

Ways of Working:

Our Sustainability Challenge

Realigning the way we work to go Beyond the Lines



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Beyond
the
lines
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Our Starting Point

The pre-pandemic assumption at most companies was that office space would increase as staffing numbers rise. The pandemic challenged this assumption.

For Genius, we saw noticeable increases in staffing from 2020 – 2022, yet a global seismic decrease in the occupancy and utilisation rates in our offices during that same period. During the pandemic, Genius was able to thrive, increase our revenues and expand our business, without fully utilising our office spaces. We found ways to maintain or improve on productivity, engagement and collaboration without full utilisation of our office space.

With that realisation, we set out to reassess our approach to office space consumption. We set the goal of reducing our footprint and reorganising our approach to office use in a way that allows us to stop wasting space, energy and cost by leasing more space than we need.

This document explains what we did to get there.





Our Data-Driven Approach To Using Our Office Space Efficiently And Reducing Waste

Genius recently introduced a new approach to how we engage with our physical office space. This new approach, called Ways of Working, emphasises the importance of meaningful office use, which we hope will allow us to consume only as much office space as needed.

Updating our Ways of Working was a data-driven exercise. The Ways of Working Handbook and this Sustainability Report were designed after studying and comparing three datasets:

01 Our office consumption: what is the energy and carbon expenditure created by our existing office leases?

To collect this information, we reviewed our annual consumption data and estimated our average energy and carbon output by square meter of leased space. **Refer to page 4.**

02 Our office utilisation: how much of our office space are we using, when are we using it and how?

To collect this data, the Company implemented office utilisation software across eight offices. This identified how frequently we used each office and how we used it. **Refer to page 5.**

03 Our working patterns: what is our collective desire to return to full office use in the future?

To collect this data, we surveyed all employees on their preferences for returning to work and future office use. **Refer to page 6.**



Our Office Consumption

We consume energy in all of our offices simply by providing access to the space. During core office hours, many, if not all our offices, operate some level of electricity use from heating, cooling, maintaining appliances, lighting, Wi-Fi and other amenities. This consumption occurs whether or not we actually use the space. Therefore, for every square metre that we lease, it will consume at least a minimal amount of energy at all times, whether occupied or not.

Anything consumed and unused is wasted. Our new Ways of Working Handbook intends to organise how and when we use our offices to ensure that the space that we as a company consume is actually utilised throughout the week.

Did you know?

In 2021, the total energy consumption in our offices for the year was 1.15 million kWh. This would mean Genius would have to plant at least 168 football pitches of forest land in order to offset our office space emissions.

When consumption = utilisation,
we avoid waste.

When consumption > utilisation,
we create waste.

Our Office Utilisation

Prior to our new Ways of Working, our office utilisation rate ranged from 24-57%, on any given day during the first six-months of 2022. The average Genius staff member worked in their local office 1-2 days per week.

With usage rates at this level, we were creating waste in two key ways by:

- 01 Leasing more space than we occupied, even on our busiest days in the office; and
- 02 Making uncoordinated decisions on when each person, or teams, would come into the office, resulting in using as much as 5x more office space on Thursdays than Fridays.

By simply organising our office space and setting use schedules for each team, we can ensure that the office is utilised at approximately the same rate each day. Furthermore, we can reduce our office space to match our actual needs today and in the future.





Our Working Patterns

The next step to creating our new Ways of Working was to identify our future office space needs. We surveyed our entire global workforce to determine how frequently they expected to use their local offices in the future and the type of work that was more suited for office work versus remote work.

With 74% of our team responding, the findings were clear:

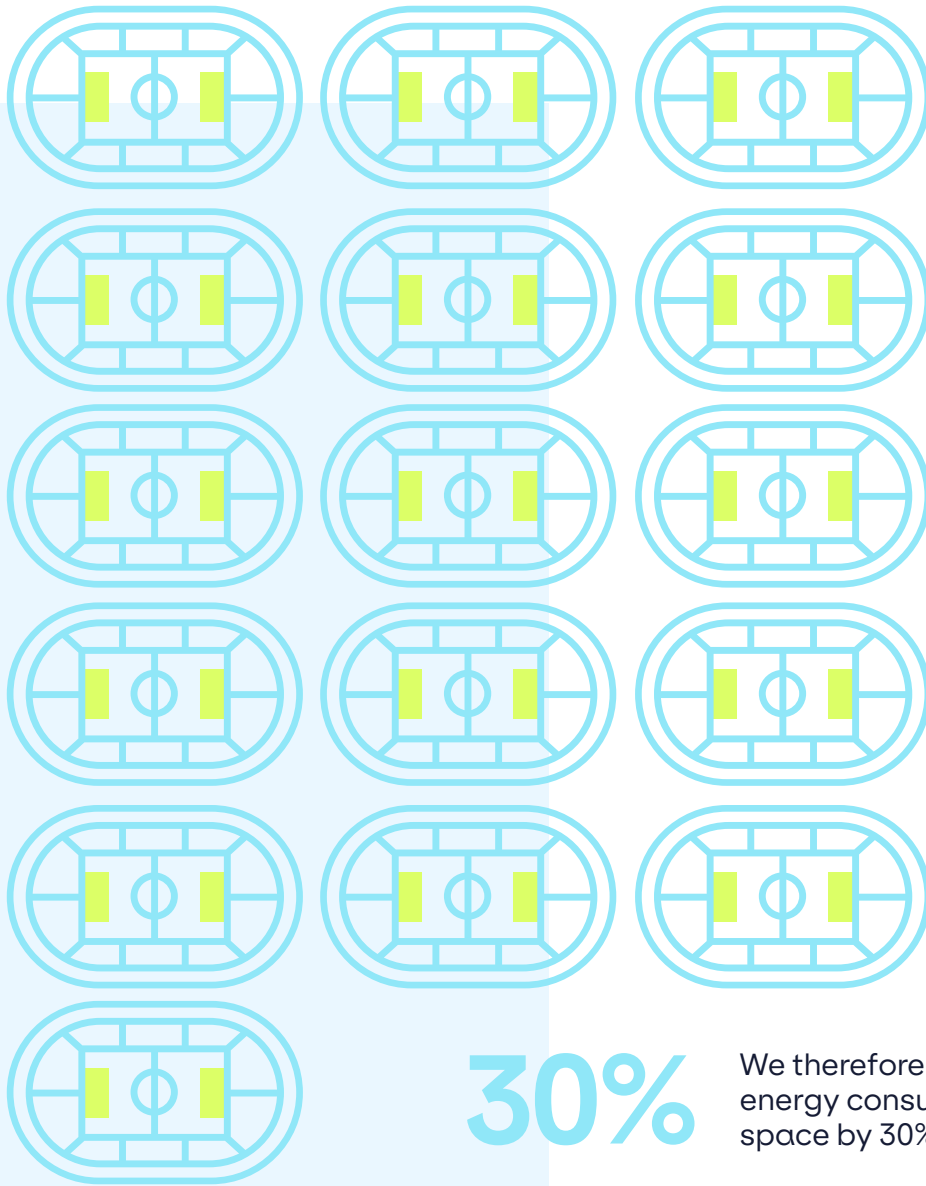
17%

of our team globally would prefer to work in the office full-time.

75%

of our team said that returning to a full-time office basis would have a negative impact.

Taking these findings, and the views of each department leader, we set out our new Ways of Working which emphasises a coordinated hybrid working model, whereby a small number of teams will remain office-based, and others will be office based for specified weeks of the month or for pre-scheduled team meetings. Office use will be purpose-driven, with 60% of our workforce moving to hybrid working globally. An additional 15% will primarily be office based.



30%

We therefore aim to reduce our energy consumption from office space by 30% by August 2023.

That's the equivalent of **powering almost 16 football stadiums** during a 90-minute match.

Our Ways of Working Guide is a big leap forward in achieving our goals.

To take this leap further, we have created a **Genius Sustainability When Working From Home Guide** sets out tips for you to reduce your energy and waste, as well as providing advice on key changes you can make to your every-day lifestyle that will make a difference.