SECURE iO

CULTURE DECK

Reference guide to our **truth based** culture

Australian businesses are increasingly **falling victim** to scams, ransom and compromised systems.

A comprehensive auditing and compliance service to **protect** Australian businesses **against cyber criminals**.

Core values

|	
1 Spartan wall We win the battle for our customers by **taking care** of each other.	**6 Extreme detail… extreme accuracy** Close enough is **not** even close, we make it exact.
2 Obsessive customer fandom We are our customers **biggest** fans and advocates	**7 One destination autonomy** While we work loosely together, we have the **same** goal ~ customer success.
3 Unfiltered brutal truth Feelings, rank and politics **never** have priority over truth and what's right.	**8 Less is more** If it is being done in 5 steps but **can** be done in 3, try and make it 2.
4 Proactive problem solving When we hit problems we do not put our hands up, we **find** a solution.	**9 Always long term** We always work on what's 5 **years** from now, and plan for 10.
5 Eye of Mordor focus We **keep** the main thing the main thing.	**10 Customer results priority** When a customer sees excellent results **we** grow.

The **best** way for Secure IO to thrive is with a

STRONG & CLEAR CULTURE
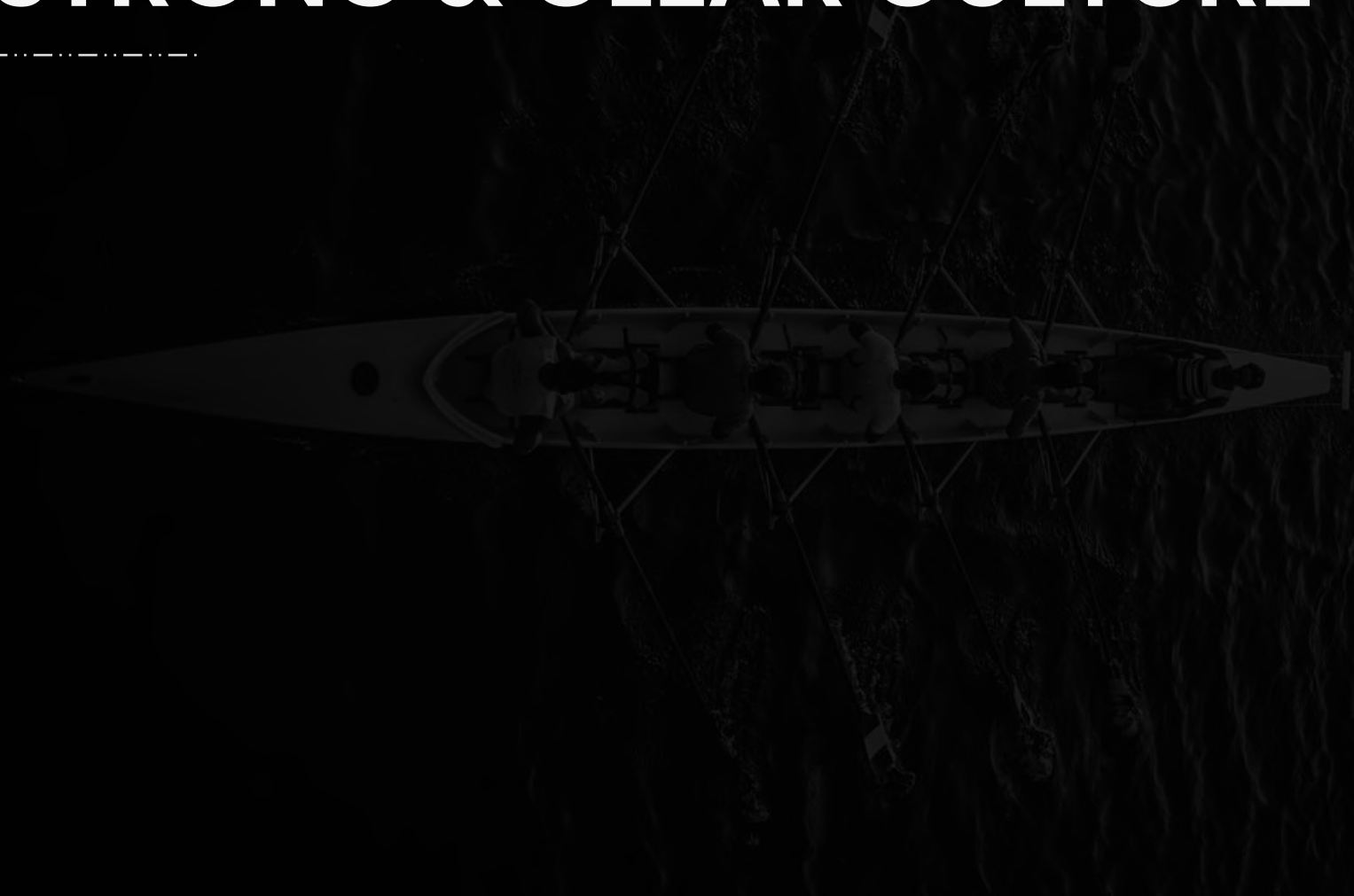
Aspects of **our** culture

1	Our "Why"	**5**	Responsible "free to improve" systemization.
2	Excessive importance on our values.	**6**	Context based, top down autonomy.
3	Extremely accurate, <u>A</u> player performance.	**7**	Top down serving.
4	Constant limited, high impact systemization.	**8**	Promotions and development.

Problem

Australian businesses are increasingly **falling victim** to scams, ransom and compromised systems due to a lack of cyber security measures.

Our why

Mission

To make Australian businesses **cyber secure**, so
they can operate safely in an online world.

Our why

Vision

Educate and protect **every** Australian business against the tactics used by cyber criminals to scam, hold to ransom, and compromise systems.

The best way for Secure IO to thrive is with

EXCESSIVE IMPORTANCE ON OUR VALUES

No **BS** values

Many companies **talk** about values and post what they
care about for the entire world to see...
and then do not follow them, at all.

An example is the gaming industry, countless titles and franchises are often
ruined due to an uncreative money grab.

No BS values

We **cannot** have this hypocrisy at Secure IO .

Real company values are shown by how the company and its employees make **decisions**. It is shown by their choices with their products or services, it is shown by who is awarded and promoted.

We want team mates who embody these values, because

WE EMPLOY, PROMOTE & REWARD BASED ON OUR CORE VALUES

1 Spartan wall

At Secure IO, we are a remote-friendly company. This means that our team members are **trusted** to work without supervision and with minimal communication.

This leaves us very **open** to abuse of remote working and/or minimal work requirements which push problems to others.

This **cannot** happen as it ruins the experience for others. We must trust that each team member can count on another team member no matter what.

We are a team, and we fail or succeed **together**. Just like a spartan army, each player must cover the other player's back, or our **entire** system falls apart.

1 Spartan wall

Practical examples:

✓ Spotting and alerting team members of non-obvious problems.

✓ Fixing someone's problem without being asked to, because it helps them grow and meet their goals.

✓ Reviewing your own work and fixing mundane or rookie errors.

✓ Working together to make a customer happy and ensuring the entire communication process from engineer to support is right.

✓ Not blaming systems or issues for surface level problems.

2 Customer fandom

When dealing with our customers or each other, we **must** make an extra effort to be positive and comforting.

This **does not** mean sugar coat and BS people. This means that we communicate with the others well-being in mind.

Taking a **moment** to add a smiley face to a message, compliment a team mate or customer, and thanking a team member, can make all the difference.

In fact studies show that 2.8 compliments per week can **increase** productivity by over 50%.

3 Unfiltered brutal truth

At Secure IO, we must always **aim** for the most accurate feedback, best ideas, and most brutal truths.

We want teammates who will **speak up** when they see a problem and let us know when we are failing to meet the values we have set forth.

We want to always **express** the truth with each other, even if it is **ugly**. If we operate without truth, our actions will not lead to the best results, but down a path that will hurt us.

4 Proactive problem solving

One of our most valued traits in a teammate is doing things **without** being told, and proactively spotting problems before they happen and **preventing** them.

Extreme proactivity also means we value members who are willing to step outside their job role and **alert** the team when they see a problem that hurts our goals or a place to improve.

There is no kicking the can down the line at Secure IO. Like a professional athlete, **every** team member must be thinking of ways for the whole team to succeed and not just their success.

5 **Eye of Mordor focus**

Remember the "Eye of Sauron"… that **relentlessly** watched over Frodo in the Lord of the Rings?

At Secure IO we operate the **exact** same way. Once we set our goals we do not focus on anything else. We **remove** distractions and say no to anything that does not relate to these goals.

We also prioritize our tasks as a **team** and focus on the most **impactful** tasks one at a time. We keep our focus on our "main thing" and we do not take it off.

Extreme detail...
Extreme accuracy

At Secure IO , we aim to offer the most simple and reliable payment pledging system on the market.

In an average surgery room, there is an error in 1 of every 132 actions **without** a proper checklist procedure. 30% of surgery deaths are the result of an **error** margin less than 1%.

We strive for surgical **precision** with our product, thus our company highly values teammates who are extremely detail attentive, who find ways to **lower** our margin of error through systems that improve this attention to detail.

7 Ownership autonomy

Many companies and employees are not willing to take ownership of their mishaps.

At Secure IO, we value teammates who take **pride** and ownership in their sector of work and view their performance as a reflection of themselves.

Due to our remote-friendly company, we **cannot** have people who push blame or responsibility down the line. We are all here **together** for a single goal, to deliver results for our customers.

Every action affects our goal, and we must take **ownership** of our actions, because it affects more than one may think.

8 Less is more

At Secure IO, our goal is to make complex things **simple**, everything from the idea conception though to end-user releases.

This **extends** outside our platform.

Our goal with **every** system we use is to find ways to make it as simple as possible. We hate **complexity** and adding systems just for the sake of systems.

If we can take something that has 5 steps and **reduce** it to 3 we are matching this vision.

Always long term

Technology companies that look to the present and try to make money as fast as possible almost always **fail**.

It took Amazon **30** years to become a near trillion-dollar company. This would of never happened if they focused on short term goals and planned only 1 to 2 years in advance.

We must always do the same in our **decision** making.

Customer results priority

Our customers are the **life-blood** of our company and our best friends in our endeavor to remove the stress and uncertainty associated with payments for businesses and their clients.

We value teammates who **thrive** on helping customers get results and feel good when they are a part of our company.

We don't just want teammates who want to fill a quota for customers; we want teammates who **love** and enjoy making our customers delighted.

When a customer gets results, their staff, their family, and their life gets **better**. We are directly **connected** to their well being. Each customer is like a patient trusting us with their health.
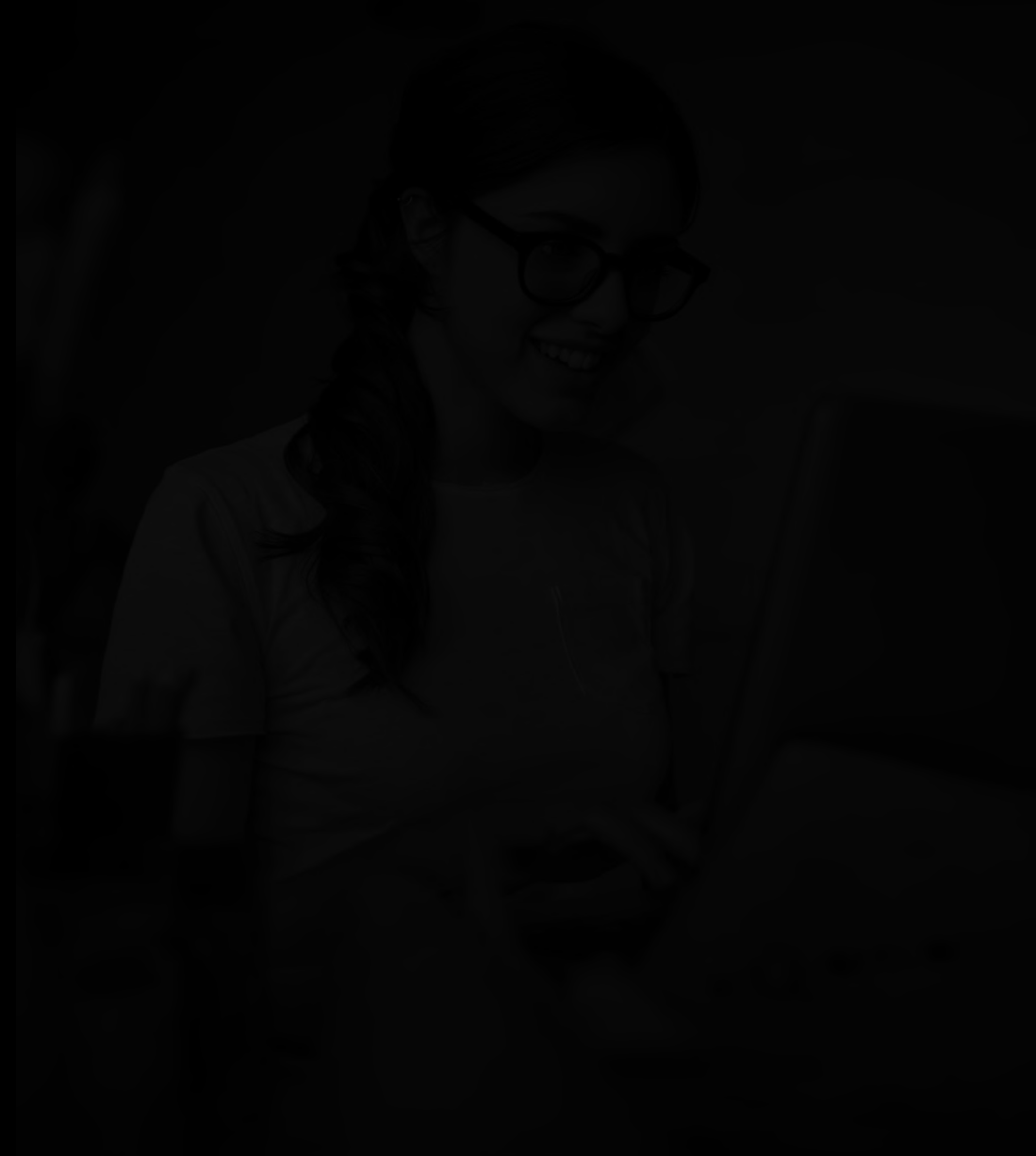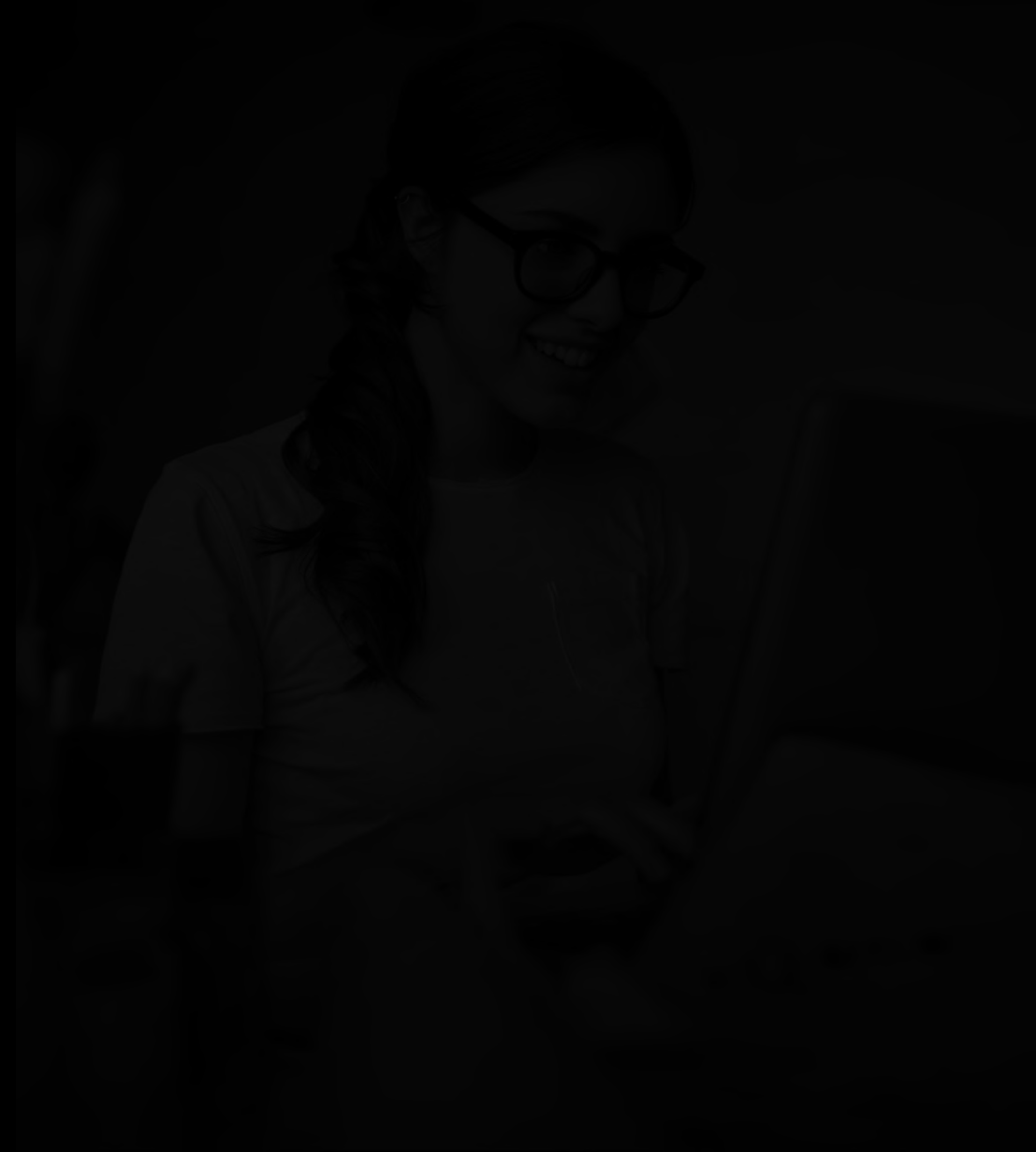
Customer results priority

Practical examples:

✓ Taking a moment to understand a customers business to provide a more tailored support experience.

✓ Spotting and resolving an unnoticed issue with a customers account that has been causing them issues.

✓ Delivering comprehensive security audits and recommendations to protect against cyber criminals.

Our core values exist to give us a

NORTH STAR. IF SOMETHING ISN'T ALIGNED, IT SHOULD BE QUESTIONED

When in doubt consult our values, vision and mission statements. This will recalibrate your perspective and align you with our north star.

Alignment Example 1#

" Our CEO announces a new feature.

You notice and contact the CEO as this feature could be **simplified**, and there is an **error** in the thinking, and this could **hurt** our customers.

Values evoked
Brutal Truth - Spartan Wall - Extreme Detail - More Is Less - Ownership Autonomy

Alignment Example 2#

" You notice a customer struggling with an integration bug, and there is a workaround. They are also in an industry where you have had past experience. However, your job is simply to provide support at 3am, not technical help or marketing guidance. You could push this to a developer and take the easy road.

Instead, you go out of your way to **apply** the workaround, **notify** the customer and share some valuable **insight** for their industry based on your past experience.

Values evoked

Ownership Autonomy – Spartan Wall – Customer Results Obsession

Alignment Example 3#

" You notice a team member is struggling to hit their goals, however your position doesn't require you to help.

Instead, you go out of your way to be **honest** with the team member and **coach** her to better performance.

Values evoked

Ownership Autonomy - Spartan Wall - Customer Result Obsession

Alignment Example 4#

" You notice an account error that no one else is seeing, and it's affecting 3 customers. This would likely go unnoticed by customers.

However, you go out of your way to **fix** the affected customer accounts then **speak** with the team about the **inconsistency** and create a card.

Values evoked

Ownership Autonomy – Spartan Wall – Customer Result Obsession

The best way for Secure IO to thrive is with

ACCURATE A PLAYER PERFORMANCE

At Secure IO, we thrive to being a flexible and lean team that can hire talent from anywhere in the world. Because of this, it is beyond important that we not only hire A players but also accurate players.

A players only

At Secure IO, because of the freedom and from home opportunities we give to our staff, we can only work along side **A** players.

B and C players are people that take advantage of freedom, push off work to others, and do as much work as they are "required", or as little as possible.
There is no single bigger way to **ruin** a team of A players than forcing them to pick up the **slack** of B & C players.

This is especially true in a virtual office. Every person **must** hold themselves to A level performance because we do not have time to monitor B & C players.

What is an A̲ player

An A̲ player is not only a person who delivers high quality work, but does it quickly and **without** supervision.

An A̲ player actively wants to **improve** themselves, the company they work for and their fellow teammates.

An A̲ player is a person who wants more **responsibility** and to help improve, fix, and be a part of solutions at the company, not just to meet their quotas.

Accurate A players

Being an A player is **not** enough. Babe Ruth a famous baseballer had the most home runs of all time but also the most strike outs.

Our customers require us to operate with an extreme level of **precision** so we **cannot** have team members who are reckless or turn in 90% completed work.

We need A players who can not only get work done quickly at a high level, but also cross their T's, and are **attentive** to small details that B and C players may miss.

The best way for Secure IO to operate smoothly is with

CONSTANT LIMITED SYSTEMIZATION

Constant <u>Limited</u> Systems

At Secure IO, we want to systemize **everything** with SOPs (Standard Operating Procedures) and checklists. This is the best way to avoid errors and make it easy for our staff to work **quickly** and introduce new team members as fast as possible.

We will **constantly** be replicating services and processes for our customers and if these are not systemized, we will be constantly making the same errors, re-doing work, and **hurting** our customers.

This will also make it extremely hard for new employees to join our team if they do not have systems and **checklists** to work with.

McDonalds Example

McDonalds is one of the most successful businesses on earth because **any** person can buy a franchise, copy their existing systems and have a successful restaurant. McDonalds have less than a **2%** failure rate.

This is because of the **extremely** detailed systems and checklists that McDonalds provides its franchises.

We must do the **exact** same at Secure IO...Except our product isn't greasy burgers.

<u>Limited</u> Systems

Systems and checklists are our key to **rapid** growth without error.
However, **nothing** is less productive than making systems just for the sake of systems.

On top of this, long complicated systems are hard to follow. Our goal at Secure IO is to **minimize** steps and simplify procedures.

If a 5 step system can be done in 3, we want to move towards a three step system. We must constantly improve our systems, but also focus on having as **few** as needed with as simple steps as possible.

This **does not** mean creating shortened over simplified systems. It means lowering them to their simplest form **while** keeping the intended results.

The best way for Secure IO to operate smoothly is with

RESPONSIBLE AND INTELLIGENT "FREE TO IMPROVE" SYSTEMS

At Secure IO, our systems are only as good as the people paying attention to them. We want every team member always looking for ways to remove unnecessary system steps, inefficiencies and to fix problems proactively.

The best way for Secure IO to operate smoothly is with

A CONTEXT BASED,
TOP DOWN AUTONOMY

Top down context autonomy

Most companies work with every single decision needing to be approved by someone up the chain. This will **kill** us.

While **some** decisions must be approved, such as a large payment to a contractor or legal decision, we want our team to be able to make decisions based on the **context** provided.

Context ~ Does this action align with our mission and core values? If yes, make the call. If not, prevent it. You are trusted to make the call. All we ask is that calls are communicated with the team prior.

The best way for Secure IO to operate smoothly is with

TOP DOWN SERVING

Top down serving

Most companies are made to serve the senior members and their actions **rarely** are focused on helping teammates in supporting roles.

This is **not** how we work. Our CEO works for the team, and our entire team works for our customers.

Just like a **sports** team, the owner (CEO) provides the resources for the coaches (team) to score points and win more games (customers).

Responsibility

Top down serving example

" You are launching promotions without notifying our support team.

You **notice** surprised expressions from support members due to large amounts of new tickets, so you create a calendar **alerting** our team when promotions will be launched, and making sure support is prepared.

Without top down serving ~ Our support team will be constantly caught off guard resulting in operational inefficiency.

WHAT WE LOOK FOR AND REWARD

Hiring & Promotions

At Secure IO, we aim to promote within first based on needs, skills and most importantly, the **alignment** with our values.

We would much rather hire a person who **matches** our values and needs to be trained than a super genius lone wolf who plays only for him or herself.

We aim to hire people who fit our values first and skills second. We aim to promote people who are **excited** about our mission, vision and personify our values.

OUR COMPANY WHEN WE ALL OPERATE AROUND OUR VALUES AND MISSION

OUR COMPANY WHEN WE ALL OPERATE AROUND... WHATEVER

These slides are to **serve** as your North Star, as your default, as your "<u>when in doubt</u>" guide.

SECURE iO