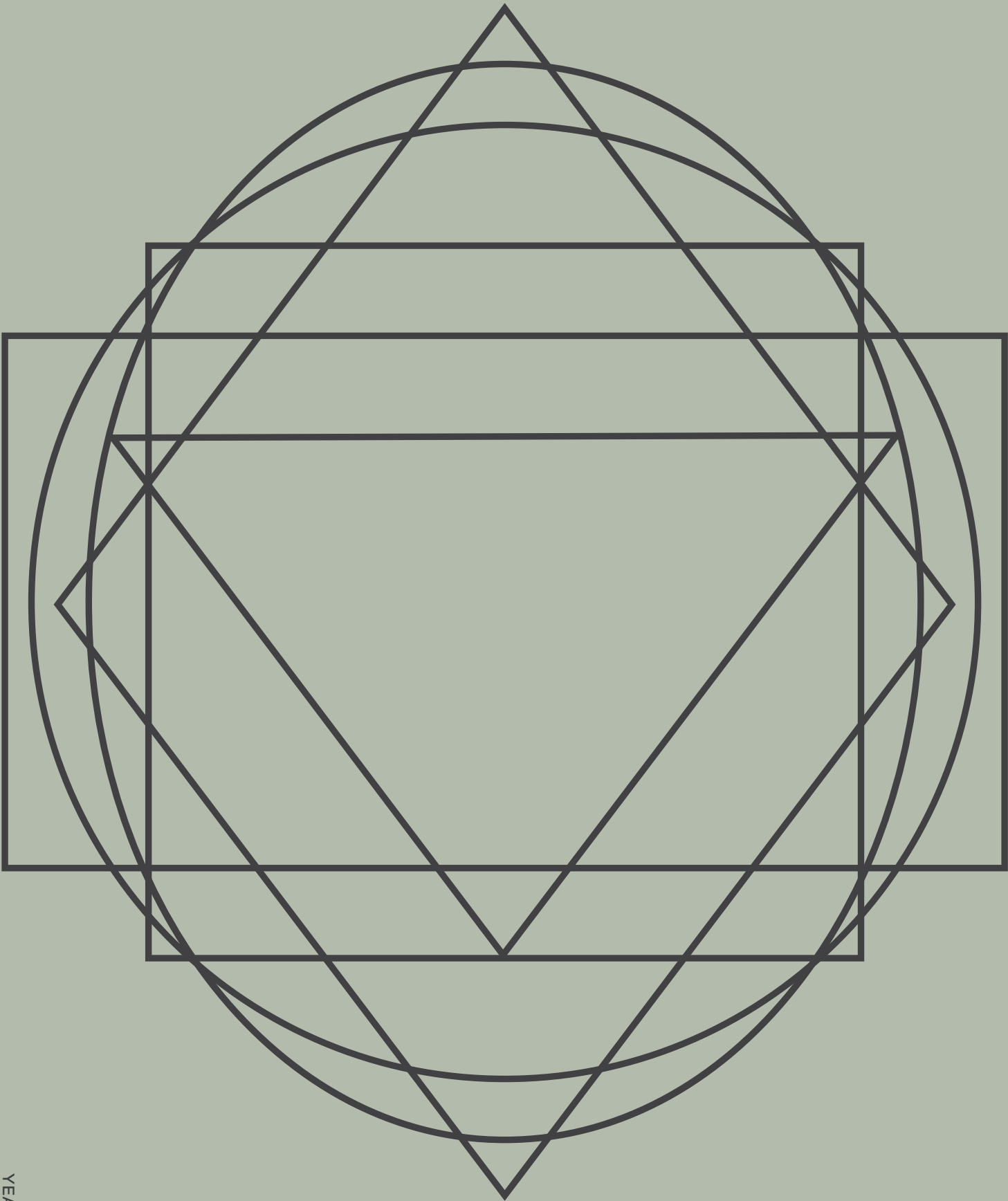


THE DIVERSITY COMMITMENT



CONTENTS

03 INTRODUCTION

04 THE DIVERSITY COMMITMENT EXPLAINED

04 THE COMMITMENT

10 KEY FINDINGS

12 EXECUTIVE SUMMARY

14 GUIDE TO READ THE REPORT

15 PARTNERS

16 THE INVESTMENT JOURNEY

- Introduction
- Grants
- BA
- VC funding
- Potential

34 THE REINFORCING CYCLE

- Introduction
- The entire organization
- The investment team
- The partner group
- Collective or Business Angel members
- Potential

46 OTHER COMMITMENTS

50 NUMBERS PER ORGANIZATION

- 51 Innovation Fund Denmark
- 56 DanBAN
- 62 Danske Bank Growth
- 68 Vaekstfonden
- 74 byFounders
- 80 Dreamcraft Ventures
- 84 PreSeed Ventures (PSV)
- 88 SEED Capital

92 MOVING FORWARD

94 DEFINITION AND METHOD FOR DATA COLLECTION IN THE DIVERSITY COMMITMENT

96 CONTRIBUTORS

INTRODUCTION

Why we need The Diversity Commitment

It is fundamental that the financial ecosystem work closely together to ensure that valuable deals are not left at the table and that companies are not losing momentum throughout the funding journey based on gender composition in the founding team.

When The Diversity Commitment was established, 95% of venture capital went to male-only founding teams. That wasn't just a sign of lack of diversity – it was also a clear indicator that we didn't harness the full potential of talents, innovations, and ideas.

Based on these numbers the goals of The Diversity Commitment was set. Goals that among other things included to invest max. 80% of money into startups with male-only founding teams. Goals that seemed ambitious in relation to the starting point, yet realistic to reach in the framework of the three years set for The Diversity Commitment.

Diversity is good business. Not just for the investors but for society overall that benefits from the talent and innovation.

The world faces a diverse pool of problems and we need a diverse pool of people to solve them. And we need to put all our talent into play.

The lack of diversity in the startup ecosystem is not an issue that is solved by one organization alone. It is a structural issue that is deeply rooted in society and it will only be solved by joining forces across multiple stakeholders.

Multiple studies show how investments are made into companies with founders that look like the investors, that we are missing out on markets, that pitch competitions create the perfect conditions for biased behavior, and that men and women are assessed differently in the investment process.

Therefore, we see the steps taken by The Diversity Commitment Partners when joining forces, formulating common goals, and sharing data as very important steps. Our hope is that many will follow and join The Diversity Commitment, so we can do better together.



LIVA ECHWALD
Co-founder of
The Diversity Commitment



STINE COLDING ALSTRUP
Co-founder of
The Diversity Commitment

THE DIVERSITY COMMITMENT EXPLAINED

The process

Key stakeholders from the Danish investor community gathered in a series of sessions to define and formulate goals for a common Diversity Commitment.

After a dedicated process, the goals were published to accelerate the change to unlock untapped potential.

Every word in the commitment matters and has a reason and a meaning. In the following section, you can read about the background for why it ended up being these goals and formulations.

The Committing Partners

The Committing Partners consist of:

Innovation Fund Denmark
DanBAN
Danske Bank Growth
Vaekstfonden
byFounders
Dreamcraft Ventures
PreSeed Ventures (PSV)
SEED Capital

Purpose of The Diversity Commitment

The purpose of The Diversity Commitment has not been to aim for 50:50 in investment processes within three years. The purpose was to set a realistic and achievable goal that mirrored the gender distribution of the existing startups.

Why measure and track representation on gender and report?

The question “what is the right thing to do, to change the status quo?” was raised repeatedly. Yet, it is almost impossible to answer this question when key data is missing.

What can be measured can be changed.

At this point there is no standard method for measuring,

tracking and reporting on gender balance or other parameters of diversity in investments. We had to create a method and establish a clear definition of key elements in the commitment, as everyone tracking differently would leave us with incomparable numbers.

We still have work to do on this matter for Year Two.

The Diversity Commitment is the first initiative of its kind where the investors have agreed to publicly share their collective and individual data.

Why not look beyond gender?

Diversity is about much more than gender.

However, in Year One of The Diversity Commitment we have focused on gender in the goals and as a data point. This choice has been made to set a realistic target.

Including other parameters of diversity is also relevant and may be added to The Diversity Commitment later on.

We drew a line in the sand

Unintentionally, the financial ecosystem is designed for mono culture and inequality. Historical decisions and a culture deeply rooted in society got us to this point.

We can't change the past – we can create the future.

If all investors should balance their portfolios and legacy of investments within the three years of The Commitment, most investors would only be able to invest in female-only or mixed founding teams, leaving male-only founding teams with no investments. That is not the purpose of The Diversity Commitment.

We drew a line in the sand by setting May 1, 2021 as the starting point, focusing on NEW investments with a timeline of three years.

The numbers you read in this report do not cover follow-on investments in existing portfolio companies but cover all new investments¹.

Ambitious and realistic goals

When The Committing Partners joined the table to set the goals, 95% of venture funding was invested into male-only founding

teams. Moving that number by 15% for the industry seemed like an ambitious yet realistic goal with the data available.

Setting a max. on homogeneity

When formulating the common goals we received advice from the author of the book “Inclusion Nudges”, Tinna C. Nielsen. She pointed out that the way we set targets for diversity in organizations are often with a focus on the minority or underrepresented group.

If we had formulated “min. 20% of founding teams with women in new investments” it would, according to Tinna C. Nielsen, have been of a moral character, emphasizing a “nice to have” which triggers unconscious perceptions that diversity is a “women’s issue”. This focuses on fixing the women to enter the deal flow. And investing in women because they are women, not because they are competent.

Tinna C. Nielsen, today Equitable Transformation Lead for Social & Human Sustainability at EQT, advised the Committing Partners to use a formulation including a max. of homogeneity to reframe perceptions as a means to achieve more diversity.

The boardroom and leadership of the future

Research² shows that too much homogeneity in a group directly impacts performance. Whether it is decision-making, problem solving, maintaining budgets, reaching deadlines, or financial performance, max. 70% of the same gender, nationality, or age (generation) were found to be the limit of homogeneity, before it started to have a negative impact on any of the performance measures mentioned.

A goal of max. 70% gender homogeneity in management in portfolio companies as well as in their boards was in the interest of the investors to increase the likelihood of high performance.

Additionally, it is a way to improve gender balance in leadership and power in the companies of the future.

Focusing on roles with the power to influence

The Diversity Commitment also has goals for Internal operations as the max. on homogeneity for better decision-making of course also goes for teams internally.

When your team consists of diverse voices, you don't just

reflect society better, you also increase innovation, make better decisions, and build better products.

We have focused on the people with the power to influence or make the decision on who to invest in.

The other commitments

Setting common goals and commitments towards a community is key to change.

To reach the goals, action is needed regardless of starting point. That is why “other goals” were set, e.g., on proactively promoting a diverse pool of role models to ensure action was taken within each organization and in the ecosystem.

Incremental improvement

The starting point of The Committing Partners on diversity was different. In finding common ground, we would sometimes find goals that, for some, were already reached while others were just getting started and visa versa. It was important to The Committing Partners that if a Committing Partner had reached one or more goals before signing the commitment, they were expected to create improvements beyond the goals.

A CO:LAB initiative

The Diversity Commitment is a non profit CO:LAB initiative hosted by the NGO Found Diverse. An NGO with the purpose of advancing inclusion and diversity in the startup ecosystem.

Found Diverse provides a collaboration platform for a range of initiatives working towards the common goal: advancing diversity in the startup scene to ensure that everyone will have access to talent, innovation, and funding.

The team behind The Diversity Commitment

The Diversity Commitment is initiated and run by the two co-founders of Intentional, Liva Echwald and Stine Colding Alstrup. They focus on diversity in the financial sector and investments.

Together, they are also the co-founders of the accelerator program LEAP FORWARD and the co-contributors of the report and guide for investors and founders: Return on Diversity – Unlocking the Potential of Better Gender Balance in the Startup Ecosystem.

THE DIVERSITY COMMITMENT

We do better together

THE DIVERSITY COMMITMENT

We do better together

We, the Committing Partners believe that equal access to funding and opportunity for all founders, will unleash untapped potential to the benefit of all. We therefore commit to:

Measure and track representation on gender and report annually to The Diversity Commitment on Internal Operations and Investment Processes, including dealflow. As an option we can also measure, track and report on nationality, age and educational level & background.

We commit to publicly share progress and learnings on our commitment in the press and on social media. We also commit that our organizations will be available for interviews on the change and progress.

INVESTMENT PROCESS

Within 3 years of this commitment (May 1st, 2021)
all undersigning participants will aspire to have:

- Max. 80% of startups added to investment portfolio with a male-only founding team
- Max. 80% of money for new portfolio startups are to be invested into male-only founder teams
- Max. 70% of gender homogeneity in management team and board in portfolio companies

INTERNAL OPERATIONS

Within 3 years of this commitment (May 1st, 2021)
all undersigning participants will aspire to have:

A diverse team mix including:

- Max. 66% gender homogeneity the entire organization/team
- Max. 66% gender homogeneity in the investment team
- Max. 75% gender homogeneity in the partner group
- Max. 70% gender homogeneity in the Collective or Business Angel members where applicable

OTHER COMMITMENTS

- To create an action plan on how to reach the goals.
- Intentionally redesign work processes for diversity.
- Proactively promote a diverse pool of role models.
- Participate actively in ecosystem activities with the goal of motivating more female founders entering the deal flow.
- Seek speaker and jury member engagements in events with a high level of diversity.
- To add goals on diversity beyond gender based on learnings from the annual Diversity Commitment report.

Creating incremental improvement

Regardless of starting point all Committing Partners will proactively seek to create incremental improvement in regards to the goals.

“Diverse teams have a higher return on investment, are more innovative, and make better decision-making. That is what we need in Denmark.”

Executive summary

EXECUTIVE SUMMARY

In 2021, 89% of VC funding was invested in male-only founding teams in Europe. 9.3% was invested in mixed founding teams and 1.8% in female-only founding teams.

At the same time, the gender distribution for General Partners in VCs in Europe showed a gender split of 85% male and 15% female partners¹.

The numbers from The Diversity Commitment Partners overall show that 79.6% of new investments are made in male-only founding teams and 80.3% of the money.

For General Partners, the number is 75% male partners and 25% female partners across organizations with partners.

This means that the Diversity Commitment Partners overall has met the goals of the Diversity Commitment of max. 80% of new investments and almost met the goal on the money invested in male-only founding teams and max. 75% gender homogeneity in the partner group.

This is an indication that it is possible to create a change by collectively committing to more diversity and sharing insights and learnings.

Still, there is a need for improvement. Not all The Committing Partners met the goals in Year One.

Female-only founding teams still account for a very small percentage of the new investments compared to the deal flow.

Female-only founding teams account for 12% of the deal flow, yet only 8% percent of the new investments and 5.9% of the money invested.

Mixed founding teams account for 16.6% of the deal flow, but only 12.2% of the new investments and 13.9% of the money invested.

Also, a max. of 80% gender homogeneity should just be a stepping stone towards a more ambitious goal reflecting society and the deal flow available to a much larger extent.

There is a potential and a will to create change. Joining forces and committing to do better together is moving the needle.

Key findings

Based on this year's data on the deal flow across all Committing Partners, 28.6% either have a mixed or a female-only founding team. This is a startling figure as it indicates the potential for less homogeneous investing.

Looking at the data across all organizations for Year One, 79.6% of new investments are invested in male-only founding teams. Thus, The Committing Partners meet the goal of max. 80% in startups added to the investment portfolio with a male-only founding team.

The data from The Committing Partners shows that 80.3% of the money is invested in male-only founding teams, nearly reaching the goal of max. 80% of the money for new portfolio startups to be invested in male-only founding teams.

With female-only and mixed founding teams accounting for 28.6% of the deal flow but only 20.2% of new investments and 19.8% of the money, there is a gap between the deal flow and the investments.

Throughout the investment journey, a higher percentage of money is invested into male-only founding teams compared to the available deal flow.

The representation of mixed founding teams in the deal flow is more than 50% lower, from 34% at the BA stage to 15.9% at the government VC and 14.8% in the private VC funds.

The Diversity Commitment Partners have a gender split of 45.7% female and 54.3% male employees meeting the goal of a maximum of 66.6% gender homogeneity in the entire organization.

The Diversity Commitment Partners have 66.9% men in their investment teams and collectively almost meet the goal of max. 66% gender homogeneity.

Looking at the data across all organizations with partners in their organization, the gender homogeneity is 75%, with an overrepresentation of male partners. Overall, the organizations meet the goal of max. 75% gender homogeneity and show numbers above the industry average in the Nordics of 85% of male General Partners.

Gender homogeneity of men across business angels in the relevant organizations is 84.8% and 82.1% for Collective members which means that the goal of max. 70% gender homogeneity is not met.

With 52% gender homogeneity for job applicants using TheHub, the applications more or less reflect society's gender balance. This underlines that men and women are equally interested in applying for a job in a startup or scaleup.

The Diversity Commitment Partners

GUIDE TO READ THE REPORT

This report is divided into two different sections.

First, we look at the data from the Diversity Commitment goals across the investment ecosystem.

In the first section, we give a unique insight into the deal flow of The Diversity Commitment Partners and look at how the investments are distributed from a gender perspective.

We also look at the internal gender split in the Committing Partners' organizations.

In the second section we look at the numbers by organization and to which extent the goals are met.

Lastly, the report looks ahead and gives perspectives on which actions to take going forward.

Enjoy your reading.

Innovation Fund Denmark



PSV™



VÆKSTFONDEN

Seed capital

The investment journey



THE INVESTMENT JOURNEY

For startups looking to scale, investments are vital. Even though every startup's investment journey differs, they often follow a similar path.

From both a founder's and an investor's perspective, all funding stages are co-dependent as the very early investments feed into the deal flow of investments at a later stage.

Throughout the investment journey, multiple financing methods are important to ensure momentum on the growth journey from start-up to scaleup.

In this section, we aim to cover the potential of investing diversely at each stage through a unique insight into the deal flow of The Diversity Commitment Partners.

Next, we will uncover if The Diversity Commitment Partners are leveraging the potential by looking at the distribution of funding.

The partners of The Diversity Commitment cover different types of financing and investment stages: From early-stage financing options to venture capital.

The strength of a startup ecosystem is more than access to capital. Studies and research in the field of the startup ecosystem clearly show that entrepreneurial events, programs and platforms are the source for new meetings, initiatives and innovation to sprout in the startup ecosystem.

Being aware of bias at networking events is crucial for breaking inequality and improving diversity. The data on gender distribution from various programs provided by Danske Bank Growth is displayed on page 65-67.

GENDER BALANCE IN DEAL FLOW AND INVESTMENTS

Gender balance in deal flow, new investments, and money invested.

Total number of registered potential investment cases in deal flow: 3,829¹

Total number of new investments: 621²

Total amount of money invested in new portfolio startups: 139,374,814 euro

→ Max. 80% of startups added to investment portfolio with a male-only founding team

→ Max. 80% of money for new portfolio startups are to be invested into male-only founder teams

When setting the goals of The Diversity Commitment, The Committing Partners looked at the current available data on distribution of funding.

Here, a great source was the report “Nordic Startup Funding – Through the Lens of Gender Diversity” by Unconventional Ventures which showed that 95% of VC funding went to male-only founding teams.

With that in mind, the goal of max. 80% of startups added to the investment portfolio with a male-only founding team was an ambitious goal. Yet, it seemed to be a realistic goal to reach within three years.

Looking at the data across organizations for Year One, 79.6% of new investments are made in male-only founding teams. Thus, The Committing Partners meet the goal of max. 80% gender homogeneity in startups added to the investment portfolio with a male-only founding team.

Not all Committing Partners met the goal in Year One. But the fact that they as a group met the goal indicates that this is a realistic target with potential to raise the bar in the future.

While it is very positive that the first goal collectively is met, it is equally important to look at how the money is invested. Previous data has shown that less investments and smaller ticket sizes are invested into female founding teams than their male counterparts³.

The data from The Committing Partners show that 80.3% of the money is invested into male-only founding teams.

This means that The Committing Partners nearly reached the goal of investing a maximum of 80% of the money for new portfolio startups in male-only founding teams.

12%
Female-only

8%
Female-only

6%
Female-only

12%
Mixed

14%
Mixed

17%
Mixed

Max. 80% of startups added to investment portfolio with a male-only founding team

Max. 80% of money for new portfolio startups are to be invested into male-only founder teams

71%
Male-only

80%
Male-only

80%
Male-only

Deal flow

New investments

Money invested



Tommy Andersen,
Managing Partner, byFounders

“The Diversity Commitment is a great cross-community initiative and it shows that there’s a real effort across our industry towards making diversity a top priority. By having all the key players in the ecosystem onboard, we hold each other accountable and everyone is collectively engaged”.

Gender balance of incoming investment cases

A frequent question during the process of establishing The Diversity Commitment was: “What is the gender balance of incoming investment cases?”

There is a lack of precise data to answer this question. Existing data points from the State of European Tech 2019⁴ show that 21% of the tech founders are female and according to Danske Bank’s State of Nordic Impact Startups 2020, 22% of the impact founders in Denmark are women.

Based on this year’s data on the deal flow across all The Committing Partners, 28.6% either have a mixed or a female-only founding team.

With 20.2% of new investments and 19.8% of money invested in female or mixed founding teams, there is a gap between deal flow, new investments and invested money.

These numbers are noteworthy. First, they show that female and mixed teams get fewer and smaller investments than the deal flow offers even though the number of investments in female and mixed teams is much higher than previous studies.

Secondly, this provides an insight into the potential of investing even more diversely in the future and offers investors the chance to review their selection processes.

INVESTMENT PROCESS

LOOKING ACROSS THE INVESTMENT ECOSYSTEM FUNNEL

Gender balance in the deal flow.

Total number of registered investment cases in deal flow in:

Grants: 775 Business Angels: 371 Government VC: 486 VC: 2,197

Grants

For many startups the investment journey often starts with grants, also referred to as “soft funding”. This funding can be provided even before the startups are actually fundable for business angels and VCs.

The deal flow from soft funding opportunities provided by Innovation Fund Denmark covers early-stage startups, researchers in the early stage of commercialization, Master students who want to do an industrial PhD, or PhD students who want to do an industrial Postdoc with a public or private entity.

This data offers an insight into the potential deal flow in the coming years.

The data from Innovation Fund Denmark shows 31.6% female-only founding teams in the deal flow, which is more than the 27% of all Danish women who choose entrepreneurship⁶.

In this data, we see a higher percentage of female-only founding teams than anywhere else among The Committing Partners⁷.

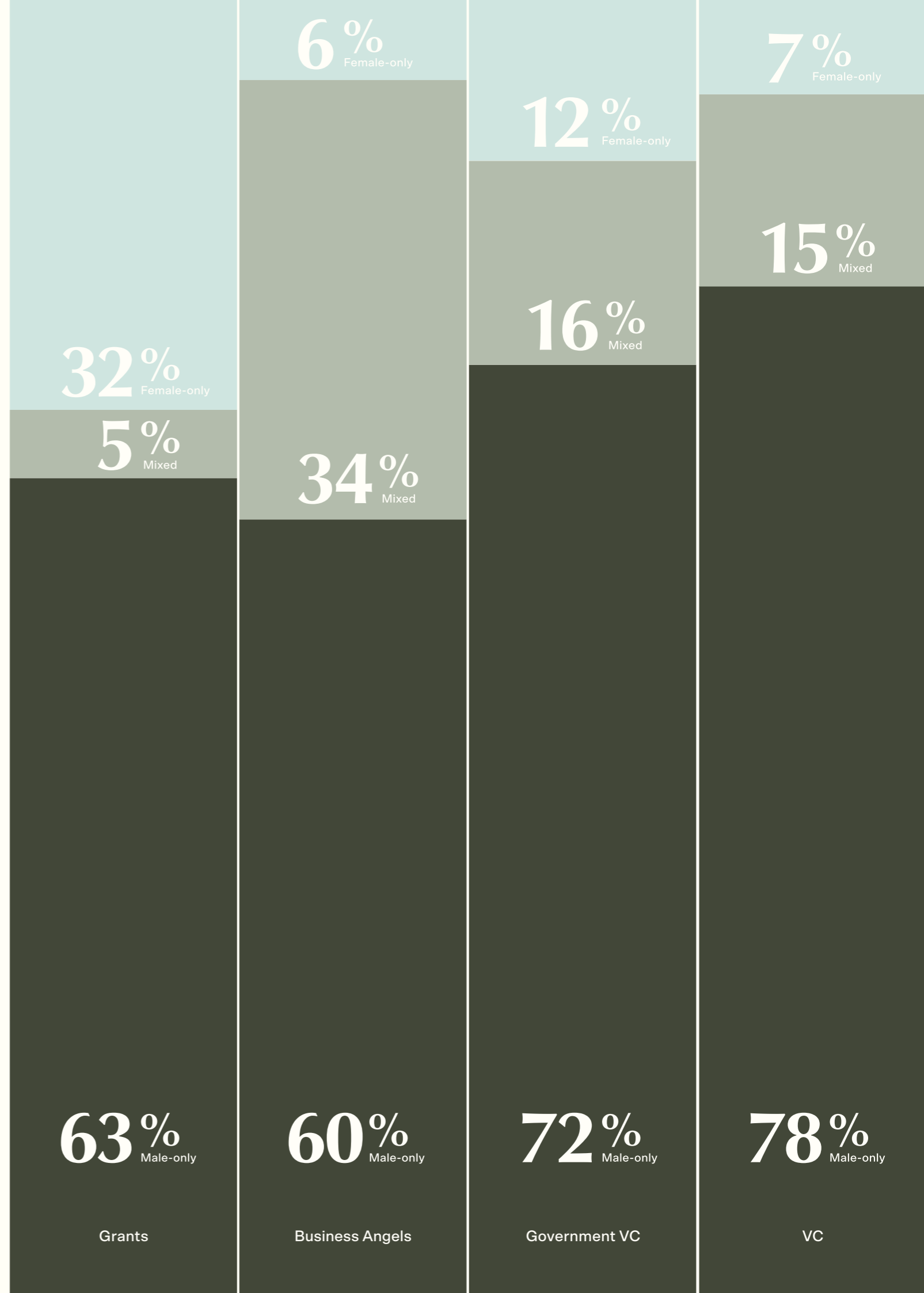
Business Angels

Even though business angels (BA) may invest at many different stages in a startup’s investment journey, business angels are very often among the very first investors. They play a vital role in taking the startups to the next level of scaling. And they play an important role in the deal flow of the VC funds as their investment cases often will be part of the deal flow of the VC funds at a later point.

The applied deal flow of DanBAN consists of 59.8% of male-only founding teams, which is close to what we see with Innovation Fund Denmark.

Yet, when looking at mixed and female-only founding teams, there is a significant contrast between the numbers: From 31.6% female-only founding teams at Innovation Fund Denmark to 6.2% in the DanBAN deal flow AND 5.4% mixed founding teams at Innovation Fund Denmark to 34% in the DanBAN deal flow.

While the data doesn’t give a clear explanation for this reversal, one potential explanation could be that a large part of Innovation Fund Denmark’s investments



is allocated to individuals rather than to teams, which is the case with DanBAN. Yet, it does not fully explain the flip or why male-only founding teams remain a constant. The total pool of companies with a minimum of one female founder seems to be constant from pre-startup to pre-seed.

Venture funding

In the data of this report, venture funding represents the later funding stages. This is not set in stone, as VC funds also may invest at many different stages but here, it serves as an overall picture of a funding journey.

When we look at the deal flow moving on to venture funding, the male-only founding teams increases from the 59.8% at BA stage to 71.8% when they get to the government VC, Vækstfonden, and up to 77.9% in the private VC funds, including byFounders, PSV, SEED Capital, and Dreamcraft Ventures.

The representation of mixed founding teams in the deal flow is more than 50% lower, from 34% at BA stage to 15.9% at the government VC and 14.8% in the private VC funds.

These numbers indicate that the further we look into the investment journey, the less diverse the founding teams are.

Previous studies have shown that bias influences the different assessment of women and men throughout the investment process and the investment decisions⁸.

The low diversity in more mature startups and scale-ups might also be explained by the fact that the focus on gender diversity was not there when they began their entrepreneurial journey.

The numbers indicate that the investors need to make sure that they leverage the potential throughout the investment journey.

GENDER BALANCE OF NEW INVESTMENTS

Total number of new investments:

Grants: 276 Business Angels: 291 Government VC: 19 VC: 35

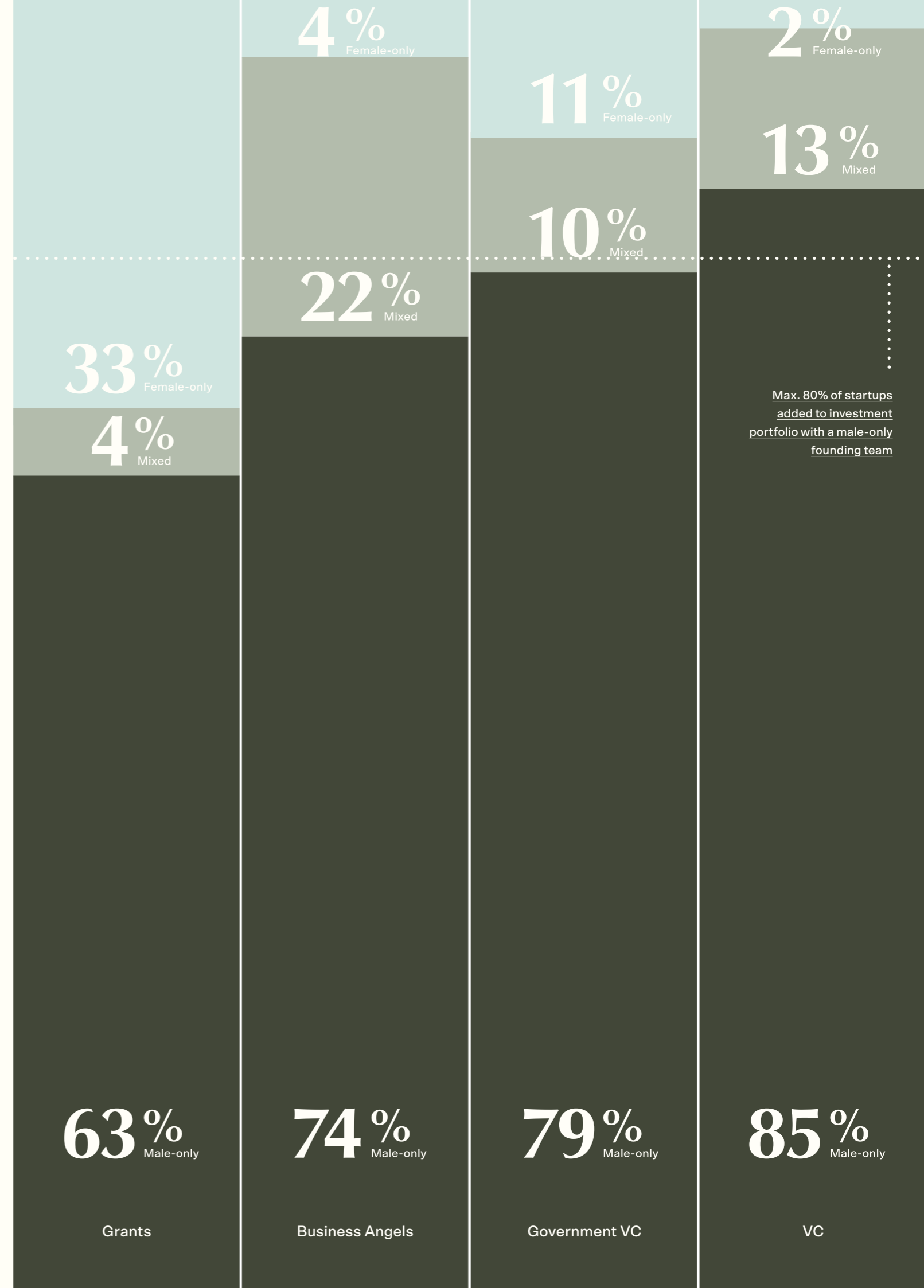
→ Max. 80% of startups added to investment portfolio with a male-only founding team

Looking at the gender balance in new investments, the amount of male-only founding teams increases from 63% of the new investments in grants to 73.3% at the BA stage to 79% at the government VC and up to 85.4% in the private VC funds.

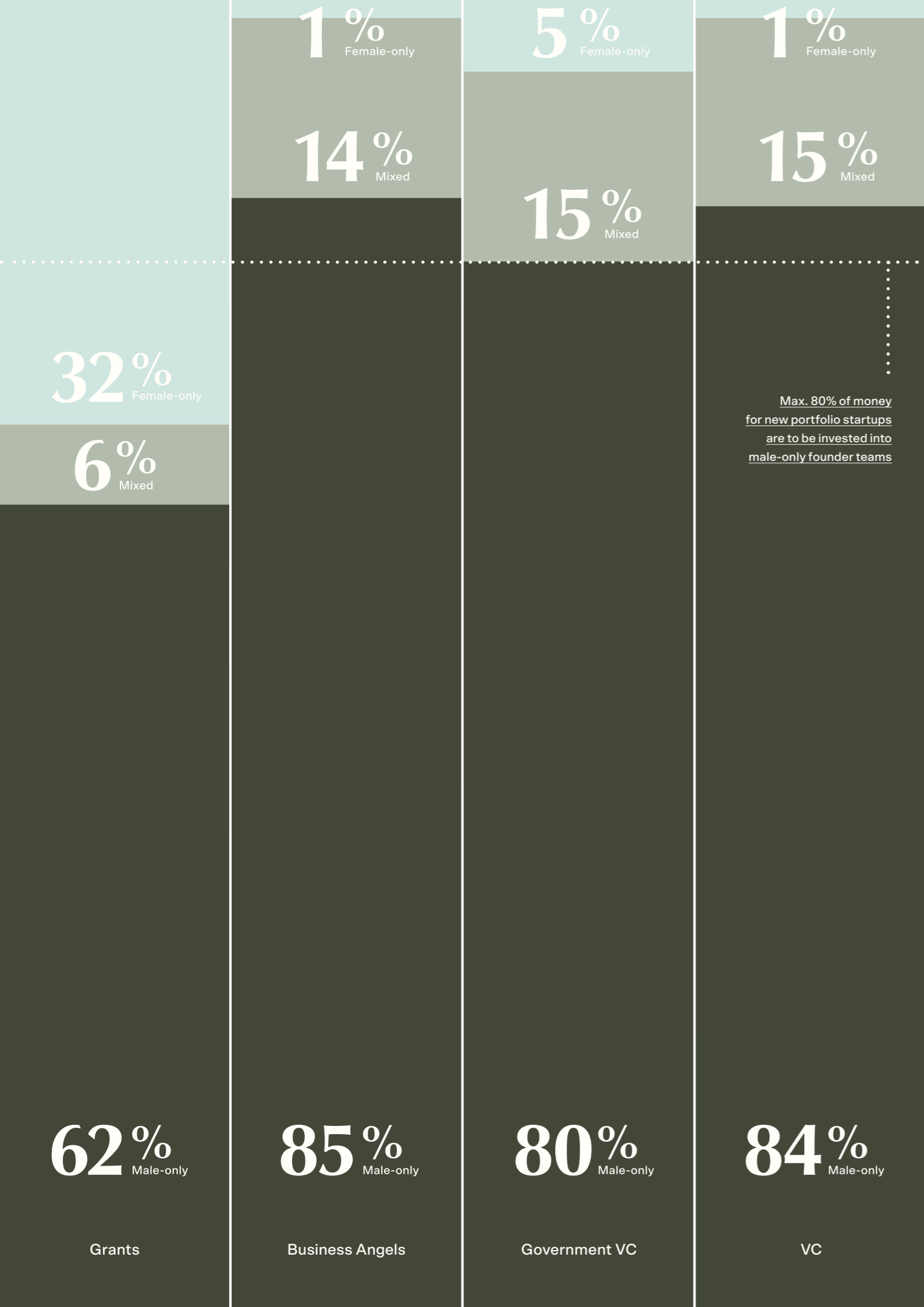
The representation of mixed founding teams decreases 50% from BA stage to the VC stage.

While female-only founding teams increase from 4.1% at BA stage to 10.5% at the government VC, it decreases to 2.1% in the private VC funds.

It is an observation that the government VC has significantly more female-only founding teams than the VC funds and BAs.



Max. 80% of startups added to investment portfolio with a male-only founding team



INVESTMENT PROCESS

GENDER BALANCE OF MONEY INVESTED

Total number of money investment:
 Grants: 35,076,899 euro Business Angels: 35,459,485 euro
 Government VC: 23,373,555 euro VC: 66,179,808 euro

→ Max. 80% of money for new portfolio startups are to be invested into male-only founder teams

Throughout the investment journey, a higher sum of money is invested in male-only founding teams than compared to the available deal flow.

When looking at grants, male-only founding teams account for 63% of the deal flow and 62% of the money invested.

For BAs, male-only founding teams account for 85% of the money invested by DanBAN business angel members. BAs invest in startups both from their own individual deal flows as well as through DanBANs dealflow. Since DanBAN does not have any data on the individual BA dealflows, the 85% are not comparable to the applied DanBAN deal flow consisting of 59.8% male-only founding teams, as mentioned on page 56.

For the government VC fund, the male-only founding teams account for 71.9% of the deal flow, while the money invested account for 80.2% and for VC funds, male-only founding teams account for 77.9% of the deal flow and 83.8% of the money invested.

These numbers show that male-only founding teams have a larger sum of money available compared to the mixed and female-only founding teams at an early investment stage where development speed can become a competitive advantage on time to market and market share. That could explain the increase of male-only founding teams at a later stage.

Money invested into mixed founding teams has a low representation at the grant stage. Potentially due to applications being based on individuals rather than teams. Looking beyond this investment stage, mixed founding teams are the only number that stays steady throughout the other types of investment, from business angels to VC funding.

Less money than the potential of the deal flow are invested into female-only founding teams. At BA stage, female-only teams account for 6.2% of the deal flow but only 1.2% of the money.

At the government VC, the female-only founding teams account for 12.3% of the deal flow but only 4.4% of the money, and at the VC funds, female-only founder teams account for 7.3% of the deal flow but only account for 0.8% of the money.

PORTFOLIO COMPANIES THAT HAVE MAX. 70% GENDER HOMOGENEITY IN THE MANAGEMENT TEAM AND BOARD

Funds: 4 Based on companies: 78

Total number of people in management teams across the portfolio companies: 169

Total number of people in boards across the portfolio companies: 230

Note: 6 portfolio companies do not have a board

→ Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board

The goal of max. 70% gender homogeneity has been established to influence the gender balance in the leadership of the startups to ensure that they scale diversely.

Research⁹ shows that 70% gender homogeneity is the max. before it starts to directly have a negative impact

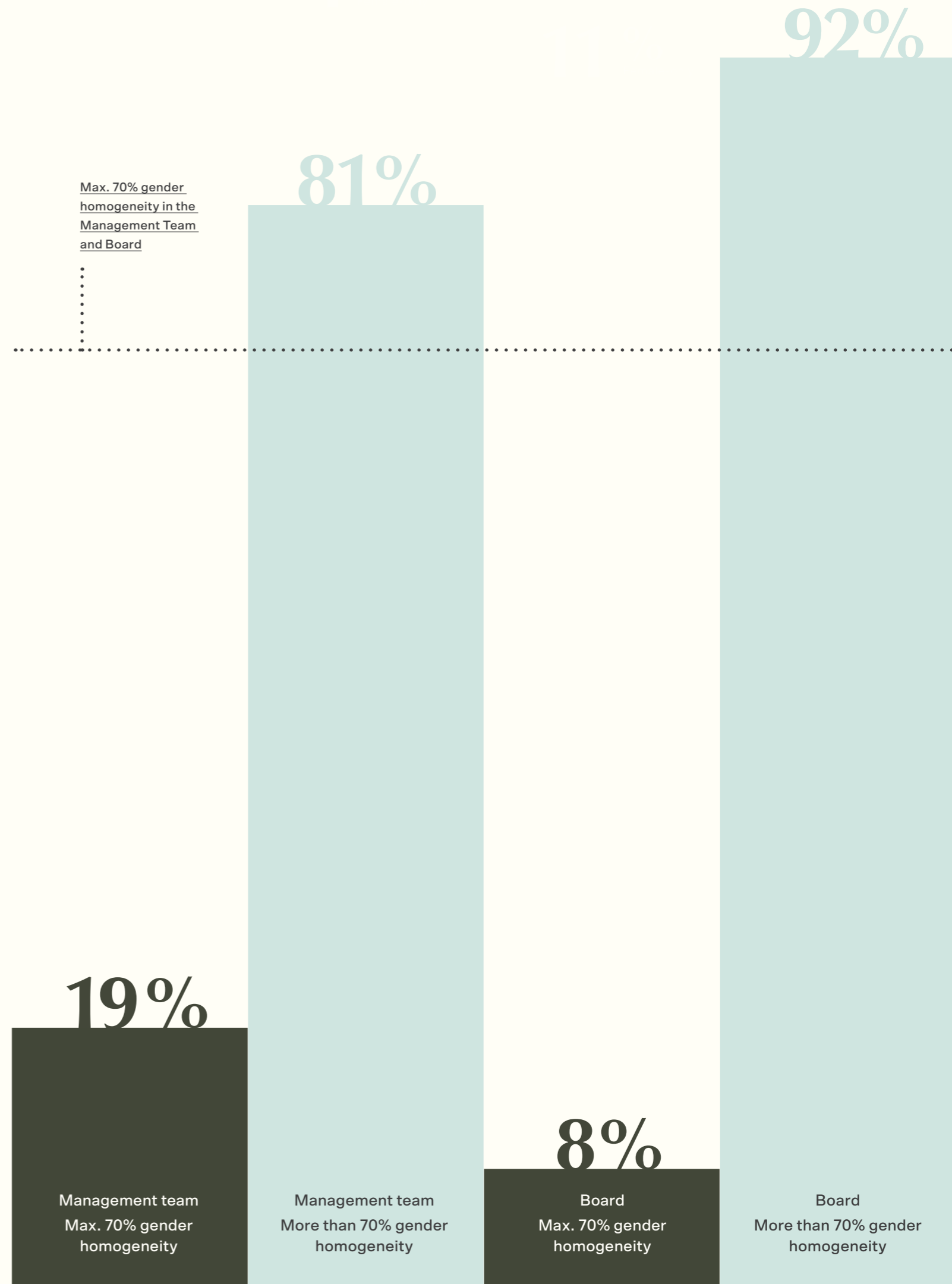
on the performance of a team. And that a gender balance of 50:50¹⁰ has the highest impact on releasing the innovative potential of a team.

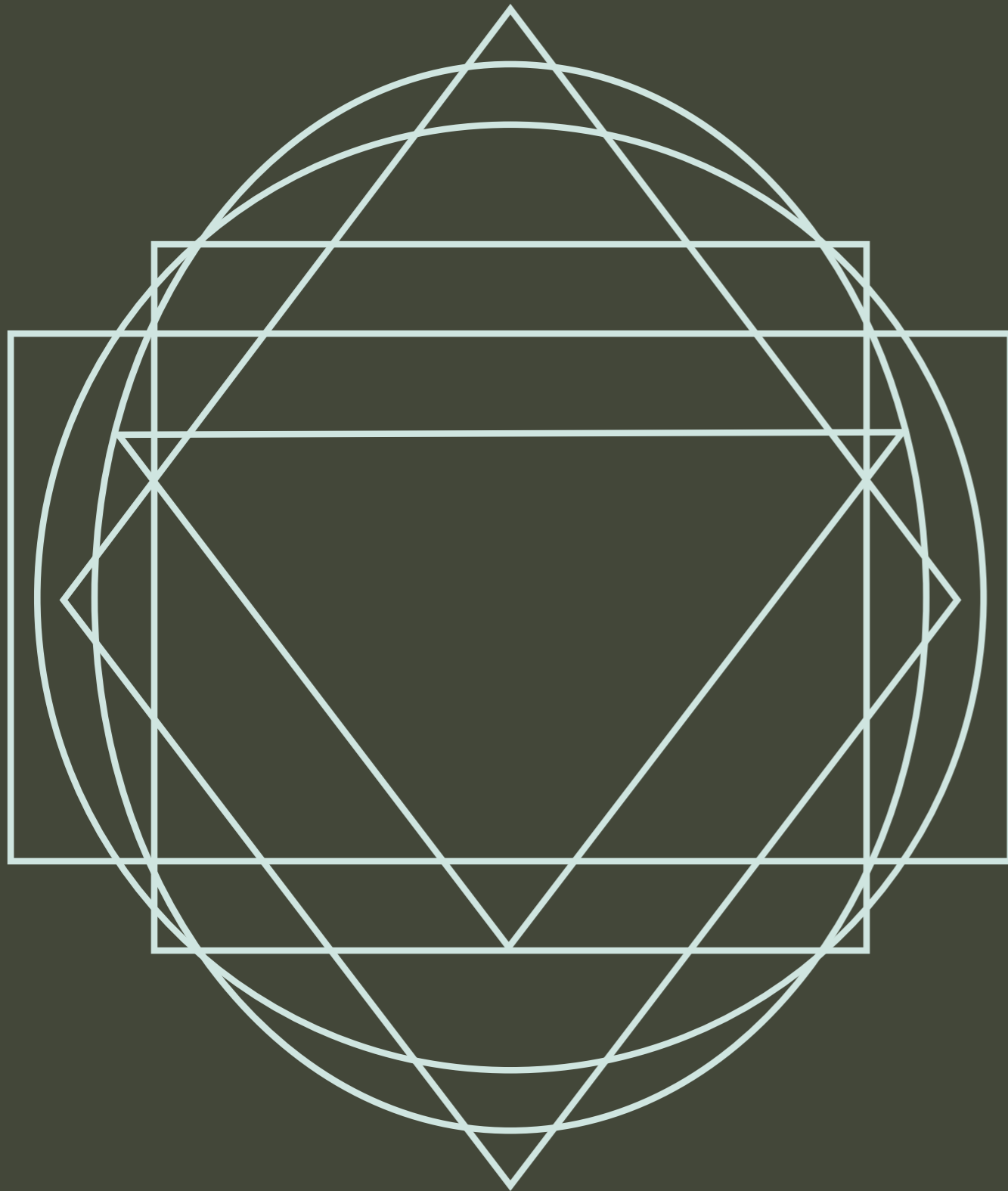
The data show that 19.2% of the investments have max. 70% gender homogeneity and 8.5% of the boards.



Erik Balck Sørensen,
VP, Managing Partner

“At Vaekstfonden, we see a huge potential as an investment partner to encourage and push for greater gender diversity in our portfolio companies, both as part of our due diligence process and through our active ownership. We hope to see our increased focus and actions support this turn in more of our companies meeting the 70% target on management teams and in boards next year”.





POTENTIAL Year One

Generally, the data from The Diversity Commitment Partners Year One presents an uplifting potential to create a startup ecosystem with much more diversity in the investments than we have seen in the past.

That is positive as building diverse companies from the beginning is much easier than trying to enhance diversity at a later stage.

The fact that The Diversity Commitment Partners meet the goals as a group in relation to investments also shows that there is a potential to invest in startups beyond male-only founding teams. This is something that not only the startups will benefit from but also society in general.

Still, there is room for improvement.

We see how diversity decreases the further we look into the investment journey.

There is potential to ensure that the pre-startup and early-stage deal flow develop and follow the investment journey to keep momentum throughout the growth journey, from startup to scaleup. In turn, this will also increase diversity in the later stage deal flows.

Influencing startups to a greater extent to build diverse management teams and boards is another potential. Not only is this within the mandate of the investors; it is also something that some startups actually request when they scale their organization.

The distribution of funding with less funding invested in female-only teams than the male-only

teams when compared to the available deal flow calls for attention from the investors to review selection processes and work with potential biases in their investment decisions.

That the Diversity Commitment Partners as a collective meet the goals already in the first year, means that they were, in fact, achievable. However, not everyone meets the goals as individual organizations, so there is still great improvement potential.

As a group, there is room to raise the bar. The Diversity Commitment Community offers the opportunity to share learnings across organizations, which has been one of the main intentions of making a joint commitment and something that is already happening.

Looking at the data provided by Danske Bank Growth we see a potential in structurally collecting data from other ecosystem stakeholders as it gives insights into the diversity in key activities supporting the connectedness of the startup ecosystem.

For Year Two of The Diversity Commitment, there is potential to improve the nuances of the data within each organization.

We also see a potential to increase the volume of the dataset, and to expand with other financial methods throughout the investment journey.

Lastly but not least importantly, we strive to have even more investors join the Diversity Commitment and together, create even greater impact in the startup ecosystem.

The reinforcing cycle

THE REINFORCING CYCLE

When your team consists of diverse voices, you don't just reflect society better, you also increase innovation, make better decisions, and build better products. This also goes for the investors internally in their organizations.

Having diversity within the investment teams increases the chance of attracting high-quality, diverse deal flows¹. Data from The International Finance Corporation (IFC) shows that female deal partners invest in almost twice as many female-led businesses than their male counterparts. More diverse investor teams positively correlate with a higher number of investments in diverse founding teams. This dynamic is known as "The Reinforcing Cycle".

Surveys from IFC also suggest that networks play a crucial role in sourcing investment

opportunities and identifying senior management for portfolio companies. Therefore, expanding the female talent pools among decision makers could lead to more gender-balanced investments and companies².

"A couple of years ago, when we just started out in byFounders, we had an all-male team, and you could say our outlook was a bit blindsided. When we recruited our first female employee our perspective started to broaden both internally and externally. Being too similar in your backgrounds simply narrows your perspective and insight." Tommy Andersen, Managing Partner, byFounders.

For this reason, The Diversity Commitment includes goals of max. gender homogeneity in internal operations.

¹Source: "Startup funding report 2021", by Unconventional Ventures.
²IFC – moving toward gender balance in private equity markets.

THE ENTIRE ORGANIZATION

Gender balance in the entire organization across all organizations:
Based on: 500 people

A diverse team mix including:
→ Max. 66% gender homogeneity in the entire organization

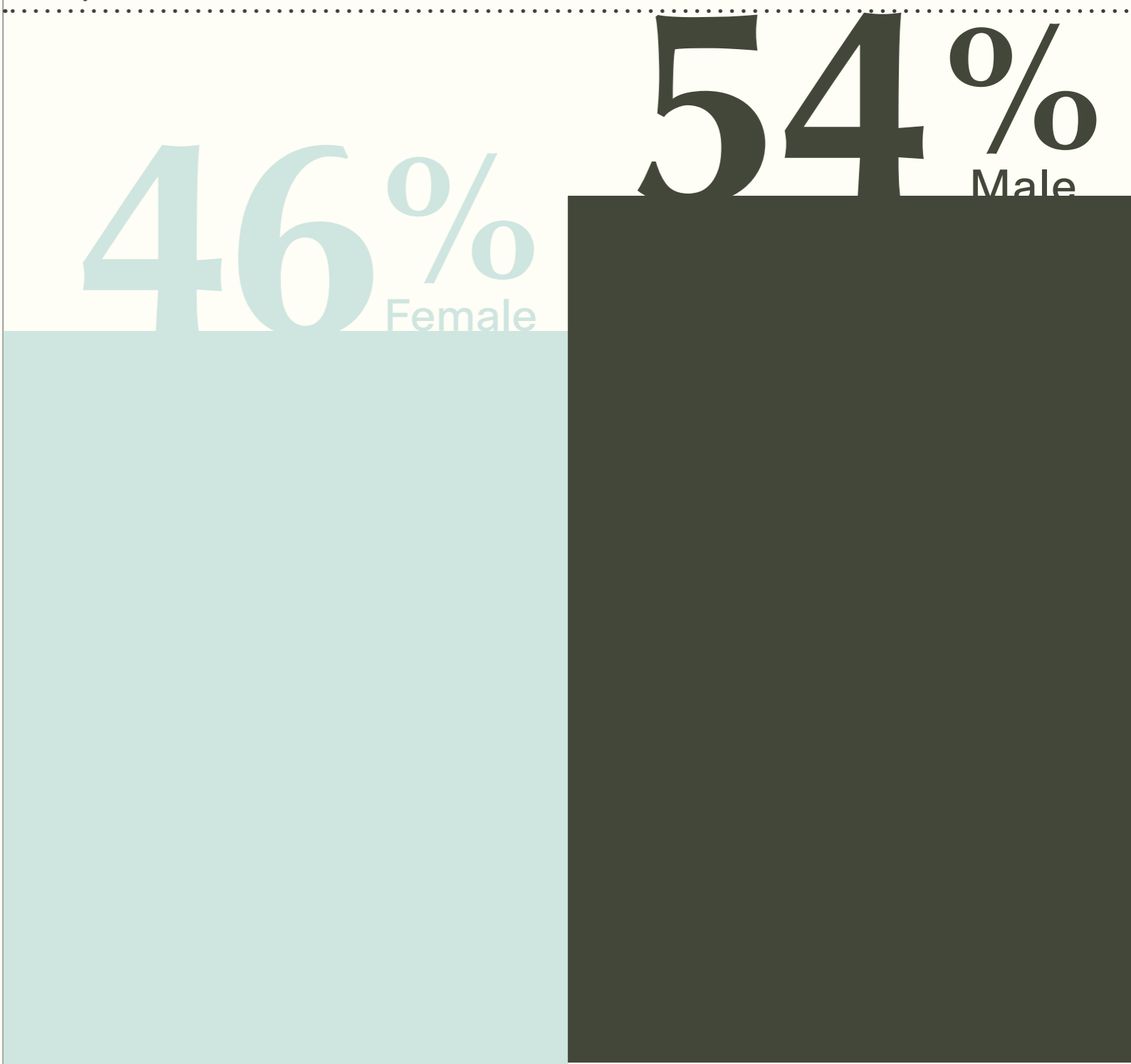
Looking across all organizations³ of The Diversity Commitment Partners, there is a gender split of 45.7% female and 54.3% male employees. In conclusion, the organizations, overall, live up to the goal of max. 66.6% gender homogeneity in the entire organization.



Anne Cathrine Wilhjelm,
Partner & Attorney, SEED Capital Denmark

“In SEED Capital, we have achieved 50% gender diversity in our internal team, which we are, of course, proud of. But it didn’t happen by itself. External standards like The Diversity Commitment plays a role in securing a continuous focus on diversity – both internally and across the ecosystem.”

Max. 66% gender homogeneity in the entire organization



THE INVESTMENT TEAM

Gender balance in total investment team across all organizations:
Based on: 84 people

The Diversity Commitment also includes a goal related to investment teams:
→ Max. 66% gender homogeneity in the investment team

Of all organizations that have an investment team⁴, the gender homogeneity is 66.9% with an overrepresentation of men.

Looking at the organizations in detail, three organizations meet the goal and three organizations are close to meeting the goal.

This means that the partners collectively almost meet the goal of max. 66.6% gender homogeneity.

The investment team represents the decision makers of the concrete investments. Diversity in that team, therefore, has great potential to keep the focus on gender diversity in the investment teams.



Daniel Nyvang-Székely Mariussen, Managing Partner, Dreamcraft Ventures

“We have added three talented female investors to the investment team while raising Fund II the last year. We are pleased about that progress and our ambition is now to add an experienced female advisory board member and a talented female partner while raising Fund III and IV in 2023-24.

Max. 66% gender homogeneity in the investment team



67% Male

33% Female

THE PARTNER GROUP

Gender balance on partner level
across all organizations:

Based on: 33 people

The goal for the partner group in The Diversity Commitment is:
→ Max. 75% gender homogeneity in the partner group

Looking at the data across all organizations with partners in their organization, the gender homogeneity is 75%, with an over-representation of male partners.

Overall, the organizations meet the goal of max. 75% gender homogeneity and show numbers above the industry average in the Nordics of 85%⁵ of male General Partners.

However, two organizations have 100% partner groups and thus represent an improvement potential.

The organizations that meet the goal of max. 75% gender homogeneity have an average gender homogeneity of 62.5% and thus significantly exceed the goals. That indicates that female talent is available and that all organizations have the possibility to improve diversity on partner level and move towards the goal.



Helle Uth, General Partner, PSVTech01

“It is easy to get overwhelmed when trying to combat the manifold DE&I (diversity, equity, and inclusion) issues that VCs are facing. While there is no quick fix, the internal gender balance influences several core concerns. Making sure the investment team mirrors the founder reality and the deal flow we aim for, does not only increase the likeliness of attracting a diverse set of founders – it also improves internal decision-making, helps overcome investment biases, and ensures a broader network with diverse expertise for our portfolio companies. It is foundational for improving diversity throughout the investment cycle and the ecosystem at large – there is just no way around it.”

Max. 75% gender
homogeneity in
the partner group

⋮

75%
Male

25%
Female

COLLECTIVE AND BUSINESS ANGEL MEMBERS

Gender balance of Business Angels, Collective, and Selection Boards across all organizations:
Based on: 451 Business Angels. 78 Collective members
147 Selection Board members

DanBan, Vaekstfonden, byFounders, Innovation Fund Denmark, and Danske Bank Growth have data related to the goal: → Max. 70% gender homogeneity in the Collective or Business Angel members where applicable. (This goal is additionally translated into including selection boards, where there are no direct investments made or external selection boards are used).

Gender homogeneity of men across business angels in the relevant organizations is 84.8% and 82.1% for Collective members which means that the goal of max. 70% gender homogeneity is not met.

The number for selection boards is 71.7% gender homogeneity across the relevant organizations, and collectively, the organizations are close to reaching the goals of max. 70% gender homogeneity. Two organizations

exceed the goals and one organization has 100% gender homogeneity.

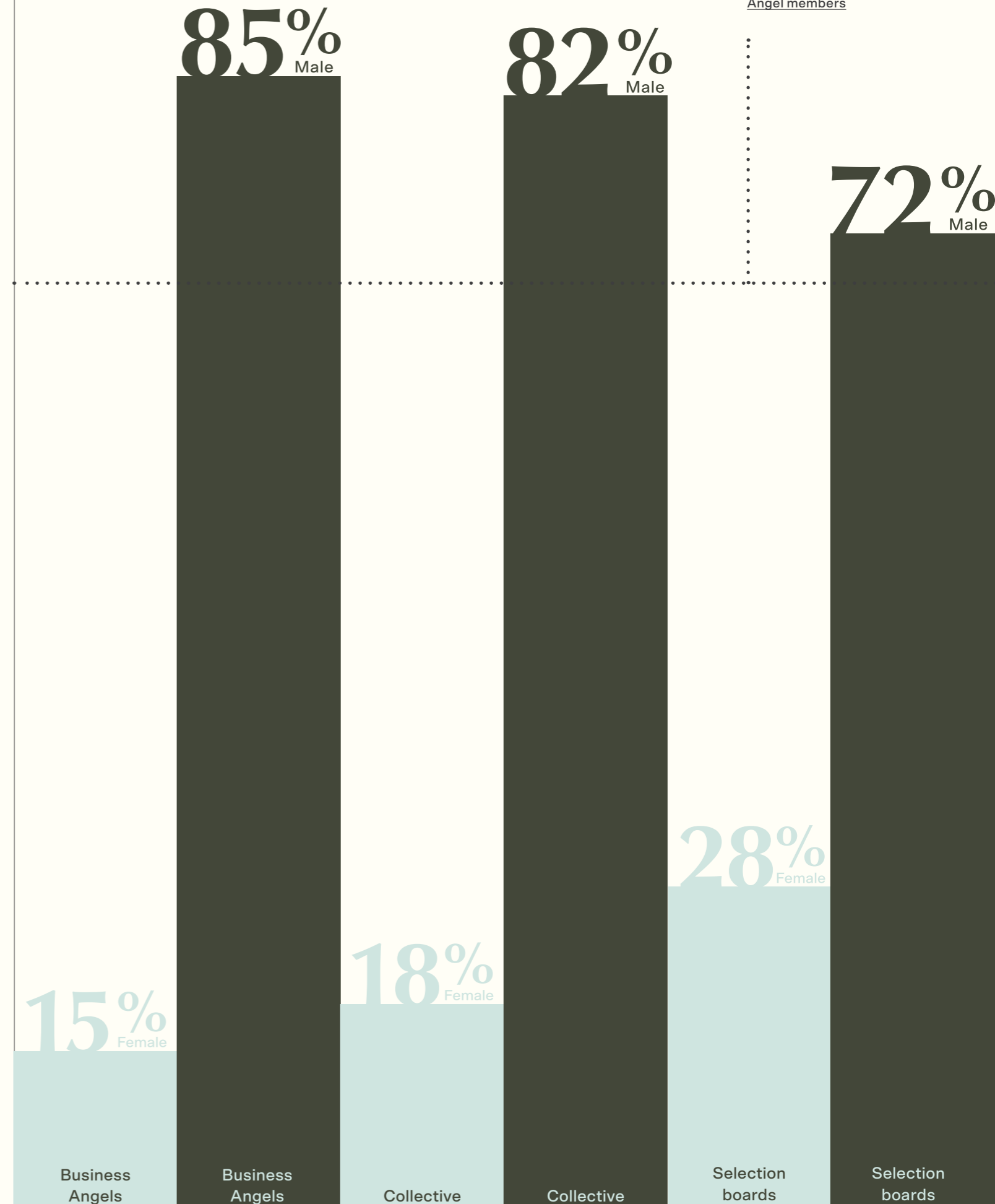
Getting a more diverse group of business angels and Collective members holds great potential for creating change throughout the startup ecosystem. This group is often one of the first points of contact in the investment journey and plays a vital role in creating a diverse deal flow for the VC funds.

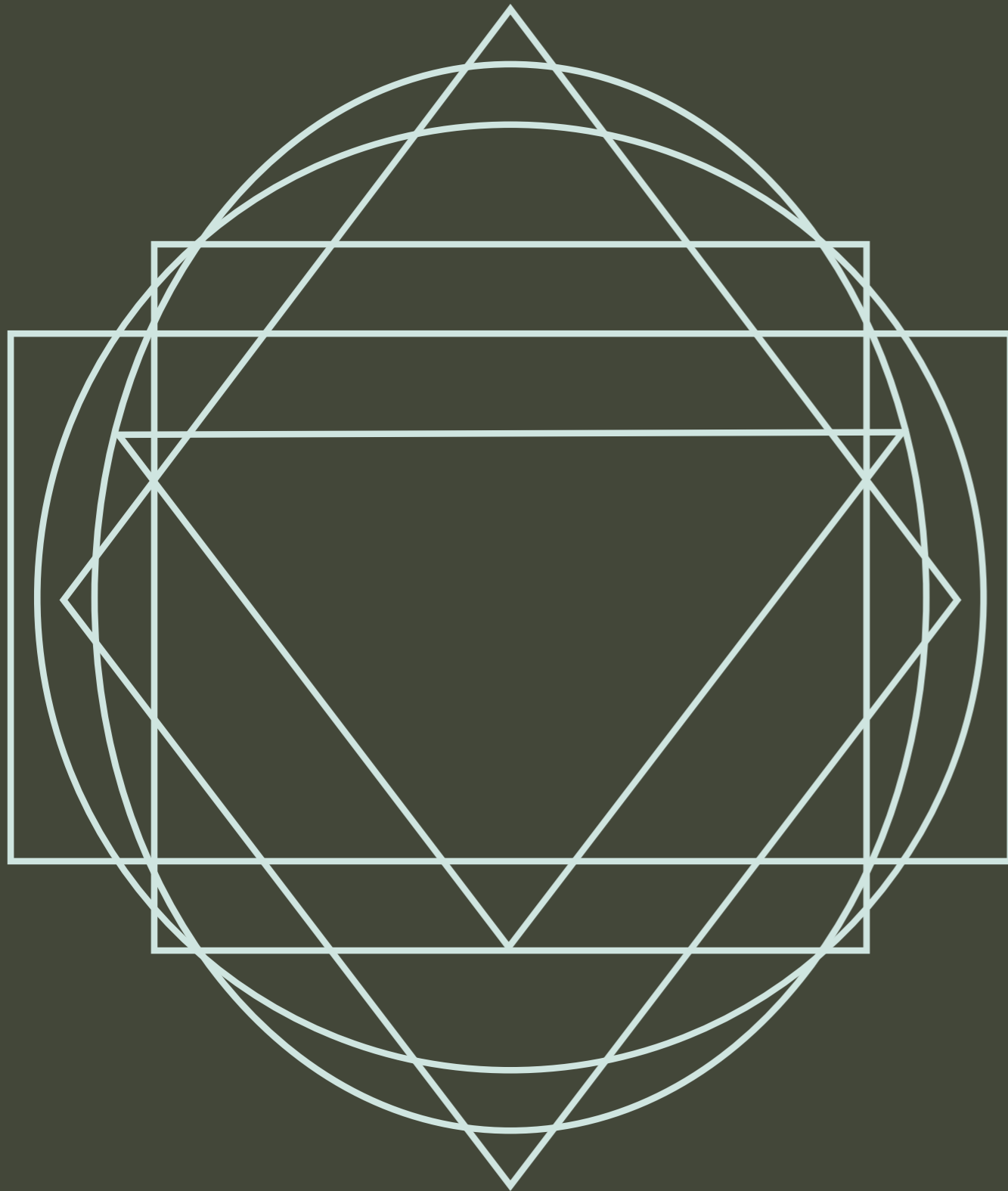


Tommy Andersen,
Managing Partner, byFounders

“The results of the first year with the Diversity Commitment have been an eye-opener to us. We’re doing a lot to add diversity to our team and processes, but we need to do more to achieve our goals, especially in diversifying our investment team and our byFounders Collective.”

Max. 70% gender homogeneity in the Collective or Business Angel members





POTENTIAL Year One

When looking at the organizations overall, there is a fine gender balance. However, when it comes to roles with a higher degree of influence and power, diversity decreases.

Even though all organizations state that finding enough female talent is difficult, there is a big variation across organizations and The Diversity Commitment Partners could most likely benefit from sharing learnings on creating a diverse team on investment team and partner level to a higher extent than today.

Where talent can not be recruited, developing talent within the organizations is a complementary potential to hiring, as we do see potential talent within the organizations.

Identifying more female business angels and Collective members should also be a key priority. As presented, diverse investor teams are positively correlated with a higher number of investments towards diverse teams so improving this gender balance would very likely also lead to less homogeneity in the investments.

Other commitments

OTHER COMMITMENTS

OTHER COMMITMENTS

Setting common goals and commitments towards a community is key to change.

To reach the goals, action is needed regardless of starting point. That is why “other commitments” were set to ensure that action was taken within each organization and in the ecosystem.

To create an action plan on how to reach the goals

All of The Committing Partners had different starting points in relation to diversity. Some were just getting started, while others were already a step ahead. The actions needed within the organizations were different. Therefore all organizations committed to develop an action plan on how they would reach the goals within three years.

All organizations have created an action plan. Almost everyone has approval of the action plan within the organizations and have taken action. Improvement on diversity based on actions from Year One and the actions planned in Year Two can now be tracked.

You can read more about the actions taken prior to signing the The Diversity Commitment, after signing, and what is planned in the individual overview of each Committing Partner in the following section.

Several of The Committing Partners have among other things written The Diversity Commitment into their ESG policy and sustainability reporting.

Intentionally redesign work processes for diversity

With the new data available, structural redesign of work processes has begun. In regards to investment processes all Committing Partners have approved plans for redesign of the process to improve diversity and almost every one has taken action.

The same goes for the internal operations where plans are in the making and for some improvements are already showing.

Proactively promote a diverse pool of role models /

Participate actively in the ecosystem activities with the goal to motivate more female founders to enter the deal flow /

Seek speaker and jury member engagements in events with a high level of diversity

All The Committing Partners have made it a priority to actively promote a diverse pool of role models. Some to a higher extent than others.

To add goals on diversity beyond gender, based on learnings from the annual Diversity Commitment report.

This action can not be taken prior to the launch of the report.

Regards of the starting point, all The Committing Partners will proactively seek to create incremental improvements in regards to the goal.

For some of The Committing Partners this was not possible to answer because they did not have the data available to track improvements.

Some goals were reached or exceeded prior to signing The Diversity Commitment.



OTHER COMMITMENTS

	No action	Plan in the making	Plan is created	Plan has been created, approved, and presented	Plan has been created, approved, presented, and action has been taken	Plan has been created, approved, presented, action has been taken, AND improved diversity
Create an action plan			IFD		BF VF DBG SC DB PSV DV	
Redesign work processes for diversity				IFD	BF VF DBG SC DB PSV DV	
Redesign work processes for diversity Internal operations		IFD			BF DBG SC DB VF DV	PSV
Redesign work processes for diversity						

IFD = Innovation Fund Denmark DBG = Danske Bank Growth BF = byFounders PSV = PreSeed Ventures
 DB = DanBAN VF = Vaekstfonden DV = Dreamcraft Ventures SC = SEED Capital

OTHER COMMITMENTS

	Don't know	To no extent	To a low extent	To some extent	To a high extent	To a very high extent
Promote a diverse pool of role models				VF	BF IFD PSV DBG DV SC DB	
Motivating more female founders				VF	BF IFD DBG DV DB PSV	
Diverse speaker panels	DB			SC	BF IFD VF DB DV DBG PSV	

	Reached multiple goals, no improvement	Reached a few goals, no improvement	Reached goals AND plan in place AND no actions taken	Reached few goals AND improvements beyond the common goals	Reached multiple goals AND improvements beyond the common goals	Reached multiple goals AND improvements beyond the common goals. AND new internal goals
Incremental improvements Investment processes			SC	IFD PSV	BF DB	
Incremental improvements Internal operations		IFD		PSV	BF SC DB	

Numbers per organization

51	Innovation Fund Denmark
57	DanBAN
62	Danske Bank Growth
68	Vækstfonden
74	byFounders
80	Dreamcraft Ventures
84	PreSeed Ventures (PSV)
88	SEED Capital

ABOUT

Innovation Fund Denmark

Innovation Fund Denmark is the Danish Government's and Parliament's soft funding and Innovation investment vehicle. They create a framework for entrepreneurs, researchers and businesses so they can develop innovative and viable solutions to society's challenges.

By accelerating Danish research and innovation, they support the solutions that will strengthen competitiveness and sustainability in Danish society, such as new climate mitigating solutions, healthier food, a more effective health care, cleaner environment, green transport, startup journeys, and much more.

Fund size

Latest fund size: **209 mil. euro**

Total amount of portfolio companies: **2,400 active projects**

Total active fund portfolio: **916 mil. euro**

Area of reporting

Innovation Fund Denmark reports on the programs Innofounder, Innoexplorer, and Erhvervsforsker during the period of May 1 2021 - April 30 2022.

The three programs cover: early-stage startups, researchers in the early stage of commercializing their research while they are still at the university or other research facility, and master students who want to collaborate on an industrial PhD with public and private entities, or PhD students who want to do an industrial Postdoc with a public or private entity.

Investment focus

Innovation Fund Denmark invests in knowledge-based partnerships, innovative projects, and entrepreneurial ideas to create value and jobs and solve societal challenges.

Motivation for joining The Diversity Commitment

"Innovation Fund Denmark has signed The Diversity Commitment because encouraging diversity and engaging bias in the Danish investment ecosystem will lead to a more fair and prosperous Denmark, both in terms of economic growth and societal impact.

If women can be 50% of the workforce, they can be 50% of the founders." – Annemarie Munk Riis, interim CEO, Innovation Fund Denmark.

Diversity Status¹

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Processes and policies related to recruiting for diversity.
- Training offers covering unconscious bias/ social justice training for employees.

Upon signing:

- Innovation Fund Denmark has developed a formal Diversity and Inclusion policy.

Plans for new actions:

- To have a diversity representative/champion.
- Incorporate The Diversity Commitment into ESG policy.

Key learnings

"Realizing that when you start to work with your bias internally, the answer to the question "What can we do better?" is not always what you think. You really need to go through every step of your processes and not rely on what you think you know to get to the root causes of inequality."

– Annemarie Munk Riis, interim CEO, Innovation Fund Denmark.

¹This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES



Annemarie Munk Riis,
Interim CEO,
Innovation Fund Denmark

“Innovation Fund Denmark has signed The Diversity Commitment because encouraging diversity and engaging bias in the Danish investment ecosystem will lead to a more fair and prosperous Denmark, both in terms of economic growth and societal impact.”

COMMITMENT	STATUS																		
<p><u>Max. 80% of startups added to investment portfolio with a male-only founding team</u></p> <p><u>Max. 80% of money for new portfolio startups are to be invested into male-only founder teams</u></p>	<p>775</p> <p>investment cases registered in deal flow</p>	<p>267</p> <p>new investments</p>	<p>35,076,899</p> <p>euro invested in new portfolio startups</p>																
<p>Deal flow, new investments, and money invested →</p> <p>With male-only founding teams getting 63% of the new investments and 61.5% of the total amount of money, Innovation Fund Denmark has significantly exceeded the goals of The Diversity Commitment in this aspect. The numbers match the deal flow with 63% gender homogeneity.</p> <p>Especially noticeable is the representation of female-only founding teams with 31.6% in the deal flow, 33% of new investments and 32.3% of the money invested.</p> <p>All numbers are the highest among The Committing Partners of The Diversity Commitment.</p>	<table border="1"> <caption>Gender Distribution of Startups</caption> <thead> <tr> <th>Category</th> <th>Male-only</th> <th>Mixed</th> <th>Female-only</th> </tr> </thead> <tbody> <tr> <td>Deal flow</td> <td>62.97%</td> <td>5.42%</td> <td>31.61%</td> </tr> <tr> <td>New investments</td> <td>63.04%</td> <td>3.99%</td> <td>32.97%</td> </tr> <tr> <td>Money invested</td> <td>61.52%</td> <td>6.2%</td> <td>32.28%</td> </tr> </tbody> </table>			Category	Male-only	Mixed	Female-only	Deal flow	62.97%	5.42%	31.61%	New investments	63.04%	3.99%	32.97%	Money invested	61.52%	6.2%	32.28%
Category	Male-only	Mixed	Female-only																
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<p><u>Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board</u></p> <p>Innovation Fund Denmark does not report on this goal in Year One of The Diversity Commitment.</p>																			

INTERNAL OPERATIONS

COMMITMENT	STATUS																								
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 73 people →</p> <p>With 63.8% gender homogeneity in the entire organization, Innovation Fund Denmark meets the goal of max. 66% gender homogeneity.</p>	<table border="1"> <caption>Gender Homogeneity by Department</caption> <thead> <tr> <th>Department</th> <th>Female (%)</th> <th>Male (%)</th> </tr> </thead> <tbody> <tr> <td>Operations Leadership</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Marketing / Investor Relations / Communications</td> <td>80%</td> <td>20%</td> </tr> <tr> <td>Financial / Accounting</td> <td>54.76%</td> <td>45.24%</td> </tr> <tr> <td>Legal / Compliance</td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Administrative</td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Other Operations / Administration Team Members</td> <td>81.25%</td> <td>18.75%</td> </tr> <tr> <td>Total gender balance</td> <td>63.89%</td> <td>36.11%</td> </tr> </tbody> </table>	Department	Female (%)	Male (%)	Operations Leadership	50%	50%	Marketing / Investor Relations / Communications	80%	20%	Financial / Accounting	54.76%	45.24%	Legal / Compliance	100%	0%	Administrative	100%	0%	Other Operations / Administration Team Members	81.25%	18.75%	Total gender balance	63.89%	36.11%
Department	Female (%)	Male (%)																							
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Administrative	100%	0%																							
Other Operations / Administration Team Members	81.25%	18.75%																							
Total gender balance	63.89%	36.11%																							
<p>Max. 66% gender homogeneity in the investment team</p> <p>Based on: 40 people →</p> <p>With 50% gender homogeneity in the investment team, Innovation Fund Denmark meets and significantly exceeds the goal of max. 66.66% gender homogeneity in the investment team.</p>	<table border="1"> <caption>Gender Homogeneity in Investment Team</caption> <thead> <tr> <th>Role</th> <th>Female (%)</th> <th>Male (%)</th> </tr> </thead> <tbody> <tr> <td>Investment Directors</td> <td>33.33%</td> <td>66.66%</td> </tr> <tr> <td>Investment Officers</td> <td>51.35%</td> <td>48.65%</td> </tr> <tr> <td>Total gender balance</td> <td>50%</td> <td>50%</td> </tr> </tbody> </table>	Role	Female (%)	Male (%)	Investment Directors	33.33%	66.66%	Investment Officers	51.35%	48.65%	Total gender balance	50%	50%												
Role	Female (%)	Male (%)																							
Investment Directors	33.33%	66.66%																							
Investment Officers	51.35%	48.65%																							
Total gender balance	50%	50%																							
<p>Max. 75% gender homogeneity in the partner group</p> <p>Gender balance on board of directors Based on: 9 people →</p> <p>Innovation Fund Denmark has 66.66% gender homogeneity in its board of directors. This is equivalent to partner level, and Innovation Fund Denmark, therefore, meets the goal of max. 75% gender homogeneity in the partner group/board of directors.</p>	<table border="1"> <caption>Gender Balance on Board of Directors</caption> <thead> <tr> <th>Role</th> <th>Female (%)</th> <th>Male (%)</th> </tr> </thead> <tbody> <tr> <td>Directors</td> <td>33.33%</td> <td>66.66%</td> </tr> </tbody> </table>	Role	Female (%)	Male (%)	Directors	33.33%	66.66%																		
Role	Female (%)	Male (%)																							
Directors	33.33%	66.66%																							

INTERNAL OPERATIONS

COMMITMENT	STATUS						
<p>Max. 70 % gender homogeneity in the Collective or Business Angel members</p> <p>Gender balance of panelists! Based on: 131 people →</p> <p>Note: The panelists are compared to the category of Collective or Business Angel members.</p> <p>With 61% gender homogeneity among panelists, Innovation Fund Denmark meets the goal of max. 66% gender homogeneity of Collective or Business Angel members (Panelists).</p>	<table border="1"> <caption>Gender Balance of Panelists</caption> <thead> <tr> <th>Category</th> <th>Female-only (%)</th> <th>Male-only (%)</th> </tr> </thead> <tbody> <tr> <td>Panellists</td> <td>61.07%</td> <td>38.93%</td> </tr> </tbody> </table>	Category	Female-only (%)	Male-only (%)	Panellists	61.07%	38.93%
Category	Female-only (%)	Male-only (%)					
Panellists	61.07%	38.93%					
<p>POTENTIAL</p>	<p>Innovation Fund Denmark significantly exceeds the goals of new investments and money invested, while also having a very high representation of investments in female-only founding teams.</p> <p>There is a potential to increase the diversity to better reflect society, since the deal flow at Innovation Fund Denmark covers pre-startup and early-stage startups, and are connected to society through among others students at different academic levels. In academia the gender balance is closer to the gender balance in society compared to the gender balance seen in entrepreneurship overall.</p> <p>The data from Innovation Fund Denmark shows 31.6% female-only founding teams in the deal flow, which is more than the 27% of all Danish women who choose entrepreneurship.</p> <p>There is a potential to ensure the deal flow converts from pre-startups into startups.</p>						
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>						



Michael Hansen, CEO,
DanBAN

“When looking at DanBAN’s current inbound startup deal flow, we see an increasing interest from female founders in both female-only and mixed teams that choose to walk down the path of entrepreneurship.”

ABOUT



DanBAN is Denmark’s business angel network consisting of 300 private investors who invest in startups nationally and internationally. The network connects companies seeking capital, partners, and individuals who share an interest in scaling ambitious growth companies.

Fund size

Over the last three years, the members of DanBAN invested a total amount of almost 150 mil. euro.

The Business Angel members today have in their portfolio more than 800 companies.

Area of reporting

DanBAN reports on the investments made by their business angel members from January 1 2021 - December 31 2021¹.

Investment focus

DanBAN focuses on matching startups with investors.

Motivation for joining The Diversity Commitment

“DanBAN has a significant voice in the Danish startup ecosystem. We want to use this voice to promote the importance of diversity and push new personalities and role models into the spotlight. Diversity is not just about gender, but also about nationality, age, and background. For DanBAN, diversity and inclusion is not a PR stunt or simply because it is the right thing to do. It is important because the world is complex, and it requires diversity in teams, in order to create a successful company for complex consumers. This can have a big impact on our members’ investments and hence returns. The DanBAN team wants to commit to the Diversity Commitment agreement in the hope that we can inspire more startups and investors to think about diversity when they invest, recruit, hire, market and more.” – DanBAN.

Diversity Status²

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Measured and tracked diversity data throughout the deal flow and investment life cycles.
- Had a code of conduct that covers harassment and discrimination.

Upon signing:

- Created an action plan for meeting the goals of The Diversity Commitment.
- Took steps towards actively participating in ecosystem activities to motivate more female founders to enter the deal flow.

Plans for new actions:

- Have a formal Diversity and Inclusion policy or initiative.
- Have a training offering that covers unconscious bias/social justice training for employees.

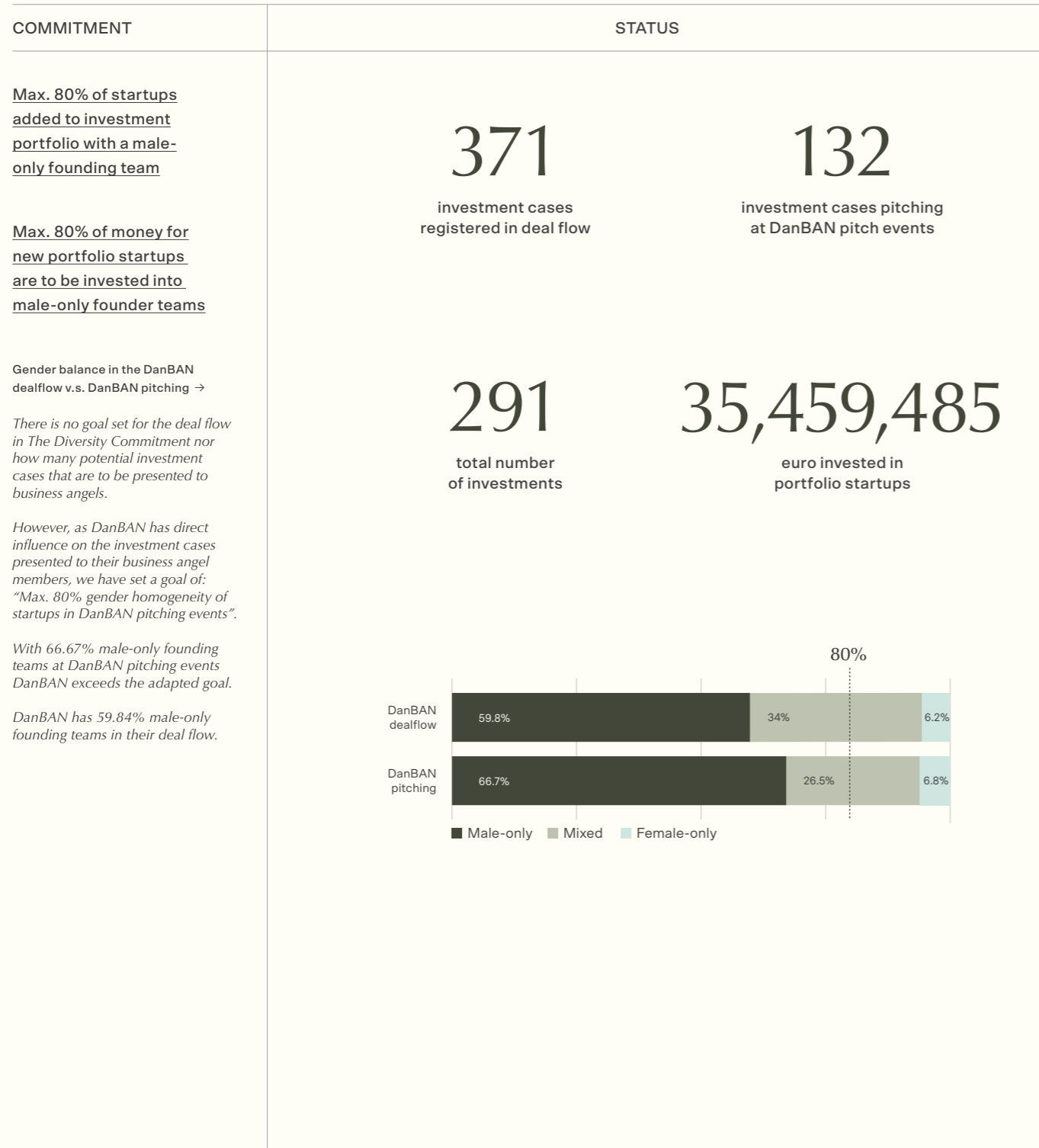
Key learnings

“When looking at DanBAN’s current inbound startup deal flow we see an increasing interest from female founders in both female-only and mixed teams that choose to walk down the path of entrepreneurship.” – Michael Hansen, CEO, DanBAN.

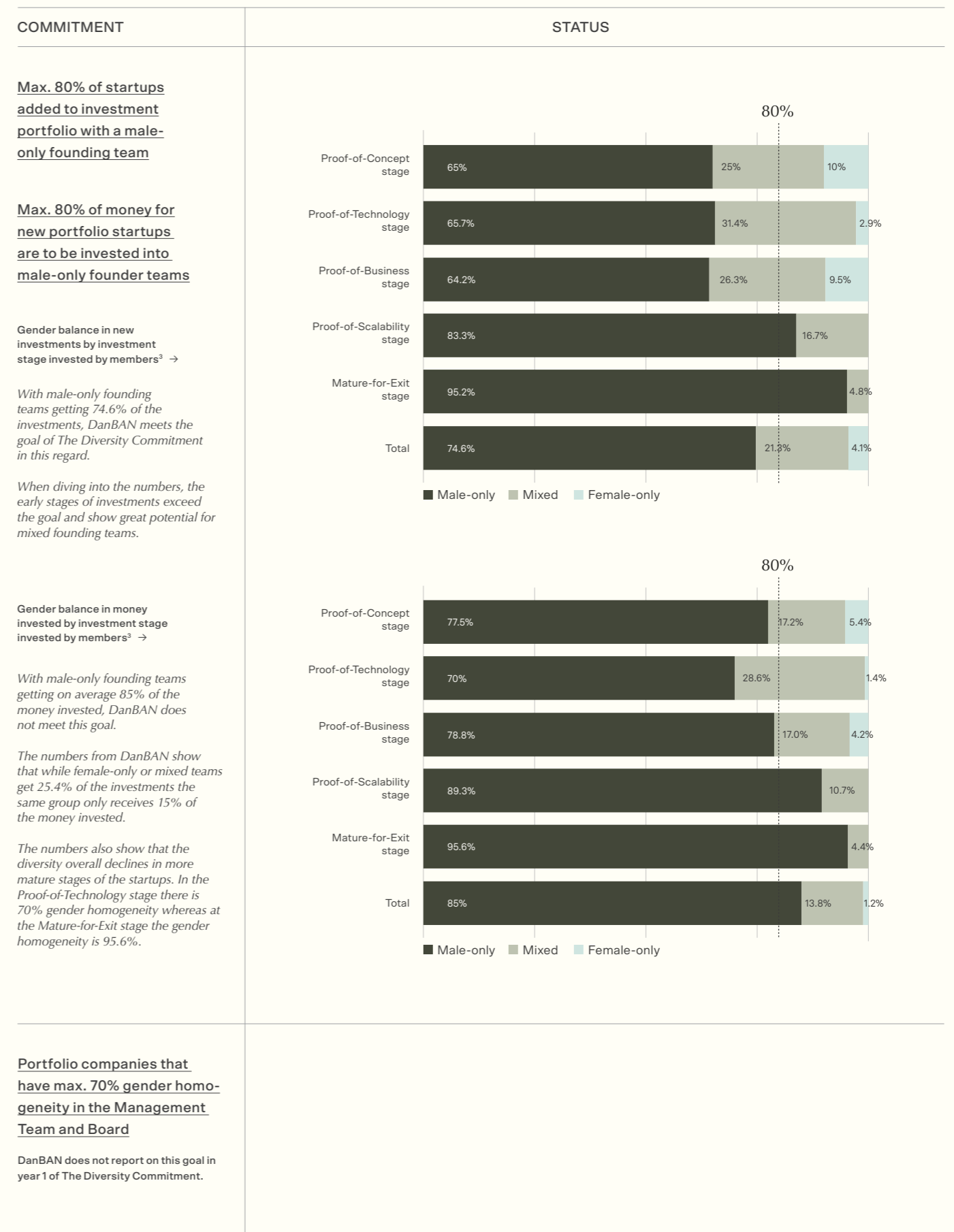
¹ As DanBAN had an existing reporting system based on the calendar year, the reporting period differs from The Diversity Commitment’s time frame.
² This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES



INVESTMENT PROCES



³Reporting on gender data for 5 investments and 2,974,059 € invested were not available. These investments were excluded from the reporting to avoid uncertainty in the dataset.

INTERNAL OPERATIONS

COMMITMENT	STATUS						
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 6 people →</p> <p>With 66.6% gender homogeneity in the entire organization, DanBAN meets the goal of The Diversity Commitment in this regard.</p>	<p>Total of the entire organization</p> <table border="1"> <tr> <th>Gender</th> <th>Percentage</th> </tr> <tr> <td>Female</td> <td>33.3%</td> </tr> <tr> <td>Male</td> <td>66.7%</td> </tr> </table>	Gender	Percentage	Female	33.3%	Male	66.7%
Gender	Percentage						
Female	33.3%						
Male	66.7%						
<p>Max. 66% gender homogeneity in the investment team</p> <p>Gender balance in the screening and selection team.</p> <p>Based on: 3 people →</p> <p>With 100% gender homogeneity in the investment team, DanBAN does not meet the goal of max. 66% gender homogeneity.</p>	<p>Screening and selection team</p> <table border="1"> <tr> <th>Gender</th> <th>Percentage</th> </tr> <tr> <td>Male</td> <td>100%</td> </tr> </table>	Gender	Percentage	Male	100%		
Gender	Percentage						
Male	100%						
<p>Max. 75% gender homogeneity in the partner group</p> <p>Not applicable.</p>							
<p>Max. 70 % gender homogeneity in the Collective or Business Angel members</p> <p>Based on: 293 people →</p> <p>The gender homogeneity among business angels is 89.8% and thus does not meet the goal of max. 70% gender homogeneity.</p>	<p>Business Angels</p> <table border="1"> <tr> <th>Gender</th> <th>Percentage</th> </tr> <tr> <td>Female</td> <td>10.2%</td> </tr> <tr> <td>Male</td> <td>89.8%</td> </tr> </table>	Gender	Percentage	Female	10.2%	Male	89.8%
Gender	Percentage						
Female	10.2%						
Male	89.8%						

INTERNAL OPERATIONS

COMMITMENT	STATUS
<p>POTENTIAL</p>	<p>DanBAN has the potential to increase the direct influence on the topic of diversity towards its Business Angels members in different ways.</p> <p>Firstly, DanBAN has direct influence on who is presented to the members at meetings and pitch events.</p> <p>Secondly, DanBAN can educate and influence their Business Angel Members on how to increase diversity in their personal deal flows and portfolios.</p> <p>There is also potential to attract more female business angels to the network to lower gender homogeneity among the members, leaving more options for diverse syndication when investing.</p> <p>In the reported data, female-only and mixed teams are well represented in stages ranging from Proof-of-Concept to Proof-of-Business. No female-only founding teams are, however, represented in the stages Proof-of-Scalability and Mature-for-Exit while the mixed teams are also significantly less represented.</p> <p>Typically, the more mature startups and scaleups have also been in business for a longer time compared to early stage startups. Thus, the lower representation of mixed teams and female-only teams at later stages could be explained by the fact that there was not the same strong focus on gender diversity at the time when these scaleups began their entrepreneurial journey.</p>
<p>DATA DEFINITIONS AND LIMITATIONS</p>	<p>Deal flow: “DanBAN deal flow” refers to the startups that apply via www.danban.org for the opportunity to participate at one of DanBANs pitch events. The data does not include each distinct business angel member deal flow, which has not been through DanBANs screening process.</p> <p>Money invested: DanBAN members invest in a wide range of startups that span all stages of the startup journey - from proof-of-concept all the way to a pre-IPO. This also affects the amount of money invested, since a later stage startup or scaleup often needs a lot more capital than the very early startup.</p> <p>New investments: Is the total unique number of startups that DanBANs angels have invested in during 2021, as reported through DanBANs yearly mandatory member survey. The numbers include both new investments in 2021 as well as follow-on investments in startups that were also invested in by one or more DanBAN members prior to 2021. The investments originate from the individual deal flow of all DanBAN members as well as from DanBANs deal flow. We do not have any data on the respective individual deal flows of all DanBAN members.</p>
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>



Stine Jersie Olsen,
Head of Investor Activities,
Danske Bank Growth

“Danske Bank Growth signs the Diversity Commitment because it is time to act and lean forward and, together with the leading investors in Denmark, unlock the untapped potential in the Danish ecosystem.”

Danske Bank Growth is a one-stop banking solution helping startups to scale. From starting the company, going international and eventually doing an exit. Danske Bank Growth offers non-dilutive financing and access to risk capital from the investor network, easy digital banking, specialized growth advisors, and state-of-the-art global infrastructure. With specialized Private Bankers who understand the startup growth journey, they can also assist with wealth management after an exit.

Fund size
N/A

leading investors in Denmark, unlock the untapped potential in the Danish ecosystem”. – Stine Jersie Olsen, Head of Investor Activities, Danske Bank Growth.

Area of reporting
Danske Bank Growth are not investing directly, they report on other parameters relevant to The Diversity Commitment.

Diversity Status¹
Highlighted actions taken or planned for diversity efforts.

- These parameters are the gender balance of:
- Job applicants using TheHub
 - Founders in nominated startups for EY Social Entrepreneur Future Impact Category
 - Founders in participating startups in +Impact Accelerator
 - Investors participating in Angel Investor Academy
 - Founders in startups participating in Canute
 - Founders in startups pitching for Angel Investor Academy
 - Board members who select startups for Danske Bank Angel Investor Academy Pitch Event

- Before signing The Diversity Commitment:
- Danske Bank Growth had taken multiple actions before signing The Diversity Commitment.
 - Had a formal Diversity and Inclusion policy or initiative.
 - Had a diversity representative/champion.

The time period for these data is 1.1.2021 - 31.12.2021

- Upon signing:
- The management team of Danske Bank Growth have participated in unconscious bias training.
 - Reviewed internal due diligence and investment committee process.

Investment focus
Danske Bank Growth is not investing directly but focuses on supporting startups that want to scale and increase their positive impact.

- Plans for new actions:
- Have a training offering that covers unconscious bias for employees.
 - Use DDQ questions to ensure we ask all founders both upside and downside questions and ask founders about diversity in their organization, policies and strategy.

Motivation for joining The Diversity Commitment
“Danske Bank Growth has signed the Diversity Commitment because we see diversity as a performance driver, resulting in better decision making, more innovation, and broader market knowledge.

Key learnings
“Our key learning from taking part in the Diversity Commitment is that data is key! Having the data gives us the power to change things! Now we have an overview of all our activities and we can easily benchmark our performance with the results of the other partners now – and over the following 2 years. Secondly, we can also see that we are on track regarding many of the objectives!” – Stine Jersie Olsen, Head of Investor Activities, Danske Bank Growth.

Danske Bank Growth signs the Diversity Commitment because it is time to act and lean forward and, together with the

¹This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES

COMMITMENT	STATUS										
<p><u>Max. 80% gender homogeneity of startups with male-only founder team programs in initiatives where Danske Bank Growth has direct or indirect influence</u></p>											
<p>Gender balance of founders of nominated startups for EY Social Entrepreneur Future Impact Category</p> <p>Based on: 15 startups →</p> <p>With 67% gender homogeneity in EY Social Entrepreneur Future Impact Category, Danske Bank Growth exceeds the goal when nominating startups for the category.</p>	<table border="1"> <caption>Gender balance of founders for EY Social Entrepreneur Future Impact Category</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male-only</td> <td>67%</td> </tr> <tr> <td>Mixed</td> <td>20%</td> </tr> <tr> <td>Female-only</td> <td>13%</td> </tr> <tr> <td>Goal</td> <td>80%</td> </tr> </tbody> </table>	Category	Percentage	Male-only	67%	Mixed	20%	Female-only	13%	Goal	80%
Category	Percentage										
Male-only	67%										
Mixed	20%										
Female-only	13%										
Goal	80%										
<p>Gender balance of founders in participating startups in +Impact Accelerator</p> <p>Based on: 48 startups →</p> <p>With 71% gender homogeneity in +Impact Accelerator, Danske Bank Growth exceeds the goal of max. 80% homogeneity.</p>	<table border="1"> <caption>Gender balance of founders for +Impact Accelerator</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male-only</td> <td>70%</td> </tr> <tr> <td>Mixed</td> <td>17%</td> </tr> <tr> <td>Female-only</td> <td>13%</td> </tr> <tr> <td>Goal</td> <td>80%</td> </tr> </tbody> </table>	Category	Percentage	Male-only	70%	Mixed	17%	Female-only	13%	Goal	80%
Category	Percentage										
Male-only	70%										
Mixed	17%										
Female-only	13%										
Goal	80%										

COMMITMENT	STATUS										
<p>Gender balance of founders in startups participating in Canute</p> <p>Based on: 32 startups →</p> <p>With 88% gender homogeneity in the founding teams participating in the Canute program, the goal of max. 80% gender homogeneity is not met.</p>	<table border="1"> <caption>Gender balance of founders for Canute Programs</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male-only</td> <td>88%</td> </tr> <tr> <td>Mixed</td> <td>9%</td> </tr> <tr> <td>Female-only</td> <td>3%</td> </tr> <tr> <td>Goal</td> <td>80%</td> </tr> </tbody> </table>	Category	Percentage	Male-only	88%	Mixed	9%	Female-only	3%	Goal	80%
Category	Percentage										
Male-only	88%										
Mixed	9%										
Female-only	3%										
Goal	80%										
<p>Gender balance of founders in startups pitching for Danske Bank Angel Investor Academy</p> <p>Based on: 48 startups →</p> <p>With 69% gender homogeneity in startups pitching for Danske Bank Angel Investor Academy, Danske Bank Growth exceeds the goal of max. 80% gender homogeneity.</p>	<table border="1"> <caption>Gender balance of founders for Danske Bank Angel Investor Academy</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male-only</td> <td>69%</td> </tr> <tr> <td>Mixed</td> <td>31%</td> </tr> <tr> <td>Goal</td> <td>80%</td> </tr> </tbody> </table>	Category	Percentage	Male-only	69%	Mixed	31%	Goal	80%		
Category	Percentage										
Male-only	69%										
Mixed	31%										
Goal	80%										
<p>Gender balance of job applicants using TheHub</p> <p>Based on: 213,800 people →</p> <p>With 52% gender homogeneity for job applicants using TheHub, the applications more or less reflect society's gender balance. This underlines that men and women are equally interested in applying for a job in a startup or scaleup.</p>	<table border="1"> <caption>Gender balance of job applicants using TheHub</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>48%</td> </tr> <tr> <td>Male</td> <td>52%</td> </tr> <tr> <td>Goal</td> <td>80%</td> </tr> </tbody> </table>	Category	Percentage	Female	48%	Male	52%	Goal	80%		
Category	Percentage										
Female	48%										
Male	52%										
Goal	80%										

INTERNAL OPERATIONS

COMMITMENT	STATUS															
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Max. 66% gender homogeneity in the investment team</p> <p>Max. 75% gender homogeneity in the partner group</p> <p>Gender balance of operational teams Danske Bank Growth</p> <p>Based on: Growth Advisors in Danske Bank Growth, both full time and part time: 97 people Danske Bank Growth Core Team: 10 people Growth Advisory Board: 5 people →</p> <p>With 74% gender homogeneity in the total group of Growth Advisors, the goal of max. 66.66% gender homogeneity in the entire team is not met. With 70% gender homogeneity in the Danske Bank Growth Core team the goal is not met.</p>	<table border="1"> <caption>Operational Teams Gender Homogeneity</caption> <thead> <tr> <th>Team</th> <th>Male-only</th> <th>Female-only</th> </tr> </thead> <tbody> <tr> <td>Growth advisors, full time</td> <td>84%</td> <td>16%</td> </tr> <tr> <td>Growth advisors, part time</td> <td>67%</td> <td>33%</td> </tr> <tr> <td>All employees in Growth & Impact team</td> <td>70%</td> <td>30%</td> </tr> <tr> <td>Overall Goal</td> <td colspan="2">66%</td> </tr> </tbody> </table>	Team	Male-only	Female-only	Growth advisors, full time	84%	16%	Growth advisors, part time	67%	33%	All employees in Growth & Impact team	70%	30%	Overall Goal	66%	
Team	Male-only	Female-only														
Growth advisors, full time	84%	16%														
Growth advisors, part time	67%	33%														
All employees in Growth & Impact team	70%	30%														
Overall Goal	66%															

<p>Max. 70 % gender homogeneity in the Collective or Business Angel members</p> <p>Gender balance of Growth Advisory Board</p> <p>Based on: 5 people →</p> <p>With 60% gender homogeneity in the Growth Advisory Board the goal of max. 70% gender homogeneity in boards is exceeded.</p> <p>Gender balance of Selection Board members who select startups for Danske Bank Angel Investor Academy</p> <p>Based on: 13 people →</p> <p>With 60% gender homogeneity in the Growth Advisory Board the goal of max. 70% gender homogeneity in boards is exceeded.</p>	<table border="1"> <caption>Board Gender Homogeneity</caption> <thead> <tr> <th>Board</th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Growth Advisory Board</td> <td>40%</td> <td>60%</td> </tr> <tr> <td>Selection board</td> <td>46%</td> <td>54%</td> </tr> <tr> <td>Overall Goal</td> <td colspan="2">70%</td> </tr> </tbody> </table>	Board	Female	Male	Growth Advisory Board	40%	60%	Selection board	46%	54%	Overall Goal	70%	
Board	Female	Male											
Growth Advisory Board	40%	60%											
Selection board	46%	54%											
Overall Goal	70%												

INTERNAL OPERATIONS

COMMITMENT	STATUS								
<p>Investors participating in Danske Bank Angel Investor Academy</p> <p>Based on: 93 people →</p> <p>With 80% gender homogeneity, Danske Bank Growth has not reached the goal of max. 70% gender homogeneity of Business Angels participating in their Danske Bank Angel Investor Academy.</p>	<table border="1"> <caption>Business Angels Gender Homogeneity</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>20%</td> </tr> <tr> <td>Male</td> <td>80%</td> </tr> <tr> <td>Overall Goal</td> <td>70%</td> </tr> </tbody> </table>	Gender	Percentage	Female	20%	Male	80%	Overall Goal	70%
Gender	Percentage								
Female	20%								
Male	80%								
Overall Goal	70%								
<p>POTENTIAL</p>	<p>With 80% gender homogeneity among Business Angels participating in Danske Bank Angel Investor Academy, this is a potential improvement. With a number that slightly exceeds those of the other Diversity Commitment partners, collaborating with the committing partners to improve the industry could be a future focus point.</p> <p>Danske Bank Growth has a potential to improve the gender homogeneity among their Growth Advisors and influence the ecosystem initiative Canute to focus on increasing the gender balance across the participating startups and scaleups. Since they are not represented at all, there is a significant potential to improve the representation of female-only founding teams pitching at the Danske Bank Angel Investor Academy.</p> <p>Danske Bank Growth exceeds the goal when nominating startups for EY Social Entrepreneur Future Impact Category. Based on public data on finalists for the award, there is potential for improving diversity among finalists and possible award winners together with the ecosystem.</p>								

<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>
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Rolf Kjærgaard, CEO,
Vaekstfonden

“Our ambition is greater diversity in our teams, our portfolio, and the Danish ecosystem. The Diversity Commitment contributes to establishing a common reporting framework and goals for gender diversity, thereby enabling more informed dialogues on the topic. The Diversity Commitment is an important framework and knowledge forum that supports turning our ambitions on gender equality into reality.”

ABOUT

VÆKSTFONDEN

The Danish Growth Fond, Vaekstfonden, is a state-owned enterprise established by the Danish state to ease access to risk capital for Danish companies to secure innovation, growth, and jobs in the country.

Established in 1992, Vaekstfonden has co-financed more than 11,500 corporations.

Fund size

Fund size: 2,477 mil. euros

Total amount of portfolio companies: 4,312¹ covering loans, indirect investment and direct investments

Area of reporting

In The Diversity Commitment, Vaekstfonden reports on “Direct Investments”, which in the reporting year from May 1 2021 to April 30 2022 amounts to a total of 23.4 mil. euro and 19 portfolio companies.

The Direct Investment department counts 48 out of the 283 employees at Vaekstfonden.

Investment focus

Vaekstfonden’s direct investments vary from Pre-seed, Seed, Late Seed, Series A, and Series B+. They invest in a wide variety of companies within several sectors such as tech, industry, agrifood, energy, medtech and life science and aim for successful entrepreneurial stories, return to society as well as financial return.

Motivation for joining The Diversity Commitment

“Our ambition is greater diversity in our teams, our portfolio, and the Danish ecosystem. The Diversity Commitment contributes to establishing a common reporting framework and goals for gender diversity, thereby enabling more informed dialogues on the topic. The Diversity Commitment is an important framework and knowledge forum that supports turning our ambitions on gender equality into reality.”
– Rolf Kjærgaard, CEO, Vaekstfonden.

Diversity Status²

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Events with focus on diversity in the ecosystem.
- Portfolio companies get leads to target talent in management teams and boards that increase diversity.

Upon signing:

- All business departments in Vaekstfonden received training in diversity and investments.
- Implementing a new practice of asking all founders about diversity in their organization, policies and strategy as part of Due Diligence.

Plans for new actions:

- Action plans for increased diversity in boards for relevant cases post-investment.
- Engage with portfolio companies to establish policies or management systems on diversity and inclusion.
- Reviewed internal due diligence and investment committee process.

Key learnings

A key learning for Vaekstfonden is the value of measuring, tracking, and reporting – key components of The Diversity Commitment.

“This first round of reporting has contributed to a deeper understanding of gender diversity in our direct investment portfolio and the potential drivers. This has been a valuable learning and an essential stepping stone for this three-year commitment. We look forward to harvesting the common learnings from this report and engaging with the other signatories to maintain momentum and, over time, ensure greater gender diversity in the Danish investment ecosystem.”
– Eva Buciek, Investment Manager, Vaekstfonden.

¹Excl. Covid-19 guarantees

²This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES



Eva Buciek, Investment Manager, Vaekstfonden

“This first round of reporting has contributed to a deeper understanding of gender diversity in our direct investment portfolio and the potential drivers. This has been a valuable learning and an essential steppingstone for this three-year commitment. We look forward to harvesting the common learnings from this report and engaging with the other signatories to maintain momentum and, over time, ensure greater gender diversity in the Danish investment ecosystem.”

COMMITMENT	STATUS																
<p><u>Max. 80% of startups added to investment portfolio with a male-only founding team</u></p> <p><u>Max. 80% of money for new portfolio startups are to be invested into male-only founder teams</u></p> <p>Deal flow, new investments, and money invested →</p> <p><i>With male-only founding teams getting 78.95% of the new investments, Vaekstfonden meets the goal of max. 80% gender homogeneity in startups added to the investment portfolio with a male-only founding team.</i></p> <p><i>With 80.18% of the money invested in male-only founding teams, Vaekstfonden almost meets the goal of max. 80% of money for new portfolio startups to be invested into male-only founder teams.</i></p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>486</p> <p>investment cases registered in deal flow</p> </div> <div style="text-align: center;"> <p>19</p> <p>new investments</p> </div> <div style="text-align: center;"> <p>23,373,555</p> <p>euro invested in new portfolio startups</p> </div> </div> <table border="1"> <caption>Gender Diversity in Deal Flow, New Investments, and Money Invested</caption> <thead> <tr> <th>Category</th> <th>Male-only</th> <th>Mixed</th> <th>Female-only</th> </tr> </thead> <tbody> <tr> <td>Deal flow</td> <td>71.81%</td> <td>15.84%</td> <td>12.35%</td> </tr> <tr> <td>New investments</td> <td>78.95%</td> <td>10.53%</td> <td>10.53%</td> </tr> <tr> <td>Money invested</td> <td>80.18%</td> <td>15.4%</td> <td>4.42%</td> </tr> </tbody> </table>	Category	Male-only	Mixed	Female-only	Deal flow	71.81%	15.84%	12.35%	New investments	78.95%	10.53%	10.53%	Money invested	80.18%	15.4%	4.42%
Category	Male-only	Mixed	Female-only														
Deal flow	71.81%	15.84%	12.35%														
New investments	78.95%	10.53%	10.53%														
Money invested	80.18%	15.4%	4.42%														
<p><u>Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board</u></p> <p>Based on: 19 companies</p> <p>Total number of people in management teams across the portfolio companies: 53</p> <p>Total number of people on boards across the portfolio companies: 95 →</p> <p>Note: 2 portfolio companies have not yet established a board</p> <p><i>21% of portfolio companies are meeting the goal of max. 70% gender homogeneity in the management team as well as on the board.</i></p>	<table border="1"> <caption>Gender Homogeneity in Management Teams and Boards</caption> <thead> <tr> <th>Category</th> <th>Max. 70% gender homogeneity</th> <th>More than 70% gender homogeneity</th> </tr> </thead> <tbody> <tr> <td>Management team</td> <td>21.05%</td> <td>78.95%</td> </tr> <tr> <td>Board</td> <td>21.05%</td> <td>78.95%</td> </tr> </tbody> </table>	Category	Max. 70% gender homogeneity	More than 70% gender homogeneity	Management team	21.05%	78.95%	Board	21.05%	78.95%							
Category	Max. 70% gender homogeneity	More than 70% gender homogeneity															
Management team	21.05%	78.95%															
Board	21.05%	78.95%															

INTERNAL OPERATIONS

COMMITMENT	STATUS
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 283 people →</p> <p>With 55% gender homogeneity in the entire organization, Vaekstfonden meets the goal of max. 66% gender homogeneity.</p>	<p>Total of the entire organization</p> <p>Female 44.88%</p> <p>Male 55.12%</p> <p>66%</p>
<p>Max. 66% gender homogeneity in the investment team</p> <p>Direct Investment department. Based on: 48 people →</p> <p>With 56% gender homogeneity in the Direct investment department, including related support functions, Vaekstfonden meets the goal of max. 66% gender homogeneity in the Direct Investment department.</p>	<p>Operations Leadership: Female 25%, Male 75%</p> <p>Marketing / Investor Relations / Communications</p> <p>Financial / Accounting: Female 100%</p> <p>Legal / Compliance: Female 50%, Male 50%</p> <p>Administrative: Female 100%</p> <p>Other Operations / Administration Team Members: Female 71%, Male 29%</p> <p>Total gender balance: Female 44%, Male 56%</p> <p>66%</p>
<p>The investment team.</p> <p>Based on: 28 people →</p> <p>With 71.43% gender homogeneity in the investment team, Vaekstfonden does not meet the goal of max. 66% gender homogeneity in the investment team.</p>	<p>Investment Directors: Female 44.44%, Male 55.56%</p> <p>Investment Partners: Male 100%</p> <p>Associates / Analysts: Female 30%, Male 70%</p> <p>Operating Professionals</p> <p>Other Investment Team Members: Female 100%</p> <p>Total gender balance: Female 28.57%, Male 71.43%</p> <p>66%</p>
<p>Max. 75% gender homogeneity in the partner group</p> <p>Based on: 8 people →</p> <p>Looking at partner level, we find 100% gender homogeneity, meaning that Vaekstfonden does not meet the goal of max. 75% gender homogeneity in the partner group.</p>	<p>Partner or General partner</p> <p>Male 100%</p> <p>75%</p>

INTERNAL OPERATIONS

COMMITMENT	STATUS
<p>Max. 70 % gender homogeneity in the Collective or Business Angel members</p> <p>Based on: 65 people →</p> <p>With 84.62% gender homogeneity among Business Angels, Vaekstfonden has not met the goal of max. 70% gender homogeneity among Business Angel members.</p>	<p>Business Angels</p> <p>Female 15%</p> <p>Male 85%</p> <p>70%</p>
<p>POTENTIAL</p>	<p>Meeting the goals for new investments in male-only startups added to the investment portfolio – both in terms of numbers and amount of money – is a great starting point.</p> <p>The current deal flow and thereby future investment potential points to an opportunity for investing more diverse and exceeding the goals in the coming years through more investments in mixed and female founding teams.</p> <p>The data also shows that internal diversity decreases at the top level in the organization, which is another potential focus area.</p> <p>Finally, Vaekstfonden has the potential to influence the gender balance in management teams and boards in portfolio companies towards more diversity.</p>
<p>DATA DEFINITIONS AND LIMITATIONS</p>	<p>Data is defined as our equity investments from Seed to Series A done through VF Direct Investments and Convertible loans from VF Early Engagement.</p> <p>The two investments in a female-only founding team are convertible loans, hence the low investment amount.</p> <p>All companies with an invalid VAT number are removed from the data. This has not impacted our results.</p> <p>If the founders only consist of companies instead of individuals, no value is gathered from the Central Business Register.</p> <p>Two lists were created, one for companies “without founders” in our portfolio and one for companies “without founders” in our deal flow.</p> <p>For the portfolio companies, “without founders” were manually corrected to be part of the reporting. For the deal flow companies, “without founders” were not corrected. Therefore, 39 companies are not part of the reporting for the deal flow.</p> <p>Regarding board positions and the question “Amount of portfolio companies that have max 70% gender homogeneity in the Board”, 2 out of the 19 companies had no board and thus could not be taken into account. The result for this question is, therefore, based on only 17 of the 19 companies that received investments during the reporting period.</p>
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>



Tommy Andersen,
Managing Partner,
byFounders

“Joining the Diversity Commitment was a no-brainer for byFounders. We believe in the power of diversity in our own team, in byFounders Collective, and in the founding teams of the startups we invest in and support going forward. Diverse teams work better together and achieve better results, which of course benefits us as a fund.”

ABOUT



byFounders is an early-stage venture fund investing in globally ambitious teams from the Nordics and Baltics. Built on the foundation of the region's most accomplished entrepreneurs, byFounders actively invests in and supports a new generation of tech and impact-aware founders from the region.

Fund size

Latest fund size: 100 mil. euros (July 2021)

Total amount of portfolio companies: 45

Area of reporting

In The Diversity Commitment, byFounders reports on all investments made in the period of May 1, 2021 - April 30, 2022.

Investment focus

byFounders invests in early-stage companies with software-driven business models. They invest in globally ambitious founding teams who are conscious of their impact on the world. Preferably, they invest at seed stage but may even invest as early as pre-seed or as late as Series A.

Motivation for joining The Diversity Commitment

“Joining the Diversity Commitment was a no-brainer for byFounders. We believe in the power of diversity in our own team, in byFounders Collective, and in the founding teams of the startups we invest in and support going forward. Diverse teams work better together and achieve better results, which of course benefits us as a fund.”

– Tommy Andersen, Managing Partner, byFounders.

Diversity Status¹

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Tracking deal flow on gender for 1.5 years
- Have a diversity representative/champion at the firm

Upon signing:

- Established a comprehensive diversity and inclusion policy that goes beyond what's expected from the Diversity Commitment.
- Incorporating The Diversity Commitment into their ESG policy.
- Achieved the highest level of certification (Level 2) from Diversity VC.

Plans for new actions:

- Help portfolio companies improve on diversity in their management and boards.
- Offer training in unconscious bias / social injustice for employees.

Key learnings

“We have been committed to improving diversity throughout our investment process for years and we were one of the first funds in Europe to start tracking gender statistics of our deal flow and implementing a team evaluation form to de-bias our decision making. However, we still have a long way to go and 2021 trended negatively for us regarding diverse investments, which we plan to reverse in 2022. Moreover, we want to add more diverse senior investment professionals to our team and have a greater focus on helping our portfolio companies to improve diversity in their management teams and boards.” – Sara Rywe, partner, byFounders.

¹This is not the full list of actions taken by the organization.



Sara Rywe, Partner,
byFounders

“We have been committed to improving diversity throughout our investment process for years and we were one of the first funds in Europe to start tracking gender statistics of our deal flow and implementing a team evaluation form to de-bias our decision making. However, we still have a long way to go and 2021 trended negatively for us regarding diverse investments, which we plan to reverse in 2022. Moreover, we want to add more diverse senior investment professionals to our team and have a greater focus on helping our portfolio companies to improve diversity in their management teams and boards.”

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES

COMMITMENT	STATUS																
<p><u>Max. 80% of startups added to investment portfolio with a male-only founding team</u></p> <p><u>Max. 80% of money for new portfolio startups are to be invested into male-only founder teams</u></p> <p>Deal flow, new investments, and money invested →</p> <p><i>With 86.7% in new investments, byFounders does not meet the goal of max 80% gender homogeneity in startups added to the investment portfolio with a male-only founding team.</i></p> <p><i>However, with 73.3% of the money invested in male-only founding teams, byFounders has exceeded the goal to invest max. 80% of the money for new portfolio startups in male-only founding teams by 6.7%.</i></p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>666</p> <p>investment cases registered in deal flow</p> </div> <div style="text-align: center;"> <p>15</p> <p>new investments</p> </div> <div style="text-align: center;"> <p>23,757,000</p> <p>euro invested in new portfolio startups</p> </div> </div> <table border="1"> <caption>Gender Distribution of Deal Flow, New Investments, and Money Invested</caption> <thead> <tr> <th>Category</th> <th>Male-only</th> <th>Mixed</th> <th>Female-only</th> </tr> </thead> <tbody> <tr> <td>Deal flow</td> <td>77.2%</td> <td>15.90%</td> <td>6.9%</td> </tr> <tr> <td>New investments</td> <td>86.70%</td> <td>13.30%</td> <td>0%</td> </tr> <tr> <td>Money invested</td> <td>73.30%</td> <td>26.7%</td> <td>0%</td> </tr> </tbody> </table>	Category	Male-only	Mixed	Female-only	Deal flow	77.2%	15.90%	6.9%	New investments	86.70%	13.30%	0%	Money invested	73.30%	26.7%	0%
Category	Male-only	Mixed	Female-only														
Deal flow	77.2%	15.90%	6.9%														
New investments	86.70%	13.30%	0%														
Money invested	73.30%	26.7%	0%														
<p><u>Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board</u></p> <p>Based on companies: 45</p> <p>Total number of people in management teams across the portfolio companies: 48 →</p> <p>Currently, it's not possible to state the number of portfolio companies with max. 70% gender homogeneity due to an unclear definition of the goal from the Diversity Commitment. However, byFounders has reported on % of portfolio companies with diverse management teams and boards, as shown in the graph.</p> <p><i>50% of portfolio companies and 56% of boards in portfolio companies have a diverse management team.</i></p>	<table border="1"> <caption>Gender Homogeneity in Management Teams and Boards</caption> <thead> <tr> <th>Category</th> <th>Max. 70% gender homogeneity</th> <th>More than 70% gender homogeneity</th> </tr> </thead> <tbody> <tr> <td>Management team</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Board</td> <td>56%</td> <td>44%</td> </tr> </tbody> </table>	Category	Max. 70% gender homogeneity	More than 70% gender homogeneity	Management team	50%	50%	Board	56%	44%							
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Management team	50%	50%															
Board	56%	44%															

INTERNAL OPERATIONS

COMMITMENT	STATUS																					
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 9 people* →</p> <p>With 55.55% gender homogeneity in the entire organization, byFounders meets the goal of max. 66% gender homogeneity.</p>	<table border="1"> <tr> <td>Female</td> <td>55.56%</td> </tr> <tr> <td>Male</td> <td>44.44%</td> </tr> <tr> <td>Target</td> <td>66%</td> </tr> </table>	Female	55.56%	Male	44.44%	Target	66%															
Female	55.56%																					
Male	44.44%																					
Target	66%																					
<p>Max. 66% gender homogeneity in the investment team</p> <p>Based on: 6 people →</p> <p>byFounders exactly meets the goal of max. 66.66% gender homogeneity in the investment team.</p>	<table border="1"> <tr> <td>Investment Directors</td> <td>Female 33.33%</td> <td>Male 66.67%</td> </tr> <tr> <td>Investment Partners</td> <td>Female 33.33%</td> <td>Male 66.67%</td> </tr> <tr> <td>Associates / Analysts</td> <td>Female 33.33%</td> <td>Male 66.67%</td> </tr> <tr> <td>Operating Professionals</td> <td>-</td> <td>-</td> </tr> <tr> <td>Other Investment Team Members</td> <td>-</td> <td>-</td> </tr> <tr> <td>Total gender balance</td> <td>Female 33.33%</td> <td>Male 66.67%</td> </tr> <tr> <td>Target</td> <td colspan="2">66%</td> </tr> </table>	Investment Directors	Female 33.33%	Male 66.67%	Investment Partners	Female 33.33%	Male 66.67%	Associates / Analysts	Female 33.33%	Male 66.67%	Operating Professionals	-	-	Other Investment Team Members	-	-	Total gender balance	Female 33.33%	Male 66.67%	Target	66%	
Investment Directors	Female 33.33%	Male 66.67%																				
Investment Partners	Female 33.33%	Male 66.67%																				
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Total gender balance	Female 33.33%	Male 66.67%																				
Target	66%																					
<p>Max. 75% gender homogeneity in the partner group</p> <p>Based on: 3 people →</p> <p>byFounders has 66.66% gender homogeneity at partner level and hereby exceeds the goal of max. 75% gender homogeneity in the partner group.</p>	<table border="1"> <tr> <td>Female</td> <td>33.33%</td> </tr> <tr> <td>Male</td> <td>66.66%</td> </tr> <tr> <td>Target</td> <td>75%</td> </tr> </table>	Female	33.33%	Male	66.66%	Target	75%															
Female	33.33%																					
Male	66.66%																					
Target	75%																					

INTERNAL OPERATIONS

COMMITMENT	STATUS						
<p>Max. 70 % gender homogeneity in the Collective or Business Angel members</p> <p>Based on: 78 people →</p> <p>When byFounders started in 2019, there was 100% gender homogeneity in The Collective. Today, the gender homogeneity is 82.1% and thus byFounders does not meet the goal.</p>	<table border="1"> <tr> <td>Female</td> <td>17.95%</td> </tr> <tr> <td>Male</td> <td>82.05%</td> </tr> <tr> <td>Target</td> <td>70%</td> </tr> </table>	Female	17.95%	Male	82.05%	Target	70%
Female	17.95%						
Male	82.05%						
Target	70%						
<p>POTENTIAL</p>	<p>byFounders exceeds the goal of max. 80% of the money invested in male-only founding teams. However, with male-only founding teams getting 86.7% of new investments, this is a potential focus area.</p> <p>With 82.1% of the founders in The byFounders Collective being male, this also holds potential for more diversity.</p>						
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>						



Daniel Nyvang-Székely Mariussen,
Managing Partner,
Dreamcraft Ventures

“Our starting point on diversity is tough with four male Danish partners in their late-30s. That is why we are part of the Diversity Commitment. We are determined to become more diverse in the partner team as our operational experience has taught us that diversity of thought across the organisation results in better performance”.

ABOUT



Dreamcraft

Dreamcraft Ventures is a Copenhagen-based early-stage venture fund that invests in European tech-driven companies from pre-seed to Series A. They believe that a mixed team of dreamers and crafters creates success – and they are venture engineers who help the two.

Fund size

Latest fund size: **Approximately 75 mil. euro**
Total amount of portfolio companies: 20

Area of reporting

In the Diversity Commitment, Dreamcraft Ventures reports on all investments made in the period May 1 2021 - April 30 2022.

Investment focus

At Dreamcraft Ventures, they are generalists with a proven track record in gaming, esports, D2C, B2B Saas, decarbonization, and web3.

Motivation for joining The Diversity Commitment

“We signed the Diversity Commitment because we believe that it is an initiative taking on an important challenge.

Gender imbalance does not make sense when we invest in young companies set in the world to change things for the better and serve a population which is 50/50. It is sound business sense to get a proper composition of investments so that they better reflect reality.

High-performing teams come from diversity of thought, and it is something we aim to have internally in our team as well as among the founders we invest in. Diversity of thought creates friction which needs to be managed by great leaders. Then you can really achieve great things.

As part of the Diversity Commitment, we are aiming to create change together with the other partners, taking a progressive, step-by-step approach, which is important to us. We can do so much alone – but together, we can really make an impact.” – Daniel Nyvang-Székely Mariussen, Managing Partner, Dreamcraft Ventures.

Diversity Status¹

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Had a diversity representative/champion at the firm.
- Made it compulsory for all team members to track perceived gender in any deal entered into an internal system.

Upon signing:

- Use digital tools like Develop Diverse to attract more diverse candidates and deal flow with our external communication.
- Measure and track diversity data throughout the deal flow and investment life cycles.

Plans for new actions:

- Engage with portfolio companies to establish policies or management systems on diversity and inclusion.
- Incorporate The Diversity Commitment into their ESG policy.
- Find an experienced female advisory board member and a talented female partner.

Key learnings

“Working in case teams of three people has allowed us to set a diverse team, thereby avoiding biased decisions and connecting better with diverse founder teams. The work has also made us realize that reaching the goals as an ecosystem requires a long-term perspective and much patience.” – Daniel Nyvang-Székely Mariussen, Managing Partner, Dreamcraft Ventures.

¹This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES

COMMITMENT	STATUS
<p>Max. 80% of startups added to investment portfolio with a male-only founding team</p> <p>Max. 80% of money for new portfolio startups are to be invested into male-only founder teams</p> <p>Deal flow, new investments, and money invested →</p> <p>With male-only founding teams getting 100% of new investments as well as money invested, Dreamcraft Ventures does not meet the goal.</p> <p>It is relevant to note that Dreamcraft Ventures only made three new investments in the documented period, and the percentage would be susceptible to just one more investment.</p>	<div style="display: flex; justify-content: space-around; font-size: 2em; font-weight: bold;"> 834 3 2,658,622 </div> <div style="display: flex; justify-content: space-around; font-size: 0.8em;"> investment cases registered in deal flow new investments euro invested in new portfolio startups </div> <p style="text-align: center;">80%</p> <p style="text-align: center;">■ Male-only ■ Mixed ■ Female-only</p>
<p>Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board</p> <p>Based on companies: 20</p> <p>Total number of people in management teams across the portfolio companies: 11 Total number of people on boards across the portfolio companies: 11 → Note: Relatively few portfolio companies provided data, which creates uncertainty of the data.</p> <p>5% of the portfolio companies live up to max. 70% gender homogeneity in the management team. In regard to the boards, 0% of the companies lives up to the goal.</p>	<p style="text-align: center;">70%</p> <p style="text-align: center;">■ Max. 70% gender homogeneity ■ More than 70% gender homogeneity</p>

COMMITMENT	STATUS
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 12 people →</p> <p>With 66.66% gender homogeneity in the entire organization, Dreamcraft Ventures almost meets the goal of max. 66% gender homogeneity in the entire organization.</p>	
<p>Max. 66% gender homogeneity in the investment team</p> <p>Based on: 7 people →</p> <p>With 71.4% gender homogeneity in the investment team, Dreamcraft Ventures does not meet the goal of max. 66% gender homogeneity in the investment team.</p>	
<p>Max. 75% gender homogeneity in the partner group</p> <p>Based on: 3 people →</p> <p>Looking at partner level, we find 100% gender homogeneity, meaning that Dreamcraft Ventures does not meet the goal.</p>	
<p>POTENTIAL</p>	<p>With 100% gender homogeneity in startups added to portfolio and in the money invested and a deal flow 77.7% male-only founding teams, this could indicate a potential for improving the numbers. With only three investment cases in the first year of The Diversity Commitment the numbers have a potential to change in Year Two.</p> <p>In the investment team and at partner level, Dreamcraft Ventures also has a potential to improve the numbers – a challenge they are trying to accommodate by developing talent internally instead of only relying on recruiting external talent.</p> <p>There is a potential to increase the gender balance in both management and boards in available portfolio companies.</p>
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>



Helle Uth, General Partner,
PSV Tech01

“We decided to join The Diversity Commitment because it is particularly crucial to get it right across our VC ecosystem. Investment decisions are made at the very earliest stages of a company’s life cycle. This impacts not only who gets funded but also the values and cultures of the startups that are the next generation of companies and may go on to be the next big corporations. Here, we have a unique responsibility to change the way things have historically been done, especially as the first institutional investor.”

ABOUT



For the past +20 years, PreSeed Ventures (PSV) has backed early-stage companies in Denmark. Their model is deeply rooted in experience and the craft of helping well over 400 tech-driven startups get from prototype to product/market-fit and beyond. PSV has launched their first venture fund, PSV Tech01, dedicated fully to backing software and technology-enabled startups.

Fund size

Latest fund size: 55 mil. euro

Fund: PSV Tech01

Total amount of portfolio companies: 31

Area of reporting

In The Diversity Commitment, PSV reports on all new investments made by PSV Tech01 in the period of May 1 2021 - April 30 2022.

Investment focus

Pre-seed to early seed-stage, often as the first institutional investor. They invest at any point between prototypes with nearly no traction to early revenue. They specialize in software and technology-enabled businesses and consider all verticals and business models equally, as long as they’re technology-driven and use software to make the world a better place.

Motivation for joining The Diversity Commitment

“We decided to join The Diversity Commitment because it is particularly crucial to get it right across our VC ecosystem. Investment decisions are made at the very earliest stages of a company’s life cycle. This impacts not only who gets funded but also the values and cultures of the startups that are the next generation of companies and may go on to be the next big corporations. Here, we have a unique responsibility to change the way things have historically been done, especially as the first institutional investor.” – Helle Uth, General Partner, PSV Tech01.

Diversity Status¹

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Only bring up deals at meetings when registered in the system.
- A system for submitting pitches to the fund.

Upon signing:

- PreSeed Ventures has written the Diversity Commitment into their ESG policy.
- Promoted a diverse pool of role models to a great extent.

Plans for new actions:

- A formal Diversity & Inclusion policy as a main part of their continuous ESG efforts.
- Engage with portfolio companies to establish policy or management systems on diversity and inclusion.
- Host and support events, highlighting our female founders and women in tech, through initiatives such as PSV Academy.

Key learnings

“In the world of Venture Capital, for a long time we have heard many investors blame the pipeline for not investing in more female-founded companies. But instead of blaming it, we need to focus on what we can do to promote a more diverse deal flow and make sure to follow such efforts throughout the whole investment cycle. We are aware that there is a huge lack of diversity in both our deal flow and investments, and The Diversity Commitment is a way to hold ourselves accountable for constant improvement.” – Helle Uth, General Partner, PSV Tech01.

¹This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES

COMMITMENT	STATUS
<p>Max. 80% of startups added to investment portfolio with a male-only founding team</p> <p>Max. 80% of money for new portfolio startups are to be invested into male-only founder teams</p> <p>Deal flow, new investments, and money invested →</p> <p>With male-only founding teams getting 75% of the new investments and 75% of the total amount of money, PSV Tech01 has exceeded the goals of The Diversity Commitment in this aspect with +5%.</p> <p>PSV Tech01 invested noticeably more often and more in mixed teams than the deal flow offers and noticeably less in female-only and male-only founding teams.</p>	<p>697 investment cases registered in deal flow</p> <p>12 new investments</p> <p>4,049,253 euro invested in new portfolio startups</p> <p>80%</p> <p>■ Male-only ■ Mixed ■ Female-only</p>
<p>Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board</p> <p>Based on companies: 31 Total number of people in management teams across the portfolio companies: 82 Total number of people in boards across the portfolio companies: 92 → Note: 4 portfolio companies do not have a board</p> <p>25,81% of portfolio companies live up to max. 70% gender homogeneity in the management and 13% on the board.</p>	<p>70%</p> <p>■ Max. 70% gender homogeneity ■ More than 70% gender homogeneity</p>

COMMITMENT	STATUS
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 11 people →</p> <p>With 54% of the organization being female, PSV Tech01 meets the goals of max. 66% gender homogeneity in the entire organization.</p>	<p>66%</p> <p>Total of the entire organization: Female 54.55%, Male 45.45%</p>
<p>Max. 66% gender homogeneity in the investment team</p> <p>Based on: 4 people →</p> <p>With 75% gender homogeneity in the investment team, PSV Tech01 does not meet the goal of max. 66% gender homogeneity in the investment team.</p>	<p>66%</p> <p>Investment Directors: Female 50%, Male 50%</p> <p>Investment Partners: Male 100%</p> <p>Associates / Analysts: Male 100%</p> <p>Operating Professionals: Male 100%</p> <p>Other Investment Team Members: Male 100%</p> <p>Total gender balance: Female 25%, Male 75%</p>
<p>Max. 75% gender homogeneity in the partner group</p> <p>Based on: 4 people →</p> <p>PSV Tech01 has 50% gender homogeneity at partner level and significantly exceeds the goal of max. 75% gender homogeneity in the partner group.</p>	<p>75%</p> <p>Partner or General partner: Female 50%, Male 50%</p>
<p>POTENTIAL</p>	<p>PSV Tech01 meets The Diversity Commitment's goals on all parameters, except for the goal of max. 66,66% gender homogeneity in the investment team, making that a potential focus area.</p> <p>In both management and on boards in portfolio companies, we see a potential to increase the gender balance. The low-hanging fruits are the four portfolio companies that have yet to establish a board and to influence gender-balanced hires in portfolio companies with plans to hire on C-level by offering gender-observant recruitment support.</p> <p>With that starting point, there is room for incremental improvement. PSV Tech01 often invests as the first institutional investor and thus has an influence on the deal flow at the later stages of funding.</p>
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>



Anne Cathrine Wilhjem,
Partner & Attorney,
SEED Capital Denmark

“SEED Capital believes that equality and diversity contribute to a healthier and more dynamic work environment, where more passionate entrepreneurs and their employees can learn, grow, and be important enablers of success. By joining the Diversity Commitment, SEED Capital wishes to support and promote the diversity agenda.”

ABOUT



SEED Capital is a venture fund specializing in taking Danish founders from seed to series A and follows them all the way to exit. For more than 20 years, over 300 Danish startups have received capital and support from SEED Capital with the purpose of turning them into scalable businesses.

Fund size

Latest fund size: **Approximately 135 mil. euro**

Fund: **Fund IV**

Total amount of portfolio companies (as of April 30, 2022): **10**

Area of reporting

In The Diversity Commitment, SEED Capital reports on all investments from Fund IV made in the period of May 1 2021-April 30 2022.

Investment focus

SEED Capital invests in promising Danish tech companies at the seed stage and keeps investing in the best of them, all the way to exit. They target companies with a considerable addressable market, a strong team, and a winning solution. Typically, the first investment is at the seed stage.

Motivation for joining The Diversity Commitment

“SEED Capital believes that equality and diversity contribute to a healthier and more dynamic work environment, where more passionate entrepreneurs and their employees can learn, grow and be important enablers of success. By joining the Diversity Commitment, SEED Capital wishes to support and promote the diversity agenda.” – Anne Cathrine Wilhjem, Partner & Attorney, SEED Capital Denmark.

Diversity Status¹

Highlighted actions taken or planned for diversity efforts.

Before signing The Diversity Commitment:

- Reviewed internal due diligence and investment committee process.
- Using due diligence questions for founders about diversity in their organization, policies, and strategies.

Upon signing:

- Made it compulsory for all team members to track perceived gender in any deal entered into their internal system.
- Made it compulsory only to bring up deals at meetings when they are registered in the system.

Plans for new actions:

- Supporting female-focused networks/communities.
- Support portfolio companies in recruiting board members that increase diversity.

Key learnings

“Being part of The Diversity Commitment has made us increasingly aware of unconscious biases. Additionally, the external commitment has boosted and eased the internal implementation.” – Anne Cathrine Wilhjem, Partner & Attorney, SEED Capital Denmark.

¹This is not the full list of actions taken by the organization.

DATA ON THE GOALS OF THE DIVERSITY COMMITMENT

INVESTMENT PROCES

COMMITMENT	STATUS																
<p>Max. 80% of startups added to investment portfolio with a male-only founding team</p> <p>Max. 80% of money for new portfolio startups are to be invested into male-only founder teams</p> <p>Deal flow, new investments, and money invested →</p> <p>With male-only founding teams getting 80% of the new investments, SEED Capital has reached the goal in this aspect. Male-only founding teams received 86.7% of the money.</p>	<p>N/A² 5 15,000,000</p> <p>investment cases registered in deal flow new investments euro invested in new portfolio startups</p> <table border="1"> <caption>Gender Distribution in Deal Flow, New Investments, and Money Invested</caption> <thead> <tr> <th>Category</th> <th>Male-only</th> <th>Mixed</th> <th>Female-only</th> </tr> </thead> <tbody> <tr> <td>Deal flow</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>New investments</td> <td>80%</td> <td>20%</td> <td>0%</td> </tr> <tr> <td>Money invested</td> <td>86.67%</td> <td>13.33%</td> <td>0%</td> </tr> </tbody> </table>	Category	Male-only	Mixed	Female-only	Deal flow	0%	0%	0%	New investments	80%	20%	0%	Money invested	86.67%	13.33%	0%
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<p>Portfolio companies that have max. 70% gender homogeneity in the Management Team and Board</p> <p>Based on companies: 8 Total number of people in management teams across the portfolio companies: 23 Total number of people in boards across the portfolio companies: 32 →</p> <p>25% of portfolio companies live up to max. 70% gender homogeneity in the management team and 0% in the boards.</p>	<table border="1"> <caption>Gender Homogeneity in Management Team and Board</caption> <thead> <tr> <th>Category</th> <th>Max. 70% gender homogeneity</th> <th>More than 70% gender homogeneity</th> </tr> </thead> <tbody> <tr> <td>Management team</td> <td>25%</td> <td>75%</td> </tr> <tr> <td>Board</td> <td>100%</td> <td>0%</td> </tr> </tbody> </table>	Category	Max. 70% gender homogeneity	More than 70% gender homogeneity	Management team	25%	75%	Board	100%	0%							
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COMMITMENT	STATUS																					
<p>Max. 66% gender homogeneity in the entire organization/team</p> <p>Based on: 10 people →</p> <p>With 50% gender homogeneity in the entire organization, SEED Capital meets the goals of max. 66,66% gender homogeneity in the entire organization/team.</p>	<table border="1"> <caption>Gender Homogeneity in the Entire Organization</caption> <thead> <tr> <th>Category</th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Total of the entire organization</td> <td>50%</td> <td>50%</td> </tr> </tbody> </table>	Category	Female	Male	Total of the entire organization	50%	50%															
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<p>Max. 66% gender homogeneity in the investment team</p> <p>Based on: 6 people →</p> <p>With 66,66% gender homogeneity in the investment team, SEED Capital meets the goal of max. 66,66% gender homogeneity in the investment team.</p>	<table border="1"> <caption>Gender Homogeneity in the Investment Team</caption> <thead> <tr> <th>Category</th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Investment Directors</td> <td>25%</td> <td>75%</td> </tr> <tr> <td>Investment Partners</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Associates / Analysts</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Operating Professionals</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Other Investment Team Members</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Total gender balance</td> <td>33.33%</td> <td>66.66%</td> </tr> </tbody> </table>	Category	Female	Male	Investment Directors	25%	75%	Investment Partners	0%	100%	Associates / Analysts	50%	50%	Operating Professionals	0%	100%	Other Investment Team Members	0%	100%	Total gender balance	33.33%	66.66%
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<p>Max. 75% gender homogeneity in the partner group</p> <p>Based on: 6 people →</p> <p>SEED Capital has 66% gender homogeneity at partner level and significantly exceeds the goal of max. 75% gender homogeneity in the partner group.</p>	<table border="1"> <caption>Gender Homogeneity in the Partner Group</caption> <thead> <tr> <th>Category</th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Partner or General partner</td> <td>33.33%</td> <td>66.66%</td> </tr> </tbody> </table>	Category	Female	Male	Partner or General partner	33.33%	66.66%															
Category	Female	Male																				
Partner or General partner	33.33%	66.66%																				
<p>POTENTIAL</p>	<p>SEED Capital meets the goals for new investments in homogenous startups added to the investment portfolio. However, the money does not fully follow this number, making it a potential to balance with future actions.</p> <p>As already planned, tracking the deal flow holds the potential for more transparency of the numbers of potential diverse investments.</p>																					
<p>OTHER COMMITMENTS</p>	<p>See page 46.</p>																					

Moving forward

MOVING FORWARD

There is an untapped potential for investing beyond the homogeneity we have seen in the past and in getting access to a large pool of talent, innovation, jobs, and growth.

The results of Year One of The Diversity Commitment indicate that the goals are reachable within the framework of the three years.

The fact that The Diversity Commitment Partners have met the goals as a group in relation to the investments and almost met the goals on invested money show that there is a potential to raise the bar as a community.

No organization has met the goals on all parameters but everyone has reached some of the goals. That calls for further knowledge sharing among the existing The Commitment Partners but hopefully also for new organizations to join The Diversity Commitment.

The existing goals of max. gender homogeneity in investment processes and internal operations are from our side also just a starting point. We see potential to add other diversity parameters beyond gender and to nuance the data to a larger extent to get even more insight.

As more investors join The Diversity Commitment the investment process will become even more transparent and also contribute to a further acceleration of the process toward a startup ecosystem built on diversity instead of homogeneity which will benefit us all.

We invite the broader financial ecosystem to join The Diversity Commitment to increase the impact together, ensure diversity throughout the codepending deal flows and hold each other accountable for reaching the goals.

By joining as a Committing Partner, participants will have influence on the development of the common goals and set the standard for the industry. All while getting insights from the others, ideas for actions and the opportunity to create change together.

While writing this report the European Parliament and the EU Council reached an agreement on a “Women on Boards” proposal. From 2026, women must make up at least 40% of non-executive boards or 33% of all directors of listed companies.

This indicates that the target is moving and ambitions for diversity goals should reflect this. While change may happen at different speeds, no change seems non sustainable as an option. Leaders will have an opportunity to lead the way with more ambitious targets.

DEFINITION AND METHOD FOR DATA COLLECTION IN THE DIVERSITY COMMITMENT

When we started to talk about measure, track and report on data in regards to the goals set in The Diversity Commitment, we soon found out that there was a need for developing clear definitions, terminology and methods to collect comparable data. These you will find in the following section.

Founder (Co-Founder):

This will include:

- The person(s) that founded the company as a business entity.
- The active owner(s) with > 5% equity in the cap table **AND** dedicates a substantial amount of work hours per.month to the company **AND** is perceived by the founders to be founder or co-founder.

What is **not** registered as a Founder (co-founder):

- The passive owner(s) with >5% equity in the cap table (**Passive owner** defined as dedicates <80% of work hours per. month to the company)
- The owner with >5% equity in the cap table **AND** not perceived as a founder or co-founder by the original founder.
- **Death equity** >15% in the cap table which is passive or owned by an employee who is not considered a founder / co-founder will be considered **death equity**.

New Investment and New Portfolio Startups

New portfolio startups are defined as: New startups added to investment portfolio from May 1 2021, whether it is a **Discovery Investment** or **Follow-on Investment** in a new portfolio startup within the tracked period.

Money Invested

Money invested is defined as **invested capital AND committed capital**.

Committed capital is registered as **money invested** based on the starting date of the commitment.

If **committed capital** is not invested within the timeframe of the commitment, one is to readjust retrospectively on the **money invested**.

For the commitment “Max. 80% of money for new portfolio startups are to be invested into male only founder teams”, we are addressing **money invested** in **new portfolio startups**.

Gender homogeneity

Gender homogeneity in the **management team** and **board** in portfolio companies is measured separately and **NOT** aggregated as a total group of people when measuring and aiming for the goal: “Max. 70% of gender homogeneity in management team and board in portfolio companies”.

The management team

Management team is defined as all C-level roles in the portfolio company.

CEO – Chief Executive Officer
COO – Chief Operating Officer
CFO – Chief Financial Officer
CTO – Chief Technology Officer
CMO – Chief Marketing Officer
CHRO – Chief Human Resources Officer
Other C-level formulation

Board

Board is defined as all registered members of the board including: Head of the Board, Vice President of the board, Board members.

Deal flow

All potential investment cases registered within the scope of the financial organization (from e.g., LinkedIn, media, pitch event, referrals, website etc).

Method of data collection

The data collected on deal flow is based on perceived gender data. This means the gender perceived when viewing a photo or name in e.g a pitch deck, by the person inserting into the CRM system in the investment fund and not data confirmed by the founders themselves.

OR

Data from the Central Business Register is used to back-track the gender balance in a founding team based on public information.

In startups co-founders are often recruited over time. We see limits to the Central Business Register’s definition “Founder” in Danish “Stifter”, the one who created the cvr. no. as a complete source on founders and co-founders.

More co-founders can join at a later stage and as it does give insight into the distribution of power and wealth in the company.

The variation in methods gives some uncertainty in accuracy and level of comparison. We see potential in systematically aligning the methods for data collection.

Using perceived data vs. confirmed data

By using this method, there is potential for misinterpreting a gender based on names of faces. Here, technology could potentially be used, yet the versions we have tested until now are less accurate than a human assessment. Therefore, we have chosen to use perceived data as the most reliable data available at the moment.

OR

Data from portfolio companies has been collected by surveys directed at the founders of the companies.

Gender data definition

In this data collection, we are using the binary understanding of gender, simplified to men and women. From the data investors receive from founders it is nearly impossible to differentiate types of gender like transgender, gender-neutral, non-binary ect.

Where data has been collected by surveys, there has been the options “non-binary” and “don’t want to inform”. To our knowledge, no one has used those options.

Do you want to know more?

If you have questions, feedback, or if you want to collaborate on this work feel free to reach out to The Diversity Commitment team see page 97 for contact information.

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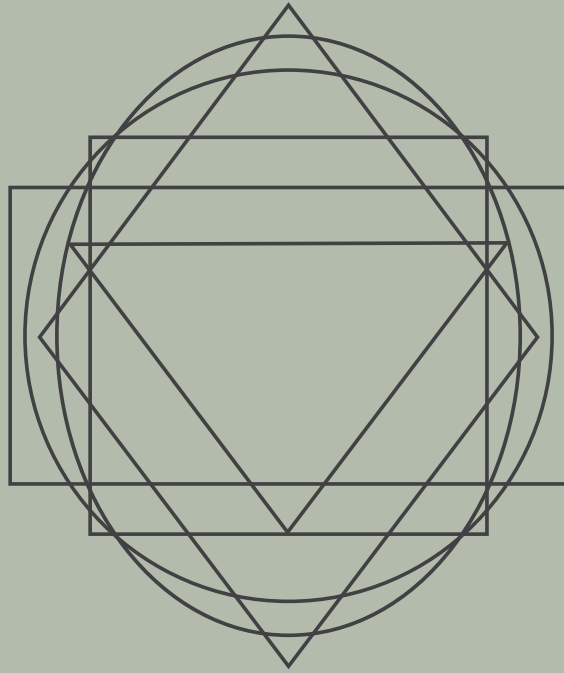


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