



Bluenumbers

Building Better Blocks

1. Bluenumbers wants to build a company that cannot do 'business as usual'. Our personnel policy invites those who want to help us grow while using us to build their own future SSID-based business.

What will we avoid?

2. Traditionally, companies lock young people into lives they may not intend to live, but end-up having to live. The promised motivations of more pay and promotion calibrate growth with winning wealth and power. At some point they realize whom they sacrificed and what zero-sum choices they made. This is a poor 'business-as-usual' pattern.
3. Career success is not built at the expense of others. Jobs should not break us or reward submission. We should not use retail therapy to accumulate materiality that continue our parents' themes and costs our children the Earth. Change is natural as we mature. The more we know, the better we understand how to want less. Changing job at 30 or 40 should not be an act of courage or desperation but a transposition of experience to a new opportunity. We must not become the problems that we start life wanting to fix.
4. A better world can only be built using different blocks. Bluenumbers is an infrastructure of ideas to make technology and data work for people. It must be built, managed and promoted by people who are different because they choose to participate, explore, discover, grow and move on.
5. This policy will put youth at the core, pay people equally and take perverse incentives off the table. We will do this as follows:

Who are you?

- You are between 21-30.
- You have a 1st degree in any discipline.
- You are fluent in English and a digital native.

How do you apply?

What are the challenges and opportunities that the Information Age brings? Tell us on one side of A4, issued as a signed PDF.

What do we offer?

- Work with us for up to 5 years.
- Work wherever you want. We do not have offices.
- Work when you want. There are no fixed times or hours to meet.
- Leave the job if you want. There is no notice period.

What do we pay?

6. We will pay using a transparent scale from the day you join for up to 60 months (5 years). For 2022 joiners we will take the 2020 US median wage of \$36,000 per year, assume you only earn half your income from Blunumber. The rate is increased by 15% every year. In the 3rd and 5th years we want you develop and run projects, so we assume you'll spend need more time (70%) to create your post-Blunumber springboard.
7. This calculation will adjust every year using the same model on 1st January. When the base adjusts, all payments in that year adjust to suit – so everyone is always paid using the same year's median wage: so 2023 new joiners begin based on the 2021 US median wage, and the payments for those continuing will adjust to match that base.
8. If you are not in the US, we will use an open PPP (purchase power parity) calculation (such as the Big Mac Index) so you are paid the US-equivalent adjusted for wherever you are.
9. That's all you get. You are not an employee. We are not creating a reason for you to work with us except that you want to. There are no benefits or bonuses. No sense of security. We only offer you a wagon. We hope you will be a pioneer.
10. Everyone gets paid the same regardless of what position they have.
11. NB - You are encouraged to do some other work in parallel. Blunumber should not be your only job or the single focus of your professional interest and time. You can do whatever else you like except do something which conflicts with our mission or vision or undermines the work and trust of your pod.

How will you work?

12. You choose the area of skills that you have or want to build. The three areas are:

Coordination	To manage, administer, plan, organize, report, etc.
Sentience	To research, investigate, explore, analyze, etc.
Engineering	To design, build, fix, optimize, etc.

13. You can change area as you grow. You may start in an area you have some technical experience or familiarity with, but over time you move into a different area that you feel better fits your evolving skills and hopes.
14. There are no titles or designations but recognizing your specific responsibilities in a team is key to knowing who depends on whom for what – whether guidance or outputs. Yes, mistakes will be made, and everyone needs a learning curve, but personal accountability is critical to building trust and integrity.
15. You will work in a pod with five (5) other people. The pod can be project-based or function-based. Each pod will have at least one member from each area. The pod is a unit for

cooperation and calibration of skills toward a particular business, research, analysis, product development or technical objective.

16. You can switch pod at any time. You can be voted out of the pod by other members if they feel that you are performing poorly or not a good fit. If you are voted out and not accepted into another pod, then we must let you go.
17. You and all pod members must reaffirm each other's value to the pod every month. If a pod performs poorly relative to other pods and according to its own measures of performance, the whole pod will be released.
18. Your whole performance history as judged by your peers will be on the blockchain. This is the appraisal mechanism and your recommendation letter.

What will you gain from this experience?

19. You know from Day 1 that you have only so much time to build something you can use yourself. You need to gain the trust and respect of others whom you directly work with, or they won't work with you and you'll be out. You know how much you'll take home every month and if that's not enough you'll know what you need to earn elsewhere to satisfy your needs. But there is no clock-in or clock-out. You are judged by your peers based on what you deliver so you don't let the pod down.
20. At the end you owe us nothing and we don't own you. We will not give you a comfort zone or make promises that your future will be saved by a retirement fund. But you'll be between 25 and 35 with a story to tell about being a part of the future we want.
21. We hope you use the time with us to build your own Blunumber-based business for specific communities that you worked with, or to spin-off technologies and applications for use-cases that you will have nurtured and tested.
22. If by that time we can invest in you and your spin-off, then we hope we will have the opportunity to continue our partnership to evolve a better world.

What do I do now?

23. Apply if you are interested in defining a way of working that stops the dog-eat-dog ethos that drives greed and feeds injustice.
24. Apply using the Google Form link on the website.
25. We'll bring on at least 5 people to start on 4th April 2022 and aim to add five people each quarter from then as need demands. We look forward to talking to the most compelling applicants who see themselves as better building blocks for the future.

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Bluenumber Transparent Fees for 2021 Joiners

Mth	Effort	Basis	Fee	Assumption
1	30%	3,000	900	Try-out & Fit-in
2	50%	3,000	1,500	Ramp-up
3	50%	3,000	1,500	
4	50%	3,000	1,500	
5	50%	3,000	1,500	
6	50%	3,000	1,500	
7	50%	3,000	1,500	Stable
8	50%	3,000	1,500	
9	50%	3,000	1,500	
10	50%	3,000	1,500	
11	50%	3,000	1,500	
12	50%	3,000	1,500	
Year 1	48%	N/A	17,400	

13	50%	3,450	1,725	Year 2 15% increment
14	50%	3,450	1,725	
15	50%	3,450	1,725	Stable
16	50%	3,450	1,725	
17	50%	3,450	1,725	
18	50%	3,450	1,725	
19	50%	3,450	1,725	
20	50%	3,450	1,725	
21	50%	3,450	1,725	
22	50%	3,450	1,725	
23	50%	3,450	1,725	
24	50%	3,450	1,725	
Year 2	50%	N/A	20,700	

25	70%	3,968	2,777	Year 3 15% increment
26	70%	3,968	2,777	
27	70%	3,968	2,777	Product and Program
28	70%	3,968	2,777	
29	70%	3,968	2,777	Development
30	70%	3,968	2,777	
31	70%	3,968	2,777	Enhanced Effort
32	70%	3,968	2,777	
33	70%	3,968	2,777	
34	70%	3,968	2,777	
35	70%	3,968	2,777	
36	70%	3,968	2,777	
Year 3	70%	N/A	33,327	

PPP using Big Mac Index (Economist, 2020)

Big Macs	USD	EUR	MYR	INR
159	656	1,513	29,947	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
265	1,094	2,522	49,912	
3,080	12,688	29,257	578,973	

305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
305	1,258	2,900	57,398	
3,664	15,095	34,805	688,779	

492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
492	2,025	4,670	92,411	
5,899	24,302	56,037	1,108,934	

Bluenumber Transparent Fees for 2021 Joiners

Mth	Effort	Basis	Fee	Assumption
37	50%	4,563	2,281	Year 4 15% increment
38	50%	4,563	2,281	
39	50%	4,563	2,281	Stable
40	50%	4,563	2,281	
41	50%	4,563	2,281	
42	50%	4,563	2,281	
43	50%	4,563	2,281	
44	50%	4,563	2,281	
45	50%	4,563	2,281	
46	50%	4,563	2,281	
47	50%	4,563	2,281	
48	50%	4,563	2,281	
Year 4	50%	N/A	27,376	

49	70%	5,247	3,673	Year 5 15% increment
50	70%	5,247	3,673	
51	70%	5,247	3,673	Product and Program
52	70%	5,247	3,673	
53	70%	5,247	3,673	Development
54	70%	5,247	3,673	
55	70%	5,247	3,673	Enhanced Effort
56	70%	5,247	3,673	
57	70%	5,247	3,673	
58	70%	5,247	3,673	
59	70%	5,247	3,673	
60	70%	5,247	3,673	
Year 5	70%	N/A	44,075	

PPP using Big Mac Index (Economist, 2020)

Big Macs	USD	EUR	MYR	INR
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
404	1,664	3,836	75,909	
4,845	19,962	46,030	910,910	

650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
650	2,678	6,176	122,214	
7,801	32,140	74,108	1,466,565	