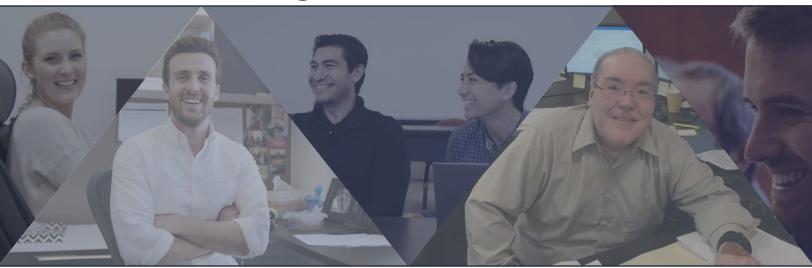# CIRE CULTURE HANDBOOK
Living out our values

CIRE

COMPANY CORE VALUES

Living out these four values ensuring your success at CIRE

Welcome, we are pleased that you have chosen to become a member of the CIRE team!

The purpose of this culture handbook is to provide you with clarity and insight into our core values, the guiding principles, that drive and define the CIRE culture. We want you to be successful here at CIRE and we believe that a large part of your success is dependent on your understanding and alignment with our core values.

The values expressed in this handbook go beyond the "permission to play" values that we believe are foundational to all companies' success such as integrity, passion, accountability, discipline, work ethic and communication. Our explicit core values are what make CIRE unique and form our cultural DNA.

We use our unique values as our compass and our litmus test for every decision that we make. It ensures alignment so we may fully achieve our mission of creating and preserving wealth for our stakeholders.

PERSISTENT IMPROVEMENT

CREATE OPPORTUNITY

AUTHENTIC COMMUNITY

QUALITY PERFORMANCE

CREATE OPPORTUNITY
Innovative Thinking to Produce Value

QUALITY PERFORMANCE
Executing Beyond Expectations

PERSISTENT IMPROVEMENT
Relentless Cultivation of Our Potential

AUTHENTIC COMMUNITY
Building Relationships Through Sincere Interactions

CREATE OPPORTUNITY
Innovative Thinking to Produce Value

What Create Opportunity means to us:

At CIRE, we encourage innovation and creativity to unlock hidden potential. We excel as proactive thinkers and problem solvers. We never settle for the status quo because we are passionate in identifying opportunities to add value where others may have overlooked. We think outside of the box to see the entire spectrum of colors beyond the traditional black and white options.

How Create Opportunity benefits CIRE:

- Ability to think outside the box to solve unique or complicated challenges.
- Encouragement and support to pursue original ideas.
- Increased profitability and efficiencies through income and expense value initiatives.
- Recognition and satisfaction found in being trusted to be resourceful and developing new processes that will add value to the team.

How we think because of Create Opportunity:

- What are the possibilities or potential of this project to make it successful?
- How can we do this better or more efficiently and extract maximum value?
- Have I analyzed all project areas for cost savings/efficiencies?
- What tools/resources are missing in our current organization that are necessary to make this project more successful?

How we act because of Create Opportunity:

- Implement and assess new ideas to provide maximum results.
- Innovate processes and procedures to free up time and improve.
- Evaluate situations, bring fresh perspectives, and strive to find solutions that will position us for achieving success.
- Utilize flexible and nimble strategies and take necessary actions to adapt to execute.

How we support/live Create Opportunity:

- Encourage feedback, ideas, and suggestions from all parties regardless of title or relationship to make the most impactful improvements.
- Dedicate time to brainstorming, strategizing, performance reviews, goal setting, and personal/professional development.
- Cross department training and support to develop alignment and big picture understanding of the overall company objective.
- Promote professional growth by encouraging ongoing education and skills development.

QUALITY PERFORMANCE
Executing Beyond Expectations

What **Quality Performance** **means** to us:

At CIRE, accountability is at the center of our culture. We believe "done or not done" is more than a saying, it is a conscious commitment to each other every day. We are a high performing team that always strives to achieve beyond expectations. We pursue excellence in all that we do.

How **Quality Performance** **benefits** CIRE:

- Builds foundational trust in the team to rely on one another because of shared high standards of excellence and performance.
- Allows more peer to peer cooperation.
- Understanding and visibility of job responsibilities and goals.
- Overall personal, professional, and company growth and stability through aligned individual, team, and company goals.
- We celebrate our wins as a team with recognition and fun events.

How we **think** because of **Quality Performance**:

- How can I improve speed without compromising quality and efficiently execute?
- Do I have a clear understanding of expectations and how I can outperform this assignment?
- What are company goals, and how do my vital tasks align with the initiatives?
- Who has helped me accomplish my goals and tasks, and how can I help others accomplish their goals or tasks?

How we **act** because of **Quality Performance**:

- Focus on providing our best work product - we do not settle for status quo. We aim for excellence and believe in accountability.
- Acknowledge that others depend on our ability to perform so they can complete their tasks too.
- Participate in company and departmental MAP meetings to align goals, initiatives and tasks as well as ask questions to have a clear understanding of the direction/strategy.
- Honor and celebrate our successes as a team and trust our people to make the tough choices.

How we **support/live** **Quality Performance**:

- Create processes and procedures, templates, automation in Nexus and Podio.
- Implement consistent meeting rhythms, strategy sessions, performance reviews and team consults to promote teamwork and collaboration.
- Establish clear expectations of roles and assignments with detailed job descriptions / projects.
- Provide training tools for employee growth (professionally/personally).

PERSISTENT IMPROVEMENT
Relentless Cultivation of Our Potential

What **Persistent Improvement** means to us:

At CIRE, we have a growth mindset. We continuously strive to reflect, improve, and evolve personally and professionally. We are courageous and resilient in the face of potential challenges. As lifelong learners, we embrace the journey.

How **Persistent Improvement** benefits CIRE:

- Team finds opportunities in successes and challenges to improve and push beyond self-imposed limitations.
- High level of emotional intelligence and awareness creates a safe place to share openly and provide direct feedback so we can consistently improve together.
- Grit and determination within the team allows mistakes or obstacles to become collaborative problem solving and strategic lessons for the future.
- We consistently invest resources to build our skills personally and professionally.

How we **think** because of **Persistent Improvement**:

- How can we use this success or challenge to re-evaluate our ability to stretch and grow?
- What are some areas of development for myself or others?
- Am I evaluating my areas of improvement to elevate performance from my last assignment?
- What would we do differently moving forward, and do we have an opportunity to streamline any processes?
- What are some vital learnings now that we completed this project or task?

How we **act** because of **Persistent Improvement**:

- Analyze our strengths and opportunities for growth while adapting to changing situations.
- Set lofty goals and hold ourselves and others accountable to accomplish them.
- Ask questions and learn from our colleagues, acknowledging that we don't know everything and can learn from each other.
- Reflect on past performance to determine a strategy to learn and improve.

How we **support/live** **Persistent Improvement**:

- Create opportunities to obtain additional certifications (Real Estate, Notary, etc.).
- Participate in MAP Training with Professional and Personal Development Plans.
- Display transparent company goals and establish an open-door policy to better communications (Meritocracy not a Bureaucracy).
- Make resources available for improvement including books, webinars, etc.

AUTHENTIC COMMUNITY
Building Relationships Through Sincere Interactions

What **Authentic Community means** to us:

At CIRE, we are genuine in our commitment to building meaningful relationships. We value people with humility, empathy, and most importantly, high self-awareness. We flourish in our aligned interactions with our team and others. We believe our greatest assets are the quality people in our lives.

How **Authentic Community benefits** CIRE:

• Employees feel a high level of work enjoyment and appreciate their teammates.
• Develops an audience for all employee ideas to be heard, potentially unlocking hidden value since our observations can potentially turn into a new way of doing things.
• All problems are solved quickly and professionally since everyone has the best interest of others in mind, as we want everyone to excel.
• Establishes a fun environment built upon trust, friendship and shared values.

How we **think** because of **Authentic Community**:

• What are my natural and adaptive strengths?
• What are my personal core values and are they aligned with my team, company, and clients?
• Am I communicating effectively and sincerely?
• How do I support others in their personal and professional growth?

How we **act** because of **Authentic Community**:

• Build long-lasting relationships internally and externally by communicating with respect and honesty and approaching all relationships with empathy and vulnerability.
• We appreciate IQ, but also value an introspective focus to build high EQ.
• We offer to help our peers with projects and encourage people to challenge conflicting actions / values.
• We truly care about the success of others and feel a deep commitment to the team and one another.

How we **support/live Authentic Community**:

• Communicate and live our mission statement and values for the team.
• Create a culture where honesty and transparency are required.
• Spend time building genuine relationships during group activities including team building events, office luncheons, vendor appreciation, etc.
• Recognize and celebrate successes of individuals and the team.

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