



Boston Work Mode Guide

2021 Version 1.0 USA

Introduction

Welcome

Reward Gateway USA launched in early 2012 and our first US office was at 8E 41st Street, New York, NY. This office closed in early 2016 when we made a move to Boston.

After a short period in a coworking space, while we grew our Boston team and built them a space that truly encapsulated our energy, culture and momentum, we made ourselves a new RG home at 141 Tremont Street. It's right across the street from the largest green space in Downtown Boston, which also happens to be the first public park in the U.S.! Our people love this spot as it's great for walking meetings and focusing on wellness.

The office is a place where we connect with each other, showcase our culture, enable success and host our clients. One of our favorite benefits of our office space is the way it really nurtures and strengthens our friendships with colleagues.

You'll find employees here from our Sales, Service, Marketing and People Team and it's likely the very first person you'll meet is Kaitlin Howes who is our Office Experience Manager.



Her role is to ensure you have everything you need while visiting the office and you can contact her with any accessibility requirements or needs before you join us at kaitlin.howes@rewardgateway.com.

If we're not working in the office, you'll most likely find us working from home. Reward Gateway's [Work From Home Desk Bundle Benefit](#) provides everyone with desk, chair and laptop accessories for their home to ensure that our people are set up for a successful day at work wherever they are.

Getting Workspace right is key to making the world a better place to work.

Workspace correlates highly with engagement. We recognize this through the placement of Workplace on The Engagement Bridge™. We know it is a key driver in connecting organizations with their employees and while it can encourage engagement, any changes to the workplace can impact productivity, wellbeing, and engagement - both positively and negatively.

In 2016, we introduced RG Work Modes - our activity based model of where to work for the task you have at hand. With over 75 different activities powering our mission we found eight common themes that enable these activities to succeed and called these our Work Modes.

These modes were created after team sessions where we researched, listened and spent a lot of time learning about our employee's existing work behaviors and habits. This was followed by the four year development and enhancement of our office spaces which would

support these work modes and enable our employees to thrive.

Then 2020 hit. All of those activities we'd described now needed to happen at home. Our whole company learned how to continue driving our mission forward and enabling these work modes to thrive in a new workspace, our homes.

While some aspects of our work found this new environment challenging and disruptive, other areas thrived and so we find ourselves with a deeper, more rounded understanding of how to truly make RG a better place to work by expanding our workspace to a hybrid of home, office and wherever you find yourself best able to do the work you need to focus on at any time.

What does this guide cover?

- **Flexible, Hybrid Workers**
 - Explaining how and where the majority of Reward Gateway employees work.
- **Remote Workers**
 - What Remote working means and why we have a few remote workers.
- **How will I be managed?**
- **Where should I be working?**
 - Using Work modes to understand where you should be working and why.
- **RG Office Space**
 - How can the office support my work mode and things I need to do?
- **RG Meeting Etiquette and Best Practices**
 - What RG people feel makes a productive and effective meeting.



Where we work

At Reward Gateway, we aim to keep things easy to understand. That's why when it comes to **where we work** we keep it simple and offer two locations as your base office in your offer of employment.

Your role will either be a Hybrid Worker or you will be a Remote Worker.

Hybrid Worker

Remote Worker



Hybrid Workers

Reward Gateway understands the most engaging workspace is the place that best allows you to work in the way you need to for the task you need to get done. This could be an office, a coffee shop, your home or any number of other environments.

This is why the majority of our employees are **Hybrid** workers.

This means our people can work from wherever is most practical to do the work they need to get done. This RG Work Modes Guide helps us understand what's available to us for the mode of work we're doing each day.

Hybrid workers will have a main office assigned to them at the time of employment. This will be the office they are mainly working from for any office hours and all inquiries regarding your workspace experience should be sent to the Experience Manager responsible for that office.

Key ways we support Hybrid working:

- All Hybrid workers are able to benefit from flexible working.
- All Hybrid workers are able to request our Work from Home Desk Bundle regardless of your home/office hours ratio.



Remote Workers

There may be certain roles which we are able to offer a remote contract to an employee. As a collaborative, innovative and high performance business these are very rare positions as we believe the majority of our roles work best where employees have a balance of virtual connection and face to face time with their teams.

Remote roles are contractually decided by the business. Everyone who works remotely is also able to benefit from flexible working. You should spend the majority of your time working remotely or visiting client sites and attending the office for important work events as required i.e team kick off events, boom!Fest, EnEx events

Things to note:

- All Remote workers are able to request our Work from Home Desk Bundle regardless of your home/office hours ratio.
- Remote employees who spend the majority of their time in the office will switch to Hybrid working.



How we work

Reward Gateway offers flexible working to all employees. This means that unless stated in your contract that you must work set hours (shift patterns for example), both Hybrid and Remote are employed on a flexible working basis. As a global business that operates across multiple time zones, flexible working is key to the success of many projects.

We allow flexible working for two key reasons:

- We believe it helps us attract and retain exceptional talent, and allows them to work at their best.
- We value our people and want to support them as much as we can to live their lives outside of work.

Flexible working has lots of meanings, depending on your job and depending on you. We understand we all have a career and personal life to juggle, which at times can be challenging. Flexible working accommodates the different priorities in your life. Some examples are working from home, working different hours, shifts or patterns, and working part-time. Many RG People love it because it means you Own It when it comes to where and how you work so long as it's a way that enables you to do your job well and Delight Your Customer.

Flexible Working works best through open, honest and frequent communication with your manager either through 15Five or your one-to-ones. Share what you need to achieve in your working week and your manager will support you in finding a way to work at your best. We also understand that some people prefer to have a more formal agreement in place and if this is preferable to you then please request this with your manager.

We have one golden rule regarding flexible working...

You should never miss an **important life or important work event**.

We believe that every employee should follow this rule when making decisions about how and where they are working. If you are ever unsure about whether how you are working is right, drop a message to us at #askthepeopleteam on Slack and we'll be happy to help.



How will I be managed?

We believe that open, honest communication is a key component of great teamwork. Removing barriers to communication is really important and this is why we use 15Five to ensure that feedback and communication remains frequent, timely and easy between every employee and their manager.

With 15Five, you're asked each week to complete a quick check in to let your manager know how your week has been, what you're feeling, what you've accomplished and what you're going to be focused on in the week ahead.

It's a great way to keep connected wherever you are and ensures that both you and your manager are kept up to date with your current needs and areas of support that you might want.

We recommend that you block out 15 minutes in your calendar every Friday to make sure you complete your 15Five and keep feedback continuous, open and honest with your manager every week.

Each team will be slightly different, but as an RG employee you can also expect regular one-on-one with your manager which may happen via video call, telephone or face to face depending on your preference and location. It's a good idea to talk with your manager about your communication style and how you feel best supported so you can work together to find your best working patterns together.



RG Work Modes

For the last five years, Reward Gateway has been creating work environments that build culture, showcase Reward Gateway, connect people, enable success and support flexibility. In order to achieve our company goals and objectives, while also meeting the needs of our employees and engagement in our business, we must first understand how our people spend their time.

What are Work Modes?

RG Work Modes describe the key activities that make us productive, collaborative and happy. Our Work Modes support and align with our eight core values, and inform us how our workspace, whether office or home can be used most effectively.

Our Work Modes were developed with our employees who discussed the activities that go into their role, why each activity is important and what environment best supports it. They recognize the unique nature of each of our employees and allow them to embrace however extrovert or introvert they may be feeling at any time in any place.

Our **Work Modes** include:-

- **Retreat**
- **Plugged In**
- **One-to-One**
- **Little**
- **Large**
- **Buzzin'**
- **Briefing**
- **#RGFun**

The time working from home in 2020 was a great opportunity for us to fully understand our Work Modes as they were put to the test in the home environment. Our learnings enabled

us to evolve our Work Modes model ready for Reward Gateways global office reopening on July 5th 2021.

How do Work Modes support you?

- Work Modes inform our ways of working norms and protocols for where to work and when.
- Employees do not have to feel lost or confused about where they should be working as we have mapped each Work Mode to our variety of workspaces designed to support the task they have at hand.
- Employees can tailor their Work Modes to their unique needs and personal preference. Everyone is different and our approach aims to respect and acknowledge that.

Recommended Home Modes

Our recommendations for 'Home' Work Modes mean you can be highly effective in tasks that require you to work in this way without having to be in the office.

You are still welcome to use the office space to work in this way and we have areas designed to enable these Work Modes in the office, but we feel they are most effective when done outside of the office.

Proactive calendar management means you may be able to design your week so that tasks that need this kind of Work Mode can all be aligned to when you work away from the office.

	Recommended Home Modes		
	Retreat	Plugged In	1-to-1
I feel	Recharged	Accomplished	Supported
I can	De-stress, reflect, refocus, decompress, relax, balance, meditate, reset, wellbeing session, read,	Produce, flow, focus, concentrate, accomplish, work on complicated task, LTTV Sessions, virtual volunteering	Hold client demos, meet and strengthen relationships, mentoring, make decisions, address concerns, provide feedback
This supports our value	We are human	We work hard	We speak up
These workspace elements support my success	Quiet and private space, ability to step away being empowered to take time	Headphones, music, no distractions, desk, wifi, charger, monitor, clean desk	WFH Desk Bundle, well lit, privacy encouraged, headphones, video conferencing

If you feel that there are other activities you do when you Retreat, Plug In or have your 1-to-1's then we'd love to know about it. We welcome you to share any other activities you feel these Work Modes support to enable us to continue to enhance and develop our ways of working at RG.

Recommended Office Modes

Working from home for over a year allowed us to assess what the office space truly succeeds at. As a global business with teams operating in different locations some of these work modes will need to be delivered in a digital format and though we managed to adapt to a digital alternative for every Work Mode during that period, there are some modes of work which we feel are best done in the office.

	Recommended Office Modes				
	Meeting Little	Meeting Large	Buzzin'	Briefing	#rgfun
I feel	Connected with my team	Connecting with Clients	Collaborative and Productive	Aligned	Happy
I can	Brainstorm, connect with teams and clients, hold demos, plan, learn, focus, huddle, bond, share, set goals	Align with my team, collaborate, inspire, share, problem solve, learn, communicate, celebrate, boom!Fest	Do lively work, mindmap, create ideas, show I am available, talk on the phone and video calls, shadow and mentor, have impromptu meetings, work side-by-side	Learn, onboard, training, mentoring, network, align, celebrate, interact, inspire, EPIC events	Socialize, play, drink, gather, celebrate, learn, team wellbeing, EPIC events, de-stress
This supports our value	We push the boundaries	We think global	We own it	We delight our customer	We love our job
These workspace elements support my success	Bookable spaces that allow social distancing or video conferencing, privacy encouraged	Bookable large spaces that allow social distancing, seamless connectivity, high energy, bright and airy, transparency	Comfortable noise, movable chairs, teamwork, collaboration with team mates	Seamless connectivity to global teams, large spaces, digital displays, whiteboard, sticky notes, notepads & pens	Games, food, activities, events, dogs, downtime, well, Experience Manager support, non-disruptive space
RG recommends working from	Office	Office	Office	Office	Office

If you feel that there are other activities you do when you have Meetings, Buzzin', Briefing or #RGFun then we'd love to know about it. We welcome you to share any other activities you feel these Work Modes support to enable us to continue to enhance and develop our ways of working at RG.



What Hybrid working means in Employee and Client Support?

Our clients have an expectation that Support teams who handle personal data will be office based. We have learned during the global pandemic that we can introduce some flexibility and where possible we want to keep some of that as we continue supporting our customers in the years ahead. For example, we understand that there may be days when you need to be at home for personal reasons and these requests can be made by speaking with your manager and giving them notice that you will be working from home on that day.

There are also certain days throughout the year that our Support teams work really shines and provides an invaluable service to our clients all across the globe. These include Black Friday, Cyber Monday and there may be other times when we ask all employees to be present.

Delighting our customers 365 days a year, 24 hours a day, also means team members may be asked to work when company events such as boom!Fest or social events are taking place. We rotate who takes part to make it as fair as possible and we're committed to making the events as inclusive as possible for those unable to attend as they are working.



New Joiners and Onboarding

Our induction and onboarding process can be delivered in a remote or hybrid setting. Our experience has taught us that fully remote onboarding is hard for both the new employee, the manager and the team they are joining.

We recommend all inductions to take place in the office and ask Managers to ensure that they are visible, present and in the office to support the effective and engaging onboarding of all new employees. ☕

Where this is not possible, Managers should contact the People Team to ensure we have plenty of time to manage a remote onboarding plan as best as we can.

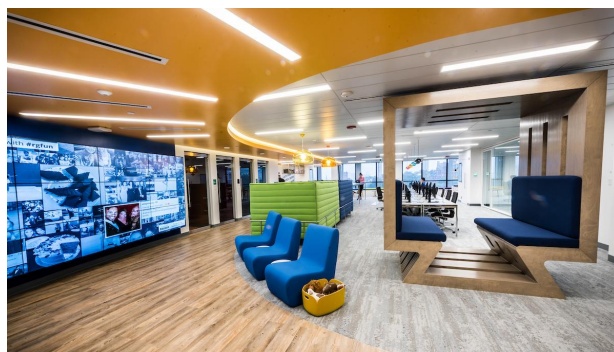


What to expect from the RG Office Space

Returning to the office is going to be different for everyone. For some it will be the very first time you've been and so we want to share with you what you can expect from the office space and why it's been designed in such a way.

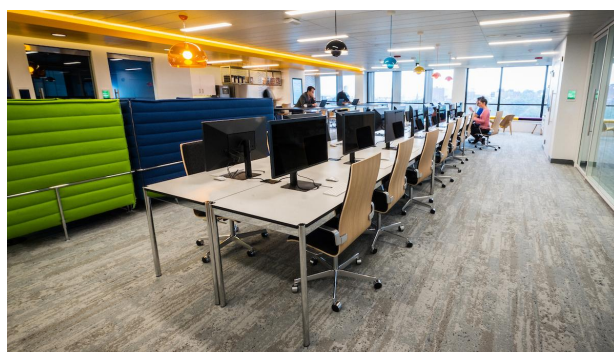
Welcome

The reception area, or front Porch as we like to call it, is the entrance to our RG home. We believe in “wow moments” and leaving an impression. This space and the accompanying large screen are our way of welcoming people into our office in a way that wows. It also provides us an informal space for gathering and connecting to our teammates around the world for sessions such as our CEO Town Halls with Doug.

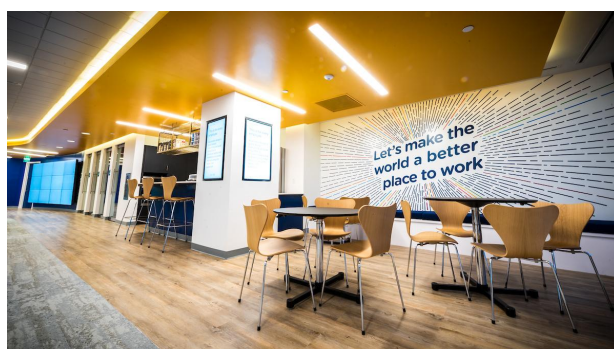


Working

The office has 18 typical workstations for individual focused work. Behind the bookshelf is a relatively quiet area, but it's important to provide that option for people who need to really chip away at a task. We try to keep it quieter over here than in our other work areas. Sitting here lets people know you're focused without shutting yourself off from the rest of the office. The nearby windowsill benches are for similar work, or quiet, short meetings.

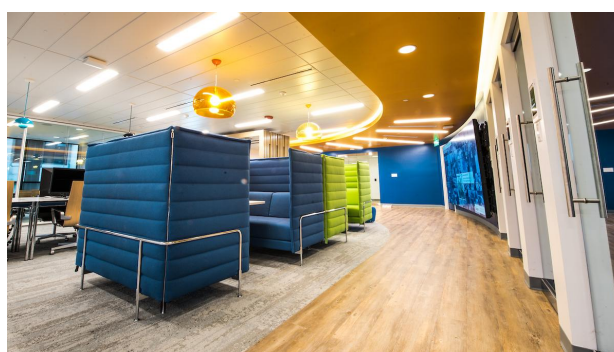


The longer stretch of desks is for more lively individual work. Some people work alone, some work in pairs. Sitting in this area means you're open for interruptions and quick chats with colleagues. A quick conversation can really easily be elevated to something more formal by taking it into one of the dens, or over to the cafe tables.

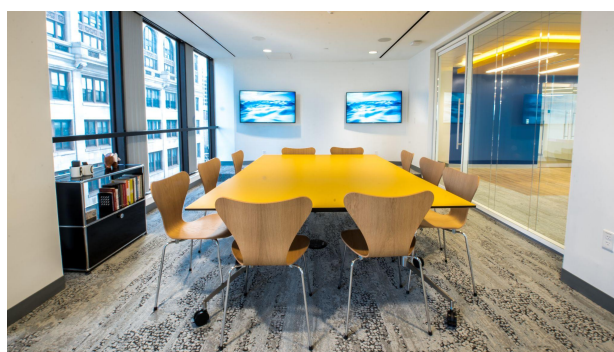


Informal Interaction

The Kitchen, like in any home, is the center of our office. We use food to bring people together, promote wellness, and keep our team energized and happy. There's always a buzz of noise here, and it's a nice place for casual meetings, socializing, relaxing a little, and catching up with teammates over a potluck lunch. We all cross paths here!



Meetings



The brightly colored Dens are great for quick meetings or working sessions. They're less formal for both internal and some client-facing meetings. Conducting business in a semi-open environment sends a strong message about our company's commitment to transparency.

The boom!Room and Rebel Lounge can be used as two medium-sized rooms or combined for large meetings. We can do presentations here for more than 32 people, which is great for large client groups or other events.

They're also the perfect meeting rooms for active thinking, standing meetings, and brainstorming sessions. An entire wall is a whiteboard for visualizing ideas. We're not afraid to get a little messy in here!

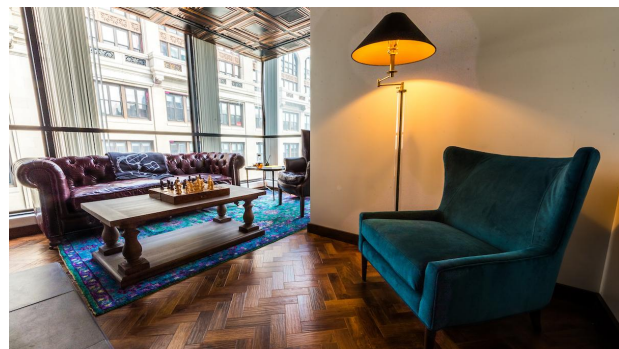
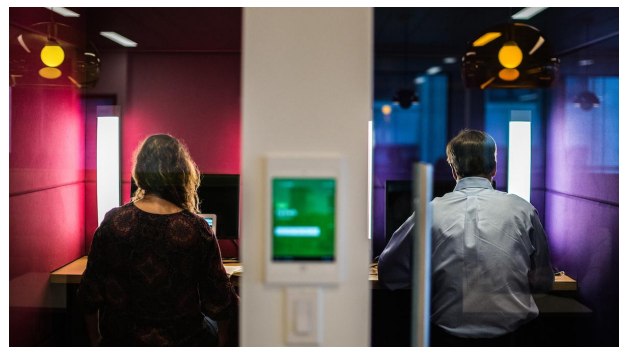
The Library and the Studio are two small meeting areas. These are great for private conversations, 1-on-1s, smaller meetings and for more personal conversations.

Online Collaboration

We do a lot of video conferencing internally and with clients, and the booths are perfectly designed for that. They're really quiet from the outside and allow people to work in nearby areas without interruptions either way. Sometimes a couple people will jump into one of these booths for a chat.

Tech-Free Zones

The Library is a beautiful place to step away from the traditional office environment. We want to try using it two different ways; as a quiet alternative to desk space in the main office, and as a social space. It's also a great place to retreat and take a break from work or make a quick call. It can be used for power naps, or practicing mindfulness for a little bit.



The book shelf area has many books that were selected by all the staff in our office, and also include those we recommend for our clients among others. It's also a lovely nod to our past, and RG's first home, sharing a door number with our earliest office at 90 Westbourne Grove as a component of our office design.

Room with a View

A truly iconic part of our office workspace is the view. Looking out over Boston Common we have the incredible view of the City Hall and a beautiful view of the seasons as they transition and the park changes. We love it for our Boston Sports Championship Parade days too - Best seats in the house for all fans!



RG Meeting Etiquette and Best Practice

Meetings come in many shapes and sizes. We know that each team, project or task at hand will need to work in its own way; however we also spent a year understanding how virtual meetings can sometimes be preferable over meeting in person.

After 12 months where every meeting had taken place in a virtual meeting we asked our employees to [share their learnings](#) to help us shape our Meeting Etiquette and Best Practices guidelines. These can be used to help meetings be productive, inclusive and effective for everyone invited.

As a global company, we're always going to have difficulty bringing everyone together for every meeting in person. For a long time, we attempted to make it accessible for all by allowing those who couldn't attend in person to join via video call. This wasn't the best experience and resulted in a poor experience for the few 'dialing in' to an in-person meeting.

We have no set rules around the location of meetings. Our office provides ample spaces and our Work from Home Desk Bundles provide our people with comfortable workspaces for their home. If an offsite meeting is required please get in touch with Kaitlin Howes, your Office Experience Manager who knows the best external spots in town for a great meeting.

Our Ten Tips for Better Meetings

Our ten tips can help you in creating a meeting that's not only - designed for positive outcomes, but good for focus, engagement and wellbeing.

1. When possible we share good news via video conferencing and bad news in person

Video conferencing limits the ability to read body language and support the wellbeing of the individual you are talking to. It can be hard to gauge how news has landed via video. With Hybrid working, our people have a choice of where to be but for effective communication it is helpful to indicate where would be preferable for the conversation you want to have. Our mantra is that where possible good news can be delivered via video conferencing whereas bad news or conversations that you might find hard should be done in person.

2. Be consistent

We like meetings where it's consistent for everyone. You can have a great virtual meeting or in-person meetings but if you mix it and have attendees both on a video call and in-person it can be disengaging and less inclusive.

When inviting people to a meeting state "All Online" or "In-Person" meeting. If joining an "All Online" meeting you should do so individually so your face can be seen and you have access to all the features, such as chat/breakouts/polls, that only work if you have logged on individually.

Remember to be visible, it's not a good experience for your coworkers to have a camera pointed at a blank wall where 2 or more people have joined an online meeting in a meeting room and the camera can't fit all of you in.

3. One on Ones should happen in spaces that ensure privacy

Our Dens in the office are great for connecting with each other but they don't provide privacy that's needed for one-to-one meetings. You never know what someone may wish to disclose in their One on One with you and so we recommend ensuring absolute privacy which working from home is perfect for.

4. Presentations are really effective on video conferences

When presenting a slidedeck you want the audience to be focused solely on your content. All company events such as LTTV have shown us that having everyone dial-in is a very effective way to engage your audience. Having everyone attend presentation sessions via video conferencing means easy screen sharing, people can choose their own comfy chairs and focus in a space that is least distracting for them. We recommend working from home should you have a presentation session to deliver or attend.

5. Better planning helps everyone prepare

On the spot meetings can feel really convenient but they don't take into consideration the way everyone thinks. By planning better and using the meeting

invitation to share the objective of the meeting we can help everyone to better prepare and plan. It supports people who are more reflective and like to think things through before coming to a conclusion. Be clear with the topics and outcomes you are aiming for to allow all participants to think about the task in the way their brains work best.

6. Make a conscious effort to ensure a balance of voices

In any setting, all participants should be respectful and mindful of ensuring everyone has the opportunity to Speak Up. Sharing thoughts and feedback in a group can be daunting for some people so it is important that meetings are structured in a way that welcomes all voices. Virtual meetings can allow this via chat and raise hand functions and by having a host ask everyone their opinion. In-person meetings need the host to be consciously inclusive of all attendees.

7. Use Speedy Meetings

Switch your default setting in Google Calendar to enable Speedy Meetings. This means all meetings are set to 25 or 50 minutes long. We love this for virtual meetings as it allows us to have a quick screen break and refresh between meetings. We love it for in-person meetings as it allows us to clean the meeting room before the next session starts and also prevents queues outside the meeting room should it run over by a few minutes.

8. Improve global accessibility with video conferencing

Video conferencing enables us to work as a global team. The increase of video conferencing with clients and prospects means our talented team in Bulgaria are able to join more meetings and build better relationships with our customers. If one team member is located in another country and always has to dial in to an in-person meeting they may feel they are unable to contribute in the same way that the rest of the team can. Switching the team meeting to a video conference means everyone has the same access and means to impact the outcome of the session.

9. Have a host for every meeting

When sending your meeting invitation let attendees know who the meeting host is going to be. This will allow them to ask questions beforehand. The Host also plays a vital role during the meeting. It is their responsibility to ensure that the objective is clear, everyone has an opportunity to speak and the meeting runs on time. For video conferencing the Host can ensure all 'Raised Hands' and chat box comments are acknowledged.

10. Raise your hand to Speak Up

Both Google Hangouts and Zoom allow participants to raise a hand when they want to speak. This is really important in a video conferencing setting where you are

unable to read body language and easily spot when someone is likely to speak up next. By telling all attendees to use this feature at the start of meetings you can avoid overtalking one another and give space for all voices to be heard.

Struggling with technical issues?

Poor wifi, no battery, last minute downloading of the video conferencing platform and all manner of technology issues can really impact the quality of a meeting. Luckily, we have a superb I.T team who can virtually assist you and help ensure you are equipped in both the office and at home with the best equipment and platforms available.

If you've struggled with technical issues and want to learn about how they can be fixed contact the I.T team via the IT Support tile on OKTA or drop a message to #it-general on Slack for enquiries.



Relocating to a new office

There are two ways in which you may relocate as a Hybrid worker to a new location. You may choose to move yourself to the new location where there is an RG office or you may be able to relocate through a secondment.

What happens if I choose to move myself?

Employees may wish to move to a new location in their country where there is an RG office.

Examples of this could include...

- Melbourne employee moving to Sydney or vice versa.
- Rochester employee moving to Boston or vice versa.

We are happy to support you in moving to a new location in your country and reassign your main office to match your new in-country, self chosen location.

If you decide to move to a different country then this is more complex. For instance, if you live in Bulgaria and want to move to the UK or are living in London and choose to move to Sydney. If you have started to think about this then you should contact Rob Hicks, Group HR Director to talk through your options and how this will impact your employment and pay.

What is a Secondment?

A secondment is a period of time when an employee is asked by the business to work somewhere else temporarily. It could be to increase the amount of support in that market for a period of time, to replace someone off work during that time or to swap experiences and skills.

Where we can, we will advertise opportunities like this, but it is most likely that we will only ask people to consider opportunities based on the skills and experience they have. If you are successful in applying for a secondment, you'll need to know what happens with travel, visas

and all sorts of stuff, so these [guidelines are here](#) to help you understand what you can expect.

We have a form which you will need to complete for requesting the relocation allowance and that can be found [here](#).



We Speak Up

This guide has been created thanks to the numerous employee forums we held during Project Meadow and continuous feedback we've received from employees as we open each new office and as our workspace evolution continues each year.

We know workspace will evolve as the way we work changes over time. We invite all employees to share their thoughts and feedback directly to the People Team or via rg.co/speakup when you learn of ways we can improve the employee experience at RG and we thank you for continuing to make RG a better place to work.