

mark-making\*

# Impact Report

2023-2024

Certified



Corporation





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# We are mark-making\*

A B2B brand strategy and creative agency on a mission to help others make their mark – and to leave goodmarks\* of our own.

Since 1995, we've specialised in helping B2B brands stand out in complex, crowded markets. From ambitious scale-ups to established household names, particularly in Financial Services, Technology and Professional Services, the organisations we partner are spirited, forward-thinking, and understand that brand is a strategic asset – and that being more human is the key to lasting success.

Because when all's said and done, business to business really is just people to people.

As a certified B Corp, we're drawn to clients who, like us, want to use business as a force for good. Our compact but mighty team brings strategic rigour and creative brilliance to every brief, helping brands become more memorable and more meaningful – so they're chosen more often.

We remain restless in our pursuit of excellence, grounded in our approach, and accountable for the impact we make – rooted always in the human connections that drive everything we do.





We help ambitious individuals and organisations make their mark through robust strategic thinking and creativity, underpinned by a resolute belief in business as a force for good.

For us, profit is the reward for serving society well. So whatever we do and whenever we do it, we make sure we do what's right – for our clients, for our people and for the world around us.



# A word from Steve



**Steve Turner**

Co-founder of mark-making\*

Our mission is to help others make their mark and to leave goodmarks\* of our own. The past two years tested our ability to live that mission through adversity, and I'm proud of how we responded.

We won't shy away from the reality: 2023 and 2024 brought significant challenges. Unexpected client losses, prolonged project delays, and market volatility created pressures that required difficult decisions. In 2023, we undertook a necessary restructuring that sadly led to four redundancies. Performance throughout 2024 remained uneven, and whilst we made progress, our financial targets were only partly achieved.

As a B Corp committed to transparency, I want to acknowledge that these challenges impacted our capacity for goodmarks\* work. Pro bono hours and volunteering dropped significantly in 2024 as we focused on stabilising the business. Yet even through these constraints, our commitment to our people, our values, and our B Corp principles never wavered.

We made meaningful progress on reducing our environmental footprint, continued investing in our team's development, and maintained the culture that defines us. Client relationships remained strong, team spirit endured through change, and our work continued to win recognition.

The adversity clarified what mark-making\* is truly built on: not just creative talent and strategic thinking, but values that guide us through difficult times and a culture that keeps us connected to our purpose.

2025 marks our recertification year for B Corp and a new chapter. We approach it with clearer priorities, stronger foundations, and renewed determination. As we rebuild, reinvest in goodmarks\*, and recommit to our B Corp journey, we're not just returning to where we were. We're building something more resilient and more purposeful.



**Certified**



**Corporation**

**We are proud to meet  
high standards of  
environmental and social  
performance**

Certified in 2022

Find out how we are reinventing business at [bcorporation.uk](https://bcorporation.uk)



We're a B-Corp!

# Building stronger foundations for lasting impact

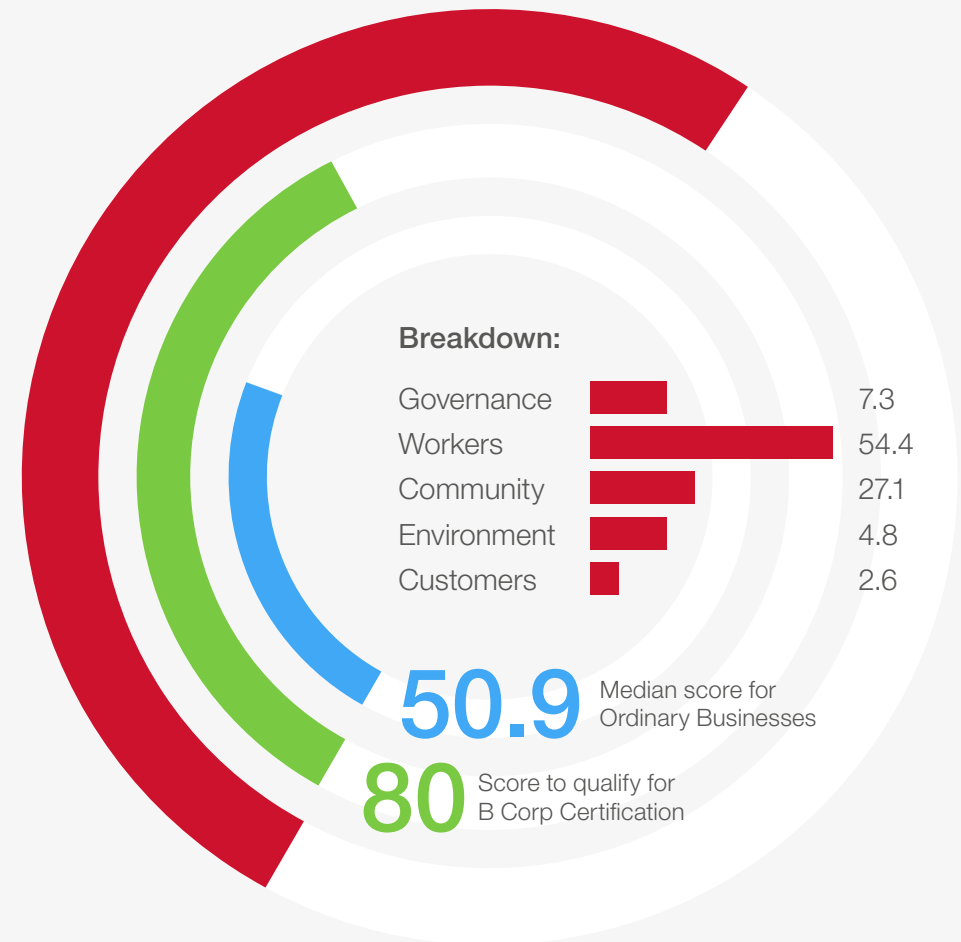
We were thrilled to achieve an industry leading score of 121.3 when we certified as a B Corp in 2022. It reflected the strength of our culture, our commitment to responsible business, and the impact we were making across all five areas of B Corp assessment.

The challenging period that followed tested that foundation. As we approach recertification in 2025, we know our score will reflect those difficulties – but we're committed to maintaining our certification and getting as close to our previous score as possible.

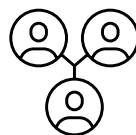
More importantly, we're using this recertification as an opportunity to build something more resilient. By strengthening our processes, re-energising our goodmarks\* work, and embedding B Corp principles more deeply into everything we do, we're laying the groundwork for sustained, meaningful impact in 2025 and beyond.

Overall B Impact Score

# 121.3







# Team

Investing in our  
mark-makers



# Our progress in 2023 & 2024

## What we set out to do

## How we did

<b>Strengthen wellbeing and connection.</b> Continue building a culture that supports every mark-maker's wellbeing and sense of belonging.	<p>Welldoing remained a cornerstone of our culture. We refreshed our wellbeing focus through a new team survey, monthly "Welldoing" emails promoting nutrition, movement, and mindfulness, and regular internal updates to help people stay connected and supported.</p> <p>We kept our social and wellbeing initiatives going through a challenging period – from a sound-bath and pasta-making social in spring 2023, to more regular, whole-team activities in 2024 including a foraging afternoon and summer river trip at Symonds Yat.</p> <p>These moments helped reinforce a sense of togetherness and optimism as we rebuilt momentum.</p>	COMPLETED
<b>Support learning, growth, and future skills.</b> Ensure every mark-maker has access to meaningful opportunities to learn, grow, and adapt.	<p>All mark-makers had the opportunity to further develop their skills, with an average of 42 hours of professional development per person in 2023 and 38 hours in 2024.</p> <p>2023 focused on professional and personal development: some of the team attended the D&amp;AD Festival, the design team completed UX/UI training, and everyone was offered financial wellbeing consultations with our adviser.</p> <p>In 2024, we carried out a review of our HR support services and completed a full review of our policies and procedures, alongside internal training on our Ethical Marketing Policy and Greenwashing.</p> <p>Late in 2024, we ran an AI Activation Day with specialist consultancy Spark – the first step in our AI strategy – to prepare the team for the 2025 Spark AI Accelerator programme.</p>	ONGOING
<b>Build balance and flexibility.</b> Evolve the way we work to support balance, collaboration, and creativity.	<p>In early 2024, we trialled a reduced working week (37.5 hours, with no salary change) and increased office days to three per week – Monday, Tuesday, and Thursday – for a 12-week period.</p> <p>Following a review of the 12-week trial, we decided to make both changes permanent in summer 2024, as they were felt to benefit the team and the way we work. The move strengthened side-by-side collaboration while retaining the flexibility that's central to mark-making's culture.</p>	COMPLETED
<b>Create more opportunities for social connection.</b> Rebuild the energy and togetherness that drive creativity and collaboration.	<p>We reintroduced regular team socials, themed meetings, and group activities – refreshing our office environment and outdoor spaces through the Courtyard initiative, and encouraging informal out-of-hours gatherings.</p> <p>Through 2024, there was a noticeable lift in morale and connection reflected in staff surveys and feedback, as the renewed focus on shared experiences and togetherness strengthened team spirit.</p>	ONGOING

## Our focus for 2025

- 1. Support growth and development.** Deliver the Spark AI Accelerator and ensure all mark-makers have the opportunity to develop and grow in their roles, building skills that strengthen both individual and collective capability.
- 2. Maintain momentum with Welldoing.** Ensure we sustain our Welldoing initiative and maintain momentum, keeping wellbeing and connection at the heart of how we work.
- 3. Review and update policies and handbook.** Review and update our policies and Company Handbook to ensure they reflect changes in law, best practice, and evolving employee expectations.
- 4. Reignite culture.** Continue rebuilding our rhythm of socials, recognition, and creative inspiration to nurture connection and pride.
- 5. Sustain balance.** Monitor and refine our working week and hybrid model to maintain the balance between flexibility, productivity, and collaboration.

## Looking ahead

Through change, our people have shown adaptability, resilience, and care for one another. The adjustments we've made – to how we work, learn, and connect – have set solid foundations for 2025: a year to rebuild, refocus, and reignite what makes mark-making\* such a special place to work.

# Supporting our team

## Clear policies, open conversations, and practical support.

In 2023 and 2024, we strengthened the support available to mark-makers by improving clarity, updating processes, and ensuring everyone had access to practical tools for their wellbeing. We focused on listening, learning, and putting in place structures that help the team feel informed and supported.

We began with a full review of our HR policies and procedures, identifying areas to update in line with best practice, legislation, and evolving employee expectations. Alongside this, we ran team surveys to understand how people were feeling, what they needed, and where we could make meaningful improvements.

To provide day-to-day support, we ensured every mark-maker had access to the Aviva Employee Assistance Programme (EAP), offering confidential help with wellbeing, work, or personal matters. We also continued to provide financial wellbeing guidance through our adviser, giving the team a clear and trustworthy source of information during a period of wider economic uncertainty.

Together, these actions strengthened our foundations, helped us stay connected to how the team was feeling, and ensured everyone had access to support that was clear, reliable, and genuinely useful.





# Training and development

**Equipping every mark-maker with the skills and confidence to grow.**

We continued to invest in learning and development throughout the period, ensuring every mark-maker had opportunities to build their skills and confidence. Training highlights included UX/UI design workshops, financial wellbeing consultations, and creative inspiration from the D&AD Festival. We also delivered internal training on our Ethical Marketing Policy and Greenwashing, strengthening our commitment to responsible practice.

In late 2024, the team took part in an AI Activation Day with Spark — an important first step in exploring how AI can support our creativity and effectiveness. Together, these sessions helped lay the foundations for a more confident, capable, and future-ready team.





## Team

# 2023 team socials

### Moments of calm, creativity and connection.

Our 2023 team socials played an important role in helping mark-makers stay connected, grounded, and supported. We created opportunities to step away from day-to-day pressures and enjoy time together as a team.

Early in the year, we held a restorative sound-bath session, giving everyone a rare moment of calm and reflection. This was followed by a hands-on pasta-making workshop, which brought the team together over flour, laughter, and good food. As summer arrived, we hosted a relaxed team lunch and BBQ, complete with friendly cornhole competitions, offering a welcome chance to unwind outdoors and reconnect.

These small but meaningful moments helped maintain team spirit, strengthen relationships, and remind us of the value of togetherness.









## Team

# 2024 team socials

**Shared experiences that strengthened connection and brought new energy to the year.**

Throughout 2024, we continued to create opportunities for the team to come together, recharge, and enjoy time away from the day-to-day. These moments helped build connection, spark conversation, and reinforce the sense of community that makes mark-making\* special.

In the spring, we headed out for a foraging afternoon, exploring local woodland and learning more about the natural environment around us.







Summer brought a refreshing change of scene with a team river trip to Symonds Yat, complete with sunshine, paddling, and plenty of laughs.



## Team

Back in the studio, a series of informal meet-ups and shared lunches helped keep the momentum going, giving everyone space to connect socially as well as professionally.

These gatherings – big and small – helped nurture team spirit and create shared memories that shaped the year in a positive and uplifting way.









# The Courtyard

## Team

## Courtyard initiative

**A team competition that brought creativity and biodiversity into our outdoor space.**

In spring 2023, David and Nick launched The Courtyard in Bloomm\*, a light-hearted competition designed to brighten our outdoor space and encourage the team to get involved. Five teams were each given a trug, compost, and a £20 budget to create their own mini garden, using any plants or seedlings they liked.

The challenge sparked plenty of creativity. Some teams focused on colour and structure, while others looked to support insects and biodiversity. One team built a bee house from leftover wood and logs, and regular lunchtime weeding and tidying helped keep the Courtyard looking its best.







A second competition followed in the autumn, with each team planting spring bulbs ready for early 2024, using compost from our hot composting bin.

The result is a shared space shaped by teamwork and imagination, and a Courtyard that feels more welcoming for both people and wildlife.





# Community

Supporting others





# Our progress in 2023 & 2024

What we set out to do

How we did

<b>Increase pro bono hours to reach at least £18,000 in equivalent value.</b>	<p>In 2023, we achieved 171.25 hours of pro bono work, equivalent to £17,822.50, meeting our 1% of fee income target. Key projects included:</p> <ul style="list-style-type: none"><li>• Chipping Norton Theatre – Take Part Rebrand (146 hrs)</li><li>• Chippy Larder – Tote bag designs (10.25 hrs)</li><li>• Chipping Norton Rugby Club – Recruitment posters (15 hrs)</li></ul> <p>In 2024, pro bono capacity was significantly reduced due to resourcing pressures. We contributed 10.75 hours (worth £1,172.50), equal to just 0.1% of annual fee income.</p> <p>While we met our 2023 target, we fell short in 2024 — but maintained relationships that will help us rebuild our Goodmarks impact in 2025.</p>	COMPLETED
<b>Raise volunteering levels to 75% of mark-makers and at least 14 days in total.</b>	<p>Volunteering participation was high in 2023, with 15 team members (88%) taking part, contributing 84.75 hours (around 11 days in total). Activities included volunteering at the ICE Centre, Parkrun, Eynsham Day Centre, and grassroots rugby, plus a team volunteering afternoon at Hidcote Gardens with the National Trust.</p> <p>This momentum didn't carry into 2024, however, when volunteering levels dropped sharply, with only one team member (6%) participating, totalling 7.5 hours (1 day).</p> <p>While we exceeded our 2023 participation goal, the 2024 decline highlights the need to restore balance and make volunteering more accessible again.</p>	ONGOING
<b>Sustain charitable giving at £50+ per mark-maker, with another team fundraising effort to match the spirit of the CALM walk.</b>	<p>We maintained steady giving across both years, though without a major team-wide fundraiser.</p> <p>In 2023, we donated £500 to Save the Children's Christmas Jumper Day through our Rubbish Christmas campaign, alongside £211.25 in matched donations across charities including The Cotswolds Dogs &amp; Cats Home, SSNAP, Campden Home Nursing, and LUMOS.</p> <p>In 2024, we matched employee fundraising totalling £650, supporting causes such as Phab, Cancer Research, Race for Life, Four Paws, and Save the Children.</p> <p>While we met our giving value target, we did not run a large collective fundraiser — something we plan to revive in 2025.</p>	ONGOING

## Our focus for 2025

- 1. Re-energise our goodmarks\* programme.**  
Continue to strengthen our structured pro bono, volunteering, and charity initiatives, maintaining clear participation and impact targets – with a renewed focus on creating space and momentum to make them happen. Our minimum targets remain 1% of fee income (£13,000) for pro bono work and 75% team participation in volunteering days.
- 2. Strengthen local partnerships.** Reconnect with existing community partners and explore new collaborations in Oxfordshire and beyond.
- 3. Improve tracking and reporting.** Develop clearer systems to capture, measure, and share the value and impact of our Goodmarks contributions.

## Looking ahead

After two challenging years, our community impact tells a mixed story – strong performance in 2023 followed by a quieter 2024 as we focused on rebuilding the business. What hasn't changed is our commitment to giving back. In 2025, we'll restore momentum: reigniting our pro bono work, reviving volunteering, and strengthening the partnerships that help us make a positive difference.

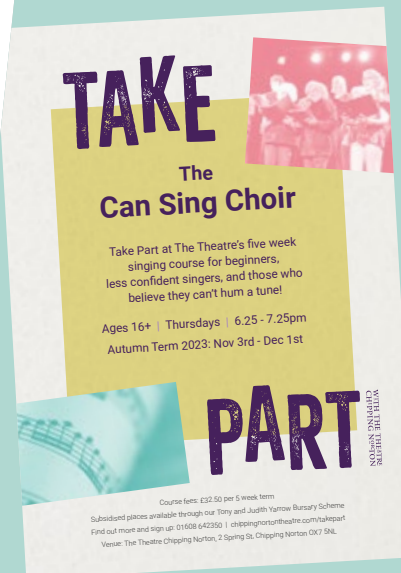


# Chippy Theatre – Take Part

A clear proposition and distinctive brand identity for Chippy Theatre's participation programme, inviting the community to get creative, connect, and flourish.

Chippy Theatre needed to define a clear proposition and visual identity for 'Take Part', their outreach programme. The goal was to create a distinctive sub-brand to attract a diverse audience, while maintaining a clear lineage to the master Theatre brand.

We began by shaping a robust strategic framework, clarifying their core purpose and articulating a compelling narrative to answer exactly who they are and why they exist. This messaging work defined a tone of voice that is welcoming, nurturing, and charismatic.







This strategy was translated into a confident visual identity inspired by traditional woodblock letterpress. The custom wordmark features playful character interactions reflecting the social nature of the workshops, supported by an accessible colour palette and expressive illustrations.

Delivered via our goodmarks\* initiative, we provided over £15,000 of value on a pro bono basis. This allowed Chippy Theatre to launch a world-class strategic brand without diverting resources from delivering exceptional arts experiences to the community.

# TAKE PART



*“mark-making\* have a fabulous team who are welcoming and conscientious in their approach. They invest a lot of time getting to know and understand the business they are supporting in order to build extraordinary brand strategies and designs.”*

**Vanessa Managhan**  
The Theatre Chipping Norton



# Volunteering

**Supporting local organisations through time, care and shared commitment.**

In 2023, we reached our volunteering participation target, with mark-makers giving their time to a range of local organisations and causes. The team supported community learning, helped run inclusive fitness events, offered companionship to older residents, and contributed to grassroots sport. These individual commitments reflected the generosity and personal passions within the team and demonstrated the positive impact we can have beyond our day-to-day work.

In 2024, volunteering levels dropped significantly as capacity became more limited and the business focused on recovery. This highlighted the importance of creating protected space for volunteering in future years so that community involvement remains a consistent and achievable part of our goodmarks\* programme.





# Volunteering as a team at Hidcote

**Planting, creating and connecting in support of local biodiversity.**

In November 2023, we spent a rainy afternoon doing our bit for the wildlife community at National Trust – Hidcote. Working with the garden team, we planted bulbs and created an insect garden as part of their ongoing efforts to support and strengthen local biodiversity. Despite the weather, the atmosphere was upbeat, with everyone getting stuck in and helping to improve a space enjoyed by so many.

True to tradition, we celebrated our muddy achievements afterwards by heading to the pub as the sun went down. Drying out by the fire gave us the chance to unwind, warm up, and get to know each other a little better away from the studio.







The day reflected the spirit of goodmarks\*, our commitment to making mark-making\* a force for good, and it was rewarding to see the results of our efforts begin to appear in the garden the following spring. A huge thank you to the Hidcote team for a very special afternoon.



## Charity support

**Supporting charities that matter to us, through fundraising, sponsorship and shared commitment.**

Across 2023 and 2024, we continued to support charities and community organisations through donations, sponsorship and matched fundraising. Giving back remained a consistent part of our Goodmarks philosophy, and we met our charity contribution goals in both years.

In 2023, we continued our long-standing sponsorship of the ChipLit Fest, a relationship that began with a full pro bono rebrand in 2015. We also raised money for Save the Children's Christmas Jumper Day through our "Rubbish Christmas" campaign, donating £500, and matched an additional £211.25 of fundraising across charities including Lord's Taverners, The Cotswolds Dogs & Cats Home, SSNAP, LUMOS and Campden Home Nursing.



**LORD'S TAVERNERS**  
Empowering young people through cricket



## Community

In 2024, charitable giving continued through our matched fundraising scheme. A total of £650 was donated across causes supported by team fundraising efforts, including Phab (through the London Marathon), Cancer Research, Race for Life, Four Paws and Save the Children.

These contributions highlight the commitment and generosity of the team, and reflect the values that continue to shape our approach to community support.







# Environment

Loving our planet



# Our progress in 2023 & 2024

What we set out to do

How we did

<b>Focus on pensions.</b> Deepen our understanding of the environmental impact of our pension investments and continue to report them transparently.	We maintained full reporting of our pension emissions throughout 2023 and 2024, a practice we introduced in 2021. This year, we gained access to actual emissions data from our provider for the first time, replacing industry averages and giving us a more accurate and reliable footprint. Despite not being required by the Greenhouse Gas Protocol, we continue to include pensions to provide a more complete picture of our Scope 3 impact.	COMPLETED
<b>Accelerate our reduction in emissions.</b> Actively reduce our footprint through building improvements, energy efficiency and changes to how we work.	Our total emissions fell by 12% between 2023 and 2024, continuing the downward trend from their peak in 2022. On a like-for-like basis (excluding categories introduced after 2019), our footprint has reduced by 25% since 2019. Reductions in gas use, commuting emissions and homeworking energy all contributed to this progress. More mark-makers are now using renewable energy contracts at home, increasing from 17 percent in 2021 to 47% in 2023 and 53% in 2024.	COMPLETED
<b>Seek alternative renewable energy sources.</b> Maintain our use of renewable electricity and explore ways to further reduce energy-related emissions.	We continued to use 100% renewable electricity in 2023 and 2024. Gas use in the studio also fell again. As part of our commitment to transparent reporting, we included the full impact of our Octopus carbon offset gas within our market-based Scope 1 emissions. This ensures clear year-on-year comparisons and avoids counting offsetting as reduction.	ONGOING
<b>Strengthen the quality and accuracy of our carbon data.</b> Improve the reliability and completeness of our emissions data so that our footprint reflects our real impact.	In 2024 we improved the quality of our data through updated emissions factors, more accurate supplier information and detailed analysis from our sustainability advisor. The introduction of actual pension emissions data and methodological clarity around gas reporting have further strengthened the integrity of our footprint, giving us clearer insight into where and how reductions are being achieved.	ONGOING

## Our focus for 2025

- 1. Strengthen the accuracy and consistency of our carbon reporting.** Improve the quality of our data by working more closely with suppliers and refining how we collect and verify the information behind our footprint.
- 2. Begin shaping a clear pathway towards Net Zero.** Review our largest remaining sources of emissions and identify the steps required to develop a structured and achievable Net Zero strategy.
- 3. Better understand the impact of project-related purchasing.** Analyse the materials, production methods and suppliers used in our client work to identify opportunities for more sustainable choices.
- 4. Embed environmental considerations more deeply into everyday decision-making.** Ensure that procurement, travel and operational choices consistently align with our wider sustainability goals.

## Looking ahead

As our understanding of our environmental impact continues to improve, 2025 will be a year focused on clarity, collaboration and future planning. Our priorities include strengthening the accuracy of our carbon data, exploring the drivers behind project-related emissions and beginning to define a practical pathway towards Net Zero. By building on the progress made so far and directing effort where it will have the greatest effect, we are laying the foundations for long-term, meaningful reduction in our environmental impact.



# Taking our mark further

## **Understanding how our footprint is changing and where we can make the most meaningful reductions.**

Since 2019, we have steadily reduced our environmental impact by improving how we work, how we use energy and how we understand the emissions we generate. The downward trend continued in 2023 and 2024, with our overall footprint now significantly lower than our benchmark year. This reflects the combined effect of operational changes, behavioural shifts and more complete, accurate data.

As our reporting has matured, so too has our understanding of what drives our emissions. The expansion of our reporting boundary over time has helped us build a more detailed and holistic view. Homeworking emissions were introduced in 2020, and subcontractors and pensions were added from 2021, allowing us to account for more of our indirect impacts. Including pensions, in particular, sets us apart,

and the use of actual emissions data from our provider in 2024 is a major step forward in accuracy.

The shape of our footprint continues to evolve. Supplier emissions remain relatively stable, but improved pension data led to a notable reduction in 2024, and emissions from purchases for client projects increased\*. This shift highlights where we need to focus next, working with partners and reviewing the materials and production methods used in our client work. Understanding this impact more clearly will help us identify opportunities for future reduction.

Team actions play an important role in this progress. Commuting emissions fell again in 2024, supported by updated working patterns, while the uptake of renewable energy tariffs at home continues to rise. These choices, made individually but contributing collectively, demonstrate the role everyday behaviour plays in reducing our impact.

Looking ahead, our priority is to use this improved visibility to guide the next phase of our environmental work. In 2025 we will focus on refining our data, deepening our understanding of project-related emissions and laying the groundwork for the development of a Net Zero strategy. Together, these steps ensure that we build on the progress already made and continue moving towards a lower-impact future.

\*N.B. we include in our footprint the climate impact of purchases which we make on behalf of our clients since we usually have some influence over this.

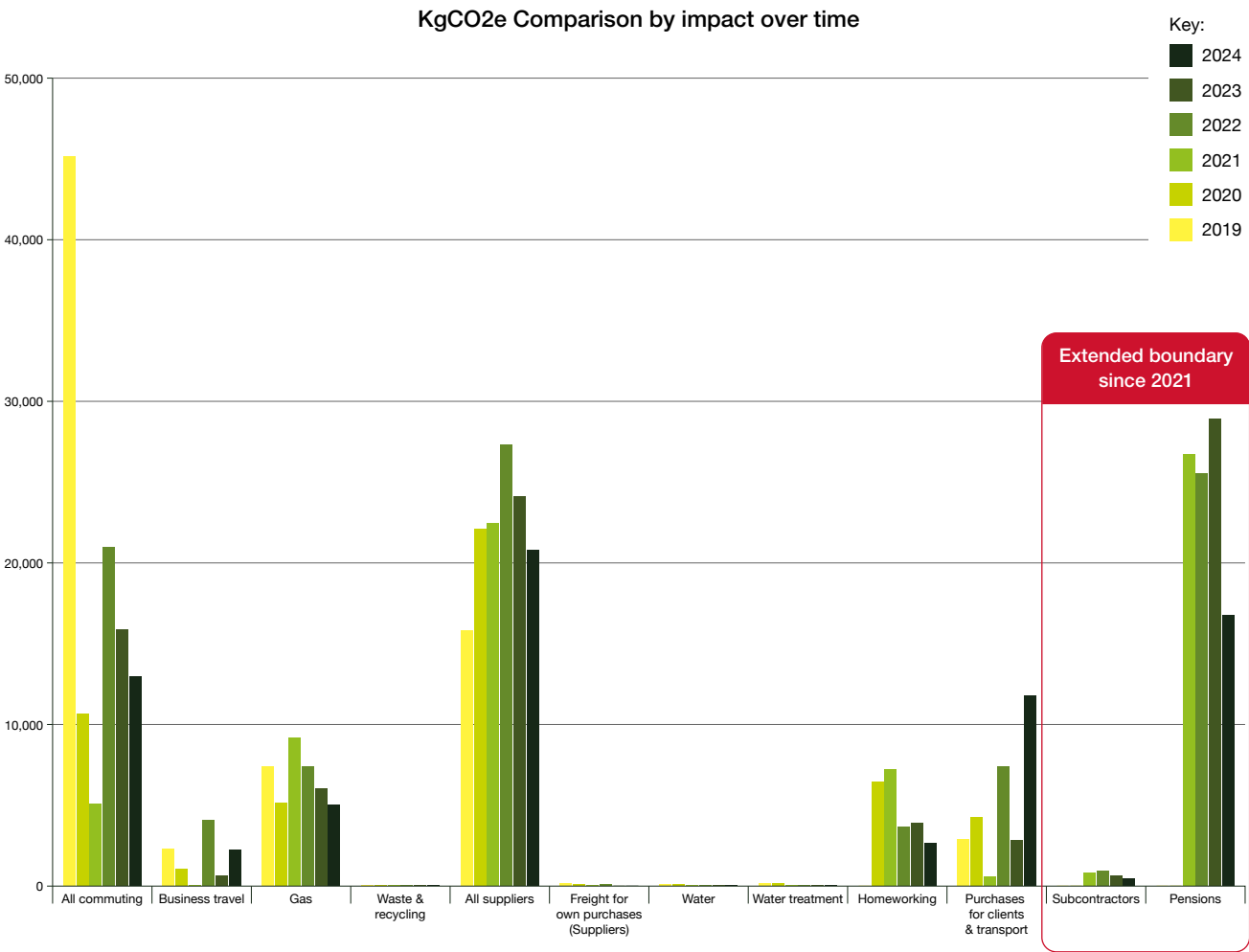


# 2019 – 2024 carbon impacts

Our carbon footprint has changed significantly over the past six years. Emissions peaked in 2022 before falling in 2023 and again in 2024, leaving our footprint well below the level recorded in 2019. This progress reflects improvements to our studio environment, more efficient working practices and a stronger understanding of our emissions.

As our reporting has developed, new categories such as homeworking, subcontractors and pensions have been added, creating some variation in year-on-year comparisons but giving us a more complete picture of our impact. Supplier emissions have remained relatively stable, while commuting and gas emissions have continued to fall. Pension emissions reduced significantly in 2024 due to the introduction of actual versus industry emissions data.

In 2024, emissions associated with purchases made on behalf of clients increased, making them a more material part of our footprint. Understanding these emissions will help shape our focus for 2025.





## Environment

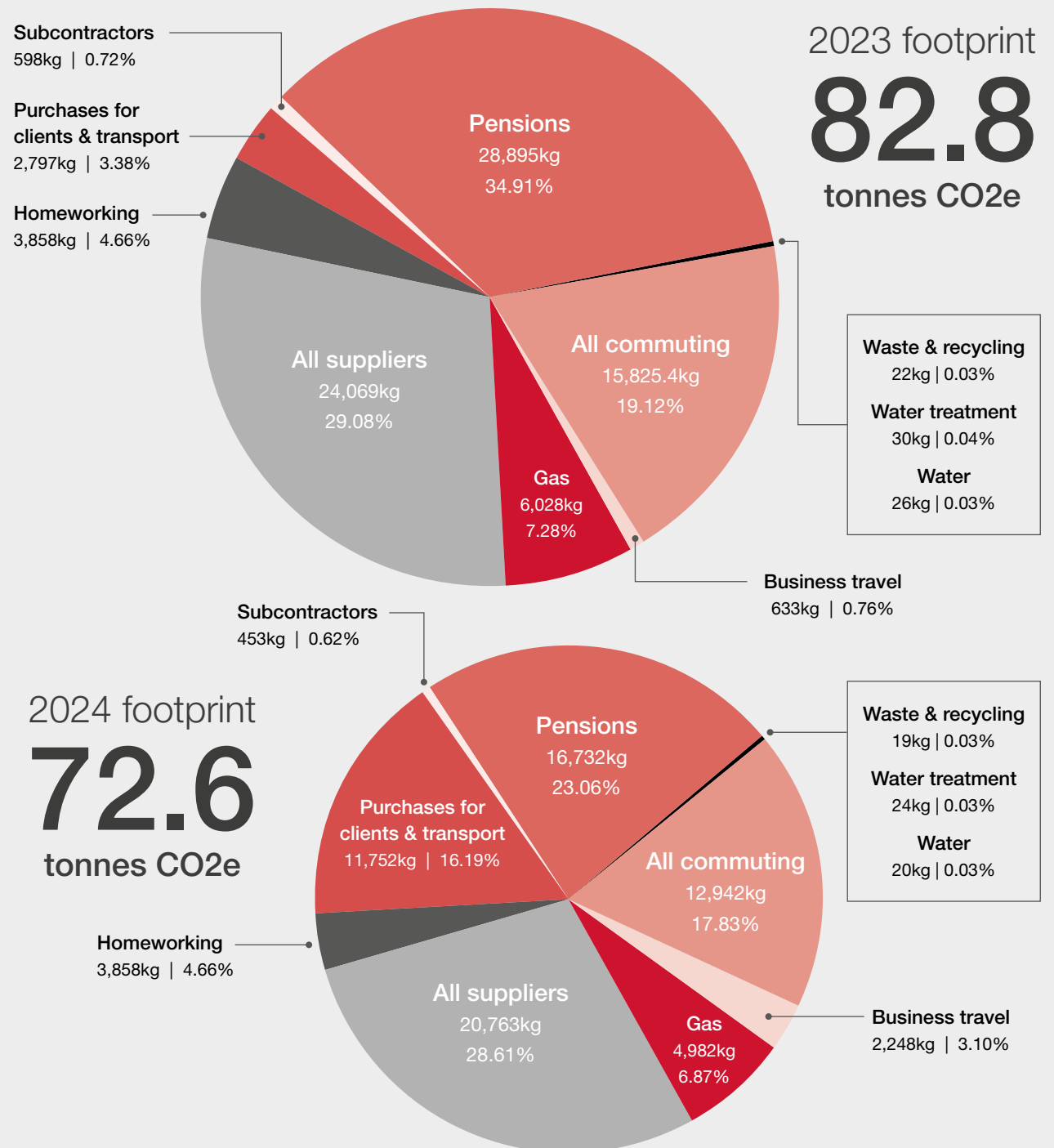
# Our impacts in 2023 and 2024

Our total emissions reduced by 12% between 2023 and 2024, but the composition of our footprint also changed in ways that give us clearer insight into where to focus next.

Pension emissions fell significantly as a result of improved reporting accuracy. Emissions associated with purchases for client projects increased, becoming a more prominent part of our footprint and an important area to explore further. Supplier emissions remained broadly consistent across both years.

Commuting, homeworking and gas emissions all decreased, reflecting changes in working patterns, increased efficiency and improved understanding of how our day-to-day actions influence our environmental impact.

These shifts give us a clearer view of the reductions that have already been achieved and the opportunities that remain as we prepare for the next phase of our environmental strategy.





# Carbon offsetting

Through Climate Impact Partners, we offset our carbon emissions for 2023 and 2024 by supporting high-quality Gold Standard VER projects that deliver measurable environmental and social benefits. These projects reduce carbon emissions, improve health and wellbeing, support local employment and provide access to cleaner, more reliable energy. Our approach ensures that every tonne we offset contributes to positive change for people and the planet.



## Ecofiltro Clean Water and Cooking, Guatemala

Locally made ceramic water filters and efficient cookstoves help households reduce fuel consumption by more than 50% and remove the need to boil water over open fires. Carbon finance enables interest-free loans, making the technology accessible for rural families while supporting local production and distribution.

[> Project website](#)

2023 Offset  
**43t**



## Bondhu Chula Stoves, Bangladesh

The Bondhu Chula, or “friendly stove”, burns more efficiently and uses a chimney to remove smoke from the home, improving air quality and reducing fuel use by up to 50%. Carbon finance helps subsidise the cost of the stoves and provides training for thousands of entrepreneurs who manufacture and distribute them throughout Bangladesh.

[> Project website](#)

2023 Offset  
**43t**

2024 Offset  
**27t**



## Environment

**Our approach** – we only use high-quality Gold Standard VER offsets from reputable projects that deliver a genuine positive impact. By supporting clean energy, safer homes and more resilient communities, our offset programme forms part of our broader commitment to responsible environmental action.



### Orb Rooftop Solar, India

More than 160,000 solar power and water heating systems provide clean, reliable energy to homes and small businesses, reducing electricity bills and replacing polluting kerosene lamps. These systems improve indoor air quality and support better opportunities for home study and local enterprise.

[> Project website](#)

2024 Offset  
**27t**



### SELCO Solar Energy Access, India

Micro-scale rooftop solar systems provide dependable, affordable energy to households, schools, health facilities and small businesses across underserved communities in India. Carbon finance enables micro-loans for people who would otherwise be unable to access financing, helping to deliver cleaner power and improve quality of life.

[> Project website](#)

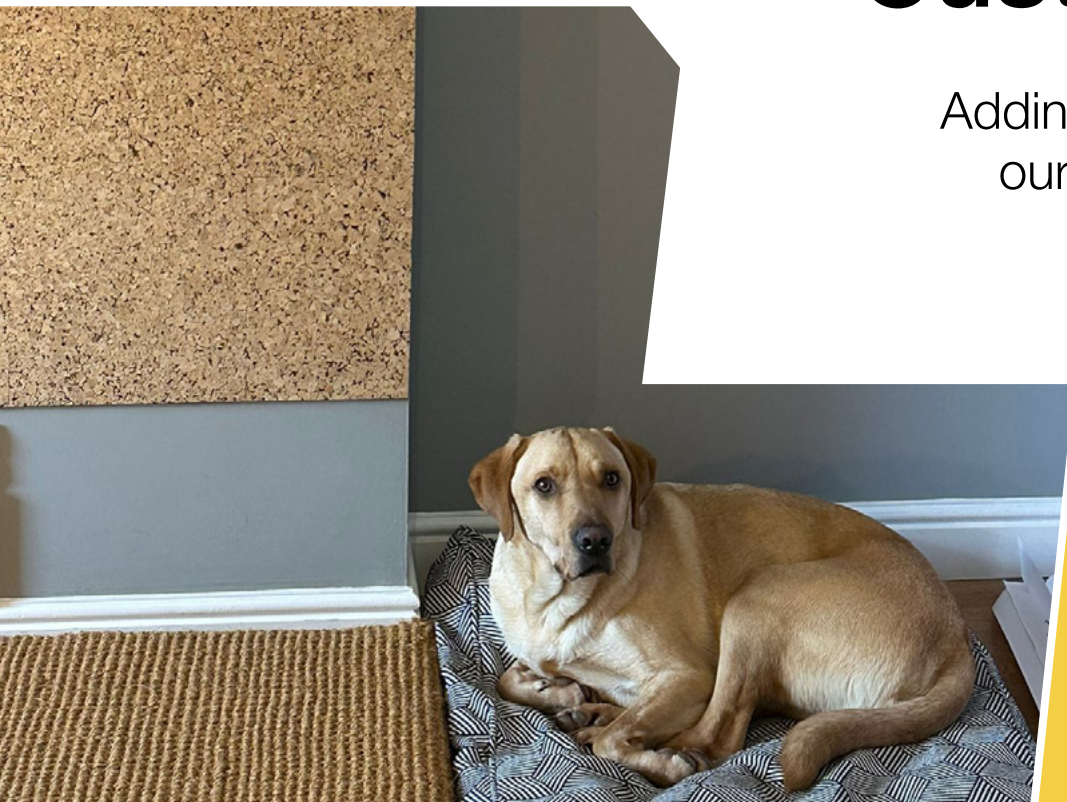
2024 Offset  
**26t**





# Customers

Adding value to  
our clients



**BATTERSEA  
POWER  
STATION**



# Our progress in 2023 & 2024

What we set out to do

How we did

<b>Maintain excellence and consistency by keeping DRUM Recommends averages above 9.0 and raising the lowest scores further.</b>	<p>Across both years, we continued to deliver high levels of client satisfaction.</p> <p>2023 DRUM scores averaged 9.2–9.3 across all core categories, with lowest scores (e.g. Value for Money at 6.0) influenced by broader market pricing pressures rather than service quality.</p> <p>2024 DRUM scores (captured until the platform stopped reporting mid-year) remained strong, with averages of 9.3–9.6 and improvements in areas such as On Time (up to 9.6).</p> <p>While some lowest scores remained variable, the overall picture consistently exceeded our 9.0 target, demonstrating strong and resilient client relationships.</p>	COMPLETED
<b>Deepen client feedback channels by creating a more structured approach to capturing, reviewing, and acting on client feedback.</b>	<p>In 2023, we carried out client interviews to gather richer qualitative insight into our performance, value, and partnership behaviours. This helped identify areas for improvement and confirm what clients value most.</p> <p>In 2024, with DRUM phasing out, we prepared to move to a more robust and continuous feedback model.</p> <p>As a result, we committed to introducing Net Promoter Score (NPS) in 2025, giving us a reliable, ongoing system to track satisfaction and act on insights year-round.</p> <p>This shift marks meaningful progress toward the structured and proactive feedback approach we originally set out to build</p>	COMPLETED
<b>Expand social impact partnerships by securing at least one additional not-for-profit or purpose-led client.</b>	<p>We continued our long-standing partnership with The Prince's Trust, delivering two significant projects in 2023 — including the strategic research project in January and the full creation of Stream Ahead, a new digital-first fundraising initiative.</p> <p>In 2024, while new not-for-profit acquisition was limited due to reduced business development bandwidth, our Prince's Trust work expanded in depth and impact, and purpose-led work remained a priority within the pipeline.</p> <p>We did not secure an additional charity or not-for-profit client within the period — an area we plan to re-energise as the business strengthens in 2025.</p>	ONGOING
<b>Ensure we uphold high ethical marketing standards and guide clients toward clear, responsible, and transparent communication.</b>	<p>In 2023, the whole team completed internal training on our Ethical Marketing Policy and on identifying and avoiding Greenwashing, ensuring everyone understood best practice and the regulatory landscape.</p> <p>These principles guided the work we produced throughout 2023 and 2024, helping us maintain high standards of clarity, transparency, and fairness in the communications we developed for clients across financial services, charity, and not-for-profit sectors.</p>	ONGOING

## Our focus for 2025

- 1. Increase purpose-led client work.** Secure at least one additional not-for-profit or impact-driven client partnership, strengthening our contribution to positive social outcomes.
- 2. Maintain DRUM-level quality standards.** Continue to deliver work that matches the “above 9.0” benchmark for creativity, effectiveness, and service excellence — even without the DRUM platform.
- 3. Establish NPS as our primary feedback tool.** Create a consistent, year-round approach to gathering, reviewing, and acting on client insight to support continuous improvement.
- 4. Strive for award-winning service.** Push our creativity, craft and client experience to a level that positions mark-making\* for recognition in industry awards — celebrating work that makes a meaningful difference.

## Looking ahead

Despite the turbulence of 2023–24, our customers remained one of our brightest areas of strength. Client satisfaction stayed consistently high, our purpose-led work with The Prince's Trust continued to grow, and we laid the groundwork for more structured feedback and relationship-building.

With greater stability and focus in 2025, we aim to deepen impact-driven client partnerships, maintain high-quality delivery, and establish new ways of listening, learning, and evolving with our clients.



# DRUM Recommends – 2023 & 2024

Client Service



Creativity & Innovation



Effectiveness



Strategic Thinking



Value for Money

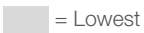
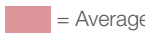



On Time



On Budget



 = Lowest  = Average  = Highest

Planting, creating and connecting in support of local biodiversity

Even as the platform wound down in mid-2024, our ratings remained strong, demonstrating the quality, reliability, and partnership experience clients expect from mark-making\*.

2023 performance

Feedback throughout 2023 highlighted creativity, strategic thinking, and dependable delivery. While some variability remained in value-

related scores, overall ratings stayed high, and comments reflected strong collaboration and sector understanding.

2024 performance

Before The Drum concluded its ratings service, our early 2024 scores showed continued strength across all core areas. Clients praised our professionalism, responsiveness, and ability to deliver work that felt like a natural extension of their team.

Looking ahead

With The Drum closing its platform, we will move to more structured client listening. From 2025, we will introduce NPS alongside annual review conversations and more frequent check-ins, ensuring we continue to evolve our service around client feedback.



# What our clients said

*"Quickly formed a good working relationship and they have demonstrated more creativity than any other B2B agency I've come across"*

**Simon Dodd, Coventry Building Society**

*"They never fail to deliver on whatever I ask of them and the fact that everyone at mark-making is a pleasure to deal is just an added bonus."*

**Kerry Hull, PayStream**

*"mark-making\* were a great choice to partner with us on our rebrand journey. They were strong enough to ask some difficult questions to really challenge our views internally in terms of what we tell our clients, what we believe and where we want to go."*

**Steve Pomeroy, Link**

*"I have worked with mark-making\* for over 15 years through many clients and client projects. They have a fantastic way of giving you real personal attention, but with large agency capability."*

**Michelle Wheatley, Whealtley PR**

*"They took time to understand our industry, our business, customers and marketing strategy."*

**Liz Allinson, Control Risks**

*"A company of truly creative, innovative people who are inspiring to work with."*

**Karen Rühr, F.Hinds**

*"mark-making\* are undoubtedly the best agency I have worked with throughout my career. Always eager to challenge the accepted they consistently come up with excellent creative solutions that capture the imagination and deliver a first class brand message."*

**Rob Barnard, Pepper Money**

*"mark-making\* are such as personable agency, they are very professional and as their client they make me feel very special, I love the fact they totally understand the brand and feel like an extension to the team"*

**Natasha House, F.Hinds**

*"Very collaborative, insightful and quick to comprehend our complex business model and wider market landscape. The mark-making\* team take the time to understand our business challenges and drivers, which is so important when developing a new brand. Their service has been excellent in every way - creative, friendly and easy to work with, I don't hesitate to recommend them as an outstanding B2B brand-building agency."*

**Emma Pomeroy, Link**





# Governance

Running our business



# Our progress in 2023 & 2024

What we set out to do

How we did

<b>Embed B Corp into everyday practice.</b> Make B Corp principles part of daily decision-making, policies, and client work so they shape how we operate rather than sit as a badge of achievement.	<p>Throughout 2023 and 2024, we continued integrating B Corp thinking into our work – from ethical decision-making to responsible client delivery.</p> <p>We ran Ethical Marketing and Greenwashing training for the full team, helping ensure our work meets high standards of clarity, accuracy, and transparency.</p> <p>Goodmarks values continued to guide our culture, environmental commitments, and approach to client relationships, even when operational pressures meant some initiatives had to be scaled back.</p>	COMPLETED
<b>Make governance visible and participatory.</b> Ensure key policies, reviews, and role clarity are transparent and accessible to every mark-maker, and create opportunities for the team to shape how governance works in practice.	<p>In 2024, we carried out a full review of our policies and procedures, identifying areas that require updates to reflect changes in law, best practice, and evolving expectations. The updates themselves will be completed in 2025.</p> <p>We reviewed HR support services to ensure the team has clearer channels for discussion, development, and wellbeing.</p> <p>We strived to keep the team updated and aware of business issues, operational changes, and priorities - helping everyone understand how governance supports our everyday operations.</p>	ONGOING
<b>Strengthen cyber security and data protection.</b> Maintain strong safeguards for data, systems, and client information.	<p>Achieved Cyber Essentials certification in 2023, demonstrating robust security across systems and processes.</p> <p>Began our involvement with the Cyber Resilience Centre Ambassador Programme at the end of 2024, and plan to make the most of the programme in 2025.</p> <p>Embedded improved cyber awareness into internal processes, ensuring the team is better equipped to identify risks and manage data responsibly.</p>	ONGOING
<b>Develop a responsible approach to AI adoption.</b> Ensure our exploration of AI is ethical, transparent, and aligned with our values.	<p>Delivered a full-team AI Activation Day in late 2024 to build awareness, confidence, and understanding of ethical opportunities and risks.</p> <p>Prepared for the Spark AI Accelerator in 2025, which will support structured, responsible AI adoption across the business.</p>	ONGOING

## Our focus for 2025

- 1. Update and publish our full policy suite.**  
Finalise the updated Company Handbook and ensure all policies are accessible, easy to understand, and embedded into day-to-day practice.
- 2. Strengthen cyber security and data protection.**  
Maintain high standards of data security by building on our Cyber Essentials certification, strengthening cyber awareness across the team, and continuing our involvement with the Cyber Resilience Centre Ambassador Programme.
- 3. Develop a responsible approach to AI adoption.**  
Ensure our use of AI is ethical, transparent, and aligned with our values by building on the 2024 AI Activation Day and preparing for Spark's AI Accelerator, with clear guidelines for responsible implementation.
- 4. Build readiness for B Corp recertification.**  
Prepare documentation, evidence, and internal processes to support a strong recertification submission in 2025.

## Looking ahead

Governance has continued to evolve through 2023 and 2024, even during periods of pressure and change. We strengthened policies, increased transparency, and reinforced ethical standards across our work. In 2025, our focus shifts to consolidating these foundations - finalising and embedding updated policies, building cyber resilience, and preparing confidently for B Corp recertification.



# Appendix

mark-making\* has had its carbon footprint  
externally prepared by Empathy Sustainability Ltd.

empathy  
sustain  
ability





# Our carbon footprint over time

The following data are the full breakdown across the last six years for scopes 1, 2 & 3\*.

## Scope 1

Direct greenhouse (GHG) emissions from owned or controlled sources within the business, such as business travel, any company owned vehicles or central heating.

## Scope 2

GHG emissions created indirectly or off-site from the generation of purchased energy, including electricity and gas bills.

## Scope 3

All the other indirect emissions from our supply chain. Covering emissions associated with business travel, waste and water, this is usually the greatest share of the carbon footprint.

	2019 (Tonnes CO2e)	2020 (Tonnes CO2e)	2021 (Tonnes CO2e)	2022 (Tonnes CO2e)	2023 (Tonnes CO2e)	2024 (Tonnes CO2e)	24/23 %	24/19 %
Scope 1	10.8	6.0	8.1	10.3	6.4	5.4	-16.0%	-50.5%
Scope 2	0.0	0.0	0.0	0.0	0.0	0.0	—	—
Scope 3	63.0	43.9	63.9	87.1	76.4	67.2	-12.0%	6.7%
<b>Total</b>	<b>73.82</b>	<b>49.85</b>	<b>72.04</b>	<b>97.41</b>	<b>82.8</b>	<b>72.6</b>	<b>-12.3%</b>	<b>-1.7%</b>

TCO2e/£M Revenue	44.1	41.6	73.8	68.2	63.3	60.1	-5.1%	36.3%
TCO2e/Employee	3.0	2.71	5.77	6.29	5.47	6.5	18.7%	116.7%

### Like-for-like excluding extended boundaries

TCO2e/£M Revenue	42.3	32.7	38.5	42.5	36.1	44.0	21.9%	4.0%
TCO2e/Employee	2.9	2.1	3.0	3.9	3.1	4.8	52.6%	65.3%

\*The Scope 3 data is not directly comparable, (although Scopes 1 & 2 are). We significantly expanded the boundary of our footprint to include pensions and subcontractors in 2021, which was a Covid year, so the best data for direct comparison is 2022 to 2024.



# 2023 carbon footprint

GHG assessment emission sources					Required or recommended	Included in assessment (Yes/No/N.A.)	Market tCO <sub>2</sub> e	Location tCO <sub>2</sub> e
Category	Emission source category (aligned to the GHG Protocol Corporate Standard)							
Scope 1	Direct emissions from owned, leased or directly controlled stationary sources that use fossil fuels and/or emit fugitive emissions (e.g. refrigerant gases)				Required	Yes	5.17	5.17
	Direct emissions from owned, leased or directly controlled mobile sources				Required	Yes	1.21	1.21
Scope 2	Location-based emissions from the generation of purchased electricity, heat, steam or cooling				Required	Yes	–	2.83
	Market-based emissions from the generation of purchased electricity, heat, steam or cooling				Required	Yes	0	0
Scope 3	1	Purchased goods and services			Recommended	Yes	25.53	25.53
	2	Capital goods			Recommended	Yes	1.89	1.89
	3	Fuel & energy related activities (not included in Scope 1 and 2)	3a	Upstream emissions of purchased fuels	Recommended	Yes	1.37	1.37
			3b	Upstream emissions of purchased electricity	Recommended	Yes	0	0.63
			3c	Transmission and distribution losses (T&D)	Required	Yes	0.04	0.34
	4	Upstream transportation and distribution	Outbound courier deliveries of packages		Recommended	Yes	0.05	0.05
			Third-party transportation and storage of inbound production related goods		Recommended	Yes	0	0
	5	Waste generated in operations	Wastewater		Recommended	Yes	0.06	0.06
			Other waste		Required	Yes	0.02	0.02
	6	Business travel	All transport by air, public transport, rented/leased vehicle, and taxi		Required	Yes	0.32	0.32
			Emissions arising from hotel accommodation associated with business travel		Recommended	Yes	0.15	0.15
	7	Employee commuting and homeworking	Employee transport between home and places of work		Recommended	Yes	14.23	14.23
			Emissions arising from employee homeworking and remote work		Required	Yes	3.86	3.86
	9	Downstream transportation and distribution	Third party transportation and storage of sold products		Required (For product manufacturers)	Yes	0	0
	12	End of life treatment of Sold Products					No	–
OOS	Pensions					Yes	28.9	28.9
TOTAL							82.78	86.54



# 2024 carbon footprint

GHG assessment emission sources					Required or recommended	Included in assessment (Yes/No/N.A.)	Market tCO <sub>2</sub> e	Location tCO <sub>2</sub> e
Category	Emission source category (aligned to the GHG Protocol Corporate Standard)							
Scope 1	Direct emissions from owned, leased or directly controlled stationary sources that use fossil fuels and/or emit fugitive emissions (e.g. refrigerant gases)				Required	Yes	4.28	4.28
	Direct emissions from owned, leased or directly controlled mobile sources				Required	Yes	1.08	1.08
Scope 2	Location-based emissions from the generation of purchased electricity, heat, steam or cooling				Required	Yes	–	2.85
	Market-based emissions from the generation of purchased electricity, heat, steam or cooling				Required	Yes	–	–
Scope 3	1	Purchased goods and services			Recommended	Yes	32.42	32.42
	2	Capital goods			Recommended	Yes	0.54	0.54
	3	Fuel & energy related activities (not included in Scope 1 and 2)	3a	Upstream emissions of purchased fuels	Recommended	Yes	3.90	3.90
			3b	Upstream emissions of purchased electricity	Recommended	Yes	–	0.63
			3c	Transmission and distribution losses (T&D)	Required	Yes	0.11	0.41
	4	Upstream transportation and distribution	Outbound courier deliveries of packages		Recommended	Yes	0.002	0.002
			Third-party transportation and storage of inbound production related goods		Recommended	Yes	–	–
	5	Waste generated in operations	Wastewater		Recommended	Yes	0.04	0.04
			Other waste		Required	Yes	0.02	0.02
	6	Business travel	All transport by air, public transport, rented/leased vehicle, and taxi		Required	Yes	0.84	0.89
			Emissions arising from hotel accommodation associated with business travel		Recommended	Yes	0.02	0.02
	7	Employee commuting and homeworking	Employee transport between home and places of work		Recommended	Yes	9.94	9.94
			Emissions arising from employee homeworking and remote work		Required	Yes	2.63	2.63
	9	Downstream transportation and distribution	Third party transportation and storage of sold products		Required (For product manufacturers)	Yes	–	–
	12	End of life treatment of Sold Products					No	–
OOS	Pensions					Yes	16.73	16.73
TOTAL							72.57	76.40



# Carbon footprint assumptions and methodology

### Assumptions

- Client purchases have been included (in Scope 3) because mark-making have influence over this.
- Subcontractors working from home have been calculated using DEFRA homeworking emission factors.
- Rail: assumed all journeys were to London and 109 km and cost £95 return.
- Assumed the underground is £3.80 and 20 km.
- Assumed London taxi trips were £25 each and an average of 5 miles.
- Assumed average cost of petrol of £1.42 for 2024

### Not required

- The company does not have any investments.
- A/C was not regassed and there were no gas leaks.
- No leased assets and franchising.

### Energy

- Octopus gas is offset by supporting Renewable World's Gold Standard certified carbon avoidance projects, but this is ignored for the carbon footprint.

### Pensions

- We have included pensions since 2021.

### Protocol and methodology

- The UN GHG Protocol Corporate Standard.
- We have chosen to update our carbon accounting methodology in line with the latest thinking. We purchase carbon offset gas from Octopus Energy, and where previously we accounted for that as zero carbon in our Market Based Scope 1 emissions, we now ignore the fact that it is offset and make the Location Based and Market Based figure the same. Consequently have decided to restate all of our historic carbon footprint data in order to make like for like comparisons more comparable.

### Boundaries

- The carbon footprint is for the design and marketing agency mark-making\*, and includes Scopes 1, 2 and 3 as well as purchases made on behalf of clients.
- End of life was not included for client purchases since those will be in the footprint of the client.
- Although it is not strictly required, we have included pensions since 2021.

### Emissions sources:

1. <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>
2. <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024>
3. DEFRA "Table 13" 2019 Indirect emissions from the supply chain

4. Open CEDA by Watershed

5. Waste CO2 emissions data supplied by Grondon and Pensions by Royal London for their total portfolio.

### GHGs to be measured

- CO2e was used in all instances, being a summary emission factor for all GHGs.

### Corporate GHG Inventory

- Emissions offset by suppliers e.g. "green gas" have been included as NOT offset in the Market based, (and Location based figures).

### B Corp

- mark-making\* achieved B Corp status in 2022 and is recertifying in 2025.

### Exclusions

- Taxes and business rates
- Shipping for purchases. This was 0.04% in 2022 so can be considered to be insignificant.
- Charity donations
- Business rates
- Training
- End of life for client purchases
- Car parking costs
- Congestion charges, motorway taxes



# Our ESG KPIs

	2019	2020	2021	2022	2023 target	2023	2024 target	2024	2025 target
<b>Governance</b>									
Achieve B-Corp Status (with and exemplary score)	–	–	Submission Q4	Achieved October	–	–	–	–	Achieve recertificaion
Climate Negative with gold standard VER offsets for full supply chain impacts and with social impact	–	110%	Q4 2021 for 2020	110%	110%	110%	110%	110%	110%
<b>Team</b>									
Professional development % staff doing	100%	51%	100%	100%	100%	100%	100%	100%	100%
Professional development hours	432	595	159.5	911.5	128	707.25	128	608.25	520
Professional development hours/FTE	17.5	32.3	12.8	54	8 hrs per FTE	42	8 hrs per FTE	38	8 hrs per FTE
Wellness programme participation	100%	100%	100%	100%	100%	100%	100%	100%	100%
Working from home (% working days at home)	0%	72%	82%	32%	60%	28%	40%	35%	30%
FTEs	24.62	18.42	12.48	15.8	18	15.3	16	11.17	12
Staff attrition	19%	54.5%	8%	6.7%	10%	25.8%	10%	38.5%	10%
Industry staff attrition (*UK)	18.3%*	18.6%*	18.9%*	31%/20%*	–	31.5% / 18%*	–	24.9% / 16%*	–
Staff satisfaction	95%	100%	100%	93%	100%	67%	100%	76.9%	100%
Industry staff satisfaction (*UK)	65%*	64%*	81%/72%*	45%/62%*	–	81% / 67%*	–	70% / 68%*	–



# Our ESG KPIs

	2019	2020	2021	2022	2023 target	2023	2024 target	2024	2025 target
<b>Community</b>									
Total pro bono hours	137.5	33	262.5	137	>1%	171.25	>1%	10.75	>1%
Value of pro bono hours	£13,603	£3,135	£24,938	£15,044	£18,000	£17,823	£14,000	£1,173	£13,000
% staff doing volunteering	9%	15%	72%	65%	75%	88%	75%	6%	75%
Total volunteer days	2	3	4.25	10	14	11	12	1	10
Value per mark-maker	£44	0	£50	£84	£50	£47	£50	£58	£50
Donations / charitable giving	£1,001	0	£650	£1,334	£900	£712.75	£800	£650	£650
Spending on local suppliers (<50 miles)	–	70.8%	66.4%	–	–	–	–	44%	50%
<b>Environment</b>									
<b>Energy</b>									
Renewable electricity	100%	100%	100%	100%	100%	100%	100%	100%	100%
Offset gas / Renewable gas	0%	91%/0%	100%/0%	95%/0%	100%/0%	100%/0%	100%/0%	100%/0%	100%/0%
Electricity usage kWh	14,557	7,747	12,217	14,554	0%	13,677	-5%	13,753	13,750
Gas usage kWh	31,961	22,217	38,527	31,254	0%	25,525	-5%	21,099	21,000
Total energy usage kWh	46,518	29,964	50,744	45,808	0%	39,203	-5%	34,852	34,750
Energy use kWh per FT employee	1,889	1,627	4,066	2,899	-5%	2,591	-5%	3,120	2,896
Staff with renewable energy at home	–	–	–	17%	–	47%	–	58%	66%



# Our ESG KPIs

	2019	2020	2021	2022 actual	2023 target	2023	2024 target	2024	2024 target
<b>Environment</b>									
<b>Climate</b>									
Scope 1 & 2 emissions (tonnes CO2e)	10.8	6	8.10	10.3	-5%	6.4	-5%	5.4	4.36
Scopes 1, 2 & 3 emissions (tonnes CO2e)	73.82	49.85	72.04	97.41	-5%	82.76	-5%	72.57	71 (-2%)
<b>Air quality</b>									
Commuting: people cycling, driving electric vehicles*	2w, 0c, 2h, 0ev	2w, 0c, 2h, 0ev	2w, 0c, 2h, 0ev	4w,0c, 3h, 0ev	–	2w, 0c, 2h, 2ev	–	2w, 0c, 0h, 3 ev	1w, 0c, 2ev
% company owned vehicles which are full electric	100% hybrid	100% hybrid	100% hybrid	100% hybrid	100% hybrid	100% hybrid	100% EV	100% EV	100% EV
<b>Water</b>									
Water use (assumed 90% is mm*) M3	204	184	184	62.5	<5M3/FTE	146.5	-5%	130	130
<b>Waste</b>									
Waste to landfill %	5%	5%	Est. 4%	0%	0%	0%	0%	0%	0%
Total waste kg	1832	1632	374	1,108	1,000	1,312	-5%	938	938
Waste kg/ FTE	74.4	88.6	30.0	70.1	70	86.7	-5%	84	78.2
Hazardous waste kg	2.5	2.5	2.3	–	2.5	–	–	–	–



# mark-making\*

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**The Drum  
Recommends**  
B2B Marketing

**The Drum  
Recommends**  
Promotional Marketing



**dba**  
Association  
Member

**campaign**  
**BEST  
PLACES  
TO WORK**  
2020