

ONE DISCOVERY PLACE



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

2014

Excavation (dug a hole!)

2016

Interior fit-out

2013

Building site chosen

2015

Construction (filled the hole!)

2017

Project completion
+ employee relocations

STRATEGIC PLANNING

ONE BRAND



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

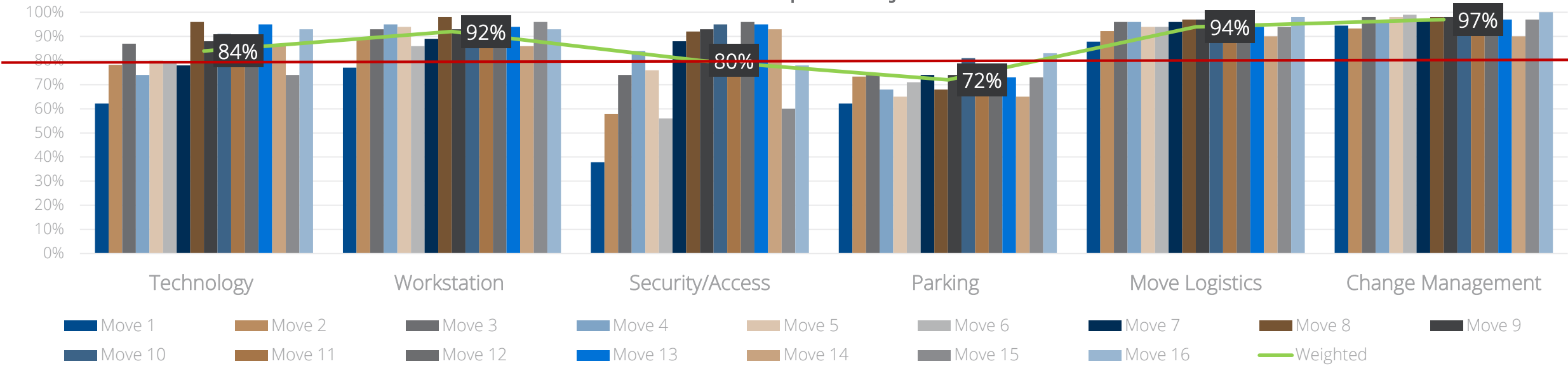
To create an **innovative and cost effective** change management framework that supports the realisation of the 1DP vision, through **excellence** in the implementation of key change activities, customised to varied stakeholder requirements



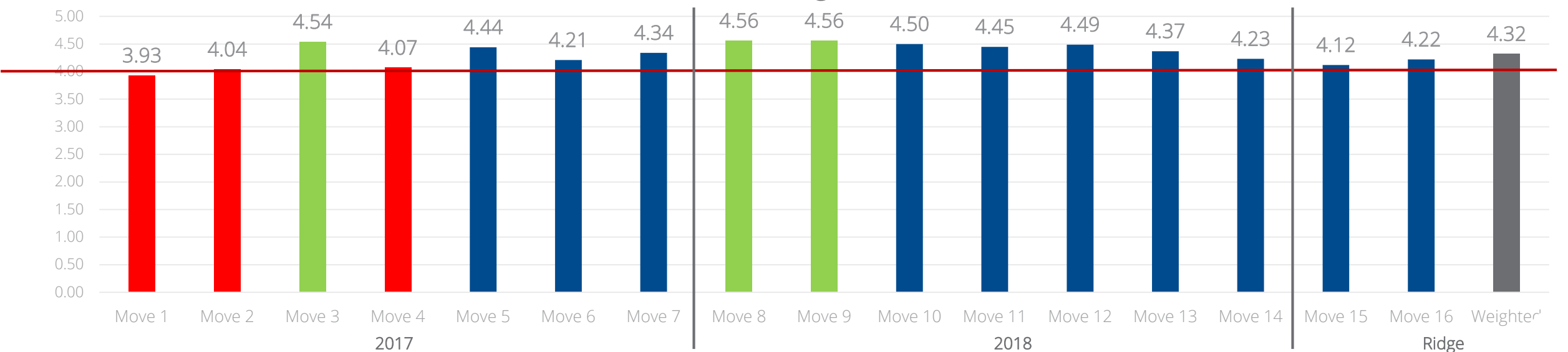
1DP Post Occupancy Survey | Overall Results (n = 1591)



Client Satisfaction per Project Stream



Star Rating (5)



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

FUNCTIONAL SPACES

DESIGN principles

Elements	Who we are not 	The Discovery Way 	Resulting attributes for the Campus
Orientation	<ul style="list-style-type: none"> 'You have arrived' 'Cashing in on past glories' 	<ul style="list-style-type: none"> 'Proud history, yet just starting out' 'Anything is possible' 	Townhall space; artefacts; archives; R&D hubs
Strength	<ul style="list-style-type: none"> 'Demand admiration' 'Monolith' 'Skyscraper' 	<ul style="list-style-type: none"> 'Invokes trust and respect through legitimate power' 'Institutional financial strength, people working for social good' 	Minimalist finishes; no 'white elephants'; functional brilliance
Aesthetic appeal	<ul style="list-style-type: none"> 'Opulent' 'Grandeur' 	<ul style="list-style-type: none"> 'Simple beauty' 	Minimalist finishes; no 'white elephants'; functional brilliance
Ambience	<ul style="list-style-type: none"> Static – "library" Manic – "trading floor" 	<ul style="list-style-type: none"> Hive of activity – "Grand Central Station" Center of the universe 	Single entrances for visitors; smart use of atria; encourage 'random' interactions
Hierarchy	<ul style="list-style-type: none"> 'Elitism' 'Superiority' 'Exclusion' 	<ul style="list-style-type: none"> 'Egalitarian' 'Functional hierarchy' 	Dispersed Executives; no unwarranted privileges; fit-for-role office design; people and spaces are accessible
Workspaces	<ul style="list-style-type: none"> 'Cost-led' 'Employees are resources' 	<ul style="list-style-type: none"> 'People-led' 'Employees are assets' 	Cutting edge ergonomics in workspace design; environment for optimal performance
Citizenship	<ul style="list-style-type: none"> 'Local hero' 	<ul style="list-style-type: none"> 'Global player, proudly South African' 	Acknowledge global footprint through signage and design; SA roots always obvious

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



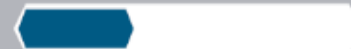
WATER



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

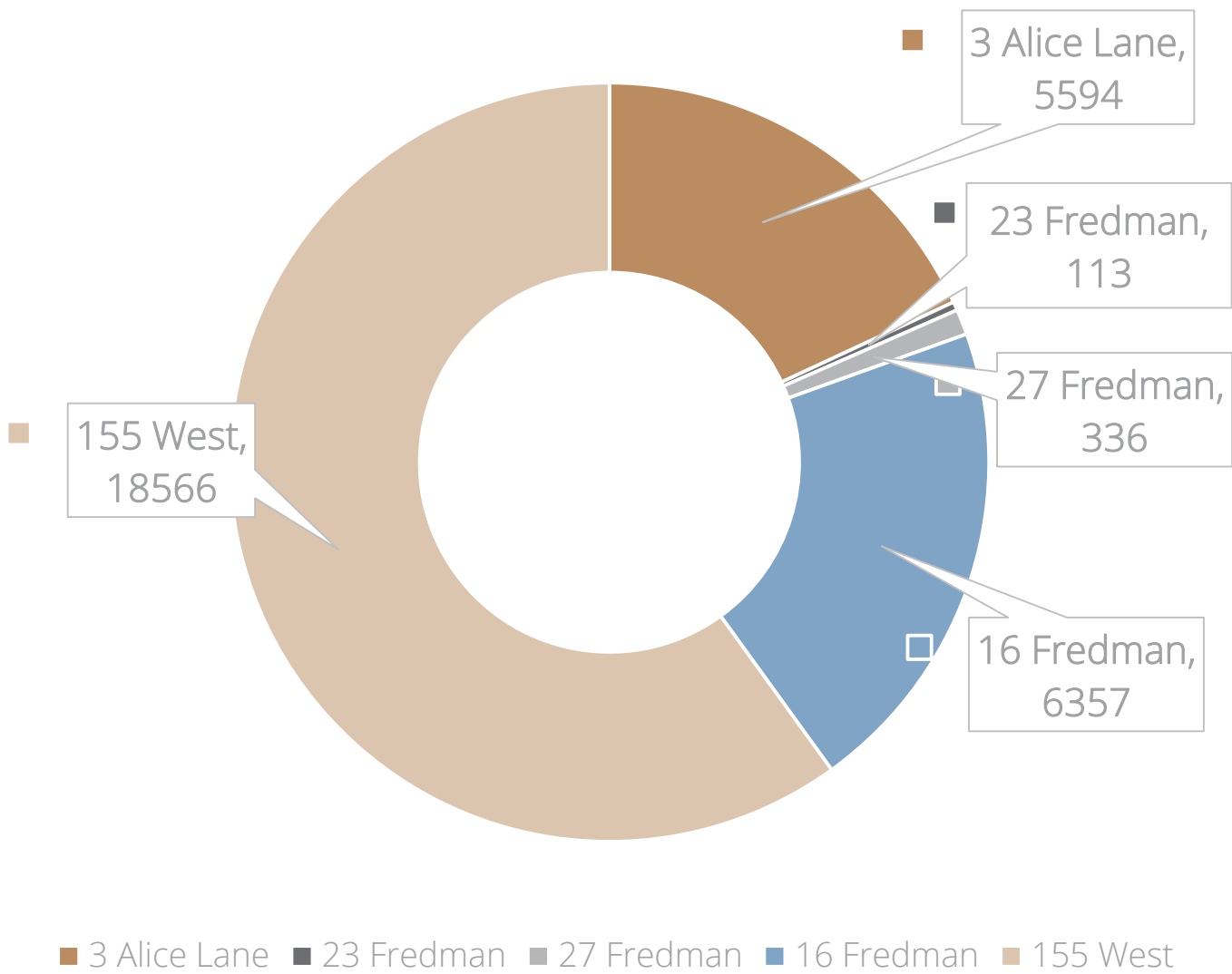


1 306 bins removed



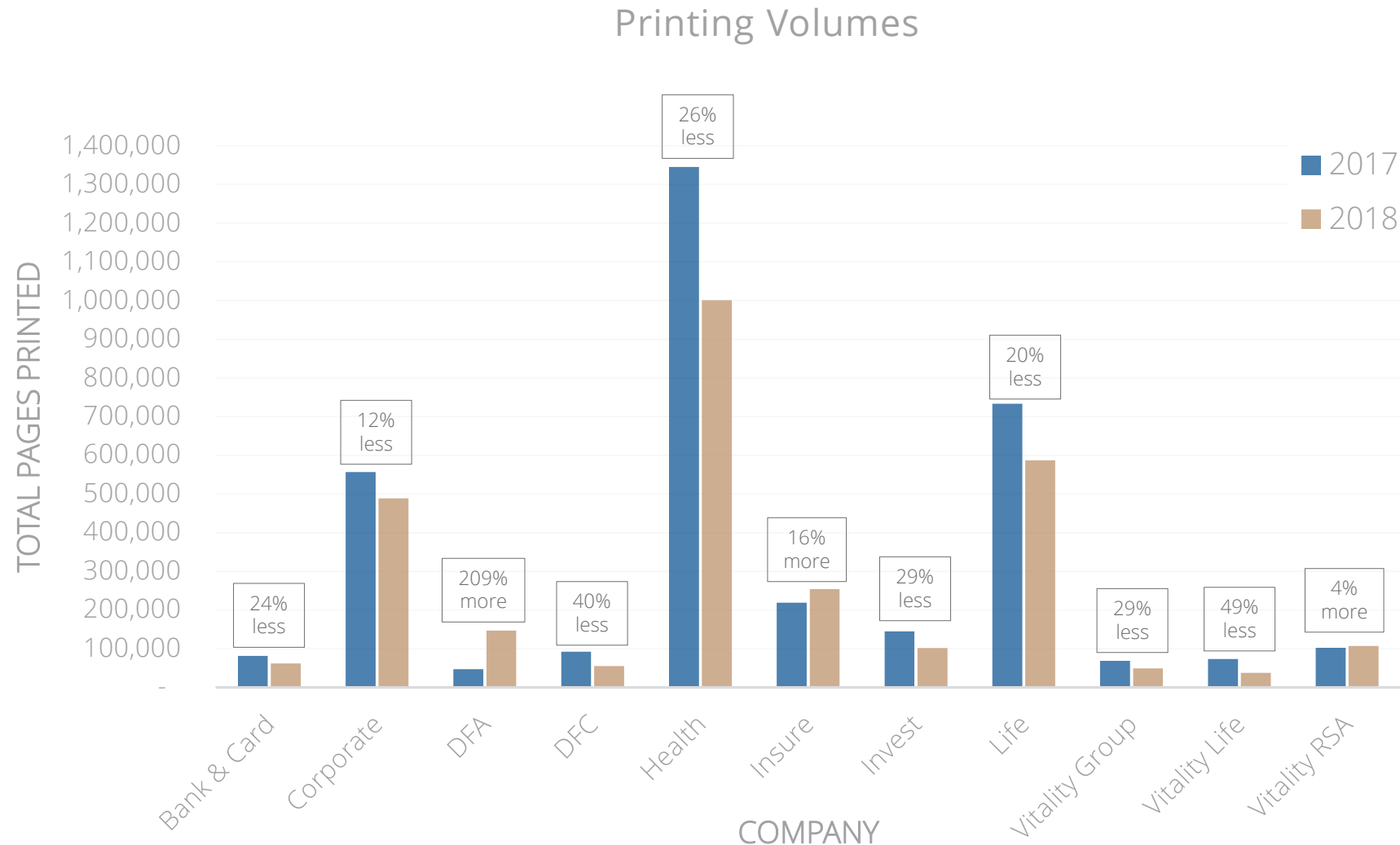
63% of junk recycled

Shredding per Building (kgs)



Printing Volumes Analysis per Company in 1DP

JANUARY – MARCH 2017 VS 2018



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.

