



REED & MACKAY  
A Navan Company

# Culture & Performance at Reed & Mackay

# Our culture

Our culture is guided by our company values and underscores who we are and what it's like to work here – from how we recognise our colleagues for their achievements, to how we encourage community involvement, to the social and fun side of life at R&M. Perhaps most importantly, our culture encourages employees to be their truest selves in the workplace and to appreciate one another for our differences.

## COMPANY VALUES

Our values are the cornerstone of who we are at Reed & Mackay – guiding our approach to how we do business and how we treat one another. Our values make us better and help us create a positive culture for everyone.

## INCLUSION & BELONGING

At R&M, we strive to create a workplace where all employees are encouraged to be their true selves. We look for opportunities to celebrate and honour one another, whether through our DEI initiatives, our recognition programme offerings, or just our everyday interactions.

## RECOGNITION & APPRECIATION PROGRAMME

Our culture of recognition nurtures a positive work environment where colleagues feel appreciated and supported, boosting morale and motivation, while strengthening connection and performance.

## COMMUNITY RESPONSIBILITY

We encourage our employees to get involved in the community through various volunteering and giving platforms. These include:

- Day-for-a-day volunteering
- Charity fundraisers
- Sustainability initiatives



## SOCIAL ACTIVITIES

Having fun together underpins our culture of inclusion and our core values. We use every opportunity to come together to connect, celebrate and enjoy festivities!

## HOMEWORKER ROADSHOWS

These annual roadshows bring our homeworkers together to connect in person and celebrate our successes across the business.

## MY VOICE

Our continuous listening platform allows employees to share feedback and suggestions. We endeavour to share how decisions are made on any implemented improvements and changes.

*my*voice





# Diversity, Equity and Inclusion

We embrace diversity among colleagues, providing mutual support, celebrating together, and learning through a thoughtfully curated programme of activities, a rich library of resources, and impactful events.

## DEI SEASONS



Our DEI Seasons allow us to dedicate more time and thoughtfulness to the Diversity, Equity & Inclusion topics that matter to us - pushing past the notion of showing support for just one day, week or month as dictated by a global calendar.

## DEI PODCAST SERIES



Our podcast series offers panel discussions and interviews with leaders and employees exploring life experiences and offering useful advice and guidance to others to support a culture of inclusion.

## CULTURE HUBS



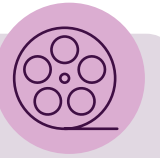
Our Culture Hubs are an organised group of volunteers in each region passionate about creating opportunities for our colleagues to come together for social, inclusion, wellbeing and sustainability purposes, and in a way that suits local preferences.

## DEI RESOURCE LIBRARY



We have a robust library of resources and guides around culture & inclusion as well as other DEI-related topics readily available for colleagues and team leads.

## DEI BOOK & MOVIE CLUB



Aligned with our DEI Seasons, our Book & Movie Club lets colleagues share their greatest book discoveries, while movie discussions are held to come together to share thoughts on the DEI Movie selected for the corresponding Season.

## MHFAs



Mental Health First Aiders are a group of trained employee volunteers who are ready to listen confidentially, and guide on next steps, at any time or place to support our colleagues' mental wellness.

## AFFINITY GROUPS



R&M's Affinity Groups bring together employees connected by shared social identities or similar lived experiences. The groups offer members a safe place to speak freely and candidly about matters that are important to the affinity community.





# Performance and growth

We strive to give our employees the tools they need to learn, develop and perform at their highest levels. We also provide employees with various pathways for growth and upward mobility in their careers at Reed & Mackay.

## Performance

### GOALS



Our corporate goal-setting process ensures full alignment across the organisation so colleagues have a more complete understanding of how their work supports our business objectives.

### BI-ANNUAL REVIEWS



Our twice-yearly review cycles provide our employees with an opportunity to evaluate their goal progress & impact with their manager and share all important feedback that helps everyone stay on track.

### 1-TO-1s



Our 1-to-1 routines offer employees dedicated time with their manager to discuss their wellbeing, progress, challenges, provide feedback and share ideas and information, keeping everyone up-to-date and moving in the right direction to achieve shared goals.

### CONTINUOUS FEEDBACK



Regular feedback is important to the growth and success of our people and the organisation. Our processes enable feedback anytime, from anyone, through peer-to-peer and upwards reviews, 1-to1s and Shoutouts using the Culture Amp platform.

## Growth

### CAREER PATHWAYS



Career Pathways is a series of role and competency frameworks to help individuals excel in their current role, whilst preparing them for the next opportunity.

### INTERNAL MOBILITY



Great talent is so important to us. We want to make sure our people have the role they love and that we get to retain the exceptional talent that makes us successful. Our focus on moving colleagues in line with their aspirations and our business needs helps us achieve that!

### DEVELOPMENT



Supporting employees' aspirations of personal and professional growth, our development tools help create a personally tailored plan to support goals.

### LEARN



Opportunities to learn and grow are key to keeping our people motivated and maximising success. Our Learn platform provides an extensive array of development tools that support employees' personal growth aspirations.

# Recognition

We appreciate that everyone has unique talents, contributions, and aspirations, and we are committed to acknowledging and celebrating these qualities in our employees. Our recognition philosophy aims to nurture our colleagues' motivation and desire to perform at their best, while championing our core values.



## REGIONAL EMPLOYEE OF THE MONTH

Celebrate excellence! Each month employees are encouraged to nominate colleagues who embody our values.



## DISCRETIONARY SPOT AWARDS

Exceptional efforts deserve recognition. Our senior leadership acknowledges outstanding achievements beyond expectations.



## PEER-TO-PEER SHOUTOUTS

Employees can recognise their colleagues in real-time by sharing their successes on the global Colleague Recognition Team in Microsoft Teams.



## SERVICE MILESTONES

We celebrate commitment to Reed & Mackay! Employees receive a special gift for reaching key service milestones.



## BIRTHDAY DAY OFF

Employees enjoy an extra day off on their birthday to relax, celebrate, or do what they love most!



## DAY FOR A DAY

Give back! We encourage employees to take one day a year to volunteer for a charity or community project of their choice!



## CELEBRATION OF PERSONAL ACCOMPLISHMENTS

Employees can post on in-office Appreciation Boards or in the global Colleague Recognition Team on MS Teams to celebrate achievements!



## CAREER-ADVANCEMENT RECOGNITION

Growth matters! We celebrate promotions and career milestones in our monthly Business Updates.



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