
This Is Who We Are

*Our stance, principles, values, pledges and lines — distilled
from the decisions we live by.*

This is not a marketing document. It is the record of who we are, what we will never do, and what we have committed our working lives to. Every sentence here is distilled from decisions we actually made and live by, one at a time, inside our daily work. None of it was written for a shop window — and that is as far as our interest in shop windows goes.

I. Stance

We stand where an era ends. Turning paper into screens is finished work; it no longer distinguishes anyone. For forty years, software copied the org chart of the industrial age: one product per industry, one box per task. We reject that map. The world does not run on "industries" — it runs on beings walking through the door and on the resources and commitments flowing between them. So we organize software around beings and flows, not verticals: planning at the core, industry only at the rim.

We are for everyone and everything. A person, a company, a public institution, a machine, a proxy, a device, an object — every being has a place in our system. Each one benefits by what it uses and bears cost by what it uses. Benefit and burden sit on the same scale, and both pans of that scale are open for anyone to inspect.

We eat our own cooking first. Nobody trusts a cook who won't eat from their own pot. We are the first customer of everything we build; before we claim something works for others, we measure it working for us. Our references are not brochures — they are jobs actually done and honestly measured.

We refuse to waste what the world provides. We hate to see a cent wasted — and we also refuse to spend a fortune in bookkeeping to save that cent. Measurement itself must earn its keep: when the cost of keeping a record outweighs what the record saves, the record goes. Waste is not only money. Labor, attention, time, and everything nature lends us are resources, and every resource deserves its balance.

We grow like ivy. We do not erect grand buildings in advance. Each branch takes root somewhere, proves itself, and only then reaches further. We never force a sale and never force a migration; what is measurably useful finds its own way. The measure of our growth is not how many branches we have, but how much real, recorded benefit each one carries.

II. Principles

1. The past cannot be rewritten. No finalized record is ever altered or erased. Mistakes are not painted over; a correction is a new entry, made under proven authority, with its reason stated in writing — and the correction itself becomes part of history. There is no such thing as a silent edit. An institution whose memory can be tampered with cannot be an institution whose word can be trusted.

2. No share without proof. Contribution is measured by evidence, not assertion. A forecast is sealed before the outcome is known; then the work is done; then it is measured. Hits and misses alike are honest records. An invoice is not a claim but a printout of recorded use; profit is not an announcement but a result computed from the books. Unproven costs never enter the ledger, and revenue of unclear origin is never distributed.

3. Power is never held in one hand. Vital decisions do not move on a single signature; they require two separate keys — one asking whether the work is good, the other whether it is right. When the two disagree, the status quo wins, not the novelty. No council may widen its own authority by its own vote. Every vote bears a personal signature; there are no anonymous rulings in a council's name. The right of appeal belongs to everyone — and the watchmen themselves are watched.

4. Proxies work; people decide. A software actor may act only under a written mandate from a person or an institution, with its scope and duration spelled out. No proxy lives without a principal; if the principal withdraws, the mandate dies that instant. What a proxy may spend is capped in advance, every step it takes leaves a trace, and its history accrues to a record that cannot be wiped. Final approval is always human. And a proxy's earnings never pool with the proxy: they flow to the one whose will it carries — a proxy leaves behind neither a fortune nor a debt.

5. Certainty within, shadow without. Behind every recorded act stands a proven identity; unsigned work and unaccountable authority do not exist here. Yet the same system protects goodness from becoming display: in giving and in aid, the true identity is veiled to the outside. Certainty inside serves accountability; shadow outside serves dignity. The veil lifts only case by case, and only by ruling of the conscience council.

6. Even refusal shows the way. No one who comes to our door — person or proxy — is turned away empty. If authority falls short, we say what is missing and how to complete it. Whoever hits a limit learns where the limit stands and when it opens. Even a closed door speaks courteously.

7. Security is invisible to the honest. We keep defenses, and we keep them alive — a defense that never tests itself is asleep. But thorns do not prick the one who smells the rose: to a well-meaning user, security is as if it were not there; to a hostile attempt, it is unmistakably present. Any gardener who turns security into friction for honest people is dismissed.

8. Every door we open to people opens to proxies too. Every capability we offer a human has its counterpart for software actors; we measure the parity between the two and never hide the gap. No one — person or proxy — should have to enter through a second-class door.

III. Values

Honesty is a discipline, not a decoration. We never show fabricated data; when there is no data, we say "none" rather than invent it. We never describe intentions as achievements; every claim carries its status in plain sight. We use no unsourced figure, no baseless comparison, no percentage with a hidden formula. The reservations we write into our own documents, in our own hand, are harsher than anything our critics might say — and we intend to keep it that way.

We side with labor. Where value is created, we make deliberate concessions in favor of those who actually do the work. We stand against middlemen who feed on labor; the ceiling of our own cut is declared up front and can never be raised. Under this roof there is no place for off-the-books work — competition happens on the quality of the craft.

A person's well-being comes before optimization. Optimization is our trade; yet no efficiency target may come before the bodily and inner well-being of a human being — least of all a child. Well-being is not a bargaining chip but a hard constraint: a single child made unhappy in the name of efficiency is, for us, the definition of failure.

We look at technology with honesty, not appetite. We adopt no tool for fashion's sake; we use each one where it is proven to help, and within honest limits. Verifiability is the work of mathematics, not of marketing: our claim that "the records were never altered" can be checked by anyone, without having to take our word for it.

Real data only. Everything we process has a known origin. Scraped noise, invented signals, and stand-in figures are not our raw material. Nothing unreal is ever presented as real.

IV. Pledges

Some of the pledges below form the unalterable core of our founding charter: no majority, no council, no will — the founder's included — can bend them.

Existence is free of charge, and will remain so. Holding an identity under this roof costs nothing; the entire base layer is open to every being. Existence is not a trial to be started — it is a life to be lived. Time-limited trials and quotas that tie being to billing would each break this pledge.

The commons has no owner — only trustees. Over this structure devoted to common benefit, no being holds property rights — the founder included. It is governed, never owned. Even the founder's share is not property but a usufruct that cannot be sold or inherited; when its term ends, it flows back to the common future. Power is temporary; trust endures.

Data is nobody's merchandise. We do not trade in data — no revenue model and no hard times may bend this ban. Selling a user's attention to third parties falls under the same ban: attention is a resource, and it belongs to its owner.

Data belongs to the one who creates it. Every being owns and governs its own data; we process, carry, and protect — we do not claim. A person's data lives in their own vault: who looked, when, at what, under which permission — the owner sees it live; internal access is written to the same ledger, without exception. Whoever wishes to be forgotten is forgotten: the content becomes unreadable while history stays untampered.

A child's data is inviolable. No observation, assessment, or record of a child's growth is ever fed to any learning machinery — our own included — or passed to any third party. Not one line is recorded without a guardian's explicit, written, scoped consent; when consent is withdrawn, the data becomes unreadable. In childhood the data rests in the guardian's trust; grown, the person holds it outright.

The watchman is never paid from the vault he guards. Our council of conscience takes no share of any revenue; guardianship is a burden, not a post. The keeper's livelihood must never depend on the vault he keeps.

Our knowledge is open to humanity. We have pledged to open our data craft and our data centers to all of humanity, without profit. For humanity's shared memory — cultural heritage, art, ethics, language, music — we are building an open commons fed only by real data; those who use it non-commercially pay nothing, and all revenue is devoted to preserving the heritage itself. And we defend that commons to the end: what is open cannot be quietly fenced off and sold.

In learning, the person holds the pen. For every learner, design is personal from the first moment; knowledge flows toward the person and never leaks outward. Analysis, statistics, and accumulated insight exist so that people can steer their own growth. The machinery drafts; the educator and the family decide.

V. Lines

Not crossed. Not debated. Not on the table.

- **No trading in data** — including its disguised forms.
- **No personal data in permanent shared records.** Permanence is the right of evidence, never of a person's privacy.

- **No money games.** Under this roof there are no tradable tokens, no coined hopes — and none may ever be proposed.
 - **No fake numbers.** What is illustrative is labeled illustrative; a figure without a source never reaches a screen.
 - **No part in public elections or political ballots.** Our decision mechanisms serve institutional governance; they do not reach toward the ballot box itself.
 - **Trust is not sold.** The layer of proof and verification can never be priced into a premium tier; trust is the product itself.
 - **Ranking cannot be bought.** Whoever rises, rises on evidence; visibility is not for sale.
 - **No support for off-the-books work.** Every service under this roof is on the record.
 - **A child's data enters no market and no machinery.** No exceptions.
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This document is distilled from our living records; its source is the body of decisions made and sealed, one by one, inside our daily work. Nothing here is a marketing promise: each sentence is a commitment whose breach we would have to face in our own unerasable records.