



WHAT IT MEANS TO BE A PAYARAN

A collection of Payaran thoughts, values and aspirations that capture the true spirit of life at Payara.





PAYARAN.

noun. /paɪˈɑːrən/

One who owns their impact and shapes the future through curiosity, accountability and collaboration.

And evolves
with Payara
along the way.





COMMUNITY

EXCELLENCE

GROWTH

OPENNESS

INITIATIVE

PASSION

TRUST



OUR MISSION

is to deliver the leading secure and scalable platform which ensures mission-critical Java applications perform flawlessly.





Allowing our
users to focus
on what
truly matters.



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- COMMUNITY
- EXCELLENCE
- GROWTH
- OPENNESS
- INITIATIVE
- PASSION
- TRUST

From complexity to simplicity.
Our vision is to power global enterprises with an intelligent Java platform.

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.



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We collaborate with respect, building strong relationships that create a genuine sense of belonging. By supporting and including one another, we unlock the power of our diverse perspectives.

This collective strength enables us to **achieve more together** than we ever could alone.

“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.”

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PAYARA RETREAT

is where collaboration multiplies ten-fold.

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Payara Retreat 2025 - Highlights & Recap

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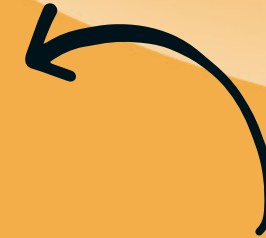


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Picture a perfect blend of cross-team challenges during the day and socialising together far into the night.

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 our internal Payara community we look to nurture.

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

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

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



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WE STRIVE FOR

EXCELLENCE

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

Our hunger for success drives us to aim for the exceptional.

In ourselves, our teams and our company.



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But what does *excellence* look like?

It could be:

- ★ Implementing AI to transform our ways of working.
- ★ Automating our processes. Who really wants to do everything manually?
- ★ Drawing inspiration from the industry and raising the bar.



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

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.

We evolve through a fluid current of change and expansion. With our collective growth mindset, we're constantly focusing on improving.

Growth Mindset:

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

Payarans



GROWTH
MINDSET



COMMUNITY

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From collaborating in Shoal Schools and exploring our interactive learning resources, to gaining new skills through external certifications, courses and more.

We seek and share knowledge, powering up our potential.

We apply our learnings to improve ourselves and Payara, embracing change and new opportunities.

Whether experimenting with agentic AI or prototyping fresh ideas.

We stay curious, daring to try something new.

By acting on feedback from retrospectives and evolving our ways of working with insights from industry peers and conferences.



Payara is focused
on outcomes,

not just tasks.

We keep the big picture in mind when
working across our units, so we can
achieve the outcomes that make the
most impact.

“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.”



WE DEMONSTRATE

OPENNESS

We're 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 (our North star rule of 50, ARR and EBITDA).
- Unit and team OKR and KPI progress.
- Team wins and lessons learned (we're not afraid to say we made a mistake, it's how we grow).

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

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#hiring



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 are open to **new ideas**.

↗
*we're a challenger
-.-, brand after all!*

Expressing our opinions builds our reputation and builds solutions. Every fresh perspective, especially from new Payarans, helps us improve and keep moving forward.

You have the autonomy to make the things to happen. The level of challenges that we have as a team and within the community is rewarding.

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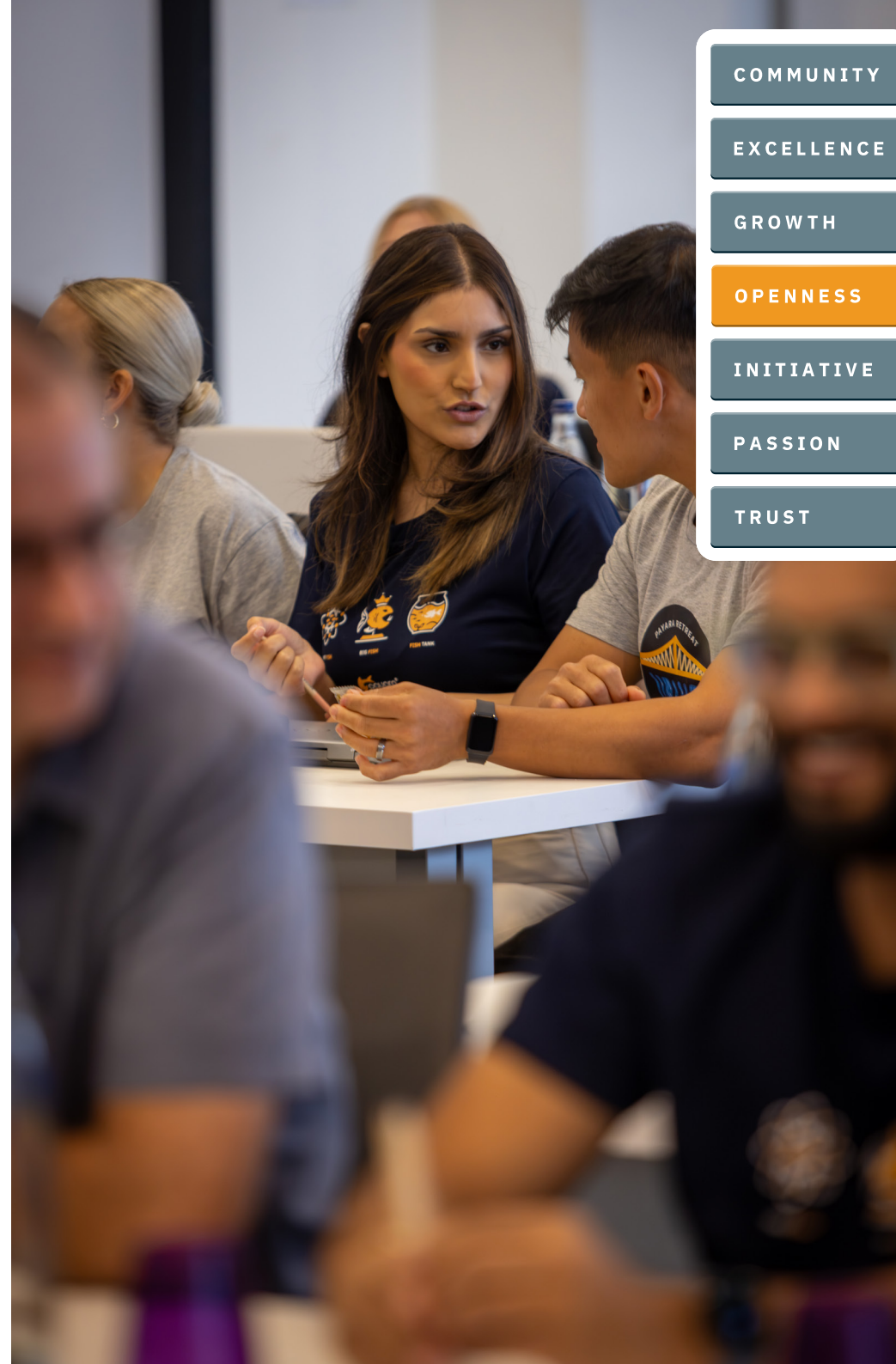
We thrive on continuous, **two-way feedback.**

Feedback is a gift. From peers, from Team Managers and from customers.

- How can I improve my presentation?
- How can I be a better Team Manager for you?
- What am I missing from this project proposal?



These are the questions we ask daily.



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WE USE OUR

INITIATIVE

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

Rabindranath Tagore, *poet*

We're proactive self-starters who take action and own our impact.

We relish in challenging not only the market, but our ways of working too. And the more creatively we do that, the better.

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.

Payara®



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We find solutions
that push the
boundaries.

Remarkable outcomes rarely
result from modest risk.



We're flexible in
our approach,
**adapting to
change.**



Change is constant and we anticipate it. By building future-ready skills through learning, coaching and experimentation, we stay ahead of what's next.

We see change as an opportunity to grow, innovate and shape the future together.

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WE ARE

PASSIONATE

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Our passion inspires others.
It also gives us a sense of
purpose and satisfaction in
our work.

We love what we do and
know that it matters.



Our passion is what keeps us determined in the pursuit of our goals. It gives us the perseverance and drive to achieve great things.

Even when we face unexpected surprises.

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.



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WE

TRUST

Trust is the foundation of
all our relationships.

We trust everyone to use sound judgement, particularly when making decisions.

But what does **sound 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.



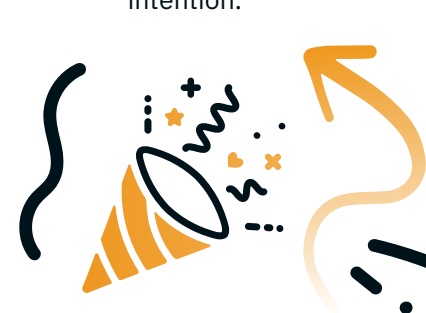
We respect people's differences of
opinion and recognise that our
decisions will impact others.

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 sound
judgement when
guiding the company.

Whether atop the mountain's peak or neck-deep
in mud, the ~~CEO~~ should always see the stars.

Why?

Leader

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.

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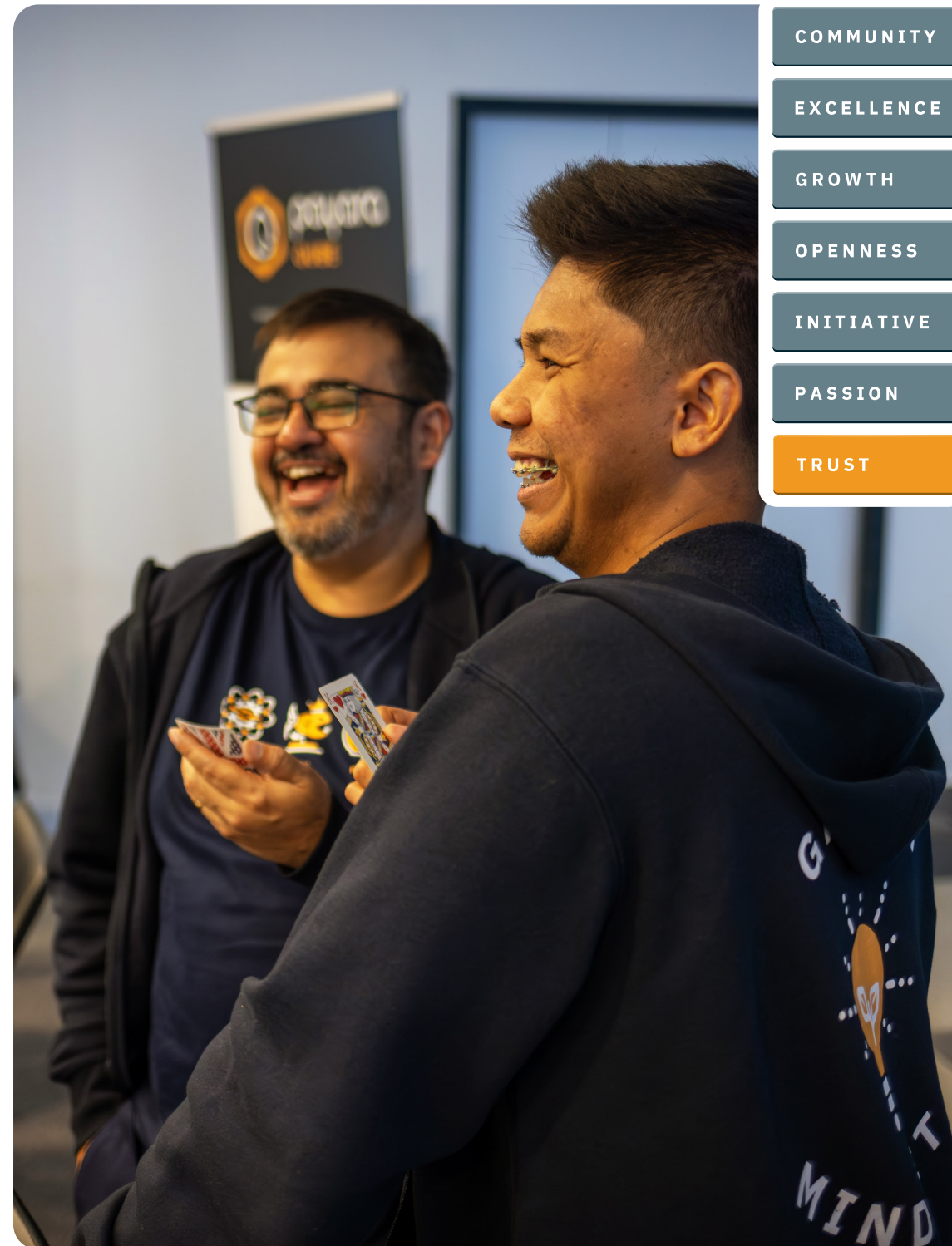
TRUST

We trust each other to own and deliver on our commitments.

Results matter more than when and where we work.

remote-first =
results-first

We also trust each other to speak up when we need to.



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Our Team Managers coach, show appreciation and lead with trust. So that we can all reach our full potential and **evolve with Payara.**

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.





Shape The *Future*.
Own Your *Impact*.
Evolve With *Payara*.