

*ustwo*



# B CORP IMPACT REPORT 2025

# A LETTER FROM THE CEO

2025 was a year that challenged how we work. It pushed us to question our pace, our priorities and the decisions we make as the business moves forward. This approach is reflected in how we've engaged with our B Corp commitments.

ustwo is a studio built on momentum. But as a B Corp and as leaders shaping technology and design with real-world consequences, we recognise that progress isn't defined by constant movement alone.

The year brought faster change and heavier expectations, with the likes of rapid advances in AI, evolving client needs, and growing social and environmental pressure. This put more weight on how decisions were made as well as what they produced – a balance of both ambition and responsibility.

We focused our efforts on areas where responsibility shows up in everyday practice, in three main priority areas: people, impact and environment. Our people now have clearer guidance to utilise when decisions get complex, with ethical expectations that are actionable. Our approach to impact measurement was reshaped so it can be tracked consistently throughout project work across our global studios. We committed to a Net Zero by 2040 goal and followed it with practical changes to how we operate, leading to a reduced environmental footprint.

The commitments that come with being a B Corp continue to influence the choices we make, especially when progress isn't straightforward. There is much in this report that reflects meaningful progress. There are also areas where change took longer than we hoped. Being open about both is central to what being a B Corp means to us, and essential if we are to continue building on the commitments we've made.

**Thank you to everyone at ustwo for playing a part in this work and helping us continue to raise the bar for how we operate as a responsible business.**



NICKI SPRINZ  
CEO

# A LETTER FROM USTWO'S EMPLOYEE OWNERS

This report is our annual check-in on what we said we would do, what we actually did, and what we are committing to next.

In January last year, we committed to a focused set of goals aimed at strengthening our foundations. These included developing a formal **Net Zero strategy** with a clear stance on responsible AI, improving how we measure impact across our work, and taking a more deliberate approach to travel, hiring, DEI, and the partners we work with.

Over this past year, we've been able to action many of these ambitions. Some initiatives are complete, others are still in progress, and a few have proven more complex than expected. We recognise that making progress at different rates across these initiatives is

the reality of building sustainable practices into a growing business, rather than treating them as side projects.

2026 is about turning these foundations into habits. Our focus is on consistency and follow-through. We want stronger outcome tracking, clearer ownership of risk and accountability, and responsible AI principles that live in training, governance, and everyday decision making so teams can work with confidence.

OUR B CORP JOURNEY

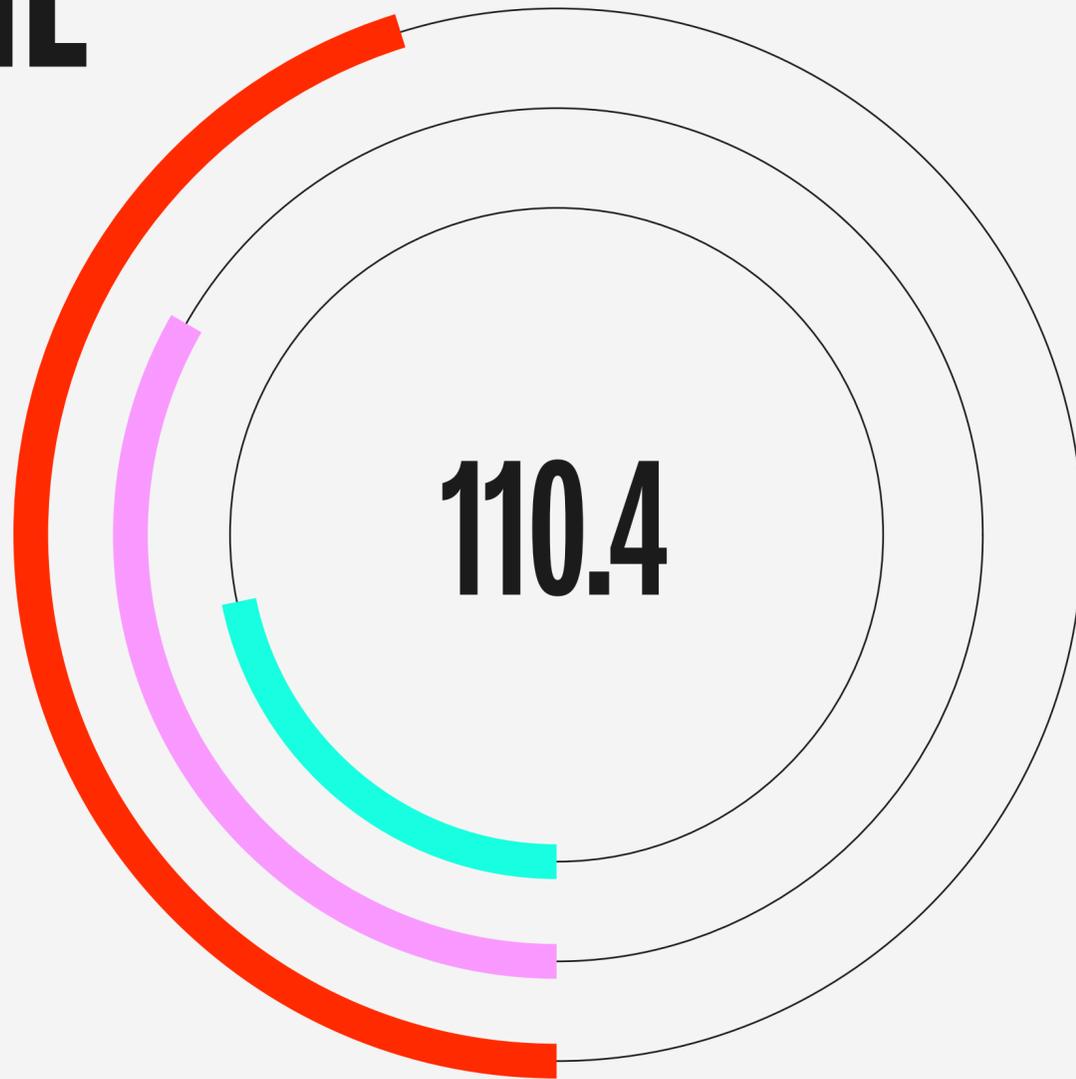
**WE BECAME A B CORP BECAUSE WE BELIEVE DESIGN AND TECHNOLOGY SHOULD CREATE POSITIVE OUTCOMES FOR PEOPLE, COMMUNITIES, AND THE ENVIRONMENT.**

The B Impact Assessment gives us a shared framework for improvement and a way to hold ourselves accountable over time.

This report acts as a dated record of progress. It helps us keep our commitments visible, learn from what did not land as planned, and make future goals clearer, more specific, and wholly owned.

Our next recertification is scheduled for 2027 under the new B Corp standards. We see this as an opportunity to strengthen our systems and processes and to demonstrate that responsible business is something we continue to build, not something we achieved once.

# 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  
committed to  
last year

# 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.

# GOVERNANCE

WORKERS

COMMUNITY

ENVIRONMENT

CUSTOMERS

What we did

# We said we would strengthen the structures that help us make good decisions and stay accountable. That included bringing more formality to our Code of Ethics and improving how we measure impact across projects.

Our People Team redesigned our Code of Ethics in close collaboration with our DEI Forum. The goal was to move from a values statement to a practical tool that helps people navigate real decisions. The updated Code sets clear expectations for behaviour and provides guidance across areas such as inclusion, human rights, responsible use of technology, sustainability, conflicts of interest, and speaking up. By introducing clearer structure, shared decision prompts, and explicit consequences, the Code now supports people when facing everyday dilemmas – not just extreme edge cases. It also reinforces shared responsibility by establishing a consistent ethical baseline across studios, roles, and partnerships.

Alongside this, we strengthened how we measure impact across projects. Using a new framework

developed by our strategy team, we captured intended outcomes and measurement approaches for 20 projects. This work is helping teams think more deliberately about the change they aim to create and how success should be assessed. In parallel, we improved how impact data and learning are stored and reused so insights do not disappear at the end of a project.

We rewrote a significant portion of our internal people policies with a focus on global consistency and clarity. We also published key policies publicly, improving transparency and making our expectations easier to understand across regions for employees, candidates, and partners. This gives clients, partners, and potential hires a clear view of how we operate day to day. It supports trust, reduces ambiguity around governance

and risk, and reinforces our B Corp commitments by showing how our values translate into practice.

We also invested in stronger people systems and engagement measurement, improving the quality and consistency of workforce data needed for accountable decision-making across the business.

What we did

GOVERNANCE  
WORKERS  
COMMUNITY  
ENVIRONMENT  
CUSTOMERS

We said we would increase skill-based training, particularly in the AI space, and support teams to build capability in responsible, human-centred ways.

We created space for teams to explore AI tools across the business, supporting hands-on experimentation alongside learning. At the same time, we began defining what Responsible AI means at ustwo. This work is shaping how we think about risk, bias, accountability, and technical constraints – not just outputs.

To build shared literacy, we hosted a series of learning moments. Julian Togelius spoke about Artificial General Intelligence, and Dem Gerolemou spoke about designing for people in the age of AI. These sessions helped teams hold curiosity and caution together, recognising both the potential and the responsibility that comes with these tools.

We then translated this thinking into everyday craft through an all-hands workshop on sustainable design and development. This helped teams connect abstract principles to delivery realities and identify gaps and opportunities for how we want to work going forward – particularly when using powerful technologies such as AI.

# PEOPLE INFRASTRUCTURE AND ENGAGEMENT

In 2025, we continued strengthening the foundations that support a fair, consistent employee experience across regions.

Following the rollout of our new HR platform in 2024, we focused on consolidating people data into a clearer single source of truth. This gives us more reliable insight into trends across studios, helps us spot concerns earlier, and reduces inconsistency caused by fragmented systems and local workarounds.

We also launched a module within our HR platform that introduced more structured performance and development processes including 360 feedback. Alongside this, we implemented an integration to support access to regional salary benchmarking data. Together, these tools help us make more informed, equitable decisions around progression, development, and pay.

To strengthen employee listening, we introduced a monthly engagement pulse survey and expanded it to capture deeper insight behind employee responses. This allows us to track engagement over time, identify patterns across teams and studios, and take action earlier when momentum drops or concerns emerge. These feedback loops support a culture where people feel heard, and where leadership can respond with more clarity and accountability.

# What we did

GOVERNANCE

WORKERS

COMMUNITY

ENVIRONMENT

CUSTOMERS

# We said we would formalise, codify and increase awareness of our hiring practices through a DEI lens.

We moved to a new people platform to create more consistency, better data, and clearer visibility across the end-to-end hiring process. This is an enabling step that makes it easier to identify friction, track outcomes, and improve how we hire and support people over time.

At the end of 2025, we also began implementing a new ATS and designing structured scorecards and assessment templates aligned to our internal behavioural frameworks. We recognise that this work is not yet complete. While progress has been made, fully embedding these practices will continue into 2026.

Creating impact starts with people. Sharing what we know, opening doors, and making time for those at the beginning of their careers helps build a more open and balanced industry. It is also one of the most rewarding parts of what we do.

# CREATING IMPACT STARTS WITH PEOPLE. IT IS ALSO ONE OF THE MOST REWARDING PARTS OF WHAT WE DO.

Our community work focused on two levers that consistently create value: time and space.

# SUPPORTING LOCAL TALENT

In Malmö, this belief shows up in a deliberate, long term approach to early career support.

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Instead of one off placements, the studio has built ongoing relationships with universities and schools across the Öresund region. This gives us a more consistent way to support emerging talent while contributing to the local creative and tech ecosystem.

Earlier this year, a student joined the Malmö studio through one of these partnerships, focusing on design. Their time with us was grounded in real work. They collaborated with teams, received regular guidance from experienced practitioners, and had space to experiment, learn, and build confidence in a professional setting.

# FLIPSIDE

In London, we're proud to be a founding partner of Flipside, an industry-led talent development programme in digital product design.

Flipside supports talented unemployed or underemployed young people aged 18–25 from London through structured training. The programme is dedicated to increasing access to the product design industry for underrepresented groups and helping participants build sustainable careers in a rapidly evolving field.

As a Shoreditch-based studio, it's particularly meaningful for us to support emerging talent from our local community, given the area's long-standing legacy as a hub for technology and creativity. Across the programme, ustwo designers contribute their time and expertise through mentoring, sharing practical insight and real-world experience. In 2025, 11 ustwobies actively took part in Flipside's mentorship programme, and this involvement continues to be a valued part of our community impact work.

The programme spans the full product design lifecycle, taking participants from an initial brief through research, iterative prototyping and testing, and culminating in a final presentation or pitch. This end-to-end approach ensures each Flipsider develops strong core design skills alongside confidence in presenting and communicating their ideas.

Participants work both independently and in teams, learning the importance of collaboration, clear communication and shared ownership, essential skills for working effectively in modern product teams.



We launched a global  
volunteering and fundraising  
programme designed to be  
flexible across local contexts.

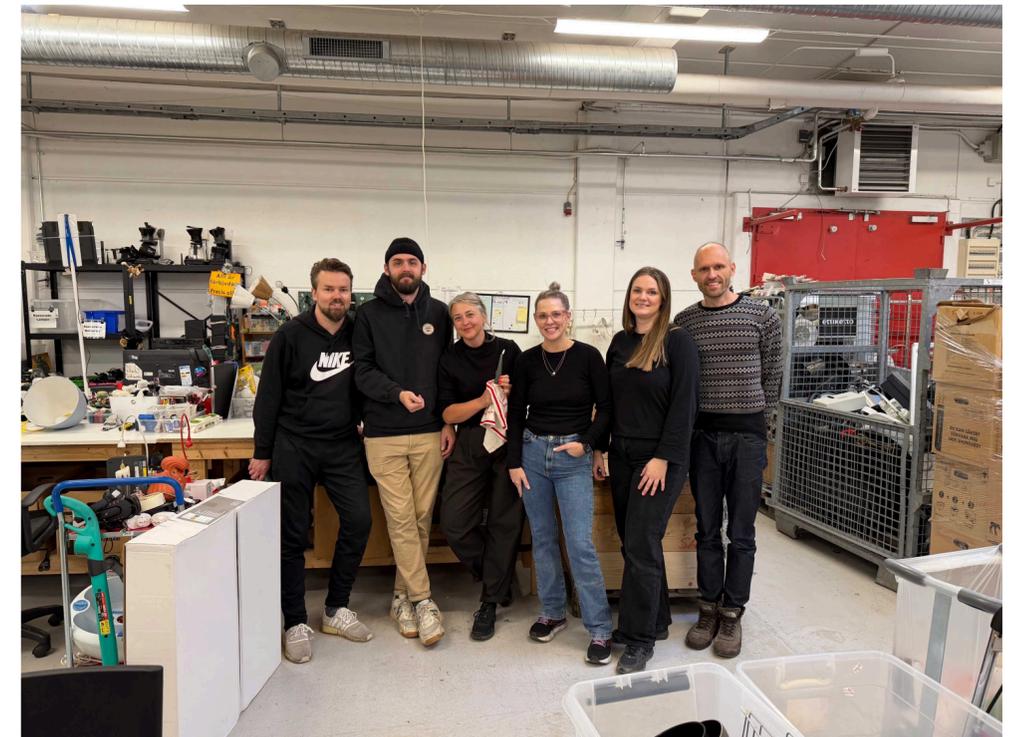


168

VOLUNTEER HOURS RECORDED

33%

OF USTWOBIES PARTICIPATED



We set a participation target of 30 percent across studios and ended the year at 33 percent, with 168 hours recorded. Short, clearly scoped volunteering formats helped ensure partners received meaningful support without additional burden.

# OPEN STUDIOS

We also expanded our Open Studio initiative, offering our London studio as a free venue for community-led events.

Priority was given to minority-led initiatives, charities, and education and cultural programming. Since the start of 2025, we have hosted over 40 events with more than 20 organisations, welcoming hundreds of attendees. Using a Social Return on Investment approach, we estimate that every pound invested generated nearly thirteen pounds in social value.

*“A huge thank you for your support with helping us put on our first networking event! It was amazing!!!”*

ARQ STUDIOS

*“We cannot thank ustwo enough. The venue space is a perfect blend for networking and for hosting panel events. We want to especially thank Paolo for all his help and support in giving us this space and guiding us through the process of hosting our first event. A thousand thank yous!”*

LYONS CREATIVE

*“Brilliant. One of the best networking events I’ve been to. As a creative introvert, it really does show that not all networking has to look a certain way, and you just need to find the spaces that are for me, for creatives like us.”*

LYONS CREATIVE ATTENDEES

*“The event created a powerful and much-needed space for South Asian creatives to connect, share experiences, and challenge the barriers within creative industries.”*

DHAGA

*“We’re deeply grateful to ustwo for hosting our recent UX for Change London gathering... Their support helps communities like ours reimagine how design can heal, connect, and regenerate.”*

THE UX FOR CHANGE TEAM



## WHAT COMES NEXT

At the end of 2025, we began implementing a new ATS and designing structured scorecards and assessment templates aligned to our internal behavioural frameworks. In 2026, we will build on this work with interview training and more standardised hiring practices, focusing on consistency, bias reduction, and greater care in candidate experience and decision-making.

**Alongside this, we'll continue our community work through volunteering and by supporting the communities around us wherever we can.**

# What we did

GOVERNANCE  
WORKERS  
COMMUNITY  
ENVIRONMENT  
CUSTOMERS

# We said we would formalise our Net Zero strategy and publish a new travel policy that is more environmentally conscious. We also committed to improving our approach to measuring and reducing digital and AI-related impact.

We designed our Net Zero by 2040 strategy this year, then got to work on turning it into the kind of priorities teams can actually use, not just a document that sits quietly in a folder.

The strategy sets out clear priorities that include: reducing avoidable travel and studio operations emissions, working with partners to lower cloud and infrastructure impact, and embedding carbon awareness into product, design, and AI-related decisions. The aim is to move away from one-off reductions and towards structural change that holds up as the business evolves.

In parallel, we focused on making digital emissions tangible. Along with bringing the whole company

together for an all-hands workshop on sustainable design and development, we measured the carbon footprint of one of our AI-powered apps, and kicked off research with the **University of Bristol** to explore practical ways to reduce AI-related impact. A student team is currently working on this research, helping us to build a plug-in to measure and reduce our emissions while we are building products, not after, to move from assumptions to evidence.

We partnered with **CarbonRunner** to understand and reduce the impact of our cloud usage.

Travel remains a key area of opportunity. We drafted a greener travel policy designed to reduce unnecessary emissions while recognising how we collaborate

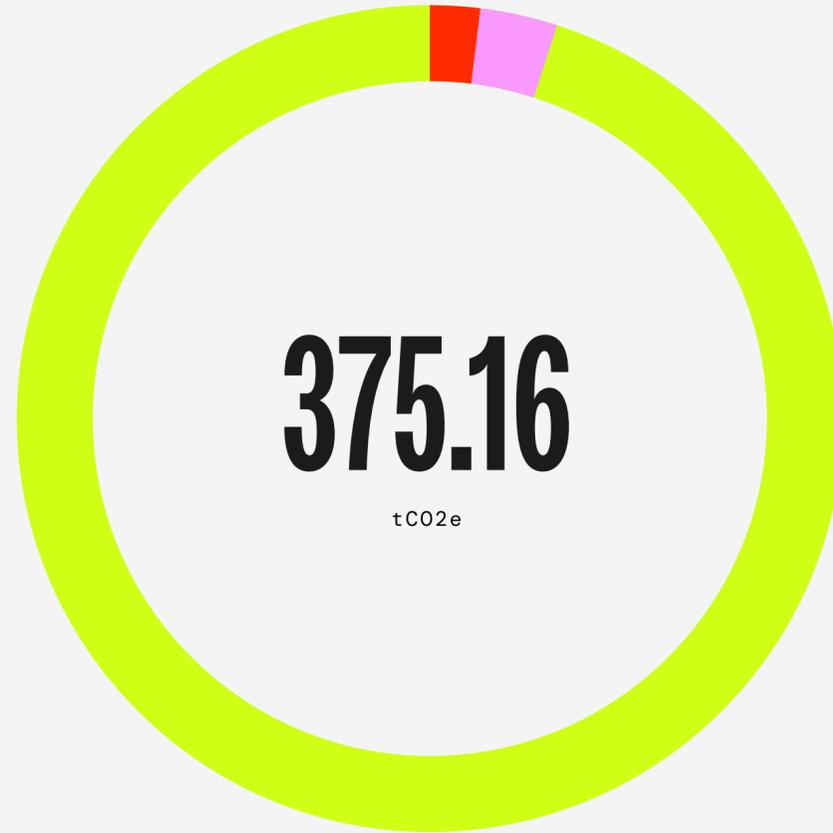
across studios and with clients. This policy will roll out in 2026. In parallel, we transitioned to a new travel platform that gives us higher-quality data and the ability to generate more granular reporting on travel-related emissions.

# CARBON FOOTPRINT

This is our third year of measuring our carbon footprint, and each year we have focused on making the data more reliable, repeatable, and useful for decision-making. Working with our climate partner Inhabit, now Zevero, we follow the Greenhouse Gas Protocol and have strengthened how evidence is collected and validated, particularly for Scope 3 emissions. We treat carbon measurement as infrastructure. It supports year-on-year comparison and informed reduction efforts rather than one-off reporting.

This approach gives us a clearer picture of where our impact actually sits and where action will matter most.

In 2025, overall, our carbon emissions decreased as a result of changes in how we operate day to day, alongside broader shifts in how work is delivered and measured.



- SCOPE 1
- SCOPE 2
- SCOPE 3

**ustwo Emissions Inventory 2024-2025**

SCOPE	YOY	CATEGORY	2024	2025	2025 %	YOY
SCOPE 1	0%	Gas	10.15	9.74	3%	-4%
	0%		<b>10.15</b>	<b>9.74</b>	<b>3%</b>	<b>-4%</b>
SCOPE 2	0%	Market-based	15.05	11.95	3%	-21%
	-	Location-based	31.61	21.54	-%	-32%
	0%		<b>15.05</b>	<b>11.95</b>	<b>3%</b>	<b>-21%</b>
SCOPE 3	99%	Purchased Goods & Services	233.44	198.62	53%	-15%
	0%	Capital Goods	0.00	0.00	0%	0%
	<1%	Fuel and energy-related activities	4.52	3.88	1%	-14%
	0%	Upstream T&D	0.00	0.00	0%	0%
	<1%	Waste	0.60	0.41	<1%	-32%
	<1%	Business Travel	217.82	103.68	28%	-52%
	<1%	Employee commuting	56.23	46.88	12%	-17%
	0%	Upstream leased assets	0.00	0.00	0%	0%
	0%	Downstream T&D	0.00	0.00	0%	0%
	0%	Processing of sold products	0.00	0.00	0%	0%
	0%	Downstream leased assets	0.00	0.00	0%	0%
	0%	Franchises	0.00	0.00	0%	0%
	0%	Investments	0.00	0.00	0%	0%
94%		<b>512.61</b>	<b>353.46</b>	<b>94%</b>	<b>-31%</b>	
%	Total (Location-based)	554.37	384.74	-	-31%	
<b>100%</b>	<b>Total (Market-based)</b>	<b>537.81</b>	<b>375.16</b>	<b>100%</b>	<b>-30%</b>	

Improvements across both our buildings and our travel reflect more deliberate choices, evolving ways of working, and a growing focus on reducing impact where we can, while continuing to meet the needs of our teams and clients.

Emissions associated with our buildings reduced as we became more intentional about how our spaces are used. A more strategic approach to occupancy, particularly in London, has contributed to lower electricity consumption and gas usage. This points to growing awareness and more considered behaviours across teams, supported by clearer guidance on how

our offices are run and used.

Travel related emissions fell due to a combination of behavioural change and improved measurement. In 2025, no business class flights were taken, compared to 2024 when these accounted for approximately 20 tonnes of emissions. We also saw a reduction in overall flight distance, supported by greater use of digital collaboration with clients. In parallel, updated UK Government aviation emissions factors in 2025, based on more recent industry data, resulted in lower emissions per passenger kilometre, further contributing to the overall reduction.

Total trees funded  
**75,190**



# ECOLOGY

Since 2021, we have supported tree planting and certified carbon reduction projects through Ecologi. We plant 20 trees for every ustwobie work anniversary and an additional 100 trees for those who switch to a renewable energy supplier, encouraging more sustainable household energy choices.

Total certified tonnes CO2e avoided  
**4,559.9**



# What we did

GOVERNANCE  
WORKERS  
COMMUNITY  
ENVIRONMENT  
CUSTOMERS

We said we would launch a client assessment survey around social and environmental impact.

We piloted a client sustainability assessment survey to test appetite for transparency. Uptake was low, which provided useful insight. It highlighted the need to better articulate client value and introduce impact conversations in a more integrated way.

At the same time, we are seeing increased demand from clients for sustainability credentials and responsible practices. This suggests impact considerations are becoming a baseline expectation rather than an added extra.

# WORK WITH SOCIAL IMPACT

We are proud of a number of projects that scored highly against B Corp metrics due to their focus on underserved communities and measurable social outcomes.



These include work in healthcare, wellbeing, and environmental impact, particularly supporting women, young people, and LGBTQ+ communities.

### Vibrant Health

This project is explicitly purpose-driven and supports underserved populations. The work involved evolving the "Safe Space" platform to better serve specific communities, particularly aiming to make resources more intuitive for LGBTQ+ youth.

### Omniscope

Both Omniscope projects we ran were identified as purpose-driven with a focus on underserved populations, specifically addressing the "gender data gap" in medicine, noting that women's sports medicine lags behind men's.

### Mavie (MVP)

Focused on maternal mental wellness, specifically helping mothers feel less "forgotten" by the healthcare system after the fourth trimester or end of post-partum. The app aims to reclaim a sense of self and reduce stress for mothers through wellness pillars.

### Soph's Plant Kitchen (MTP)

An AI-accelerated initiative to build a meal planning service. The intended ESG impact was to help people live more plant-based lives, thereby reducing the environmental impact of their diet.

### Public Health England

We helped recruit underrepresented people for research which is ongoing and has recruited 2.5M respondents as of 2025

Furthermore, we have identified our work with four additional clients as impactful, though details remain confidential under NDA.

# LOOKING AHEAD

Looking ahead, our focus is on depth rather than breadth.

We are choosing fewer commitments, clearer ownership, stronger evidence, and more consistent follow-through. This is about turning principles into habits and habits into decisions that hold up under pressure.

We are also keeping a deliberate side eye on AI. Not because it is new or shiny, but because it concentrates risk and impact faster than most technologies we have worked with before. AI affects who gets heard, who gets excluded, how work is valued, how resources are consumed, and how decisions are made at scale. That means our responsibility is not just to use it well, but to know when to pause, question, or say no. In 2026, this lens will continue to shape how we train teams, choose tools, work with clients, and measure the impact of what we put into the world.

# GOVERNANCE

In 2026, we will build on and strengthen how decisions are made at ustwo when impact, risk, and responsibility are involved. Our focus is on clarity and consistency, so teams can move forward with confidence when navigating complex trade offs around technology, inclusion, and environmental impact. This work is intended to reduce uncertainty, support better outcomes, and help us deliver work that is thoughtful and resilient.

# WORKERS

In 2026, we will build on our AI awareness and technical understanding to support responsible application. We will strengthen how responsible AI principles show up in training, craft development, and delivery practice, so teams can better assess risk, reduce harm, and work with confidence. This includes building shared literacy around bias, accountability, environmental impact, and decision boundaries, while encouraging curiosity, wellbeing, and a sustainable pace.

# COMMUNITY

In 2026, we will build on this work with interview training and more standardised hiring practices, focusing on consistency, bias reduction, and greater care in candidate experience and decision-making. Alongside this, we'll continue our community work through volunteering and by supporting the communities around us wherever we can.

# ENVIRONMENT

In 2026, our environmental focus stays firmly on improving how we monitor our emissions and starting to move from measurement into reduction. This includes operational improvements, more responsible travel, a better understanding of cloud and AI related emissions, and beginning to embed carbon awareness into how we design and build products. Our aim is to make environmental impact visible at the point of decision, so reduction becomes part of delivery rather than something we look back on afterwards.

# CUSTOMERS

In 2026, we will be clearer about the kind of work we take on and the partners we choose to work with. By making shared expectations clear from the start, we aim to improve alignment, reduce risk, and focus our energy on work that creates lasting value. This helps us build stronger, more trusted relationships and ensures our time and expertise are directed toward projects that are commercially sustainable, responsible, and built to endure.

What we will  
do in 2026

# THANK YOU!

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