

# 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

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# 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

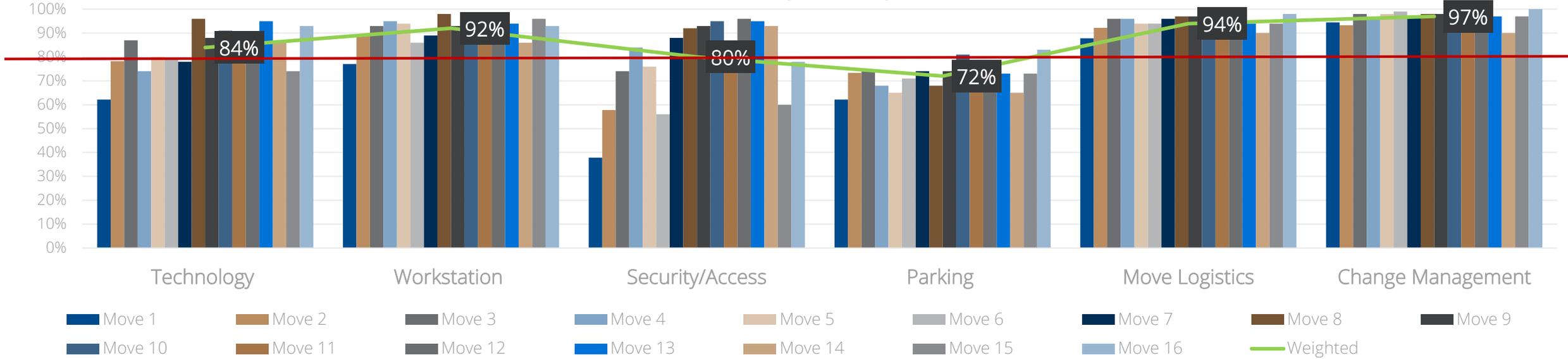
To create an **innovative and cost effective** change management framework that supports the realisation of the 1DP vision, through **excellence** in the implementation of key change activities, customised to varied stakeholder requirements



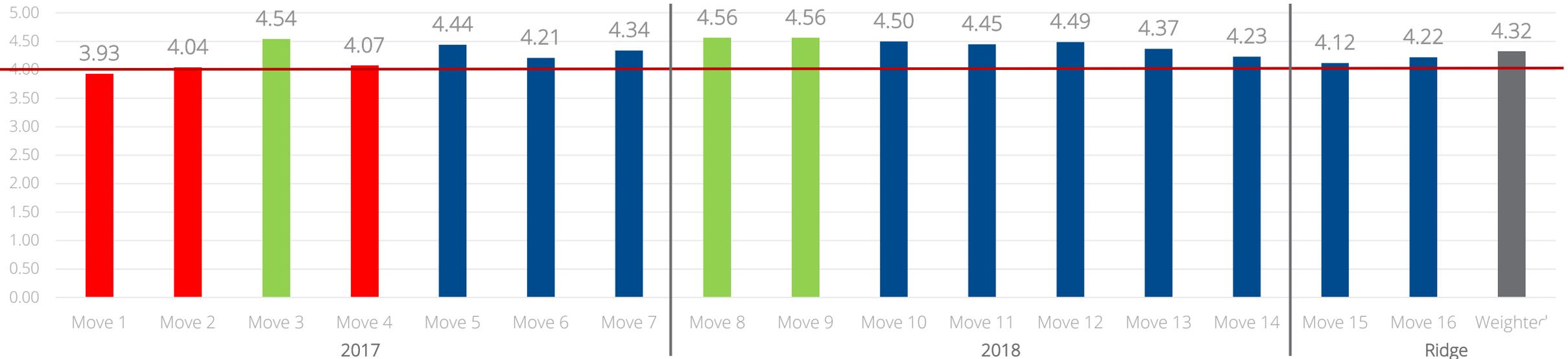
# 1DP Post Occupancy Survey | Overall Results (n = 1591)



## 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"> <li>'You have arrived'</li> <li>'Cashing in on past glories'</li> </ul>	<ul style="list-style-type: none"> <li>'Proud history, yet just starting out'</li> <li>'Anything is possible'</li> </ul>	Townhall space; artefacts; archives; R&D hubs
Strength	<ul style="list-style-type: none"> <li>'Demand admiration'</li> <li>'Monolith'</li> <li>'Skyscraper'</li> </ul>	<ul style="list-style-type: none"> <li>'Invokes trust and respect through legitimate power'</li> <li>'Institutional financial strength, people working for social good'</li> </ul>	Minimalist finishes; no 'white elephants'; functional brilliance
Aesthetic appeal	<ul style="list-style-type: none"> <li>'Opulent'</li> <li>'Grandeur'</li> </ul>	<ul style="list-style-type: none"> <li>'Simple beauty'</li> </ul>	Minimalist finishes; no 'white elephants'; functional brilliance
Ambience	<ul style="list-style-type: none"> <li>Static – "library"</li> <li>Manic –" trading floor"</li> </ul>	<ul style="list-style-type: none"> <li>Hive of activity – "Grand Central Station"</li> <li>Center of the universe</li> </ul>	Single entrances for visitors; smart use of atria; encourage 'random' interactions
Hierarchy	<ul style="list-style-type: none"> <li>'Elitism'</li> <li>'Superiority'</li> <li>'Exclusion'</li> </ul>	<ul style="list-style-type: none"> <li>'Egalitarian'</li> <li>'Functional hierarchy'</li> </ul>	Dispersed Executives; no unwarranted privileges; fit-for-role office design; people and spaces are accessible
Workspaces	<ul style="list-style-type: none"> <li>'Cost-led'</li> <li>'Employees are resources'</li> </ul>	<ul style="list-style-type: none"> <li>'People-led'</li> <li>'Employees are assets'</li> </ul>	Cutting edge ergonomics in workspace design; environment for optimal performance
Citizenship	<ul style="list-style-type: none"> <li>'Local hero'</li> </ul>	<ul style="list-style-type: none"> <li>'Global player, proudly South African'</li> </ul>	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

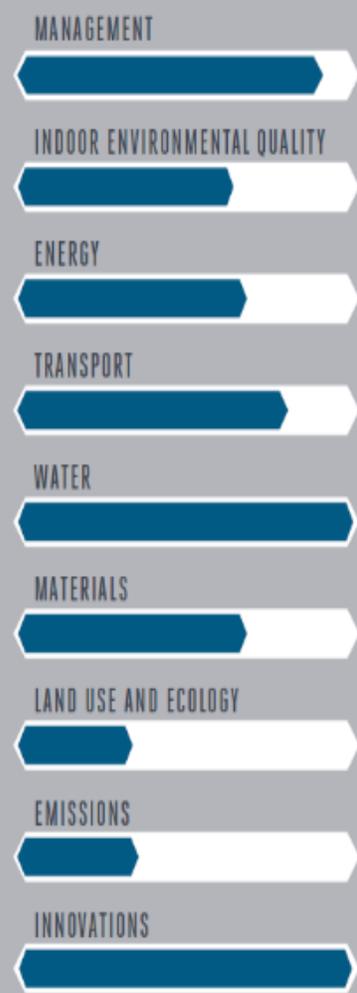
# THE “GREEN” ISSUE



TOTAL POINTS:

74

POINTS ALLOCATION:



# 1 DISCOVERY PLACE

Corner of Rivonia and Katherine Street, Sandton



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

# 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

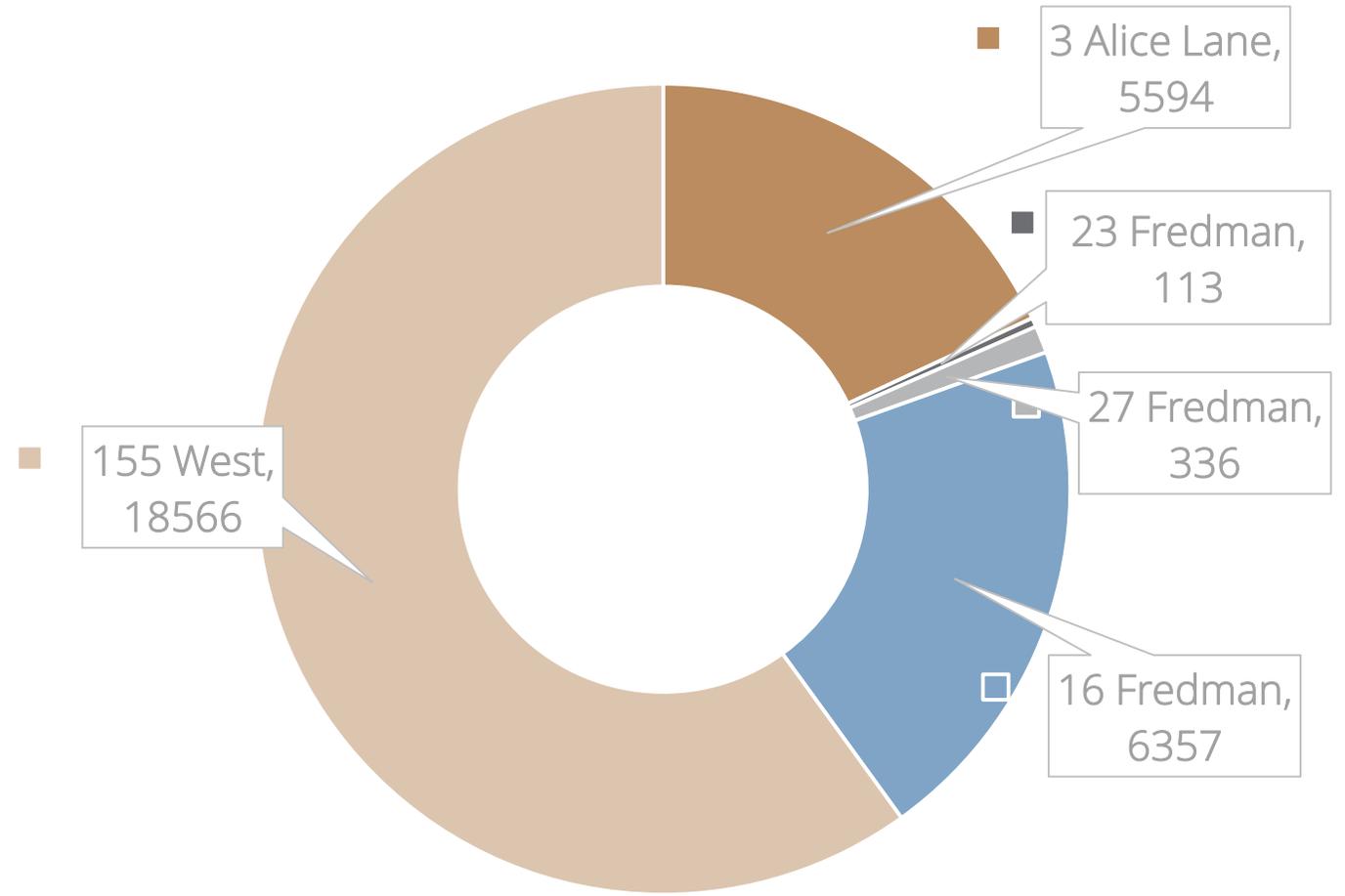


1 306 bins removed



63% of junk recycled

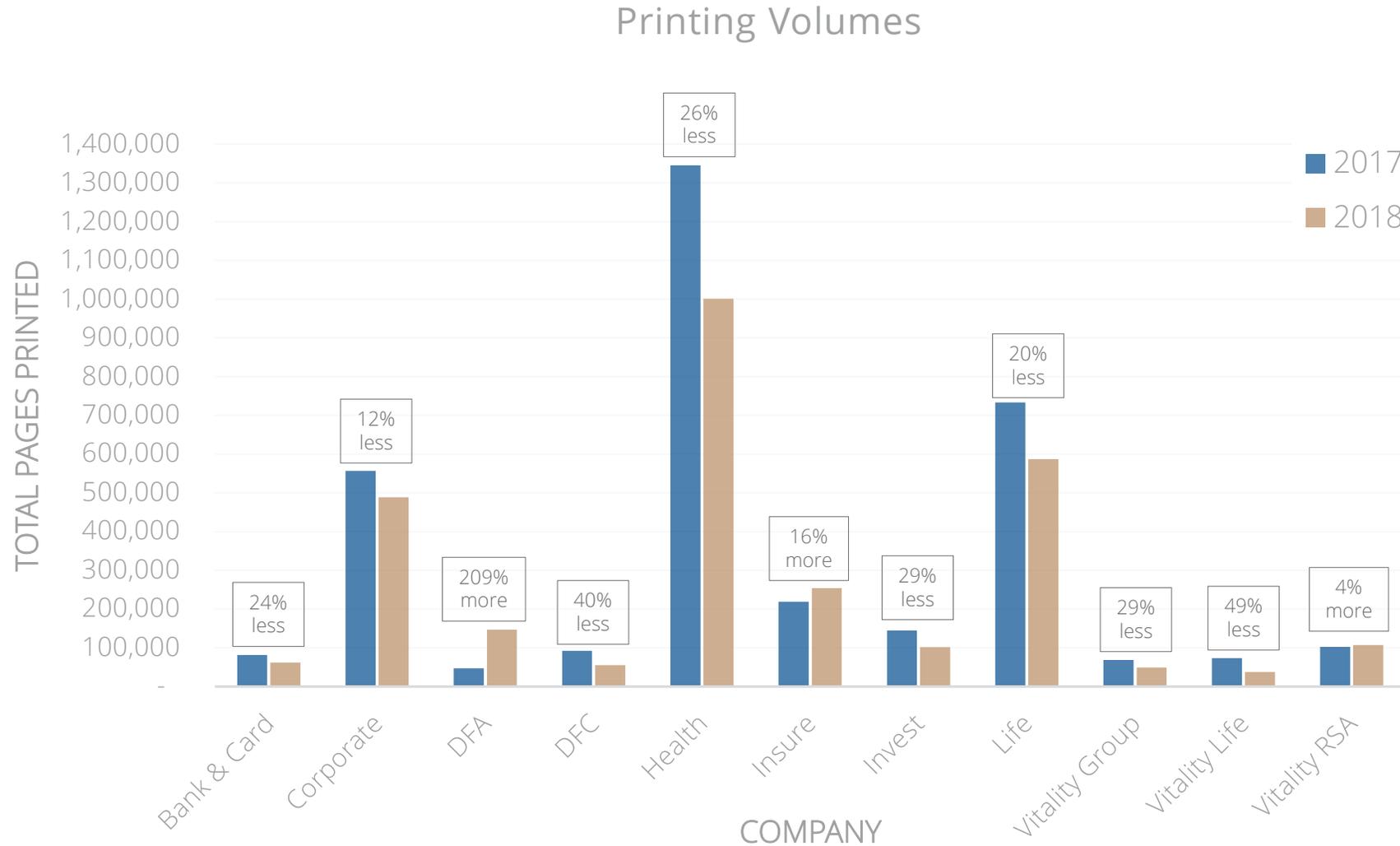
## Shredding per Building (kgs)



■ 3 Alice Lane ■ 23 Fredman ■ 27 Fredman ■ 16 Fredman ■ 155 West

# 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.

