SecurityScorecard

A GUIDE TO OUR CULTURE · 2026

A guide to our culture

Written for employees. Shared with everyone.

OPENING STATEMENT

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

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

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SecurityScorecard

OUR MISSION

SecurityScorecard modernizes TPRM with AI-driven supply chain defense.

Our mission is to make the world a safer place by transforming the way organizations understand, mitigate, and communicate cybersecurity risk to their boards, employees, and vendors.

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Mission and culture are our playbook.

THE MISSION

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.

EXTREME OWNERSHIP

We practice extreme ownership. Every person here has direct impact on where this company goes — there are no layers between your work and the outcome.

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READ THIS FIRST

This place is not for everyone. We're good with that.

We move faster than most people are comfortable with.

You need three weeks? We need it by Monday.

The mission is our north star but our night sky shifts when we learn something new. We turn to follow it.

We are energized by the relentless pace, and the innovative mindset of our colleagues.

If you're waiting for someone to tell you what to do next, a roadmap how to get there, and a proven path to success...

You're going to fall behind.

We move fast. We tackle hard problems.
We're always up for challenging ourselves.

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AI NATIVE

AI fluency is a job requirement here. Every role, every team.

We don't treat AI as a pilot program or an optional tool. Every Scorecarder is expected to use AI in their daily work. We built it into **TITAN** for our customers, and we hold ourselves to the same standard internally.

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AN AGENTIC WORKFORCE

We expect AI to 10x your output.

We want your time and energy dedicated to the tasks that make an impact.

Faster cycles. Zero patience for doing things the slow way because *“that's how it's always been done.”*



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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.

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[SCORE]CARD VALUES

Five things every Scorecarder lives by



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.

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01

Solutions Focused

We identify problems — then quickly shift to solutions.



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INVESTOR ACCOUNTABILITY

We’re backed by the best investors in tech — and we hold ourselves to their bar.

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.



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Solutions Focused — Breakdown

01 We propose solutions, not just identify problems

02 We act now, not later

03 We don’t make excuses — we get it done

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

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 and enables their team to bring up any issue and drive a solution.
INDIVIDUAL	Uncovers an issue, proactively brings it forward with a proposed solution, then executes it over the finish line.
TEAM	**Embrace change**

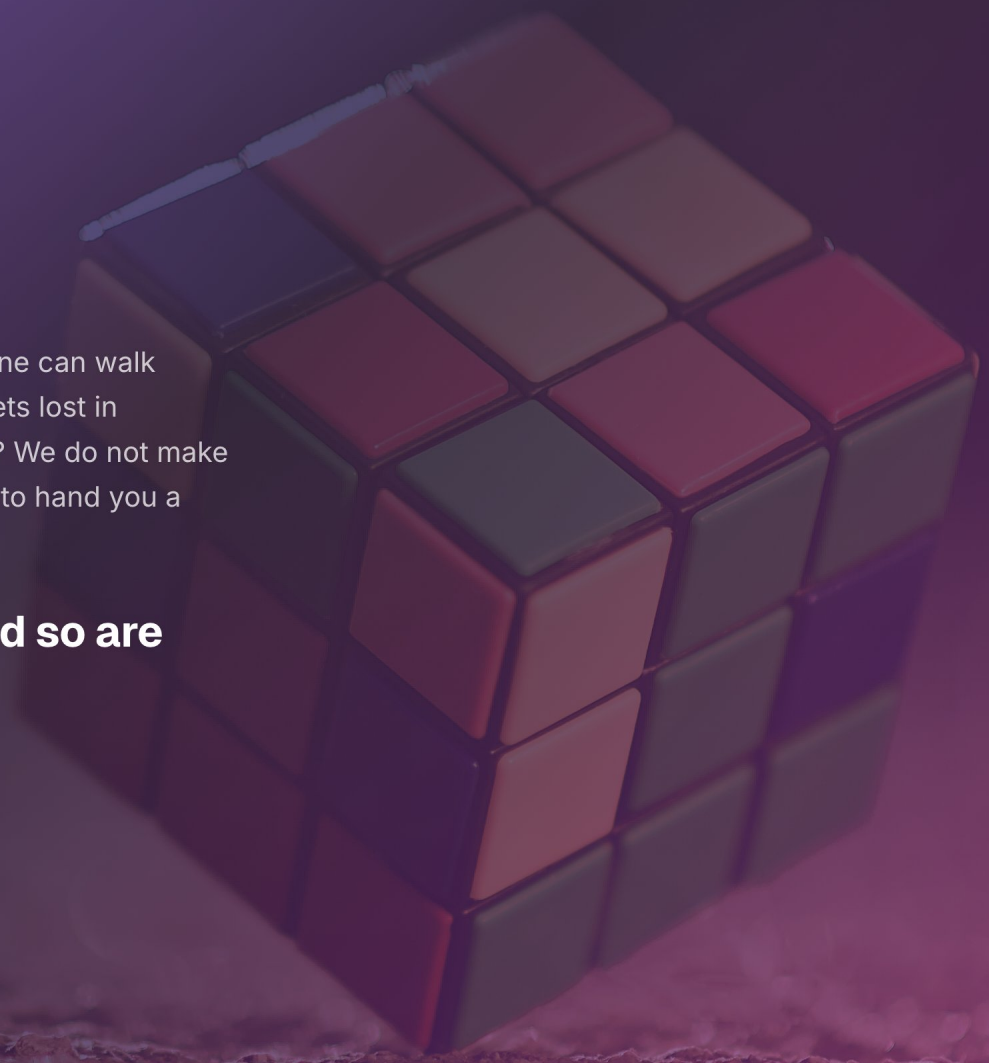
WATCH OUT FOR “No because” instead of “yes and” · analysis paralysis · pointing out problems without moving to solutions · being too flexible when dependent teams say wait (give realistic deadlines, ask for affirmation) · running frazzled · forgetting to ask “How can I help?”

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See a problem? Own it.

When you see a problem, even if it isn't yours, what is your first thought? Anyone can walk away. Anyone can delegate, discuss, have analysis paralysis as the problem gets lost in committee. But are you someone who moves quickly, takes action, and fixes it? We do not make decisions by consensus — clarity comes from action, not waiting for someone to hand you a plan.



Full accountability. Your successes are yours — and so are your mistakes.

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80% is enough. Have a bias toward action.



If you can make a strong decision with 80% of the data, make it and move forward instead of chasing the last 20%.



Gather data, but don't get stuck in analysis. It's ok to take a calculated risk instead of wasting time.



Better to step forward and stay nimble — ready to adjust when the final 20% points you a new way — than to slow down.

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FAILURE IS CHEAP

We’d rather **fix something live** than perfect something nobody has seen.

If you need sign-off before you’re comfortable acting, you’ll spend most of your time here waiting for a process that doesn’t exist.

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

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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 is which. We have to prove it — and in our industry we don't have the luxury to do that slowly. We have to be innovative using limited budget and resources. There could be frequent changes in direction. You will need to adapt, pivot, and be creative.

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Quick experiments outweigh big ideas.

Not every experiment works. Most won't. The ones that fail fast and teach something are worth more than the ones that never launched.



TRY THIS — THE 5×5×5 EXPERIMENT

5 people, or teams × **5** days to design 5 business experiments × **5** weeks to run × **$5K** maximum cost

— Based on Michael Schrage's *The Innovator's Hypothesis: How Cheap Experiments Are Worth More Than Good Ideas*

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Think backwards to think forward.

Bias to action does not mean action without thought. We practice critical thinking when making decisions. Start from your goal and map your way back to where you are to discover the plan to get there.

Pre-mortem

Imagine your idea already failed. How did that happen? What went wrong?

Root cause & 5 Whys

We ask questions constantly — keep asking “why” until you reach the real cause.



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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 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.**

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02

Customer Obsessed

We are OBSESSED with making our customers happy.



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WHO WE SERVE

Trusted to secure the world's most complex supply chains.

3,000+ global customers

78% of the Fortune 100

8 of 10 top US banks

9 of 10 top pharma

8 of 10 top energy & utilities

8 of 10 top US telcos

Goldman Sachs		NOVARTIS	Willis Towers Watson	Deutsche Bank	AXA
EY		UNITED	Liberty Mutual INSURANCE		aetna
	DISCOVER FINANCIAL SERVICES	TOKIO MARINE HCC	SAP	Cigna	+ many more

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Every company says it. **We mean it.**

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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Customer Obsessed — Breakdown

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

02 We are always listening to our customers

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

04 We set high goals and standards — and keep ourselves accountable to them

BEHAVIORS IN ACTION

SENIOR LEADER	Meets with customers themselves, regardless of role, and drives the results they need.
MANAGER	Willing to lend their team's efforts across the organization to meet a customer's deadlines.
INDIVIDUAL	Speaks at a high level about cybersecurity to clients and industry leaders directly to meet their needs.

WATCH OUT FOR Putting own ideas before a customer's requests · working in tech because it's cool vs. valuable · not communicating with stakeholders

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THE CUSTOMER DECIDES, NOT YOU

We don’t fall in love with the solution. We fall in love with the challenge of solving the problem.

Our space changes quickly, and the customer’s needs are ever-shifting. When the customer’s needs have changed, so does our plan — because we know solutions are temporary.

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IN THEIR WORDS

Customer reviews

“

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 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

“

We are almost a year into the tool’s use and have seen significant value 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

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03

One Scorecard

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



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GLOBAL TEAM

A worldwide team is our competitive advantage.

With Scorecarders from around the world, we bring together a diversity of ideas and thoughts. You'll work with a wider range of people in two years than most professionals encounter in ten. Every new teammate brings a different skill set, a different perspective, a different way to solve the problem you've been staring at.





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You'll work with people who make you better.

21 countries

5 continents

We hire the best talent we can find. Your colleagues will challenge your thinking, raise your standards, and move faster than you expect. That's the bar — and it's also the reason people stay.



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One Scorecard — Breakdown

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

02 We respect each other and believe every Scorecarder brings value

03 We are open to new ideas, trust feedback, and speak up when we disagree

04 We say (and do) “we” instead of “I”

BEHAVIORS IN ACTION

SENIOR LEADER	Builds a collaborative team of diverse thinkers and leads them to the best ideas.
MANAGER	Helps their team debate and commit regularly when decisions are needed.
INDIVIDUAL	Unafraid to raise solutions to any level of the organization, no matter the issue.

WATCH OUT FOR Putting own needs before the team · not communicating necessary information · only wanting to hear themselves speak

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REMOTE-FIRST CULTURE

Your office is wherever you are.

A global organization — Scorecarders in **21 countries** across **5 continents**.

WHERE WE ARE

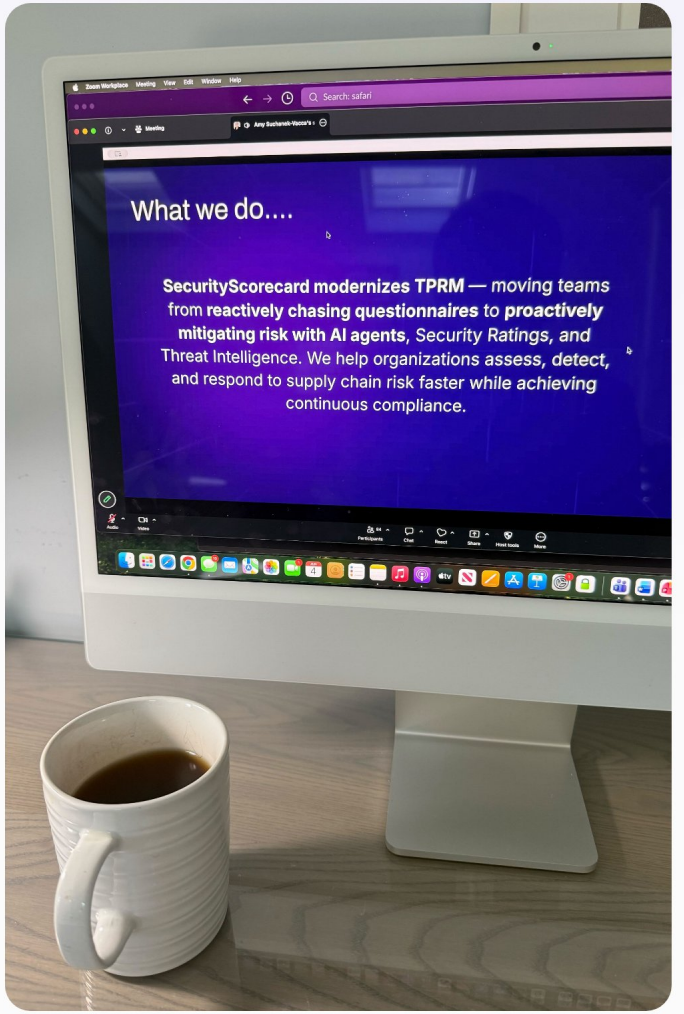
Our HQ is in NY, but your office is where you are. We operate as a remote-first organization — even when we're in the office.

GREAT REMOTE MEETINGS

An agenda in every invite. A summary and next steps after. Respect everyone's time. Cameras preferred but optional — no explanation needed for internal meetings.

FLEXIBLE BY DESIGN

We trust you to control your work and schedule. A **$500 WFA stipend** for every employee. We run on Eastern Time, accommodating all time zones when possible.



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No agenda, no meeting.

Being busy is not the same as being effective. We respect each other's time and keep every meeting lean, purpose-driven, and actionable.

- / Every meeting has an agenda
- / A summary and next steps after
- / Cameras are on



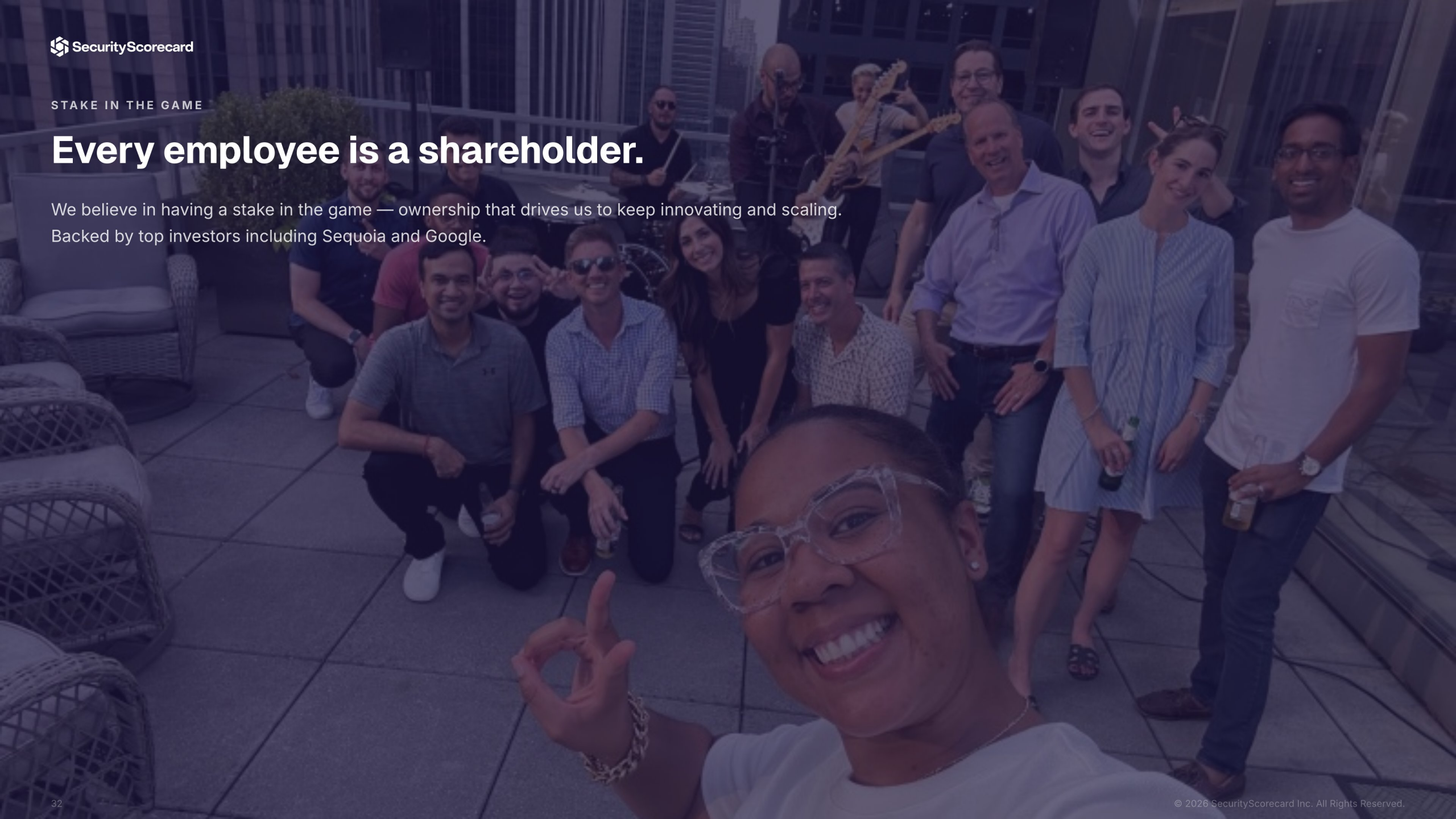
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STAKE IN THE GAME

Every employee is a shareholder.

We believe in having a stake in the game — ownership that drives us to keep innovating and scaling. Backed by top investors including Sequoia and Google.



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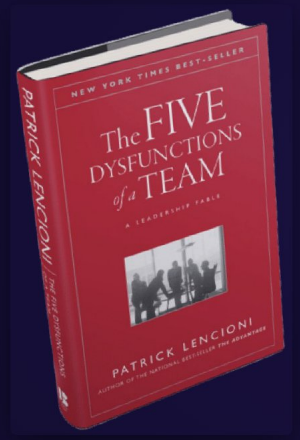
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Zero tolerance for politics.

Self-aggrandizing or engaging in gossip is toxic and fosters an environment of mistrust. We keep our tolerance for it low.

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The Five Dysfunctions of a Team — and how we counter them.



by Patrick Lencioni



HOW WE COUNTER IT

BE HUMAN	builds trust
DEMAND DEBATE	confronts conflict
CLARITY & CLOSURE	creates commitment
CONFRONT ISSUES	drives accountability
FOCUS ON OUTCOMES	delivers results

Read Patrick Lencioni's book — buy this and other titles using your annual educational reimbursement budget.

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04

Resilient

We persevere through obstacles.



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We win with perseverance & innovative solutions.

Will you do what it takes to be successful?

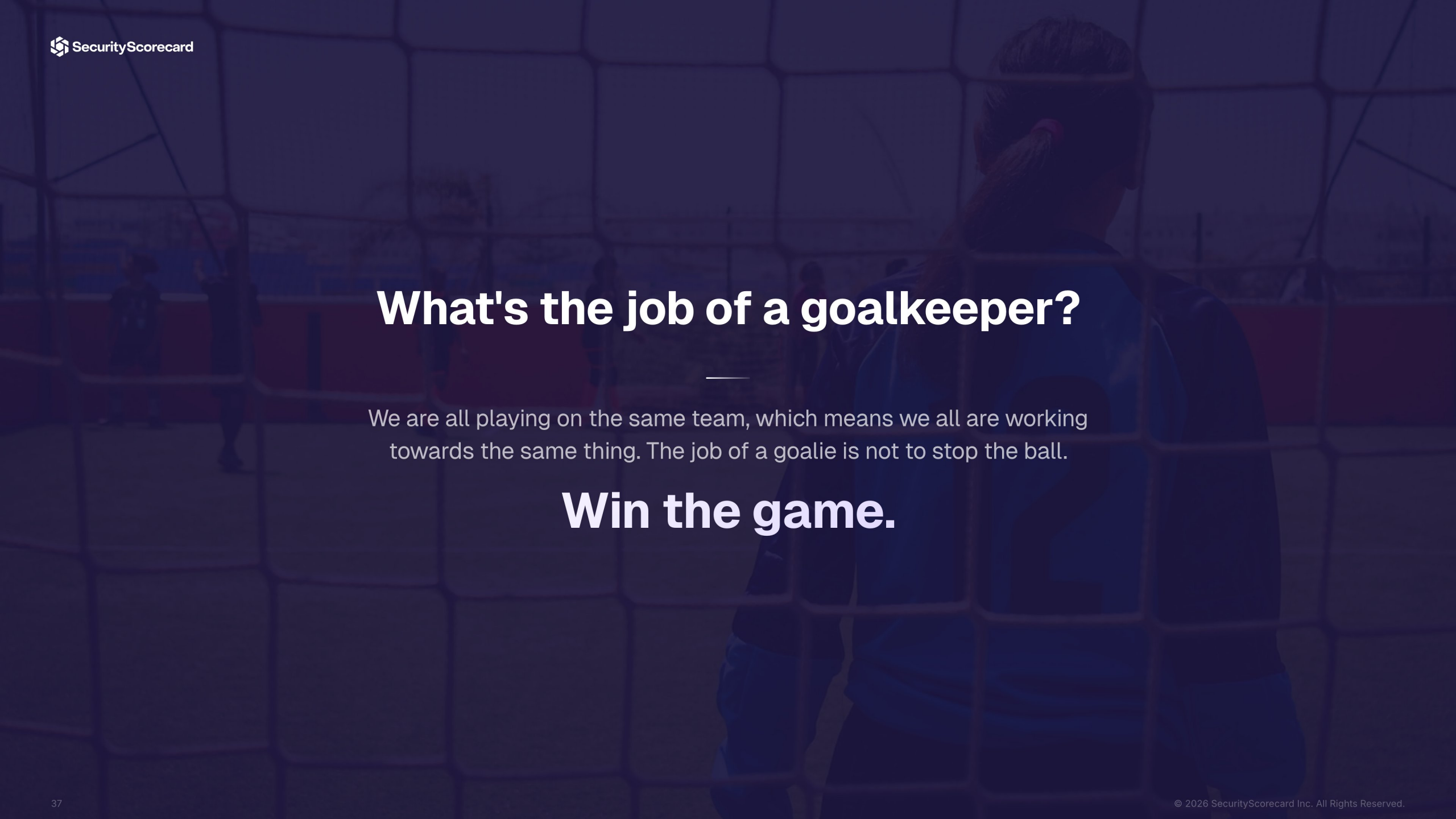
Easy Road

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

Hard Road

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

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What's the job of a goalkeeper?

We are all playing on the same team, which means we all are working towards the same thing. The job of a goalie is not to stop the ball.

Win the game.

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Resilient — Breakdown

01 We persevere through obstacles

02 We don’t stop after the first try

03 We solve problems by experimenting and innovating

04 We do whatever it takes to help the team win — period

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

WATCH OUT FOR Stopping at the first “no” or roadblock · trying the same old process again for similar results · rejecting feedback for improvement

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CONSTRUCTIVE CONFLICT

We lean into **constructive conflict** — addressing disagreements directly to solve problems, improve ideas, and strengthen relationships. It's purposeful, with the goal of a better outcome.

> DISAGREE AND COMMIT
>
> **If everyone agrees, the meeting could be better. Encourage disagreement — but once we walk out of the room, we disagree and commit, together.**

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HOW DO WE PROVIDE FEEDBACK?

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

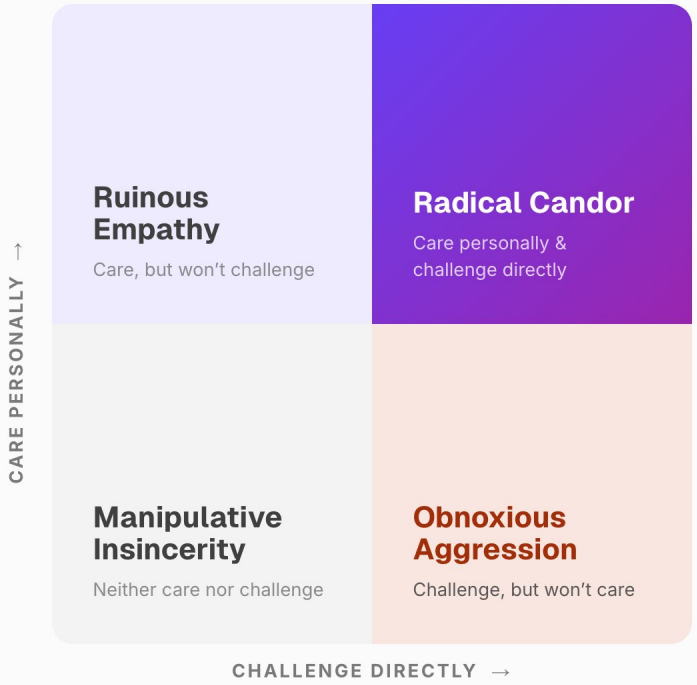
Feedback is the key to continuous improvement and growth.

At SSC, we embrace Radical Candor to both give and receive feedback effectively.



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Challenge directly, while caring personally.

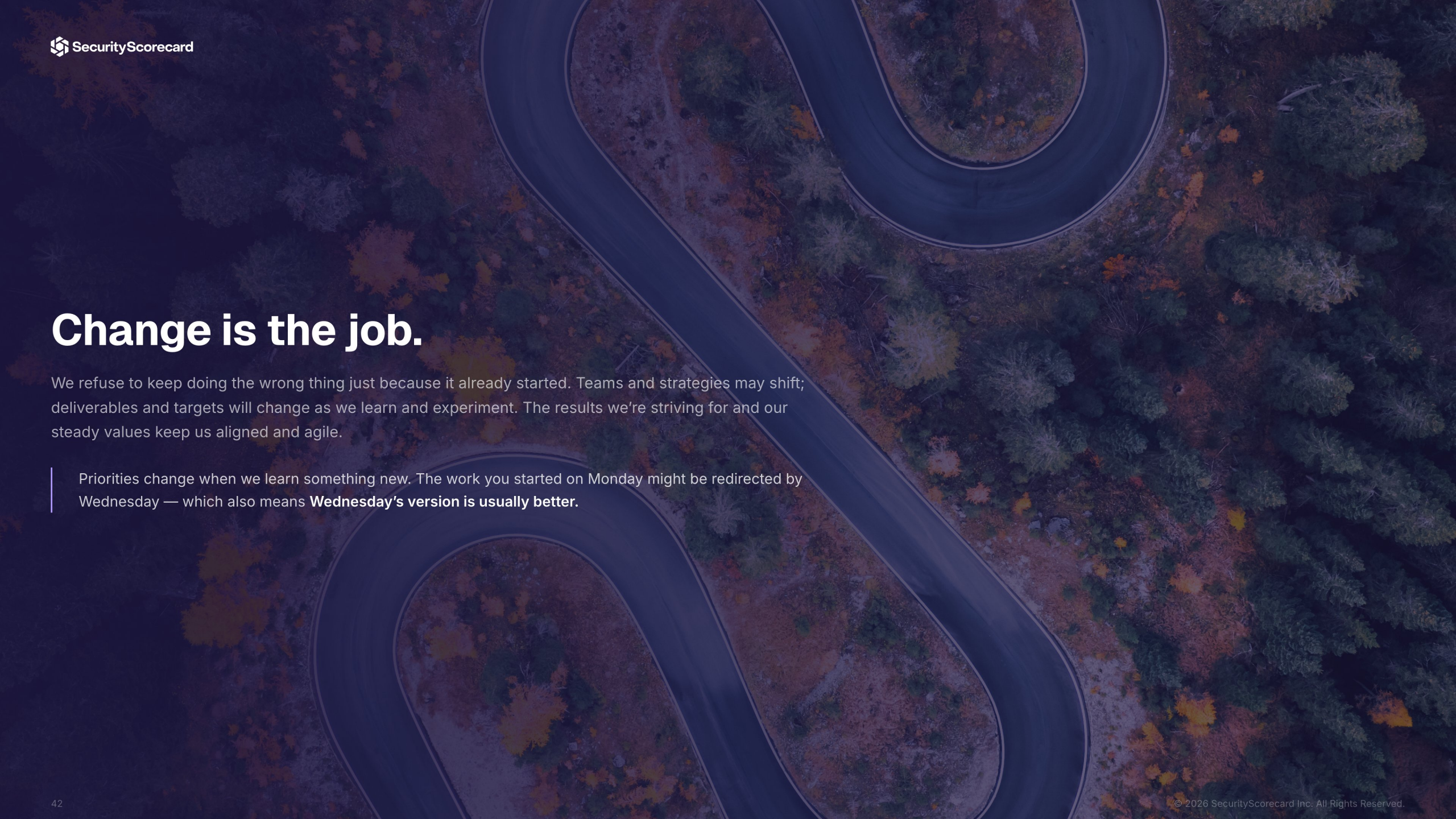


When providing feedback, challenge directly while still caring personally. Go beyond the basic rules of professionalism and truly care about the whole person — caring and showing respect is the foundation of Radical Candor.

Be willing to take an unpopular stance. It's your job to get to the point and avoid fluff — like we said, we work fast. This is **not** a license to be rude: feedback should matter, and it should be said with genuine care for the whole person you deliver it to.

Based on Kim Scott's *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity*.

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Change is the job.

We refuse to keep doing the wrong thing just because it already started. Teams and strategies may shift; deliverables and targets will change as we learn and experiment. The results we're striving for and our steady values keep us aligned and agile.

> Priorities change when we learn something new. The work you started on Monday might be redirected by Wednesday — which also means **Wednesday's version is usually better.**

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05

Embody #SecurityDNA

We practice what we preach.



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CULTURE AS BEHAVIOR

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

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OUR FOUNDERS



Dr. Aleksandr Yampolskiy

Co-founder & CEO

After a decade at companies like Gilt Groupe, Oracle, and Goldman Sachs, Aleksandr grew SecurityScorecard into the global leader in cybersecurity ratings.



Sam Kassoumeh

Co-founder & COO

After 5 years at Gilt Groupe, Sam co-founded SecurityScorecard to give organizations a true 360-degree view of risk — now the only service with 5M+ companies continuously rated.

> *"We spent a week brainstorming a name. None of the domains were available, so we randomly picked Jigsar and incorporated in Delaware. We changed the name to SecurityScorecard a few months later."*

We move and pivot fast.

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Embody #SecurityDNA — Breakdown

01 We practice what we preach

02 We are authentic to our product's principles

03 We do what we say we will do

04 We hold the customer's trust paramount

BEHAVIORS IN ACTION

SENIOR LEADER	An expert in our industry who leads cybersecurity talks internally.
MANAGER	Shows new employees best practices for personal cybersecurity and mentors their team.
INDIVIDUAL	Speaks knowledgeably about cybersecurity and represents SSC's expertise externally.

WATCH OUT FOR No curiosity about cybersecurity ratings and our industry · not operating with a security mindset

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We all have one mission.

We don’t draw lines between departments. You’ll have exposure to every corner of the organization, because the problems we solve don’t sit neatly inside org charts. A culture of experimentation means saying yes to projects outside your comfort zone, picking up work that wasn’t in your job description, and building trust fast.

We don’t settle for average. We strive for excellence — and we’ll challenge you to grow.

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No hero culture.

We don’t glorify the person who stayed up all night to save the launch. We ask why the launch needed saving. Heroics mask broken processes, create burnout, and set the expectation that unsustainable effort is glamorous.

Sustainable wins. Every time.



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DO MORE WITH LESS

Constraints fuel creativity — they don’t block it.

We don’t wait for budget to solve problems — we get creative with what we have. Direction will shift. Resources will be tight. Limitations and constraints should fuel creativity and innovation, not block it.



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THE OFFER ON THE TABLE

Why join

What you get when you choose the hard road with us.

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WE ARE AI NATIVE

AI isn’t a future initiative. It’s how we work today.

Every employee gets the tools, the training, and an annual education stipend to master fluency. We believe every person here can 10x their output through automation, innovation, and knowing when to let a machine do the work. We hire people curious enough to explore it — and sharp enough to know when it’s the wrong tool.

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$3K

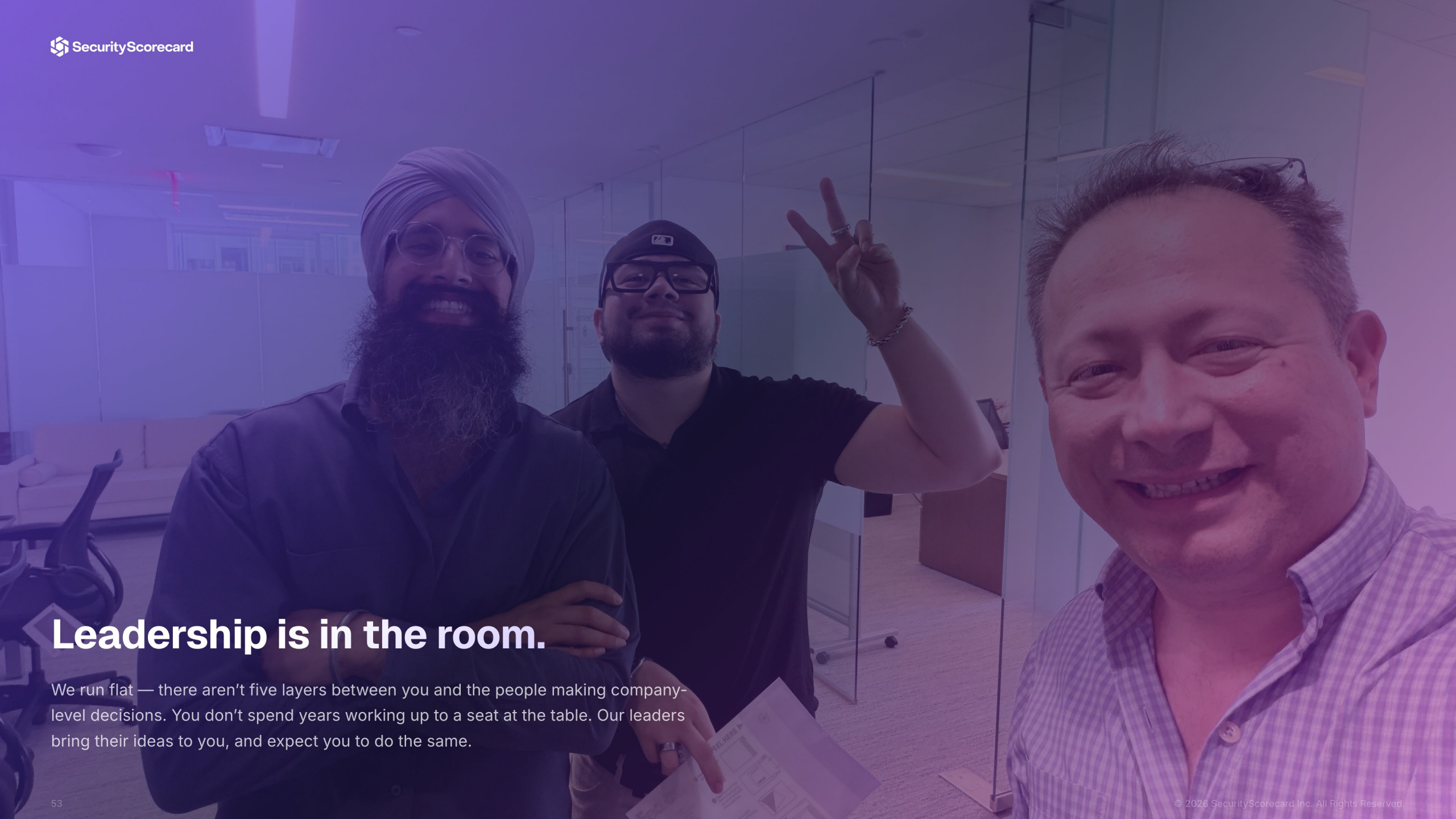
education stipend

WE INVEST IN YOUR GROWTH

Leadership programs, development workshops, and executive onboarding.

We create future career opportunities — recognizing high-potential talent twice a year and consciously building paths for expanded leadership or individual-contributor roles.

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Leadership is in the room.

We run flat — there aren't five layers between you and the people making company-level decisions. You don't spend years working up to a seat at the table. Our leaders bring their ideas to you, and expect you to do the same.

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WORK-LIFE BALANCE

Unlimited PTO — and we mean it.

We work hard. The pace is real and expectations are high. But we don't confuse intensity with availability. Rest is how you sustain performance — not a reward for burning out.

All standard holidays | **Monthly wellness days** | **Rest to recharge**

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BENEFITS OVERVIEW

We support your whole wellbeing.



Healthcare coverage
Medical, dental, and vision from your start date, with company-subsidized premiums.



Income protection
Life and AD&D insurance for peace of mind for you and your loved ones.



Remote work
Headquartered in NYC, but a remote-friendly organization.



Unlimited PTO
Generous, flexible time off — vacation, sick days, and unobserved holidays.



Stock options
Full-time employees may receive the option to purchase common stock at FMV.



FSA & HSA
Set aside pre-tax money for healthcare and daycare expenses.



Wellbeing benefits
A range of benefits supporting your physical, emotional, and financial wellbeing.



Continuing education
Annual education reimbursement, continual learning, and career development.



401(k)
Enroll in our retirement savings and investing plan at any time.



Referral bonus
Earn money for referring great talent to the organization.

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BENEFITS OVERVIEW

And the things that make it fun.

Holidays & wellness days
All standard holidays plus company-wide monthly wellness days to recharge.

Meals & snacks
Free meals and unlimited snacks and drinks in our NYC office.

Rotational “Bar Raiser” program
Embed with, learn from, and problem-solve alongside cross-functional teams.

Regional meet-ups
Not near NYC? Plan your own regional lunches, dinners, and events.

Parties, happy hours & events
Holiday parties and frequent events — sushi-making, happy hours, summer balcony music series.

Commuter benefits
Pre-tax benefits to save on your commuting expenses.

Lunch & learns
Guest speakers and networking with preeminent cybersecurity leaders.

Meet with customers
Listening tours and Customer Empathy programs — from day one.

SecurityScorecard swag
Branded gear for anniversaries, birthdays, and special occasions.

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JOIN OUR MISSION

We exist to change how organizations understand cybersecurity risk.

The landscape moves at a breakneck pace, and we need to run faster. We move with speed over consensus. Each of us practices extreme ownership and stands behind our outcomes. We build with AI because our customers need us to — and because we're not willing to do it the slow way. Most importantly, we're looking for people who already work like this.

Can we count you in?

securityscorecard.com/careers

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