CULTURE

GUIDE

VIVID GAMES

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VIVID GAMES MISSION IS TO ENTERTAIN PLAYERS WITH GREAT GAMES

THE BETTER WE ARE AS A TEAM THE MORE PLAYERS' JOY AND HAPPINESS WE CAN CREATE.

Although we operate for well over a decade in the ever-changing, highly competitive gaming industry **we still need to learn, stay lean, highly aligned, and focused** on outcomes.

Since we play in a team we're only as good as our weakest team mate so **we put extra effort to complete the team** with those who fit our culture and share our vision.

To achieve our ambitious goals and to get fulfillment from the work

WE DO OUR BEST

TO LIVE OUR CORE VALUES:

TRUST

01

Trust each other by default. We build trust through **constructive, honest communication** that serves the common good.

We embrace **ownership** over every team member's decisions and goals removing all of unnecessary procedures and policies - in this way we show **confidence that we are all working for Vivid's best interest**.

While it may seem simple, building trust requires a lot of effort, time and commitment but it proves it's worth every step of the way. **We believe that based on trust, our culture establishes mutual respect, a sense of ownership, and strong leadership**.

COURAGE

02

Courage to speak out, to be candid, ask questions and admit mistakes.

We want our team members not to be afraid to try **new initiatives, think out-of-the box or, have the courage to raise difficult issues.**

We all remember that building **great things** means **taking risks**, but the most risky is not taking risks at all.

In a world that's changing faster every day it is likely we fail if we miss an opportunity!

OWNERSHIP

03

Ownership for own actions, decisions, and words. We actively take ownership because **we all are doers** who believe a good idea is worth nothing without execution.

We operate as owners, which means we bring up issues and propose solutions.

We are responsible for the **quality of our individual work**, but we are also proud of what we deliver as a team.
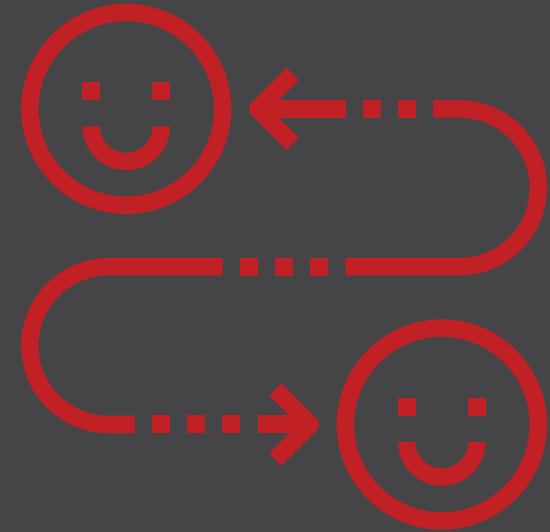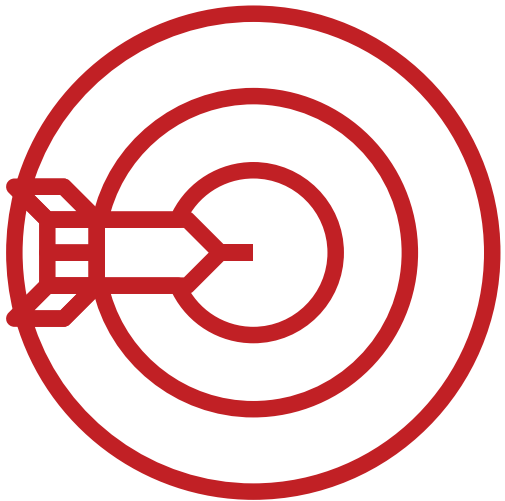
OPENNESS

04

Openness to learning, sharing feedback, and discovering new opportunities.

The openness of our minds and the combination of different environments, experiences, perspectives and specialist knowledge **make us more effective in solving problems and achieving better results.**

FOCUS

05

Focus on the **outcome**. We consider outcome makes a far greater impact than the process that led us there, or the number of hours we spent working on it, which is why we use OKR (objective and key results) to manage goals and Agile methodology.

In any work we do we seek for excellence that could be achieved by constant improvements or major breakthroughs.

TRUST
COURAGE
OPENNESS
FOCUS
OWNERSHIP

WHO WE ARE at VIVID GAMES

We are one integral team playing together for the same goal. In an environment full of talented people, empathy and kindness are extremely important, which is why we treat each other like partners that we trust, respect, and care for.

We make sure that all members of our team are **equal in benefits** and **provide opportunities regardless** of gender, race, disability, religion, nationality, sexual orientation or age but also role they hold and if they work on-site or remotely.

We foster a **culture of exceptional execution** and **rewarding those who achieve great results**. We're proud of and **celebrate all of our successes** despite their size.

We strive to minimize complexity and simplify things that prevent us from achieving the best results.

We seek out, embrace, and get (un)comfortable in knowing that if we don't constantly change, evolve and improve - we will be lagging behind. No two years will ever look the same at Vivid Games.

HOW WE COMMUNICATE

RESPECT

We **treat others with respect** regardless of their role and different opinion.

We **embrace diversity** in our team. We honor our team members as individuals and we are open to their unique personality and skills.

HONESTY

We are **direct and honest**; we provide compassionate, candid, personal feedback timely and ask for it openly.

We discourage corporate politics and gossip in order to create a **safe space to exchange feedback.**

TRANSPA RENCY

We believe that transparency is about **being open**, not making decisions by consensus. **Each of us has a voice that is heard, but does not always participate in making decisions.**

We have the **courage to speak out** openly, lucidly, and we always **take responsibility for our words**, both spoken and written.

We practice **"no doors"** (rather than "open doors") to not miss the opportunity for productive and creative discussion in the common space (plus for a good joke obviously).

CONTEXT

We share information broadly, we do that concisely and precisely, **providing as much context as possible.**

We **listen actively** to be sure that we understand each other properly.

We ask questions to explore the topic and get the right understanding before taking action.

We don't take simple 'no' for an answer, there is always 'Why' that needs to be disclosed.

We genuinely believe that **power is gained by sharing knowledge**. Each team member has access to all important data.

We open-share all relevant documents internally and are all on the same page thanks to:

• OKR check-ins and product backlogs,

• regular all-hands meetings,

• monthly revenue guidance,

• open Q&A sessions and channel to ask any question anytime.

DATA–INFORMED

We take a stand on a matter (which we consider stronger than opinion understood as just a viewpoint) backed by **facts as well as intuition;**

we think that only a good balance of these two can make a good decision.

MEETINGS

We see our internal meetings as a **space for discussing, decision making, generating ideas, sharing knowledge** and also practices transparency and openness. We strive to make our meetings **productive, in a timely manner and as short as possible.** We have **clear ownership of each meeting** we choose participants wisely, provide agenda, take notes and track AIs.

To share and discuss all the important company-wide matters we organize regular **all hands meetings** known as Company Sync-ups.

HOW
WE
WORK

GOAL-SETTING

WE USE OKRs TO ALIGN ALL COMPANY TEAMS' OBJECTIVES

into one unified direction, to focus on important goals that will increase key measurable results and to minimize the amount of work that is not necessary to carry out. OKRs and it's progress are available to any team member.

We often **re-evaluate our goals and tasks** to prove their value.

We don't believe in personal goals set annually. Instead of a year-end judgment we're engaged in a year-round conversation using **tools and practices that ensure continuous performance (CPM).**

AUTONOMY

WE STRIVE FOR PERSONAL AUTONOMY DEFINED BY WHERE, WHEN AND HOW WE WORK.

We make decisions **independently and timely on the best available set of information**; we consider imperfect decisions often better than late or even none.

We **remove roadblocks** such as processes, policies, and rules that slow us down without bringing justified value. We consider **unnecessary bureaucracy a creativity killer**.

We **lead by example**. We hold ourselves accountable first, keep our word, and acknowledge our limitations.

FEEDBACK

WE PRACTICE RESPECTFUL, CONSTRUCTIVE, AND TIMELY PERSONAL FEEDBACK

that can bring a change. We use it for self-development (one-on-ones) but also we made it a habit in any other situation. We discourage complaining, picking holes, and pointing guilty.

PERSONAL DEVELOPMENT

WE FEEL RESPONSIBLE FOR PROFESSIONAL AND PRIVATE SELF-DEVELOPMENT

and we talk it on OoO openly.

We **share our knowledge** and let our team members to learn from our experience and humbly benefit from the insight and abilities of others. We find time to **support others.**

We are constantly adapting to be ahead of emerging challenges and **expand our comfort zones**, where real development begins!

CO-OPERATION

WE TRUST EACH OTHER BY DEFAULT.

We strive to stay **present, engaged, and focused.** We strive to make others do it too.

We admit to our own mistakes freely and openly. We treat this as an opportunity to draw valuable conclusions that can lead to significant improvements.

WORKING
SMART

WE WORK SMART WAYS TO ACHIEVE AMBITIOUS GOALS (OKRs).

This means that:

• use the shortest decision path,
• use tools that are most effective,
• use efficient development methodologies as Scrum or Kanban,
• try to find the most effective and direct (not always easiest) way to achieve goals,
• quickly adapt to new situations.

We **question the status quo**. We don't do things just because "that's how things were done before". We try to keep out-of-the-box state of mind and **look for new solutions** because we believe that there's always something that has to be done better, easier or faster.

REMOTE
WE PROVIDE AN OPPORTUNITY TO WORK FULLY REMOTELY

from anywhere at all times for each team member. We treat **remote and on-site as equal.**

We consider remote work as a tremendous benefit and boost in freedom, flexibility and autonomy that allow to balance life and work just the right way to stay happy, fulfilled and productive at the same time.

We are aware that we are not yet there, not all of the time with all of it's written in this book, however we believe the more we do the better we will be.

This document is not an accomplishment. This is only the beginning because it is the way that we live out these values in our leadership, words and actions that makes it meaningful.

Vivid Games is not a utopian workplace. That means we're not a perfect fit for everyone, and the truth is that some amazing people are not perfect for VG. But we share the values from this book and we bet for them. We hire, reward and release people based on them.

The culture is not something set in stone. In a company like ours, it's still evolving and the best people we have onboard do not just fit, but actively shape it. It should be constantly re-evaluated as it grows and changes.

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DATA-INFORMED. NOT DATA DRIVEN

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