Hollard.

The Hollard journey of change





Leadership ignition

Our shareholders

Three generations



Hollard CEO's
Three generations



Hollard.

Using our wealth and influence in ways that make us proud to be a catalyst for positive and enduring change ...through the business that we do and the way we do business.



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Why change?



We live in an age of profound disruption where something is ending and dying and something else is wanting to be born.

What is ending and dying is a civilisation that is built on a mindset of

- Maximum me
- of bigger is better and
- of special interest group driven decision making that has led us into a state of organised irresponsibility.

What is being born is less clear, it is a future that requests us to connect with a deeper level of our humanity.

- Otto Scharmer, 2014



The continuum of sustainable business

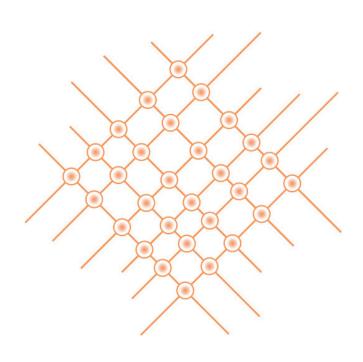
Social Sustainable Risk Minimum Corporate **Business Business** Citizen Management **Purpose** Leader • Primary purpose • Do as little as • Focus on mitigating • Being conscious • Integrated 5 possible within the risk areas. of your environment. capitals is society. boundaries of law business model. relationships focus on maximising and impacts. • Business is a vehicle • Embedded in for sustainable social profits and minimising • Uneven design, and activity / benefit. systems, processes, execution, shaped compliance. performance by individual passions metrics. and opportunities. Philanthropic focused culture (CSI projects). Current **Aspiration**

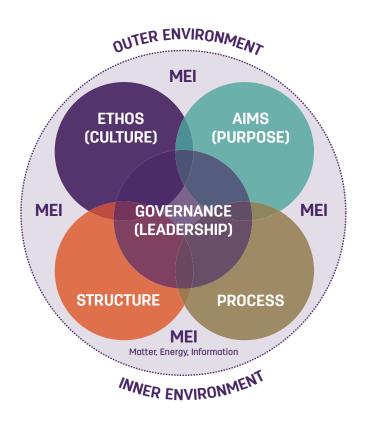




BIOMATRIX

7 organising forces within a system





Biomatrix: A systems approach to organisational & societal change Elisabeth Dostal, Cloete & Jaros 2005









Hollard.



Catalysing positive and enduring change - doing well by doing good



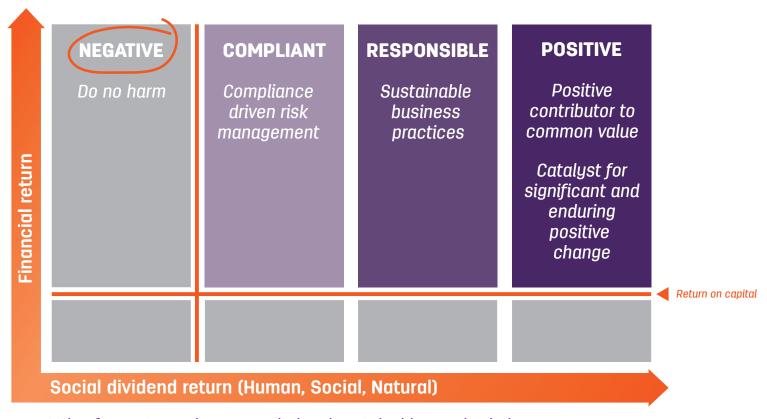
Our strategy



Our culture



Integrated business framework

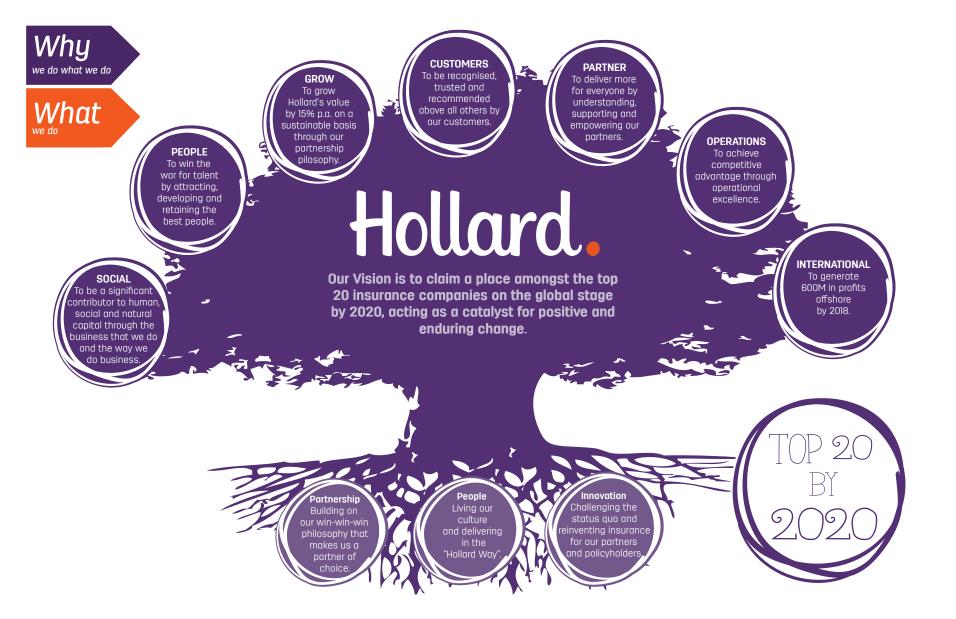


Value for customer, human capital and sustainable supply chains



To be a significant contributor to human, social and natural capital through the business that we do and the way we do business.







Catalysing positive and enduring change - doing well by doing good



Our strategy

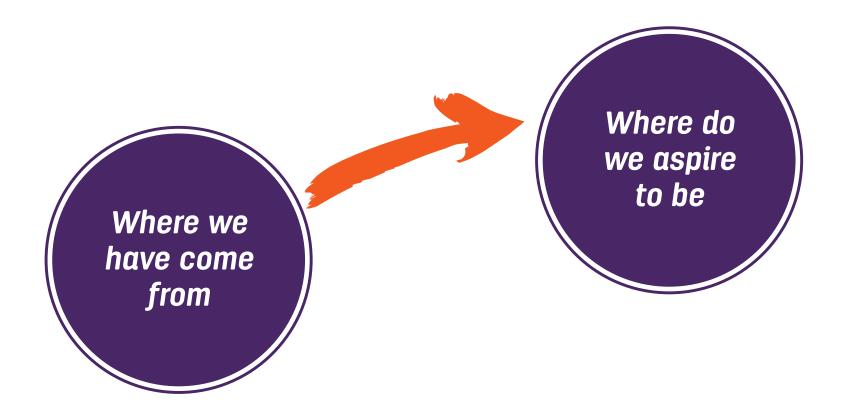


Our culture





Our culture





The Hollard. Way

Deliver for Customers and Partners

- We believe that people on our business and that our customers du believe in the people on our business and that our customers and partners are at the heart of everything we do. They deserve our support and our respect.

- We deliver more for everyone by finding the winn-winn.

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- We believe that people are our business and that our customers and pathers are of the heart of everything was to They deserve our support and our respect.

 We delive more for everyone by finding the win-win-win.
 We create realistic expectations and then keep our promises.
 We take initiative and deliver with a can-do attitude. We don't give up and always get it sorted.
 Were always fair.
 Were arm the right to a sustainable future each time our customers and pathers feel understood, supported and empowered through the service we deliver.

Choose Excellence

Be Real Be Mindful

- Be true to yourself but understand your impact on others.

 Ask for feedback.
- Ask for feedback.

 Never compromise your integrity.

 Take what you do seriously but not yourself.

 Be courageous. How feedress conversations with the respect for the dignity of others.

 Get involved. Own your notions. Be a leader.

 Choose to be here because you enjoy what you do. Invest positive energy to make work the road fulfilling.

- Say no to politics it wastes time and energy and doesn't work here.
 Look after your whole self. Get the balance right for you.
 Build a legacy that makes you proud.

Imagine, Innovate

Team Hollard

- We believe that relationships matter Hollard is about more than
- just getting things done.

 We believe in empowering people so that they can make a difference

- We believe in the power of diversity.
 We believe in the power of diversity.
 We're one team, working together in pursuit of the same big dream.
 We each play vital, connected roles. We care about and are accountable to each other.

- We encourage robust debate.

 We ask for help when we need it. We give help freely
- We're in this together.

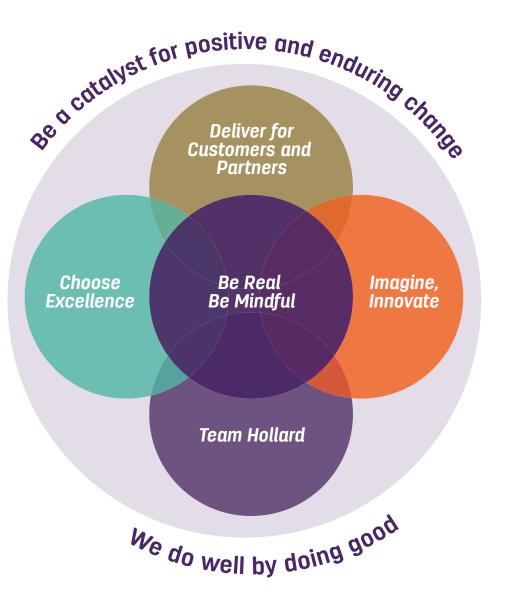
 We share what we learn for the benefit of others.
- We know that trust speeds up business we've got each other's backs.
- We thrive on great performance and we celebrate our successes wholeheartedly.

We do well by doing good





The Hollard. Way





Catalysing positive and enduring change - doing well by doing good



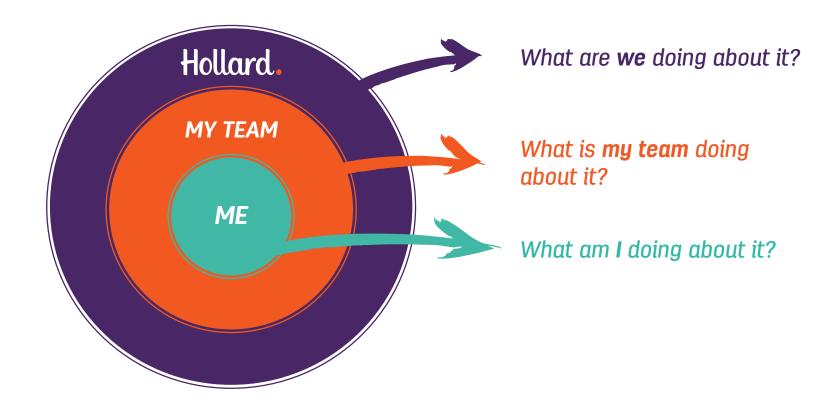
Our strategy



Our culture



Catalysing positive and enduring change





Visible level of culture

Making the Hollard. way come alive...

ARTIFACTS

Internal communication Work spaces The way we do meetings

ALIGNMENT

Strategy

Customer centricity and product development

Recruitment

Onboarding

Performance management

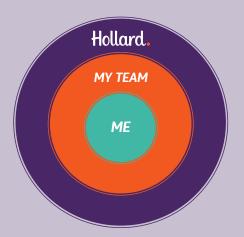
Reward and remuneration

External brand

EMBEDDING

Exco - living it

Leadership development

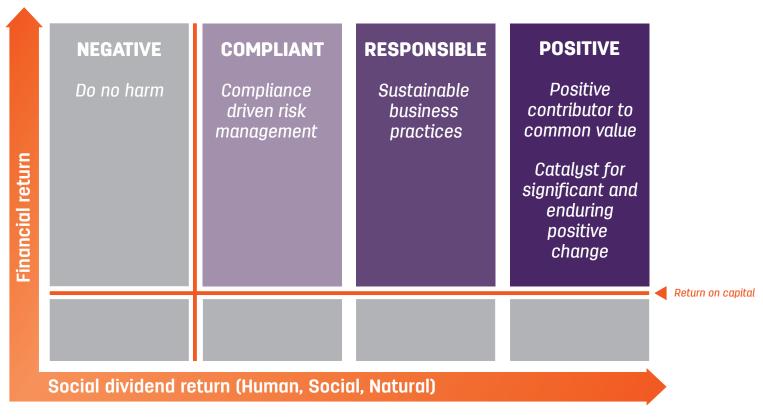


Deepest level of culture

Edgar Schein



Integrated business framework



Value for customer, human capital and sustainable supply chains



Social impact insurance

Launched at the Clinton Global Initiative 2013





Recruitment

Youth employment accelorator











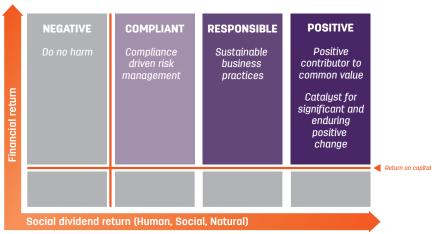


Performance management the Hollard. Way



Reward and renumeration the Hollard. Way





Value for customer, human capital and sustainable supply chains



Revitalising our Brand







5. Our Personality

This guides what we think, say and do. Lionhearted, challenging and inventive; wholehearted. down-to-earth and genuine; Hollard is sometimes playful, always unconventional, never clichéd. Serious about what we do, but never serious about

ourselves, we have a certain something that sets us apart.

An energy. A twinkle in the eye.

A magnetic *thang* that draws you in and makes you want to step into our world.

Respect the clear space and colour application





2. Our Colour





3. Our Typography

Antartida Rounded

ABCDEFGHUKLMNOPORSTUVWXYZ abcdefahijklmnopgrstuvwxyz 1234567890!@#\$%^&*\\}\

Screen/Office Typeface (Secondary)

Calibri

ABCDEFGHIJKLMNOPORSTUVWXYZ abcdefghijklmnopgrstuvwxyz 1234567890!@#\$%^&*(){}"

The Hollard grid is based on fifths.

6. Our Photography

Personal and real, without trying too hard.











These are the basics. With these essentials you can create crazy, exciting things for Hollard. Even though we are giving you a lot of freedom, we want all our work to look, feel and

7. Our Illustration

Vector is the way to go. Use the best new talent if you are able to commission Make sure you stick to the colour ratios



Recause you know we're paying for it. So use it as a quide.

but don't let it stop you. Push the grid as far as you can. We

will bring you back if we need to. Have fun. Be brave!

8. Our Iconography

4. Our Grid

The H. logo is only meant for social media
 The icon stule has not been approved uet















Like a fancu pocket knife, our toolkit is handu, it's detailed and it was carefully designed to slice through any artwork dilemma. In the wrong hands, it's a dangerous weapon of brand destruction. But boy oh boy, if you use it wisely, you can conquer the Hollard world.

Revitalising our brand



Internal communications and our work spaces











Visible level of culture

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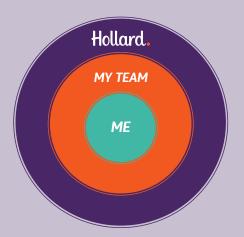
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Deepest level of culture

Edgar Schein





The future is created by default or design. If you develop by default you will remain a victim of circumstances. If you deliberately design your future you will transform your life creatively. Either way it is your choice and responsibility.

- Elizabeth Dostal





Ignition
Our guiding stars
Our progress to date



The journey continues...

