EMPLOYEE HANDBOOK

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OccamSec

WE WANT TO CHANGE THE WORLD. THAT'S IT, WE'VE SAID IT.

We work in data security. Not curing cancer. But even the people trying to cure cancer rely on data.

The truth is the world relies on data. So if it's not secure there are problems. We believe that securing data (and therefore the world) is not a zero- sum game, and it's not just about the latest exploit, or secret you know. It's about building solutions that recognise we are all in this together. If we're going to fix this, we're going to need to do something different. This is our cause. And we believe this makes us a little different than most.

When it comes to money, we all want more. But to enjoy work, there needs to be a goal that's bigger than oneself. So here's our larger-than-self goal: We're building something, that could actually change millions of lives for the better.

It's hard work. There's no escaping it. But this opportunity is rare, so let's make the most of it.

OccamSec

TREAT OTHERS
HOW YOU WANT
TO BE TREATED.

Rules are good. We have one ourselves. You're an adult, we will treat you like one, so please act like one.

We have one ourselves. You're an adult, we will treat you like one, so please act like one. The most important thing is to treat others how you want to be treated.

Yes, we stole that from a Hallmark card, but it's nonetheless true (unless you are a sadist and wish to be treated badly, in which case be aware that a company full of people treating each other badly, is not going to get very far).

Sometimes in the absence of rules, policies, myths, and fairy-tales will appear. Here are some specific points with reference to OccamSec, that should thwart the emergence of anything imaginary:

1 We are an Equal Opportunity Employer. We do not discriminate against any job applicant or employee because of their race, colour, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability or genetic information. This is the 21st century.

If you have an issue with anyone based on any of those criteria, the past is waiting for you. Please return to it and leave our company. If you are concerned with any aspect of this, please talk with someone in senior management and they can give you extra clarity.

2 It doesn't matter what time you get to work, what time you leave, and for the most part, where you work, unless you are working on something with other people. That means if you have been invited to a meeting, then you need to attend in some capacity.

If you are working on a project at a client site you are expected to show up at that site. Or, if you are working with someone on a project in the office, you should make sure you are there. Simple. Other than that, you can work from anywhere you feel most productive.

3 Two-way communication is important. In fact, there is a whole section on it, but to summarise: we hope you feel like you can communicate with, or meet with anyone within the organization about any issue. And they should with you.

If you feel like there is some issue preventing this, then please speak to your manager/supervisor or someone senior. Even if it's your first day.

4 Try to be aware of and manage expectations. With great power comes great responsibility, so if you have a personal appointment to attend (e.g. doctor), you don't need to ask if you can. But you should make sure someone knows about it if it's going to take more than a few hours, if it clashes with a meeting, or if it's going to push back a deliverable.

5 There is no dress code with the exception of when we go onsite. When visiting a client, their dress code is your dress code.

6 A working week is 40 hours long, roughly. That number will change as work dictates. Working with others is often required for projects (see 'structure and teams' on page 8) and doing it effectively is really important.

Sometimes you may need to adjust to ensure this goes smoothly. For example, if someone needs your response to an email in the middle of the work-day, don't unexpectedly take a three-hour lunch. If you need to take some time out, just let other members of your team know.

7 Your work must speak for itself. That's the deal we make. Output is what matters. It needs to be good. It needs to be correct. And it needs to be on time. If for some reason you will not be on time, then let someone know.

COMMUNICATION IS IMPORTANT.
REALLY, REALLY IMPORTANT.

Good communication is surprisingly easy (as is bad communication unfortunately).

Let's deal with the elephant in the room. Historically 'IT people' are not the biggest fans of in-person, face-to-face communication.

This is probably a bit harsh and no doubt there are other large groups of people who like to avoid in-person communication. However the stereotype persists. So keep this in mind. Someone who would rather chat with you in response to a voicemail is not being rude.

METHODS

1) In-person, face-to-face. You will accomplish in 10 minutes of face-to-face communication, what takes an hour any other way. Even if 10 minutes is all it takes for you to determine someone is an ass, it's still quicker to reach that conclusion than email.

2) Phone/video call. If you can't meet in person, then go with the phone or a video chat. It's not as productive as in-person, but will be sufficient if needed.

3) Internal chat. We have our own chat system. It's good for a quick conversation. It's terrible at conveying emotion, or depth, and is extremely easy to be read wrong. You have been warned.

4) Email. Only if the above are not going to work. It's fine if you want to distribute something long and/or technical/

detailed/formal. But if you use email to avoid speaking to someone, expect the other person to realise it and for the conversation to be less informal/free-flowing. Also, email is fairly reliable as a way to send data. In 1995 it was OK to say "did you send me that? I didn't see it". But today it's not.

Simply, the more you care about an issue, the more you should try to make use of numbers one or two on this list.

STYLE

We value open and honest communication. Sometimes 'open and honest' can also be 'painful and awkward'. But we believe that done right, communicating in this way is better for everyone: you, your co-workers, and our clients. That old adage (or was it another Hallmark card?) 'treat others as you want to be treated' still holds true.

Communication should occur quickly. What does quickly mean? Well if you have to ask yourself "How long should I wait to respond to this?" then the answer is just do it now.

ADDITIONAL NOTE — MEETINGS

A note on meetings. No meeting should last more than 30 minutes unless it's vital to the future of the human race. After 30 minutes, attention drifts and usefulness drops. So keep them short and productive. Also keep the attendance to a minimum. Realistically anything over 3 people is going to be difficult to reach a conclusion.

When you are in a meeting, be present in the meeting. Don't read emails. Don't surf the web. Avoid text messages. You were invited for a reason.

SOMEONE ELSE ON YOUR TEAM MAY NOT BE THINKING EXACTLY LIKE YOU. AND THAT'S OK.

There are many ways to work together. As goals change, people change and organisations change. The way you work with someone may also change.

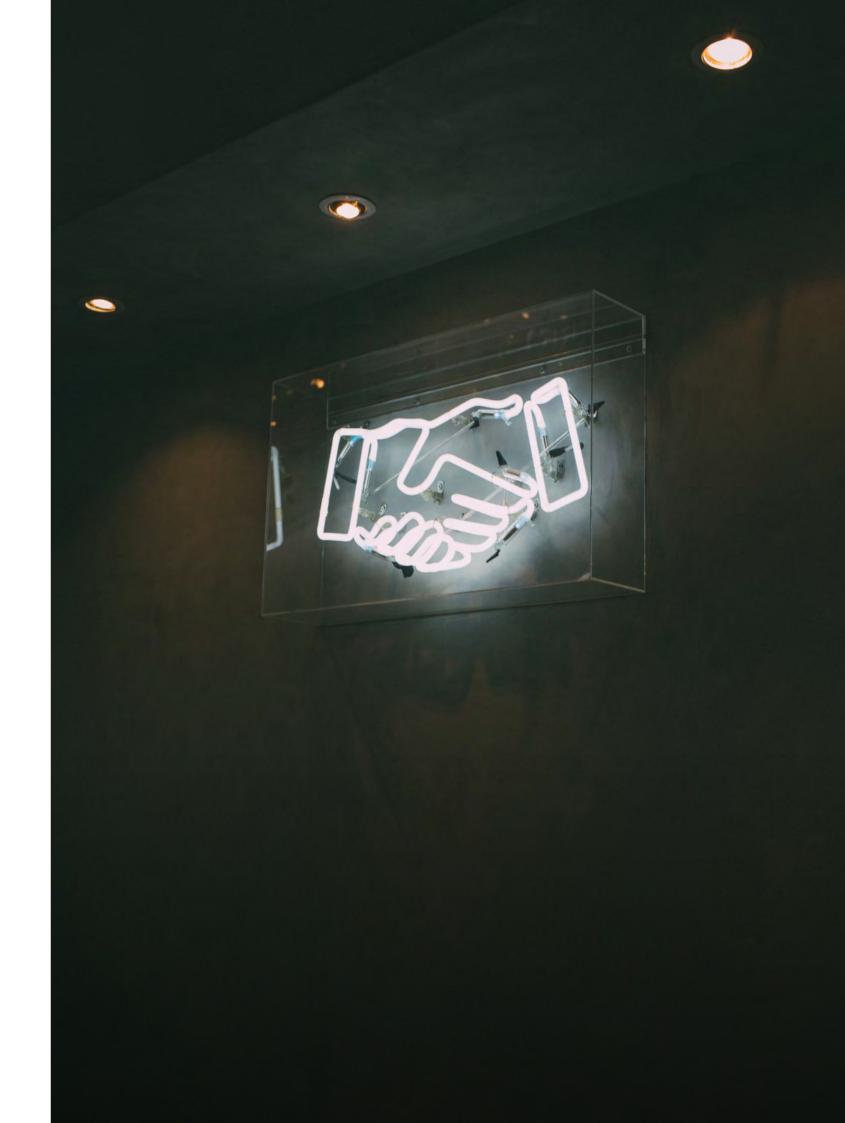Be aware of this. Try not to see it as a bad thing. Being able to adapt is a good skill.

OccamSec has a flat structure. However, there are some people who are senior and everyone should know who they are. However, when work is being done, the senior person on that project may be you. Anyone can lead a team.

We value flexible people who are self-directed, yet able to work as part of a team. Where structure exists, it is to provide clarity about responsibilities so we can do our best work. Teams are created (and disbanded) as required. If you hear of a team and would like to be on it, just ask. At a high level we are loosely organised into three teams:

1) People delivering projects.

2) People building stuff.

3) People who make it possible for groups 1 & 2 to thrive.

Everyone is responsible for helping these teams succeed. When working in a team remember to make sure you communicate clearly and in a timely manner.

Also keep in mind that someone else on your team may not be thinking exactly like you. And that's OK.

THE ENTIRETY OF OUR EXPENSE POLICY?
DON'T TAKE THE PISS.

We know we stated before that we have one basic tenet at OccamSec. Actually, there are two.

The one about acting like an adult and this one.

Don't take the piss.

That's the entirety of our expense policy. What this means is, if you have to incur an expense that's related to work then you will be reimbursed for it (usually within 30 days).

Some details:

1) Per diems are not a source of profit. We typically rely on the federal per diem rates when traveling outside our own hometown. These rates are the maximum you should expect to be reimbursed for. Being 'the maximum' means you can spend up to that amount, if you spend less, you don't get to pocket the difference.

2) All our clients require detailed expenses. All business expenses must be submitted into our expense reporting system in a timely fashion, in order to be considered for reimbursement.

3) Flights longer than 5 hours may be booked in business class with approval. Some clients approve of this while some do not (some of the biggest ones forbid it). Ask before you buy that ticket.

4) You probably don't eat a $200 steak every night at home, so that's probably not going to happen when you travel.

5) Alcohol is non-reimbursable. Always.

WORK. LIFE.
BALANCE.

When you start, you receive 4 weeks of paid holiday. Being sick does not count towards this. No one chooses to be sick.

We also close for standard holidays, in addition to a few additional days the company may also throw in. Keep in mind that the nature of our work sometimes requires work on traditional holidays.

Please request time off as soon as you can. We have to schedule projects and it's good to know who is free/not free. While on vacation you are not generally expected to respond to work communications. If something is critical you may get a phone call, (or someone will show up at your vacation spot.).
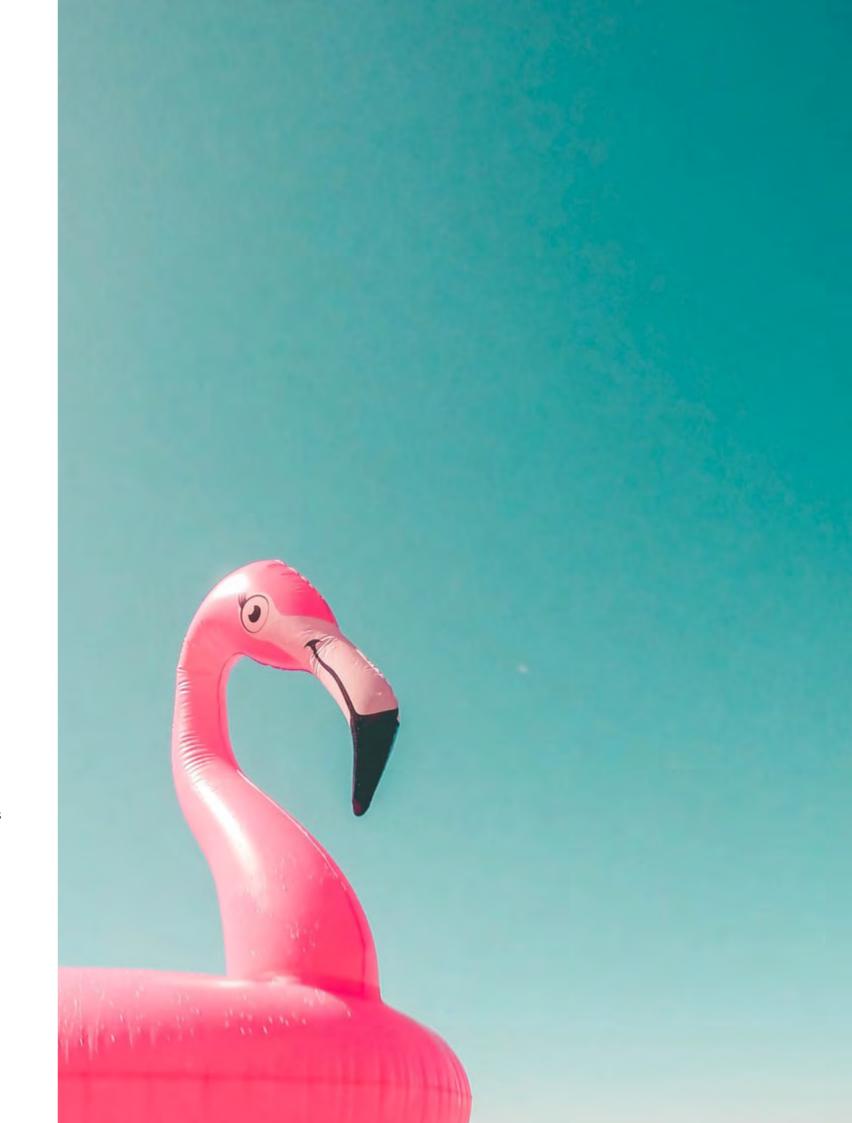
MATERNITY AND PARENTAL LEAVE

In the event you give birth to a baby, you receive 24 weeks paid maternity leave (after you have been employed by OccamSec for one year).

In the event that the person with whom you are in a relationship has a baby, or you adopt a child, you get six weeks of paid parental leave. Parental leave can be taken whenever you want within six months of the baby arriving.

DISABILITY LEAVE

State laws requires employers to grant unpaid time off to employees who are dealing with an illness or disability. Please speak with us to ensure you get the time you need.

WHAT WE VALUE

WE WANT TO WORK WITH PEOPLE WE GENUINELY LIKE TO BE AROUND

ATTITUDE
It's easy to say you want to change the world. The hard part is doing it. Life is too short to spend working with people who are not in the pursuit of something better and who do not believe it's even possible. We want to work with people we genuinely like to be around. That begins with attitude.

THINKING
Thinking is awesome. Without it nothing is ever going to get done. We like thinking. We like thinking combined with action even more.

A SENSE OF URGENCY
Everyone needs priorities, and progress needs to be made on these priorities. Breaking projects down into short digestible steps will make life easier for you. A 3-month project with one far off goal is going to be difficult to accomplish and probably not be completed.

PRIORITISATION
Doing one thing well beats doing five things with mediocrity. Every time. The best way to get nothing done is to try and do everything. With that in mind it's OK to speak to as many people as you can, to make sure you have the right priorities. It is also OK to get feedback for you to lock in what's next. And it's OK to pursue your list with little regard for the shiny new project someone needs help with.

DON'T BE AN ASSHOLE
If you have to ask...

CLIENT FOCUSED
Every company that ever made something to sell says this. 99% of those said it and then forgot about it. We are not going to forget about it. In almost everything you do in this job think about who it is for and what they want. When you write something, the goal is to give your client what they need. When you work with someone else on a project, think about what you are trying to achieve, who it's for, and what it needs to be.

TRY, FAIL, AND TRY AGAIN
We need to try new ideas, if they go wrong then learn from them and work out what to do next time. Fear of failure is a huge source of failure over the long run. Do you know how many iPhones it took to reach the final one? Neither do we, but it was more than one.

LEARNING
Everyone needs to learn. The world moves at a fast pace, unseen before, and tomorrow it will be faster. What you knew yesterday is already becoming out of date. There can never be enough emphasis placed on learning. It's the only way we will get better. Do it whenever you can, wherever you can. Learning can be from a book, a class, a conference, a TV show, a song, a meal, a conversation, the list is endless. Our ability to learn is what marks the forward progress of the human race.

One important note – If you leave within 6 months of company funded training you have to repay the full cost of it including any travel expenses incurred and reimbursed. If you leave within 6-12 months you have to repay half of it. If you leave the company involuntarily then you will not be required to reimburse the company.

YOU ARE THE MOST IMPORTANT RESOURCE AT OCCAMSEC.

Without you nothing is going to happen. Our people come from many backgrounds, places, with their own belief systems. If everyone was the same, we would be a bank.

Never judge anyone without getting to know them. Try to understand their perspective. Research shows more and more that empathy is one of the most critical skills for people (even more so for leaders). We don't always need to agree, but we need to treat each other with respect.

We need to think of others beyond ourselves. Collective success comes before that of the individual, no matter who you are or how good you are.

We value what is written in this document, if you feel we are not living up to it please let us know.

THANK YOU
FOR WORKING WITH US.

OccamSec