences in donor return patterns following deferral for low haemoglobin levels. Those deferred at mobile clinics took longer to return, while South African donor returned earlier than those in the USA
- The Faecal Microbiota Bank Laboratory was completed and validation is in the final stage

Future focus areas 2025

The key focus areas for the CGC for the year ahead will be four strategic pillars namely:

- Meeting the demand for key blood components such as red cell units, specifically blood group O, and apheresis platelets while protecting donor health and wellness. Oversee rollout of new iron replacement formulation from new provider
- Monitoring of the new platelet strategy introduced in Q1 FY25
- Adequate data and information life-cycle management and governance
- Maintaining adequate and appropriate stakeholder engagement and public confidence
- Maintain appropriate quality standards and systems assured through relevant accreditations and regulatory compliance audits

Other

- Monitor post implementation of BECS to ensure its impact on the safety and sufficiency of the blood supply is minimised
- Continue to provide guidance on workforce planning to ensure SANBS have a fit for purpose work force and place aligned with the changing demands and landscape of healthcare services in South Africa



NOMINATION COMMITTEE

**Members of the committee during the period
1 April 2023 to 31 March 2024**

Thabo Mokgatlha (Chairperson from 25 November 2023)
 Ansie Ramalho (until 25 November 2023)
 Dr John Black (until 25 November 2023)
 Shauket Fakie (from 29 November 2023)
 Leonard Hyera (from 29 November 2023 until 6 March 2024)
 Dr Monica Vaithilingum (from 29 November 2023)



Thabo Mokgatlha

Attendance 100%

DECLARATION

The committee has executed its responsibilities in accordance with its approved mandate.

Key focus areas and value creating activities for the period under review

Board and committee composition

- Considered board structure, size and composition, including skills requirements, succession planning, rotation schedule, members tenure, age, transformation, and gender. These considerations are crucial in ensuring a diverse and competent Board and Committee composition
- Deliberated over the underrepresented skill sets, considering the strategic objective of the company in terms of technology investment.
- Discussed and agreed that the Board is underrepresented in the medical skill set at a NED level and should consider co-opting a director with such skills
- Emphasised the importance of age, gender, and ethnic diversity and committed to continued mindfulness of these factors when identifying, nominating, and appointing Board members, ensuring all stakeholders feel included and valued
- Reviewed and recommended membership of Board committees to the Board
- Identification and recommendation of director candidates to the Board for nomination
- Oversight of vetting of candidates before nomination as directors
- Oversight of the appointment of the Lead Independent Director
- Recommended to the Board re-appointment of directors retiring by rotation and re-appointment of Appointed Directors, including the extension of the contracts for appointed directors – Thabo Mokgatlha, Shauket Fakie and Dr Monica Vaithilingum
- Recommended to the Board the extension of Dr Nomusa Mashigo's Co-opted Member Appointed contract
- Agreed that there would no longer be a NED representative on the Provident fund and that NEDs will no longer serve as members of the Health Research Ethics Committee

Director development

- Discussed director development, training and development plans
- Reviewed the induction process for new members and ensured the incoming directors understood the complexities of SANBS business underpinned by a Board Induction Programme. Considered appointment of mentors for new directors

Governance

- Approved the 2024 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
- Reviewed the committee terms of reference
- Recommended the Notice of the Annual General Meeting
- Received updates on the FY23/24 Board Evaluation process and considered the results. This oversight provides stakeholders with reassurance about the thoroughness of the evaluation process
- Discussed engagement with the National Council on the nomination process, seeking their input and approval on the identified director candidates and the overall nomination process. This engagement ensures inclusion of the National Council and confirms the relevance of their involvement in the Committee's decisions

Future focus areas 2025

- 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, and other topical development areas

COMMITTEE PURPOSE AND HOW IT CONTRIBUTES TO VALUE CREATION

The overarching role of the Committee entails assisting 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



RISK, TECHNOLOGY AND INFORMATION GOVERNANCE COMMITTEE

Members of the committee during the period 1 April 2023 to 31 March 2024

Faith Burn (Chair)
 Dr Caroline Henry
 Dr Leonard Hyera (from 25 November until 6 March 2024)
 Gary Leong
 Lerato Molefe (until 29 November 2023)
 Phindile Mthethwa
 Ansie Ramalho (until 25 November 2023)

Executives

Ravi Reddy
 Dr Karin van den Berg



Faith Burn

Attendance 96%

DECLARATION

The committee has executed its responsibilities in accordance with its approved mandate.

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
- Considered the implementation of Business Continuity Plans across the organisation
- Considered and approved the company's risk framework including the company's risk appetite and risk tolerance levels
- Oversight of the mitigation of business risk – building capacity for power redundancy across SANBS fixed operating sites and mobile blood collections units
- Considered the extent of the value of the current investment required in alternative/backup power
- Discussed the risk of business operations disruption, which was re-evaluated during the annual Board and Exco risk assessment in August 2023, resulting in the establishment of a strategic project to ensure appropriate mitigation
- 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
- Considered and approved the insurance programme renewal

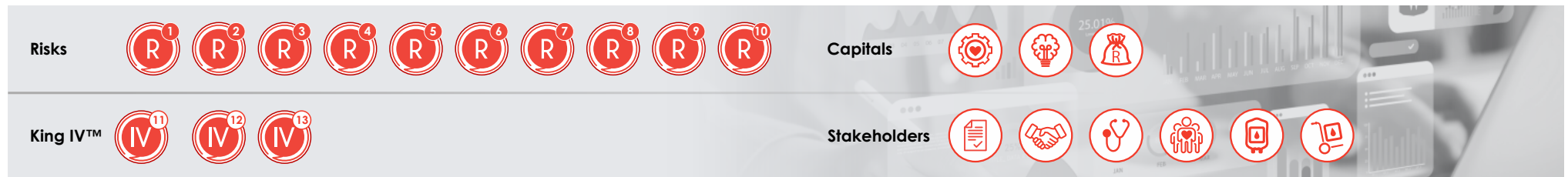
Technology and information governance

- Reviewed the IT risk register, cyber-security posture (incl cyber incident updates and information security audits), investments monitoring report, Business Continuity Management, BECS project update and go-live on 7 November 2023
 - During the year, one of our service providers experienced a cyber-attack, resulting in the minimal exposure of SANBS data. The affected data subjects were notified, and the incident was reported to the Information Regulator
- Noted that the BECS phase II (involves a review of the eTraceline and COSMAS systems), is currently on hold with initiation thereof to be considered once eProgesa stability is achieved
- Received updates on the extent of post go-live issues relating to the new BECS that have been raised with MAK-SYSTEM, noting high priority issues and managements' assurance that project challenges are being managed
- Provided input and support to management on strategic projects – BECS implementation and change management, the modernisation of the ERP system, Order-to-Collect, Procure-to-Pay and the Data Governance and inventory optimisation projects
- Approved the Information Security Governance Framework
- Discussed current technological advancements such as AI, Block Chain and Cloud computing – considering the plan and impact of these technologies focusing on digitalisation and zero carbon emissions

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



Compliance

- Monitored and exercised oversight over compliance monitoring reports
- Received updates on material regulatory developments that could have an impact on the organisation
- Received updates on the progress of the development of the Compliance Programme to help mitigate risks, detect violations of regulations and promote ethical behaviour in the organisation
- Considered the development of a compliance coverage plan to prioritise efforts, schedule activities, and outline reporting obligations
- Reviewed the monitoring of the various pieces of legislation in terms of the compliance monitoring plan to determine whether the controls were adequate and effective for the pieces of legislation under review
- Noted the reports submitted as required according to various legislative requirements
- Approved the revised Privacy Statement for the website and noted the revision of the internal Privacy Policy

Other

- Reviewed and approved the committee terms of reference and annual work plan

Future focus areas 2025

The committee will remain focused on overseeing the management of the risks associated with:

- Strategic projects, with an emphasis on the BECS Phase II post go-live stabilisation, optimisation and enhancements; the Order-to-Collect process and the Procure-to-Pay process; the ERP Modernisation next phases; and Data Governance
- Cybersecurity posture and information governance
- The strategic risk reporting and the continuous monitoring of the risks
- Continued oversight of emerging risks from new legislative developments





EVALUATION AND PERFORMANCE OF THE BOARD
PRINCIPLE 9 applied



The Board ensures that the evaluation of its own performance, and that of its committees, its Chairperson and its individual members, supports continued improvement in its performance and effectiveness.

The Board ensures that assessments are conducted of the individual Directors, the Chairperson of the Board, the Board as a whole, and the Board committees to support continued improvement in performance and effectiveness. Assessments are conducted by an independent external company every two years or when the Board deems it necessary.

The Lead Independent Director is appointed to lead the evaluation of the Chairperson's performance if a Lead Independent Director is not already in place.

An external performance evaluation was conducted in September and October 2023 following the appointment of an external service provider.

All Directors, Co-opted members and Company Secretariat, as well as the six Board committees participated in the evaluation.

Evaluation methodology

The methodology sought to gather comprehensive insights into the governance structure and dynamics, ensuring that the evaluation process encompassed a range of perspectives and experiences. The approach emphasises the importance of thorough documentation review, individual input through questionnaires, and in-depth discussions with board members to inform the assessment and drive improvements in board governance.

Evaluation outcomes

Governance

All participants praised the high quality of governance and the Board's commitment to King IV compliance, with commendable documentation standards and meticulous planning of the Board and committee activities, overseen very professionally by the Company Secretariat.

Board culture

All participants of the evaluation regarded the board culture as healthy, collegial and robust.

Recommendations arising from the evaluation include:

- 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
- Conducting individual skills needs analysis and developing a training plan to address identified gaps, considering the allocation of a budget for directors to choose from various learning mediums
- 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
- Performing a comprehensive stakeholder analysis and implementing a strategy to address the needs of each stakeholder group effectively
- 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
- Furthering work already being done on ESG and the greening strategy
- Adopting a more future-focused strategic approach and embracing technology but not at any cost. Prioritisation should be honed
- Increase induction to include induction onto board committees and increased feedback by committee chairs to the Board



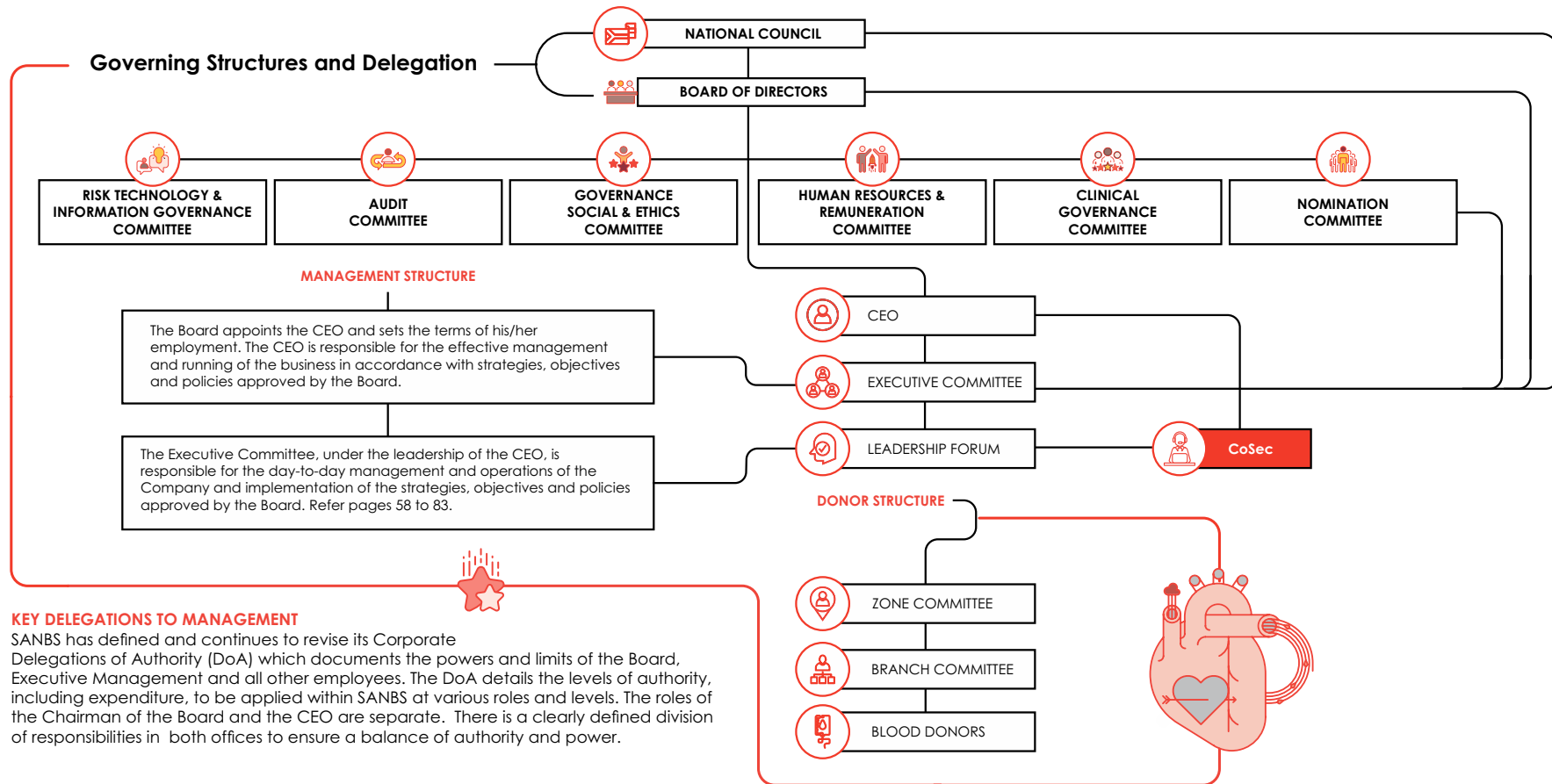


APPOINTMENT AND DELEGATION TO MANAGEMENT
PRINCIPLE 10 applied



The Board ensures the appointment of, and delegation to management contributes to role clarity and the effective exercise of authority and responsibilities.

To ensure the effective execution of the SANBS strategy, the Board has assigned the responsibility of implementing the strategy to the CEO. The CEO is entrusted with designing and implementing detailed plans to execute SANBS' strategy.



KEY DELEGATIONS TO MANAGEMENT

SANBS has defined and continues to revise its Corporate Delegations of Authority (DoA) which documents the powers and limits of the Board, Executive Management and all other employees. The DoA details the levels of authority, including expenditure, to be applied within SANBS at various roles and levels. The roles of the Chairman of the Board and the CEO are separate. There is a clearly defined division of responsibilities in both offices to ensure a balance of authority and power.



FUNCTIONAL GOVERNANCE AREAS

Principles 11, 12 and 13

RISK GOVERNANCE PRINCIPLE 11 applied



The Board governs risk in a way that supports SANBS in setting and achieving its strategic objectives.

SANBS has integrated risk management as a crucial part of its operations and a fundamental capability through Enterprise Risk Management (ERM). The ERM process evaluates and addresses identified risks and opportunities, guided by the Board-approved risk appetite and tolerance levels. SANBS aims to safeguard itself, donors, and stakeholders from potential adverse effects of risks to achieve its strategic objectives, adopting a conservative risk tolerance approach.

The SANBS ERM Framework outlines the strategic implementation of risk management across all business units and ensures effective integration of risk management.

The Risk, Technology, and Information Governance (RTIG) Committee, delegated by the Board, is responsible for overseeing and governing risk and opportunity management.

The Chief Financial Officer and the Senior Manager: Enterprise Risk Management are delegated risk and opportunity management responsibilities.

The link to the Risk and Opportunity and RTIG information provides further details on SANBS' risk management practices and oversight.

 See risk and opportunity management and RTIG

INFORMATION AND TECHNOLOGY GOVERNANCE PRINCIPLE 12 applied



The Board governs technology and information in a way that supports SANBS in setting and achieving its strategic objectives.

The Board ensures a formalised governance process for technology and information, supported by enabling technology and information management strategies, governance models, and security protocols. Adherence to the IT Governance Framework is continuously monitored, with ongoing consideration of technology and information management risks as part of the ERM process.

The outsourced Internal Audit Function conducts regular IT governance audits, ensuring compliance with governance standards.

The RTIG Committee, delegated by the Board, is responsible for the governance and direction of technology and information.

Policies are based on the COBIT 2019 framework for information technology governance. SANBS aligns information security with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and ISO 27001.

Comprehensive Business Continuity Plans have been developed, allowing SANBS to respond to incidents and disasters in an organised manner when these cannot be prevented or minimised by existing controls.

 See CEO report, material matters and RTIG

COMPLIANCE GOVERNANCE PRINCIPLE 13 applied



The Board governs compliance with applicable laws, and has adopted non-binding rules, codes and standards in a way that supports SANBS in being ethical and a good corporate citizen.

SANBS upholds robust values and strives for full compliance with laws, regulations, and relevant standards.

The Board, through the RTIG Committee, approves a Compliance Programme supported by a Compliance Management Policy and Manual.

The responsibility for implementing legal compliance is delegated to the Company Secretary's office. This office monitors new and evolving laws and regulations and provides oversight to the Board.

SANBS conducts regular assessments of compliance with key prescripts annually.

Compliance Champions in various business units oversee compliance management within their respective units.

A Compliance Management Committee has been established, with approved terms of reference to effectively oversee compliance-related activities and act as a platform for information sharing with the Compliance Champions.

The Compliance Management Function uses Compliance Risk Management Plans (CRMPs) to provide assurance over compliance and monitor adherence to relevant laws and legislation.



FUNCTIONAL GOVERNANCE AREAS Cont.
Principles 14 and 15

REMUNERATION GOVERNANCE
PRINCIPLE 14 applied



The Board ensures that SANBS remunerates fairly, responsibly and transparently to promote the achievement of strategic objectives and positive outcomes in the short-, medium- and long-term.

The Board oversees the recommendations of the Human Resources and Remuneration Committee, approving or ratifying them when necessary.

A Non-Executive Director Remuneration Policy outlines the key principles regarding the fees of Non-Executive Directors (NEDs), and regular benchmarking of NED fees occurs (as of 2024, every two years).

SANBS has established a Remuneration Policy and related employment equity policies to ensure fair, transparent, and responsible remuneration practices that support organisational performance and sustainability.

SANBS has relevant human resources policies and procedure documents to guide all HR initiatives.

The responsibility for managing Human Capital is delegated to the Chief Human Capital Officer, ensuring a strategic focus on the management and development of the workforce.

 See Remuneration Report and HR and Remco Report

ASSURANCE
PRINCIPLE 15 applied



The Board ensures that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of SANBS' external reports.

Within SANBS, various assurance role players are involved in corporate governance.

The Audit Committee, acting on behalf of the Board, oversees the combined assurance model to ensure its comprehensive application and integration of various assurance functions.

SANBS has adopted a risk-based combined assurance model in line with the recommendations of King IV, which includes the integration, coordination, and alignment of risk management and assurance processes. This model aligns with the approved Combined Assurance Framework.

A Combined Assurance Forum, which includes relevant assurance providers, coordinates the combined assurance activities within SANBS. The Chief Financial Officer (CFO) chairs the forum and reports to the Audit Committee, which the Board has given authority.

Combined assurance is a critical component of SANBS' risk strategy, ensuring a comprehensive approach to risk management and broader assurance practices.

 See Risk and Opportunity Management

STAKEHOLDER RELATIONSHIPS
Principle 16


STAKEHOLDERS
PRINCIPLE 16 applied



In the execution of its governance role and responsibilities, the Board adopts a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of SANBS over time, and factors this into strategic, operational and project efforts.

SANBS has implemented a Stakeholder Management Policy to promote responsiveness to stakeholder needs and mitigate potential reputational risks. The Governance Social and Ethics Committee (GSEC) exercises oversight over stakeholder engagement. Exco has accountability for stakeholder management and has been entrusted to the Executive: Donor Services and Corporate Marketing.

A dedicated stakeholder engagement manager has been appointed to enhance effective engagement with stakeholders. These efforts involve integrating stakeholder considerations into planning and implementing perception management strategies, proactively addressing stakeholder concerns and preventing potential reputational risks.

 See Stakeholder engagement and the GSEC report





OUR OUTLOOK AND ANCILLARY INFORMATION

CHALLENGES, UNCERTAINTIES AND DISRUPTIVE FACTORS FY25

As we look ahead, our new strategic direction emphasises prioritised initiatives aimed at fostering long-term, mutually beneficial relationships with our stakeholders.

We recognise our vulnerabilities in strategic planning and their potential implications for the organisation, as well as the opportunities they present. This proactive approach enables us to respond swiftly to stakeholder needs and maintain our crucial role as a cornerstone of healthcare services in South Africa. Guided by our FY2025/2026-2029/2030 Strategy, which aligns with the six capitals, we are positioned to create value and achieve positive outcomes in the short, medium, and long term. The illustrations below demonstrate this commitment.

FINANCIAL CAPITAL

- Prioritise resource optimisation, cost-effectiveness, and innovative funding to ensure a sustainable future
- New revenue streams (increased source plasma collection for NBI), cellular therapies, research grant funding
- Manage bad debts rigorously by improving debt collections tactics
- Optimise process cost efficiency for delivery of blood products

Challenges, uncertainties and disruptive factors

- Persistence of the Ukrainian/Russian war and their macro impact on global economies; impact on our exchange rates and the cost impact as SANBS is billed in Euros
- Financial sustainability (collecting what is owed to us)
- Government and medical aids financial sustainability and ability to pay for blood
- Keeping the service fees for blood low

Mitigating factors/opportunities

- Strong financial management leadership provided by the CFO
- Rejections by Medical Aids understood and reduced from lofty highs of 25% to around 3.5%
- Improved cash collection efforts
- Implementation of a robust billing system for order to collect programme
- Transparent cost models for products and services
- Enhance budgeting processes and monitoring mechanisms to optimise financial performance and resource allocation
- Ongoing meetings held with Government and Medical Aid Schemes
- Well-managed bad debt provision
- Leveraging technology to manage debt collection efforts
- Alternative revenue streams
- Process improvements to increase first-time payment rates
- Strengthening our Procure-to-Pay process
- Consideration of hedging strategies

Risks

Materiality themes

Strategic Priority



MANUFACTURED CAPITAL

- Prioritise efficiency and reliability in our supply chain
- Optimise logistics and inventory to ensure timely and safe delivery of products
- Expand products and services through innovation
- Mainstream digitalisation of business processes (outside of BECS & ERP)
- Mobile Donor Centres/vehicles of the future
- Digitalisation of Procure-to-Pay and Order-to-Collect Processes

Challenges, uncertainties and disruptive factors

- Maintaining and increasing the donor base
- Patient blood management and reduced demand
- Blood supply, given concerns, areas affected by riots/protests/strikes and floods
- Supply and logistics uncertainties for critical consumables

Mitigating factors/opportunities

- 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
- Upgrading of SAP and implementing SAP S4 HANA
- Process improvements (better models for service delivery) – donor convenience, smart fridges
- 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
- Increasing regional blood collection to reduce the cost of blood collection and distribution
- Use of drones in emergency situations
- New blood collections models

Strategic Priority



Risks



Materiality themes



HUMAN CAPITAL

- Drive a performance culture in SANBS with differential reward based on performance
- Attraction and retention of critical employees
- Driving a culture improvement programme
- Cross functional teamwork
- Invest in employee and leadership development
- Reskilling of employees and preparation to adapt to Digitisation & AI with a clearly defined learning strategy through SANBS' Academy
- Wellness – holistic health and wellbeing to achieve requisite balance
- Change Resilience – new systems and processes
- Succession planning

Challenges, uncertainties and disruptive factors

- Skills shortages (especially nursing and Biomedical technologists)
- Work-life balance and potential burnout
- Filling vacancies
- Loss of critical employees
- Consequences of macroeconomic environment and rising cost of living
- Labour requirements

Mitigating factors/opportunities

- Leadership diversity and inclusion awareness
- Structured change management framework and dedicated change management resources
- Culture/change initiative (DNA)
- Improve wellness – physical, mental, and financial well-being of employees
- Revise employee value proposition to attract and retain critical employees; including dual career streams, identifying promotional opportunities, flexible pay (eg reduced contributions to funds)
- Revamped reward strategy
- Streamlined recruitment processes
- Effective talent management and succession planning
- Strategic workforce planning
- Driving an ethical culture through implementation of the Ethics Plan
- Cross functional team to resolve labour demands
- HCM technology integration through implementing SAP success factors

Strategic Priority



Materiality themes



Risk





INTELLECTUAL CAPITAL

- Reskilling of employees and preparation to adapt to Digitisation & AI with a clearly defined learning strategy through SANBS' RAD Academy
- Development, commercialisation and delivery of cellular therapies
- Translational Research - To be an internationally recognised research unit known for innovation and collaboration
- Enhance brand advocacy
- Integrity of information management systems
- Commitment to the highest ethical standards

Challenges, uncertainties and disruptive factors

- Adapting to and embracing digital transformation, mindful of information and cyber risks
- Increasing technological advancements requiring an appropriately skilled workforce
- Future-proofing SANBS
- Public trust

Mitigating factors/opportunities

- Revised Target Operating Model
- Creating "future fit" employees, a SANBS employee who is agile and adaptive to the new way of work
- Dual career pathway implementation
- Robust Information Management Security systems
- Research and Development – involvement in clinical trials and funding grants/ cellular therapies and genetic testing therapy
- Research and operational collaborations with key local and international stakeholders
- Research and development through SANBS' RAD Academy
- Expanding our footprint and targets for whole blood, source plasma and platelet collections
- Innovating with regards to logistics with further rollout of smart fridges and the drone project
- Dedicated ethics committee and ethics help desk

Strategic Priority



Risks



Materiality themes



SOCIAL AND RELATIONSHIP CAPITAL

- Foster trust and cooperation with our stakeholders, creating a supportive community united in saving lives
- Increase stakeholder satisfaction
- Continue to meet the quality control requirements of regulatory bodies and national standards to satisfy internal and external customer needs
- Improved communication and engagement with stakeholders (BECS & donor app) and blood partners
- Improving the donor experience
- Increased focus on ESG
- Ensure a steady and reliable blood supply

Challenges, uncertainties and disruptive factors

- Impact of a potentially deteriorating SA healthcare system on SANBS
- General health/wellness of the population
- Burden and cost of compliance in general
- Inability to expand the donor pool and meet blood demand

Mitigating factors/opportunities

- Strategy 2025/2026-2029/2030 - our focus shifts towards shaping a future where customer-centricity drives our strategy
- We will place stakeholders at the core of our business decisions and activities and focus on understanding and anticipating their needs, creating value that exceeds their expectations
- Stakeholder mapping, building a stakeholder engagement plan, establishing and strengthening relationships with certain key stakeholders
- 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
- Continued focus on Research and Development
- Good governance-maintaining confidentiality of donor information
- Improve donor health with iron supplementation
- Limiting additional financial burden on the health systems
- Meeting requirements of ISO 9001 standards

Strategic Priority



Risks



Materiality themes





NATURAL CAPITAL

- Contributing to a sustainable future
- SANBS operations are undertaken in a sustainable manner by environmentally conscious SANBS employees

Challenges, uncertainties and disruptive factors

- Lack of awareness of how behaviours and choices affect the environment
- Legislative pressure on compliance with environmental laws and associated punitive action

Mitigating factors/opportunities

- The Corporate Services team is developing an Environmental Sustainability Strategy to review current initiatives and introduce new measures to enhance environmental sustainability efforts
- Engage key vendors to explore opportunities for reducing carbon emissions across the entire supply value chain
- Remote work opportunities reduced real estate footprint and associated costs, where possible
- Waste management
- Replicate successful greening initiatives implemented at Mount Edgecombe for Constantia Kloof
- Contribution to UN 2030 sustainable development goals
- Safety and environmental awareness interventions
- Solar installation at four identified sites
- Borehole installation at six identified sites

Risk



Materiality themes



Strategic Priority





ACRONYMS AND CORPORATE INFORMATION

ACRONYMS

AABB	Association for the Advancement of Blood & Biotherapy	Hb	Haemoglobin
ASfBT	African Society for Blood Transfusion	HCM	Human Capital Management
AFS	Annual Financial Statements	HEV	Hepatitis E virus
ATM	Automated Teller Machine	HWC	Health and wellness centre
BAU	Business as usual	HIV	Human Immunodeficiency Virus
B-BBEE	Broad Black Based Economic Empowerment	HPC-A	Haematopoietic Cell Collection Apheresis
BCM/P	Business Continuity Management/Planning	HR	Human Resources
BECS	Blood Establishment Computer Systems	IA	Internal Audit
BW	Blood work	ICT	Information, Communications and Technologies
CAA	Civil Aviation Authority	ICU	Intensive Care Unit
CO	Chief Executive Officer	IFRS	International Financial Reporting Standards
CFO	Chief Financial Officer	iHEALTH	SANBS Strategic objectives 2019 – 2024
CGC	Clinical Governance committee	IRC	Integrated Reporting Committee
CMH	Charlotte Maxeke Hospital	IRF	Integrated Reporting Framework
CIO	Chief Information Officer	IPC	Infection Prevention Control
COO	Chief Operating Officer	IR	Integrated Report
Col	Conflict of interest	ISBT	International Society for Blood Transfusion
CoSec	Company Secretary	ISMS	Information management Security Services
CSR	Corporate Social Responsibility	ISO	International Organisation for Standardisation
DCP	Dual Career Pathway	IT	Information Technology
DoA	Delegation of Authority	JACIE FACT	Joint Accreditation Committee ISCT-Europe and EBMT (JACIE) accreditation International Standards for Hematopoietic Cellular Therapy Product Collection, Processing, and Administration
DoH	Department of Health	King IV™	King IV Report on Corporate Governance for South Africa 2016
DRP	Disaster Recovery Plans	KPA	Key Performance Area
D&O	Directors and Officers	KPIKZN	Key Performance Indicator KwaZulu-Natal
DNA	Culture renew programme	LAN	Local Area Network
ERM	Enterprise Risk Management	LoA	Level of Assurance
ERP	Enterprise resource planning	MOI	Memorandum of Incorporation
EWP	Employee wellness programme	MOU	Memorandum of Understanding
Ex vivo	Experiments/measurements in/on tissue in an external environment	NAT	Nucleic Acid Amplification Testing
FBC	Full blood count	NBI	National Bioproducts Institute
Financial year	Financial year	NCOP	National Council of Provinces
g/dL	Grams Per Decilitre	NDoH	National Department of Health
GACP	General Accepted Compliance Principles Framework	NEDs	Non-Executive Directors
GBCSA	Green Building Council of South Africa	NHI	National Health Insurance
GDP	Gross Domestic Product	ORCA	Outsourced Risk and Compliance Assessment
GMP	Good Manufacturing Practice		
GSEC	Governance, Social and Ethics Committee		



ACRONYMS - CONT.

PBM	Patient Blood Management
PEI	Paul Ehrlich Institute
PO	Purchase Order
POC	Proof of Concept
PPE	Personal protective equipment
PRT	Pivotal Response Treatment
PT	Proficiency Testing
QC	Quality Control
QMS	Quality management systems
RAD	Research, Advisory and Development Academy
RBC	Red blood cells
R&D	Research and Development
RED	Recipient Epidemiology and Donor
RTIG	Risk Technology and Information Governance
SABMR	South African Bone Marrow Registry
SABPP	South African Board for Personnel Practice
SADC	Southern African Development Community
SAHPRA	South African Health Products Regulatory Authority
SLA	Service level agreement
SANAS	South African National Accreditation Systems
SANBS	South African National Blood Service
SAP	Systems Applications and Products in Data Processing
SASBT	South African Society for Blood Transfusion
SASSA	South African Social Security Agency
SLA	Specialised Laboratory Services
STISOP	Short Term Incentive Standard Operating Procedures
TAT	Turn Around Time
TIG	Technology and Information Governance
T.H.R.E.A.D	SANBS' core values (Transparency, Honesty, Respect, Excellence, Accountability, Diversity)
TTI	Transfusion Transmissible Infection
TR	Translation Research
VTOL	Vertical Take Off and Landing
VUCA	Volatile Uncertain Complex Ambiguous
WAN	Wide Area Network
WCBS	Western Cape Blood Service
WHO	World Health Organisation
YOY	Year-on-Year

CORPORATE INFORMATION

SANBS REGISTRATION NUMBER

2000/026390/08

REGISTERED OFFICE ADDRESS

1 Constantia Boulevard, Constantia Kloof,
Roodeport, 1709
Tel: +27 (0)11 761 9000
Email: customerservice@sanbs.org.za

POSTAL ADDRESS

Private Bag X14, Weltevreden Park, 1715

WEBSITE

www.sanbs.org.za

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 (appointed 1 June 2023)
Siemi Prithvi Raj	- Executive: Transfusion Donor Services and Marketing
Tshepo Kgage	- Chief Financial Officer

Executive Directors*

NON-EXECUTIVE DIRECTORS

Thabo Mokgatla
Caroline Henry
Faith Burn
Gary Leong
Lerato Molefe
Monica Vaithilingum
Phindile Mthethwa
Shauket Fakie

COMPANY SECRETARY

Avril Manduna

AUDITORS

Deloitte & Touche
5 Magwa Crescent, Waterfall City, Midrand Gauteng, 2090
South Africa
Phone: +27 (0) 11 806 5000

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