

**Impact report 2025** BDR Thermea Foundation

# **Imagine what we can change together**





*“Everybody is worried about how we’re going to educate installers to drive the energy transition. That’s actually what we’re supposed to do – it’s our role! It’s what our Shareholder wants us to do.”*

**Jan Rijnen** Managing Director Remeha

*“Girls are often not encouraged to choose STEM studies. This contributes to a persistent divide between traditionally male and female professions, even though there are significant job opportunities in the tech sector.”*

**Mariëtte Doornekamp** Boardmember BDR Thermea Shareholder

*“We appreciate that BDR Thermea Foundation connected Rotterdam Vakmanstad with organisations such as VHTO and the FIRST® LEGO® League. This has already led to two workshops.”*

**Team Rotterdam Vakmanstad**

*“BDR Thermea’s commitment to accelerating the energy transition closely aligns with BDR Thermea Foundation’s mission. Together, we can extend our impact further by supporting access to sustainable and affordable energy solutions for communities around the world.”*

**Tjarko Bouman** CEO BDR Thermea Group

*“We highly value how BDR Thermea Foundation approaches philanthropy: committed, results-oriented and with an understanding of how charities operate.”*

**Elsemieke de Jong** Project manager VHTO

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# 4 countries

-  The Netherlands
-  United Kingdom
-  Türkiye
-  France

## 16 Implementing partners

### Remove barriers

We support youth from all backgrounds and genders and explore and pursue pathways into careers that make the energy transition happen.



### Explore

We spark interest at an early stage: 5–12, via experiential learning and learning eco-systems.



### Acquire

We empower youth age 12–16 with STEM competencies, curriculum-linked, careers-inspired.



### Aspire

We focus on youth age 16–18 and help to make tech-education more attractive. We provide careers inspiration and information.



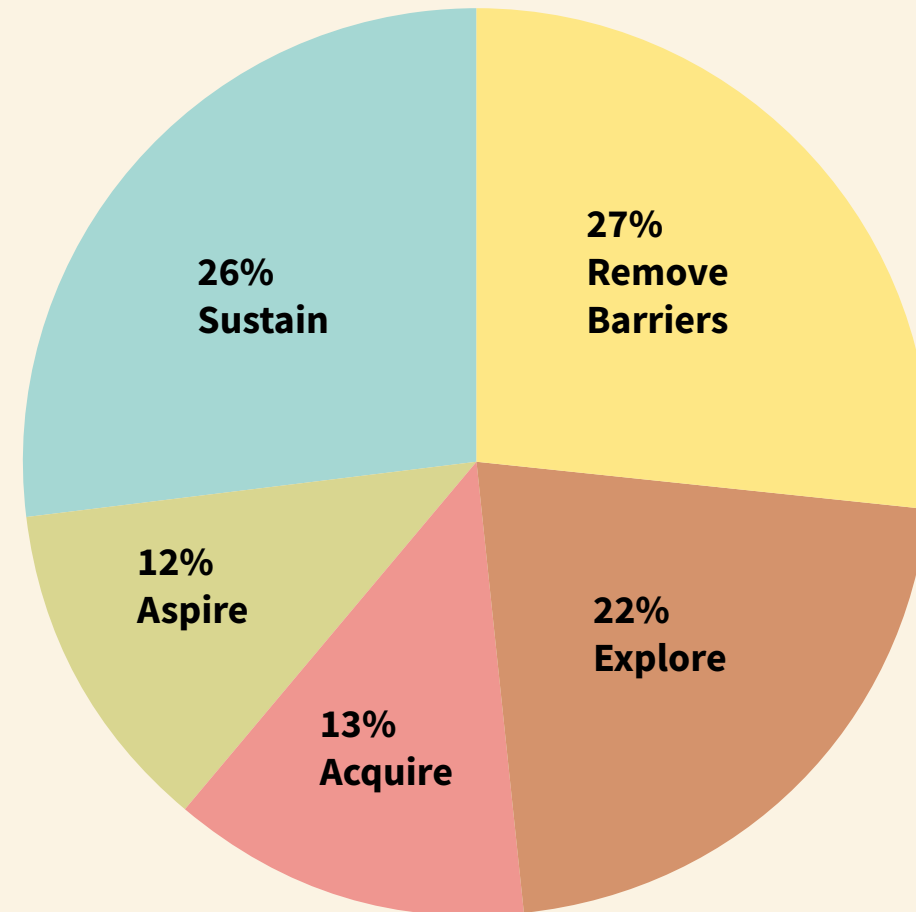
### Sustain

We invest in reserach and active learning initiatives to ensure knowledge and access to affordable, reliable and sustainable energy for all.



## Donations

# €1,000,000



## 4

### Executing partners

BDR THERMEA GROUP



Click the logo to learn more ↓

BDR Thermea Foundation is only 3.5 years old, and has already grown to presence in the Netherlands, Türkiye, France and the United Kingdom. Marie-Julie Alberda, who was appointed executive director in 2024, and Robert van Roijen, program & partner manager since 2025, are happy to share how their young foundation contributed to a sustainable future in the past year.

# “We are a catalyst for change”

**This is BDR Thermea Foundation’s first impact report?**

MARIE-JULIE: “Yes, and we are excited to present it and show the results of the hard work, enthusiasm and engagement of numerous people. Of our Shareholder and BDR Thermea Group. Of the boards, directors and employees of our executing partners Remeha in the Netherlands, Baxi in the UK and Ireland, and Baymak in Türkiye. And of course of our sixteen implementing partners across these countries and France, where De Dietrich and Baxi in Italy and Spain will join our journey next year.”

**Tell us a bit more about BDR Thermea Foundation.**

ROBERT: “It is an independent non-profit organisation, founded by the sole Shareholder of BDR Thermea Group by the end of 2022, to bridge the gap in tech-talent and accelerate the energy transition. BDR Thermea Group, a global player with market-leading brands such as Remeha, Baxi, Baymak and De Dietrich, is dedicated to making the energy transition a reality by developing and supplying smart indoor

climate solutions. The Shareholder realised that if we want a sustainable future, we need people who can build it. In other words, we need more young people from all backgrounds and genders to pursue careers in technology. We need engineers who design better systems, technicians who install and maintain them, entrepreneurs who make solutions accessible and leaders who care about people and planet.”

**How does the foundation help bridge the tech-talent gap?**

MARIE-JULIE: “Together with our incredible partners, we spark young people’s interest in technology, and stimulate their skills, knowledge, confidence and creativity through STEM education (science, technology, engineering and math). This requires early engagement with pupils, but also a lifelong learning attitude and breaking down barriers, for example for girls. Therefore, via our partners, we engage key influencers such as teachers and caretakers, and focus on five impact areas across all age groups: Removing barriers, Explore, Acquire, Aspire and Sustain – you will read more about how we do this on the following pages.”

**You’re just a small team. What social impact can you have?**

ROBERT: “Our impact on the societies we operate in is relatively big thanks to our partners. Our foundation not only benefits from their experience, expertise and capacity, but they also enable us to work in a repeatable and scalable manner. Another way to increase our impact is by connecting partners and exchanging lessons with companies and knowledge institutions that share our social mission. BDR Thermea Foundation cannot achieve its ambitious mission on its own; we need and actively seek partnerships with organisations that can make a difference. We deliberately use our risk-tolerant capital to be a catalyst for change. And it works: by also providing core or unearmarked funding to our implementing partners, they can convince others to step in as well. In this way, we help accelerate their innovative work and partner with them in bringing about a sustainable future.”



Marie-Julie Alberda and Robert van Roijen

Watch our team →

**Our mission**

*Paving the way for young people to develop impactful careers that make sustainable energy accessible to all.*

2025 was the first execution year of our 2025-2028 strategy – and it was a strong start! This impact report reflects no fewer than 16 implementing partners delivering real results, supported by the executing partners from BDR Thermea Group. What started in one country spanned four at the end of 2025.

Behind every result are passionate organisations and individuals who show up for children and young people: teaching skills, opening doors, breaking down barriers. For girls. For kids from migrant backgrounds. For children growing up in poverty. Together they help bridge the tech-talent gap – and contribute to the energy transition in a concrete way.

We are proud of what the team has achieved in 2025. That would not have been possible without the

support of the BDR Thermea Group companies and their Shareholder. The foundation is solid, and we look forward to what we will achieve together in the years ahead.



**Board of BDR Thermea Foundation**

- Gerrit Schipper, Chair
- Yvette van der Kloet, Treasurer
- Britt Bremer, Secretary

## IMPACT AREA

# Remove Barriers

### Our ambition

We aim to advance diversity, equity and inclusion of the future tech-workforce. We support young people from all backgrounds and genders to explore and pursue pathways into careers that make the energy transition happen. With expert organisations, we remove the barriers that withhold young people from opting for a STEM career. Freedom of choice only arises when stereotypical images no longer determine what young people consider possible for themselves.

*“Children who grow up in poverty often face constant stress – and that stress plays a key role in determining their opportunities in school and, consequently, their future.”*

**Hans Spekman** Ambassador Jeugdeducatiefonds



### Impact and reach of VHTO

- ◆ 16,420 students reached through role models
- ◆ 130 lessons given by role models
- ◆ 1,330 education professionals reached
- ◆ 10,140 girls participated on Girls' Day

### Women@BDR

Within the BDR organisation women actively encourage other women to grow, lead and step into their full potential. Women@BDR work across the different BDR companies.

While they connect and empower women, they also engage men to contribute to the much-needed culture change. After all, meaningful progress in diversity, equity and inclusion is driven by all of us – women and men – working together.

### Our implementing partners



Click the logo to learn more ↑

# Highlights

## Opportunities for children living in poverty

Financial worries at home cause children to have trouble concentrating, often leaving them tired and tense, and causing them to perform below their potential. Through the Dutch Jeugdeducatiefonds (Youth Education Fund), BDR Thermea Foundation helps children at four elementary schools across the Netherlands to alleviate that stress.

This can be done by providing breakfast or lunch, financing fieldtrips or by purchasing glasses, a bicycle or a winter coat. This is achieved through school principals and bridge workers who can help families access the right support more quickly and help students develop their talents. In addition, the Youth Education Fund puts inequality of opportunity on the political agenda, for example through “The Netherlands’ Biggest 10-Minute Conversation” and research into the costs of stress at home.

At the end of 2025, we decided to expand our partnership following the success of the Youth Education Fund pilot project ‘From Apprentice to Professional’, which

also supports students in vocational education in finding work placements and long-term employment. The fact that BDR Thermea Foundation was the first to support this project has proved invaluable in helping the fund to convince other funders to get on board.



## Shifting gender perceptions in schools

In France, Elles Bougent has more than twenty years of experience in reducing obstacles for girls to access STEM studies and careers. Stereotypes are one of the biggest obstacles: 82% of girls in France face gender stereotypes at school that hinder their access to technical fields. Elles Bougent dismantles these stereotypes through communication campaigns, on-the-ground actions, information initiatives, and experience-sharing around the jobs of tomorrow, i.e. the energy transition. Around 15,000 volunteers support Elles Bougent to shift perceptions directly in schools. Thanks to this unique network of female mentors, partners and schools, Elles Bougent raises awareness and inspires girls to dare pursue a technical career. In 2025, they reached 65,000 girls!

Since promoting gender diversity in the technology sector is one of BDR Thermea Foundation’s key objectives, we were happy to sign a three-year partnership with Elles Bougent by the end of 2025. Together, we will reach even more girls and strengthen the female mentor network in underserved regions, among others. In 2026, we will also enthusiastically join Elles Bougent’s annual Equity Week.



*“When girls meet women already working in engineering roles, it becomes easier to imagine themselves in these workplaces as well.”*

**Marian Velthoen-Van Essen** Ambassador BDR Thermea Foundation



Story of change

## ‘Fix the system, not the girls’

*Sahar Yadegari is the director of the VHTO centre of expertise and a tireless advocate for the debate on women in technical professions. VHTO, which stands for ‘Voor Haar Technische Ontwikkeling’ (For Her Technical Development), has been a partner of BDR Thermea Foundation since the start of 2025; our core funding is of great importance to the organisation.*

*“All that talent remains untapped”*

**Sahar Yadegari** director VHTO centre of expertise

Like Elles Bougent, VHTO aims to change perceptions about girls and technology. The partnership with BDR Thermea Foundation will really get underway in 2026, including Remeha’s participation in Girls’ Day, an annual mega-event where more than 10,000 girls from across the Netherlands visit technical workplaces.

Sahar puts her finger right on the sore spot, but immediately points out that we can change this: ‘The fact that women are under-represented in engineering is not a law of nature, but a consequence of our culture. In the Netherlands, we have some rather outdated ideas about what constitutes a man’s job and a woman’s job.’ Her solution: ‘Fix the system, not the girls’. VHTO shows how: ‘We work with teachers, employers, policymakers and role models to create more opportunities for women in engineering and IT. VHTO provides them with practical tools and develops the innovative solutions they need.’

### Missed opportunity

This is desperately needed, Sahar emphasises. ‘Less than 17% of technical professionals are women. That is not a minor problem, but a structural missed opportunity.’ All that talent remains untapped, she is simply saying. And this at a time when we need all hands on deck for skilled professionals who can bring about the energy transition. ‘Teams that excel and innovate are often diverse teams.’ Yet a career in engineering remains an obstacle course for women – it starts as early as a girl’s upbringing.

### Freedom of choice

‘Let girls experience at school that arithmetic, maths and technical understanding can be learnt.’ Featuring role models in textbooks and in the classroom also helps: why not include female mathematicians and plumbers? And actively encourage girls in vocational education to reconsider their choice of a career in care and welfare; that way, you’ll increase their freedom of choice.’ Sahar would like to see ambitious companies committed to increasing the gender balance, with team leaders putting this into practice and industry organisations supporting these companies. She has learnt that this requires listening carefully to teachers and employers: ‘Ultimately, they are the ones who can make the biggest difference in practice.’

**Watch the video** →

## IMPACT AREA

# Explore

### Our ambition

Children love learning and are curious by nature. We introduce STEM at the early age of 6-12 years, building on their enthusiasm to encourage critical thinking, problem-solving and cooperating in diverse and inclusive teams. We engage caretakers through family activities, and teachers through continuous professional development and career resources.

### Impact and reach of Primary Engineer's Construction Programme

- ◆ 25 schools; 32% in Third Most Deprived Index
- ◆ 19.1% pupils eligible for free school meals
- ◆ 34.5% from migrant background
- ◆ 53% girls & 47% boys

*"It's essential that we encourage and inspire the next generation of young engineers to help us in the critical transition to clean heating and hot water."*

**Jason Baldock** Managing Director Baxi UK and Ireland



### Prize!

In December 2025, Baymak proudly received an award for our initiative with Science Heroes Association: 'Baymak and the Scientists of the Future' at the Common Futures Awards Ceremony, organised by the Turkish Confederation of Employer Associations (TISK).

### Impact and reach of Rotterdam Vakmanstad

- ◆ 18 primary schools received tech lessons (2024: 14)
- ◆ 5,721 tech lessons – an upscale of 911 lessons
- ◆ 150 technology kits developed

### Our implementing partners



Click the logo to learn more ↑

# Highlights

## FIRST® LEGO® League

A brilliant way to introduce young children to technology: that is FIRST® LEGO® League in a nutshell. BDR Thermea Foundation contributed to the 2025/2026 edition of the global tournament in both Türkiye and the Netherlands through our implementing partners Science Heroes Association (TR) and Platform Talent voor Technologie (NL). Thousands of children joined the competitions, playfully learning and discovering all about building and programming robots for social innovation. Along the way, the young participants developed skills such as teamwork, communication, critical thinking and problem-solving.

During the grand finale in the Netherlands, 42 teams competed against each other. BDR Thermea Foundation and Remeha offered several teams an 'experience prize', inviting them to have a look behind the scenes at Remeha in Apeldoorn. In Türkiye, 501 teams of young pupils joined 19 tournaments, supported by 800 enthusiastic team coaches and 600 dedicated volunteers, including Baymak employees. The challenge specifically enabled disadvantaged children to overcome barriers to access STEM activities.

[Watch aftermovie \(TR\) →](#)

[Watch aftermovie \(NL\) →](#)



## Technology kits as growth accelerators

Rotterdam Vakmanstad believes that every child deserves a bright future, especially if they grow up in difficult circumstances. That is why Vakmanstad's subject teachers offer extra classes – ranging from technology to philosophy – to elementary schools that are mainly located in Rotterdam's poorer regions, which help children develop their passions and talents. This is precisely the kind of initiative that the BDR Thermea Foundation is delighted to support, by funding educational kits for the technology classes.



Vakmanstad's Technology Track is broad in scope and consciously integrates technology with other subjects and the Dutch core learning objectives; for example, in technology classes, children learn to read step-by-step guides and understand instructions. Parents are also involved in the lessons and Vakmanstad has a comprehensive program for the onboarding and professional development of technology teachers. The organisation has now been in existence for 15 years and annually reaches 1,400 elementary school students through technology classes.



## Engineers in the making

On International Youth Day 2025, BDR Thermea Foundation proudly launched a new 3-year partnership with Primary Engineer and Baxi, building on four years of collaboration between the two partners in the United Kingdom. In Preston and Warwick, we aim to engage 60 schools and connect over 3,000 pupils with real-world Baxi engineers. In the Construction Programme, a wonderful team of 18 Baxi volunteers were trained and then paired with local schools to assist teachers and pupils to build tipper trucks and lighthouses. In these two fun engineering projects, the volunteers helped the children develop skills and confidence, and spark curiosity and creativity. In two events children, teachers and Baxi's engineering professionals celebrated their hard work. After testing the children's fantastic builds and handing them certificates and awards, the pupils left the event as true engineers in the making.

Story of change

## Investing in the potential of youth

*Ülkü Özcan is Baymak's dedicated managing director, and passionate about the company's main partnership together with BDR Thermea Foundation, Science Heroes Association and Fikret Yüksel Foundation: the FIRST® LEGO® League and FIRST® Tech- and Robo Challenge in Türkiye.*

*"At Baymak, we believe that supporting the scientists, engineers, and leaders of the future, starting today, is key to real and lasting transformation."*

**Ülkü Özcan** managing director Baymak

"This collaboration makes me very happy and serves Baymak's vision of a sustainable future. This long-term initiative will introduce STEM to young people across Türkiye and enable them to acquire scientific thinking, creativity and teamwork. At Baymak, we believe that supporting the scientists, engineers and leaders of the future, starting today, is key to real and lasting transformation. While leading the energy transformation with our environmentally friendly advanced technology products, we also attach great importance to be part of the social transformation.

### Baymak volunteers

Unlocking the potential of young people, who are the future of our country, equipping them with 21st-century skills and laying the foundations of a sustainable society together are at the heart of Baymak's understanding of social responsibility. We do more than sponsoring; Baymak employees also contribute as volunteers, sharing their knowledge, experience and motivation. Because I firmly believe in the power of moving forward together, and I know that when we all act together, we can create real transformation."

Story of change

## Life-changing experiences

*Two short stories demonstrate the huge impact of Rotterdam Vakmanstad's technology lessons on the lives of young children.*

A boy who doesn't usually pay much attention and regularly disrupts lessons takes the assignment home with him. A week later, he has made the connection with his father's profession. In front of the class, the boy enthusiastically explains that his father is an electrician and has loads of tools – even more than are listed in the assignment! The subject teacher sees a pupil with a completely different attitude: enthusiastic, proud and engaged. His interest has been sparked!

### Source of great pride

Another example concerns a girl in the lower years of primary school. There is some uncertainty as to whether she should be transferred to special needs education, because she struggles to keep up with the class and is therefore sometimes teased. But then one day, the children have to build electrical circuits in their technology lessons, and the girl is the first to complete a fully functional circuit. This is a source of great pride for the girl herself and moves both the class teacher and the headteacher.

## IMPACT AREA

# Acquire

### Our ambition

We increase the STEM knowledge of young people aged 12 to 16, and empower them with STEM competencies to launch lifelong education and successful careers, in which they can contribute to society. We ensure these competencies are linked to young people's curriculums and inspired by their career opportunities.

*“Being able to build our roadmap for STEM promotion, with long-term funding from BDR Thermea Foundation, allows us to move, adapt and improve without getting lost in unnecessary bureaucracy and to stay focused on impact.”*

**Ron Visser** Director STEAMup



### Impact and reach NewTechPark

- ◆ 3,000 students took technology classes
- ◆ 3,000 students visited NewTechFestival
- ◆ 35 companies were involved in NewTechFestival

### Impact and reach FIRST® Tech Challenge

- ◆ 550 students received materials to build and practice with their robots (TR)
- ◆ 48 teams competed in 4 qualifiers and the National Championships (TR)
- ◆ 15+ Baymak employees joined as volunteers (TR)
- ◆ 1,380 teams joined (NL)

### Our implementing partners



Click the logo to learn more ↑

# Highlights



## ‘If you were an engineer, what would you do?’

Baxi and BDR Thermea Foundation support Primary Engineer’s Leaders Award competition for ‘all learners 3-19 years of age’. A UK-wide competition to inspire ‘engineers in the making’ from diverse backgrounds to grow their creative problem-solving skills and career awareness. Since 2012, the number of pupils who participated increased from 1,823 to over 70,000 in 2025, about half of whom are girls. Pupils start by researching and interviewing engineers, then identify a (small or large) real-world problem and draw their innovative solutions. All entries are read by an engineering professional, and receive a graded certificate. In each age-bound category two winners are chosen.

Baxi engineers participated in grading events and served on the judging panel, just like BDR Thermea Foundation’s program & partner manager Robert van Roijen. The impact of the competition has been impressive. Following the 2025-26 edition, 93% of the participating teachers reported a clear change in their pupils’ perspective understanding engineering value.

## JINC

By the end of 2025, JINC and BDR Thermea Foundation entered into a new three-year partnership dedicated to provide VMBO (pre-vocational education) students with a good start in the labour market. Through research and testing in the Kansrijk Kiezen (Making Promising Choices) project on how students decide what to study, and effective interventions focused on STEM careers, we aim to empower them to make futureproof choices.

## FIRST® Tech Challenge

Just as the FIRST® LEGO® League develops STEM skills in young children, the FIRST® Tech Challenge does the same for secondary school pupils. In 2025, two dedicated BDR Thermea Foundation partners organised this challenge: STEAMup in the Netherlands and the Fikret Yüksel Foundation in Türkiye. Teams of up to 15 students designed, built, and programmed robots, guided by team coaches who were trained by our implementing partners. In a stimulating competition with other teams, eager-to-learn students gained real-world problem-solving experiences, including how complex systems are built step by step, through team work and testing. They learned to (team)work under pressure, apply systems thinking, iterate when something doesn’t work, and take ownership; skills that shape engineers. An enthusiastic BDR Thermea Foundation team was present when the Dutch challenge culminated in an exciting Benelux Championship, with 48 teams competing to become the overall event winner. In Türkiye, 48 teams competed, supported by more than 15 Baymak volunteers who brought along their beloved mascot Baykii, the giant green squirrel, who danced with and excited the students.



[Watch the aftermovie! →](#)

*“A girl in my class was a regional winner this year. She has recently been diagnosed with autism. It was a real confidence booster for her.”*

**Chloe** Teacher, about Primary Engineer’s Leaders Award competition

## New tech hotspot

In the Dutch city of Apeldoorn, the municipality, tech companies and educators jointly created a ‘hotspot’ called NewTechPark, an innovative partner of BDR Thermea Foundation. Here, primary and secondary students and businesses are stimulated to continuously learn, experiment and innovate together. NewTechPark offers tech hubs based on the 7 Worlds of Technology, labs, workshops and events. Its NewTechFestival 2025 was a huge success, with Remeha deploying the Apeldoorn version of its exciting Remeha Challenges for young people, inspiring them to

pursue a technical profession. More than 3,000 students from Apeldoorn and the surrounding area were challenged to demonstrate their creativity and get inspired. You can watch the aftermovie below. In addition, the preliminary rounds of the Dutch WorldSkills competition (see Impact area Aspire) were held at NewTechPark in December.

[Watch the aftermovie! →](#)

Story of change

# Volunteers make a difference

*“For me, volunteering was an easy yes”, says **Heather Bradley-King**. Heather is one of the volunteers who made the Primary Engineer Construction Programme possible. A UK procurement manager at Baxi in her daily life, she volunteered at Our Lady & St Gerards School in Preston.*

*“As volunteers, we can make some really small contributions to our young people, to really help them understand the different paths for their careers.”*

**Heather Bradley-King** UK Procurement Manager

“As a working mum and someone who believes deeply in developing the next generation, I saw firsthand how important it is that children, especially at a young age, are encouraged to be curious, creative and confident.” Heather was involved at her own son’s school, so she knows how much it means to pupils to have someone of real industry come in. “A professional who says ‘You can do this, you can use your skills no matter what they are and you can be part of this team’. That is what really inspired me, the chance to show children that engineering isn’t just for a certain type of person, it’s for everyone.”

## Encourage young people

She would definitely recommend others to join the programme as a volunteer. “Anyone who isn’t sure about volunteering, I’d say: look, you don’t have to be an engineer, you do not need to have all the answers, as long as you bring enthusiasm, real world experience and a willingness to encourage young people. That’s more than enough.”

## Feeling inspired

Heather highly values the support and resources of Primary Engineer. “These are great and make it really straightforward, while the impact you can have in just a small amount of time is huge. I walked away feeling really proud, inspired and reminded of why I do what I do in my job, the different teams I impact. As volunteers, we can make some really small contributions to our young people, to really help them understand the different paths for their careers.”

## IMPACT AREA

# Aspire

### Our ambition

We focus on youth in vocational education or university and help to make tech-education more attractive. We provide career inspiration and information, and increase young people's positive attitude to play a role in making the energy transition happen.

*“The WorldSkills UK National Finals showcase the incredible talent and determination of young people across the country. It's about driving ambition and helping everyone develop the high-quality skills that they need to thrive.”*

**Tessa Griffiths** CEO Skills England



### Impact and reach of WorldSkills

- ◆ 400 finalists in 40 competitions (UK)
- ◆ 12 finalists in the Refrigeration, Air Conditioning and Heat Pump competition (UK)
- ◆ 600 finalists in 93 competitions (NL)
- ◆ 32,000 visitors during the Skills Finals (NL)
- ◆ 4.2 million people reached through (social) media (2024: 2.4 mln, NL)

### Our implementing partners



Click the logo to learn more ↑

# Highlights



## Amazing Skills Heroes

BDR Thermea Foundation realises that enhancing the image and appreciation of craftsmanship, crafts and vocational education is one of the key elements to increase the technical workforce of the future. We share this insight with the amazing movement of WorldSkills, which uses international best practices to raise national standards in apprenticeships and technical

education. In 2025, BDR Thermea Foundation partnered with WorldSkills UK and WorldSkills Netherlands in national competitions that offer young people from all backgrounds incredible opportunities for skills development, extra training and real industry recognition.

In the UK we supported Baxi's partnership of the Refrigeration, Air Conditioning and Heat Pump competition, while in the Netherlands Remeha was the main partner of the skills competition Plumbing and Heating Technician. Their experts offered the very motivated teams of twelve vocational school students invaluable coaching and had them work with an all-in-one hybrid heating pump and boiler.

Over 32,000 mainly young people visited the thrilling WorldSkills Netherlands The Finals, while its social media reach almost doubled to 4.2 million. Young visitors participated in numerous hands-on activities, and watched more than 600 Skills Heroes compete across a wide range of professions.

Many participants came out of both UK and Dutch competitions not only with sharper technical skills and increased confidence, but with a sense of pride and a network of peers and industry professionals from across the country. Emphasising team work, WorldSkills competitions build communities that are supportive, inspiring and full of people who want to see each other succeed.

[Watch aftermovie \(UK\) →](#)

[Watch aftermovie \(NL\) →](#)

## Refreshed knowledge and inspiration

In the summer of 2025, teachers from ROCs (Regional Vocational Education and Training Centre) Amsterdam and Flevoland gathered at Remeha for an inspiring refresher course on hybrid heat pumps. The course was the fourth of its kind and enabled by Remeha and BDR Thermea Foundation through its partner VTi (Vakschool Technische Installatie, Technical Installation Vocational School). The ROC teachers did not sit still watching PowerPoint presentations, but jointly built a hybrid setup on a magnetic whiteboard, drawing schematic diagrams and using actual components.

Importantly, the Remeha professionals teaching the course created an energizing atmosphere where it's okay to make mistakes. After all, we want teachers to return to their classrooms with fresh ideas and renewed enthusiasm. And this works, judging by their feedback, such as "This way of working inspires me to use it in my own lessons", and "It's so important to meet and collaborate with my colleagues".

Precisely this is the main objective of our partnership with VTi: we jointly invest in sharing knowledge and specific manufacturer's expertise, as well as in professionalising (vocational) teachers. Well-equipped teachers further the chances for



the young people in their classrooms, including people for whom Dutch is a second language, to develop the skills needed to contribute to the energy transition. Another huge contribution to this goal was the provision by Remeha of state-of-the-art equipment that was used by more than 2,340 vocational students in 2025.

[Watch the video →](#)

*"If we really want to make a difference in the energy transition, the government, the business community and the education sector must collaborate in a fundamentally different way."*

**Martin de Haan** Director VTi



Story of change

## “WorldSkills was an amazing experience”

*What's it like to compete in WorldSkills and win a gold medal to boot?  
Bryan Smit is in a better position than anyone to tell you.*

*“That team spirit, the experiences and everything that comes with it made me really want to compete again when I got the chance.”*

**Bryan Smit** Winner Skills The Finals

The Skills Finals marked Bryan's third Skills competition and the second time he won the Dutch championship in his category: plumbing and heating technician. And he's quite proud of that: “This victory gave me the opportunity to compete as a representative of the Dutch team at the European finals in Denmark, and now I'll compete in Shanghai at the WorldSkills finals.”

Bryan works at Loohuis Installatietechniek and is studying at Deltion College in Zwolle. He got his start in the technical field through a trial internship at his father's company: “I enjoyed it so much that after that internship, I wanted to come to work with my father almost every moment of free time I had. Eventually, I did an internship at Loohuis, where I discovered my passion: plumbing and heating technology. Next year, I hope to mentor my younger brother, who's pursuing the same field, during WorldSkills. That sounds fantastic to me!”

### Team spirit

Bryan thinks WorldSkills was an amazing experience. “You get to know a lot of people and build a special bond with the other competitors. Everyone is there with the same goal: to give it their all and deliver a top performance. That creates a tremendous sense of unity within the team. That team spirit, the experiences and everything that comes with it made me really want to compete again when I got the chance.” He can also put his WorldSkills experiences to good use in his work. “During competitions, you learn to perform tasks more efficiently without compromising on quality. Think, for example, of installing pipes on a wall or planning your work strategically. You're constantly learning to find the most efficient way of working.”

### Self-confidence

Bryan is happy to share some tips with future participants. “Prepare thoroughly and accept that not everything will go perfectly. If something goes wrong during the competition, stay calm, move on to the next section and try to perform that one especially well.”

The WorldSkills champion will soon begin a training program to become a Senior Technician. “I can definitely see myself in a leadership role, such as a hands-on foreman. WorldSkills has not only given me technical skills, but also valuable connections, self-confidence and experiences that will stay with me throughout my career.”

*“I started out as an apprentice myself and completed my installation training. It's great to see that reflected here at WorldSkills The Finals, because we truly need these young talents in the future.”*

**Remco Bouma** Commercial and technical trainer, Remeha

## IMPACT AREA

# Sustain

### Our ambition

We advocate lifelong education as a 21st century must for adapting to change. We also invest in research and active learning initiatives that help develop new technology and solutions, to ensure knowledge and access to affordable, reliable and sustainable energy for all.

*“Building a sustainable future means investing in the people who can build it. That starts with supporting STEM education early and ensuring that talent can grow everywhere – not just in a few places, and not for only a few people.”*

**Lucas Vos** Chair BDR Thermea Shareholder

*“BDR Thermea Foundation strongly stimulates collaboration between the University of Twente and Windesheim, which is really helping us.”*

**Jeike Wallinga** Lector Energy Transition Windesheim



### Our implementing partners

UNIVERSITY  
OF TWENTE.

hogeschool  
**Windesheim**  
Dichter bij jou

Click the logo to learn more ↑

# Highlights

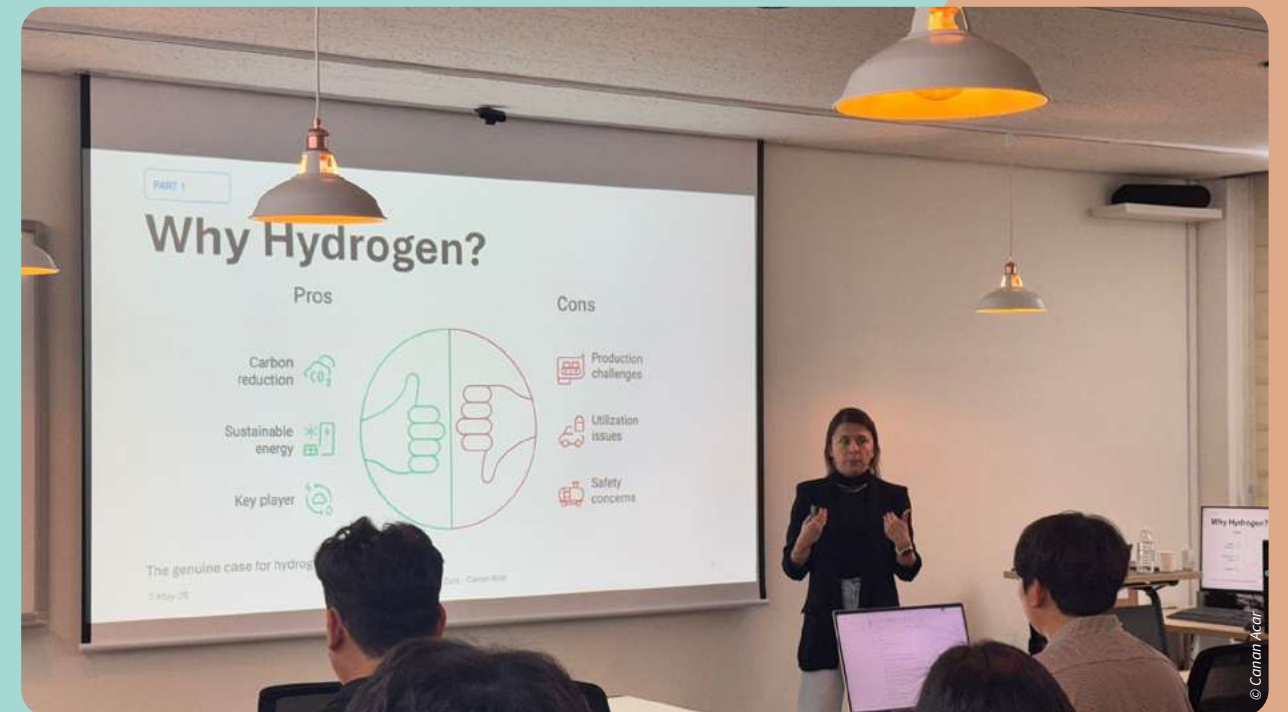
## Lectorate Energy Transition

In 2025, innovation hub Biltin opened its doors in the historic industrial zone of Zwolle: a unique collaboration between Windesheim University of Applied Sciences (UaS) and regional private and public organisations. These organisations are all part of the construction and renovation chain, such as architects, builders, installers and housing corporations. In Biltin, they experiment, conduct research and develop innovations that contribute to a carbon-neutral built environment.

Jeike Wallinga, Energy Transition Lector at Windesheim, is Biltin's key knowledge partner; her lectorship has been supported by the Foundation and its predecessor 'Stichting Aandelen Remeha' since the start in 2019. That was a logical step then, and it remains so today: we need practice-oriented research that drives and scales up the energy transition. Jeike not only inspires students from a variety of disciplines to get involved, but is also building a network of companies, educational institutions and government agencies with the clout to accelerate the transition. Biltin accelerates innovation in the SME sector, which plays such a vital role in the built environment. But the innovation hub also connects talented higher vocational education students with local businesses.

For example, Windesheim students in Biltin are working on technical innovations that can make homes more energy-efficient without compromising on comfort.

In 2025, Jeike's department also launched the TRIK project, in which companies, municipalities and universities collaborate to improve the quality and quantity of retrofits of individually owned dwellings. A very relevant project that aims to both reduce CO<sub>2</sub> emissions and ensure that no one is left behind in the energy transition. Jeike is also the chair of 75inQ, a network of female professionals who aim to accelerate the transition to sustainable energy by promoting gender equality.



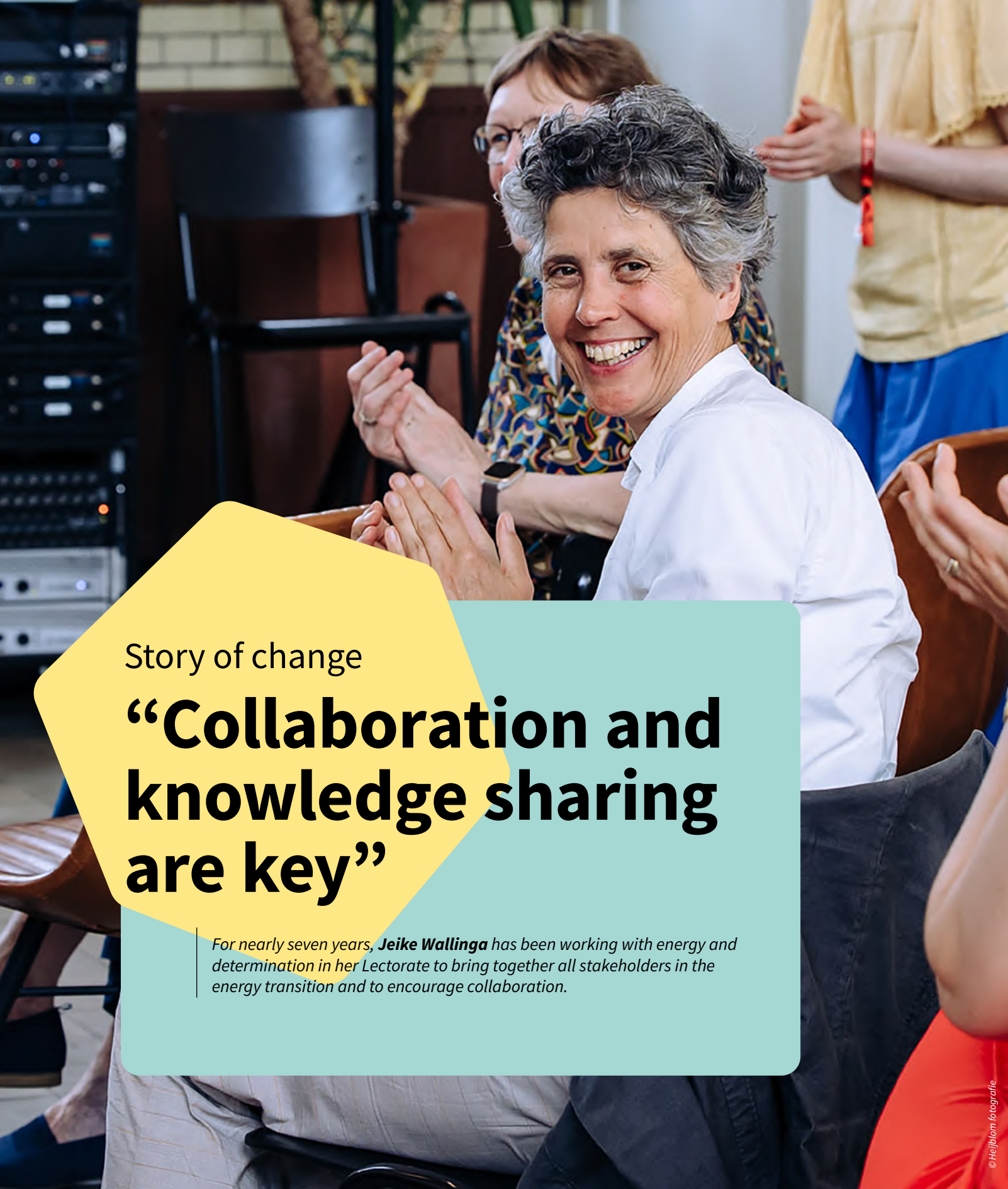
## Building connections

Canan Acar is an associate professor at the University of Twente, specialising in hydrogen systems and integrated sustainable energy solutions. Through her partnership with BDR Thermea Foundation, she has built an internationally visible research and education presence that connects system-level research with the demands of the energy transition.

In practice, this means that Canan leads the Sustainable Energy Transition and Hydrogen research group with early career researchers and students, and serves as advisor to the Sustainable Energy Technology master's program. Her work

spans hydrogen energy systems, energy systems integration and energy transition pathways. 'Talent and knowledge in the energy transition are global' she says. Her active international collaborations and research groups across Europe and Australia reflect this.

In addition, Canan works to make energy and technology more inclusive structurally, not just symbolically. She shapes how her university recruits and communicates in STEM as the media and communications director of the Women's Academic Network Twente.



Story of change

# “Collaboration and knowledge sharing are key”

For nearly seven years, **Jeike Wallinga** has been working with energy and determination in her Lectorate to bring together all stakeholders in the energy transition and to encourage collaboration.

*“What we build and renovate today will shape the world of tomorrow.”*

**Jeike Wallinga** Lector Energy Transition Windesheim

“Companies, researchers and governments need each other. That is also one of the missions of my Lectorate: to bring these parties together and get them to collaborate. Only in this way can we achieve a fast, powerful and just energy transition.”

Jeike Wallinga is a driving force behind the practice-oriented research that can accelerate the energy transition in the Netherlands. “The construction and installation sector can make a huge contribution to this. Construction and buildings account for about 40% of CO<sub>2</sub> emissions in the Netherlands. That’s why this Lectorate is so important: we focus on the role of technology from a systems perspective. How can we innovate, and how can we make better use of existing solutions? Because a lot of technology is already available. But we need to design the system in such a way that this technology can be put to better use. Collaboration and knowledge sharing are key to that.”

## Funding helped convince others

BDR Thermea Foundation recognises this, says Jeike. “In fact, BDR Thermea Foundation provided the initial funding for the Lectorate that helped us convince others to also step in. And our relation goes beyond funding: BDR Thermea has a representative in the Advisory Board of the Lectorate, it thinks along and actively connects us to other partners, such as the University of Twente.”

Biltin’s motto appeals to the same sense of urgency and cooperation: ‘You don’t build on your own. Together, we can achieve more.’ Jeike is pleased

with the innovation centre: “Here, we can really accelerate the energy transition. For example, how can we still electrify homes despite the current grid congestion? To do that, we’re looking at smart solutions that make homes so energy-efficient that a small electrical connection is enough. Saving energy is often easier to achieve and less expensive than generating renewable energy. After all, energy that you don’t use doesn’t have to be transmitted over the power grid or stored.”

## Shaping the world of tomorrow

The built environment plays a key role in the research conducted by Jeike’s Lectorate. “We need to renovate homes, offices and schools now to make them future-proof. That requires close cooperation among all kinds of stakeholders: installers, contractors, architects, governments... so that the measures we take today will still be relevant in ten or twenty years. What we build and renovate today will shape the world of tomorrow.”

# Financial summary

In 2025, BDR Thermea Foundation’s budget grew by 230% to € 1 million. Still, we managed to keep our operating costs steady (see table 1). A similar result can be seen in table 3: the number of partners grew from 6 to 16 in 2025, at operating costs similar to 2024.

## 1 Budget (in euros)

|                   | 2024    | 2025      |
|-------------------|---------|-----------|
| Partner donations | 436,073 | 1,000,000 |
| Operations        | 237,720 | 236,892   |
| Total             | 673,793 | 1,236,892 |

## 2 Donations per impact area 2025

| Impact area     | Euros     | %    |
|-----------------|-----------|------|
| Remove Barriers | 268,795   | 27%  |
| Explore         | 215,654   | 22%  |
| Acquire         | 127,411   | 13%  |
| Aspire          | 123,140   | 12%  |
| Sustain         | 265,000   | 26%  |
| Total           | 1,000,000 | 100% |

## 3 Donations and partners per country

|                | Euros   |           | # Partners |      |
|----------------|---------|-----------|------------|------|
|                | 2024    | 2025      | 2024       | 2025 |
| Netherlands    | 436,073 | 814,176   | 6          | 11   |
| Türkiye        | -       | 75,000    | 0          | 2    |
| United Kingdom | -       | 60,824    | 0          | 2    |
| France         | -       | 50,000    | 0          | 1    |
| Total          | 436,073 | 1,000,000 | 6          | 16   |

## 4 Multi-annual budget (in euros)

|            | 2026      | 2027      | 2028      |
|------------|-----------|-----------|-----------|
| Donations  | 1,229,500 | 1,579,500 | 1,579,500 |
| Operations | 304,839   | 425,800   | 440,800   |
| Total      | 1,534,339 | 2,005,300 | 2,020,300 |

# Looking ahead

*Imagine what we can change together*

Building on the strong foundations BDR Thermea Foundation has laid in 2025, we will further grow our partnerships and expand our geographical presence to France, Spain and Italy in 2026 and onwards. Our strategy is to upscale internationally through global working partners and programmes such as WorldSkills and FIRST®. Moreover, we aim to fill the gaps in our current programmes through new and existing partnerships, in particular to remove barriers to STEM education for girls.

For our international growth, we are interested in learning about scalable initiatives and best practices in the countries in which our BDR Thermea Group companies are operating. Of course, we will grow and strengthen our relationships within the BDR Thermea community, whilst also improving our visibility and impact communication.



# Thank you partners of 2025

## Founding partner



## Executing partners

BDR THERMEA GROUP



## Implementing partners



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