



10x culture

"We do hard things"

At 10x, our mission is to accelerate the mastery of biology to advance human health. To succeed in this mission, we have a unique culture. This document is about that culture.

Like all great companies, we strive to be an awesome place to work, delight our customers, exercise good judgment, act with integrity, and believe in accountability. To us, these are table stakes. We believe there are a few things that set 10x apart. These things are:

- We are **mission driven** and stay relentlessly focused on that mission
- We operate from **first principles**
- We strive for **exponential impact**
- We put **WE before ME**
- We believe **exceptional talent** delivers outsized results

Mission driven

To us, our mission is everything.

Working at 10x means loving our mission and having it drive all that you do. This is how we will have the biggest impact on the world. We have the opportunity to create a legacy by accelerating the mastery of biology to advance human health. Starting now and over the coming decades, the revolution in biology will transform the world. Cancer will become a thing of the past. We will dispose of the threat of infectious diseases. People will keep their health and vigor of their youth well past what's now possible. Crucially, this progress will be driven by new technologies. We have built 10x to excel at creating new technologies for the life sciences. Our goal is to use that prowess as the foundation for leading the revolution in biology and medicine.

We seek to build a new world. To bring the future forward. To realize the full promise of this Century of Biology. The work we do is hard and to succeed we must be laser focused on building the best products, delivering the best customer experience, and creating the best teams. With a mission this critical, we can't let ourselves be distracted by anything else. We therefore focus minimally on things that are not central to our mission such as policy decisions, political causes or broader social issues, because we believe that our mission is the way we can have the biggest impact on the world.

Many companies claim to put customers, employees or other stakeholders first -- often because it sounds good. At 10x, our mission comes first, and everything we do is in its service. We need

to provide incredible value to our employees, to our customers and to our shareholders because they are necessary to advance our mission.

Most importantly, we need amazing people. We need them to invent, work hard, work smart and work together. There is no company, no value, no mission without them. In exchange for coming along on this journey and giving so much of themselves, we give our team unique opportunities to work with amazing colleagues, make a bigger impact than they could anywhere else and grow more than they could anywhere else.

We obsess with customer experience because it is through our customers that we advance our mission. Their discoveries are accelerating the mastery of biology and are set to improve the human condition in myriads of ways. In the future, we expect to take a more direct role in advancing human health. Our customers will expand beyond scientists to include clinicians, patients and others. Regardless of what customers we serve, relentless focus on customer success is foundational for driving long-term growth of the business.

Our primary purpose is not to optimize returns for our investors, yet we expect as we advance our mission, our shareholders will realize spectacular gains. Executing on our vision will call for a tremendous deployment of resources and will create tremendous value. Those who understand our vision and join us on the journey will see outsized rewards over the long term.

First principles

Our mission is challenging and the work we do is meant to be hard. We are forging our own path, which requires us to think, plan and act based on first principles. When we face challenges, we act based on what's best for the mission; we don't just accept convention or simply follow the path set by others. The world changes and we need to be better than other companies.

We place high value on intellectual rigor and data. We strive to understand the underlying properties of systems when making decisions, rather than simply following what others do or what might have worked in the past. Experience can be very useful, but only if we make the effort to understand the reasons why things have or have not worked before. We enjoy constantly questioning and examining assumptions, seeking the most rigorous explanations and building plans based on the best possible thinking.

Exponential impact

Our mission is ambitious and so is everything we do. We look for opportunities for exponential impact (it's in our name). Usually, the best opportunities are exponentially more valuable than the rest. We strive for home-runs so we are willing and eager to take calculated risks.

We recognize the best opportunities are often the most difficult. Other companies may not have the courage, conviction, or talent to go after them. Of all the efforts worth pursuing, it is the ones that are too hard for anyone else to do, that unlock the most value and that push the world forward. When we hear others say something is impossible, that's when we get interested. At 10x, we do the hard things because they are hard. Because if we don't do them, no one else would.

Not every bet is going to work out. That's ok. The key is to have ambition and strive for projects with the potential for the biggest impact and resist the temptation to produce products that have only incremental value. Innovation is core to what we do. To be successful we must take calculated risks, expect to make mistakes and strive to learn from them. Importantly, poor performance is very different from trying something great and failing. Failing to try is much worse than trying and failing. When someone tries and makes a mistake, we seek to understand what happened and what we can learn from it, both individually and collectively, so that we can keep getting better.

The scope of our ambitions requires us to take the long view. Taking the long view means investing in foundations. It means making decisions to build long-term value rather than optimizing for near-term priorities. It means taking time to hire the very best people possible. It means investing for growth.

Categorically, taking the long view does *not* mean being slow. In fact, it's exactly the opposite. We need to keep driving with extreme urgency. It's easy to lose sight of the fact, but every delay in our work manifests itself in lives lost some number of years down the road. People and teams need to have a bias for action and move with a sense of urgency.

This means that 10x can be an intense place to work. 10xers love that intensity, as pace is infectious. Work is more fun when others move fast, which makes one want to move faster. The same works in reverse.

We put WE before ME

10xers focus on what we can do together, not on making themselves or their manager look good. We are working to build something huge to change the world, so we don't have time for individual agendas. When 10x wins, we all win.

There is low return on politics at 10x. This means we focus entirely on creating value, not on advancing our status, trading favors, or promoting individual or team agendas. We lean in to take extreme ownership of issues, problems and mistakes. We don't cover things up to make ourselves look good. We readily share information. We share bad news especially quickly so that we can solve problems together. We always do what's in the best interest of 10x.

We constructively challenge when we need to and speak up if something doesn't make sense or needs to be improved. We believe it is everyone's responsibility to point out when things are not working as they should – even when it's uncomfortable to do so. We do this only for the benefit of the company - not for self-gain. We strive for a feedback culture where we willingly give, receive and appreciate honest and direct feedback.

Honest and direct feedback means people hear it from us first – not from others – and we don't say one thing to someone's face and another behind their back. Even when we challenge ideas and address poor performance, we always treat people with respect. We are not hierarchical. Ideas are judged based on their quality, not the position of their proponents in the organization. We are humble and don't put up with egos. People who don't collaborate, or treat others with respect, no matter how brilliant, have no place at 10x.

To ensure we make the best decision, we seek data, ask questions and debate our options. That means we also let go of a view if we are shown compelling contrary data. It also means that once a decision is made, we commit and move fast – even if we disagree. If we get it wrong, we avoid pointing fingers or saying “I told you so;” we put 10x first and do what we can to help.

As companies grow and scale, they need more process. Good processes should enable employees and teams, rather than impose controls. Bad processes lead to bureaucracy, stifle innovation and slow things down. At 10x we strive to only implement good processes to make things more effective, take less time, remove ambiguity, and reduce complexity. No matter how big we grow, we need to keep driving at a rapid pace, work with a sense of urgency and stay nimble.

We hire great people and empower them to do great things. We aim to manage people not through control or process, but by giving them context and helping them see the importance of their contribution to our mission and strategy. Leaders set direction and provide context and coaching to employees. We treat employees as trusted colleagues and trust them to put the company first.

Exceptional talent delivers outsized results

To achieve our mission, we need the best people on the planet. At 10x, we hire the best, which means for every role we think deeply about what we are hiring for. We imagine the very best person in the world for that position and aim to hire that person or someone equivalently great. We believe that the team is the ultimate source of success for our business. This means we have a rigorous recruitment process and we hold out to find the right person, no matter how tempting it is to lower the bar and fill a role quickly.

We expect great performance from every corner of 10x. We strive for excellence everywhere. We will never achieve our mission with mediocrity, so average is not good enough. At 10x, we continually manage performance through conversations and feedback. At the heart of our feedback culture is a growth mindset, which means that 10xers take feedback in stride, focus on the content of that feedback and see how it can help them become even better. They don't get defensive and they don't make excuses. Sometimes, employees are unable to respond to or act on feedback; when this happens, we quickly part ways, as this is not good for the individual or 10x.

Because we have a high bar and seek to be and hire the very best, 10xers around the world are amazing at what they do and always top of their game. They come from a wide variety of backgrounds and cultures, and we like it that way. We want the best possible people wherever they might be. Innovation and ideas are never as good as they can be if everyone thinks the same. To ensure we are getting the best of the best, we must draw from the largest possible pool of candidates, which means we don't put arbitrary restrictions on ourselves by only hiring from certain backgrounds or experiences. We draw from the maximum talent pool.

Our focus on inclusion and diversity is in service of our mission and helps ensure we are the best we can be, which means we have fair pay, promotion and hiring practices that aim to

remove bias. We work to create an environment where everyone is welcome and can do their best work, regardless of their background. At 10x, we strive to provide a sense of belonging with all our amazing colleagues and leaders, and we operate from principles of respect and empathy.

At 10x, we love experts. We value deep expertise and want cross functional teams of experts to work together. In addition to focusing on those people who are top of their game at what they do, we believe three qualities are fundamental to all 10xers: Intellectual horsepower, drive, and collaboration.

1) Intellectual horsepower

Intellectual horsepower is the ability to understand context and solve problems. 10x will succeed if our people are better than others at figuring out what the world needs and how to get there, understanding priorities, absorbing all the necessary information and coming up with a great course of action. Different people have different ways of thinking. Some are deeply analytical, some are intuitive, some are extraordinarily creative, some are quick, some are slower. Capacity to have a deep understanding of the issues at hand and to use that understanding to build innovations is what we are looking for.

2) Drive and Passion

True to our name - 10xers focus on solving problems that advance our understanding of biology by 10x. This exponential impact is at the core of what motivates us all - it's our contribution to the world. This means that 10xers are doers - we drive to get things done and execute well. 10xers are thrilled by a challenge and love our work because it's hard. 10xers never settle; instead we push past easy answers, figure things out, break through walls and make things happen, even when it would have been easy to give up and say "it is what it is." People at 10x are self-driven and move with a sense of urgency, have awesome ideas, and follow through on their intentions and commitments.

3) Collaboration

Interdisciplinary collaboration is a cornerstone of 10x's success and how we approach our work. At 10x, WE is more important than ME. If we are to succeed, we must work together as one team. 10xers work well with others by being friendly and having mutual respect for everyone they work with. 10xers know that we don't have all the answers, so we invite feedback from others and ask for help early when we need it. 10xers are comfortable putting others and the company first and are not entitled in the way we speak or act.