



ADVOCATE FOR HEALTH

Dudu Ndlovu makes a difference
by managing the largest empowerment
deal in the healthcare sector

By Kerry Dimmer

Dudu Ndlovu's experience in communications means she could work in just about any industry.

But after a successful nine years with GlaxoSmithKline (GSK), her subsequent four-year stint in the beverage sector did not quite capture the same essence that she had enjoyed in the pharmaceutical industry. She therefore gladly accepted Adcock Ingram's proposal two months ago. Is it a love affair?

'For me it lies in being part of making a difference in people's lives,' Ndlovu says. 'There is two-fold value in working at Adcock Ingram. Firstly, the phenomenal quality of the medication and products that the company manufactures; and secondly, that the group is a local organisation deeply involved with the creation of the pharmaceutical environment in this country.'

The importance of being an established SA organisation (Adcock celebrated 120 years in 2010), has translated into the company being one of the few pharmaceutical companies that was able to embrace BEE from an ownership aspect. In that vein it concluded, last year, a landmark R1.3-billion BBBEE deal in the healthcare industry.

The structure of Adcock Ingram's BEE transaction allowed 13% of its issued share capital to be granted to its black SA employees, and the rest to be acquired by Blue Falcon Consortium – comprising Kagiso Trust Investments (a subsidiary of the Kagiso Trust), Mookodi Technologies and Kurisani Youth Development Trust – specifically chosen for its business and BBBEE credentials. In essence, these strategic partners acquired 75% of the deal and the remaining 25% was acquired by Adcock Ingram's black employees.

Two of the parties to the Blue Falcon Consortium, Kagiso Trust Investments and Mookodi Technologies, are driven by

community development projects and emerging health-care industry opportunities.

Kurisani Youth Development Trust is the investment arm of loveLife, SA's national HIV/Aids prevention campaign for young people,

and provides services and outreach programmes to protect and develop young people across SA. The funding that loveLife receives from Kurisani's empowerment transactions provides the long-term funding that is needed to sustain the programme's initiatives.

This means that the Adcock Ingram BEE transaction is making a significant investment in the drive to encourage and produce an HIV/Aids-free, motivated generation of young South Africans.

Adcock Ingram's qualifying investment employees, regardless of seniority or work status, participated equally through an employee trust called Mpho ea Bophelo (a Sesotho phrase meaning 'a gift of life'), which truly reflects the spirit of Adcock Ingram's corporate values.

'It is this spirit, that of wanting to add value to life, that permeates the internal committee driving transformation to ensure targets are achieved,' says Ndlovu.

To date, more than 1 400 black employees have benefited from the scheme. The total cost of implementing the transaction has been calculated at approximately R325 million, competitively positioning Adcock Ingram as a truly empowered company.

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Following the conclusion of the BBBEE deal, an independent verification audit was undertaken to measure the Adcock Group status against the DTI's BBBEE Codes of Good Practice.

'In just three years the company has moved from being a Level 7 to a Level 4 contributor in terms of the BEE scorecard,' continues Ndlovu. 'This is a phenomenal turnaround and tells me, as a new employee to the company, that Adcock Ingram is truly committed to empowerment.'

And it doesn't stop there. Employment equity, skills development, learnerships, preferential procurement and socio-economic development are all key areas targeted by management as vital functions to the transformation process.

well as the exploration of other new initiatives as part of Adcock Ingram's dedication to uplift underserved communities continues.

As a company, Adcock Ingram also has an ongoing scheme to aid with capacity-building with the focus mainly on training, in addition to the purchase of medical equipment and infrastructure in identified areas.

The group continues with its extensive corporate social investment initiatives that also concentrate on providing practical interventions through medicinal supply, expertise and equipment sponsorship.

It is one of Adcock Ingram's primary objectives to ensure it works in partnership with government, particularly the Department of Health. 'We have an opportunity to be part of the progress that is currently taking place

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and to support government's initiatives.'

Like Adcock, Ndlovu is results-driven and energetic. 'I set objectives that give me a clear idea of the direction I'm headed and what needs to be achieved. Sometimes, progress and developments don't happen as

'We have made significant progress with employment equity. Our recruitment drive targets previously disadvantaged individuals and women who have the relevant abilities. Our skills spend has increased since 2009 and has facilitated the expansion of our graduate programme.

'We are also very driven to upskill and retrain our artisans, given that we're in the process of upgrading all our manufacturing sites to world-class standards – a move that will be finalised by the end of the year.'

Enterprise development is also receiving some attention through various projects as

quickly as one would like them to, but that happens anywhere regardless of the circumstances. So for me it's about focusing on the outcome and learning from the process.'

Armed with an extensive background in communications and wide experience working in large organisations, particularly multinationals, she has the right skills to manage Adcock Ingram's Corporate Affairs and Government Relations portfolio. ■