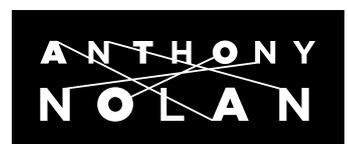


Section 172 Statement

The Board of Trustees of Anthony Nolan are required to report on how their decision-making has aligned with their duty to promote the success of the Charity in accordance with section 172 of the Companies Act 2006.

The Board are required by law to take regard to the following factors in any decision-making process:

- the likely consequences of any decision in the long term,
- the interests of the company's employees,
- the need to foster the company's business relationships with suppliers, customers and others,
- the impact of the company's operations on the community and the environment,
- the desirability of the company maintaining a reputation for high standards of business conduct, and
- the need to act fairly as between members of the company.



saving the lives
of people with
blood cancer

Stakeholders

The following details our key stakeholder groups and how we support and engage with them. By understanding who our stakeholders are, Board discussions duly consider the potential impact of our decisions on each stakeholder group along with their needs and concerns.

External stakeholders

Patients		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Increasing survival rates. ■ Finding the best possible match. ■ Having a good quality of life post-transplant. ■ Facilitating delivery of the best possible graft for the patient in need, in line with all applicable regulatory requirements. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Providing patients with stem cell products as well as a high standard of care that includes psychological support, reliable information and a full and defined end-to-end relationship throughout the patient's journey. ■ Carrying out research with a diverse range of patient groups. ■ Influencing government, regulators and policymakers to advocate on behalf of our patients and ensure their voices are heard when decisions are made. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ For all patients to survive and have a good quality of life post-transplant. ■ UK patients to have access to the best possible graft, as identified by their clinician.
Clients and collaborators – cell and gene therapy		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Providing resources to researchers and developers of cell and gene therapies that align with our research focus. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Providing cellular material for research and development. ■ Collaborating on research projects. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ Facilitate robust and ethical research and development of cell and gene therapies to improve and save the lives of patients.
Clients and collaborators – transplant centres and international registries		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Improving the range, quality and efficiency of services that are provided to transplant centres and international registries. ■ Improving the clinical impact on the transplant community in the UK. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ 'Aspire' partnership initiative – working directly with transplant centres to improve and develop our services to them. ■ Regular meetings to report on service delivery and receive feedback. ■ Direct communication on specific cases and our wider services. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ A suite of services used and valued by customers. ■ Engagement leads directly to improvements to our service.

Donors – recruiting new people to the stem cell register

Key considerations:

- Recruiting people aged 16-30 provides better outcomes for patients.
- Targeting a young, male audience who are more likely to be chosen to donate.
- Increasing the chances of patients from minority ethnic backgrounds finding a donor.

How we engage:

- Targeted, paid social media advertising.
- Recruitment events through university groups, schools, colleges and other partnerships.
- Focus groups and surveys.

Outcomes and long-term objectives:

- To have an ethnically diverse stem cell donor register that serves all patients in need of a transplant.
- Move towards supporter-led events.

Donors – potential stem cell donors on our register

Key considerations:

- Recruiting committed and engaged donors.
- Maintaining donor engagement during their lifetime on the register.

How we engage:

- Regular emails to educate and engage.
- Programmes of enrichment to improve data on target donors (e.g. gaining CMV status).

Outcomes and long-term objectives:

- To maintain a register of quality donors who are contactable, engaged and committed.

Donors – stem cell donors who are donating or have donated

Key considerations:

- Supporting donors throughout the donation process.
- Ensuring that donors have the necessary information to make an informed decision about donation.

How we engage:

- Direct communication and support throughout the donation.
- Medical assessment and consent at our contracted collection centres.
- Follow up post-donation in line with World Marrow Donor Association standards.
- Post-donation panels where donors help us shape donor experience.

Outcomes and long-term objectives:

- Stem cell products available for patients in the UK and worldwide, donated by informed and supported donors.
- A positive and supportive donor experience that is seamless and tailored to their needs.

Financial donors

Key considerations:

- Understanding the need for their support and the impact.
- Feeling valued and appreciated.
- Fundraising activities are compliant with relevant regulations and laws.

How we engage:

- Email communications (mass and direct).
- Phone calls (direct and through telemarketing agency).
- Advertising (digital and print).
- Online events.
- Webinars.

Outcomes and long-term objectives:

- Retain supporters and inspire them to continue giving.
- Attract new financial supporters.
- Develop and grow our support from high value supporters and through partnerships.

Policy decision-makers		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Building relationships with policy decision-makers so that we can influence emerging NHS and government changes affecting our patients. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Collaborating on specific policy areas and projects. ■ Gaining insight and input from experts, patients, healthcare professionals and policy-makers. ■ Campaigns targeted at decision-makers. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ Influencing policy and practice for the benefit of patients now and in the future. ■ Taking opportunities to advocate for patients when policy changes are made at a local, regional or national level.

Regulators		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Adherence to set standards to maintain the quality and safety of the products and services we provide. ■ Complying with all applicable regulatory requirements. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Submitting annual activity data and reports. ■ Reporting notifiable serious adverse events as necessary. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ Anthony Nolan maintains a high standard of regulation and governance and is accredited accordingly.

Suppliers		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Securing and maintaining relationships with reputable suppliers. ■ Provision of good quality, value-for-money goods and services. ■ Trade and customs disruption on supplies due to Brexit. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Due diligence checks on new suppliers. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ Consistent supply of goods and services. ■ Ethical and sustainable procurement.

Internal Stakeholders

Employees		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Growing, training and developing all employees. ■ Staff engagement. ■ A safe 'COVID-secure' place to work. ■ Staff wellbeing. ■ Diverse and inclusive culture and environment. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Regular supervision and team meetings. ■ All staff briefings, weekly CEO emails, newsletters and regularly updated intranet. ■ Staff Forum. ■ Wellbeing programme. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ Employees develop and progress. ■ Employees are supported, engaged, informed and involved in the organisation. ■ Staff feel safe and confident at work.

Volunteers		
<p><u>Key considerations:</u></p> <ul style="list-style-type: none"> ■ Feeling supported and involved. ■ Meaningful volunteer roles that contribute to the goals of the organisation. 	<p><u>How we engage:</u></p> <ul style="list-style-type: none"> ■ Volunteers are involved throughout the organisation. ■ Regular contact through volunteer managers and newsletters. 	<p><u>Outcomes and long-term objectives:</u></p> <ul style="list-style-type: none"> ■ Volunteers are proactively engaged and support Anthony Nolan's work.

Stakeholder risk

In line with our risk management policy and procedures, Anthony Nolan has identified the key risks facing our individual stakeholders. We have in place robust mitigating actions to ensure that the likelihood and impact of any risks to our stakeholders are minimised as much as possible. Our greatest risk lies with our patients. Unfortunately, as they are acutely aware, they face the risk of further illness or death post-transplant. Anthony Nolan's focus is on finding patients the best possible donor match to minimise this risk and we constantly work to improve the outcomes for every one of our patients post-transplant.

In relation to building up our stem cell register, there is a risk that we are unable to attract the most suitable donors or the possibility that our donors have a negative donation experience. To mitigate these risks, we provide support throughout the donation process including support to donors post-donation.

As for any organisation, especially one built on the trust of patients and donors, the risk to our reputation is always a concern. We continue to take measures to ensure this is mitigated, be it through staff, trustee and volunteer training, due diligence checks on our suppliers or ensuring the research we support is scientifically sound and ethical.

All our staff are key to delivering Anthony Nolan's strategy and many offer unique medical, scientific or institutional expertise which could pose a risk to the organisation if we were to lose them. We have arrangements in place for succession planning and we constantly strive to ensure that our staff are engaged.

COVID-19 and Brexit have brought the potential risk that external circumstances pose into sharp focus. We mitigate against these risks by ensuring we have strong business continuity plans and specific taskforces that regularly meet to monitor the situation as it develops and provide ongoing solutions for the organisation.

Change in relationships with stakeholders

Along with most organisations, our relationships and engagement with stakeholders has moved from face-to-face to the virtual world. Whilst the transition has been smooth, and COVID-19 has not changed who we help, it has had an impact on how we best meet the needs of our stakeholders operationally.

For patients, Anthony Nolan has developed emergency assistance for enhanced financial support and a telephone support service for those feeling vulnerable and in need of emotional support. As a result, the organisation has given out a larger number of higher value grants this year. Through a new COVID-19 webpage, live updates have also been provided for patients.

Due to the discernible risks associated with COVID-19, Anthony Nolan has had increased interaction with our healthcare regulators. The organisation was required to adapt and accommodate changes in clinical practice, such as cryopreservation of stem cells. Variations were made to both our Human Tissue Authority licences, which resulted in a better working relationship with them. We are looking to further enhance this through a programme of work utilising the skills and expertise from both organisations to discuss ways to overcome further challenges and benefits from potential opportunities.

All stem cell donor recruitment for Anthony Nolan moved online this year. As in-person events resume in the coming months, rather than being staff led as they were pre-pandemic, they will be led by our volunteers and partners to enable us to be more supporter-led, targeted and cost-effective. We are developing training so that events can be run independently of Anthony Nolan staff, ensuring always that such events are run in accordance with our guidelines.

Many of our volunteers have been unable to carry out their usual roles, such as couriers, due to government restrictions. The way volunteers engage with Anthony Nolan is changing as more online roles and opportunities are explored.

Most of our staff have worked from home since the start of the pandemic except for our cord collectors, laboratory and research, Cell Therapy Centre staff, Clinical Nurse Specialists and some operational and support staff who have continued to work on-site. We have supported staff by:

- Promoting wellbeing support.
- Promoting flexible working to fit in with caring and home-schooling commitments.
- Providing staff working from home with laptops, keyboards, and screens.
- Moving our staff training to digital platforms.
- Garnering regular feedback from staff.

Our Facilities team have been proactive in introducing safety measures to protect staff who had to continue to work on-site. Workspaces were reconfigured to meet social distancing guidance and a desk booking system was introduced. Safety signage as well as hand hygiene and PPE stations were also installed. These measures have proved successful in containing the virus and enabled our key laboratory and donor activities to continue with limited disruption.

Between March and October 2020, circa 20% of our employees were furloughed as part of the government's Coronavirus Job Retention Scheme. Between November 2020 and March 2021, we furloughed six employees on average per month. In total, we have furloughed 87 individual employees in this reporting period. All staff who have been furloughed have received full pay. 15 employees were made redundant between October 2020 and April 2021. We did not award any salary increases at our annual salary review in April 2020.

Key decisions

The Board of Trustees is responsible for our strategic planning and policymaking. Accordingly, all key decisions, and the future long-term plans for the organisation, are referred to and taken by the Board.

By working collaboratively with the Strategic Leadership Team and listening to feedback from our many stakeholders and governance structures, the Board is well-positioned to respond to uncertainties and to promote the success of Anthony Nolan.

The corporate governance of the Charity is administered by two subcommittees of the Board, the Audit and Finance Committee and the Governance, Nominations and Remuneration Committee, which ensure oversight and best practice. The Board, alongside its delegated subcommittees, made a number of key decisions in 2020/21, each underpinned by the interests of our stakeholders and the wider factors set out in section 172 of the Companies Act 2006.

1. Electing Nicola Horlick as Chair of the Board of Trustees

The Decision: To appoint Nicola Horlick as the Chair Elect of Anthony Nolan's Board of Trustees.

Key considerations:

- The need for a Chair who has outstanding commercial experience and business acumen given the uniqueness, breadth and complexity of Anthony Nolan, as well as the likelihood of considerable change due to new opportunities in the medical fields underpinning our work.
- Finding a determined individual to drive our ambitious strategy.
- Preference for an individual who has a personal connection to Anthony Nolan, therefore ensuring their passion and devotion to the role.
- Harnessing the expertise of a recruitment company to help the Governance, Nominations and Remuneration Committee identify diverse and suitable candidates.

Impact: Nicola is due to take post in July 2021 and we look forward to updating on her progress as Chair next year.

2. Extending our strategy

The Decision: To extend our current strategy: *Together, We Can Save Lives*, by one year to March 2023.

Key considerations:

- When COVID-19 struck, Anthony Nolan was required to stabilise activity to ensure the needs of existing stakeholders were met. The organisation was therefore unable to progress in its ambition to broaden its research focus or to faster progress on data.
- The strategic aims that Anthony Nolan wants to achieve remain unchanged.
- Delivering the goals we set out in our strategy to our stakeholders.
- Taking a pragmatic approach in terms of finances and resources.

Impact: The organisation is provided with stability in the medium-term by setting a clear framework for our work over the next two years.

3. Investment in diversity and inclusion

The Decision: To commit resources to diversity and inclusion, including putting in place Inclusion Champions throughout the organisation and hiring a Director of Inclusion, Diversity and Involvement to move forward our work in this area.

Key considerations:

- By promoting and embedding the principles of equality, diversity and inclusion throughout the organisation we can better serve our patients and save more lives.
- Desire from staff to implement change in this area.
- New recommendations provided by the Charity Governance Code.

Impact: An inclusive and diverse workforce and Board is created that is best placed to serve our patients and save more lives.

4. Organisational restructuring programme

The Decision: Following an organisation restructuring programme, a difficult decision was made to make 15 employees redundant.

Key considerations:

- The effect of COVID-19 on areas of the business that we cannot continue for the foreseeable future, such as event fundraising and donor recruitment events.
- Ensuring we operate efficiently and adapt to the post COVID-19 landscape.
- How to best support staff that were made redundant during the process and into the future.
- How to rebuild morale in affected areas of the organisation.

Impact: A more resilient and focused organisation which continues to meet our objectives despite the necessary reduction in resources.

5. Sale of investment portfolio

The Decision: To sell 100% of Anthony Nolan's investment portfolio, valued at £3.2m, in June 2020.

Key considerations:

- Due to the uncertainty arising from the COVID-19 pandemic, it was considered that the organisation may require invested funds in the short term.
- Our previous investment strategy had been to invest surplus resources, that were unlikely to be needed for approximately five years, to be externally managed in a balanced portfolio.
- Our new investment strategy focuses on creating a purpose-driven development fund that provides funding contributions to the advancement of science and has impact on better patient outcomes by the participation and development of health-related ventures.
- The Board of Trustees is to set up a Development Fund sub-committee which has delegated responsibility to appraise, evaluate and recommend social and scientific investments and/or funding contributions in health-related ventures.

Impact: Improved liquidity through the availability of cash funds that can be used by the Charity now or in the future to fund development opportunities.



Ian Krieger
Chair

Date: 22/7/21

Anthony Nolan is a registered charity no 803716/SC038827 and registered as a limited company no 2379280 in England and Wales.