

Manifesto.

1. We will always start with USER NEEDS. We hold our users' needs and lived experiences in high value.

We will not assume we know anything.

2. We will seek out SHARED VISIONS even when uncomfortable.

We believe building trust and diversity will produce inclusive outcomes.

3. We value the POWER OF CO-CREATION, and we will co-design and iterate with all stakeholders.

4. WE WILL LISTEN.

5. We will prioritize COLLABORATION at multiple stages in the process.

We will work across silos & departments.

6. We will EMBRACE CREATIVITY, we will be experimental, and we will prototype.

7. We don't fail, WE LEARN.

We will try, iterate, learn, and then do better to deliver meaningful change.

We will put this into practice through our values of TRUST, TRANSPARENCY, AND SUSTAINABILITY. We will make time and space to revisit our values.

This manifesto was co-created with UAL Digital Services: UAL Teaching and Enhancement Team, UAL Programmes and Projects Team, and UAL Management Team in June, 2022.



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