

IMPACT REPORT

2024



PENDER VENTURES

Dedicated, Experienced Technology Investors.

MEASURING IMPACT

OVERVIEW

As we reflect on 2024, we are reminded that progress in impact and environmental, social, and governance (ESG) matters are not always linear. This year has been marked by both challenges and opportunities, reinforcing our belief that a long-term, nuanced approach to impact and ESG integration is more crucial than ever.

We extend our heartfelt appreciation to our portfolio companies' management teams for their contributions to this process. Their innovative efforts, highlighted in this report, demonstrate the tangible impact of responsible business practices on our world.

Regulatory Momentum comes with challenges.

The implementation of the Corporate Sustainability Reporting Directive (CSRD) in the European Union marked a pivotal moment for ESG reporting. This directive, alongside the Sustainable Finance Disclosure Regulation (SFDR), has set new standards for transparency and accountability in sustainability disclosures. In 2024, the first wave of companies began applying the new CSRD rules. Without a doubt, this standardization is a key deliverable for audibility and traceability of corporate claims.

However, the disclosure roll-out has not been without challenges as only 42% of companies required to disclose under CSRD in 2024 reported being "fully confident" in successfully implementing the directive and a mere 4% of companies required to report on 2024 were ready to publish a CSRD report.¹

At home, these hiccups will be important for us to consider as the Canadian government announced plans to amend the Canada Business Corporations Act (CBCA) to mandate climate-related financial disclosures for large, federally incorporated private companies. This is a massive regulatory development that is receiving both positive and negative press. Undoubtedly though, the continued push by investors for standardization is moving things forward.



1. <https://www.esgtoday.com/only-42-of-companies-disclosing-on-csrd-this-year-fully-confident-in-meeting-sustainability-reporting-requirements-pwc-survey/>



OVERVIEW

ESG continues to permeate the investment landscape

Canadian investor confidence in ESG reporting quality has shown a marked increase. Nearly 60% of respondents in a recent RIA Canada survey reported greater confidence in ESG reporting.¹ This trend underscores the growing maturity and credibility of ESG practices in the investment community. In another positive development, the federal government successfully issued over \$6B in green bonds over two issuances – keeping trend with 2023 numbers. Greenbonds are but one example of a notable shift in climate fintech, blending financial technology with sustainability principles to create vital funding streams for the green economy transition.

However, technological advancements are not always positive developments for our planet. AI has been at the centre of the 2024 zeitgeist, and with increased adoption has come serious concerns related to insatiable power consumption. These concerns put into focus a new development – AI-native software companies seriously needing to think about scope 3 emissions. In a hilariously ironic experiment, Perplexity (an AI-native search engine that uses large language models) recommended the following mitigation tactics for AI software companies to mitigate their power consumption: “Use AI and machine learning to analyze and optimize their supply chains for reduced emissions.” This seems to be an apt summary of the year, AI recommending using more AI, regardless of the irony.

The Evolving ESG Landscape

The ESG landscape is becoming more complex as significant regulatory changes and steadily increasing investor demand are being offset by company pushback and mixed publicity. At Pender Ventures we are not overly concerned about this complexity because we believe that open dialogue will empower all industry participants to strike the optimal balance between transparency, risk mitigation, and constructive integration. We remain as committed as ever to put in the hard work alongside all of our stakeholders to make a positive impact for the planet, human lives and inclusiveness. We look forward to continuing this journey with our partners, fostering innovation and sustainable growth in the years to come.

1. <https://www.riacanada.ca/news/2024-responsible-investment-trends-report-highlights-industry-resilience-and-calls-for-further-standardization-amid-growing-investor-confidence/>

OVERVIEW

As a firm that manages investment funds, we measure our impact on the world through our portfolio companies' alignment with each of the 17 individual UN Sustainable Development Goals (SDGs). We align our methodology with UN SDGs and are always reassessing as we evolve.

In thinking about positive impact, we remain mindful of how our portfolio companies can positively impact the world across three dimensions – improving people's lives, improving the planet we all share and improving inclusiveness and opportunity for all. To capture these themes, we refer to them as:

Better Lives, Better Planet, Better Inclusiveness.

	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
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BETTER LIVES

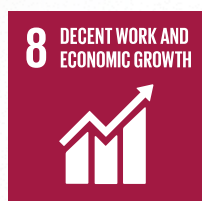
Includes the SDGs of Better Health, Good Jobs and Economic Growth, as well as Innovation and Infrastructure

BETTER PLANET

Encompasses the goal of Responsible Consumption

BETTER INCLUSIVENESS

Relates to the goals of Gender Equality and Reduced Inequalities



OUR PROGRESS ON BETTER LIVES

Improving access and lowering the cost of medical services and products is a must in both the developing and developed world. A key tenet to our investment strategy, the convergence of health and technology, is the ability for this trend to continue to democratize health access. Another key driver of personal wellbeing is economic growth. Small and medium-sized businesses play a vital role in this regard as these businesses employ up to 70%¹ of the world's workforce.

1. <https://www.weforum.org/stories/2023/07/digital-transformation-potential-smes/>

OUR PROGRESS ON BETTER LIVES

14M+

Lives Impacted
in 2024¹

\$400M+

Health Dollars
Saved in 2024²

 SUSTAINABLE DEVELOPMENT GOALS	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
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1. Lives Impacted: Clarius, DrugBank, Jane, Keepe, Librestream, Swift, Traction Rec, Veritree
2. Health dollars saved: Clarius, DistillerSR, DrugBank, Swift



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



OUR PROGRESS ON BETTER PLANET

Measurable data is a key ingredient in any meaningful environmental initiative. Combining large data sets with high throughput technology, such as machine learning and artificial intelligence, is showing significant promise. We seek to back strong data platforms and data applications that solve tangible problems such as energy efficiency and optimization. In addition, we support technology businesses that transform traditional industrials through novel processes. Where appropriate, we measure reduced CO2 emissions and natural resource consumption.

OUR PROGRESS ON BETTER PLANET

> **4M** Metric Tonnes of CO2 Reduced ¹

> **26M** Number of Trees Saved or Planted ²

	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
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1. Metric tonnes of CO2 reduced: Keepe, Traction Rec, Veritree

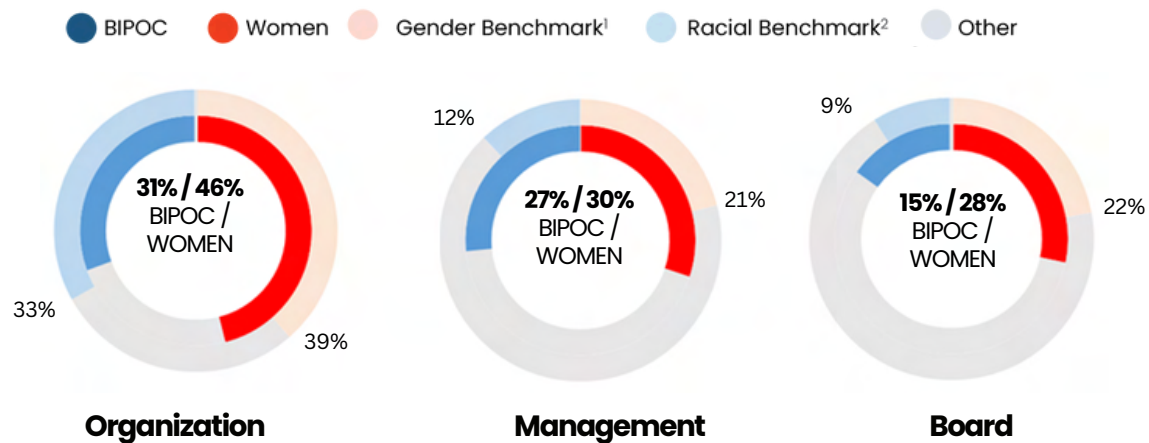
2. Number of trees saved: Checkfront, DrugBank, Spark, Traction Rec, Veritree



OUR PROGRESS ON BETTER INCLUSIVENESS

Barriers to opportunity hinder societal progress and it is our responsibility, as stewards of venture capital, to effect changes that propel our world forward. It is our strong belief that although talent is evenly distributed throughout the world, opportunity is not. Pender Ventures will not only support business builders of all races, religions and genders, but will actively engage at the board level to implement policies and procedures that promote inclusiveness. We report upon management and board diversity alongside fund-led inclusion initiatives at each portfolio company. The charts on the following page show aggregate data across both Pender Ventures funds as of the end of 2024.

OUR PROGRESS ON BETTER INCLUSIVENESS



	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
							
							
							
							
							
							
							
							
							
							
							
							
							

1.Sources: (1.1) Organization gender benchmark: [TAP Network 2024 Diversity in Tech Dashboard](#), (1.2) Management & Board gender benchmark: [Diversity of Executive Management Teams: An Analysis of Toronto Stock Exchange-Listed Companies](#).
2.Sources: (2.1) Organization racial benchmark: [TAP Network 2024 Diversity in Tech Dashboard](#), (2.2) Management & Board racial benchmark: [Diversity of Executive Management Teams: An Analysis of Toronto Stock Exchange-Listed Companies](#).

PORTFOLIO COMPANIES

Clarius (Sector: Health IT)



Description: Provides portable, wireless ultrasound imaging solutions to clinicians and healthcare organizations.

ESG Alignment Highlights:

- Democratization of high-quality imaging improves health outcomes
- Free educational content and discounts for medical education institutions
- Commitment to diversity and inclusion with strong improvements to date



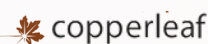
Jane (Sector: Health IT)

Description: Provides a clinic management solution to allied health / paramedical clinics.

ESG Alignment Highlights:

- Enabling solo/SMB practitioners to operate who may otherwise lack resources
- Telehealth functionality reduces geographical barriers for non-physical treatments
- Jane's management has demonstrated a commitment to DEI with strong results

Copperleaf (Sector: Decision Analytics)



Description: Provides decision analytics to companies managing critical infrastructure.

ESG Alignment Highlights:

- Software system enables clients to create value, model and track the performance of their sustainability initiatives
- Demonstrated a commitment to an inclusive and diverse workplace

Checkfront (Sector: Tourism Productivity)



Description: Provides tourism booking management software for travel businesses.

ESG Alignment Highlights:

- Enabling SMB tour operators to reach a wider audience beyond in-person bookings and word-of-mouth to growth their businesses
- Digital solution reduces environmental impact by directly reducing paper usage

Librestream (Sector: Manufacturing Productivity)



Description: Provides remote collaboration and training solutions for industrial workforces.

ESG Alignment Highlights:

- Augmented platform enhances worker safety in hazardous environments
- Remote inspection and service of assets reduces travel and carbon emissions

SDG ALIGNMENT



SDG ALIGNMENT



SDG ALIGNMENT



SDG ALIGNMENT



SDG ALIGNMENT



PORTFOLIO COMPANIES

Keeppe (Sector: Insurance Productivity)

KEEPE

Description: Leading B2B marketplace for home warranty repairs.

ESG Alignment Highlights:

- Empowers self-employed contractors to maximize earnings potential and capacity
- Reduces environmental impact of appliances by extending useful life

SDG ALIGNMENT



Swift (Sector: Health IT)

SWIFT

Description: Provides digital wound care management technology for healthcare enterprises.

ESG Alignment Highlights:

- Digitizing wound care reduces nurse visits, reduces pressure injury prevalence, and promotes quick healing times
- Committed to improving diversity and inclusion in the workplace

SDG ALIGNMENT



Spark (Sector: Real Estate Productivity)

SPARK

Description: Provides sales and marketing software specifically tailored for the new development RE industry.

ESG Alignment Highlights:

- Digital solution enables real estate developers to reduce their environmental impact by directly decreasing paper usage

SDG ALIGNMENT



DrugBank (Sector: Health IT)

DRUGBANK

Description: Provides tourism booking management software for travel businesses.

ESG Alignment Highlights:

- Enabling SMB tour operators to reach a wider audience beyond in-person bookings and word-of-mouth to growth their businesses
- Digital solution reduces environmental impact by directly reducing paper usage

SDG ALIGNMENT



PORTFOLIO COMPANIES



Distiller (Sector: Health IT)

Description: Compliance tool for automating literature reviews.

ESG Alignment Highlights:

- Bringing life-changing medical products to patients and practitioners faster and with greater safety
- Enhancing academic work and expanding students' learnings

SDG ALIGNMENT



Traction Rec (Sector: Recreation Centre Productivity)

Description: Enterprise sales and marketing operations tool.

ESG Alignment Highlights:

- Supporting community centres in delivering wellbeing and health programs, as well as programs for children from low-income families
- Traction Rec's management has demonstrated a commitment to DEI with strong results
- Digital first solution reduces material waste

SDG ALIGNMENT



Traction Complete (Sector: Salesforce productivity)

Description: Enterprise sales and marketing operations tool.

ESG Alignment Highlights:

- Enabling tech companies to operate efficiently by automating manual processes
- Commitment to improving diversity and inclusion and pay parity in the workplace

SDG ALIGNMENT



Veritree (Sector: Climate Tech)

Description: Reforestation supply chain software & data.

ESG Alignment Highlights:

- Creating sustainable employment in developing nations
- Supporting the integration of CO2 reduction policies and strategies for corporate clients
- Promoting awareness of climate change mitigation practices

SDG ALIGNMENT



CASE STUDY



PENDER VENTURES



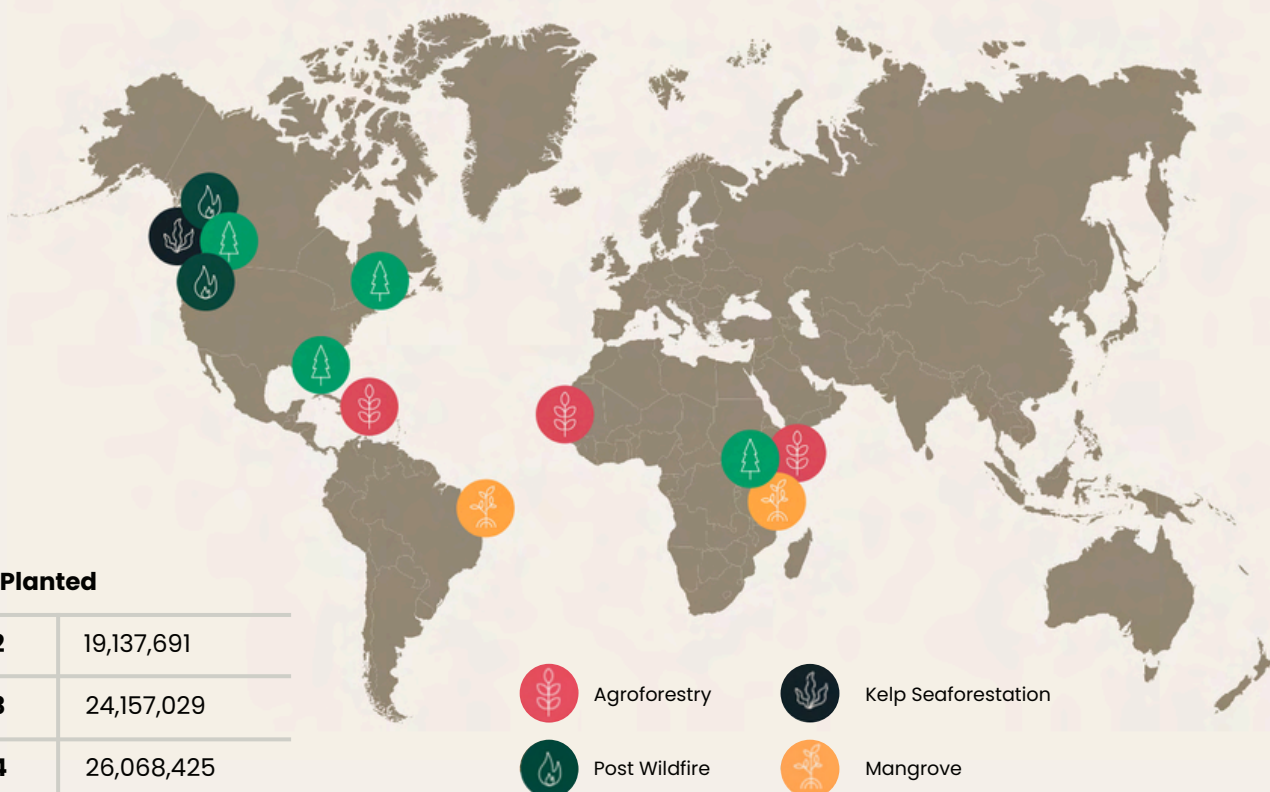
RESTORATION AT SCALE

Veritree believes that environmental restoration is not just about planting trees—it's about rebuilding ecosystems, empowering communities, and driving measurable impact. Over the past year, they have leveraged cutting-edge technology and innovative partnerships to accelerate restoration across five countries.

In 2024, Veritree and their partners supported the planting of over 26 million trees across 5 countries, provided over 19,556 days of work, and restored over 3,600 hectares, an area the size of almost 9 Stanley Parks.

To support that investment, Veritree have launched projects in a diverse range of landscapes, including mangrove, agroforestry, kelp, wildfire restoration, and more. They have built and deployed novel sensor technology, flown hundreds of hours of drone mapping, built best-in-class geospatial models, collected well over one hundred thousand pieces of evidence (forms, photos, videos, survivability reports, etc.), and even launched a pollinate-to-protect program that will ensure the forests thrive for years to come.

PLANTING SITES MAP



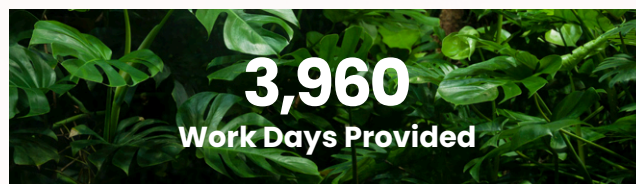
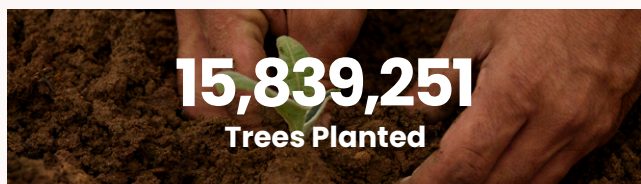
Trees Planted

2022	19,137,691
2023	24,157,029
2024	26,068,425

Source: [Veritree](#)

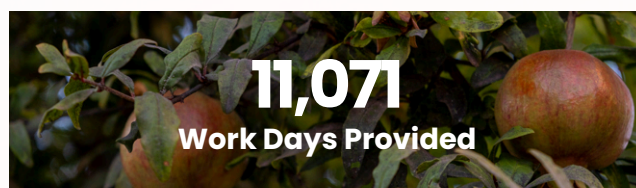
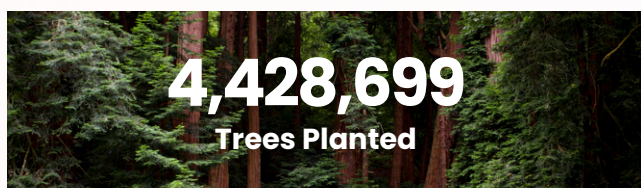
Mangrove Restoration

Mangrove restoration is the process of revitalizing and reestablishing mangrove ecosystems in areas where they have been degraded or lost. Mangroves play a crucial role in carbon sequestration, storing up to five times more carbon per hectare than terrestrial forests. The projects in Kenya, Tanzania, and Brazil have restored thousands of hectares, creating thriving fishing grounds, new income opportunities, and natural defenses against storms.



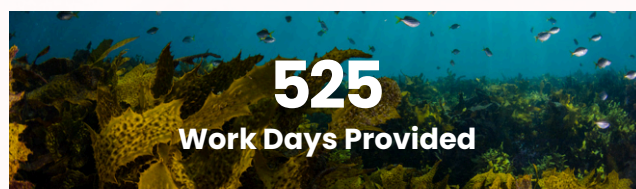
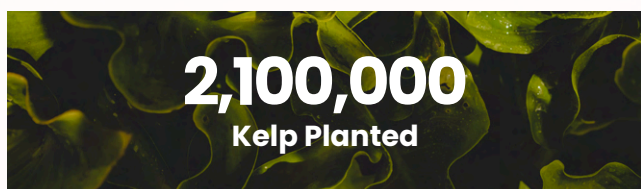
Forest Restoration

Agroforestry is a sustainable land management approach that combines the cultivation of trees or woody plants with agricultural crops or livestock on the same piece of land. These forests play a critical role in regulating 75% of the world's freshwater resources and protecting 80% of the world's biodiversity. Veritree's efforts have helped restore thousands of hectares across multiple regions, fostering resilience in local ecosystems and supporting rural economies.



Kelp Seaforestation

Seaforestation is an emerging conservation strategy focused on the restoration and cultivation of underwater seagrass and kelp forests in marine environments. Kelp forests provide habitat and food for countless marine species, support biodiversity, and even reduce ocean acidification. The projects in Canada and the UK are leading the way in pioneering blue carbon sequestration strategies, ensuring the long-term health of our oceans.



Veritree aligned their efforts with the Sustainable Development Goals (SDGs) to ensure they're driving meaningful, positive change. These global goals serve as a blueprint for a sustainable future, and they focus on 11 following:





THE PEOPLE BEHIND THE TREES

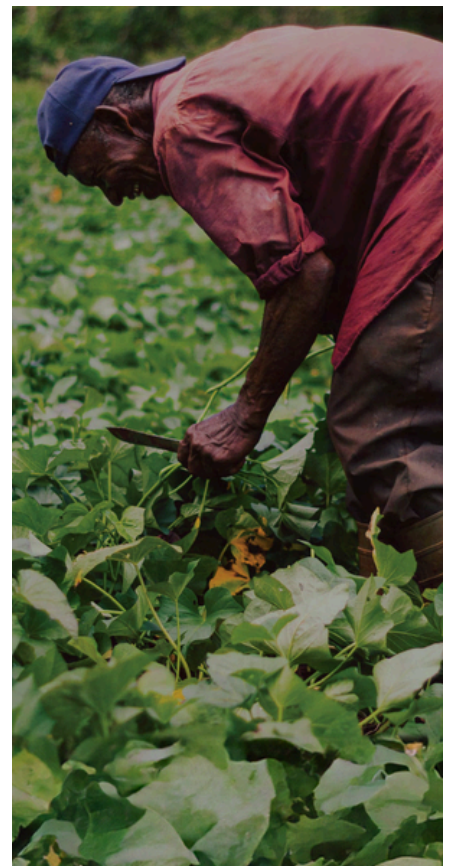


People are central to ecosystem restoration. From smallholder farmers to local and Indigenous communities, roughly 1.6 billion people live in and around forests and rely on their natural resources.

Restoration offers an opportunity to drive equity in both rural and urban areas by creating sustainable livelihoods, empowering women and young people, and preserving cultural traditions. By promoting and conserving healthy landscapes, restoration also helps protect Indigenous knowledge and strengthen local economies.

The success of Veritree's restoration projects would not be possible without the dedication of the on-the-ground team. From site foresters to monitoring and evaluation coordinators and planters, these individuals work tirelessly to restore ecosystems and improve the lives of their communities.

Meet Fatuma, a site forester in Kadzyuhoni, Kenya, who starts her day early, preparing her mostly female team for planting and monitoring activities. She ensures that everyone follows the correct procedures, making sure that every task is completed to the highest standard. Despite challenges such as limited resources and difficult terrain, Fatuma is driven by the belief that restoring these forests will bring long-term benefits to local communities.



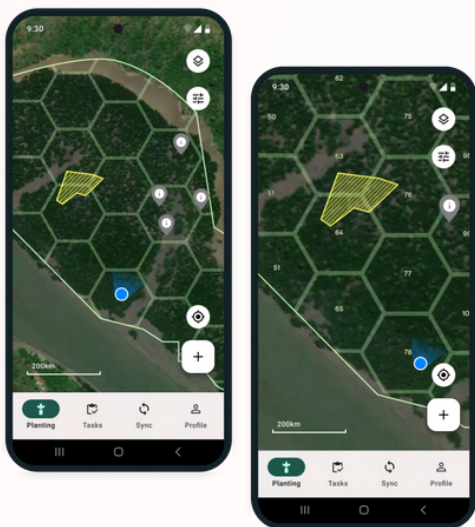
TECHNOLOGY: POWERING IMPACT THROUGH INNOVATION



Sensors

To enhance restoration monitoring, Veritree has deployed a network of smart environmental sensors.

These devices measure key ecosystem indicators such as soil moisture, temperature, and survivability rates. The Ground-level Real Time Observation of Trees (G.R.O.O.T.) system utilizes bioacoustics, soil probes, and climate sensors to provide continuous insights into the health of restored areas. By leveraging this data, they can adapt restoration strategies in real time, ensuring greater long-term impact.



Imaging

High-resolution imaging technology is revolutionizing how they measure reforestation success. Veritree utilizes drone surveillance, LiDAR mapping, and satellite imagery to capture detailed ecosystem data. These imaging tools enable precision tracking of tree growth, biodiversity improvements, and carbon sequestration. By integrating AI-driven analysis, they can detect anomalies, optimize planting efforts, and provide actionable insights to their partners.

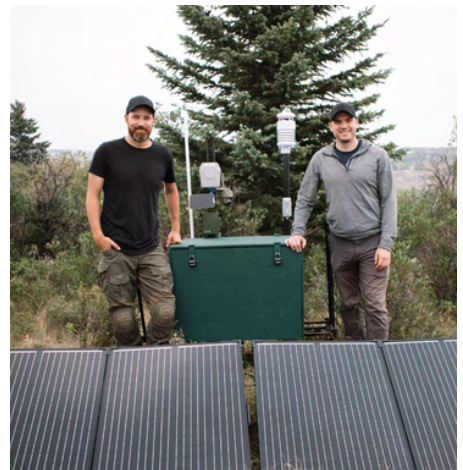




VERITREE IN ACTION: SMART FOREST INNOVATION

Veritree has taken forest restoration to the next level with the development of Smart Forests. These technology-driven forests integrate real-time environmental monitoring, predictive analytics, and AI-enhanced insights to optimize forest recovery.

One of the flagship projects, the Sawle Lake Smart Forest 2.0 in Alberta, features an upgraded G.R.O.O.T. system. This includes bioacoustic, soil, and climate sensors to monitor forest health in real-time. Additionally, the use of Starlink connectivity allows Veritree to collect and analyze data remotely, improving efficiency while reducing the need for frequent site visits. The Smart Forest model enables Veritree to track survivability rates, mitigate wildfire risks, and enhance carbon sequestration tracking, ensuring long-term environmental impact.



OUR

COMMITMENTS

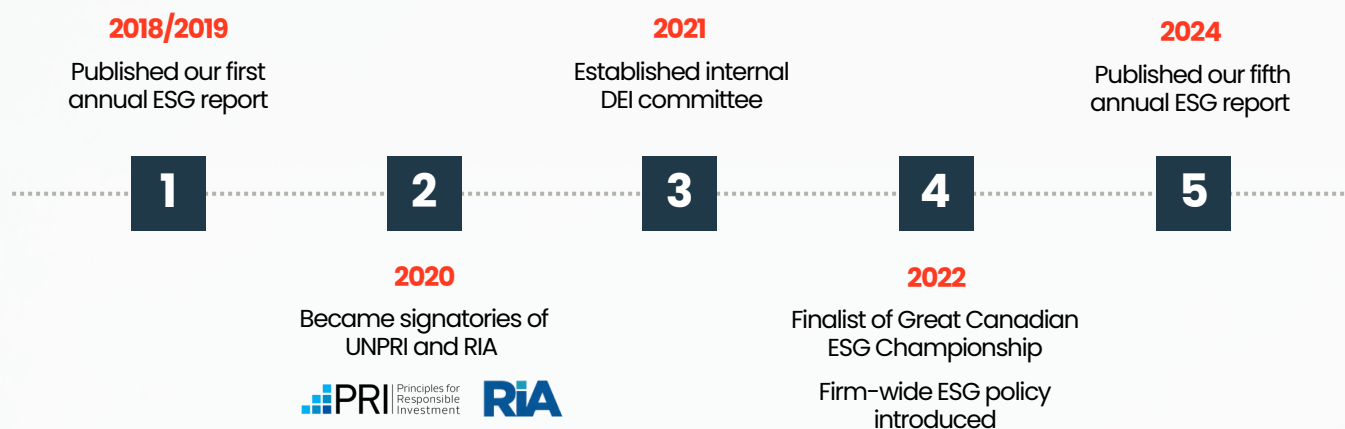


PENDER VENTURES

OUR COMMITMENT TO DEI AND ESG

Our ESG journey, deeply rooted in our investment ethos from the very beginning, unfolds through a series of deliberate steps that have shaped our approach to Environmental, Social, and Governance principles over the years.

OUR ESG JOURNEY



Our commitment to ESG and DEI remains at the forefront of our strategic goals. The backbone of Pender Ventures' ESG commitments was the creation of a comprehensive ESG Policy, designed to integrate sustainability and ethical considerations into all aspects of our investment sourcing, process and portfolio management. This policy not only serves as a testament to our dedication to responsible business practices but also as a guiding framework for our ongoing and future initiatives. It ensures that our efforts in environmental stewardship, social responsibility, and governance are aligned with our core values and the expectations of our stakeholders.

The spirit of our ESG & Impact initiatives is to continually compound progress over time. 2024 was no different in this regard as we found multiple ways to improve upon our existing foundation. This year we incorporated the following:

- Sharing our ESG policy and risk matrix template annually again for 2024
- Hosting first structured series office hours for underrepresented founders
- Reach out to non-profits and underrepresented founders with no-cost invitations to HealthTech Ignite conference
- Continued engagement of Head of HR Strategy with portfolio companies
- Tracking of IRIS+ metrics to enhance the measurement of impact

OUR ESG JOURNEY

ESG and DEI Assessment Templates

We believe the creation of standardized reporting and metrics will help the private investment industry as a whole create more meaningful impact. We have adopted the Business Development Bank (BDC) ESG and DEI template as our reporting tool for both portfolio companies and our GP. This standardized template has helped us uncover areas of strength and areas for improvement, across both our portfolio companies and fund systems and processes.

ESG Policy and risk matrix template

We have developed and proposed an ESG policy and risk matrix for portfolio companies to adopt. This policy and matrix helps portfolio companies identify and assess potential ESG-related risks, allowing for a proactive approach to risk management and mitigation. These tools are instrumental in embedding ESG considerations into portfolio company decision-making processes, highlighting a commitment to not just compliance, but to exceeding industry standards.

Incorporation of IRIS+ metrics to enhance the measurement of impact

Recognizing the importance of standardizing reporting to help drive accountability, this year we incorporated IRIS+ metrics to coincide with our portfolio company's UNSDG alignment. Quantitative data and IRIS+ metrics, where applicable, will be made available. We believe incorporating these metrics will help drive further transparency and comparability for our investors and companies alike.

Creation and adoption of a Compliance Certification Policy

In alignment with our goal of promoting good governance, we have implemented a Compliance Certification Policy, which is a testament to our dedication to upholding the highest standards of integrity and accountability. This policy requires our portfolio companies to certify their compliance with key statutes and regulatory obligations that influence directors' liability. It's designed to ensure that governance practices are transparent, ethical, and in line with legal requirements, thereby safeguarding our investments and reinforcing our leadership in fostering a culture of compliance and ethical business conduct. Through these initiatives, we are setting a new benchmark for responsible investment, emphasizing not only the financial but also the social and environmental impact of our portfolio companies.

Solidifying and tracking DEI targets at the GP level

We have created DEI initiatives targets that extended above and beyond our work with portfolio companies. These targets, which span the investment period of our fund lifecycle, are being tracked and reported upon (as shown in the DEI target section). We believe commitments are only one step in the right direction. Real progress is possible when incorporating purposeful action to meet such commitments. We are proud of our first-year results in this regard.

DEI TARGET TRACKING

Pender Ventures' DEI processes, investment strategy and ecosystem initiatives have been developed to address gaps that Pender Ventures has identified in the Canadian VC industry.

ACCESS TO CAPITAL



Businesses owned or founded by those who identify as white males receive the majority of VC financing. It is estimated that **women-owned business receive only 2% of funding globally¹ and 4% of VC funding in Canada.²**

OUR COMMITMENT:

Develop over 200 new relationships with underrepresented founders/executive teams over the course of the investment period.

We regularly collaborate with external groups to actively engage with a diverse pool of founders and entrepreneurs. Activities in 2024 to increase exposure to underrepresented founders were:

- Structured monthly office hours, with priority to underrepresented founders
- No cost tickets to underrepresented founders to Pender Ventures' HealthTech Ignite Conference
- Inviting underrepresented founders to participate in our annual CEO conference to network and learn

In 2024, we developed over 70 new relationships with underrepresented founders and entrepreneurs who fit our investment thesis and met many others who are earlier in their entrepreneurship journey, and not captured in the progression bar.



Five year target at 20% per year, for a cumulative 40% target at the end of year two

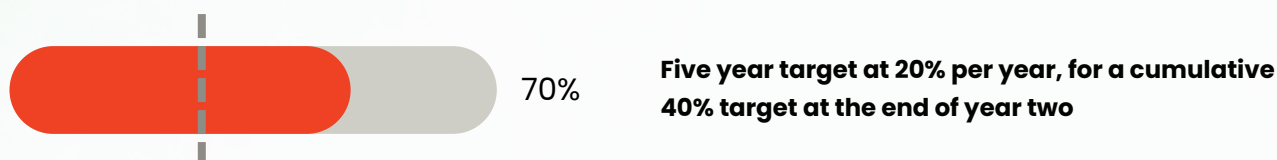
1. Minister Ng launches call for applications to deliver the Inclusive Women Venture Capital Initiative
2. WES Inclusive Women Venture Capital Initiative

EDUCATIONAL RESOURCES TAILORED TO UNDERREPRESENTED FOUNDERS

Underrepresented founders often lack access to educational resources or networks, often due to the inherent inequality that persists within the VC funding ecosystem. According to a report by Queens University, 82% of Black business owners do not have a high degree of comfort talking to their bank about funding options and 61% of gender-diverse entrepreneurs say current funding models don't meet their needs.¹

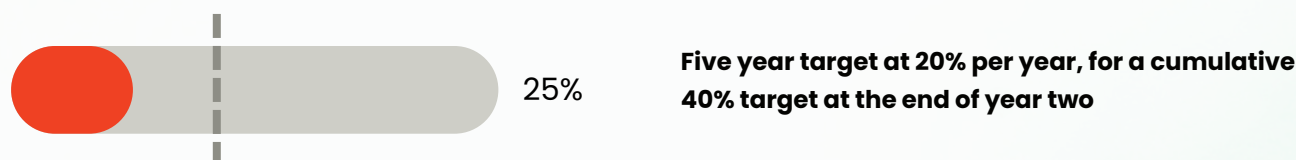
Hold office hours to engage with over 100 underrepresented founders

Throughout the year, we engaged with over 30 Women and BIPOC entrepreneurs, provided feedback on pitches and pitch decks and provided access to relevant content within inaccessible platforms such as Pitchbook that can support them in achieving their goals.



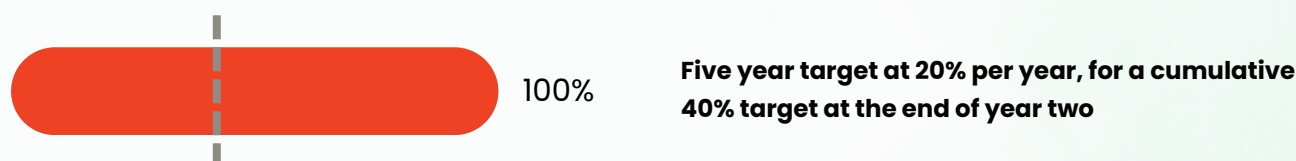
Foster over 50 introductions for underrepresented founders to other ecosystem constituents

Throughout the year, we engaged with Women and BIPOC founders, through office hours and other forms. Introductions were made to incubators / accelerators, other more mature companies, investors and other stakeholders.



Host over 10 underrepresented founders free of charge at Pender sponsored or attended events

For our second edition of healthTech ignite, we proactively and intentionally offered heavily discounted or free tickets to underrepresented entrepreneurs or students interested in entrepreneurs as well as early-stage underfunded companies. In total, during 2024, we hosted over 20 underrepresented founders.



1. <https://smith.queensu.ca/magazine/issues/spring-2022/features/closing-the-funding-gap.php>

SUPPORT RESOURCES TO INCREASE BIPOC/WOMEN PARTICIPATION IN SENIOR MANAGEMENT AND BOARDS OF DIRECTORS

Early-stage startups are often resource-constrained and unable to hire external consultants or subject matter experts to help with enhancing their DEI efforts. We address this gap by proactively identifying potential challenges and best practice gaps during our investment process. As part of our portfolio support, our investment team and Head of People Strategy work with the company to address these elements. This includes best practices in compensation, organizational design, talent attraction and acquisition, performance review and conflict resolution.

In addition, we have committed to identifying and developing a network of female Board of Director candidates to be nominated to effectively increase the representation of women on boards. We are also actively participating in external events to raise awareness and share best practices.

100% of portfolio companies to implement a DEI policy

During 2024, we collaborated with our portfolio companies, with 92% adoption of DEI policies and initiatives. Our Head of Talent Strategy met with the respective Heads of Talent from our portfolio companies to share best practices and offer mutual support, ensuring that our commitment to diversity, equity, and inclusion remained a key priority in action; not just in policy.



OUR TARGET IS 1.5X INDUSTRY AVERAGE¹ FOR MANAGEMENT, BOARD-LEVEL AND OVERALL EMPLOYMENT DIVERSITY OR 50% IMPROVEMENT FROM INITIAL INVESTMENT.

Board of directors

- 27% have gender parity
- 27% have boards entirely composed of men (vs 43%)

Management

- 9% have gender parity (vs 20%)
- 18% don't have a women in management (vs 25%)

Overall employees

- 64% of companies reported at least one employee with a disability (vs 33%)
- 27% reported gender parity and 55% have more than 40% of their employees identified as women



1. Industry benchmarks used are from: 2024 diversity, equity and inclusion metrics for BDC Capital's portfolio
<https://www.bdc.ca/globalassets/digizuite/52896-2024-dei-esg-portfolio-metrics-bdc-capital-report.pdf>

SUPPORT RESOURCES TO INCREASE BIPOC/WOMEN PARTICIPATION IN SENIOR MANAGEMENT AND BOARDS OF DIRECTORS



Women on Boards network initiative

In 2024, we connected with Women Get On Board, a Canadian community dedicated to advancing the next generation of women corporate directors. This organization provides access to valuable resources, including a board résumé service, active board opportunity postings, and educational programs. To further strengthen our network, we hosted a dinner with three accomplished female board directors who have expressed interest in collaborating with us through 2025.

These directors will play a key role in expanding our connections and supporting informal events to enhance our in-person engagement. This initiative reflects our continued commitment to creating opportunities for women leaders and fostering a diverse talent pipeline for board roles.

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