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NET-ZERO STRATEGY 2025

DESIGNING A NET-ZERO FUTURE, BECAUSE INTENTIONAL IMPACT MATTERS

As a digital product studio and a B Corp, we build with purpose. Our work helps shape the systems people use every day — and that gives us a responsibility. The climate crisis demands more than good intentions. It asks us to look at how we operate, who we work with, and the tools we use to create.

This Net-Zero strategy is our commitment to doing just that. From software infrastructure to business travel, supplier choices to everyday studio life, we're mapping out what meaningful climate action looks like in a design-led, service-based business. This isn't just about reducing emissions. It's about making sure the way we work reflects the future we believe in — fairer, lighter, and designed for the long term.

This strategy doesn't come from the top — it comes from all of us.

Across studios, disciplines, and time zones, we've asked tough questions, shared ideas, challenged habits, and shaped this plan together. We know that getting to net-zero isn't a solo effort. It's a team commitment to think more critically, design more responsibly, and act like the future depends on it. Because it does.



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STRATEGY STATEMENT

WE RECOGNISE THAT THE CLIMATE CRISIS IS A PRESENT CHALLENGE THAT REQUIRES URGENT CREATIVE AND COLLECTIVE ACTION.

We are committed to reaching Net-Zero greenhouse gas emissions by 2040, in line with the Science Based Targets Initiative (SBTi) and the GHG Protocol.

This strategy builds on work already underway: measuring our footprint, assessing our supply chain, adapting our travel, and embedding responsible practices into our design process. This means executing technical fixes and addressing cultural change. It's about aligning our decisions, partnerships, and operations with the kind of future we want to help build.

Whether we're designing interfaces or shaping internal policies, we believe in making intentional impact. This strategy is our roadmap to doing that at scale by cutting emissions, driving accountability, and staying grounded in the values that make us who we are.

Our net-zero strategy is built from our five core values:

BE HUMAN

Care for the planet like we care for each other — with empathy, responsibility, and action.

LEARN TOGETHER

Stay curious about our impact and share what we learn, so we can do better together.

RAISE THE BAR

Less harm is not enough. We aim for positive change through everything we design and do.

USE THE FREEDOM

We have the freedom to shape a better future and the responsibility to start now.

ENJOY THE JOURNEY

Progress is never perfect but every step toward reducing our impact is worth celebrating.

USTWO AT A GLANCE

We are a global digital product studio with a team of just under 200 people across five studios in London, Malmö, New York, Lisbon, and Tokyo.

Founded in 2004, we've grown from a creative tech startup into a B Corp-certified, majority employee-owned company known for designing thoughtful, inclusive, and impactful digital experiences. Our work spans health, finance, mobility, and education. We are always guided by human-centred design and systems thinking.

In 2022, we achieved a B Corp score of 110.4, a recognition of our commitment to equitable governance, employee wellbeing, and purposeful client partnerships. As an Employee Ownership Trust (EOT), we're structured to prioritise long-term impact

over short-term gain which gives our team a voice in how the business is run and ensuring decisions reflect shared values.

We've been recognised with industry awards including Webby, D&AD, and Fast Company Innovation accolades. But more importantly, we measure success by the impact we have on our people, our partners, and the systems we help shape. This Net-Zero strategy is a natural progression: a commitment to grow responsibly, and to design a future that's fairer, lighter, and built to last.



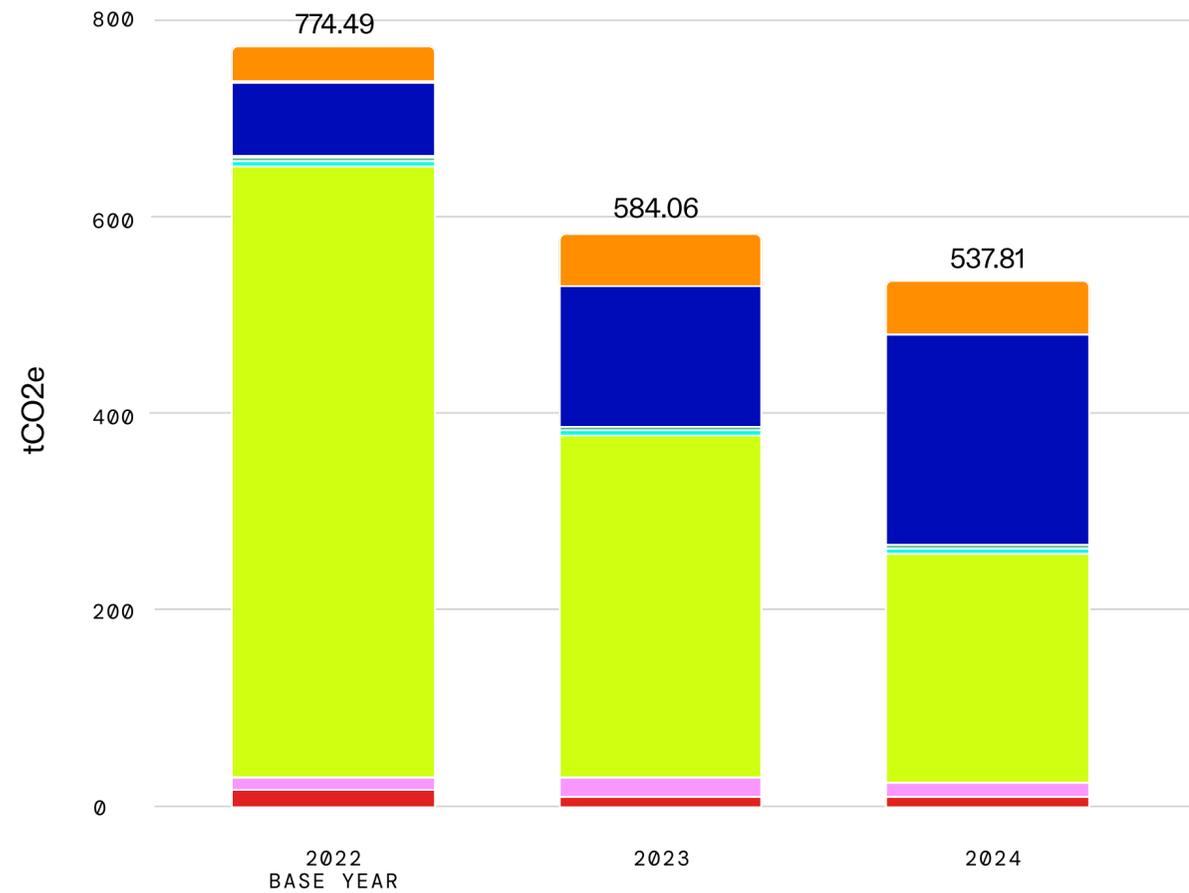
THIS NET-ZERO STRATEGY IS A NATURAL PROGRESSION: A COMMITMENT TO GROW RESPONSIBLY, AND TO DESIGN A FUTURE THAT'S FAIRER, LIGHTER, AND BUILT TO LAST.

CARBON FOOTPRINT

We began measuring our carbon footprint in 2022 to understand where we stand — and where we need to go.

That baseline has been our starting point for action. Since then, we've reduced our total emissions by just over 30 percent. This has been largely driven by a reduction in emissions from the goods and services we purchase, and despite an increase in business travel as teams reconnect in person.

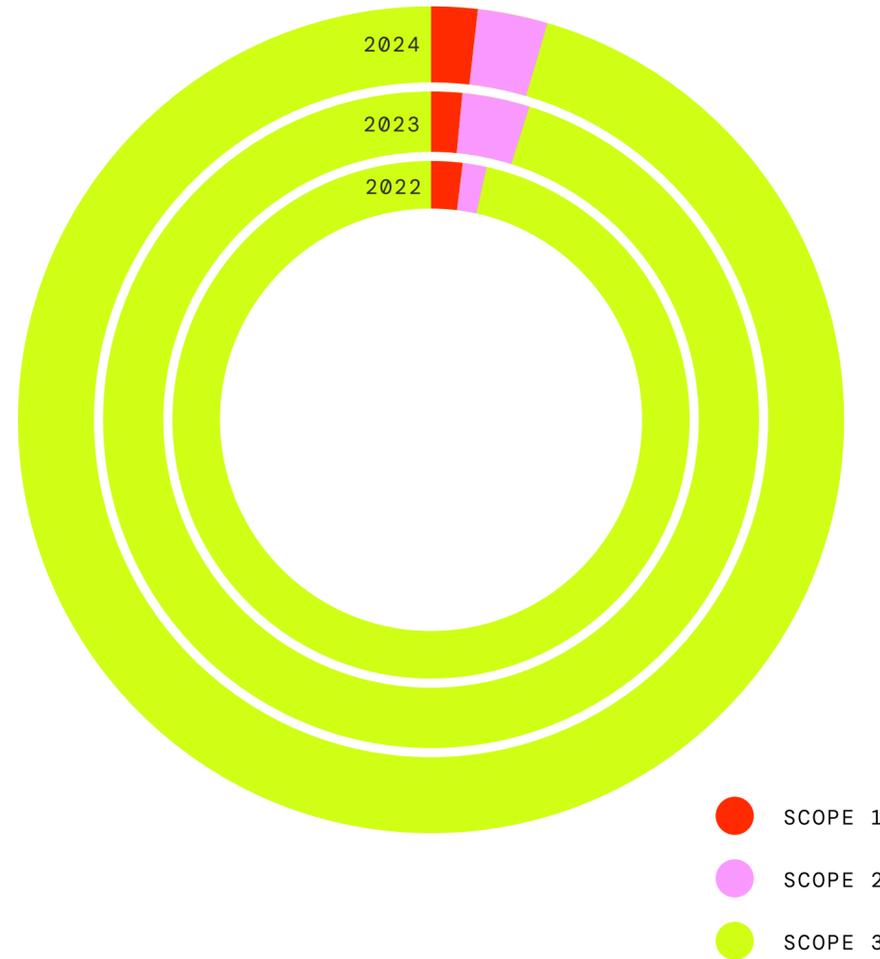
Our studios in London and Malmö now run entirely on renewable electricity, and we continue to build momentum across all areas of our footprint — from the things we directly control to those we can only influence. Our calculations follow the Greenhouse Gas Protocol and ISO 14064-1, and in 2023 we captured more than 98 percent of our total emissions.



Key (tCO2e)

- SCOPE 1: GAS
- SCOPE 3:3 FUEL AND ENERGY-RELATED ACTIVITY
- SCOPE 2: MARKET-BASED ELECTRICITY
- SCOPE 3:5 WASTE
- SCOPE 3:6 BUSINESS TRAVEL
- SCOPE 3:7 EMPLOYEE COMMUTING INCL. WFH
- SCOPE 3:1 PURCHASED GOODS & SERVICES

We've measured our emissions across three years, covering every part of our footprint, from the energy that powers our studios, to the tools we buy, the travel we take, and how we work remotely. This gives us a clear and consistent baseline to reduce from.



Purchased goods and services (Scope 3, Category 1) are still the largest part of our footprint, but we've made meaningful reductions — down 63% since 2022. That's helped counterbalance the sharp rise in business travel, which saw an 182% increase in emissions over the same period. As in-person collaboration returns, we're actively managing travel through policy, culture, and smarter planning.

We run our London and Malmö studios on 100% renewable electricity, which helped reduce our Scope

2 emissions by over 20%. Scope 1 emissions from gas have remained low and steady, while commuting and remote working emissions (Category 7) are gradually increasing, something we're watching closely as hybrid ways of working continue to evolve.

In total, we've cut our absolute emissions by 30.6% since 2022. Our emissions intensity has dropped from 6.15 to 2.86 tCO₂e per employee, a strong sign that we're growing in the right direction.

Carbon footprint by scope and emission source tCO₂e

SCOPE	2024%	CATEGORY	2022	2023	2024
SCOPE 1	2%	Direct emissions from natural gas	15.60	9.86	10.15
	0%	Fugitive emissions	0	0	0
	2%		15.60	9.86	10.15
SCOPE 2	3%	Electricity (market-based)	12.72	19.68	15.05
	-%	Electricity (location-based)	27.50	37.01	31.61
	3%	Total (market-based)	12.72	19.68	15.05
SCOPE 3	43%	Purchased goods and services	626.05	350.57	233.44
	0%	Capital goods	0.00	0.00	0.00
	1%	Fuel and energy-related activities	4.95	6.43	4.52
	0%	Upstream T&D	0.00	0.00	0.00
	<1%	Waste	1.81	1.01	0.60
	41%	Business Travel	77.25	142.33	217.82
	10%	Employee commuting (incl. homeworking)	36.11	54.18	56.23
	0%	Upstream leased assets	0.00	0.00	0.00
	0%	Downstream T&D	0.00	0.00	0.00
	0%	Processing of sold products	0.00	0.00	0.00
	0%	Use of sold products	0.00	0.00	0.00
	0%	End of life treatment of sold products	0.00	0.00	0.00
	0%	Downstream leased assets	0.00	0.00	0.00
	0%	Franchises	0.00	0.00	0.00
	0%	Investments	0.00	0.00	0.00
	95%		746.17	554.52	512.61
	100%	Total (Market-based)	774.49	584.06	537.81
		Emissions Intensity (tCO ₂ e/employee)	6.15	3.63	2.86
		% Change from base year		-24.6	-30.6%

EMISSIONS HOTSPOT

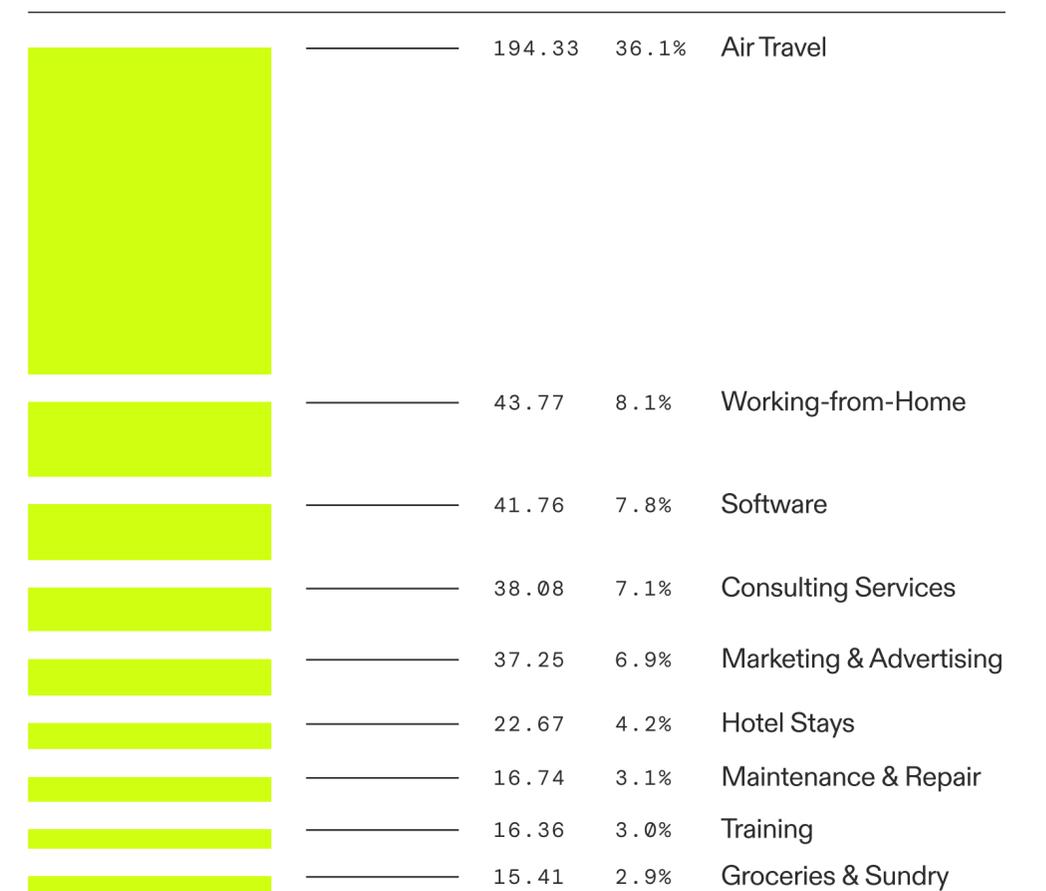
Our emissions hotspots reflect the nature of our work, primarily digital, collaborative, and distributed across studios and partners.

In 2024, air travel accounted for the largest share of our footprint at 194.33 tCO₂e (36.1%). Emissions from working-from-home followed at 43.77 tCO₂e (8.1%), alongside software (7.8%), consulting services (7.1%), and marketing and advertising (6.9%).

Together, these five categories made up over 65% of our total emissions in 2024. All of them are closely tied to how we run projects, support clients and operate day-to-day.

By targeting reductions in these high-impact areas we can make the biggest gains in reducing our overall footprint. These categories are where focused action can deliver the most meaningful results.

Top emissions hotspots by category 2024 (tCO₂e)



We know that any carbon target we set needs to be grounded in science. It's the only way to make sure our efforts actually matter in the face of the climate crisis.

We have committed to an ambitious science-based target aligned with limiting global temperature rise to 1.5°C above pre-industrial levels. This target reflects our commitment to contributing to the global effort to combat climate change and limit temperature increases.



SCIENCE-BASED TARGETS

Objectives:

To meet our climate goals, we'll align both our near-term and net-zero targets with the Science Based Targets initiative (SBTi) for SMEs. We're clear on what we need to reduce and this alignment helps ensure our targets are science-based, credible, and built to drive real change.

Near-term target:

We commit to reduce absolute scope 1 and scope 2 GHG emissions by 42% by 2030 from a 2022 base year and to measure and reduce its scope 3 emissions.

Net-zero target:

We commit to reach net-zero by 2040. As part of this, we commit to reduce scope 1, 2 and 3 emissions 90% by 2040 from a 2022 base year.

DESIGNING BETTER, FOR PEOPLE AND PLANET.

AREAS OF IMPACT

We're focused on understanding and reducing emissions across our whole value chain. That means looking not just at our own footprint, but also how we work with suppliers, partners, and collaborators.

Our 2022 emissions data gives us a clear reference point — a baseline to track progress and hold ourselves accountable. We've taken time to identify the biggest impact areas in our footprint, so we can focus on where change will matter most. From day-to-day operations to the services we buy, we're aiming to work smarter and lower our impact at every step.

Impact areas and actions

IMPACT AREA	REF	ACTIONS	IMPACT
01 Supply Chain	SU1	Supplier Engagement	High
	SU2	Sustainable Procurement Policy	High
02 Digital Product Development	DP1	Sustainable Design & Development	Medium
	DP2	Responsible AI & Data Policy	Medium
03 Travel	TR1	Low-Carbon Travel Policy	High
04 Employee Practices	EM1	Commuting & Homeworking	Medium
	EM2	Sustainability Training	High
05 Studio Operations	ST1	Office & Operations	Medium
	ST2	Hardware & Waste	Low
06 Offsets	OF1	Offset Policy	Medium

The Roadmap

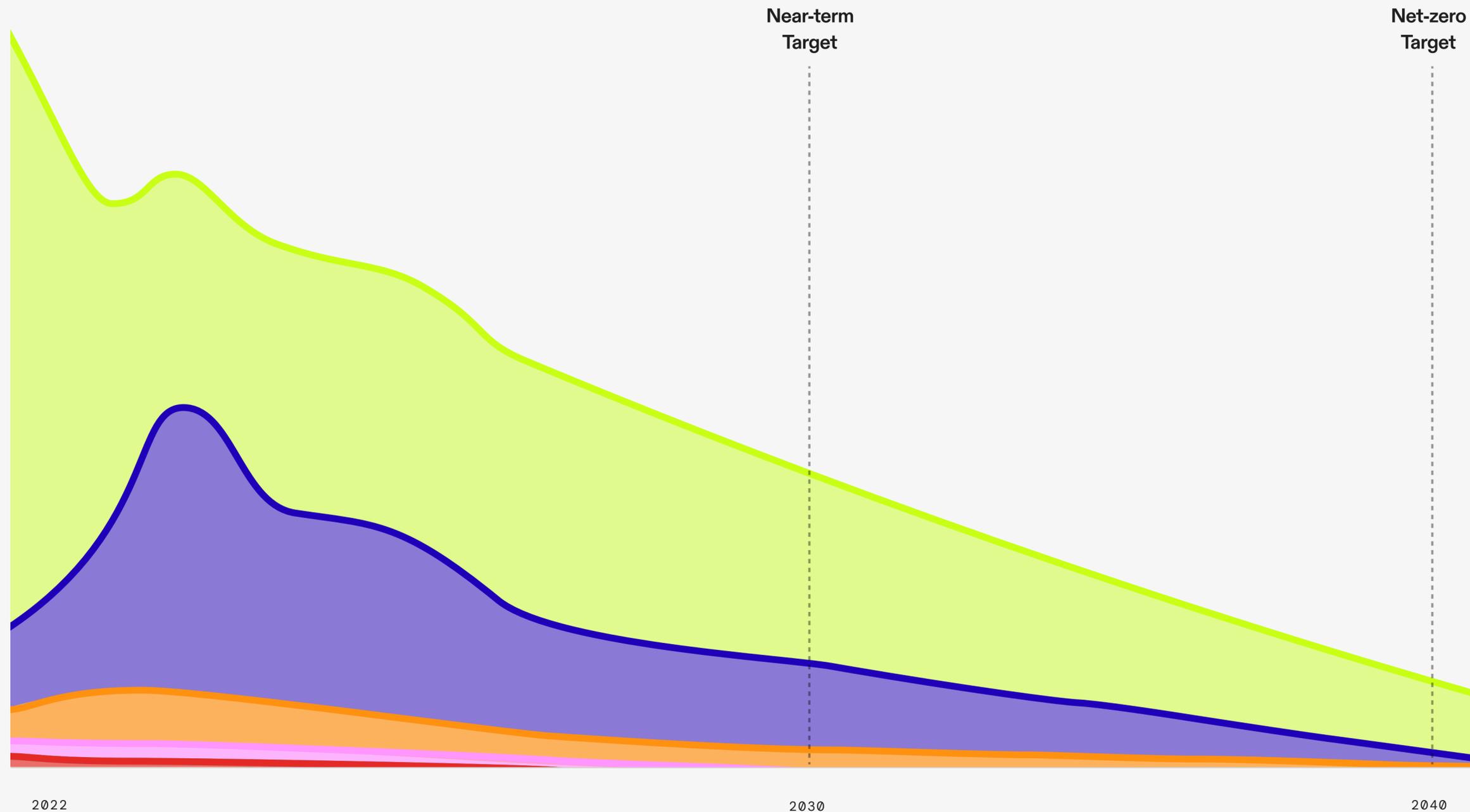
IMPACT AREA	REF	ACTIONS	DESCRIPTION	PRIORITY
01 Suppliers	SU1	Supplier Engagement	We will annually identify and engage with core suppliers on their sustainability performance and progress. We will request emissions data, encourage emissions reductions, and align suppliers with our net-zero journey.	High
	SU2	Sustainable Procurement Policy	We will implement a procurement policy embedding carbon and sustainability criteria into all major purchasing decisions across the business.	High
02 Digital Product Development	DP1	Sustainable Design and Development	We will embed low-impact practices into our product design process, prioritising efficiency, green hosting, and measurable environmental outcomes for client work.	Medium
	DP2	Responsible AI and Data Policy	We will continue to use AI responsibly, minimising emissions from data use while exploring opportunities for AI-driven sustainability benefits. We will continue to monitor and implement responsible use of AI in both our operations and products.	Medium
03 Travel	TR1	Travel Policy	We will maintain and strengthen our travel policy to reduce emissions, introducing carbon budgets, clearer approval processes, and team-based incentives to encourage lower-carbon travel. The focus will be on promoting rail over air, reducing short-haul flights, and embedding climate considerations into travel decisions.	High
04 Employees	EM1	Commuting and Homeworking	We will support greener commuting and lower homeworking emissions by offering employee incentives, promoting low-carbon travel modes, and providing home energy efficiency guidance. The business will also explore enabling access to green energy tariffs and promoting best practices to reduce home energy use.	Medium
	EM2	Sustainability Training and Teams	Our employees will be empowered through targeted sustainability training, the formation of a dedicated green team, and culture-building activities that embed everyday climate action into how people work, design, and collaborate. This includes creating feedback loops, celebrating progress, and integrating sustainability into onboarding and team rituals.	High
05 Studio Operations	ST1	Physical Office, Virtual Office and Operations	We will optimise energy, water, and digital operations across all studios, aiming for net-zero emissions from its direct footprint by 2030. This includes reducing gas reliance, enhancing efficiency, minimising digital infrastructure impact, and encouraging best practice management across all physical and virtual workspaces.	Medium
	ST2	Hardware and Waste	To minimise physical waste, we will extend product lifecycles, and adopt circular practices across hardware procurement and disposal. This includes prioritising reuse, secure reconditioning, sustainable sourcing, and end-of-life solutions that align with our net-zero ambition.	Low-Med
06 Offset Policy	OF1	Offset Procurement	We will procure high-quality carbon removal offsets to address residual emissions and meet its net-zero commitment by 2040.	Medium

NET-ZERO PATHWAY

This is what our annual core emission hotspots will look like on the way to our 2040 net-zero target.

Key

- PURCHASED GOODS & SERVICES
- BUSINESS TRAVEL
- EMPLOYEE COMMUTES
- PURCHASED ELECTRICITY



DELIVERING DECARBONIZATION

**WE'RE NOT HERE
FOR THE HEADLINES,
WE'RE HERE TO
MAKE PROGRESS.**

Strong governance keeps us accountable and focused on results. It's how we turn ambition into real carbon reductions.

1. Monitoring

Monitoring our carbon emissions is essential to track progress toward net-zero. We will ensure that each year we will measure, report, and verify our emissions data.

2. Assurance

Our annual carbon measurements will be quality assured internally and verified against ISO 14064-1 standard to ensure our tracking is transparent, credible, and reliable. Oversight of this process will be undertaken by top management at the organisation.

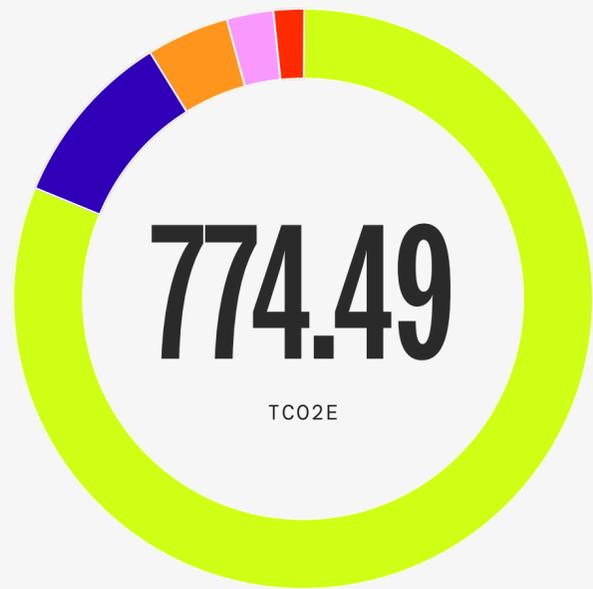
3. Review & improve

We are aware that our strategy is likely to change over time, our current plans may deepen and mature as we deliver and iterate our net-zero strategy. That is why we are committed to continual improvement of our strategy in order to achieve our goals. Therefore, every three years we will:

- Revise targets against delivery
- Identify and mitigate data gaps
- Update our strategy

HOW DO WE GET TO NET-ZERO?

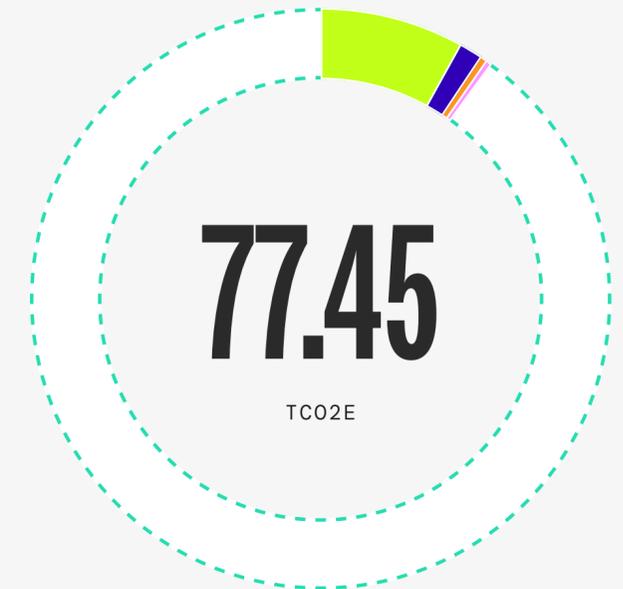
Our net-zero goal is ambitious — and so is our commitment to making it real. As we grow, we're focused on cutting carbon in the places that matter most.



BASELINE



2030



2040

Key

-  PURCHASED GOODS & SERVICES
-  BUSINESS TRAVEL
-  EMPLOYEE COMMUTEING
-  ELECTRICITY
-  GAS
-  ABATED EMISSIONS

THE FINAL SAY

We believe that the responsibility to act on the climate crisis doesn't sit with someone else — it sits with all of us. As a team, we've spent years building a business rooted in care, creativity, and equity. That same foundation now drives our climate ambition. This strategy is about reducing our footprint yes, but also about being honest with ourselves and intentional in how we show up for the future.

We've set a science-aligned goal to reach net-zero emissions by 2040. It's a target that reflects our values, but also our role as a digital product studio. The majority of our impact sits in Scope 3: in the tools we

use, the suppliers we choose, the software we build, and how it's hosted. Getting to net-zero means rethinking all of it — and we're ready to do that work.

This is not a job for one team or one policy. It's a collective commitment. We've designed this strategy to be practical, actionable, and woven into the way we already collaborate. We know it won't be perfect from the start, but we'll keep listening, adapting, and moving forward. Because what we create — and how we create it — matters.

- **REVISE TARGETS AGAINST DELIVERY**
- **IDENTIFY & MITIGATE DATA GAPS**
- **UPDATE OUR STRATEGY**

THANKS

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