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B CORP IMPACT REPORT 2024

A LETTER FROM OUR LEADERSHIP

As we reflect on the past year, it's clear that we've been navigating a challenging global economic landscape, and this was a real test in our ability to show up as a committed B Corp.

It's easy to be a B Corp when cash is abundant and growth is steady. But when the financials aren't as strong as expected, there is a lot more pressure on the business to put profit over people or planet.

Our B Corp values are strongly embedded in our decision making, so we aren't always taking the easy route to profit but taking the route that aligns with all of our values. We've had to adapt internally with how we come together as an employee-owned business and how we show up externally to our clients. Using the B Corp assessment as a framework helps us stick to our B Corp values as we evolve as a business.

- Our people stepped up through volunteering initiatives, making tangible contributions to the communities we serve.
- We obtained our ISO 27001 certification, a major positive step for both our employees and our clients in protecting sensitive data.
- We are finding new ways to be a more inclusive, diverse and equitable employer, acknowledging that we don't always get it right but are committed to learning and improving.
- We've delivered some truly outstanding work
 - projects that have made a positive difference in people's lives.

Reflecting on our B Impact Assessment journey, we recognise change doesn't happen overnight. We have to really think about what foundations we need to lay now so that we see the impact in years to come. This requires dedication and commitment from the leadership teams to see this B Corp assessment not just as a tick-box, but as a strategic framework to consider how we improve and grow the business. And we're up for this commitment!

Thank you to everyone at ustwo for contributing to us becoming a better B Corp.



NICKI SPRINZ
CEO



ABBE BIGELOW
COO/CFO

HELLO FROM USTWO'S EMPLOYEE OWNERS

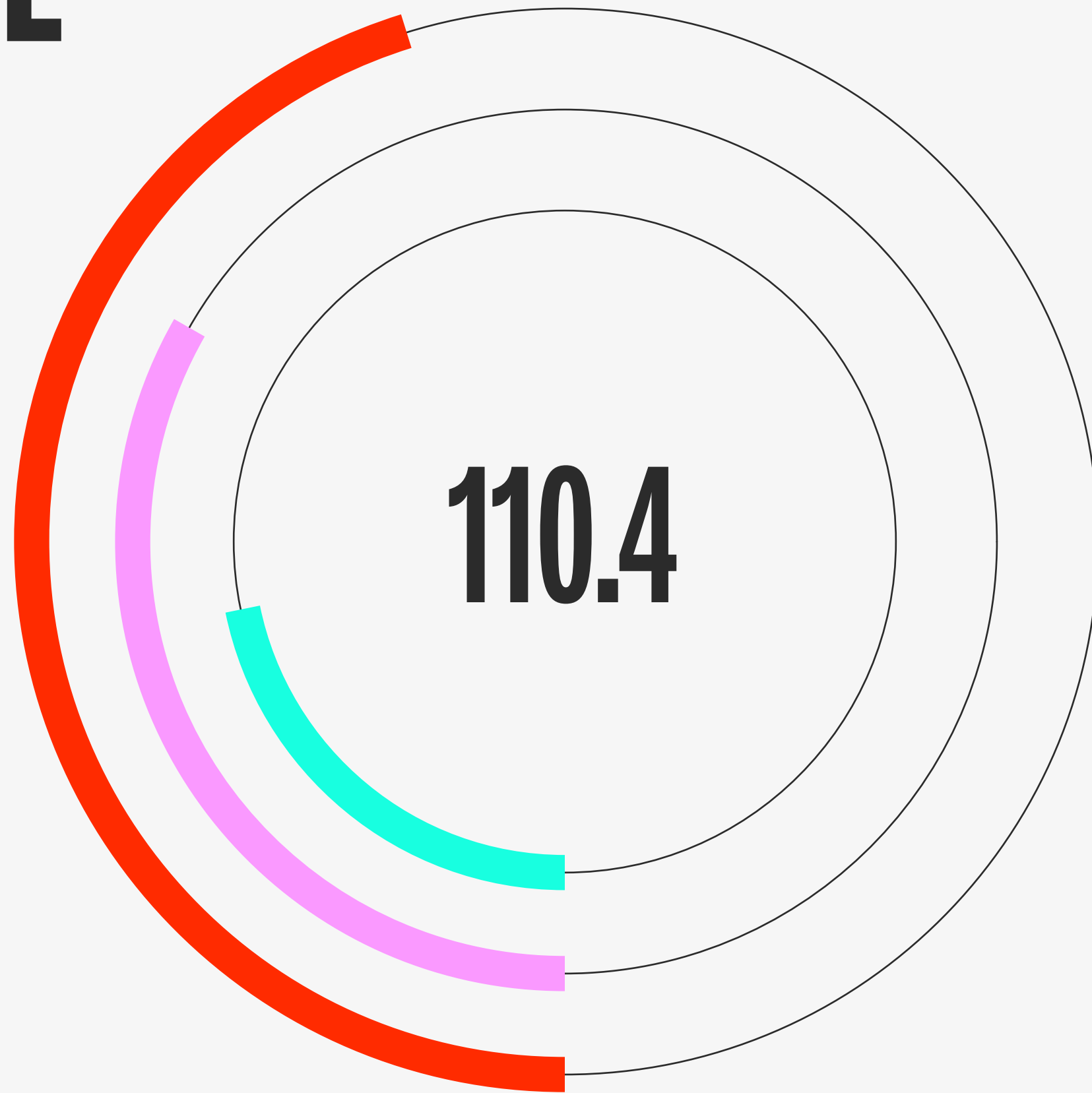
We are proud that we've been a B Corp since 2019. This year, for the first time since certifying, we've revisited our company manifesto and what it means to be an ustwo partner in a majority employee-owned B Corp. It now includes our philosophy of finding 'energy in the edges' – that sweet spot where business needs meets user needs, client goals meet agency creativity and abstract ideas meet actionable outcomes – and articulates our mission: to build an independent, diverse and inclusive company that's good for people, society and the planet. We believe a company thrives because of its values, not in spite of them. Being a B Corp is a way to hold ourselves accountable to these commitments and provides a framework to guide our actions. As we celebrate our progress in this year's impact report, we're reflecting on the journey so far and the steps we're taking to make ustwo a true force for good.

We raised the bar for ourselves when we recertified as a B Corp in early 2023, bringing our score from 81.7 to 110.4. Over the past two years, we've been focusing on new areas to improve with the goal of increasing our score again at our next assessment in 2026.

This report is a snapshot of some of our focus areas in 2024 and beyond – whether it's cutting emissions, fostering a more inclusive community or continuing to invest in ideas that inspire change. But more than that, it's a reminder that our work as a B Corp is just beginning, and that we're constantly striving to do better. Together, we're building a legacy that's not just about great work, but meaningful impact.

“Our mission is to build an independent, diverse and inclusive company that's good for people, society and the planet.”

OUR B IMPACT SCORE



In ustwo's most recent B Impact assessment (2023), we earned an overall score of 110.4 – a 35% jump from our initial Impact Score, and more than twice the current median score for businesses who complete the assessment.

The breakdown of our score by area:

Governance	18.1
Workers	62.5
Community	12.7
Environment	8.6
Customers	8.2

- 110.4 OVERALL B IMPACT SCORE
- 80 QUALIFIES FOR B CORP CERTIFICATION
- 50.9 MEDIAN SCORE FOR ORDINARY BUSINESSES

What we said
we'd do in 2024

GOVERNANCE WORKERS COMMUNITY ENVIRONMENT CUSTOMERS

Become ISO27001 certified to continue our commitment to information security.

Improve the inclusivity of the working environment in our newly adopted hybrid way of working.

Expand employee engagement in our studio volunteering days.

Formalise and codify our internship policies and hiring practices, including outlining clear objectives of internship programmes.

Conduct a social and environmental assessment screening of our suppliers.

Improve how we manage our impact assessment and continue our work with purpose-driven businesses and organisations.

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GOVERNANCE

WORKERS

COMMUNITY

ENVIRONMENT

CUSTOMERS

What we did
in 2024

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In today's regulatory landscape, data privacy and security is a fundamental concern. But beyond regulation, it's also about respecting the rights of the people and organisations behind the data.

At ustwo, safeguarding the data entrusted to us is a core value and part of our ethical priorities, not just a responsibility. Our clients, partners and stakeholders entrust us with sensitive information, and they deserve to know it is in safe hands.

In 2024, to reinforce and formalise our ongoing dedication to these principles, we pursued and obtained ISO 27001 certification, the internationally recognised standard for information security management systems (ISMs). Our certification ensures we have rigorous policies and controls in place to prevent unauthorised access, data breaches and misuse of personal information. The system governs how we identify, manage and mitigate risks to information assets, ensuring we protect the confidentiality, integrity and availability of data at all times.

Achieving ISO 27001 certification is not a one-time event, but an ongoing journey and a commitment to continuous improvement that we live every day. It involves constant monitoring, regular audits and a proactive approach to improving security measures.

Security needs to be everyone's responsibility. We've fostered a culture of security awareness across the organisation, ensuring our team members understand their role in maintaining data protection. It also requires investing in state-of-the-art tools, technologies and training to stay ahead of emerging threats for our clients and our own people.

“Achieving ISO 27001 certification codifies our commitment to data security.”

What we did
in 2024

GOVERNANCE

WORKERS

COMMUNITY

ENVIRONMENT

CUSTOMERS

ustwo



We want to create an environment where ustwobies feel empowered to deliver their best work while balancing professional and personal commitments.

We need to account for ustwobies as individuals whilst maintaining transparency and fairness. In response to the evolving work landscape and increasing requests from ustwobies, we've developed and enacted both a Remote Work Policy and a Hybrid Work Policy. These policies are designed to foster a culture of flexibility, inclusivity and productivity at ustwo.

Under the Hybrid Work Policy, ustwobies can benefit from both in-person collaboration and the flexibility of remote work. This policy provides clear guidance on both the 'how' and 'when'. The Remote Work Policy gives the option to transition to fully remote work through a clear process, ensuring alignment with their role's responsibilities and broader business priorities.

By formalising these frameworks, we aim to provide clearer guidance and support for diverse working styles, ensuring that everyone can thrive – whether collaborating in the studio, working from home, or blending the two.

From a DEI perspective, we recognise there is still significant work to be done. Since COVID-19, our workforce has become increasingly homogeneous. While we've made some progress with freelancers, this year we've been exploring actionable ways we can improve hiring practices to overcome market challenges and diversify our talent pool.

“We’re improving our hiring practices to diversify our talent pool. We know this is just a starting point.”

We know that this is just a starting point. Building a truly inclusive workforce requires more than temporary measures; it demands a long-term commitment and sustainable strategies.

We deeply value the importance of diversity in fostering innovation, creativity and stronger connections within our team and the communities we serve. Our executive team is collaborating closely with our DEI committee to build a comprehensive plan to boost diversity across all levels of our organisation in a sustainable way.

LONDON 2024

We kicked off the year with an international team gathering in London (canine companions included!)



What we did
in 2024

COMMUNITY
ENVIRONMENT
CUSTOMERS

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Across the past two years, we've nearly tripled the share of our team who participate in volunteering! 2024 was our most successful volunteering year to date.

46%

OF USTWOBIES PARTICIPATED
(55 OUT OF 120)



500+

HOURS SPENT SUPPORTING
IMPACTFUL INITIATIVES

This milestone underscores our commitment to balancing purpose and profit by driving meaningful change in our communities. These efforts align with our broader mission to create a positive impact not just through our studio work but also through active, hands-on involvement in causes that matter.

Here is a breakdown of our studio volunteering days with a range of incredible organisations tackling issues from food insecurity to the environment:

In Lisbon, we cleaned beaches in Matosinhos and Carcavelos.

In London, our volunteers packed shopping bags for people in need at Hackney FoodBank. We also supported the HCEO team with their programme dedicated to helping the elderly by hosting welcoming activities and providing lunch service.

In Malmö, we did a beach clean up with Håll Sverige Rent, a nonprofit that fights littering and promotes cleaner public spaces. And we helped Erikshjälpen, a charity shop that supports children in need and children's rights, with their Christmas preparations.

In New York, we planted and mulched with the Fort Greene Park Conservancy and put together Thanksgiving gift bags for God's Love We Deliver, which provides nutritious meals to people with specific health needs.

ustwobies also gave their time for portfolio reviews during the London Design Festival, OpenStudios community events and other initiatives.

Thank you to everyone who made this possible!



18 VOLUNTEERS
72 HOURS



6 VOLUNTEERS
48 HOURS



4 VOLUNTEERS
16 HOURS

16 VOLUNTEERS
48 HOURS



5 VOLUNTEERS
15 HOURS



6 VOLUNTEERS
24 HOURS

22 VOLUNTEERS
88 HOURS



6 VOLUNTEERS
6 HOURS



INDUSTRY MENTORING AND INTERNSHIPS

Having a positive impact includes mentoring talent to make our industry more equitable and helping people progress in their careers. (It's not just important – it's also a lot of fun!)

Making change means making commitments and building a framework to fulfil them. In our Malmö studio, we set up a structured and strategic approach to collaborate with universities, schools and junior talent in the Öresund region so we can better support the future talent pipeline – both for ustwo as a company and for the local market.

This spring, we brought on two interns through our school collaboration programme in the disciplines of Digital Design and Engineering. During the internships, we provided mentorship and opportunities for the students to test and refine their skills, gain experience and explore their ideas. Belonging is crucial. We made it a priority to integrate these students into our studio life, as well as into their respective disciplines and project work.

In London, we are proud to be a founding partner of Flipside, an innovative, industry-led talent development programme in digital product design, which supports talented, unemployed or underemployed young people aged 18-25 from East London with paid internships and trainings. Flipside is dedicated to bringing underrepresented groups into the product design industry and setting them up for success in an ever-evolving field. Throughout the three-month programme, participants get experiential, practical, collaborative and broad training from major digital studios.

In 2024, 10 ustwobies actively contributed to Flipside's mentorship program. It's special to us as a Shoreditch-based studio to be able to create opportunities for talent from our area.

We looked beyond our own backyard for a global virtual portfolio review through our grassroots partnership with design advocacy organisation Where Are the Black Designers?, with 11 ustwobies from across our studios providing professional guidance to 35+ Black designers around the world.

In 2024, we also celebrated one year of our partnership with WATBD? and co-published an [impact report](#) on our work together, including a significant financial investment on ustwo's part, 260 ustwobie volunteer hours at partnership events and support for over 1,000 Black creatives from more than 20 cities around the globe. We're looking forward to continuing our partnership in 2025.



OPEN STUDIOS

In 2024, we hosted over 40 events for more than 30 purpose-driven organisations – three times as many groups as in 2023.

There’s so much underused commercial and studio space across all industries and cities that could serve as gathering places for our communities. So we run the OpenStudios initiative, offering our Shoreditch space free of charge to events and organisations that support our neighbourhood, champion minority artists and minority-owned businesses and/or provide skills in tech and design.

A small sample of the feedback we’ve gotten from some of these organisations:

“This year, we planned a special event to address the lifelong challenges survivors of domestic violence face. We strongly believed in creating an in-person, trauma-informed experience, which meant finding the right space was crucial. Thankfully, ustwo stepped in and generously offered their beautiful venue ... They even accommodated a quiet space for attendees needing a break, ensuring a safe and inclusive environment. The impact was profound: the organisation was later invited to join a Tech for Good accelerator, partly due to the concept validation and ideas generated during the event.”

[ustwo’s] support not only enabled us to deliver high-quality, low-cost social impact work but also empowered others to drive meaningful change!”

UX4CHANCE

“[It’s] a cherished space for our community. With virtual working on the rise and the lack of connection this can give rise to, we sought to provide a safe, uplifting and peaceful space for our community members. A hub to work, connect and develop new relationships within.”

GAME CHANGER

“ustwo’s support for purpose-driven organisations through OpenStudios has not only enabled meaningful gatherings but has also significantly uplifted our community, allowing us to connect and share in ways that truly resonate.”

PEOPLE OF RESEARCH

“ustwo has been our base for the past two years, and we are so proud to call it our book club home! It’s a blessing to have such a brilliant space for free; it enables us to do the work and serve our community without the usual barriers. There are so many redundant and underused spaces in Shoreditch, and it’s brilliant that ustwo isn’t allowing this space to become one of them.”

CASUAL READERS CLUB



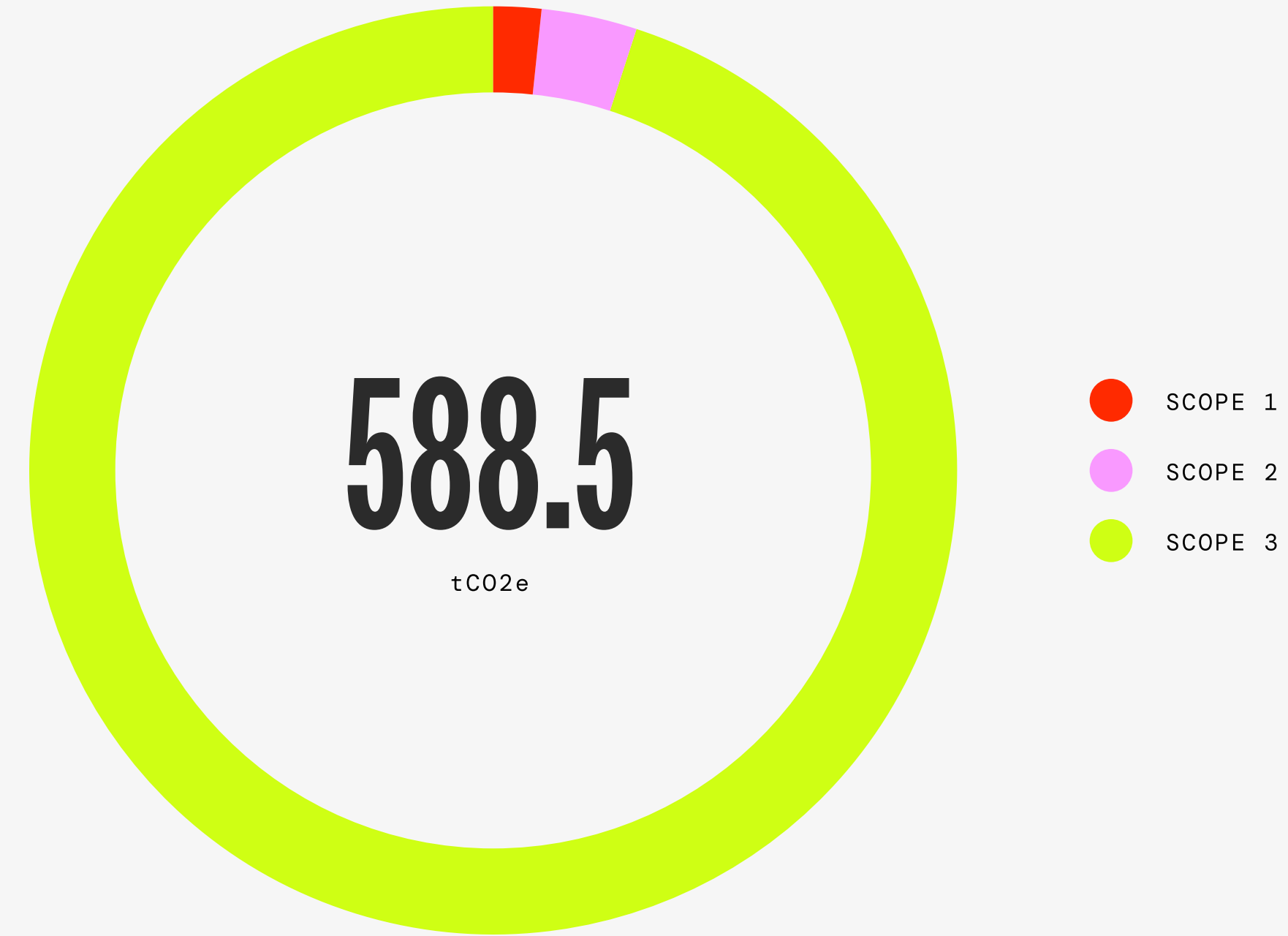
What we did
in 2024

ENVIRONMENT

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IN 2023* WE CUT OUR GLOBAL EMISSIONS BY 26% YEAR-ON-YEAR.



Some main takeaways:

- Improved data availability leads to a better understanding of emissions.
- Highest increase observed in business travel.
- Purchased goods and services reduced due to greater accuracy.

SCOPE	CATEGORY	2022 (tCO ₂ e)	2023 (tCO ₂ e)	% CHANGE
SCOPE 1	Gas	15.60	10.16	
		15.60	10.16	-35%
SCOPE 2	Electricity	12.72	19.68	
		12.72	19.68	55%
SCOPE 3	Purchased Goods & Services	626.05	354.73	-43%
	Fuel- and energy-related activities	4.95	6.43	29%
	Waste	1.81	1.01	-44%
	Business Travel	77.25	142.33	84%
	Employee commuting	36.11	54.18	50%
		744.18	558.68	-25%
	Total	774.49	588.52	-24%

*This annual report looks at our emissions from 2023 to have a view of a complete calendar year.

This brought our total carbon footprint down to **588.5 tCO₂e**, thanks to improved data accuracy and thoughtful adjustments across our operations. There's plenty to celebrate, but there are also areas where we can and must do better.

GAS
(SCOPE 1)

35% ↓

Emissions **fell by 35%**, reflecting a shift toward greater energy efficiency and a reduction of our reliance on gas.

ELECTRICITY EMISSIONS
(SCOPE 2)

55% ↑

Our electricity emissions **rose 55%** year-on-year, likely because more of us came back to in-person collaboration. (Our London and Malmö studios operate on 100% renewable energy, but we will further step up our efficiency measures across all our studios.)

INDIRECT EMISSIONS
(SCOPE 3)

Our indirect emissions continue to make up the biggest part of our footprint, at 558.7 tCO₂e. This includes:

Purchased Goods and Services, which decreased by 43%. This is the hardest area to measure accurately, which is why we conducted a supplier assessment in 2024, moving from spend-based estimates to supplier-specific calculations going forward.

Business Travel emissions rose by 84%, as 2022 numbers were artificially low due to the pandemic. Since travel is back to more typical pre-pandemic levels, we're working on a travel policy to launch in 2025 to reduce unnecessary travel while supporting sustainable ways to connect meaningfully.

Employee commuting also jumped 50%, since we added in-person days in all studios. While we love having more time together, we're looking into ways to support greener commuting options.

We conducted a supplier assessment in 2024, which gave us valuable insights into our suppliers' sustainability roadmaps and enabled us to more effectively categorise and monitor Scope 3 emissions.

PURCHASED GOODS & SERVICES
(SCOPE 3)

43% ↓

We achieved a **43% reduction**, which highlights how improved tracking and smarter decisions are driving a meaningful reduction in our environmental impact.

WASTE
(SCOPE 3)

44% ↓

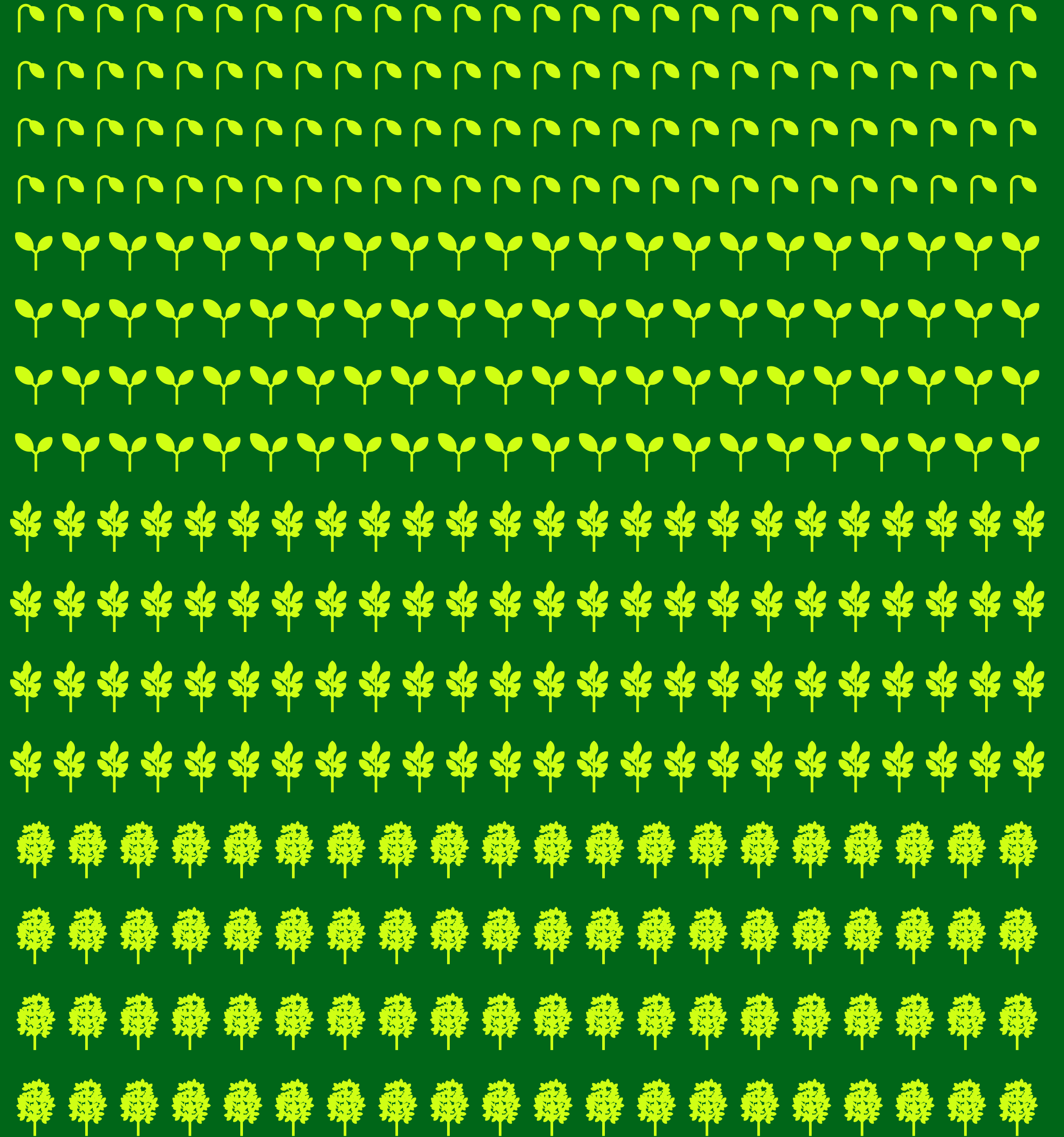
A **44% decrease** in emissions is a testament to our efforts to cut waste and improve our disposal methods.

In 2024, we continued to grow our forest through our partnership with Ecologi by planting 20 trees for each ustwobie who celebrated a major work anniversary, bringing the total number of trees in our 'forest' up to 72,930.

As we have begun formalising our Net Zero strategy, we're shifting our focus to accurately measuring and reducing emissions wherever possible, using offsets only for the areas we can't reduce. So we've decided to pause on tree planting as a carbon emissions offsetting method.

Once we have a clearer understanding of our carbon footprint and reduction opportunities, we will resume offsetting with a more structured and informed approach aligned with our long-term sustainability goals. But we'll keep planting trees for ustwobies' anniversaries, since it's a nice and meaningful way to celebrate!

OUR FOREST KEEPS GROWING



What we did
in 2024

GOVERNANCE
WORKERS
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CUSTOMERS

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MANAGEMENT OF IMPACT IMPROVEMENT

Impact is in our DNA. This year, we have revised how we think about the impact of our work.

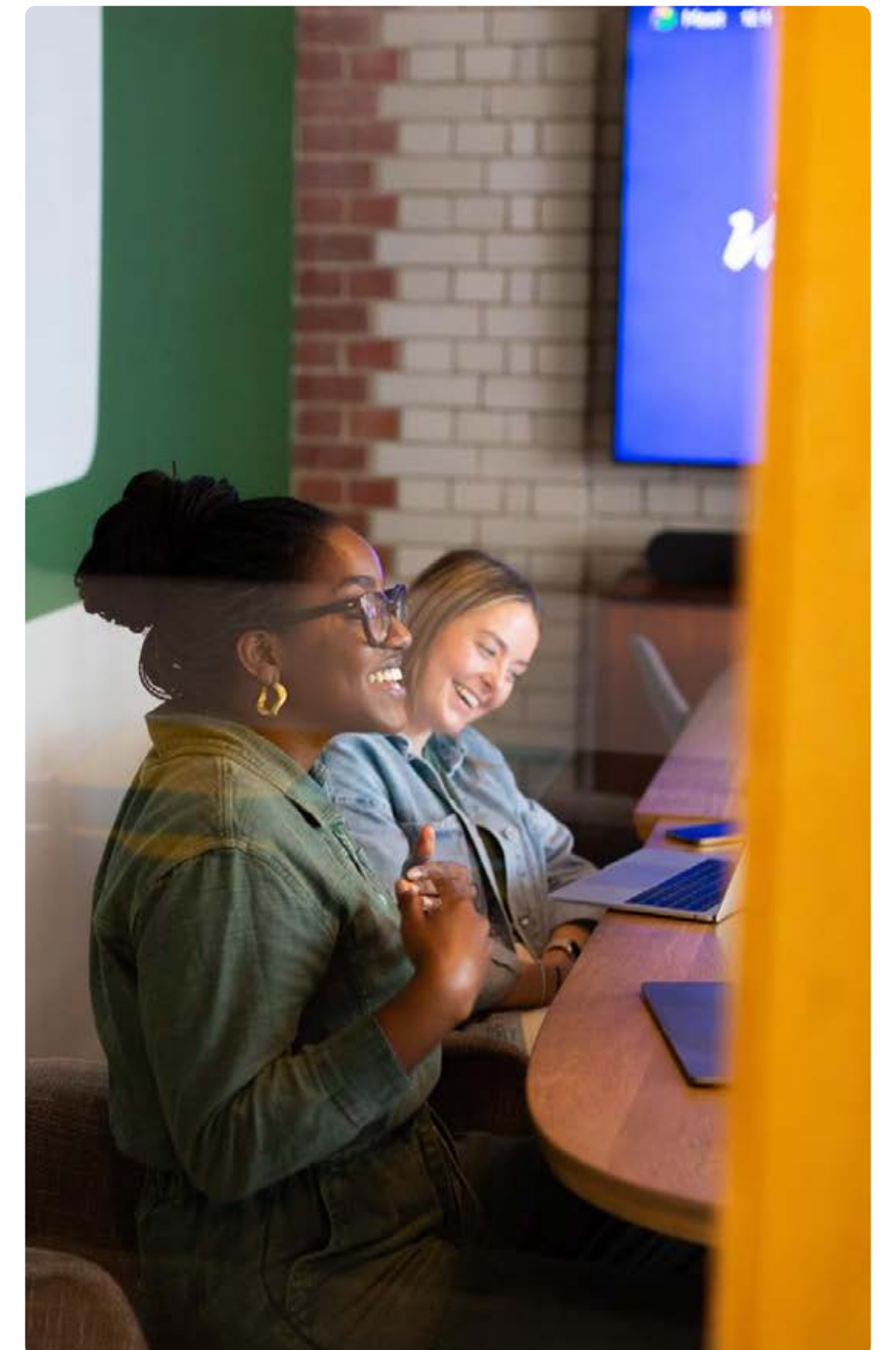
We created the following impact types:

1. **Commercial** – delivering profit sustainably
2. **ESG** – making the world a better place
3. **Product** – maximising uptake, usage and retention
4. **Customer** – improving customers' lives
5. **Strategic** – driving leadership direction and action
6. **Organisational** – transforming cultures and teams
7. **Project** – producing brilliant assets quickly

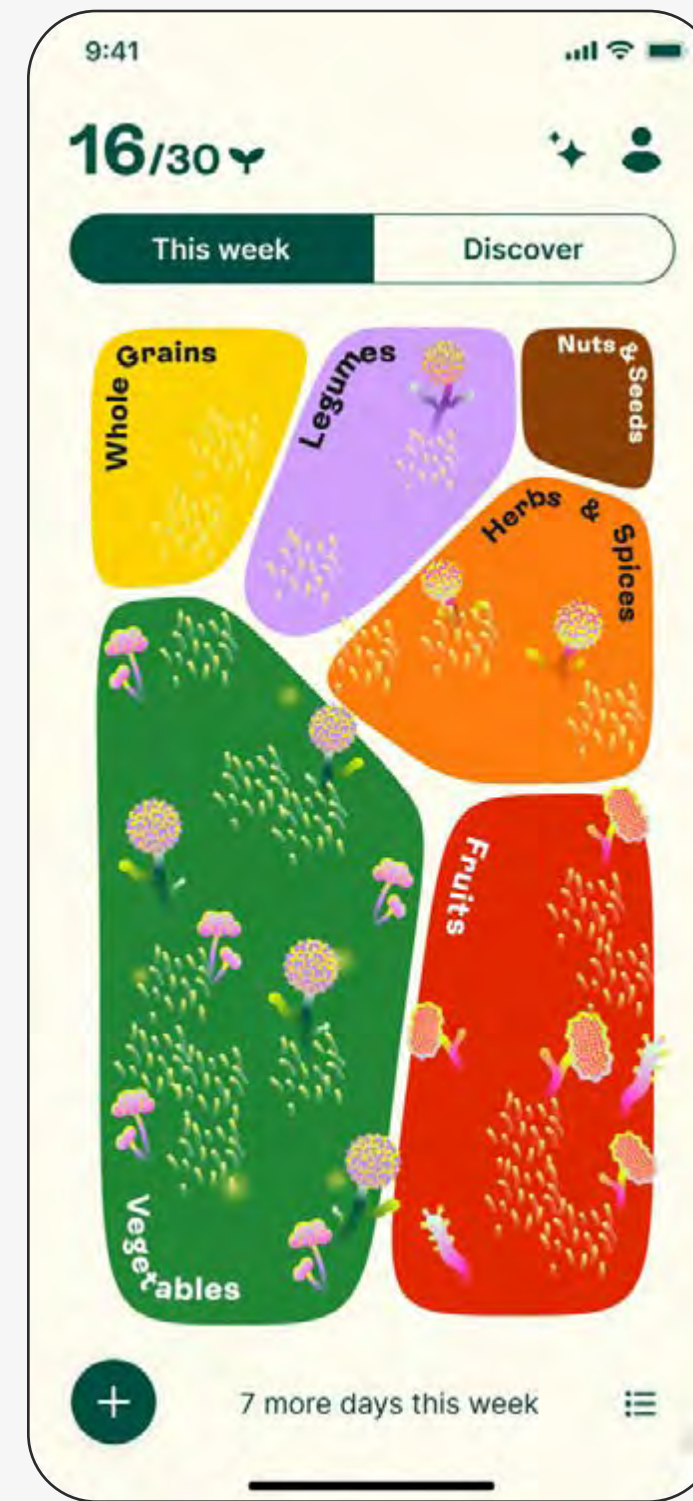
Historically, we have always agreed to the intended outcomes with our clients at the start of a project. We are now using our new impact types as part of this process, helping us build consensus on priorities more quickly.

At the same time, we have built in a step to define the measurement approach for each intended outcome. We need to make sure that we're achieving the objectives of the project together and that we're all aligned on what these are throughout the project, like getting more funding vs. building an early usable version of a product. This drives accountability and ensures that we understand our impact during a project too, highlighting where we're making a difference and where we could be doing more.

To do this, we have introduced more touchpoints with our clients over the course of a project to review the intended outcomes. This makes sure we are always laser-focused on what truly matters to our clients, communities and customers.



IMPACTFUL CLIENT WORK



Cancer Platform

Cancer Awareness Trust

This free digital tool developed by the UK-based charity Cancer Awareness Trust provides quick and easy access to trustworthy information, services and products to transform the cancer journey. We are a founding partner and are leading technical and design work on the platform.

Spotscan+ Coach

L'Oréal / La Roche-Posay

A free, personalised digital coaching tool that helps people effectively manage their acne and supports their mental health – the first of its kind in the skincare space. We teamed up with L'Oréal Beauty Tech and brand dermatologists to create and launch the app, which is designed to help users feel more confident and empowered.

Sproutiful

Our AI-powered gut health companion encourages users to eat a wider variety of plant-based foods – benefiting both people and the planet – and takes on adherence and motivation, two of the biggest challenges in digital health. We also minimised our carbon footprint during development by right-sizing AI usage and choosing lighter models to reduce computational demands.

We can't share all of the work we've taken on this year due to client privacy, so here are some other clients who are making an impact through the work we do together:

Novo Nordisk, a global healthcare company focused on addressing diabetes, obesity and other serious chronic diseases like rare blood and endocrine disorders.

Synchron, a neural interface startup that makes a minimally invasive brain-computer interface (BCI) to help people with neurological disorders and mobility limitations live more independent, empowered lives.

Eli Lilly and Company (commonly known as Lilly), a leading pharmaceutical firm with a longstanding history of innovation in the healthcare sector.

What we will
do in 2025

GOVERNANCE WORKERS COMMUNITY ENVIRONMENT CUSTOMERS

Bring more formality to our Code of Ethics to positively influence some of our DEI initiatives.

Increase skill-based training (with focus on the AI space).

Formalise, codify and increase awareness of our hiring practices in the context of DEI.

Formalise our Net Zero strategy.

Publish a new travel policy that is more environmentally conscious.

Launch a client assessment survey around social and environmental impact.

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THANK YOU!

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