



# Green Startup Monitor 2024

# Foreword from the initiators



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To move towards a climate-neutral economy, we must evaluate our products and business models against sustainability criteria and adapt them accordingly. Key aspects of this transformation, such as the market launch of electric vehicles and the transition away from fossil fuels, are already underway. However, the transformation is faltering in many areas and is progressing too slowly to meet the agreed sustainability goals. To achieve broad-scale transformation, we need innovation and the scaling of sustainable solutions. This includes optimizing existing technologies, but more importantly, fostering disruption and fundamentally new approaches.

Startups play a crucial role in putting technologies and new business models into practice, ensuring the transfer and necessary diffusion of green innovations. Often linked to univer-

sities and research institutions, innovations are transferred from the experimental stage to business models, frequently in cooperation with established companies, which benefit from and increasingly seek sustainable solutions. As the Green Startup Monitor (GSM) shows, green startups are particularly active and act as engines of transfer. However, it is clear that Germany has not yet fully tapped the startup and support potential of its universities and research institutions. For more innovation, but above all for more green startups, more efforts are needed in terms of support.

Regarding the development of green startups, this year's study presents a mixed picture. The good news is that the proportion of startups identifying as part of the green economy, aiming to contribute to resource and environmental protection, remains

stable. Additionally, more startups are aware of their actual or potential environmental and social impact and can provide relevant data. This transparency is crucial to maintaining focus on transformation goals in daily operations. However, in the current challenging market and financing environment, we see a decline in the general focus on impact, risking the relevance of sustainability efforts.

This year's GSM highlights the importance of a strong startup ecosystem for sustainability and how overcoming current challenges, particularly in financing, contributes to the green economy.

We would like to thank the Deutsche Bundesstiftung Umwelt for supporting the GSM.

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# Goals of the Green Startup Monitor and green startup definition

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## Characteristics of green startups

- > Startups are **less than 10 years old**
- > are **(very) innovative** and/or have **(planned) employee / sales growth**
- > and **contribute to the ecological goals of a green economy**

# 7

## important facts from the GSM 2024

### Sustainability remains important

With 29 %, green startups continue to be an essential part of the German startup ecosystem. However, their proportion has decreased compared to the previous year (GSM 2023: 35 %). This indicates that ecological goals are losing importance for some startups in the currently challenging market and funding environment.

### Self-assignment to the green economy stable

While the strategic focus on sustainability goals and corresponding KPIs has decreased compared to the previous year, the proportion of startups identifying with the green economy remains at a stable high level of 47 % (46 % in 2023), the highest figure ever measured in the GSM.

### Wanting and being able to make an impact

When it comes to impact management, progress is evident compared to the previous year, indicating a professionalization in the field - the proportion of green startups that substantiate their sustainability impact with data and facts has increased from 27 % to 39 %, and from 7 % to 14 % for non-green startups.

### Transformation accelerators

Contrary to the stereotype that green startups tend to pursue a „small is beautiful“ philosophy, the GSM 2024 shows that for more than half (56 %) of green startups, both rapid growth and a high market share are rather to very important. In this respect, they are in on par with non-green startups (55 %).

### More women at the top

Green startups continue to stand out with a significantly higher proportion of female founders (24 %), compared to only 17 % in non-green startups. This also affects other leadership positions in green startups, where the share of women is 30 % compared to 23 %.

### Drivers of innovation and transfer

Green startups cooperate more often with universities and research than non-green startups (54 % vs. 38 %). Better conditions for the utilization of research results (e.g. patents and IP rights) are even more relevant for them than for non-green startups (67 % vs. 55 %).

### Partners of the Industry

Green startups are also more likely than non-green startups to collaborate with established businesses (71 % vs. 58 %), and contrary to the general trend, the value in this group is increasing year-over-year, underscoring the growing importance of green technologies.

A hand is shown holding a group of green human icons. The background features a network of nodes and lines, suggesting a digital or social network. The overall theme is related to green startups and community.

# 1 | GREEN STARTUPS: DISTRIBUTION, CHARACTERISTICS AND CHALLENGES

# Sustainability remains important

## Three out of ten startups can be classified as green

While self-assignment to the green economy remains stable, there has been a decline in the orientation towards ecological and social goals and their integration into management KPIs among startups.

The share of green startups is determined by the three indicators presented here. To be classified as 'green', all criteria must be met.

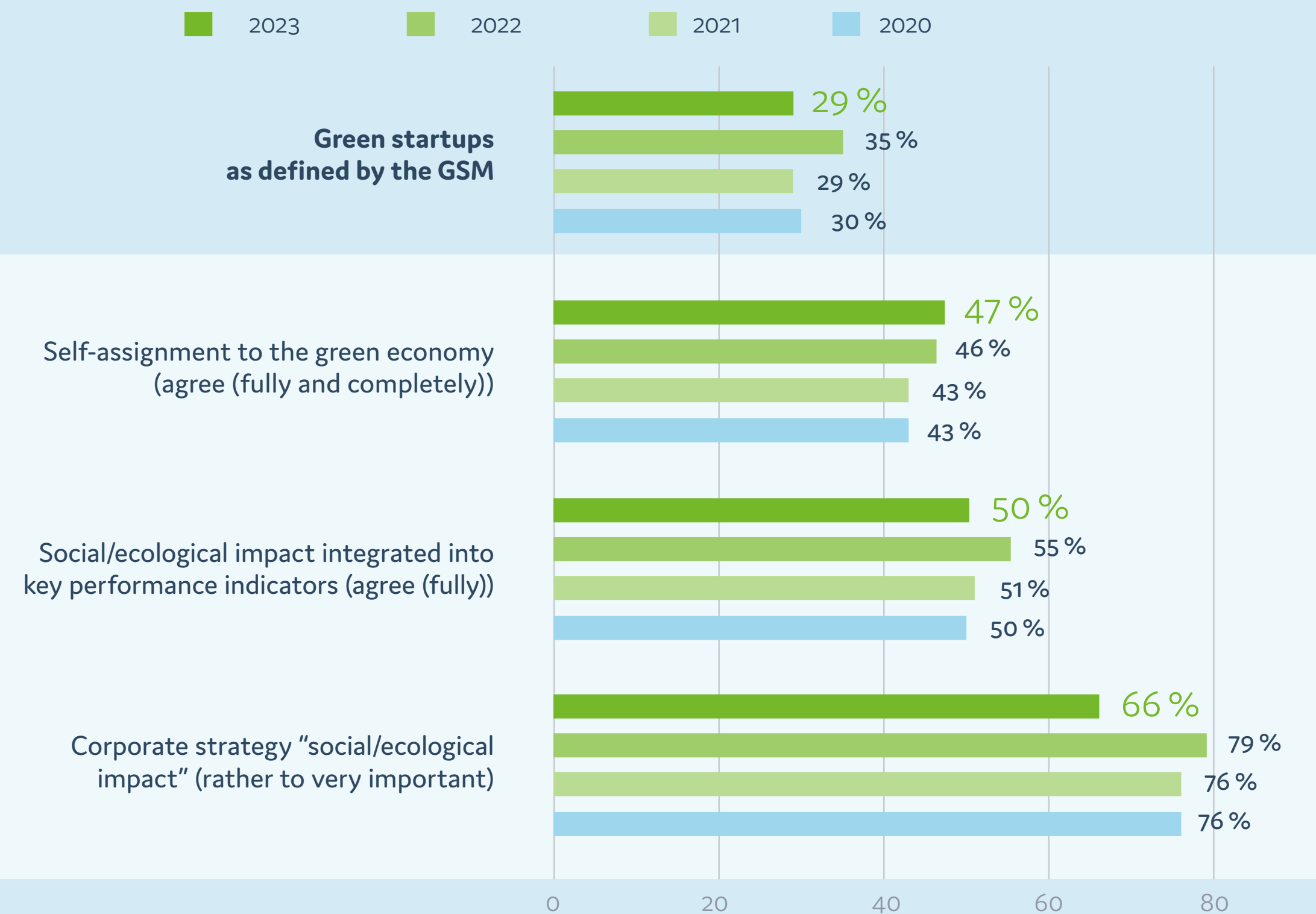
The slight decline in the proportion of green startups may be related to the current tense market and financing environment, leading to short-term adjustments in corporate strategy.



In light of the pressing global environmental challenges, I hope that every individual and company takes responsibility for their actions. At recyclehero, we are developing solutions to return valuable resources to a climate-friendly circular economy.

Nadine Herbrich, Co-Founder recyclehero

### ➔ Green startups as defined by the GSM (2020 – 2023)

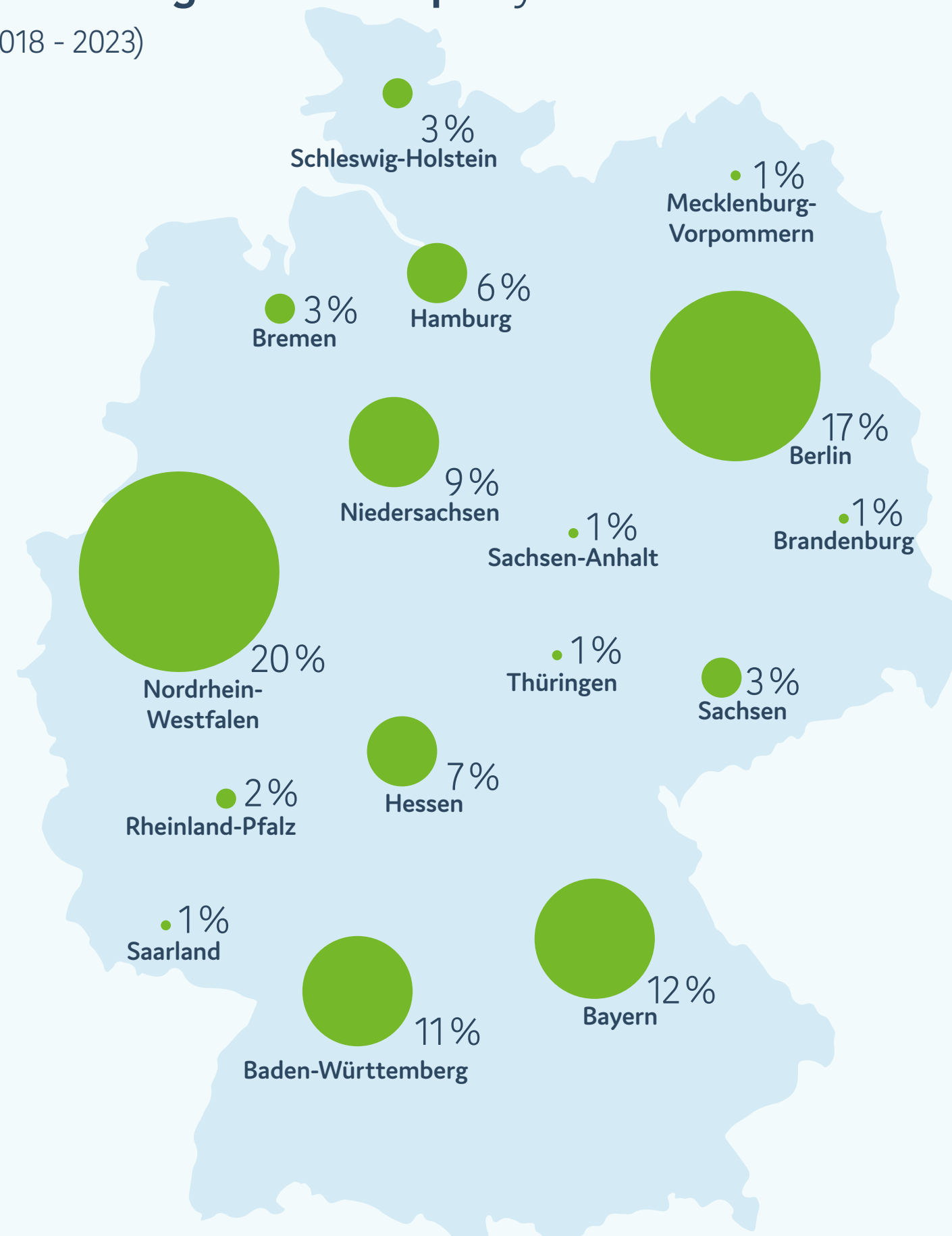


Based on responses from 1,267 startups (for 2023; values for previous years are based on data from the Green Startup Monitor 2023, 2022, 2021)

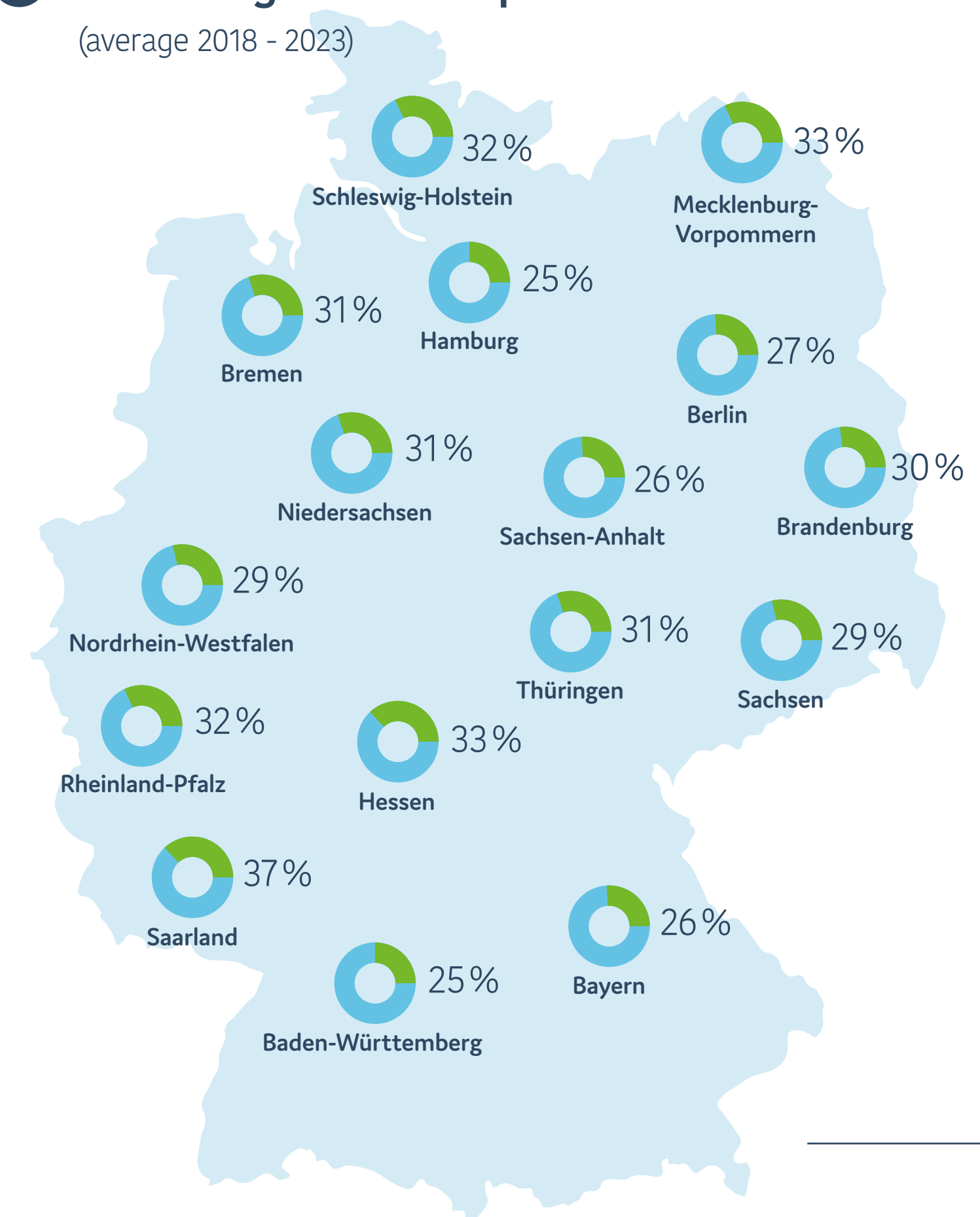
For the definition of "green startups" as defined by the Green Startup Monitor and the questions on "Self-assignment to the green economy", "Social impact integrated into key performance indicators" and "Corporate strategy social/ecological impact", see p. 30. Rounding differences are possible on all slides.

# Green startups constitute a **relevant share of the ecosystem** in all federal states

➔ **Distribution of green startups** by federal state  
(average 2018 - 2023)



➔ **Share of green startups** in each federal state  
(average 2018 - 2023)



Based on responses from 2.532 green and 6.428 non-green startups. Question: What is the zip code of your startup's main location?

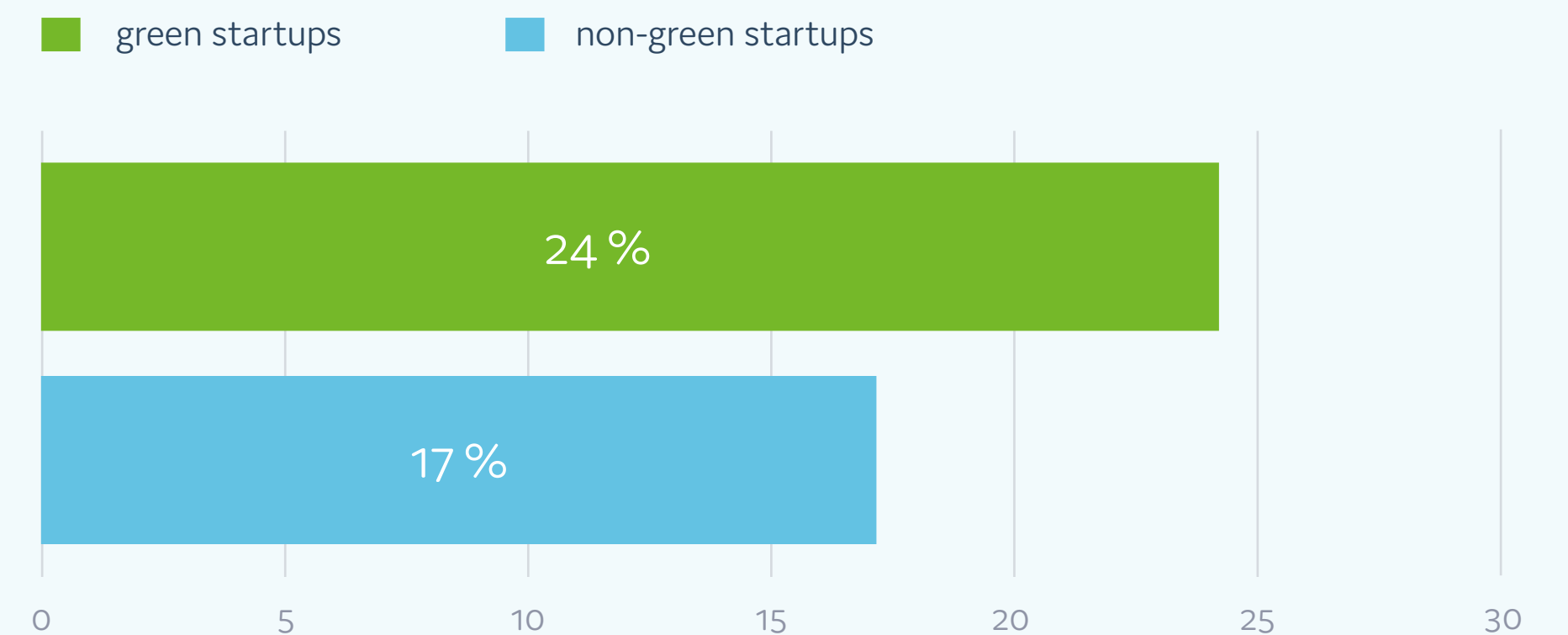
# More women lead green startups

Women remain underrepresented as founders in the startup sector, and their share has only grown slowly in recent years.<sup>1</sup>

However, green startups have a higher proportion of female founders, which is also reflected at the management level.

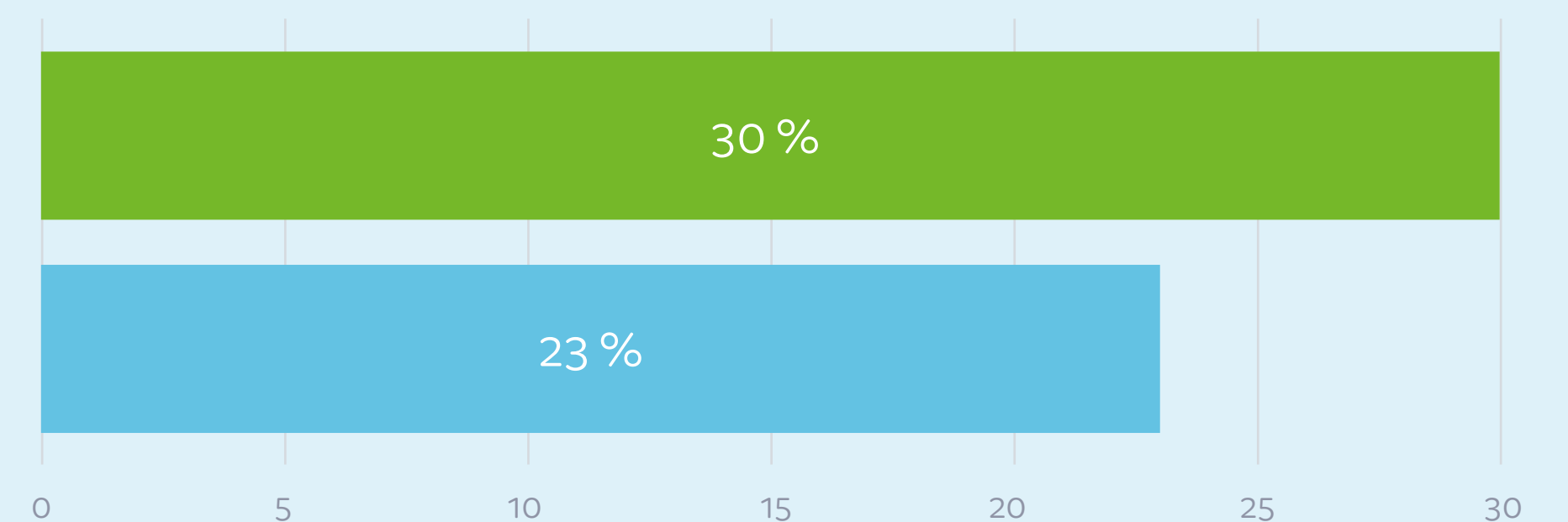
This makes green startups pioneers in diversity and better utilization of the available talent pool.

## ➔ Share of female founders (2023)



Based on responses from 372 green and 895 non-green startups

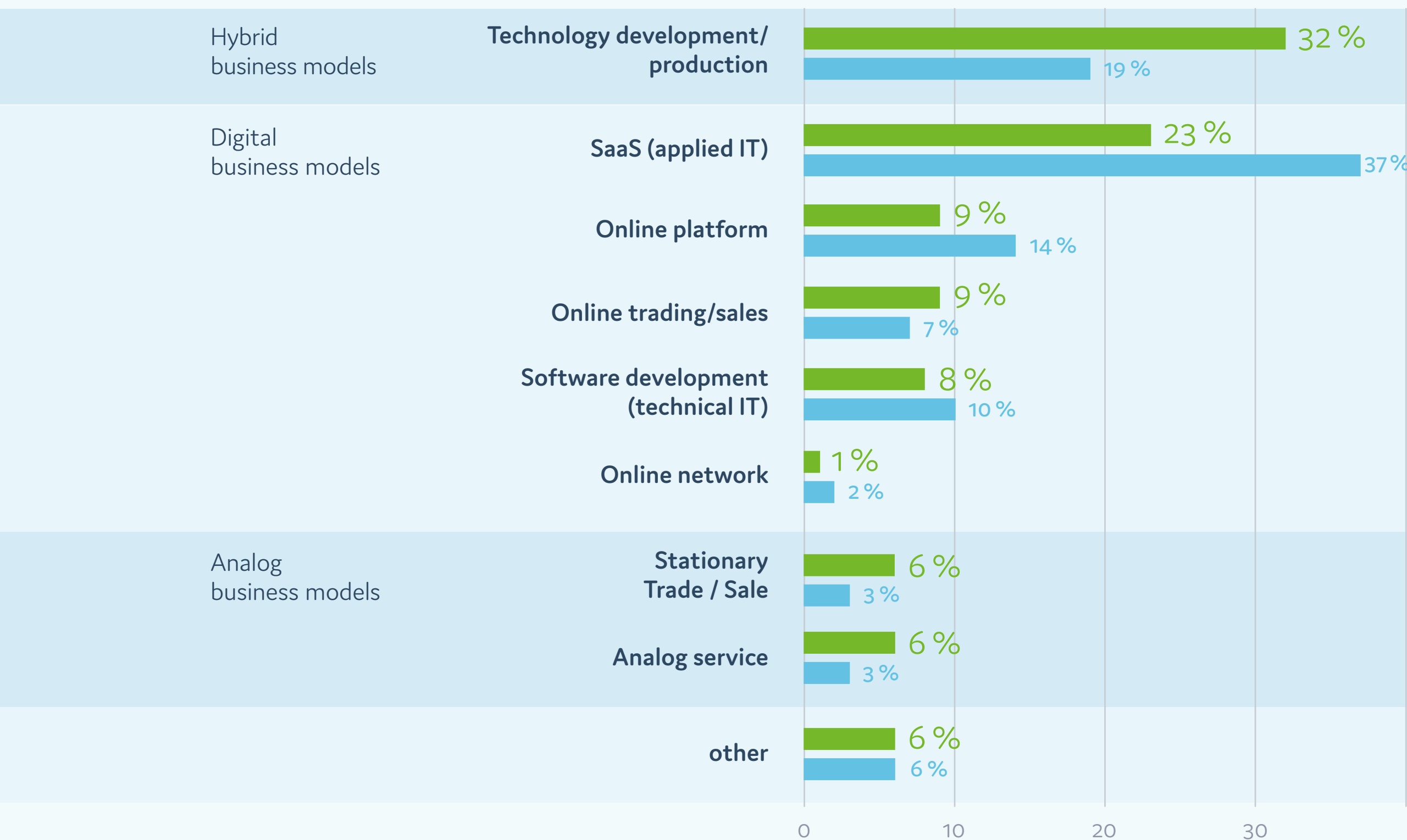
## ➔ Proportion of women in management (2023)



Based on responses from 235 green and 592 non-green startups. Question: How many people belong to the top management level of your startup (excluding founders)?

## ➔ Business models (2023)

■ green startups    ■ non-green startups



# Hardware solutions remain essential to the green ecosystem

Technology development and production are the most important business models for green startups, with the share growing from 22% to 32% between 2019 and 2023.

Thus, startups are proving to be a key factor in the sustainable transformation of Germany as an industrial hub.

At the same time, particularly scalable business models, such as software-as-a-service (SaaS), are underrepresented among green startups.

Based on responses from 370 green and 881 non-green startups. Question: Which business model would you most likely assign your startup to? Please select only one of the following answers.

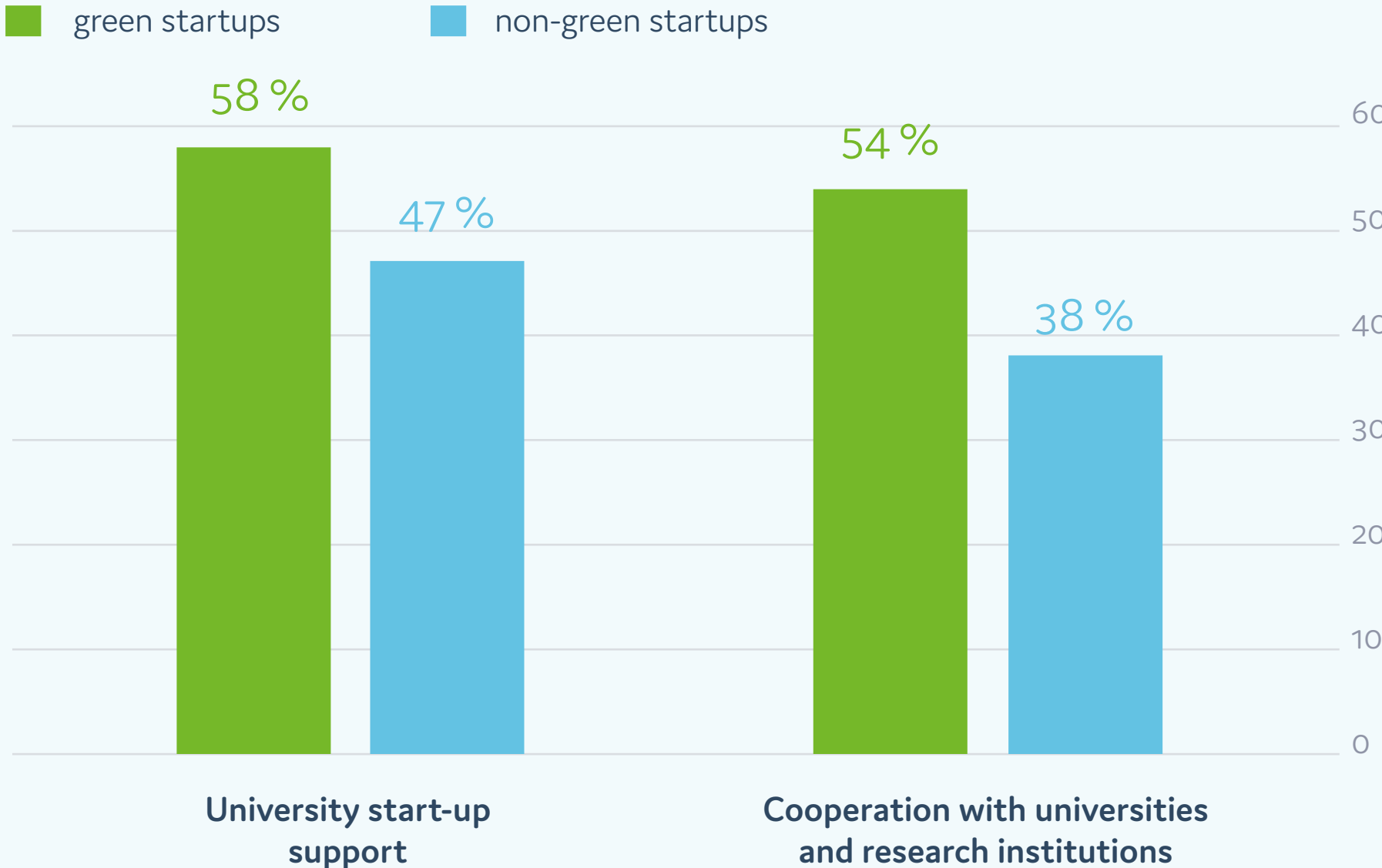
# Green startups lead the way in **innovation transfer from universities** and research

Startups emerging from the university and research environment bring innovations into practice, making an important contribution to the competitiveness of our economy.

Green startups are characterized by a close connection to universities and research institutions, often receiving support during their founding.

This connection remains strong in later stages of the company, as indicated by the high proportion of green startups that continue to cooperate with scientific institutions.

## ➔ University support & cooperation with universities and research (2023)

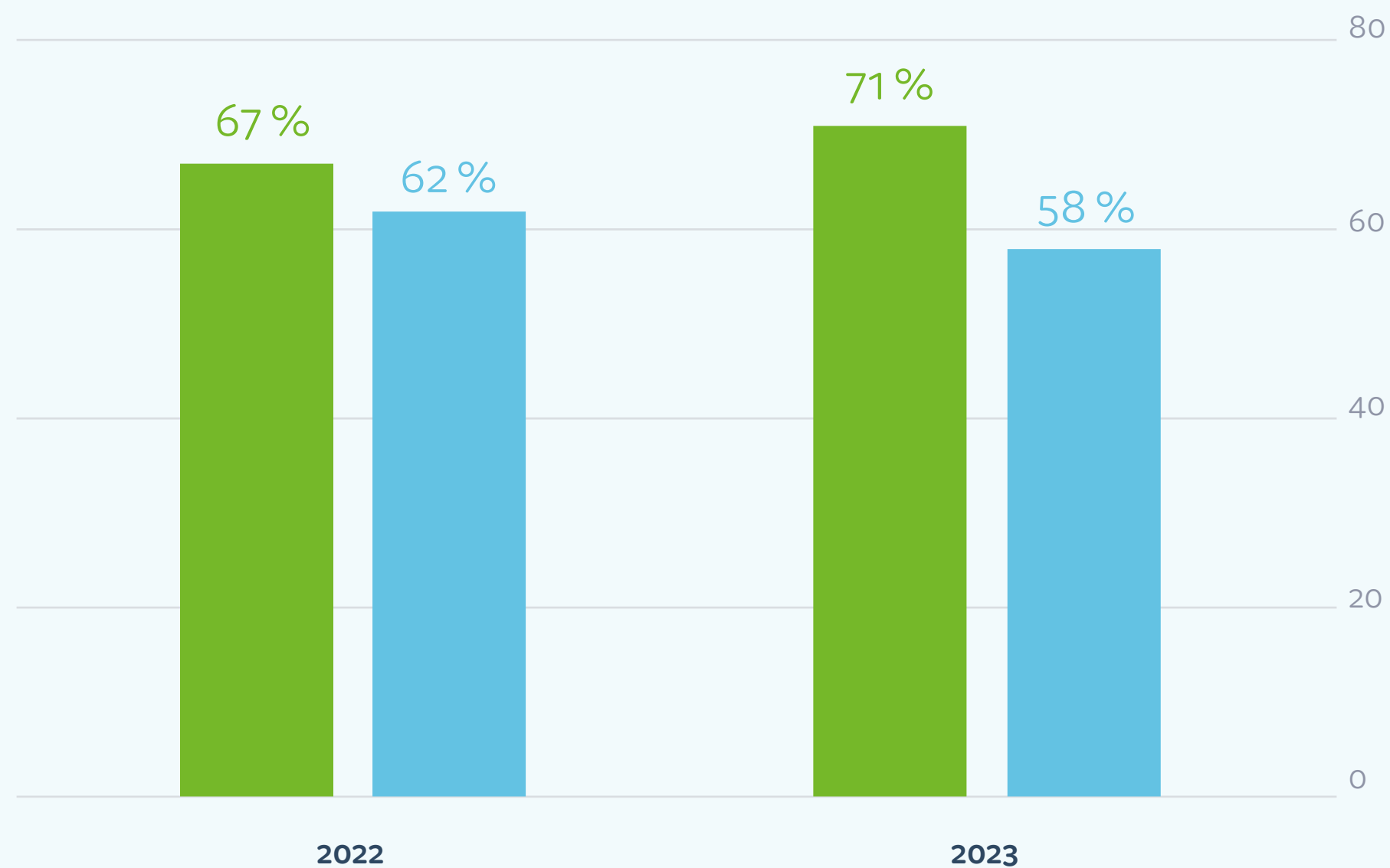


Based on responses from 355 green and 858 non-green startups. Question: Has your startup ever received support from a college/university or research institution (e.g. advice, premises, expertise/know-how)?

Based on answers from 357 green startups and 834 non-green startups. Question: Does your startup cooperate with other startups, established companies and/or scientific institutions?

## ➔ Cooperation with established companies (2022 - 2023)

■ green startups    ■ non-green startups



Based on responses from 357 green startups and 834 non-green startups. Question: Does your startup cooperate with other startups, established companies and/or scientific institutions?

# Green startups **cooperate more frequently with established companies**

In addition to their proximity to universities and research, green startups also cooperate more frequently with established companies, making them an important vehicle for knowledge and technology transfer.

It is noteworthy that the proportion of green startups involved in cooperation projects with established companies is increasing compared to the previous year, contrary to the overall trend among startups.

This overall decline in collaborations has been evident since the coronavirus pandemic and demonstrates a clear need for action - collaboration is essential for both sides.

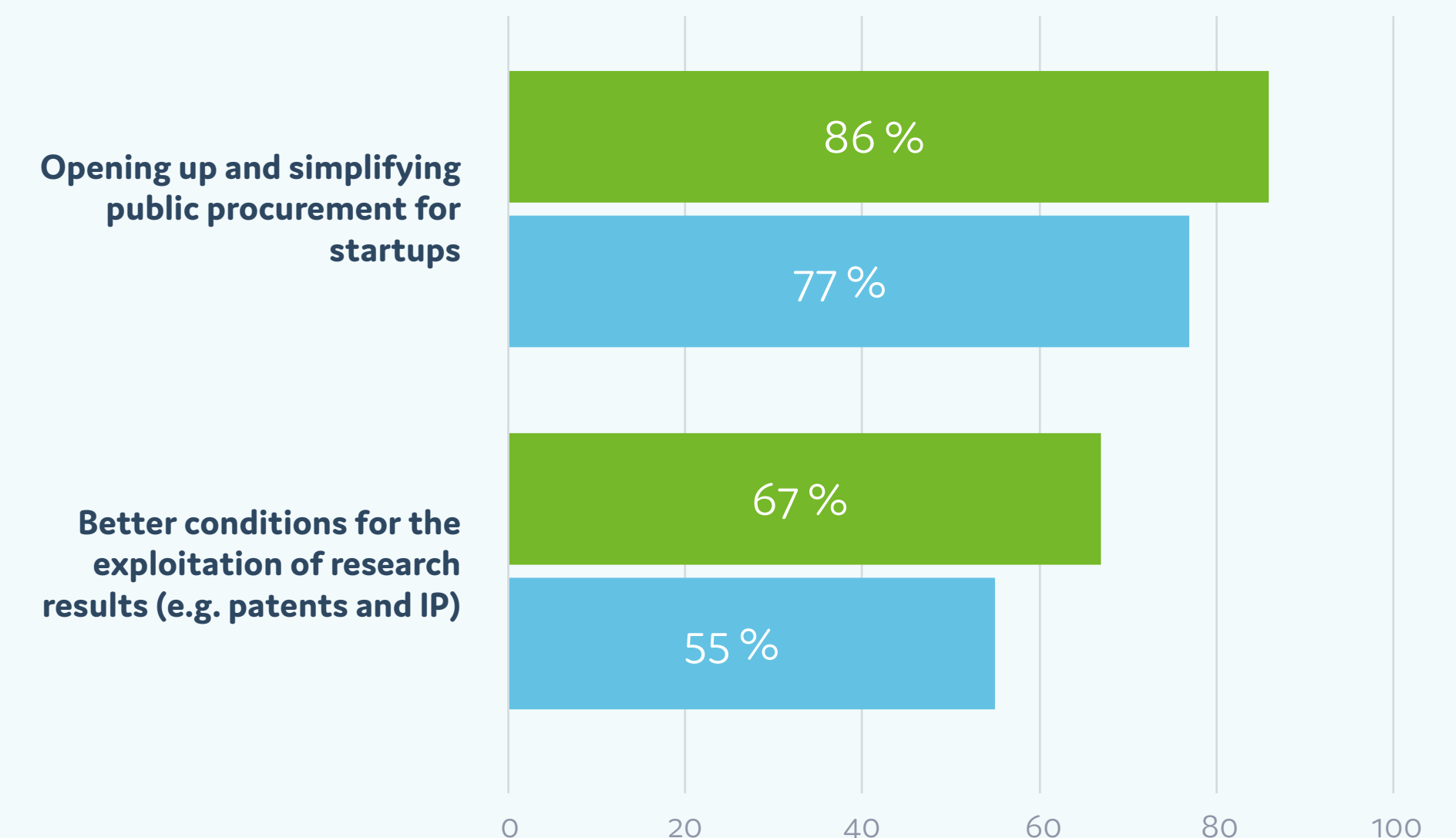
# The state can further emphasize the importance of transfer

As young companies with products often new to the market, startups are currently at a clear disadvantage in public procurement. Green startups, in particular, seek more innovation-friendly procedures.

Green startups, often connected to research, see improving the framework conditions for research transfer as a key lever for promoting the innovation ecosystem.

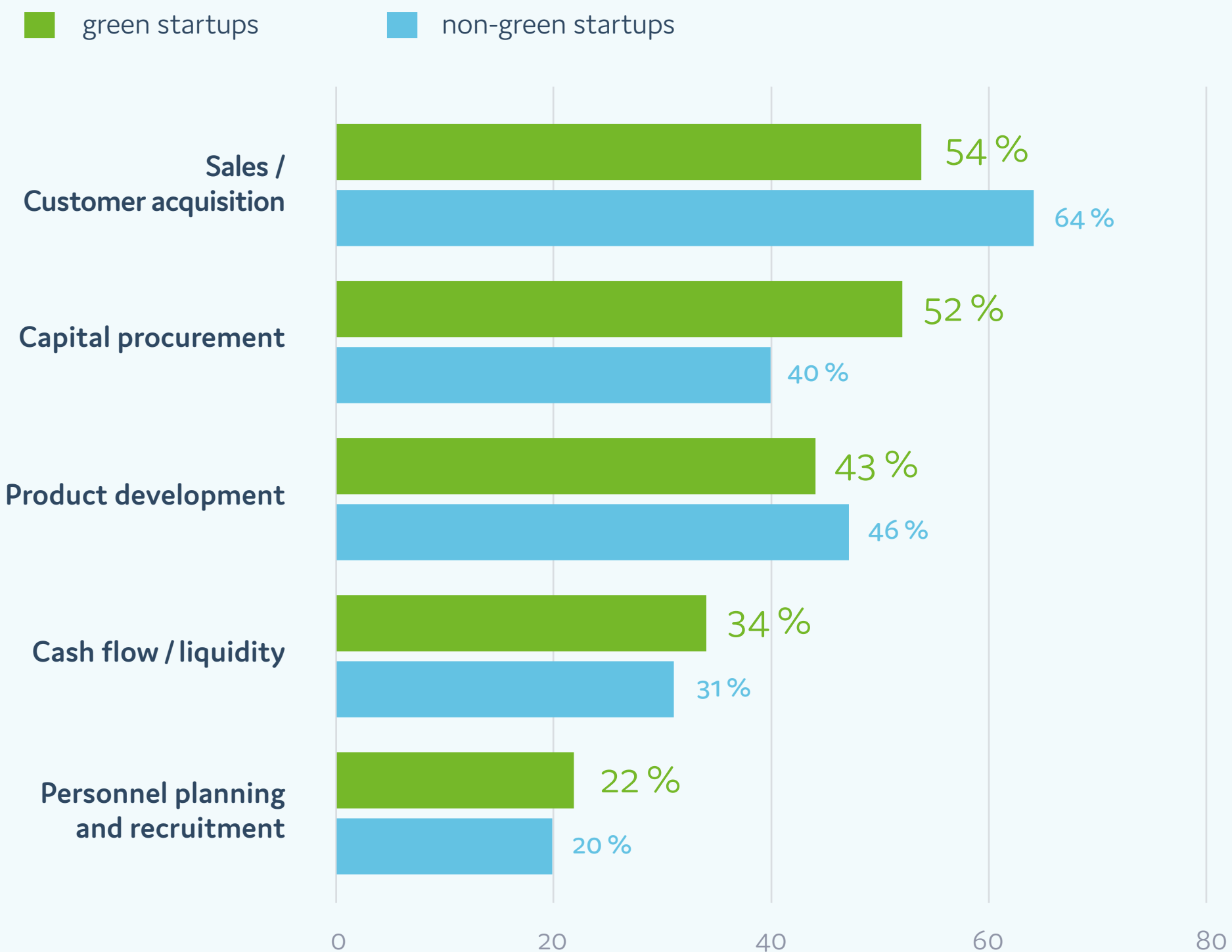
## ➔ Levers to strengthen the startup ecosystem (2023)

■ green startups   ■ non-green startups



Based on responses from 361/344 green and 865/833 non-green startups. Question: How important do you rate the following levers for strengthening the German startup ecosystem? Answer: „rather“ to „very important“.

## ➔ Challenges (2023)



Based on responses from 368 green and 892 non-green startups. Question: What are the three biggest challenges currently facing your startup? Please choose a maximum of three.

# Financing often remains one of the **key challenges** for green startups

As in the previous year, customer acquisition, capital procurement, and product development are the most significant challenges for green startups.

While green startups generally find it easier to acquire customers, they face greater challenges in raising capital.

This indicates that green solutions remain in demand during crises, but financing in the sector continues to present specific challenges.

# More than half of green startups **strive for rapid growth and a high market share**

Green innovations and a stronger focus on climate neutrality in business processes are key to achieving climate targets.

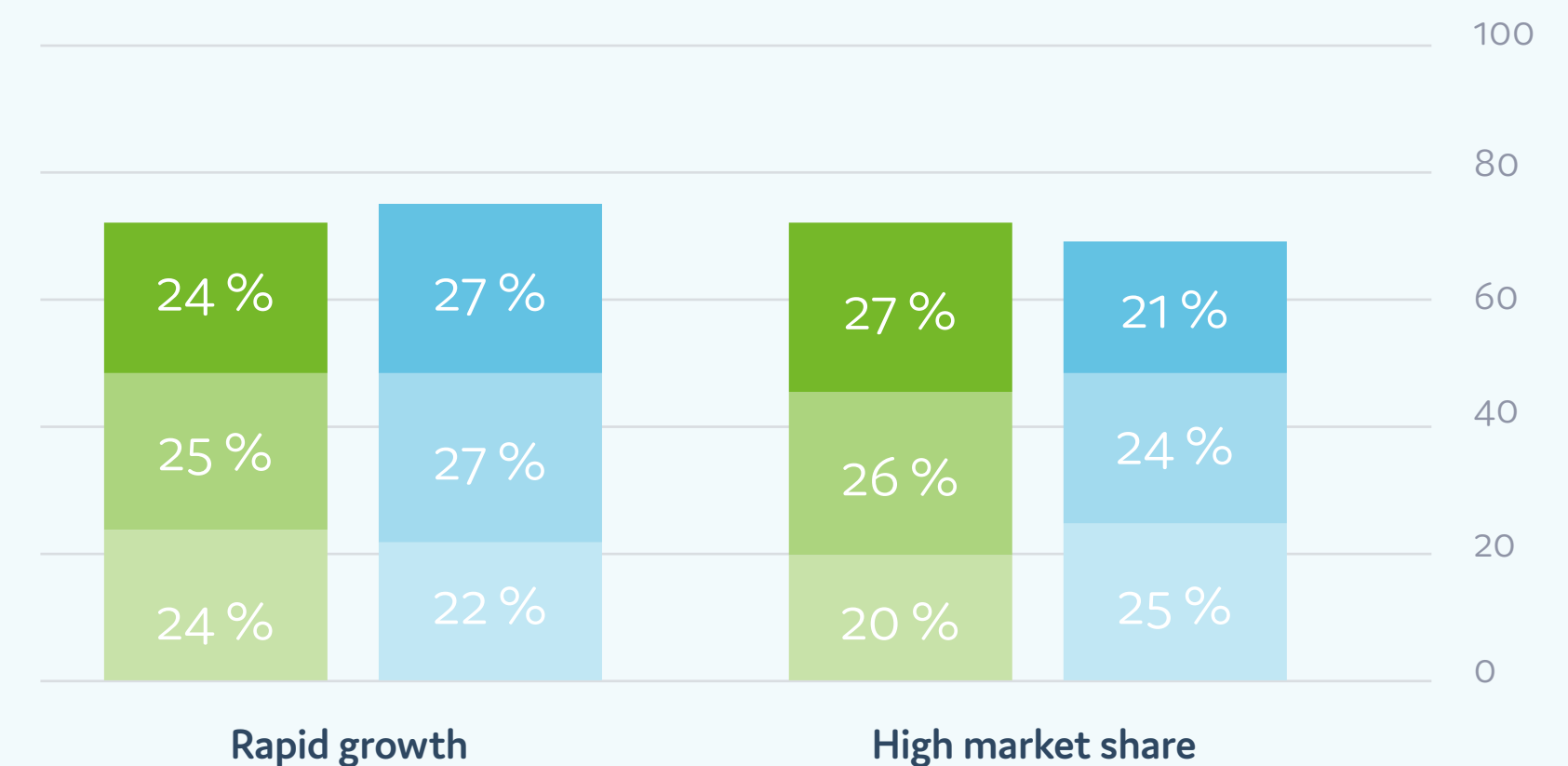
For new technologies and processes to become widespread, green startups that combine strong market and growth orientation with a high prioritization of sustainability goals are particularly in demand.<sup>3</sup>

For 56% of green startups, a combination of ‘rapid growth’ and ‘achieving a high market share’ is a (rather-very) important part of their corporate strategy (55% for non-green startups) - this is how they combine sustainability and growth.



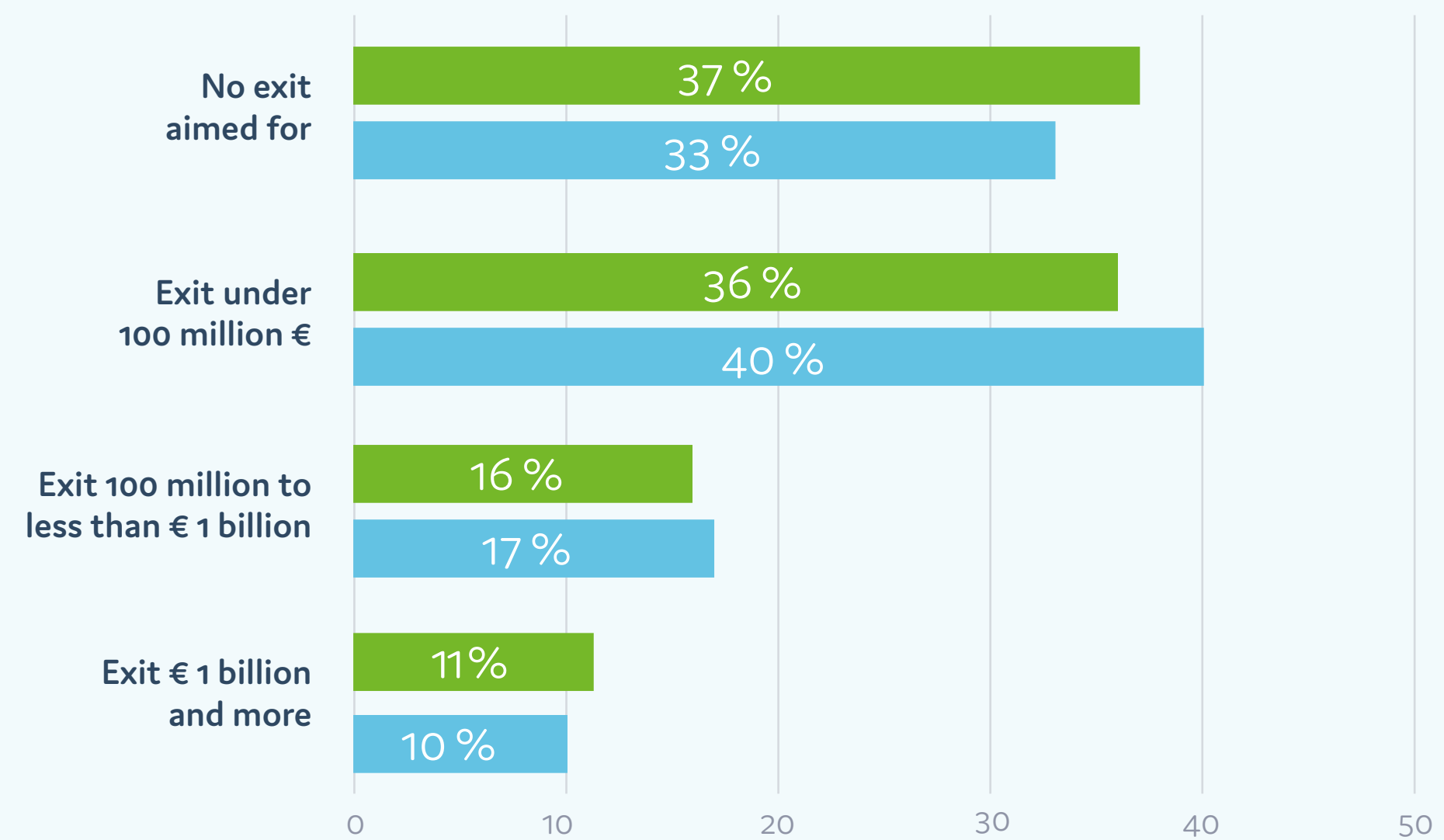
## ➔ Significance for corporate strategy (2023)

■ very important (green)   
 ■ important (green)   
 ■ rather important (green)  
■ very important (non-green)   
 ■ important (non-green)   
 ■ rather important (non-green)



Based on responses from 371 green startups and 892 non-green startups.  
Question: Which corporate strategies are currently important for your startup?

➔ **Exit objective (2023)** ■ green startups ■ non-green startups



Based on responses from 293 green startups and 739 non-green startups.  
Question: What exit value (in euros) is your startup aiming for in the future?



Fifty percent of the climate technologies needed to achieve our 2050 net zero targets are still in development and urgently require capital. However, the need for these solutions and their economic potential are clear, creating attractive opportunities for investment in the deep tech sector to lead the green transformation.

**Daria Saharova**, General Partner World Fund



## Green startups have comparable growth targets

To attract external financing, such as from business angels or venture capital, startups need to specify their growth and exit objectives.

These exit targets indicate the expectations of founders and investors regarding the company's growth potential.

In this aspect, green startups hardly differ from non-green startups, showing that sustainability and green technologies are integral to entrepreneurial practice in the startup ecosystem.

# 2 | MANAGE SUSTAINABILITY IMPACT: STRATEGIES, COMPETENCIES, BENEFITS



Two years after the start of series production, we are reducing one million tons of CO2 emissions per year with our emission-free drives for shipping. The fact that we can prove our impact with facts and figures is not only important for potential investors, but also an important indicator for achieving our sustainability goals.

**Stefanie Engelhard**, Founder, unleash future boats



# Impact needs **strategy, capacity to act and management**

Green startups are characterized by their efforts not only to achieve economic success, but also to make a positive contribution to overcoming environmental and social challenges. The term „impact“ describes the effect that the activities of a startup (want to) have on the target group and beyond on the market, environment and society. But to what extent are the strategy, skills and processes of these startups geared towards achieving the desired impact? In this chapter, the Green Startup Monitor looks at three enablers that enable startups to achieve sustainable impact: **Impact orientation**, **impact competence** and the existence of **impact management**.

➔ The term **impact orientation** is used in the GSM to analyze the extent to which a startup considers the achievement of a positive ecological and/or social impact to be an important corporate strategy.

➔ **Impact competence** is evaluated based on statements about the ability to act, including knowledge of positive and negative sustainability impacts and the capacity to substantiate these with concrete data.

➔ Finally, **impact management** is examined. In addition to impact competence, it involves informed and planned management of social and/or ecological impacts (see figure p. 19).



“

A nature-friendly and sustainable economy has to become the standard. Sustainability is a key factor if companies want to remain future-proof and competitive. The Green Startup Monitor highlights the importance of innovative and environmentally conscious business strategies. They ensure resilience in competition. This is precisely why the DBU specifically supports startups as well as small and medium-sized enterprises that – focussing on solutions – contribute to environmental protection.

**Alexander Bonde,**  
Secretary General, German Federal Environmental  
Foundation (Deutsche Bundesstiftung Umwelt – DBU)

# From **strategy** to **management of impact**

## Enabler

What factors enable a startup to achieve sustainable impact?

## Impact

What are the impacts of one or more startups today or in the future?

### Input and activities

### Output

### Outcome

### Impact



#### → Impact orientation

Is the achievement of ecological and/or social impact currently an important corporate strategy?



#### → Impact competence

Does impact orientation result in the ability to act?



#### → Impact management

Does impact competence result in informed and planned impact management?



#### → Services

Products/Services



#### → Outcome

To customers and other stakeholders (e.g. economic or social added value)  
On the natural environment (e.g. CO<sub>2</sub> reduction)



#### → Impact



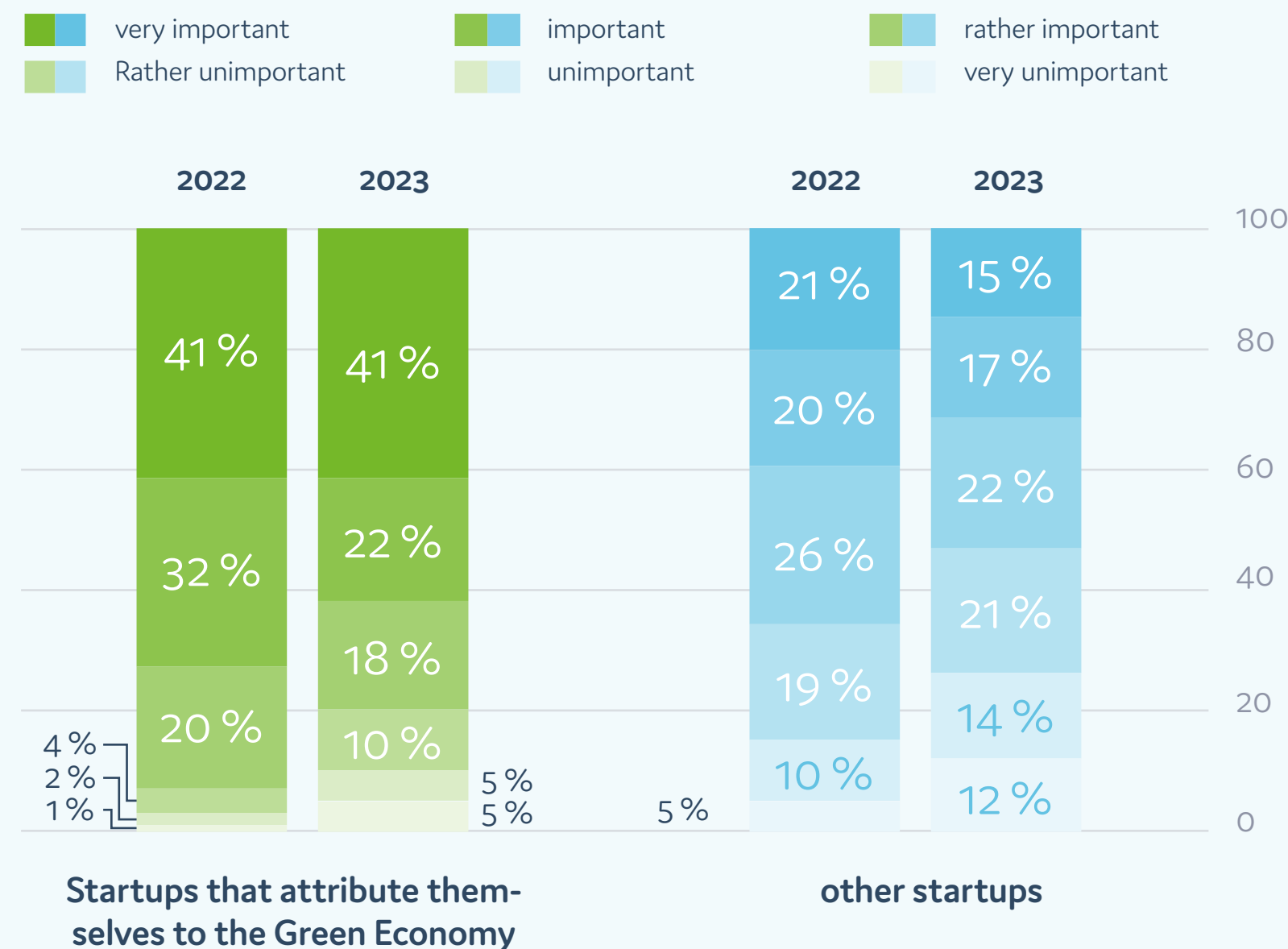


Recording our ecological and social impact is of central importance to us because we want to actively contribute to greater sustainability. Our aim is to show that positive change is possible with the will and appropriate actions.

Tom Wolter-Roessler, Founder, vreed



### ➔ Achieving a positive social and/or ecological impact as part of the corporate strategy (2022 - 2023)



Based on the responses from 654 startups (2022: 756) that attribute themselves as part of the green economy and 721 (2022: 859) other startups. Question: Which corporate strategies are currently important for your startup? Achieving a positive social or environmental impact.

## Impact orientation is declining overall, but a **stable core remains in the green economy**

The importance of achieving a social and/or ecological impact as a corporate strategy has noticeably decreased among startups compared to the previous year (see p. 7).

This also applies to startups that classify themselves as part of the green economy, indicating an increased focus on economic goals or other factors in the current difficult market environment.

At the same time, there is a stable core of very impact-oriented young companies among these startups: four out of ten continue to attribute a very important role to the corporate strategy of achieving an ecological and/or social impact.

# The economic environment is challenging

## – revealing various correlations

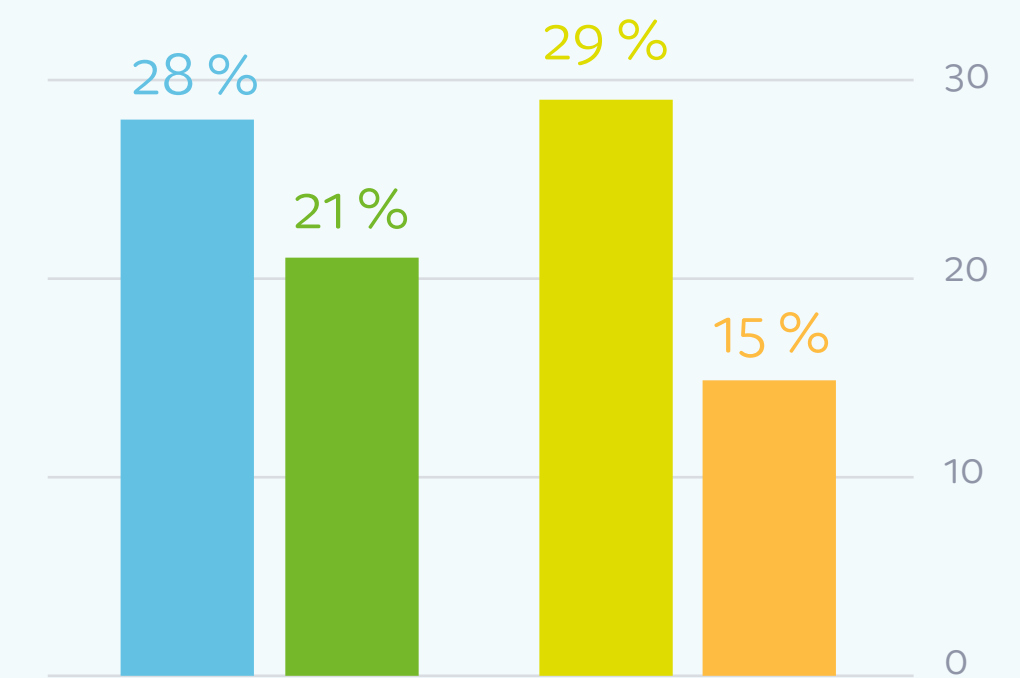
The last few years have been enormously challenging for the startup ecosystem: disrupted supply chains, cautious customers, and the new interest rate environment are impacting the success prospects of various business models, as well as financing and corporate strategies. Recently, 28% of non-green startups and 21% of green startups had to implement cost-cutting programs. Prioritizing ecological and social sustainability (impact orientation) in corporate strategy seems to be an influencing factor.

In addition to impact orientation, factors such as the number of employees, dependence on venture capital, and the company's development phase also seem to influence the likelihood of cost-cutting programs.

Further investigation is needed to determine whether very impact-oriented startups fare better during the crisis or if impact orientation is deprioritized for cost reasons.

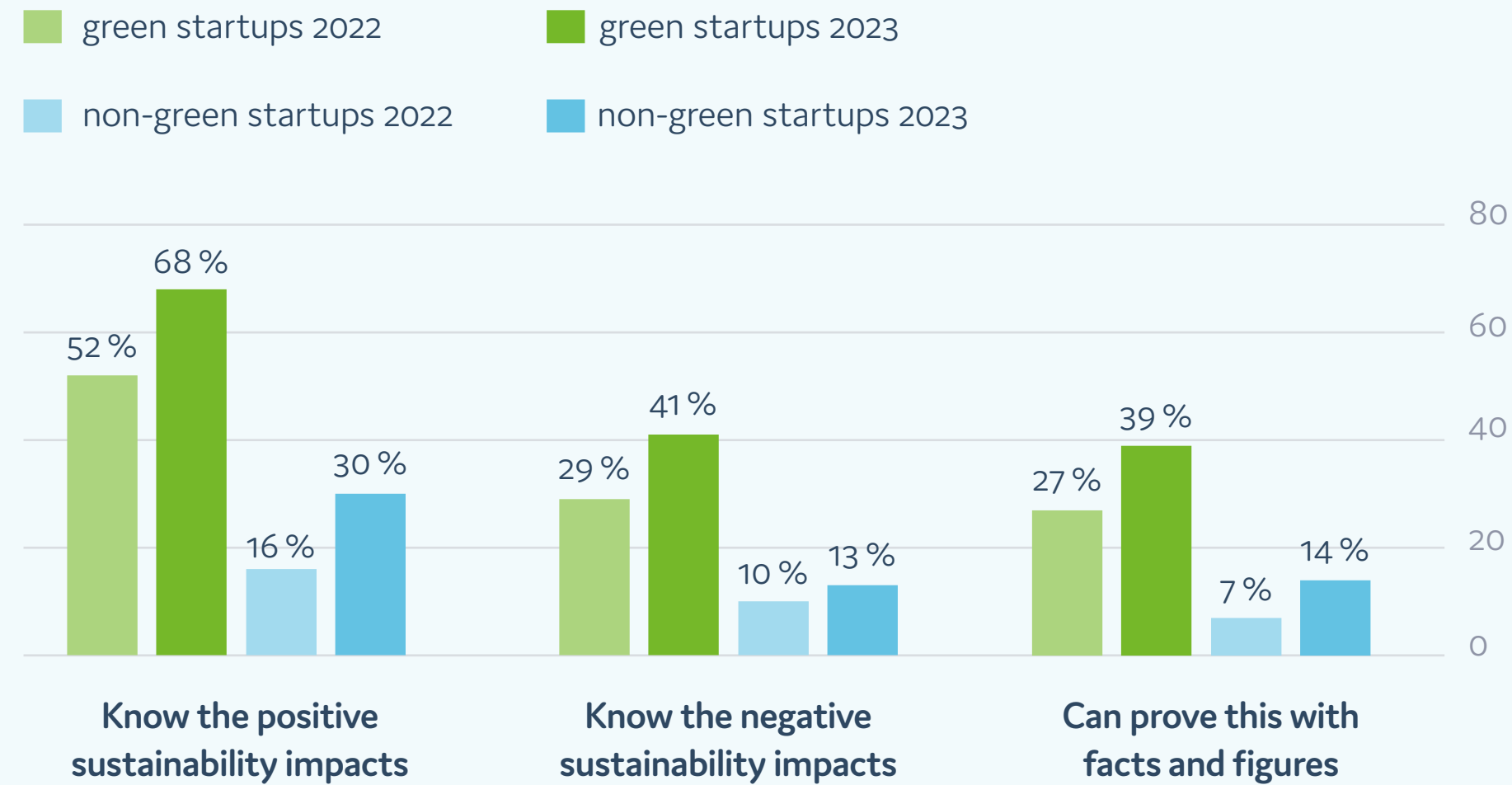
### ➔ Implementation of cost reduction programs (2023)

- green startups
- non-green startups
- (rather) impact-oriented green startups
- very impact-oriented green startups



Based on the responses of 701 non-green and 302 green startups as well as 175 very impact-oriented and 127 other green startups. Question: How has the current economic environment affected you so far?

➔ **Development of impact competence (2022-2023)**  
(fully agree)



Based on the responses of 524 green and 895 non-green startups (2022) / 370 green and 783 non-green startups (2023). Question: Please assess the following statements with regard to the ecological and social impact of your startup (statements shown in figure)



We are advancing sustainability and ecology, placing them at the forefront. By implementing key performance indicators, we can measure and analyze how to further optimize our operations to achieve a more efficient raw material cycle.

**Bernd Hahn,**  
Founder, AJF



## Increasing **impact competence**

While the proportion of impact-oriented startups (see p. 20) is significantly declining, an opposing trend is observed in impact competence: both green and non-green startups show increased competence across all surveyed sub-aspects.

This development underscores the relevance of the issue and indicates that impact-oriented companies have actively improved their qualifications and acquired skills over the past year.

For non-green startups, there are indications that changes in the legal and regulatory framework (such as the EU ESG Legal Framework with the Corporate Sustainability Reporting Directive) have prompted an examination of impact-relevant aspects of their business models.

# Green startups use **comprehensive impact management** more frequently

Two out of three green startups state that they actively manage their impact based on targets, key figures and responsibilities.

As they innovate in their products/services, processes, and business models, green startups are increasingly implementing active impact management.\*

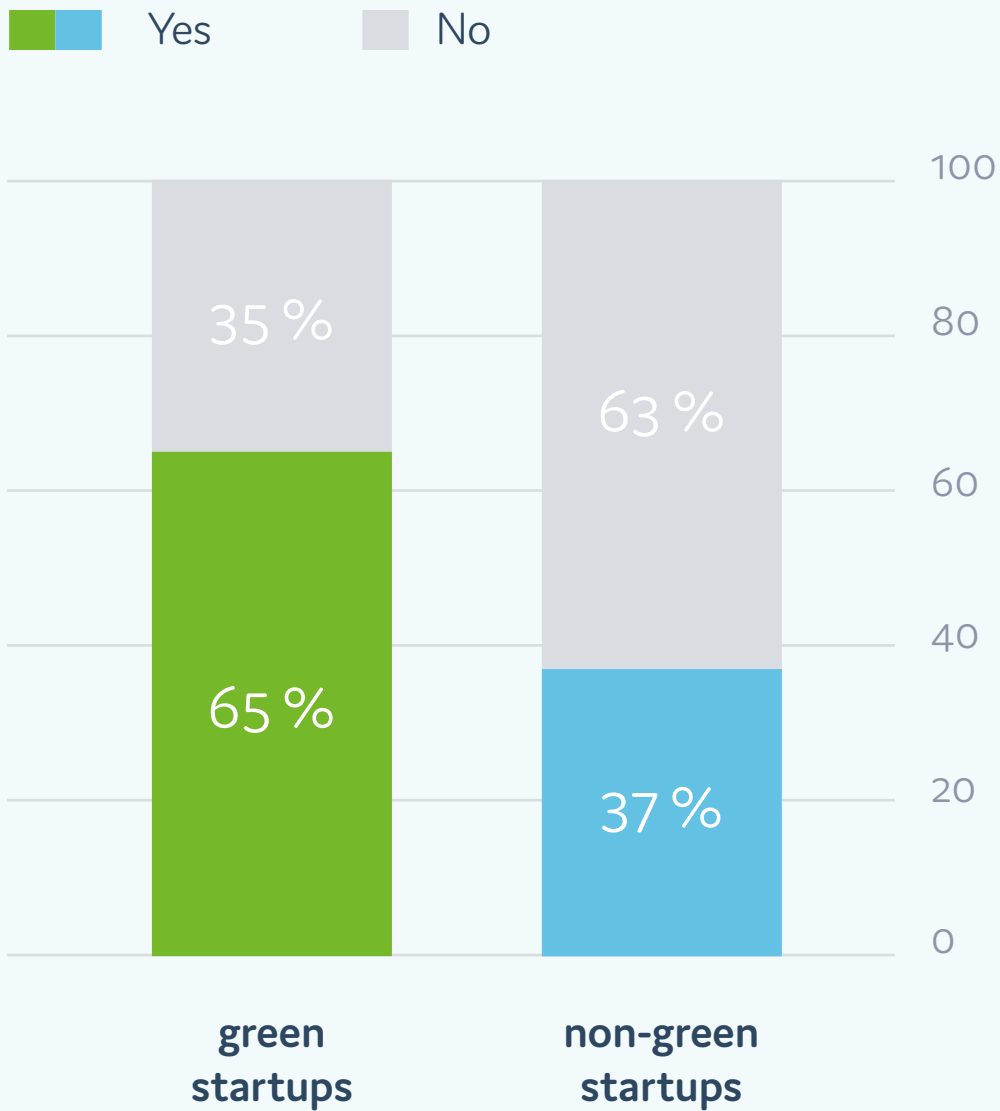
This suggests that green startups promoting innovation as part of their core business are not only striving to offer innovative solutions but are also actively managing their impact on society and the environment.



“ We will use the impact of our products to justify our pricing strategy in the future. Thus, our impact management is becoming increasingly relevant in monetary terms. We are starting by analyzing our processes and installing measuring instruments on our machines so that we can compare ourselves with conventional products.

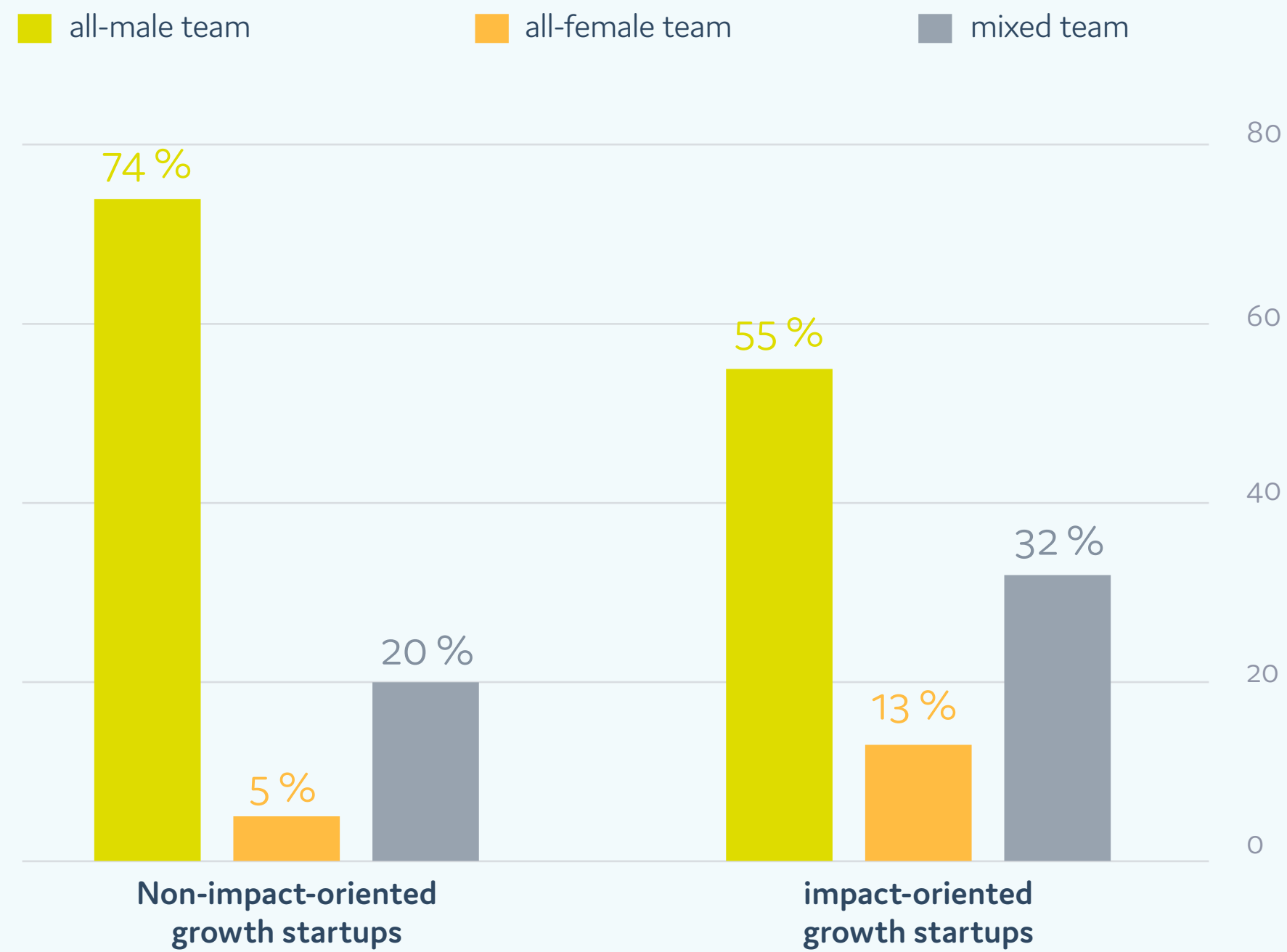
**Jonas Kieserling,**  
Founder, Recycling Fabrik

➔ “We have an impact management system with targets, key figures and responsibilities.” (2023)



Based on the responses of 302 green and 691 non-green startups. Question: Does the following statement regarding the management of social and/or environmental impact apply to your startup?

## ➔ Members of the founding team (2023)



Based on the responses of 224 impact-oriented and 412 non-impact-oriented growth startups. Growth startups answered the following questions with “important” or “very important”: Which business strategies are currently important for your startup? “Fast growth” and “Achieve a high market share”. Impact-oriented startups also say that “Achieving a positive social or environmental impact” is “important” or “very important” as a corporate strategy.

## Female and mixed teams want to combine impact and growth more often

In their corporate strategies, all-female and mixed founding teams tend to prioritize rapid growth and achieving a high market share in conjunction with impact orientation.

In other words, these teams prioritize the positive social or environmental impacts of their business activities more frequently than financial goals. In contrast, all-male teams more often focus solely on growth indicators.

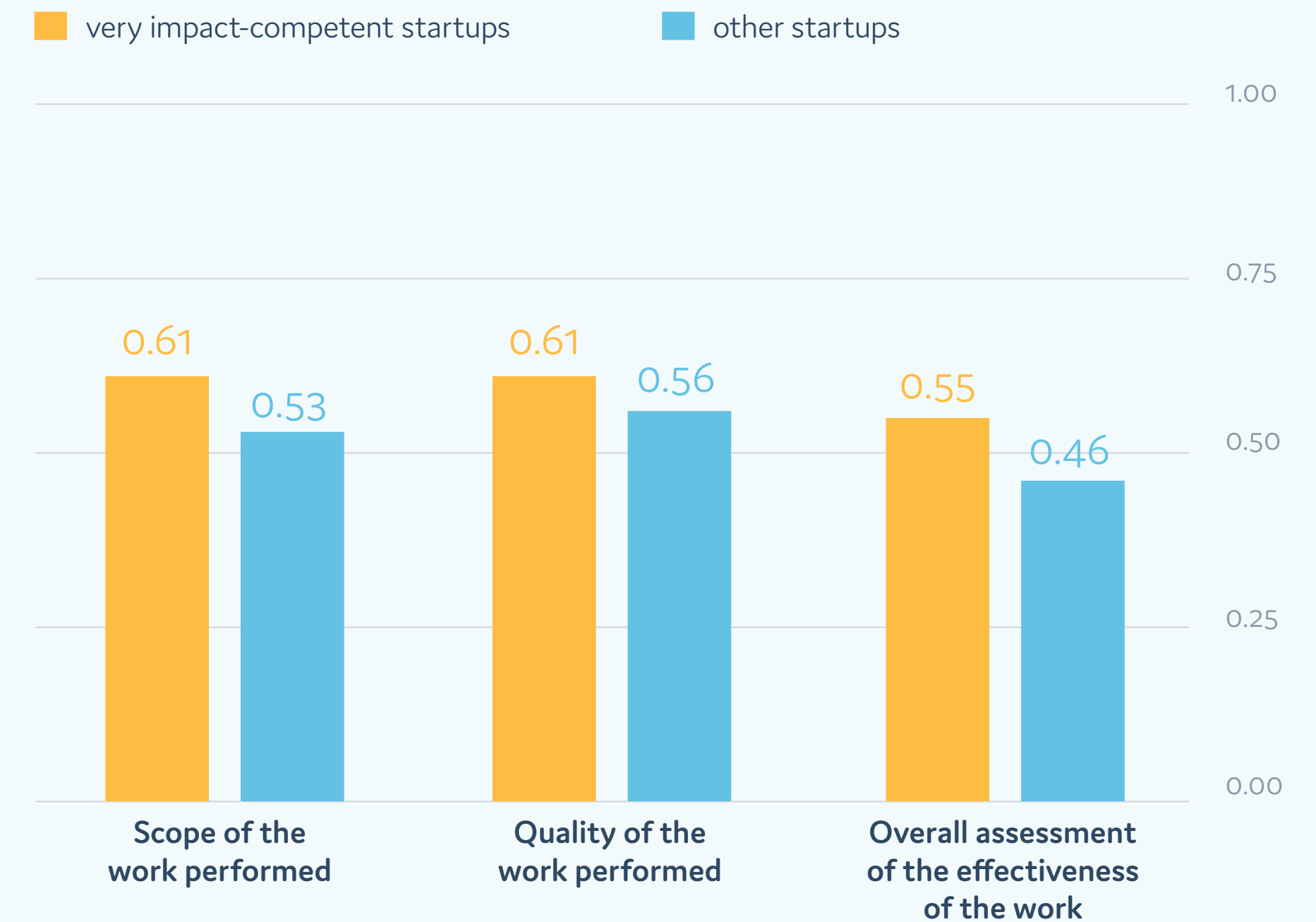
# Very impact-competent startups rate their founding team more positively

Founders of highly impact-competent startups rate the effectiveness of their founding teams higher on average than respondents from other startups, both in terms of the scope and quality of their work.

This could indicate better coordination between team members with regard to company goals and values and an associated higher willingness to perform.

Furthermore, teams committed to achieving positive impact and anchoring this through impact competence might also rate their collaboration more positively.

## ➔ Rating of your own founding team with regard to... (mean values 2023)



Based on the answers of 206 highly impactful startups and 757 other startups. Question: Please rate the performance of your founding team according to the following criteria (between -1 and 1). Very impact-competent startups answered the following question with "Strongly agree": Please rate the following statements regarding the ecological and social impact of your startup: We can prove the significant sustainability impact of our products and services with facts and figures.



# 3 | **RECOMMENDATIONS** FOR POLICY-MAKERS AND STARTUP ECOSYSTEM



➔ More focused support for **transformation accelerators**

Contrary to the preconception that green startups pursue a ‘small is beautiful’ philosophy, the GSM 2024 shows that more than half (56 %) of green startups consider both rapid growth and a high market share somewhat to very important. These green startups can thus act as transformation accelerators in critical sustainability fields such as the energy transition, decarbonization of society, or the development of a circular economy. This suggests that ‘sustainability transformers’ should be specifically promoted as part of the ‘impact venture capital funds’ supported by the German government and direct participation in outstanding technology startups in key areas of innovation and transformation, such as AI and climate technology.



➔ **Better conditions** for the exploitation of sustainability relevant research results

The GSM shows that green startups cooperate with universities and research more frequently than non-green startups (54 % vs. 38 %). Better conditions for the exploitation of research results (e.g., patents and IP rights) are even more relevant for them than for non-green startups (67 % vs. 55 %). Strengthening university startup advice, especially for green and sustainability-oriented startup teams, and developing targeted advisory services can contribute to this.




➔ **Support for  
impact management  
in innovation funding**

The GSM shows that the more innovative a startup is, the more likely it is to have an active impact management system with targets, key figures, and responsibilities for sustainability. This openness and willingness should be leveraged by innovation funding. Targeted funding incentives could help innovative startups not only develop innovative solutions but also actively manage their impact on society and the environment.



➔ **Fostering  
impact competence**

The observed increase in impact competence highlights the importance of qualification measures. Therefore, the ecosystem and policymakers should continue to pursue targeted programs that support startups - both green and non-green - in improving their impact management skills. This can be achieved through targeted training and advisory services in public and private incubation, acceleration, or funding programs.

The background features a complex 3D data visualization with various charts, including bar graphs, line graphs, and pie charts, rendered in shades of blue, green, and teal. The elements are layered and semi-transparent, creating a sense of depth and modernity.

# 4 | RESEARCH DESIGN AND METHODOLOGY



# Research design and methodology

## Data collection and evaluation

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The data for the results presented comes from the German Startup Monitor 2023 (DSM), conducted by the Bundesverband Deutsche Startups e.V. in collaboration with the University of Duisburg-Essen and PwC Germany. The Borderstep Institute developed the sustainability-oriented questions included in the DSM questionnaire for the sixth time, ensuring evaluability regarding various sustainability aspects.

Quantitative data for the DSM was collected from May 17 to July 20, 2023, via an online questionnaire, and the raw data set was subsequently cleaned. The analyzed data set contains 1,267 startups aged zero to ten years with (planned) growth or high innovativeness, clearly distinguishing between green and non-green.

Since the sample was self-selected by the startup founding teams and executives contacted, the results can only be generalized to the entire population of startups in Germany to a limited extent.

However, due to the broad distribution through numerous network partners and the consistently high number of participating startups over the years, important insights into green startups, their ecosystem, specific challenges, and political expectations are provided.

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\* A detailed description of the network used to distribute the questionnaire can be found in the Deutscher Startup Monitor 2023 (Kollmann et al. 2023, S.58).

## Differentiation between green and non-green startups

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Green startups were identified in three steps based on their self-assessment. Only those startups that classify themselves as part of the green economy (1 filter question), consider 'Achieving a positive social or environmental impact' as rather to very important (2 plausibility check 1), and agree or fully agree that they integrate environmental and/or social impact into their key performance indicators (3 plausibility check 2) were categorized as green startups.

Of the original 1,825 startups in the data set, 1,267 answered all three classification-relevant questions and could therefore be included in the analysis.

The listed differences between green and non-green startups were checked using suitable significance tests (5 % level).

### 1 Filter question:

"Our products/services can be assigned to the green economy because they make a targeted contribution to environmental, climate and resource protection." (agree / fully agree: 46.7 %)

### 2 Plausibility check 1:

"Which corporate strategies are currently important for your startup? Achieving a positive social or ecological impact." (rather - very important: 66.4 %)

### 3 Plausibility check 2:

"Please rate the following statements regarding the performance of your startup: We integrate environmental and/or social impact into our key performance indicators (KPIs)." (agree / fully agree: 49.8 %)

## Authorship

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**PROF. DR. KLAUS FICHTER**

Prof. Dr. Klaus Fichter is Director of the Borderstep Institute for Innovation and Sustainability. He teaches at the Carl von Ossietzky University of Oldenburg, where he holds the professorship for Innovation Management and Sustainability (PIN). He is a member of the executive committee of the Förderkreis Gründungsforschung (FGF) e.V., the largest network of researchers in the field of innovation management and entrepreneurship, and initiated the „Sustainable Entrepreneurship“ working group.



**DR. ALEXANDER HIRSCHFELD**

Alexander Hirschfeld heads the research department at the German Startup Association, oversees the German Startup Monitor, and, together with his team, writes studies on other key ecosystem topics. He holds a doctorate in sociology and has taught and researched the relationship between business, technology, and society at various universities.



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Tim Grothey is a research associate at the Borderstep Institute. As an industrial engineer, he supports projects in the research field of sustainable entrepreneurship as well as in the area of digitalization and green IT. In his research work, he is particularly interested in impact-oriented approaches that tackle the challenges of climate change with sustainable innovations.



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Vanusch Walk is responsible for data-based analyses in the German Startup Association's research department and contributes to the development of the German Startup Monitor and other studies as a co-author. He studied economics in Frankfurt (Oder) and Berlin and gained experience in economic research and association work.



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Prof. Dr. Yasmin Olteanu is Professor of Business Administration / Entrepreneurship at the Berlin University of Applied Sciences (BHT) and Borderstep Research Fellow. From September 2018 to February 2021, she worked as a research associate in the Sustainable Entrepreneurship research area at the Borderstep Institute. Among other things, she was responsible for the development of the Green Startup Monitor.



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Jannis Gilde is responsible for various study projects and the Startup Monitor's partner network in the German Startup Association's research department. His focus is on analyzing regional ecosystems and trends in startups and investments. He studied political and administrative science and gained experience in political communication and strategy consulting.



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Dr. Thomas Neumann is responsible for the Sustainable Entrepreneurship research area of the Borderstep Institute as a senior researcher. The startup coach, scientist and lecturer works at the intersection of entrepreneurship theory and business practice and has already supervised over 300 startup projects. His research focuses on the micro- and macroeconomic impact measurement of startups.

## Project management

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**ANKE POSTHUMUS**

Anke Posthumus is a project manager at the Borderstep Institute and coordinates the Green Startup Monitor. She is also responsible for the organization and smooth running of numerous other Borderstep events: from expert workshops to international conferences.

## Publishing organizations

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The **Borderstep Institute for Innovation and Sustainability** researches the future and examines what is to come (innovation) and what will remain (sustainability). With our scientific work, we analyze problem solutions for a sustainable economy and develop future-oriented action strategies for companies, startup teams, associations and politics.

As an independent and non-profit research institution, Borderstep is active in the field of application-oriented innovation and entre-

preneurship research and is committed to the guiding principle of sustainable development.

Our aim is to generate new problem-oriented knowledge that moves the world! We see ourselves as scientific pioneers of change and want to contribute to a green transformation of economic processes and lifestyles on the basis of excellent research. In doing so, we strengthen and support those pioneers and innovators in society who make sustainability a practical reality.



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The **German Startup Association** is the representative and voice of startups in Germany. The association currently has over 1,200 members and represents the entire German startup ecosystem. With this network, it creates an equal exchange between startups, the established economy and politics and thus strengthens the startup culture in society.

The 'Green Startups Platform' was founded within the Startup Association back in 2017 with the aim of helping to shape social and economic change towards a sustainable, ecological economy.

At the beginning of 2019, the focus was expanded to include sustainability and impact with the 'Sustainability4All' funding project. Together with its two partners, the Borderstep Institute and the University of Oldenburg, the startup association is committed to permanently anchoring sustainability issues in the German startup ecosystem. With the 'REACT with Impact' funding project, the Startup Association 2023 has also initiated an expert dialog on the topic of ESG with a focus on the networking of sustainable and public welfare-oriented startups and the exchange of practical knowledge on the topic of impact measurement.



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