



Impact
MARKETING FOR GOOD

Marketing creates impact. But it's not always the right kind.

For a long time, marketing focused on one thing: growth. The wider consequences, on people, on culture, on the planet, were rarely part of the conversation.

That world has changed.

Customers, employees and regulators now expect brands to act responsibly, communicate honestly and make real progress on environmental and social issues. Brands are judged not just on what they say, but on what they do, and how credibly they do it.

Business doesn't sit above people and planet. It balances on them.

Taking control of your marketing's impact is no longer optional. It's fundamental to continued success.



Why this matters now.

The pressure on brands to get this right is growing from every direction.

78% of consumers say **sustainability matters** in their buying decisions

(Blue Yonder, 2025)

80% of consumers are concerned about **climate change**

(PwC Voice of the Consumer, 2025)

88% say **trust** is a major consideration when choosing a brand, ranking alongside price and quality

(Edelman Trust Barometer)

42% of CEOs expect climate-related financial risk within a year

yet only **24%** of companies integrate climate into their decisions

(PwC CEO Survey)

The gap between consumer expectation and brand credibility is real, and it is widening. The organisations that close it deliberately, with the right framework behind them, will be better placed commercially, reputationally and competitively than those who wait.

Who Impact is for.

Impact is for any organisation that wants to take its marketing's influence seriously and recognises that the way it communicates about people, planet and purpose is becoming increasingly important to its commercial success.

You don't need to be a sustainability business. You don't need to have all the answers already. You just need to be asking the right questions.

The pressures organisations are feeling right now:

Expectations from customers have changed. People are paying closer attention to what brands stand for, not just what they sell. Sounding good is no longer enough, credibility matters more than ever.

Regulatory scrutiny is tightening. The CMA's Green Claims Code, ASA enforcement and growing EU-level requirements mean that what brands say about sustainability is no longer just a reputational question. It is increasingly a legal one.

ESG is now a commercial requirement in many sectors. If your business bids for contracts, works with large corporate partners or seeks investment, you're likely already being asked ESG questions your marketing isn't yet equipped to answer.

Greenwashing risk is making brands go quiet. Many organisations are doing genuinely good things but are so worried about overclaiming that they say nothing. That silence has its own cost.

Growth is creating tension with values. For many founders and leaders who built their business with a clear sense of purpose, the pressure to scale is creating uncomfortable compromises. The fear of becoming just another growth brand is real.

If any of this feels familiar, Impact is worth a conversation.

A note on who we work with.

We want to work with businesses that are genuinely trying to improve, not those looking to use the programme to dress up practices that don't stand up to scrutiny. What matters to us is honest intent and a willingness to communicate where you actually are, not just where you want to be.

Who we are.

Since 1993, Carswell Gould has helped organisations of all sizes solve growth challenges through strategic marketing, sharp positioning and standout creative thinking. We build brands, campaigns, design systems and digital experiences that help local, national and global organisations create momentum, unlock demand and strengthen market position.

Impact is the natural next step in that journey, bringing together senior strategic thinking, creative excellence and practical delivery to help organisations turn purpose into a genuine driver of differentiation, relevance and growth.

Our wider connectors for better impact

Impact is further strengthened by the specialist partners and networks around us. Our partnership with **The Pollinators** brings deep expertise in purpose, impact and B Corp, helping organisations turn frameworks, ambition and intention into practical day-to-day reality.

Clients also benefit from the wider resource of our unique Collective, a trusted network of specialists spanning business strategy, innovation, communications and solution design, giving access to the breadth of thinking and capability needed to create better, more lasting impact.



Key people to know



Lizzie Walker-Arnott is Impact Champion at Carswell Gould and one of the driving forces behind the initiative. She helped shape Impact from a clear belief that marketing should do more than drive visibility, it should create measurable, meaningful change. A strategic specialist in brand, positioning, marketing design systems and impact marketing, Lizzie brings creative clarity, structured thinking and trusted guidance to the process. She also holds a qualification in sustainable marketing from the Cambridge Institute for Sustainability Leadership.



Ed Gould is Partner, Creative Director and co-lead of Impact at Carswell Gould. With decades of experience helping organisations define their brand, sharpen their positioning and build marketing systems that fuel growth, he brings strategic authority and creative leadership to every engagement. A specialist in brand, positioning, marketing design systems and impact marketing, Ed is valued for helping leadership teams cut through complexity, align around a clear direction and move forward with confidence.



Paul Coverdale, Co-Founder at The Pollinators, is a B Leader with a talent for making accreditations feel clear, calm and achievable. He specialises in turning frameworks like B Corp into practical systems that work in the real world, bringing rigour, reassurance and a quietly sharp sense of humour along the way.



Jaimie Harris, Co-Founder and Chief Impact Pollinator, works with organisations to turn frameworks like B Corp into meaningful climate and nature action. She is Chair of B Local Hampshire, Dorset and the Isle of Wight, working closely with the Hampshire and Isle of Wight Wildlife Trust to connect business decisions with local nature recovery. Known for leading curiosity-led conversations and interactive workshops, Jaimie makes climate and biodiversity science accessible and relevant, helping teams move from overwhelm to clarity, grounded in the belief that business can be bold, human and genuinely transformative.

Together, Ed and Lizzie lead Impact with the backing of Carswell Gould's wider team of strategists, creatives, marketers and digital specialists.

What Impact is.

Impact is an ethical marketing framework created by Carswell Gould, in partnership with The Pollinators, and inspired by learning from the University of Cambridge Institute for Sustainability Leadership.

It is not a set of principles or a pledge. It is a **practical framework** built to support real, measurable change in the way organisations market themselves, bringing together education, consultancy and hands-on delivery across marketing, creativity and sustainability.

Impact is supported by a network of expert educators, carbon and impact specialists, strategists, creatives and marketers. Organisations can take the full journey or engage with the elements that are most relevant to where they are right now. There is no single starting point, and no expectation of perfection.

How it works.



Impact is structured around three connected stages. Each one builds on the last, but they can also be engaged with individually depending on where your organisation needs to start.

01 - Learn & Align

Understand your impact and build the foundations

This stage is about getting clear on where you are. We work with your team to understand the unique space your business occupies, the pressures it faces internally and externally, and where your marketing is currently creating risk, harm or opportunity. We build shared understanding across your organisation, align values and purpose, and create clarity about what needs to change and why.

This might include sustainability workshops, purpose alignment sessions, marketing and communications audits, and stakeholder mapping. The outcome is a clear picture of your starting point and a shared direction of travel.

02 - Express & Plan

Turn intent into clear, credible communication

Understanding what needs to change is only useful if it leads somewhere. This stage turns insight into direction. We shape your brand voice, messaging and strategy to reflect your values honestly, helping you avoid the vague or risky claims that attract scrutiny, and build communications that are credible because they are grounded in reality.

We develop an impact-focused marketing plan that sets out priorities, channels and actions, supporting both commercial and sustainability goals, without treating them as separate things.

03 - Activate & Deliver

Make change visible

This is where intent becomes action.

We support your team to deliver campaigns that support better behaviours, design and produce events with lower environmental impact, and make more responsible choices across print, production and digital activity. Everything is backed by measurement to allow progress to be tracked, reported and improved over time.

The goal is not perfection. It is marketing that is moving the right way, with evidence to show it.

Is Impact right for you?

If any of the following feel familiar, Impact is worth a conversation.



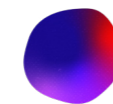
You're talking about sustainability publicly but aren't confident your claims will hold up to scrutiny.



You know your business is doing good things but your marketing doesn't reflect it clearly or credibly.



You're facing ESG questions from customers, investors or procurement teams and don't have a strong enough answer.



You're worried about greenwashing risk but don't know how to communicate progress without overclaiming.



You want to grow, but not at the cost of the values that made your brand worth building.



Impact meets you where you are. No single starting point, no expectation of perfection. Just a clearer, more intentional direction.

Chat to us.

Take control of your impact.

To find out more or start a conversation,
visit carswellgould.co.uk/impact
or get in touch directly with the team at Carswell Gould
on info@carswellgould.co.uk



The Pollinators
YOUR BECOMING **B CORP** EXPERTS