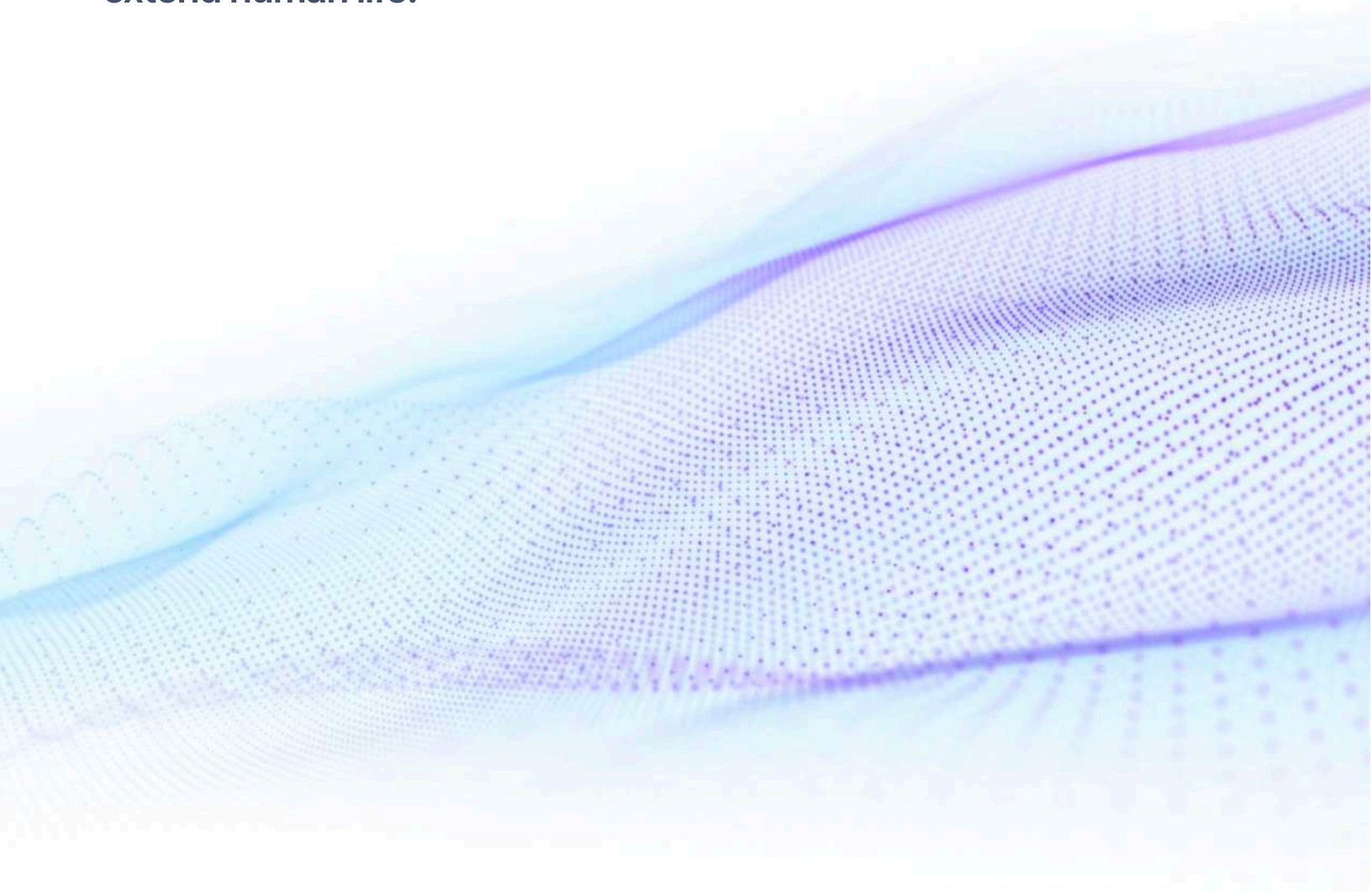


The Tetra Way

Our mission is to radically improve and extend human life.



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Our Core Values

Transparency and Context

We share all vital data openly and proactively with our team. When people have data and context, they make better decisions and solve more significant problems.

Trust and Collaboration

We build trust through radical transparency and honest communication at every level. We win together by combining individual critical thinking with seamless cross-functional collaboration.

Fearlessness and Resilience

We run toward challenges and confront brutal facts head-on. When we fail, we analyze the data, learn the lessons, and return stronger.

Equality of Opportunity

We seek out the best talent regardless of background, valuing diverse perspectives and experiences. Equal opportunity and equal compensation aren't just ideals—they're how we operate.

Alignment with Customers and Partners

Our success flows directly from the success of our customers and partners. We approach every relationship with humility, respect, and a commitment to mutual growth.

Commitment to Craft

We pursue excellence in everything we do, sweating the details that enable significant achievements. We combine intellectual horsepower with curiosity and humility to keep learning and evolving.

Foundation

TetraScience is the Scientific Data and AI company. We help the world's scientific organizations transform raw, fragmented laboratory and process data into reusable, AI-ready intelligence that can accelerate discovery, improve development, strengthen quality, and modernize manufacturing. By making scientific data easier to access, understand, and apply across workflows, teams, and domains, we help customers move from one-off experiments and disconnected systems to science that scales.

The success or failure of our mission holds profound consequences for humanity. **As a result, we do not operate like any company you have worked at prior or may be interviewing with currently.**

You must take the time to carefully read and fully internalize the following to determine if interviewing at TetraScience makes sense for you. We acknowledge that our culture is not for everyone.

While our inspiring mission, exceptional team, high conviction, contagious passion, unprecedented transparency, and esprit de corps will likely initially attract you to TetraScience, it is vital that you understand we don't operate like other startups and large companies.

We operate as we do not to be contrarian or provocative. We operate this way to embrace approaches and frameworks proven to achieve missions and objectives that were once thought impossible.

Team vs Family/Community

Our animating cultural and operational frame of reference is that of a team, not a family or community. More precisely, we are a serious team that relentlessly aspires to become elite and high-performing in everything we do.

If you are seeking a family or a community in your job search, we are not your company. We respect your self-awareness and intellectual honesty in this regard, fully support your decision, and wish you well on your career journey.

Conversely, if you are a high achiever and natural collaborator and wish to push your limits and test your potential alongside the best of the best in pursuing one of the world's most important and challenging missions, we may be what you're looking for.

Our Core Values

We designed our core values to guide our behaviors, actions, and decisions so that we operate as one—decisively, productively, and collaboratively—without requiring management's permission.

We seek true missionaries on this journey. We seek problem solvers and doers who sprint toward challenges. We seek those with intellectual horsepower, curiosity, humility, and empathy to fulfill our mission for humanity's sake.

1 Transparency and Context

Our vision is global in scope, and our mission will eventually impact all of humanity. To execute on these ambitious challenges, we must fully harness and maximize all of our assets: internal talent, customer input, partner collaboration, and investor capital.

We believe this starts with radical data transparency and business context. By openly and proactively sharing all vital data and making it actionable, our employees and stakeholders can solve any problem.

Asking our employees to execute without data and a business context is unfair and irrational. We trust that our people will make the right decisions and overcome challenges when given data and context.

2 Trust and Collaboration

All too often, companies create functional silos due to a lack of trust and collaboration between and among management, functional leaders, and employees, and they cultivate toxic cultures defined by internal politics and highly subjective, personality-driven outcomes.

Companies can only build trust based on transparency. While data transparency is core to our values, transparency in our communications is also essential to creating a company on a foundation of trust.

We are committed to constantly communicating openly and honestly at every organizational level, functionally, cross-functionally, internally, and externally. We are also committed to empowering employees to drive positive change across our ecosystem.

We expect all employees, including executives and managers, to be open and receptive to constructive feedback, while not avoiding difficult conversations. Equivocation, wishy-washy performance reviews, and conflict avoidance help no one and ultimately set people, the company, and our stakeholders up for failure. We expect honesty, transparency, and kindness in all our communications.

We value and rely on critical thinking and individual ideas, but we operate as one and collaborate cross-functionally. Our goals align us in pursuing our vision and mission. Without trust and collaboration among our stakeholders, we have no path to success.

3 Fearlessness and Resilience

What we are endeavoring to do is essential and challenging. If it were easy, some other company would have already done it, and countless people worldwide would have demonstrably improved their lives.

We are committed to a culture of trust and collaboration fueled by data transparency and business context. While we view these as necessary conditions for success, we know they are insufficient. To fulfill our potential, we must be fearless and resilient.

We proactively run toward challenges of all types, unblinkingly acknowledge and confront the brutal facts - which all innovative growth companies invariably face - and embrace uncertainty and take calculated risks.

When we fail, individually or collectively, we quickly determine, using data, why we failed. We then pick ourselves and our teammates up again, better prepared than before, and recommit to our mission.

4 Equality of Opportunity

We underscore our mission with a profound commitment to aiding humanity globally. We cannot imagine our journey without a workforce that reflects humanity's diversity.

We seek out the best of the best, regardless of gender, ethnicity, race, or age; we seek out those who embody our common values but bring unique and invaluable perspectives, talents, and advantages.

We are committed to ensuring all employees feel welcomed, respected, and deeply valued. To ensure that we are walking this walk, we are committed to equal opportunity and equal compensation in all that we do. We cannot underscore enough our commitment to this ideal. We do not virtue-signal; instead, we walk the walk of equality of opportunity in all we do.

5 Alignment with Customers and Partners

We seek to create abundance in all we do and avoid zero-sum outcomes. While there is much to be proud of when working in a startup, companies like ours often become arrogant and dismissive of the needs and inputs of their customers and partners. They are convinced of their brilliance and mistake venture backing, innovation, and disruption for actual commercial success and even the moral high ground.

Our customers and partners are the key to unlocking the world's most important scientific innovations. We know their success is our success. We are honored and humbled by their commitment to us and are wholly committed to ensuring they achieve their missions.

We do not believe we know more than customers and partners. We understand they face numerous internal and market-based challenges yet have unique assets to contribute to solving the world's most critical problems. We also know we have unique assets and insights to contribute, but we cannot achieve our mission without them.

We live and breathe this dedication to our customers and partners, treating them with respect and humility and not frustration or disdain while also passionately and collaboratively showing our customers and partners what is possible to achieve with our products. In turn, our customers drive us to constantly invent different ways to surprise and delight them and provide feedback that propels us to improve continually.

6 Commitment to Craft

We are passionate missionaries, but the importance of our mission requires that we take our craft seriously and seek to be best in class in everything we do, regardless of our role, seniority, or tenure. We are always prepared and highly organized. We sweat the details, as the small things enable the big stuff. We are professional in all we do.

We communicate clearly and with purpose. We are proactive and follow through. We collaborate cross-functionally and across enterprises.

We close gaps, assume nothing, and verify everything.

We have high expectations of ourselves and those around us. We understand that we are members of a team, not a collection of individuals, and we seek to maximize outcomes for all involved. We combine intellectual horsepower, intellectual curiosity, humility, and empathy to ensure we are constantly learning and evolving.

Our Operating Philosophy

Elite Teams

Whether you are a mathlete or an athlete, whether you are more excited about the precision and coordination of the Vienna Philharmonic and the USC Trojan Marching Band or that of the Navy SEALs and US Marine Corps, you will know that elite teams share several common traits and execute following consistent frameworks.

- Elite teams are obsessively mission-driven and share common values supporting that mission.
- Elite teams seek out and provide perfect clarity between and among one another to minimize miscommunication and mitigate risk.
- Clarity of communications and expectations, coupled with relentless execution of plans, engenders deep and authentic trust. Deep trust leads to a culture of psychological safety that fuels ever-more honest and constructive communications, team-wide trust, and resulting throughput.
- Elite teams share commitment and accountability for all outcomes. When that outcome is failure—as it often is when pursuing anything difficult and worthwhile—they exhibit uncommon self-awareness, embrace team-wide examination, and manifest resiliency.
- Elite teams are insatiably curious and draw upon their teammates' diverse experiences and insights to benefit the entire team and improve planning and execution accordingly.
- Elite teams leverage tools and wield them as fulcrums to increase productivity, achieve more, and secure sustainable competitive advantages.
- Elite teams demand measurement and crave honest, unvarnished, and data-driven feedback to improve their craft and increase the probability of mission success.
- Elite teams enjoy an uncommon esprit de corps, understanding more than other teams that their commitment to excellence and craft and their dedication to one another leads to uncommon results. Their sense of pride and solidarity is well-earned and enduring.

Lastly, elite teams combine high confidence with humility. While team members enjoy and deserve recognition, they ultimately care more about the team's achievement of its goals.

Slow is Smooth, and Smooth is Fast

The US Navy SEALs have a saying that guides much of their training and activities - slow is smooth, and smooth is fast. The wisdom in their planning and execution contrasts vividly with most startups' irresponsible and utterly insane approach of "move fast and break things." At Team Tetra, we fully embrace the wisdom of this SEAL axiom, and you will hear and see this content often if you join us:



Lastly, elite teams combine high confidence with humility. While team members enjoy and deserve recognition, they ultimately care more about the team's achievement of its goals.

The Stockdale Paradox

Should you join us as a member of Team Tetra, you will be treated in all regards as an emotionally mature adult and highly paid professional, and thus, you will not be pampered or placated.

Unlike most startups, which brazenly hide and/or knowingly manipulate the inevitable bad news and brutal facts that come with company building, we embrace the Stockdale Paradox daily.



This is a very important lesson. You must never confuse faith that you will prevail in the end—which you can never afford to lose—with the discipline to confront the most brutal facts of your current reality, whatever they might be

Admiral James Stockdale, Former Prisoner of War



Every good-to-great company faced significant adversity along the way to greatness, of one sort or another. In every case, the team responded with a powerful psychological duality. On the one hand, they stoically accepted the brutal facts of reality. On the other hand, they maintained an unwavering faith in the endgame, and a commitment to prevail as a great company despite the brutal facts.

Jim Collins, Author of Good to Great

As a member of Team Tetra, you will have access to everything that the board of directors and I have access to – our cap table, balance sheet, income statement, cash flow statement, operational metrics, and SaaS metrics. My leadership team takes all of Team Tetra through our unredacted board meeting presentations, and our board has access to all operational data. There is zero information asymmetry at TetraScience. We are one team, and we operate as such.

We manage the company on a rigorous **Plan > Actual > Variance > Root Cause Analysis > Remediation basis**, and we cover all of this in frequent company-wide all-hands sessions. We have kind and constructive but completely candid company-wide conversations about all of this, and our culture engenders broad participation and deep interrogation of our findings.

There are no third rails, and nothing is off-limits. As long as questions aren't snarky, they will be answered. For those reluctant to ask questions on live Zooms or in the dedicated All-Hands Slack channel, we provide ongoing anonymized forums, and the leadership team shares the full Q&A. This is a level of radical transparency that is simply not found elsewhere.

Friction is our Friend

Humans generally avoid friction, as it often leads to or is accompanied by short-term pain, discomfort, awkwardness, and inconvenient facts.

As all elite teams do, we believe friction is our friend. Friction is where untapped value resides. Friction is where opportunities reside. Friction is where answers reside. Friction is where your personal and professional growth resides. Friction is where your net worth resides. Friction is where your promotions reside.

Friction can take many forms when building a company, and we implore all members of Team Tetra to run to the point of friction with uncommon speed, energy, and passion.

We will fail if we ignore or rationalize friction versus energetically running to it, guided by our values and in concert with our talented teammates.

Revenue, Revenue, Revenue

While we seek missionaries on this vital journey, there is no path to mission success without revenue. Everyone who joins Team Tetra, regardless of role, is responsible for generating revenue

- Revenue is the unit of value exchange by which a customer tells us whether we are assisting them in achieving their goals. Without revenue, there is no value creation.
- Revenue is what the real world thinks of our collective labor output.
- Revenue is our oxygen, our fuel, and our lifeblood.
- Revenue generation must guide you as much as our mission and the Tetra Way.
- Revenue is how we hire others to help you innovate and deliver on our mission.
- Revenue—its scale, growth rate, and generation efficiency—determines your options' value.

We are a commercial enterprise focused on generating ever-increasing revenue at ever-higher margins in exchange for delivering ever-increasing value to our customers.

We are not a .org; you must understand this before interviewing here. We have encountered amazing people who are sincerely committed to changing the world but are much better suited to pursue this in a non-profit or academic environment. Commercial enterprises, non-profits, and educational/research institutions are all essential, but it's critical to understand where you will be most happy and successful.

Culture & Expectations

The Ties that Bind Us

While we acknowledge that we live in a highly polarized world, we are here to build a transformational, enduring, and iconic company alongside deeply committed teammates. As such, we focus solely on what binds us and not what divides us.

Each member of Team Tetra has agreed to be bound by our shared vision, mission, values, and ethos, along with agreed-upon objectives, in pursuit of our mission. This is our solemn commitment to one another, and we are categorically unaccepting of divisiveness.

Political and cultural opinions—*of any kind and from any side*—are not part of Team Tetra's daily discourse and are never found in company communications. We each have endless outlets, including friends, family, and social media, to express support for our chosen causes.

Simply put, our mission is to accelerate and improve scientific outcomes for **everyone**, not for any race, gender, ethnicity, political affiliation, etc.

Moreover, I assure you that this mission will require incredibly talented people from all walks of life. We will have zero chance of success if we devolve into a culture of identity—political or otherwise—rather than one of shared purpose.

We come to work here as humble and committed stewards of our vital mission and dedicated teammates who must continuously collaborate to pursue that mission. There is no room for distractions.

We fully support and celebrate your "whole person" when you are on your own time. Joining Team Tetra requires you to subordinate your ego and personal and hyphenated identities to one identity (Tetra Teammate) while working toward achieving our shared mission.

Thriving vs. Surviving at TetraScience

In building this company, we've learned much about who does well here and who doesn't. While this table may appear to oversimplify the two cohorts, it is highly indicative of success or failure. We want to set you up for success, so we need you to reflect on this to determine if this might be a place for you and your talents.

Those Who Thrive	Those Who Struggle
Reason from first principles in all regards and relentlessly challenge the status quo	Draw primarily or exclusively from prior successes. Default to past playbooks
Insatiably curious and never satisfied with their current level of knowledge	Believe they have it all figured out due to prior successes
Authentically humble; coupled with curiosity; creates the space and grace for others to teach them new things	Self-impressed Self-satisfied Arrogant
Naturally and highly collaborative	Prefer to operate alone
Extraordinarily gritty and resilient	Easily concerned and anxious
Fearlessly run to friction	Avoid and/or rationalize friction
Manifest the Tetra Way in all they undertake and hold others accountable to the Tetra Way	Pay lip service to the Tetra Way, viewing it as optional or just "words on a wall"
Commercial focus and results, regardless of role	Personal or academic-oriented focus "sales sells, not me" mindset

The Founders

Given the importance of co-founder dynamics (a leading cause of death among startups) and founder-led cultures, I want to share a few thoughts on how Spin and I, as founders, collaborate and operate across all stakeholder groups.

While Spin and I were born thousands of miles and decades apart, we share several common traits and beliefs that have led us to partner together and thrive as co-founders. While we've captured many of these shared traits and beliefs in our company values, what truly binds us is an innate and deeply entrenched need to reason from **first principles** in all we do.

As a direct result, we challenge everything at TetraScience. Nothing is sacrosanct. While intense debates are common, they are never personal. We deprive sunk-cost fallacies of oxygen. Organizational hierarchy means nothing and invariably yields to the best argument. All stakeholders must litigate their case as we relentlessly seek improvement.

As startups scale, founder-to-employee knowledge transfer gaps occur. At TetraScience, our unique approach to radical transparency, continuous training, and a high-tempo communications cadence can mitigate this issue if we remain vigilant.

A Note on Virtue Signaling

Virtue signaling is the opioid of the elite and entitled – i.e., cheap to produce, highly addictive, and culturally deadly.

This drug's largest producers and consumers tend to be among the top 1% in the world, living nearly entirely in highly developed countries under the personal security blanket of well-trained militaries and nuclear arsenals and the economic security of the free-enterprise system. Often dilettantes with too much time on their hands, they mindlessly traffic in the theoretical on social media rather than contend with the reality that confronts 99% of the planet (those who make <\$100,000), day in and day out.

They tend to be self-aggrandizing and self-serving, seeking to capitalize on the real-world challenges and pain of others to elevate their importance and signal to the world that they are full of virtue. In reality, most of these people are ultimately vacuous and deeply hypocritical, often living entirely different lives than the ones they purport to live when promoting their virtuousness. Most tech CEOs fall into this category, and I am frequently embarrassed to be considered a "tech CEO" for this very reason. They are usually insufferable and inauthentic.

You'll never find corporate theatre and performative CEO art at TetraScience.

None of this is to be confused or conflated with the authentic and poignant communications, content, and appeals by those suffering in this world. To those, we are morally obligated to focus on developing plausible, implementable, and practical solutions for what plagues them versus feigning empathy on social media for our selfish benefit.

Achieving our mission will do more for humanity than all the virtue signaling and faux empathy in the world, so we do not virtue signal here at TetraScience. **No serious human on earth cares about what we think about politics and culture**—not our customers, not our partners, and not the 99% of the eight billion humans on earth who would strongly prefer that we simply and obsessively focus on solving humanity's grand challenges so that we can improve and extend their lives.

Patrick

February 2026