

# Social Value Strategy 2020

Creating social and commercial value through living our Mission



265 Tottenham Court Road  
London  
W1T 7RQ

## Our story so far...

Reward Gateway's Mission: “**to make the world a better place to work**” is an ambitious one. Our best-in-class employee engagement products and service are used by 1,900 clients globally to help them better connect with, motivate and reward millions of employees around the world.

As a people-centred, values-based business we've always taken our involvement in the community and wider society seriously. Our dedication to creating social value is important to our People across the business and we want to encourage and foster that spirit as we continue to grow.

Through developing this strategy and working to embed it within the business, we are attempting to demonstrate the link between Reward Gateway's social value and the business strategy as outlined by our Leadership Team.

For the year 2018/19 we measured our social value in the following ways:

### Volunteering

Globally our people spent **1,372 hours volunteering**.

In the UK, we've been able to dig a little deeper into that number and understand a little more about the different types of volunteering days that our People have been on. This is something we'll be doing for all other offices in the future as well.

In the UK alone, our people spent **696 hours volunteering** which can be broken down into:

- 469 hours of “unskilled” volunteering (gardening, renovating etc)
- 210 hours of “skilled” volunteering (employability workshops, CV building, coaching etc)
- 17 hours of “professional” volunteering (training charity teams in employee engagement/communications).

This [short video](#) gives some context to how important this work is to our culture.

## Fundraising and donations

We donated just over **£25,000 to causes that are important to us**. This money was raised through a combination of fundraising events like charity runs, bike rides, and bake sales and also includes straight-up donations from the business.

## Charity partnerships

We built a number of charity partnerships with organisations that align with our Mission. They include:

**Breaking Barriers** - A London based charity that supports refugees into long-term work. Our People Team have been mentoring their team and helping them to understand how they can develop, expand and engage their team.

**Working Chance** - A recruitment charity who support women that have been in contact with the criminal justice and care system into sustainable work. Our People Team is working with them to develop our recruitment programme and exploring how we could potentially work together.

**Hope For Justice** - A charity who are on a Mission to eradicate Modern Slavery. We sponsor every DisruptHR in London. DisruptHR is a charity event for HR teams to network and share rebellious HR stories. In exchange for the sponsorship we get to speak at every event and the money raised through sponsoring the event goes directly to Hope for Justice.

**Trees.org** - An environmental charity who plant trees to provide income, empowerment, unity, leadership, education and even saves lives. Their goal is to break the cycle of poverty and eradicate hunger for our first 1 million people by planting 500 million trees in 125,000 Forest Gardens by 2025 and we have committed to planting 26,000 trees with them in FY 2019/20 to offset our emissions from air travel.

**Street Child** - A UK based charity that aims to provide an education opportunity for some of the most vulnerable children in Africa and Asia. We have sponsored the creation of a number of schools in remote areas of Sierra Leone through Street Child's School for Tomorrow programme.

## D&I Journey

We feel that equality, diversity and inclusion in the workplace are both right, and a fundamental strategic value driver for the business.

A diverse team with different voices, different perspectives and different day to day life experiences broadens each individual employee's personal and professional growth, improves our ability to understand and respond to our customers' requirements, and strengthens our decision making.

In December 2019 we released our 4th **Equality, Diversity and Inclusion Report** which uses gender, ethnicity, sexual orientation, disability status and religious beliefs from our 2019 survey and age data from BambooHR (our internal HR system). We had a response rate of 57% (284 out of 413 staff) and we only report on people who responded.

The report gave us a high-level view of how we are doing in this area and where we can improve. This year, we've expanded the report to reflect our work in all areas of Equality, Diversity and Inclusion and to share programmes and improvements which go beyond the numbers.

Although our Equality, Diversity and Inclusion Report is different this year and has evolved from previous years, we are aware that there is more work to be done. This is a journey, a journey that we all take together.

## Staff Support - Level Up and RG Wellbeing

The wellbeing of our People, and in particular encouraging them to recognise and look after their mental wellbeing has become increasingly important to us over the last year. We have a high performance culture which requires our People to perform at their best, and that means they need to look after themselves.

In April 2018, we launched our own internal Mental Health Awareness programme - Level Up - which has grown throughout the year and become a big part of our culture, especially within our UK business, where it was first devised. The programme has acted as a vehicle for us to educate our People about the importance of mental health, enabling them to share their own stories and journey's, and become adept at opening up the conversation with our clients and wider networks.

We've also partnered with Sanctus (UK) and Jan McLeod (Aus) to deliver mental health coaching sessions on a 1 to 1 basis to our people. These sessions have been a huge success and empowered our people to open up about their own, personal and professional challenges in a safe and supportive environment.

On top of this we have continued to foster an environment which promotes physical wellbeing for our people. A variety of team activities have been organised throughout the Financial Year which often combine team sports with charity fundraising.

We have also continued to develop our own Wellbeing Centre product which provides our clients with a tool that nurtures the wellbeing of their staff. The wellbeing centre is of course available to our own People alongside a range of other well being related benefits including:

- Wellbeing allowance
- Flexible working
- Parental Leave
- Employee Assistance Programme (EAP)
- Cycle 2 Work
- Salary Advance
- Stop smoking assistance programme
- Free flu jab
- Bring your dog to work
- Baby bonus
- Paid family leave

It's an incredibly exciting time within the wellbeing/employee engagement space, and going into 2020, we want to continue to lead the charge in understanding how we can all be the best version of ourselves, inside and outside of work.

## RG Foundation

The newest addition in this space is **RG Foundation** - which funds and supports organisations that are making the world a better, fairer, safer and more equal place to work for some of the most vulnerable people in society.

The Foundation was registered as a charity in September 2018 and is funded by our Founder, Glenn Elliott. It supports organisations who are closely aligned with our Mission and tackling some of the world's most challenging issues. Although the Foundation is legally a separate entity to Reward Gateway, it is an extension of our Mission and our People are very much involved in the grant making process.

All grants that are issued by the Foundation are nominated by our own People. In its first financial year the charity awarded £326,000 in grants to 11 organisations that amongst the things:

- Support homeless people into work through training and funding career paths.
- Place female ex-offenders into long-term work once they have completed their sentences.
- Address LGBTQ+ discrimination in the workplace in Bulgaria.
- Provide education for disadvantaged, aboriginal children in Australia.
- Support refugees into work through training, mentoring and employability workshops.

Some of these initiatives have helped to form the framework of our 2020 strategy and will continue to act as vehicles for delivering social impact for the business.

## Where are we headed?

For us, this really is just the beginning. Now is the time for us to build more structure around what we're doing in this space, so that as a business we are delivering measurable Social Value. It's an incredibly exciting opportunity.

Leading on from our [CSR blueprint](#), we have identified 5 core elements that will guide our work in this space from 2020 and beyond. Each element is framed by a goal, objectives and targets and is related to one or more of the United Nations Sustainable Development Goals. Some of the elements are more defined, in others, the next steps will be determined by the outcomes of preceding activities. We will monitor and update our progress annually.

WE ARE HUMAN is a core value of our business. Expressing kindness and empathy for other people and our external environment is part of the DNA of Reward Gateway. Through the publication of this strategy and the 5 core elements, we want to inspire creative and dynamic partnerships that help shift the paradigm on what it means for a business to be truly sustainable and contribute to a better world for everyone.

1. **Empower our People** to be their true selves.
2. Nurture and develop our **Community Partnerships**.
3. Build sustainable value for our **Clients and Suppliers**.
4. Measure and improve our **Environmental Impact**.
5. Extend our Mission through the **RG Foundation**.

# 1 Empower our People to be their true selves



**Goal: To foster and maintain an organisational culture that is inclusive and fair so all people feel supported to be their whole selves at work.**

Our People are at the heart of everything we do. We know that a lot of businesses say that, but for us it really is the truth. Our people aren't just numbers, they Delight Our Customers, Love Their Jobs and Own their responsibilities when it comes to delivering our Mission.

Investing in our people has always been a big part of our culture and 2020 will be no different. We'll be looking to unite much of the work that has already taken place within the fields of Diversity & Inclusion, Wellbeing, L&D and Employee Volunteering so that we can better understand their value to our people and their communities.

Our people are the true stars of our Social Value Strategy. Without them, our Mission fails. So it is vital that we bring them on this journey with us and ensure they understand the true meaning and impact of their work.



## Objectives and targets to Empower our People

| Objective   | Targets for 2020   | Date   |
|---|--|--|
| Build on our Diversity and Inclusion programme.                     | <ul style="list-style-type: none"> <li>See Strategic Goal 1 of “internal engagement &amp; comms” of People Strategy</li> </ul>   | End of year                                  |
| Promote the wellbeing of our People at all levels.                  | <ul style="list-style-type: none"> <li>See Strategic Goal 2 of “internal engagement &amp; comms” of People Strategy</li> </ul>   | June 2020                                    |
| Create avenues for informal social learning                         | <ul style="list-style-type: none"> <li>One “skilled” community partner in each GEO</li> <li>Collaborate with L&amp;D team to create recognisable internal brand for volunteering that helps to develop our People.</li> </ul>  | April 2020<br>April 2020                     |
| Build an impactful volunteering programme connected to the Mission. | <ul style="list-style-type: none"> <li>Create a partnership with at least one charity partner in each GEO who can help us to deliver skilled volunteering days.</li> <li>200 unskilled volunteering days globally.</li> <li>100 skilled volunteering days globally.</li> </ul> | April 2020<br><br>End of year<br>End of year |

## 2 Nurture and develop our **Community Partnerships**



**Goal: To make genuine contributions to societal issues related to our Mission by developing collaborative partnerships between our employees, customers, suppliers and community groups.**

We've already begun developing community partnerships across our business with people who are making the world a better place to work for some of the most vulnerable and disadvantaged in our society.

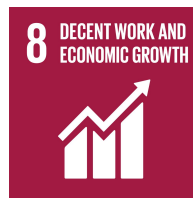
Whether it be through a grant from the RG Foundation, use of one of some of our engagement tools at zero cost, or a fundraising initiative from our People, we have been fortunate enough to connect with a range of like minded organisations who are dedicated to solving some of the worlds biggest challenges.

We recognise that as a growing business, often with more resources at our disposal than our community partners, we can play an important part in their growth and supporting their work. By listening to their needs and working with them in a collaborative way, we can build long lasting partnerships that deliver tangible Social Value and help us in furthering our shared Mission.

## Objectives and targets to develop Community Partnerships

| Objective  | Targets for 2020   | Date   |
|--|--|--|
| Share our resources, skills and expertise with community partners.                                   | <ul style="list-style-type: none"> <li>● Set up 2 employee engagement workshops for charity management teams.</li> <li>● Organise 2 engineering projects between community partners and our development teams.</li> </ul>          | <p>End of year</p> <p>End of year</p>                    |
| Support Mission related charities through financial contributions                                    | <ul style="list-style-type: none"> <li>● £10k in fundraising globally</li> <li>● £10k in matched contributions</li> <li>● £25k in donations from the business to Mission aligned causes</li> </ul>                                 | <p>End of year</p> <p>End of year</p> <p>End of year</p> |
| Explore innovative ways to contribute to the success of Mission related charities and organisations. | <ul style="list-style-type: none"> <li>● 100 small charities set up on our self service platform at zero cost.</li> <li>● Deliver 2 events to provide a platform for our community partners to connect with our clients</li> </ul> | <p>End of year</p> <p>End of year</p>                    |

### 3 Build sustainable value for our **Clients and Suppliers**



**Goal: To foster meaningful partnerships with clients and suppliers so that together we can create sustainable organisations that are better equipped to deliver on our Mission.**

We can't do this alone. As we continue to grow as an organisation so too will the amount of clients and suppliers we partner with.

We Delight our Customers is one of our eight core values. Everything that our People do, is to make our customers love them and love us. We know that many of our clients care about delivering social value too because like us, their people care about the impact they have on the world. This creates many opportunities for us to strengthen our partnerships with our clients and support their efforts in delivering social value.

Often supplier relationships can be one way, with a focus only on financial costs. But we see an opportunity to deliver more social value through creating Mission aligned, sustainable partnerships with our suppliers. If our purchases on everything from toilet paper, to coffee, to energy are more considered and in line with who we are, then our People will perform better and our clients will be happier.

## Objectives and targets to build value for our Clients and Suppliers

| Objective  | Targets for 2020  | Date   |
|--|---|--|
| Support our clients in engaging their employees in their own CSR strategies.   | <ul style="list-style-type: none"> <li>● Round table with clients/prospects to understand the needs of engaging employees in CSR</li> <li>● Help clients to use our existing tech to promote their CSR work internally</li> </ul>   | <p>March 2020</p> <p>Ongoing</p>   |
| Facilitate introductions between our community partners and clients where there are mutually beneficial opportunities. | <ul style="list-style-type: none"> <li>● Educate our CSM's and Sales teams on the benefits of CSR and how it relates to wider business strategies.</li> <li>● Make 10 introduction between clients and community partners</li> </ul>  | <p>Jan 2020</p> <p>End of year</p>                                       |
| Continue to follow and develop our approach to Modern Slavery as set out in our annual statement.                      | <ul style="list-style-type: none"> <li>● Update and publish our Modern Slavery Statement, including an annual action plan</li> <li>● Partnering with a third party organisation to deliver internal training to our teams on the risks of Modern Slavery and how to reduce risk in our business.</li> <li>● Provide a platform to community partners that are looking to eradicate Modern Slavery on anti-slavery day.</li> <li>● Create an appropriate and measured response process in case we are alerted that one of our suppliers is engaged in acts which constitute as Modern Slavery</li> </ul> | <p>Jan 2020</p> <p>March 2020</p> <p>18th Oct 2020</p> <p>April 2020</p> |
| Review our purchasing and switch to Fair Trade, Mission aligned partners where possible.                               | <ul style="list-style-type: none"> <li>● Map out our major suppliers across our global offices</li> <li>● Explore options for switching to Fair-Trade, Mission aligned products and services.</li> </ul>  | <p>July 2020</p> <p>August 2020</p>                                      |

## 4 Measure and reduce our **Environmental Impact**



**Goal: To reduce our impact on the environment by collaborating with our customers, suppliers and employees.**

We are in a climate emergency. CO2 levels are continuing to rise globally and if we don't act now and act together then there could be disastrous repercussions.

As a technology business our environmental impact is relatively low, but that doesn't mean we can be complacent. We know that taking responsibility for our own environmental footprint is the right thing to do. It's also important to our People and its increasingly important to our Customers which means that reducing our environmental impact will help us in achieving our Mission.

This is a complex issue and we may need some help along the way, but in order to understand where we can make the right changes, we must first get to grips with what our collective impact is and where the biggest opportunities are. Only then can we start our journey towards net zero.

## Objectives and targets to reduce our Environmental Impact

| Objective   | Targets for 2020   | Date                             |
|---|--|----------------------------------|
| Measure our current, global environmental impact. | <ul style="list-style-type: none"> <li>Assess what environmental data we currently hold in each GEO</li> <li>Explore options for an environmental impact assessment.</li> </ul>  | February 2020<br>March 2020      |
| Benchmark against other businesses similar to us. | <ul style="list-style-type: none"> <li>Use global benchmarking tools to assess where we stand in relation to similar sized businesses in our industry.</li> <li>Measure against benchmark after conducting our environmental assessment.</li> <li>Continue to track our impact each year.</li> </ul> | May 2020<br>June 2020<br>Ongoing |
| Reduce our waste and energy consumption globally. | <ul style="list-style-type: none"> <li>Work with Experience Managers to create localised action plans for waste management and recycling.</li> <li>Open discussion with Leadership team for strategy to reduce the number of flights per year</li> </ul>   | July 2020<br>Feb 2020            |
| Offset our carbon impact globally.                | <ul style="list-style-type: none"> <li>Continue partnership with trees.org to offset all carbon from flights taken</li> </ul>  | Ongoing                          |

## 5 Extend our Mission through the **RG Foundation**



**Goal: Develop the RG Foundation into a World Class grant-giving charity that acts as a vehicle for delivering our Mission beyond our products and services.**

In its first year, RG Foundation issued 11 grants worth a total of £326,000 to organisations operating in each Reward Gateway locality. We created a structure that enabled our People to nominate organisations for funding, and a process which ensured that all grant applications were considered by the Foundation's 6 Trustees were closely aligned with the charities objectives.

As grants were issued, we have maintained close relationships and dialogue with the Grantee recipients and developed support strategies which outlined other ways in which Reward Gateway and our People could support their work. These 'extra curricula' types of support have included; volunteering days, content collaborations, training for management, workshops for beneficiaries and elements of our Product/Service at zero cost.

For 2020 we want to continue to build on this positive start and establish the Foundation as a World-Class grant giving charity and vehicle for our Mission.



## Objectives and targets for RG Foundation

| Objective  | Targets for 2020  | Date                                      |
|--|---|---|
| Create a world-class, impactful, grant-giving structure.           | <ul style="list-style-type: none"> <li>• Launch internal nomination window for new round of Foundation grants</li> <li>• Make improvements to the grant application process</li> <li>• 5 grants issued across 4 countries to a total value of £150,000</li> </ul> | Jan 2020<br>Jan 2020<br>March 2020        |
| Measure and communicate the impact with our People and externally. | <ul style="list-style-type: none"> <li>• Write and publish the Foundation's first Annual Report.</li> <li>• Create a quarterly internal newsletter/blog piece to communicate the work of Foundation Grantees.</li> </ul>  | March 2020<br>Quarterly                   |
| Operate legally and responsibly.                                   | <ul style="list-style-type: none"> <li>• Attend 2 ACF events on Foundation practices</li> <li>• Run an online session with Reach volunteering on the roles and responsibilities of Trusteeship</li> </ul>   | End of year<br>Sep 2020                   |
| Build a community of people engaged in the Foundation Mission      | <ul style="list-style-type: none"> <li>• 2,500 followers/connections across social media platforms</li> <li>• 5 articles released through the Foundation website</li> <li>• 2 videos made in collaboration with Foundation grantees</li> </ul>                    | End of year<br>End of year<br>End of year |

# Social Value Calculator

Measuring the impact of all of this work will be important for communicating the reasons for pursuing this strategy to our People and Clients, and for helping us to continue to build on the strategy each year. To help us with this challenge we have developed our own [Social Value Calculator](#).

The calculator is a relatively simple tool which takes data realised through achieving an objective and converts into a monetary value. Some of the data sets for objectives are already measured in monetary value and others are much harder to convert.

*Examples of objectives that have a straight forward monetary value:*

- Grants issued by RG Foundation
- Donations to charity from Reward Gateway.
- Money fundraised from Reward Gateway staff

*Examples of objectives that can convert into a monetary value:*

- Hours spent volunteering
- Office space for meetings from community partners
- Workshops/training for management teams of community partners

*Examples of objectives that are harder to convert into a monetary value:*

- Updating and publishing our Modern Slavery Statment
- Conduct an environmental Assessment
- Make improvements to the RG Foundation grant application process

We won't include the objectives that are harder to convert into a monetary value, which means the final number should always be a conservative but accurate estimate.