



**RewardGateway**  
the employee engagement people



# Culture book



# Culture book

At Reward Gateway, we make beautiful products for HR 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 more than 350 passionate, enthusiastic and dedicated people based across seven offices in five 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 during recruitment and shared with our clients and friends – openly sets out our vision, values and standards. It's probably the most valuable document that we produce.

**Glenn Elliott**

Founder & CEO

# What is in this book?

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Love your  
job

Be human

Delight your  
customers

Work hard

Own it

Push the  
boundaries

Speak up

Think global

**We want to make the world a  
better place to work**

# What we believe in

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

- They make better decisions, because they care more.
- They are more productive and 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.



## Our “Values 2.0” project

In early summer 2013, we decided that after five years of good service, our company values of Innovate, Work Smart, Be Bold and Deliver were due for an update. We wanted to make them more ‘human’ and grow a sense of ownership, accountability and responsibility. We didn’t want to mandate them, but instead develop them from within our organisation.

Thus our volunteer ‘Culture Team’ was born, and with it the new values that you see in this book were created.

All 350+ RG People are responsible for our culture — we deliver it, nurture it and develop it every day. But we do have a set group of people on our Culture Team from different offices and different departments. The team continues to evaluate whether our values are the right ones, and how we can live and breathe these values through our actions as much as possible.

The Culture Team can be reached at [\*\*culture@rewardgateway.com\*\*](mailto:culture@rewardgateway.com)

You can also find the team on our internal communications platform boom! at [\*\*boomforrgpeople.com\*\*](https://boomforrgpeople.com)



Zach Berwick,  
Health and Wellbeing  
Partnership Manager,  
London

# 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.

Ana Yordanova,  
Head of Support,  
Bulgaria



# 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.



Louis Kwakye & Adam Smith,  
2016 Reward Gateway Summer  
Party, 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're busy and under pressure, but are rarely stressed because they're in control and have chosen a fast paced ride. They thrive on challenge.



Kameel Martin,  
Our Sydney office  
Engagement Manager

# 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.



Debra Corey,  
Global Reward Director,  
Leadership Team,  
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.



Reece Jarvis,  
Engagement Manager,  
Melbourne

# 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.

Joan Stoneking  
Group SVP Finance,  
Leadership team,  
Denver



# 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.

Global Business Update,  
Plovdiv, 2016



# 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.

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Ollie Munday,  
Head of Corporate Sales,  
presenting at GBU, London

## Our rocks

All great societies have their institutions and Reward Gateway is no exception. Over the years, our desire for creativity and innovation has meant we've started a lot of great things.

Some things fall flat on launch, some things sparkle and fizzle out – that's the nature of creativity. But some projects take on a life of their own, taking grip in the organisation bigger than we ever imagined. Honesty and transparency are absolutely core to us. So it's no surprise that communications is a common thread through our rocks. 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. In February 2012, after a weekly all-staff meeting Glenn unexpectedly announced:

*“This is the last ever team meeting – in a month, we’re going to a launch a fortnightly TV programme.”*

And with no equipment, training or prior experience, we did. Since then, we’re proud that we’ve morphed Global Briefing into boom!Bite, just in time for our 100th episode. The fortnightly broadcast covers important company updates and captures the passion and spirit of all of our RG People.



Liam Jones  
boom!Bite Host

Interviewing everyone from our Leadership Team to our latest recruits and getting the juicy scoop. That's what Liam does in between drinking coffee and writing beautiful words.





Garden Room,  
London, 2016

Colour run 2015  
George Dixon,  
London



GBU,  
Australia



Summer Party,  
London, 2016



Halloween  
Plovdiv, 2016



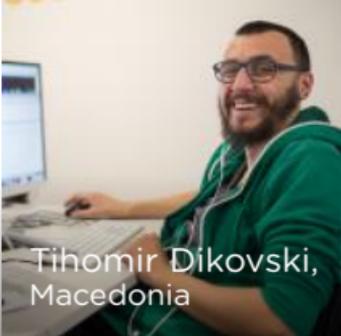
Richard  
Chukwuma,  
Plovdiv



Daphne,  
#RGpets



Christmas,  
London, 2016



Tihomir Dikovski,  
Macedonia



Glenn Elliot,  
GBU, London



Charity Cupcakes,  
Birmingham



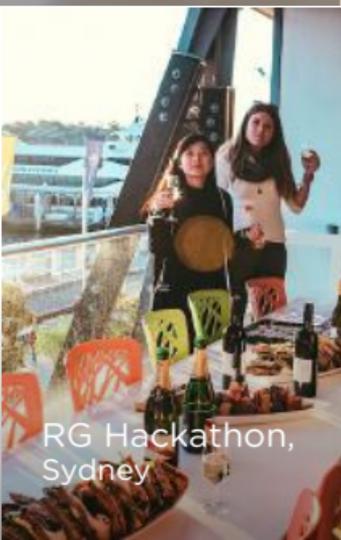
Frankfurter,  
#RGpets



It4Charity,  
Macedonia



Christmas Party,  
Plovdiv, 2016



RG Hackathon,  
Sydney



Halloween  
London, 2016



GBU, Movie  
Premiere,  
London, 2016

# Employee Share Ownership

With global revenues now over £250 million, it's humbling to remember that only ten 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.

It has now paid out twice, once in December 2010, and again in July 2015 – when Great Hill Partners, a specialist investor in HR and Technology businesses, were the ones to take over as majority shareholders. That triggered a payout of just over £6.5 million that was shared between the 270 staff members at the time.

Glenn Elliott  
discusses the employee  
share plan, GBU 2016



We immediately created another Employee Share Programme and again 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.

In 2015, we immediately created the Employee Share Programme, 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 - it reminds everyone that when they walk into the office that this is their business.

Global Business Update,  
London, 2016





**boom!** is the absolute centre of news, updates and information at Reward Gateway. It runs on our very own SmartHub® software and is designed to show only the most relevant information depending on who has logged in. Using our own software means we can make our intranet as fun and to the point as we want.

This version of the intranet launched in 2015 and is run by our Internal Comms Team. They take great pleasure in making sure boom! stays relevant and that nothing is ever left online for so long that it goes out of date.

But that's not the only way to keep up to date with company news. boom! has its own Facebook and Instagram accounts that can be liked and followed depending on how you digest your daily news bites.

For RG People, boom! is accessible from anywhere – whether at work on a laptop or at home on a smartphone or tablet. It's all available through your RG login at [boomforrgpeople.com](http://boomforrgpeople.com).



## Welcome to boom!

Do you have news to share with RG!? Contact us at [rgnews@rg.com](mailto:rgnews@rg.com)



### Hello Anton, from the Bus...

Meet the Team keeps us all c...  
across the business and whe...

We're bringing you closer to...  
making it easier to understan...  
looking at the challenges our...  
journey and learning from ou...

### Company News





Owen Davies, 2015 Q2 GBU



Share payout, London



Christmas party 2015, London



Night shift slumber party, Bulgaria



boom!Bite Interview on small office culture in Birmingham



Winter #RGFun, Bulgaria

## #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.



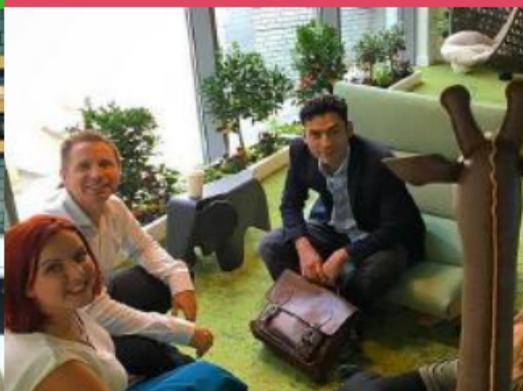
Grace Lancer, London



Finance team, Bulgaria



Cookie competition winners, Boston



Spanish class in the Garden



Colour Run 2015, London



Christmas party 2016, Australia



Trees For Cities Planting in London



RG Pets, Plovdiv

# boom!Bite

boom!Bite is our in-house, fortnightly TV programme. It's recorded around the world and watched globally on a Monday morning. This brings the whole company together and keeps everyone up to date with what's going on.

boom!Bite is a cornerstone of our open and honest employee communications strategy.

We usually keep boom!Bite as 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/youtube](https://www.rg.co/youtube).



Catrin Lewis,  
Internal Communications Manager,  
London



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

Every three months, we bring the whole company together for an action packed half day to discuss and review our progress. Our April 2015 GBU was our very first 'Global' GBU. As well as hosting it from two locations, Plovdiv and London, we flew the US and Macedonia teams to London and shifted the whole event to the morning so we could get Australia live on the stream.

The GBU in 2015 was themed as Mission Solar, an out of this world experience to match the Project Solar initiative. Everything was geared around thinking about how your career could develop in the next five years. The Production Team went all out with a full, custom made set for the first time.



Mission Solar themed GBU,  
London, 2015

RG People live-post their personal highlights from the GBU on Instagram under **#rgfun**. At this one, in July 2014, we revealed the end of year results and 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 stage to rescue Vix & Ollie who were presenting and had to ad-lib for 15 minutes in the dark!





GBU



# 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 visit

[rg.co/glassdoor](http://rg.co/glassdoor)



## Richard Chukwuma

*Video and Photo Content Creator,  
Plovdiv*

“Reward Gateway is the place where people don't go to work but gather to inspire, grow and improve the world we live in, one person at a time.”



## Chloe Deiulis

*Content Marketing Manager,  
Boston*

“Since coming to Reward Gateway, I'm amazed by how welcome everyone still makes me feel. I've never worked in a more team-oriented, collaborative environment where everyone truly is working towards the same goal.”



## Jon Fulluck

*Business Development  
Consultant, Sydney*

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



## Niya Koeva

*Senior Client Support Specialist,  
Plovdiv*

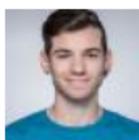
“Everyone, and I mean everyone, is super nice. I swear, I’ve never met a nicer bunch in my entire life! And most importantly, everyone is willing to help you.”



## Philip Morris

*Head of Sales Development,  
London*

“I could use lots of nice words and adjectives to describe what it is like to work for Reward Gateway. Simply, it is all about the way it makes you feel. And you just know it is one of a kind!”



## **Ivaylo Enchev**

*Business System Administrator,  
Plovdiv*

“The working environment in RG is so nice and the management team is so friendly, I am afraid if I ever leave the company, I may never find anywhere quite like it.”



## **Spasija Radoeshka**

*Developer Level 2, Macedonia*

“One year later, RG is confirming itself to have been one of the best career-related decisions I’ve made. A great workplace offering endless possibilities for both professional and personal development. I’ve been working with wonderful colleagues and the relationships we’ve established are lifelong. I’m looking forward to a multitude of challenges, being inspired to make the world a better place to work!”



## Shelley Lavery

*Group SVP Sales,  
Boston*

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



## Owen Davies

*Researcher,  
Birmingham*

“Reward Gateway is totally unique. Never have I worked for a company that is so people-focused and dynamic!”



## Molly Barton

*Retail Partnership Manager,  
London*

“I genuinely believe everybody should have the experience of working somewhere like RG - you’ll experience huge highs, learn from some truly inspiring leaders and have hilarious times with lifelong friends!”

Glassdoor reviews  
for Reward Gateway

glassdoor Jobs Companies Salaries Interviews

**Reward Gateway**

Overview 105 Reviews 33 Salaries 8 Jobs 17 Interviews 37 Benefits

Reward Gateway Reviews

Filter Full-time Part-time

4.4 ★★★★★ Rating Trends

90% Recommend to a friend

99% Approve of CEO



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

We can't see who has and hasn't posted, but management and the Leadership Team read every review carefully.

In 2016, Glenn made a commitment to reply to every review personally to keep the conversation two way and let people know they were being listened to and their feedback was valued.

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

# The Engagement Excellence Awards

The Engagement Excellence Awards are an annual awards ceremony that we run inhouse for our clients to celebrate the absolute best in employee engagement. Clients win awards for launching great platforms with us or for working hard in communicating throughout the year to achieve their engagement goals.

They take place annually and planning begins about 10-months prior, which gives the team just enough time to put together this fantastic evening.

Such a lot of work goes into the planning process. We do everything from designing the application form to choosing the food everyone will eat. The feeling on the night is second to none - and a huge relief!



National History Museum  
Engagement Excellence Awards,  
London, 2016



One of the things that makes The Engagement Excellence Awards really special is that they're housed in a different, iconic venue each year. So far, we've been to The Tate (2012), One Mayfair (2013), Banqueting House (2014), The V&A (2015) and The Natural History Museum (2016) - you'll just have to wait and see what we have in store next!





**Let's make  
the world a  
better place**



**ake the  
a better  
to work**

## The RG Culture Book

Originally written by the Culture Team, Ali Chambers, Liam Jones and Glenn Elliott

Designed by Leonie Williamson

For additional copies of this book visit  
[rg.co/culturebook](http://rg.co/culturebook)



