



Nasdaq Culture Book

Accelerate Your Journey

Welcome to Nasdaq

Welcome to the Nasdaq Culture Book,
an inside look at what it's like to work
and thrive at Nasdaq.

Whether it's your first day or your first
anniversary, discover the must-know facts
about Nasdaq's vision and purpose, as well
as our influence and impact around the world.

We also share the unique ways in which you
can continuously connect, engage and grow
no matter where you are in your career.

Opportunity awaits.

Chapters

Welcome to Nasdaq

Company Vision and Purpose

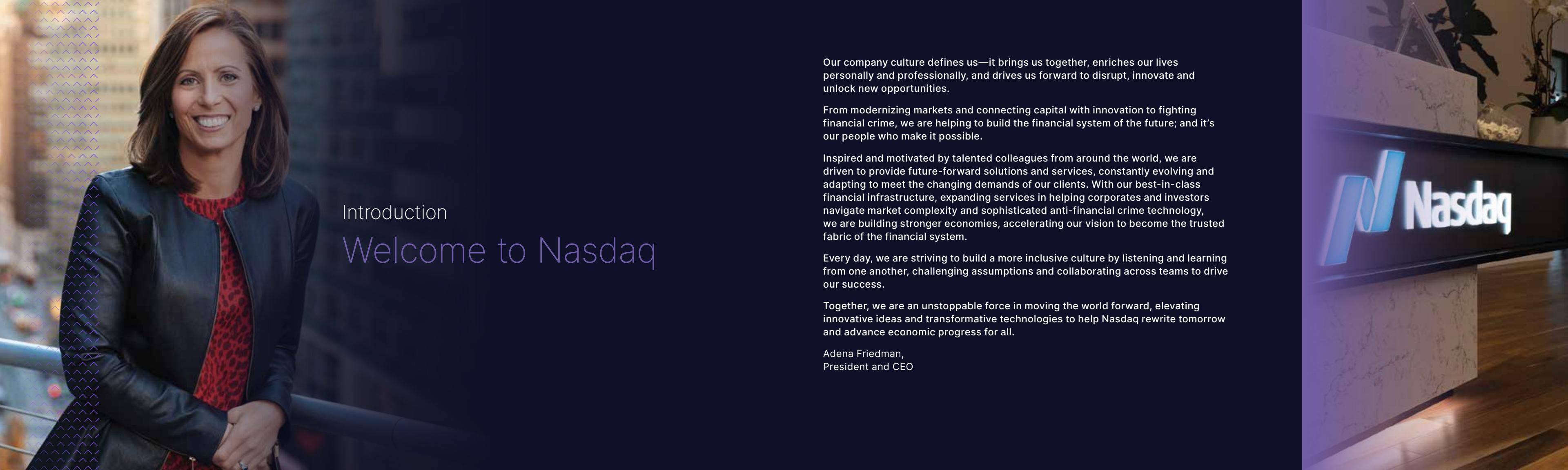
Our People

The Way We Work

Making Connections



Welcome



Introduction Welcome to Nasdaq

Our company culture defines us—it brings us together, enriches our lives personally and professionally, and drives us forward to disrupt, innovate and unlock new opportunities.

From modernizing markets and connecting capital with innovation to fighting financial crime, we are helping to build the financial system of the future; and it's our people who make it possible.

Inspired and motivated by talented colleagues from around the world, we are driven to provide future-forward solutions and services, constantly evolving and adapting to meet the changing demands of our clients. With our best-in-class financial infrastructure, expanding services in helping corporates and investors navigate market complexity and sophisticated anti-financial crime technology, we are building stronger economies, accelerating our vision to become the trusted fabric of the financial system.

Every day, we are striving to build a more inclusive culture by listening and learning from one another, challenging assumptions and collaborating across teams to drive our success.

Together, we are an unstoppable force in moving the world forward, elevating innovative ideas and transformative technologies to help Nasdaq rewrite tomorrow and advance economic progress for all.

Adena Friedman,
President and CEO



Company
Vision and
Purpose

Leading the Way

WE ARE A COMPANY OF FIRSTS

1

The world's first electronic stock market.

3

The first exchange to sell its technology to power exchanges around the world.

5

The first exchange to adopt a board diversity rule.

2

The first exchange to support Silicon Valley innovators.

4

The first major U.S. stock exchange to have a female President and CEO.

Disrupt. Innovate. Lead.

We have disruption in our DNA.

At Nasdaq, we don't see the world for what it is, we see it for what it could be.

“From the beginning, Nasdaq had this ability to see the world differently and to try new things.”

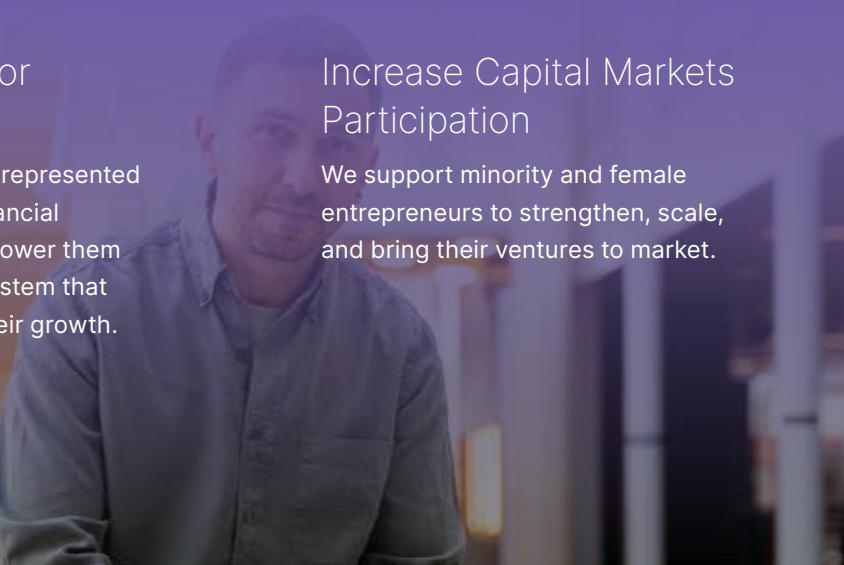
Brad Peterson, Executive Vice President and CTO/CIO

Our Purpose

At Nasdaq, our purpose is to advance economic progress for all. Through our daily work, we power stronger economies, create more equitable opportunities and contribute to a more sustainable world to help our communities, clients, employees and people of all backgrounds reach their full potential.

Reimagine Investor Engagement

We strive to equip under-represented communities with the financial knowledge to better empower them to participate in an ecosystem that supports and sustains their growth.



Increase Capital Markets Participation

We support minority and female entrepreneurs to strengthen, scale, and bring their ventures to market.

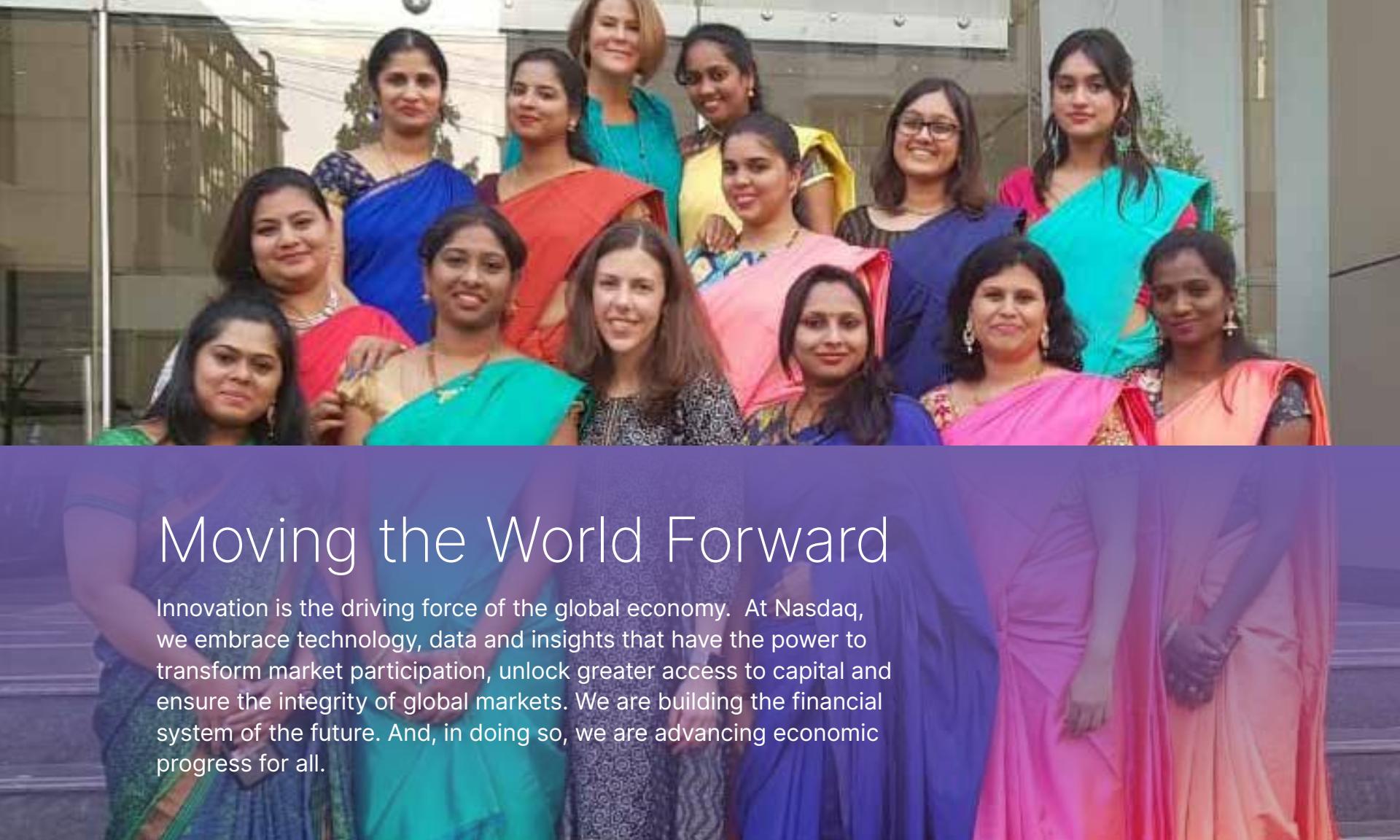
Build Strategic Partnerships

Through the Nasdaq Foundation, we collaborate with organizations that can help build a deeper, data-led understanding of where the challenges are greatest, what existing efforts could be amplified, and how Nasdaq can make new and distinctive contributions.

“From Nasdaq’s unique position at the intersection of capital markets and technology, we have seen firsthand how the markets can be a powerful vehicle for democratizing wealth creation. And we have an innate responsibility to advance and economic progress for all by making markets work better for more people from all different backgrounds.”

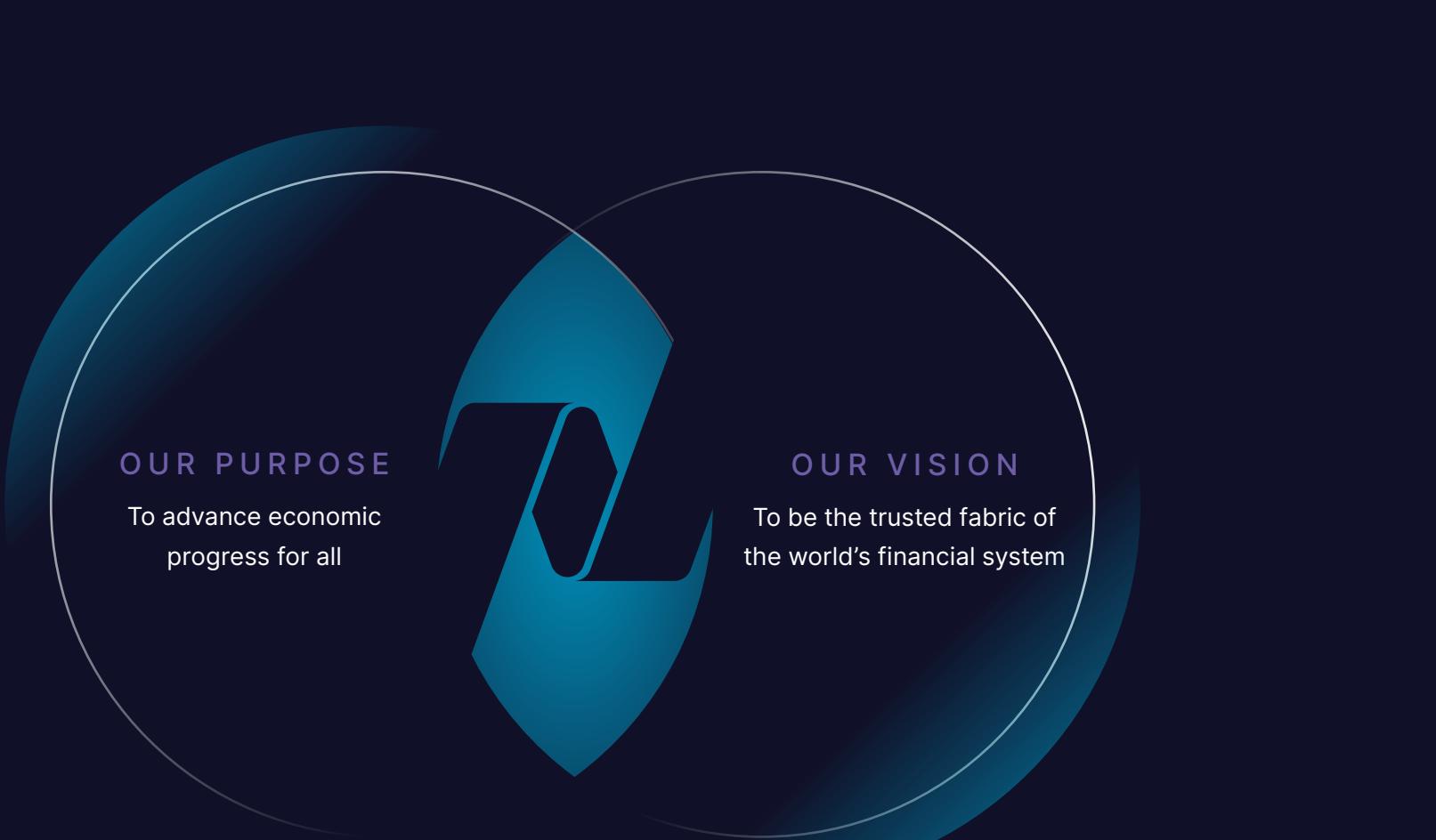
Jailan Griffiths, Global Head of Purpose





Moving the World Forward

Innovation is the driving force of the global economy. At Nasdaq, we embrace technology, data and insights that have the power to transform market participation, unlock greater access to capital and ensure the integrity of global markets. We are building the financial system of the future. And, in doing so, we are advancing economic progress for all.



OUR PURPOSE

To advance economic
progress for all

OUR VISION

To be the trusted fabric of
the world's financial system

Mission Critical

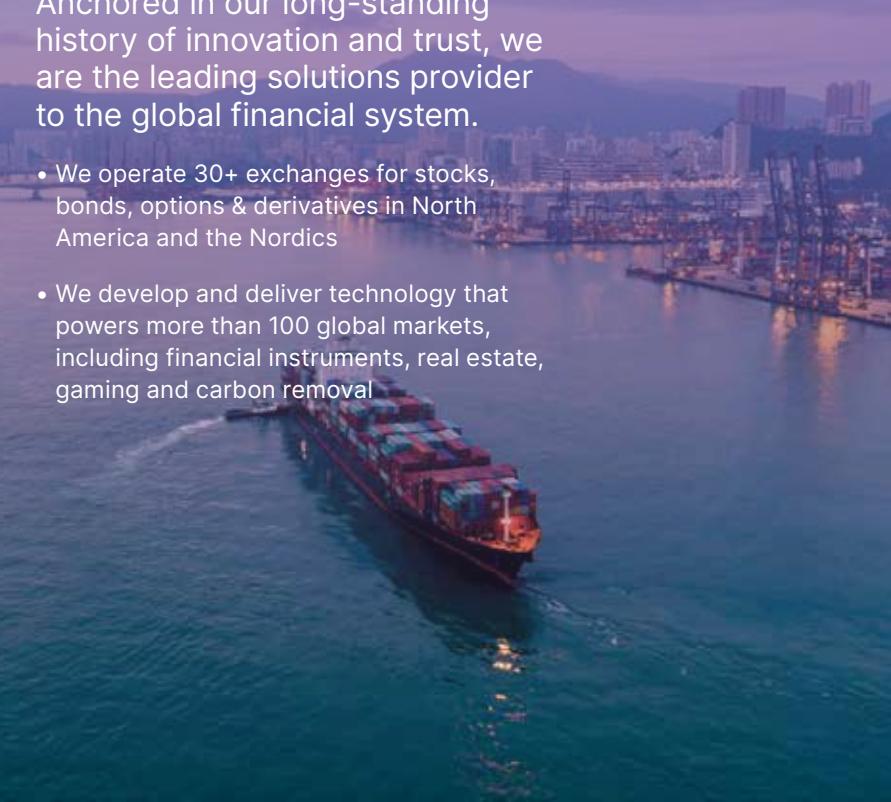
We deliver world-leading platforms that improve the integrity, transparency and liquidity of the global economy.



Market Platforms

Anchored in our long-standing history of innovation and trust, we are the leading solutions provider to the global financial system.

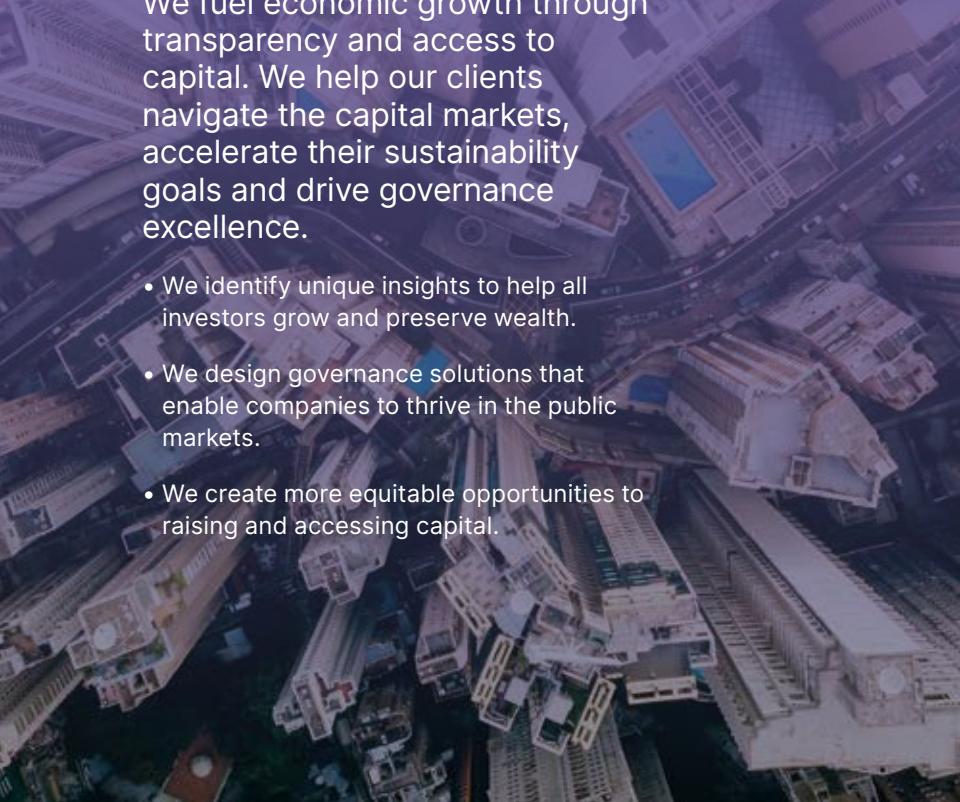
- We operate 30+ exchanges for stocks, bonds, options & derivatives in North America and the Nordics
- We develop and deliver technology that powers more than 100 global markets, including financial instruments, real estate, gaming and carbon removal



Capital Access Platforms

We fuel economic growth through transparency and access to capital. We help our clients navigate the capital markets, accelerate their sustainability goals and drive governance excellence.

- We identify unique insights to help all investors grow and preserve wealth.
- We design governance solutions that enable companies to thrive in the public markets.
- We create more equitable opportunities to raising and accessing capital.



Anti-Financial Crime

We help protect the integrity of the financial system and root out financial crime.

- We identify and prevent money laundering, including drug money and human trafficking.
- We offer market and trade surveillance software, which detects and prevents financial fraud and theft.





Our People

Cultivating Culture

We believe our culture is our secret ingredient – it's what makes Nasdaq special and why so many have chosen to build their careers with us.

We embrace innovative new ideas and transformative technologies, always striving to move the world forward.

We attract exceptional people, who are passionate about what they do.

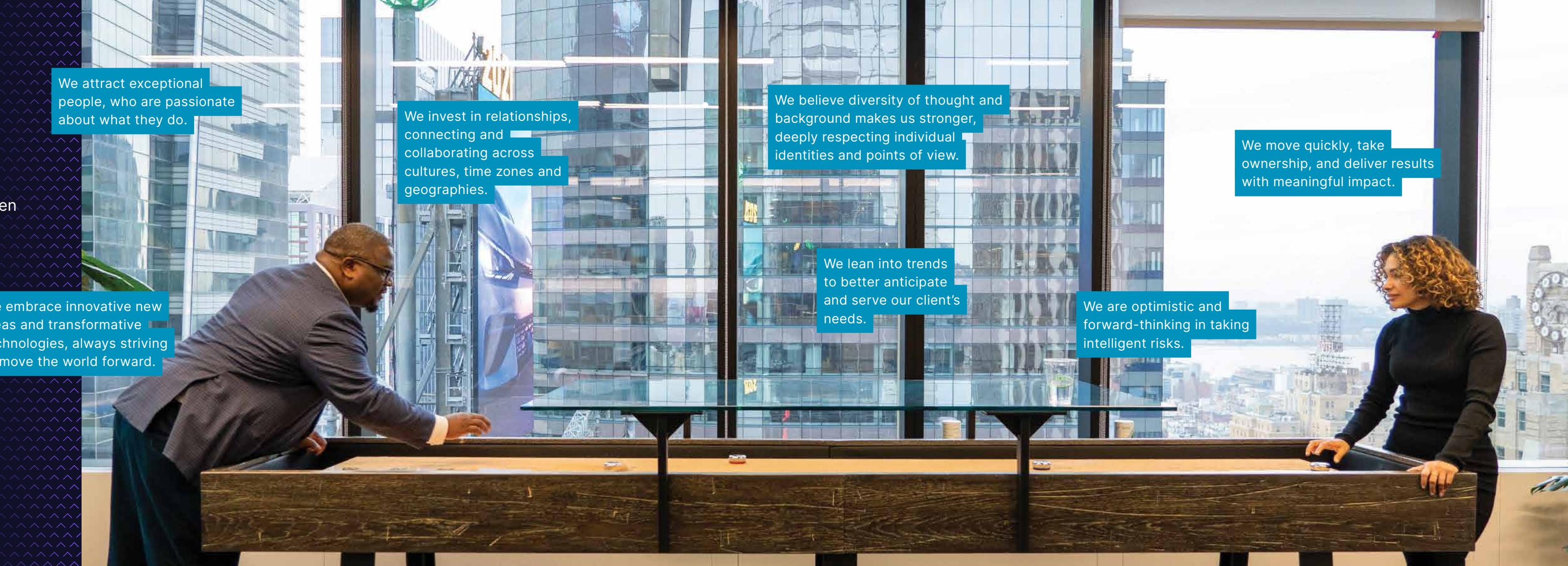
We invest in relationships, connecting and collaborating across cultures, time zones and geographies.

We believe diversity of thought and background makes us stronger, deeply respecting individual identities and points of view.

We lean into trends to better anticipate and serve our client's needs.

We are optimistic and forward-thinking in taking intelligent risks.

We move quickly, take ownership, and deliver results with meaningful impact.



Our Values

Our core values are the cornerstone of our culture and critical to our growth and success. Our much-loved in-house band, NLX, even wrote a song about them.

Lead with Integrity

- Demonstrate respect for everyone
- Communicate transparently
- Role model honesty & ethics
- Create a sense of belonging for all

Fuel Client Success

- Define your clients—internal and/or external
- Center decision making around their needs
- Solve problems swiftly
- Demonstrate resilience through obstacles
- Deliver quality that exceeds expectations

Act as an Owner

- Take initiative and be proactive
- Be accountable for commitments
- Be empowered to propose solutions
- Set measurable goals, and measure results
- Maximize operational efficiency



Play as a Team

- Listen well and demonstrate humility
- Trust colleagues, assume good intent
- Collaborate across boundaries
- Seek out diverse thought & background
- Exhibit empathy for others

Drive Innovation

- Challenge the status quo
- Bring forth ideas for meaningful change
- Take intelligent risks; learn from failures
- Lead with agility and resiliency

Expand Your Expertise

- Serve as an expert for your clients
- Be curious, ask questions, and continuously learn
- Be a thought leader of today and tomorrow
- Invest the effort to excel





Most Likely to Succeed



Who generally flourishes at Nasdaq?

You are fantastic at what you do, but stay humble and nourish your intellectual curiosity

You take initiative

You are kind and considerate, genuinely caring about your colleagues and community

You're an effective communicator and open to giving and receiving feedback

You are a forward thinker, always asking: how can we make this even better?

You thrive in a dynamic, fast-paced environment

You are results-oriented

You adhere to our Purpose, Mission and Values, internally and externally



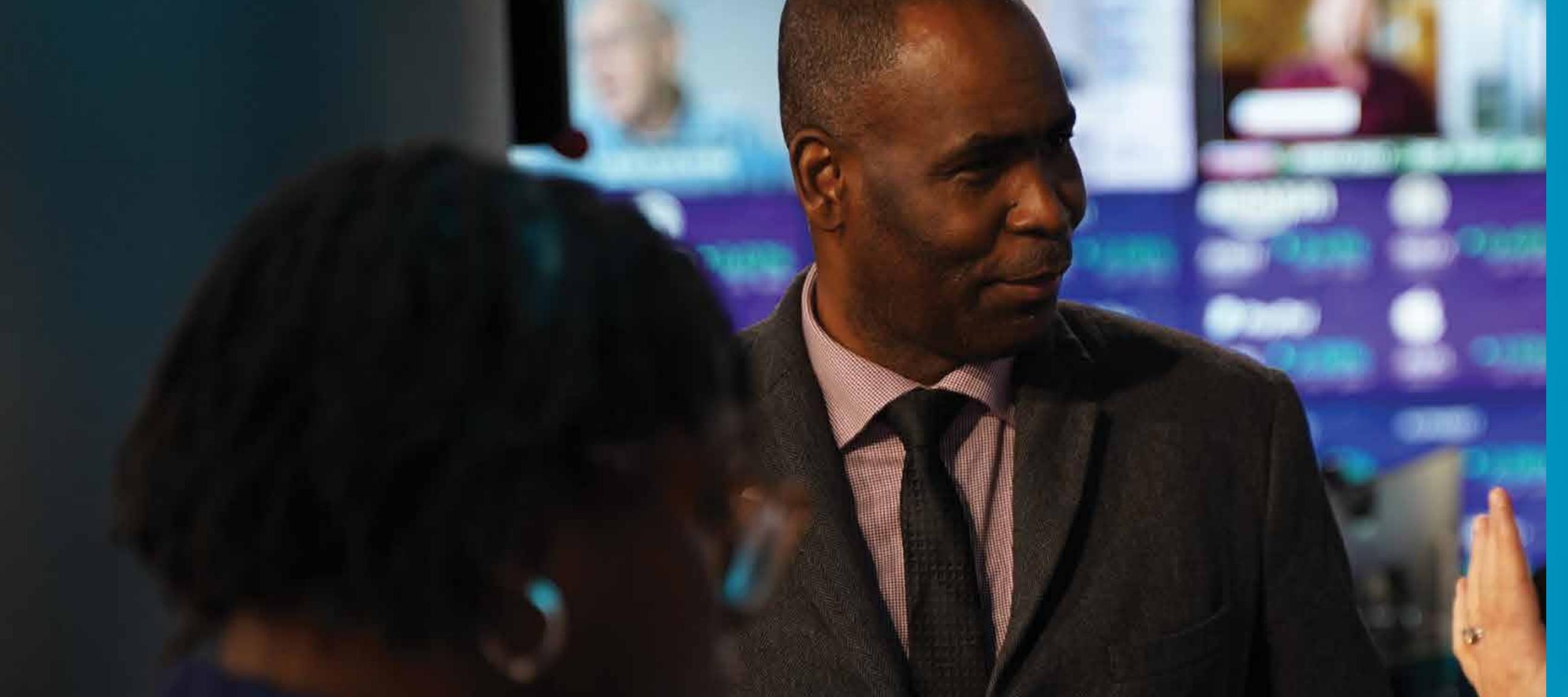
Who will likely struggle at Nasdaq?

Brilliant jerks

Those who are complacent or do the bare minimum

Those who don't work well in a fast-paced environment

People not aligned to our mission & purpose



The Way
We Work



Working Flexibly

Nasdaq recognizes that the workplace is forever changed, adopting a “Hybrid-First” work environment that embraces work-life balance and fosters well-being. We call this NasdaqBlend.

- Hybrid-First teams – which includes most of us – are expected to work from the office at least two days a week, on specific days as designated by division or team leader.
- There are additional teams who are required in-office daily due to their work in supporting a globally distributed team or client base, as well as teams who primarily work from home as a result of the independent nature of their work.
- During in-office days, we prioritize team collaboration, community and connection.
- Employees are always welcome to “flex up” and work additional days in the office or daily if they prefer.
- Regardless of location, high performance and results are expected of everyone and career progression is available to all.

High Performing

We are a dynamic company that demands and rewards ingenuity, innovation and impact. Many people love it, but it's not for everyone.

- We attract exceptional performers
- We define “high performance” as achieving one’s goals in addition to role-modeling our company values.
- We are good at setting measurable goals and achieving them, personally and professionally.
- We use a Quarterly Business Review (QBR) process in each of our businesses to openly review and discuss strategy, progress, opportunities and obstacles.
- We prioritize outputs and outcomes over tactics and “busyness.”





Being Smart and Scrappy

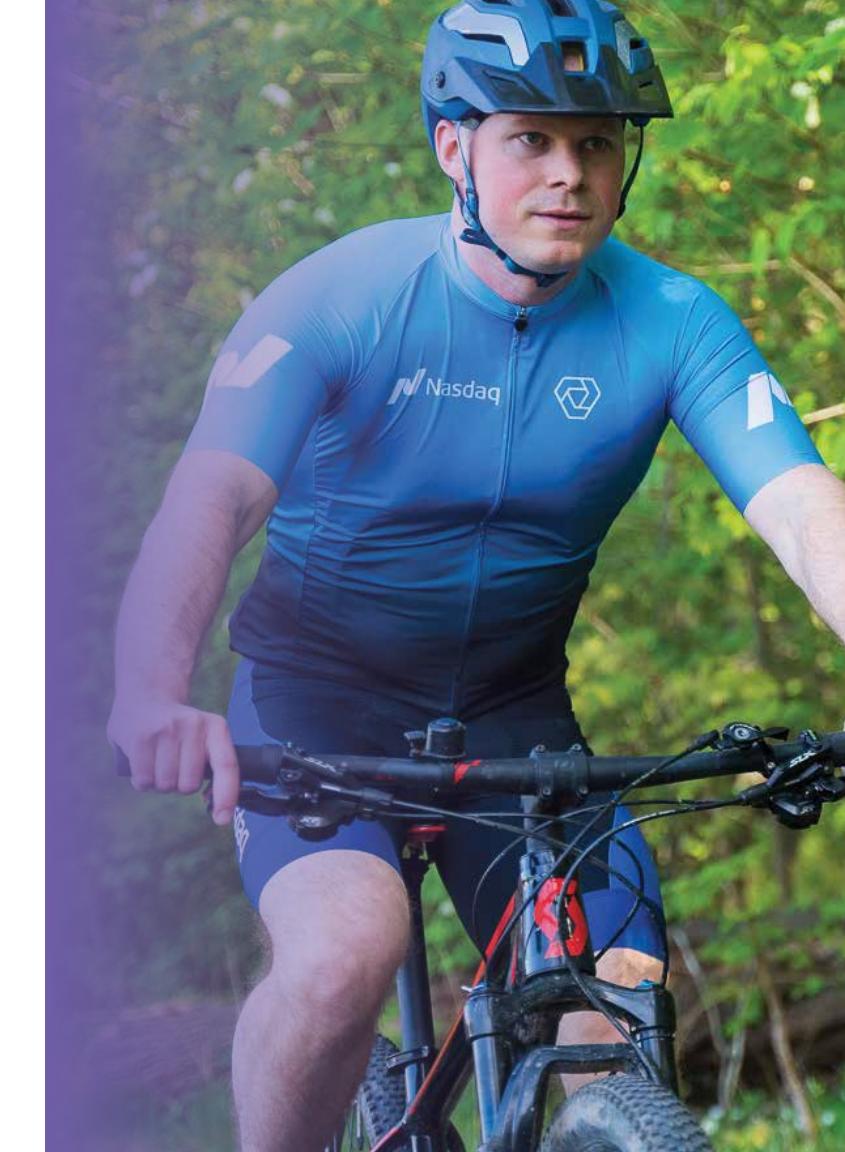
Through creativity and agility, we make amazing things happen in a fiscally responsible way. Our people wear a lot of different hats, which provides great opportunities for experience and exposure.

- Our environment allows us to provide interesting, challenging and rewarding opportunities continuously. We do a lot and do it quickly!
- Nasdaq is highly disciplined in managing expenses and resources. We produce high operating margins that reward our shareholders – and you as well! Almost every employee is a shareholder, too.
- Nasdaq has ambitions to grow significantly, so everything we do needs to account for scale.
- We expect leaders to organize their teams for maximum productivity, by delegating a lot, automating processes and utilizing technology to thrive in a lean environment.
- We are willing to invest in initiatives that have high-growth potential, but there needs to be a strong business case to do so with our client's interests as our guiding star.

Taking Initiative

Nasdaq is a vibrant and entrepreneurial company where everyone is encouraged to take initiative, challenge the status quo and take intelligent risks.

- We trust our employees implicitly.
- We minimize rules and policies wherever possible.
- We foster a supportive work environment, offering structure and flexibility to balance personal and professional lives.
- We enthusiastically embrace new ideas, data insights and technologies that challenge the status quo.
- We expect open communication and feedback — whether it's good or bad news.
- We empower our employees to take intelligent risks on promising new initiatives. And if an initiative fails, and inevitably some will, we learn from them and move forward quickly.



“We have built our company around a culture of respect, and we believe to our core that diversity is our strength.”

Adena Friedman, CEO and President



Including Everyone

We want everyone to feel welcome at Nasdaq and to bring their authentic self to work. Every day, we are building a culture where we all feel connected, supported and empowered to succeed.

- We actively seek out people who enhance and strengthen our culture with their unique personal backgrounds, experiences, skills, and perspectives.
- We embed equity and fairness into all policies, programs and processes
- We have a culture of speaking freely, as open dialogue promotes progress.
- Diversity fuels our innovation and progress, giving us a competitive advantage that differentiates and elevates everything we do.
- We support a growing number of employee-led networks, bringing together employees with shared personal and cultural identities, careers and interests.
- Our diversity helps us to address challenges more effectively and with greater empathy, enabling us to better serve our clients and the communities in which we live.

Accelerating Your Career

We are committed to providing you with the opportunities, tools and resources you need to chart a successful career — and flourish.

- We believe that everyone is ultimately responsible for defining and fulfilling their own career objectives; however, we will support you at every step of your journey.
- We view ‘career’ progression as both vertical and horizontal moves that challenge and develop you professionally.
- We will help you unlock your full potential through rich mentoring, training and part-time “gig” projects.
- Opportunities abound at Nasdaq, but it’s up to you to take full advantage. Say yes to new opportunities.
- We adhere to an “internal-first” philosophy when filling open positions.
- Advancement at Nasdaq is based on a combination of dedication, performance and impact, as well as exemplifying our values and culture daily. We are not a company that promotes based solely on length of service or time in role.





Benefits and Recognition

In addition to offering competitive benefits and rewards, we regularly celebrate our employees' accomplishments and milestones.

- We recognize that Nasdaq employees work hard; in exchange, we compensate well, offering full-time employees a competitive base, bonus and equity grants.
- We celebrate work anniversaries and achievements, sending employees Nasdaq-branded gifts on key milestones and spotlighting employees on our MarketSite Tower in Times Square.
- We provide excellent benefits, including comprehensive health and wellness programs, retirement plans, parental leave, generous time off, and more.
- We welcome any opportunity to recognize the many contributions of our colleagues through our peer-to-peer recognition program called DAQ -- Delivering Awesomeness with Quality.
- We support your career development and advancement through courses, training programs and education assistance.



Making
Connections

Engage and Thrive

Nasdaq is an entrepreneurial and dynamic place—there's always a lot going on. Here are the best sources to keep you up-to-date, connected and one step ahead.

Nasdaq Insider

Insider is our hub for all company information. You'll find important announcements, staff promotions, company policies, and tools to help you navigate Nasdaq.

All-Hands, Town Halls and Employee Network Meetings

Nasdaq hosts regular All-Hands meetings with our CEO Adena Friedman, Divisional Town Halls with our leaders, and Employee Networks, bringing together employees with shared interests to foster greater connections and understanding.

Future 5

Every Monday, the Corporate Communications team sends an email, highlighting top company news and upcoming company events and dates to remember. Plus, you'll also find new ways to Stay Social and interesting Fun Facts.

Nasdaq Week in Review

Every Friday, our Chief People Officer Bryan Smith sends out an email spotlighting key events of the past week and news every employee should know. You'll also find interesting news stories and the employee Pic of the Week.