SILVERCHAIR

Culture Code

Culture
Code

Silverchair's Culture Code expresses our core values, work norms, and other guiding principles. It is intended to bring clarity, visibility, and consistency to our shared ways of working.

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Core Values

Solve problems with creativity & empathy

Act with integrity

Innovate with purpose & adaptability

Listen & assume positive intent

Speak your mind; be honest & constructive

Values
In Action

The practices and mindsets we commit to in order to live our values every day at work.

We hold ourselves and others accountable.

We take extreme ownership.

We pull problems toward us.

We have a bias toward action.

We adopt a client mindset - both internally and externally.

We are bold and courageous in pursuit of continuous improvement.

We embrace change and we challenge with curiosity.

We maintain high standards and a future focus.

We communicate clearly, thoughtfully, and transparently.

We commit to continuous development and self-awareness.

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Values
In Action

The practices and mindsets we commit to in order to live our values every day at work.

WE HOLD OURSELVES AND OTHERS ACCOUNTABLE.

We set clear, time-bound goals, holding ourselves and one another accountable for understanding and meeting expectations. This includes using specific language about due dates, deliverables, and ownership. This also includes a willingness to be timely, honest, and constructive in our feedback to one another.

We treat our people with the respect and agency professional adults deserve. In turn, we expect you to fully own your professional responsibilities, follow through on commitments, and make things right when they take a wrong turn.

WE TAKE EXTREME OWNERSHIP

Taking extreme ownership means fully owning your responsibilities while actively contributing to the organization's goals and supporting our colleagues. If you notice an issue, speak your mind. Let's hold ourselves and each other to the highest standards to ensure our collective success.

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Values
In Action

WE PULL PROBLEMS TOWARD US

We do not shy away from challenges. To the contrary, we lean into the issues we uncover with intelligence and curiosity.

WE HAVE A BIAS TOWARD ACTION

When action needs to be taken and ownership is unclear, we do not waste time trying to figure out who "should" own a problem. If we see a stray ball, we pick it up.

WE ADOPT A CLIENT MINDSET - BOTH INTERNALLY AND EXTERNALLY

Adopting a client mindset means prioritizing empathy, understanding our clients' needs, and focusing on their outcomes rather than just the hours worked. We listen attentively to one another and assume positive intent in all interactions.

We value our internal commitments just as much as those to our paying clients. By investing in our relationships, listening with care, and consistently acting with integrity, we build trust and deliver exceptional results.

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Values
In Action

The practices and mindsets we commit to in order to live our values every day at work.

WE ARE BOLD AND COURAGEOUS IN PURSUIT OF CONTINUOUS IMPROVEMENT

We embrace boldness and courage in our decisions and actions. We foster a culture where fear and blame are replaced by empathy and curiosity. We welcome risk-taking, recognizing that mistakes are essential for growth and progress.

WE EMBRACE CHANGE AND WE CHALLENGE WITH CURIOSITY

We not only accept change - we embrace it as both inevitable and good. At the same time, we expect you to openly disagree with and challenge ideas in the spirit of innovation and making our business stronger. We want smart, creative, engaged people who remain curious and open-minded while continually looking for upgrades.

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Values
In Action

WE MAINTAIN HIGH STANDARDS AND A FUTURE FOCUS

We maintain high standards in our work, acting with integrity both as individuals and as teams. Acting with integrity means being honest, ethical, and consistent in our actions, even when no one is watching. We stay focused on driving purposeful innovation, committed to challenging the status quo and making intentional changes that lead to meaningful progress.

WE COMMUNICATE CLEARLY, THOUGHTFULLY, AND TRANSPARENTLY

We invest in open and transparent communications with our colleagues and customers alike. We prioritize clear and thoughtful communication, ensuring that our messages are constructive and considerate.

WE COMMIT TO CONTINUOUS DEVELOPMENT AND SELF-AWARENESS

We are dedicated to our personal and professional growth, remaining self-aware and continuously developing our skills and knowledge.

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The WORK NORMS that make LIVING OUR VALUES possible

CONTENTS

We Balance Work-Life Flexibility with Accountability

FLEXIBILITY in Work Hours

Expected to be available 9 hours/day (including a 1 hour lunch break)

Whenever possible, avoid scheduling meetings over lunch hour
(which may vary depending on time zones)

You are empowered to block time to focus on heads-down work

Focus Fridays: wherever possible, avoid scheduling meetings on Fridays

For more detail on our flexible work hours policy, see <u>appendix</u>.

We Balance Work-Life Flexibility with Accountability

FLEXIBILITY in Time Away

Life happens. We understand the need to accommodate family and other non-work obligations. Our leaders are committed to approaching these situations with compassion while prioritizing the needs of the business and the team.

Caring for self is caring for your team
If you're sick, take a sick day so you can return refreshed. If you're burned out, schedule PTO in consultation with your manager.

Proactively manage your stress by taking breaks and engaging in self-care.

For more detail on our PTO policy, see The Silverchair Employee Handbook.

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We Balance Work-Life Flexibility with Accountability

FLEXIBILITY in Dress Code

Our dress code is simple: Use your best professional judgment. If you are attending a client event, the dress code will typically be business casual. When in doubt, ask.

Any attire that violates our other policies (e.g., discriminatory or harassing) is strictly prohibited.

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We Balance Work-Life Flexibility with Accountability

ACCOUNTABILITY in day-to-day presence

You are available during the core work hours established by your team.

You are available for an agreed upon 9 hour period/day (incl. 1 hr lunch).

If you can't attend a meeting, let the organizer know.

You communicate changes to your anticipated status with direct manager ASAP.

Availability means you attend meetings with video on and are reachable ad hoc via email and Teams.

You observe any agreed upon team norms regarding changes in your presence.

You are responsible for setting clear status messages regarding availability (including an indication of how you may be reached).

We Ensure Effective, Inclusive Communications

COMPANY-WIDE COMMUNICATION
We strive for openness and transparency.

- TinyPulse surveys allow us to gather real-time feedback and sentiment from all Silverchairians. Through TinyPulse, you can also provide "cheers for peers" and ask anonymous questions.

- The Silverchair All-Staff Summit ("SASS") is a monthly opportunity to hear and ask questions.

TEAM COMMUNICATION PATHWAYS
Each team sets clear and explicit norms for when information needs to be conveyed and when discussions need to happen.

COMPREHENSIVE DOCUMENTATION
We document decisions and socialize the outcomes of conversations and meetings. We also proactively search for documentation before asking questions.

DISCUSSIONS & DECISION-MAKING
Include all necessary stakeholders in decision-making, whether or not they are physically present. Scrum teams use standup meetings to establish shared understanding and determine next steps.

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We Ensure Effective, Inclusive Communications

Select the appropriate channel for your message

Use Microsoft Teams

A quick question

Immediate feedback request

Group chat

A voice or video call

Urgent

Informal

Real-time collaboration

Short and simple

Doesn't require a permanent record

Use Email

Sending documents

External communication

Detailed information

Not time-sensitive
(aim to reply in 48 hours)

Formal

Complex topic for discussion

Need an easily searchable record

We Ensure Effective, Inclusive Communications

To copy or not to copy

To avoid unnecessary inbox clutter, confusion, or breaches of privacy, be mindful of when you copy someone on an email.
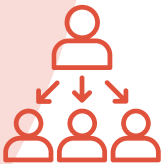
FOR THEIR INFORMATION OR AS A COURTESY
Copy for highly relevant content, critical updates, or for maintaining a sense of inclusion.

FOR DOCUMENTATION OR ACCOUNTABILITY
Copy to ensure follow-through, but avoid putting people on the spot in front of clients or supervisors.

TO FACILITATE DELEGATION / HANDOFF
Copy to hand a project over to someone else, giving them the context they need to understand your request.

FOR EFFECTIVE DECISION-MAKING
Copy when decisions require the input or approval of multiple people to expedite the process.

When NOT to copy

Confidential information	Irrelevant information	Potential tension

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We Ensure Effective, Inclusive Communications

Documentation & Project Management

Jira

Best for task-specific, issue tracking, or project management communications.

WHEN TO USE

- Making task assignments
- Bug tracking
- Feature requests
- Project management needs

AVOID FOR

- General discussions
- Informal chats
- Anything not related to task/project tracking

Confluence

Best for collaborative document management, creating, and maintaining long-term records or knowledge bases.

WHEN TO USE

- Create, share, manage documents
- Meeting notes
- Project plans
- Long-term reference and evolving record of information

AVOID WHEN

- Task tracking
- Short, informal communications
- Real-time collaboration
- Issue resolution

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We Organize Intentional & Purposeful Gatherings

Checklist for effective meetings:

- [x] Meeting has a clear OPO
  (objective, process, outcome)

- [x] Meeting has an assigned time code

- [x] Calendar is up-to-date to facilitate scheduling

- [x] Decide modality (co-located, remote, hybrid)
  and agenda based on meeting purpose:

  Information sharing/gathering
  *Do you need the meeting, or can you gather information
  asynchronously through written communication?*
  If not, opt for short, well-documented remote meetings.

  Collaboration & community-building
  Think about how to thoughtfully approach with a hybrid
  modality, or consider co-location.

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We Organize Intentional & Purposeful Gatherings

Zoom / Teams Meeting Best Practice

We maintain a company and team-level calendar of required meetings.

Only calendar a meeting when the discussion is not appropriate for asynchronous communication.

When a meeting is hybrid, everyone in-person is still expected to use individual video to avoid alienating remote participants.

To promote connection and collaboration, we keep our video on in virtual meetings.

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We Provide Outcomes-based, Growth-oriented, Ongoing Performance Management

- We take a **strengths-based approach to feedback**, which means we evaluate people holistically and view performance challenges in the context of their innate strengths. Our goal is to show people a way forward that capitalizes upon their strengths while also investing in the development they need to be successful.

- In addition to **semi-annual performance reviews**, we place an emphasis on **ongoing multi-directional feedback**
  - We have 1:1 regular people manager checkpoints with a developmental focus.
  - We conduct skip-level "stay interviews" to identify and get ahead of performance and morale hot spots.

- We maintain **up-to-date job descriptions and career pathways** clarifying the opportunities each person has for contribution, growth, and development.

- We evaluate people not only on the performance of their job duties, but also on their adherence to **Silverchair's values**.

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We Actively Promote Community-Building & Celebration

We define and celebrate the Silverchair people brand.

We provide a comprehensive and supportive onboarding experience to new Silverchairians.

We place a premium on opportunities to socialize and build community, understanding that these are investments not only in the quality of our culture, but also our capacity for creativity, innovation, and complex collaboration.

We connect and celebrate at company-wide and team events - both IRL and virtual.

We are inclusive at IRL gatherings. We offer alcohol at IRL events on occasion, but ensure events don't revolve around drinking.

We support the social activities of Employee Resource Groups (**ERGs**), role groups, and teams.

We publish an annual company-wide social calendar.

We Maintain a Focus on Health & Wellbeing

We continuously explore benefit options that support the health and wellbeing of our people.

We encourage appropriate home office setup according to ergonomic guidelines.

Our policies regarding medical and non-medical leave and accommodations are in our **Silverchair Employee Handbook.**

We Embrace Corporate & Social Responsibility

MISSION

Silverchair's mission is to change the world for the better by empowering creators and users of scholarly and scientific knowledge to maximize their positive impact on humanity.

Consistent with this mission, we are committed to the positive impact we have on our employees, our clients, our community, and the world.

On the next pages, we highlight some of the ways we have put that corporate responsibility into action.

For more, see:
https://www.silverchair.com/about/corporate-responsibility/

We Embrace Corporate & Social Responsibility

Environmental Responsibility

At Silverchair we aim to minimize our environmental footprint through a variety of ethical, economical, and efficient practices. These include but are not limited to:

Sustainable Office Practices: Our flexible, hybrid work environment reduces carbon emissions by allowing people to work from home, while our convenient downtown office location in Charlottesville makes it easy for local employees who wish to come to the office to walk, bike, or use public transportation. We offer healthy, locally sourced food options at events and as part of our office snack program. We support our planet by striving for more efficient operations, cutting disposables, packaging and waste. We are continuously working toward a zero-waste office through recycling, an active composting program, and reusable kitchenware.

Cloud-Based Servers & Paperless Operations: Silverchair's software exists entirely in the cloud, which removes large amounts of energy waste from relying on physical servers. Our fully digital work processes mean less physical waste and resources.

We Embrace Corporate & Social Responsibility

Environmental Responsibility (cont.)

Sustainable Events: We are committed to ensuring that the events we host build community without taxing the environment. Beyond our own events, we've also committed to offsetting the business travel of all our employees through donations to COTAP (Carbon Offsets to Alleviate Poverty).

Support for Renewable Energy: As a SaaS company with a remote-first culture, our energy use primarily takes the shape of cloud processing & servers. Our primary partners, Amazon Web Services, Microsoft Azure, and Microsoft 365 Suite, have defined renewable energy efforts.

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We Embrace Corporate & Social Responsibility

Community Building

The communities we are part of play a vital role in our continued success and quality of life. That's why we work to intentionally foster our communities through active engagement.

Charlottesville: Since our founding in 1993, Silverchair has been headquartered in [Charlottesville](#), Virginia. Despite our shift to a hybrid work model, our physical headquarters in Charlottesville continues to influence our culture. We participate actively in our Cville community through events, volunteering, and [donations](#), and we prioritize our support of local businesses. Our downtown office carries nitro cold brew from [Snowing in Space](#), beer from [Three Notch'd](#), wine from the [Wine Guild](#), coffee from [Trager Brothers](#), and much more.

Scholarly Publishing: Silverchair is a member of numerous industry organizations, working groups, and initiatives, actively building relationships and working with partners to improve our publishing community. We actively serve on boards and committees and are a regular supporter of the [SSP Generations Fund,](#) which provides sustainable funding for SSP's Fellowship, Mentoring, and Diversity, Equity, and Inclusion programs. In 2017, we formed the [Silverchair Universe](#), a partner network of complementary industry vendors. We also host regular Publishing Working Groups and industry events, all designed to convene our communities to the benefit of all.

We Embrace Corporate & Social Responsibility

Diversity, Equity, & Inclusion

At Silverchair, our mission is to improve the world by empowering creators and users of scholarly and professional knowledge to maximize their positive impact on humanity. Innovation is at the core of our work, and our commitment to diversity and inclusion is key to fostering a space for the intelligent, informed, and respectful exchange of contrasting ideas. To achieve this, we believe in attracting and amplifying a wide range of perspectives from diverse functional, cultural, and social backgrounds.

For diversity to thrive, we must practice respect, openness, acceptance, confidence, and courage in all our interactions. This means being open to challenges to our own views, evaluating them with reason and evidence, and having the courage to respectfully assert our own perspectives, even when they differ from others. We trust in the intelligence, maturity, and capability of everyone at Silverchair to engage in these conversations and resolve challenges constructively.

We are committed to continually assessing and evolving our recruiting and evaluation processes to ensure they support inclusion across all facets of our operations.

We Embrace Corporate & Social Responsibility

Diversity, Equity, & Inclusion (cont.)

We maintain a high-performance culture and rely on each other to contribute fully to our success. Discrimination or harassment of any kind based on race, color, age, religion, disability, national origin, sex, gender identity, sexual orientation, genetic information, political ideology, or other irrelevant personal characteristics will not be tolerated.

Beyond the professional benefits of a diverse and inclusive culture, we believe in the personal enrichment that comes from engaging with individuals whose ideas and experiences differ from our own. As a global employer, we embrace the diverse talents and perspectives within our workforce, recognizing that every individual plays a vital role in our collective success. The diversity of our team drives innovation, excellence, and our mission forward.

At Silverchair, we hold ourselves accountable to these principles, measuring our success through the feedback and experiences of our people and customers.

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Additional Resources

- Silverchair Employee Handbook

- Silverchair Communication Channel Framework

- Silverchair Meetings Guidelines

- Silverchair Professional Development Home

- Organizational Chart

- Client Essentials

- Branding and Style Guide

- Corporate Perks

- The Silverchair Weekly Digest

- Who is Who at Silverchair?

- Said at Silverchair Archives

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