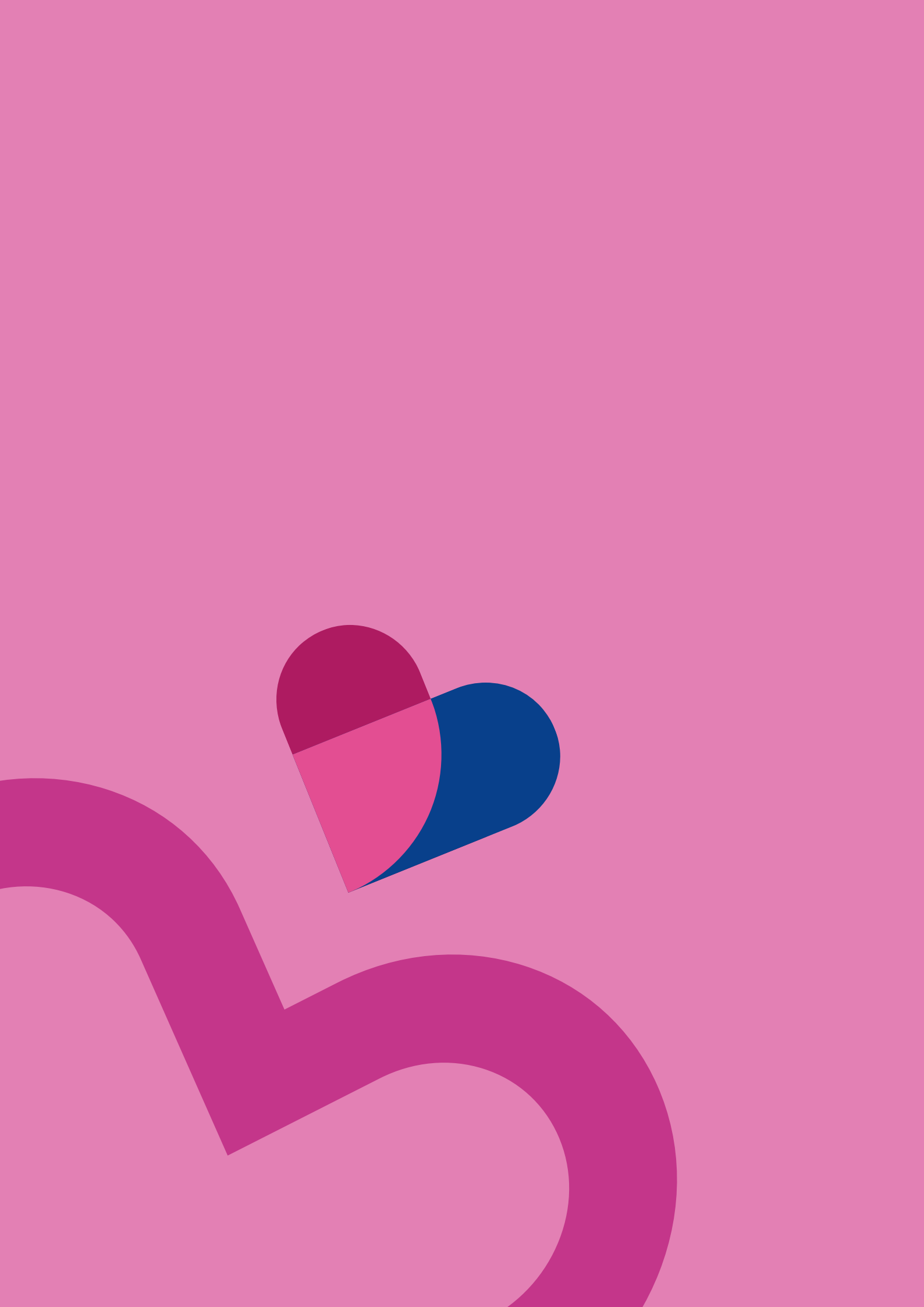




‘Wherever cancer goes we are there’

Annual Report 2025





A message from our Chairperson

2025 was a year of continued progress

and growth for ARC Cancer Support Centres. Building on the strong foundations laid over recent years, we continued to strengthen our services, our organisation and our ability to support the growing number of people affected by cancer.

As Chairperson, I am particularly proud of the progress ARC has made in strengthening its position as a trusted provider of community-based cancer support. Demand for our services continues to grow, and throughout the year our dedicated staff, therapists and volunteers ensured that people affected by cancer could access the professional, compassionate and person-centred support they need.

The work undertaken through our Strategic Plan and Transformation Project continued to shape ARC in 2025. We strengthened our governance and quality systems, improved our organisational structures and continued to invest in the people and resources needed to support ARC's future development. These foundations will be essential as we prepare to meet increasing demand and the changing needs of the communities we serve.

We also saw continued recognition of the important role that community-based cancer support plays within the wider cancer care system. ARC remained actively involved in national discussions around survivorship and cancer support, while our work and experience continued to help inform the development of services beyond our own centres.

The organisation also had a strong year financially. Increased statutory funding, successful fundraising and the continued generosity of our supporters strengthened ARC's financial position and provided a solid platform from which to plan for the future.

Throughout all this progress, however, it is the people of ARC who remain at the heart of the organisation. Our volunteers continue to provide the warmth and human connection that make such a difference to the people who walk through our doors. Our staff and therapists bring professionalism, skill and compassion to their work every day, often supporting people at some of the most difficult and uncertain times in their lives.

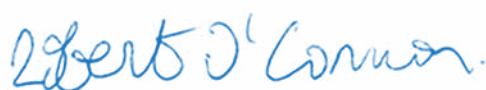
I would like to thank everyone who contributed to ARC's success in 2025 - our staff, volunteers, therapists, funders, supporters, partners and my fellow Board and committee members. Your commitment, generosity and belief in ARC make our work possible.

On behalf of the Board, staff, clients and wider national network of cancer support centres, I would like to express our deep gratitude to Deirdre Grant, who stepped down as Chief Executive shortly before the publication of this report in September 2026 after leading ARC since 2013. However, I am delighted that ARC will continue to benefit from her experience and passion as she moves into her new role as Head of Stakeholder Engagement. Over more than a decade at the helm, Deirdre's commitment, vision, and warmth were key to the transformation ARC into a high-quality, trusted national provider of cancer support. She leaves the organisation on robust operational and financial footings, and we wish her every success in her next chapter.

Although outside the period covered by this report, it is with profound sadness we note the passing of our esteemed colleague and fellow Director, Professor Anthony Staines on the 27th of August 2026. Anthony brought immense expertise in public health, dedication, and integrity to ARC. On behalf of everyone at ARC, I extend our deepest condolences to his family and loved ones. He will be greatly missed.

As we look ahead, there is still much to do across multiple different dimensions of cancer care activity. Demand for cancer support continues to grow significantly, and we know there are even more people and communities who could benefit from ARC's services. Cancer survival is also increasing and people are now looking for support over a longer duration and in new areas. However, I am confident that ARC enters its next chapter from a position of strength.

On behalf of the Board, thank you to everyone who has supported ARC throughout 2025. Together, we will continue to build on ARC's strong and compassionate foundations and ensure that no one has to face cancer alone.



Robert O'Connor PhD, Chairperson



A message from our CEO

A Moment to Pause and Be Proud

Annual reports are often filled with figures, milestones and achievements. While 2025 gave us plenty to celebrate, I think less about numbers and more about people.

The person who walked into an ARC centre unsure of what they would find and left knowing they didn't have to face cancer alone. The family member who realised they didn't have to carry everything by themselves. the volunteer, therapist, donor and staff member who each play a part in making ARC what it is. Those people are the real story of ARC.

2025 was an exceptional year. We exceeded our targets for new registrations, strengthened access to services and expanded our programmes, while receiving overwhelmingly positive feedback from those who turn to us during some of the most difficult times in their lives.

We also strengthened ARC as an organisation, enhancing governance, investing in our people and building a stronger financial foundation, making 2025 our strongest year to date.

One particularly important milestone was seeing the role of community-based cancer support increasingly recognised nationally. Through advocacy, partnerships and survivorship initiatives, we helped demonstrate that psychological and emotional support are not optional extras - they are an essential part of cancer care.

What makes me most proud, however, is that through all this growth, we never lost sight of who we are. ARC has always been about human connection: providing a place where people can be heard, understood and supported when they need it most.

Having served as CEO since 2013, I have had the privilege of witnessing ARC grow and evolve while its values of kindness, courage and compassion have remained constant. In 2026, I will step back from the role of CEO, making this report especially meaningful for me. Looking at ARC today, I feel immense pride in what so many people have built together.

To our staff, volunteers, therapists, Board members, partners, supporters and clients: thank you. Everything ARC has achieved is because of your commitment, generosity and belief in our mission.

There is still much to do. We know there are people and communities who would benefit from ARC's support but cannot yet access it easily. Reaching them will inspire the next chapter of ARC. The best days are still ahead, and I will always be proud that ARC continues to ensure that nobody has to face cancer alone.

Warm regards,

Deirdre Grant, Chief Executive

Introduction

The directors are pleased to present their Annual Report, combining the Directors' Report and the audited financial statements for the year ended 31st December 2025.

The financial statements have been prepared in accordance with the Companies Act 2014, FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (the Charities SORP), effective for financial periods beginning on or after 1 January 2026.

ARC Cancer Support Centres has applied the Charities SORP in full in preparing these financial statements. The directors confirm that the financial statements comply with all applicable requirements of FRS 102 and the Charities SORP and that no material departures from the SORP have been made.



Contents



Summary of Objectives
and Principal Activities 8

Mission, Vision and Values 9

Origins and Evolution of ARC 11

Achievements and Performance 12

Overview of Strategic Objectives 13

How Success was Measured 21

Principal Risks and Uncertainties 22

Key Challenges 25

Eddie's Story 27

Fundraising Activity
and Performance 28

Financial Review 30

Structure, Governance
and Management 35

Future Developments
and Priorities 43

Compliance with Sector
Wide Legislation and Standards 45

Post Balance Sheet Events 45

Reference and
Administrative Information 46

Audited Financial Statement 47

Directors' Annual Report 48

Directors' Responsibilities
Statement 50

Independent Auditor's Report 51

Statement of Financial Activities 54

Balance Sheet 55

Statement of Cash Flows 56

Notes to the Financial
Statements 57

Summary of Objectives and Principal Activities

ARC's objective, as set out in its constitution, is to benefit the community through the provision of counselling, support, and complementary therapies to people who are affected by cancer, including cancer patients, family members, friends, and carers.

ARC Cancer Support Centres ("ARC") is a charitable company limited by guarantee, incorporated in Ireland and governed by a constitution in accordance with the Companies Act 2014. With the approval of the Registrar of Companies, the organisation changed its name from ARC Cancer Support Limited to ARC Cancer Support Centres on 26 November 2016. The Articles of Association and Constitution were most recently amended by Special Resolutions on 23 November 2020.

ARC's reputation is built on strong governance, transparency, and full compliance with the Charities Regulator. In early 2021, ARC completed the process of full compliance with the Charities Regulator's Governance Code. This involved updating a number of policies and procedures and conducting a comprehensive review

of governance requirements, including the Fundraising Guidelines and Financial Control Guidelines. As a result, ARC achieved the highest standards of governance, including the Charities Institute Ireland's Triple Lock of Good Governance.

Principal activities

ARC offers children (age 4+) and adults affected by cancer the support they need to enhance their coping skills and improve their quality of life during their cancer journey. Family members and carers are also supported.

Our services are confidential, professional, caring, and free of charge. Whether clients have been recently diagnosed, are in treatment, finished treatment, being cared for by, or caring for a loved one with the disease, ARC offers various therapies and services to help, support and resource them through this challenging and difficult time. Our supports include survivorship programmes, complementary therapies, and counselling services.

Our services are provided in our three centres at 65 Eccles St, Dublin 7, D07 TD35, 559 South Circular Road, Dublin 8, D08 X229 and Lowell House, 23 Herbert Avenue, Dublin 4 D04 TOA4, and are also accessible remotely (online/phone).





Vision, Mission and Values

ARC is built on strong and passionate foundations, with a clear sense of purpose and a shared belief that no one should face cancer alone. This principle has consistently guided the development of our services, values, culture, and strategic priorities.

ARC will, as part of its next strategic planning cycle, articulate a clearly defined vision statement that builds on this established north star. This will support strong alignment between vision, strategy, and measurement, and provide a clear framework for the next phase of ARC's impact.

ARC's mission is to provide psychological, emotional, educational, and practical support to people with cancer and those who care for them, through a warm, welcoming, and client-centred approach and to ensure that everyone is aware of, and able to access, these services.

ARC Values

Our core values sit at the heart of ARC, shaping our mission, guiding how we work and make decisions, and uniting us as an organisation. These values are:

Empathy

We seek to deeply understand how each client feels and experiences their situation. We meet them where they are and offer unconditional compassion, respect, and understanding.

Support

Because of a cancer diagnosis, many people feel fear, panic, isolation, and sadness. ARC provides emotional support and a sensitive, understanding approach to help individuals accept and deal with their difficulties, their illness, or the cancer diagnosis of a loved one.

Confidentiality

Confidentiality is of utmost importance to us, as it establishes trust and creates a safe environment for clients to talk freely. We respect that all clients and members of ARC are entitled to privacy and have a strict Confidentiality Policy in place consistent with the Data Protection Act.

Empowerment

The cancer journey can be painful and difficult. We seek to support people affected by cancer, and those who care for them, to feel informed, heard, and supported in looking after their physical, mental, and emotional wellbeing. We respect each person's needs, choices, and pace, helping them to feel hopeful, supported, and less alone.

Origins & Evolution of ARC

ARC Cancer Support Centres is a registered, independent Irish charity founded in late 1993 as ARC Trust. It was established in response to an identified gap in emotional and psychosocial support for people affected by cancer. The organisation was the brainchild of Professor Des Carney, a leading oncologist at the Mater Hospital, who recognised that while medical treatment addressed physical needs, many patients and their loved ones required complementary, holistic and psychological support to cope during and after hospital treatment.

With the commitment of a small group of caring and dedicated volunteers, ARC opened its first Cancer Support Centre near the Mater Hospital in Dublin. From the outset, considerable attention was given to creating a welcoming, nonclinical environment — a true ‘home from home’ where individuals affected by cancer could find warmth, compassion and support tailored to their needs. This ethos of person centred care and accessibility remains central to ARC’s identity and service model today.

Over time, ARC’s services and organisational model have evolved in response to growing demand, increased complexity within the cancer care landscape, and rising expectations around quality, governance and accountability. A second ARC Cancer Support Centre was opened in November 2009 in close proximity to St. James’s Hospital in Dublin 8, extending ARC’s reach and strengthening its ability to support individuals accessing cancer treatment in that area. In early 2020, a third centre was established near St. Vincent’s Hospital, further expanding ARC’s presence across Dublin’s principal cancer treatment locations and enabling closer alignment with hospital based cancer services.

As part of this evolution, ARC transitioned from its original trust structure to become a charitable company limited by guarantee, supporting more robust governance, regulatory compliance and organisational sustainability. In 2016, the organisation formally changed its name

from ARC Cancer Support Limited to ARC Cancer Support Centres, and amended its Constitution in accordance with the Companies Act 2014. Further constitutional amendments were approved by Special Resolution in 2020 to strengthen governance arrangements and ensure continued alignment with regulatory and sector wide standards.

As ARC has grown in scale and complexity, strong governance and transparency have been embedded as core organisational priorities. ARC completed the process of full compliance with the Charities Regulator’s Governance Code in early 2021, following a comprehensive review of governance structures, policies and procedures, including fundraising governance and financial control frameworks. As a result, ARC has achieved the highest standards of governance, including Charities Institute Ireland’s Triple Lock of Good Governance.

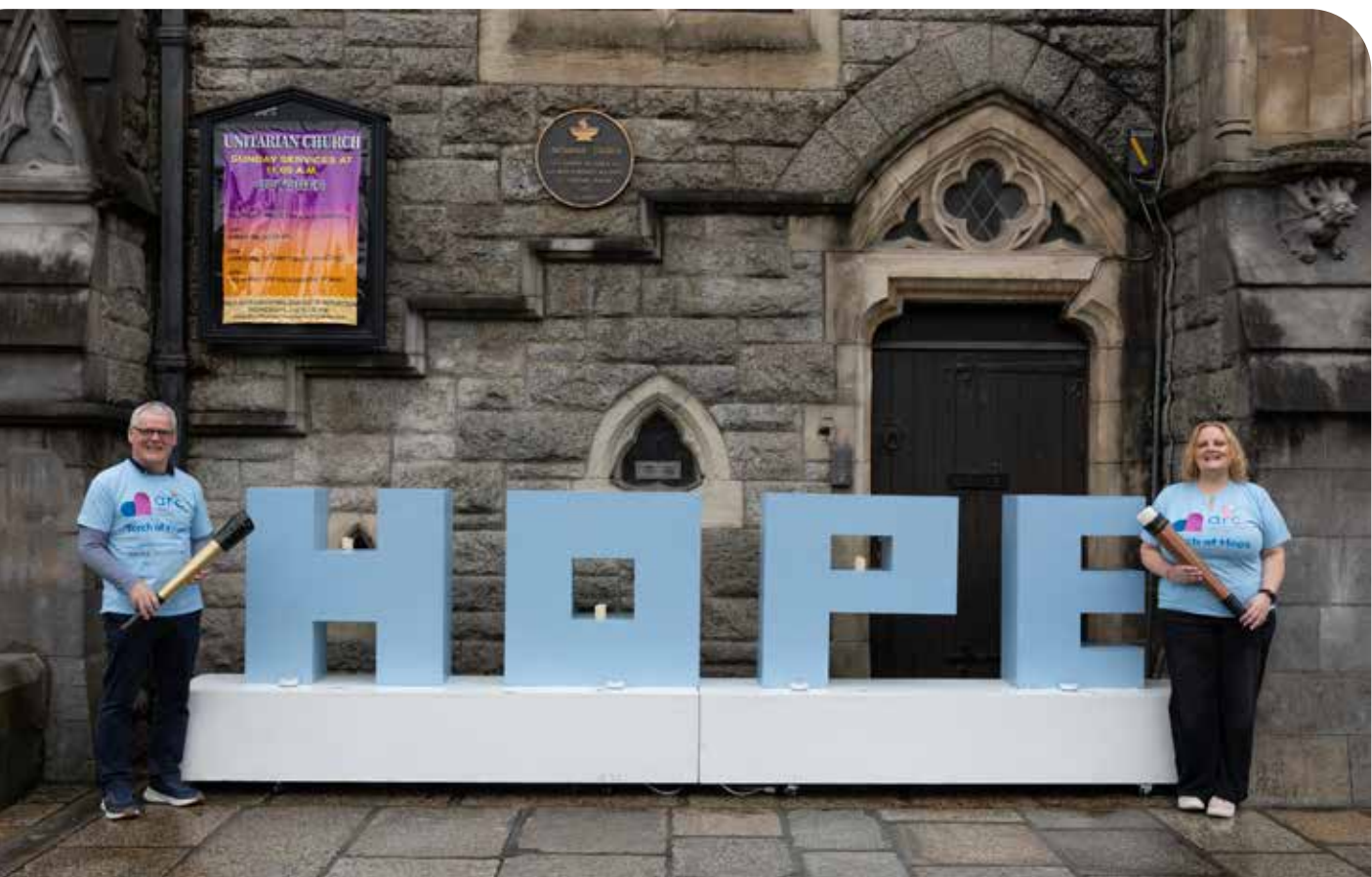
Today, ARC operates as a well governed charitable company, delivering professional, evidence informed counselling, complementary therapies, survivorship programmes and support services through its three centres and via remote access, free of charge. While ARC has evolved significantly since its founding in 1994, it continues to be guided by the same core belief that inspired its creation: that no one should face cancer alone.

Achievements and Performance

2025 was a year of consolidation for ARC. It was the middle year of a three-year strategic plan which outlined six key objectives to guide the organisations's development. Alongside this, the Transformation Project continued to strengthen governance, infrastructure, compliance, and service quality. Many of these initiatives were unified under one programme, forming the foundation for all progress reported in this section.

This unified programme was developed in response to a changing landscape - characterised by increasing service demand, evolving regulatory requirements, and funding pressures.

Priority areas of focus included aligning internal operations to the Strategic Plan, reviewing ARC's organisational structure, embedding HIQA's National Standards for Safer Better Healthcare, and ensuring robust compliance with both external codes and internal policies.



Overview of Strategic Objectives

In our 2024–2026 Strategic Plan, we have identified six strategic objectives that ARC is committed to achieving.

Strategic Objective 1

ARC POSITIONING - Continue to develop and position ARC as a service of repute and an influence on national policy

Across 2025, ARC consolidated its position not only as a high-quality community based psychosocial oncology support service, but as a recognised national contributor to cancer policy, survivorship frameworks, and standards development.

Due to significant and consistent work, ARC is perceived as both a service provider and system partner with strong credibility grounded in governance maturity, quality systems, and lived client experience. ARC is a trusted organisation that has demonstrated its ability to translate frontline learning into national-level insight.

ARC maintained active and influential involvement in multiple national structures, including:

- NCCP Survivorship Steering Group and Survivorship Programmes Working Group
- NCCP EMPOWER Steering Group (with ARC successfully transferring a locally developed programme into national rollout)
- Movember Sexual Health & Wellbeing Implementation Advisory Group
- The Mater Hospitals and UCD Cancer Centre Board

This engagement contributed to the development of content, language and referral pathways, with a particular focus on:

- The involvement of community cancer support from the point of diagnosis
- Recognition of partners and families within survivorship approaches
- Strengthening links between statutory services and community-based care

ARC's growing credibility is further evidenced by:

- Direct engagement with the Minister for Health (November 2025), where ARC's role was acknowledged as a key contributor to the patient pathway and as a complementary service to acute healthcare.
- Increased and stabilised NCCP funding allocations, reflecting trust in ARC's governance, activity levels, and standards alignment.
- Governance and compliance improvements underpinned this reputational strength. ARC achieved and sustained:
 - Triple Lock compliance
 - Significant increases in organisational compliance
 - Strong alignment with HIQA's Safer Better Healthcare standards

Together, these developments demonstrate that ARC has achieved a mature, trusted positioning within the national cancer support infrastructure.

Strategic Objective 2

AWARENESS - Raise awareness of ARC for all stakeholders

ARC's awareness work focused on moving beyond recognition to meaningful stakeholder action, improving access to supports, strengthening referral pathways, and deepening engagement across communities, partners, and supporters.

ARC received continued invitations to national working groups and advisory roles as well as seeking expansion of outreach to underrepresented communities (e.g. LGBT Ireland engagement) and increased hospital based visibility and partnerships, supporting earlier access and referrals.

This increased awareness translated into steady service growth. Enhanced capacity early in the year supported appointment access within two to four weeks and contributed to an increase in new registrations. Seasonal variation affected monthly activity, but overall performance remained strong and ARC exceeded its target at 106% for new registered clients.

Notably, client awareness of ARC's role is strongly reflected in the 2025 Client Satisfaction Survey:

- Clients described ARC overwhelmingly in terms such as "supportive", "safe", "lifesaving", "compassionate", and "essential".
- Likelihood to recommend ARC remained exceptionally high (Net Promoter Scores strongly positive at 88.8%).
- Many respondents indicated ARC was the only place where they felt fully listened to and supported outside the acute system.

ARC's brand is clearly associated with trust, quality, and humanity, not simply service availability.

Awareness of ARC noticeably grew in the Fundraising and Communications department too, particularly evident in the corporate channel where we received a number of inbound queries which converted into funding received and new partnerships established. This is illustrated by Cornmarket Financial Services whose staff voted to selected ARC as their Charity Partner for 2025 and 2026. Our stakeholder engagement on our social media channels, namely Facebook, Instagram and LinkedIn, also grew considerably in 2025 and it is planned to add this as a performance indicator for 2026 to ensure more emphasis on our social media channels as a communication/engagement/marketing tool.

Newstalk continued to support us as one of the Charity Partners and they supported us with two week long ad campaigns to promote our Fashion Show and Individual Giving Christmas Campaign. Cathy Kelly, former ARC client and well-known author, provided the voiceover for the Fashion Show Ad. Award-winning Irish Journalist Róisín Ingle, was our Guest Speaker at the ARC Christmas Lunch 2025, lending her voice to support our vital work and increasing awareness of ARC through her followers.



In terms of strategic KPIs specifically, we aimed to improve our donor retention rate by 10%. This was successfully achieved. We aimed to bring on board 100 new individual donors via our Individual Giving Programme and again are pleased to report this was accomplished.

Community events continued to amplify awareness while generating strong participation and income. Community events are defined as events that members of the public take part in on our behalf. The Dublin Marathon exceeded revenue expectations with a steady stream of people choosing to participate from the community and raise funds for ARC. Repeat events such as the Christmas Lunch delivered strong retention, and enhanced programmes including Tennis4Cancer (a tennis club fundraising initiative set up in 2018 to raise vital funds for ARC and the National Breast Cancer Research Institute – NBCRI) performed particularly well. Participation in key community events, measured against a ten percent year on year increased target, achieved 149 percent of target for 2025.

Our status as a great fundraising organisation really improved in 2025. A key marker of this was invitations to present at various fundraising forums run by Charities Institute Ireland such as the Directors of Fundraising forum (representation on the panel by our Head of Fundraising & Communications)



ARC was also a finalist for the **Charity of the Year** at the Charities Institute Ireland (CII). The Charity Excellence Awards is one of the highest honours in the Irish non-profit sector. It signifies that an organisation has been shortlisted by an expert judging panel for truly excelling in its mission, demonstrating outstanding impact for its beneficiaries, and upholding the gold standards of transparency and accountability. We were understandably very proud of this recognition of our work.



Strategic Objective 3

RIGHT THINGS / RIGHT PLACES / RIGHT TIMES - Deliver appropriate care for our clients' psycho-oncology and psycho-social needs

The strategic objective “Right things, right places, right times” underpins ARC’s commitment to delivering responsive, high quality psycho oncology and psychosocial care that meets clients where they are in their cancer journey.

Throughout 2025, ARC demonstrated strong alignment between client need, service availability, and therapeutic expertise, ensuring that supports were timely, appropriate, and impactful.

While client feedback was overwhelmingly positive from our 2024 Client Satisfaction Survey, highlighting significant emotional, practical, and therapeutic benefits, it also constructively identified opportunities for further improvement - improving appointment availability and waiting lists, expanding service variety, and enhancing communication. These insights have been proactively embedded into service planning and delivery for 2025, reinforcing ARC’s culture of learning, quality improvement, and person centred care.

Service delivery across 2025 demonstrates ARC’s success in delivering the right supports at the right time, tailored to client need and life stage.

Our Key Performance Indicators for this objective in 2025 show:

- Approximately 99–100% of planned sessions delivered
- High service demand is met consistently in 2025
- New client registrations are consistently exceeding targets
- Drop in services are outperforming expectations, with high repeat engagement

The 2025 Client Satisfaction Survey provides compelling qualitative and quantitative evidence of impact:

- Overall satisfaction ratings were overwhelmingly positive across all services.
- Clients consistently reported:
 - Feeling listened to, understood, and emotionally supported
 - Improved coping, reduced isolation, and increased hopefulness
 - Practical skills to manage anxiety, stress, symptoms, and family impacts
- Testimonials illustrate transformational impact, particularly in:
 - Adult counselling
 - U18 counselling and play therapy
 - Manual lymph drainage and complementary therapies

ARC demonstrated strong responsiveness to feedback identified in earlier surveys:

- Appointment availability improved, with more consistent waiting list movement.
- Service variety expanded (Mindfulness, Pilates, Tai Chi, Wellness Programmes).
- Evening opening hours introduced across all centres.
- Clearer, more proactive waiting list communication implemented.

Quality and safety performance further supports this objective:

- Low levels of complaints, with strong resolution and learning culture.
- Complaints reframed as service improvement opportunities.
- Incidents managed effectively, with strong adherence to safeguarding and safety procedures.

Strategic Objective 4

STRUCTURES - Develop a new organisational structure focused on ARC's core strategic goals.

ARC made progress against this strategic objective by ensuring the right people, processes, and plans are in place so that we can deliver services consistently, remain accountable, and respond effectively to the needs of our clients, donors, staff, volunteers, therapists, and all stakeholders.

To help us understand how well our structures were supporting people day to day, ARC tracked a set of KPIs that reflect our organisational readiness and delivery. These measures show whether staff have the training and support they need, whether performance reviews are happening consistently, and whether we are following through on the actions we have committed to. Together, they provide clear, practical evidence that ARC is building strong structures, improving accountability, and strengthening how our structures develop in line with our commitment to continuous improvement:

- ARC aimed for full compliance with mandatory training for staff, and we achieved 98% against a 100% target in 2025. This strong result was maintained across the organisation, with completion slightly below target due to the additional time required for new starters to complete induction modules, including externally delivered training elements. Annual cybersecurity refreshers are planned for early 2026 to support full compliance.
- ARC aimed to keep performance management reviews up to date for all staff. The KPI result represents a cumulative score over the 12 month period, showing an average achievement of 95% against a 100% target for completion by April 2025. Reviews progressed steadily throughout the year, with some delays due to new hires and scheduling constraints; however, by year end, 100% of performance reviews were completed.
- ARC planned to complete the actions within the 2025 Operational Plan, and we achieved

95% completion by year end. While early progress was affected by resource pressures and the need to reclassify elements of the plan, delivery accelerated in the final quarter, supported by major initiatives such as the Client Relationship Management (CRM) project and wider process improvement activity.

Alongside the KPI results, ARC progressed a set of key milestones from our three-year operational plan. These actions focused on building capacity, clarifying roles and ways of working, and improving how we plan and deliver change. In 2025 these included:

- Strengthened organisational capacity through public recruitment, including appointments of a Digital Marketing Specialist, Administration Assistant, Client Service Coordinator and Project Assistant. These roles supported improved coordination, strengthened operational delivery, and increased capacity to embed governance, compliance and Health and Safety processes and controls.
- Embedded the trial Board structure introduced in 2024, with Board discussions underway to re-establish a Services Committee.
- Strategic Planning through collaboration with the Board and the EMT roundtable in April 2025
- Remapped the transformation project into an Operational Plan aligned to ARC's strategic objectives.

One planned objective, the development of a long-term funding structure to support future planning, was postponed to 2026. This will align with further strategy development work scheduled to support ARC's next strategic plan for 2027 to 2030.

Strategic Objective 5

DO THINGS RIGHT - Build a responsive organisation with robust governance, proactively managed in line with best practice

In 2025, ARC focused on doing things right by strengthening how we govern, manage risk and drive continuous improvement.

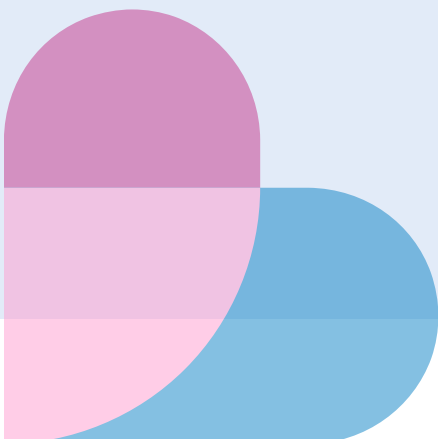
We aligned our approach to recognised Quality and Safety standards and used them as practical benchmarks to strengthen governance, compliance, and service delivery. This helped ensure decisions and improvements were anchored in best practice.

To support effective governance, we embedded departmental KPIs and presented them ahead of each Board meeting through a balanced scorecard within the CEO Board report. This provided timely visibility of performance, key risks, and priority actions, enabling informed oversight and consistent follow-up throughout the year.

A significant milestone was the Board's approval of an Audit Management Policy and the agreement of an annual Governance and Compliance Audit schedule, which is supported by internal and external-led audits. This schedule establishes a structured approach to internal assurance across our key commitments and supports a culture of learning, consistent controls, and continuous improvement.

In support of Do Things Right, in 2025, ARC monitored performance through KPIs and operational objectives that demonstrate effective governance:

- ARC aimed to minimise the number of outstanding Health and Safety actions, and we achieved 98% of this target. This progress was supported by independent inspections completed across all centres in late 2025. The remaining 2% of actions were assessed as low risk, with no immediate safety impact, and were scheduled for completion as part of continuous improvement activities.
- ARC's target was to maintain high assurance across our compliance database, and we achieved 100% against this measure, reflecting strong compliance management and reporting.
- Risk management remained a steady organisational focus throughout 2025, with regular monitoring, completion of key actions, and biannual updates to the Risk Register. The overall risk rating of 5.5 represents the average of ARC's combined organisational risks. This is an improvement against the risk appetite target of 5.9, which sits within ARC's low risk threshold. ARC's risk framework defines 0–12 as low risk, 13–24 as medium risk, and 25+ as high risk, confirming that the organisation remained well within its low risk appetite throughout the year.



- Once again, ARC was Triple Lock certified by Charities Institute Ireland, providing additional external assurance and demonstrating our commitment to transparency and strong governance.
- ARC achieved 76% of its policy target, reflecting steady progress in policy development. Several new policies, including cybersecurity-related policies, were advanced ahead of plan in Q1 2026, with four additional policies approved in December 2025 for early 2026 circulation.
- Independent audits against the HIQA National Standards for Safer Better Healthcare strengthened assurance. A February 2025 Person-Centred Care (Theme 1) audit showed clear improvement since 2023, including enhancements in complaints handling, consent, data protection and governance, while identifying areas such as compliments tracking for further development. A March 2025 Risk Management Audit found high compliance, with minor non-compliances addressed through a Quality Improvement Plan.
- An independent review against the Cybersecurity Baseline Standards for Public Service Bodies (November 2025) informed an increase in ARC's principal cybersecurity risk rating and will shape improvement priorities for 2026.

ARC's Data Protection Officer completed a maturity assessment against Data Protection Standards, providing a clear plan that will underpin 2026 operational priorities.

- ARC maintained an overall staff satisfaction score of 83% in 2025, meeting the target for the year and reflecting stable employee experience levels and ARC's commitment to providing a positive and responsive workplace.

ARC entered the Good Governance Awards also for the first time. These are an annual initiative in Ireland that recognises and encourages exemplary governance, transparency, and accountability within nonprofit and charitable organisations. Developed by Carmichael with support from national bodies, the awards specifically evaluate how well charities use their annual reports and financial statements to demonstrate good governance. We received a commendable score and plan to re-enter in 2026 and improve further on our rating, with an aim to win in our category in the coming years.

Looking ahead, ARC will build on 2025 progress through a focused improvement programme across cybersecurity, data protection and internal assurance. This will include delivery of a prioritised cybersecurity project, implementation of data protection actions and full rollout of the internal audit schedule to embed a structured, evidence-based approach to continuous improvement.



Strategic Objective 6

RESOURCE - Develop a strong funding strategy to ensure ARC's sustainability

ARC has continued to diversify its funding income in 2025 to ensure no dependency on one particular channel.

The introduction of NCCP funding in 2023, followed by increases in 2024 and 2025, reflects the strong efforts of senior management, the Working Group for the Alliance of Community Cancer Support Centres and Services, and the wider network. This has given ARC greater confidence in planning for the future. Combined with continued funding from HSE Dublin and North East, statutory income represented 42% of total income in 2025.

We saw growth in certain channels as outlined below. We also invested in research into how to achieve transformational fundraised income growth, much needed groundwork to set us up for success in the next strategic cycle where investment will be needed to build capacity in all areas of the organisation.

Community fundraising was particularly strong with notable success from the new Dublin City Half Marathon, a client who swam the English Channel Solo and Clondalkin rugby club among some of the key community events.

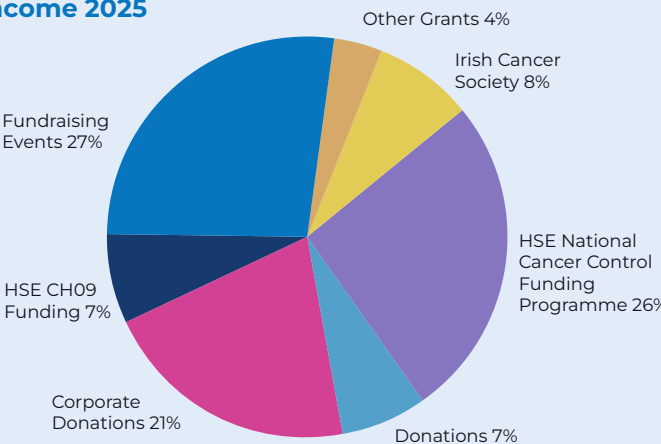
ARC continued to build on its successful launch of a Christmas Direct Marketing Campaign in 2024 with another appeal at Christmas 2025. This campaign resulted in 210 first time donors with 98 repeat donors, generating similar funds to the Christmas Campaign in 2024.

ARC's corporate channel (whereby it derives money from Ireland's corporate community) exceeded its target by over €300k, predominantly due to an existing, long-standing partner of ARC, Kingspan, choosing to launch its inaugural "Kingspin" cycle in aid of ARC.

The other main success story for 2025 was the growth of the Tennis4Cancer initiative, with revenue split between the charity National Breast Cancer Research Institute (NBCRI) and ARC. Revenue from this campaign grew by over 10% year on year. This was aided by the formation of a charity committee for the first time alongside a corporate fundraising element.

ARC operates in a complex and evolving external environment which gives rise to a number of strategic, operational, and financial risks. The principal external factors influencing cancer care delivery and charitable fundraising in Ireland are summarised overleaf.

Income 2025



How success is measured, a year in numbers



The start of a person's ARC journey begins from their first contact with ARC. That may be through phone, email or by dropping into our centre. In 2025 we had:



1,428
new clients joined
(+17%)

48%
increase in wellness
attendance

10%
increase in workshops
introduced

4,015
adult counselling
sessions, supporting
952 clients

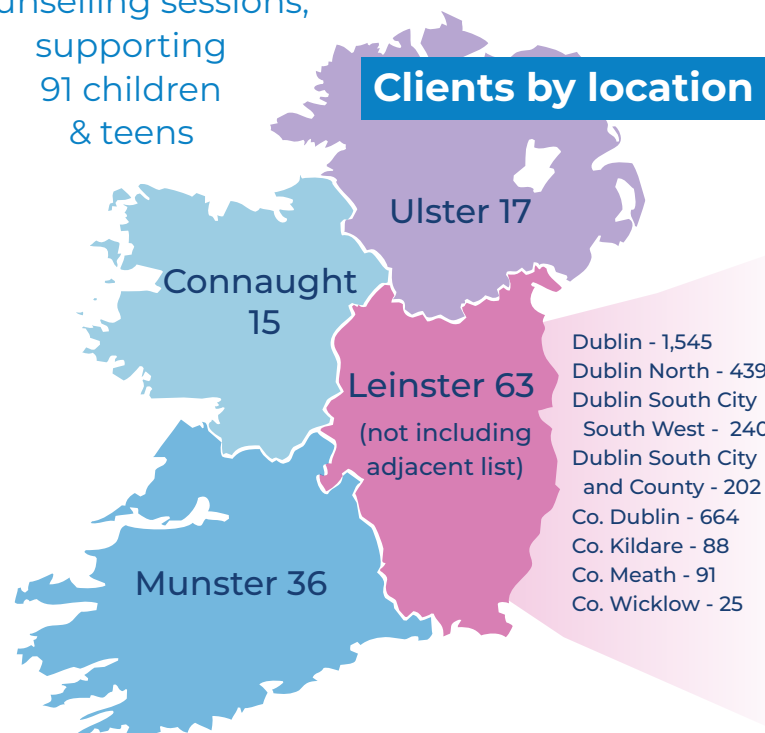
882
child & teen
counselling sessions,
supporting
91 children
& teens

2,021
touch therapy sessions

2,141
individuals accessed
ARC services

1,864
clients and 12,420
attendances
1,414 women

1,370
people with
cancer diagnosis



Principal Risks and Uncertainties

External Context

Political

Ongoing pressure within the Irish health system and evolving national cancer priorities increase reliance on voluntary sector supports. This heightens demand for ARC's services and reinforces the need for resilient infrastructure.

Economical

Cost of living pressures and inflation continue to increase operating costs while potential reductions in funding or corporate capacity, give rise to income volatility and cost escalation risks.

Social

An ageing population, rising cancer incidence and growing awareness of psychosocial supports contribute to sustained growth in demand for ARC's services, creating pressure on capacity and workforce planning.

Technological

Digital service delivery and online fundraising are increasingly central to reach and continuity but introduce cybersecurity and data protection risks that require ongoing investment and expertise.

Environmental

Weather-related disruption and increasing sustainability expectations have the potential to impact service delivery, facilities and fundraising activities, informing ARC's business continuity and long-term facilities planning.

Legal

Heightened expectations around charity governance, financial transparency, safeguarding and GDPR compliance create additional regulatory risks which must be actively managed.

Internal Risk Management and Governance

ARC actively identifies, assesses and manages risks across financial, fundraising, operational and service related activities. Risks are identified through day-to-day operations, incident management, internal and external assessments, reviews of the external environment, and stakeholder engagement.

All principal risks are recorded in the organisational Risk Register and assessed based on likelihood and impact. Each risk is assigned to a member of the Executive Management Team (EMT), who is responsible for implementing mitigation measures and ensuring appropriate controls are in place. The Risk Register is reviewed by the Corporate Governance, Risk, Quality & Safety Committee and presented to the Board for review on a biannual basis.

Risks are prioritised using a RAG Status and categorised as:

 **High Risk:** score of 25+

 **Medium Risk:** score of 13–24

 **Low Risk:** score of 0–12

ARC has a low-risk appetite for all regulatory and legislative risks, including safeguarding, health and safety, data protection, fraud and reputational damage. Strong systems of internal control are in place to ensure compliance with statutory and regulatory requirements and to safeguard clients, staff, volunteers and organisational reputation. ARC aims to ensure that, following mitigation and additional controls, no principal risk remains rated as High.

The principal risks identified are:

Risk Area	Risk Description	Risk Mitigation	Risk Owner	Overall Rating
Cybersecurity	Risk of a Cybersecurity incident resulting in significant loss of data from one or more systems (including Data Breaches).	Encryption, MFA, backups, cybersecurity training, rolebased access, firewalls	Chief Executive Officer	
Workforce Stability	High turnover or loss of key staff impacting service delivery	Succession planning, notice periods, induction/handover processes, pay reviews, supportive culture	Chief Executive Officer	
Business Continuity	Inability to respond to an emergency and no clear contingency in place.	Local Emergency Response Plans (Fire, Flood, Gas); General Emergency Evacuation Plans (GEEPs); Personal Emergency Evacuation Plans (PEEPs)	Chief Executive Officer	
Artificial Intelligence	Misuse, bias, unethical, or reliability issues arising from Artificial Intelligence tools	GDPR & Data Protection Policy; Staff confidentiality agreements and training; CEO oversight of official communications	Chief Executive Officer	
Funding Dependence	Over-reliance on fundraised income and once off grants	Income diversification, reserve's policy, additional HSE/NCCP funding, grant strategy	Chief Executive Officer	
Reputational Risk	Negative publicity or loss of stakeholder confidence	Communications oversight, ethics screening, rapid response capability	Head of Fundraising & Communications	
Regulatory Compliance	Noncompliance with statutory and sectoral regulation	Audits, compliance monitoring, external advice, regular board oversight	Chief Executive Officer	
Safeguarding & Client Safety	Safeguarding breaches or risks to vulnerable clients	Garda Vetting, mandatory training, professional standards, robust policies and reporting	Head of Service Operations	

Risk Level High 25+ Medium 13 – 24 Low 0 – 12

Notes on high and medium risks:

Risk of a Cyber Breach - High

Cybersecurity remains a principal risk for ARC because an attack or data breach could disrupt services, expose sensitive information and cause financial and reputational harm. ARC's current controls include encryption on devices, backups of core systems, up-to-date firewall and anti-virus protection, and annual cybersecurity awareness training. ARC underwent a maturity assessment against Public Service Bodies Cyber Security Baseline Standards, which informed our increased principal risk too high. In 2026, we will strengthen these controls further through a dedicated cybersecurity project which will ensure mobile device management, cybersecurity policies, strengthened business continuity planning and cyber insurance, with the aim of reducing the residual risk.

Risk of high turnover and loss of key staff members-Medium

ARC's ability to deliver safe and effective services depends on retaining key skills and maintaining continuity when staff change. The risk of turnover includes loss of expertise, delays to projects and impacts on stakeholder relationships. Current mitigations include wellbeing initiatives, employee assistance programmes, succession planning, handover and induction processes, leaver checklists, responsive recruitment practices, and a focus on a supportive workplace culture. Further controls planned include releasing a Learning and development policy, more investment into team building and wellbeing and business process mapping to reduce dependency on single roles and to support continuity.

Business Continuity-Medium

ARC understands that there is a risk of service disruption arising from a major internal or external emergency, which could impact clients, donors, volunteers, and staff safety and our ability to ensure service continuity. Existing controls include Safety Statement, fire drills, local emergency response plans for fire, flood and gas, general evacuation plans, and personal evacuation arrangements where required. Our additional controls focus on strengthening organisational resilience by completing impact assessments of critical systems and services, and by implementing a business contingency policy and associated plans so that roles, communication, and recovery steps are clear and practiced.

Artificial Intelligence-Medium

ARC recognises that AI is emerging and developing tool and the landscape is changing quickly. The risk that inappropriate use of AI tools could lead to misinformation, inconsistent decision-making or the exposure of sensitive client, staff or donor data. Existing controls include GDPR and data protection policies, confidentiality agreements and training, and senior oversight of key communications. To reduce residual risk, ARC plans to introduce a formal AI policy and clear guidance on permitted use, carry out AI awareness training, and complete Data Protection Impact Assessments where required, including reviewing third-party contractor use of AI where relevant.



Key Challenges

While the principal risks outlined above relate to potential future events, ARC operates within a complex and evolving environment where ongoing operational and strategic challenges influence our ability to deliver services effectively and sustainably

Workforce capacity and specialist skills

Delivering safe, high-quality support depends on maintaining the right mix of paid staff, volunteers, and contracted professionals. In 2025, ARC continued to experience pressures associated with workforce retention, recruitment, and continuity across key roles. This includes reliance on specialist contractors for certain therapeutic services, where availability can be limited and recruitment timelines can be extended.

Broader economic pressures in Ireland, including cost of living, also affect both staff retention within the charity sector and the capacity of volunteers to engage consistently. These factors require ARC to remain flexible and proactive in workforce planning, while maintaining a strong focus on staff wellbeing, retention, and continuity of expertise.

Financial sustainability in a competitive funding environment

ARC operates in a funding environment where income can be variable and competition for public, corporate, and philanthropic support remains high. While recurring funding provides an essential foundation, a significant portion of income continues to be derived from fundraising and grant activity, which can fluctuate year to year.

In 2025, successful engagement with the National Cancer Control Programme resulted in the establishment of recurring funding, significantly improving financial stability following earlier pressures in the year. However, rising operating costs and broader sector pressures mean that long-term sustainability remains a key challenge.

ARC continues to prioritise income diversification, strengthening relationships with statutory, corporate and philanthropic partners, and careful financial management to ensure continuity of services.

Increasing reliance on digital systems

ARC's day-to-day operations are increasingly dependent on digital systems to register clients, manage appointments, communicate with stakeholders, and support service delivery. This reliance brings ongoing challenges in maintaining secure, reliable, and resilient systems while ensuring staff confidence and capability in their use.

As digital systems continue to play a central role in service delivery, maintaining trust, minimising disruption, and keeping pace with evolving technology requirements remain key organisational priorities.

Service continuity and organisational resilience

ARC must ensure that services remain available and responsive, even in the face of unexpected disruption such as facility issues, safety incidents, or external events. Any interruption has the potential to affect client access, delay supports, and place additional pressure on staff and service providers.

Strengthening organisational resilience, including clarity of roles, communication processes, contingency arrangements and continuity planning, remains an ongoing area of focus to ensure that services can continue with minimal disruption.

Operating in a changing external environment

ARC operates within a broader health and social care ecosystem that continues to evolve. Demand for services, expectations of delivery, funding models, and regulatory requirements are all subject to change. In addition, wider economic pressures and global uncertainty may influence funding availability, operating costs, and levels of demand for support services.

These external factors require ARC to remain adaptable, responsive, and strategically focused, ensuring that services continue to meet client needs while operating within a sustainable and well-governed framework.





Eddie's story

When Eddie Bowden first came to ARC Cancer Support Centres following his lung cancer diagnosis in 2010, he was exhausted and struggling to come to terms with everything he had experienced. What began with a cup of tea and a simple conversation became a relationship that would support him through every chapter of his cancer journey.

“ARC has been with me through every part of my cancer journey”

“It’s the warmth. It’s like that blanket being put around you,” Eddie said.

Through counselling, stress management, reflexology and Tai Chi, Eddie found new ways to cope and rebuild his confidence. Just as importantly, he found connection with others who understood what he was going through.

“At ARC I wasn’t alone. They could understand what I was going through.”

Even after receiving the all-clear in 2015, Eddie remained connected to ARC. The confidence and skills he gained helped him open new doors, including returning to college and embracing opportunities he had never imagined possible.

When Eddie was re-diagnosed with stage 4 lung cancer in 2020, returning to ARC felt natural.

“It was like that safety blanket. Like I left last week.”

Today, 16 years after first walking through ARC’s doors, Eddie continues to live life on his own terms.

“I’m busy living. Cancer is not controlling me. I live my best life.”

For Eddie, ARC has provided far more than individual services. It has offered warmth, connection, hope and the reassurance that he never has to face cancer alone.

“I will never forget what ARC has done for me. It’s gotten me through the hardest time of my life. I have that hope and I have that freedom.”



Fundraising Activity & Performance

2025 was a year of significant growth for ARC's fundraising, & communications department, with the achievement of €400,000 over the original target. This can be attributed predominantly due to the aforementioned 'Kingspin' Cycle run by our corporate partner Kingspan.

Other notable successes include:

The 2nd annual golf classic, held at the K Club, which grew by 18% in revenue on the previous year, with many of the same companies returning as attendees and sponsors. It is hoped to steward many of these corporate relationships into partnerships in 2026.



Grant income remained steady with a significant pipeline build up for 2026, entering the year with a potential value of €150,000. This can be attributed to the strong partnership with our grant writing consultants, Yellow Harbour, and their deepening understanding of our work. Also worth noting is the fact that The Late Late Toy Show Appeal, administered by the Community Foundation of Ireland, continued to support us, with a grant identical to 2024 of €40,000.

In 2025 we were also delighted to receive funding from The Ireland Funds via The Heart of the Community fund for our children's counselling. We are indebted to the patrons and funders involved for enabling this to happen.



Tennis4Cancer, a grassroots fundraising campaign, ran in aid of both ARC and National Breast Cancer Research Institute, grew by 33% in revenue in 2025, attributable to the formation of a committee with more members, thus ensuring more tennis clubs from around Ireland participated.



In-kind support continued to play an important role in helping to reduce costs and add value to our services with notable contributions from BWG Foods for our events and from Boots in the form of goodie bags for our Fashion Show guests.



Financial Review

ARC reported a strong financial performance in 2025, generating a surplus of €449k compared to a budgeted deficit. This outcome reflects a combination of increased income, particularly in core and corporate funding, together with effective cost management across the organisation.

Income

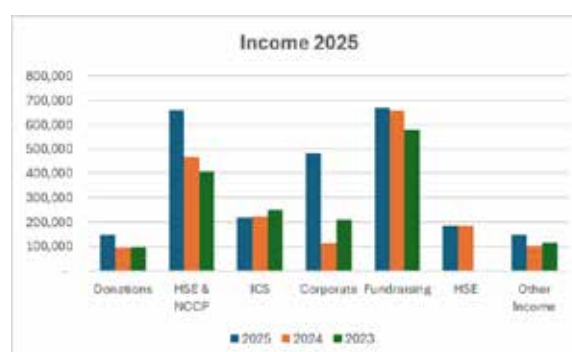
In 2025, income was €2,515,608 against expenditure of €2,062,896 for the same period, resulting in a surplus of €452,712 for the year. This compares to a surplus of €29,328 in 2024.

ARC was once again very grateful to receive funding from the HSE Dublin North and North-East of €185,531, contributing to the ongoing costs in our Eccles Street Centre. We also received funding from the NCCP in the amount of €639,450, a significant increase thanks to the efforts of senior management, the Working Group for the Alliance of Community Cancer Support Centres and Services, and the wider network.

These Grants from the State represented 33% of ARC's income for 2025, a slight decrease from the equivalent 35% in 2024, and offered much improved assistance in managing the overall cost of our services.

The increase in HSE funding, initially announced in 2023 and subsequently enhanced and stabilised through 2024 and 2025, provides organisations such as ARC with greater financial certainty and supports the development of a stable and sustainable core funding base for the future.

An alternate view of income, with a comparison to 2024, is set out in the graph below.



In 2025, the Irish Cancer Society (ICS) funded counselling services to the value of €200,000. This support is reliant on continued public generosity and the success of the Society's fundraising initiatives.

Statutory and other grant income comprised 42% of total income, reflecting a strengthened and more stable funding base. These funding streams, including support from the HSE and the Irish Cancer Society, continue to provide an important foundation for service delivery and enable greater certainty in planning. While core funding levels are expected to remain broadly consistent in 2026, they represent a key pillar of financial stability for the organisation.

Nonstatutory income accounted for the remaining 58% (48% in 2024) of total income and was generated through a diverse mix of sources, including fundraising events, donations, legacies, and corporate partnerships. Individual giving remained strong during the year, supported

by appeals and community engagement, while fundraising events delivered a steady performance overall, with some variability across individual events.

ARC received €784,725, representing 31% of income, and an increase of 167% on 2024. Corporate income included a significant one off partnership contribution, which will not recur at the same level in future periods. Income from ARC-managed fundraising events and campaigns was €668,722 accounting for 27% of income.

With the ever-changing funding environment, the trend between Fundraising and Grants/Core Funding shows how the gap between them has continued to fluctuate since 2018. The gap remains small, and the increase core funding may increase further as the next year evolves.

ARC's Fundraising Events and Appeals growth was fairly static with a 2% year-on-year increase.

The chart below tracks the income on ARC-managed events in recent years.

This chart tracks the movements in Fundraising Event Income only.



Despite the challenging environment, the events have managed to increase their levels of income. Maintaining this will be the focus going forward. ARC's work is underpinned by a diverse blend of income sources, including organised fundraising events, the generosity of the public and corporate supporters, and grant funding.

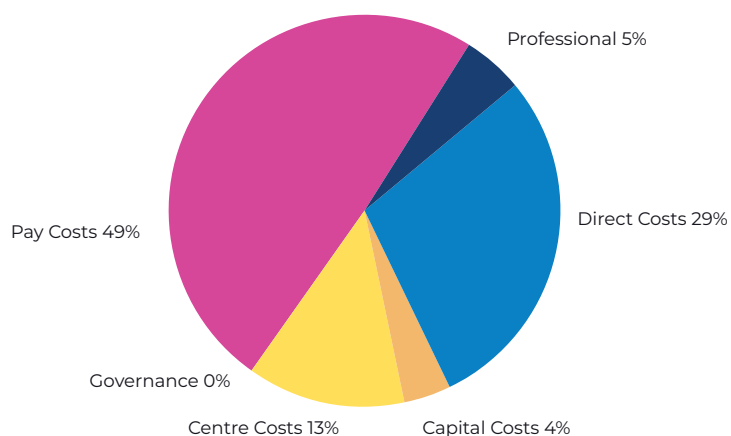
Expenditure

Expenditure was well controlled during the year, with both direct costs and overheads below budget. Total direct costs amounted to €0.59m, while overheads totalled €1.47m, reflecting continued discipline in cost management. Pay costs increased 15% when compared to the prior year, in line with investment in organisational capacity, but remained below budgeted levels. This reflects a measured approach to growth, balancing service needs with financial sustainability.

Service delivery expenditure was below budget in 2025, primarily due to timing and capacity constraints linked to staffing, rather than any reduction in demand for services.

The below Pie Chart provides a summary of 2025 expenditure and how it was spent.

Expenditure Breakdown 2025



ARC continues to experience strong demand for its supports, and recruitment and workforce development remain key priorities to ensure that the organisation can meet this demand effectively in the future.

Overall, ARC's cost base continues to reflect its core purpose, with significant investment in counselling, therapeutic supports, and programme delivery across its centres. At the same time, targeted investment in systems, governance, and organisational capacity has supported the strengthening of internal processes and infrastructure.

The organisation closed the year with a strong cash position and healthy reserves, further enhancing its financial resilience. This provides a solid platform to support ongoing service delivery and strategic priorities.

In summary, 2025 represents a year of consolidation for ARC. The organisation has strengthened its financial position, reinforced its funding base, and maintained tight control over costs. While some elements of income growth in 2025 were nonrecurring, the overall financial outcome reflects a more stable and sustainable position as ARC plans for continued service delivery and development in the years ahead.

In 2025, ARC continued to invest strategically in fundraising, service delivery, and operational infrastructure to support our long-term sustainability and impact. The cost of generating funds increased by €6,454 compared to the previous year, driven primarily by a planned expansion in fundraising activities.

We also had the 2nd ARC Golf Classic in the K Club, which incurred costs of €18,000 but delivered a net return of approximately €64,000, demonstrating the success of this new initiative.

The cost of operating ARC's centres rose by €146,513, €74,518 of which was attributed to maintenance, repair and upgrade of our three centres. The remaining balance relates to indirect support costs.

In contrast, direct therapy costs increased by €36,583, and governance costs increased by €60,367, most of which was attributed to staff time and efforts required to ensure the charity was fully compliant with all legislations appropriate to the Charity sector.

A significant cost driver in 2025 was an increase in payroll expenditure of €129,830, as ARC continued to build a team with the skills and capacity needed to deliver on our strategic objectives. Average staff numbers grew by 12%, from 17 to 19 employees, with the full-year cost impact expected in 2026.

As the Strategic Plan and Transformation Project progressed, our priority in 2025 was to maintain existing service levels while strengthening internal structures, processes, resources, and compliance. During this period, our Service Arrangements with the HSE, linked to increased funding, required significant administrative input. Support costs rose by €38,878, most of which is attributed to increased central operations resourcing to manage this workload. This included the outsourcing of Data Protection Officer responsibilities to a GDPR specialist, which has significantly strengthened our compliance in this area.

In 2025, we restructured our chart of accounts to enable more detailed and transparent financial analysis. The new system provides clearer visibility of support costs, allocates spend by department and fund, and improves the accuracy of cost apportionment across programmes.



This advancement supports more robust service costing, highlights gaps between service delivery and state funding, and the need for fundraising, and will underpin stronger financial decision-making going forward.

At year-end, cash reserves stood at €2,164,872, representing an increase of €490,713 from the previous year. Most all of this increase reflects additional, unexpected Corporate Donations received during the year. December typically marks ARC's highest cash point due to seasonal fundraising peaks. While reserves remain healthy and above our minimum thresholds, we will explore low- or no-risk investment options in 2026 to optimise the value of our reserve funds.

Reserves

To meet current service demand, we have maintained delivery levels while expanding the team required to support them. Sustaining these associated costs is essential as we continue to strengthen ARC's organisational capacity to serve more clients at the highest standard.

In anticipation of rising demand from 2026 onward, the Board has reaffirmed the importance of holding contingency reserves equivalent to at least six — and up to twelve — months of operating costs. This reserve level was successfully maintained throughout 2025.

In meeting service demands and requests from our funders (e.g., HSE, ICS, NCCP) the Board anticipate that the pressures on our services will continue, and indeed increase, in 2026. To enable the services to meet this demand, the Board has

sanctioned an increase in funding and a review of existing structures. The Board consider it prudent to plan for further investment in services in 2026, including expansion, should it prove necessary. Unrestricted funds have therefore been retained to help finance this expansion.

ARC continues to focus on strong management controls, cautious spending, and controlled service delivery expansion to meet the growing needs of clients and the vital services we provide.



Structure, governance, and management

The Board of Directors (the Board), Chair, and Company Secretary serve in a voluntary, nonexecutive capacity and retain ultimate responsibility for the organisation. Day to day operations are delegated to Deirdre Grant, Chief Executive Officer, supported by the EMT, staff, professional service contractors, and volunteers.

The Board's role is to ensure that ARC's mission, vision, and values remain aligned with its strategic goals to enhance and expand cancer support services; to ensure the charity pursues its purposes for the public benefit; and to secure compliance with all applicable laws, regulations, and codes. The Board reviewed and adopted its Terms of Reference in July 2025.

The boundary between governance and management is set out in the Matters Reserved for the Board:

- Approval of organisational strategy
- Approval of the annual budget and the reserves policy
- Approval of Annual Audited Accounts
- Appointment, key objectives and performance appraisal of CEO
- Remuneration of CEO and EMT
- Oversight of principal risks and the organisation's internal control

- 8th October
- 12th November
- 26th November
- 10th December
- The AGM was held on the 30th of July 2025.

ARC's Constitution requires a quorum of the higher of four Directors or one third of eligible Directors, with attendance allowed in person or online. In line with ARC's Managing Conflicts of Interest policy, Directors are required to declare any actual, potential, or perceived conflicts of interest in advance of each Board meeting and to update their details for inclusion in ARC's Register of Interests, which is maintained by the CEO and reviewed by the Board. Where a conflict arises, the Board agrees the appropriate management approach, which may include the Director not taking part in discussion or decision-making on the matter and, where necessary, leaving the room for that agenda item; all conflicts and the actions taken are recorded in the Register of Interests and in the meeting minutes.

Board Meetings

The Board meeting cadence is typically six times a year. In 2025 the Board met eight times and on following dates:

- 5th February
- 2nd April
- 28th May
- 30th July

Board of Directors

Robert O'Connor - Chairperson

Robert O'Connor, PhD, is a leader with 25 years' expertise across cancer research, health policy, governance, education and communications. He began his career at Dublin City University translating laboratory research into clinical trials. He has held senior roles including as Director of Research at the Irish Cancer Society and Director of the National Clinical Trials Office. He is currently General Manager of Cancer Intelligence at the National Cancer Control Programme (HSE) and National Cancer Registry Chair.

Chairperson

Key Skills: Leadership & Management, Governance, Communication & Advocacy

Meeting Attendance: 8/8

Appointment Date: 01/11/2024

Eimear Fay - Secretary

Eimear is an experienced regulatory solicitor who began her career in a leading Irish law firm and now works as in-house counsel at Visa. She advises on regulatory compliance, governance and risk management in the financial services sector, working closely with senior leadership teams and boards. She brings a strong focus on oversight, accountability and ethical decision-making, adopts a collaborative, solutions-driven approach, and is proud to support ARC's mission, having seen the impact of its cancer services firsthand.

Secretary

Key Skills: Legal & Regulatory Expertise, Governance, Stakeholder Engagement

Meeting Attendance: 7/8

Appointment Date: 16/10/2024

Enda Roche

Enda is a Chartered Accountant with over 25 years' experience in risk management and governance and is a member of the Institute of Chartered Accountants in Ireland. He has held senior risk leadership roles, including Chief Risk Officer and Head of Risk, across international financial services organisations such as Fidelity International, Prudential plc, Dell Financial Services, Invesco and Elavon. He currently serves as Head of Risk at Fidelity Investments Ireland and is pleased to support ARC Cancer's vital community work.

Key Skills: Financial Expertise, Risk Management, Leadership

Meeting Attendance: 6/8

Appointment Date: 21/01/2025

Karen Cadoo

Dr. Karen Cadoo is a Consultant Medical Oncologist and Cancer Geneticist at St. James's Hospital, Dublin, specialising in gynecologic cancers, inherited cancer genetics, and cancer prevention. She is also a Clinical Associate Professor at Trinity College Dublin (TCD) and a researcher focusing on targeted therapies.

Key Skills: Clinical Expertise, Genetics & Precision Medicine, Research & Innovation

Meeting Attendance: 4/8

Appointment Date: 15/12/2021

Ann Corcoran

Ann Corcoran is the founder and CEO of Limetree, one of Ireland's leading MarTech agencies. Her career spans marketing, branding, advertising and digital technology, delivering high profile projects for over twenty years. Prior to founding limetree, she was Head of Marketing for EIR Consumer, SME & Corporate Internet divisions. She has served on the council of the Marketing Society, judged major industry awards, and sits on the board of the Ireland China Institute.

Key Skills: Strategy, Marketing, Leadership, & Digital Transformation,

Meeting Attendance: 7/8

Appointment Date: 05/10/2022

Anthony Staines

Professor Anthony Staines trained initially as a neonatal paediatrician before moving into public health and epidemiology. After an MSc at the London School of Hygiene & Tropical Medicine and a PhD in spatial epidemiology at Leeds, he worked at Imperial College London with SAHSU. He returned to Dublin in 1997 to UCD, and in 2007 became the first Chair of Health Systems at DCU. His work focused on the use of health information systems. Anthony passed away on the 27th August 2026. May he rest in peace.

Key Skills: Clinical Expertise, Public Health Practice & Leadership, Advanced Epidemiology

Meeting Attendance: 4/8

Appointment Date: 06/12/2023

Dermot Ryan

Dermot Ryan was a senior civil and public servant with extensive experience across a wide range of roles. He served as Assistant Secretary General in the Department of Children, Equality, Disability, Integration and Youth, with responsibility for corporate business functions including financial management, budgeting, HR, digital transformation, governance, performance and risk management. He led the department's Covid19 response and has deep expertise in governance, policy, legislation, change management, litigation, stakeholder engagement and media relations.

Key Skills: Governance & Risk Management, Financial Oversight, Strategy & Policy Formulation, Change Management

Meeting Attendance: 6/8

Appointment Date: 05/12/2018

Liz Bayfield

Liz Bayfield, PhD, is a senior HR and transformation leader with over 30 years' experience across the public, private and not-for-profit sectors. She has held senior roles in Ireland and the UK with organisations including AA Ireland, Aviva, Aer Lingus, General Motors and the Rehab Group, leading major change programmes. She is currently a Director of Koru Consulting Ltd. Liz holds a PhD from Trinity College Dublin and postgraduate qualifications in organisational behaviour, counselling and mediation.

Key Skills: Strategic HR Leadership, Organisational Transformation & Change Management, People & Culture Strategy

Meeting Attendance: 8/8

Appointment Date: 05/10/2022

Role of Chairperson

The Chair is a non-executive who provides leadership of the Board, ensuring a clear separation between governance and operations and focusing Board time on strategy, policy and oversight. Working with the Board Secretary, the Chair sets forward agendas and enables inclusive and decisive meetings, confirms accurate minutes and timely follow up, and coordinates delegations, as well as ensuring new directors receive onboarding, induction, training and ongoing development of existing directors. The Chair supports and oversees the CEO by meeting regularly to agree priorities, leading CEO appointment, succession and the annual objective setting and performance appraisals, and serves as ARC's spokesperson while championing ARC's mission, values, and culture.

Recruitment & Appointment of Directors

ARC recruits directors through a transparent, skillsbased process guided by the Board's skills matrix and succession plan. Vacancies are identified and opened externally via recognised volunteer board platforms and targeted networks. Shortlisted candidates are interviewed by the Remuneration and Nominations Committee, with due diligence and references completed before recommendation to the Board.

All appointments are subject to a three month probationary period, and a structured induction led by the Chair. New Directors also receive an induction pack containing information on trustees' legal duties, ARC's Constitution, Code of Conduct, Strategic Plans, Board and relevant Committee terms of reference, receives minutes from previous Board meetings, and audited accounts of the prior year. Board training is reviewed by the Chair and relevant training from The Wheel and Charities Regulator are communicated throughout the year as they arise. The Board are also provided with presentations from the EMT throughout the year.

The Board has adopted a maximum term of nine years total per director, balancing effective succession planning with the maintenance of an appropriately skilled and diverse Board. In accordance with the Articles of Association, five directors (i.e. one-third of the Directors) retire by rotation and being eligible, offer themselves for re-election annually at the AGM.

One new director was appointed in 2025. Following a recruitment process to fill vacancies arising in late 2024 and early 2025, Enda Roche was appointed on 21 January 2025 to the Board and as Chair of the Finance, Audit & Change Management Committee. At the Board meeting on 5 February 2025, Gerard Keating resigned as a director and committee chair. In July 2026, three new directors were appointed to the Board, Christina McGuckian, Jennifer Feighan and Martin Sweeney, further strengthening the Board's leadership, governance and strategic oversight.

Board Evaluation

The Board reviews its own effectiveness annually and commissions an external Board evaluation every three years. The Board undertook its annual performance survey in December 2025 to self-assess effectiveness in fulfilling its governance responsibilities and supporting the mission and values of ARC. A report was prepared and issued to the board, and this will be examined at the Board's January 2026 meeting. The Board undertook an independent external skills audit and board mapping exercise in July 2024.

Board Committees

In 2024 the Board reviewed its committee structure to ensure responsibilities are effectively delegated and oversight remains focused. Each committee is supported by Terms of Reference, last approved in February 2025 by the Board. Committees must comprise at least two directors and may coopt external members with relevant expertise. All committees report to the Board, by submitting minutes and a written update with advisory recommendations in advance as appropriate.

These committees are:

- Corporate Governance, Risk, Quality & Safety
- Finance, Audit & Change Management
- Fundraising & Communications
- Remunerations & Nominations

Corporate, Governance, Risk, Quality & Safety Committee

Number of Meetings	4
--------------------	---

Members	Attended
---------	----------

Dermot Ryan (Chair)	4/4
Eimear Fay	3/4
Patrick Cafferky	2/4

The Corporate Governance, Risk, Quality & Safety Committee supports the Board's oversight of corporate governance, compliance with the Charities Governance Code, applicable laws and regulations by:

- Monitor compliance with laws, regulations & Charities Governance Code
- Oversee quality & safety systems, indicators, and improvements
- Review & monitor risk management systems and mitigation plans
- Support strong governance frameworks, structures, & policy alignment
- Promote transparency, ethics, & accountability in decision making
- Escalate significant safety, or governance issues when unresolved
- Report to Board on activities, performance, risks & updates

Finance, Audit & Change Management Committee

Number of Meetings	5
--------------------	---

Members	Attended
---------	----------

Gerard Keating (Retired Chair)	1/1
Dermot Ryan	5/5
Enda Roche (Chair)	4/4

The Finance, Audit & Change Management Committee's purpose is to ensure financial integrity, audit processes and significant change initiatives by promoting compliance, transparency and effective resource management by:

- Oversee budgets, financial performance and controls
- Oversee external and internal audits, including auditor independence
- Review reserves and key financial policies
- Review financial risk, fraud and reporting integrity
- Oversee the transformation project and change management initiatives
- Report to Board on activities, financial performance, risks & updates

Fundraising & Communications Committee

Number of Meetings 4

Members Attended

Ann Corcoran (Chair)	4/4
Gerard Keating (Retired)	1/1
Dr. Robert O'Connor	1/1
Dermot Ryan	1/1

The Fundraising & Communications Committee provides oversight, support and guidance to the EMT especially the Head of Fundraising & Communications to ensure effective fundraising, communications, compliance, and alignment with ARC's strategic goals by:

- Oversee fundraising strategy development & implementation
- Monitor compliance with laws, regulations & ethical fundraising guidelines
- Guide revenue generation, donor engagement & new income opportunities
- Review/approve fundraising & communications plans, strategies & budgets
- Ensure effective internal & external communication
- Promote transparency, accountability & ethical standards
- Report to Board on activities, performance, risks & updates

Reenumerations & Nominations Committee

Number of Meetings 2

Members Attended

Elizabeth Bayfield (Chair)	2/2
Patrick Cafferky (Retired)	2/2
Barbara Cosgrove (Retired)	1/2
Gerard Keating (Retired)	1/1
Dr. Robert O'Connor	2/2

The Remuneration & Nominations Committee provides oversight of employee remuneration, succession planning and leadership, and the nomination process for the Board, operating within ARC's governance policies by:

- Ensure compliance with legislation, regulations, & Charities Governance Code
- Oversee Board succession & recruitment; manage transparent nominations
- Set fair, transparent remuneration policies and benchmarks
- Review CEO/EMT salaries
- Benchmark & annually review staff pay/benefits
- Promote diversity & inclusion across workforce and Board
- Advise CEO on strategic HR (workforce planning, succession, recruitment)

In 2025, the Remuneration & Nominations Committee functioned as part of the Board, met twice as a committee, and submitted written reports ahead of those meetings.

Working Groups

In 2025, one working group was established:

- Quality and Safety Working Group

The Corporate Governance, Risk, Quality & Safety Committee approved the establishment of a Quality & Safety Working Group to:

Support the Corporate Governance, Risk, Quality & Safety Committee by monitoring and reviewing ARC's quality, safety, and risk systems, driving quality improvement initiatives, and ensuring the Committee is informed on risk management, quality assurance, and safety.

Executive Management Team:

The Board is supported in the day to day operations by an EMT that translates Board strategy into delivery, ensures compliance and risk management, and provides clear accountability for organisational performance. Led by the CEO, the EMT comprises the departmental leads for Finance & Transformation, Services Operations, and Fundraising & Communications, who collectively manage resources, direct service delivery, and systems, and build sustainable income and stakeholder engagement. These are:

Chief Executive Officer

Name: Deirdre Grant
Year Appointed: 2013

Deirdre provides overall leadership and strategic direction to ARC, working closely with the Board and the chairperson to deliver the organisation's mission and strategic goals. The role has responsibility for governance, organisational performance, financial oversight, stakeholder engagement, and ensuring high standards of service delivery, quality, and compliance. Deirdre is an experienced charity leader with over 13 years at the helm of ARC, where she has overseen significant organisational growth and transformation. During her tenure, ARC has expanded its service delivery, strengthened income generation, and embedded robust governance, compliance, and operational standards across the organisation.

Following a period of organisational change, Deirdre Grant Former CEO, stepped down from the role in 2026. Deirdre continues to support the organisation in a part-time capacity as Head of Stakeholder Engagement, ensuring continuity of key relationships and strategic partnership.

In September 2026, we were delighted to welcome Amy Nolan as our new CEO bringing fresh leadership and vision to the organisation.

Head of Finance and Transformation & Deputy CEO

Name: Paul Switzer
Year Appointed: 2023

Paul leads ARC's finance function and organisation wide transformation project and acts as Deputy CEO when necessary. Responsibilities include financial management and reporting, budgeting, audit, governance, risk management, procurement, and driving strategic and operational change across the organisation. A professionally qualified accountant, Paul brings extensive senior financial leadership experience, strong governance expertise, and a proven ability to manage complex initiatives within the not-for-profit and health sectors.

Head of Fundraising and Communications

Name: Stephanie Nolan
Year Appointed: 2023

Stephanie leads ARC's fundraising and communications strategy, driving sustainable income growth, brand development, and public engagement. As a member of the EMT, the role oversees fundraising across multiple income streams, donor stewardship, communications, media relations, and supporter engagement. Stephanie brings significant senior level experience in fundraising and communications, with a strong track record in building high performing teams, developing strategic partnerships, and delivering income growth in the not-for-profit sector.

Head of Service Operations

Name: Patricia McKeever
Year Appointed: 2024

Patricia leads the planning, delivery, and continuous development of ARC's services, ensuring clients remain at the forefront of all service provision. Reporting to the CEO, the role is responsible for service quality and safety, safeguarding, clinical governance, service delivery budgets, compliance, and the management of service team members, professional services contractors, and volunteers. Patricia brings extensive experience in healthcare service management, stakeholder engagement, and leading multidisciplinary teams to deliver high quality, client centred services within the not-for-profit and health sectors.

Over one hundred people are involved in delivering and supporting ARC's charitable purpose. Volunteers play a vital role in supporting service operations and are particularly instrumental in providing Drop In and Phone Support to clients. Their commitment, time, and dedication are highly valued by ARC and the clients whom we support, and they are regarded as integral members of the organisation, working alongside our equally committed therapists and staff.

Without the support of our 70 volunteers, ARC's expenditures would be substantially higher if employed staff had to perform these roles. Volunteers bring a wealth of experience, skills, and insight, allowing ARC to reinvest savings directly into the delivery of client services and programme development. We recognise the significant contribution volunteers make in helping ARC achieve its objectives, mission, and the positive impact they have on the lives of our clients.

ARC made a number of new appointments through public recruitment in 2025, including a Digital Marketing Manager, Administration Assistant, Client Service Coordinator, and a Project Assistant. These appointments have significantly enhanced ARC's operational capacity and our ability to deliver high quality, effective and safe services to our clients.



OUR TEAM 2025



Future Developments and Priorities

Looking ahead to 2026, ARC's focus is on strengthening organisational resilience, progressing key transformation projects, and positioning the organisation for sustainable growth and expanded service delivery.

Strengthening governance, compliance, and organisational resilience

ARC will continue to embed its Governance and Compliance Audit Schedule, ensuring consistent oversight across all areas of the organisation. This structured approach will support ongoing assurance, transparency, and continuous improvement.

A key priority will also be business continuity planning and risk management, ensuring that ARC is well positioned to respond effectively to potential disruption while maintaining service delivery.

Advancing digital transformation and cybersecurity

Significant progress has been made in understanding ARC's cybersecurity maturity, and a structured programme of improvements has begun. In 2026, ARC will continue to implement recommendations arising from independent assessments, strengthen policies, and enhance system security.

Alongside this, the organisation will progress its client software and client pathway optimisation projects. These initiatives will improve how services are delivered, enhance data quality, and support better engagement with clients and stakeholders.

Strengthening financial management and sustainability

While ARC has entered 2026 in a strong position, financial management remains a key priority, particularly in the context of resource constraints, reporting requirements, and the need for continued robust financial oversight.

The organisation will continue to build on recent success in securing statutory funding while strengthening its fundraising model. This includes refining KPIs, improving donor engagement, and investing in sustainable income streams to support long-term service delivery. It will also research best practice across the charity sector both in Ireland and overseas to inform its strategic plans to secure transformational fundraised income. Key channels for growth include grants, corporate income, legacies, individual giving and philanthropy.

Supporting organisational capacity and leadership transition

In 2026, ARC will implement significant organisational changes, including recruitment of a new Chief Executive Officer and adjustments to the senior leadership structure.

Ensuring a smooth leadership transition, clear role definition, and continuity of organisational knowledge will be critical priorities. At the same time, resourcing and capacity constraints across the organisation will require careful management to ensure delivery of core priorities.

Expanding access to services and planning for future growth

Demand for ARC's services remains strong, and expanding access to supports continues to be a key focus. ARC understands that how people access support services has changed. In 2025, the centre teams progressed detailed plans to strengthen access and prepare for sustainable growth through the development of a hub and spoke model from 2026 to 2030. This model prioritises maintaining strong, well resourced centres while extending ARC's reach into new communities through outreach and partnerships so that access can increase from 2026 onwards while maintaining quality and safety standards.

Volunteering at the heart of ARC

Volunteering remains central to ARC's service model. In 2025, ARC strengthened the role of volunteers as the foundation of its core supports, including drop-in services, information provision and outreach. Planning progressed for the appointment of an Outreach and Volunteer Manager from 2026, a role designed to strengthen recruitment, training, supervision and coordination of volunteer led activity.

Outreach and Community Access

ARC recognises that not all individuals can access centre based services. ARC will progress plans to increase outreach activity from 2026. The appointment of an Outreach and Volunteer Manager is core to this as the development of a more coordinated, diversified and expanded volunteer pool to support outreach delivery and ARC core supports within communities. Outreach will play a vital role in increasing awareness of ARC's services and facilitating timely, supported pathways into ARC centres where required.

Workforce Planning

To support anticipated growth and safe demand management, ARC has also identified the need to increase Client Services Coordinator posts and move towards a key working model from 2026, strengthening coordination for clients accessing ARC supports through clearer points of contact and more structured support journeys and service navigation.

Enhancing service quality and impact measurement

ARC will strengthen how it measures and understands client outcomes to provide more timely and meaningful insights into service quality and impact, supporting continuous improvement and ensuring that services remain responsive to client needs.

Compliance with Sector-Wide Legislation and Standards

- The Companies Act 2014
- The Charities SORP (FRS 102)
- The Charities Act 2009
- The General Data Protection Regulation (GDPR) 2018
- The Data Protection Act 2018
- The Health and Safety at Work Act 2005
- The Employment Equality Acts 1998-2015
- The National Minimum Wage Act 2000
- The Regulation of Lobbying Act 2015
- The Safety, Health and Welfare at Work Regulations 2007
- The Charities Governance Code
- The Triple Lock Standard
- The National Safer Better Healthcare Standards
- The Charities Regulator Fundraising Guidelines

Post Balance Sheet Events

There have been no significant events affecting the company since the year-end.

Administrative information

Somers Murphy & Earl Limited, following the transfer of its business to Xeinadin Audit Ireland Limited, resigned as auditors during the financial year and the directors appointed Xeinadin Audit Ireland Limited, (Chartered Accountants), to fill the vacancy.

Compliance

The directors are responsible for securing the company's compliance with its relevant obligations (compliance with both company and tax law) and with respect to each of the following three items, we confirm:

- the existence of a compliance policy statement.
- appropriate arrangements or structures put in place to secure material compliance with the company's relevant obligations.
- a review of such arrangements and structures has taken place during the year.

Reference And Administrative Information

Directors

Robert O'Connor (Chairperson)
Ann Corcoran
Anthony Staines (Deceased 27 August 2026)
Liz Bayfield
Eimear Fay
Patrick Cafferky (Resigned 28 January 2026)
Enda Roche (Appointed 5 February 2025)
Gerard Keating (Resigned 5 February 2025)
Karen Cadoo
Dermot Ryan
Barbara Cosgrave (Resigned 28 January 2026)
Martin Sweeney (Appointed 22 July 2026)
Christina McGuckian (Appointed 22 July 2026)
Jennifer Catherine Feighan (Appointed 22 July 2026)

Company Secretary

Eimear Fay

Charity Number

CHY 10857

Charities Regulatory Authority Number

20028428

Company Registration Number

505230

Registered Office and Principal Address

65 Eccles Street
Dublin 7
D07 TD35
Ireland

Auditors

Xeinadin Audit Ireland Limited
Chartered Accountants and Registered Auditors
74 Northumberland Road
Ballsbridge
Dublin 4
Ireland

Principal Bankers

AIB Bank plc
52 Upper Baggot Street
Dublin 4

Solicitors

McKeever Rowan
5 Harbourmaster Place
IFSC
Dublin 1

ARC Cancer Support Centres

Audited Financial Statements

for the financial year ended 31 December 2025



ARC Cancer Support Centres

Directors' Annual Report

for the financial year ended 31 December 2025

The directors present their Directors' Annual Report, combining the Directors' Report and Trustees' Report, and the audited financial statements for the financial year ended 31 December 2025.

Principal Activity and Review of the Charity's Status

The company is limited by guarantee not having a share capital.

ARC Cancer Support Centres (ARC) is a charitable organisation and a Company Limited by Guarantee with a Board of Directors. The Board meets six times a year and it also has Sub-Committees, which are: Finance and General Purposes, Services, and Development. Responsibility for the day-to-day management is delegated by the Board to the CEO, Deirdre Grant, who is supported by the staff, therapists and volunteers.

ARC's mission is to offer practical and emotional support, complementary therapies and counselling services to people affected by cancer and those who care for them in a warm and welcoming environment. We offer:

Drop In Centres

ARC has two drop-in centres – ARC Eccles Street and ARC South Circular Road – where everyone is encouraged to call in and have a chat with one of our trained volunteers or staff members to find out more about our services. Visitors may also meet others in similar circumstances to their own and benefit from mutual support or sit in a calming space with a cup of tea.

Individual And Group Therapies

ARC's therapists provide a wide array of complementary therapies to help clients feel like themselves again. Our range of services include:

- One-to-one Psychotherapy Counselling services
- One-to-one Complementary therapies such as Reflexology, Acupuncture and Indian Head Massage
- Closed group courses such as Mindfulness, Stress Management and Relaxation, Living with Secondary Cancer, Prostate Cancer, etc.
- Various Support and Peer Support Groups
- Weekly Drop-In Classes - Yoga, Relaxation and Visualisation, Stress Management, Mindfulness
- Mindfulness and relaxation courses
- A series of information talks and workshops such as 'Cancer and Fatigue', 'Cancer and Nutrition', 'Positive Appearance', etc.
- Carers' Stress Management programmes

All of ARC's services are provided by professional staff and trained volunteers, are free of charge, and are available to anyone in Ireland who is affected by cancer.

Financial Results

At the end of the financial year the company had gross assets of €4,119,229 (2024 - €3,676,897) and gross liabilities of €242,317 (2024 - €252,697). The net assets of the company have increased by €452,712.

Directors and Secretary

The directors who served throughout the financial year, except as noted, were as follows:

- Robert O'Connor (Chairperson)
- Ann Corcoran
- Anthony Staines (Deceased 27 August 2026)
- Liz Bayfield
- Eimear Fay
- Patrick Cafferky (Resigned 28 January 2026)
- Enda Roche (Appointed 5 February 2025)
- Gerard Keating (Resigned 5 February 2025)
- Karen Cadoo
- Dermot Ryan
- Barbara Cosgrave (Resigned 28 January 2026)
- Martin Sweeney (Appointed 22 July 2026)
- Christina McGuckian (Appointed 22 July 2026)
- Jennifer Catherine Feighan (Appointed 22 July 2026)

In accordance with the Articles of Association, five directors (i.e. one-third of the Directors) retire by rotation and, being eligible, offer themselves for re-election.

The secretary who served throughout the financial year was Eimear Fay.

Accounting Records

To ensure that adequate accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at 65 Eccles Street, Dublin 7, D07 TD35.

Approved by the Board of Directors on 16th September 2026 and signed on its behalf by:



Robert O'Connor (Chairperson) Director

Compliance with Sector-Wide Legislation and Standards

- The Companies Act 2014
- The Charities SORP (FRS 102)

Post-Balance Sheet Events

There have been no significant events affecting the company since the year-end.

The Auditors

Somers Murphy & Earl Limited resigned as auditors during the financial year and the directors appointed Xeinadin Audit Ireland Limited, (Chartered Accountants), to fill the vacancy.

Compliance Statement

The directors are responsible for securing the company's compliance with its relevant obligations (compliance with both company and tax law) and with respect to each of the following three items, we confirm that it has/has not been done. We confirm:

- the existence of a compliance policy statement;
- appropriate arrangements or structures put in place to secure material compliance with the company's relevant obligations;
- a review of such arrangements and structures has taken place during the year



Enda Roche Director

Directors' Responsibilities Statement

for the financial year ended 31 December 2025

The directors are responsible for preparing the Directors' Annual Report and Financial Statements in accordance with the Companies Act 2014 and applicable regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the net income or expenditure of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and net income or expenditure of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and the Directors' Annual Report comply with Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Directors on 16th September 2026 and signed on its behalf by:



Robert O'Connor (Chairperson) Director



Enda Roche Director

ARC Cancer Support Centres

Independent Auditor's Report

to the Members of ARC Cancer Support Centres

Report on the audit of the financial statements

Opinion

We have audited the company financial statements of ARC Cancer Support Centres ('the Charity') for the financial year ended 31 December 2025 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2025 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law.

Our responsibilities under those standards are further described below in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 4 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the Directors' Annual Report is consistent with the financial statements;
- the Directors' Annual Report has been prepared in accordance with the Companies Act 2014; and

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 6, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: www.iaasa.ie/wp-content/uploads/2022/10/Description_of_auditors_responsibilities_for_audit.pdf. The description forms part of our Auditor's Report.

The purpose of our audit work and to whom we owe our responsibilities

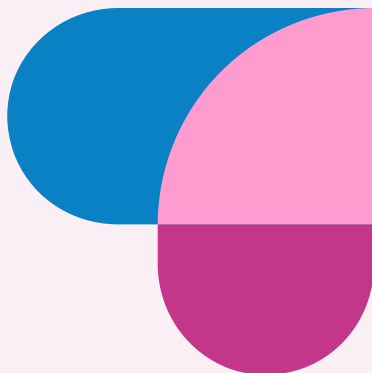
Our report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Brian Murphy, 16 September 2026,

for and on behalf of

XEINADIN AUDIT IRELAND LIMITED

Chartered Accountants and Registered Auditors
74 Northumberland Road
Ballsbridge
Dublin 4
Ireland



ARC Cancer Support Centres

Statement of Financial Activities

(Incorporating an Income & Expenditure Account)

for the financial year ended 31 December 2025

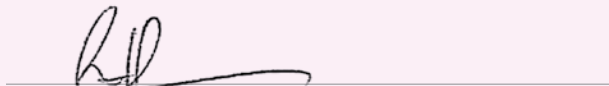
	Notes	Unrestrict- ed Funds 2025 €	Restricted Funds 2025 €	Restricted Capital Funds 2025 €	Total Funds 2025 €	Unrestrict- ed Funds 2024 €	Restricted Funds 2024 €	Restricted Capital Funds 2024 €	Total Funds 2024 €
Incoming Resources									
Voluntary Income	5.1	655,186	129,539	-	784,725	207,089	86,884	-	293,973
Charitable activities									
Grants from governments and other co-funders	5.2	-	1,056,401	-	1,056,401	-	884,588	-	884,588
Activities for generating funds	5.3	668,722	-	-	668,722	655,336	-	-	655,336
Other income	5.4	5,760	-	-	5,760	8,410	-	-	8,410
	—	—	—	—	—	—	—	—	—
Total incoming resources		1,329,668	1,185,940	-	2,515,608	870,835	971,472	-	1,842,307
	—	—	—	—	—	—	—	—	—
Resources Expended									
Raising funds	6.1	516,363	-	-	516,363	509,909	-	-	509,909
Charitable activities	6.2	317,228	1,170,868	58,437	1,546,533	339,288	884,543	79,239	1,303,070
	—	—	—	—	—	—	—	—	—
Total Resources Expended		833,591	1,170,868	58,437	2,062,896	849,197	884,543	79,239	1,812,979
	—	—	—	—	—	—	—	—	—
Net incoming/ outgoing resources before transfers		496,077	15,072	(58,437)	452,712	21,638	86,929	(79,239)	29,328
Gross transfers between funds		-	-	-	-	(202,372)	(1,841,596)	2,043,968	-
	—	—	—	—	—	—	—	—	—
Net movement in funds for the financial year		496,077	15,072	(58,437)	452,712	(180,734)	(1,754,667)	1,964,729	29,328
Reconciliation of funds:									
Total funds beginning of the year	19	1,428,996	30,475	1,964,729	3,424,200	1,609,730	1,785,142	-	3,394,872
	—	—	—	—	—	—	—	—	—
Total funds at the end of the year		1,925,073	45,547	1,906,292	3,876,912	1,428,996	30,475	1,964,729	3,424,200
	—	—	—	—	—	—	—	—	—

The Statement of Financial Activities includes all gains and losses recognised in the financial year.
All income and expenditure relate to continuing activities.

Approved by the Board of Directors on 16th September 2026 and signed on its behalf by:



Robert O'Connor (Chairperson) Director



Enda Roche Director

ARC Cancer Support Centres

Balance Sheet

as at 31 December 2025

	Notes	2025 €	2024 €
Fixed Assets			
Tangible assets	12	1,906,292	1,964,729
Current Assets			
Debtors	13	48,065	38,009
Cash at bank and in hand	14	2,164,872	1,674,159
		2,212,937	1,712,168
Creditors: Amounts falling due with- in one year	15	(242,317)	(252,697)
Net Current Assets		1,970,620	1,459,471
Total Assets less Current Liabilities		3,876,912	3,424,200
Funds			
Restricted Capital funds		1,906,292	1,964,729
Income funds:	18		
Restricted funds		45,547	30,475
General fund (unrestricted)		1,925,073	1,428,996
Total funds	19	3,876,912	3,424,200

Approved by the Board of Directors on 16th September 2026 and signed on its behalf by:



Robert O'Connor (Chairperson) Director



Enda Roche Director

The notes on pages 57 and 70 form part of the financial statements.

ARC Cancer Support Centres

Statement of Cash Flows

for the financial year ended 31 December 2025

	Notes	2025 €	2024 €
Cash flows from operating activities			
Net movement in funds		452,712	29,328
Movement in Restricted Capital Funds net of amounts converted into income		58,437	1,964,729
Adjustments for:			
Depreciation		76,071	79,237
		<u>587,220</u>	<u>(1,856,164)</u>
Movements in working capital:			
Movement in debtors		(10,056)	39,600
Movement in creditors		(10,380)	(204,591)
		<u>566,784</u>	<u>(2,021,155)</u>
Cash generated from/(used in) operations			
		<u>566,784</u>	<u>(2,021,155)</u>
Cash flows from investing activities			
Payments to acquire tangible assets		(17,634)	(141,535)
		<u>(17,634)</u>	<u>(141,535)</u>
Movement in endowments net of amounts converted into income		(58,437)	1,964,729
Net increase/(decrease) in cash and cash equivalents		490,713	(197,961)
Cash and cash equivalents at the beginning of the year		1,674,159	1,872,120
		<u>1,674,159</u>	<u>1,872,120</u>
Cash and cash equivalents at the end of the year	14	2,164,872	1,674,159
		<u>2,164,872</u>	<u>1,674,159</u>

ARC Cancer Support Centres

Notes to the Financial Statements

for the financial year ended 31 December 2025

1. General Information

ARC Cancer Support Centres is a company limited by guarantee incorporated in the Republic of Ireland. The financial statements are presented in Euros, which is also the functional currency of the company. The registered office is shown in the Directors and Other Information page. The main activity of the company is the provision of drop in centres, support, counselling, information and complementary therapies to people who are affected by cancer, as well as their families and carers, to support them on their journey.

The significant accounting policies adopted by the company and applied consistently in the preparation of these financial statements are set out below.

2. Summary Of Significant Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Statement of Recommended Practice (Charities SORP in accordance with FRS 102, effective January 2015) and with generally accepted accounting principles in Ireland and Irish statute comprising the Companies Act 2014. They comply with the financial reporting standards of the Accounting Standards Board, as promulgated by Chartered Accountants Ireland.

The financial statements have been prepared under the historical cost convention except for certain properties and financial instruments that are measured at revalued amounts or fair

values, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charitable company's financial statements.

Statement of compliance

The financial statements of the company have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102".

Fund accounting

The following are the categories of funds maintained:

- **Restricted funds**

Restricted funds are those received for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose and the restriction means that the funds can only be used for specific projects or activities.

- **Unrestricted funds**

Unrestricted funds are general funds that are available for use in the furtherance of any of the objectives of the charity.

- **Restricted Capital funds**

Restricted Capital funds are those received for the purpose of being held as capital

- **Incoming Resources**

Voluntary income or capital is included in the Statement of Financial Activities when the company is legally entitled to it, its financial value can be quantified with reasonable

certainty and there is reasonable certainty of its ultimate receipt.

Income received in advance of due performance under a contract is accounted for as deferred income until earned. Grants for activities are recognised as income when the related conditions for legal entitlement have been met. All other income is accounted for on an accruals basis.

- **Donations and legacies**

Entitlement to legacies is considered established when the company has been notified of a distribution to be made by the executors.

- **Income from charitable activities**

Income from charitable activities include income earned from the supply of services under contractual arrangements and from performance related grants which have conditions that specify the provision of particular services to be provided by the company. Income from government and other co-funders is recognised when the company is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Where a grant is received in advance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, it is accrued in debtors.

Grants from governments and other co-funders typically include one of the following types of conditions:

- Performance based conditions: whereby the company is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the company is meeting the core objectives of a grant agreement, it recognises the related expenditure, to the extent that it is reimbursable by the donor, as income.
- Time based conditions: whereby the company is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases the company recognises the income to the extent it is utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and the amount can be reliably measured, grant income is recognised once the company is notified of entitlement.

Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable, whichever is earlier.

Resources Expended

All resources expended are accounted for on an accruals basis. Charitable activities include costs of services and grants, support costs and depreciation on related assets. Costs of generating funds similarly include fundraising activities. Non-staff costs not attributed to one category of activity are allocated or apportioned pro-rata to the staffing of the relevant service. Finance, HR, IT and administrative staff costs are directly attributable to individual activities by objective. Governance costs are those associated with constitutional and statutory requirements.

Expenditure on raising funds

Cost of raising funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives as follows:

- Land and buildings 2% Straight line
- Computer Equipment 25% Straight line
- Fixtures, fittings and equipment 10% Straight line

Debtors

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the company from government agencies and other co-funders, but not yet received at financial year end, is included in debtors.

Cash at bank and in hand

Cash at bank and in hand comprises cash on deposit at banks requiring less than three months notice of withdrawal.

Taxation

No current or deferred taxation arises as the company has been granted charitable exemption. Irrecoverable valued added tax is expensed as incurred.

The company is exempt from corporation tax due to its charitable status.

3. Significant Accounting Judgements And Key Sources Of Estimation Uncertainty

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects that period. The estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial period are described below.

4. Provisions Available For Audits Of Small Entities

In common with many other charitable companies of our size and nature, we use our auditors to assist with the preparation of the financial statements.

5. Income

5.1	Voluntary Income	Unrestricted Funds €	Restricted Funds €	2025 €	2024 €
	Donations	166,164	-	166,164	86,808
	Other Grants	7,500	76,056	83,556	84,384
	Corporate Donations	481,522	53,483	535,005	122,781
		<u>655,186</u>	<u>129,539</u>	<u>784,725</u>	<u>293,973</u>

5.2	Charitable Activities	Unrestricted Funds €	Restricted Funds €	2025 €	2024 €
	Grants from governments and other co-funders:				
	HSE Northern - Income Grant (Note 17)	-	185,531	185,531	185,531
	Irish Cancer Society	-	200,000	200,000	225,148
	HSE Northern- NCCP (Note 17)	-	660,870	660,870	462,772
	National Lottery Grant (Note 17)	-	10,000	10,000	7,000
	HSE Northern - Pay Restoration (Note 17)	-	-	-	4,137
		<u>-</u>	<u>1,056,401</u>	<u>1,056,401</u>	<u>884,588</u>

5.3	Activities from Generating Funds	Unrestricted Funds €	Restricted Funds €	2025 €	2024 €
	Income from Fundraising Events/Appeals	668,722	-	668,722	655,336
		<u>668,722</u>	<u>-</u>	<u>668,722</u>	<u>655,336</u>

5.4	Other Income	Unrestricted Funds €	Restricted Funds €	2025 €	2024 €
	Rent	-	-	-	1,750
	Gifts in Kind	5,760	-	5,760	6,660
		<u>5,760</u>	<u>-</u>	<u>5,760</u>	<u>8,410</u>

6. Expenditure

6.1	Raising Funds	Direct Costs €	Other Costs €	Support Costs €	2025 €	2024 €
	Costs of Fundraising Activities	385,950	28,296	102,117	516,363	509,909

6.2	Charitable Activities	Direct Costs €	Other Costs €	Support Costs €	2025 €	2024 €
		Costs €	Costs €	Costs €	€	€
	Therapies	389,285	-	-	389,285	352,702
	Operation of Drop in Centres	572,034	10,601	458,385	1,041,020	894,507
	Governance Costs (Note 6.3)	-	-	116,228	116,228	55,861
		961,319	10,601	574,613	1,546,533	1,303,070

6.3	Governance Costs	Direct Costs €	Other Costs €	Support Costs €	2025 €	2024 €
	Charitable activities - governance costs	-	-	116,228	116,228	55,861

6.4	Support Costs	Cost of Raising Funds €	Charitable Activities €	Governance Costs €	2025 €	2024 €
	Subscriptions	1,557	5,449	778	7,784	5,143
	HR and Recruitment	2,945	10,307	1,472	14,724	32,932
	Salaries,ER PRSI & ER Pension	49,635	220,467	74,228	344,330	293,526
	Consultancy fees	6,671	23,347	3,335	33,353	25,580
	Payroll Costs	418	1,464	209	2,091	2,091
	Strategy Implementation	-	-	2,692	2,692	-
	Accountancy Fees	7,626	26,691	3,813	38,130	45,510
	Support centre expenses	22,234	77,819	11,116	111,169	106,765
	Governance	4	12	2	18	11,043
	Advertising	1,470	5,144	735	7,349	3,154
	Depreciation	4,853	71,218	-	76,071	79,237
	Data Protection	-	-	15,496	15,496	18,296
	Audit Fees	988	3,458	494	4,940	4,940
	Staff Costs	3,716	13,009	1,858	18,583	9,635
		<u>102,117</u>	<u>458,385</u>	<u>116,228</u>	<u>676,730</u>	<u>637,852</u>

7. Analysis Of Support Costs

	Basis of Apportionment	2025 €	2024 €
Subscriptions	Pro Rata	7,784	5,143
HR and Recruitment	Pro Rata	14,724	32,932
Salaries,ER PRSI & ER Pension	Time	344,330	293,526
Consultancy fees	Pro Rata	33,353	25,580
Payroll Costs	Actual	2,091	2,091
Strategy Implementation	Pro Rata	2,692	-
Accountancy Fees	Actual	38,130	45,510
Support centre expenses	Pro Rata	111,169	106,765
Governance	Pro Rata	18	11,043
Advertising	Pro Rata	7,349	3,154
Depreciation	Actual charge	76,071	79,237
Data Protection	Pro Rata	15,496	18,296
Audit Fees	Pro Rata	4,940	4,940
Staff Costs	Actual	18,583	9,635
		<u>676,730</u>	<u>637,852</u>

8. Net Incoming Resources

	2025 €	2024 €
Net Incoming Resources are stated after charging/(crediting):		
Depreciation of tangible assets	76,071	79,237
Operating lease rentals		
- Office equipment	-	4,232
Auditor's remuneration:		
- audit services	4,940	4,940
	<u>4,940</u>	<u>4,940</u>

9. Investment And Other Income

	2025 €	2024 €
Sundry income	5,760	8,410
	<u>5,760</u>	<u>8,410</u>

10. Employees And Remuneration

Number of employees

The average number of persons employed (including executive directors) during the financial year was as follows:

	2025 Number	2024 Number
Fundraising, PR & Comms	7	4
Service providers	12	13
	<u>19</u>	<u>17</u>
The staff costs comprise:	2025	2024
	€	€
Wages and salaries	882,703	762,281
Social security costs	89,751	82,240
Pension costs	28,653	26,756
	<u>1,001,107</u>	<u>871,277</u>

11. Employees And Remuneration Contd

The number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell within the bands below were:

	2025 Number of Employees	2024 Number of Employees
€60,000-€70,000	2	-
€70,000-€80,000	3	2
€80,000-€90,000	1	1
	<u> </u>	<u> </u>

Key management personnel is defined as the CEO and the members of the executive leadership team. Total emoluments (including benefits) paid to key management personnel in 2025 was €328,023 (2024: €308,495).

In 2025 the CEO was paid a salary of €71,851 (2024: €71,652). ARC contributed 5% (2024: 5%) of the CEO's salary to their PRSA pension.

12. Tangible Fixed Assets

	Land and buildings €	Computer Equipment €	Fixtures, fittings and equipment €	Total €
Cost or Valuation				
At 1 January 2025	2,415,153	85,281	181,695	2,682,129
Additions	4,858	11,509	1,267	17,634
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 December 2025	2,420,011	96,790	182,962	2,699,763
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Depreciation				
At 1 January 2025	555,848	71,499	90,053	717,400
Charge for the financial year	48,389	10,424	17,258	76,071
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 December 2025	604,237	81,923	107,311	793,471
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net book value				
At 31 December 2025	<u>1,815,774</u>	<u>14,867</u>	<u>75,651</u>	<u>1,906,292</u>
At 31 December 2024	<u>1,859,305</u>	<u>13,782</u>	<u>91,642</u>	<u>1,964,729</u>

The Charities SORP (FRS102) does not require a charity to revalue its assets unless it chooses to do so. The directors have chosen not to revalue the fixed assets.

The purchase of the premises at South Circular Road was largely funded by the HSE on the condition that it is used as a cancer support centre.

12.1	Tangible Fixed Assets Prior Financial Year	Land and buildings €	Computer Equipment €	Fixtures, fittings & equipment €	Total €
	Cost or Valuation				
	At 1 January 2024	2,290,453	82,452	167,689	2,540,594
	Additions	124,700	2,829	14,006	141,535
		<hr/>	<hr/>	<hr/>	<hr/>
	At 31 December 2024	2,415,153	85,281	181,695	2,682,129
		<hr/>	<hr/>	<hr/>	<hr/>
	Depreciation				
	At 1 January 2024	508,985	55,428	73,750	638,163
	Charge for the financial year	46,863	16,071	16,303	79,237
		<hr/>	<hr/>	<hr/>	<hr/>
	At 31 December 2024	555,848	71,499	90,053	717,400
		<hr/>	<hr/>	<hr/>	<hr/>
	Net book value				
	At 31 December 2024	1,859,305	13,782	91,642	1,964,729
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	At 31 December 2023	1,781,468	27,024	93,939	1,902,431
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

13. Debtors

	2025 €	2024 €
Trade debtors	2,050	1,750
Other debtors	200	200
Prepayments and accrued income	45,815	36,059
	<hr/>	<hr/>
	48,065	38,009
	<hr/> <hr/>	<hr/> <hr/>

14. Cash And Cash Equivalents

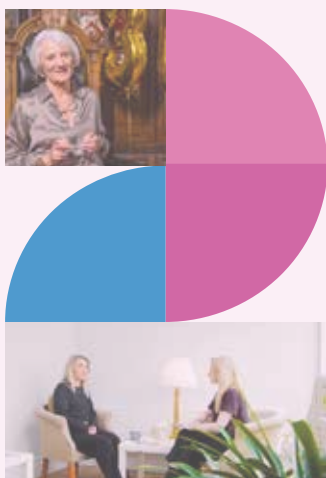
	2025 €	2024 €
Cash and bank balances	2,164,872	1,674,159
	<hr/> <hr/>	<hr/> <hr/>

15. Creditors

Amounts falling due within one year	2025 €	2024 €
Trade creditors	59,349	35,288
Taxation and social security costs (Note 16)	24,217	21,622
Other creditors	108,602	114,303
Accruals	22,412	13,231
Deferred Income	27,737	68,253
	<hr/>	<hr/>
	242,317	252,697
	<hr/>	<hr/>

16. Taxation And Social Security

	2025 €	2024 €
Creditors:		
PAYE / PRSI	24,217	21,622
	<hr/>	<hr/>



17. State Funding

Agency	HSE
Office	CHO Dublin North City and County
Grant Programme	Service Agreement- Section 39 Health Act 2004
Purpose of Grant	Provision of health and personal social services
Term of Grant	Eligible expenditure from 1 January 2025 to 31 December 2025
Total Grant	€185,531
Received in the financial year	€185,531
Fund not spent at financial year end	€NIL

Agency	HSE
Office	National Cancer Control Programme (NCCP)
Grant Programme	Service Agreement- Section 39 Health Act 2004
Term of Grant	Eligible Expenditure from 1 January 2025 - 31 December 2025
Received in the financial year	€659,850
Funds received in 2024 not spent and carried forward for use in 2025	€1,020
Fund not spent at financial year end	€NIL

Agency	HSE
Grant Programme	National Lottery Grant Scheme 2025
Purpose of Grant	For the provision of Acupuncture services
Total Grant	€10,000
Received in the financial year	€10,000
Fund not spent at financial year end	€NIL

Agency	HSE
Grant Programme	Service Agreement- Section 29 Health Act 2004
Purpose of Grant	Pay Restoration
Funds received in 2024 not spent and carried forward for use in 2025	€4,137
Received in the financial year	€NiL
Fund not spent at financial year end	€NIL

18. Reserves

	2025 €	2024 €
At the beginning of the year	3,424,200	3,394,872
Surplus for the financial year	452,712	29,328
At the end of the year	<u>3,876,912</u>	<u>3,424,200</u>

19. Funds

19.1	Reconciliation of Movement in Funds	Unrestrict- ed Funds €	Restricted Funds €	Restricted Capital Funds €	Total Funds €
	At 1 January 2024	1,609,730	1,785,142	-	3,394,872
	Movement during the financial year	(180,734)	(1,754,667)	1,964,729	29,328
	At 31 December 2024	1,428,996	30,475	1,964,729	3,424,200
	Movement during the financial year	496,077	15,072	(58,437)	452,712
	At 31 December 2025	<u>1,925,073</u>	<u>45,547</u>	<u>1,906,292</u>	<u>3,876,912</u>

19.2	Analysis Of Movements On Funds	Balance 1 January 2025 €	Income €	Expendi- ture 31 Dec €	Balance 2025 31 Dec €
	Restricted Capital Fund	1,964,729	-	58,437	1,906,292
	Restricted funds				
	Restricted Income Funds	30,475	1,185,940	1,170,868	45,547
	Unrestricted funds				
	General Funds	1,428,996	1,329,668	833,591	1,925,073
	Total funds	<u>3,424,200</u>	<u>2,515,608</u>	<u>2,062,896</u>	<u>3,876,912</u>

19.3	Analysis Of Net Assets By Fund	Fixed assets - charity use €	Current assets €	Current liabilities €	Total €
	Restricted Capital Fund				
	Expendable	1,906,292	-	-	1,906,292
		<hr/>	<hr/>	<hr/>	<hr/>
	Restricted funds	-	73,284	(27,737)	45,547
		<hr/>	<hr/>	<hr/>	<hr/>
	Unrestricted general funds	-	2,139,653	(214,580)	1,925,073
		<hr/>	<hr/>	<hr/>	<hr/>
		1,906,292	2,212,937	(242,317)	3,876,912
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

20. Status

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one year thereafter, for the payment of the debts and liabilities of the company contracted before they ceased to be members, and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding €1.

21. Contingent Liabilities

There is a contingent liability to repay capital grants of €312,000 (2024: €624,000) should the premises which were the subject of the grant cease to be used for the provision of cancer support services before 2027.

22. Operating Lease Commitments

There were no outstanding lease payments at the year end. The total of future minimum lease payments under non-cancellable operating leases for the previous year were:

	2024 €
less than one year	3,173
one to five years	-
	<hr/>
	3,173
	<hr/> <hr/>

23. Directors' Remuneration

Board member service is voluntary.

No remuneration or other benefits have been paid or are payable to any directors directly or indirectly from funds of the charity.

24. Post-Balance Sheet Events

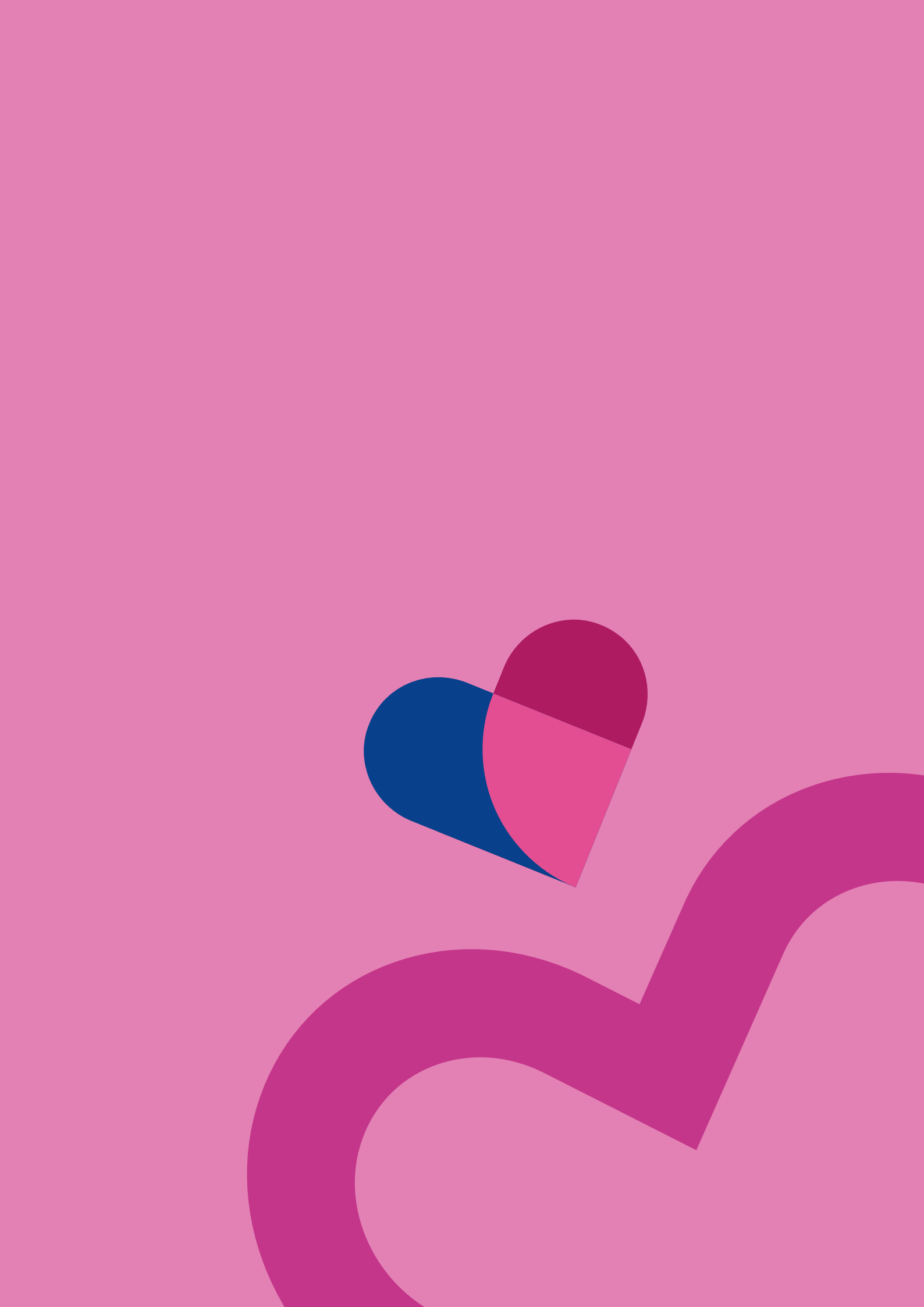
There have been no significant events affecting the Charity since the year-end.

25. Restricted Funds

Restricted grants received in 2025 amounting to €45,547 (2024:€30,475) have not been fully spent on the designated projects. This expenditure will be incurred in 2026.

26 Approval Of Financial Statements

The financial statements were approved and authorised for issue by the Board of Directors on September 16th 2026.





65 Eccles Street
Dublin 7
D07 TD35

T: (01) 215 0250
E: info@arccancersupport.ie

559 South Circular Road,
Dublin 8
D08 X229

T: (01) 215 0250
E: info@arccancersupport.ie

Lowell House,
23 Herbert Avenue,
Dublin 4 D04TOA4

T: (01) 215 0250
E: info@arccancersupport.ie