



OUR IMPACT

IN 2023

LET'S CHANGE THE SYSTEM

Our mission is to help clients achieve their strategic objectives in a way that fits the challenges of our time. We make that very concrete. Our goal is to make a demonstrable, positive contribution to our client's social and environmental impact in all our assignments.

Let's change the system!



What makes us unique?

Dear reader,

As 2024 progresses, let's take one final look at 2023. This past year sure had its share of global turbulence, from ongoing conflicts, increased global heating, to disrupting technologies (AI) and workers worldwide experience burnouts. Leading through uncertainty becomes the new normal. Yet, we find hope in the promising developments in sustainability and climate change. Companies are taking action to reduce their environmental impact and adopt sustainability in their business models. Leaders of companies are taking action because that 'want to' or they 'have to', due to upcoming Green Deal legislation (e.g. CSRD). Systemic change has never been higher on the agenda of businesses and society. It's not an easy path, but a challenging one, where we are building new structures and cultures (mindset & behaviors). Let's change the system together!

Accelerating this change has been our mission since 2020, where we focus on two major shifts: the energy transition and the food transition. Knowing that companies can have a positive impact on the planet and people. We're proud to report that as of 2023, a remarkable 69% of our turnover comes from impactful projects. Projects that improve the social and/or environmental impact of a client, support a client with an impact business model, or facilitate systemic change.

I want to thank our dedicated team, who bring passion and purpose to their work each day, with 'head' and 'heart'. Together with our valued clients, suppliers, and community partners, we form a collective force for good that transcends individual efforts.

We are a proud member of a global movement comprising 8,200+ companies committed to building a sustainable and inclusive economy. As a B Corp, we uphold high standards of social and environmental performance and have legally pledged accountability to all stakeholders. We vow to be transparent about our company's impact, and this report reflects that commitment.

We hope our stories serve as inspiration for your own path toward positive change.

All the best,

Roel Beentjes
Managing Director and founder of Been Management Consulting



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ABOUT US

We know companies can have a positive impact. On the planet and people. By working on **sustainable energy and food systems**. This requires a **fundamental change**. A systemic change. A different way of thinking and doing. Both in your company and in the ecosystem you're part of. We all need to pick up the pace, though. The future is now.

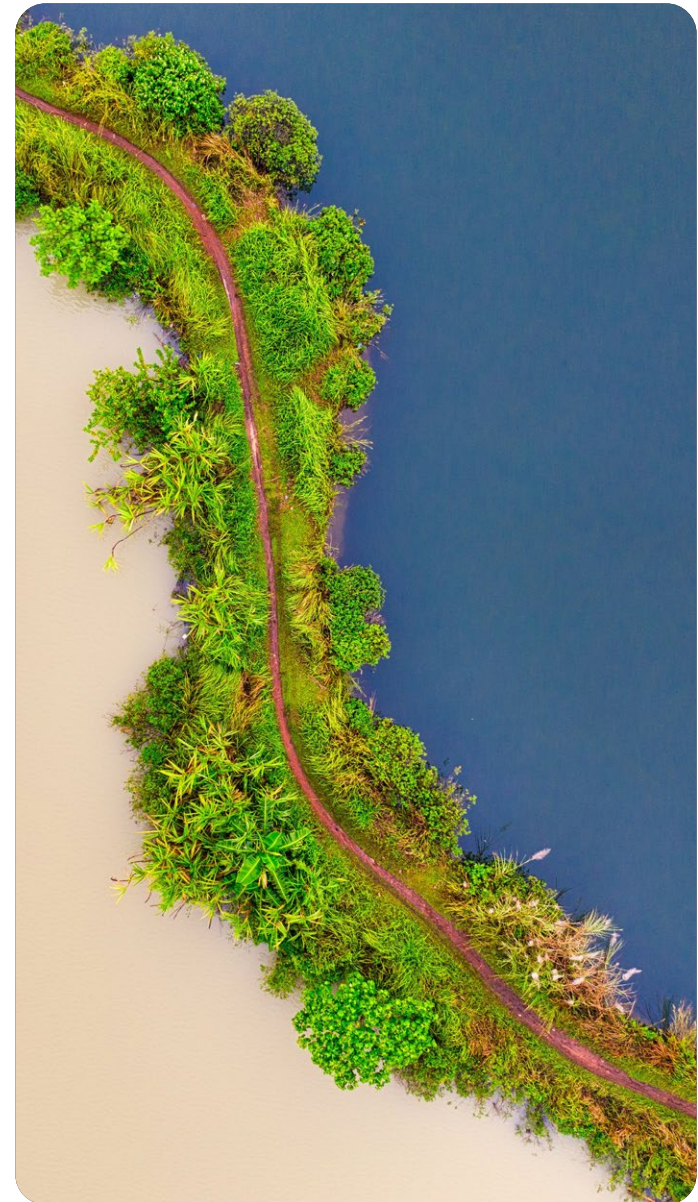
We help you accelerate these changes. Using our transformation expertise and industry know-how. Working from our unique head & heart methodology. Helping you to go further and move faster. We'll show you the way.

Sustainability | We help you to formulate a sustainable ambition. One that inspires action and gets your team moving. ESG, SDG, Materiality, CSRD, B Corp? Together, we explore what suits your business best. From there, we help you plan your journey towards a sustainable business.

Change | You're heading in a new direction. Your company needs to change. Big time. We work top-down and bottom-up. Guiding leadership and employees through this change.

Performance | You're facing a challenge. Unlike any before. We bring your team's performance to new heights. Finding new ways of organizing. Getting better – for people and planet – every day.

LET'S CHANGE THE SYSTEM.





OUR CLIENTS

As a consulting company most of our impact is made through our client projects. We focus on two major systemic shifts: the energy transition and the food transition. The majority of our clients are operating in these transitions and intrinsically motivated to make a positive impact. Improving the social and/or environmental performance of their company or the ecosystem they're operating in.



25

client served in 2023

8.8

average satisfaction score from clients

69%

of our turnover comes from impact projects

(+27% compared to 2022)

82

average contribution to their company's social and environmental impact

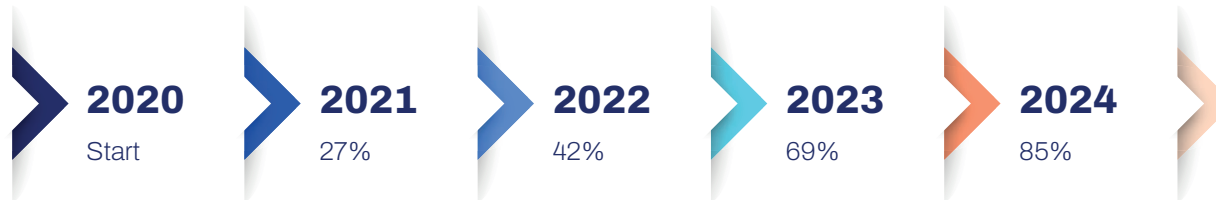
HOW WE MAKE A POSITIVE IMPACT

We're on a mission to let all our projects have a positive impact in 2024. In 2023, 69% of our company's turnover came from these kinds of projects. But what does an 'impact project' entail, exactly? We distinguish three kinds of projects.

A project that improves the social and/or environmental impact of a client.

A project for a client that has a so-called Impact Business Model itself. It can be another B Corp or a company whose core business is delivering social and/or environmental impact.

A project that supports a client to realize 'systemic change' in the field of sustainability. When we help our clients to transform their business, plus the system they operate in, to increase social and/or environmental impact improvement. A systemic change is a change that directly affects the fundamentals of an organization and affects all parts of the system due to the interdependencies among these parts.

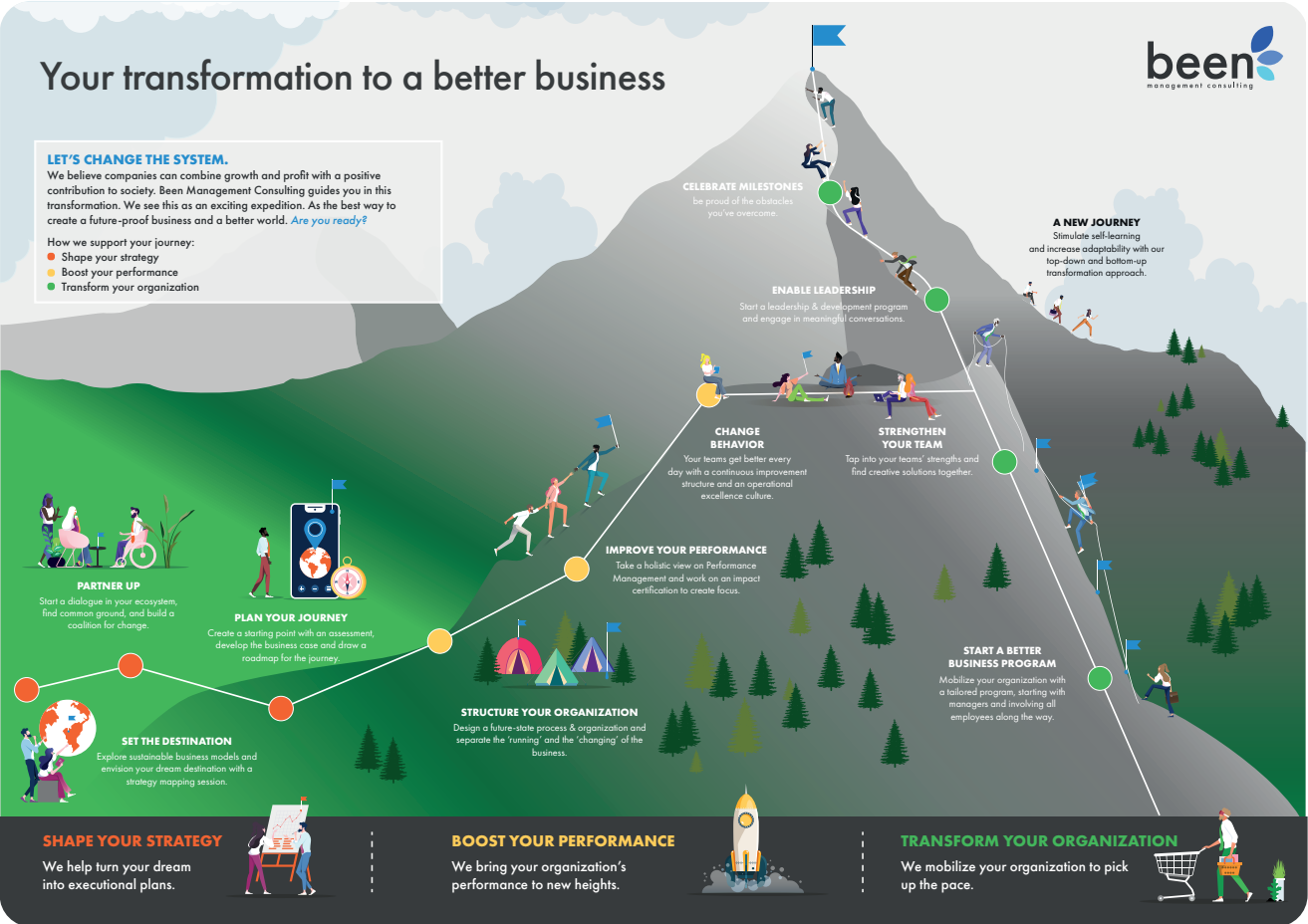


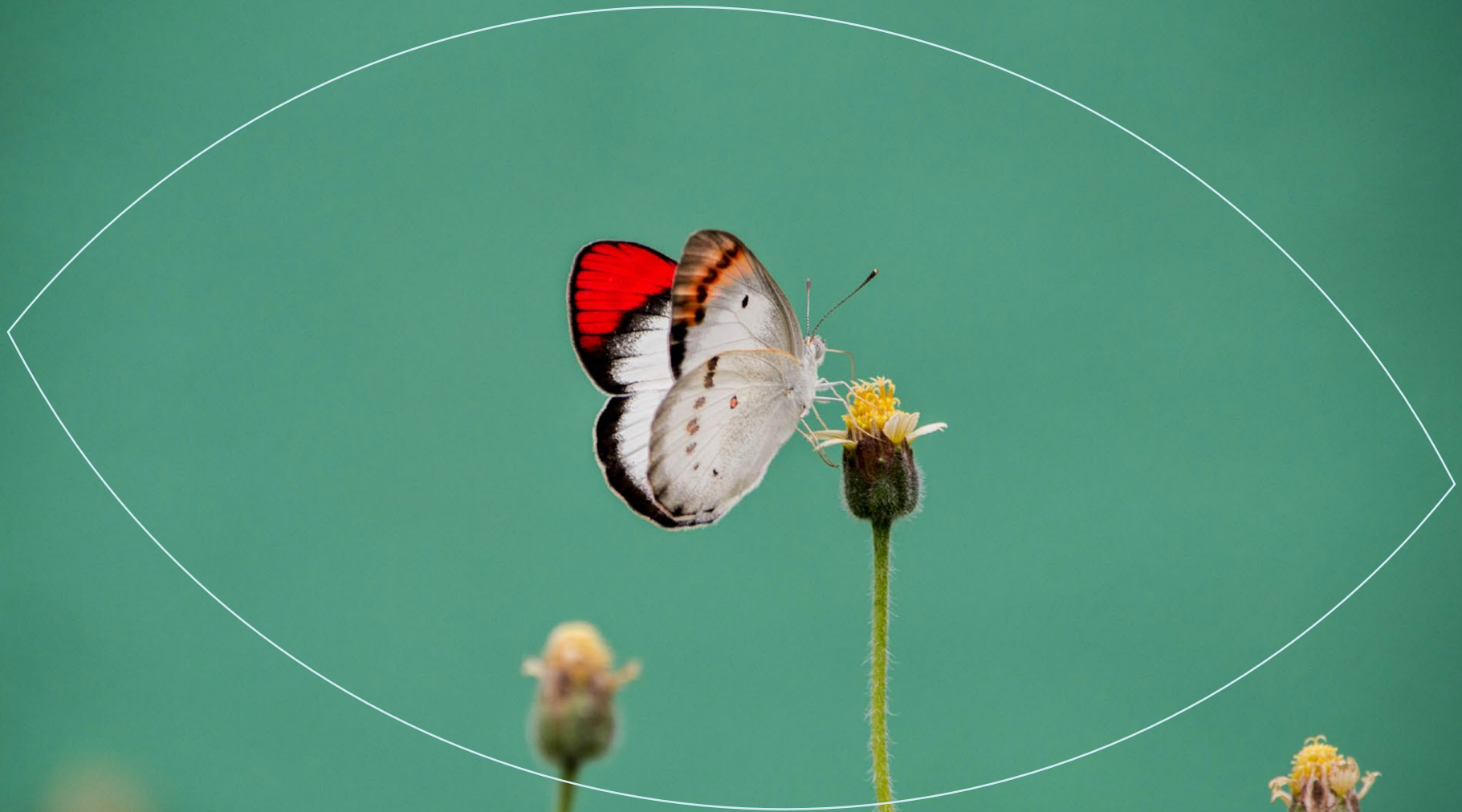
Raising the bar.
we want 100% of our
company turnover to come
from 'impact projects'.



HOW WE HELP OUR CLIENTS' JOURNEY

In short, we help clients to become better businesses, depending on where they are in their journey. Some are in the process of shaping their strategy. Others are underway but need to boost their performance to reach their goals. And sometimes the challenge is in the transformation process itself.









THE ENERGY TRANSITION

The energy system is in transition towards 100% sustainable energy that is affordable and available for everyone. This is a systemic change, for sure. And the road to net-zero is not easy, whether you are a big energy user, a grid operator, or energy supplier. All parties in the energy value chain will need to work together to bring about change. Although the challenges ahead are plenty, we see reason for optimism:

In 2023,

- We saw a steady growth in renewable energy sources. Mitigating not only environmental impact, but also fueling a green sector economic revolution, creating jobs and investment opportunities. In the Netherlands, half of the energy came from renewable energy sources in 2023. This is an increase of 8%.
- The case for grid modernization has been demonstrated loudly. Society is demanding robust energy systems that can handle the surge in electrification and decentralized renewables. Tackling this challenge opens opportunities to enhance resilience, reliability, and efficiency, shaping a responsive energy landscape. In that light, regional grid operators have announced record investments. Radical new ways of working are required to meet these ambitious plans.
- We saw breakthrough investments in energy storage, in both batteries and hydrogen. Developing scalable, cost-effective solutions unlocks the full potential of renewable sources, ensuring a steady power supply. For example, we saw the French hydrogen company Lhyfe successfully completing a 14-month trial for an electrolyser at sea for green hydrogen.
- ‘Energy poverty’ became a household name. Ensuring equitable distribution of energy transition costs and benefits is firmly on the agenda. In the Netherlands, the discussion was accelerated by the solar power subsidy law ‘saldering’ and the related concerns about unequal opportunity and distribution of costs in solar power. Let’s ensure everyone will benefit from a robust and sustainable energy ecosystem.
- We signaled innovations in smart technology, AI, data analytics, and cross-sectoral partnerships to optimize energy consumption. Such as Sympower’s services for distributed flexibility. Expected further investments will help support a robust, sustainable energy system.

In 2023, we supported many clients in the transition towards a 100% sustainable energy system. We helped grid operator Enexis handle the workload of creating a future-proof electricity grid. We brought key players in the energy system round the table to tackle issues together, creating a ‘coalition for change’ and providing a platform for new systemic partnerships. Also, we supported an international transportation hub with future-proofing the way they maintain their assets. Putting stakeholder value over shareholder profits. All these projects serve the transition towards a sustainable and affordable energy system.

ACCELERATING THE ENERGY TRANSITION TOWARDS AN AVAILABLE, AFFORDABLE AND SUSTAINABLE ENERGY SYSTEM

The transition to a carbon-neutral energy system by 2050 is one of the biggest challenges of this generation. The energy crisis means that Enexis' customers are now switching en-masse to renewable energy. This puts enormous pressure on the implementation of the energy transition, in which Enexis, as a grid operator, has a crucial role to play.

Severe grid congestion combined with rising costs for their customers requires Enexis to push the limits of its capabilities. What can Enexis do about this? Their key focus is to increase grid capacity, with the motto: build, build, and build! The challenge to fulfill this ambition is to efficiently scale up their production exponentially.

INCREASING PRODUCTION CAPACITY AND EFFICIENCY

In their quest to fulfill their ambition to rapidly increase the grid capacity, we assisted Enexis in overcoming several challenges, including increased workload, a shortage of technical skilled personnel and limited insights into portfolio performance. Our approach to overcoming these challenges was twofold: first, we focused on sustainably increasing production capacity by designing and installing an improved portfolio management and planning system. We also set up a new department focused on grid expansion and formalized and improved supply chain processes for long-delivery items. The second was to improve the organization's efficiency by implementing an OGSM methodology to track strategic improvement projects and designing and implementing a RUN and CHANGE governance system focused on continuous improvement.

All of the above-mentioned initiatives combined resulted in an improved way of working within the Enexis organization providing more insight and control over their portfolio and enabling them to execute more grid expansion projects than ever before.



“Been helped us focus on our goals and how to achieve those goals. This made a significant contribution to achieving the necessary production leap within our organization.”

Henri Lemmens, Director Expertise Operations
& High voltage substations at Enexis



THREE KEY TAKEAWAYS ON ELECTRIFYING COLLABORATIONS

Leveraging our robust network, we brought together energy producers, grid operators and heavy users to zoom in on challenges and opportunities to realize this crucial transition, collectively. We look back on the event with great hope for the future, inspiring participants with three key takeaways for accelerating the energy transition:

“Social innovation is more important than technological innovation”

Arnoud van der Wijk - Schiphol Area Development Company (SDAC)

According to Arnoud, the energy transition is first and foremost a social innovation. Therefore, the first step is to build a relationship with your neighboring companies. Only then can you start building a shared energy system. Why not try to build a shared energy system? SADC has demonstrated this in an energy hub. In one of its business parks, new companies only had a limited number of connections to the electricity grid due to congestion in the area. SADC was able to solve this problem, resulting in 14 companies being connected to a total of four network connections. Enabling the business park to thrive, while preventing over 550 tons of CO2 emissions in the first six months of 2023. Very inspiring.

“Governments should take a leadership role in accelerating the transition to renewable energy”

Ruben Dijkstra - Ørsted

While partnerships are vital for a company like Ørsted, Ruben asserts that the government must display leadership by outlining a clear vision and policy for the energy transition. It must make decisions about the future of the Dutch industry and provide guidance in the decarbonization roadmaps. The government should also play an important role in aligning supply and demand of renewable energy. Large energy consumers are waiting for cheaper and more readily available green energy, and energy producers need more large energy consumers for a guaranteed demand. The right balance can ensure that the energy transition keeps its pace.

“Focus on continuous improvement with your partners.”

Michael de Ruiter - Transdev

One company cannot tackle the challenge of electrifying public transportation alone. According to Michael de Ruiter of Transdev, every stakeholder has a crucial role to play in achieving net-zero public transport. This includes bus manufacturers, network operators, local authorities, and maintenance engineers. Collaboration is the only way to realize a zero-emission public transportation system by 2030. With this approach Transdev already has the largest zero-emission fleet in Europe with over 500 zero-emission buses. What a front runner.

The overarching theme? Collaboration is not just a buzzword; it's the foundation of progress in the energy sector. Each panelist provided a distinct viewpoint, reinforcing the notion that only through joint effort can we effectively handle the challenges of the energy transition. At Been Management Consulting, we recognize our role to bring together system players, accelerating the transition to a sustainable energy system.







THE FOOD TRANSITION

The food transition is the transition to a sustainable food system that meets our food needs, now and in the future. Balancing the needs of people, animals, the planet, and the economy. Parties in the food chain need to join forces to bring about this systemic change. A challenge indeed, but we are hopeful. Here's why:

In 2023,

- We noticed a change in the way consumers think about, cultivate, and savor food. Companies spot opportunities for innovation, from urban vertical farming to package-free foods to embracing resilient, diverse crops that flourish in harmony with nature.
- We saw an increase in transparency and accountability in foods supply chains. Most notably in the growth of food producers who became B Corp certified. Tapping into new opportunities with producers, packagers, and retailers. Creating a network of sustainable partnerships enriching communities and empowering consumers.

- Food waste was reduced at all stages of the food chain. From inventive culinary repurposing to groundbreaking packaging solutions, every effort to minimize waste is a step toward a more sustainable and responsible food culture.
- We saw more consumers embracing plant-based alternatives. More and more companies are working on enticing, planet-friendly creations that respect taste buds and leave a minimal ecological footprint.

In 2023, we've been part of some confidential developments from supermarkets, food producers and food packaging companies. Guiding multiple food retailers in their process of transforming their business as a force for good. All projects that support the transition towards a healthy and sustainable food system.



“Many thanks for the inspiring and fun evening. Great to discuss this topic with colleagues from the industry and discuss challenges and opportunities. And to make new contacts!”

Sustainability Manager Retail

FOOD FOR THOUGHT

Highlighting our inspirational session on Impact Business Models in the Food transition with 20 industry leaders across the food system, including producers, packaging companies and retailers. We discussed best practices and required next steps to accelerate the journey towards sustainable food systems, on local and global level. Working together in the chain is necessary for fundamental change.

Inspiring sustainable frontrunners

We invited three change makers from our network to share their experiences and insights on the transformation journey towards more sustainable business models in the food transition. Very inspiring stories about how collaboration in the chain leads to innovative solutions with more positive impact.

- Volkert Engelsman, former CEO Eosta and founder Robin Food Coalition: pioneer in the international growth and development of organic agriculture.
- Annemarie Jorna, COO at Royal Koopmans: stimulates real sustainability in the entire grain chain with the Nedertarwe initiative.
- Michiel Elich, CEO Powered by Enviu: initiates fundamental innovation in the production chain aimed at sustainability and positive impact.

3 key takeaways of the valuable discussions with all participants of global and local players:

- Driving sustainability from the core of your organization is key. It needs to be an element of your vision, mission, culture and values.
- Cooperation throughout the chain is necessary for fundamental change.
- Focus on the long term is required to really make a difference. Short term focus won't get you there.



36

average age
- 26 youngest employee
- 52 oldest employee

19

employees +
1 self employed

15% attrition
rate

15% internal
promotions

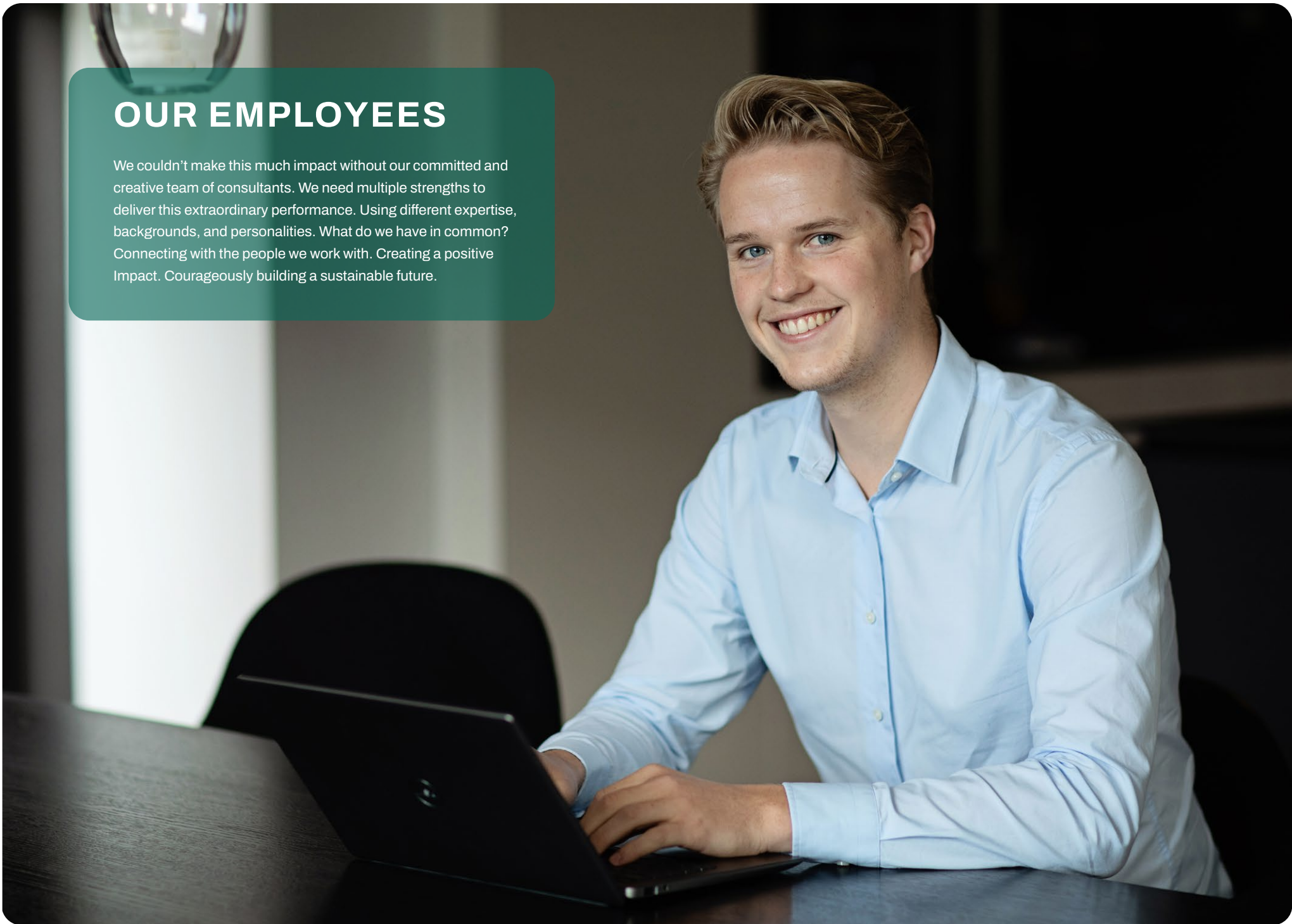
50% of leadership
team is female

0%

gender pay gap

OUR EMPLOYEES

We couldn't make this much impact without our committed and creative team of consultants. We need multiple strengths to deliver this extraordinary performance. Using different expertise, backgrounds, and personalities. What do we have in common? Connecting with the people we work with. Creating a positive Impact. Courageously building a sustainable future.



BRINGING DIVERSITY, EQUITY, AND INCLUSION TO THE NEXT LEVEL

After building the Diversity, Equity, and Inclusion (DEI) foundations in 2022, we continued empowering our team. Providing them with the knowledge and skills necessary to both support and challenge one another in cultivating an inclusive culture. Through training and knowledge sessions on relevant and contemporary DEI topics, we engaged our team. Together, we create a space for meaningful discussions on issues such as unconscious bias, effective feedback, and non-visible diversity. Building the workplace we all aspire.

Also, we implemented substantial changes to our HR process. All aiming to reduce the potential for biases and further enhance equality and inclusivity in our work environment. We zoomed in on our recruitment processes, job postings and HR performance reviews.

Some changes we made in 2023:

- We actively pursue visible and invisible diversity in our processes, acknowledging the challenge of retaining diverse talent and setting ambitious goals for the upcoming year. It's what we call Demonstrable Diversity in Recruitment.
- We made changes to reduce the potential for biases in our recruitment process. We conduct all interviews with two individuals. We implemented neutral internal handovers and feedback in each stage in the process - only sharing factual information. We evaluate conversations based on standardized criteria. Recording and sharing information without undue influence.
- We analyzed our job postings too. We adopted gender-neutral and inclusive language and assessed the use masculine vs. feminine terms.
- We made changes in our HR performance review.
- We included DEI policies in our company regulations to institutionalize our commitment.
- We took DEI into account during our office renovation and ensured our office spaces took were made accessible for everyone.
- We expanded our service offering to help other companies in their DEI journey.

All in all, our DEI initiatives have gained more substance and traction.

Tosca Spee, People & Culture manager: *“By embracing the diverse perspectives of each unique individual, we can create a culture of innovation and creativity, which helps our clients too.”*



Raising the bar.
In 2024, we'll continue our journey
towards more diversity, equity,
and inclusion. Together with our
employees.



OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

We're on a mission. On our way to building future-proof businesses and a better world. As a certified B Corp, we believe companies can be a force for good, helping the planet and its people thrive.

We believe **diverse and inclusive teams** are critical in achieving this mission. Providing **different perspectives**. Stimulating **new ways of thinking** and in doing. That's why we're committed to creating inclusive workplaces where everyone, regardless of who you are, can develop and grow.

This requires us to change as a company too. We strive to constantly learn, understand, and celebrate each other's differences. Constantly reflecting on our own journey. Uncovering and understanding unfamiliar paths.



4 QUESTIONS FOR OUR DIVERSITY, EQUITY AND INCLUSION LEAD

We asked Roderick Oe, Diversity, Equity, and Inclusion (DEI) Lead at Been Management Consulting, to share his insights in the significance of DEI in today's business and to reflect on Been's DEI improvements over the year of 2023.

What does Diversity, Equity, and Inclusion mean to you? Roderick: "Diversity, Equity, & Inclusion is an essential pillar of sustainability. In the broader context of frameworks like ESG (Environmental, Social, and Governance) or People, Planet, Profit, the social aspect is often undervalued. To me, DEI represents the social dimension of sustainability, crucial for fostering a more sustainable and livable world."

How do you look at the role of business in DEI? "The topics of DEI can be looked at from a macro-economic perspective, all the way down to corporate perspective and eventually at interpersonal level. Personally, I believe that organizations play a pivotal role in making a positive impact on all those levels. Even more than laws and regulations. Hence, it's imperative for businesses to prioritize DEI, fostering a culture of belonging that contributes to a more inclusive and equitable economy."

How does this relate to Been Management Consulting? "DEI really complements our holistic vision on sustainability and seamlessly aligns with our transformation management approach and expertise. It serves as a strategic tool to address business challenges. By recognizing employees as invaluable assets and enhancing aspects like employer branding, recruitment, and retention, DEI becomes integral to optimizing business performance. Nurturing a sense of belonging among employees empowers them to unleash their full potential, ultimately driving business success in a socially responsible and inclusive manner."

Looking back at 2023, what are you most proud of at Been Management?

"Our journey towards DEI integration has been truly transformative. At the start of 2023, I had the ambition to embed DEI within the fundamentals of Been Management Consulting. I am really proud to see what we have accomplished over the past year. DEI has become a central theme in our organizational discourse. It pro-actively comes up in discussions. We've expanded our internal DEI team and dedicated efforts towards enhancing the inclusiveness of our internal processes.

Above all, I'm particularly proud of our DEI statements showcased on our company website. Publicly articulating our dedication to diversity, equity, and inclusion underscores the sincerity of our intentions working intrinsically on this topic."







OUR GOVERNANCE

When in 2022 our founding owner Roel Beentjes became the sole owner, our ambition was to become an employee-owned company in the following year. However, this transformation has not been achieved. We continue to investigate the impacts and requirements for this ambition in 2024.

In 2023, we reorganized our internal governance to fit the new structure since we transitioned in 2022. We established new roles and responsibilities within our Food Transition and Energy Transition teams, focusing on knowledge, business development, and impact improvement practices. Additionally, we update our internal code of conduct & ethics (“Heart”) to complement the organizational changes (“Head”).

Raising the bar.
In 2024, we’re going to prepare ourselves to become an employee-owned company.



B CORP: USING OUR BUSINESS AS A FORCE FOR GOOD

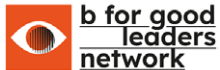
Been Management Consulting is a Certified B Corp. This means we use the power of business to build a more inclusive and sustainable economy. Being a B Corp means we demonstrate high social and environmental performance. We have made a legal commitment to be accountable to all stakeholders. Also, we vow to be transparent about our performance.

We're part of a global movement of companies who use business as a force for good. Surely you know these B Corps: Patagonia, Tony's Chocolonely, Ben & Jerry's, The Guardian, WeTransfer, Auping. When we first received our B Corp certification in November 2021, there were 4,000 B Corps in the world. Today, there are over 8,200 B Corps.



B Corp Way partner

Did you know we're also a B Corp Way partner? That's a group of experienced consultants that help other companies in their transformation into a better business. This is especially relevant for larger companies. We are a qualified partner in the following areas: B In The Boardroom, Radical Transformation, BIA Advisory and the SDGs and B. This means the B Lab organization will refer companies looking for support to us.



B for Good Leaders

In 2023, our associate Leen Zevenbergen organized the renowned B For Good Leaders Summit in Amsterdam. 1,000 leaders and CEOs from businesses, NGOs, and academia met up for a three-day summit. All focused on sharing experiences and connecting with each other. Working to build a regenerative economy together. Been Management Consulting's Marieke Siero and Marine Clément took the stage together with our client Huhtamaki. We showcased the transformative journey of this pioneering food packaging company, illustrating how Huhtamaki successfully transformed their organization to become a leading sustainable food packaging company.

Raising the bar.
In 2024, we want to recertify as
a B Corp with 100+ points.





OUR ECOSYSTEM

Becoming a better business is a big transformation. It is important to involve your stakeholders, not just your shareholders. It requires you to look beyond your own organization, to your ecosystem. Together with the different actors in your ecosystem, you will find new paths to a better business. We realize we cannot change the system on our own, so let's have a look at how we work with our ecosystem.



Powered by Enviu

Powered by Enviu and Been Management Consulting have joined forces to support companies that are intrinsically motivated to build their business with more positive impact. With our unique collective experience in impact-driven strategy, innovation, transformation, and B Corp certification, we are eager to help organizations accelerate their sustainability agenda, to grow from B Corp to B Leader. Paving the way for B Corp recertification, but more importantly, accelerating future-proof business.



Alfa Accountants

Alfa Accountants is a network of accounting specialists located in The Netherlands, operating internationally. The Corporate Sustainability Reporting Directive (CSRD) is exemplar to the ever-changing nature of the financial industry. Been Management Consulting and Alfa Accountants believe that CSRD offers opportunities for organizations to positively distinguish themselves from competition and towards customers. That is why we help organizations start their CSRD journey and take an important step towards a value-driven economy.



NOW Partners

NOW Partners is a global partnership of 100+ strategic C-suite and boardroom advisors, leadership, and innovation experts. Together, they have decades of experience in supporting companies - and their leaders - to implement regenerative value creation. Which means integrating business success with the regeneration of people, societies, and nature across all corporate activities. NOW's partners have helped family companies and global corporations such as Philips, DSM, Unilever, IKEA, Google, Natura, Tata Communications, and Danone.



Climate Neutral Group

Since its foundation in 2002, the Climate Neutral Group has supported more than 3,000 companies worldwide to reduce their CO2-footprint. In total, it has compensated over 212 million tons of CO2. They help companies assess, compensate, and reduce their environmental impact. Did you know we wrote a paper together in 2022? Based on both our companies' experiences, we give 5 tips on how to have a fruitful conversation about sustainability at work.



B for Good Leaders Network

After the summit in Rome, a new network of business leaders has been formed. It's called The B For Good Leaders Network. The network organizes the B for Good Leaders' Summit in Amsterdam as well as smaller meetups. Our founder Roel Beentjes is part of this network too. As a steward he's investing in this network, together with 40+ other leaders from businesses across the globe.

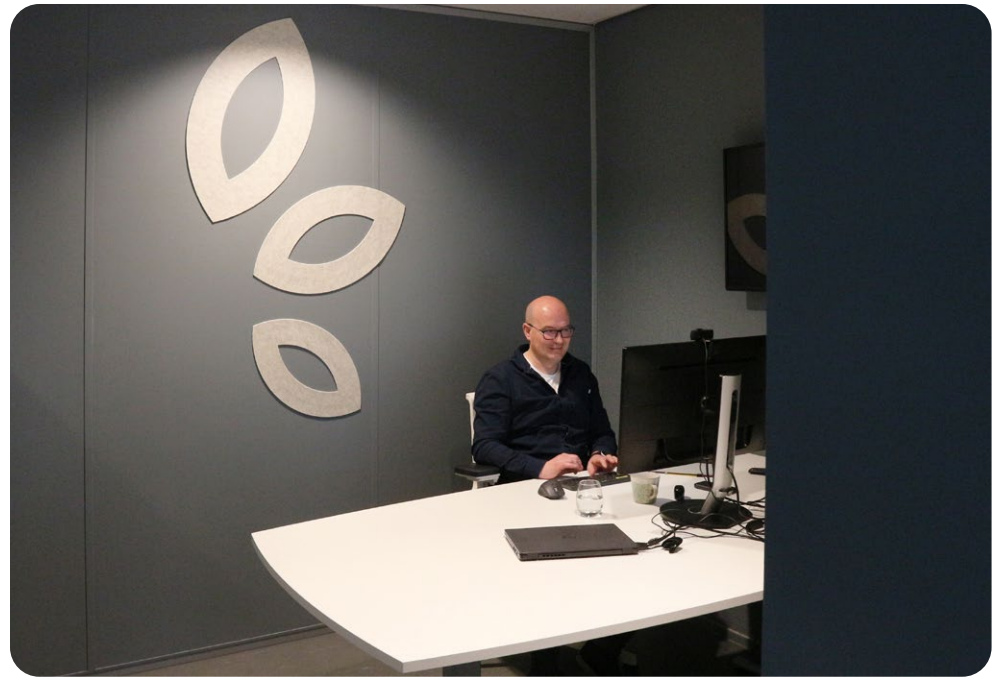
COMMUNITY

We see ourselves as citizens of a global community. As consultants, we're always looking for ways to learn and develop ourselves. This is what inspires us when giving back to the community.

244

hours of
pro-bono
work

3,5%
of our annual profits
go to charity



STRENGTHENING COMMUNITIES IN SOUTH AFRICAN TOWNSHIPS

In 2022, we decided to structurally donate 3,5% of our annual profits. For this, we partnered up with Net4Kids, an NGO that finds local charities and projects in emerging economies such as South Africa, India, Nepal, and Ghana. Net4Kids' focus on the development of the next generations and their ambition to tackle challenges on systems level really resonates with our ambitions at Been Management Consulting.

That is why we committed ourselves to a project called Rhiza Babuyile. It aims to professionalize early childhood development centers (EDC's) in South African townships. The majority of these EDC's are provisional and operate without government help. Our donations to Rhiza Babuyile help pay for the education of teachers, as well as updating buildings so that the centers meet minimal government requirements. This makes the schools eligible for government grants. Ultimately, a professional EDC can increase opportunities for the entire township. Now that's systemic change at its core.

Train-the-trainer

Next to donating our profits, we set up a train-the-trainer program for Rhiza Babuyile. Our consultants train the people working at the NGO. Providing online courses in project management, communication, goal setting, time management and so on. The people from Rhiza Babuyile, in turn, train the EDC's teachers in those skills as well. Our consultants assisted in those training courses too.

2023, was our second year collaborating with Rhiza and we'll continue in 2024.

Laura Yap, the consultant who leads this project: *"I am thrilled about the prospect of another year filled with energetic and inspiring classrooms, nurturing the next generation of teachers in South Africa."*

Being asked how much they enjoyed providing the training, Been colleagues scored a 3,9 out of 5: *"The enthusiasm, endless energy and creativity of the students and facilitators make it feel really rewarding to do this."*

The Rhiza students and facilitators look back very positively as well. When asked how much they enjoyed attending the trainings, Rhiza students and facilitators rated 4,9 out of 5: *"My favourite part was when we must be creative and implement everything we learned on our daily lives. Most importantly when I was learning myself better making self-inspection",* someone says in an anonymous feedback form. *"I am able to communicate better with my clients and students. Now I draft a plan before and my storytelling has improved drastically."*



Raising the bar.
In the next year, we'll continue supporting Rhiza Babuyile both financially and through our training program.





PRO BONO SUPPORT TO ASPIRING B CORPS

In 2023, a group of consultants were trained to become a certified 'B Leader'. This means they are officially part of the B Lab community and are equipped to guide organizations in their journey towards B Corp certification. Part of the program is providing other 'b for good' organizations with pro bono support. Hinkelien Schreuder, one of our freshly certified B Leaders, shares her experience.

First, can you tell us about the B Leadership?

B Leaders are here to serve the global movement of people using business as a force for good. They are experienced sustainability and CSR professionals, with the knowledge and tools to guide organizations in their B Corp Certification. This also entails supporting an aspiring B Corp organization.

What did you do?

I supported Seenons, a company that wants to reduce waste by providing circular waste management platforms. With the management team, we deep dived into the topics related to their B Corp Certification journey. My role was to provide information and clarify the different stages of the certification journey for them. I helped them make strategic decisions, creating a comprehensive overview of key activities in the certification process. Helping them to decide and act on their critical next steps.

What was it like to work on this?

"Working with a company dedicated to making a positive impact, is very motivating. And working together within the B Lab community and with fellow B Leader trainees was exciting too. It is great to learn how much knowledge and expertise there is in the field of sustainable business. And, of course, how we can all help each other making businesses a force for good."

Merel Schaap, Impact Specialist at Seenons, reflects: *"We are grateful for the invaluable support we've received in preparing for the B Impact Assessment. It brought us inside in what is necessary and has gotten us very motivated to start and finish the full assessment!"*

OUR ENVIRONMENTAL IMPACT

An environmental impact dashboard is a vital tool for organizations and businesses to monitor, analyze, and communicate their ecological footprint.

Gijs-Jan, our colleague at Been Management Consulting who developed our own Environmental Impact Dashboard, explains: *“we strongly believe in practicing what we preach. Our dashboard presents data on environmental metrics, including carbon emissions, energy consumption, and traveled kilometers, providing an overview of our environmental performance. It facilitates informed decision-making and empowers us to implement sustainable improvements. Additionally, it enhances transparency by providing valuable input for our yearly impact report. The environmental impact dashboard not only helps reduce ecological harm, but also promotes a proactive approach to sustainability.*

Reducing and compensating our impact

Climate Neutral Group is our partner when it comes to our emissions. Their experts audit our CO2 calculations. Our primary ambition is to reduce our emissions as much as we can. Residual emissions are compensated in a project in India that enhances 500.000 square meters of agricultural land with agroforestry. Planting various trees to improve soil quality and to provide shade to crops, as well as generating alternative financial resources. Building sustainable agriculture for future generations and capturing 700.000 tons of CO2 per year on average.

100% electric vehicles leased

100% green electricity



Scope 1	3,76	Total metric tons CO2 emissions	24,16
Scope 2	0,0	Metric tons CO2 emissions compensated by Climate Neutral Group	25,00
Scope 3	20,4		
		Reduction CO2 intensity compared to 2019	11,7%


- Scope 1 – direct CO2-emissions caused by own sources from the organisation (gas)
- Scope 2 - indirect CO2-emissions caused by generation of purchased and used electricity and heat (electricity)
- Scope 3 – indirect CO2-emissions caused by business activities of other organizations (leased mobility, air travel)

QUOTES BY OUR CLIENTS


“I am very satisfied with our collaboration and the substantive expertise and contribution of Been Management Consulting.”

“I would recommend Been Management Consulting for support needs in the field of organizational development and process management.”

“Been’s consultants have helped us to focus on our goals and how to achieve those goals. With their support, they have made important contribution to the realisation of our increased production.”

An aerial photograph of a road curving through a dense forest. The trees are in various shades of green, suggesting a late summer or early autumn setting. A large, semi-transparent green callout bubble is positioned in the upper right quadrant of the image, containing a testimonial. The text is white and centered within the bubble.

“Been’s services have greatly contributed to improving the social/enviromental impact by fully immersing us in what it means to be a B Corp. They not only helped us completing the assessment, but also supported to identify areas for improvement. Improvement which must be fully integrated in our organization’s policies, management, and decision-making. We will be working hard on this the coming years.”

An aerial photograph of a road curving through a dense forest. The trees are in various shades of green, suggesting a late summer or early autumn setting. A large, semi-transparent blue callout bubble is positioned in the lower left quadrant of the image, containing a testimonial. The text is white and centered within the bubble.

“The fact that Been Management Consulting is a B Corp and how Been carries out what this means for the organization, made me consider the B Corp concepts more. Elements of these ideas have been incorporated in our organization as well.”

MORE IMPACT?

Are you looking for ways to make a positive impact?
We're here to help you in your journey, wherever you are.



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LET'S CHANGE THE SYSTEM.

