



# Key performance indicators

Outside of Ambition 2018, we constantly monitor our performance across a range of measures in line with our high-performance culture. This page outlines key performance measures for the past four years.

		2018	2017	2016	2015
STRATEGY MEASURES	Insurgency and market leadership in new business	<b>In the majority of our markets we are among the top 10 providers.</b>  As outlined from <b>page 33</b> , we have made significant progress towards all our strategy measures.	Among the top 10 providers in the markets in which we operate	Among the top 10 providers in the markets in which we operate	Among the top 10 providers in the markets in which we operate
	Products that meet complex consumer needs and that are sustainable		New products launched in all businesses during 2016 and 2017	New products and benefits launched in all Discovery businesses in 2015 and 2016	New products and benefits launched in all Discovery businesses in 2014 and 2015
	Powerful, distinctive and aspirational brand		Present in 16 countries	Launch of the GVN and present in 14 markets	The Vitality Shared-Value Insurance model is present in 14 markets
		We continued to build our brand globally, with the Group now present in 19 countries.			
SERVICE MEASURES	Exceptional service ecosystem	<b>8.89</b>  We continued to focus on creating exceptional service and ease of use of our products through technology and partnerships with service providers.	8.85	8.73	8.79
	Broker/franchise perception scores*		8.96	8.73	8.55
		We continued to focus on our core distribution channel and enhancing business efficiency and service to financial advisers.			
SOCIAL MEASURES	Reach 10 million members and make them healthier	<b>17.8 million lives</b>	Close to 10 million lives	6.9 million lives	5.1 million lives

\* Member and broker perception scores on service received are calculated each month. The perception scores apply to Discovery Health and are measured across communication channels.

# FINANCIAL MEASURES

		2018	2017	2016	2015
<p>Significant engagement, superior actuarial dynamics, loss ratio and lapse rates</p> <p>Higher value of new business (VNB) margin but never competing on price</p>	Normalised headline earnings	<b>R5 401 million</b>	R4 656 million	R4 312 million	R4 027 million
	Embedded value	<b>R65 624 million</b>	R57 294 million	R53 080 million	R52 295 million
		The annualised return on opening embedded value was 16.9%.			
	Solvency See financial statements for details.	<b>As at 30 June 2018, all businesses met and exceeded their regulatory capital requirements</b>	As at 30 June 2017, all businesses met and exceeded their regulatory capital requirements	As at 30 June 2016, all businesses met and exceeded their regulatory capital requirements	As at 30 June 2015, all businesses met and exceeded their regulatory capital requirements
	Return on capital (ROC) greater than risk-free rate of return + 10%	<b>16.5%</b>	14.4%	13%	17.5%
	Core new business API	<b>R16 137 million</b>	R14 660 million	R13 303 million	R12 320 million (restated)
	VNB (Discovery Life and Invest)	<b>R1 302 million</b>	R1 231 million	R1 196 million	R1 212 million
		During the year, our value of new business for the Group continued to improve, this year by 16%.			
	Growth in normalised profit from operations of between 20% and 25%	<b>17%</b>	10%	11%	17%
	Employee turnover	<b>17.45%</b>	15.89%	15.70%	11.20%
		We are monitoring employee turnover and identifying the reasons for this across the business.			
	<b>EMPLOYEE ENGAGEMENT</b> Employee engagement surveys	<b>28%</b>	30%	32%	21%

Note: Lapse rates and loss ratios are measured at business level, but are not disclosed due to competitive sensitivity.

# PEOPLE MEASURES

<p>Recognition as employer of choice for all critical skills</p> <p>Values-based culture</p>	<b>LEARNING AND DEVELOPMENT</b> ■ Number of employees who have completed leadership development programmes at year end	<b>854</b>	406	524	211
	■ Number of employees participating in wellness days	<b>5 556</b>	5 289	5 740	6 128

Detailed information of key performance areas as it relates to our remuneration policy is available from **page 91**.