



STAKEHOLDER REPORT 2022

Seeking joint solutions in Africa

G:ENESIS
UNLOCKING VALUE



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UNLOCKING VALUE IN AFRICA

Genesis Analytics is a global African firm that has worked in more than 91 countries across the world. Our roots are firmly in Africa, having worked in 43 countries on the continent.

Our purpose as a firm is to unlock value through seeking solutions with our clients. The foundation of our distinctive delivery is our mastery of technical skills, deep knowledge of sectors and understanding of the content in which decisions are made.



▲ Where we have offices

Established in 1998, Genesis is headquartered in Joburg with corporate offices in Abidjan, Nairobi, Lagos and London. We also have representation in Canada, Ethiopia, India, the UAE and Zimbabwe so we can work closely with our clients and partners in finding scalable solutions that will work in the real world.



Our clients include all levels of government, regulators, corporates, banks, development finance institutions, law firms, development agencies, foundations, NGOs as well as regional and international organisations.

Some of our best work has been through leveraging our complementary areas of expertise to find fresh solutions.

WE HAVE EXPERTISE IN

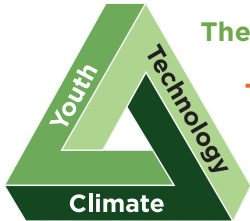
-  Africa's Youth
-  Behavioural Solutions
-  Climate Finance & Economics
-  Competition & Regulatory Economics
-  Digital Economy
-  Economic Impact Assessment
-  Financial Services Strategy
-  Health
-  Human Development
-  Monitoring, Evaluation & Learning
-  Shared Value & Corporate Impact

For a quick view, click on the links





The critical questions of this century have increased our focus on the triangle of forces that are shaping Africa's future.



These are:

- The growth of the youth population across Africa
- The new technology that is disrupting the way people work
- The consequences of changing weather patterns.

We have seen more changes in Genesis over the past two years than in the previous 25 that we have been in business. Building on our purpose of Unlocking Value, this change has been driven by our Jinja strategy that set the path for the firm to 2025:



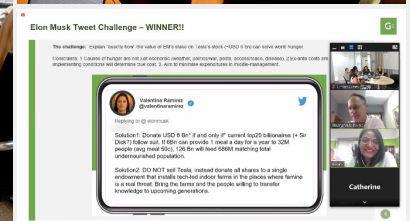
Global African: We are an African firm with deep roots in the continent, yet are globally active and competitive. We plan to expand our African footprint so the majority of both our staff and work are outside South Africa.

Genesis+: We develop agile teams, using the best talent inside and outside the firm to provide rigour, creativity and lean execution. We deliver valuable outcomes in complex situations - not just provide clever inputs. 2021 saw extensive training throughout the firm and we plan to deepen the absorption of the Genesis+ methodology every years.

Joint Solutions and Proactive Partnerships: Where there is a gap, we look for partners in the field to work on joint solutions to significant challenges we face - be they digital inclusion, youth economic opportunities, public health challenges etc. We build networks for getting stuff done.

Time to celebrate:

After a year of intensive training of all consultants on Genesis+, we had a celebration master case on bulletproof problem solving and showcased some of our best examples of the methodology.





NEW AREAS OF WORK

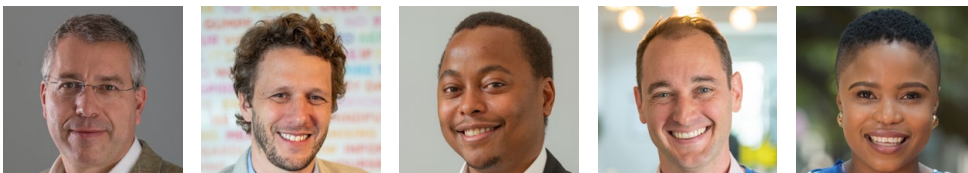
HUMAN DEVELOPMENT

We work for a world where everyone can develop to their full potential through expanding meaningful rights and opportunities for people who are marginalised.

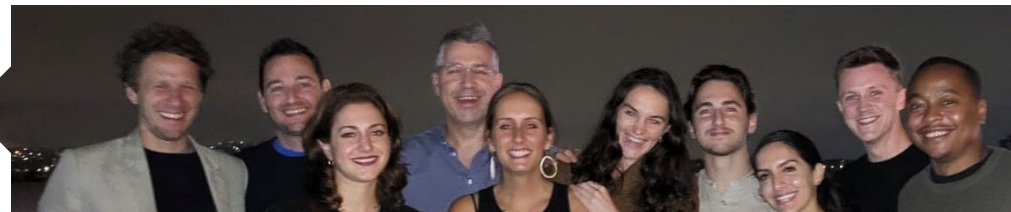
Part of a global African firm, we are particularly committed to children, women and young people in Africa and the Middle East.

We work in key human development areas: **health, nutrition, and WaSH** (water, sanitation and hygiene); **youth, education and early childhood development**; and **social protection and social care**. Rapid changes in demography, climate and technology are generating massive challenges and tremendous opportunities for human development. At the same time, COVID-19 has caused a severe shock to human development from which people and systems need to recover.

We help governments, their global partners, and private and non-state clients to improve the delivery of key human development services while navigating these changes. To do so, we provide services in diagnostics; regulation, governance and oversight; strategy, planning and implementation; financing and budgeting; service delivery; and monitoring and evaluation.



Tomas Lievens, Ian MacAuslan, Tafara Ngwaru, Tom Pugh, Tshegofatso Walker



CLIMATE FINANCE & ECONOMICS

We are facing a great challenge: International climate finance is not sufficient to adequately and timely address the climate emergency.

We aim to be the leading global advisory firm in unlocking climate finance. We work with governments, donors and private businesses to:

- Unlock access to international climate finance
- Support a just transition being built into all climate change response measures
- Provide clients with the tools and solutions to develop resilience strategies.

Ours, is a unique pragmatic approach that handpicks the best insights from Environmental Science, Behavioural Science, Political Economy Analysis and Financial Valuation.



Marcela Tarazona, Belinda Kaimuri, Chipso Rusere, Sarah Wegege



ABE:LAB SOLVES PRESSING BUSINESS CHALLENGES USING BEHAVIOURAL SCIENCE

ABE:Lab is an innovative Applied Behavioural Economics platform that helps businesses to grow and become more profitable by influencing large-scale behaviour change using behavioural economics.

The platform, which we launched in November 2021, hosts a Challenge Portal on which partners have the opportunity to crowd-source potential solutions to their behavioural challenges. Additionally, the platform offers free rapid consults as well as complete Behavioural Economics solutions for clients.

We solve behavioural challenges in Africa. Check it out [here](#).



Richard Ketley, Wayne Bateman, Tito Tibi, Joshua Stephenson, Tochukwu Egesi



Free 30 minute consults
(Book one [here](#))



Complete Behavioural
Economics solutions



Assist businesses to
post challenges and we
crowdsource solutions
from top problem solvers



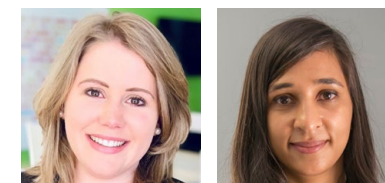
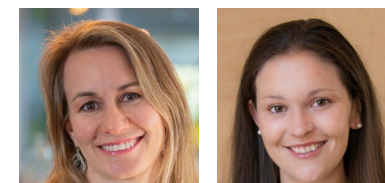
Host a community of
Behavioural Economists to
share knowledge and work
collaboratively

YOUTH: Our focus is on girls and young women

Africa is experiencing an unprecedented youth wave. Our focus in youth is on young girls over the next five years so that no one is left behind in the development of the next generation.

Gender equality describes a world in which women and girls have equal access to resources and opportunities and where their participation, contributions, and decisions are valued and rewarded as much as those of men.

For this reason Genesis looks at all its projects through a gender lens so we can find the opportunities for gender equality and address the barriers that keep women and girls from being fully active in their homes, economies and societies. We can't achieve progress if half the world's population is left behind and their potential and talent are left untapped.



Alyna Wyatt, Sarah Magni,
Tascha Terblanche, Ayesha Ismail





OUR WORK ON COVID DURING THE PANDEMIC

South Africa entered unknown territory in March 2020: a complete shutdown of the economy.

People moved into social isolation, anxious about the pandemic and unsure of the economic future. The lockdown helped to contain the virus and to prepare health facilities. Yet it was not economically sustainable.

Political leaders faced a difficult choice but had no precedent to follow. How to unlock the economy responsibly – which parts, which sectors, how to balance lives with livelihoods? They needed balanced, trusted and clear advice.

A public-private convening body reached out to Genesis for advisory work to support Presidential decision making. We rapidly pulled together a large team, drawing on cross-disciplinary expertise and skills from many parts of the firm. Our proposed solution: a risk-based approach that combined economic value and transmission risk in different industries. It was drawn into a single coherent framework that mapped a path to a phased reopening of the economy. Our novel approach to balancing economic value, stress and transmission risk helped to shift thinking within government to adopt a risk-adjusted approach.

The Bill & Melinda Gates Foundation later funded Genesis to provide technical advisory support to the Solidarity Fund, which was set up in March 2020 to raise money from individuals, businesses and foundations to assist the South African Government in dealing with the pandemic.



Initially, our work focused on the immediate humanitarian crisis caused by the lockdowns. The Genesis team put together a range of responses to be implemented by the fund. These included food vouchers, vouchers for small farmers, and support to organisations responding to gender-based violence (GBV).

As regards food vouchers, our Genesis financial services team reviewed various channels and service providers, and supported the fund in selecting and contracting these organisations. Over R75 million was disbursed to 107,000 beneficiaries. However, food vouchers are not a long-term solution so Genesis developed a programme to provide input vouchers to subsistence farmers (to pay for equipment or farming materials). The programme disbursed about R70 million to 35,000 small-scale farmers.

As part of the humanitarian response, the fund wanted to find a way to address GBV, which was reported to have increased under the lockdowns. The Genesis Health and E4D teams worked with a group of technical experts in the field and developed an application process so that community organisations (CBOs) could easily apply for funding. That was supported by a WhatsApp chatbot, developed by the Genesis CODE team. Another R70 million was disbursed to 320 CBOs working across South Africa.

The COVID epidemic was accompanied by another epidemic, that of misinformation. The Solidarity Fund also developed communication campaigns, focusing on reinforcing social distancing and mask wearing, and encouraging vaccination uptake. The experienced Genesis Health team was closely involved in the design and execution of these campaigns, working alongside the selected advertising agency, Joe Public.

South Africa's vaccine programme had a challenging start. Genesis supported the Solidarity Fund to find and contract a range of organisations that could provide vaccinations as close to communities as possible. This has increased access to COVID-19 vaccines across rural and peri-urban areas.



The new way of working is more than working remotely.

Moving to co-creation and joint solutions.



How many South Africans have actually had COVID?

Genesis was called on to conduct critical research to determine the extent to which South Africans had been infected with COVID. We were contracted by the National Institute of Communicable Diseases (NICD) to conduct the HUTS study. This entailed visiting 7,000 households across three communities in South Africa to ask about their experiences of COVID-related illness and to measure Covid-19 antibodies in their blood. [This survey](#) demonstrated high levels of Covid-19 exposure in late 2020 and early 2021. The NICD asked Genesis to conduct a follow-up survey to measure changes over time.



Some of our COVID-19 projects

- To assess the magnitude of the impact of the COVID pandemic on health and HIV expenditure, UNAIDS carried out fiscal-space analyses in the Democratic Republic of Congo, Jamaica and Lesotho.
- [Impact of COVID-19 on fiscal space for HIV in three countries](#)
- [Supporting safe reopening of ECD centres in Oman](#)
- [Genesis helps business to return to work safely after lockdown](#)
- [Data tool tracks risk of COVID-19 overwhelming healthcare systems](#)
- [Getting South Africans vaccinated: The #RollUpYourSleeves Campaign](#)
- [Dashboard supports COVID-19 vaccine roll-out in South Africa](#)





BELONGING IN A VIRTUAL WORLD OF WORK

COVID-19 accelerated our move to a virtual workplace. To facilitate the transition we came up with the Genesis Virtuality norms, best practices and guidance to assist staff in making the change and managing expectations. The norms cover five broad aspects:



GENESIS OFFICE

Teams should try to be together in an office at least two days a week. If not possible virtual colleagues must be actively included in all team activities and communications. It is recommended that new employees be in one of our offices for at least the first five weeks.



HOME OFFICE

A reimbursement is granted to staff for office set-up and running cost. It is your responsibility that your home office environment is functional. Although you are insured when working remotely, you need to take reasonable precautions at home to prevent accidents/injury.



RELATIONSHIPS

Creating a sense of belonging is a shared responsibility. We all need to find ways to connect and deepen our relationships with our colleagues. It also requires respect for boundaries on work hours and work-life integration.



COMMUNICATIONS

Practice and project teams need to communicate clear expectations on priorities, goals, availability, timelines and the incorporation of Genesis' values. Information and sharing knowledge is crucial with a centrally documented approach to collaboration: Where possible (i.e. the internet connection allows it) leave your camera on so we can communicate better - but mute when you are not talking!



AVAILABILITY

Standard global availability hours across the firm is 10:30am and 3:30pm SAST and the majority of internal contact/chats and meetings should take place during these hours. If you are communicating on email outside the office hours of where the person is located and the matter is not urgent, mark the email NNRN (no need to reply now) in the subject field or use the scheduled send on gmail to make a time for it to be delivered.



VALUES AND CULTURE

Genesis Analytics supports the values of human dignity, equality and freedom as detailed in our Values and Code of Ethics

There are three core values:

Siyakhana*



I am **OPEN** and
INCLUSIVE, and
show **COMPASSION**
and **RESPECT**.

.....
We BUILD
each other.

I love coming to work. The people I work with make work a pleasure

I treat, speak and think about the people around me with compassion and respect

*Siyakhana means "we build each other" in isiZulu

Glass Box



My **WORK**
and **DECISIONS**
can withstand
scrutiny.

.....
We ACT
with integrity.

Take ownership of your responsibilities

Being rigorous may take time but the rewards can be longer lasting

Scrutiny is a 'harsh' word, but it is meant to be. It sends a powerful message

Plus Ultra



RIGOUR,
IMAGINATION and
COURAGE – these
set my work apart.

.....
We PUSH frontiers
to unlock value.

Even Buzz Lightyear went to "infinity and beyond"

Faster and further to the next horizon

I spend time at the beginning of each project thinking: is there a new and better way of doing this?

This lays the foundation for a culture within the company where transformation is the responsibility of all Genesis staff and is entrenched in our management practices



SIYAKHANA



What does this mean...

- Did I build the people around me today?
- Was I open and inclusive today?
- Do I respect diversity and the people around me?
- Do I help Genesis become a better place?
- Do I leave a positive impression on all those with whom I interact?
- Am I someone who personally makes a difference?

GLASS BOX



What does this mean...

- Everything I do – my work, my decisions – can all be independently scrutinised.
- That scrutiny would show that my work was ethical and done with integrity and honesty.
- Glass box is a test you apply to the work you have done.
- Would we be able to hold our heads up high?

PLUS ULTRA



What does this mean...

- Going beyond is what we do. I don't settle for the obvious solution.
- I care about the work I do because it pushes boundaries.
- Plus Ultra is an attitude. There are no traffic jams along the extra mile.

It's about having the brightest young minds with the unique insights they bring.



OUR CODE OF ETHICS

The work we do

- My work tries to improve social outcomes. Where my work actively harms these, I stop doing it.
- I will not write a lie. I don't fit the truth to the client.
- I credit others for their ideas.
- I try to live and work sustainably.

My work tries to improve social outcomes

Dealing with clients

- I make sure all team members are ethically comfortable with the work.
- I promise only what I can deliver, and deliver what I promise.
- I strive for financial success, but don't charge dishonestly.

Working together to make a difference

Working together

- I treat, speak and think about people around me with fairness and kindness.
- I give colleagues space to honour their aspirations and commitments outside of work.
- I cherish our diversity and respect the beliefs of others.

Conflicts of interest

- I keep confidential information confidential.
- I seek to avoid conflicts of interest between our clients, or between our practices. When in doubt, I ask.
- I abide by the laws of the communities in which I operate.

I can be trusted with information



WE CARE ABOUT THE ENVIRONMENT

Genesis is committed to reducing our carbon footprint and finding innovative ways to reduce any negative impact we may have in the office and when work takes us away from the office. Below are some of our initiatives over the past two years to achieve our sustainability goals.

STOP!

Did you really need to print that?
Please consider our environment,
before you print.

DID YOU KNOW?

Paper production uses up lots of water.
An A4 paper requires 10 liters of water per sheet.
ALWAYS print double sided.

Creating a more sustainable
environment for our staff
and future generations

GENESIS
UNLOCKING VALUE

We don't waste

Printing awareness campaigns are run continuously. Double-sided printing is the default setting on all computers.

We re-use and upcycle

As part of our office renovations in 2018, Genesis ensured that we re-used rather than bought new. This was the brief given to the interior designers who did the revamp. The designer company, which is based in our office park, used local and close-by suppliers. Almost all our furniture was re-used. We bought no new chairs or sofas.

A chandelier that was part of the office renovations was commissioned from a local supplier. It was made out of the recycled truck air filters. The raw materials are sourced from micro recyclers, whose hugely overloaded trolleys are a common sight on South African streets.



We invest to save

We invested in LED lighting throughout the Johannesburg office. We conducted a detailed analysis to work out what the kW saving per year was of converting all lights to LED. Even though it cost a large upfront capital investment, the change amounted to a huge 4,826kW saving per year.



We make it a way of life

Standard practice to turn off projectors and lights when leaving meeting rooms. Lights are turned off at the end of every day by the last person to leave the office.

Open windows rather than run air-cons. But when air-cons are on, all windows and doors are closed.

We ran an office-wide campaign to re-use mugs and glasses to reduce dishwasher runs, with a publicly displayed chart to track these.

Cycles per day



We buy sustainably

Genesis buys coffee from Bean There coffee company. Bean There is South Africa's first roaster of certified Fairtrade coffee and strives to make a sustainable difference in the lives of African coffee producers.

Direct fair trade means producers receive a fair payment for their coffee through equal engagement regardless of market fluctuations, which ensures community development, empowerment and sustainability.

We used disposable cups during the pandemic from Enviromall

The cups are made from 100% renewable sources (in fact, they're made from the waste products of other industries).

They are:

- Compostable, Recyclable, Plant-based lining, FSC certified paper (Earth Cup),
- Made from up to 55% post-consumer fibre
- Eco-friendly water-based inks to avoid ink odour



We use Tork Xpressnap dispensers that reduce consumption by 25%. The napkins are single ply and made of 100% recycled fibres.

We travel less

We do a lot of virtual meeting facilities through Zoom and Google, reducing the need to travel or commute.

“WE DON'T HAVE TO SACRIFICE A STRONG ECONOMY FOR A HEALTHY ENVIRONMENT.”

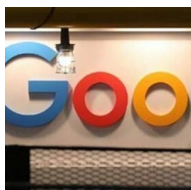
Dennis Weaver





GENESIS IN THE NEWS

Genesis does ground-breaking work that often ends up in the media.
This is a selection of our work that has been covered in the media.



Google's new submarine cable is now operational in Africa



ChromeSA says imposition of export tax would be high risk



Why fragmenting fishing rights could actually harm black-owned SMMEs



Google's new submarine cable arrives in Namibia



BPO sector can now tap into global online marketplace



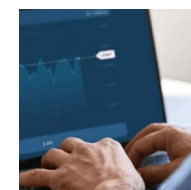
MultiChoice has not monopolised the pay-TV market, inquiry hears



ABE:Lab solves pressing business challenges using Behavioural Science



Excessive pricing in a crisis: Should competition authorities step in?



SA's digital economy plan for the next five years



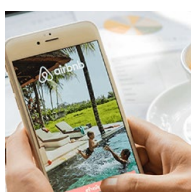
African Banks Increasingly Embracing Cloud



Social Media Adoption Helps SMBs To Power Africa's Economic Growth



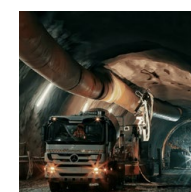
We continue to support UK's flagship family planning plan



Airbnb guests contributed billions to SA economy in 2020



Advocacy group calls for expedited implementation of chrome ore export tax



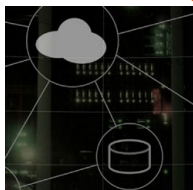
Proposed chrome export tax: Report highlights the risks and pitfalls



Assessing the socio-economic impact of lending to Ghana's infrastructure and manufacturing sectors



SA drunks rev up calls to tighten booze laws



Cloud-computing solutions can help to reduce banking costs in Africa



Genesis continues to manage UNAIDS technical support programme



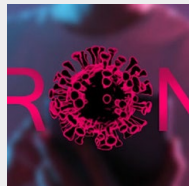
Looking for best practice to protect young girls from HIV



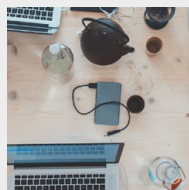
All the George Floyds: Genesis condemns racism and injustice



COVID RELATED NEWS



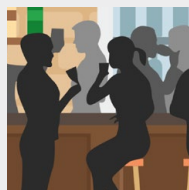
Going from a life of vigilance to one of cautious optimism



Millions of jobs to be gained



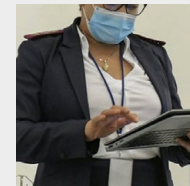
Genesis part of Survey of 7,200 SA household on impact of COVID-19



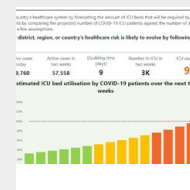
COVID-19 Cases Are Rising: Why aren't we sticking to the rules?



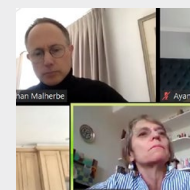
South Africa is not experiencing a second wave of COVID-19 (yet)



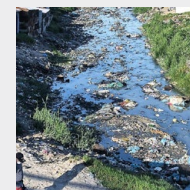
Covid-19 pandemic: We must plan using models, act on actual data



Genesis launches two new ways to view the COVID-19 epidemic



Are we asking the right questions about unlocking the SA economy?



A data-first mindset will arm Africa against the pandemic



Africa's individual Covid-19 epidemics require unique responses



TRANSFORMATION JOURNEY

The role of the TEEC is to facilitate systemic progression towards transformation, ensuring equity for all staff members and creating an environment that goes beyond inclusion, towards truly belonging.

In response to systemic and short-term challenges facing G: staff, the TEEC implements an annual strategy that prioritises select functions.

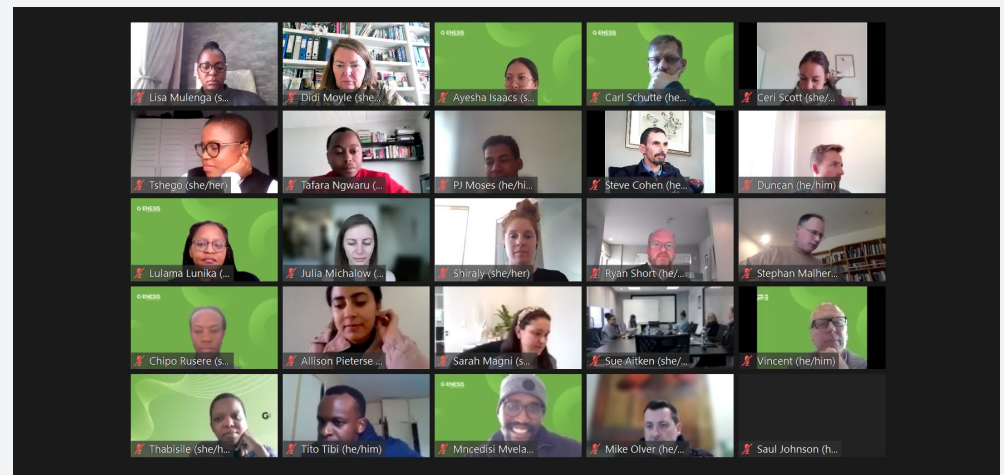
In the last two years the TEEC carried out the following activities:



01 RACIAL LITERACY IN THE WORKPLACE

The TEEC launched various activities related to the theme of Belonging at the firm, one of which was a series of externally facilitated conversations termed Racial Literacy. Genesis embarked on a year-long journey of unpacking racial literacy - aimed to empower us all to skilfully navigate dialogue on issues related to race, gender, religion, class, nationality, ability and power and how that impacts our experience at Genesis.

The initiative was led and facilitated by Lovelyn Nwadeyi, an established socio-economic and political voice in South Africa and a well-known facilitator for dialogues regarding social justice. This culminated in various sessions and facilitated discussions throughout the year on diversity related topics, underpinned by the value of belonging - some of these are specifically for senior managers while others for the wider firm. Topics spanned gender literacy, race, class and belonging, and ended with the session on xenophobia, Afrophobia and post-colonialism.



02 TRACKING THE STATUS OF BELONGING AT GENESIS

Genesis seeks to ensure belonging at all levels of the firm. The illustration alongside highlights the key components of how we experience Belonging at the firm and practice levels.

At the firm level, Genesis actively seeks to include everyone while building a level of connectedness among colleagues. **At the practice level,** leadership sets the tone of belonging and aims to be considerate of the concerns of all members – junior to senior. Through shared experiences we build the Genesis sense of belonging together.

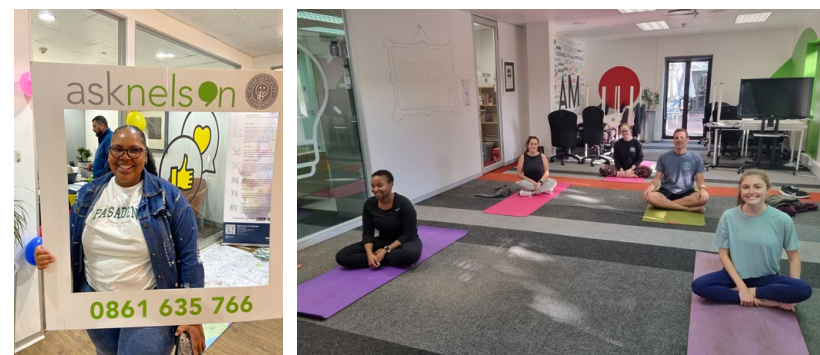
Genesis is finding its feet in “**the new normal**” with virtuality coming to the forefront while working towards defining the culture of an ever-growing organisation. As such, the annual dipstick survey was slightly adjusted to consider how working remotely impacts the experience of belonging across the firm. The survey was followed by a presentation of the firm level results, as well as facilitated conversations across all practice areas within the firm. These practice-level sessions provide teams with a platform to discuss their experiences of belonging with respect to how they are experiencing belonging close to home.



Our Belonging parameters and how we experience belonging at the firm and practice levels

03 WELLNESS IN THE WORKPLACE

The Wellness sub-committee was formed in 2020 in recognition of the need for an increased focus on employee wellness. It is tasked with driving various initiatives, such as mindfulness sessions, the Genesis walk/run club, and disseminating the first Wellness Survey to the firm during September 2021. Such initiatives exist alongside access to various services providing employee support and assistance. The Wellness sub-committee looks forward to implementing more initiatives that directly address the wellbeing of employees while establishing a wellness agenda at the firm.





04 SOCIAL EVENTS

As Genesis embraces a hybrid mode of work and our colleagues become more dispersed around the world, maintaining a social connection within teams and across the firm has become crucial. In 2021, the TEEC organised different social events to encourage belonging across the firm.

The social sub-committee facilitated various social interactions across the firm, including the firm-wide 30 Seconds game, virtual pub quizzes and inter-practice braais. We capped the year with the Global G: year-end function that provided staff members with the opportunity to spend time with each other away from the demands of our day-to-day work.



05 SENIOR DIVERSITY

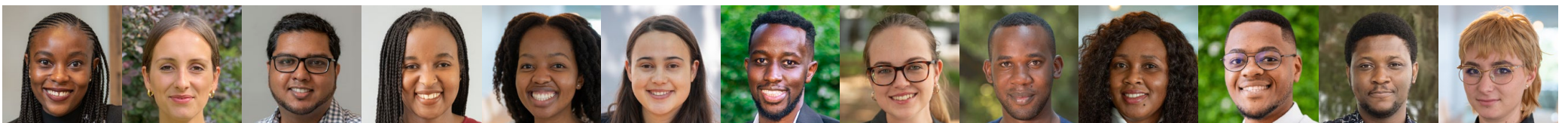
Genesis has formed a committee, with the support of the TEEC, to develop a process and policy regarding senior recruitment that aligns with the transformation vision and expansion of the firm. The policy will focus on senior diversity across the firm, taking into account what diversity means in the context of all the geographies in which Genesis staff work.



06 GENDER CHAMPIONS

Genesis took part in a process to nominate two gender champions, Mark and Tshego, who were elected by the TEEC. Gender champions fulfil their roles as individuals working at Genesis and provide communication and support with respect to experiences of gender discrimination in the firm. Gender champions are also responsible for organising regular and necessary training on gender discrimination and sexual harassment at the firm-wide level.

Yoga, sorbet and raising employee assistance programme awareness during Wellness Day at the Johannesburg office during in May 2022.



TEEC COMMITTEE: Ange Maseko, Katie Bullman, Mohamed Khan, Linekela Goagoses, Lekoetse Mahao, Kirra Evans, Kogi Kariuki, Heather Dixon, Tochukwu Egesi, Loveness Kekana, Ndodzo Mawela, Pascal Okechukwu, Yasmin Meerholz



G: LIFE THE FIRM

Genesis now has staff in more than 10 different locations. We run offices in Joburg (our head office) and Nairobi, and have shared work spaces in Abidjan, Cape Town, Lagos and London.

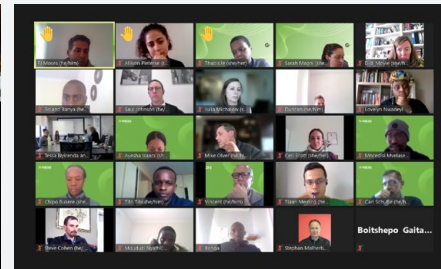
Our representatives in the other locations have joined the millions of people who now work from home.

To create a sense of belonging across the firm requires the commitment of all of us.

Annual events such as the end-of-year party, regular staff meetings and the Value Unlocked competition gives us the platforms to get to know each other.

The annual Value Unlocked competition where we showcase the best work done by the firm – the work that has unlocked the most value for our clients.

In the spirit of healthy competition, we compete across seven categories and the staff get to vote who the winners are.





G: LIFE
ABIDJAN



After opening its doors in 2019, the Abidjan office has grown and welcomed Alexandra Essirard (FSS) later in the year and Melania Giubbilei (FSS) in January 2020.

A key reason for our presence here has been to build a relationship with the African Development Bank - as a key client headquartered in Abidjan. This has proven to be very successful with projects won and in progress across our practices (FSS, E4D, CODE, CDRF).

Our French capabilities also allows us to deliver to clients bilingually and this is becoming an increasingly important part of what we offer, not only in FSS but once again across practices as we work collaboratively.

As a team we celebrate promotions and birthdays, and bond over lunches and outside activities.



Alexandra, Tascha and Melania



Celebrating Tascha's promotion as Principal



Attending an AfDB event



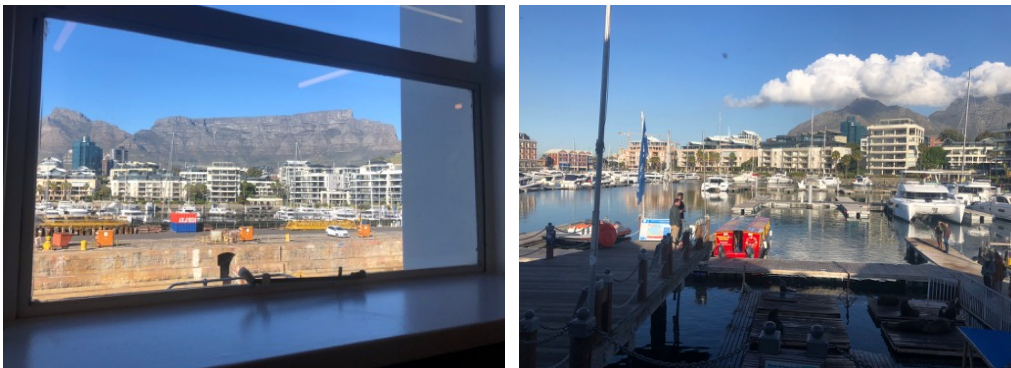
Team lunch at the office



G: LIFE CAPE TOWN

The latest office to be opened was in the new Cape Town workspace, #Workshop17, located in the heart of Cape Town's #Waterfront district.

The office space is for nine colleagues from five practices. It has good coffee, good people and pretty spectacular views (yes, that is a genuine photo from one of the desks).



G: LIFE JOBURG



COVID changed everything in the Joburg. First there was total lockdown and then as we came back on-and-off over the next year, it became clear we could work out of one building in the new hybrid world of work.

The head office is now a shared WeWork-style space with hot-desking and a variety of different workspaces to use. The most welcome arrival was a proper espresso coffee machine! The inner barista in some of our colleagues has finally been allowed to emerge.

The other big plus was the return of Gertrude's delicious lunches with the addition of cakes and muffins on some days. Slowly the old patterns are starting to return – the Friday braais, the sports team and JP Morgan race.





Friday braais

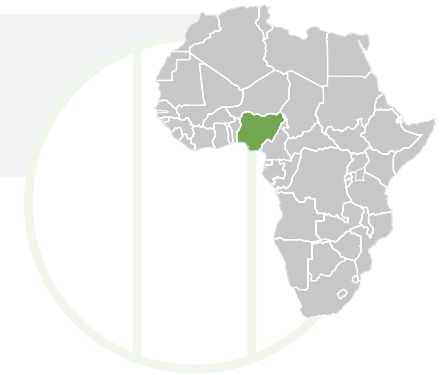
Barista training



Genesis Sports Team and JP Morgan race



Gertrude's delicious lunches



Our presence in Nigeria affirms our commitment to support our clients and stakeholders in the West Africa region.

Since 2019, we have grown to serve our clients in Nigeria with the team rapidly growing from 1 to 7 employees in the past three years. We started off in Nigeria with the Financial Services Strategy practice but now have colleagues from Health and the Centre for Digital Excellence.

The team currently works out of a co-working space in Victoria Island in Lagos with two staffers WFH in Abuja.

Following busy periods, we organise monthly dinners to unwind and connect. The team also hosts colleagues from other offices looking to experience ‘the Lagos life,’ one of Africa’s most dynamic cities.



The co-working office space in Maryland, Lagos



Iram (Kenya) and Fiyin (Lagos) taking a stroll around the Lagos office



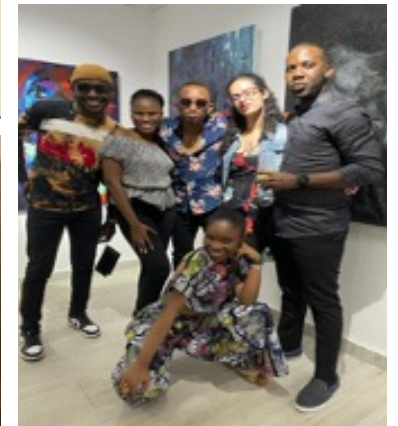
Colleagues from Kenya at the Lagos office



Mehak, a member of the CODE practice, visits the Lagos team



The Lagos team unwinding at a monthly dinner



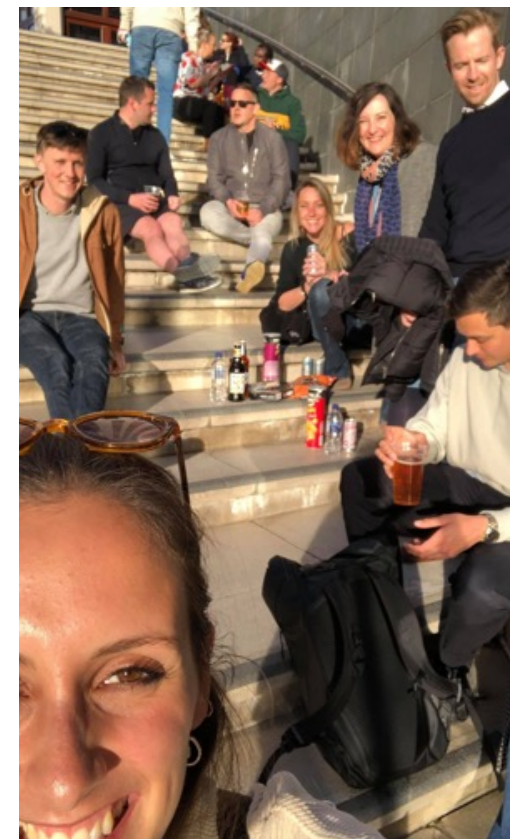
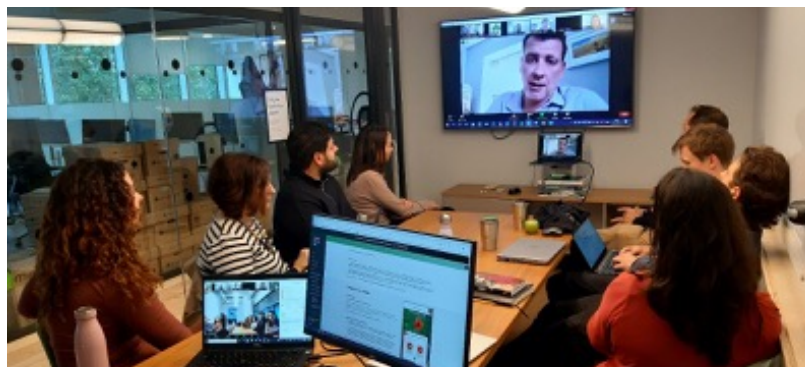
LAGOS + NAIROBI TEAM: Trip to a famous art gallery in Lagos



| We started the London office with two colleagues from E4D and one from Health 2017.

It has since expanded to include two new practices and over the years, representatives from all the firm's practices have worked in our London office.

We work out of a shared work space in London with colleagues also based in Oxford and Edinburgh. Colleagues try to get together for special office events and lunches – even catching a drink on the stairs during one of the lockdowns!



Lunch with Stephan



Opening of new office



Braai in Oxford





G: LIFE NAIROBI



Our East Africa office continues to grow.

It started with Financial Services Strategy and then Evaluation for Development. It now boasts colleagues from Health and Human development. We have also expanded in East Africa and now have colleagues in Uganda and Ethiopia.

We work out of an office space in Parklands that was revamped in 2022 as we return to work in a hybrid world.



End of year celebration



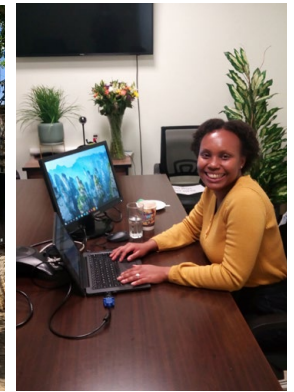
Visitors from Joburg



E4D hard at work



Outside our office



Hard at work



E4D colleagues



Cheers to another year



The East Africa team



In reception



BEING AN EMPLOYER OF CHOICE

PRACTICE AREAS

Genesis Analytics continues to expand its service offerings through diverse and changing practice areas. We have eight specialist practice areas excluding our global Group Services practice that provides internal support on all shared services such as HR/Talent Acquisition, IT, Communications, Office Support, Business Development and Finance:

- **CF** Climate Finance and Economics
- **CRE** Competition and Regulation
- **CODE** Centre of Digital Excellence
- **E4D** Evaluation for Development
- **FSS** Financial Services Strategy, including Applied Behavioural Economics
- **Health** Health Advisory
- **HD** Human Development
- **SVI** Shared Value and Impact



GEOGRAPHIES

Genesis Analytics has broadened its global reach with a presence in the following 10 locations and a total headcount of 173. With this increased presence, global mobility is becoming more of a priority and will receive a large focus in the coming year.

129 STAFF IN SOUTH AFRICA

38 in **Health**
27 in **GS**
14 in **E4D**
14 in **FSS**
13 in **CRE**
8 in **SVI**
7 in **CODE**
7 in **HD**
4 in **ABE**
1 in **CF**

1 STAFF IN MIDDLE EAST

1 in **HD**

15 STAFF IN THE UK

6 in **HD**
2 in **CF**
2 in **FSS**
1 in **CODE**
1 in **E4D**
1 in **GS**
1 in **Health**

5 STAFF IN NIGERIA

2 in **FSS**
2 in **Health**
1 in **CODE**

16 STAFF IN KENYA

6 in **FSS**
5 in **E4D**
3 in **GS**
1 in **CF**
1 in **HD**

3 STAFF IN CÔTE D'IVOIRE

3 in **FSS**

1 STAFF IN CANADA

1 in **E4D**

1 STAFF IN ZIMBABWE

1 in **FSS**

1 STAFF IN INDIA

1 in **HD**

1 STAFF IN ETHIOPIA

1 in **FSS**

LEVEL	RSA	UK	Kenya	Nigeria	Côte D'Ivoire	India	Middle East	Zimbabwe	Canada	Ethiopia
Partner	9	2				1			1	
Principal	11	2	2		1					
Manager	15	3	1	1						
Senior Associate	8	2	4							
Associate	19	2	3	2	1					1
Analyst	14	3	3	2	1		1	1		
Other/Support	43	1	3							
Interns	10									
Total	129	15	16	5	3	1	1	1	1	1



PROMOTIONS

In the last two years we have had the following promotions in terms of long-term career progression:

5

Analysts have progressed to the level of **Senior Associate**

2

Analysts have progressed to the level of **Manager**

4

Analysts have progressed to the level of **Principal**



CURRENT GLOBAL DEMOGRAPHICS



In 2021, one of our first Genesis Educational Foundation bursary winners, Mishkah Jakoet, was appointed a partner and recently celebrated 11 years at Genesis.

Genesis also has gained three new partners in this period: Mark Schoeman (CODE), Marcela Tarazona (CF) and Ian MacAuslan (HD)





VALUE PROPOSITION IN CHANGING TIMES

Transition to virtual working and now to a hybrid model

Early in March 2020 the World Health Organisation declared the outbreak of COVID-19 a global pandemic. Offices in all geographies were closed and in the space of a week, everyone transitioned to the virtual world of work. IT systems were ramped up and sufficient data provided to all employees to facilitate the new normal of working from home.

As the number of COVID cases started to decline, offices in all locations started to open up. Genesis has moved to a hybrid model of work that facilitates some days of the week working in the office and some days of the week working from home. The adoption of a hybrid model ensures not only that vital face-to-face interaction is resumed but that we also continue to meet the needs of all of our employees, some who prefer working in the office and some who prefer the productivity of working from home.



Meetings
moved to



Being dispersed across 10 locations, we continue to hold important meetings, such as staff meetings virtually, to allow participation from across the globe. This speaks directly to the ongoing work being done on belonging and inclusion.

Mental wellbeing

The past two years, while certainly unique, have placed additional pressure on all our employees, many who have experienced personal trauma. A focus on mental wellbeing remains a pivotal area for Genesis, with ongoing interventions and campaigns, such as mindfulness workshops.

Genesis launched Employee Assistance Programmes in the three main entities with South Africa having access to the AskNelson platform via Kaelo, Kenya using ICAS and the London office serviced by Bupa. Our employees in other locations have access to a counselling psychologist that Genesis has engaged for this purpose. All these services work under the strictest confidentiality protocols to enable employees to seek advice and assistance on an anonymous basis.



OTHER INITIATIVES

HRIS

We have implemented a comprehensive HR and payroll information management system. This has allowed us to better track analytics from an HR perspective as well as automate our performance management system, which was launched in February 2022.

sage 300 People

Payment Options

With the expansion of Genesis into additional locations we implemented a payment platform for our remote employees called RemotePass. This allows us to facilitate efficient monthly salary payments.



In addition we needed to benchmark additional country market salaries and have employed the services of Willis Towers Watson, who run a number of salary and benchmarking surveys in the locations in which we now have employees. All in all we benchmarked six countries at the beginning of 2022.

Pay equity

Eighteen months ago, Genesis created a pay equity committee, which meets at a minimum twice a year, soon after the determination of increases and promotions. The purpose of this committee is to ensure pay equality across the company, and to highlight any particular anomalies that may need to be addressed.

Revamp of the Induction Process

In the last year we have focused on revamping our induction process to ensure a smoother and more efficient joining of new staff members, regardless of where they are based.

Induction has been split into various categories. This allows us to ensure that new members get immediate information they require on starting their employment as well as to coordinate additional information on various company initiatives at a later date, once they are familiar with their role and practice area.

Learning and Development

Genesis continues to ensure that training remains a priority in the development of skills for our employees.

During the last two financial years an amount of

R13 million

was spent on various training interventions including:

- Leadership development and external coaching
- Performance management and how to give effective feedback
- Communications training related to client conversations and courageous conversations
- Mentor and mentee training

Nine employees are currently being assisted to complete their part-time qualifications either through financial assistance, study leave or reduced work weeks.

Genesis also sponsors the further education of three deaf learners who are completing IT qualifications.

We have also recently relaunched our mentorship programme with additional training provided for both mentees and mentors.



RECRUITMENT



YOUNG PROFESSIONALS' PATHWAY

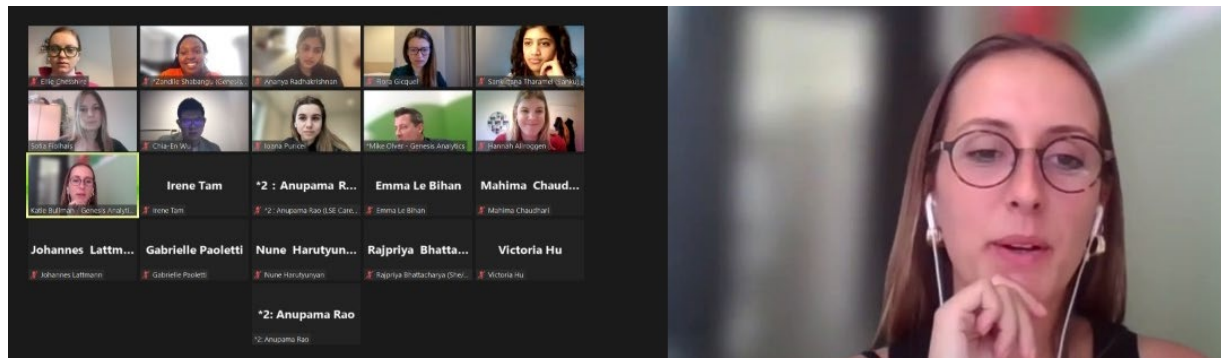
The move from Graduate Recruitment to Young Professionals Pathway

As we roll out the Jinja strategy, Genesis is broadening its African and international footprint, adding practices and service lines. Our need for entry-level consulting staff is growing in tandem by increasing the number of high-quality candidates, diversifying our technical skill sets, and increasing our global positioning and African footprint and representation.

The landscape for young talent recruitment has also changed significantly. Recruitment markets have become incredibly competitive and skilled candidates have a number of opportunities to compare and consider.

In an effort to improve our offering, Genesis recently introduced, and continues to work on, the Young Professionals Pathway (YPP). The aim of the YPP is to rethink the pathway starting from recruitment through onboarding, induction and the first two years at Genesis.

Our goal is to make Genesis a nursery for young talent, as well as to develop them into exceptional professional consultants who progress at Genesis.



Different recruitment processes

The project-based nature of the Genesis work environment requires us to be flexible in our recruitment of young talent. In the same vein, our need for exceptional talent makes it necessary to practise robust and effective recruitment processes suitable to each role/level.

At Genesis, we have improved our founding mass recruitment process, and also introduced recruitment processes that are suitable for internship hires, as well as out of cycle hires (ad hoc hires outside of the mass recruitment process). By employing the right recruitment process for each respective role, we increase the chances of successful recruitment and technical support, as well as the continuous professional development of each person that joins the firm.

We have recruitment processes and programmes dedicated to hiring from tertiary institutions in South Africa and Africa as well as internationally. The international institutions are predominantly in the UK to feed our London office. In addition we recruit a number of interns, not only to provide them with an initial work experience but to develop their skills in the hope that they will grow into analysts. Given the ongoing need for talent, we also run individual campaigns for additional young talent on a regular basis (out of cycle).

Growth in terms of development (offices, remote workers in different regions)

Our global African firm philosophy has inspired diversity in our recruitment efforts. In line with this, we have welcomed young talent from more African countries, among them Tanzania, Uganda, Côte d'Ivoire, Nigeria and Zimbabwe, and we continue to increase our representation across the African continent.

Genesis has also expanded its presence beyond Africa, welcoming colleagues from India, Israel and the Middle East.

NEW JUNIOR STARTERS FROM MARCH 2020 TO FEBRUARY 2022

Analysts/Perm Hires	Interns	Interns that converted to perm	FTCs
20	23	7	5



WHAT WE ARE DOING DIFFERENTLY

Network Recruitment

Discovering talent requires proactive recruitment strategies. Passively waiting for skilled candidates to apply for a job posting is a thing of the past. Instead, sharing blurbs about the work done by the organisation is an engaging way of converting a passive candidate to a prospective employee. In this way candidates are engaged by more than just a job posting.

Making and maintaining connections within and across our various networks increases the chances of finding the best-suited talent for the complex work done at Genesis. In addition, consistently practising the niche skill of actively targeting suitable candidates, even within our tertiary institution drives, is what sets our recruitment efforts apart – thus facilitating effective and efficient recruitment processes.



Marketing videos

One of the ways the recruitment team has kept candidates engaged and excited about prospective opportunities within the firm and various practice areas, is by sending them different marketing tools designed by the practice areas to explain the type of work that they do and some of the projects they work on, as well as the team culture. This takes the form of not only directing them to project work on the website, providing access to practice brochures, but also using videos created by current employees, who share their work experiences.

Successful candidate referrals

At Genesis, we believe that our internal network is a powerful driver for recruitment. We also believe in rewarding our talent scouts for their efforts. Over the last couple of months, three staff members were awarded with incentives for their successful referrals of talent amounting to a total of R45,000 being paid for the referrals.

R 45 000

paid for referrals



SENIOR RECRUITMENT

- Analytics - 2020 & 2021 numbers

	2020	2021
# of Applications	2,322	932
# of Senior Hires	15	17
# of Unique Applicants added to the Database	1,910	803
Percentage of Senior Diversity Hires	64%	76%

- The talent acquisition process was revamped during 2021 to streamline the process and make the process more efficient while maintaining a robust process in terms of good governance and candidate experience and assessment.
- In line with good governance and risk mitigation practices, Genesis now also subscribes to doing global background checks on all new employees and longer-term contractors.
- Boomerangs = a total of five ex-employees who went on to pursue other interests have returned to Genesis.
- Genesis has increasingly made use of a flexible staffing model, involving independent contractors and external affiliate agreements due to the evolving world of work as part of the “new normal” during 2021 and 2022, post pandemic.

In an effort to retain the best talent, Genesis maintains good relations with employees and supports their desires to continue to develop in their careers or studies. Over the last two years we have seen five staff members - two from the Health practice, two from FSS and one from E4D - who were previously employed by Genesis, but subsequently left to pursue other interests, returning to the firm.



LinkedIn analytics = **13% growth** over the past few months.


















OUR BURSARY PROGRAMME

The Genesis Educational Foundation Trust was formed in 2006 and owns 20% of Genesis Analytics. The trust is dedicated to producing high-calibre South African economists and promotes the study and practice of economics by previously disadvantaged South Africans.

The trust provides final-year and postgraduate bursaries to previously disadvantaged students who want to pursue a career in economics. Bursary recipients are then offered employment at Genesis after successful completion of their studies. Since its inception in 2016, the trust has awarded more than R4.9 million worth of bursaries to previously disadvantaged South Africans. Bursaries range from covering one to three years of studies.

BURSARY SPENDING AND THE NUMBER OF PEOPLE SPONSORED PER YEAR HAS BEEN AS FOLLOWS:

Year ending 28 February	Rand value of bursaries	Number of people helped during the year
2006/2007	R 0	-
2008	R 22 800	2 
2009	R 60 971	2 
2010	R 294 253	7 
2011	R 202 432	4 
2012	R 255 523	6 
2013	R 375 855	8 
2014	R 616 246	13 
2015	R 448 198	11 
2016	R 244 406	10 
2017	R 426 609	7 
2018	R 395 110	7 
2019	R 595 769	7 
2020	R 327 806	5 
2021	R 236 299	4 
2022	R 510 069	4 
	R 5 012 346	97



Mishkah Jakoet
2009/10

I received a GEFT bursary to complete a master's at the University of Cape Town.

Without this bursary, I would not have been able to complete postgraduate studies at that time of my life and would almost certainly have shifted from a focus on economics.

Now, having worked at Genesis for almost 12 years, I am so grateful that I was able to keep studying and stay focused on Economics. Through this bursary, and through our work at Genesis, I have been afforded immensely rewarding opportunities to influence key decisions and important initiatives.



GENESIS UNLOCKING VALUE IN SOCIETY

Genesis in society or G:Soc is Genesis' corporate social investment arm (CSI).

We leverage our skills and capabilities to go beyond traditional CSI to unlock value in our community. One of the ways in which we do this is through using our consulting skills through the provision of pro-bono consulting services to organisations that need it most.

All staff members are free to propose ideas or specific projects, while the criteria and procedures governing this initiative are managed by an internal Genesis in Society committee that meets regularly to adjudicate proposals, review and report on progress.

Some of our recent projects include:



Funda Wandé
Reading for Meaning

Genesis partnered with Funda Wandé to identify pathways to scale for promising early learning interventions in South Africa. Funda Wandé is an education NGO and social innovator, implementing a range of teacher support and training interventions in African languages, alongside government partners and across low-resource schools in multiple provinces. Genesis delivered a policy landscape mapping of the decision-making infrastructure that has to be navigated for promising interventions to eventually be adopted, funded and successfully implemented at scale. This has informed Funda Wandé's own strategic decision-making and provided a template for other social innovators in the same position.



Genesis partnered with CodeNgwana to support its growth objectives over the next three years. CodeNgwana is an NGO initiative that is aimed at helping children go digital through teaching coding and computational thinking concepts. Genesis was able to deliver: (i) a clear view of the organisation's funding requirements for expansion, with an editable model that can be adapted as CodeNgwana continues to evolve; and (ii) a set of key messages to convince funders of the value of supporting this approach to coding pedagogy for foundation-phase students.



molo mhlaba

Genesis conducted a programmatic assessment with clear recommendations for Molo Mhlaba, a low-fee private school that offers STEAM education in early childhood development all through primary school to young girls. Genesis also established a theory of change (TOC) as well as an impact framework (with relevant indicators) for the school. The work completed is intended to establish a baseline for the school to work from, as well as to help them procure more funding through an articulation of their progress so far.





CHARITIES WE SUPPORT

We also supported a number of organisations with charitable giving initiatives such as:

Hannah's House / St Jane de Chantal Home

Genesis currently pays the annual rent for Hannah's House, an orphanage that supports 120 children. Genesis also runs an annual Christmas donation of food and clothing.



Oliver's Village Early Childhood Development Centre is another organisation located in Putfontein, Ekurhuleni, which focuses on education and nutrition through their Early Childhood Development programme and soup kitchen. In 2021, Genesis ran a campaign for staff members to donate funds to the Oliver's Village preschool feeding programme. The money raised by Genesis staff members was matched by the firm, generating a meaningful contribution to the feeding programme. The donations generated from this initiative fed 14 children three meals for that month.



periods for hope

In 2021, Genesis ran a fundraiser at the firm for Periods for Hope, an organisation that aims to combat period poverty. It does this through (i) Providing reusable sanitary pads to women and girls in impoverished communities; (ii) Educating male and female scholars about reproductive and menstrual health, with a primary focus on the link between these topics and gender-based violence; (iii) Reducing the stigma around menstruation and empowering women and girls by promoting their sense of self-worth. Genesis then matched the money raised at the firm. This money was then used to sponsor sanitary towel kits, which were donated to Realogile High School.





GENESIS ART

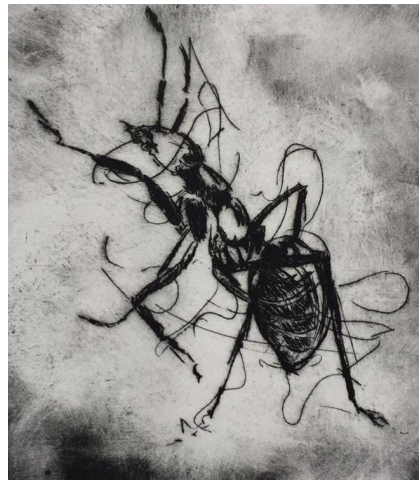
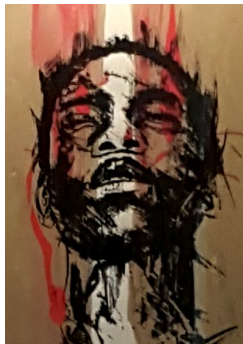
Genesis has been supporting local artists for more than a decade.

In the renovations of the head office we bought a set of six prints of insects by local artist Marianna Keyser. A chandelier made of recycled air filters from trucks. It was commissioned from Truk for the new reception area.

Genesis also supports emerging local artists through the Johannesburg Art Bank (JAB).

Initially the firm leased art pieces from the JAB, whose main purpose is to create employment for artists, develop the skills of emerging artists and raise awareness about South African art.

Genesis subsequently bought a number of pieces and continues to support local contemporary artists, from painters to crafters and sculptors.





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**FOR MORE INFORMATION
about our firm and our work**

