

Reward

A MESSAGE FROM JAMIE.



Team Reward,

Thank you to everyone who joined last week's All Hands. This was the first time I've spoken at length about our AI ambitions, and it certainly won't be the last.

While the general focus and chatter has been on the power of the technology, my belief is clear - AI at Reward starts with people. That may sound contradictory, but it is not.

- Who will use AI to drive outcomes? People.
- Who will identify the best use cases? People.
- Who will lead the change, adapt our processes, and unlock the full potential of these tools? People.

That's why our approach will be people-first, and our goal is to create an environment where you feel safe, curious, and empowered. I've heard from many of you that using AI can feel taboo, even confronting. Some have said they're hesitant to admit using it, fearing people may think you cannot do your job properly. Others are unsure if it's relevant to their role. That's all completely natural - this technology challenges how we work, what we know, and in some cases, what's made us successful so far.

My aim is to create psychological safety, where it's okay to experiment, to not have the answers, and to explore new tools. This isn't about a top-down directive. We want a bottom-up culture where ideas and innovation come from everywhere in the business.

We've put in place strong foundations to support this aim.

- Training, tooling, and coaching will be available to everyone. Many of you already have access to our formally approved AI tools like ChatGPT, Cursor and GitHub Copilot, and we're rolling this out further, fully funded.
- Clear guardrails are available and will be continually refreshed. These are essential to ensure responsible use of AI, especially when it comes to data, ethics, and how we apply this technology in our daily work.
- We have 3x Exec sponsors - Kat, Killian and Paul who will ensure we're supporting our people, improving our processes, and driving meaningful product innovation.

This isn't about AI replacing your job. It's about freeing up your time from low-value tasks so we can focus on work that creates impact - for our customers, our company, and your careers.

Let's meet this moment with curiosity and courage, with a people-first mindset, the Reward way.

We. Are. Reward.