

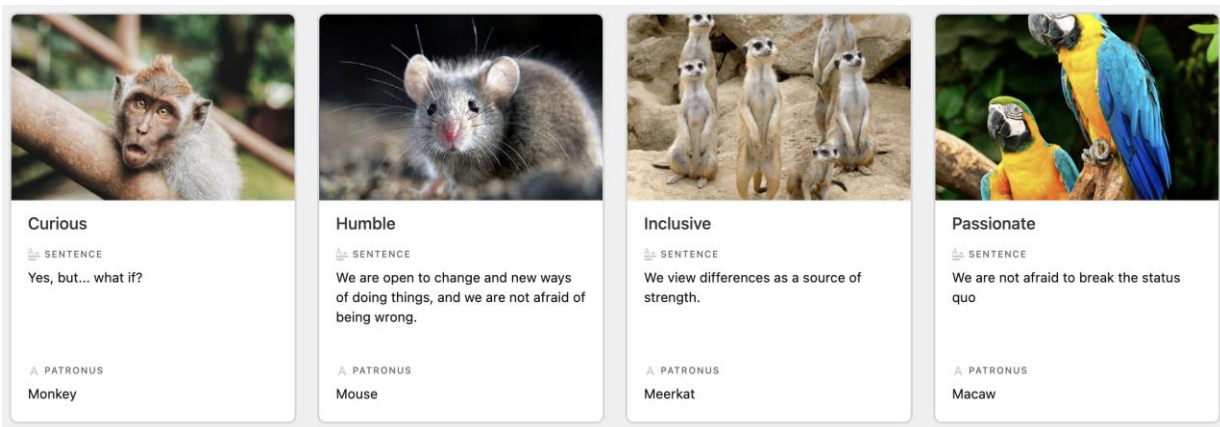
The Fermyon Values Agreement

At Fermyon Technologies, we have a set of four core values (our CHIP values) that we seek to embed into the day-to-day operations of Fermyon. We believe these values challenge each of us individually (and all of us collectively) to create the kind of atmosphere that will make us successful. That is, we believe we will be happier, more productive, authentic, and interested in our work (which drives success).

This document serves two purposes: First, it gives us a way to communicate clearly what we mean by our CHIP values. Second, it gives you the opportunity to commit to being part of this system of values.

Our CHIP Values

Our four core values are Curiosity, Humility, Inclusivity, and Passion (CHIP).



Curiosity

Curiosity is about asking questions with an aim to improve something. Sometimes the status quo is good enough, but sometimes we can make meaningful improvements. Sometimes there's a better way to build a project or a better way to avoid certain mistakes. Curiosity is the value that helps us identify those better ways.

At Fermyon, we are interested in asking questions about technologies the industry takes for granted. How do we make developers more productive? How do we speed up the cloud? How do we make cloud technologies more affordable? And we believe in asking questions about our company culture. How do we work better as a team? How do we employ tools to make our conflicts productive and respectful? Given a perceived failure, how do we rebound from that and head toward success?

Curiosity is the value that helps us take an open, adaptive and creative approach when asking those questions.

Aristotle talks about the "doctrine of the mean" -- the idea that any virtue can be taken to unhealthy extremes. The person who embodies a virtue does so by learning the right way to employ that virtue. It's about balance. Curiosity is a good example of a value that, if taken to either extreme, can be harmful. Lack of curiosity leads to complacency and hubris. But too much curiosity can prevent us from ever achieving our goals. There is a time and place to shelve curiosity in the name of getting things done.

We expect you to:

- Identify and/or contribute to meaningful improvements to Fermyon (its products, processes, practices, principles, culture, etc...) via Fermyon Improvement Plans (FIPs) and Retrospectives
- Continually improve and hone your “active listening” skills
- Approach work and problem solving with an open mind
- Self-regulate the balance of creative moments and getting things done

Humility

To be humble is to acknowledge the value of those around you. At Fermyon, we are open to change, open to the ideas of others, and open to feedback. We are not afraid—individually or collectively—of being wrong. And consequently, we do not need to feel defensive.

One idea that helps promote humility is the “principle of charity.” This principle says that when evaluating the ideas and recommendations of others, we first assume that the person has positive intentions, and has also put thought into the idea. The first question one asks by the principle of charity is “how can I understand this idea better?” rather than “how is this idea wrong, misinformed, or defeasible?”

Humility does not mean always backing down or never offering your own views. Humbly assessing the ideas of others may still lead you to believe that your suggestion is the best candidate. And one may still exercise humility while advocating for their own idea. Similarly, to refuse to offer your own ideas does not embody humility, as it does not show respect to those around you. Respecting others, and trusting them, entails sharing with them without worrying that your idea might not be the final idea.

We expect you to:

- Always use the Principle of Charity (assume positive intention)
- Seek self-understanding and awareness while being open and vulnerable with those you work with
- Align if you can’t [agree](#). Address internal conflict openly, authentically and with the person(s) with whom the conflict exists (and **not** with others)
- Make generous use of the phrases: “I don’t know”, “I made a mistake”, “I need help”, and “I’m sorry”

Inclusivity

We view differences as a source of strength. If we all looked, acted, thought, and behaved the same way, we would identify, work on, and solve only a small number of problems. We need diversity in many areas before we can appreciate the breadth of human experience. We need different viewpoints to discover a broad range of problems. We need a breadth of strengths to discover potential solutions. And then we need a breadth of viewpoints to understand if our solution is a good (or even a great) one.

We, as Fermyon, want to represent a broad range of strengths, races, creeds, backgrounds, preferences, viewpoints, and orientations not because it is “politically correct” or legally expedient, but because we acknowledge that we are stronger when we are diverse.

We expect you to:

- Always be respectful, inclusive of all co-workers and open and available to each other
- Humbly assess if/when you might have offended someone and make amends
- Never speak poorly of a co-worker behind their backs; instead address conflicts one on one

Passion

Passion is an enthusiasm to do our best work. We are here at Fermyon because we believe in the vision and the goals. Passion is about applying enthusiasm to that belief. Passion is what gives us the incentive to creatively explore. Passion is what helps us push through the thankless tasks. Passion is what invites the new user, new employee, new community member into our circles. And passion is what motivates us to see our responsibilities through to the end.

As a value, passion plays a second role. It is a barometer. While some days or weeks, life's circumstances drain us, if we feel like we've gone too long without that spark of passion, it is a good moment for questioning, and perhaps a good moment for re-orienting. In this way, we can think about passion as an early warning system for burnout. The Fermyon culture is a culture of shared support. When you are worried that this early warning system is ringing, share with others. Conversely, when others share this burden with you, support them.

We expect you to:

- Always bring your maximum self to work and if you can't then to take your own time and space
- Stay focused on and deliver results
- Identify course corrections and take ownership of those course corrections within your scope
- Promote Fermyon in external circles and, if you can't, address your conflicts with the company until resolved

At Fermyon, We Commit to Our Values

We all have experiences where values were held lightly by a company. They are merely a checkbox on the corporate todo list. Not so at Fermyon! We earnestly desire to live out these values because we believe (equally earnestly) that doing so will make Fermyon a more enjoyable place to work and will further imbue our work with meaning.

For that reason, we ask all employees to sign the following acknowledgement:

I have read and understood the Fermyon CHIP values, and when it comes to living these out, I am all-in.

_____ Date: _____

(Your Name)