



**Discovery Insure drivers also have 60% fewer road fatalities than general South African drivers**

The telemetry technology we install is key to measuring and rewarding good driving behaviour and we are working to reduce the cost of the device. The technology and data also support other safety features, like alerting you when we detect that it's not you driving the car and detecting if you've had a collision to proactively send emergency services.

Discovery Insure's commercial business, Discovery Business Insure, is extending our insights on incentivising good driving behaviour into commercial operations.

Our SafeDrive partnership with car-rental company Avis continues to show substantial benefits in reducing damage claims. Available to Avis car rental customers, the SafeDrive app uses Discovery Insure's Driver Quotient telematics technology and its behavioural app-based solutions to improve driver behaviour and make South African roads safer. Avis recorded a 39.9% reduction in damage savings between February and April 2019.

In updating our objectives for Ambition 2023, Discovery Insure aims to create a nation of great drivers and build better businesses. We directly support South Africa's National Development Plan by focusing on key road safety initiatives – Safe Travel to School (discussed in the section: [Healthy and prosperous communities](#)) and SEE ME, a campaign launched in February 2019 to make school children more visible on our roads through using reflective gear.



## Healthier businesses for healthier economies

Businesses today face a range of constantly evolving, complex and often intangible risks driven by the pace of technological change. Along with physical risks such as property damage, emerging risks such as reputational damage (in an increasingly digital and social-media oriented market) are also becoming a significant concern for businesses.

Discovery Business Insurance is focused on building better and healthier businesses. We offer clients unique benefits across property, accident, motor and other business liability claims, built on the premise that businesses with good financial performance and successful operations have a lower insurance risk. We provide powerful incentives and benefits to businesses to help them grow, reduce their insurance costs and manage their risks.

Healthier businesses also benefit South Africa as a whole as they contribute to higher economic growth and employment. Discovery Business Insurance caters for small- and medium-sized enterprises (SMEs). Our product innovations are focused on delivering shared value to this vital segment of the market, which is key to supporting economic growth and activity in South Africa.

Discovery and Endeavor South Africa (a non-profit organisation with 20 years of global experience in supporting high-impact entrepreneurs) have co-developed a diagnostic tool for clients to assess the health of their business. It is based on a global benchmark of key indicators for business success, and provides actionable insights and recommendations for SMEs. We support positive change by providing preferential rates from a collection of world-class service providers, such as cybersecurity solutions from AVeS Cyber Security and talent and skills development programmes provided by the Gordon Institute of Business Science (GIBS).

Endeavor aims to catalyse long-term economic growth by selecting, mentoring, and accelerating high-growth companies that are ready to scale locally and globally.

"Endeavor inherently aligns with Discovery's shared value insurance model, which is focused on building better businesses. Better businesses drive economic growth and job creation. In partnering with Discovery we can leverage our global insights and methodologies to reach and support a wide range of businesses and help them to thrive."

**Catherine Townshend, Managing Director of Endeavor South Africa**

To protect the wellbeing of South African SMEs, Discovery Business Insurance has launched key innovations alongside its standard MultiMark offering, including:

- Cyber cover
- Cover for reputational or crisis management
- Social media cover
- Vitality Drive.

This supports the resilience of SMEs against these emerging risks, especially where they may not have dedicated internal resources to manage the risks adequately. We have also launched The Healthy Business Show, a [podcast series](#) featuring Barry Swartzberg, co-founder of Discovery and CEO of Vitality Group. The podcast gives all entrepreneurs insight into how to achieve success and build healthier businesses for a thriving South Africa.

## Supporting financial wellbeing

### Rewarding healthy financial behaviour

The low savings and retirement funding gap in South Africa can be considered a national crisis, with only 6% of the population having adequate retirement funding. Without it, people only have three options: being dependant on the state, their children or grandchildren, or debt, none of which are sustainable options. Also, the impact of market turbulence is dramatic on investors, pension funds and people trying to build up their retirement savings.

To close the retirement funding gap and help our members achieve financial independence, Discovery Invest rewards healthy financial behaviour by encouraging our members to save more, save earlier, retire later and drawdown as little as possible during retirement. Integrated across other products, we give our members bonuses on their investments if they live healthier, drive better and, through Vitality Money, manage their finances better. Essentially, we help our members earn additional returns, beyond market performance, just by living well.

In 2018, we rolled out an Umbrella fund product line to corporates, extending shared-value investment impact to corporate clients and their employees.

**Investec Asset Management is nominated by Discovery Invest to manage our unit trusts. Investec has a comprehensive environmental, social and governance policy. It is a signatory to the Principles for Responsible Investment and endorses the Code for Responsible Investing in South Africa.**

Discovery Invest has seen significant behavioural change in clients since introducing products that reward them for making sound financial and health decisions. On average, clients are investing two years earlier, improving their Vitality status and in turn their health, and reducing their yearly retirement income drawdown rates by more than 2%. The impact of this positive behaviour change is substantial, resulting in clients receiving approximately 50% more in their fund value in retirement.



**R5 billion**

Discovery rewards paid\*

**R7 billion**

Discovery rewards accrued\*

\*Rewards given for beneficial behaviours (saving earlier, getting healthy and withdrawing less) through boosts to investment amounts or a reduction in fees.

## Life insurance that rewards a healthy lifestyle

Discovery Life has shifted the focus of life insurance to reward clients for living a healthy lifestyle, rather than just paying out in the case of a life-changing event. This enables clients to actively derive value from their life insurance policy.

The surplus generated by policyholders manifests in a range of unique benefits and financial rewards including Discovery Life's PayBack Benefit, which provides clients with a percentage of their premiums. To date, Discovery Life has paid approximately R5 billion to its clients through the PayBack Benefit.

Discovery Life continues to build on the Shared-Value Insurance model and promote financial health through the launch of enhanced rewards with the introduction of Discovery Bank and Vitality Money.

We understand that insurance products can be complicated and clients can be left wondering what they need to disclose and what their policies actually cover. As a result, Discovery Life has simplified our application form to be very clear about our cover and benefits, and what exactly needs to be disclosed to ensure the benefits are realised in the event of a claim. We've instituted extensive training across our broker and agent network to make sure they have the knowledge to support members and prospective members.

### Cummulative paybacks



We have also restructured the anniversary letters that we send to members. While these still include the contractual details, we highlight the key information that a member needs most – from how much they are insured for across different products, key plan features and how these integrate across all their Discovery products. If a member makes a change to a plan, we also automatically notify them about the impact this will have across all their Discovery products. These changes are helping our members to better manage their financial wellbeing.

## Innovation in our businesses, products and services

Innovation is part of Discovery's DNA. We operate research and development labs in all the businesses, with executive oversight, and contribute actively to knowledge building and information sharing. With two sets of product launches each year, we keep a strong focus on innovation.

We are leveraging technology and partnerships to simplify and enhance how we interact with our clients on each platform. For example, to reduce the amount of paperwork required from clients, Discovery is linked directly to various government departments and other banks to automatically validate information like proof of residence and bank account details, and provide online credit and anti-money laundering checks.

As a fully digital bank, Discovery Bank is accelerating the trend towards a cashless society. This reduces the costs, complexity and risks of cash in the supply chain (including minimising theft and cash-in-transit heists) and enhances fraud detection.

With the growing challenges currently facing funding for education, existing education protection mechanisms fall short in accurately matching these evolving needs. Discovery Life's innovative Global Education Protector is meeting these challenges by not only protecting members' children at every stage of their education journey, but also funding up to 100% of their tertiary education costs, even if no claim is made by simply leading a healthy

stage of their education journey, but also running up to 100% of their tertiary education costs, even if no claim is made by simply leading a healthy lifestyle, this percentage is based on your children's age when you take out the policy and the benefit option you select. This way, Discovery Life makes access to higher education possible, even if there is a life-changing event for a family. The product was recognised globally for its innovations and received the runner up prize for disruptive product or service category at the Efma-Accenture Innovation in Insurance Awards 2018.

Recent advances in medical technology play a crucial role in sustaining health and longevity. Areas like biotechnology, pharmaceuticals, information technology, and the development of medical devices and equipment have made significant contributions to improving the health of people globally. Although innovation in medical technology is advancing and contributing positively to society, they are often inaccessible due to financial barriers. Discovery Life has responded to medical technological innovations by enhancing the LifeTime Capital Disability Benefit product, which includes the MedTech Booster to provide additional pay-outs to assist members in accessing cutting-edge assistive medical devices on complete or partial permanent disability.

## MoveToGive: Crowd-sourcing kindness



In a world where obesity and chronic lifestyle diseases are becoming increasingly prevalent, we're developing creative and mutually beneficial ways to promote good health.

The Vitality Active Rewards programme incentivises members to stay active every day. And through it, Discovery is now linking healthy behaviour with philanthropy to raise significant funds for various charities. This is enabled by Active Rewards, where members can choose to donate their rewards to a specific cause through MoveToGive campaigns. The new Active Rewards platform launched in September 2018 has allowed members to donate higher value rewards through MoveToGive.

Since the launch of MoveToGive in 2015, a total of over R13 million has been donated to various causes with a positive impact on over 400 000 lives in South Africa and neighbouring countries. In 2018 alone, over R4 million was donated to causes including:

- Donating bikes for nurses in Soweto with Qhubeka
- Donating sanitary packs to schoolgirls in need with the Dis-Chem Foundation
- Donating over 42 000 meals to children in need with FoodForward SA
- Donating to the Reach for A Dream Foundation
- Supporting drought relief efforts in the Makhanda area in the Eastern Cape in partnership with Gift of the Givers
- Contributing towards children's counselling and play therapy sessions at the Johannesburg Parent and Child Counselling Centre.

This kind of crowdsourced philanthropy aligns strongly with our Vitality Shared-Value business model, which seeks to benefit all stakeholders – members, through better health; insurers and investors, through reduced risk; and society as a whole, through healthier citizens and charitable initiatives.



## 2018 commitments and progress



### 2018 commitment

- We'll improve member health through active prevention and self-management.



### Our progress in 2019

- We continue to incentivise healthy behaviours through our Shared-Value business model, activated by rewards through Vitality Active Rewards. Initiatives such as the Vitality Open and Vitality Move have heightened awareness about the benefits of physical activity and safer driving, and Vitality Health Checks enable members to assess and manage their health.
  - [Applying behavioural economics](#)
  - [Promoting better health](#)
- Vitality Group commissioned research into incentives and physical activity, which provided a deeper understanding of how people can be incentivised to live fitter and healthier lives.
  - [The world's largest, verified physical activity study on incentives and physical activity](#)

- We'll increase access to more cost-effective and affordable healthcare.

- We'll create a nation of better drivers.

- Vitality One is allowing rapid and economical deployment to our partners globally. Discovery Health's strategic objective is to become the lowest cost administrator, and provides affordable options including Discovery KeyCare and Discovery Primary Care.

[Deepening the social value of our products](#)

- Discovery Insure drivers continue to experience far fewer road fatalities than general South African drivers. We are extending our impact to commercial businesses through the Vitality Drive feature in Discovery Business Insure and our SafeDrive partnership with Avis.
- [Incentivising safer driving](#)

## Related documents and stories

[OUR STORY: The world's largest, verified physical activity study on incentives and physical activity](#)

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## INCREASING SUPPORT FOR MENTAL HEALTH

Discovery Health's updated vision statement is "to be a powerful force for social good by partnering with health professionals and all other healthcare providers to provide universal coverage within a sustainable public and private healthcare system."

We continue to identify healthcare providers who are delivering exceptional care and rewarding them with positive recognition through the Patient Survey Score (PaSS). This rates the quality of care received by participating Medical Scheme members at hospitals and incentivises further improvement on the part of hospitals for the benefit of all patients, including Discovery members. PaSS had over 77 962 cumulative views since it was launched in 2015.

To enhance clinical quality (through lower risk of hospital-acquired infections) and decrease healthcare costs, Discovery Health is driving greater use of day theatres for certain procedures, which is consistent with international trends. We have been engaging extensively with various medical societies and hospital providers to manage this shift, including a number of roadshows conducted by Discovery Health CEO, Dr Jonathan Broomberg.

As part of Discovery's risk assessment processes, we also consider risks related to health, aging populations and demographic changes, as well as obesity and other emerging health issues, including mental health.

We provide specialised programmes to help members and their physicians to actively manage and navigate care for specific conditions, including cancers, HIV, kidney disease, cardiovascular disease and depression. These programmes support the coordination of care across all stakeholders in a complex healthcare delivery chain, ultimately providing more cost-effective care.

In leveraging our leading ability in managed healthcare, we support the principle of equitable access to healthcare coverage for all South Africans. Our KeyCare plans continue to provide more affordable access to quality private healthcare at contributions based on monthly income level.

## INCREASING SUPPORT FOR MENTAL HEALTH

In conjunction with increasing awareness in the UK on mental health issues and backlogs in treatment in the National Health Service (NHS), VitalityHealth is contributing to both a deeper understanding of the issue and providing new treatment pathways for its members.

From an awareness perspective, Vitality's Britain's Healthiest Workplace survey (which stands as one of the most comprehensive surveys on health and wellbeing in the workplace) is generating unique and broad insights into mental health, including in the areas of stresses related to work, home or finances. These insights are adding to the evidence base around the effect of the work environment on mental health.

From a treatment perspective, we launched a new pillar in the Vitality Wellness Programme in August 2018 focused specifically on the promotion of good mental wellbeing, called Healthy Mind. Interventions in the Healthy Mind programme include meditation and mindfulness behaviour, which is tracked through mobile apps. Since the introduction of Healthy Mind, over 30 000 Vitality members have engaged in mindfulness through the benefit, recording over 500 000 sessions. In addition, the Vitality programme recognises the strong relationship that exists between physical and mental health, and we therefore continue to promote physical activity as part of a set of interventions that can support good mental health.

We've also expanded our Mental Health Cover within Individual and Group Health Insurance plans, to make it easier for our members to access appropriate care. In this regard, every VitalityHealth member, whether on an Individual, SME or Corporate policy, now has access to eight sessions of Cognitive Behavioural Therapy or counselling through Vitality's Talking Therapies benefit, with a more comprehensive Mental Health module being optional for members to purchase.

At a VitalityHealth level, we are assessing our global approach to mental health, including mental health assessments, expanded or dedicated mental health products, and a greater focus on assessing and promoting the complementary benefits of physical health and mental health in overall wellbeing.

## Healthy and productive workforces

Employee wellbeing as the bedrock of better business



### Related material matters and issues

1. Deepen the social impact of our products and services.
  - Scale our businesses to achieve greater impact.
3. Leverage our capacity to support resilient ecosystems.
  - Support national objectives to enhance market sustainability.
  - Reduce the cost of healthcare and the burden on public healthcare infrastructure.

## Assisting our clients to broaden access to healthcare and wellbeing

Discovery launched Healthy Company in August 2018 as a comprehensive digitally-enabled employee assistance programme and wellness solution. Healthy Company identifies and proactively supports both at-risk employees and those that are well with a personalised solution, provided throughout their work and life journey.

This offering also provides employers with a proactive corporate wellness solution to support their employees on their wellness journey. A strong emphasis on preventive measures, early health and wellness screenings gives employees information on their wellness status across three key dimensions of wellbeing – physical, emotional and financial wellbeing. In addition, Healthy Company helps employers understand the overall health profile of their workforce and where to focus health and wellness initiatives.

Healthy Company can empower employers with unparalleled insights into their employees' health risks, their progress in managing these risks, as well as feedback on related interventions. This is done by seamlessly integrating data collected from all health and wellness services, including claims, health screenings and other related interventions. Further, Healthy Company has invested in tools such as the Absenteeism Index for employers to understand the impact of unwell employees on work attendance and productivity.

A year after its launch, Healthy Company is adding significant value to clients and growing rapidly, currently looking after just over 27 000 employees in South Africa.

Healthy Company app	▼
Discovery Primary Care	▼
Administering closed schemes	▼

In the United Kingdom (UK), VitalityHealth partnered with Nuffield Health in September 2017 to launch a new proposition that provides large employers with a stand-alone health and engagement solution for their entire workforce. The Vitality Healthy Workplace offering takes a holistic approach to employee health, providing a range of tools to help employers understand the physical and mental wellbeing needs of their employees to drive improvement.

This has an important social benefit as a paradox exists in the UK market where lower-earning employees are typically not provided health and wellbeing benefits, despite the fact that they are the ones most likely to be making poor health and lifestyle choices. By taking a whole-of-workforce view, Healthy Workplace aims to support all employees across a company, regardless of seniority within the business and socio-economic status, by providing access to the tools and incentives needed to make healthier decisions.

Research\* shows a clear link between employees' lifestyle and clinical health, their mental wellbeing, and their levels of lost productivity - through both absenteeism and presenteeism - while at work. Vitality Healthy Workplace works to improve productivity and boost the performance of businesses by combining VitalityHealth's expertise in using incentives and rewards to drive healthier behaviours with Nuffield Health's extensive range of health facilities, expertise and knowledge.

\* Britain's Healthiest Workplace, funded and developed by Vitality UK, is one of the largest employee health and wellbeing surveys in the UK. More details can be found in 'Our stories' below.



"Enabling workers at all levels in an organisation to be healthy, both mentally and physically, and to have a sense of wellbeing, is essential to achieving employee engagement and increased productivity. Vitality Healthy Workplace has the potential to benefit the employee and their family, the employer, and the community."

**Professor Dame Carol Black, Chair of Vitality Healthy Workplace and an expert in workplace health**

In addition, VitalityHealth has recently launched Vitality Essentials, which extends the Vitality Wellness programme on a stand-alone basis to medically uninsured employees in companies that have insured their management team with VitalityHealth. Providing cost-effective solutions is key to overcome the barrier to entry for SMEs to participate in wellness initiatives.

Given the well-publicised funding challenges in the National Health Service (NHS), we believe that Vitality is more relevant than ever in promoting positive behavioural change that has a measurable impact on health outcomes. It also represents a shift from healthcare that is focused on illness to healthcare focused on wellbeing, incentivised through the right behaviours to achieve the greatest impact.

We are all prone to behavioural and cognitive biases that mean we don't always act in our own best interest. Even with access to useful and scientifically sound information on health and wellbeing, we still make choices that lead to poor health, resulting in over-consuming sickness care (where the benefits are seen to be immediate) and under-consuming wellness (where the benefits are long-term and often unnoticed as they are defined by the absence or infrequency of ill health). In short, we focus more on an incident of illness and recovery, rather than a lifetime of healthy behaviours that keep us well.

At Vitality, we call it the health and wellness imbalance. Vitality specifically works to counter our biases through active incentives and rewards that shift behaviour to achieve long-term benefits, at both an individual and collective level.



Our Vitality Health at Work team assists our clients to drive greater awareness and participation in health and wellbeing initiatives with employees.

The Health at Work team then provides training, including workshops bringing together the Champs from different organisations to share their learnings and best practice. We currently have 76 Champs participating, who are key to extending the network of health and wellbeing interventions.

Our Performance Champs initiative targets senior and executive management clients, and is being run by Maggie Alphonsi who captained the England World Cup winning rugby team. Maggie's team of sports stars (all of whom have excelled in their field) engage with business leaders to coach them on the links between lifestyle, physiology and work performance.

## Embedding health and wellness into our place of work

Our employees' wellbeing is vital to our success as a company, and we believe this also contributes to healthier and happier families and communities beyond the office. We support employee wellbeing by creating awareness and giving them the tools to take decisions that will improve their health and wellness, raising the health profile of our whole organisation.



In August 2018, Discovery rolled out Healthy Company to our own workforce. We take a proactive approach to managing each employee's personal risk profile with a view to achieve organisational and individual impact, led by data-driven insights that drive refinements to our programmes internally and with our clients.

In strengthening our focus on holistic employee wellbeing, we have expanded our employee wellness strategy, with Healthy Company services available to employees, their immediate families and those who are financially dependent on them.

In last year's report, we provided details on how our move to 1 Discovery Place presented a unique opportunity to further embed health and wellness in our place of work. On this campus, employees have access to an on-site general practitioner, nurse, dentist, chiropractor and physiotherapist at the Wellness Clinic.

We have also shifted to using a semi in-house provider for our on-site wellness centres and all employees in all regions have access to Healthy Company services and an on-site doctor. We have introduced member-based research ratings to ensure that employees continue to receive world class services at our onsite clinics.

We also ran a series of internal health-focused campaigns to increase the number Discovery employees registered on Vitality, achieving 75% of permanent employees with Vitality membership in June 2019. All permanent employees at Discovery enjoy a discount on the Vitality programme, and we continue to refine the Healthy Company benefit to ensure Discovery staff also benefit from our world-leading insights into wellbeing.



Discovery's Vitality Age is an assessment of a person's health relative to their actual age, measured through an online assessment that considers a range of clinical health indicators. Tracking the Vitality Age of employees who have completed the Vitality Age assessment gives us a deeper understanding of our progress in supporting wellbeing. The percentage of our employees with a Vitality Age lower than or at their actual age is 29.4%, which has shown an increase of 5% last year.

In the UK, Vitality participates in the Britain's Healthiest Workplace survey it established (more details in 'Our stories' below). In the 2017 survey, in line with

most other participating companies, 72% of employees reported that they were experiencing mental health issues and financial stress. In response, we launched year-round targeted initiatives to promote physical wellbeing with initiatives to foster mental and financial wellbeing for all staff. We have trained over 70 mental health champions at Vitality who perform a triage role, recognising signs of mental health distress and facilitating access to formal interventions offered by mental health professionals. We are also providing mental health awareness training to all managers.

We have partnered with Salary Finance, which has won global awards for its socially responsible approach to debt consolidation and management, to support employees experiencing financial difficulties. They provide debt consolidation services, low-interest loans and tools and guidance on financial management. We also ran a financial wellbeing campaign over July and August, with 'lunch and learn' sessions to help employees understand and better manage their finances.

## 2018 commitments and progress



### 2018 commitment

- We'll prioritise our employees' health.
- We'll clarify the link between workplace health and productivity.



### Our progress in 2019

- Healthy Company services available to employees, their immediate families and those who are financially dependent on them and all employees have access to an on-site doctor while at work. 76% of our employees are registered on Vitality.  
[Embedding health and wellness into our place of work](#)
- In the United Kingdom, Vitality UK is training mental health champions and providing mental health awareness training to all managers with direct reports.  
[Embedding health and wellness into our place of work](#)
- In its sixth year, Britain's Healthiest Workplace study looked at lifestyle, mental wellbeing, clinical risk and productivity factors among 26 432 employees, together with a broad view of leadership and cultural dimensions and organisational policies, practices and facilities that could directly impact on employee health, across 129 companies.  
[Britain's Healthiest Workplace study – understanding employee health and productivity](#)

## Related documents and stories

[OUR STORY: Britain's Healthiest Workplace study – understanding employee health and productivity](#)

[BRITAIN'S HEALTHIEST WORKPLACE FINDINGS](#)

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Healthy Company app



The Healthy Company app leverages technology to provide employees with easy access to all the tools, assessments, educational content and guidance an employee might need when navigating life's challenges. In addition, should an employee need to speak to a counsellor for more personalised assistance, they can simply use the Healthy Company in-app chat function to easily chat to a counselling coach.

Discovery Primary Care



Administrating closed schemes



Healthy Company app



Discovery Primary Care



In a country where access to quality private healthcare is limited and the majority of the population relies on an over-extended public health system, Discovery recognises the need and importance to find solutions to extend access to quality healthcare to more people at an affordable price. Discovery Primary Care is a unique healthcare product that enables employers to provide their employees and their families with affordable quality private healthcare and wellness management. Considering the strong interest shown by employers and the rapid growth to just over 45 000 lives in three years, it is evident that Discovery Primary Care Health is meeting an important business and social need.

Administrating closed schemes



Healthy Company app



Discovery Primary Care



Administrating closed schemes



Discovery Health is also an administrator of closed medical schemes where we have a direct impact by extending healthcare insurance to large employer groups, so supporting members across all income levels. We are the medical scheme administrator for LA Health, a closed medical scheme for local government employees in South Africa with over 200 000 beneficiaries.

## Healthy and prosperous communities

Acting as a force for good in the networks that surround our business



### Related material matters and issues

1. Deepen the social impact of our products and services.
  - Scale our businesses to achieve greater impact.
2. Ensure our people management strategies address broader social concerns.
  - Enhance systems that support diversity, equity and inclusivity.
3. Leverage our capacity to support resilient ecosystems.
  - Support national objectives to enhance market sustainability.
4. Active corporate citizenship that aligns to our values.
  - Leverage models, capabilities and skilled employees to support social innovation.

## Supporting South Africa's transformation

Being a powerful force for social good finds expression through our Shared-Value business model in the products and services we provide globally. But it also situates Discovery locally, in each community and network where we operate. The sustainability of our business requires real engagement with the challenges that face South Africa.

Transformation of the financial services sector remains a focal point for government, labour and civil society, with the private sector as the fourth stakeholder. Given our continued growth in South Africa and globally, Discovery's progress in transformation and contribution to employment growth has real impact. We remain committed to being a partner in addressing the pressing issues affecting our nation. We are driven by our purpose, by extending the scale and impact of our Shared-Value business model, and through our participation in initiatives that are making a real difference.

Core to our history, values and success to date has been pride in our country and a commitment to playing a nation-building role. Central to this optimism is embracing transformation at all levels, which is vital to the country's progress, and to creating an economically inclusive future for all. We see transformation as an ongoing journey – and it remains a critical and relentless focus for us.

**Adrian Gore, Discovery Group CEO**

Given the structural and socio-economic imbalances that continue to characterise South African society, progress on transformation remains a moral imperative for Discovery. We have met our strategic intent to achieve a level 2\* as measured against the broad-based black economic empowerment (B-BBEE) scorecard.

A road map being is developed to achieve this ambitious target, overseen by the Group Head of Organisational Development and Transformation.

We remain deeply committed to enabling and supporting transformation in our organisation, and employment equity targets are included as a 15% weighting on the performance scorecards for all executives and managers. We have completed an enterprise-wide talent review to ensure a pipeline of employment equity talent and are launching programmes to attract scarce skills, particularly among employment equity candidates.

**Discovery's socio-economic development contribution (as part of the B-BBEE scorecard) amounted to over R40 million for the 2019 financial year.**

\*Note: The difference of the B-BBEE level on the 2019 Integrated Annual Report (IAR), is due to the B-BBEE certificate being re-issued as a B-BBEE level 2 post the IAR being published.

[VIEW OUR FULL B-BBEE CERTIFICATE](#)

Building and broadening our supply chain