



www

HUMAN EXPERIENCE

DON'T LET WORDS GET IN THE WAY

ustwo is growing, so it's about time we captured and put down on paper our core beliefs and values, whilst highlighting some priority areas that we'd like the business to focus on in the future.

This document really resonates with us and is designed simply as a guide to ustwo to help with things like behavior and decision-making within the organisation.

We hope it resonates with you.

/ ustwo



CULTURE



“ Culture is what we as a community value, expressed through our everyday actions

EASY TO SAY, HARD TO DO

It seems everyone is talking about the importance of having culture within an organisation or highlighting how you can go about manifesting it within a company if it's lacking.

However it's not quite as simple as that and the reality is that 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.

But in this fast-moving digital world where businesses tend to focus on short-term results driven by profitability and ROI, culture and the time required to nurture it is becoming increasingly scarce within organisations.

In our opinion, the focus should be on achieving the right balance between short-term results and building a strong culture for the long-term.

CULTURE IS NOT SOMETHING YOU 'HAVE', IT'S SOMETHING YOU 'DO'

Culture is often described as something intangible that exists within the walls of a company.

As it's made up of the stories, symbols, language, experiences, learning, principles and beliefs in an organisation - it can be hard to define.

But to us it's pretty straightforward - it's how we do things at ustwo. Culture is what we as a community value, expressed through our everyday actions.

In other words, culture is not just something you 'have', it's something you 'do'.

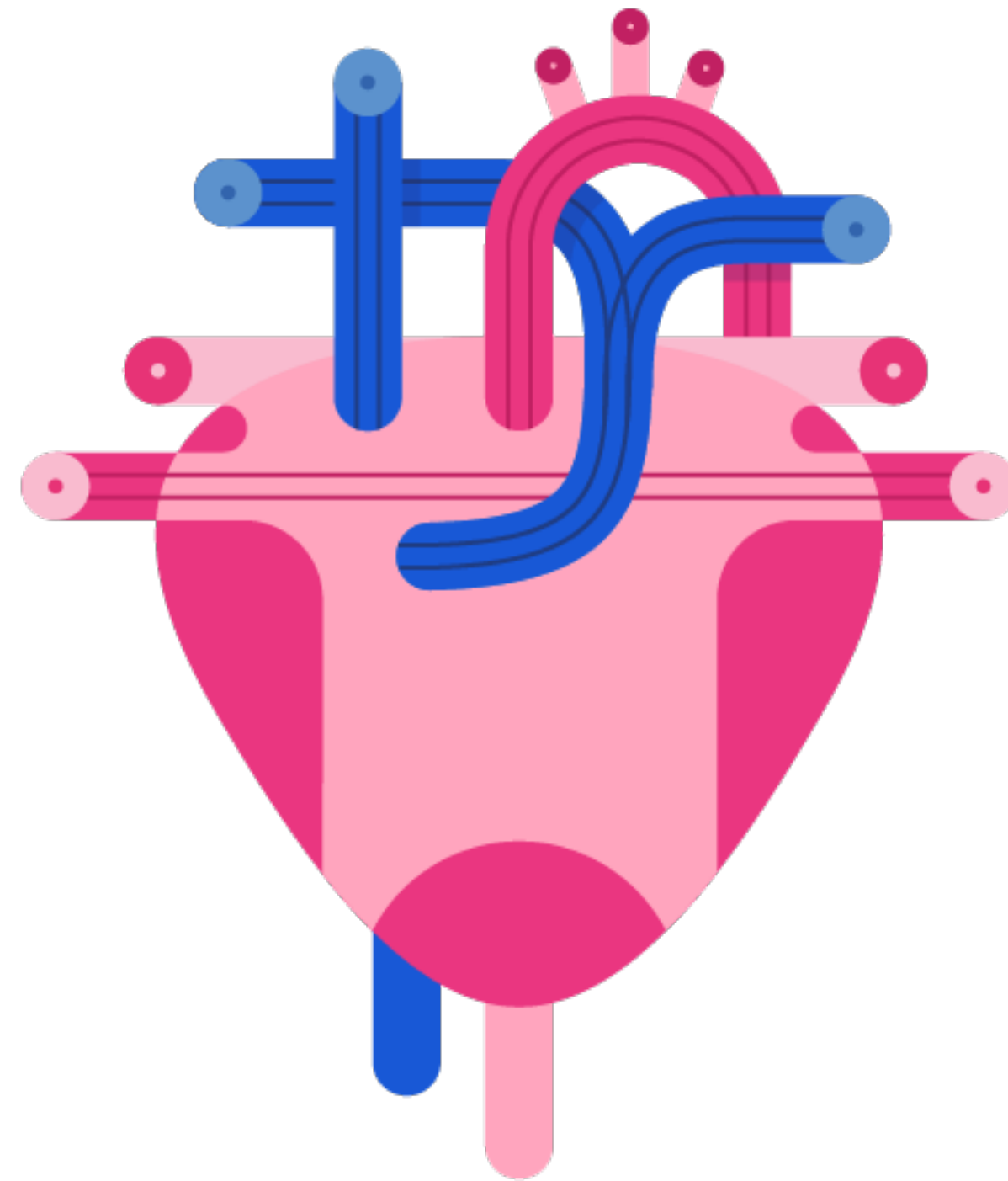
So, what are we actually doing, and what are the key aspects of our culture that explain why we do things the way we do?

THE CORE OF OUR CULTURE

1. PURPOSE

2. MISSION

3. VISION



4. VALUES

5. APPROACH

6. MEASURES

A young woman with long dark hair, wearing a blue denim cap and a floral-patterned top, is smiling and hugging another person whose back is to the camera. The person being hugged is wearing a white patterned shirt and holding a tall glass of yellow beer. They are both wearing green wristbands. The background is a blurred outdoor festival or market scene with other people and structures.

1. PURPOSE

“ Purpose explains
why we do what we do

FOUNDED ON FRIENDSHIP

Founded in 2004 by two best friends Mills & Sinx (hence the name 'ustwo') - we've grown to over 250 ustwobies, based in London, Malmö, New York and Sydney.

ustwo may seem like a rather confusing mix of digital studio, game studio, incubator and venture fund. 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 fampany culture is real, genuine friendship. The rest just emerged naturally from there.



THE POWER OF 'FAMPANY'

Our focus has always been on building what we refer to as a 'fampany' — a company that feels like a family.

Our aim was to build a community of passion and a commercial playground for ustwobies, clients, investors, entrepreneurs, partners, users and friends. 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!

ustwo is all about community and being real. We've always believed in a simple notion that if you surround yourself with a talented team of people, who learn from each other, who stand by each other through all the successes and failures, and who live and breathe the 'ustwo experience' – the rest will sort itself out.

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 and our partners.

UNLEASHING COLLECTIVE GENIUS

Mastering and being the best at your craft is as important as ever, but the most dynamic companies today are also masters of collaboration.

As technology develops, the speed of change and resulting complexity increases exponentially, meaning knowledge can very quickly be made redundant and it's impossible for individuals to remain experts.

So as an organisation, how do you make sure you remain ahead of the curve in a world without experts and absolute truths? The old ways no longer work and collaboration is the only answer.

It's all about crafting the optimal conditions for the team to perform at its absolute best, in an environment of diverse backgrounds, thoughts, views, opinions and life experiences.

But to become a great collaborator you need to master some new skills. You need to understand group dynamics, you need to become self aware of your own strengths and weaknesses, and you need to become pro at managing yourself in a group as self-management is key.

We believe real genius exists in the collective, and our purpose is to explore that concept. That means mastering the art of collaboration, setting a new standard for environments and practices that unleash the creativity and collective genius of our teams, and helping our partners build their capabilities in the same way.

PURPOSE

Our purpose is to unleash
collective genius

2. MISSION

“ Mission describes an ambitious yet achievable position in our market, or in our customers’ lives, that recognises our purpose

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

ustwo's heritage of craft and learning by doing gives us the real world strategic insight to help companies transform their digital selves. In this industry, talk is cheap. For us, actually doing wins every time.

If you provide client services for a startup, you need to know what it's like to have built and launched one. If you want to help a global brand build and launch a new digital product, you need to build and launch your own.

Most importantly, this means you're leading by example and proving that you're not in the game for money alone. This is how you make a meaningful impact on the world.

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.

CREATING A MEANINGFUL IMPACT

If you look at the direction ustwo is heading today, you'll see there's a movement towards taking on more meaningful work.

The really beautiful thing is this isn't something that's been forced or dictated by management, but something that's evolved naturally.

We're collectively aligned as team and on a path to make a bigger impact on the world than we've ever done before.

We're building towards a better ustwo off the back of experiments including a mobile game designed for people who wouldn't usually play games, making meditation available to anyone at anytime, enabling visually impaired people to navigate public transport and bringing more transparency to the live music space.

It's clear the ustwo community is already powering our mission to launch products, services and companies that make a meaningful impact on the world.

This is a big ambition and area of focus going forward.

MISSION

We're on a mission to launch products, services and companies that have a meaningful impact on the world



3. VISION

“ The vision describes the difference we’ll create in our customers’ lives, or the larger world, when we ultimately realise our purpose

CHANGE TO STAY THE SAME

So, where are we going? How will we know if we've made it? What's our vision and what difference will we have made to our partners and the wider world?

The irony of a long term vision in this fast paced digital world isn't lost on us. ustwo is different to how it was five years ago and we therefore don't expect it to be the same company it is today in another five years time.

Change is the only certainty in our industry and we must be open to it whilst remaining true to our purpose. In short, we need to change to stay the same.



THE UNTAPPED POTENTIAL OF DIGITAL

The continued advancement of technology and impact it has on the digital industry offers new, exciting and increasingly complex challenges for us as an organisation to solve.

It gives us the opportunity to continue to explore the huge and untapped potential digital has to transform people's lives.

What's really exciting is that the digital industry is in its infancy and we're only beginning to understand the full extent of how it can be utilised to create real value for people.

THE UNTAPPED POTENTIAL OF HUMANS

We'll push the boundaries of what is possible and explore the true potential of digital by creating experiences that provide genuine utility and value, which transform people's lives for the better.

Our aim is to remove the barriers and limitations between people and technology in a way that enables and empowers users to accomplish their goals - whatever they may be.

VISION

Our vision is to create a world
where digital experiences
transform people's daily lives

A person wearing a realistic horse mask with a brown mane and a floral-patterned shirt is the central focus. They are surrounded by other people at an outdoor festival or fair. In the background, a white awning with the Coca-Cola logo is visible, along with a red building and a white van. The scene is brightly lit, suggesting a sunny day.

4. VALUES

MAKE THEM COUNT

When Enron was still in business it had these potent sounding value statements carved into marble pillars in its main reception space.

However the essence of company values should be about the basics i.e. who gets rewarded, promoted or unfortunately even let go – it's not about power statements carved in marble for all to see.

At ustwo it's simply the behaviours and attitudes that ustwobies embody within themselves naturally that help them perform and grow as individuals, as well as accelerate our progress as a team that we value.



BE HUMAN

To be human means being yourself, and recognising it in others

- Be real
- Build trust
- Speak your mind
- No politics. No games
- Actually care
- Lead by example

LEARN TOGETHER

To learn together means
relying on each other, and
this benefits us all

- Family is our strength
- Collaborate, collaborate, collaborate
- Continually get better
- Share your 'successes' and make them count
- Curiosity is key

RAISE THE BAR

To raise the bar means
good enough doesn't cut it

- Don't stand still
- Always push forwards
- Go beyond your comfort zone
- Be a work in progress
- Unleash the Krackabusi A.K.A the win
- Make people say, "I wish I thought of that"

USE THE FREEDOM

To be free means we can control our future, and make it what we want

- Independence to do what we want
- Trust each other
- Provoke change
- Anything is possible
- JFDI

ENJOY THE JOURNEY

To enjoy the journey means
making a commitment
to ustwo life

- Enjoy the ride
- Celebrate, even when we fail
- Feelings are contagious - good and bad
- Make studio life count

A top-down view of a person's hands typing on a white keyboard. The left hand has a tattoo that says 'HARD' and the right hand has a tattoo that says 'WORK'. The background is a wooden desk with a white mouse to the right.

5. APPROACH

“ Our approach help
focus our joint efforts

GROWING UP WITHOUT OUTGROWING OUR SOUL

It's clear that the business needs thoughtful leadership and direction, but it's even more important that we don't lose what's made ustwo successful in the first place.

There is real work to be done by defining global strategies and making the work more explicit, but in the process we must never lose sight of the fact that the company was founded on working with people you enjoy working with and having a good time doing it.



Constant change is the only certainty in our industry that we must respond to, whilst remaining true to our purpose. How can we change to stay the same?

**ANTICIPATE EMERGING NEEDS AND TRENDS
TO UNDERSTAND HOW TECHNOLOGY CAN
TRANSFORM PEOPLE'S LIVES**

**DIVERSIFY AND SCALE OUR BUSINESS MODEL
TO REDUCE RISK AND REAP HIGHER REWARDS**

**BUILD A COMPANY OF TALENTED PEOPLE
THAT CAN DEAL WITH CONTINUOUS CHANGE**

5. MEASURES



“ Our measures indicate progress,
forward or backward, on the journey
towards realising our purpose

SUCCESS BEYOND JUST MONEY

Our measures indicate progress, forward or backward, on the journey towards realising our purpose.

Measuring what we value and what we believe makes us successful, balances our decisions and aligns our values & beliefs in the organisation.



SUCCESS MEASURES

Measuring '**PROFIT**' proves the sustainability of our commercial model and our independence. Without it you cannot survive in the long term.

Measuring '**GROWTH**' indicates a healthy, secure and stable business. If we don't grow we go backwards.

Measuring '**IMPACT**' provides an external view of whether or not we're providing the right value to people, businesses and organisations.

Measuring '**CULTURE**' allows us to learn more about what drives and motivates us. It also means we can share learnings more effectively with each other.

**BRINGING IT
ALL TOGETHER**

THE CORE OF OUR CULTURE



PURPOSE

Our purpose is to unleash collective genius

MISSION

We're on a mission to launch products, services and companies that have a meaningful impact on the world

VISION

Our vision is to create a world where digital experiences transform people's daily lives

VALUES

We particularly value these behaviours and attitudes:

- BE HUMAN
- LEARN TOGETHER
- RAISE THE BAR
- USE THE FREEDOM
- ENJOY THE JOURNEY

APPROACH

We focus our joint efforts to:

- Anticipate emerging needs and trends to understand how technology can transform lives
- Diversify and scale our business model to reduce risk and reap higher rewards
- Build a company of talented people who are equipped to deal with continuous change

MEASURES

We track progress by measuring:

- PROFIT
- GROWTH
- IMPACT
- CULTURE