



OUR IMPACT

IN 2025

been 

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,

Looking back on 2025, I see a year in which impact became increasingly tangible — and meaningful. Our clients operated in a context of geopolitical uncertainty, change in sustainability regulation, and growing pressure on energy and food systems. These challenges demanded clear choices and strong execution. That is exactly where Been Management Consulting focused its efforts: from Strategy to Execution.

The results underline this focus. In 2025, we worked with 29 clients, with over 80% of our turnover generated from impact-driven projects, an increase compared to the year before. Our clients rated our work with an average satisfaction score of 8.7, and an 8.3 score for our contribution to their social and environmental impact. These figures confirm that combining strategic direction with hands-on execution leads to real, measurable value.

2025 was also a milestone year for Been Management Consulting: we proudly celebrated our 15-year anniversary. Since our founding, we have supported more than 200 clients, helping them navigate complex transitions and turn ambition into action. This anniversary was not only a moment to look back, but also to reaffirm our purpose.

We further strengthened our role in the Energy Transition and Food Transition, deepened our work as a B Corp, and continued to invest in partnerships, coalitions and social initiatives such as TommyTomato. Above all, I am proud of our colleagues: professionals who combine analytical strength with genuine commitment, and who choose to work every day on change that truly matters.

Together with our clients and partners, we continue to build resilient, responsible and future-proof organizations. Let's change the system.

Kind regards,

Roel Beentjes
Managing Director & Founder





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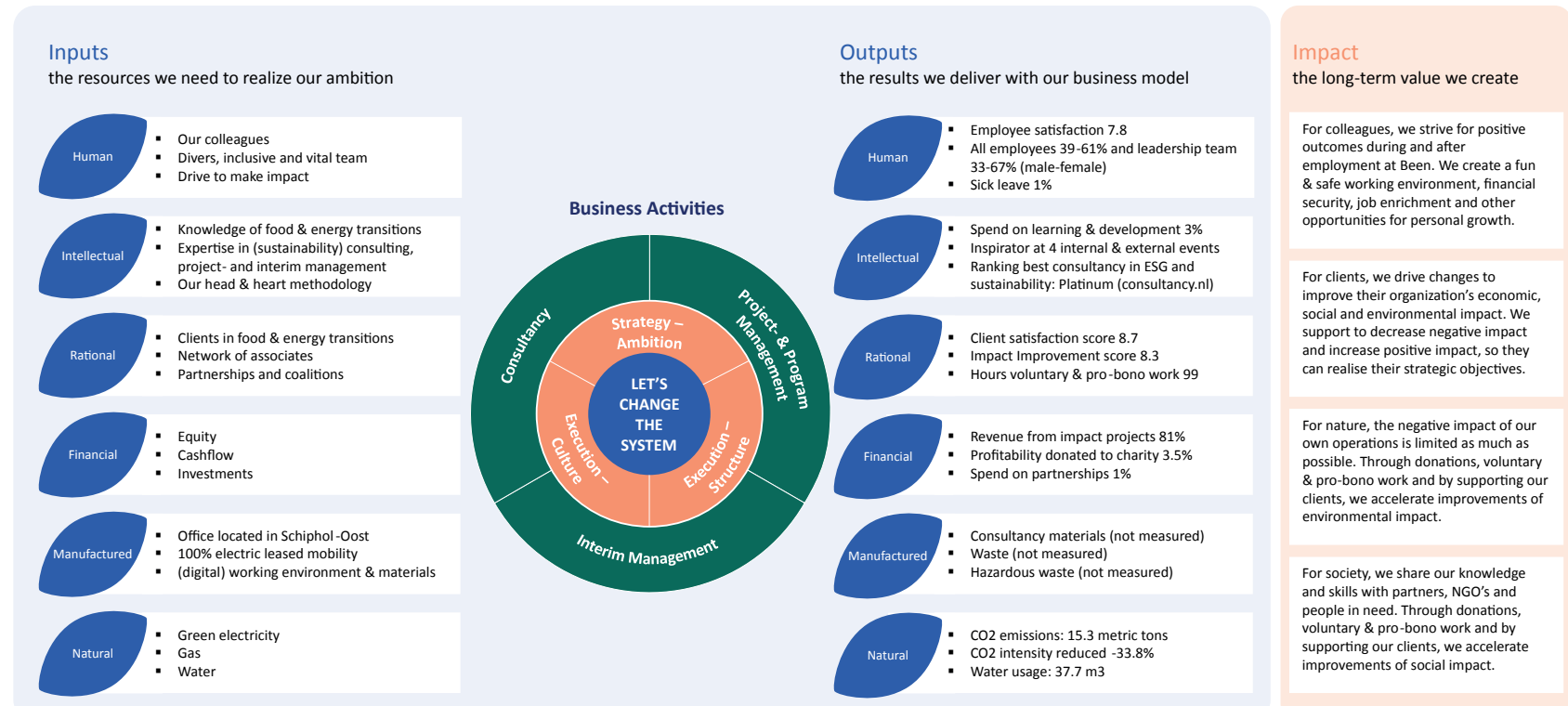
ABOUT US

THE VALUE WE CREATE

We create long term value through our business activities for our most important stakeholders, our colleagues and clients, and for nature and society at large.

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.



OUR DOUBLE MATERIALITY ASSESSMENT

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

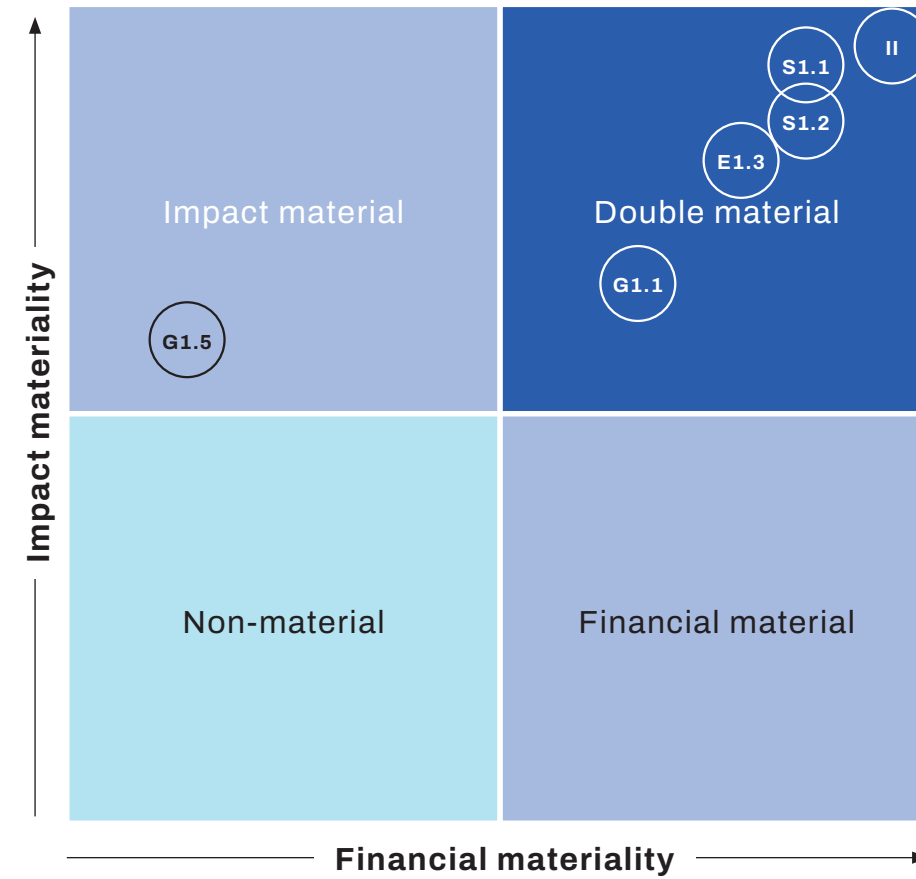
It is our ambition as an organization to make a positive impact on people and environment. To achieve that, it is crucial to understand how we make impact – both negatively and positively – and what impact-related risks and opportunities are that will affect our organization.

That is why 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

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



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)

RESULTS OF OUR BUSINESS MODEL

As a consulting company, our biggest impact is made through our client projects. We focus on two major transitions: the Energy Transition and the Food 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.

81%
of our turnover comes
from impact projects
(+3% compared to 2024)

87
average satisfaction
score from clients

83
average contribution to
client company's social and
environmental impact

29
clients served
in 2025





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 and resilient future.

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



78

**Employee
satisfaction score**



36

Average age
Youngest: 24
Oldest: 54



23

Core team
Woman: 61%
Man: 39%

9

Associates

Core values
connecting, creating
en courageous



B CORP AND PARTNERS

B Corp

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.

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 and trained means that B Lab can refer to us when companies seek support in the process of becoming B Corp.

We have guided 15+ organizations in their journey to become B Corp certified.

Partnerships

In 2025, Been Management Consulting continued its partnership with the Impact Economy Foundation (IEF), reinforcing a shared ambition to place broad prosperity and true value creation at the heart of business transformation. As a proud partner of the Chief Value Officer of the Year Award, we contributed to recognizing finance leaders who actively balance financial, social, human and natural capital in their decision-making.

During the National Conference on Broad Prosperity 2025, three inspiring CFOs were awarded for their leadership in steering organizations towards long-term, impact-driven value creation. The event brought together leaders, policymakers and investors to exchange insights on embedding broad prosperity in governance, strategy and organizational culture.

This partnership reflects our belief that sustainable transformation requires courageous leadership, measurable impact and collaboration across ecosystems to drive systemic change.





IMPACT FOR OUR CLIENTS

SERVICES IS STRATEGY AND EXECUTION

Our biggest impact is created through our clients. This is how we support them from strategy to execution, to accelerate sustainable change.

Strategy | Ambition Navigating complex transitions with actionable direction.

We guide clients that are faced with structural complexity to develop a sustainable, future-proof ambition. One that inspires action and gets people moving. Together, we translate the ambition into strategic priorities and agile organizations. We bring likeminded stakeholders from across the value chain together to tackle challenges that cannot be solved alone.

EXAMPLE: In 2025, in collaboration with Samen Tegen Voedselverspilling, we strengthened circular chains to reduce food waste and CO₂.

Execution | Structure Creating impactful results and proving it

We help organizations turn plans into concrete action with execution power. Providing structure to create focus and grip in complex changes. We believe in multiple value creation, where non-financial outcomes are part of decision-making. Also, we guide organizations with sustainability ambitions in their journey towards compliance and certifications, like B Corp, CSRD and SBTi.

EXAMPLE: In 2025, we created new organisational design for a department of Stedin that builds on capabilities and fits its vision.

Execution | Culture Embedding the desired change in your organization.

Change is not easy. It requires strong leadership, development of teams and employees and improved collaboration. A culture of flexibility and continuous learning is essential, both internally and across the value chain. We guide our clients through change by installing new behaviors and ways of working that are required for successful, sustainable transitions.

EXAMPLE: In 2025, we helped Vitens improve multidisciplinary collaboration through team development.



THE ENERGY TRANSITION

Towards an available, affordable, and sustainable energy and water systems.

The energy transition is in full swing and is causing increasing complexity throughout the entire energy system, from grid operators and energy suppliers to large-scale consumers. Accelerating the energy transition requires more than just technical solutions; it is a systemic change. Collaboration is essential to accelerate the transition to a transparent, connected, and resilient energy system.

are focused on the long term, which makes it difficult to respond quickly. Balancing security and flexibility is a strategic necessity.

At Been Management Consulting, we help organizations in the energy and water sector accelerate. We do this by translating strategy into execution, focusing on increasing control and agility. We are proud of our work with companies such as Stedin, Schiphol, Gasunie, and Vitens, which reflects our ambition to be the trusted partner in this transition.

We see that all utilities face similar infrastructural challenges in a context of resource scarcity. Existing structures, investments, and processes



Strategy | Ambition – Vision & Strategy Development

Stedin needs to respond to an increasingly complex set of challenges caused by the energy transition. To manage the speed and difficulty, a department of 150 employees wishes to become more agile. We supported in the creation of a future-proof vision and organizational design.



Execution | Structure – Program and Project Management

Vitens faces the challenge of successfully delivering an increasing number of large-scale projects in order to keep providing over 6 million people with sufficient, clean and reliable drinking water. We helped Vitens gain more control over their complex project portfolio to ensure a reliable drinking water infrastructure.



Execution | Culture – Change Management

Gasunie is actively building the energy system of the future, balancing the need for natural gas with the development of new energy infrastructures. We supported Gasunie in setting up a new business unit dedicated to Large Capital Projects with management and change support.

THE FOOD TRANSITION

The food transition requires a fundamental shift to a system that is more sustainable, healthier and fairer.

As humans, we are facing a major challenge: by 2050, we will need to feed more than 10 billion people without causing additional damage to the climate and nature, while also ensuring fair opportunities for producers and communities. This calls for a systemic change, a food system that uses raw materials efficiently, has less environmental impact, and creates value for producers, consumers and society.

For organizations, this means making choices. How do we adapt to a changing climate, reduce our impact, and build circular supply chains? Changing legislation, a growing demand for transparency and the need

for flexible, stable value chains make this transition urgent. The transition to a sustainable system is necessary and offers opportunities for growth and leadership.

We are proud that we have been able to support a variety of clients in the food sector in 2025 across our service offerings. Our work has focused on defining strategic directions, bringing together organizations across ecosystems to address challenges no actor can resolve alone, supporting organizations in navigating the certification landscape and enabling the cultural shifts required for lasting change For example:



Strategy | Ambition – Building Coalitions.

The Samen Tegen Voedselverspilling Foundation aims to halve food waste by 2030. Together, we developed a strategy to drive circularity in the pig value chain. In 2025, we launched the Circular Pig Feed Coalition to boost the use of residuals in feed and reduce CO₂ emissions.



Execution | Structure – Compliance & Certification.

Klaas Puul has set the ambition to reduce carbon emissions across operations and the supply chain. A key step is defining concrete targets, including entering the SBTi commit phase to establish science-based reduction goals — a process we supported throughout.



Execution | Culture – Cross-cultural collaboration.

Ofi is ambitious to reduce greenhouse-gas emissions, and improve water and waste performance in its own operations. We helped accelerate progress by applying our transformation model to strengthen focus and cross-cultural collaboration in a dynamic stakeholder landscape.



IMPACT FOR SOCIETY & NATURE

EXAMPLES OF OUR EVENTS AND COALITIONS

One of the themes for this year was Value-Driven Decision-Making, a common denominator in our events and partnerships.



Kijkje in de Keten

Collaborating for a Resilient Energy System

An evening of collaboration and insights on how data and partnerships drive the energy transition.

Key lessons:

1. Trust and transparency enable data sharing
2. Consumers need incentives and clear rules
3. Collaboration sparks innovation



CVO award

Broad prosperity at the heart of business transformation

As a proud partner of the Chief Value Officer of the year Award, we were present at the fourth edition of the National Conference on Broad Prosperity 2025.

Key lessons:

1. Broad prosperity starts with redefining profit beyond financial value alone
2. Impact becomes real when it is embedded in governance and culture
3. CFOs are key to turning impact ambitions into measurable value



Red Cross inspiration workshop

Using climate and water expertise to strengthen business resilience

With our partner, the Netherlands Red Cross, and one of our clients, we explored how humanitarian climate and water expertise can strengthen business strategies.

Key lessons:

1. Climate and water expertise helps businesses anticipate risks earlier.
2. Nature-based solutions offer clear strategic value.
3. Combining humanitarian and business insights strengthens organisational and societal resilience.

EXAMPLES OF OUR KNOWLEDGE SHARING SESSIONS

Becoming B Corp

Sustainability leaders were invited to be informed on how to become B Corp, learning from the experiences of Albert Heijn.

Becoming B Corp
Best practices on how to become B Corp



Corporate Sustainability Reporting Directive

Corporate Sustainability Reporting Directive
Sustainability leaders share their best practices of using CSRD to integrate sustainability in the organization's strategies, going beyond compliance.

CSRD meets Strategy
As a mean for integrating ESG in your strategy



COMMUNITY SUPPORT

Partnering to make healthy eating a habit for every child

In 2025, we entered into a partnership with TommyTomato, a social enterprise with a clear mission: to make every child a lifelong vegetable lover.

TommyTomato brings warm, vegetable-rich lunches straight into classrooms across the Netherlands. Each meal meets nutritional guidelines and helps children develop healthy eating habits early in life. Beyond lunches, they run engaging cooking and nutrition workshops, turning food education into a fun and practical experience for kids.

Our support goes beyond funding. We donate 3.5% of our annual profits to help TommyTomato grow its impact, all our employees volunteered in the Soeperchefs program, and we hosted two strategic workshops to help TommyTomato define how to make the impact of the cooking lessons measurable. Together, we're inspiring the next generation to make better food choices.

Volunteering at the Soeperchefs program

TommyTomato's Soeperchefs program brings cooking lessons into classrooms, turning healthy eating into a fun, hands-on experience for kids. Every child learns how to prepare simple, nutritious meals and discovers the joy of vegetables. To support this initiative, all our consultants spent a day in the classroom, helping children cook and experience the power of healthy food firsthand.

Measuring the impact of the Soeperchefs program

To amplify TommyTomato's mission, we didn't stop at volunteering. We facilitated two strategic workshops focused on one critical question: How can we measure the impact of our cooking lessons?

Together, we supported TommyTomato in developing two measurement methods and an action plan to track and demonstrate the value of their cooking lesson program. These methods form the foundation for a measurable impact strategy, enabling TommyTomato to show what they do, why they do it, and the difference it makes for future generation.



'We found the collaboration to be exceptionally valuable. Thanks to two fresh outside perspectives on our organization, our ideas were not only clearly structured but also translated into concrete action'

Founder TommyTomato Education





OUR FUTURE

LOOKING AHEAD TOWARDS 2026 – 2027

We choose to be the go-to partner for organizations that take responsibility for accelerating transitions and are willing to turn ambition into execution.

- We continue to drive transformations with both 'head and heart', from strategy to execution, with impact improvement as a non-negotiable foundation (>80% of our turnover).
- We engage with our clients and partners redesign their business models to integrate financial and non-financial value, strengthening resilience, competitiveness and long-term profitability.
- We use our Project Value Model (build on the theory of change method) to make our impact explicit and measurable, focusing on systemic change by connecting actors, aligning incentives and building new value chains.
- As a B Corp, we hold ourselves accountable to the belief that business must actively contribute to societal and environmental progress — not as an exception, but as the standard.
- Our people are Thinkers-that-Act: professionals who combine insight with action, guided by our core values of Connecting, Creating and Courageous leadership.
- We are recognized as the leading consultancy in the Netherlands for transformations in the Energy and Food Transitions, and will also act on Water — a recognition we see as both an achievement and a responsibility.
- People join Been because they consciously choose impact, value personal growth and want to contribute meaningfully within a focused, entrepreneurial consultancy boutique.



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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