

CULTURE

BOOK 2014

We just want to make the world
a happier place to work.



REWARDGATEWAY
THE EMPLOYEE ENGAGEMENT PEOPLE

MY NAME IS

AND I AM

Stick me

Stick me

Use some of our stickers to personalise your book,
create your identity

CULTURE

BOOK 2014

At Reward Gateway we make beautiful products for HR managers that allow them to better connect their organisations to their employees. The technology we build and the service we deliver is the creative output of nearly 200 passionate, enthusiastic and dedicated people based across 6 offices in 5 countries.

Our culture, values and standards demonstrate that employee engagement is at the heart of our business. It's a key USP, our own strategic advantage.

This culture book - provided to all RG People on recruitment and shared with our clients and friends - sets out openly our vision, values and standards. It's probably the most valuable document that we produce.

Glenn Elliott

Founder & CEO

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LOVE YOUR JOB

BE HUMAN

DELIGHT YOUR CUSTOMERS

WORK HARD

OWN IT

PUSH THE BOUNDARIES

SPEAK UP

THINK GLOBAL

What we believe in

We believe that happy, engaged employees build stronger, more resilient organisations. There are three ways that they do this.

- ★ They make better decisions, because they care more.
- ★ They are more productive, they do more because they are interested in what they are doing and they are happy at work.
- ★ They innovate more, they look harder for solutions to problems and they build better products because they want their organisation to succeed.



The #OscarSelfie

RG People in Plovdiv, Bulgaria doing the Oscar selfie after it hit social media in 2014. From top left: Galin, Stas, Valentina, Dalev, Diyana, Temenuzhka, Dobs and Kerim.

Our “Values 2.0” project

In early summer 2013 we decided that after 5 years of good service our company values of *Innovate, Work Smart, Be Bold and Deliver* were due for a review. Whilst most people could reel them off (a few couldn't!) a lot of people felt that they left something out - something “human” - the care factor, our customer, there was just something that wasn't complete.

We wanted to grow a sense of ownership, accountability and responsibility - something Glenn has always fostered since creating the first employee share scheme - making everyone feel that the company belonged to them.

What we didn't want was to mandate the new values - we wanted to develop them from within the organisation.

As Group People Director I decided to totally let go and let our wonderful people develop our new values.

We asked for volunteers from each department and each country. Then Sarah Millward, Head of HR, and I chose from them a really varied set of people - with unique personalities and perspectives. What was the same about everyone that volunteered was that they were all passionate about Reward Gateway and wanted to make a difference.

The results speak for themselves, we're incredibly proud of what they achieved.

Tracy Mellor

Group People Director
Sydney, Australia.

The Culture Team

All 200 RG People are responsible for our culture. They deliver it every day, nurture it and develop it. But we knew we needed an anchor, a group of people who we could ask to coordinate, listen, counsel and share.

The group contains someone from almost every department and country in our business.

You can meet the team over on the right. They are (from top left) : **Charlie, Lauren, Ren, Sarah, Nick, Becky, Dobs, Matt, Tracy and Megan.**

The Culture Team can be reached at culture@rewardgateway.com

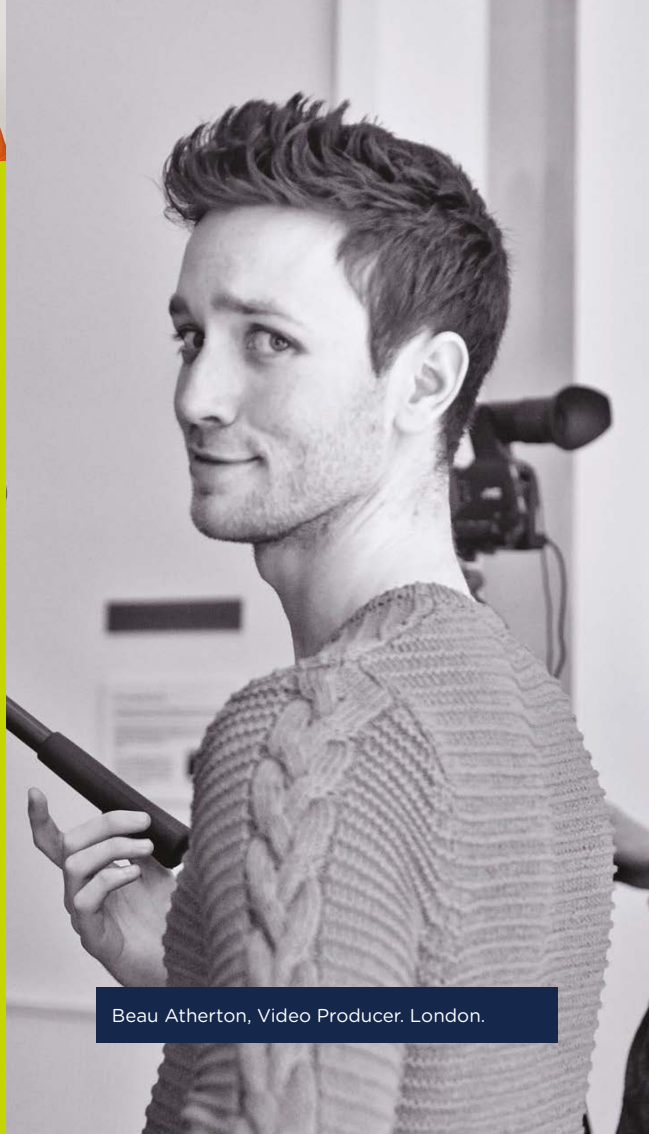




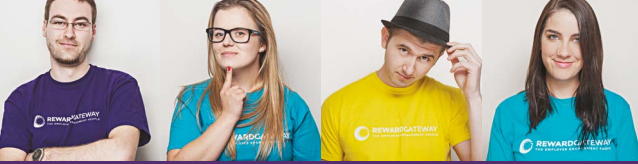
LOVE YOUR JOB

RG People are passionate, committed and they inspire colleagues and clients every day. They love what they do.

Their career and their work life are incredibly important to them and they take it seriously.



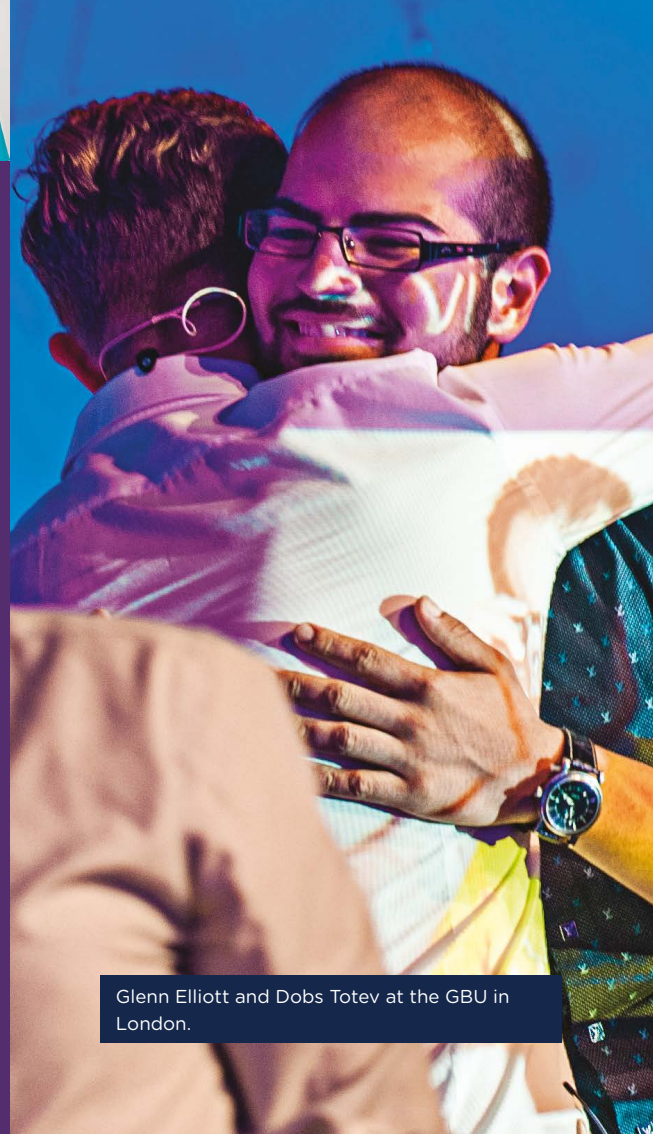
Beau Atherton, Video Producer. London.



BE HUMAN

RG People understand that every colleague, client, partner and supplier is another human being with their own hopes, fears, likes and dislikes. They understand that everyone has a career and personal life to juggle.

They empathise and understand what each person needs to be happy and successful. They connect on a deeply human level, building resilient, balanced, long term relationships.



Glenn Elliott and Dobs Totev at the GBU in London.



WORK HARD

RG people work hard because they love what they do and get a real buzz from delivering to high standards. They live on the edge of their comfort zone, working with a strong sense of urgency and purpose.

They are busy and under pressure, but they are rarely stressed because they're in control and they have chosen a fast paced ride. They thrive on challenge.



Georgi Sokolov, Head of Development, at his desk in Plovdiv.



OWN IT

RG People stand up and take ownership of things. When a volunteer is needed they all step forward.

They have levels of responsibility far in excess of others. They operate in a company with few rules and minimal processes, this requires constant use and refinement of their own good judgement.



Patch Thompson, Product Manager, on stage at the GBU in London.



PUSH THE BOUNDARIES

RG People want tomorrow to be better than today. They want to build a better future through everything they do. They question everything, challenge norms, raise bars and restlessly innovate.

They see opportunities years ahead of others. They understand that survival means that the only constant is change. RG People set the agenda. They lead our industry.



The Reward Gateway stand at Employee Benefits Live in September 2013. Not your average exhibition stand - with a graffiti wall, drinks and a party it was the busiest stand in the exhibition for the two whole days.



DELIGHT YOUR CUSTOMERS

RG People don't want happy, they want delighted. Everything they do is to make customers love them and love us.

They want our customers to recommend us without hesitation and to take us from company to company in complete confidence. RG People make the remarkable seem straightforward. They allow clients to expect exceptional and get it.



Mercedes Llewellyn, Engagement Manager running an employee roadshow for her client, ATOS, in London.



THINK GLOBAL

RG People understand they are part of something bigger, that our strength comes from being united. They understand that our success demands more than individual excellence in personal roles.

It requires working together across departmental, geographical and cultural boundaries, to achieve something greater than what they can achieve alone.



RG People in Australia, just hanging out on the deck in Sydney.



SPEAK UP

RG People are sharp, insightful and speak their mind. They discuss, debate, share views, listen, and develop their position. They are confident but never bullish.

Their passion for the best outcome means that they don't always agree but they respect diversity, differences and decisions made after debate. They give feedback freely and take feedback gracefully.



Engagement Consultant Ollie Munday, presenting at the GBU in London.

Our rocks

All great societies have their institutions and Reward Gateway is no exception. Over the years we have started so many things - we are great creators and initiators.

Some things fall flat on launch, some things sparkle and fizzle out - that's the nature of creativity. But some projects really take on a life of their own and get a grip in the organisation that is bigger than we ever imagined.

It's no surprise that communications is a common thread through our rocks. Honesty & transparency is absolutely core to us. Our founding Operations Director, Helen Craik, taught us:

“Be as honest with your people as you can, as early as you can. They'll reward you for it with their understanding and loyalty. It's the lies and the cover-ups that get you unstuck.”

Of all our institutions, Global Briefing stands out as, at the time, the most ambitious and the least expected to shine in the way it did.

We'd had a weekly all-staff meeting every Monday. In February 2012 we realised it had to stop. We just couldn't all fit into a single room any more. So Glenn unexpectedly announced:

“This is the last ever team meeting - in a month we're going to launch a fortnightly TV programme.”

With no equipment, no training and no prior experience a team of RG volunteers made it happen. Early episodes were hideously bad but everyone loved the intention and the effort. And over 2 years and 50 episodes later, GB broadcasts fortnightly from its own custom built studio in the heart of our HQ to 7 offices worldwide. We wouldn't be without it.

Employee Share Ownership

With global revenues now over \$300 million, it's humbling to remember that just 7 years ago Reward Gateway was founded with no external investment or finance. With nothing more than a few thousand dollars of shareholder money and a set of credit cards, we had to be creative in our approach to getting the best talent.

Early on, we allocated 5% of the company to an employee share plan with the idea that every single employee would think about their personal ownership of the company every time they picked up the phone to a client. That paid off in December 2010 when Inflexion Private Equity bought a majority stake in the business triggering a payout of just over £1 million to the 80-odd UK based people we had on staff at the time.

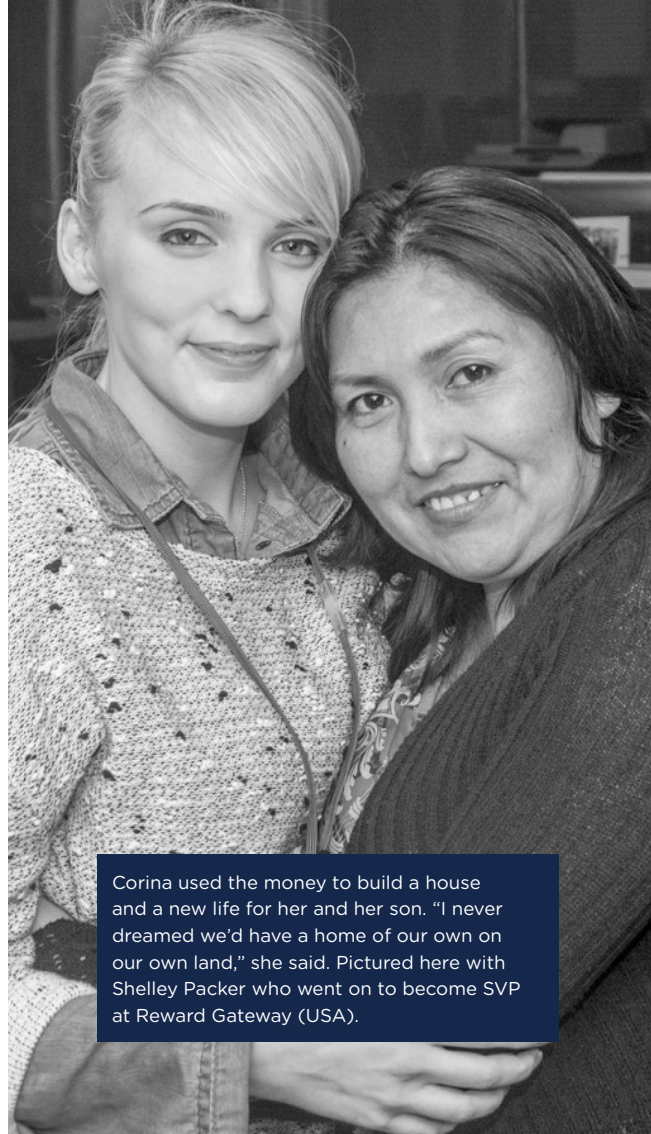


Corina our cleaner came away with £8,000 - enough to buy a plot of land in her native Bolivia. Here she is with Tom Lavery, SVP Enterprise Sales at Reward Gateway (USA).

We immediately created another employee share programme and again every member of staff is included. Shares are given based on job role, for every year of service and annually through the CEO's discretionary award for outstanding contribution. Against all professional advice and guidance, we talk openly about our business results and give indicative "best guess" share valuations regularly at the GBU so our staff know where they stand - at least as much as we do.

When the natural cycle of private equity sees us change our investor in 2015 our 200 staff around the world will share between them around £5million. Which they well deserve.

Employee share ownership, despite its slightly onerous paperwork, is an absolute foundation at Reward Gateway. It connects everyone to our results, keeps the business honest and true, and just like we hoped - reminds everyone when they pick up the phone that this is their business.



Corina used the money to build a house and a new life for her and her son. "I never dreamed we'd have a home of our own on our own land," she said. Pictured here with Shelley Packer who went on to become SVP at Reward Gateway (USA).

The RG Intranet

The RG Intranet is the absolute centre of information at Reward Gateway. It runs on Google Sites and every single person in the company can edit or update any page. Instead of having restrictive permissions, Google Sites just keeps track of every change so you can easily undo. It's a level of freedom and trust that sits well with us.

The Intranet launched back in 2009 and has hundreds of pages of information updated several times each day. Whether you are new to RG or have been here for years it's the key information and reference resource.

For RG People, the Intranet is accessible from anywhere - home, work or on mobile or tablet, all through your RG login at rg.co/intranet





The #IceBucketChallenge

In September 2014 our CEO Glenn did the Ice Bucket Challenge in our very own Ice Bucket Carnival. We raised over £5000 for charity. Check it out at rg.co/iceglenn

RG University

The RG University powers HR Heroes - both inside and outside of Reward Gateway. It began as the internal learning, assessment and accreditation centre for RG People around the world. But wherever we can, we make our courses available for free to anyone who wants to learn. It's part of our sharing culture and giving back to our industry.

At RG we understand that personal development always remains the responsibility of the individual. The RG University will never be complete, it will always be building. All RG People have open access to it and they also have access to amazing resources that are openly available on the web.

So we remind everyone, if it's not available on RG University, don't wait - go out and find it for yourself elsewhere. And when you find the answer, share it with others.



RG UNIVERSITY

Power to HR Heroes



Book Club

The RG Uni Book Club puts any business book in the hands of our people freely. Any RG person can send any book to any client or HR contact at will and we have libraries of books and packaging ready to use at each of our offices.

RG People share their knowledge widely - check out their book reviews at rg.co/bookreviews



Jess, Cat & Molly in London



#RGFun Day in London



Anton, Dobs & Hristo in Plovdiv



Jess, Molly & Charlie in London



Seb in London



Catherine in London



Kate, Jer, Dobs & Alex in London



Amy in London



Rob & Alex in London



Galim, Angel & Hristo in Plovdiv



Gigi & Jenni in Plovdiv



Maria & Vanya in Plovdiv

#RGFun

We work really hard but we have a lot of fun along the way. Search #rgfun on Instagram or Twitter to see for yourself.



Nick & Friends in New York



Charlie & Star in London

Global Briefing (GB)

Global Briefing is our in-house, fortnightly TV programme. Recorded in London on a Friday and watched in teams around the world on Monday at 9am, GB brings the whole company together and keeps everyone up to date on what's going on.

GB is a cornerstone of our open & honest employee communications strategy.

GB is normally an internal production for RG People but we've put selected episodes, including a very special 50th anniversary show and some great bloopers where it all went wrong, on our YouTube site at rg.co/globalbriefing



Jess Telford, Engagement Manager and GB Anchor on the Global Briefing set in our studio in London.

The GBU

The Global Business Update, or GBU, is our quarterly “all-hands” staff conference.

Every 3 months we get the whole company together for an afternoon to review how we’re doing and see what the plan looks like going forward.

It’s an action packed afternoon hosted from London, UK and broadcasts live to our offices in New York, USA, Plovdiv and Skopje. Our colleagues over in Sydney have their own GBU a week later because no matter what we do we just can’t flip the time zone to make live work for them!

GBU’s are great fun and high energy and of course there’s a party and drinks afterwards - in all countries.



The GBU has its own Tumblr over at rg.co/gbu which has pictures and video clips giving you a flavour of just what it's like.



The GBU posts on Instagram under **#rggbu**. At this one in July 2014 when we revealed the end of year results we made quite a mess with confetti cannons.

This picture was taken during the July 2014 GBU where we revealed our end of year results via a special video. The music was so loud that seconds after this picture was taken the power failed and we were plunged into darkness. CEO Glenn Elliott got on the stage to rescue Vix & Ollie who were presenting and had to ad-lib for 15 minutes in the dark.

To see the video that caused the power failure check out rg.co/2014results



And we'll leave the final word to our people.

You can find dozens of personal reviews of what it's like to work at Reward Gateway if you just visit rg.co/backstage



Alex Bailey

*Inbound Content Manager,
New York*

"I've learnt a LOT in a short space of time, grown my career, and developed radical new skills in a company that never stands still."



Beau Atherton

*Video Producer,
London*

"I love it here because I get to practice, practice, practice and have some incredible fun along the way!"



Catrin Lewis

*Knowledgebase Manager,
Plovdiv*

"We teach and inspire each other so much that work is no longer a chore but an opening to make great things happen."



Dobs Totev

*Junior Designer,
Plovdiv*

"Working for RG feels like you are working for your own business – feeling the need to make it better and better, generating new ideas and making them happen."



Hannah Boyle

*Account Manager,
Sydney*

"I feel like I'm helping people to be happier in their workplace, it's a nice feeling."



Jon Fulluck

*Employee Engagement
Consultant, Sydney*

“You have to work very hard in a fast growing business, but none of that hard work goes unnoticed.”



Matthew O'Meara

*Management Accountant,
London*

“Despite all the changes, the company has maintained its relationship with the employees and continues to be an amazing place to work.”



Niya Koeva

*Client Support Specialist,
Plovdiv*

“Everyone, and I mean everyone, is super nice. I swear, I've never met a nicer bunch in my entire life! And most importantly, everyone is willing to help you.”



Ren Patel

*Employee Engagement
Consultant, London*

“I've been here over 4 years and I still get the same buzz walking into the office as I did on my very first day.”



Sarah Millward

*Head of HR,
London*

“It's always been the kind of company where everyone chips in; one of my favourite things about RG.”



Sevi Rahimova

*Head of Design & Brand,
London*

“Working at RG is as close as it gets to reliving your time at school. You always learn something new and exciting.”



Shelley Packer

SVP RG (USA) & Head of Communications, New York

“Reward Gateway has bought balance back into my life, which isn’t just good for me personally, it’s made me much more effective at my job.”



Tim Halsey

Employee Engagement Consultant, Sydney

“I’ve been at RG 14 months now and it was a big culture shock for me when I first started - on my first day we went go karting!”



Tracy Mellor

Global People Director & MD, Australia, Sydney

“We keep looking about for the next great thing we should be doing and whilst we’re doing that we find another!”



To make sure we get fully balanced feedback from RG People we encourage everyone to contribute honest and anonymous reviews at [Glassdoor.com](https://www.glassdoor.com)

We can’t see who has and hasn’t posted but management and the board read every review carefully.

Have a look yourself at [rg.co/glassdoor](https://www.glassdoor.com)

The RG Culture Book 2014 Edition

Designed by Dobs Totev
Written by The Culture Team, Ali Chambers
and Glenn Elliott.

For additional copies of this book visit
rg.co/culturebook



REWARDGATEWAY

THE EMPLOYEE ENGAGEMENT PEOPLE

human.rewardgateway.com