



WHAT IT MEANS TO BE A PAYARAN

A CULTURE BOOK THAT CAPTURES THE ESSENCE OF PAYARAN THOUGHTS,
FACTS AND COLLECTIVE ASPIRATIONS.



PAYARAN.

noun. /paɪˈɑːrən/

Collaborator. Challenger. Connector.

A passionate person who wants to drive things forward.

↪ *and enjoys collaborating
along the way*



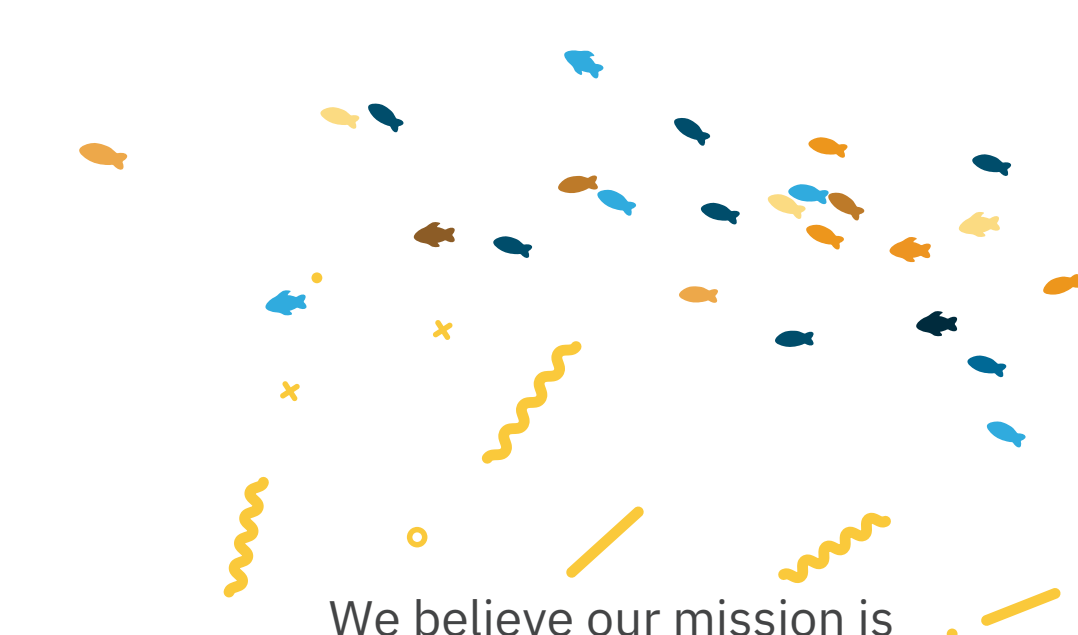
An underwater scene with a dark blue background. The scene is populated with various marine life: small blue and orange fish swimming in the upper left and right; a large orange jellyfish on the left; a seahorse on the right; and several types of coral in orange and light blue. Bubbles of different sizes are scattered throughout the water. Dark blue rock formations are visible at the bottom.

OUR MISSION


*is to grow a **sustainable** business*

A hand is shown drawing a simple outline of a shark's head and upper body using an orange marker on a white background. The drawing is in progress, with the marker tip touching the line. The shark's head is on the left, with a small eye and a curved line indicating the mouth. The body extends to the right, with a dorsal fin visible.





We believe our mission is **crucial** for our community.
We keep businesses' mission critical apps working.



*And how we do this is
what makes a Payaran.*



WE ARE PART OF A

COMMUNITY

We work remotely across the world, but we never feel far apart.





The key to our connection is *our passion* for collaboration.

We exchange ideas and actively listen to one another, which helps grow our strong sense of belonging to something greater than ourselves.

Our diverse and global perspectives shape our strategies to accomplish our shared goals.



It's the collaborative environment where I feel so noticed, I find myself looking forward to talking with my coworkers. This isn't just a company, it's a community of amazing people.

COMMUNITY

EXCELLENCE

GROWTH

OPENNESS

INITIATIVE

PASSION

TRUST

PAYARA RETREAT

is where collaboration multiplies ten-fold.

COMMUNITY

EXCELLENCE

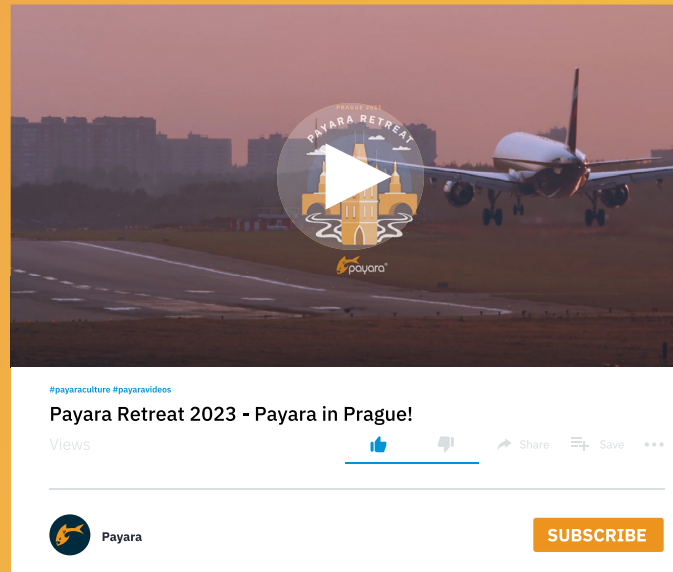
GROWTH

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Picture a perfect blend of cross-team challenges during the day and socialising together far into the night.

Although we work remotely, we do not feel like strangers to each other, and I believe the biggest reason for this is Payara Retreat. I love meeting everyone at Payara Retreat and connecting with so many wonderful people from so many different teams.



But it's not just about our internal Payaran community we look to nurture.

WE'RE ALSO **OBSESSED** WITH OUR COMMUNITY OF JAKARTA EE USERS.

COMMUNITY

EXCELLENCE

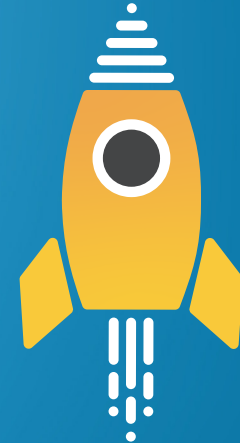
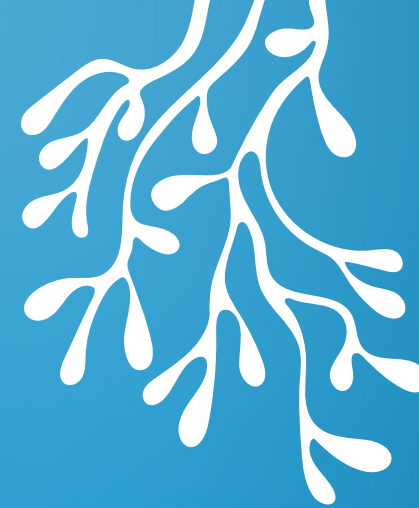
GROWTH

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We are **proudly** customer centric. Every decision we make, we always ask ourselves:

Will this satisfy our users?
Will our users love this?

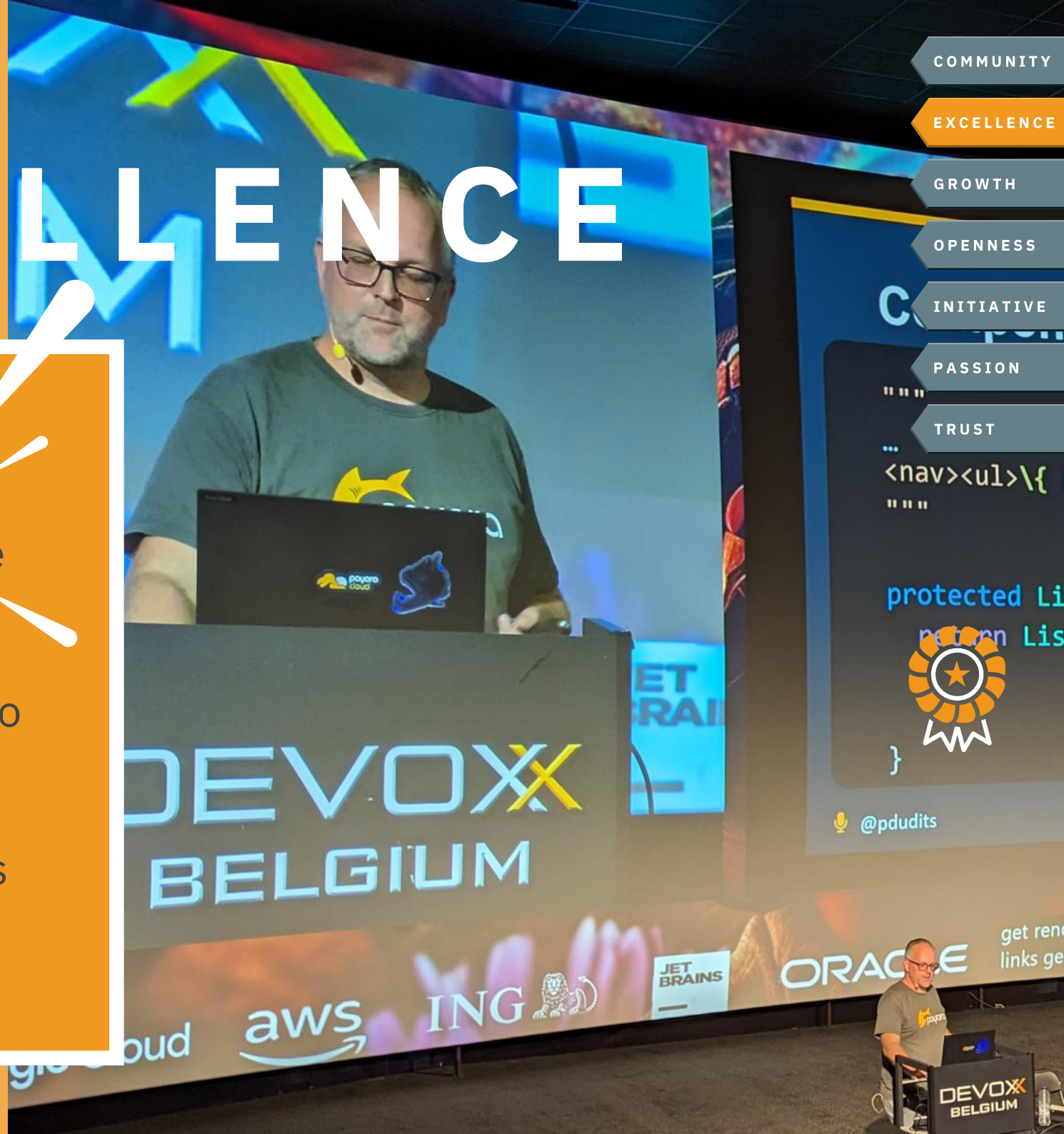
#HIRINGNOW
ASK ME
ABOUT
OUR
ROLE

WE STRIVE FOR

EXCELLENCE

There's **no limit** to what we can achieve as a team.

We constantly look to create and improve best practices for ourselves, our teams and our units.



But what does *excellence* look like?

- ★ It could be implementing new tools to transform our ways of working.
- ★ It could be automating our processes. Who really wants to do everything manually?
- ★ It could be 'borrowing' ideas from our competitors and making them arguably better.

Think Gong and Leapsome.



Whatever excellence looks like, it's always driven by the results we achieve.



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From the CEO to our recent graduates, everyone is so talented. Not only in their roles and related technical skills, but also soft skills, relationships, mood, and attitude. This creates a comfortable environment of trust, good will, energy and joy. We care about doing the best we can to improve, present great results, and excel in quality.

I would say that the people make the company what it is, and the quality of people that we have at Payara is unmatched.

WE ARE ALWAYS

GROWING

"Smooth seas do not make skilful sailors."

-African Proverb

Payara isn't
fixed in place.

It's a fluid current of change and expansion.
With our collective **growth mindset**, we are
constantly evolving to achieve success.

Growth Mindset:

*a belief that skills and talents are developed through hard work,
positive attitudes, and guidance from others.*

Payarans

GROWTH
MINDSET

COMMUNITY

EXCELLENCE

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We know that knowledge, experience and attitude are the building blocks of growth. *!!*

We accept that there are always ways to improve both ourselves and our work.

We also accept that this involves constant change.

We are confident risk-takers. Making mistakes is how we learn.

Leapsome is a great tool for this.

We go out of our way to give and receive feedback so that we can reach our full potential.

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Payara is focused
on outcomes.

not just tasks

We strive to see the big picture when
working collaboratively, so we can
achieve the outcomes that matter most.





One of our many perks is dedicated time to focus on our personal and professional growth through **learning & development**

We encourage everyone to carve out at least 2 hours of their working week to focus on upskilling.



“Payara’s environment encourages and motivates you to continuously contribute on improving not only the company, but yourself too. There’s support for continuous learning to help you to grow your own skills.”

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WE DEMONSTRATE

OPENNESS

We are transparent about the information that matters, from business performance to individual success stories.

Examples of things we share and discuss:

- ★ Payara's strategic plans and financial results (ARR, EBITDA, and productivity rate)
- ★ Operational management team communications
- ★ Unit and team OKR and KPI performance

The key to transparency is **communication**, so making sure information is easily accessible is fundamental to making us feel valued and connected.





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The leadership values open communication, which has greatly contributed to my overall happiness and job satisfaction.



Payara is truly amazing and one of the most supportive environments I've ever been a part of. From day one, they've gone above and beyond to make sure I feel valued and appreciated.



WE USE OUR

INITIATIVE

*“You can’t cross a sea by merely
staring into the water.”*

Rabindranath Tagore, *poet*

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Payarans are self-starters who take action and take ownership.

We relish in challenging not only the market, but our ways of working too.

We empower each other be proactive, anticipating needs and taking action to get things done.

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Payara is a great place to be. I have freedom to make things happen and I'm involved in so many change initiatives which will drive the business forward.





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We seek to create solutions and push boundaries.

Remarkable outcomes rarely result from modest risk.



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We love to voice
our ideas.

we're a challenger
brand after all!

Expressing our opinions
builds our reputation and
sharing our expertise **builds**
our brand.

WE ARE

PASSIONATE

Our passion is contagious.
It gives us a sense of
purpose and satisfaction
in our work.

Through our passion, we are

*committed, questing
and connected.*

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Our commitment carries us through our journey to success. It allows us to persevere and strengthens our drive to achieve great things.

Even when we face unexpected surprises.



Questing drives us to go above and beyond our core responsibilities.

We constantly probe, test, and push boundaries to identify new opportunities and learn new skills.

Working for a company with a mission that you are passionate about and that is articulated to everyone is very important to me, and this is something I value about Payara.

COMMUNITY

EXCELLENCE

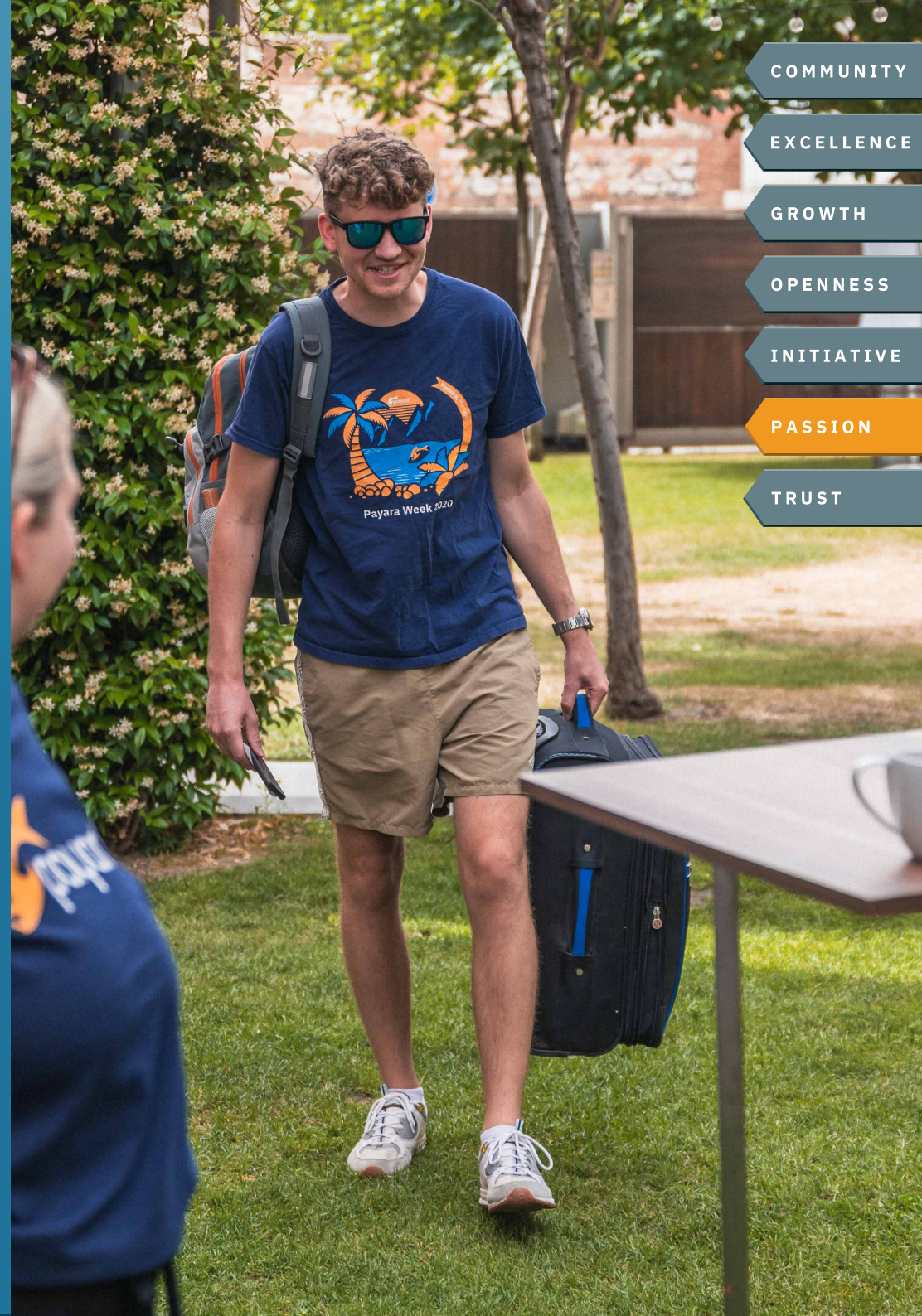
GROWTH

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Being connected allows us to seek out help and collaborate on finding solutions to the challenges we face.

We encourage cross-functional collaboration, pursuing projects of interest, connecting with industry peers, and engaging with our users to fuel our passion.

We know what we do matters at Payara.



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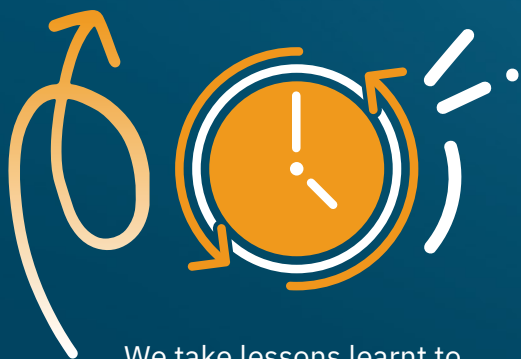
WE

TRUST

Trust is the foundation of all our relationships.

We trust everyone to use good judgement.
But what does **good judgement** actually mean?

Thinking towards the future while recognising the past.



We take lessons learnt to inform future improvements.

Listening to others' viewpoints and concerns.



We respect people's differences of opinion and recognise that our decisions will impact others.

Communicating our position, thoughts and solutions effectively.



We communicate well so that others can understand us.

Acting with purpose and intention.



We move forward with perspective, so we don't lose sight of our ultimate goal.

We trust our leaders to use good judgement when guiding their teams.

Leader ↙

Whether atop the mountain's peak or neck-deep in shit, the ~~CEO~~ should always see the stars. Why? Because it's their job. The ~~CEO~~'s job is to find the best path forward, period. Regardless of whether that path looks easy or hard.

Leader ↗



We trust each other to own and deliver on our promises. **Results** matter more than when and where we work.

remote-first =
results-first

We also trust each other to speak up if something isn't the best it can be.



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We trust our People Managers to support, coach and guide us to reach our full potential.

My manager is excellent; I always receive support when I need it. They enable me to have a great degree of autonomy and ownership over the work I am doing.





Challenge. Connect. Collaborate.

