

#SimSpaceLife

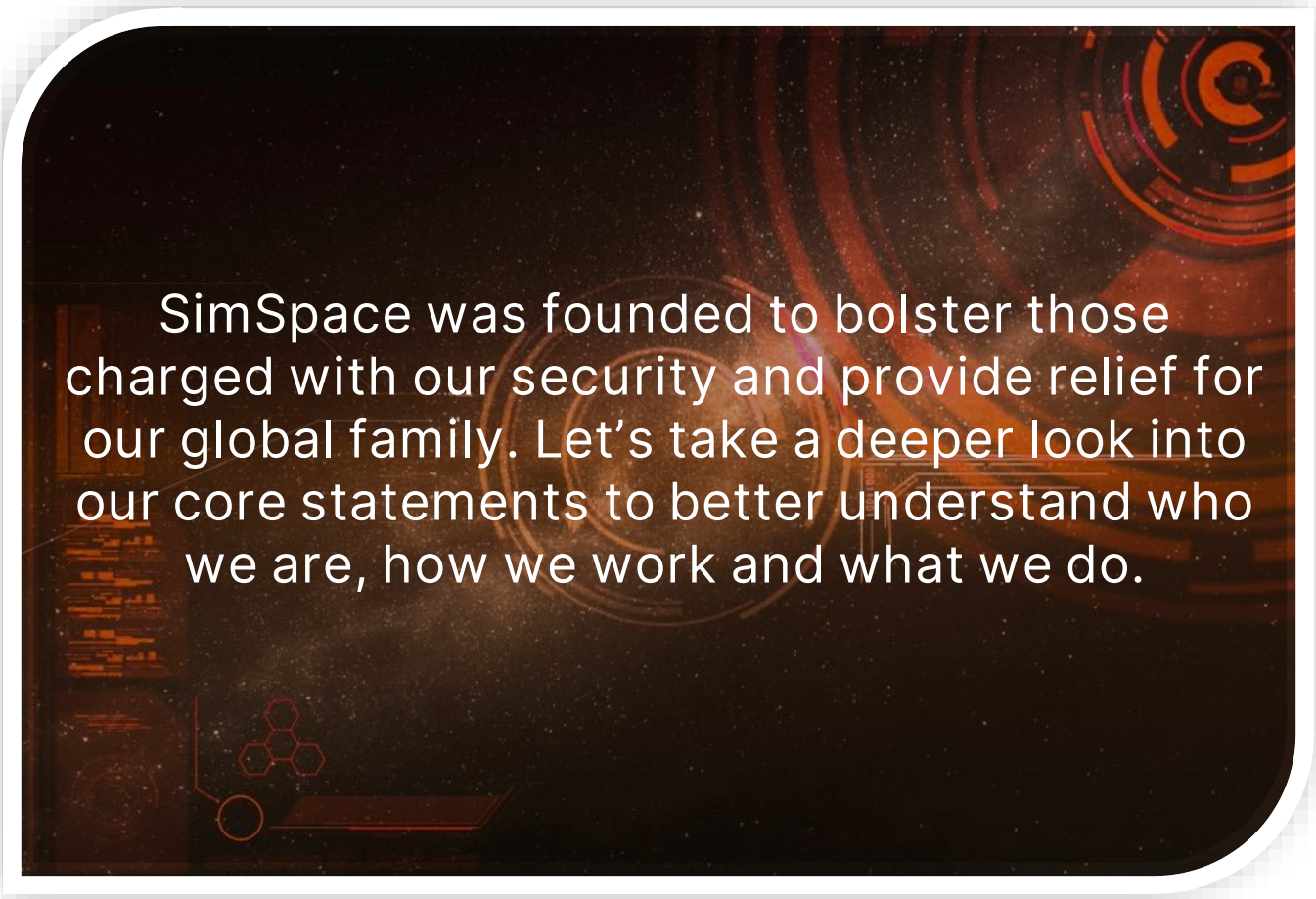
Culture Deck



The challenges we face as a global community
impact more than infrastructure...

they reach into our lives, our families, our homes
and endanger our security. Together, we guard
our businesses, our communities, our world.





SimSpace was founded to bolster those charged with our security and provide relief for our global family. Let's take a deeper look into our core statements to better understand who we are, how we work and what we do.



MISSION

To radically improve the cyber security landscape as the premier, high-fidelity Cyber –Training, -Test, and –Risk Assessment provider in the world, delivering quantitative, data-driven, high-fidelity Risk Reduction capability for our customers.

Current focused.
The actions we take and the solutions we utilize to achieve our vision in the future.



VISION

To secure the infrastructure of the future.

Future focused.
The change we want to see in the world as the result of what we do.



How do we feel about
OUR MISSION?



“We will never
compromise our mission
to make the world a
more secure place.”

-Zach





Now that we have identified why SimSpace exists, our impact on the world, and on others... let's discuss why we catch the feels from what we do at work and what helps us to keep going, especially on hard days.



Workplace Culture!

Culture is a shared responsibility, a team effort. While it needs to be consistently modeled by those taking the lead, everyone must mindfully make decisions to nurture and perpetuate it.



How important is our culture?

Our culture is the heartbeat of our organization.

It is the social operating system that shapes our organizational values, defines how we work, and determines our success.

When people say that they like SimSpace culture, they mean they like our beliefs, the way we treat each other, and the way we work to delight our clients and our global community.

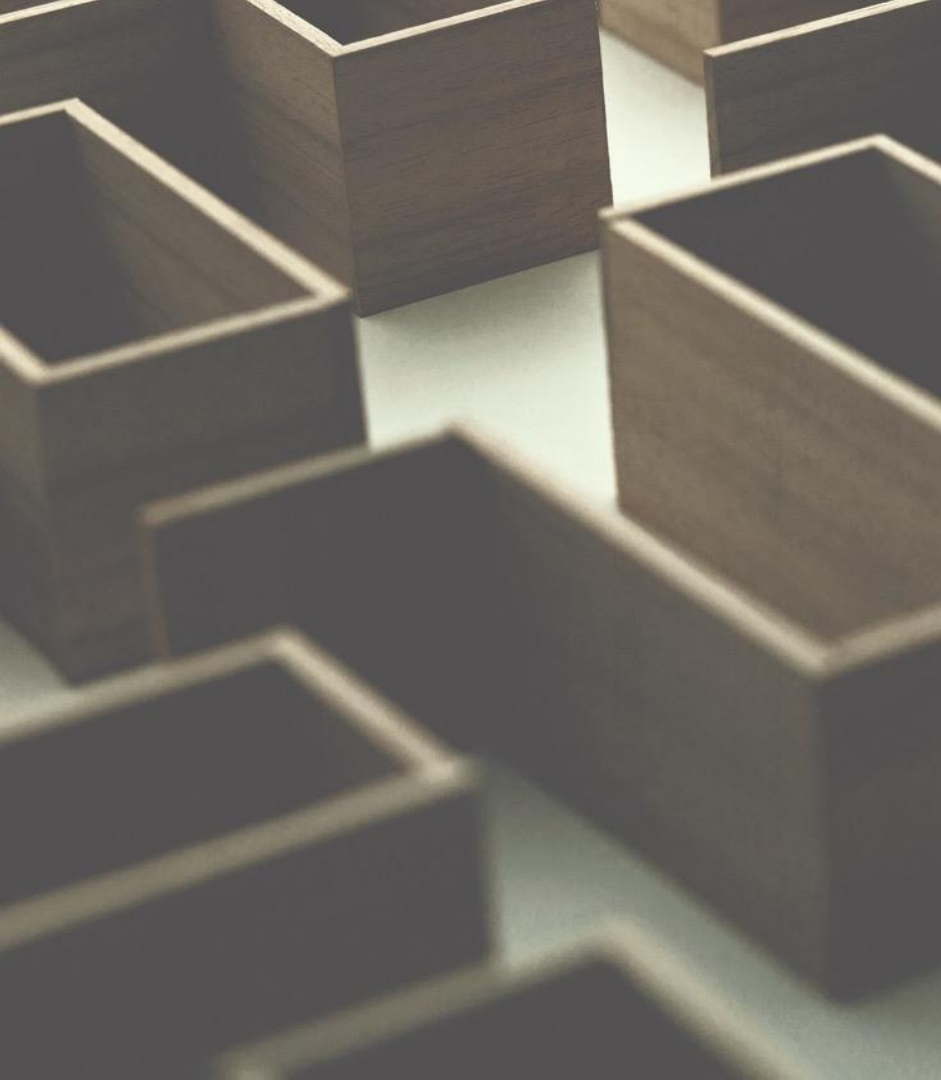
We cultivate our culture to attract people that thrive in a creative, dynamic environment. Those who further our purpose and vision by supplying the means to amplify output through collaborative efforts and expertise.

Together, we harness the power of our collective to execute solutions, creating a more secure world. How do we succeed?

We share an overarching principle, a core perspective that keeps us focused on what is truly important.

To be in business, **we must solve problems for our customers and our clients customers.** We need to be great at solving problems (much, much, much, much better than the competition).

To stay in business, **we must keep improving at what we do.** To solve critical problems that others face, we need to deliver products, services, systems, and experiences that address the core needs of those who experience a problem.



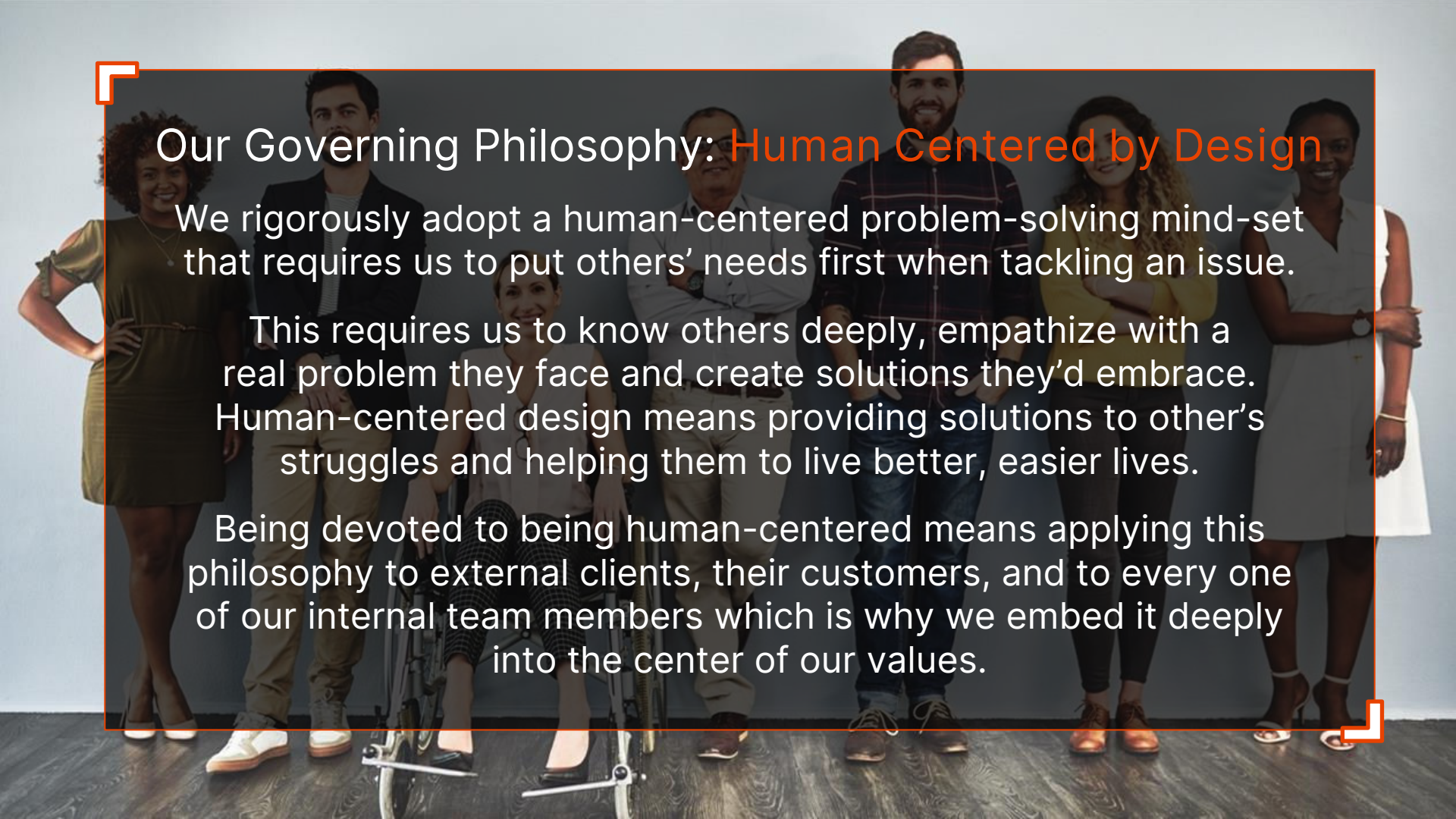
Ultimately, we are
problem solvers at heart,
so we need a process,
mindset and approach to solving
complex problems.

This is where our governing
philosophy comes in...



Our philosophy is our source of truth - our touchstone and it provides the overall reasoning that governs our outlook, attitude and method we approach in pursuing our objectives and goals.





Our Governing Philosophy: Human Centered by Design

We rigorously adopt a human-centered problem-solving mind-set that requires us to put others' needs first when tackling an issue.

This requires us to know others deeply, empathize with a real problem they face and create solutions they'd embrace. Human-centered design means providing solutions to other's struggles and helping them to live better, easier lives.

Being devoted to being human-centered means applying this philosophy to external clients, their customers, and to every one of our internal team members which is why we embed it deeply into the center of our values.



When we are faced with ~~a challenge~~ an opportunity,
we reflect on our philosophy and consider how it
affects our actions and intentions.





Each value has three correlated subsets to better amplify the meaning and clarify the definition. Every value and subset have been contributed by SimSpace team members.



Serve To Protect

#1

Provide Safe Space:

We provide shelter and inclusion by creating, holding, and defending space for our clients, communities, and each other.

Deliver on the Mission:

Every decision made, and action taken, must move us closer to providing the right solutions with maximum value.

Elevate Humanity:

When we compassionately uplift others in need, we accomplish outstanding things that have never been done before. We are building a better world.



Acquire Understanding

#2

Clarity 10x:

We are all knowledge workers. Clarity is essential to knowledge and knowledge is essential to our role. Be clear, be kind.

Cultivate Comprehension:

We ask the right questions, listen intently, and use both positive and negative space to understand others' experiences.

Information goes ~~both~~ ALL ways:

We mindfully remove barriers and publish outside of our comfort zone ensuring excellence through inclusion of stakeholders and perspectives.



Operate as Innovators

#3

Stay Curious:

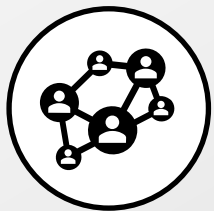
We are dedicated to learn without ego or end. Our superpower is in remaining open, increasing awareness through self-reflection, and seeing plot twists as epic opportunities for meaningful growth.

Consistency Over Intensity:

The quality of our results depends on the quality of our habits. With great habits anything is possible.

Be the Change:

We rapidly evolve and level up, becoming whatever is needed to advance cybersecurity worldwide.



Teamwork Without Borders

#4

Never Alone, Always Together:

Everyone has an opportunity to pursue our mission. We are committed to showing honor and respect to all who do.

Solve For All:

Deep empathy enables us to surprise and delight a diverse global community beyond expectations.

Keep People at the Heart:

What we accomplish together is life-changing. People are at the heart of what we do and how we get it done.



SimSpace Values

- ✓ Serve to Protect
- ✓ Acquire Understanding
- ✓ Operate as Innovators
- ✓ Teamwork Without Borders

We invested a lot of time and effort in identifying how to walk our talk but realized that our philosophy and values are not merely enough to get us, and keep us, where we need to be. So, we continued to collaborate! And produced codes of honor to support our SimSpacers. **This additional roadmap will ensure a healthy and robust culture is fostered within our organization.**



What is a code of honor and why is it important?

Our codes of honor are an operating system made up of key principles, statements of belief, used to test our activities, approaches, behaviors, etc., for appropriateness, guiding us to reach our organizational goals as OneTeam, providing a happier, cohesive and better outcome.





Our codes of honor help us endure tough times and encourage optimal decisions are being made for positive impact regardless of who is, or is not, in the room.

We are integrity keepers.

We choose what is right over what is fun, fast, or easy. We do the right thing when no one is looking, when we won't receive credit for it, and when it is not a popular course of action.

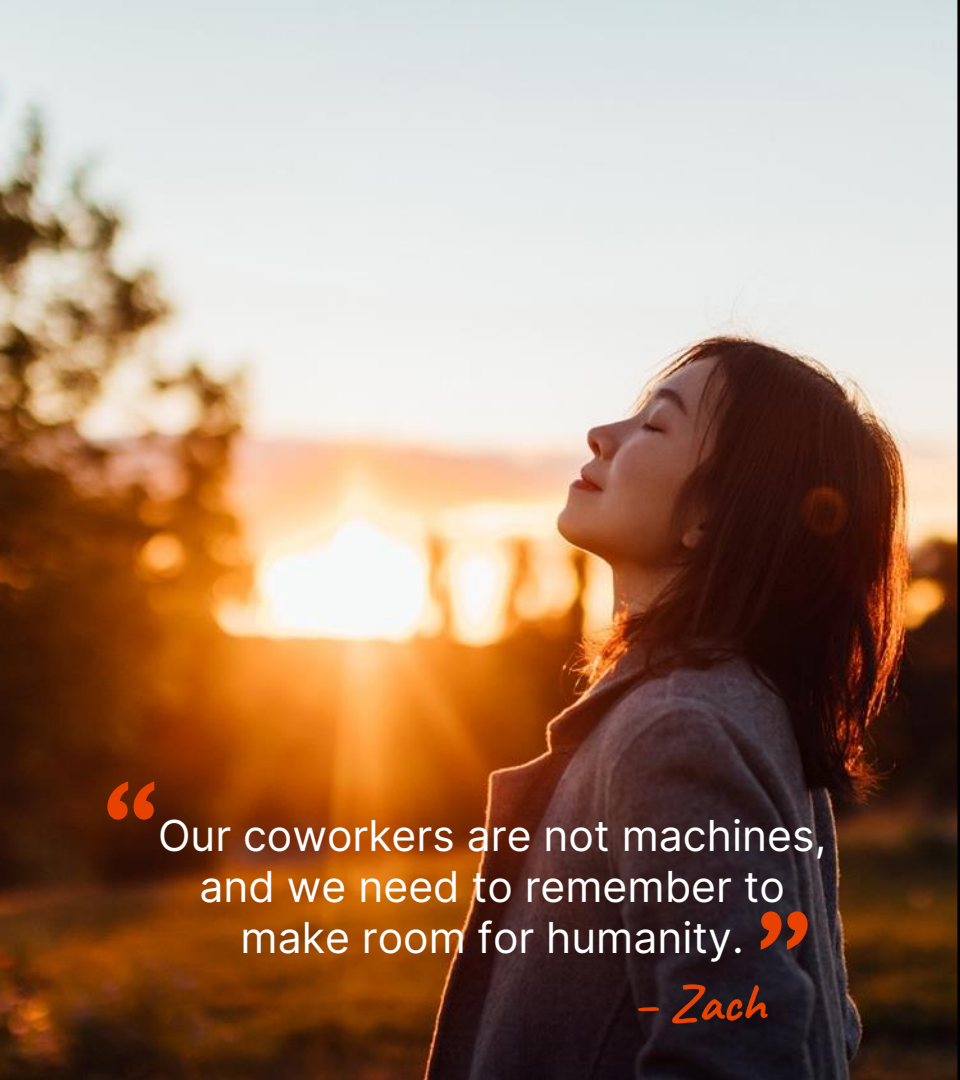
We choose an ethical, sustainable approach to all things as we train and serve as examples to future generations.

“ Our actions reflect what we say our values are. Our behavior does not conflict with our values. That includes honesty in our interactions with our customers. ”

– Jeff

We operate best when we make balanced healthy choices. We do not urge progress at the cost of our own, or others', well-being. **To operate at peak performance and productivity we must nourish our whole being.**

This is essential to mastery of our craft and delivering our mission. We provide honest expectations, making it clear what is okay, what is not okay, and why. This lays a strong foundation for teamwork, enables each of us to contribute maximum value, promotes healthy conduct, builds trust, and stay out of resentment.

A woman with long dark hair is shown in profile, looking upwards with her eyes closed, basking in the warm light of a sunset. The sun is low on the horizon, creating a strong lens flare and illuminating the scene with a golden glow. The background is slightly blurred, showing some foliage on the left.

“Our coworkers are not machines, and we need to remember to make room for humanity.”

– Zach

James Clear wrote “we do not rise to the level of our goals; we fall to the level of our systems”...read that again slowly.

If “goals are about the results you want to achieve, systems are about the processes that lead to those results”. It is easy to set an audacious goal, but the only way to reach it is by doing the hard work of consistently building a system that executes on it and carries us inevitably towards that goal.

We choose continuous improvement of SimSpace systems and commit to upholding processes that ensure sustainable progress at scale Every Time.

“We work to help others safeguard the integrity of their systems, so must we.”

- William



“Approach others with kindness and their well-being in mind. We accept that we might not understand other’s situations and use empathy to gain that understanding. ”

– Jeff

We are consciously building a workforce that is inclusive and reflects the diversity we see in the world. Everyone is welcome, but negative, toxic behaviors are not.

We treat others with the gold standard, how we ourselves would like to be treated.

We extend a generous interpretation to the intentions, words, and actions of others. We practice gratitude often. When we feel stormy, we stop to check in on the story we are telling ourselves, and remember that a feeling may be real, but it may not be true.

We are careful to not engage in friendly fire, recognizing zero trust and zero vulnerability belongs on the cyberwarfield, not in our teams. We do not participate in gossip or common enemy intimacy.

We form solid, healthy professional relationships based on respect and honesty.

#5

“We must believe that the people we work with are all trying to achieve the same goals together, and we should hold ourselves and each other accountable to maintain that trust with people both internal and external to SimSpace.”

- Jake



We assign value to inclusion of others' unique thoughts, opinions, and strengths.

We understand that access does not equal power or worth. Information and knowledge are not currency. Humility takes us farther and we grow stronger as one.

We cultivate a shared ownership of ideas. It's not about claiming credit, it's about the quality of the idea and success of the team.



“Teamwork breeds creativity and stimulates the product far better than any one individual.”

– Brian

We choose transparency and share mindfully, to prevent:

Leaking key information which could damage the company.

Exposing the team to feeling information overload via oversharing.

Causing misinterpretation of information because we didn't give proper context.

Shaking confidence in leadership because we shared too many problems before having solutions.

We operate with transparency to:

1. Give our team the crucial details necessary to make great decisions.
2. Support the development of others.

#7

“Transparency - open by default, no smoke-filled rooms, everyone's viewpoint matters.”

- Dan

We are never silent
around hard things.

We show up, courageously
navigating interactions with
kindness, clarity, and honesty.

We are not intimidated by the
threat of cringe, realizing that any
momentary awkwardness felt
during a crucial conversation is
worth enduring because the other
person's development outweighs
possible hurt feelings.

“We respect all points of view,
and when we disagree, we will
do so with mutual respect.”

- William

We hold ourselves accountable
for fulfilling our responsibilities.
We own our mistakes, apologize,
and make amends.

We are more concerned with
making it right than being right.

When we see that others are not
aligned, we do not point fingers or
assign blame and shame, we encourage
them to rise to the level we are all
capable of and do better, together.

“We admit when we’re wrong
and then make it right.”

- Sandie





“Be forgiving and embrace failure.”

– Shruti

This is a safe place to take risks and learn hard lessons because **we are building an organization where everyone is supported in reaching deep potential.** News Flash: potential doesn't live anywhere near our comfort zone.

We are willing to stand out in a crowd. We know that growth is awkward and hard. We WILL do and say things that we wish we hadn't. Yet, it's not how we fall, but how we rise that matters.

Our grit and resilience helps us lean into vulnerability and fully adopt a growth mindset. This liberates us to try new things, learn out loud, mess up/fix up, on repeat. We peer into the future and celebrate results over tradition.

Our **Core Values** and **Codes of Honor** are crucial aspects of our culture. We talk about the behaviors ascribed to them frequently, actively model by example, provide feedback, and weight performance management in them.

We make decisions based on our values,
by hiring, rewarding and promoting people who
adhere to them and moving on people who do not.



Culture Maintenance Commitment

To stave off culture creep we will regularly evaluate the current and future state of the organization and our place in the world against our culture, and adjust our philosophy, statements, values, and codes of honor to better serve our overall purpose.



SIMSPACE