

Impact Report



Table of contents *

4

Reflections
on 2024

6

Mission, vision,
strategy

8

Our impact

10

How we run
a responsible
business

12

Our clients

14

THNK World

16

Driving
meaningful
change with AI

18

What others
say about our
impact

20

Client story

22

Our
community

24

Our staff

26

Our faculty

27

Partners

28

Financials

Reflections on 2024*

The news in 2024 was dominated by widely varying views on leadership. How to lead safe and speedy progress of AI? How to lead for peace and autonomy between countries? How to lead for a sustainable future? How to lead a country like the US?

There are few of these points where we all agree, yet we all have to live on spaceship earth together. Last year strengthened our belief in our mission: to develop the leaders we need for the world we want. Our campaigns last year centered around these leaders: those who lead with heart, not with an iron fist. Those who change themselves before changing others. Who inspire hope instead of striking fear. And who break down barriers instead of putting up walls. We deeply believe in the humans inside leaders. We support these leaders to use their hearts, minds, creativity and courage to drive positive change.

“

Last year strengthened our belief in our mission: to develop the leaders we need for the world we want.



Debby Jannink
Co-Managing Partner

In 2024, we focused our energy on increasing our impact through five initiatives. First, we restarted our open enrollment programs to develop individuals. Second, we opened up our facilitator academy to increase the quality and impact of facilitators around the world. Third, we continued our efforts to drive positive transformation in large organizations to help them increase their impact. Fourth, we continued investments in THNK World: our digital platform that makes our services accessible to the millions who currently don't have access to great leadership development. And finally, we started a team that focuses on developing responsible, free to use, AI agents for the public and custom AI agents for our clients.



Mark Vernooij
Co-Managing Partner

We are keen to run THNK responsibly in line with our status as a B-corp. We are selective about the projects we take on and we take care of our staff, faculty and community. We aim to minimize our environmental impact and we compensate remaining emissions through carbon offsets and carbon capture in pursuit of the lowest carbon footprint possible.

Vision, Mission & Strategy*

Our progress in 2024

We set out to grow our custom programs—and we delivered. We expanded our client portfolio by 42%, as well as reaching a new high for defining impact and the revenue following it. Our transformational work deepened, with 84% of our revenue coming from repeat clients who returned for multiple engagements.

We designed and introduced a new category of custom programs: Self-Transforming Organisations. These programs support organizations in driving strategy and transformation in a way that is deeply embedded in leadership and team development—ensuring that transformation is not just a project but a sustained state of being.

We are also proud to have successfully launched “Mastering the Art of Facilitation” open enrollment program for facilitators, coaches, and HR leaders. The first cohort of 2025 was fully booked as of year-end.

To become the best home for talent, we introduced key initiatives such as Inspiration Labs for faculty development, FOCUS (goal setting), EDGE (contribution assessment) and REWARD (compensation) for staff growth.

In 2024, we have continued investments in THNK World which led to an increasingly mature product that enables organizations to create change at scale with their middle management. Also, we have been leveraging THNK World to service audiences that traditionally did not have access to our services.

Embracing the evolving role of AI, we launched AI leadership assistants reshaping how we build leadership capabilities.

Our Mission

We're on a mission to inspire the kind of leadership we need for the world we want.

Our Role

We design and deliver transformational leadership development journeys for organizations, teams and individuals.

Our Values

Lead with heart

We bring humanity, compassion and purpose to everything we do.

Play at the edge

We are relentless learners seeking growth and possibility.

Fueled by our differences

We embrace contrasting perspectives and challenge our own.

Design for magic

We craft journeys to delight and transform.

The impact
levers of our
3-year strategy

Custom
programs

Open
enrollment
programs

THNK World

Enablers

Improve magical participant experiences

Become best home for talent

Develop inspiring brand

Manage vibrant community

Run smooth operations

Our impact*

The THNK Impact Index

Our greatest impact comes from deep transformational work with leaders worldwide, guiding them through growth—both personally and within their organizations. At THNK, we engage the human side of leadership, empowering leaders to drive meaningful change in themselves, their teams, and the companies they steer, shaping a better future.

This year we developed the [THNK Impact Index](#), a powerful tool designed to capture the full, integrated scope of our programs impact. It measures impact across [three key dimensions](#):

[Doing Good](#) – How much positive change a company drives for the planet and society, aligned with its mission and contribution to the SDGs.

[Spread](#) – The breadth of our influence: the number of people we reach, their position in leadership, and the size of the organizations they contribute to.

[Depth](#) – The transformational power of our programs—how deeply they shift mindsets, behaviors, and leadership effectiveness.

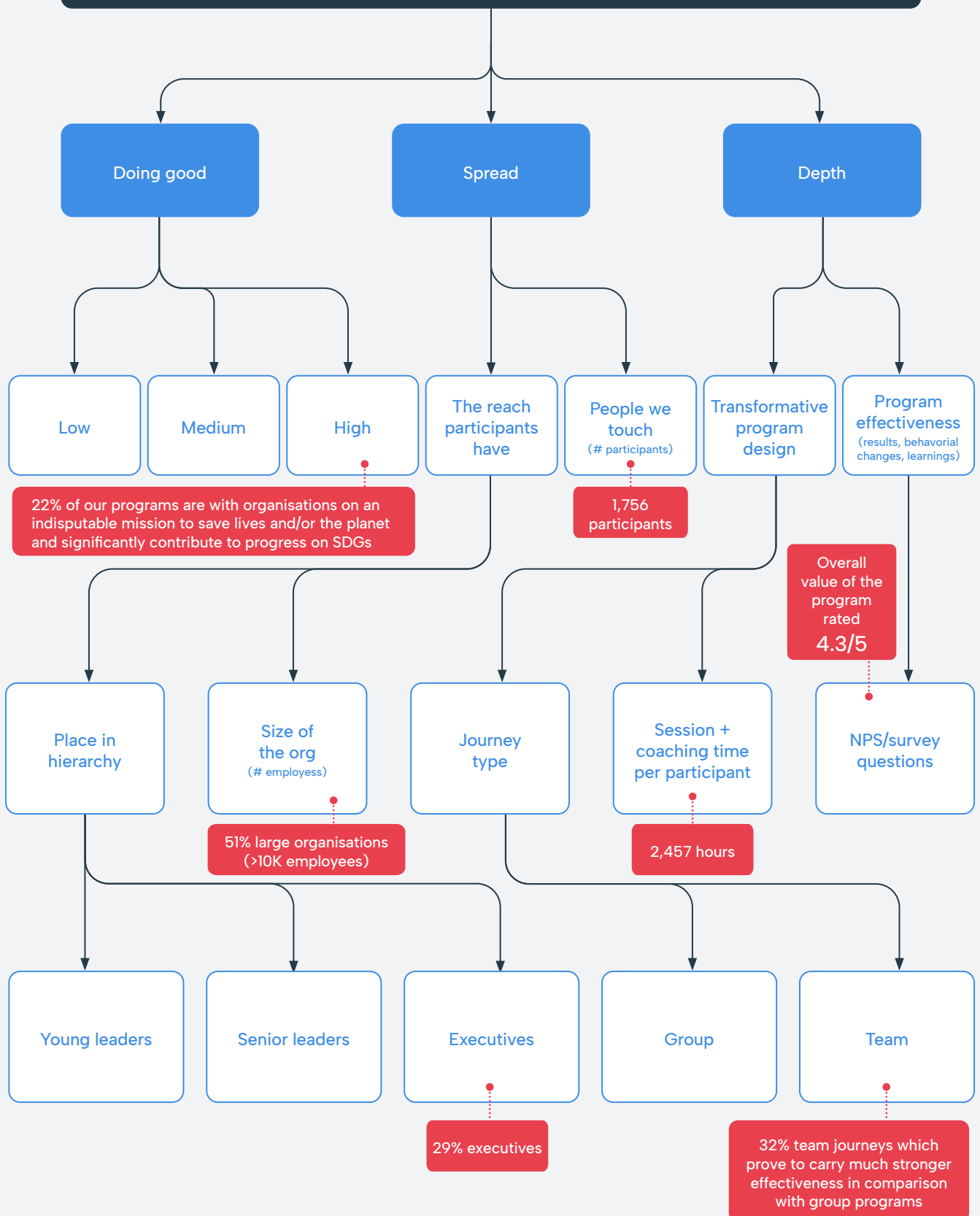
Sustainable Development Goals (SDGs)

THNK drives impact through SDG 4: Quality Education, fostering lifelong learning. The indirect effect THNK has on all other SDGs through the organizations that we serve has a much bigger scale – 76% of our clients have direct SDG impact with their core business activities. Our ambition is that all organizations we work with commit to one or more SDGs directly.

Top 3 SDGs we indirectly impact:



THNK Impact Index



How we run a responsible business*

As a B Corp, we are committed to doing business as a force for good. In late 2024, we began re-certifying our B Corp status, conducting a detailed business review in partnership with B Lab, and expect to finalize our updated score in 2025. We're excited to report several positive trends, including measurable jumps in workplace satisfaction and more values-based relationships with local and independent businesses and fellow B Corps as clients or suppliers.

This year we also proudly hosted a thematic dinner for the B for Good Leaders Summit 2024, welcoming over 100 leaders from diverse sectors at our office in Amsterdam. The event fostered meaningful discussions, leadership insights, and connections within the regenerative economy.

Certified



Corporation

This company is part of the global movement for an inclusive, equitable, and regenerative economic system.

Beyond measuring our own impact, we prioritize working with suppliers who share our commitment to sustainability and social responsibility. In 2024, we proudly sourced products and services from:

dawn.

fritz-kola®

CLIPPER
NATURAL, FAIR & DELICIOUS

Eshuis

BVDV
ADVOCATEN
& FISCALISTEN

ALMA sustainable
catering

innocent

bol.com

NUMI
ACTIVATING PURPOSE

pukka

TONY'S
CHOCOLONELY

graze

RUDE
HEALTH

VIVA
CLANDESTINO
REVOLUTIONARY COFFEE

DIS
DAILY CATERING

Side
Roll

Farm
Brothers

nākd.

AROMA CLUB
COFFEE EXPERIENCE

we

alter
eco

DILLE &
KAMILLE

on

HOLIE
positive change

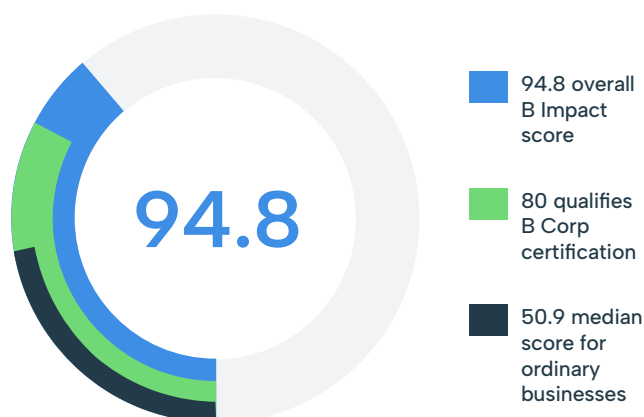
Environment

THNK maintains a modest ecological footprint, with a 400 m² office, flexible work-from-home options for our employees, a program encouraging public transportation use, and a bike lease plan.

Flights are our largest source of Scope 3 Emissions. Despite our significant growth, our annual flight travel increased only slightly. We adopted a more thorough emission factor calculation that includes Radiative Forcing, taking into account the higher impact of emissions at altitude. As a result, our calculated emissions rose from 29 to 85 tonnes.

In 2024, as part of our commitment to the lowest carbon footprint possible, we also incorporated Carbon Capture alongside traditional Carbon Offsetting, fully compensating for all flights. We also used this to compensate for the carbon footprints of our freelance faculty and employees for the time they work at THNK.

B Impact Score

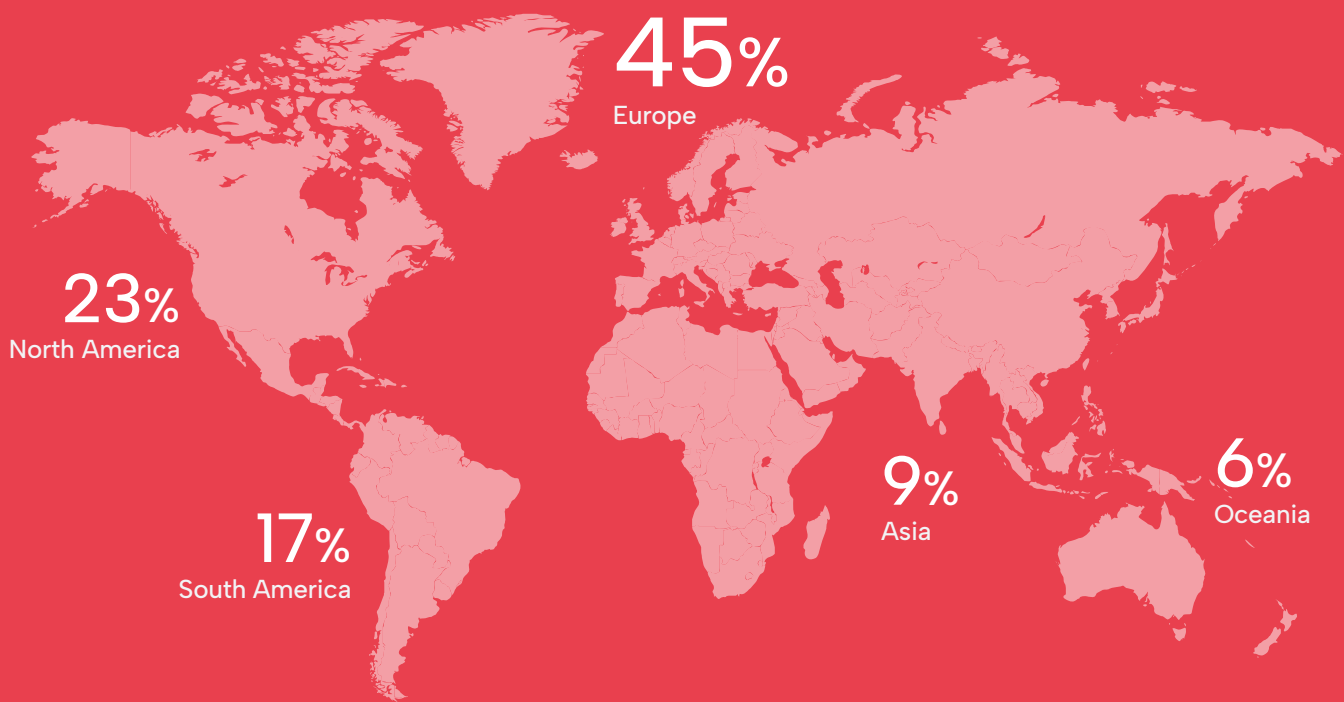


ISO Certification

We obtained an ISO 27001 certification to strengthen our commitment to information security, ensuring we follow best practices to protect data confidentiality, integrity, and availability.

Our clients*

We are deeply committed to helping leaders transform both themselves and their organizations, understanding that true change takes time. This is why we design multi-module journeys and prioritize long-term collaborations with our clients. In 2024, we had the privilege of working with the following institutions:



57% of these clients are multi-year engagements.

21% of these organizations are social enterprises, non-profits, government agencies or B corps.

Beiersdorf



strategy&
Formerly Booz & Company



accenture

ASML

vitesco
TECHNOLOGIES

SIEMENS
energy

Booking.com



GN



CONWAY
&CO



stc

adyen

dopper.
Just refill

Berkeley
UNIVERSITY OF CALIFORNIA

patagonia®



FARNER

NETFLIX

fugro



Vinted



SIEMENS



SIEMENS
Healthineers

Ministry of Cabinet
Affairs and the Future

We focus on working with clients who have an ambition to create a better future for the planet, our ecosystems and for people. For example, the leaders we support play a key role in the energy transition, the support of cancer patients, the support of impact entrepreneurs in the Middle East or the sustainable production of food. In our work with these clients, we equip senior leaders to lead themselves, their teams and their organisations through today's complex world in the direction of a better future.

THNK World*

True transformation happens when everyone is involved, not just those at the top. THNK World is our digital platform for leadership development at scale, designed to foster deep, customized learning experiences for meaningful change—at all levels of an organization.

Like our in-person programs, THNK World goes beyond traditional leadership development. Partnering with game designers, we create people-centered learning experiences that encourage meaningful conversations in small groups, building and strengthening support networks. Participants tackle real-life challenges, applying their insights immediately.

1,100+

participants to date

44

countries

20+

curated learning
modules developed

“

THNK has found the perfect way to blend learning with action.

In 2025, we are focused on:

“

The interactive design and seamless flow opened up new perspectives.

Scaling leadership development across entire organizations

By combining in-person leadership programs with THNK World, we help everyone in the organization—not just a few—develop leadership skills and mindsets needed to navigate uncertain and volatile times.

Driving culture change at all levels

For real change to happen, everyone in an organization, not only the top levels, needs to be involved. We support organizations in rolling out new cultural or leadership values, ensuring every individual can discuss and apply those values in their daily work.

By partnering with forward-thinking companies, we create personal experiences that strengthen leadership and build stronger connections. For 30 or 3000 people, we continue to create experiences that allow leaders to feel seen and heard.

X PRACTICE DEEP LISTENING
with Becky

Please rate yourself: how good are you at listening? Click continue when you have found your score.

7

APPLY →

Becky

Kapil

Kapil

Becky

Driving meaningful change with AI*

We are committed to using AI to uplift, empower, and create lasting impact while always keeping people at the center.



Build your EQ



Insightful questions



Journaling companion

In 2024, we [launched our AI Leadership Assistants](#) to support leaders in their everyday challenges. These tools, freely available 24/7, are powered by Gen-AI and designed by THNK. Leaders can use these tools to help prepare for a feedback conversation, learn more about their unique strengths, or stay balanced with a customized guided meditation.

We believe in the power of technology to expand human potential. Our mission — developing the leaders we need for the world we want — shapes how we integrate AI responsibly across our offerings, ensuring they reflect the same values we champion in leadership.

Lead with heart

We ensure that every aspect of our AI design is infused with humanity and purpose.

Play at the edge

We play at the edge of innovation, ensuring our AI tools are reliable, push boundaries and also prize safety, transparency and accountability.

Design for magic

Our AI assistants are crafted to create wonder and delight, to help you grow and transform.

Fueled by our differences

We go beyond striving for diversity, fairness and inclusion. We actively search for and harness diverse perspectives in creating our AI tools.



Curious? Check out our
AI Leadership Assistants:



Feedback coach



Uncover your strengths



Wisdom from nature

What others say about our impact *

Though measuring impact isn't always simple, our participants truly feel the effects of our work.





I loved the **interactive design and seamless flow**. It felt like starting something very innovative, opening up new perspectives.

– THNK World Pioneer

A huge thank you to all the organizers. This edition of FSTVL was **very uplifting** in so many ways.

– FSTVL Participant

Fantastic modeling, **next-gen crafting**, generosity and group holding.

– Mastering the Art of Facilitation Participant

It feels **like a deep-tissue massage of your mind**. You really learn a lot about yourself going through this.

– Mastering the Art of Facilitation Participant

Turned 3 days into fun, optimistic **energy to drive our business forward!**

– Custom Program Participant

Gave me more courage to take action and really own my responsibilities. Feedback from my colleagues also gives me a lot of self-reflection.

– Custom Program Participant

Invaluable, I would say! The program really **cemented us as a team**, we have a much better way of working with far greater levels of trust all around.

– Custom Program Participant

A critical moment to share experiences and discuss potential solutions with your colleagues in an environment where the THNK team is always at hand to offer their **professional advice and guidance**.

– Custom Program Participant

Client story*

Bridging the gap: How THNK helped AFEX bring a more human leadership



When AFEX reached out to THNK, they sought to address a significant gap between different management levels. They realized there was a disconnect between the top level, which was more numbers-driven and performance-focused, and other management levels, a gap even reflected in their Employee Satisfaction Index. To bridge this gap, AFEX decided to adopt a more human-centric approach to leadership, which led them to THNK.

AFEX is a pan-African company specializing in commodities exchange, connecting the African commodities market at different levels to trade and financing opportunities, both regionally and globally. Founded ten years ago, AFEX has impacted more than half a million producers and is on track to facilitate trade worth more than \$500 million. THNK designed a custom program designed to enhance its leadership capabilities in a challenging sector. Since its participation in the commodities market is key to building shared wealth and prosperity, AFEX needs to ensure its talent is aligned and well-equipped to power a trust economy in Africa's commodities markets.

Numbers matter, but people matter too

Mariam Tobun, Vice President of Corporate Services, explains that AFEX recognized the drawbacks of being overly numbers-focused: "Leaning too much on numbers created an intense atmosphere." This was evident in their Employee Satisfaction Index, which highlighted an imbalance in the human aspect of their operations. AFEX saw an opportunity to build a better working environment, which they believed would ultimately enhance overall performance.



Leaning too much on numbers created an intense atmosphere. We needed a reminder that everyone is human first.

– Mariam Tobun,
Vice President of Corporate Services

Obianuju Okafor, Head of Brand and Corporate Communications, adds, "We needed a reminder that everyone is human first, and this was essential."

THNK crafted a hands-on, practical program for AFEX, tailored to be integrated into daily activities and easy to implement after the sessions. This was particularly beneficial for mid-managers, many of whom were first-time managers in need of leadership guidance.

Focusing on human leadership

Obianuju and Mariam recall impactful exercises from their THNK program. One of these involved introducing themselves to colleagues without mentioning job titles or origins. “It was a valuable reminder that we are human first. If you’re not defined by your role, who are you?”, says Obianuju, who adds: “It helped us engage with our colleagues on a personal level”.

Another exercise involved arranging themselves based on their time working at the company. “We realized that the reasons for staying at AFEX were often the same reasons others joined. That was very profound for me,” notes Obianuju. The program also included coaching on adaptive leadership and listening tools. “We took these tools back to our teams and practiced them daily,” says Obianuju. “We saw immediate results, with people implementing the lessons without needing extensive homework”, as they prioritized giving space to other colleagues just to express themselves instead of just listening to give an immediate solution.

“There is a greater understanding of colleagues, making it easier to collaborate and share ideas.”

More collaboration, more ownership, better outcomes

The results were significant. “We saw a big improvement in collaboration, empathy, and ownership,” Mariam reports. Teams focused more strongly on encouragement and positive reinforcement within teams, leading to better outcomes. “There is a greater understanding of colleagues, making it easier to collaborate and share ideas.”

That has translated into international recognition, too. AFEX has recently been listed by Times Magazine as one of the Top 100 Most Influential Companies in 2024. This acknowledgment underscores AFEX’s capability to facilitate exchanges in the agricultural system and its achievement of raising \$26.5 million in funding last year.

Not only externally, but the effort has been praised and noted within the organization. The Employee Satisfaction Index confirmed the program’s success, showing higher scores than before, and AFEX is determined to continue its partnership with THNK in the near future. By embracing a more human-centric approach to leadership, AFEX is better equipped to connect and empower providers across Africa, driving positive results to the agricultural sector.

We saw a big improvement in collaboration, empathy, and ownership. There is a greater understanding of colleagues, making it easier to collaborate and share ideas.

– Mariam Tobun,
Vice President of Corporate Services



Our community*

The THNK community continues to be a source of connection and inspiration for the alumni of our programs, our faculty, and our staff team.

"Magical"

"Amazingly
curated"

"Sparkling"





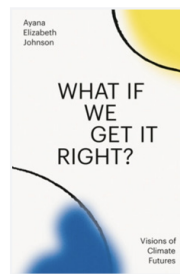
We brought together 70+ members of our community for a unique experience based on connection, creativity, and transformation. Our community members continue to work toward a brighter future, and we're excited to highlight some of their great work:



Anne Miltenburg published a new Book: Coming to America 2024



Tessa Wernink co-authored a piece in HBR titled: Why Companies Should Embrace Disruptive Climate Activism



Dr. Ayana Elizabeth Johnson released a new book: What if we get it right?



Our staff *



In 2024, we rolled out a refined way of working built on three elements: Focus, Edge, and Reward, bringing greater clarity and structure. By aligning our long-term strategic vision with individual short-term goals, we prioritize what helps everyone grow.



As of beginning of 2024 all staff members received a 5% salary adjustment due to inflation, and 30% received an additional performance-related salary increase.



Besides yearly budget for Learning and Development we also hosted monthly Skill-Building Sessions to help the team learn essential skills for personal growth. We placed strong emphasis on well-being and vitality.



THNK's average pay ratio, comparing the highest-paid to the lowest-paid full-time worker in 2024 was 3.6. For reference, the average pay ratio for B Corps is 7, while the average pay ratio for all businesses is 144. In comparison, THNK's ratio suggests a more equitable pay structure.

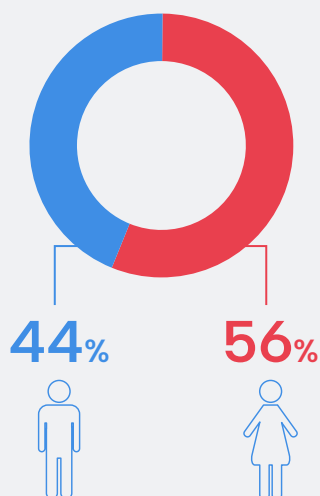


Internal growth remained a priority—21% of our team members were promoted, and we welcomed 6 new colleagues to THNK.



We believe in sharing success. In 2024, for a consecutive year, we distributed €260,000 profit share among staff and faculty, representing 17% of net profit.

We value the benefits of having a balanced gender ratio



14
nationalities



Avg. age
35 years





Our faculty*

We are a global community of facilitators, bringing together 100+ experienced facilitators and coaches from more than 20+ nationalities and backgrounds. Each program team is carefully created to bring diverse perspectives together and create an environment where we constantly learn and grow from one another. Teams often combine deep expertise in organizational development with deep expertise in human development or creating spaces for true connection.

To stay playing at the edge, we use FSTVL as our playground to experiment with new sessions, test ideas, and push boundaries. Last year we explored psychomagic with Burning Man's Caveat Magister to learn more about creating (learning) experiences that people will always remember.

We have already started designing the next FSTVL to make it even more magical than the last and invite you to join us for 3 days (26–28 September).

We believe facilitation is an art in which one is never truly done learning, so we continue to run sessions for our Faculty on topics like using the voice effectively (with Joep Hegger), exploring leadership myths and lies (with Twan van de Kerkhof) and how to facilitate Eye Openers – experiential learning games – well. We've opened up our first Facilitation Academy program to guide others in mastering the craft, and are exploring even more ways to continue shared learning. Next to shared learning, we believe in shared success, so we profit-share with our team.



100+ facilitators.

20+ nationalities.

Partners*

THNK Partners: Stewards of Impact and Strategic Direction

THNK Partners are the guardians of THNK's mission. They shape our strategic direction and safeguard the impact we have on clients, participants, staff, faculty, suppliers and the planet.

In mid-2024, we welcomed Huib Kurstjens as a partner, bringing deep strategic expertise from his experience at BCG. At the end of the year Wouter Koetzier transitioned out of THNK in order to spend more time with his family.

Our partner group is a strong collective that embodies the leadership principles we champion. They invest in their own growth—both individually and as a team, as a commitment to “practicing what we preach”. Through collaboration with external coaches, the partners continuously refine their approach, fostering a culture of self-awareness and collective excellence. The result is stronger cohesion and leading from a place of clarity, purpose, and unity.



Debby Jannink



Mark Vernooij



Natasha Bonnevalle



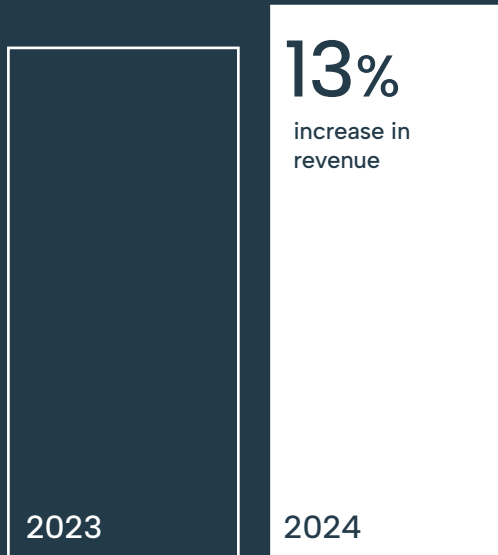
Rajiv Ball



Huib Kurstjens



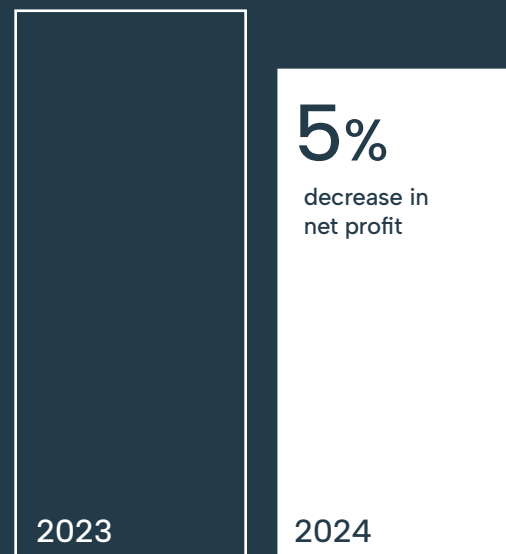
Financials*



2024 marks THNK's highest revenue year to date (again) – 13% growth compared to last year. This growth reflects our continued focus on deep, transformational engagements with 30 clients, 57% of which return for multiple collaborations, driving sustained impact within their organizations.

We maintained consistent investments in our digital platform, THNK World, at a similar scale to 2023.

Despite our overall growth, net profit decreased slightly by 5%, driven by strategic reinvestments in our impact and the future of THNK.



What we do with the profits we generate

Priority 1:
Build our safety net

First things first – we make sure we’ve got an adequate financial buffer, aka cash in the bank.

Priority 2:
Expand the accessibility of THNK

In 2024 this meant:

- Subsidized seats on open enrollment programs
- Reduced fees for not-for-profit and impact-first organizations
- A hefty investment in THNK World with the aspiration to scale leadership development globally

Priority 3:
Invest in THNK’s future

We also invest in THNK’s future and continuity to keep us at the cutting edge. This includes:

- New projects and initiatives, emerging trends like AI
- Training for staff and faculty (because learning never stops)
- Developing new types of leadership and facilitation journeys

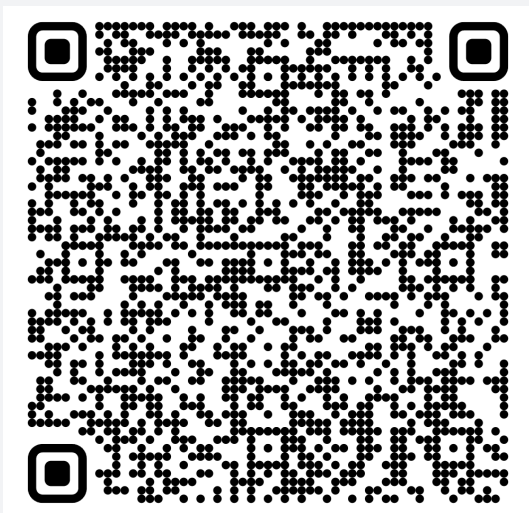
Priority 4:
Share our returns with staff and faculty

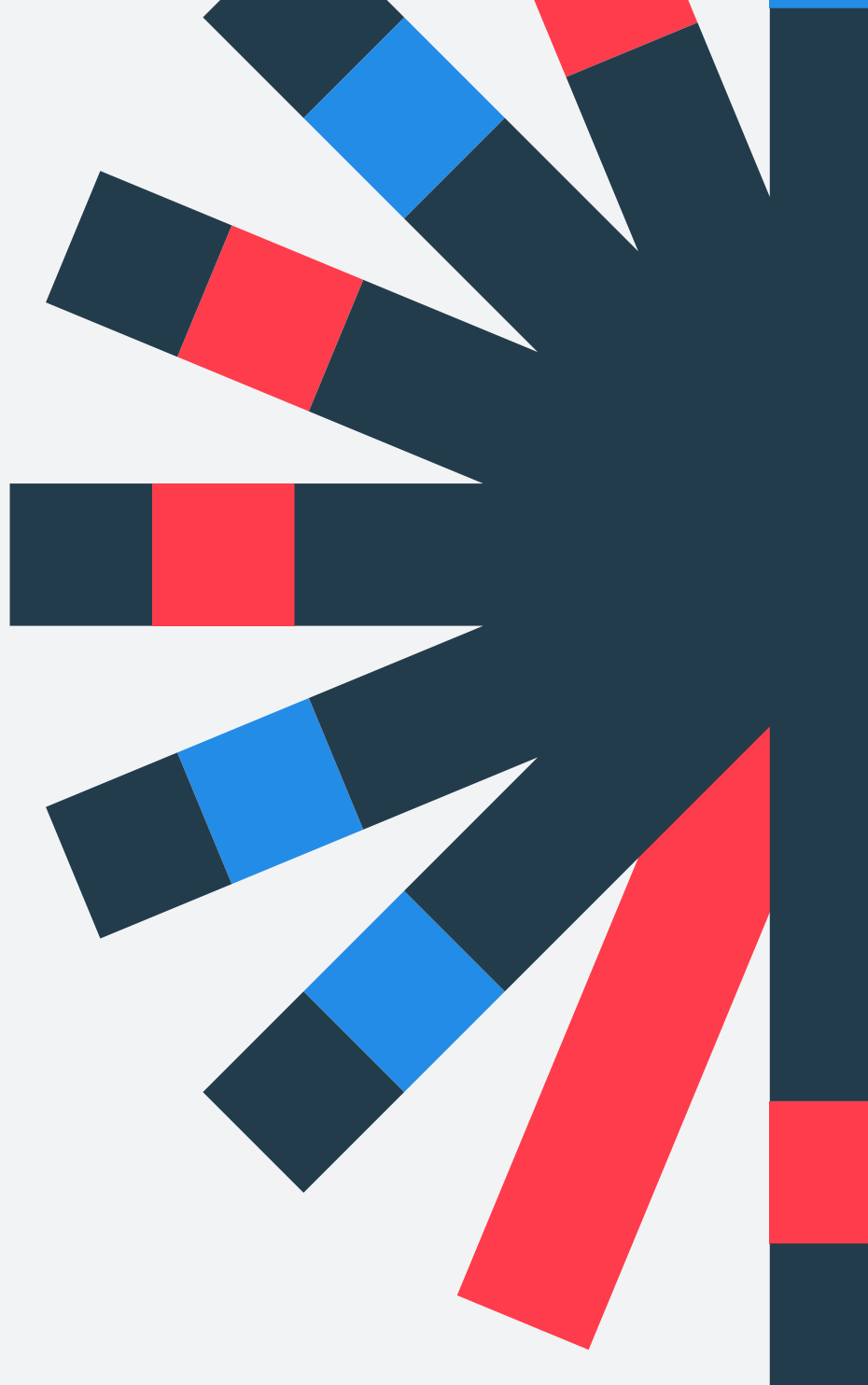
Now for the fun part – we love sharing our success! This year, 17% of our profits are being shared with 69 incredible human beings, including staff, faculty, and other freelance contributors.

Priority 5:
Distribute shareholder dividends

Finally, we share dividends with our shareholders – the THNK Partners – who’ve invested their time and resources to keep the THNK dream alive.

Join us for this
year's journey!







www.thnk.org