

Hollard.

The Hollard journey of change





Ignition

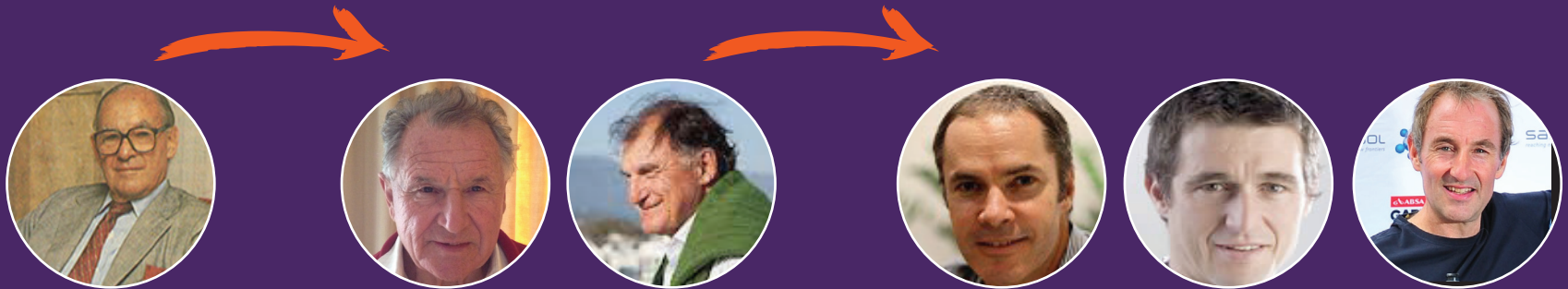
Our guiding stars

Our progress to date

Leadership ignition

Our shareholders

Three generations



Hollard CEO's


Three generations



*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.*

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.

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

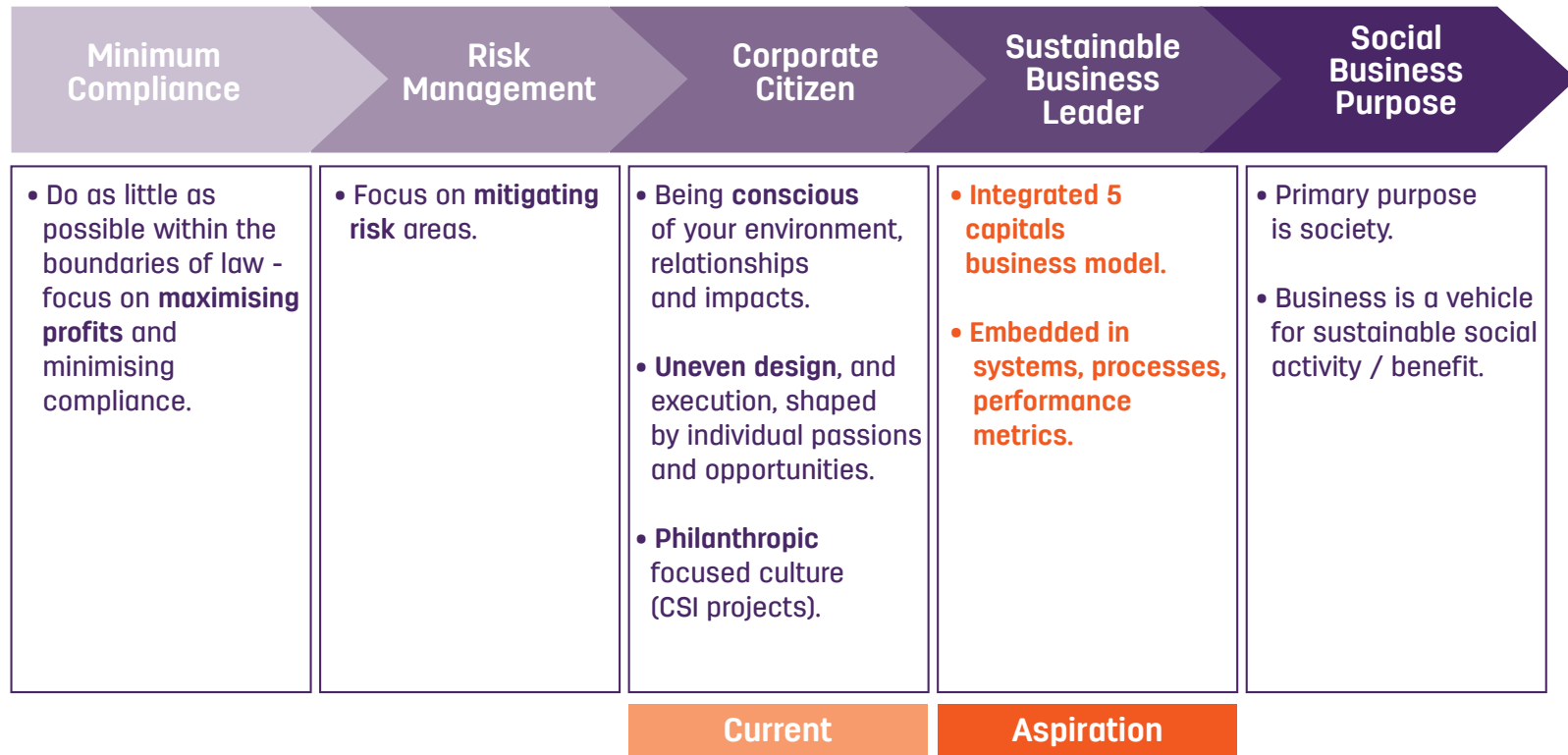
- *Maximum me*
- *of bigger is better and*
- *of special interest group driven decision making that has led us into a state of organised irresponsibility.*

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



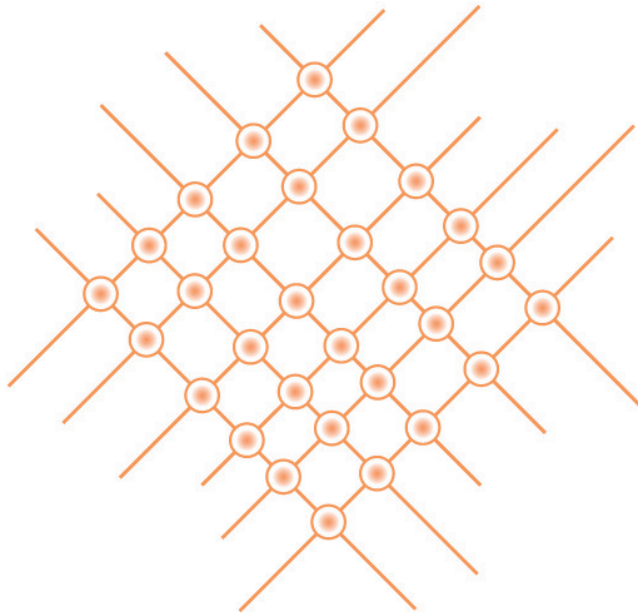


Ignition

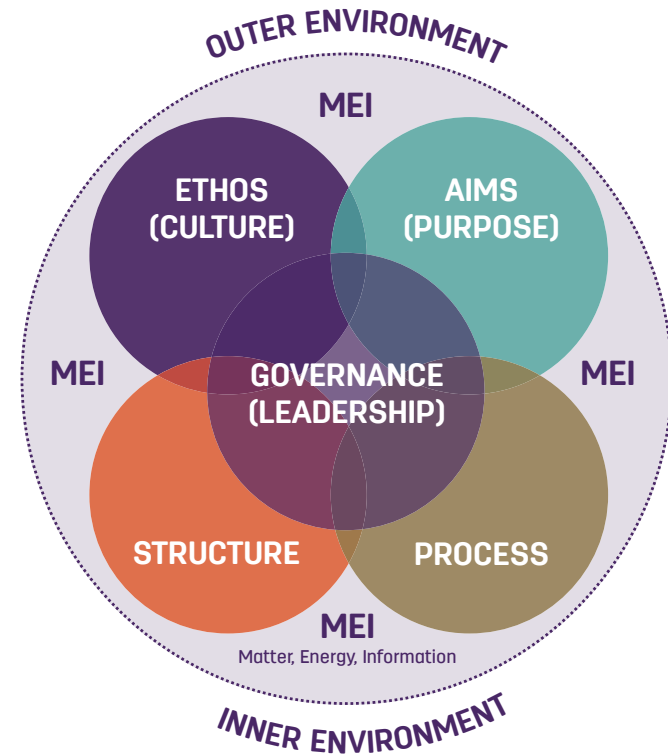
Our guiding stars

Our progress to date

BIOMATRIX



7 organising forces within a system



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

Our guiding stars

Why

we do what we do

What

we do

How

we do what we do

Holland.

Why

we do what we do

*Catalysing positive
and enduring change -
doing well by doing good*

What

we do

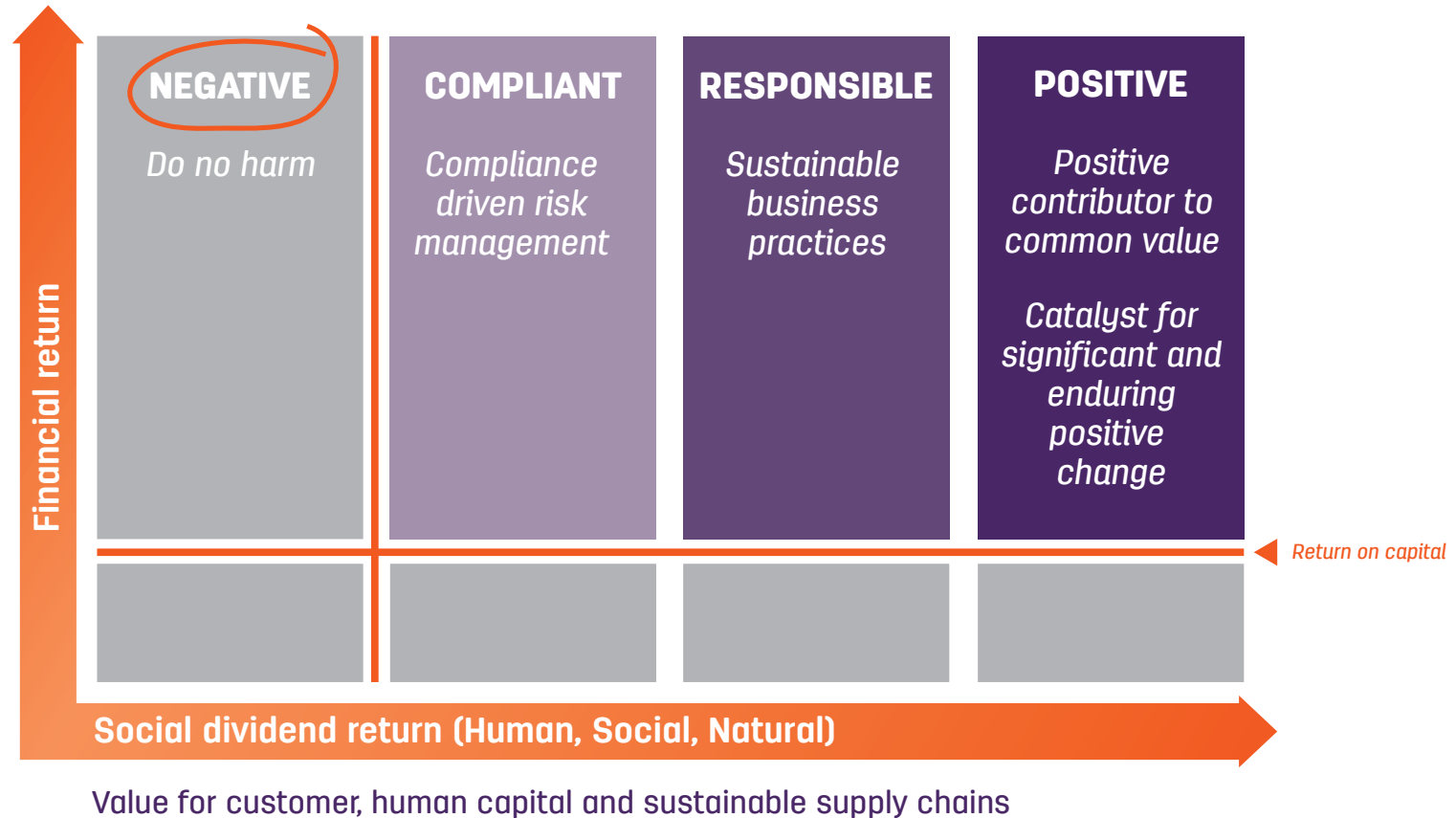
Our strategy

How

we do what we do

Our culture

Integrated business framework



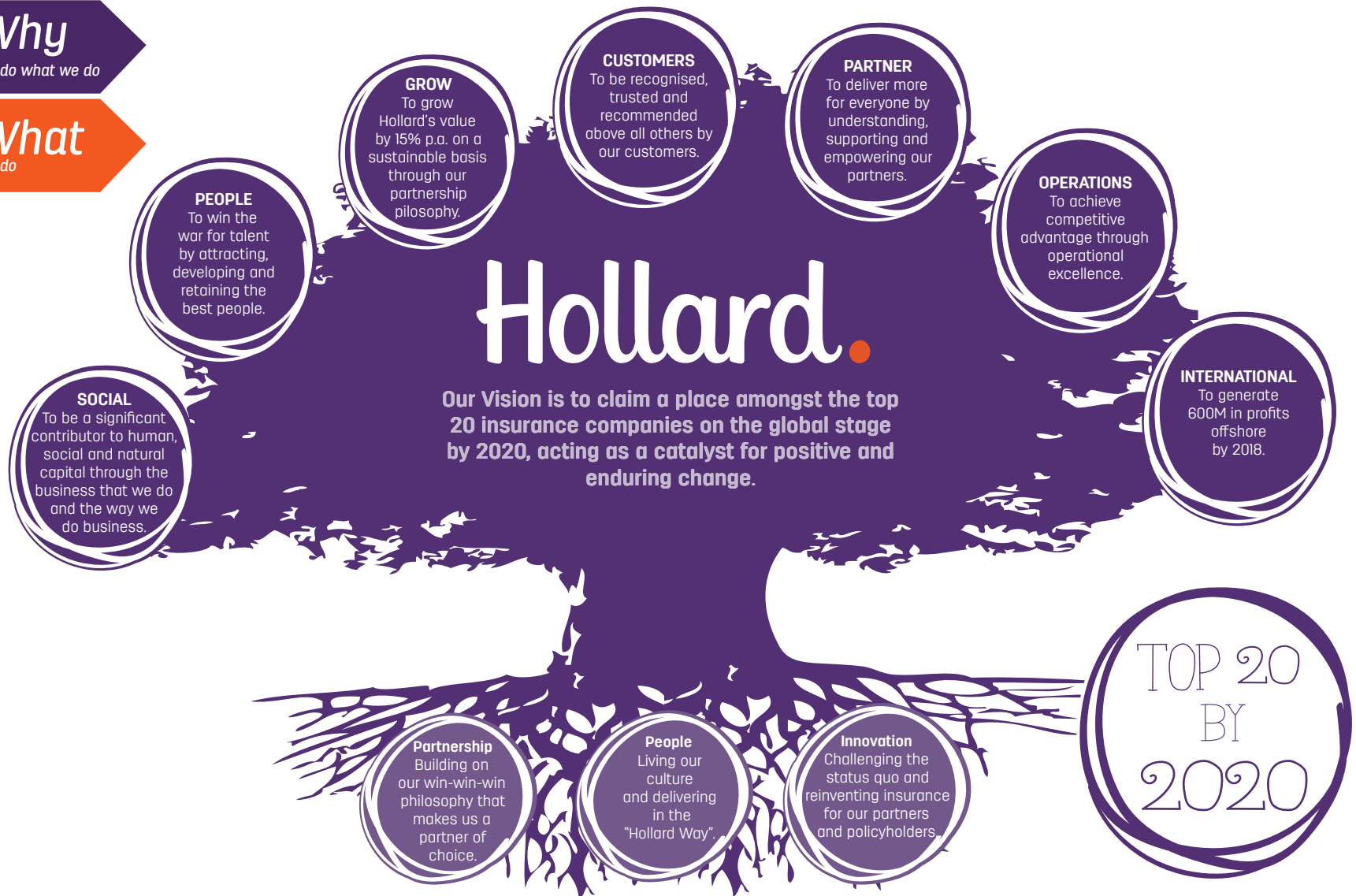
To be a significant contributor to human, social and natural capital through the business that we do and the way we do business.

Why

we do what we do

What

we do



Why

we do what we do

*Catalysing positive
and enduring change -
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What

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Our strategy

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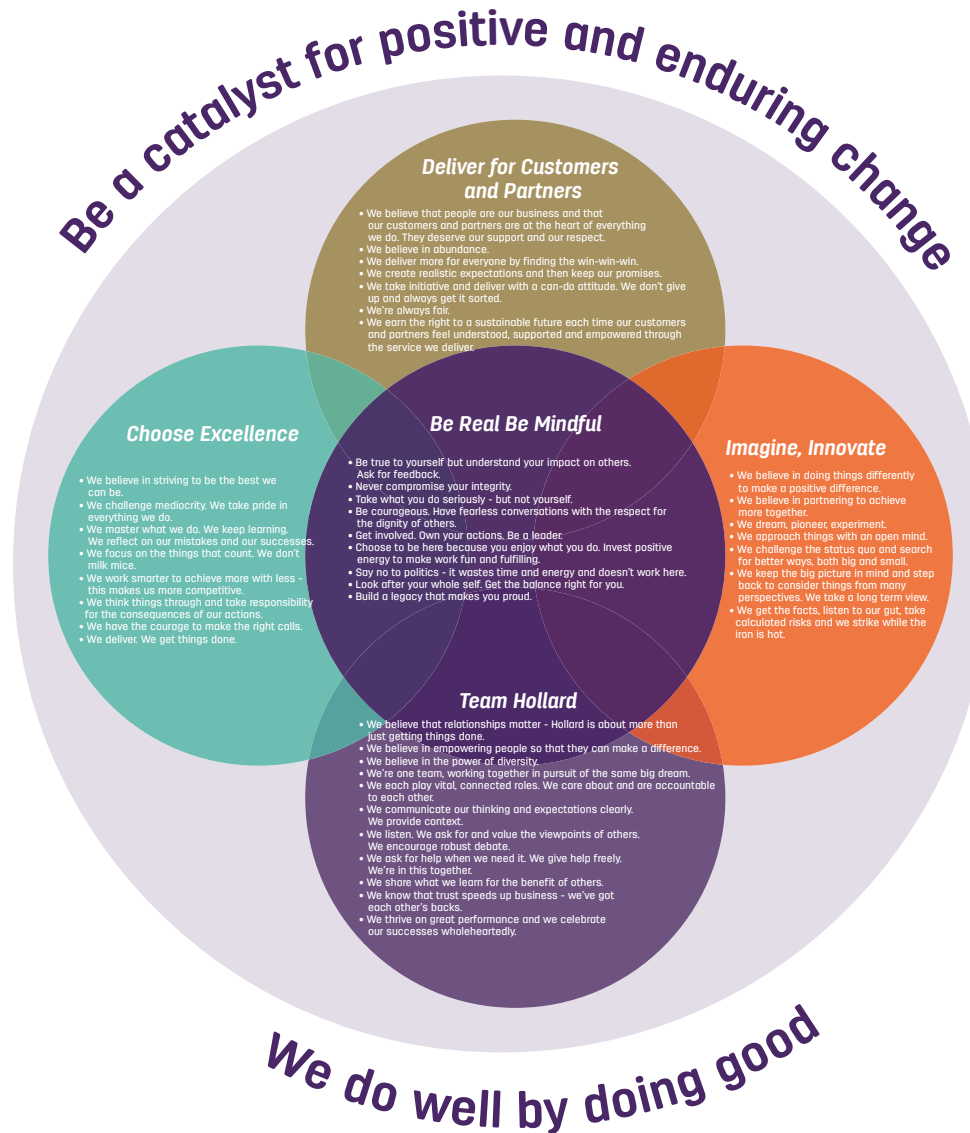
How
we do what we do

Our culture



How
we do what we do

The Hollard. Way



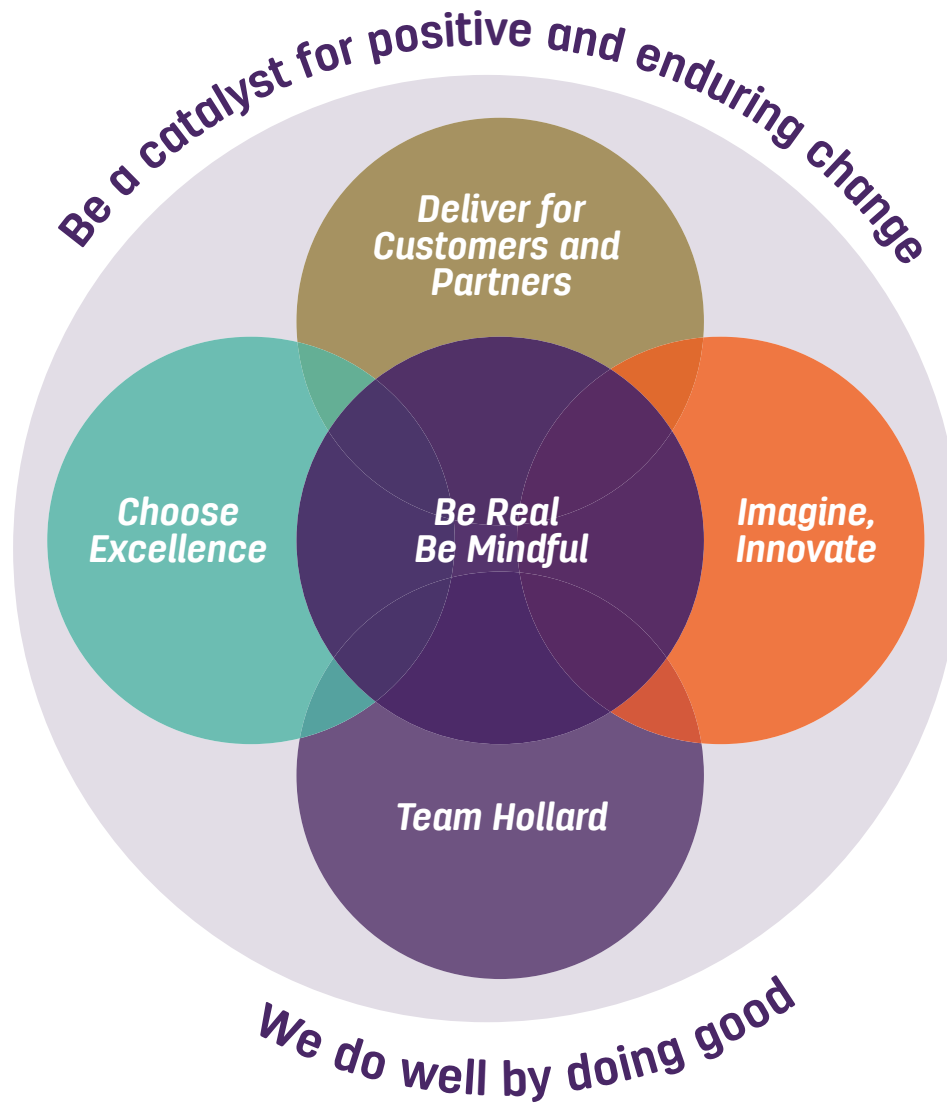
The Hollard journey of change

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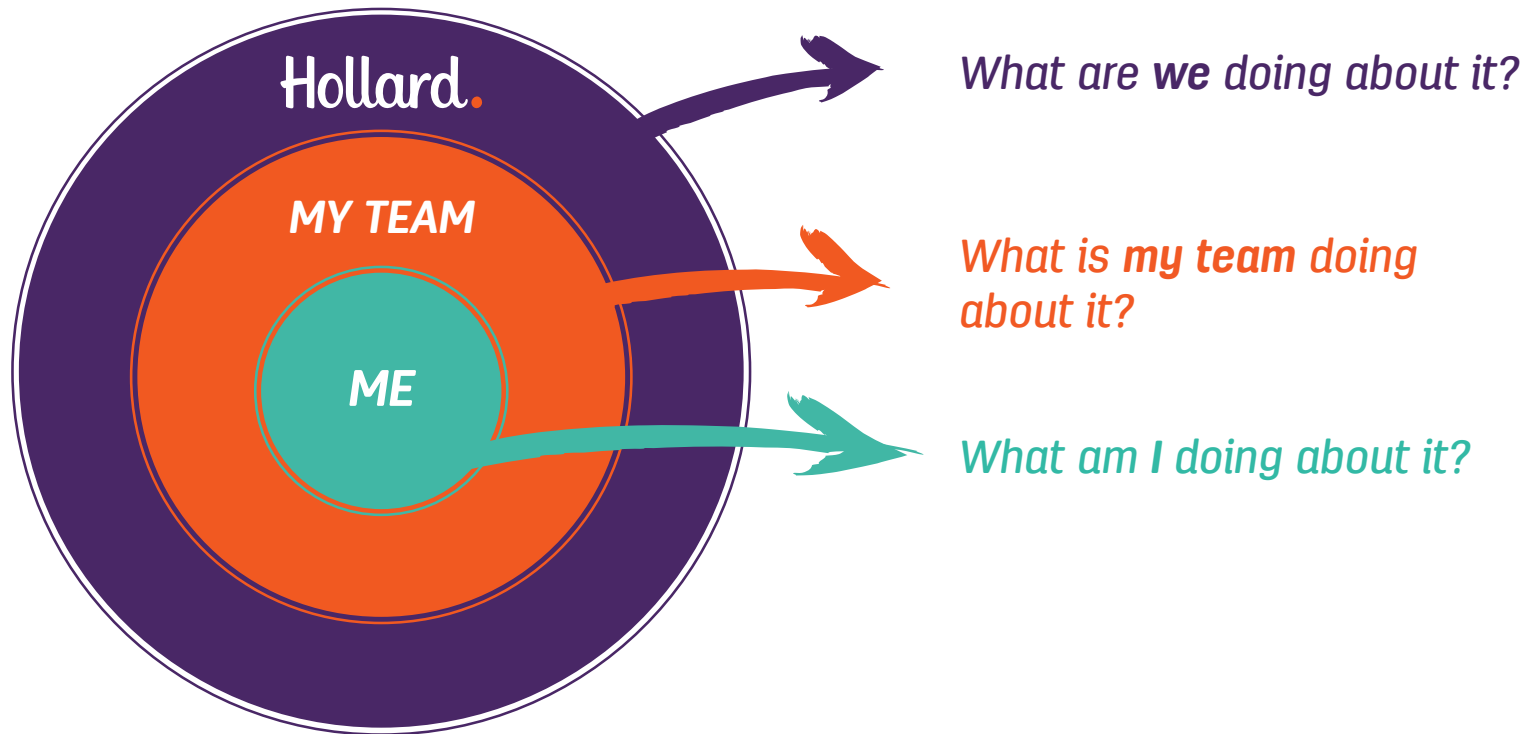
Our strategy

How

we do what we do

Our culture

Catalysing positive and enduring change





Ignition
Guiding stars
Our progress to date

Making the Hollard. way come alive...

Visible level
of culture

ARTIFACTS

Internal communication
Work spaces
The way we do meetings

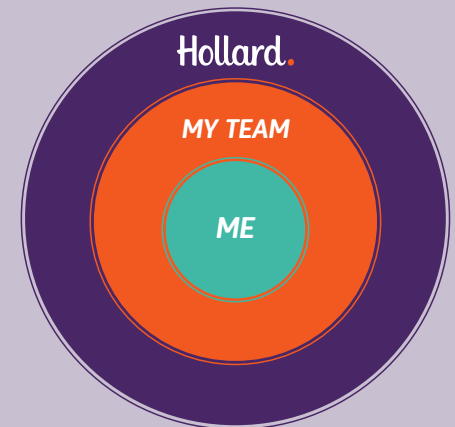
ALIGNMENT

Strategy
Customer centricity and product development
Recruitment
Onboarding
Performance management
Reward and remuneration
External brand

EMBEDDING

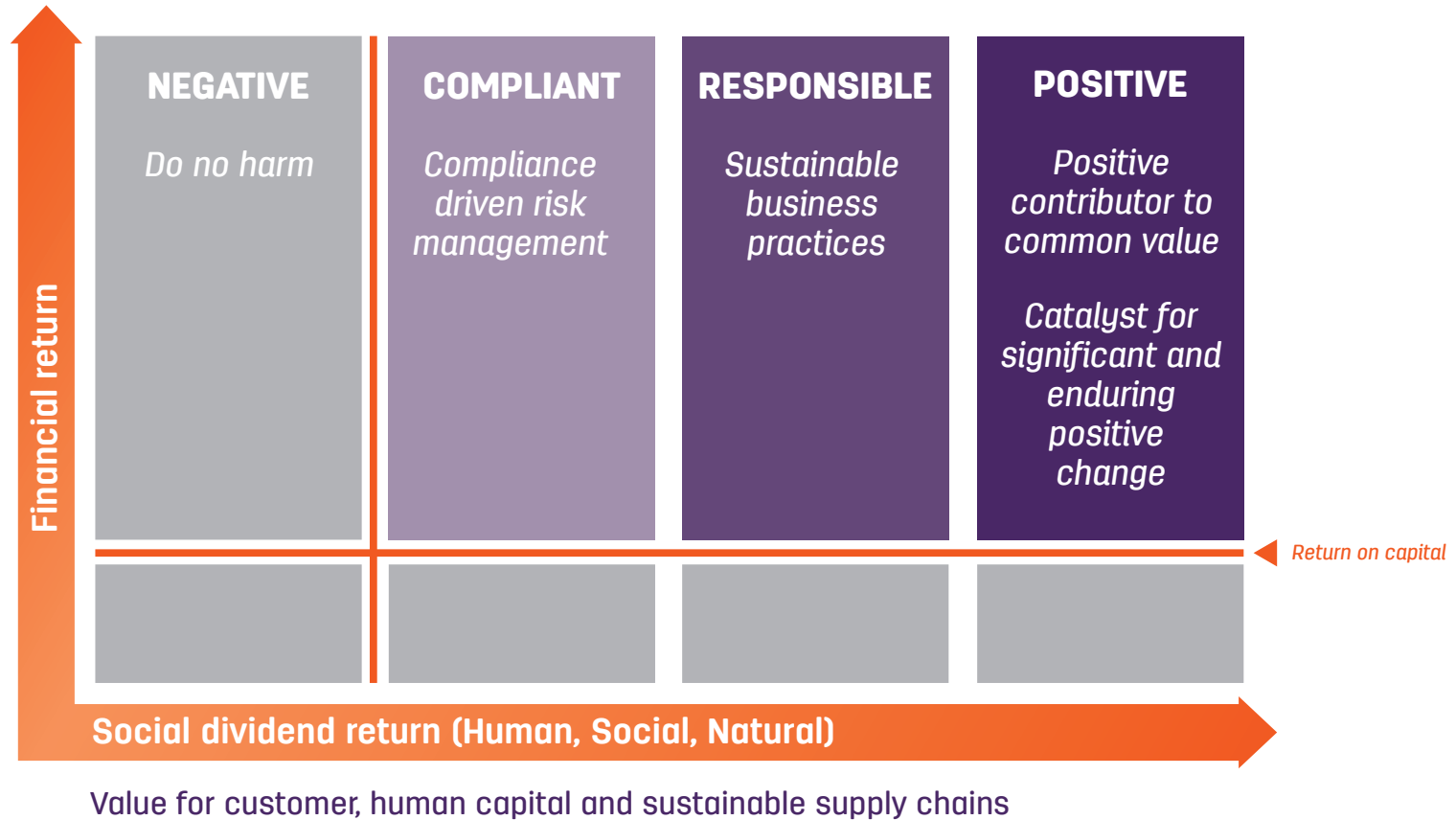
Exco - living it
Leadership development

Deepest level
of culture



Edgar Schein

Integrated business framework



Social impact insurance

Launched at the Clinton Global Initiative 2013



Recruitment

Youth employment accelerator



Bheki N scraped
through **matric**.
He has no CV.
Never had a job.

Some top companies want
to hire Bheki. Here's why



Hire some kid
off the street with
zero work experience?
No way, I said

Then I did the maths ...
and phoned Harambee



Name me one company
that's **crazy enough**
to buy this scheme

Hollard, Discovery Health,
Nando's, Pick n Pay, FNB ...

Onboarding the Hollard. way

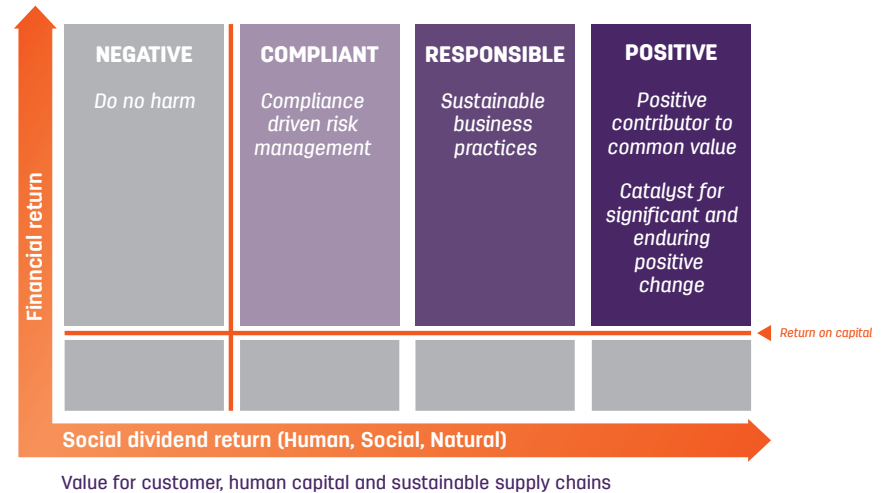
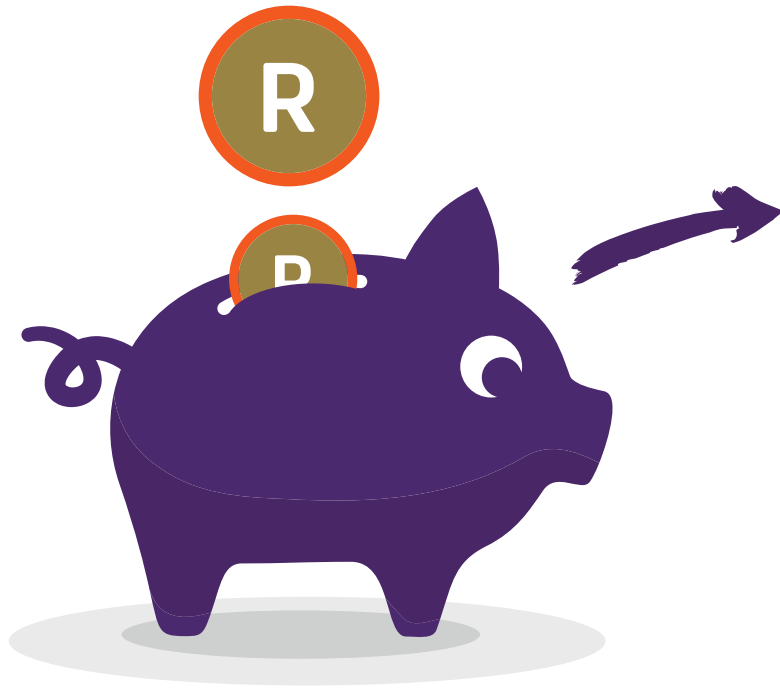




Performance management the Hollard. way



Reward and remuneration the Hollard. Way



Revitalising our Brand

Holland.

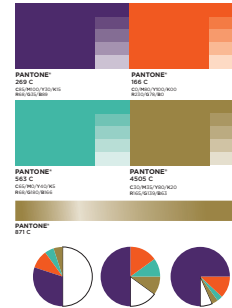


1. Our Logo

Respect the clear space and colour application



2. Our Colour



3. Our Typography

Print Typeface (Primary)

Antartida Rounded

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&'*{}~.

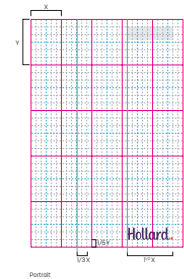
Screen/Office Typeface (Secondary)

Calibri

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&'*{}~.

4. Our Grid

The Holland grid is based on fifths.



5. Our Personality

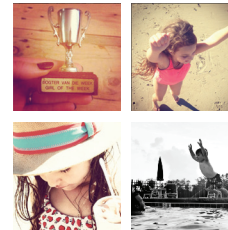
This guides what we think, say and do.

Lionhearted, challenging and inventive; wholehearted, down-to-earth and genuine; Holland 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.

Like a fancy pocket knife, our toolkit is handy, 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 Holland world.

6. Our Photography

- Personal and real, without trying too hard.
- Instagram style.
- Holland filters.



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

7. Our Illustration

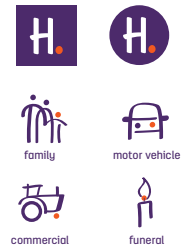
- Vector is the way to go.
- Use the best new talent if you are able to commission.
- Make sure you stick to the colour ratios



Because, you know, we're paying for it. So use it as a guide, 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!

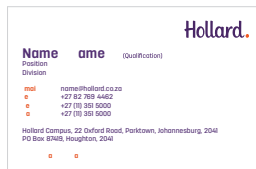
8. Our Iconography

- The H logo is only meant for social media
- The icon style has not been approved yet.



Holland.

Revitalising our brand



Internal communications and our work spaces



Making the Hollard. way come alive...

Visible level
of culture

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The way we do meetings

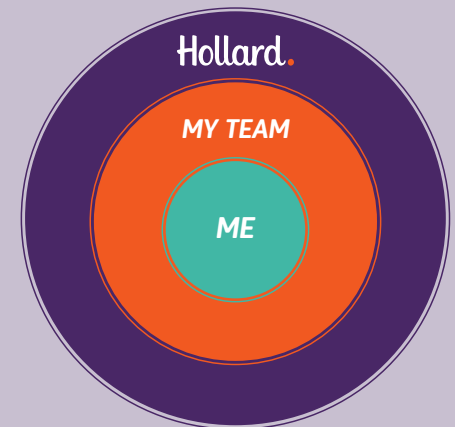
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The future is created by default or design. If you develop by default you will remain a victim of circumstances. If you deliberately design your future you will transform your life creatively. Either way it is your choice and responsibility.

- Elizabeth Dostal



Ignition
Our guiding stars
Our progress to date

The journey continues...



Hollard.