

# Intent Action Impact

Building an ethical, inclusive and sustainable MedTech sector.



Annual Report 2025 – 2026

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# 1

# Chairperson's Message





Scott de Oliveira  
Chairperson, SAMED

## Chairperson’s Message

South Africa’s healthcare system is undergoing significant change. Fiscal pressure, rising healthcare costs, policy reform and growing demands on infrastructure are reshaping the public and private healthcare environment. In the current climate, SAMED’s role as a convener has become increasingly important. The association brings together clinicians, funders, regulators, government, and patient advocacy groups to help strengthen the MedTech sector and support better patient outcomes.

Both the public and private healthcare systems are under strain, and require meaningful reform if sustainability is the goal. SAMED’s role is to ensure that the MedTech sector has a strong and credible voice in those discussions, while advocating for policy approaches that recognise the distinct realities of the MedTech environment and support long-term access to innovation and care.

*“Collaboration is working when it moves beyond good intentions and starts delivering tangible outcomes for members and, ultimately, for patients.”*

Government debt remains one of the most pressing challenges facing MedTech suppliers in South Africa. Even the most well-conceived strategies cannot deliver their intended value if payment discipline is not restored. Delayed payments place strain on cash flow, disrupt supply chains, and ultimately affect patients’ access to care.

Trust across the healthcare system is built on strong governance and ethical conduct. While there have been encouraging developments, consistency, accountability, and alignment across stakeholders remain areas requiring continued focus.

Through the Market Sustainability Committee, SAMED has engaged with provincial health departments, the National Department of Health, trade representatives from the US,

UK, and Europe, and several chambers of commerce — all working to drive greater accountability and resolution around the issue. Progress has been gradual but encouraging, and this will remain a priority until systemic improvement is achieved.

The MedTech Master Plan represents one of the most strategically important developments for the sector in recent years. It recognises MedTech not only as a healthcare enabler but as a strategic industrial opportunity for South Africa. Equally important is the alignment behind the plan from both the dtic and the Department of Health, signalling an intent to create an environment for investment, innovation and a more resilient MedTech sector. SAMED is playing a foundational role in shaping what implementation looks like in practice.

The MedTech sector is becoming increasingly reflective of the South African landscape, with encouraging progress in women’s leadership and broader participation. Through initiatives like the MedTech Master Plan and the YES4Youth programme, there is an opportunity to open pathways into an industry that can change lives.

Ultimately, SAMED exists to serve its members, helping them navigate an increasingly complex healthcare environment while strengthening the long-term sustainability of the sector. In my first year as Chairperson, one of the things that struck me most was how much work happens behind the scenes to advance members’ interests, and how important it is to communicate that work clearly. Good work only creates value when people understand it, feel connected to it and can see its impact.

My son lives with Type 1 diabetes, and through his journey I have seen first-hand the advances in blood glucose monitoring and insulin delivery that have transformed his quality of life. Behind every technology is a person, a family and a daily reality that can be changed for the better. At the same time, I recognise how fortunate we are to have access to these advances. For the vast majority of people who rely on public healthcare, these technologies remain out of reach. This reality makes the need for broader access and more equitable healthcare innovation even more urgent.

I would like to recognise the contribution of our committee chairs and vice chairs, and the SAMED secretariat team, whose sustained commitment makes this work possible. The Board also acknowledges Ian Wakefield for his leadership as Vice Chairperson during the reporting period, and welcomes Monica Lucas in that role from February 2026.

*“There are few greater privileges than being part of an industry where innovation can so directly and positively improve patient wellbeing, and where the opportunity exists to extend that impact to the broader South African public.”*

# 2

# Executive Officer's Report





**Tanya Vogt,**  
Executive Officer

## Executive Officer's report

In its 41st year, SAMED stands as a dynamic force in South Africa's MedTech sector, shaped by decades of intentional work and driven by a mission that grows stronger each year.

Our purpose is grounded in enabling patient access to medical technology. Our vision is equally clear: to advance an ethical, diverse and inclusive MedTech sector that supports a sustainable healthcare future, including access to increasingly innovative and rapidly evolving technologies.

At the centre of that vision is healthcare itself. This is not only about building a sustainable industry, but about contributing to a system that works. That distinction shapes how we engage across the sector, working alongside clinicians, patients, regulators, funders, and government.

It is a broader, more complex mandate than we have carried before, and one I believe we are ready for. At its core, the value of MedTech lies in its ability to improve outcomes across the full continuum of care, from diagnosis to treatment and ongoing support.

### **A vision in practice**

When I look at the SAMED board today, I see our vision made real. Compared to its composition four decades ago, it reflects a fundamental shift in gender, age, and the diversity of companies represented. We see local manufacturers, emerging voices alongside experienced leaders, and the growing presence of Black and female-owned businesses that were not part of this conversation before.

This did not happen by accident. It is the result of deliberate effort over many years, and it reflects the breadth of the sector we serve. Our board reflects our membership, and our membership increasingly reflects the South Africa we are helping to shape.

*"It's not just a vision of words.  
It's a vision of real, tangible,  
impactful work."*

### **Building the right relationships**

The word I keep returning to is intentional. This year, SAMED has been deliberate about who we engage with, what we engage on, and why. We have moved away from the idea that advocacy means writing letters and attending meetings. It means sitting at the right tables, properly prepared, and staying in the room when conversations become difficult.

We have met with provincial premiers and health officials, engaged the leadership of major funders, and strengthened our presence in forums where policy is shaped as well as consulted on. Critically, we have worked to move away from an "us and them" positioning. We know the public health system has deep challenges. We know the private sector is under pressure too. The only way through is to work together, and that requires relationships built on trust rather than transaction.

Alongside this, we are strengthening our ethical framework through a review of our Code of Conduct and expanding access to it across the sector, reinforcing the standards that underpin trust. We are also positioning SAMED more actively within both local and global MedTech conversations.

## An institution for collaboration

This reporting year, SAMED formalised its role as an Institute for Collaboration. This reflects a clear shift in how we operate. SAMED does not exist to speak for its members in isolation. It connects members to knowledge, to one another, and to the stakeholders who shape the conditions in which they operate. This includes partnerships that give members access to the data, expertise and capability they need to navigate an increasingly complex environment. Our committees remain the operational backbone of this work, bringing member expertise into the issues that define the sector.

*“We are weaving a tapestry of empowering threads for our members so they have something to walk on, rather than doing it on their own.”*

## Resilience as strategy

The issue of government debt owed to MedTech suppliers is not new. This year, however, it has been elevated, demanding sustained and focused effort.

What has this process taught me? That you cannot address a challenge like this on your own. You need data. You need relationships. You need the resilience to keep going when progress is slower than required. Increasingly, this also means having access to the right data and evidence to support meaningful engagement and decision-making.

We have established a dedicated SAMED Gauteng Health task team. We have engaged premiers and senior health officials at provincial level. We have the support of the Minister of Health, who has written directly to Health MECs on this matter. Not every intervention has delivered the outcome we hoped for, but without this sustained effort, none of this progress would have been possible.

Government debt is not just a cash flow issue. It threatens the survival of women-owned and Black-owned businesses in our sector. It undermines the local manufacturers the MedTech Master Plan is designed to grow. When a small company is not paid on time, the consequences extend beyond the balance sheet to jobs, livelihoods, and ultimately patient access. To address this, SAMED has extended its advocacy beyond South Africa’s borders, engaging with the American Chamber of Commerce and initiating discussions with UK and EU trade attachés.

We will continue to engage on this with focus and resolve.

*“You cannot address a challenge like this on your own. You need data. You need relationships. You need the resilience to keep going when progress is slower than required.”*

## The people behind the purpose

Our participation in the Rare Disease Access Initiative is something I personally hold close to my heart. As the mother of a child with a rare disease, I understand what it means, concretely and not abstractly, when diagnostics and MedTech do or do not reach the people who need them most. That experience shapes how I lead, and it shapes what SAMED fights for.

This perspective also informs our commitment to advancing women and youth in the sector. It is not a compliance requirement, but a deliberate priority. For the second consecutive year, SAMED has participated in YES4Youth, converting our second YES youth into a formal learnership. As a small organisation, this was a conscious choice, grounded in the belief that the sector should reflect the people it serves.

## Readiness for what comes next

South Africa’s MedTech sector is entering a more complex and demanding phase. Health technology assessment is being introduced at a national level, whether under National Health Insurance (NHI) or not. The National Department of Health is developing an essential equipment list, while medical schemes and hospital groups are conducting their own assessments of which technologies to cover and which to question.

If our members are not ready, if they do not have the data, the capability and the relationships to navigate this environment, they will be on the back foot. These shifts are being shaped not only by local policy developments, but also by broader global changes in the MedTech landscape. That is why health technology assessment (HTA) capacity building, data access and value-based procurement are not peripheral activities for SAMED. They are central to our members’ survival and growth.

We are also extending our engagement with patient advocacy groups, including Diabetes SA, cancer communities, Blind SA, South African Society of Ostomates and others. This is about understanding their needs, amplifying their voice,

and identifying areas of genuine common cause. A MedTech sector that does not understand the patient it ultimately serves is a sector that has lost its direction.

Alongside patient advocacy groups, SAMED has begun formal engagement with key healthcare professional bodies. This reflects the understanding that ethical and effective MedTech practice depends on strong relationships between industry and the clinicians who use and guide the application of medical technology. These engagements are developing with a clear purpose: to ensure that MedTech’s role in patient care is understood, valued and supported across the healthcare system. The strength of this work depends on active participation. Our platforms, forums and committees are designed to bring members into the conversations that shape the sector, and their value depends on the active contribution of our members.

We are operating in a healthcare environment shaped by funding pressure, policy reform and broader economic constraints. In this context, SAMED’s role is to provide clarity, alignment and support, ensuring that our members do not have to navigate this complexity alone. That focus will continue to guide our work in the year ahead.



# 3

## Who We Are



## About SAMED

The South African Medical Technology Industry Association (SAMED) is the representative body for South Africa’s MedTech and in-vitro diagnostics sector. As a not-for-gain industry association, we work with our members to build a credible, collective platform for engagement with government, regulators, funders and other stakeholders.

*“We represent a sector that is essential to healthcare, but also one that is still finding its collective voice. SAMED exists to bring that voice together.”*

— Tanya Vogt, Executive Officer

Our role is to support a sector that is essential to healthcare delivery. This includes shaping policy and regulatory frameworks, advancing ethical standards, enabling access to medical technology, and supporting a more sustainable and inclusive healthcare system.

*Our Vision “Advancing an ethical, diverse and inclusive MedTech sector, fostering a sustainable healthcare future.”*

## What We Do

- Represent and advocate for the MedTech sector
- Drive ethical standards and compliance
- Promote patient access to medical technology
- Shape policy, regulation and best practice
- Support sector growth and sustainability
- Advance diversity, inclusion and transformation

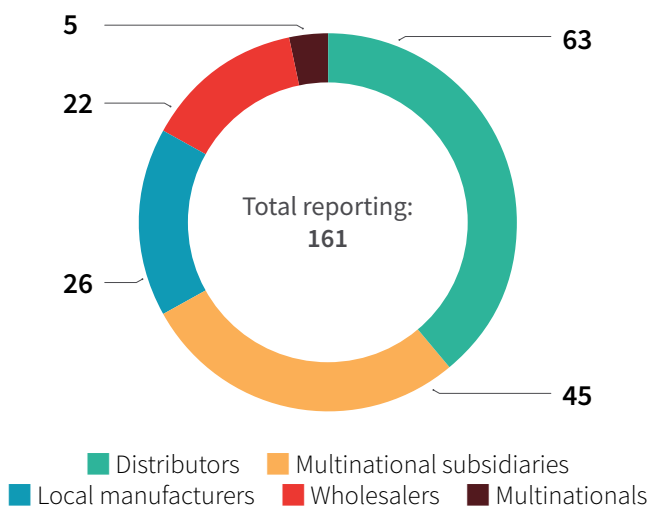
## Membership Overview

### Our membership

SAMED represents 162 member companies across the full MedTech value chain. This includes local and multinational organisations involved in the research, manufacture, distribution and supply of medical technologies in South Africa.

This breadth allows SAMED to engage with a perspective that reflects the full scope of the sector, from large global players to smaller, locally owned businesses. Collectively, our members support a sector that spans thousands of technologies and a workforce of over 10,000 people.

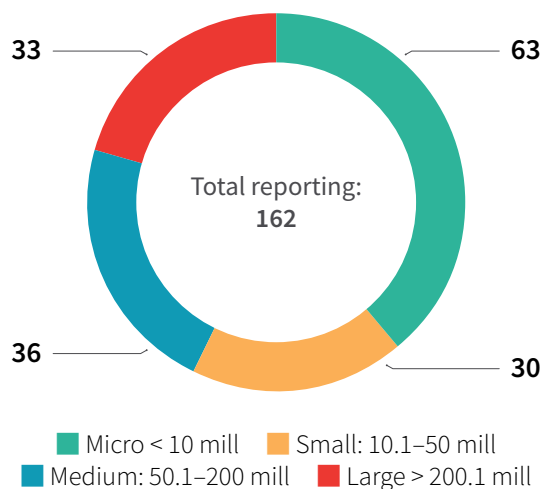
## Membership by Company Type (2026)



### Footnote:

SAMED’s membership reflects the structure of South Africa’s MedTech sector: diverse in scale, broad in capability, and increasingly representative of the healthcare system it supports.

## Membership by Company Size (2026)



### Footnotes:

Based on 162 member companies reporting turnover data.

# 4

## Ethical: Integrity & Governance



## Setting the standard

The Medical Technology Code of Ethical Marketing and Business Practice (the Code) is the cornerstone of SAMED's commitment to integrity in the sector. Under the leadership of Code Committee Chairperson Emmanuel Hinson, the committee has pursued three interconnected priorities during the reporting period: deepening member compliance, expanding stakeholder engagement, and building the infrastructure for sector-wide ethical alignment.

*“Organisations providing products and services that touch lives must do so in the most ethical manner.”*

— Emmanuel Hinson, Code Committee Chairperson

## Strengthening the Code

The Code is undergoing a comprehensive review. Key areas of revision include refined event and hospitality guidelines, updated values for promotional items, a new section on AI ethics, and enhanced whistleblowing and complaint processes. The committee has also expanded advisory opinion guidance to help members navigate real-world compliance scenarios with greater confidence.

A significant milestone during the reporting period was the Competition Commission's confirmation that the proposed Conference Vetting System (CVS) for South Africa would not contravene competition law. This green light has enabled the committee to move into the design phase. The CVS will ensure that industry-sponsored events meet consistent, transparent standards — providing clarity for organisers, venues and attendees alike. Implementation will follow a phased approach through an independent governance structure, with a target commencement date of mid-2027. The committee is currently engaging with MedTech Europe's Ethical MedTech CVS team to inform the South African model with international best practice.

**10** advisory opinions  
**5** hotline cases



## Building a culture of compliance

Code certification is embedded in member onboarding, making ethical conduct a condition of engagement rather than an annual exercise. Compliance officers and all customer-facing employees are required to complete certification, with the committee providing targeted support where challenges arise.

The CPD-accredited certification has also been extended to healthcare professionals (HCPs). Between May 2025 and April 2026 alone, 3,843 individuals undertook the certification, with 3,177 successfully passing. The Code's whistleblowing hotline, independently managed by Deloitte, provides a 24/7 anonymous reporting mechanism. Five cases were handled during the reporting period, spanning governance, advertising compliance, service delivery and suspected fraud.

SAMED's February 2026 Code Forum focused on whistleblowing, exploring the legal framework for protection in South Africa and the barriers that prevent reporting.



*“Don't support it. Report it.”*

Freecall: 0800 00 04 68

## Code hotline cases (2025–2026)

Category	Summary	Independent Chair/panel outcomes
Customer complaint: Service delivery	An incorrect laboratory report was issued for a paediatric patient and used in treatment planning. The error was acknowledged but not corrected. Referred to SAMED and SAHPRA.	The complaint did not involve a SAMED member and had already been referred to SAHPRA. No further action required; matter closed.
Fraud	Alleged unauthorised payments debited from a member of the public's bank account and attributed to SAMED.	SAMED confirmed no payments were received and no link to SAMED existed. Complainant referred to FNB Fraud Department.
Governance: Breach of the Code	Complaint relating to sponsorship and/or exhibiting at a national congress held at a non-compliant venue.	Respondents found in breach of the Code. Written reprimand and fine issued; corrective plan required.
Governance: Breach of the Code	Complaint relating to direct sponsorship of HCPs to third-party organised educational events and facilitation of guest attendance.	Under investigation. The respondent has requested further information; a response from the anonymous complainant is awaited.
Governance: Breach of the Code	Complaint relating to the supply of free devices following a large quantity purchase.	Response from the respondent is awaited.

*Source: SAMED Compliance & Regulatory Input document*

## Expanding the circle of accountability

SAMED's ethical framework is designed to extend beyond its own membership. Becoming a signatory of the Medical Technology Code of Ethical Marketing and Business Practice has been opened to all MedTech companies operating in South Africa, regardless of SAMED membership, including SALDA and MDMSA members. The intention is to build a movement dedicated to ethics and governance across the full sector, not only among those who have chosen to join SAMED.

Project 18C represents the most ambitious expression of this intent. SAMED is pursuing ministerial recognition of the Code

under Section 18C of the Medicines and Related Substances Act. If achieved, adoption of the Code would be required of any organisation holding a licence and placing MedTech products on the South African market. This would extend the ethical standard to every market participant regardless of association membership.






Engagements with the South African Heart Association and the Health Professions Council of South Africa (HPCSA) are testament to this commitment, opening structured platforms for dialogue on ethical industry-clinician interaction.

*“Ethics have to be built into how we operate, how we engage, and how we hold ourselves accountable as a sector.”*

— Tanya Vogt, Executive Officer

**SAMED Board members** (27 May 2025 – 21 May 2026)

 <p><b>Scott de Oliveira</b> SAMED Chairperson  Vice President: Africa &amp; Iraq Merit Medical</p>	 <p><b>Monica Lucas</b> SAMED Vice Chairperson  General Manager Werkomed</p>	 <p><b>Reiner Gabler</b> SAMED Treasurer  Managing Director Gabler Medical</p>	 <p><b>Avanthi Govender Bester</b>  Associate Director Regulatory Affairs &amp; Quality Alcon Laboratories</p>
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 <p><b>Emmanuel Hinson</b>  Head of Legal &amp; Compliance: Africa Alcon Laboratories</p>	 <p><b>Madeleine Pearce</b>  Director of Regulatory Affairs: International Region, Middle East, Türkiye &amp; Africa Philips</p>	 <p><b>Stuart Blackbeard</b>  Head of Department: Sales &amp; Engineering Southern Implants</p>	 <p><b>Dr Sybil Seoka</b>  Managing Director Ample Resources</p>	 <p><b>Tracy Moonsamy</b>  Group Sustainability &amp; Risk Executive &amp; General Manager Beier Group</p>
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**Ian Wakefield**  
SAMED Vice Chairperson  
General Manager: Africa – Becton Dickinson (BD)

Resigned 04/12/2025

**Khatija Suleman**  
SAMED Board Member  
Head of Regulatory Affairs: Africa – Becton Dickinson (BD)

Appointed 27/05/2025  
Resigned 30/11/2025

## SAMED Committees and Secretariat

### Current SAMED Committees

Committee	Chair	Vice Chair
Code	Emmanuel Hinson	Palesa Letsaba
Diversity & Inclusion	Tracy Moonsamy	Shelize Theunissen
Market Access	Aadila Fakier	Christine Pillay
Market Sustainability	Monica Lucas	Edna Retief
Industry Data	Scott de Oliveira	
NHI	Avanthi Govender Bester	
Regulatory	Madeleine Pearce	Jermaine Mombeshora

**Dr Vitor Ferrão**  
Code Chairperson  
NHI Vice Chair

Resigned 10/02/2026  
Resigned 10/02/2026

**Khatija Suleman**  
Regulatory Chair

Resigned 30/11/2025



### Team photo

From left to right:

**Kayise Mabuza** (Marketing, Communications, & Events Junior Officer); **Linda Crystal** (Executive Secretary and Member Relations); **Alwi Spearpoint** (Compliance and Regulatory Manager); **Tanya Vogt** (Executive Officer); **Ntokozo Dlamini** (Projects Coordinator); **Nomthi Mnisi** (Marketing, Communications and Events Manager); **Emily Metlhape** (Admin Assistant)

# 5

## Diverse & Inclusive: Transformation in Action



Meaningful transformation requires three things: proof that it is happening, tools to measure it, and the infrastructure to sustain it. This is the work SAMED has been building.

SAMED’s approach to diversity and inclusion sits within the social pillar of its strategy, where the focus is on advancing women’s empowerment and leadership, supporting youth employment, and driving sector transformation aligned to B-BBEE objectives.

Under the leadership of D&I Committee Chairperson Tracy Moonsamy, the work has been deliberate and foundational. It has centred on aligning committee composition with the membership, building policy frameworks grounded in current legislation, and gathering the data that makes accountability possible. This is how SAMED is advancing its role as an institution for collaboration, building the conditions for sustained, sector-wide change.

*“Transformation starts with being seen as a partner, and with there being a trusted space to have the conversation.”*

— Tracy Moonsamy, D&I Committee Chairperson

## YES4Youth: Building pathways into MedTech

Since inception, 3 906 jobs have been created across 45 participating MedTech companies, of which 38 are current SAMED members. More than R220 million has been injected into local economies through youth salaries. During the reporting period, 11 member companies renewed their participation, creating 325 new positions. That all new positions came through renewals is significant. It reflects a programme whose value has been demonstrated over time.

Of YES youth, 62% are female, 74% have dependents, and 56% come from grant-recipient households. The programme’s demographic profile places it where it matters most — in households and communities that carry the highest economic burden.

The B-BBEE impact is equally concrete. Among participating companies, 53% have achieved a B-BBEE level improvement through YES4Youth participation. For an industry navigating

complex compliance requirements, this is a practical and measurable outcome. Overall, 43% of participants go on to find employment, significantly above South Africa’s youth unemployment rate.

SAMED itself has participated in the programme for two consecutive years, converting YES4Youth into a formal learnership. As a not-for-gain organisation, SAMED is demonstrating that investment in youth development is achievable at any scale.



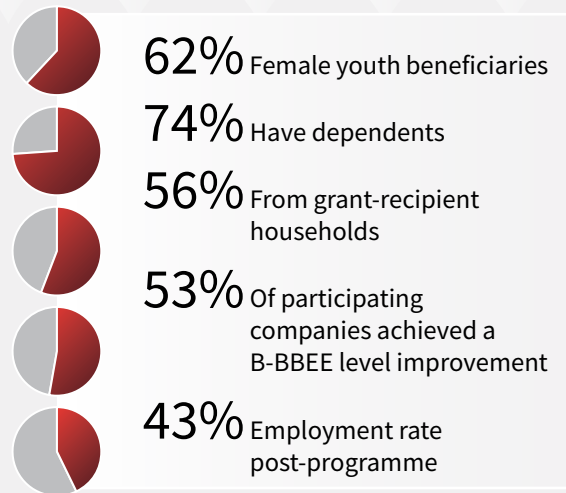
YES4Youth growth since inception:

**312 jobs (2019) → 3 906 jobs (2026)**

*“We’ve injected over R220 million into the economy through YES4Youth youth salaries, 62% of whom are women. That’s been very intentional from a committee perspective.”*

— Tracy Moonsamy, D&I Committee Chairperson

### YES4Youth at a glance



Source: SAMED YES4Youth Dashboard, 30 January 2026

### Women in MedTech: Measuring what matters

The Women in MedTech Empowerment Index (WEI) was built on a practical conviction: what gets measured, gets managed. Developed in partnership with industry, it provides a structured framework for tracking women’s participation across five dimensions: ownership, leadership, employment and representation, development, and remuneration.

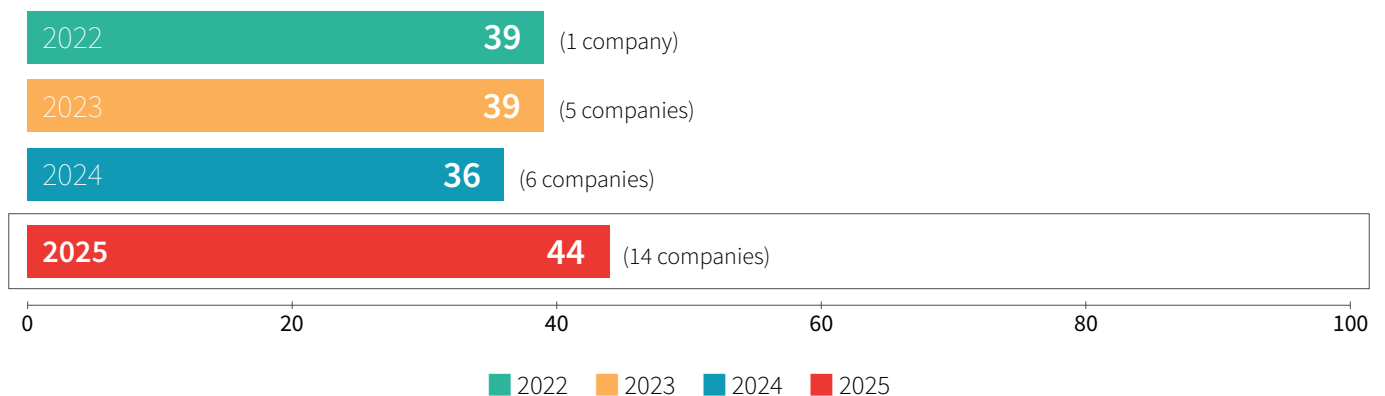
### Growing adoption

Adoption has grown steadily. Fourteen companies submitted scoreable WEI data in 2025, up from one in 2022, with 30 registered on the platform overall. While still a small share of SAMED’s 163-member base, the trajectory is meaningful. Each participating company receives a benchmarked score, a certificate for use in ESG reporting and tender applications, and visibility into how it compares against sector averages. The tool is designed to be accessible and evidence-based.

*“Research consistently shows that organisations flourish when women are involved in leadership and ownership. They bring different perspectives and drive innovation.”*

— Tanya Vogt, Executive Officer

### WEI aggregate score (out of 100), 2022–2025



Source: WEI\_stats\_2021\_to\_2025\_and\_graphs.xlsx

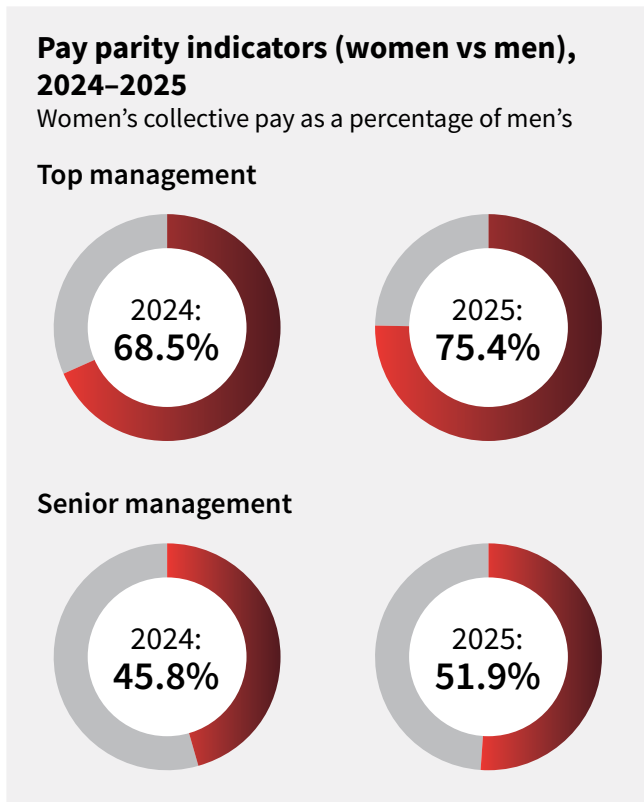
### What the data reveals

The aggregate WEI score rose from 36 in 2024 to 44 out of 100 in 2025, the strongest result to date, achieved with the largest cohort yet. Directional data shows consistent gains in women’s representation across development programmes, promotions and top management roles since 2022.

Employment and representation leads at 54, with development close behind at 52, reflecting growing investment in programmes, promotions and learnerships. Leadership has improved significantly, from 31 in 2024 to 45 in 2025. Ownership, at 25, remains the weakest dimension, though it has improved from 15 in 2024.

The collective ownership score of 25 in 2025 reflects the structure of participating SAMED members, a sector-wide characteristic rather than a failure of intent. It also explains why SAMED’s advocacy on preferential procurement and the B-BBEE codes amendment needs to recognise the sector’s structure, where local ownership is often constrained.

### Directional progress

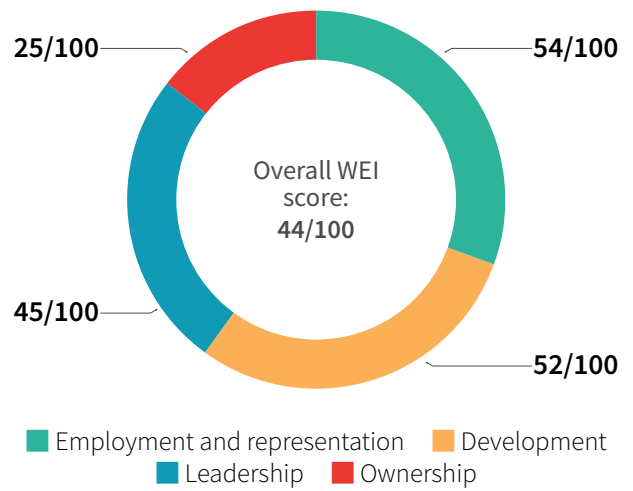


Source: WEI\_stats\_2021\_to\_2025\_and\_graphs.xlsx

### Beyond measurement

The WEI’s reach has extended beyond MedTech, attracting national attention, including adoption at the Women Economic Assembly (WECONA). SAMED is also developing a simplified version of the tool to improve accessibility across the full membership.

### WEI sub-dimensions, 2025



Source: WEI\_stats\_2021\_to\_2025\_and\_graphs.xlsx

### Policy and data

Building on this foundation, the committee is revising SAMED’s transformation policy to reflect current legislation and best practice, evolving the framework beyond diversity and inclusion to encompass equity and belonging. Alongside this, a B-BBEE landscape analysis is under way, strengthening the evidence base that will inform both SAMED’s advocacy positions and the practical support it offers to members.

*“A lot of the time we stagnate in the decision-making space because we do not have the data that we need. That is what we are building now.”*

— Tracy Moonsamy, D&I Committee Chairperson

### Engagement and progression

Six Diversity and Inclusion forums and two Women in MedTech forums were hosted during the reporting period, with a combined attendance of 305 participants. Support of The Women on Boards initiative has created structured opportunities for women in governance roles to share their experience with peers. These forums explicitly recognise men as enablers in advancing women’s leadership, positioning transformation as a collective effort.

### Transformation at sector level

SAMED members are also represented at the MedTech Master Plan working groups, where transformation objectives intersect with the broader economic development agenda, ensuring that the voices of women, youth and smaller enterprises are present in the decisions that will shape the sector’s trajectory.

*“We’re seeing a shift. More women, more diverse ownership, more voices coming into the sector.”*

— Tanya Vogt, Executive Officer

### Advocating for fair and achievable transformation

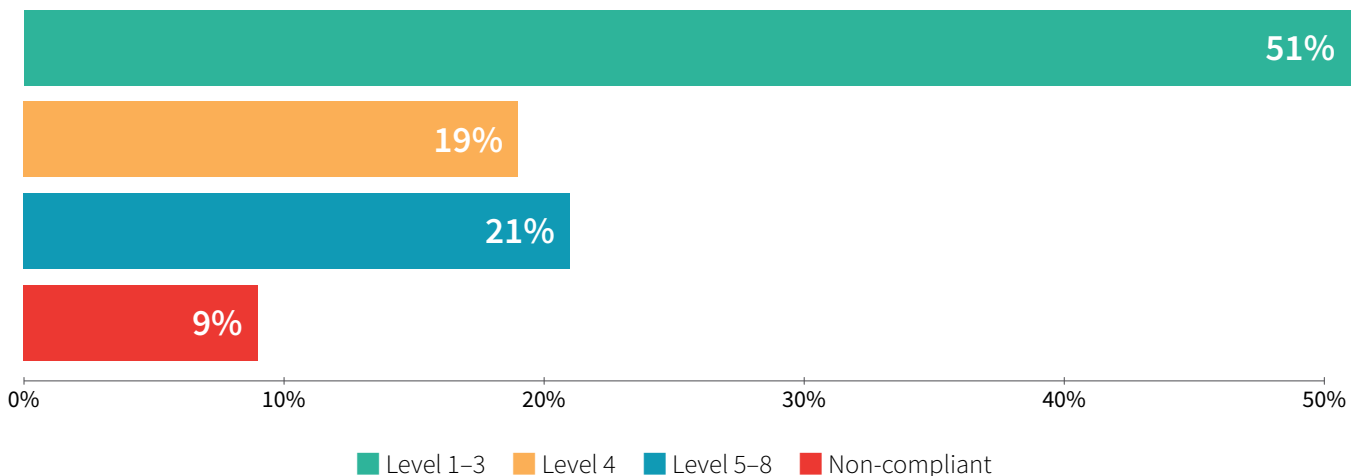
SAMED submitted a comprehensive response to the dtic’s proposed amendments to the B-BBEE Codes of Good Practice, one of the most substantive advocacy exercises undertaken during the reporting period.

South Africa remains heavily import-dependent on medical technology, with limited local manufacturing capacity. The proposed requirement that companies procure 25–35% of goods and services from 100% Black-owned entities presents real challenges in a sector where the supply base is constrained by regulatory requirements, global quality standards and authorised distribution models.

SAMED’s submission argues for a framework that recognises these structural realities. It proposes a sectoral feasibility mechanism — a regulated pathway allowing companies to earn equivalent compliance recognition through verified capability-building activities, including technical training, service-engineer development and clinical education support, where procurement substitution is genuinely constrained.

The submission also highlights the potential impact on the YES4Youth programme. If the amendments reduce member companies’ base B-BBEE scores, the value of YES participation could be undermined, placing at risk an initiative that has created nearly 4 000 jobs to date.

### B-BBEE Membership Profile (2025)



Source: SAMED B-BBEE Membership Data (2025), based on 128 reporting members

# 6

## Building a Sustainable MedTech Sector



A sustainable MedTech sector requires individual business resilience. It depends equally on the systems around it: a functioning regulatory environment, predictable procurement and timely payment for goods delivered. Without a policy framework that supports both innovation and access, even the most resilient businesses cannot reliably supply the technologies on which modern healthcare depends. Over the past year, SAMED has intensified its advocacy at national, provincial and international level to address the pressures threatening sector viability and, by extension, patient access to essential medical technologies.

*“The shared goal across the MedTech sector is to ensure that patients have access to safe, quality and effective medical technologies.”*

— Dr Boitumelo Semete-Makokotlela,  
Chief Executive Officer, SAHPRA

*“The healthcare system requires medical technology to function. This can be something as simple as a syringe, or something highly complex. Without the devices and diagnostics that support care, patients cannot receive proper treatment.”*

— Professor Nicholas Crisp, Acting Director-General: Health & Deputy Director-General: National Health Insurance, NDoH

## Market sustainability

Persistent non-payment by public-sector institutions remains the single greatest risk to MedTech sector sustainability. Suppliers continue to finance the delivery of critical medical

technologies to state hospitals, often waiting months, and in some cases years, for payment. The impact is felt most acutely by smaller enterprises, some of which have been forced to seek third-party financing or scale back operations to remain viable.

During the reporting period, government debt reported through SAMED’s tracking mechanism stood at R1.4 billion across 49 member companies submitting data in May 2025, declining to R535 million reported by 29 members in February 2026. While the headline figure shows a reduction, declining participation in the reporting process limits the accuracy of the picture. The actual quantum of outstanding debt across the sector is likely to be significantly higher.

*“The solution is not to keep pressing provinces to find money they do not have. The solution is for Treasury to come to the party.”*

— Professor Nicholas Crisp, Acting Director-General: Health & Deputy Director-General: National Health Insurance, NDoH

## Provincial and national engagement

In Gauteng, a joint task team was established between SAMED and the Department of Health, creating a structured bi-monthly platform to address payment backlogs and clarify supplier compliance requirements. SAMED is also developing a step-by-step compliance guide for members operating in the province.

In KwaZulu-Natal, SAMED Chairperson Scott de Oliveira and Vice Chairperson Monica Lucas met directly with the Premier and a delegation that included the MEC for Finance, HODs for Treasury and Health, and the CFO for KZN Health. The delegation committed to prioritising invoices older than 60 days and maintaining ongoing engagement with SAMED.

Complementing domestic efforts, SAMED engaged the American Chamber of Commerce, UK and EU trade attachés to raise international awareness of the government debt

crisis, recognising that many members are subsidiaries of, or distributors for, MedTech companies headquartered in these regions.

Media engagement amplified the concern further, generating an advertising value equivalent of R882 017 and a reach of more than 132 million people. This helped ensure that the financial pressures facing the MedTech supply chain registered in public discourse.

SAMED has also engaged legal counsel to explore options available to both the association and individual members, with all engagements continuing to prioritise solution-oriented dialogue and the protection of patient access to essential medical technologies.

## Regulatory landscape

A predictable, efficient and internationally connected regulatory framework is foundational to MedTech sector sustainability. During the reporting period, SAMED deepened its work with SAHPRA through policy submissions, member forums and direct dialogue on licensing, compliance and regulatory clarity. Effective regulation and health technology assessment are increasingly central to how healthcare systems evaluate value, affordability and long-term sustainability.

## Regulatory engagement at a glance



**16** policy and regulatory submissions

**10** regulatory forums hosted

**713** participants engaged

**120** attendees at ISO 13485 workshop

**Source:** SAMED Board AGM Report 2025/2026

SAMED's submissions were made to key stakeholders including SAHPRA, the Department of Health, the dtic and the HPCSA, and covered clinical evaluation guidelines, post-market surveillance frameworks, medical device reliance pathways, AI ethics, NHI governance regulations and the dtic's draft B-BBEE Codes of Good Practice.

## ISO 13485: phased compliance

Mandatory ISO 13485 certification transitions fully into place by 2028. SAHPRA accepts proof of certification in progress, via a letter from a SAHPRA-recognised conformity assessment body, providing flexibility for companies at earlier stages of readiness.

### ISO 13485 Phased compliance timeline

**Phase 1:** Preparation, 2022–April 2025

**Phase 2:** Required for five-year renewals, June 2025

**Phase 3:** SAHPRA requests from all certified companies, April 2026

**Phase 4:** Required for amendments and notifications, June 2027

**Phase 5:** Required for all new applications, April 2028

**Source:** SAMED Board AGM Report 2025/2026

SAMED also strengthened regional and international regulatory engagement through collaboration with industry bodies and participation in global MedTech forums focused on regulatory harmonisation and best practice.

*“Effective regulation depends on accessible engagement. Industry must be able to raise concerns, regulators must be prepared to listen, and both sides must recognise that constructive disagreement is part of building a stronger system.”*

— **Dr Boitumelo Semete-Makokotlela,**  
Chief Executive Officer, SAHPRA

## National Health Insurance

The National Health Insurance Act, signed into law on 15 May 2024, has entered a period of legal and policy uncertainty. In February 2026, the Pretoria High Court ordered that no provision of the NHI Act may be proclaimed or implemented until pending public participation challenges are resolved. The Constitutional Court heard arguments on the 5th and 6th of May 2026. We await judgement.

SAMED has focused on ensuring members remain informed, represented and strategically positioned within this evolving landscape. The broader structural challenge extends beyond policy alone. South Africa’s healthcare system currently operates through multiple provincial procurement, budgeting and information systems, contributing to fragmentation, duplication and uneven implementation across the sector. Digital interoperability and integrated patient information systems are also emerging as critical long-term priorities for healthcare reform.

SAMED convened two NHI roundtable discussions during the reporting period, bringing together SAPPF, the Health Funders Association, Sakeliga, SAMA, Solidarity, the Board of Healthcare Funders and the Universal Healthcare Access Coalition.

*“SAMED’s members are of particular interest to us because they operate within a recognised Code of Ethical Business Practice, reflecting a strong commitment to responsible conduct and accountability across the industry.”*

**— Professor Nicholas Crisp, Acting Director-General: Health & Deputy Director-General: National Health Insurance, NDoH**

The broader healthcare context reinforces the urgency of reform. Medical schemes cover approximately 9.1 million

beneficiaries, around 14 to 15% of the population, while the majority of South Africans rely on the public health system. The Council for Medical Schemes Annual Report 2024/25 shows that schemes paid R259.3 billion in healthcare benefits, with benefits per beneficiary increasing by 7.84% year on year. These figures point to a healthcare financing system under growing pressure and reinforce the need for structured collaboration between government, industry, funders and civil society.

SAMED has consistently advocated for a transparent and independent HTA system incorporating input from clinicians, regulators, industry and academic institutions, and for procurement frameworks that ensure patient access to innovation while supporting financial sustainability.

*“We need to be manufacturing health technologies in South Africa, and managing the maintenance, support and refurbishment of those technologies here.”*

**— Professor Nicholas Crisp, Acting Director-General: Health & Deputy Director-General: National Health Insurance, NDoH**

## MedTech Master Plan

Launched in 2024, the MedTech Master Plan has entered its first full year of implementation. The Plan is a long-term industrial strategy focused on localisation, regulatory reform, skills development and innovation infrastructure across the MedTech sector.

With the majority of medical devices and IVDs currently imported, the strategy leverages domestic demand to strengthen local manufacturing capability, reduce vulnerability to global supply disruptions and expand intra-African exports under the African Continental Free Trade Area.

Several implementation initiatives moved forward during the reporting period. A R2 million Localisation Support Fund project was initiated to identify and classify imported

MedTech products, creating a foundation for future local manufacturing opportunities. Engagement with National Treasury and NHI structures also continued around procurement reform and the opportunities created through the Public Procurement Act.

Progress was also made toward a standalone MedTech Act aligned with globally recognised regulatory standards, alongside a broader review of the regulatory landscape to address fragmentation and inefficiencies. A proposed MedTech Transformation Fund was presented to the

International Finance Corporation to support localisation, compliance and manufacturing scale-up.

A sector skills review identified regulatory capability as a growing area of need. Discussions also continued around strengthening industry data infrastructure and supporting long-term innovation capability within the sector.

A dedicated MedTech Expo, planned for late 2026 or early 2027, will showcase local manufacturing capability and sector innovation.

*“As African markets continue strengthening their regulatory frameworks, South Africa’s alignment with internationally recognised standards positions the local MedTech sector to compete more effectively across the continent.”*

**— Dr Boitumelo Semete-Makokotlela,  
Chief Executive Officer, SAHPRA**

Together, these efforts reflect a sector preparing not only to respond to change, but to help shape the future of healthcare delivery in South Africa.



# 7

## Partnerships & Stakeholder Engagement



## Capability, evidence, and alignment in practice

A sustainable healthcare future requires capability, relationships, and evidence. Each takes time and intention to develop in a sector undergoing rapid and sustained change. Through its partnerships, SAMED is weaving these elements into a capability framework that members could not build alone.


SAMED's survey highlights a clear readiness gap in Health Technology Assessment (HTA), with direct implications for access, funding and innovation.

**79%** of MedTech companies have no dedicated HTA staff.

**94%** want HTA training.

Only **9%** feel fully equipped.

**SAMED is changing that.**



*Source: SAMED HTA Knowledge and Implementation Survey, 33 respondents*

## Building HTA capability

Health Technology Assessment is rapidly becoming the gateway to market access in South Africa, with funders and procurers increasingly requiring robust evidence before reimbursing and procuring medical technologies. The establishment of a national HTA framework under NHI will accelerate this shift.

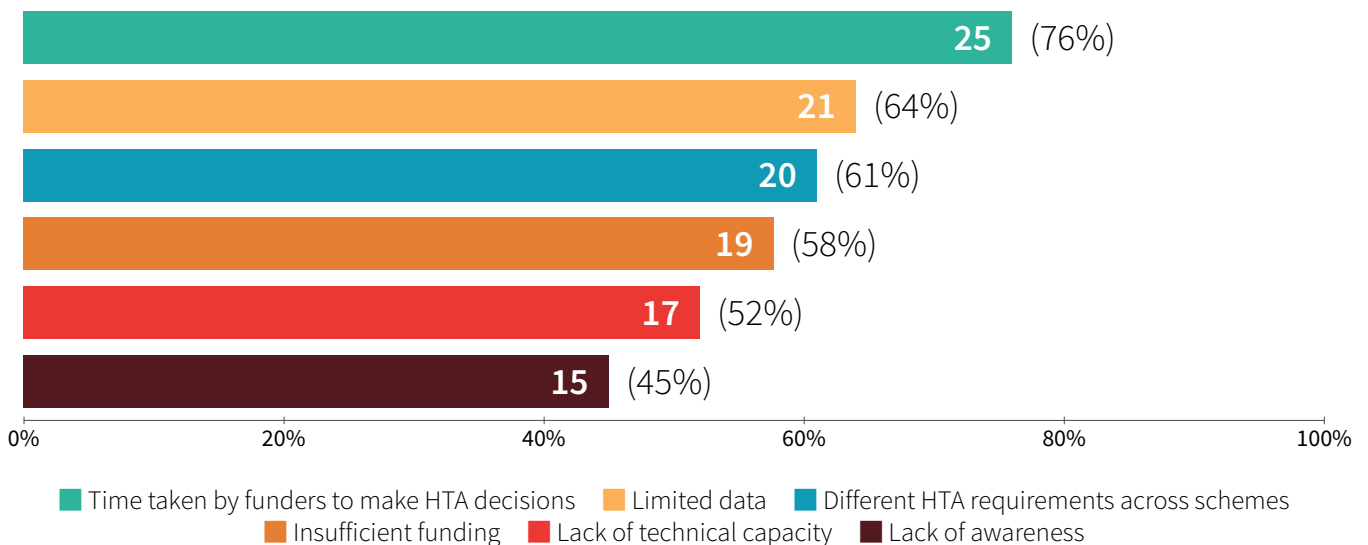
To support members, SAMED has adopted a partnership model, identifying specialist organisations that can bring expertise to members at accessible rates.

## An ecosystem of empowerment

In October 2025, SAMED was invited to present at the National Department of Health's HTA Symposium, positioning the association as a constructive contributor to national HTA policy development.

SAMED's presentation advocated for MedTech-appropriate assessment methodologies, highlighting the distinct requirements of device evaluation: shorter product lifecycles, operator-dependent outcomes, smaller evidence bases, and the need for bespoke HTA methods incorporating adaptive models and real-world data. SAMED also advanced its call for transparency, stakeholder participation, and the separation of HTA functions from both the regulator and coverage decision bodies.

## HTA implementation challenges



*Source: SAMED HTA Knowledge and Implementation Survey, 33 respondents*

## Partnerships at a glance

Partner	Focus area	Contribution	Key outcomes
Syenza	HTA and HEOR capability	Delivered structured training programme with ongoing KnowledgeHub access	43 participants; 12 completions; 4.38/5 satisfaction
VI Research	HTA application	Workshop series focused on reimbursement pathways and payor engagement	Six workshops (2026); practical HTA submission focus
Quantium	Data access	Provided claims-based insights and market intelligence at scale	Claims-based datasets covering millions of insured lives; ~6% market growth; high-growth segments identified
Discovery Health	Funder engagement	Initiated alignment discussions on HTA, reimbursement and value-based procurement	Second senior-level engagement; areas for collaboration identified
SA Heart Association	Clinician engagement	Established platform for collaboration on registries, training and ethical engagement	Structured engagement initiated; next steps agreed
National Department of Health	Policy engagement	Contributed to national HTA dialogue through symposium participation	Presented at HTA Symposium (October 2025)

Source: HTA survey data, partner programme documentation, stakeholder engagement summaries and supporting reports

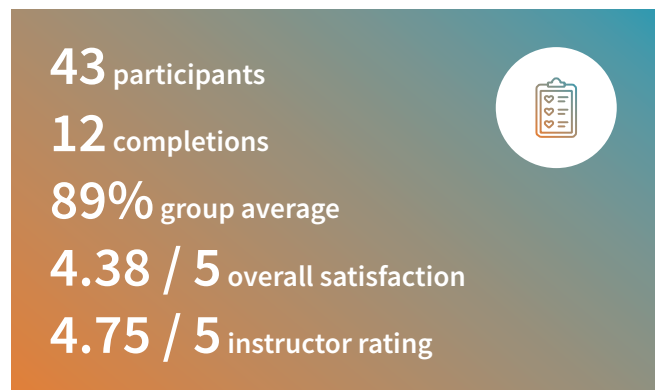
### Syenza: from training to mentorship

In 2025, SAMED partnered with Syenza to deliver a structured programme in Health Economics and Outcomes Research (HEOR), building foundational HTA capability across the MedTech and IVD sectors. The programme brought together 43 participants from multinational and local firms, including the National Department of Health.

*“I am currently putting an HTA together for a new product and am finding the content and saved sessions on KnowledgeHub useful.”*

— SAMED-Syenza programme participant

### Syenza programme outcomes



Source: Syenza programme evaluation and webinar report

In 2026, the partnership has evolved in response to participant feedback. Syenza now provides access to its KnowledgeHub, alongside tailored mentorship support for alumni, reflecting a shift from foundational training to applied capability.

## Value in Research: from knowledge to application

Where Syenza built foundational knowledge, VI Research (Value in Research) focuses on application. Through a six-workshop series planned for 2026, participants are guided through the full HTA submission journey, using real-world case studies from major funders.

The programme is designed to strengthen practical capability, equipping participants to prepare HTA submissions, engage in future policy discussions around a national HTA agency, and provide strategic direction in an evolving reimbursement landscape.

## Quantium: real-world evidence at scale

Access to credible, affordable data remains one of the most persistent barriers to effective HTA in South Africa. SAMED's partnership with Quantium directly addresses this gap, giving members access to claims-based insights on patient journeys, utilisation, reimbursement patterns and outcomes at preferential rates.

Quantium's 2025 MedTech Insights report confirms this shift. Robotics volumes have more than doubled since 2020, electrophysiology spend rose by approximately 30% in 2025, and orthopaedic implants continue to dominate overall spend.

SAMED is using this data to inform a position paper on the value of innovative MedTech, with a specific focus on robotic-assisted surgery.

## Engaging funders and clinicians

In February 2026, SAMED held its second senior-level engagement with Discovery Health, focused on HTA evidence standards, the arthroplasty global fee model and value-based procurement. Discovery indicated willingness to explore collaboration on training and guidance frameworks.

A first structured engagement with the South African Heart Association (SA Heart) followed in March 2026, identifying areas of mutual interest including registries, clinical training support and ethical engagement models. Further engagements are planned with additional medical societies.

## Value-based procurement: the emerging frontier

Across these engagements, a shared recognition has emerged. The healthcare system is moving towards evidence-based, outcomes-driven decision-making at every level, from funder reimbursement to national policy. Value-based procurement is the practical expression of that shift.

During the reporting period, SAMED hosted webinars featuring UK NHS experts and global specialists, exposing members to international best practice and real-world implementation models. A position paper is in development and a stakeholder roundtable is planned. SAMED is strengthening member understanding now so that, as value-based frameworks become standard, members are equipped to engage with them.

*“South Africa’s MedTech landscape is shifting. While headline growth has moderated to ~6% in 2025, the real action is in high-growth pockets: robotics growth remains in the double digits, electrophysiology spend is surging, and established players are losing ground to agile competitors.”*

— Quantum 2025 MedTech Insights Report

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# 8

## What Our Members Say



The impact of SAMED’s work is best reflected in the experience of its members. Across regulation, ethics, training, and sector engagement, members rely on SAMED for practical support, industry insight and representation in a rapidly evolving healthcare environment.

The annual Member Benefit Survey shows confidence in the value SAMED delivers across the sector. Eighty percent of members agree that SAMED membership is value for money, including forty-eight percent who strongly agree. Ninety-one percent would recommend membership to others in the industry, while 93% are satisfied with SAMED’s responsiveness.

*“Our members are closest to the realities of this sector. Their experience shapes how we engage and where we focus.”*

— Tanya Vogt, Executive Officer

*“Thanks for providing a very good coherent service to all of us in the industry.”*

*“SAMED has given my organisation clearer direction, stronger industry insight, and a powerful platform to navigate the medical-device market with confidence and credibility.”*

*“Thank you for being a great Member Association.”*

— SAMED Member Benefit Survey



**80%**  
of respondents agree that SAMED membership is value for money



**91%**  
would recommend SAMED membership to others in the industry



**93%**  
are satisfied with SAMED’s responsiveness

Source: SAMED Member Benefit Survey, 44 respondents

## Rapid response to supply chain disruption

When global supply chain disruptions, including the closure of the Strait of Hormuz, began affecting product access and lead times, SAMED rapidly surveyed members and shared the findings with the National Department of Health. This is what makes active membership valuable: the ability to translate member experience into coordinated sector action.

Membership of SAMED extends beyond individual commercial interests. It is participation in a collective that advocates, informs, connects and supports a more ethical and sustainable MedTech sector.

# 9

# Financial Overview



SAMED ended the 2025 financial year in a healthy position, recording a small surplus through prudent financial management and disciplined cost control. The association maintains substantial cash reserves, and the Board is satisfied that SAMED has adequate resources to continue its operations for the foreseeable future.

SAMED applies rigorous financial controls, budgeting processes and governance systems to protect member interests and ensure accountability. As a not-for-gain entity,

SAMED directs its resources toward the programmes, advocacy and member services that deliver value across the sector.

Looking ahead, SAMED's financial focus for 2026 remains careful expenditure management and the responsible stewardship of its cash reserves. This positions the association to respond to unforeseen challenges while continuing to invest in advocacy, programmes and member support.

*“SAMED has substantial cash reserves which puts SAMED in a very strong position to weather unexpected financial headwinds.”*

— Reiner Gabler, SAMED Treasurer



10

# Advancing Together



South Africa's MedTech sector has entered an era of rapid transition that is redefining the future of healthcare delivery. Health Technology Assessment (HTA), value-based procurement, regulatory reform, AI-enabled technologies, and the continued shift toward NHI are reshaping how healthcare is funded, evaluated and delivered.

Government debt resolution remains a priority, with the task team continuing to engage at increasingly senior levels to restore payment discipline across the system. At the same time, SAMED will continue investing in member capability as HTA, AI-enabled MedTech, and evolving regulatory demands reshape the sector.

The MedTech Master Plan now moves from strategy to implementation, with a growing focus on building a more resilient, future-fit MedTech sector. Transformation efforts

will continue to deepen through programmes that expand opportunity, leadership, and participation across the industry.

SAMED has also strengthened the way it engages and communicates with members through more structured forums and real-time information-sharing platforms designed to improve accessibility, responsiveness and sector alignment. The broader objective is a more connected, informed and strategically aligned MedTech community. Constructive member feedback is welcomed and essential to SAMED's evolution.

The work ahead is substantial, but so too is the foundation that has been built. SAMED enters the next phase of its work with stronger partnerships, clearer priorities and a growing capacity to support the sector through change.

*“We need to ensure that all policies, master plans and implementation initiatives are developed with a future-fit perspective”*

— Scott de Oliveira, SAMED Chairperson



11

# SAMED Member Listing



## ORDINARY MEMBERS

Abex Pharmaceutica (Pty) Ltd  
 Absolute Orthopaedics (Pty) Ltd  
 Acino Forensics (Pty) Ltd  
 Africoncur Medical (Pty) Ltd  
 AHG Health Solutions (Pty) Ltd  
 Airstep (Pty) Ltd  
 Akacia Medical (Pty) Ltd  
 Alcon Laboratories (Pty) Ltd  
 Allenco Medical and Dental Supplies  
 Ample Resources (Pty) Ltd  
 Anstem Medical (Pty) Ltd  
 Arjo Huntleigh South Africa (Pty) Ltd  
 Ashanti Medical CC  
 Augustine Medical (Pty) Ltd  
 B Braun Medical (Pty) Ltd  
 Becton Dickinson (Pty) Ltd  
 Beier Drawtex Healthcare (Pty) Ltd  
 Biosurge (Pty) Ltd  
 BioTech Africa (Pty) Ltd  
 Bloemed Medical Supplies and Services CC  
 Bone SA  
 Boston Scientific South Africa (Pty) Ltd  
 BSN Medical (Pty) Ltd  
 Carl Zeiss (Pty) Ltd  
 Casmed Logistics (Pty) Ltd  
 Centre for Tissue Engineering  
 Cherrymed Enterprises (Pty) Ltd  
 Coligo Medical (Pty) Ltd  
 Coloplast A/S  
 Continuous Oxygen Suppliers (Pty) Ltd  
 Convatec South Africa  
 Corin SA (Pty) Ltd  
 Cossni Medical (Pty) Ltd  
 Creatori Health (Pty) Ltd  
 Dahlhausen (Pty) Ltd  
 Demant South Africa (Pty) Ltd  
 Dimela Health (Pty) Ltd  
 Dr Temp (Pty) Ltd  
 Dräger South Africa (Pty) Ltd  
 Duzane

Edwards Lifesciences South Africa (Pty) Ltd  
 Embecta South Africa (Pty) Ltd  
 Emperors Medical (Pty) Ltd  
 Endomed Medical and Surgical Supplies cc  
 Enovis South Africa (Pty) Ltd  
 Ethitech (Pty) Ltd  
 Fresenius Medical Care South Africa (Pty) Ltd  
 Gabler Medical (Pty) Ltd  
 GE Medical Systems South Africa (Pty) Ltd  
 Grobir Medical Suppliers (Pty) Ltd  
 Guerbet South Africa (Pty) Ltd  
 H.A.S.S Southern Africa (Pty) Ltd  
 Hartmann Vitamed (Pty) Ltd  
 HemoCue South Africa (Pty) Ltd  
 Hi Care Surgical (Pty) Ltd  
 Imperial Market Access Healthcare SA (Pty) Ltd  
 Implantcast South Africa (Pty) Ltd  
 Imvula Healthcare Logistics (Pty) Ltd  
 Johnson & Johnson Medical (Pty) Ltd  
 K2 Medical (Pty) Ltd  
 Karl Storz Endoscopy SA (Pty) Ltd  
 Kiara MedTech (Pty) Ltd  
 Langamedics (Pty) Ltd  
 Lechoba Medical Technologies (Pty) Ltd  
 Lorumir D (Pty) Ltd  
 Lukatit Investments 14 (Pty) Ltd  
 Maars Medical (Pty) Ltd  
 Marcus Medical (Pty) Ltd  
 MED-EL Implant Systems South Africa (Pty) Ltd  
 Medhealth Supplies (Pty) Ltd  
 Medical International Orthopaedic CC  
 Medtech3D (Pty) Ltd  
 Medtronic Africa  
 Meducat Medical (Pty) Ltd  
 Mental Link International (Pty) Ltd  
 Merck Life Science  
 Meril SA (Pty) Ltd  
 Merit Medical South Africa (Pty) Ltd  
 Modiro Medical (Pty) Ltd  
 Mossmed (Pty) Ltd  
 MyOrtho Solutions (Pty) Ltd

Mzansi Spine (Pty) Ltd  
 National Bioproducts Institute NPC  
 Neovantis (Pty) Ltd  
 Nipro Medical South Africa (Pty) Ltd  
 NuAngle Solutions (Pty) Ltd  
 Obsidian Health (Pty) Ltd  
 OMS Medical (Pty) Ltd  
 Optimum Orthopaedics (Pty) Ltd  
 Ortho-Design (Pty) Ltd  
 Ortho-Xact (Pty) Ltd  
 Osteologix SA (Pty) Ltd  
 P&G South African Trading (Pty) Ltd  
 Paragon 28 Medical Devices Trading Limited  
 Patient Medical Care  
 Perryhill International Trading (Pty) Ltd  
 Philips South Africa (Pty) Ltd  
 PMS Medical (Pty) Ltd  
 Pointer Medical (Pty) Ltd  
 Population Services International S.A (Pty) Ltd  
 PrimeSafe (Pty) Ltd  
 Prism Inter Africa CC  
 Pristem Diagnostics South Africa (Pty) Ltd  
 Professional Orthopaedics (Pty) Ltd  
 Q-Surgical  
 Responsive Orthopaedics (Pty) Ltd  
 Roche Diagnostics (Pty) Ltd  
 SA Biomedical (Pty) Ltd  
 Safarmex (Pty) Ltd  
 Safmed (Pty) Ltd  
 Sea4 Medical Logistics (Pty) Ltd  
 Selective Surgical (Pty) Ltd  
 Silver Lining Innovations NPC  
 Southern Ear Nose and Throat (Pty) Ltd  
 Southern Implants (Pty) Ltd  
 Staar Surgical (Pty) Ltd  
 Stieglmeyer Africa (Pty) Ltd  
 Stryker South Africa (Pty) Ltd  
 Supra Healthcare (Pty) Ltd  
 Surgical and Ophthalmic Supplies (Pty) Ltd  
 SXS Surgical Solutions (Pty) Ltd  
 Synthecon Sutures Manufacturing SA CC  
 Systagenix Wound Management Limited  
 Teekay Link Medical Solution (Pty) Ltd


Teleflex Medical (Pty) Ltd  
 Umsebe Healthcare  
 Vertec Scientific SA (Pty) Ltd  
 Vertice Healthcare (Pty) Ltd  
 Viking BCT (Pty) Ltd  
 Viking Cardiovascular (Pty) Ltd  
 WellPlus (Pty) Ltd  
 Werkomed (Pty) Ltd  
 WS Audiology South Africa (Pty) Ltd  
 Zen Medical (Pty) Ltd  
 Zimmer Biomet South Africa (Pty) Ltd


#### ASSOCIATE MEMBERS

AfriPharm SA (Pty) Ltd  
 Basadzi O2C Services  
 BRANDTECH Health Technology Consulting  
 CEASA (The Clinical Engineering in South Africa)  
 CSIR  
 DI Medicine Regulatory Consultants  
 Diverse Conversations  
 Dr Vitor MLdeA Ferrao Executive Consultant  
 DQS (Pty) Ltd  
 DSV Contract Logistics (Pty) Ltd  
 Enterprise Ireland  
 Eruditio Skills Development Consultants (Pty) Ltd  
 Institute of Bio Research Auditing and Training in Southern Africa (IBRATSA)  
 IQquad Integrated Management Systems (Pty) Ltd  
 JC Auditors  
 JPJ Medical  
 KOTRA  
 Love Health Consulting (Pty) Ltd  
 Mark Banfield & Associates  
 Masoom Training Solutions  
 Mawele Investments CC  
 MC Pharma Consulting (Pty) Ltd  
 O2 Blue Consult (Pty) Ltd  
 Regulatory For Africa  
 Tenax Enterprises  
 Vicore Health SA (Pty) Ltd  
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