



The Newmark Group
CULTURE DECK

BE EXCEPTIONAL

Our Sustainability philosophy: The Tripple Bottom Line

People

At Newmark, we are committed to empowering our team and communities to become the best possible version of themselves and support them to achieve their aspirations. We believe that empathy is critical key to this, hence it is a pillar to all that we do.



Planet

As Newmark, we try to reduce our ecological footprint as much as possible, while advocating for environmental conservation in our business ecosystem.

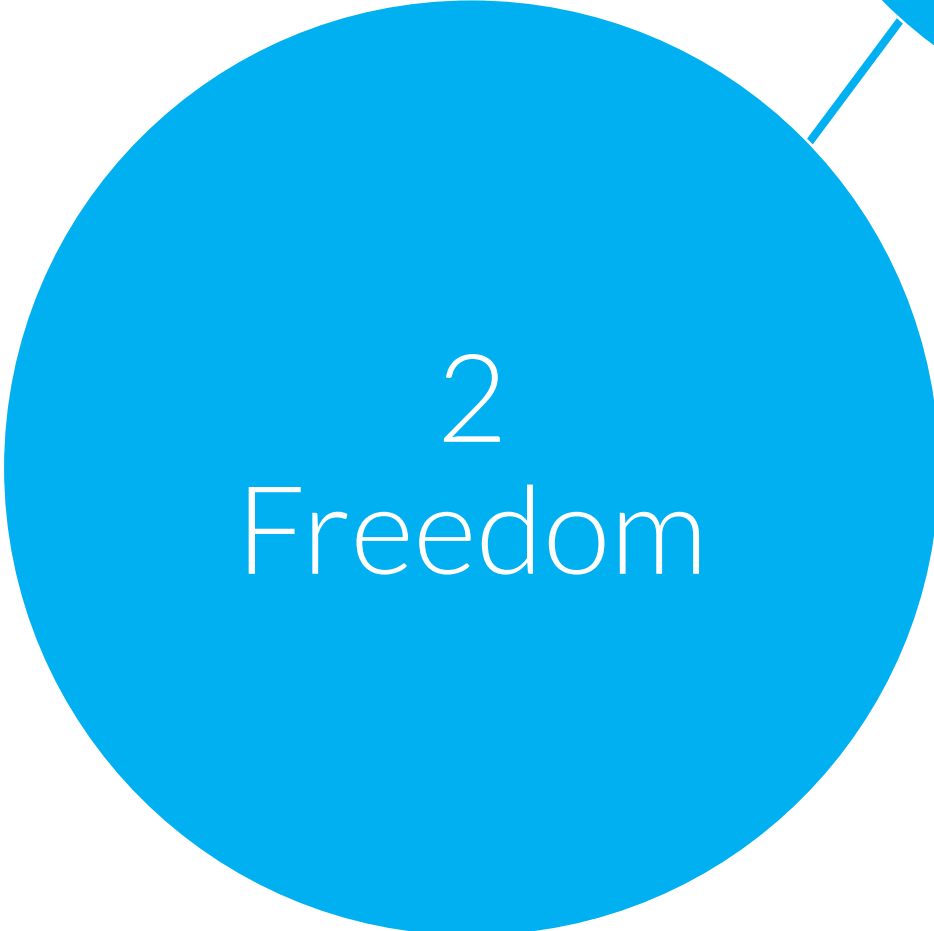
Profit

As such, we strive to create value in Society by creating more employment and supporting more clients to become a Force for Good in the community. This is why are committed to business growth and sustainability.



Critical Pillars of Our Culture

We believe in mutual investment for mutual benefit



We exercise Freedom with responsibility

We inspire one another to greater heights



Alliance

We believe in mutual investment for mutual benefit, and are big on ensuring that our workplace is a place where the best professionals are placed on a path towards the fulfillment of their career goals.

Team members, management and shareholders all have core aspirations and values, and our relationship is a mutual alliance that needs to help all of us.

Freedom

Our purpose is to help create an empowered world which provides inclusive prosperity for all.

This requires our team to embrace responsibility over our impact, and we all know that Responsible People **Thrive** on Freedom, and are **Worthy** of Freedom. This entails freedom to create, to learn, to lead, to evolve and to influence.

Those who love such freedom feel right at home at Newmark.

Leadership & Teamwork

We believe that leadership is about service to something bigger than self. Although team leaders have an added responsibility of setting the vision, we believe in everyone's inherent ability to bring value and knowledge into the team.

Ours is a culture whose aim is to help us achieve nothing else but operational and professional Excellence

Just like a top championship team We are big on trust, alongside other attributes such as loyalty, integrity, ability, keeping promises and mutual exchange of value.



We believe that what makes a workplace great is **Great Colleagues!** This is why we strive to hire well and we help each other to be great. **We also keep improving our culture as we grow,** and we strive to enhance our ability to have a better bigger positive impact in the world through our craft.

Seven Aspects of our Culture

- **Values are what we Value**
 - High Performance
- Freedom & Responsibility
 - Context, not Control
- Growth & Development
- Leadership & Coaching



Behaviors and skills that we value

Communication

We listen well, we are articulate and concise. We treat people with respect, independent of their status.

Impact

You demonstrate consistently strong performance so colleagues can rely upon you

Curiosity

You seek to understand our strategy and market, and are broadly knowledgeable beyond your field

Innovation

You re-conceptualize issues to discover simple and practical solutions to hard problems

Courage

You say what you think even if it is controversial and make tough decisions when necessary

Honesty

You are non-political when you disagree with others and only say about your colleagues what you would say in front of them

Loyalty is Good

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- Loyalty is good as a stabilizer, but we celebrate those who find great opportunities elsewhere, and join our amazing alumni network
- People who have been stars for us, and hit a bad patch, get a near term pass because we think they are likely to become stars for us again
- We want the same: if Newmark hits a *temporary* bad patch, we want people to stick with us
- But unlimited loyalty to a shrinking firm, or to an ineffective employee, is not what we are about

Our High Performance Culture may not be right for everyone

- Many people love our culture, and stay a long time
 - They thrive on excellence and candor and change
 - They would be disappointed if given a severance package, but lots of mutual warmth and respect
- Some people, however, may not like our culture due to an unwillingness to unlearn prior cultures in order to embrace a new one
- We're getting better at attracting only the former, and helping the latter as much as we can

The Rare Responsible Person

- Self motivating
- Self aware
- Self disciplined
- Self improving
- Acts like a leader
- Doesn't wait to be told what to do
- Picks up the trash lying on the floor

Responsible
People
Thrive on
Freedom, and
are **Worthy** of
Freedom



Is Freedom Absolute?

- Freedom is not absolute, and it also entails acting in Newmark's best interest
- Are some limited exceptions to "freedom at work", particularly in regards to confidentiality, legal and ethical issues. Dishonesty, harassment are intolerable
- We believe that good processes and tools can help expand Freedom.

The best managers figure out how to get great outcomes by setting the appropriate context

Three Necessary Conditions for Promotion

1. Job has to be big enough

- We might have an incredible manager of something, but we don't need a director of it because job isn't big enough
 - If the incredible manager left, we would replace with a manager, not with a director

2. Person has to be a superstar in current role

- Could get the next level job here if applying from outside and we knew their talents well
- Could get the next level job at peer firm that knew their talents well

3. Person is an extraordinary role model of our culture and values

3 - Leadership & Coaching that optimize high performance

1. Leadership is about service to something bigger than self, and seeks to maximize the potential and collective ability of the team
2. Although team leaders have an added responsibility of setting the vision, we believe that everyone is a coach and a coachee, as we believe in everyone's inherent ability to bring value and knowledge into the team
3. We coach the coachable, and believe that servant leadership is the best of them all
4. The most important currency in a relationship is trust, and it happens alongside other elements such as loyalty, integrity, ability, keeping promises and mutual exchange of value. It is the first thing to create when building a relationship
5. Psychological safety is key: The team is safe for interpersonal risk-taking
6. We listen to understand, not to respond. Active listeners make great leaders
7. We tell the truth, even when it is difficult to do so, because we care.
8. We bring our full selves to work In case of a problem, we rally the team first, then tack the issue