



SecurityScorecard DNA

A Guide to Our Culture

For employees. Shared with everyone.



Christa Patton
VP, L&D & Enablement





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

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02 What is Culture?

03 Our Customer

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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**



jetBlue

NOKIA



bumble



DISCOVER
FINANCIAL SERVICES

T-Mobile

vimeo

UNITED
AIRLINES

♥ aetna

NOVARTIS

Liberty Mutual
INSURANCE



Microsoft

SAP



Cigna



wtw

stockX

BOB'S
DISCOUNT
FURNITURE



S
SKECHERS

A+E
NETWORKS

Goldman
Sachs

Deutsche Bank

BANK OF AMERICA

intel



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 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...



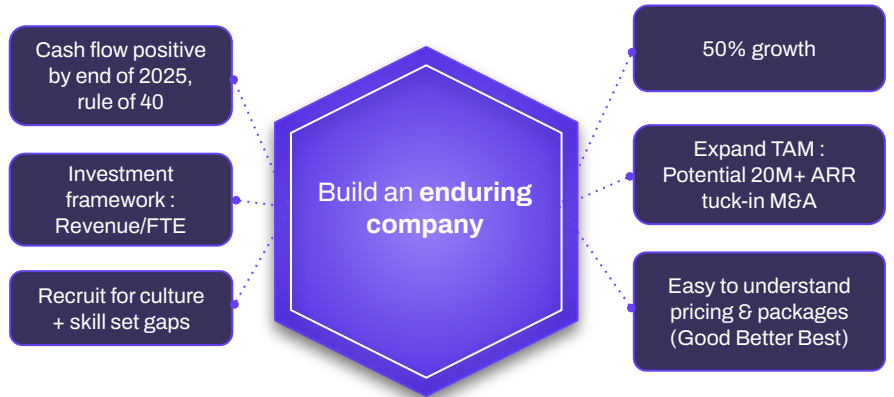
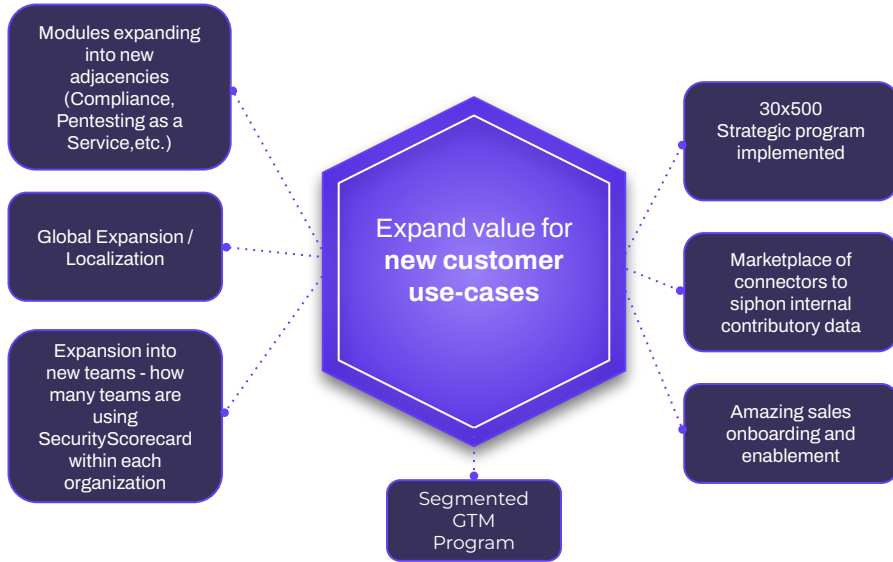
Become a **trusted, must-have** standard for measuring **security**.



Expand value for **new customer use-cases**.



Enable **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 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 Remote First 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 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
- 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



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 when possible.

Our [SCORE]card Values

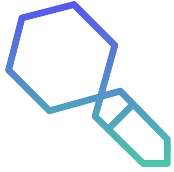


What are [SCORE]card Values?

[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 **OBSSESSED** 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.

[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.**





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



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.**



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**.



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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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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.

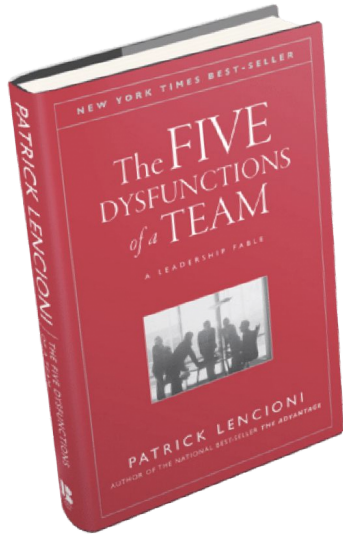


**With Scorecarders from
around the world we have the
competitive advantage
of bringing together diversity of
ideas and thoughts**



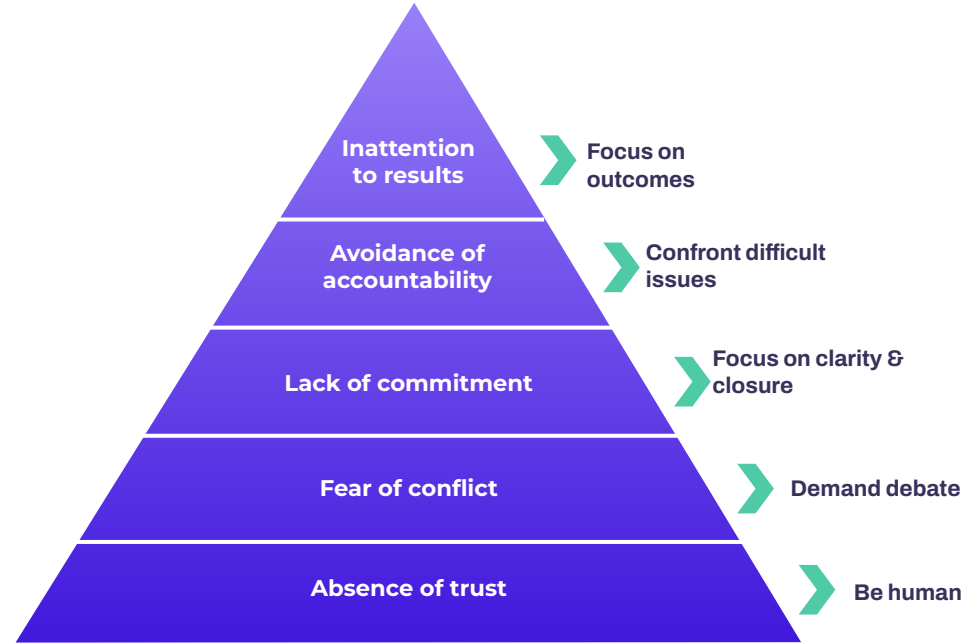
One Scorecard

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

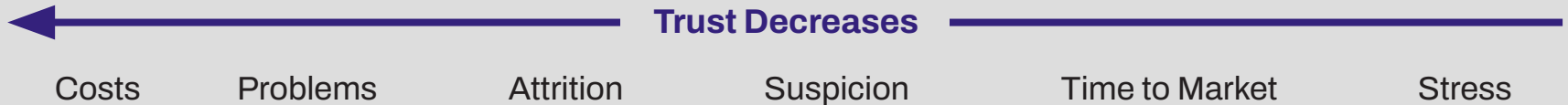
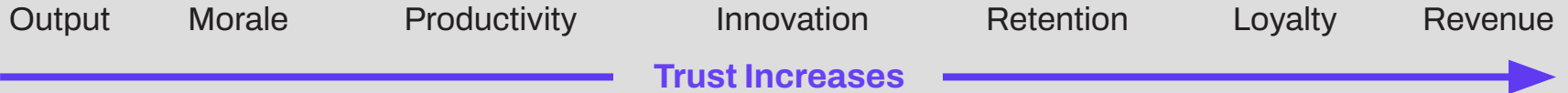


Read this book and understand these principles to help us avoid dysfunctions on our teams at SSC.



How important is trust?

What are the pillars of trust?



**Clarity &
Compassion**

**Character &
Competency**

**Commitment &
Connection**

**Contribution &
Consistency**



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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 **as a gift from one person** to another.

What is radical candor?

We base our feedback on that of author Kim Scott's 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 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



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Embody #SecurityDNA

We practice what we preach.



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 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.**

A chessboard with various pieces arranged in a strategic formation, illustrating the concept of backward thinking. The pieces are arranged in a way that suggests a plan to reach a goal.

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.



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

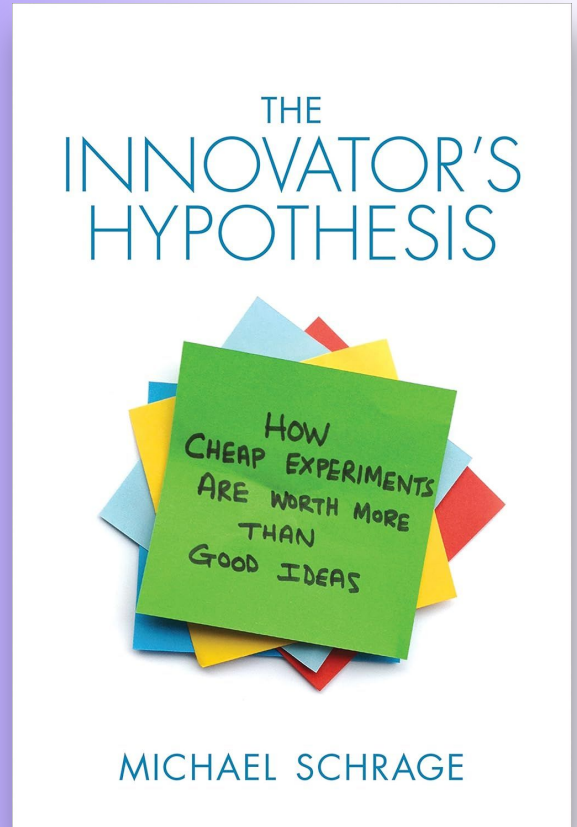
Our Tech team runs yearly Hackathons with
the winner's project going into **live production**

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*



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.

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>