

**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**

Our Mission & Vision

What is Culture?

Our Customer

Our 3 Strategic Goals

05 Our Organization

06 Our [SCORE]card Values

1 Innovation & Experimentation

Employee Health & Wellness

## **Our Mission**



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?"

# **Our Vision**





Aleksandr Yampolskiy
CEO & CO-FOUNDER

## "

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

#### 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.

- 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)

BSSC 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



## **Our Customers**

## We support the world's largest, most innovative companies



































































#### **Customer Reviews**





# The Most Compelling Solution of Cyber Scoring 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 and Utilities



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**.

## Our 3 Strategic Goals



# Our company-wide objectives for 2025 are to build an **enduring company** by...



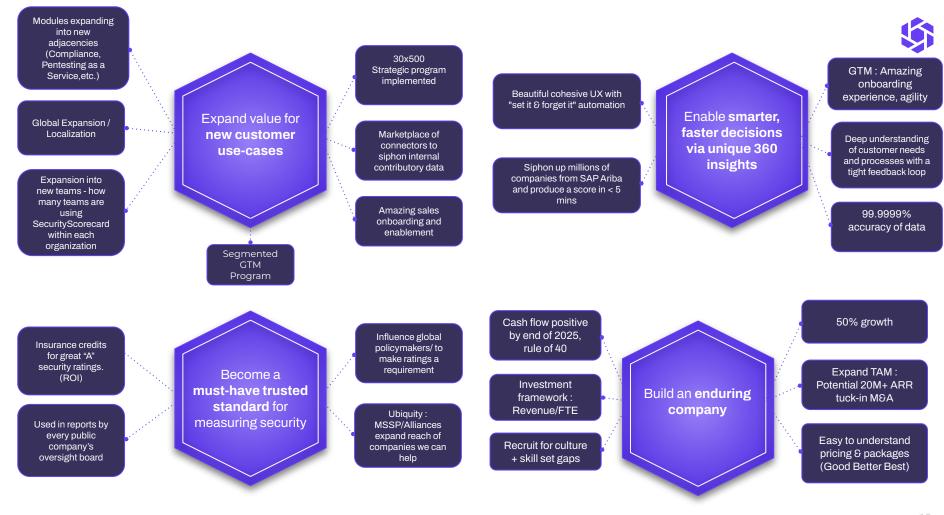
Becoming a trusted, must-have standard for measuring security.



Expanding value for new customer use-cases.



Enabling smarter, faster decisions via unique 360° insights.



# 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 Jigsar and incorporated in Delaware. We changed the name to SecurityScorecard in a few months. We move and pivot fast.

## Our Team: We Promote a Remote First Culture

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





- Our HQ is in NY, but your office is where you are.
- 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
- Send out a summary and next steps after the meeting is over
- Respect everyone's time
- Cameras are preferred but optional with no explanation needed for internal meetings



### Flexible, Remote-First Culture

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

We are **OBSESSED** with making our customers happy.



#### One Scorecard

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



#### Resilient

We persevere through obstacles.



## Embody #SecurityDNA

We practice what we preach.

## [SCORE]card Values

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

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

SSC leaders bring clarity, energy and inspire others.







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



#### Our leaders embody our

#### [SCORE] card values and lead by example.

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remove blockers and take accountability.

SSC leaders bring clarity, energy and inspire others.



#### Urgency is not just addressing the squeakiest wheel.

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

## 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.



## [SCORE]card Values



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### **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)!





#### **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 in 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.



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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.

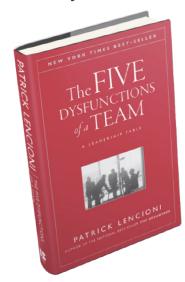


With Scorecarders from around the world we have the competitive advantage of bringing together diversity of ideas and thoughts

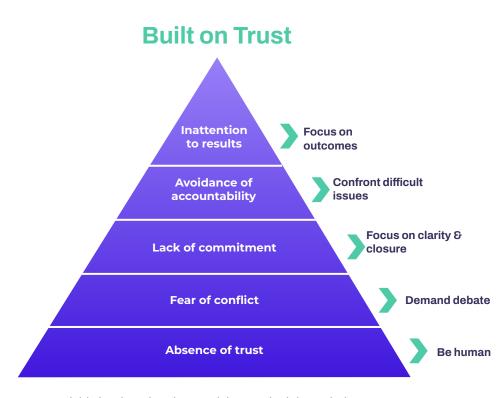




The Five Dysfunctions of a Team as described by author Patrick Lencioni



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

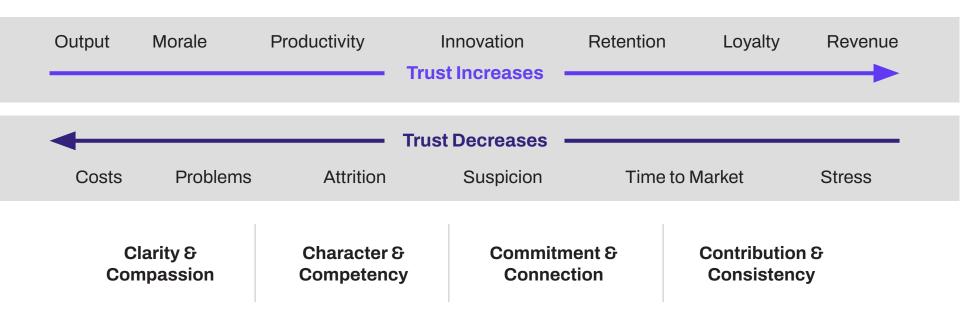


Read this book and understand these principles to help us avoid dysfunctions on our teams at SSC.



## How important is trust?

What are the pillars of trust?





## [SCORE]card Values



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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.

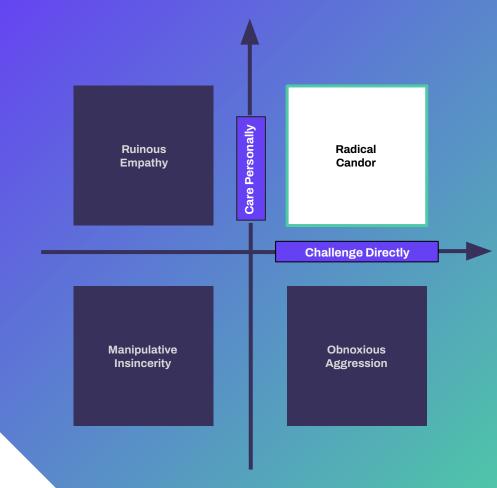


We see it as a gift from one person to another.

## 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 truly care about that entire person.
   Caring about that person and showing them respect is the foundation to Radical Candor.
- Be willing to take an unpopular stance. 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 be rude 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.

**Hard Road** 

**Easy Road** 



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## Embody #SecurityDNA

We practice what we preach.



## Embody #Security DNA

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 desire about cybersecurity ratings and our industry.

Doesn't operate with a security mindset

## 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.



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

We win by winning fast.



## SSC Leadership 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.



### 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.



### 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.



### 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.

Exercise Judgement: Strong judgement and good instincts. Seek input and don't be afraid to be proven wrong.



### 05 | Security DNA

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





A leader's output = the output of their organization + the output of the neighboring organizations under their 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.



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.



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

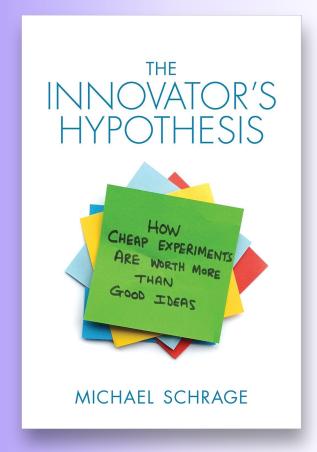
Our Tech team runs yearly Hackathons with the winner's project going into live production.

## **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* 



## Why was the Washington Monument falling to pieces?

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



Because, frankly, it was covered in pigeon excrement, 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 also 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.

# 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.



Team Building

Events



Employee Recognition in HighSCORE



**Employee Learning** and Development



Unlimited
Paid Time Off (PTO)

## **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** 



Professional Development



SSC Learning Academy



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



## Why Join SecurityScorecard?





### Not Everyone Will Thrive Here.

### We have a strong bias for action.

Our environment is fast paced and intense. Deadline expectations often contain short turnaround time frames.

### We are agile and unafraid of change.

This means your manager and/or colleagues may change during your tenure.

We are innovative using limited budget & resources. There could be frequent changes in direction. You will need to adapt and be creative.

We do not settle for mediocrity or average performance. We strive for excellence and will challenge you to work outside your comfort zone. We believe this is where the most growth happens.

We do not make decisions by consensus. Full Accountability: Your successes are yours, and so are your mistakes. We reward execution, not endless discussion.

### We lean into constructive conflict.

This involves addressing disagreements or differences directly, in a way that aims to solve problems, improve ideas, or strengthen relationships. It's purposeful, with the goal of achieving a better outcome.

### We have a low tolerance for politics.

Self-aggrandizing, or engaging in gossip is toxic and fosters an environment of mistrust.

### We don't encourage a hero culture.

We value sustainable success, where everyone contributes and no one feels the pressure to take on everything themselves as this behavior can glorify burnout and create unrealistic expectations for what's required to succeed.



## Important Factors When Joining SecurityScorecard

### Why Join SecurityScorecard?

We hire Top-Talent. You will work with some of the smartest colleagues you've ever met in your career. We hire the best talent from across the globe.

We believe in having a stake in the game. Every employee is a shareholder, which drives us to continue to innovate and scale. Backed by top investors Sequoia, Google etc.

We provide regular skill development workshops. Our L&D team facilitates lunch and learns with VIP guests, leadership competency programs, bi-weekly professional development opportunities, executive & employee onboarding, and we practice 5x5x5 experimentation to bolster innovation.

We are Mission Driven. You will support a powerful mission to make the world a safer place by transforming the way organizations understand, improve, and communicate cybersecurity risks to key stakeholders.

We are a meritocracy. We have an MBO program where overachievers are paid 1.5x. We believe in rewarding excellence and achievement.

We create future career opportunities. We recognize high-potential talent 2x per year, and consciously create opportunities for expanded leadership or individual contributor roles.

We encourage work-life-balance.

We provide unlimited PTO to support our hard-working employees.

## SecurityScorecard Benefits Overview





### **Healthcare Coverage**

Coverage is available on your start date, including options for medical, dental, and vision coverage with company subsidized premiums.



### Flexible Spending (FSA) and Health

Savings Account (HSA) Benefits Set aside pre-tax money from your paycheck to cover healthcare and daycare expenses.



#### **Income Protection**

Life and AD&D insurance benefits to protect your income and give you and your loved ones peace of mind.



### **Wellbeing Benefits**

To enhance your employee experience, we provide a range of benefits that holistically support your physical, emotional, and financial wellbeing.



#### Remote work

While we are headquartered in New York City, SecurityScorecard is a remote-friendly organization.



## Continuing Education and Learning

Opportunity for annual education reimbursement per employee, continual learning and career development opportunities.



### **Unlimited PTO**

SecurityScorecard generously provides unlimited flexible paid time off which includes vacation, sick days, and holidays not officially observed by the company.



401k

Enroll in our 401K retirement savings and investing plan at any time.



### Stock options

Full-Time employees may receive the option to purchase common stock at the FMV.



### **Referral bonus**

Earn money for referring talent to the organization.

## SecurityScorecard Benefits Overview





## Company Holidays and Wellness Days

We observe all standard holidays and observe additional company-wide "wellness days" to rest, relax and recharge.



### **Meals and Snacks**

We offer free meals and unlimited snacks and drinks in our well-stocked New York office.



#### Lunch & Learns

Networking opportunities and guest speaker events with preeminent cybersecurity professionals and industry leaders.



### Employee Rotational Program

Apply to be a SecurityScorecard "Bar Raiser" and be embedded with, learn from, and help problem solve with other outstanding crossfunctional teams.



### **Commuter Benefits**

Pre-tax benefits to save money on your commuting expenses to work.



### All Employees Meet with Customers

Through innovative initiatives such as listening tours and our Customer Empathy programs, all employees throughout the company have the chance to interact with customers from day one!



### SecurityScorecard Swag!

Employees get cool SecurityScorecard branded gear to commemorate work anniversaries, birthdays and other special occasions.



### Holiday Parties, Happy Hours, and Company Events!

Annual holiday parties and frequent company events in our NYC office (sushi making, happy hours, live summer music series on our beautiful office balcony in the heart of NYC!)



### Regional "Meet-ups" for Remote Employees

Not located in the NYC area? No problem!
SecurityScorecard employees can plan their own regional meet-ups, lunches, dinners and other events!