



GMB

101

What Makes Us Unique







Impact **1 Million** Students

Hey there!

So you're interested in learning more about what a career at GMB could look like? If you like what you see, that's great! We hope that what we share is exciting and motivating. But, if it doesn't feel like a fit, that's okay too. It's most important to ensure that you have enough information and insight into who we are in order to make a decision that will help you thrive, whether at GMB, or somewhere else.

To start, let's touch on our core values: We're an organization that is characterized by trust, strong teams and living out our values of Learning, Growing, and Giving. These values are highlighted on our website and you'll hear us talk about them every day at GMB. Stemming from our values, the core focus of everything we do is driven by our **Just Cause** to *Generate more for the world by working with communities to equip students for lifelong learning*. Our integrated team of educational planners, architects, and engineers are just one part of the learning ecosystem that will make that happen.

Throughout the next few pages, we'll see how our values and Just Cause translate into an actionable culture that we find truly unique.

Ready? Here we go!

Team of Teams

As you've been looking around our website, you may have seen a foreign phrase: "Team of Teams".

Great! You like teamwork, you're a great teammate, it sounds like we're on the right track. Let's dig a little deeper. When we talk about a Team of Teams at GMB, we're sharing how we're structured as a network of teams.

We know this is unique, so we'll take a minute to explain.

Traditionally, many companies are organized in a hierarchical fashion with the CEO sitting at the top of a pyramid. In our Team of Teams environment, we operate like a network of teams that come together around specific goals that work toward our overarching purpose. Because we serve clients in the field of architecture, engineering, and interior design, we have multi-disciplinary project teams. (If you've worked in this industry in the past, this part is probably familiar). But when it comes to things like leadership, driving change, and creating standards, coordinated teams are built as needed. Team of Teams is a structure that fosters intentional interaction between diverse people. This is how we challenge one another, remove echo chambers, and find the next best idea for our clients.

150+ Employees



As GMBers, we are empowered to decide where we work best, so we can do our best work and enjoy our lives. Here's how this looks in practical terms:



Non-Linear Workday – We embrace a non-linear workday, which not only allows our lives to look and feel different, but also opens up possibilities we may not encounter in an on-site, synchronous workplace. For us, a non-linear workday means accomplishing work at times of the day and week that are best for our role, and also meet the needs of clients and teammates.



Can I Work Somewhere Else? – GMBers are encouraged to perform work when and where it is best suited to fit into their personal life situation. Doing great work shouldn't be about a spot on the map. Regardless of location, we're accountable for the outcomes of roles and teams and we've found that can often happen outside of a cubicle!



Asynchronous Communication – To support flexibility in our teams, we embrace asynchronous communication as one tool in our communication toolkit. How does this play out in practical terms? Think, *"How would I deliver this message, or move this project forward right now if no one else on my team were awake?"*

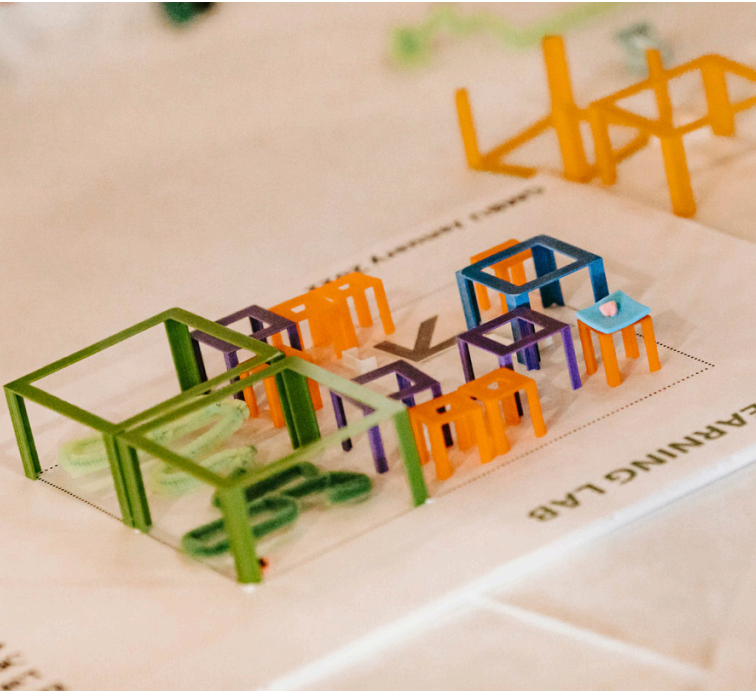


The People – We have so many great people, it would be a shame to never see everyone. The opposite is true, too. It would be a shame to herd everyone into an office if you could work better somewhere else. Our learning hubs exist, but that doesn't mean you are required to work in them. We encourage (but don't require) GMBers to spend time in the learning hub to catch up, have meetings, and grab lunch with others.

Flexible Work



Learning Hubs



As an evolution toward our just cause of creating learning ecosystems and opportunity for all in our communities, we're transforming our office spaces into Learning Hubs. But what does that mean for GMBers?

First: what exactly is a "Learning Hub?" – A Learning Hub is a place where people come together for a common purpose, to develop relationships, and to learn by participation, observation, and listening. Our Learning Hubs provide a place for coaching, asking questions, experimenting with new ideas with our teammates and with our clients.

There are no explicit or implicit advantages to working from a physical Learning Hub. All our employees have the same opportunities regardless of where they are physically. As a remote-first organization, we think about our hubs to include both physical and virtual locations.

We invest in our hub spaces on a regular basis to keep them feeling like modern and desirable places to meet up for learning and work. This means refreshing technology, layout, or finishes as needed, but may also mean evaluating where our physical hubs are located and making changes to meet the upcoming needs of the hub.



1 Mascot
(His name is Gordie)



6 Davids & **4** Katies

Pods

No, not a group of whales but a group of GMBers who connect daily to chat about their day, their work, and life. Does this sound like a typical afternoon around the water cooler? Maybe...but here's what makes Pods different:

- Pods are about building trust. They are multi-disciplinary so that a mechanical engineer is connecting with an architect who is connecting with an accountant.
- Pods are also a priority. Intentional time is set aside each morning to begin the day with your Pod. This helps create empathy across disciplines and it's a lot of fun too! New employees often comment that their Pod helped them quickly plug into GMB.
- Connection and growth are important to us, so we don't stop with Pods. A few other ways to connect with your teams are through social events (coordinated by our multi-disciplinary Connection Team) and Wellness Team events (yup, these are planned by a multi-disciplinary team too!)

Mentoring

As a new GMBer, you will be teamed up with multiple guides from the start. First, there's your onboarding mentor. They're your ambassador, helper, and supporter for some of those day-to-day questions encountered in the first few months in your new role.



10 Disciplines





Sprint

Scrum

Alignment. Scrum is all about alignment and all about collaboration. A perfect combination for our project teams! If you've been in the A/E industry for long, you know scheduling is key. Our Project Teams are formed around the concept of Scrum which groups every employee into a Super Team. Scheduling happens within our Super Teams to create an alignment of our people with each other and our clients. It's all about empathy, transparency, and connection among our project teams.



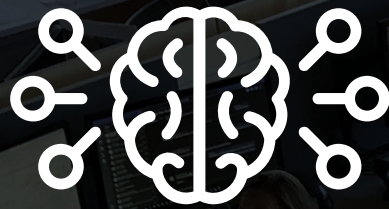
Who's the Boss?

When you join GMB, you are showing up as an empowered decision maker. You interact daily with leaders and team members to help GMB and our clients thrive with the benefit of freedom from a typical management structure tied to titles like manager, boss, or supervisor.

To put it in practical terms, we carefully hire trusted professionals and trust them to fulfill the needs of their role.

This mindset continues into our ownership model. GMB is 100% employee owned through an Employee Stock Ownership Plan or, a smaller mouthful, ESOP! It's an ownership structure that flows as a direct extension of our culture. As teams, we pursue excellence toward a common goal and that collective work has a direct impact on our value. Because we are 100% employee owned, shares are released to each of us every year and we have direct influence on the value of those shares.





GMB Resources

A dimly lit office with large windows, showing people working at desks and a whiteboard. The scene is viewed from an elevated angle, capturing several workstations with computers and people engaged in their tasks. The lighting is soft, highlighting the silhouettes of the workers and the structure of the office.

How Can We Help You Thrive?

Learning, growing, and giving are core to our values and our “why” (we’re big fans of Simon Sinek) as a company. Naturally, this means we invest in training and information sharing every day. As a new GMBer, there are additional resources devoted specifically to you. We know it’s important for you to feel at home here so you can thrive. The more tools we can provide to help you get settled in, the better!

Here are a few ways we’ll help you develop and grow...

A group of people in a meeting room. A large screen on the left displays a complex architectural or engineering diagram. A man in a dark jacket is pointing at the screen, while others, including a woman in a green top, look on. A laptop is open on a table in the foreground.

Knowledge Organization

Here at GMB we function within a culture of continuous learning pushing forward with a growth mindset. GMB encourages all to be lifelong learners motivated to expand knowledge, develop new skills and lead with curiosity.

An example of this is our Knowledge Shares, which are short training sessions that provide regularly scheduled learning opportunities for all employees, across all disciplines, and all of our learning hubs. Sharing knowledge and learning is the key. Oftentimes, Knowledge Shares are built around an individual's expertise or knowledge gained via external experiences (seminars, conferences, etc...).

Resource Labs

This one is especially for you! For the first six months, new employees take a couple hours each month to learn more about the GMB way. Each Resource Lab covers a different topic such as:

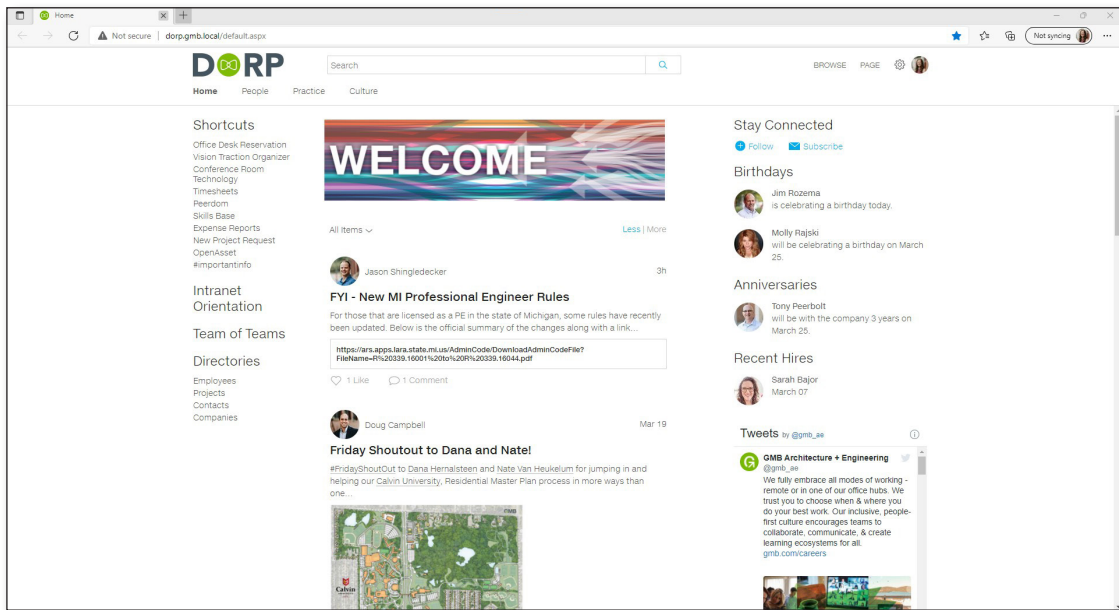
What is our design process?
How do we write specifications?
Who are our construction administrators?

It's a holistic training program designed for every new employee no matter the discipline or expertise.





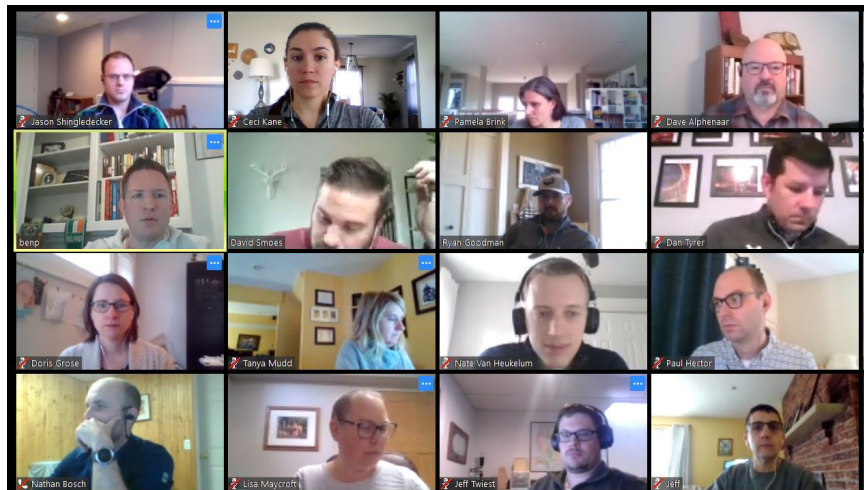
Meet dorp: your friendly, neighborhood intranet site! When you think of an intranet, you may want to hit the snooze button, but you haven't met dorp yet. We'll save the details for later, but two things you should know: it's named after our founder, Gordon M. Buitendorp and it's like our own social networking / information sharing site complete with #hashtags and @mentions.



A photograph of a group of people in a meeting. In the foreground, a man with a beard and short hair, wearing a white patterned shirt, is pointing his right index finger towards a laptop screen. Behind him, a woman with dark hair is looking at the screen. In the background, another man in a dark jacket is looking down. A silver laptop with the Apple logo is visible on the left. The text "First Mondays" is overlaid in white, sans-serif font in the center of the image.

First Mondays

First Mondays are collective design reviews led by project teams. Anyone can join to learn or provide input. Goals for our First Mondays sessions include: staying connected across all learning hubs, sharing expertise, participating in active learning experiences, providing and receiving feedback, and setting aside time and space to dream big together!



GMB University


Each quarter, we dedicate time to gather - sometimes virtually, sometimes in-person - to strategize and learn together as a company. We call this GMB University (GMB U for short since it's more fun to say).

It's a forum for our teams to expand industry knowledge, to embrace our culture of integrated disciplines, and to connect with other team members. The first GMB U was held in February 2014, showcasing areas within the company where we are leading our industry in technology and practice. Our team has continued to learn from one another and from area leaders in design, engineering, and professional development.

This is just the beginning –

**YOU CAN MAKE
IT EVEN BETTER!**





Thank you for taking the time to learn more about who we are here at GMB! You just read a quick snapshot of what we know makes us unique.

We know your job search is a commitment of time and resources and our goal is to provide you with as much information as possible to help make the best decision.

Joining GMB means you are joining a purpose to build a better future of abundance. You, along with your fellow GMBers, will take us to the next level in employee experience, client service, learning, and expanding our expertise. We're pretty excited about who we are, but we're even more excited to see where you could take us.

**GMB**



GMBisms





Wellness Wednesday's – weekly burst of education focusing on all dimensions of wellness along with challenges for GMBers to focus on their own healthy lifestyle while serving others to promote a widespread culture of holistic wellness.



#fridayshoutout – we talked earlier about hashtags being used on our social intranet, dorp. #fridayshoutouts (which often turn into every-day-of-the-week #shoutouts) are one way we point at each other and say, “you’re amazing!”.



Gordie – you saw our mascot earlier, but did you know he’s travelled the world? Gordie has guided GMBers to many a far-off place including Barcelona, the Grand Canyon, and the Italian Alps.



Good Morning GMB – once a month, we gather together to connect on upcoming events, organization announcements, and celebrate each other.



Kudos and even better if's – as an organization who encourages continuous feedback, you’ll hear these phrases often as an avenue to strengthen our growth mindset.







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What Makes Us Unique

www.gmb.com



Grand Rapids / Holland / Indianapolis / Royal Oak