

USTWO MANIFESTO

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ustwo

WHAT WE'LL COVER

- Why we exist - our purpose
- What we do - our mission
- How we do it - culture and values
 - What being a partner means
 - Our Values
 - Contribution culture
- How we measure success

DON'T LET WORDS GET IN THE WAY

Manifestos shouldn't feel new, they should feel familiar. This document is here to share the story of ustwo - a story that reflects the behaviours, and attitude we see in our studios every day.

It's here for when you join, or when you just need a reminder of what we are all about. It helps with things like behaviour and decision-making and why we do what we do.

ustwo is all of ours. We hope it resonates.



WHAT THIS IS AND ISN'T

This manifesto is a timeless look how, and why, we do what we do.

It isn't a look at our growth strategy, commercials or KPI's. These are updated and shared regularly in FM's, studio sessions and studio emails. It isn't the place to view our policies, they can all be found on the guide.

WHY WE EXIST

Our purpose

VALUES + GROWTH = USTWO

An increasingly homogeneous landscape of digital consultancies is leading to increasingly homogenous experiences. Integrity and purpose are easily lost in the pursuit of efficiency and speed — creating products that people stick with, without breaking your values, is hard.

That's why we exist.

To bring energy in the edges, and build an independent, diverse and inclusive company, that's good for people, society and the planet.

We believe a thriving, growing profitable business is stronger because of its values, not despite them.



FOUNDED ON FRIENDSHIP

Founded in 2004 by two best friends Mills & Sinx (hence the name 'ustwo') - we're now based around the world.

ustwo may seem like it was born from a rather confusing mix of digital, game and adventure studio. But we're glad it doesn't look like just another digital agency from the outside, because it doesn't from the inside either. For us, above all else, it's a place to enjoy what we do together.

Simply put, the heartbeat of our culture is born from real, genuine friendship. The rest just emerged naturally from there.

Our focus over the last 20 years has been on nurturing and preserving the essence of being an independent, responsible, values-led business for the future.



INDEPENDENCE MATTERS

We have always been focused on preserving our independence.

We believe staying independent gives us the autonomy to be the values-driven business we want to be. To make decisions for ourselves. To pursue the kind of work we're passionate about that has a positive impact on the world. It enables us to maintain our values during times of social and cultural uncertainty.

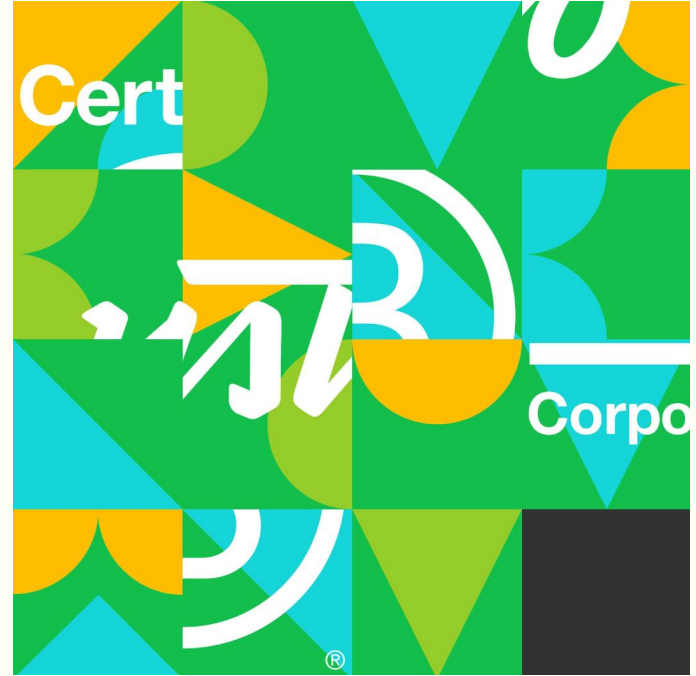
We want every ustwobie to feel invested and motivated to contribute to the success of ustwo. This is why we have profit share, and more recently became a employee-owned business. Every one of us is a partner in ustwo, that means we are part of ustwo and an integral part of our success.



GIVING MORE THAN WE TAKE

In 2020 we became a B-Corp. The certification is closely aligned with our principles, values and the way we already operate.

It brought in a new level of accountability and a tangible way to measure our impact. Balancing people, planet and profit makes our impact, culture and work bigger, brighter and better and one where ustwobies, our planet and shareholders can all benefit from successes.



WHAT WE DO

Our mission

IT'S NOT WHAT YOU SAY, IT'S WHAT YOU DO

At the heart of ustwo is our work. It's our opportunity to positively impact people's lives. It's our legacy.

In this industry, talk is cheap. For us, actually doing wins every time. Our heritage in launching digital products means we know what it takes.

What's incredible is that there are tens of millions of people from all over the world who've interacted with the digital products and experiences we've passionately created and crafted over the years.

And because they are built by ustwo we want them to shine brighter, work better and stand out from the crowd - we call this building products that people stick with.

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WHAT WE DO - OUR PROPOSITION

WE MAKE EXPERIENCES PEOPLE STICK WITH

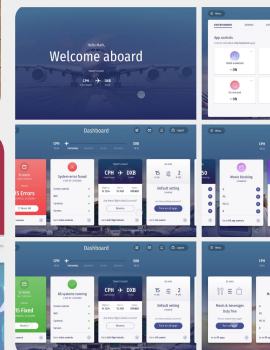
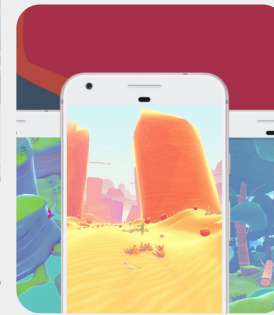
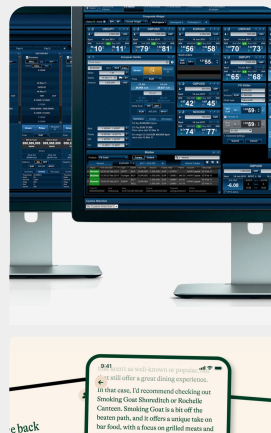
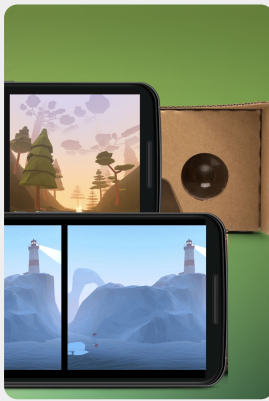
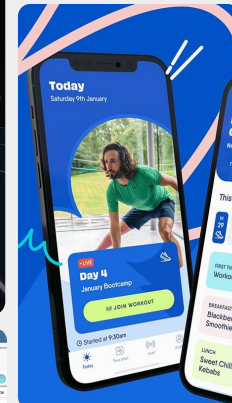
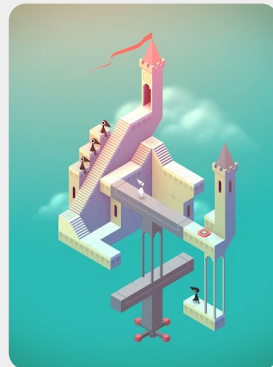
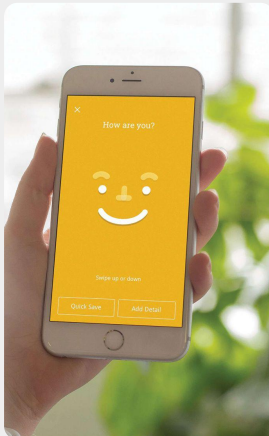
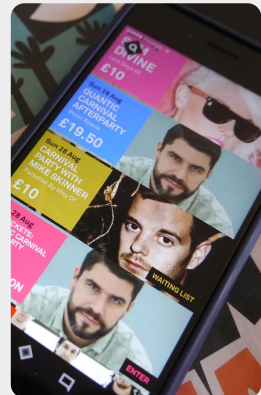
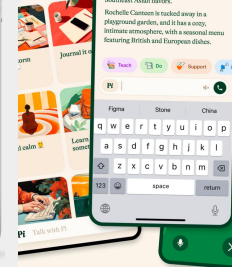
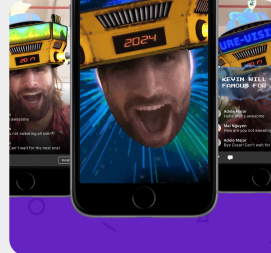
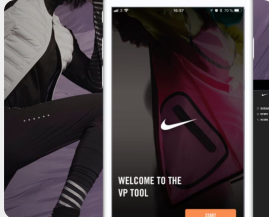
We create digital experiences that make lasting, positive impact to help people and businesses grow.

ustwo



FASTCOMPANY





ENERGY IN THE EDGES

Getting to breakthrough isn't a solo endeavour. Standing on the precipice of something new and audacious is equal parts thrilling and terrifying. So what helps you take the leap?

Excitement for where you are going, confidence it's the right path forward and trust you can get there safely.

Great experiences are built with energy and momentum. We generate this in the overlap of perspectives — where business meets user, client meets agency, ideas meet outcomes, dreaming meets doing.

Where one edge of thought touches another and you are taken somewhere entirely new.

HOW WE DO IT

Our cultures and values

UNLEASHING THE COLLECTIVE GENIUS

Having a strong and genuine culture is not something that can just be put in place. It takes a shared belief, collective focus, hard work and time. For us, culture is what we as a community value, expressed through our everyday actions.

What we value is community and belonging. We've always believed in a simple notion that if you surround yourself with a diverse and talented team of people, who learn from each other, who stand by each other through all the successes and failures, you'll be successful.

Our aim was always to build a diverse community of passion.

We wanted to bring people together to create magic, not only because it's better that way - but it's also a lot more fun!

We believe it's only through the power of a genuine and strong community working towards a common goal, that we can achieve true transformation for ustwo.

COMMUNITY & COLLABORATION

So what makes a thriving community? A place where we are able to balance individual needs with care for the collective. We do this through collaboration and being one studio across regions. Collaboration with each other, collaboration with clients and collaboration as a collective, global ustwo.

How we work at ustwo is an ongoing experiment in exploring this concept. And by having the right foundations for culture, values and incentives we are able to explore it boldly and successfully together.:

- What it means to be a partner at ustwo
- A culture of contribution
- Our values

WHAT IT MEANS TO BE A PARTNER

WE'RE ALL PARTNERS

We became employee owned in 2022. Our founders sold the majority of the business to ustwobies.

Together we own 62% of ustwo as part of an Employee Ownership Trust (EOT). Becoming employee owned was about making employees partners to unlock their entrepreneurial potential to take ustwo studios to places that we could have never imagined.

We became employee owned to deepen our shared purpose and welcome more like-minded people to ustwo. We preserve our independence, maintain high quality work, and protect our values and culture. As partners, we're represented on the board by elected Reps, who give input and a partner perspective on decisions and board matters.

WHAT DOES BEING EMPLOYEE-OWNED MEAN?

- Protect our independence, culture, work, identity
- Have a shared sense of purpose
- Prioritise the collective
- Elect Partner Reps biannually
- Run with transparent governance
- Give clarity to all on how to contribute to the company's strategy
- Share in the financial success of the company

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OUR VALUES

OUR VALUES

Raise the bar

We raise the bar by constantly developing ourselves and supporting the growth of others. We understand the bigger picture and balance the needs of our people with the needs of the business, holding ourselves accountable for how we show up and how we keep improving.

Learn together

We learn together by working collaboratively and transparently. We're not here to operate in silos. We share knowledge, experience, and different perspectives, making space for all voices to be heard so we can grow as individuals and as a team.

Be human

We be human in how we communicate and work with one another. We speak our minds with clarity, fairness, and respect, valuing who people are regardless of background, identity, ability, age, or belief. We bring visibility to effort and care about how our actions land on others.

Use the freedom

We use the freedom of trust and autonomy to stay curious, motivated, and self-driven. We create safe spaces where people can be their authentic selves, take initiative, keep learning, and make meaningful change.

Enjoy the journey

And through all of this, we enjoy the journey. We bring energy, optimism, and passion to our work, celebrating diversity through sharing, learning, and building something better together.

CONTRIBUTION CULTURE

CONTRIBUTING TO THE COLLECTIVE

ustwo has always valued a culture of radical collaboration and the power of collective genius. This manifests in the actions we take every day - as a collective of diverse, talented people who learn together, create together, and grow together.

Now, as Partners of ustwo, we're making a recommitment to our culture of community, connection, and collaboration. We're calling that contribution culture. We're still the same ustwo, but now we are all even more empowered to steer the ship towards growth, overcoming new challenges together, and harnessing the collective genius to drive results for our careers, relationships, and the business.

CONTRIBUTION CULTURE PROMISE

At ustwo, contribution isn't just a buzzword. It's in our DNA.

Contribution culture is what happens when we truly live our values. It is expressed through our everyday actions, the opportunities we embrace, and the knowledge we share.

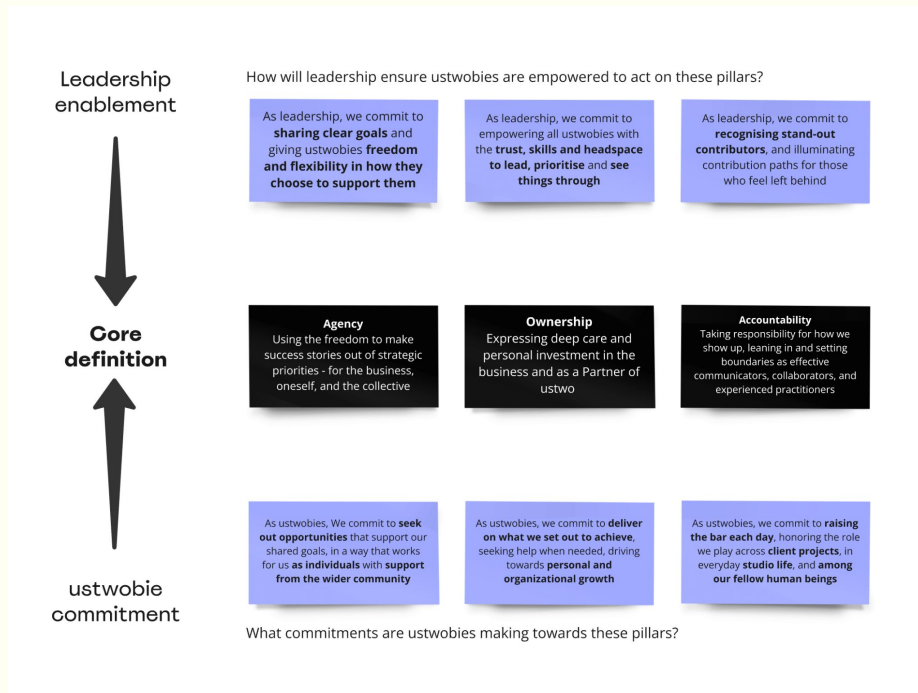
We see challenges as opportunities, view setbacks as lessons, and celebrate wins big and small. When we prioritize trust, hard work, collaboration, and deep care, we unleash the power of the collective genius. Whether you're driving a bench project, knowledge sharing, or suggesting a tweak that makes studio life a bit more vibrant, every effort matters and every contribution counts.

Contribution culture is about each and every one of us playing our part in making ustwo even better and brighter - whether you're leading an initiative, or supporting someone else to succeed. It's our secret sauce, our super power, our winning JFDI attitude. And it's how we grow, together.

PILLAR FRAMEWORK

What it is: A framework to help us all better understand how Contribution Culture is enabled by leadership, and applied by Partners

How to use it: These pillars can be referenced in moments of uncertainty, when handling perceived blockers, and/or assessing ones own or colleague contributions



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MEASURING SUCCESS

HOW DO WE KNOW WE'RE SUCCESSFUL?

We regularly measure key aspects of our business:

- We set OKRs annually so we can assess how we're tracking against our company goals
- We measure profitability for financial health
- We assess our B Corp commitments through our every three years recertification and B Corp score
- We monitor our client engagement and satisfaction through CRC every 4 months
- We measure employee engagement and sentiment through annual Tellus survey and regular pulse checks
- We measure our sense of belonging through our annual DEI survey

THE CORE OF USTWO

Why we exist

We exist to show independent, responsible business, works

By balancing the needs of our people, the planet and commercial success, we will achieve sustainable growth.

What we do

We build products people stick with

We do this to positively impact the lives of the people who use what we make, and the businesses we work with.

How we do it

We unleash the collective genius

We do this through:

- Being employee-owned
- Our culture of contribution
- Our Values

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THANK YOU!

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