

OUR
IMPACT

IN 2024



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 clear, positive contribution to our clients' social and environmental impact in all our work.

Let's change the system!





Dear reader,

When I look back at 2024, I see entrepreneurship in action: identifying opportunities, seizing them, and creating value, while persevering where others might stop.

We dared to innovate and invest in new propositions and markets, supported clients with impact-driven value management, and built our Food Transition practice. These efforts have not only expanded our capabilities but also reinforced our commitment to creating a positive impact.

While saying goodbye to colleagues was challenging, we welcomed new, talented, and experienced colleagues who have strengthened our company's foundation. Their fresh perspectives and expertise have been invaluable as we continue to grow and evolve.

We engaged with many new and existing customers, continuing to invite, inspire, and build bridges. Our collaborative approach has fostered strong relationships and driven meaningful change. Our efforts were recognized, as we were acknowledged as one of the top consulting organizations in the Netherlands in the fields of ESG, Energy, and Food Transition. This recognition is a testament to our dedication and hard work.

Above all, I see beautiful people - thinkers who act with both head and heart - dedicated to making the world a better place. As we move forward, we remain committed to driving positive change and supporting our clients in their sustainability journeys. Together, we can create a brighter, more sustainable future.

Kind regards,

Roel Beentjes
Managing Director & Founder





OUR IMPACT IN 2024

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ABOUT US

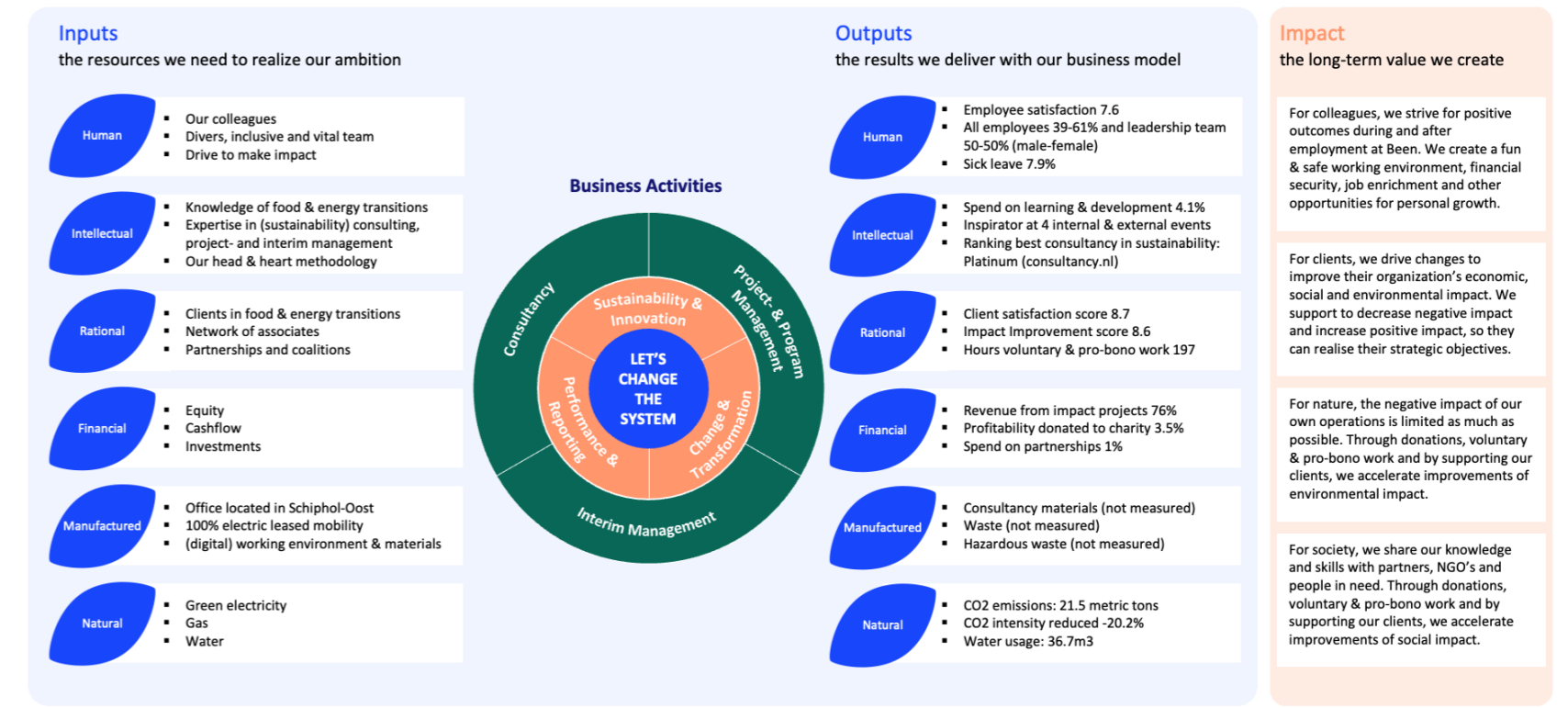
THE VALUE WE CREATE

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 to **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.

LET'S CHANGE THE SYSTEM.



OUR PROPOSITIONS

We're on a mission to let all our projects have a positive impact in 2024. In 2024, 78% of our company's turnover came from these kind of projects. We support our clients with the following propositions:

Sustainability & Innovation | Navigating the sustainability landscape, willing to make more impact.

We help clients to formulate a sustainable ambition. One that inspires action and gets stakeholders moving. Together, we explore what suits your business best. From a baseline assessment, we help them to plan the journey towards a sustainable business model. Also, we help find likeminded stakeholders to partner up with.

EXAMPLES: In 2024, we supported Albert Heijn to become B Corp certified and a mobility client to ideate a unique business model innovation concept.

Change & Transformation | Heading in a new direction, with a desire to change.

We support to change the structure and culture of our clients. Our work is top-down and bottom-up. That's how we guide leadership, employees, and value chain partners through the change. Our approach focuses on Leadership & Team Development, Diversity, Equity & Inclusion and Change & Transformation initiatives to develop new behaviors and inclusive ways of working.

EXAMPLES: In 2024, we continued our collaboration with Huhtamaki with strategy cascading and staff alignment and supported Gasunie with building a new organization for large capital projects of renewable energy sources and carriers.

Performance & Reporting | Facing a challenge, in need to improve, perform and prove it.

We support in CSRD and SBTi and enable improved performance of our clients. We focus on Value Optimization to enable organizations shift towards value-driven decision-making, by integrating ecological and social values next to the financial values. This way organizations can realize their strategic goals related to green house gas reduction, circularity, working conditions in the value chain and other key topics.

EXAMPLES: In 2024, we supported Schiphol towards value-driven steering on projects and Bakkerij Braas with the first steps of CSRD compliancy.





WE ARE A B CORP

Proud to be a certified B Corp and B Corp Way Partner

We are a certified B Corp. This means we use the power of our business to build a more inclusive and sustainable economy. We have made a legal commitment to be accountable to all our 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 some of these B Corps like Patagonia and Tony's Chocolonely. When we first received our B Corp certification in November 2021, there were 4,000 B Corps in the world. Today, there are over 9.500.

B Corp Way partner & B Leaders

As a consultancy organization, we are a qualified partner to help other companies in their transformation into a better business. Our consultants are trained B Leaders. Their support is especially relevant for larger companies. Being qualified & trained means that B Lab can refer to us when companies seek support in the process of becoming B Corp.

For Good Leaders In May 2024, we participated in the For Good Leaders Summit in Amsterdam for the 3rd year in a row. Over 1,200 leaders and CEOs from businesses, NGOs, and academia met up for a two-day summit. We were happy to curate a track together with Nexio Projects, the 'B Corp and Beyond' track, with 3 inspiring sessions, including "Onboarding Nature as a Stakeholder", "Regenerative Impact," and "Avoid Greenwashing and Greenwashing".

We joined the dinner at Rituals (B Corp) where their 10% Profit Pledge was highlighted and we facilitated the interaction to gather insights on the attendees' view on impact, challenges and best practices to make a difference.



OUR DOUBLE MATERIALITY ASSESSMENT

We practice what we preach and use the double materiality assessment to come from insights to impact

In 2024, we have conducted a double materiality assessment (DMA) to gain insights in our most important ESG-topics.

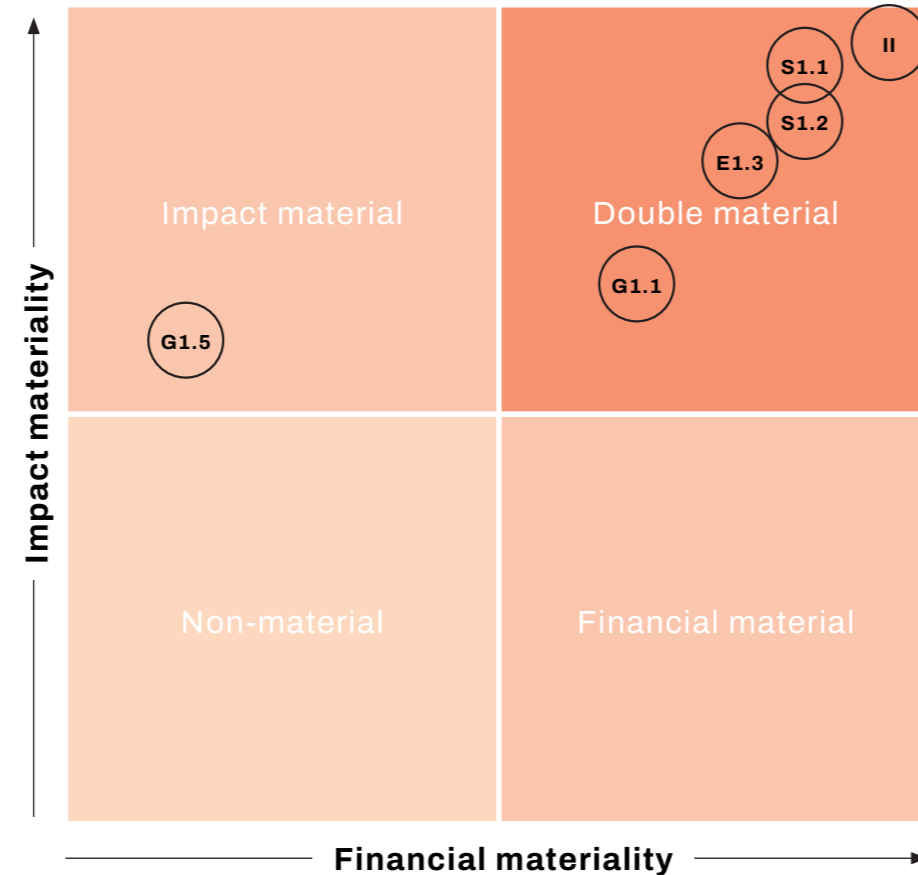
In a double materiality assessment, ESG-topics are evaluated from two perspectives:

- **Impact perspective:** the impact we make as an organization on people and environment
- **Financial perspective:** the risks and opportunities associated with the environment and society on our strategic decision-making and business model

We followed these high-level steps to complete the double materiality assessment:

1. Creating a stakeholder overview
2. Engaging with stakeholders to discuss the importance of ESG-topics for Been Management Consulting
3. Identifying and describing the impacts, risks, and opportunities for all ESG-topics
4. Assessing materiality of impacts, risks, and opportunities based on severity and likelihood
5. Creating the double materiality matrix

The results of the DMA have been validated by Been's Leadership Team. 6 ESG topics have been determined as material in relation to



II Impact Improvement*	Our contribution to social and environmental performance of clients
S1.1 Social	Working conditions own workforce
S1.2 Social	Equal treatment and opportunities for all
E1.3 Environment	Energy
G1.1 Governance	Corporate culture
G1.5 Governance	Management of relationships with suppliers, including payment practice

* This topic is entity-specific but linked to ESRS S4 (Consumers and End-users)

Niek, our colleague at Been Management Consulting, explains why a double materiality assessment (DMA) is important:

Understanding our impact

"It is our ambition as an organization to make a positive impact on people and environment. To achieve that, it is crucial to understand how we make impact – both negatively and positively – and what impact-related risks and opportunities are that will affect our organization. In other words: we must go from ESG insights to be able to make positive impact. A double materiality assessment is a very useful method to help with that."

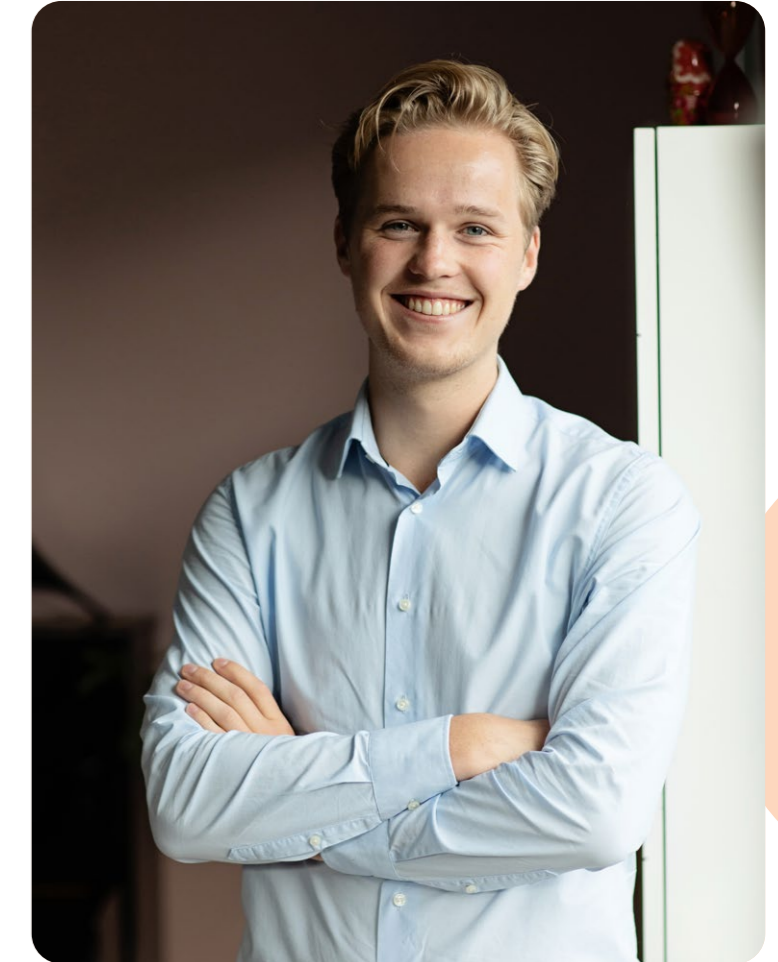
"We do this for our own organization, but also for our clients. In 2024, we have supported several clients with a thorough double materiality assessment as part of their progress with the CSRD"

Engaging with stakeholders

"The impacts, risks, and opportunities in the double materiality assessment should represent the entire context our organization operates in. We reached out to our most important groups of stakeholders, including some of our clients, suppliers, partners, shareholders, and employees to represent the context. Through conducting questionnaires and interviews, we were able to incorporate their insights in the DMA."

Next steps

"For all material topics, we determined methods of measuring our impact. Throughout this report, you will find metrics on these topics. An important next step is to set ambitious but realistic targets for improvement and define actions to achieve the targets."



OUR COLLEAGUES

Our remarkable impact is thanks to our dedicated and innovative consultants.

By leveraging diverse expertise, backgrounds, and personalities, we connect with people, create positive impacts, and courageously build a sustainable future.

Through continuous growth and applying our knowledge and experience, we ensure our journey forward remains impactful and sustainable.



23

Core team

Woman: 61%

Man: 39



76

Employee satisfaction score



34

Average age

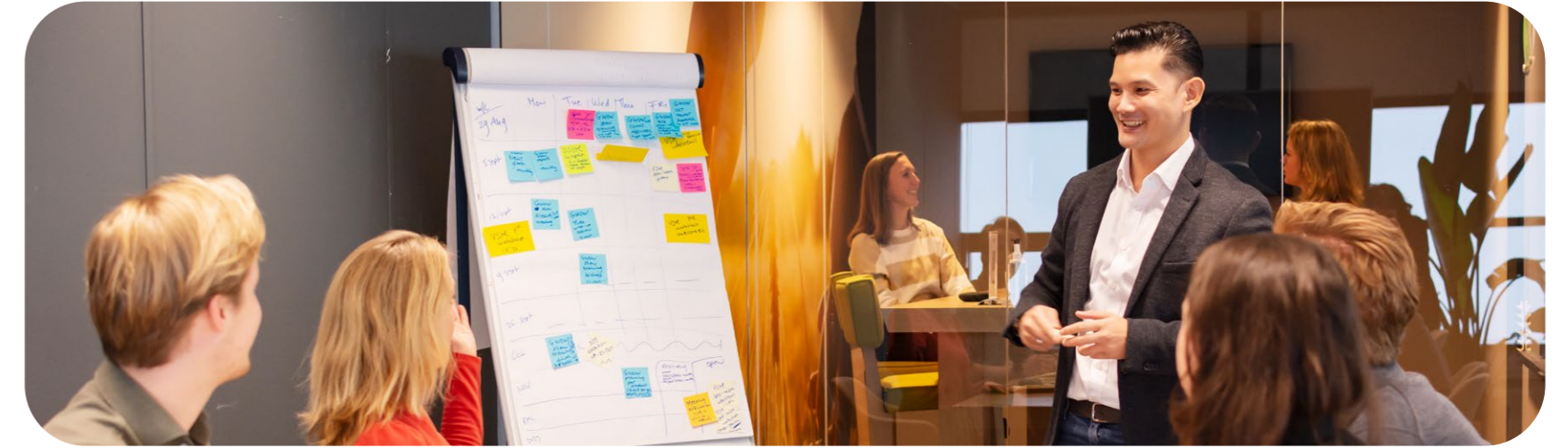
Youngest: 24

Oldest: 52



8

Associates



OUR CORE VALUES

It's in our DNA to guide others to go further and faster. Our core values help us to inspire, connect and collaborate in our client work and beyond.

Connecting | We believe you go further, together

We're committed to the people and causes we work for. We approach people with an open mind and heart. Tuning into everyone's talents, perspectives, and expertise. We want to be ourselves – and invite you to do the same.

Creating | We want to create a positive impact with our work

Bringing people together to find new ways of thinking and doing. Finding creative solutions for the challenges we're facing. Together with our clients, our employees, and the communities we're part of.

Courageous | Building sustainable energy and food systems

It's not the easy road for companies. It takes courage. We know what it's like to change direction. Let's be courageous. Let's change the system.



DIVERSITY, EQUITY & INCLUSION

In 2024 we continued our journey to grow and strengthen inclusion and the sense of belonging at our organization.

By continuously challenging ourselves on our biases, continuously learning from interactions, engaging in training and knowledge sessions, and by assuring equity and inclusion in our everyday processes, we strive to create a place where our people can excel, shine and laugh.

Our goal in 2024 was to visibly connect Diversity, Equity and Inclusion (DEI) with our mission.

WHAT WE DID

Working on inclusion is a never-ending process. We believe that continuously challenging, evaluating and improving everyday processes and interactions is a must.

Measure our performance

In our efforts to hire more diverse talent we consciously reviewed our recruitment pipeline and activities. We challenged ourselves on biases and requested recruitment partners to help in realizing our ambition.

Train our colleagues

We embedded a mandatory 'DEI at Been' training in our onboarding program, trained our colleagues in our newly developed DEI service and organized several training sessions around 'power dynamics'. This way we make sure DEI stays top of mind in our team.

Develop a DEI service

We believe that Diversity, Equity & Inclusion affects every aspect of our business. Therefore, we developed a service to take on DEI-related challenges with training programs, ambition and strategy sessions and transformation support to help with implementation.

Continuously improve processes

Perhaps a no brainer, but we also kept on improving our HR processes to make them more equal and inclusive. By introducing multiple perspectives in our performance review processes, we aimed to reduce biases in decision making and promotion processes.

IMPACT FOR OUR CLIENTS

OUR CLIENTS

As a consulting company, our biggest impact is made through our client projects. We focus on two major transitions: the Food Transition and the Energy Transition. Most of our clients are operating in these transitions and are intrinsically motivated to make a positive impact; improving the social and/or environmental performance of their company or the ecosystem they're operating in.

27
clients served
in 2024



87

average satisfaction
score from clients

78%

of our turnover comes from
impact projects
(+13% compared to 2023)

86

average contribution to
client company's social and
environmental impact





LOOKING BACK AT 4 YEARS OF IMPACT IMPROVEMENT

In November 2019, we organized an event with over 150 attendees on the topic “From Shareholder to Stakeholder,” a growing focus within businesses. Little did we know how relevant this topic would become as the COVID-19 pandemic hit in Q1 2020. This period underscored our vulnerability as humans and businesses, highlighting the importance of resilience, adaptability, and the well-being of employees, customers, and communities.

This realization activated a latent need within our company and among our employees, propelling our mission towards 100% impact improvement projects. We embarked on a journey using the UN’s Sustainable Development Goals as our guide. Additionally, we began our transition towards becoming a B Corp, adopting a holistic approach to sustainability and enhancing our capabilities in sustainability consultancy. In 2021, we achieved B Corp certification and partnered with B Lab through the B Corp Way, enabling us to support multinational clients on their B Corp journeys. We are proud to have supported Albert Heijn in their journey to become B Corp certified from 2022 to 2024.

Over the past few years, we have focused on two major transitions: the Food Transition (transforming the food system to be more sustainable, healthy, and equitable) and the Energy Transition (shifting from fossil fuels to renewable energy sources like solar, wind, and hydropower). We have supported clients at the heart of these transitions, including those in mobility, infrastructure, retail, and production sectors.

The drivers for these transitions have evolved over the last four years, with more impact improvement projects shifting from “willing to” to “have to” due to legislation such as CSRD and CSDDD. Both voluntary and mandatory actions are essential to bring sustainable change and integrate sustainability into the core operations of companies.

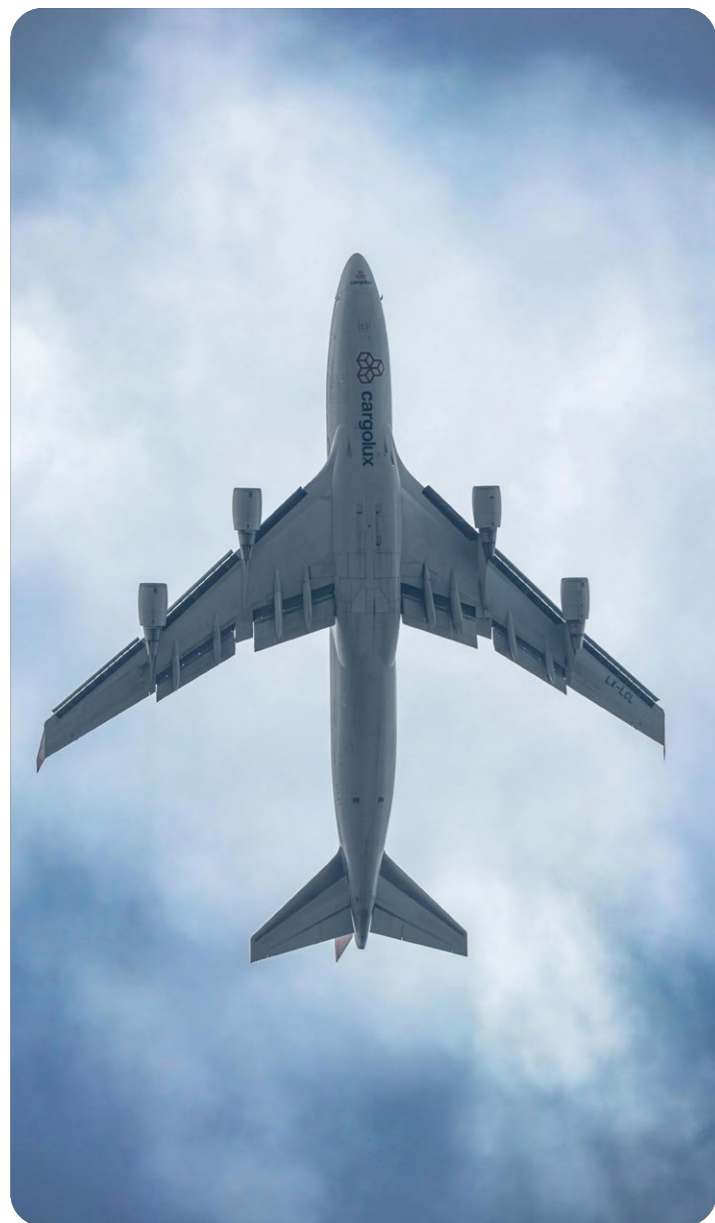
In 2024, we reached a milestone where 78% of our turnover was related to impact improvement, a source of immense pride for us. However, public opinion on sustainability versus the fossil fuel industry has become increasingly polarized.

While many advocate for urgent climate action, there is significant resistance from those concerned about the economic impact of moving away from fossil fuels, leading to a complex and often contentious debate.

The way forward involves closely examining the core of business models, as sustainability is synonymous with innovation and change management. Every business model aims to stay relevant, ahead of the competition, and ensure business continuity. Business decisions are now based on multiple values (financial, social, ecological), supported by growing data and technology. This is how we will continue to support our clients in the future.

Lastly, we are incredibly proud of our results, but even more grateful for the journey. We look forward to the next cycle with great anticipation.





CLIENT CASE: SCHIPHOL

Royal Schiphol Group | Scaling up maintenance efforts and steer on value creation beyond mere financial considerations.

Situation | Maintenance backlog in infrastructure

Royal Schiphol Group is an airport company that aims to build the world's most sustainable, high-quality airports. However, a lack of investment has led to a maintenance backlog in infrastructure. Schiphol aims to dissolve this backlog by 2032. To achieve this ambition and to add value to Schiphol's portfolio, a programmatic approach, the MYMP Upscale Program, including new ways of working were developed and implemented. communities and empowering consumers.

Approach | Programmatic approach to scale up

Within this program, we acted as a hands-on partner to work pragmatically and knowledgeably together on a successful transformation in line with the three key objectives: 1) establish an integrated approach by involving internal and external stakeholders to align interests in the value chain, 2) implement efficient, effective and transparent processes, 3) steer value creation beyond mere financial considerations according to CSRD guidance.

Key results | Added value to Schiphol's assets

This approach has enhanced airport value by improving the organization's ability to steer on time, budget, and overall value. Additionally, it has fostered better collaboration across the value chain, leading to a reduction in the maintenance backlog. By equipping stakeholders with essential skills and capabilities, the organization is now positioned to independently drive the ambition.



“Been’s approach is systemic, with tangible and concrete products as a result. The people at Been are thinkers who act; great people to work with”.

Jeroen de Jong Program director MYMP

EXAMPLES OF OUR EVENTS AND PARTNERSHIPS

Inspiration event Value-Driven Decision-Making

In November we organized an inspiration event about Value-Driven Decision-Making: From Transparency to Transformation. Sustainable organizations thrive by offering durable, valued solutions to societal problems. But what is value and how can it be integrated into the decision-making process? With 20 industry leaders from the energy and utilities sectors we discussed how transparency of sustainability data makes it possible to make value-driven decisions and what this means for organizations in these sectors.

Our key takeaways:

- **Defining Value:** For value to be impactful, it must be measurable and tangible.
- **Valuing Value:** Aligning conventional and new business models by acknowledging parameters of different values next to each other.
- **Transparency:** Sharing ambitions and plans earlier throughout the value chain helps suppliers tailor their offerings and enables customers to choose a valuable solution.



Partnering with the Impact Economy Foundation

We have partnered with several other organizations in our ecosystem. One of them is the Impact Economy Foundation (IEF), a non-for-profit organisation that was founded to accelerate the transition to an impact economy.

During the National Conference on Broad Prosperity, organized by IEF, the Chief Value Officer awards were presented to the four most impact-driven CFOs in The Netherlands. This year's winners view sustainability regulations, including the CSRD, not as a burden but as an opportunity to drive their organizations toward greater societal value creation. These regulations bring sustainability to the heart of the organization and puts CFOs at the design table of a new economy, where social impact is as important as financial profit.



“Steering on values requires a cultural change in which social & environmental values become part of strategic decision-making: from ego- to ecosystem”.

Roel Beentjes, Managing Director & Founder
of Been Management Consulting



EXAMPLES OF OUR LEADERSHIP ENGAGEMENT



Stendert Krommendam
Chief People & Sustainability Officer

Key lessons:

- Make sustainability accessible and integral
- Embed sustainability in organizational practices
- “I believe that everyone has a good intention, but sometimes the short term comes into play. You see that a balance has to be restored”

“Balance short-term pressures and long-term sustainability goals through effective governance structures”



Marleen Veldhuis
Program Manager Building Circular and Emission Free

Key lessons:

- Have a vision on sustainability
- Have leadership buy-in and commitment
- Make sustainability visible and measurable

“We try to set up our Program in such a way that circular and emission-free construction in the chain becomes self-evident, including all facets that come with it”



Niki Schilling
Chief Impact Officer

Key lessons:

- Sustainability must be integrated into the entire organization, not a separate department
- We need to learn a lot, involve people, and create awareness
- Involve every employee and give them responsibility

“The B Corp community ensures more collaboration to make the industry more sustainable because sustainability is not a competition; it’s something we work on together”



Terence Guiamo
Global Director of Inclusion, Diversity & Belonging

Key lessons:

- You can’t include everything in the strategy, or nothing will be important. So, you must focus on what’s crucial for the organization
- Make the pillars you want to focus on applicable for each specific department

“The challenge of sustainability is understanding the motivations of individuals and the collective. Individuals may ask, ‘What’s in it for me?’ But collectively, it’s about systemic change”



Hans Geels
CEO

Key lessons:

- Take a step-by-step approach and learn
- Doing good is “green and red”; ecologically (green) and with the heart (red)
- Sustainable retail is a paradox: truly sustainable living means buying second-hand and borrowing

“You can make up the biggest strategies, but everything tends to be an evolution rather than a revolution”



IMPACT FOR SOCIETY & NATURE

OUR SOCIAL IMPACT

CASE: SUPPORTING THE NETHERLANDS RED CROSS

Context

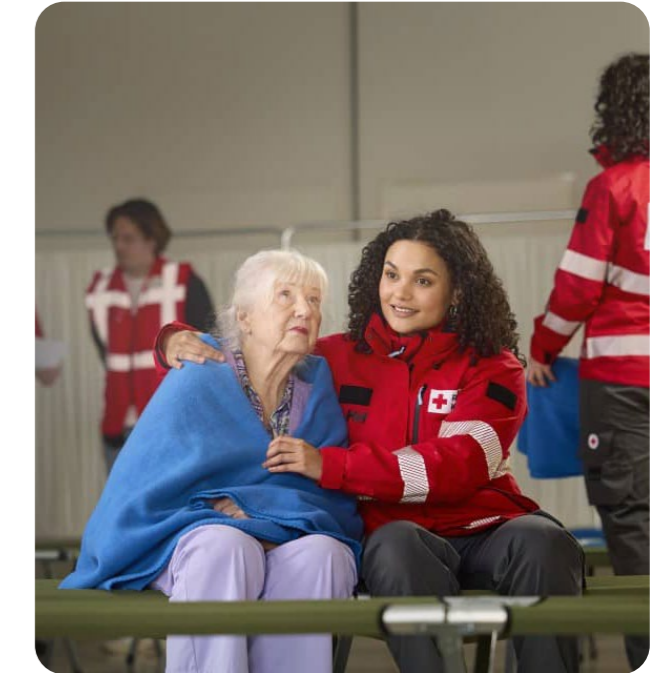
The Netherlands Red Cross is an aid organization that offers help to people in need with thousands of volunteers and 600 professionals. To do that work, the Red Cross depends, among other things, on donations from individuals and companies. Driven by laws and regulations and developments in the market, companies increasingly have a highly developed ESG strategy. As a strong national entity, the Red Cross strives for innovative developments of its own business model and is looking into how it can use these ESG developments in the market to jointly finance aid projects. The organization has asked Been Management Consulting to support in finding out how the Netherlands Red Cross can provide value for companies in supporting their sustainability approach.

Approach

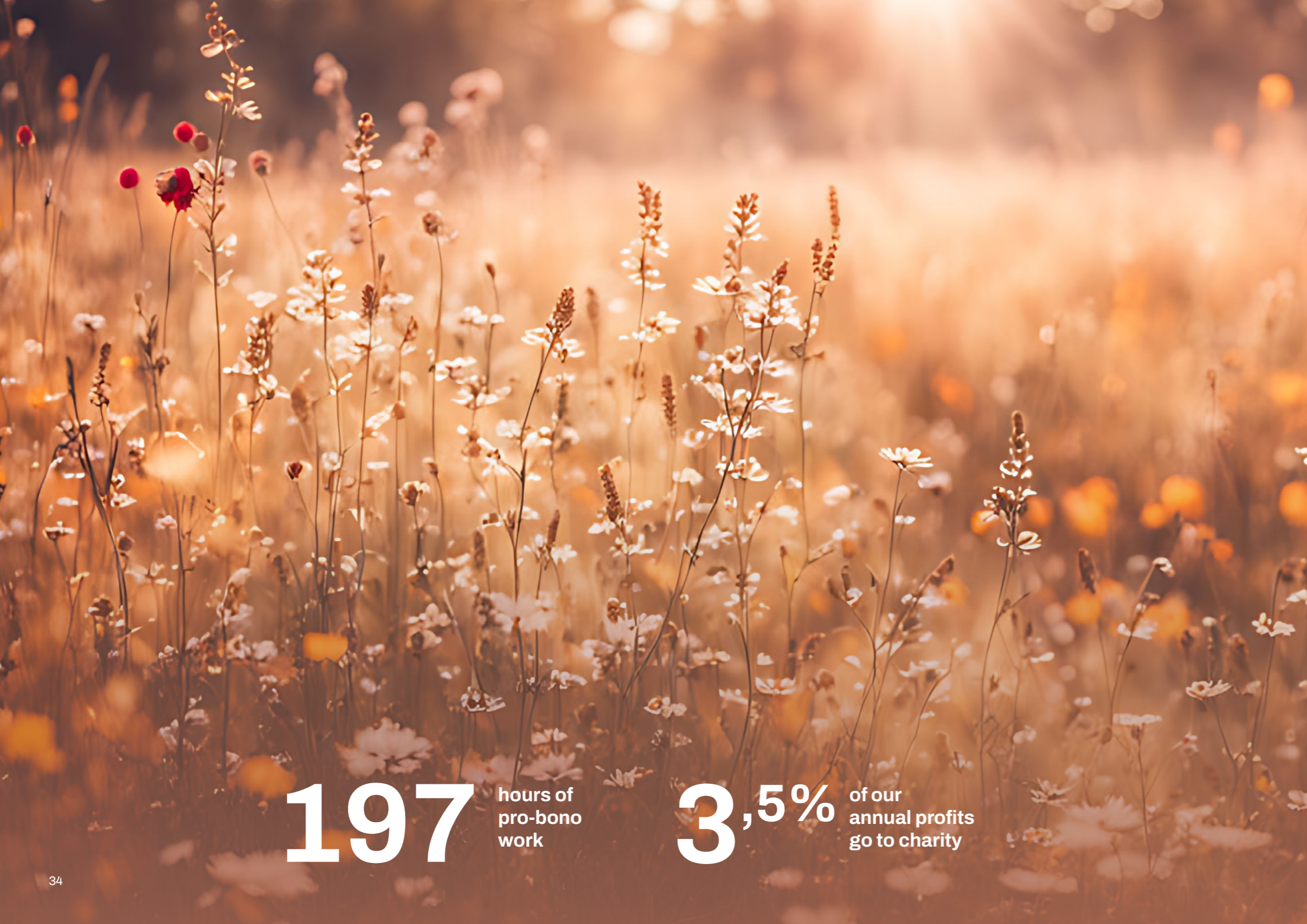
By conducting interviews and facilitating an ESG knowledge session for the Corporate Partnerships team of the Red Cross, the internal exchange of knowledge and awareness of ESG is increased. The aim of this session is to delve deeper into the question of whether ESG developments at companies are an opportunity or a threat to fundraising and partnerships of the Red Cross. Finally, possible proposition directions for the Corporate Partnerships team are explored by guiding a plenary discussion.

Results

The ESG knowledge session has led to a growth in the level of knowledge about ESG within the Corporate Partnerships team. The discussions with the team have proven valuable in gaining a shared view of the opportunities and challenges of ESG developments in the market. An initial exploration of possible proposition directions helped the team to put innovative ideas on paper and to set out the first actions for them.



Support question: “How can the Netherlands Red Cross effectively align with companies’ ESG strategies to jointly finance aid projects? Where are the opportunities and where are the threats?”



197 hours of pro-bono work

3,5% of our annual profits go to charity

OUR SOCIAL IMPACT COMMUNITY SUPPORT

Strengthening communities in South African townships

In 2022, we decided to structurally donate 3,5% of our annual profits. We partnered up with Net4Kids – an NGO that finds local charities and projects in emerging economies – and committed ourselves to a project called Rhiza Babuyile.

Organisation support for Net4kids

This project aims to professionalize early childhood development centers (EDC's) in South African townships. 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. Additionally, we set up a train-the-trainer program for Rhiza facilitators and EDC teachers. Ultimately, a professional EDC can increase opportunities for the entire township.

Theory of Change

Explaining how to make a positive impact can be challenging. To ensure their pitch is effective and all partners clearly understand Net4Kids' services and value proposition, Net4Kids enlisted the expertise of Been Management Consulting.

Through a series of workshops, the team developed Net4Kids' Theory of Change – a framework that comprehensively describes and visualizes how and why desired changes are expected to occur in specific contexts. These insights directly inform Net4Kids' sales pitch and marketing strategy.

CSRD Workshop for Net4Kids

To better align with the motivations and ambitions of their partner organizations, Net4Kids is committed to staying informed about key sustainability developments in the business world. A significant focus has been the Corporate Sustainability Reporting Directive (CSRD). Net4Kids has engaged Been to help them grasp the core concepts of CSRD and identify ways to add value for organizations implementing these standards. In an engaging workshop, the Net4Kids team generated several actionable ideas to support this initiative.

Next chapter

After 3 years of donations and providing masterclasses to EDC teachers, our collaboration ends. Though this chapter ends for Rhiza, Been Management Consulting doesn't stop with collaborating for a positive impact with the community. A new partnership awaits in 2025.

“We are immensely proud to have been able to bring Rhiza and Been together. The project we set up will live on. That is exactly what we wanted to achieve”

Managing Director, Net4Kids

Scope 1	4,14	Electric vehicles & green electricity	100%
Scope 2	0,0	CO intensity reduction compared to 2023	10,9%
Scope 3	17,4	CO intensity reduction compared to 2019	20,2%
Total metric tons CO2 emissions	21,5	Metric tons CO2 emissions compensated	22

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

OUR ENVIRONMENTAL IMPACT ENVIRONMENTAL IMPACT DASHBOARD

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.

FOCUS: THE ENERGY TRANSITION

THE ENERGY TRANSITION

Our energy transition strategy now includes all utilities, which is crucial for a sustainable economy. This involves integrating renewable energy, improving network efficiency, and promoting water management. Different utilities face similar infrastructure challenges, such as grid congestion, capacity issues, resource scarcity and the need for digitalization and IT improvements to enhance processes and customer experience. We are proud to have a solid customer base within the grid operators so that we can directly contribute to all these challenges. Collaboration between different utility organizations is essential for large infrastructure projects. Our work with companies such as Schiphol, Gasunie, Enexis and Vitens reflects our ambition to be trusted partners in this transition.

Schiphol

Schiphol is facing challenges in addressing the maintenance backlog. By using our 'thinkers-that-do' mentality, we established Grip on Planning and closely collaborated to bring ideas into action. Focusing on two pilot projects, we spearheaded the way for Schiphol to perform maintenance sustainably in 2024.



Together with Enexis, we enhanced operational excellence by increasing organizational efficiency. We closely engaged with leadership teams using our Head & Heart approach to improve their versatility. This involved improving team collaboration, behaviour, and personal leadership skills.



Gasunie plays an important role in realising national new energy systems like hydrogen, carbon capture and storage and heat networks. We help Gasunie to structure this huge social and technical challenge and incorporate new ways of working.



At Vitens, we helped increase production capacity and enhanced collaboration between departments, fostering a culture of continuous improvement. Furthermore, we advised Vitens on their commercial strategy, considering trends such as water scarcity, decreasing quality of surface and groundwater, and market developments.

Water scarcity links utilities and the food sector, raising food prices and increasing shortages. Social innovation and collaboration between governments, companies, and communities are key to developing effective solutions for a resilient future. Our mission? Let's make every meter of Dutch energy and water grid valuable!



FOCUS: THE FOOD TRANSITION

THE FOOD TRANSITION

Our current food system is unsustainable, contributing to climate change, biodiversity loss, excessive water usage, social inequality, and rising health issues such as obesity. These factors threaten livability of our planet and food security.

We see companies across the food supply chain facing difficulties in addressing these ecological, social, and governance challenges within their operations, with concerns about their business models and obstacles to fostering collaboration throughout the value chain.

We are dedicated to helping these companies in their transition to a more sustainable business model. We do this with passion and expertise in Strategy & Innovation, Transformation, and Compliance & Certification. In 2024, we further developed our strategy and created impact together with great clients.

Strategy & Innovation

Change starts with awareness, followed by a clear strategy. We provide support throughout this process, from developing an ESG strategy aligned with the organization's ambitions to accelerating material themes such as carbon reduction and the transition to a circular business model through minimizing packaging, food and water waste, and enhancing recycling.

Transformation

The implementation of change requires a balanced approach between Head and Heart. We guide companies in organizing sustainability within the organization, as well as fostering collaboration both internally and across the value chain. We do this through leadership projects, team and value chain development, as well as program management.

Compliance & Certification

Finally, we guide companies to ensure compliance. We see the CSRD as an important step in raising awareness of ESG topics, bringing focus to the most material themes, and making the ESG strategy measurable. In addition to compliance, we support companies in becoming B Corp certified. We are proud to have guided Albert Heijn through this process.










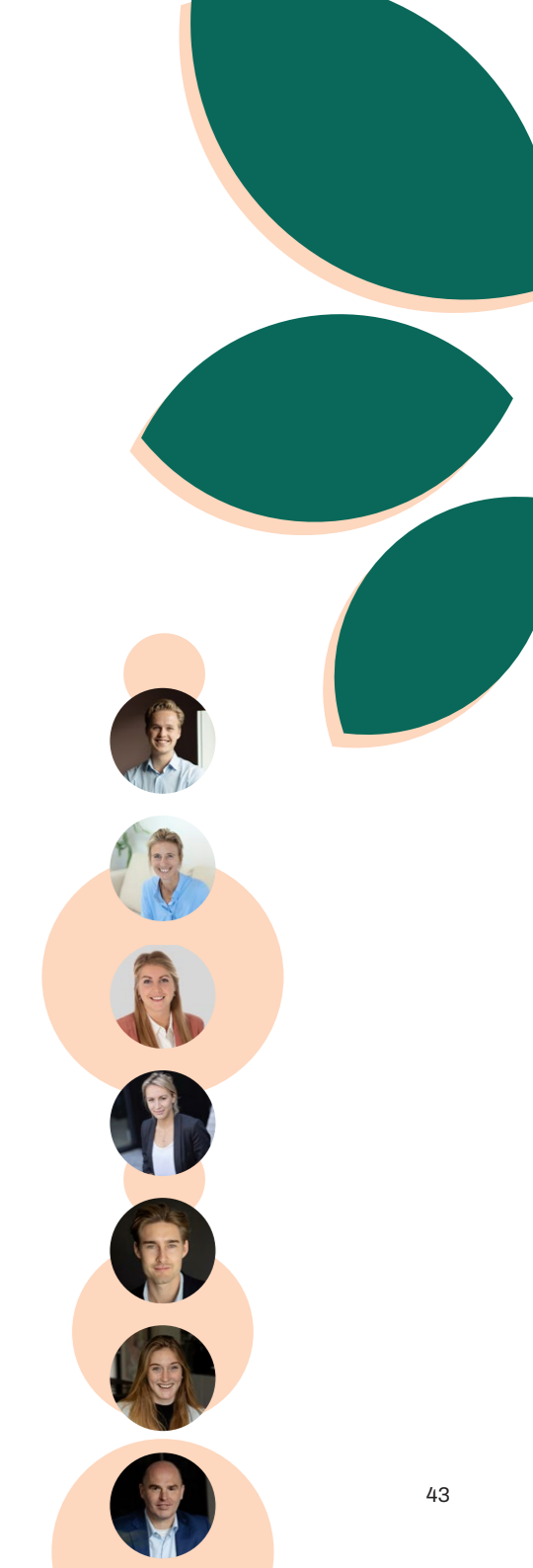


OUR FUTURE

LOOKING AHEAD TOWARDS 2025 – 2027

We are the go-to partner for sustainable transformations in the food and energy sectors. Let's change the system together!

-  We continue to drive transformations with both head and heart, from strategy to execution, with impact improvement as our foundation. (>80% of our turnover)
-  Our consulting and interim management services help build sustainable business models for our clients, enabling them to manage financial and non-financial aspects to increase positive and reduce negative impact and improve their competitive position and profitability
-  We use the Theory of Change to measure our impact contribution, fostering systemic change by encouraging collaboration and building bridges in new value chains.
-  As a B Corp, we believe that businesses are ideally positioned to make the world a better place, now and for future generations, using business as a force for good.
-  Our employees are “Thinkers-that-Act,” guided by our core values: Connecting, Creating, and Courageous.
-  We are recognized as the best consultancy firm in the Netherlands for transformations in the Energy and Food Transition.
-  New employees join us because they choose impact, enjoy the dynamics of a boutique consultancy firm, with focus on personal development and growth



MORE IMPACT?

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



Roel Beentjes

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