

SecurityScorecard DNA

A Guide to Our Culture

For employees. Shared with everyone.



SecurityScorecard wins because we move with brilliance and speed on a common mission towards a shared vision.

We achieve this together by following one playbook.

This guide to our culture is that playbook. It provides every team member with the foundational knowledge of what it means to be a successful Scorecarder.

By following this guide, we collectively know how to make decisions, when to take risks, and how to empower those around us to shine.

By following this guide, we win!

Overview

01. Our Mission & Vision
02. What is Culture?
03. Our Customer
04. Our 3 Strategic Goals
05. Our Organization
06. Our [SCORE]card Values
07. Innovation & Experimentation
08. Employee Health & Wellness



Our Mission



To **make the world a safer place** by transforming the way organizations understand, mitigate, and communicate cybersecurity to their Boards, employees, and vendors.



Our Vision



To create a new language for companies and their partners to **communicate, understand, and improve** each other's security posture.

We want SecurityScorecard to be a part of the global speech of every organization and government:

"What's your Scorecard?"

What Is Culture?



“ Culture is not just a set of values you put on a wall; culture is a set of behaviors people practice.

Aleksandr Yampolskiy

CEO & CO-FOUNDER

Why Is Culture Important?

Enables decision making and innovation at scale.

- Boosts engagement and retention.
- Attracts the best talent around the world.
- Fosters meaningful coworker relationships.

Drives high performance.

- Boosts It is the foundation of every organization.
- It helps to acknowledge that people are the most critical asset to a company.

A Strong Culture Also Helps Us

Accomplish our mission to make
the world a safer place

Celebrate people being the best
version of themselves

Drive economic opportunity

Grow intellectually



Culture is who we are, who we want SSC to be and how we want to influence the lives
of our employees, customers, suppliers, shareholders and other constituencies

SCORECARDERS SHARE:

What does it mean to work at SSC?



Being a Scorecarder means waking up every day knowing you are going to face a new challenge; that you are going to solve a problem. It is having that mindset that it isn't just going into work and doing the same thing as yesterday and going home.

Business Development Lead (he/him)

There is no attitude of “that's not my job, that's not my role”. A lot of times you have to wear several hats when you work here. So even if it isn't part of your day-to-day, you help wherever you are needed to get a problem solved. **Sales Engineer (she/her)**

Fast-paced, customer-centric, bottoms-up innovation, cultural resilience to processes: values people first, intolerance for waste/red tape. **Engineering Director (he/him)**

SSC is thinking differently in how security is implemented. SSC fits into larger security ecosystems in the way other security companies do not. Leadership is transparent about how employees fit in the bigger picture, which works in an environment where you can go execute your ideas. **Product Marketing Manager (she/her)**

Since it is a fast-pace and fast-growing company, there's lots of career growth opportunities. **Executive Assistant (she/her)**

Culture is the fabric of the company: the living, breathing, day-to-day moments that every person in the company can contribute to. Culture makes the company what it is. **Executive (she/her)**

We're **backed** by the **best investors** in Tech.
They have **high expectations** for us to be sustainable, profitable and
efficient.

We share those expectations and **hold ourselves accountable!**

That's why we have to run fast!

We are excited to create and expand a new market

But our competitors are just as hungry

We must work **smarter, harder** and more **efficiently** than the rest

We dare to win



There is no second place, there's only ***first place.*** Roger Bannister

How do we implement culture at SSC?



SSC Onboarding & Boot Camp

Culture Assets

Monday All Hands (don't forget to shoutout!!)

Town Halls & [SCORE] Values Champions

How we work everyday!

How do we measure success with culture at SSC?



Employee Engagement Surveys (eNPS anchored)

Kudos Slacks

Retention Rate

Your Feedback!

Our Customers

We support the world's largest, most innovative companies



Customer Reviews



The Most Compelling Solution of Cyberscoring in the Market

SecurityScorecard is a strong platform, which supplies a compelling service. **Only SecurityScorecard has both scoring and questionnaire management**, which makes this solution a unique one in the market. The team behind it is absolutely professional and service oriented.

CEO, Services



SecurityScorecard Has Played a Key Role in How We Evaluate Peers, Vendors, and Customers

SecurityScorecard has been an integral part of our quarterly risk assessment process. It allows us to evaluate ourselves against our industry peers.

It has also helped us risk rank potential vendors and customers.

Information Security Analyst,
Services



Helps Manage Risk and Reduces the Significant Overhead of 3rd Party Reviews

We are almost a year into the tools use and have seen significant value related to **managing risks** as well as **reducing the overhead** of performing 3rd party reviews, versus our old process of email and MS Office document questionnaires.

Director Of Cybersecurity &
Infrastructure, Energy

It's important that every Scorecarder understand our mission, vision and the customers we serve and **reflect this in the work they do** every day.

We believe everyone can perform at their best and make the largest impact if they know how their team and individual goals **fit into the big picture.**



What's the job of a
goalkeeper?

Not to **STOP** the ball.
To **WIN** the game.

Our 3 Strategic Goals

These Goals Guide Our **Actions** and **What We Do**

01

Drive retention
and
differentiation

through the **largest contributory network** of engaged, rated organizations, who provide inside-out information for their scorecards.

02

Enhance the
value of the
network

through a **marketplace of applications** and services on top.

03

Achieve
ubiquity

by embedding our **trusted scorecards into key business workflows** for Boards, Regulators, and Insurers.

Who makes up our organization?



Our Founders

Dr. Aleksandr Yampolskiy

After a decade working at companies like Gilt Groupe, Oracle, and Goldman Sachs, Aleksandr Yampolskiy quickly grew SecurityScorecard to its current standing, being the global leader in cybersecurity ratings.

Sam Kassoumeh

After 5 years at Gilt Groupe, Sam Kassoumeh co-founded SecurityScorecard with the goal to provide organizations with a true 360-degree view of risks, currently making it the only service with over 5 million companies continuously rated.



We spent a week brainstorming on the name for a company. None of the domains were available. So we randomly picked Jigsaw and incorporated in Delaware. We changed the name to SecurityScorecard in a few months. *We move and pivot fast.*

Our Team: We Promote a Work From Anywhere Culture

SSC is a global organization | We have Scorecarders in 21 countries across 5 continents

Where are we located?



- Our **HQ is in NY**, but your office is anywhere.
- We operate as a **remote-first** organization, even if we are in the office!

Our Great Remote Meeting Culture

- Have an agenda in the invite
- Have a Zoom ID in the invite (Remote first!)
- Send out actions after the meeting is over
- Respect everyone's time
- Cameras are preferred but optional with no explanation needed for internal meetings

Work-From-Anywhere Culture

- We support Scorecarders to be successful because we trust them to take control of their work and schedule - wherever that may be
- \$500 WFA stipend for every employee
- **We operate on Eastern Standard Time**, but are accommodating to all when possible.

Our [SCORE]card Values

WHAT ARE

[SCORE]card VALUES

[SCORE]card values are the **5 things we value most in our employees** and expect every Scorecarder to live by daily.

[SCORE]card

VALUES

Solutions Focused: We identify problems then quickly shift to solutions.

Customer Centric OBSESSED: We are OBSESSED with making our customers happy.

One Scorecard: We are one team that embraces diversity, fun and collaboration.

Resilient: We preserve through obstacles.

Embody #SecurityDNA: We practice what we preach.

01

Solutions Focused

We propose solutions,
not just identify problems

We act now, not later

We don't make excuses,
we get it done

We build on top of ideas,
we don't tear them down



Anti Patterns (Things to Watch Out For)

Starts with “no because” instead of
“yes and”

Analysis paralysis: doesn't get from
thinking to doing

Points out problems **without moving
on to solutions**

Being too flexible and too nice when
“dependent teams” tell you to wait.
Provide realistic deadlines and ask for
affirmation.

Running frazzled, and doing too many
things.

Forget to ask **“How can I help?”**



Behaviors in Action

Senior Leader: Knows when to
pivot the team to bigger and
better opportunities.
Communicates Clearly. **“What is
your 1 thing?”**

Manager: Clears the path -
empowers & enables their team
members to bring up any issue
and drive a solution.

Individual Contributor:
Uncovers an issue, proactively
brings it to the attention of the
team with a proposed solution
and then executes to take it over
the finish line.

Team: EMBRACE CHANGE

At Securityscorecard,
we are all responsible for owning our dependencies.
We operate with “**Get-It-Done**” urgency.

We win by winning fast.

Urgency

is not

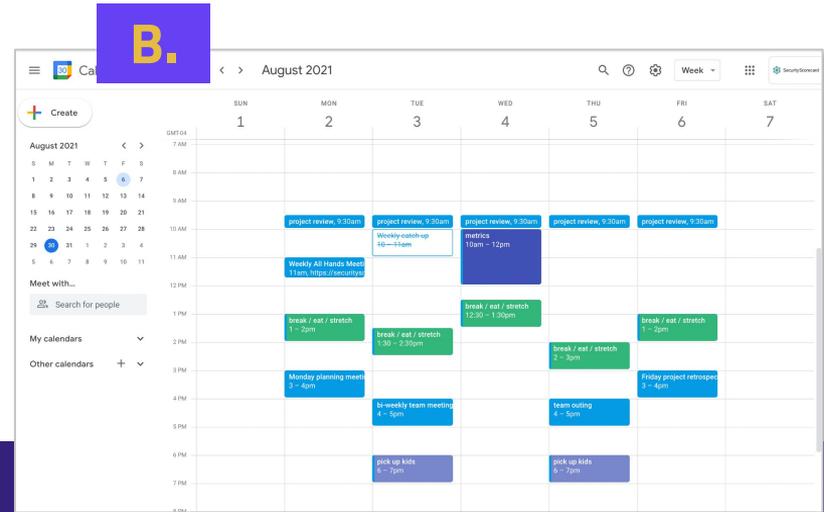
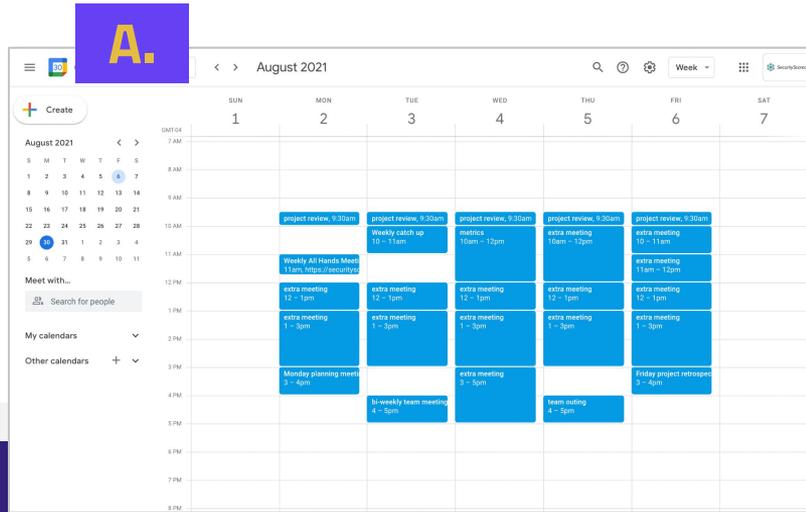
just addressing the
squeakiest wheel.

A true
sense of
urgency
is one born
of both
empathy
and
confidence

Urgency is not emergency or panic. Urgency is a shared attitude of **what needs to happen now and how we can make that happen together**. Urgency does not disappear when an “urgent” task is completed. Urgency is the lack of complacency, and to quote one of our employees

“...If you feel comfortable, you’re probably doing something wrong, you’re probably moving too slow ... you should always be trying something new.”

Which of these shows urgency?



Urgency means prioritization and relentless focus.

Be productive, not busy. Be forward thinking, not reactive.

Don't have meetings just to have meetings, focus on getting work done.

Respect each other's time.

Low drag, **high** speed.

Germany's Autobahn, in large part, adheres to the popular conception of having no speed limit while still boasting significantly fewer road fatalities than U.S. highways.

This is not to suggest that a lack of rules and regulations (the autobahn still has many) leads to better outcomes, but rather that a system designed to enable both velocity and predictable outcomes is the most scalable.

Is an outdated rule blocking your great idea? Let's revise it!
Is there a guideline missing that would allow faster, more consistent decisions?

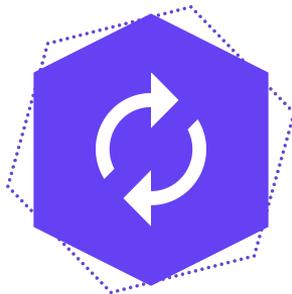
Let's create it!



Have a Bias Towards Action



If you can make a strong decision with 80% of the data, make the decision and move forward instead of spending time to gather and analyze the last 20%.



Gather data but don't get stuck in analysis. Have a bias towards action and know that it is ok to take a calculated risk, instead of wasting time.



It is better to take a step forward and then be nimble and ready to adjust when you learn the final 20% or new information that points you in a new direction than to slow down.



It is better to ask
for *forgiveness,* than
ask for *permission.*

Customer Obsessed

We are obsessed with solving our customer's problems and providing them value

We are always listening to our customers

We serve all our customers, internal & external, with honesty, ethics and mutual trust

We set **high self-goals & standards** and always keep ourselves accountable to those standards



Anti Patterns (Things to Watch Out For)

Puts own **ideas before a customer's requests**

Works on tech because it is cool vs valuable

Doesn't communicate with stakeholders



Behaviors in Action

Senior Leader: Meets with customers themselves, regardless of role, and able to drive the results they need.

Manager: Willing to lend their team's efforts across the organization to meet a customer's deadlines.

Individual Contributor: Able to speak at a high level about cybersecurity to clients and industry leaders directly to meet their needs.

**Every company says it, but we mean it.
*We are customer obsessed.***

That's why we start meetings by sharing customer stories.
Every day **we put ourselves in the shoes of the millions of scored companies** who want to better understand and improve their cybersecurity posture, not only for themselves, but for their third parties and their own customers as well.

CUSTOMER

OBSESSED

The **customer** is always our **#1** priority.

We must constantly **listen** to their needs.

Success for our customers is success for us.

Talk to Customers.

All work being done must be to benefit customers
or it shouldn't be done!

03

One Scorecard

We are one team that embraces diversity, fun and collaboration

We respect each other and believe every Scorecarder brings value

We are open to new ideas, trust feedback from each other and speak up when we disagree

We say (and do) we instead of I



Anti Patterns (Things to Watch Out For)

Puts **own needs before the team**

Doesn't communicate necessary information

Only wants to hear themselves speak



Behaviors in Action

Senior Leader: Builds a collaborative team of diverse thinkers and leads them to have the best ideas.

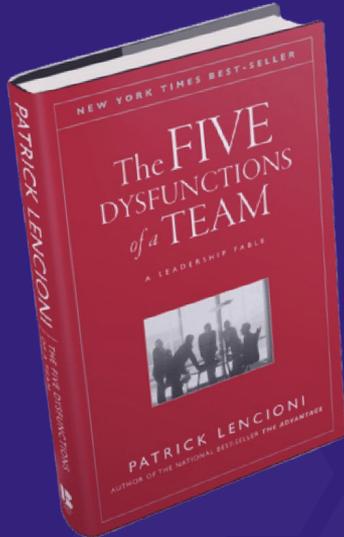
Manager: Helps their team to debate and commit regularly when decisions are needed.

Individual Contributor: Unafraid to raise solutions to any level of the organization, no matter the issue.

With Scorecarders from
around the world we have
the competitive advantage
of bringing together diversity
of ideas and thoughts

One Scorecard

The Five Dysfunctions of a Team
as described by author Patrick Lencioni



Buy this and other supporting books using your annual educational reimbursement budget.

Built on Trust



Read this book and understand these principles to help us avoid dysfunctions on our teams at SSC.

How important is trust?

What are the pillars of trust?

Output Morale Productivity Innovation Retention Loyalty Revenue

Trust Increases →

← Trust Decreases

Costs Problems Attrition Suspicion Time to Market Stress

**Clarity &
Compassion**

**Character &
Competency**

**Commitment &
Connection**

**Contribution &
Consistency**

04

Resilient

We persevere through obstacles

We don't stop after the first try

We **solve problems by experimenting and innovating**

We do whatever it takes to help the team win - period



Anti Patterns (Things to Watch Out For)

Stops at the first **No or roadblock**

Tries the same old process again to similar results

Rejects feedback for improvement



Behaviors in Action

Senior Leader: Has a plan for when the first plan fails and another for when that one fails until the team succeeds.

Manager: Coaches their direct reports to overcome project roadblocks and deliver the most value.

Individual Contributor: Experiments constantly, learns from failures, and keeps going until the job is completed.

How do we provide feedback?

At SSC, we embrace the concept of *Radical Candor* to both give and receive feedback effectively.



Feedback is the key to continuous improvement and growth.

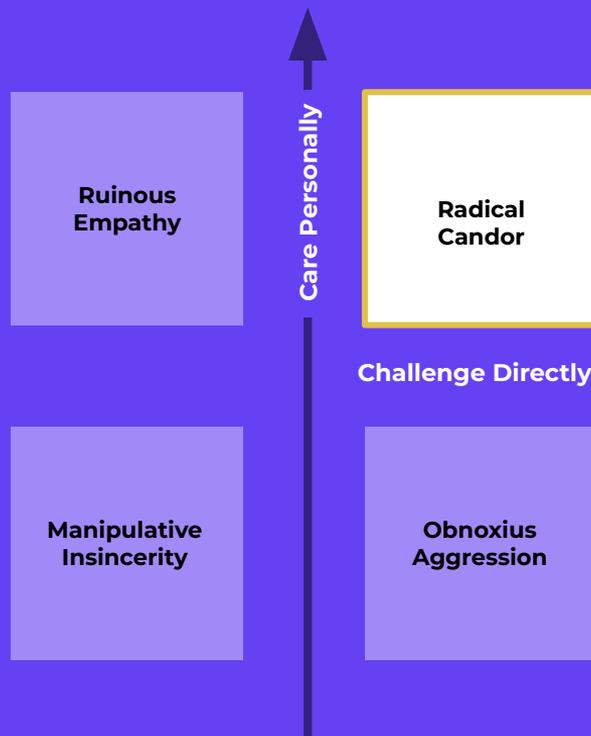


We see it **is a gift from one person** to another.

What is radical candor?

We base our feedback on that of author Kim Scotts' book *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity*

- When providing feedback to your coworkers, you should be able to **challenge directly**, while still caring personally for others.
- We want you to **go above and beyond** the basic rules of professionalism and really give a damn about that entire person. Caring about that person and **showing them respect** is the foundation to Radical Candor.
- When challenging directly, you must be willing to piss some people off. It's your job to **'get to the point'** and avoid using fluff. Like we said, we work fast!
- This is not a license to say any rude thing you want to anyone whenever you feel like it. Your **feedback should be important and it should be said with genuine care** for the whole person you are delivering it to.



If everyone agrees,
the meeting could be better.

Encourage disagreement to see
every point of view.

But once we walk out of the room,
we disagree but commit together.

We win with perseverance & innovative solutions.

Will you do what it takes to be successful?

We do not hire people who are looking for an easy road, or just a paycheck.

We hire people who are excited for the hard mission ahead.

EASY ROAD

HARD ROAD

05

Embody #SecurityDNA

We practice what we preach

We are authentic to our product's principles

We do what we say we will do

We hold the customer's trust paramount



Anti Patterns (Things to Watch Out For)

No knowledge about cybersecurity ratings

Answers phishing emails with information

Leaves laptop open and unattended



Behaviors in Action

Senior Leader: An expert in our industry and leads cybersecurity talks internally.

Manager: Shows new employees best practices for personal cybersecurity and is a mentor to their team.

Individual Contributor: Able to speak intellectually and knowledgeably about cybersecurity and be a good representative of SSC's expertise externally.

EMBODY

SECURITY

#DNA

At SSC, we have a hacker's mindset toward security.

This means we all invest the time to learn about **cybersecurity**, regardless of role.

We follow our curiosity to try new paths and break things to make them better.

We serve to make the practice of security more efficient, sustainable, and resilient.

We operate on our customers' trust.

Let's work together to keep it!

Our managers embody our
[SCORE]card values and lead by example.

They communicate openly, define success clearly,
remove blockers and take accountability.

SSC managers are ***leaders who inspire others.***

SSC Manager Principles

01 | Solutions Focused

Bias Towards Action: Time is money. Make a decision. Take risks. Most decisions are reversible.

Frugality: Do more with less. Empire building does not get you ahead.

Invent & Simplify: Innovate, automate, streamline. Undifferentiated heavy lifting is not the solution.

03 | One Scorecard

Build and Maintain High-Performing Teams: Hire well. Coach talent and new leaders. Move them around the organization.

Deep Dive: Operate at all levels. Stay connected to details. Audit metrics. Ask questions.

Earn Trust : Listen. Be candid. Be vulnerable. Be humble. Be respectful. Be helpful.

Disagree but then Commit: Challenge decisions. If outcome is different from original opinion, commit to it as if your own.

05 | Security DNA

Learn and be Curious: Constantly upleveling knowledge of the Security and other fields.

02 | Customer Obsessed

Customer Obsession: Always puts customers first. Is the voice of the customer.

Think Big: Thinking small, delivers small. Think big to delight your customers.

Insist on the Highest Standards: Even if they seem too high. Raise the bar and deliver high quality products.

04 | Resilient

Ownership: Think like an owner. Make good long-term decisions, not just short-term.

Deliver Results : Accountable to deliver on with the right quality and in a timely fashion.

Be Right. A Lot : Strong judgement and good instincts. Seek input and don't be afraid to be proven wrong.



A manager's output = the output of his or her organization + the output of the neighboring organizations under his influence. Andy Grove

High Leverage Activities

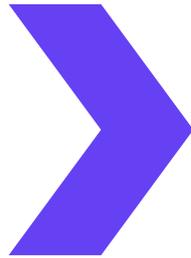
- Discussing trade-offs and opportunities with other product leaders
- Finding efficient and sustainable solutions to old, outdated processes
- Pairing with another developer to do knowledge transfer
- CSM taking care of customer needs leading to greater sales for Renewals team
- Reaching out to customers to build the latest feature

Low Leverage Activities

- Working on something just because the tech is cool but with low business value
- Coding in isolation
- Delaying to meet a candidate for an interview for non-urgent tasks
- Waiting for someone to get back to you

Innovation & Experimentation

SSC's Way of Thinking



Most organizations **overvalue great ideas.**

Good ideas and bad ideas look similar in the beginning, and we don't know which one is which. **So we try out new ideas constantly!**

Identifying root causes is a great way to look at the deepest problems and **set up great experiments**

Cheap, quick experiments > **Great ideas.**



Think backward to ***think forward.***

Start from your goal and map your way back to
where you are to discover the plan to get there.

Asking *why*, the (at least) 5 whys,
to unearth the *root cause* of a problem

Often the root cause of a problem stems from a series of events,
a domino effect, with a root cause that wouldn't be apparent by focusing
only on the final piece to fall.

Instead, as Sakichi Toyoda famously suggested
and implemented, we can candidly ask “**why**” in series to discover
the root cause of an issue, and more importantly, a solution.

So why was the Washington Monument falling to pieces?

Well, because we were using caustic cleaners to clean it.



WHY?



Because frankly, it was covered in pigeon poop, and we can't have that.

Because... there were a lot of pigeons there.

Because pigeons eat spiders, and there was an oddly large population of spiders there.

Because as much as pigeons love eating spiders, spiders love eating gnats, and the monument was covered in gnats.

Because gnats are drawn to sources of light, and the monument illuminated itself at the same time every evening, regardless of season, attracting the gnats to a place they'd usually otherwise ignore.

Solution – Forget the chemicals, change the lights.



The best ideas ***do not*** come from the top Initiatives like the Instant SecurityScorecard & Marketplace were all ***employee-led!***

Our Tech team runs yearly Hackathons with the winner's project going into ***live production***

Experiment Regularly

5 X 5 X 5 Design by Michael Schrage

- A minimum of 5 people (or 5 teams).
- Each are given no more than 5 days to come up with a portfolio of 5 “business experiments.”
- Should take no longer than 5 weeks to run.
- Cost no more than \$5,000 to conduct.

Based on Michael Schrage's book, The Innovator's Hypothesis:
How Cheap Experiments Are Worth More than Good Ideas

Employee Health & Wellness

Employee Wellness

We strive everyday to create a workplace and team that embraces diversity, fun, and collaboration.

At SecurityScorecard, there is a rich sense of community, not only as a community of colleagues, but as a team dedicated to serving others.

We are one team, with the same objective: To make the world a safer place. We recognize that this goal can only come about when our team works together as one unit.

Our employees are our biggest asset, and we encourage them to bring their authentic selves to work every day.



Community Service



Employee
Recognition in HighSCORE



Employee
Interest Groups



Unlimited
Paid Time Off (PTO)

Employee Wellness

- We trust **you** with your own time.
- Including days off... *take as many as you want.*
- We have **unlimited PTO** as SSC!
- We know you need to **take the time to rest and recharge.**
- You come back **inspired** and ready for the **next challenge.**
- So **don't be afraid** to take time off.
- We even make you take time off with our **Mandatory PTO Days** we hold throughout the year!

Employee Development

At SecurityScorecard you can grow your skills and your career.

Employee development led our Founders to where they are today, and we want to support your growth in the same way.

We provide employees with an annual educational reimbursement budget because we care about your development!



Online Learning and
Webinars



Leadership
Training



Tuition Reimbursement



1X1 Performance
Feedback



Annual Education
Reimbursement Budget Per
Person

Begin your career with SecurityScorecard at
<https://securityscorecard.com/company/careers>