





What is it like to work at Icertis?

What kind of company is it?

Where is it going, and is it a good fit for me?

All fair questions that we will try to give you some insight into in this book.

Every journey has a beginning

Every journey has a beginning, and Icertis' started with two friends—**Samir** and **Monish**.

Fortunately, when they decided to build a company together, they were already successful entrepreneurs and had made many mistakes they wouldn't have to repeat.

This meant they had the benefit of experience to build the kind of company they wanted.

And from the beginning the kind of company they both wanted to build was one based on values and one where they could laugh more than any place they had worked before.





We have five values, captured in the acronym FORTE—Fairness, Openness, Respect, Teamwork and Execution. Nearly every company has some version of the same.

We don't claim ours are better than others. We love our FORTE values because they perfectly capture who we are and how we want Icertis to be.

FORTE permeates everything at Icertis. It is one of the first things people comment on as

they get to know us. We believe this reflects the effort we make to put FORTE at the center of what we do and who we are.

That's not to say we always live up to our values or never fall short—we are always striving to improve. We approach the topic with an attitude of humility, a degree of reverence, and a mindset focused on progress not perfection.

FORTE reinforces our belief that...

How we get there is just as important as the destination

Living Our Values



Fairness

As a company we strive to be equitable and fair-minded—continually asking how we would like to be treated if we were in the other person's shoes. We don't play favorites or have double standards when working with our customers, partners and vendors, and we view every interaction through the lens of "what is a mutually fair outcome."



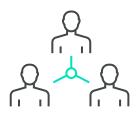
Openness

The default setting at Icertis is to share information freely—and be open to feedback from anyone in the organization. And when someone asks an Icertian (especially a leader) a question, they won't get a bullshit answer.



Respect

We strive to be an organization where everyone is treated with respect and every voice is heard. We assume positive intent in our interactions and regard everyone's feedback and contributions as valuable. We embrace and celebrate diversity, and know that only by doing so can we be the best at what we do.



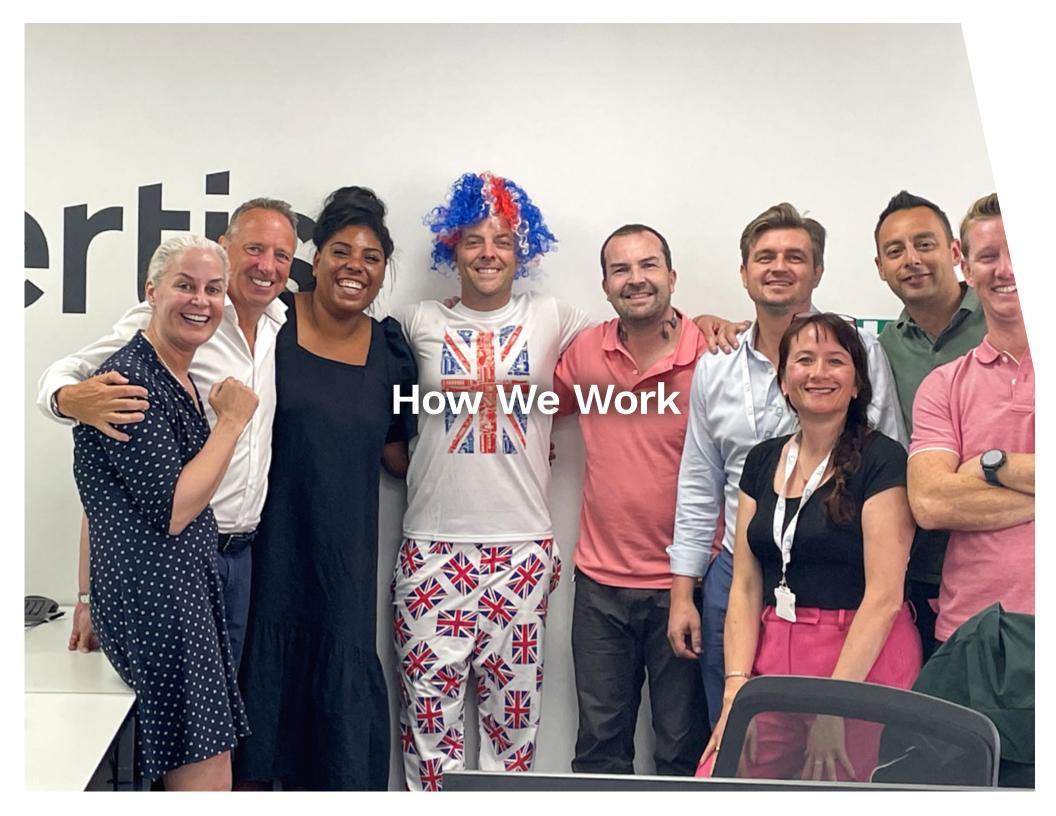
Teamwork

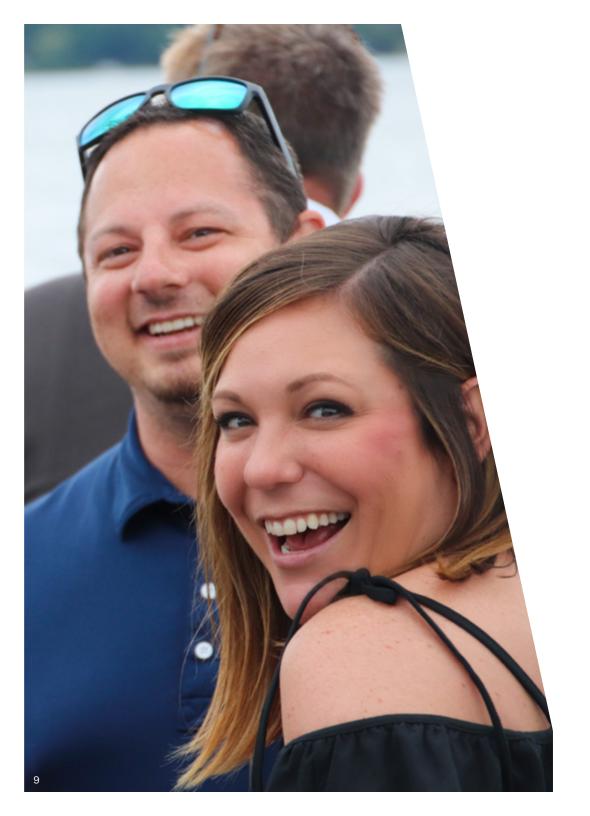
Every Icertian who is considered a top performer must also be a team player—we don't tolerate brilliant jerks. We know that success is the result of hard work from people across the organization, and we go out of our way to recognize the teams that make individuals successful.



Execution

Execution is in our DNA. We hold ourselves accountable to deliver for our customers, partners, and fellow Icertians each and every day. To guide us we have a mantra: "Focus, Follow up, Follow through—Fast!" We set our sights on a goal, hold ourselves accountable for success, and see it through to the end, quickly.





What follows are some concepts, norms and principles that inform our actions and decisions.

Some are deeply ingrained, and others are more aspirational.

They reflect who we are today as well as who we want to be going forward.

We Unapologetically Aim for Excellence

We think we are onto something—something really big.

Our market is massive and, as the leader, we have a oncein-a-lifetime chance to build an enduring, consequential company.

To achieve that and deliver on our Mission to "**Be the contract intelligence platform of the world**," we need best-in-class performance across the company and to be premium in everything we do.

Whether it is our platform, our productivity, our brand, or our financial metrics, we aspire to set the bar very high and stand out from our peers.

What does this mean in practice?

We are highly selective when it comes to hiring.

Average performance isn't celebrated.

We are continually pushing ourselves to achieve and do more in a sustainable manner* and respect that people have times when doing more is not possible.

When we are tempted to say that a project or deliverable is "good enough," we pause, dig deep, and take one more run at it to ensure we get the best possible outcome.

Every existing process, system and way of doing things is open to re-evaluation, reimagination and creative destruction.

*See our Four Rings of Responsibility

We Want to Do Things the Icertis Way

There are a lot of amazing companies, all with great playbooks about how to do virtually every business process or function.

We certainly want to learn from these experiences, but we adamantly don't want to copy them.

We never do anything because (insert "hot company of the day") does it that way.

Some companies aspire to go fast—and we do as well—but we are also building to go far.

Our Vision to "Transform the foundation of commerce" is so bold it spurs us to find our own way—an Icertis way—to solve problems.

What does this mean in practice?

We encourage Nicertians* to take the time to learn how we do things, understand the business, think deeply, and THEN bring great ideas to the table on how to improve —we refer to this as the "embrace and enhance" approach.

We try to limit usage of phrases like "at my old company we..." (at one point this was banned in Samir's Directs team meetings ①) because it can be emblematic of non-original ideas.

We are constantly in search of novel approaches to age-old problems that break the mold by blending best practices with completely new ways of thinking.

*New Icertians



Feedback Is Sought After and Welcomed

We are trying to do something hard—build an enduring and consequential company.

Therefore, we view feedback as a gift because it provides an opportunity to either reinforce good behavior or improve where needed—insights that we might not have gotten otherwise.

We also view making mistakes as inevitable and know we will fall short in any number of ways—with customers, partners and internally between Icertians.

When we do, there is a golden opportunity to learn from the mistake through feedback, and by making amends, improve our performance and strengthen our relationships.

Embracing feedback with open arms reinforces our belief in the redemptive power of fully owning a mistake or missed commitment using phrases like "This is my fault," "I am sorry," and "I apologize."

What does this mean in practice?

We solicit feedback from customers, partners and each other on what's working and what isn't.

We tend to be an organization that gives a lot of feedback – positive and negative—and we have a lot of mechanisms including surveys and a recognition framework to solicit it.

We take any negative feedback to heart and find the hidden gold that will enable us to improve.

When we miss a commitment or make a mistake, we surface it as quickly as possible, own the shortfall and make plans to recover.

We Prize Direct and Open Communication

We believe that open communication is the best communication.

Call it "gossiping" or "coalition building," talking negatively about other people or teams when they aren't around isn't just bad manners, it's bad for Icertis. Even subtle versions of this are corrosive.

For example, if an Icertian has a conflict with a peer and they go to their manager and say "I don't want you to do anything, but I just want you to know....", this would be crossing the line for us.

Similarly, when discussing other Icertians we discourage the kinds of conversations that include statements like "you won't believe...." and "did you hear about..." as what follows is usually not FORTE.

What does this mean in practice?

Our first question when an internal conflict surfaces is "have you talked with them about this?"

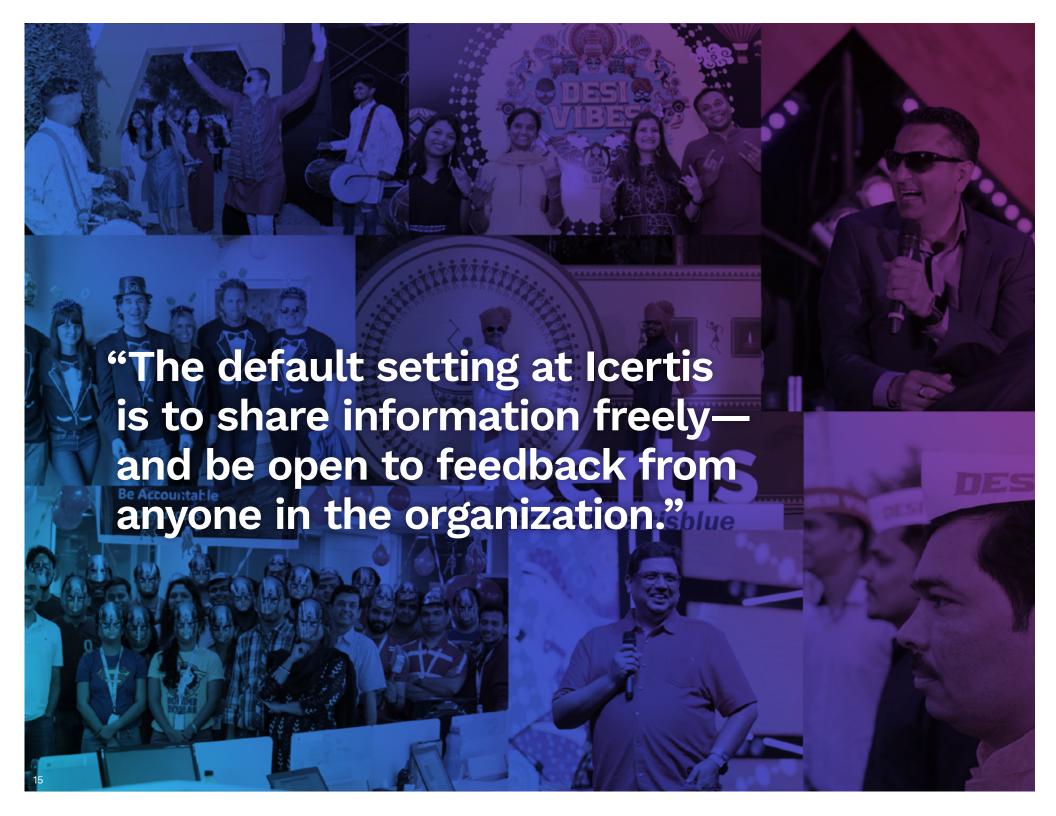
When discussing disputes, we err on the side of looping in the individuals being talked about.*

We tend to solve most problems and conflicts at the source, with less escalation.

Where needed, managers coach their team members to manage conflict by helping them focus on the issue and not the person.

Serious matters are always escalated and addressed quickly.

*Our focus on openness and direct discussion does not apply to situations that require confidentiality such as harassment, discrimination or other unprofessional behavior.



We Assume Positive Intent in Our Interactions

We all work hard at our jobs as we scale Icertis rapidly.

In an environment like ours, wires will inevitably get crossed and all too easily a person's meaning, intent and motives can be misconstrued or misinterpreted.

We have found that in these situations, having a default setting of "the other person means well" and has the best interests of the team in mind is not only immensely beneficial to the person who assumes that, but also to the larger environment.

What does this mean in practice?

When our ideas, plans or proposals are challenged, we don't get defensive.

Disagreements and conflicts are viewed as a natural part of getting to better decisions and don't escalate into bad feelings.

Many of the inevitable frictions of a rapidly scaling business (disagreements on tactics, lack of resources, gaps in process, etc.) bother us less because we aren't looking for ulterior motives in other people.

We don't engage in coalition building and unhelpful side conversations.

We Work Without Fear

At Icertis, we believe in taking on big challenges and not being afraid to fail.

We *really* hate to lose, but we strive to not let the fear of losing influence our decisions.

We think that when we are too afraid of losing, we can end up making decisions for the wrong reasons.

We rely on our FORTE values and know that if we are aligned with those, we will win more than we lose and needn't fear any one particular loss.

We believe in continually challenging ourselves and that time spent innovating is much more productive than time spent worrying about competition.

What does this mean in practice?

We tend not to obsess about what our competitors are doing and don't spend a lot of time analyzing their playbooks.

We aren't super secretive about our plans and are very comfortable sharing openly in most "co-opetition*" situations.

We talk about the CLM category in a unique and revelatory way that stands out to prospects and industry watchers.

We try to do hard things that others might shy away from for fear of failure.

We tend not to knuckle under in negotiations of all kinds and, after considering whether we are being FORTE, confidently hold our ground.

^{*}Where someone can be a partner but also a competitor.

Everyone Is an Owner

At Icertis, everyone is an owner—literally. All Icertians are eligible for equity within their first six months of joining.

We encourage an "ownership" mindset where Icertians think in the best interest of the company.

This spans from committing to customer success and containing costs all the way to picking up a small piece of trash on the floor in the office.

We focus on execution and align around making customers successful as this is the surest and best way to make Icertis successful.

What does this mean in practice?

Icertians think of the company as theirs – and make decisions accordingly.

We don't engage in "us versus them," zerosum thinking that pits one group against another.

We frequently rally around critical projects and teams that need support - putting our own priorities on hold for the greater good - without worrying about who will get credit.

We tend to think about opportunities as well as challenges with a long-term viewpoint.

Our mindset is oriented toward building and making versus operating and maintaining.



Promotions Are Deliberate—Not Automatic

At Icertis we believe in promoting only when appropriate and that being good in a current job doesn't mean being ready for the next one.

To us, promotion means moving to a larger role and responsibility and we typically look to have all three of the following in place:

- → Individual performance—candidates for promotion should consistently exceed expectations in their current role, including living our FORTE values.
- → Future potential—through a track record of success, an ideal candidate will have demonstrated the ability to take on a bigger, broader role in the near term.
- → Business need—there needs to be a real business need that creates an available (open) role, at the next level with increased responsibility and scope.

What does this mean in practice?

Promotions are not time bound and completing "X" years in a particular role does not automatically qualify you for a promotion.

At a fast-growing company like Icertis, meaningful development frequently happens through lateral moves, crossfunctional responsibilities and new job opportunities.

Ultimately you are in charge of your own career, in that promotion and advancement is based on individual performance and demonstrated potential.

If a manager's explanation regarding a promotion does not reasonably satisfy you, you are encouraged to talk to your HR Business Partner, your department head or an SLT member until you are satisfied.

With Compensation We Focus on Total Rewards

At Icertis, we look at compensation as part of a total rewards package that includes benefits, development, equity, recognition and well being.

We are committed to Fairness in our compensation practices and regularly raise salaries for Icertians to ensure equity across people of the same role.

Icertis' rapid growth means that there are many opportunities for increased responsibility which can bring increased compensation.

Also, as everyone is an owner at Icertis, we believe the equity every Icertian has in the company has the potential to deliver meaningful compensation.

What does this mean in practice?

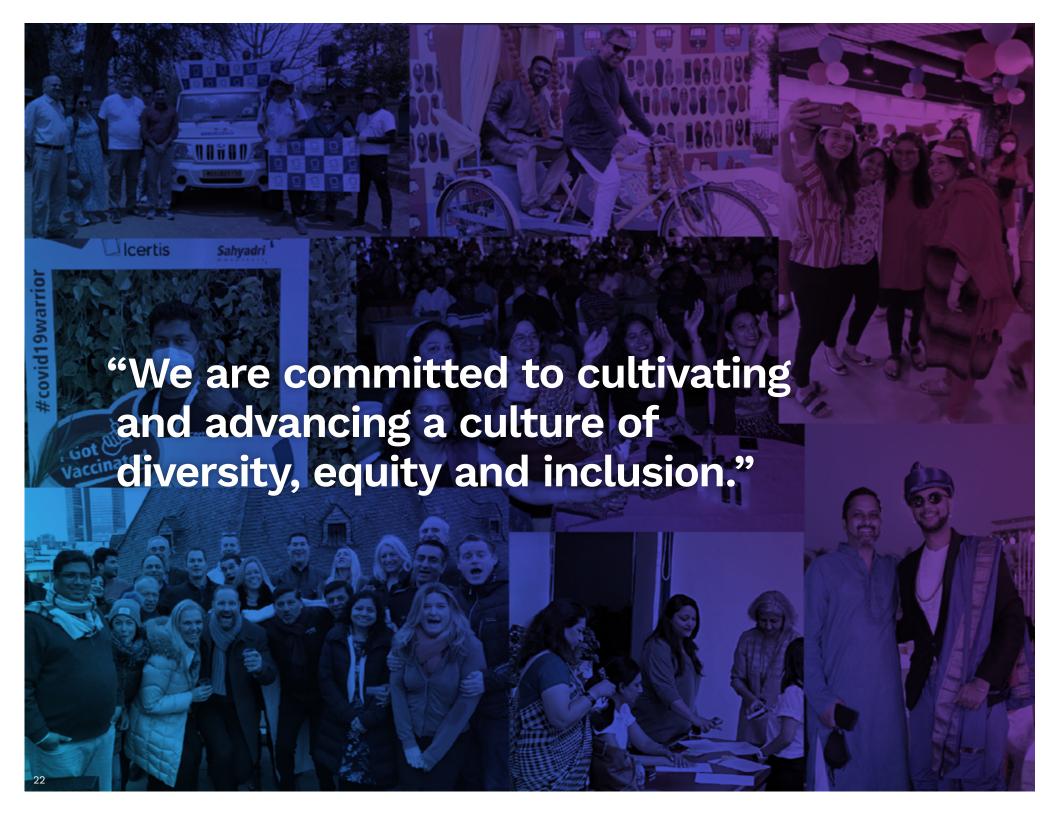
At the end of the day, we pay competitively and fairly, but not extravagantly.

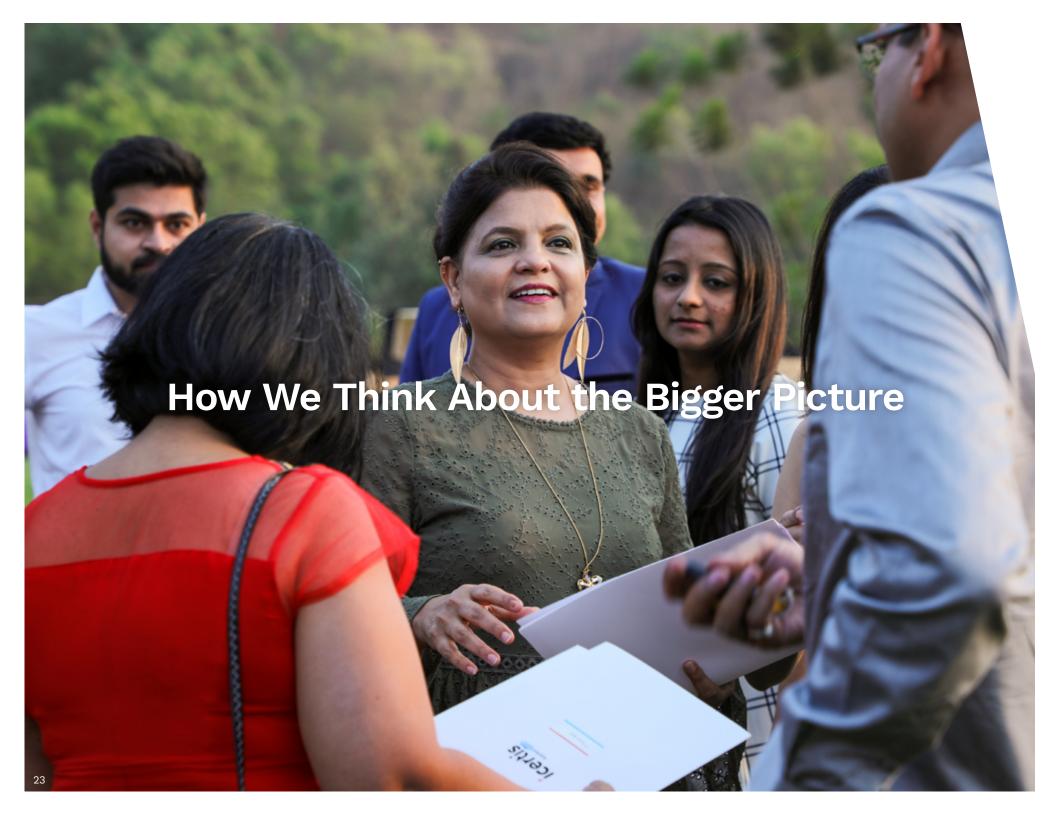
We regularly benchmark all Icertians' salaries and make adjustments for market reasons and to ensure internal equity.

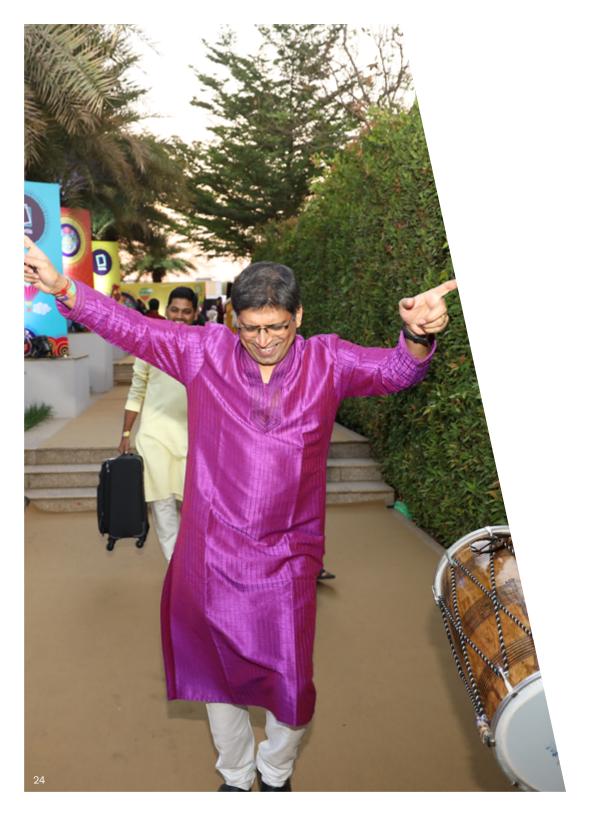
We don't try to "save" Icertians who may have found other opportunities by matching exorbitant salaries.

Stellar performance is rewarded not only through compensation but also through timely recognition at all levels of the company, including our SuperBuilder Awards given by our founders.

If a manager's explanation regarding compensation does not reasonably satisfy you, you are encouraged to talk to your HR Business Partner, your department head or an SLT member until you are satisfied.







We are all more than just Icertians—we are partners, spouses, children, parents, friends and members of our community.

What follows are some of the concepts and ideas that we try to live by that touch on the intersections of our work and personal lives.

They reflect who we are today as well as what we want to be going forward.

We Each Have Four Rings of Responsibility

At Icertis we are committed to the health and well-being of all lcertians, their families, the communities they live in, and our customers. This commitment is represented in lcertis' "Four Rings of Responsibility":

Take Care of Self, Take Care of Family, Take Care of Community, and Take Care of Business, *in that order*.



What does this mean in practice?

Self—We believe taking care of oneself is the first essential step to personal fulfillment. As a team we are only as strong as our individual members, and we encourage every lcertian to first and foremost look after their health and well-being.

Family—We encourage every lcertian to focus on taking care of their family—however they define it. lcertians have a deep sense of gratitude for our families and recognize that we must take care of our family to be truly fulfilled.

Community—lcertis believes in giving back to communities where we live, work and play. Giving back is an integral part of community membership, and lcertians invest time and dedicate resources to do our part to contribute.

Business—We are passionately committed to serving our customers. We are grateful for their business and know that only by delighting our customers can we fully take care of ourselves, our families, and our communities.

We Believe in Serendipity

The founding of Icertis was serendipitous, as were several major turning points in the history of the company.

To date, many of our best ideas have come from unexpected directions and we are constantly on the lookout for more.

This has left us with a deep appreciation for unexpected insights, ideas, and opportunities.

It also means we approach questions of strategy, planning and tactics with an attitude of humility, acknowledging there will always be much we don't know.

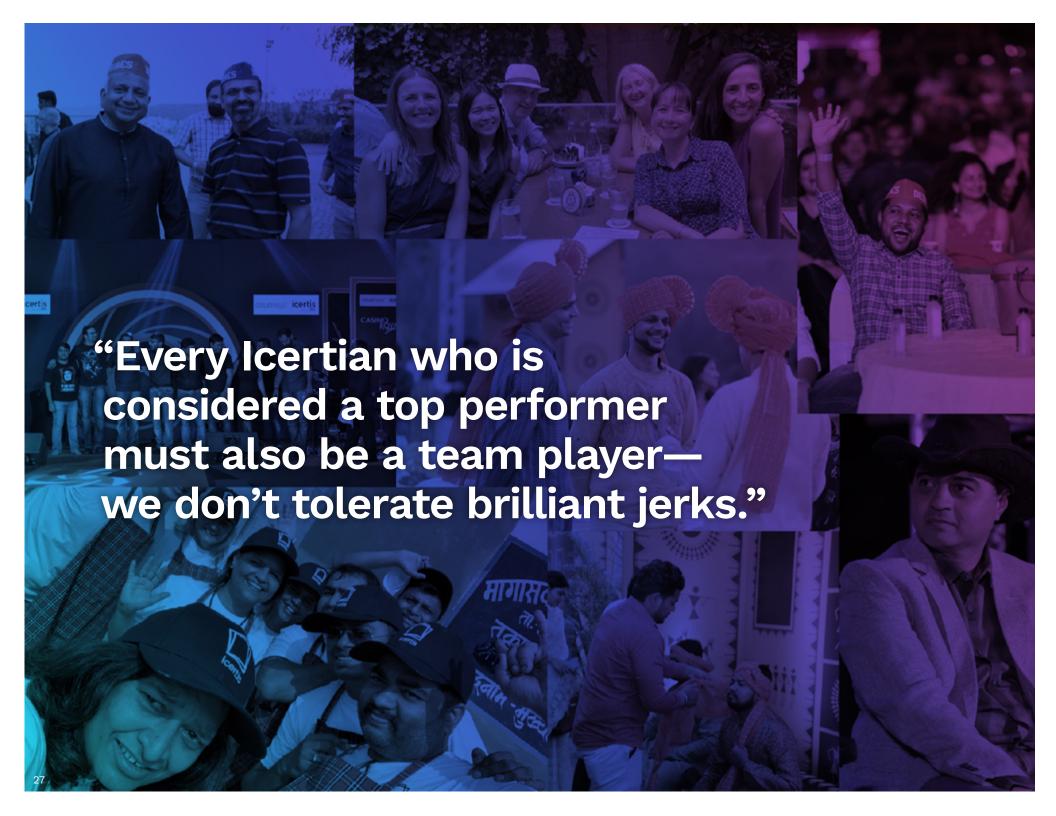
We also believe that by being ready to jump on opportunities we can make our own luck.

What does this mean in practice?

Though proud of what we have accomplished, we acknowledge the element of chance, and we don't have a lot of ego tied up in our successes.

Given our history we prize agility and the ability to respond quickly to new information, feedback and insights.

We view customers, partners and advisors (both formal and informal) as valuable sources of insight into opportunities and risks, and value their input highly.



We Believe in Joy at Work

We believe time spent at work should be fun as well as work, and we view laughter as a good measure of how much fun we are having.

We are always looking for ways to make work more joyful including coming together frequently to collaborate and celebrate.

We take time out to smile and savor our wins as they happen.

We see appreciating our fellow Icertians' efforts and successes as central to enjoying our work and invest time and effort into identifying, recognizing, and rewarding individuals and teams at all levels of the company.

We also understand that people, interests and situations change and to ensure ongoing enjoyment we encourage and embrace Icertians trying new things, making lateral moves, changing jobs and even changing locations.

What does this mean in practice?

- By and large, we are a team who enjoys its work and the people we work with.
- Many people say they laugh more at Icertis than any place else they have worked.
 - While we are serious about execution and delivering for our customers, we tend not to take ourselves too seriously.
 - We make recognition and awards central to our team meetings, offsites, all hands and annual events.
 - Icertians may have multiple roles in different departments and even different regions over their careers with us.

We Believe Our Work Supports a Higher Purpose

At Icertis, we believe that every contract, every clause, is a promise: be it an incentive to a loyal customer, an investment in a strategic supplier, or a commitment to the communities a company serves.

We believe these powerful documents can effect enormous positive change and support a higher purpose.

We've designed the ICI platform to uniquely structure and connect contract data to ensure the intent of every contract is correctly memorialized and fully realized.

This helps **build trust** between organizations and people; **strengthen** the **bonds** that form the foundation of commerce and society; and **create a** more ethical, equitable, and sustainable **(better) world**.

Every Icertian has their own personal purpose, and we work intentionally to foster and support their ability to live it.

Build trust, strengthen bonds, and create a better world.

What does this mean in practice?

Icertis devotes time and resources to giving back to the community.

We support diversity in all its forms through regional and global DEI teams and initiatives because it's the right thing to do, but also because we view diversity as essential to achieving our mission and living our Purpose.

Icertians are encouraged to give back to the community in ways most meaningful to them and the company offers multiple ways to facilitate giving and volunteer opportunities.

Icertians' gifts to the charity are matched through our generous "Double Your Impact" gift matching program.

Every Icertian gets seven fully-paid days off a year to volunteer for the cause of their choice through our best-in-class "7 Days for Humanity" benefit.

In closing...

We realize that Icertis isn't a fit for everyone—and that's OK. Thinking about whether Icertis is a fit for you, we suggest you consider a few questions:

- → Do I want to be part of something big with the commitment that entails?
- → Am I up for the challenge of continually driving for excellence?
- Does FORTE resonate with you and are you excited to contribute to a values-drive culture?
- → Is being part of a company that puts teams first really a fit for me?
- → Do I feel comfortable with an environment where we are more "building" than "operating"?

If you answer yes to these questions, Icertis may be a fit for you...



