



Steward Redqueen

# Culture Manifesto

# Great to see you here

Welcome to our Culture Manifesto – it's our guide to what matters most at Steward Redqueen.

Since our inception in 2002, we've consciously and unconsciously cultivated our habits, our style, and our ways of working, crafting our unique identity. In this document you'll find our mission, our values, and the culture that defines us.

Why do we have this Culture Manifesto? Because it guides us: it keeps us focused on what we stand for and supports our daily decision-making. We are at our best when we live and breathe our culture – in our internal collaborations and client interactions.

Dive into the pages ahead, discover what drives us, and join our journey towards shared growth and purpose at Steward Redqueen.



## Our Mission and Culture

Read about our mission and how our culture paves the way to achieving it.



## Our Career Framework

See how we prioritise our Cultural Values within our growth model.



## Roles and Rituals

Learn how clear roles and meaningful rituals shape our culture.





# Our Mission and Culture



## We are Steward Redqueen

We're an independent consulting firm that supports our clients with advisory services and data solutions centered around sustainability and impact. With our expertise, experience, and dedication, we help clients from the private and public sectors understand and address their societal impact.

For over two decades, our mission has been clear: making business work for society. We believe that our culture is the key to achieving this goal. Within Steward Redqueen, culture encompasses the sum of all behaviours, transcending specific roles or levels of experience.

Our culture is our collective responsibility. It's a dynamic force shaped by each of us.

*Our mission is the goal. Our culture is how we get there.*



**We help our clients  
understand and act  
on their impact on  
society**

## **Why we do this**

The world needs companies to address the challenges humanity faces. This brings opportunities but it can also present dilemmas. We like working in this field because it is meaningful and intellectually challenging. Through this, we help our clients navigate complexities and balance societal needs and business interests.





| Curious   | Candid  | Collaborative   | Resourceful  | Entrepreneurial   |
|---|---|---|--|---|
| <p>Ask questions, search for creative answers</p> <p>We look for evidence. We explore new and better ways of doing things. We keep on learning.</p> | <p>Speak your mind, respectfully</p> <p>We are critical. We challenge ourselves and others. We stay clear and constructive.</p> | <p>Make the sum bigger than its parts</p> <p>We foster collective expertise. We learn from each other. We help others grow.</p> | <p>Navigate change, offer solutions</p> <p>We keep cool. We adapt to change. We overcome difficulties.</p> | <p>Grow your impact by growing our business</p> <p>We look for opportunities. We act on ideas. We dare to be wrong.</p> |

# The cultural values we all share

Our cultural values are the pillars of our unique company culture. They are a shared language, uniting us in a common purpose and shaping our daily interactions. These values aren't just pretty words. This booklet illustrates how we apply, embody, and fulfil them every day.



# How we do it

Our diverse team works across the globe. We challenge conventional thinking and prioritise bespoke solutions over generic approaches. Our way of working blends curiosity, creativity, and pragmatism. Our Cultural values are the pillars of how we work. They guide how we collaborate on a daily basis towards achieving our shared mission.

At Steward Redqueen, we provide a platform for our people to grow. We encourage continuous learning, skills development, and professional advancement, cultivating an environment where individuals can thrive.

In return, we expect and encourage taking initiative, autonomy, and a sense of responsibility. We empower our team members to take ownership of their work, contribute ideas, and embrace the challenges inherent in our mission.





# Our Career Framework

Your career growth at Steward Redqueen is shaped by both skills and cultural behaviours. We are dedicated to fostering your professional development, and our career framework is here to provide guidance along the way. It is a map encompassing all our function profiles, from Associate to Partner\*. For each profile, we outline the required skills and cultural behaviours. This should help you understand the requirements for your current position. It gives you clarity on what is expected from you and what you can expect from your colleagues. It will also unveil the opportunities awaiting you in your career. The career framework is a practical tool, nurturing not only your professional skills but also your role as a guardian of our shared values.

Find all function profiles in the SUMM platform library.

\* Non-consulting positions (e.g. office management, technical product management) have their own function profile descriptions outside the scope of this consultancy Career Framework



This is how we position our cultural values within our growth model

Our approach to the career framework is that it combines two elements:

**Skills:** what are the competencies expected of a consultant at each level in the career framework?

**Associate**  
A sharp and curious analyst

**Consultant**  
A creative and reliable problem-solver

**Sr Consultant**  
A structured project lead and knowledgeable advisor

**Manager**  
A subject expert building a commercial proposition

**Director**  
A thought leader with entrepreneurial spirit and market recognition

**Partner**  
A leader of the firm and an authority in the market



**Curious**  
Ask questions, search for creative answers

**Candid**  
Speak your mind, respectfully

**Collaborative**  
Make the sum bigger than its parts

**Resourceful**  
Navigate change, offer solutions


**Entrepreneurial**  
Grow your impact by growing our business

**Cultural values:** what are the beliefs and norms that unite us across all levels?





# Roles and Rituals



Our culture isn't confined to words; it's a daily practice. Every action contributes to its collective creation and reinforcement. This is why our values play a central role in all the rituals that shape our overall culture. They go beyond guiding our internal interactions; they influence how we present ourselves to the world, how we welcome new colleagues, and how we support each other's personal growth.

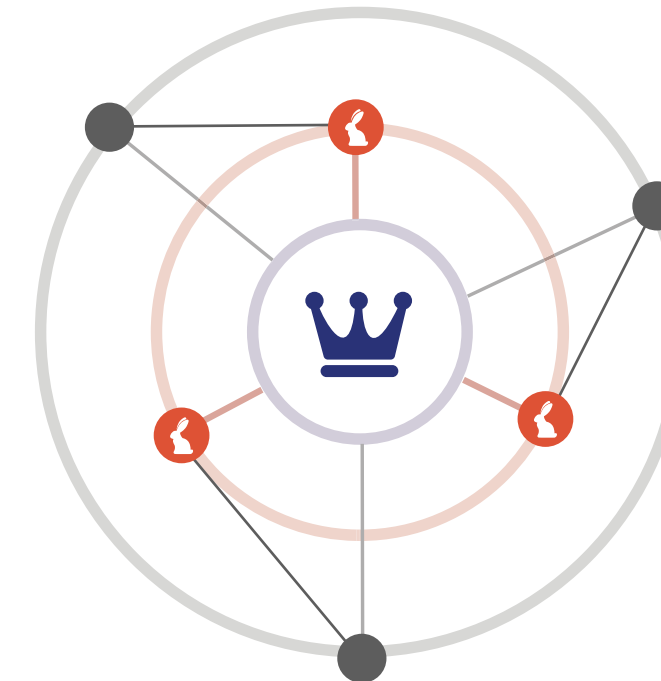
You will encounter our values in every ritual, from the moment we welcome new team members, during onboarding, to the ongoing process of setting personal growth goals and providing feedback and evaluations. Our culture is a living entity, and our values are the threads that weave through every step of our journey.

*Living our culture: beyond words.*



# The roles that support your growth

While you should take responsibility for your personal development, at Steward Redqueen, we know growth isn't a solo endeavour. To ensure everyone has the support needed to maximise their potential — whether in terms of knowledge, skills, or cultural values — we've established various roles to assist you.



Members of our senior team (senior consultants or managers) will provide you guidance on your day-to-day queries, whether it's managing your workload or navigating consultant life at our firm. Since we are into the whole Lewis Carroll-thing, we call these people "White rabbits." You'll get one assigned on your first day.

For career and leadership development inquiries, turn to our leadership team members. You will be paired with a Partner or Director for personalised career coaching. This person will also be in charge of your periodic skills and culture evaluations. And yes, we call these people "Queens."

Even though you will have an assigned Rabbit and Queen, you can also seek mentoring from other members of our team — be it Partners, Directors, Managers, or anyone else within the company. We know your career will benefit from seeking as many perspectives as possible, so do not hesitate to approach your colleagues for a formal or informal career chat.



## The rituals that strengthen our culture

Our values are part of our everyday actions. You'll witness them in our interactions, in the welcome we extend to new colleagues, and in the work environment we cultivate at Steward Redqueen. You will notice this in our rituals, developed over time, all rooted in the culture that defines us.







Ritual 1

## Recruitment

At Steward Redqueen, recruitment is a team effort. We evaluate candidates not only on their skills as well as their their cultural fit.

We believe in mutual cultural alignment. That's why we're open and clear with potential new colleagues about our culture — it's an essential part of our recruitment process.

Our recruitment procedures are thorough. Job postings are regularly updated, written in clear and inclusive language. With a diverse team at the helm, we ensure comprehensive discussions, fair assessment, and informed decision-making, fostering a more diverse and dynamic team.

## Our application process

### Job posting

We advertise openings on our website, LinkedIn, and university platforms to attract a diverse range of candidates.

### Interview

Candidates meet with 2 team members to discuss cultural and skill fit.

### Job offer

A partner contacts the candidate to extend the job offer, followed by a formal offer in writing. (Both via phone + email)

### Application

Interested applicants submit a motivation letter and CV.

### Case

Candidates meet with 2 partners to demonstrate their knowledge and skills in a case study. (Preferably in-person)

### Welcome to Steward Redqueen

The candidate officially joins our team!





# Interviews

We want to encourage applicants to show their talent. This belief is reflected in our thorough interview process, consisting of multiple rounds that delve into both cultural alignment and the practical expectations integral to excelling in our work.

We're committed to transparency, allowing applicants to engage in insightful conversations with various team members. Before each interview, we set clear expectations, ensuring you know who you'll be talking to and what to anticipate. Even if the discussions don't progress further, our commitment to openness remains steadfast, and we offer constructive feedback to aid in your ongoing professional growth.





## Ritual 2

# Onboarding

A strong start is crucial, and that's why we've designed our onboarding process to ensure you feel comfortable and ready to dive in.

During your onboarding, the emphasis is on getting acquainted with your colleagues and our work. You'll promptly engage in your first assignment, guided by the project lead. You will also have your designated Rabbit who will be there for regular check-ins and to answer any questions you might have.

As you navigate your first few weeks, you'll quickly find your way around, allowing you to focus on mastering your day-to-day tasks. Even as you become fully integrated into the team, the supportive culture at Steward Redqueen means that assistance is always at hand for any inquiries you may have.

# Getting ready

Before you kick off, we take care of the essentials. Your laptop and phone are ready to roll, and we guide you through our platforms, software, and office tools. We'll also brief you on our policies, covering everything from vacation and sick leave to remote work and timesheets. In short, we've got it all arranged to get you a smooth start.

# Getting to know us

In your first days, we prioritise introductory meetings to ensure you grasp what we do and stand for. You won't be a bystander; you'll be actively involved in projects from the get-go. Alongside lots of content work, you will discover plenty of opportunities to connect with colleagues in engaging ways.







## Get going

We believe the fastest way to integrate is by joining a project team right away. Dive into the heart of the company, gradually assuming bigger responsibilities. We champion proactivity, ownership, and curiosity. Feel free to ask questions, collaborate with your colleagues, show your skills, and share your ideas. And remember, there's immense value in listening to your experienced team members.

## Practical onboarding

**First week**  
Finding your way in  
the office

**First month**  
Landing your  
first project

**First half-year**  
Drafting your Personal  
Development Plan

**First year**  
Participating in your first  
Performance Review

**First week**  
Meeting your new  
colleagues

**First month**  
Internalising our  
mission and values

**First half-year**  
Setting your  
own goals

**First year**  
Becoming an  
ambassador of our  
cultural values

## Cultural onboarding



A modern office interior featuring a lounge area with several blue and grey ottomans and a small round wooden table. A large potted plant is on the left. In the background, a glass-walled meeting room is visible, with a person sitting at a desk. The room has large windows, modern lighting, and a clean, professional aesthetic.

We are  
Steward  
Redqueen



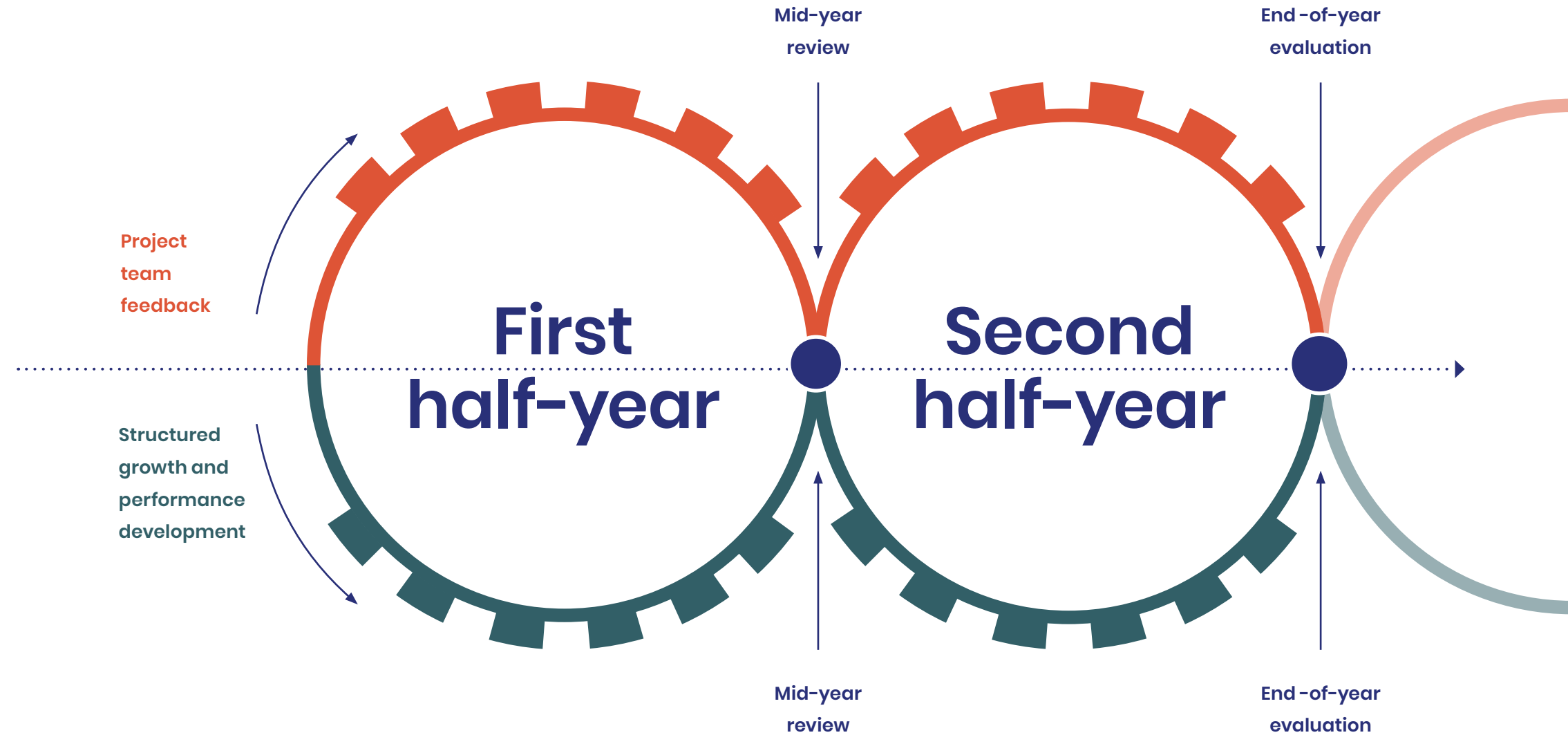


Ritual 3

## Talent development

At Steward Redqueen, your development takes centre stage — both in embracing our cultural values and meeting skill expectations. To foster continuous growth, we've established a one-year talent development cycle.

During this cycle, you will draft your own growth trajectory with the help of senior team members.







## Setting and achieving goals

In each cycle, you define your own professional growth goals. They are shaped by your personal aspirations and the improvement areas we jointly identify for you. To keep your growth at the forefront, you engage in periodic check-ins with your mentors. Together with them, you chart the focus areas for the upcoming year, ensuring your development aligns with Steward Redqueen's growth.

## Project team feedback

Professional and constructive feedback is integral to our collaboration. After each project concludes, we engage in a project team evaluation, assessing individual roles and the team's alignment with our values. In instances where projects extend beyond six months, the team may opt for a mid-term project evaluation.

## Mid-year review

Halfway through the calendar year, you will have a mid-year review with your Queen and another Partner. In this conversation, we discuss your performance and growth, and the expectations for the rest of the year. The conversation will be informed by the periodic project evaluations, as well as additional (self) evaluations done prior to the meeting. This information forms the basis for an informed and transparent discussion.

## End-of-year evaluation

At the end of the calendar year, we meet again to assess your performance and growth. We will be looking backwards but also forward – talking about improvements and new opportunities for the upcoming year. Similar to the mid-year review, the conversation will be informed by the periodic project evaluations, and additional (self) evaluations.





# Together, we create impact



We're proud of our team of professionals shaping inspiring projects every day. We thrive on our combined expertise and connections.

Our employees are our greatest strength. We ensure everyone has the space and chances to grow here. Our cultural values, woven into our daily routine, make this happen.

This way, we will continue working together towards our mission.

## Let's go!



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