The journey and lessons learnt along the way

- Strategic Planning
- Change Management
- Functional Space
- The “Green” Issue
The Journey
SIX YEARS IN THE MAKING

- **2012**: New building strategy approval
- **2013**: Building site chosen
- **2014**: Excavation (dug a hole!)
- **2015**: Construction (filled the hole!)
- **2016**: Interior fit-out
- **2017**: Project completion + employee relocations
STRATEGIC PLANNING
ONE BRAND

Discovery
ONE CORE PURPOSE

To make people healthier and enhance and protect their lives
ONE AMBITION

To be the best insurance organisation in the world by 2018, renowned for excellence, innovation and financial strength. In addition, we must be a powerful force for social good.
The physical manifestation of the Discovery brand, our core purpose and our ambition
Strategic objectives

Enhance our value proposition as an employer of choice

Foster cross functional collaboration

Promote a work culture of wellbeing and employee engagement
CHANGE MANAGEMENT
Change Management Purpose

To create an **innovative and cost effective** change management framework that supports the realisation of the 1DP vision, through **excellence** in the implementation of key change activities, customised to varied stakeholder requirements.
Client Satisfaction per Project Stream

Star Rating (5)

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</thead>
<tbody>
<tr>
<td>Parking</td>
<td>4.34</td>
<td>4.21</td>
<td>4.34</td>
<td>4.56</td>
<td>4.56</td>
<td>4.50</td>
<td>4.45</td>
<td>4.49</td>
<td>4.37</td>
<td>4.23</td>
<td>4.12</td>
<td>4.22</td>
<td>4.32</td>
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Overall Results (n = 1591)

Client Satisfaction:
- Technology: 84%
- Workstation: 92%
- Security/Access: 80%
- Parking: 72%
- Move Logistics: 94%
- Change Management: 97%
1DP Change Team Statistics

**ENGAGEMENT**
- 45 Exco engagements
- 6,600 Business engagements
- 288 Project team meetings
- 96 Change team meetings

**COMMUNICATION**
- 101 Official Orientation tours
- 208 Change move communications
- 3,462 1DP Mailbox replies
- 68 Town hall / Buzz sessions

**FUN FACTS**
- 4,374,417 Pages scanned
- 31 tons of paper shredded
- 14,784,000 Steps walked by the Change Team
- 3,696 Coffees consumed
- 32 Average age of Change Team

**FUN FACTS**
- 3,696 Coffees consumed
FUNCTIONAL SPACES
<table>
<thead>
<tr>
<th>Elements</th>
<th>Who we are not</th>
<th>The Discovery Way</th>
<th>Resulting attributes for the Campus</th>
</tr>
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<tbody>
<tr>
<td>Orientation</td>
<td>‘You have arrived’</td>
<td>‘Proud history, yet just starting out’</td>
<td>Townhall space; artefacts; archives; R&amp;D hubs</td>
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<td></td>
<td>‘Cashing in on past glories’</td>
<td>‘Anything is possible’</td>
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<td>Strength</td>
<td>‘Demand admiration’</td>
<td>‘Invokes trust and respect through legitimate power’</td>
<td>Minimalist finishes; no ‘white elephants’; functional brilliance</td>
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<td></td>
<td>‘Monolith’</td>
<td>‘Institutional financial strength, people working for social good’</td>
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<td></td>
<td>‘Skyscraper’</td>
<td></td>
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<tr>
<td>Aesthetic appeal</td>
<td>‘Opulent’</td>
<td>‘Simple beauty’</td>
<td>Minimalist finishes; no ‘white elephants’; functional brilliance</td>
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<td></td>
<td>‘Grandeur’</td>
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<tr>
<td>Ambience</td>
<td>Static – “library”</td>
<td>Hive of activity – “Grand Central Station”</td>
<td>Single entrances for visitors; smart use of atria; encourage ‘random’ interactions</td>
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<td>Manic – “trading floor”</td>
<td>Center of the universe</td>
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<tr>
<td>Hierarchy</td>
<td>‘Elitism’</td>
<td>‘Egalitarian’</td>
<td>Dispersed Executives; no unwarranted privileges; fit-for-role office design; people and spaces are accessible</td>
</tr>
<tr>
<td></td>
<td>‘Superiority’</td>
<td>‘Functional hierarchy’</td>
<td></td>
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<tr>
<td></td>
<td>‘Exclusion’</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workspaces</td>
<td>‘Cost-led’</td>
<td>‘People-led’</td>
<td>Cutting edge ergonomics in workspace design; environment for optimal performance</td>
</tr>
<tr>
<td></td>
<td>‘Employees are resources’</td>
<td>‘Employees are assets’</td>
<td></td>
</tr>
<tr>
<td>Citizenship</td>
<td>‘Local hero’</td>
<td>‘Global player, proudly South African’</td>
<td>Acknowledge global footprint through signage and design; SA roots always obvious</td>
</tr>
</tbody>
</table>
Supply vs Demand – Discovery Group

*Scenario is different for each company – will be discussed with EXCOs and CFOs

2018

Desk count: 7236
Headcount: 6383
853 (over supply)

2020

Desk count: 7236
Headcount: 8224
988 (under supply)

Alternative Workspaces

1929
THE “GREEN” ISSUE
1 DISCOVERY PLACE
Corner of Rivonia and Katherine Street, Sandton

5 Star Green Star SA-Office Design v1
Achieved in September 2017

TOTAL POINTS:
74

POINTS ALLOCATION:
MANAGEMENT
INDOOR ENVIRONMENTAL QUALITY
ENERGY
TRANSPORT
WATER
MATERIALS
LAND USE AND ECOLOGY
EMISSIONS
INNOVATIONS
Environmentally Responsible
5 STAR GREEN BUILDING

50% less water wastage
through the use of low flow sanitary fittings, smart irrigation and rain water harvesting

90 indigenous trees
planted outside and in the atria

Daylight harvesting
through the use of a high-performance double glazed façade and automated blinds, allowing natural light to infuse the building, reducing the need for excessive artificial lighting

Further lighting economy achieved
through the use of low energy lighting and motion sensors

High efficiency air cooled water chillers
and aircon system that leverages an outside air economy cycle and indoor air CO2 monitoring

Walking distance to public transport nodes
1 030 steps to the Gautrain station

70% construction waste diverted from landfill
either reused onsite or elsewhere

Hybrid (gas powered) vehicle
that shuttles employees to and from transport nodes

86% office furniture reused
PaperLESS / Detox Campaign

Summary

- 4,374,417 pages scanned
- 30,996 kgs shredded
- 1,306 bins removed
- 63% of junk recycled

Shredding per Building (kgs)

- 3 Alice Lane, 5,594 kgs
- 23 Fredman, 113 kgs
- 27 Fredman, 336 kgs
- 16 Fredman, 6,357 kgs
- 155 West, 18,566 kgs
**FINDINGS**

- Overall, the volume of printing has **decreased by 17%** over the same time period of 2017 vs 2018.

- The following companies, have had an increase in the number of pages printed:
  - Discovery Financial Advisors
  - Discovery Insure
  - Vitality RSA

- Of the above companies, Vitality RSA and Discovery Insure’s increase in printing can be explained by an increase in headcount.
CONCLUSION
Thank you.