



**DIGITAL BUREAUCRACY**

# **Closing the Time Gap from Political Decision to Execution**



**CORPORATE  
SUSTAINABILITY  
REPORT 2021**

# **Closing the Time Gap from Political Decision to Execution**

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# Letter from the CEO

**Two streams of change are shaping our future: digitization and climate change. This fundamental message was what we brought with us as we attended the 26th Convention of the Parties (COP) in Glasgow to discuss the climate crisis we are facing.**

With climate change, humanity is literally facing its greatest challenge ever.

Governments across the globe have negotiated goals and adopted action plans. At COP26, total national pledges to reduce greenhouse gas emissions for the first time added up to a trajectory where global warming by the turn of the century will be kept below 2 °C. In addition, the political leaders kept the aim from the Paris Agreement of 1.5 °C alive. Certainly crucial decisions.

But as the Executive Director of the International Energy Agency Dr. Fatih Birol stated at the end of the COP: *“Ambitions count for little if they are not implemented successfully”*.

The fact remains that there is a huge gap between political pledges and executed policies. The latter resulting in rising temperatures beyond 2.6 °C by the year 2100, because the actual doing of governments across the world at the current pace will be too little, too late.

Despite good intentions, the world is falling 70% short of the needed

action before 2030. The bottom line is that we are running out of time.

For cBrain this just reaffirms our commitment to enable governments to deliver in time to achieve our common goals. This is what we call climate software. From setting goals and passing legislation to having a real-life impact.

The fight against climate change and global warming is driven and funded by governments. Through legislation and economic incentives, they have a powerful toolbox. The reality, unfortunately, is that it often takes years to execute decisions due to bureaucratic delays and inefficient IT systems.

Denmark is known for its green leadership. It is less known that the UN's e-government survey places Denmark at the top in digital transformation of public administration. For the second consecutive time, Denmark is in first place among the most digital public sectors in the world.

We are convinced that building on the expertise Denmark has in combining green leadership and digital leadership is not only an opportuni-

ty but also a responsibility we must act on. An opportunity to jump from business as usual and replace bureaucratic delays and outdated IT with standardized software that will bring climate action to life quickly. A responsibility to make best practices available across the world.

Our climate mission is clear: We want to use digitization to close the time gap from political decision to execution.

In our report this year we give some examples of how we have contributed so far.

## Enjoy reading!

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*I hereby renew our commitment to The UN Global Compact (UNGC) meaning that we continue to act ethically, transparently, and with integrity, in line with the Ten Principles of UNGC, and contribute towards the UN sustainable Development Goals (SDGs).*

**Per Tejs Knudsen, CEO**





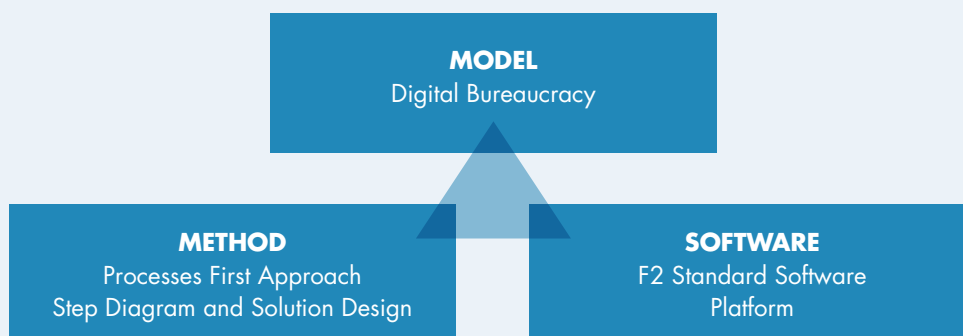
# Our Business Model

**Our mission** is to help governments transform from paper-based bureaucracies to digitized working environments, contributing to create efficient, accountable, and transparent government institutions. Our basic hypothesis is that the work of government is based on bureaucracy. Yet across the world, the classic bureaucracy is being continuously challenged by a shift from paper-based to digitized information. Based on Danish public-private partnerships and extensive research, we have developed a fundamentally new approach to government digitization based on formalized methods and standards.

Digitizing all types of work processes and services, from internal to citizen-facing, is based on executable process libraries and a new combined process-driven and data-centric software architecture designed for digital bureaucracy. This means that we can design, deploy and GO-LIVE with a new digital solution in months and not years. And because it is low-code, it is both highly scalable and easy to use, adapt, and further develop by our customers. By using standard software with a configuration layer, our business model can empower users to take back control of how they work in an agile, secure and cost-effective way.

## The approach is based on three elements

A formalized model and implementation method for government work (Digital Bureaucracy), both totally independent of technology, and standard software called F2, which supports the model and method. Based on the new approach and F2, we offer government institutions a fast track to transform themselves into next generation, highly efficient, and digitally based institutions.



### DIGITAL BUREAUCRACY

Max Weber described the bureaucracy as the ideal system for a democratic government in 1920. We believe government work is still based on the fundamental principles of the bureaucracy. Applying technology to bureaucracy, cBrain invented a model called the Digital Bureaucracy, as the new foundation for government work, offering transparency, significant productivity gains, and more efficient and secure service delivery towards citizens.

authority has the right to exercise and administrate. Decisions therefore become the index of the authority library of standard operating procedures (SOP). The Digital Bureaucracy model is based on a single case principle, where any unique type of decision has a corresponding case type. For any case type, work is modeled/described by processes and resources, and organized into four dimensions: Responsibility, procedure, data, and organization. The design process we call a step-diagram workshop.

port all corporate or governmental working routines and knowledge production, informal as well as formal collaboration and communication. As a platform, it provides the following product model groups: A CORE, which includes all of the F2 core platform functionality, databases and APIs. EXTENSIONS, which includes a library of add-on modules, from where a customer can extend the functionality of their F2 solution. Extensions can also add a specific business process to the F2 solution, such as Grant Management or Fraud Management. Finally, CONFIGURATION is a set of wizards and files by which the core, the add-ons, and a set of process templates can be tailored to the customers way of working.

### METHOD

A government authority has the legitimate right and responsibility to deliver a set of services, which mirror a set of decisions that the

### SOFTWARE

The F2 Digital Platform is a 100% standard software platform that, based on the principles of Digital Bureaucracy, is designed to sup-





# Our SDG Contribution

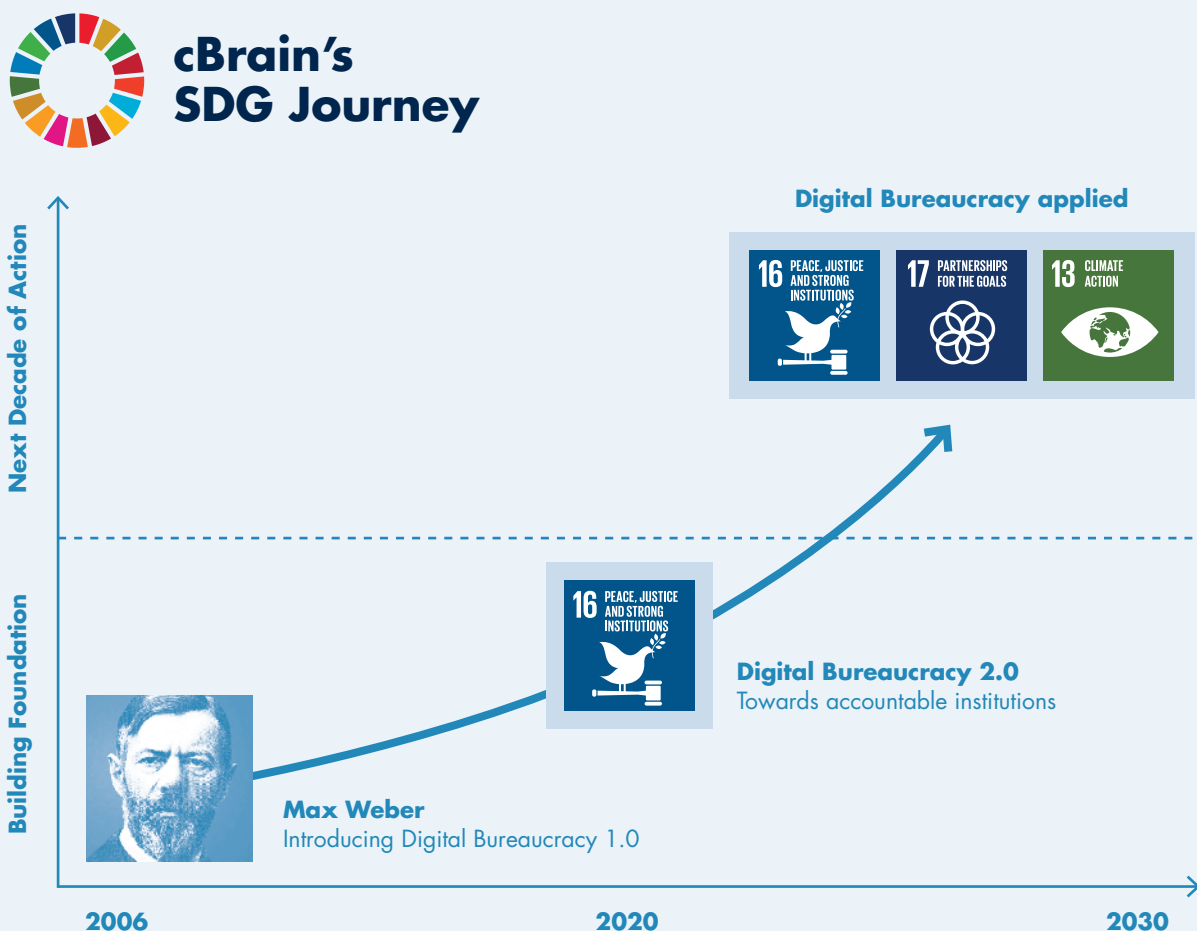
**The Sustainable Development Goals are a robust global plan to achieve a better and more sustainable future for all. For cBrain, the SDGs have been a welcome collective, global blueprint for the future. We now have a common language for where the global community needs to go.**

We believe technology is one of the main vehicles to reach the goals. We understand the critical role technology plays when building a more sustainable society, and we promote sustainability by deploying our software in government institutions across the world. We are also critically aware that the increase in IT systems has a big impact on worldwide energy consumption. This is a challenge. Using standard software and reusing code is one way to significantly reduce energy consumption compared to custom-built software. Another is to become a net-zero contributor. We are working on both these dimensions as a responsible company. Understanding the nature of how governments work and applying the right technology to serve their needs has been at the core of cBrain's business

model from the beginning. It is directly linked to how we work with the SDGs. This is reflected in our SDG journey, starting with the digital bureaucracy and SDG 16 that defines the next generation of digital government. It has been a success in the Danish Central Administration, currently ranked the most transparent and digital country in the world and the least corrupt<sup>1</sup>. Our current SDG journey has taken us closer to how we see our company contributing to the realization of the goals.

Therefore, we are increasingly building software in public-private partnerships (SDG 17), and in this decade of action we are strongly emphasizing SDG 13. This journey is reflected in the illustration below.

<sup>1</sup> United Nations E-Government Survey and Transparency International's annual Corruption Perception Index.





## SDG 16 – Bringing back Trust in Democracy

Building on our strong Danish experience in a country renowned for its high level of government digitization and low corruption, we chose in 2019 to commit our digital bureaucracy expertise to SDG 16: Peace, Justice and Strong Institutions. We are convinced that an effective, transparent, and accountable exercise of government administration is the backbone of a trustworthy democracy, and that our technology can deliver just that anywhere in the world. We chose to prioritize:

- **16.5** Reduction of corruption and bribery in all their forms.
- **16.6** Development of effective, accountable and transparent institutions at all levels.
- **16.10** Ensuring public access to information and protect fundamental freedoms.

As this report shows, we have proven ourselves in practice in one of the most pertinent global challenges in this area: multinational tax avoidance<sup>2</sup>.



## SDG 17 – Encourage and Promote Public-Private Partnerships

Goal 17 relates to the encouragement and promotion of effective public-private partnerships. Coming from a country where the digital journey of the government has been driven by public-private partnerships, we see this as essential to reach the SDGs. A major factor contributing to the failure of most digital government efforts has been the traditional project management approach.

For too long, government and donors in relation to the global south have seen the introduction of digital services as a stand-alone “technical engineering” problem, separate from government policy and internal government processes. While digital government has important technical aspects, change also depends on “culture change” – a

long and difficult process that requires public servants to engage with new technologies. Change relies very much on the participation of the private sector. The private sector is in our view vital for a national digital transformation to succeed. Countries cannot truly embrace digital transformation without leadership from the private sector. We therefore strongly believe in public-private partnerships crafting a national digital strategy – a shared vision for the future – that recognizes both parties’ central role and position in the transformation. In relation to SDG 17, our commitment is mirrored in the following 2 targets:

- **17.7** Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- **17.8** Enhance capacity-building support to developing countries.



## SDG 13 – Closing the Time Gap from Political Decision to Climate Action

In our CSR report for 2020, we at cBrain committed ourselves to building software for a sustainable future and adopting SDG 13: Climate Action. Climate change is not only a threat to human life, but to all life on the planet. This is a challenge so immense that everyone must contribute as best as they can.


In the spirit of doing more and better for our planet, we have asked ourselves how our technology can best serve the fight against climate change. The answer is digital climate governance. Software built to help government enact transformative measures towards preventing, mitigating or adapting to climate change.

With time running out and temperatures rising, we saw that our experience in good governance applied to the climate and environmental arena could enable envi-

ronmental authorities to go from political decision to execution with the speed needed to achieve their goals in time. On that backdrop we chose to prioritize:

- **13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- **13.2** Integrate climate change measures into national policies, strategies, and planning.
- **13.3** Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.
- **13.5** Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing states, including focusing on women, youth, local, and marginalized communities.

<sup>2</sup> Read more in one of our cases in this report on Economic Substance Reporting.

A black and white photograph of a forest floor. A large, textured log lies horizontally across the middle of the frame. Above and around the log are numerous bare, dark branches and twigs, some in sharp focus and others blurred in the background. The lighting is soft, creating a somber and naturalistic atmosphere.

**"Nature once determined how  
we survive. Now we determine  
how nature survives."**

Sir David Attenborough





# Digitizing to deliver Climate Action

**Climate change is going to change life on the planet. The questions are when and how much. You can't turn back time, so the only way to improve our odds is to increase the speed of action.**

The world is currently heading for a global warming of 2,6°C. If we are to keep the Paris-goal of limiting global warming to 1.5 °C alive, the world needs to reduce emissions by more than 28 GtCO<sub>2</sub>e before 2030. As illustrated to the top-right, the gap between the decisions taken by political leaders and the executed policies represents a clear and present danger for failing in the battle against climate change. Digital climate governance has the ability to close the time gap by reducing the lead-time from decisions taken to environmental impact on the ground and in the atmosphere we share.

Climate governance are measures aimed at steering social systems toward preventing, mitigating or adapting to climate change. Good climate governance needs to be fast, agile and accountable.

Climate software for governments is the digitization of climate governance with the purpose of closing the time gap from political decision to execution. This entails three interdependent goals of climate action: **Preventing** climate change by reducing greenhouse gas emissions; **Protecting** nature and biodiversity; and **Adapting** to inevitable climate change to safeguard living conditions in the most vulnerable parts of the world.

## Climate software in action

Our experience with the first part of the journey of developing climate software has shown us once again that putting the process first and relying on standardized software for best-practice digital bureaucracy delivers results where they are most needed.

In 2021 we have proven our climate software solutions in practice across a variety of climate-related areas, such as helping public agencies reduce emissions, protecting nature and biodiversity, and facilitating climate adaptation.

We serve a broad group of government entities charged with the responsibility for combatting climate change. One of these is The Danish Environmental Protection Agency under The Ministry of Environment.

By building the institutional capacity to monitor, control, manage, permit, and govern the use of natural resources, pollution, the water environment and use of chemicals, the agency is now in better control of its own mandate. It has also given the agency an increased ability to implement new measures at low cost and low risk – but at a very high pace. This, in turn, leads straight to reduced emissions and better protection of nature.

Additionally, the overall digital workflow in the ministries and agencies (more than 75 institutions) has reduced the consumption of paper and water significantly.

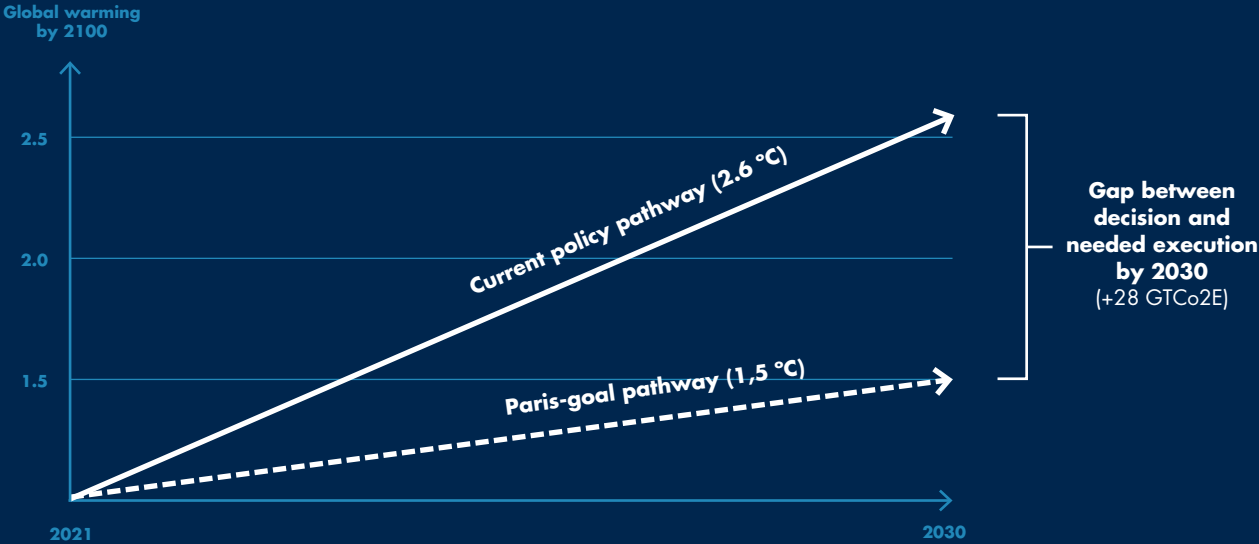
To the right is an overview of solutions developed in our partnership with the Danish Environmental Protection Agency, alongside a growing number of other climate software clients in Denmark and internationally.

This shows that in a short period, we have managed to develop software solutions to a broad variety of climate-related challenges. These range from waste management, farming and forestry to transportation, residential emissions and paperless workplaces. Some of these are described on the following pages.

## And we are just getting started.

Our mission is clear. We want to assist even more governments in going from pledges to climate action in time.

# CLOSING THE TIME-GAP



## CLIMATE SOFTWARE SOLUTIONS

### Land use change and forestry

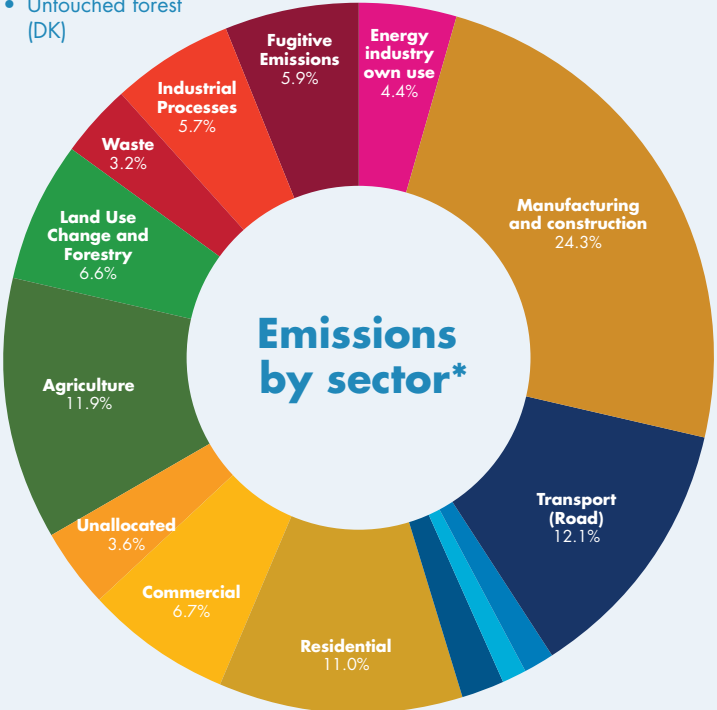
- Biodiversity (Guyana, DK)
- Stream restoration (DK)
- Lake restoration (DK)
- Untouched forest (DK)

### Waste

- Hazardous waste (DK)
- Wastewater control (DK)

### Sustainable work

- Paperless agencies (DK, GER, UAE, UK)



### Agriculture

- Climate farmland (USA, DK)
- Sustainable farming (US)

### Residential

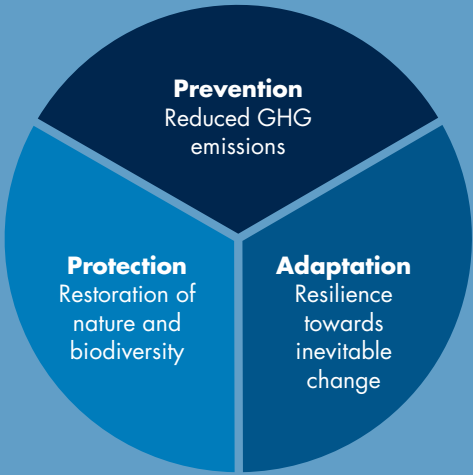
- Wood stoves (DK)
- Home energy audits (DK)

### Traffic

- Environmental zones (DK)

\*Climate Watch/IEA 2016

## CLIMATE GOVERNANCE



## CLIMATE SOFTWARE CLIENTS

### Climate and Environmental responsible Authorities in Denmark

Ministry of Climate, Energy and Utilities  
 Ministry of Environment  
 Ministry of Transportation  
 Ministry of Food & Agriculture  
 Energy Agency  
 Environmental Protection Agency  
 Meteorological Institute  
 City of Copenhagen

### Around the World

Greenland – State Government  
 Guyana EPA  
 California RCD



CASE – REDUCED GHG EMISSIONS

# Climate Farmland in Denmark





## **Agriculture, forestry, and other change in land use accounts for almost 20% of global greenhouse gas emissions. Growing populations gives rise to food demand leading to unsustainable farming, destruction of nature, and deforestation. In 2021, climate software implemented at record speed contributed to reverse the trend in Denmark.**

So-called wetlands, where water meets land, is only 3% of the Earth's surface, but it contains twice as much carbon as all the world's forests. Restoring wetlands is one of the most apt solutions across the planet to sequestering rather than emitting greenhouse gases from land use.

### **Challenge**

In Denmark, approximately 60% of our land area is used for intensive farming leading to 9 million tons of CO<sub>2</sub>e emissions per year. Over the years, carbon-rich lowlands have been drained for farming purposes. Though these particular fields only represent 7% of the total farmland, they account for more than half the GHG emissions from agriculture in Denmark.

If carbon-rich lowlands were taken out of intensive farming, the cut in CO emissions would be equivalent to that of 1.8 million conventional cars or 70% of all cars in Denmark. This would deliver one fifth of Denmark's overall goal of reducing GHG emissions by 70% in 2030. Additionally, recreating natural hydrology has a positive impact on the surrounding biodiversity and water environment.

Earlier programs have had difficulties in attracting landowners. And since it takes three years from the cessation of plowing to achieving the full GHG effect, the time from decision to execution has immense impact on Denmark's carbon budget.



### **Contribution**

In november of 2020, the Danish Environmental Protection Agency (EPA) was appropriated more than 50 million euros to subsidize landowners that would cease intensive

use of carbon-rich lowlands. Only a few months later, a full digital end-to-end solution went live.

Our unique implementation method allowed the Danish EPA to configure the standard platform F2 to serve the need of the climate farmland initiative at a record pace.

The landowners and municipalities could apply online alone or in concert using GIS data. The EPA's case flow

automated case-handling and project scoring to a great extent. This allowed for quick prioritization of means towards high-impact projects, automatically linking to the state accounting systems enabling a seamless payout to the landowners.

Contrary to earlier programs, the applications exceeded the budget by 1 to 3. By the end of the year, the ministries of Environment and Agriculture found the additional funding and concluded that year one had led to more than 2.000 hectares of restored nature and reduced GHG emissions of 35.000 tonnes.

The EPA concluded: "We have worked diligently with a simple subsidy-scheme, where we listened to municipalities and land-owners who wanted fast conversion of land-use, a simple set-up with one application and one-time compensation, and with the possibility of serving several purposes at once. At the same time, we were able to implement fast on our new IT-platform and deliver an effective and user-friendly solution to our applicants".

## **The Climate Farmland experience is a showcase as to why execution matters. This initiative is crucial to Denmark's green transition in an area that is challenging to manage across the world.**

By employing standard software, the execution was made easy for the responsible government agency, and it resulted in a record intake and user satisfaction.

The IT platform didn't reduce the GHG emissions, but it made it possible to execute a program at a record pace while making it easy for the landowners and municipalities to engage. Altogether, this enabled one of the most promising instruments to reduce GHG emissions and restore nature.



CASE – **SAFEGUARDING BIODIVERSITY**

# Protecting Wildlife and Habitats





# The biodiversity crisis is inadvertently linked to the climate crisis. Climate change has a dramatic impact on nature and natural habitats, accelerating biodiversity loss. Conversely, safeguarding natural habitats and restoring nature can mitigate climate change.

In 2021 we demonstrated how reusing climate software across continents can strengthen the global response to the biodiversity crisis.

## Challenge

In the last 40 years, human activities have resulted in a drop in the global wildlife population by 60%, threatening both our resilience towards pandemics, food security, etc. World Economic Forum has pinpointed biodiversity loss and ecosystem collapse as one of the biggest threats to humanity in the next decade.

The European Union's state-of-play assessment in the fight to revert loss of biodiversity concludes that restoration efforts have been small-scale, protection incomplete, and implementation and enforcement of international regulation weak.

## Loss of biodiversity as well as climate change is an irreversible battle against time.

Despite many legal remedies, accelerating implementation and disseminating best practices appear to be decisive factors in reverting the disastrous trend.

As Sir David Attenborough has so aptly put it: "Nature once determined how we survive. Now we determine how nature survives."



## Contribution

Natura 2000 is the name of a network of nature protection areas in the EU. The areas preserve and protect habitat types and wild animals and plants which are rare, endangered, or characteristic for EU countries.

Part of the program brings funding to projects in the designated Natura 2000 areas. This funding

provides landowners with resources for protecting nature, environment, and endangered species.

The F2 solution for application, case-processing, payout, and reporting of subsidies to joint habitats under Natura 2000 reduces the case handling time dramatically. The system also prevents fraud and errors and automatically generates an overview for easy prioritization of applications.

CITES is the convention regulating international trade in endangered species signed by more than 180 countries. At the very core of preventing the loss of biodiversity, an international database regulates which species are traded under quotas and needing certification to be exported and imported.

An F2 best practice was developed for The Danish Environmental Protection Agency. Today an adapted version of that solution also helps the Wildlife Commission in Guyana in South America uphold the convention in order to protect the biodiversity of the Amazon rainforest.

This is possible because of the nature of a standard system. Although challenges in biodiversity differ from Denmark to South America, our solution, with project funding from The German Development Bank, was adapted to help the Wildlife Commission comply with the convention, improve efficiency for the applicants, and deliver on their promise to safeguard biodiversity.

As such, this represents a technology transfer across continents. It proves in practice our commitment to delivering best-practice climate software developed for one government to others serving the same purpose.

CASE – DIGITAL AGENCY

# Administrative Resilience during the Pandemic



## The resilience of government was tested during the COVID-19 pandemic. The Danish Prime Minister said during the first year of the pandemic that she was a “digital convert”. She had realized that digitization was essential to steer Denmark through the crisis.

Strong institutions need to be both resilient and sustainable. With F2 we help our clients to become both.

### Challenge

Across the world the COVID-19 pandemic resulted in unprecedented societal lock-downs. Traditional paper-based bureaucracies were severely challenged, when staff was asked to stay home to stop the spreading of the virus. This led to back-logs and productivity loss and added to the societal costs of the pandemic. According to the International Labour Organisation (ILO) 8.8% of global working hours were lost in 2020 resulting in job-loss four times higher than were lost during the 2008-2009 financial crisis.



### Contribution

In Denmark citizens and companies have come to expect digital services. Public digitization has become a valuable critical infrastructure

## During the pandemic our software proved how resilient fully digital public agencies can be.

When government employees were sent home on March 11th 2020, agencies with our software lost neither pace nor productivity.

In the Danish Environmental Protection Agency (EPA) our standard software platform is the production engine of the entire agency. The graph to the right depicts the 2020-production data. This reveals three major dips in the number of cases handled by the system during the first year of the pandemic. One in the spring, one in the summer and one in the autumn. We first thought that the dip in productivity was due to the lockdown of the Danish society. But it turned out that the reduction in cases was due to the Easter holidays, summer holidays and autumn leave. In fact, productivity remained high and increased over the lockdown period.

When staff was sent home over night, all internal and external citizen-facing and company-facing processes

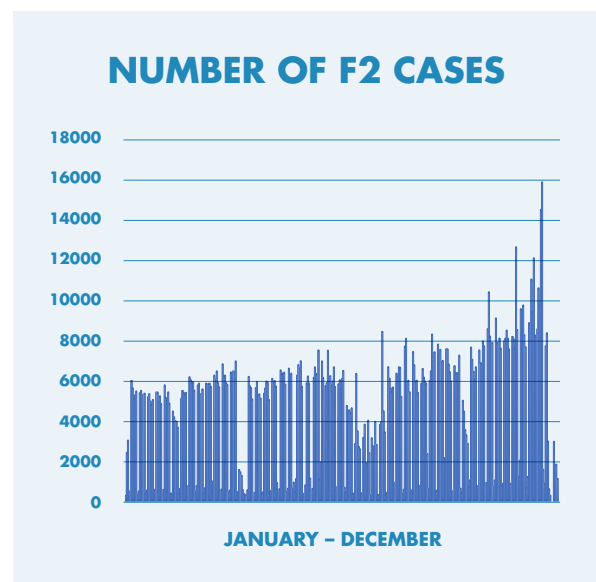
were fully operational. And the users/customers of the EPA did not realize that they were served by a home-based case worker.

We did notice an increase during the actual time of the lockdown in informal communication. The desktop chat function in F2 was replacing the informal chat by the coffee machine at work.

Having a robust digital infrastructure – or a functioning digital bureaucracy as we like to phrase it – meant that the Danish public administration was able to function at very high levels. Even when staff was asked to work from home.

### Sustainable workplace

The transformation to paperless ministries and agencies have not only created resilience, but also had a positive environmental impact. In the Danish Ministry of Energy alone, more than 12 million cases have been digitized since our software was installed, saving tonnes of paper and millions of liters of water. The F2 basic implementation immediately replaces internal “paper mills” with more efficient, more transparent and less resource-demanding digital case-handling. Furthermore, the architecture of the F2 system means that it does not replicate records and documents, but merely gives access to them, thus reducing the use of electricity in comparison with traditional and email-based systems.





CASE – **GLOBAL TAX STANDARDS**

# **Economic Substance Regulation in the UAE**





# The Government in the United Arab Emirates took back control of their processes by installing a digital economic reporting system.

In the context of building software for a more sustainable world, this project was designed, developed, and delivered within a few months. Zero international travel was involved as everything took place virtually due to the ongoing COVID-19 pandemic – representing a new model of digital collaboration.

## Challenge

In April 2009 in London, during the global financial crisis, the G20 Leaders declared that: “We face the greatest challenge to the world economy in modern times... confidence will not be restored until we rebuild trust in our financial system”. Based on this, the Organization for Economic Co-operation and Development (OECD) established the Global Forum on Transparency and Exchange of Information for Tax Purposes. This is a massive undertaking, and the OECD has assessed that the loss of tax revenue due to multinational tax avoidance totals \$240 billion a year.

## With the standards agreed on in the OECD to combat tax avoidance, the problem has now shifted to rapid implementation to stop the drain of tax revenue.

As part of the UAE’s commitment as a member of the OECD Inclusive Framework, the UAE introduced the Economic Substance Regulation (ESR). The Regulation requires UAE businesses (including onshore, offshore, free zone companies, and other UAE business forms) to maintain adequate “economic presence” in the UAE relative to the activities they undertake. In short, no empty shell companies for tax evasion purposes. To execute this legislation, the government needed a software solution.



## Contribution

A full end-to-end digital solution was developed by cBrain that enables companies licensed in the UAE to meet their obligations under the Economic Substance

Regulation. Licensees can submit information related to the activities they undertake in the UAE, respond to requests for information from Regulatory Authorities, and pay penalties for violations. The government-facing interface allows Regulatory Authorities, as well as the Ministry of Finance and Federal Tax Authority, to review cases, share information, issue penalties, and export information to the OECD. Within 30 days of go-live, the system was adopted and used by more than 35,000 companies and 300 government employees and auditors. cBrain delivered the solution fully virtually within 104 days from kick-off to go-live – underlining the speed of action that our software enables.

The ESR solution uses a first-of-its-kind, fully digital and automated Risk Assessment Engine to detect and flag potential high-risk businesses based on their financial reporting or history of non-compliant behavior. This functionality greatly streamlines the auditing and assessment process, serving as an intelligent decision-support tool that updates itself automatically as new data is obtained from an ever-increasing pool of economic substance filings.

The solution can be configured in our standard software to meet other countries that are seeking to achieve similar objectives pertaining to financial reporting and tax compliance. The ESR Portal also uses a digital and automated Risk Assessment Engine to detect and flag potential high-risk businesses based on their financial reporting or history of non-compliant behavior. This functionality greatly streamlines the auditing and assessment process, serving as an intelligent decision-support tool that updates itself automatically as new data is obtained from an ever-increasing pool of economic substance filings. The system has more than 300 active users from the 38 UAE government entities to review and manage cases from their separate offices or from home.

# Our Commitment and 2030 Direction

**Our 2030 Directional Goals provides a guiding star for cBrain to shape the highest levels of decision making, ultimate direction and strategy of our business. It also provides an authentic platform for stakeholder engagement and thought leadership that we find imperative.**

The time for big IT and custom-made software solutions in government is over. The challenge now is that governments often aren't in control of their own processes. Since the introduction of email communication, which often serves as the primary document management system, government agencies have lost control of their administrative, process-based DNA. Instead, governments today have a spaghetti bowl of IT systems that very few know how to update or configure, let alone integrate to other systems without spending endless amounts of time and money. We do not need to reinvent how governments work, we just need government to reclaim control of how they work and then deploy standard software that supports it. On this backdrop of thinking, we want to grow the understanding in governments that standard software – as the case is in many other mature industries – is the most cost-efficient and effective tool.

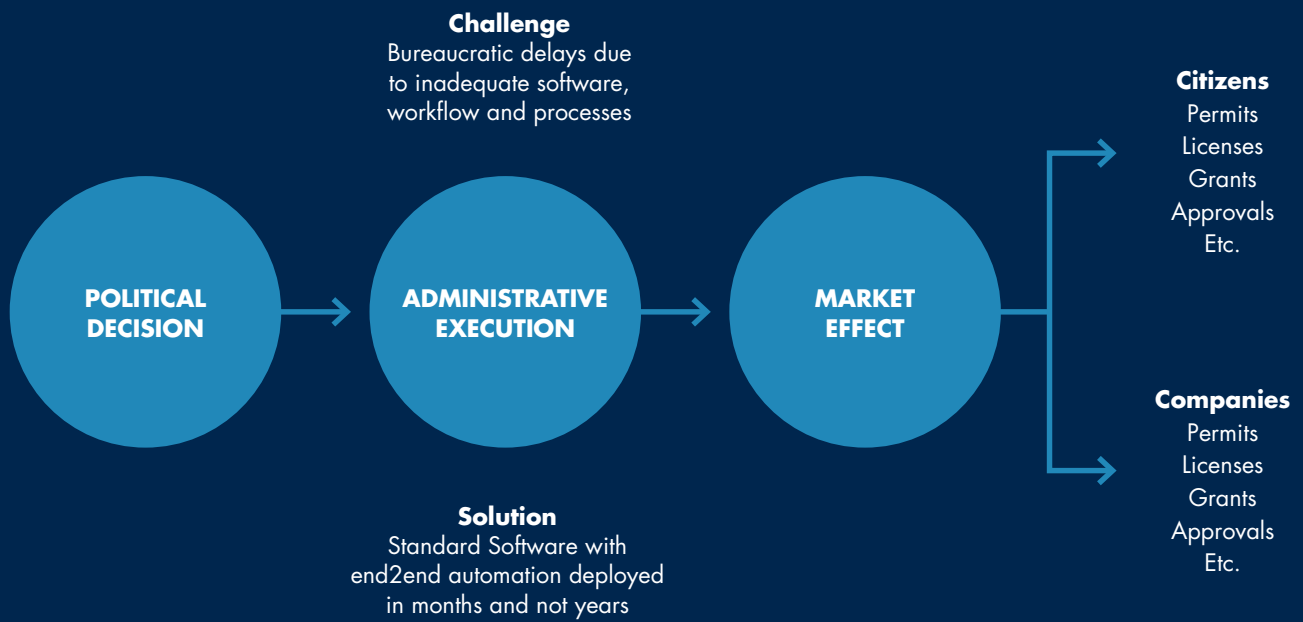
**Looking to 2030, we want to continue building a profitable company, but we also want to make sure that we make an impact.**

There is an urgent need for the world to find a more sustainable development path. As part of the 2030 Agenda for Sustainable Development, the 17 Sustainable Development Goals provide a framework for collective action to protect our future.

We believe that businesses have a huge role to play in the SDGs and are rightly being called upon by governments and citizens to participate. We have therefore set ourselves some directional goals to reach by 2030 as well as annual quantifiable goals in this report. Goals that we find will have a positive impact on our planet and humanity.

The ambition is to grow our market position and impact. Moreover, we believe that governments are both ready and capable of moving away from big IT and custom-built to standard software. We have seen this with public administrations in Denmark and around the world who are running on our software, as well as the 38 ministries on three continents running on the same F2 software in a highly effective, accountable, and transparent production environment. The adaptation of our software in government administrations demonstrates a tendency that governments can reuse standard software across borders and build better, faster, and cheaper digital solutions.

Playing a positive role in society doesn't need to be at the cost of profit. We believe we can make a genuine commitment to sustainable development and still outperform the market. It's not just compatible, it's interdependent: A commitment to sustainable development positively impacts all stakeholder perspectives. And digitization is the catalyst that can make things change for the better. The way we see this interdependency is illustrated in the figure below.



## cBrain's 2030 Direction

**Transparency:** We will work to secure more transparency by using our software so the positive or negative impact of government behavior can be more easily tracked and reported and corrected when needed.

**Engagement:** We will engage with stakeholders to make sure that the digital transformation in government has a positive impact on user needs, behavior, and uptake.

**Outreach:** We will engage markets at a global level with the purpose of having our software deployed in as many governments as possible creating more accountable institutions.

**Accessibility:** We will make sure that our software platform F2 has all relevant functionalities accessible to disabled users.

**Impact:** We want to make sure that governments understand the need for using software as a key component to close the gap from political decision making to execution and thereby reaping the benefits of speed of action.

**Best Practice:** We will have established our digital bureaucracy model as a global "best-practice" approach to government digitization.

# Achievements and Goals

## UN Global Compact Principle

## 2021 PROGRESS

### HUMAN RIGHTS & Accountability

#### Tech for good

We have continued to actively participate in advisory boards, conferences, national and international media to promote stronger and more sustainable government institutions. As an example, we have been engaged in:

- The Confederation of Danish Industry
- The Danish IT association
- United Nations General Assembly
- The OECD

#### F2 usability

cBrain has invested significant resources in securing that F2 can be used by people with disabilities. This has been recognized in Germany, where F2 is now approved by the "Mitarbeiterrat". We have improved 27 functionalities in this area.

- European public digitization through EU institutions
- Different seminars and workshops around the world with different governments
- Lectured and written blogs on "The Digital Bureaucracy Model"
- Spoke at the High-Level Tech for Democracy Conference in Denmark
- Attended the Danish State Visit to Germany
- Attended the COP26
- Attended the EXPO 2020

### ENVIRONMENTAL RIGHTS & Climate Action

#### Paperless Work

F2 is designed to support paperless work and in 2021 we have continued the focus on this dimension in our implementation models.

We recommended and supported customers in working towards replacing paper-based forms with digital self-service sites.

We have taken steps to further reduce our own use of paper by extended use of F2, data collection at the source and automatizing the administration.

We have enhanced the existing arrangement to combat food waste by:

Systemizing and supporting the process and tools – Use of bio-degradable takeaway boxes to avoid the use of plastic.

#### Climate Action

Deployed and developed solutions for the Danish Environmental Protection Agency covering a range of processes within environmental resource management.

Shared our experiences and best practices for automating the process of importing/exporting endangered species under the CITES Convention in Africa, the Caribbean and South America enabling a better and more sustainable management of flora and fauna.

### LABOUR RIGHTS & Working Conditions

#### Code of conduct

Code of Supplier incorporated in the vendor selection process.

Full implementation of the Supplier Code of Conduct with 91 % compliance.

#### New HQ

In the planning of a new domicile for cBrain's headquarters in 2022-23, working environment is key to create the optimal condition for employees and the company as a whole (space, air, light, health, social, creativity, etc.).

### ANTI CORRUPTION & Transparency

#### Security

ISO 27001 certification has been renewed and processes enhanced.

ISAE 3000 and ISAE 3402 programmes extended, and the yearly assessment passed with only few non-critical comments.

Cyber Risk Program extended.

#### Financial Management

We have developed several solutions within the OECD framework for base erosion and profit shifting combatting tax evasion, and we have improved solutions with auditing and financial reporting.

#### Execution

We have delivered 75 processes for clients reducing corruption and case handling time.

#### Outreach

We have deployed our software in 8 countries.



## 2022 GOALS

## 2030 GOALS

## Impact on SDG

We will continue to promote our solutions globally to build stronger and more sustainable government institutions.

We have established our digital bureaucracy model as the global best-practice approach to Government Digitization.



We will continue building our software in accordance with current legislation to secure that all functionalities of our software is accessible by people with disabilities.



Continue to expand our climate action solutions in Denmark and internationally to further promote a more sustainable world.

We have established our Climate Software as a key solution platform for closing the time gap from political decisions to execution in the energy and environmental space having a significant impact on reducing CO2 and restoring biodiversity.



Further strengthening of the program as we continue to expand to new geographical areas.

Cyber risk program to be evaluated.  
ISO 27001, ISAE 3000 and 3402 program to be further developed.  
We will continue to deploy solutions internationally within financial management and combatting fraud.  
We have delivered 100+ processes.  
We are in 10 countries.

We have executed more than 250 processes running on our software, significantly reducing corruption and case handling time.  
We have deployed our software in 20 countries creating more accountable and transparent institutions.



# cBrain embarks on a Net-Zero Journey

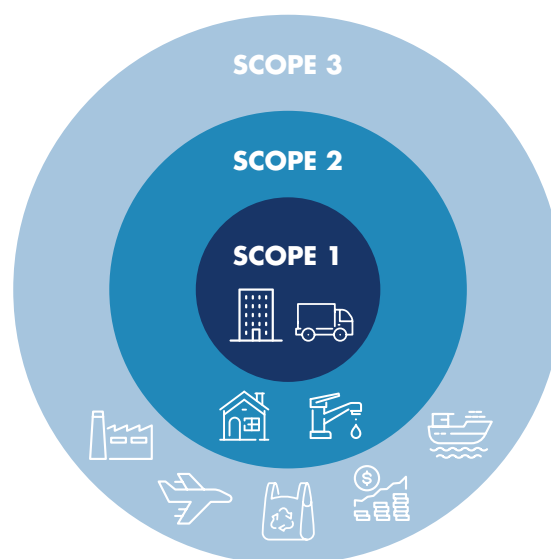
**As a country, Denmark emits only 0.1% of the world's GHG emissions. But our ability to leapfrog towards a zero-emission society serves as an example to the world and provides for an impact far beyond the actual emission cuts.**

Similarly, cBrain's own emissions account for very little. But in the zero-emission society we are aiming for, all companies – large emitters and small – will have to become net-zero. We wish to start our journey sooner rather than later, and with this year's Corporate Sustainability Report we've set a new target to become a net-zero company by 2030. We do this because we think it's the right thing to do. But we acknowledge that it will be an ongoing process for years to come.

## Companies look at their emissions in three scopes

- Direct emissions (scope 1) e.g. emissions from the company's conventional cars.
- Indirect emissions from purchased electricity, heating etc. (Scope 2). e.g. emissions from the electricity procured for charging the company's electric vehicles.
- All other indirect emissions (scope 3). e.g. emissions from company taxi fares.

Like many other companies, we have already reported on scope one and two emissions, but will have to



gradually develop our ability to account for scope three in partnership with our suppliers.

**First steps in 2022 – solar power and offsetting**  
cBrain has no scope 1 emissions. Our ambitions for

## OUR POINT OF DEPARTURE IN 2021

We take our venture point with 2021 as our baseline

<b>SCOPE 1 (Direct emissions)</b>	cBrain does not have company cars or other sources of direct emissions	n/a
<b>SCOPE 2 (Indirect emissions from purchased energy)</b>	cBrain's scope 2 emissions are electricity, heating and water	
	Electricity	45.3 tons CO <sub>2</sub>
	Heating	19.5 tons CO <sub>2</sub>
	Water	0.15 tons CO <sub>2</sub>
<b>SCOPE 3 (Other indirect emissions)</b>	cBrain will develop our ability to monitor and reduce or offset scope 3 emissions gradually. Our point of departure includes the elements.	
	Business travel	41.5 tons CO <sub>2</sub>
	Datacenter	0.13 tons CO <sub>2</sub>

2022 is to become net-zero/offset all our emissions in scope 2 and take the first major steps in scope 3.

## SCOPE 2

cBrain's scope 2 emissions are the electricity, heating and water used in our office building.

**Electricity:** As a software company, our electricity consumption is already a concern. Automatic lights-off makes sure that rooms are only lit when used. Likewise, virtualizing desktops ensures that we have as few physical servers turned on as possible. To ensure that desktops are not running 24/7, we further use wake-on-LAN, which means that we can turn on a computer online. This enables software developers to turn on computers from their home office allowing them to work on their desktops without these needing to be turned on at all times.

In 2022 we will move to a new and bigger headquarters, but we expect the natural climate of the building to reduce the necessity for cooling and fans during summer.

## To make sure that our consumption of electricity is net-zero, we have decided to secure green electricity certificates.

The 0-mission will on our behalf deliver electricity from solar panels into the Danish power transmission system matching our consumption of electricity. The solar-park in Vandel, Jutland, will at the same time safeguard the groundwater reserves and increase biodiversity on the former farmland. We have chosen a Danish private

park that does not receive government subsidies. This means that we are able to support the expansion of solar parks and renewable energy locally in Denmark.

**Heating and Water:** This is the second source of emissions. We will carefully monitor the opportunities to reduce the carbon-footprint from heating and water, but we will in the first year look to offset these emissions along with scope 3 emissions.

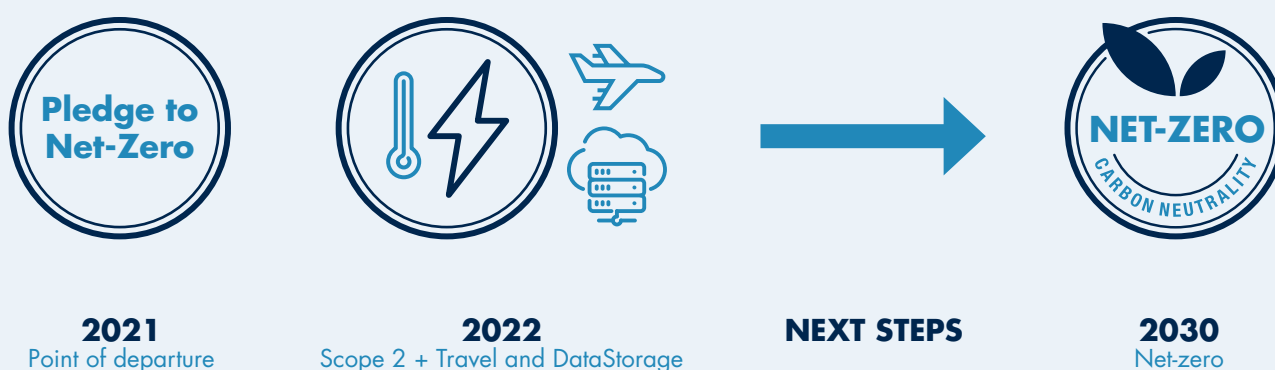
## SCOPE 3

**Travel:** As an exporting company, travel is part of our business. During the pandemic, we have developed the ability to work with customers and deliver solutions through virtual meetings, but as the world reopens, we cannot avoid travelling. And while the world waits for sustainable ways of travelling, not least by air, we will account for and offset emissions stemming from our travels.

**Datacenter:** Data storage is one of the global ICT sector's growing contributions to global warming. The ICT sector needs to address this concern – also because our customers will expect it. We intend to work with our suppliers to increase sustainability in our data storage and will account for and offset any emissions we cause until fully net-zero.

We believe that our biggest contribution to fight climate change is helping government act on their intents and execute their climate and environmental decisions in a fast, effective, and transparent manner.

However, we embark on our own net-zero journey because we too need to change and execute our intent to contribute to the green transition of the society we serve.



# Our Policies to ensure Responsible Business

**At cBrain, we do our utmost to be trustworthy, responsible, and ambitious in all business activities that we undertake.**

Integrity is essential if we want to make a positive impact on the world. This part of the report therefore

assesses how we conduct responsible business. For us, the very basis of conducting responsible business is to comply with all applicable national and international laws. Furthermore, it is important for us to contribute positively to both our internal and external environments beyond what is required from us by law. Our policies, which are based on the UN Ten Principles and cBrain's core values, reflect this responsibility.



## HUMAN RIGHTS

### Risks

We strongly believe that diversity contributes to ensuring quality and innovation in all of our activities. As the company has continued its growth, we acknowledge that this calls for a strong leadership and management focus to strengthen and promote diversity in relation to gender, ethnicity, and cultural differences. In 2021-2022 this agenda is supported by a culture project in cBrain. Furthermore, a whistleblower scheme was implemented in 2021 to make sure that any possible misconduct can be addressed.

As our products are dealing with citizens' data, it is important that we focus on protecting these individuals from having their data misused or leaked to third parties. This risk is central to our operations, as public institutions must be able to trust our products and services. To ensure quality, we constantly allocate substantial resources to product development.

### Policy

cBrain fully supports and respects all parts of The Universal Declaration of Human Rights. This means that all internal, external, direct, and indirect activities performed by cBrain must be in alignment with the declaration. cBrain acts in line with The Universal Declaration of Human Rights and therefore treats all stakeholders fairly and does not engage in any discriminatory behavior. cBrain will only engage with suppliers who comply with The Universal Declaration of Human Rights. All employees are to be educated once a year in our Code of Conduct.



## ANTI-CORRUPTION

### Risks

We are working to help governmental institutions deliver value to their citizens. It is therefore important that we have high standards for how to act with integrity. Since 2007, Denmark has ranked as either number one or two on the Corruption Perceptions Index performed by Transparency International. This means that we operate within a context where the threat of corruption is at its lowest.

However, it does not mean that we should underestimate the importance of ensuring that we are not complicit in any forms of corruption. As we constantly expand our activities to new markets, we are operating within new contexts and cultures, where we cannot automatically expect the same level or high standard, and thus we need to be aware and continuously take measures to ensure our integrity.

### Policy

We distance ourselves in all of our activities from any form of corruption. We will not be complicit in either direct or indirect corruption. We will not be involved in bribery or any other form of activities that will unfairly benefit us or any other actors. We do not perform activities that undermine market competition. We do not perform aggressive tax calculations or use transfer pricing to avoid paying taxes in any country.





United Nations Global Compact

To make sure that we continue to be ambitious, we have established an SDG committee with dedicated resources led by the CEO and monitored by the CFO. The board of cBrain will oversee the activities of this committee to ensure that cBrain continues to act responsibly and pursue a business strategy which is in line with the goal of SDG 16, 17, and 13. The Ten Principles of the UN Global Compact

offers guidelines for how companies can conduct responsible business. The principles are split into four sub-areas, which are human rights, labor rights, environment, and anti-corruption.

We have incorporated these sub-areas into our way of doing business, and this is reflected below.



## LABOUR RIGHTS

### Risks

Our point of departure is Denmark where legal requirements for employee rights are strict, and the cultural context both values and demands fair treatment. This means that all of our activities and internal processes are designed to fulfil these requirements and expectations. The cultural context has enabled us to adopt a value-based leadership style which empowers our employees to act independently. Furthermore, we mainly hire highly educated personnel, and this means that we need to offer competitive pay, benefits, and working conditions to be able to attract the talent that we need to deliver high-quality services and products.

The main risk concerning labor rights is that we fail to uphold our high standards when we hire personnel or engage with external stakeholders outside of Denmark's borders. The level of this risk will increase as we continue to explore new geographical markets in line with our business strategy. Until now we have had few employees and partners operating abroad, but we expect that this number will increase significantly in the coming years.

### Policy

cBrain will neither directly nor indirectly be complicit in treatment of labor which is not in line with principle 3, 4, 5, and 6 of The Ten Principles of the UN Global Compact. We commit ourselves to give our employees the best possible working conditions by continuously evaluating work processes and following industry trends for employee benefits. We are actively working towards promoting a culture in cBrain that embraces a healthy balance between work and private life. We believe that we are only able to develop and deliver innovative products and services of high quality if all our employees are motivated. To create a culture of creativity and innovation, all employees must feel confident in raising their ideas and concerns. We have therefore adopted a flat company structure where it is the quality of the argument rather than the title of the position that counts.



## ENVIRONMENT

### Risks

Our risk of affecting the environment negatively is relatively low due to the nature of our products and services. In 2022 we will move to a new headquarters building in Copenhagen. Even though the building is designed based on environmentally friendly principles, we need to follow up closely in the implementation phase to ensure that we will obtain the objectives we planned for.

Helping the public sector operate the bureaucracy and citizens to engage and interact with the public sector by digital means can reduce the need for travelling to public offices along with reduced paper usage. In 2020 we expanded our scope by supporting government with new and efficient tools to regulate behavior regarding CO2 emissions and biodiversity. Failing to address the market appropriately and efficiently may lessen the positive impact on the environment.

### Policy

We commit ourselves to having the least possible impact on the environment. In all of our business activities, the environmental impact of our actions should be recognized and minimized. At cBrain, we support a precautionary approach to environmental challenges. We do not conduct cost-saving initiatives which compromise environmental responsibility. We are raising awareness about environmental challenges through committing our suppliers to act in line with principles 7, 8, and 9 of The Ten Principles of the UN Global Compact. We are committed to delivering a product of high quality that creates transparent and accountable organizations. This is the very basis of ensuring an environmental development, since without transparency or accountability no actors can be held responsible for their actions.

# Internal Assessment based on the ESG Standards

## ESG STANDARD

2021 2020 2019 2018 REFERENCES

### ENVIRONMENT (E)

E1	<b>GHG Emissions*</b> Annual amount of GhG emissions at headquarters (tons CO2)	64.8	56.3	94.7	98.6	
E2	<b>Emissions Intensity*</b> Annual amount of GhG emissions per million euro of revenue produced (tons/MEUR)	3.1	3.5	7.3	8.9	
E3	<b>Energy Usage</b> Total amount of energy consumed at headquarters (MWh)	675.4	529.1	532.6	584.8	
E4	<b>Energy Intensity</b> Total direct energy usage per output scaling factor	N/A	N/A	N/A	N/A	
E5	<b>Energy Mix</b> By quantifying the specific energy sources most directly used by the company	N/A	N/A	N/A	N/A	
E6	<b>Water Usage</b> Annual amount of water consumed at headquarters (m³) Annual amount of water reclaimed at headquarters (m³)	748.6 0	732.2 0	858.6 0	599.9 0	
E7	<b>Environmental Operations</b> Does the company follow a formal Environmental Policy? Does the company follow specific waste, water, energy, and/or recycling policies? Does the company use a recognized energy management system?	Yes No No	Yes No No	Yes No No	Yes No No	<a href="http://www.cbrain.com/about/csr/policies">www.cbrain.com/about/csr/policies</a> (Environmental Policy)
E8	<b>Climate Oversight / Board</b> Does the Board of Directors oversee and/or manage climate-related risks?	No	No	No	No	
E9	<b>Climate Oversight / Management</b> Does the Senior Management Team oversee and/or manage climate-related risks?	No	No	No	No	
E10	<b>Climate Risk Mitigation</b> Annual investment in climate-related infrastructure, resilience and product development	–	–	–	–	

### SOCIAL (S)

S1	<b>CEO Pay Ratio</b> CEO total compensation to median FTE total compensation Does the company report this metric in regulatory filings?	4.0 : 1 No	4.55 : 1 No	3.67 : 1 No	5.02 : 1 * No	* Average FTE total compensation was used in 2021
S2	<b>Gender Pay Ratio</b> Median male salary to median female salary	1.40 : 1	1.30 : 1	1.32 : 1	1.48 : 1 **	** Average male and female was used in 2021
S3	<b>Employee Turnover</b> Full-time employees turnover ratio (%) Part-time employees turnover ratio (%) Contractors/consultants turnover ratio (%)	9 40 22	12 40 14	14 40 17	19 – –	
S4	<b>Gender Diversity</b> Total enterprise headcount held by women (%) Entry- and midlevel positions held by women (%) Senior- and executive-level positions held by women (%)	44 39 35	40 42 30	38 40 25	34 – –	
S5	<b>Temporary Worker Ratio</b> Total enterprise headcount held by part-time employees (%) Total enterprise headcount held by contractors and/or consultants (%)	15 7	8 5	9 5	– –	
S6	<b>Non-Discrimination</b> Does the company follow a sexual harassment and/or non-discrimination policy?	Yes	Yes	Yes	Yes	<a href="http://www.cbrain.com/about/csr/policies">www.cbrain.com/about/csr/policies</a> (Diversity Policy/Fair Labour Practices Policy)

Key figures are presented in accordance with the “ESG Reporting Guide 2.0 – A Support Resource for Companies” issued by Nasdaq in May, 2019. They are calculated in accordance with the definitions of the “ESG key figures in the annual report” issued by CFA Society Denmark, FSR and Nasdaq in December, 2020, except for “CEO Pay Ratio”, which is calculated from average employee salary instead of median salary.

## ESG STANDARD

## 2021 2020 2019 2018 REFERENCES

S7	<b>Injury Rate</b> Total number of injuries and fatalities, relative to the total workforce (%)	0	0	0	0	
S8	<b>Global Health &amp; Safety</b> Does the company follow an occupational health and/or global health & safety policy?	Yes	Yes	Yes	Yes	www.cbrain.com/about/csr/policies (Health Policy)
S9	<b>Child &amp; Forced Labor</b> Does the company follow a child and/or forced labor policy? Does the company's child and/or forced labor policy also cover suppliers and vendors?	Yes Yes	Yes Yes	Yes Yes	Yes –	www.cbrain.com/about/csr/policies (Fair Labour Practices Policy)
S10	<b>Human Rights</b> Does the company follow a human rights policy? Does the company's human rights policy also cover suppliers and vendors?	Yes Yes	Yes Yes	Yes Yes	Yes –	www.cbrain.com/about/csr/policies (Human Rights Policy)

## CORPORATE GOVERNANCE (G)

G1	<b>Board Diversity</b> Total board seats occupied by women (%) Committee chairs occupied by women (%)	20 25	20 25	20 50	0 0	
G2	<b>Board Independence</b> Does company prohibit CEO from serving as board chair? Total board seats occupied by independents (%)	Yes 40	Yes 40	Yes 40	Yes 60	
G3	<b>Incentivized Pay</b> Are company executives formally incentivized to perform on ESG metrics?	No	No	No	No	
G4	<b>Collective Bargaining</b> Total enterprise headcount covered by collective bargaining agreement(s) (%)	0	0	0	0	
G5	<b>Supplier Code of Conduct</b> Are the company's vendors or suppliers required to follow a Code of Conduct? What percentage of the company's suppliers have formally certified their compliance with the code? (%)	Yes 93	Yes 91	Yes 50	No –	www.cbrain.com/csr (Supplier Code of Conduct)
G6	<b>Ethics &amp; Anti-Corruption</b> Does the company follow an Ethics and/or Anti-Corruption policy? What percentage of the company's workforce has formally certified their compliance with the policy? (%)	Yes 91	Yes 97	Yes 79	Yes –	www.cbrain.com/about/csr/policies (Bribery and Anti-corruption Policy)
G7	<b>Data Privacy</b> Does the company follow a Data Privacy policy? Has the company taken steps to comply with GDPR rules?	Yes Yes	Yes Yes	Yes Yes	Yes Yes	
G8	<b>ESG Reporting</b> Does the company publish a sustainability report? Is sustainability data included in the company's regulatory filings?	Yes Yes	Yes Yes	Yes Yes	Yes Yes	This report is our sustainability report of 2021
G9	<b>Disclosure Practices</b> Does the company provide sustainability data to sustainability reporting frameworks? Does the company focus on specific UN Sustainable Development Goals (SDGs)? Does the company set targets and report progress on the UN SDGs?	Yes Yes Yes	Yes Yes Yes	Yes Yes No	Yes Yes No	The UNGC framework is reflected in this report
G10	<b>External Assurance</b> Are the company's ESG disclosures assured or validated by a third party?	No	No	No	No	





**Passion** for software

**People** Business,  
happy customer

**Extreme** and easy  
to do business with

**Yin & Yang**

I like my **colleagues**

# Strengthening Culture through Values

**cBrain was founded on the basis of a technological vision with a core set of values, often referred to as the cBrain DNA.**

Today, the values are still guiding the company exactly as they were created in the early company days, with the intention of creating the kind of DNA that builds a big global company.

Our company values are important to us, and we use them actively to make sure we live up to our responsibility to our employees, as well as customers. Our responsibility towards our employees is first and foremost to **provide a good place to work**. A simple statement, yet a constant evolving one as we grow as a company. We are constantly improving our compliance and responsibility and intend to do more and better. We want to be an inspiring and motivating workplace, for those who want to join the journey/vision of delivering a world-class platform for e-government. Our values give us a common direction in the process of maintaining, nurturing and evolving our cBrain DNA. Our values express a boldness in how we do business, a warmth in how we are colleagues, and the ambition to succeed and grow as a company.

Maintaining a strong culture is top of mind, and we actively invest in securing the culture and values in our daily business. When you enter cBrain as a new employee, you are met with a patchwork of value-driven initiatives to help you potentially form the best job you

ever had. The values are an integral part of our culture and the DNA supported by our code of conduct.

To further utilize the power of the values, and as fuel for the high-speed growth organization that we are, cBrain has built a series of activities around the values. An end-to-end onboarding program welcomes new employees. A company-wide Tuesday breakfast meeting gathers us around our passion for software and knowledge sharing. Our quarterly social events is driving the “I like my colleague” value. Last but not least, we have initiated a program referred to as “good communication”, which is based on a fundamental belief that good communication both optimizes business and increases employee satisfaction.

## **Like ripples in a pond**

Our employees’ efforts in building social activities are remarkable and serve as our brightest example of the values truly being part of the cBrain DNA. They put effort into their own initiatives for social events across teams and outside of work hours. Our Friday bar is highly popular and of course open to all, as well as board game nights, wine tasting, yoga, parties, running, and much more. There’s room for everything and everyone. Good values spread, like ripples in a pond.

# Creating a winning DNA and good practices around workplace, communication and core values.

## Passion for software

There is always a new way to solve an issue and we become inspired by new ways that constantly appear due to new design and new technology. We believe in design-driven innovation, because new ideas often come to life in close collaboration with customers.

## People business, Happy customers

We sell and deliver software for people. Happy customers are essential to us.

## Xtreme & Easy-to-do-business-with

It must be easy to do business with us. We are using "Xtreme" concepts when we design, code, communicate and when entering agreements.

## I like my colleagues

We like each other and we have carefully chosen our colleagues. That makes work much more fun, motivating and inspiring. We create results through vision, excitement and harmony; both internally and in collaboration with our customers. We believe that innovation and new ideas are created through excitement and passion rather than through conflicts and spreadsheet management.

## Yin & Yang

We want to make money and have fun. But we do not want to make so much money that we do not have any fun. And we do not want to have so much fun that we do not make any money.

## An inclusive onboarding program

New employees are met with a mix of onboarding activities to help them get the best possible start at cBrain. cBrain University (cUni) offers an extensive onboarding program designed to give you the best foundation for understanding our business, organization and technology platform, including our values. During the first six months you will be part of cBrain Beginners Club where you will meet other new colleagues for afternoon sessions around our business, products, sales methods, work environment and values including social dinners. In the day-to-day onboarding, employees are supported by a mentor scheme and one-to-one learning.

## Tuesday breakfast meetings

Each employee tunes in on the weekly breakfast meeting. It's probably the number one platform for management communication, learning and knowledge sharing. Our passion for software comes alive through demos and news. It is also a collegial event, celebrating a birthday, welcoming new colleagues or saying goodbye to those leaving.

## The "good communication" program

is based on a fundamental belief that communication is a core skill for any employee or leader. As we increase our communication skills, we will improve our business as well as our working environment, ensuring efficient communication while simultaneously preventing conflicts.

## Unique workplace in an iconic building

Outgrowing our current office, cBrain management saw the opportunity to take our values into a new workplace environment. The contract was signed in 2021, and in 2022 employees will enter the iconic and historic Paustian building in extraordinary surroundings by the waterfront. A light and modern workspace, with countless possibilities of creating an activity-based space and creative work environment. Did we mention the private restaurant solely for the employees?

## Connecting through social events

We are committed to creating the "we like each other" feeling, which is why the environment is also characterized by a social atmosphere. Being social with our colleagues is a priority for everyone. Management is therefore prioritizing an event every quarter of the year.

# Building Software for a more Sustainable World

Since cBrain's founding, we have developed a platform for digital public administration, supporting governments in creating efficient, accountable, and transparent institutions towards a more sustainable society. Today, nearly every aspect of our world runs on software. Yet at the same time, energy-intensive data centers and computing technologies contribute to climate pollution. Reducing technology in our future world is unlikely. But technology providers can act responsibly and reduce the carbon footprint of their hardware and software solutions.

cBrain is committed to our responsibility. With this platform, we are now ready to take the next step for climate action. Not only in terms of solutions sup-

porting government climate action, but also actively seeking ways to reduce energy on the inner lines of the platform itself. For example, F2 is designed not to send e-mails between users when communication is internal. If a user writes an e-mail and sends it to 10 colleagues, they will only receive a pointer in their inbox for the e-mail sent. The e-mail/record exists in one copy only, unlike a normal e-mail communication platform where an e-mail sent to 10 recipients will be on 11 employees' computers and on the server.

As the F2 platform evolves, cBrain continues to develop functionalities supporting a more sustainable world. Take a look at the F2 transformation journey.

## PLATFORM MILESTONES

**Integrated F2 Platform** built on the principles of bureaucracy. Inventing the Digital Bureaucracy 1.0 for paperless government work and a design method modeled on 4 dimensions of government work; responsibility, procedure, data, and organization.

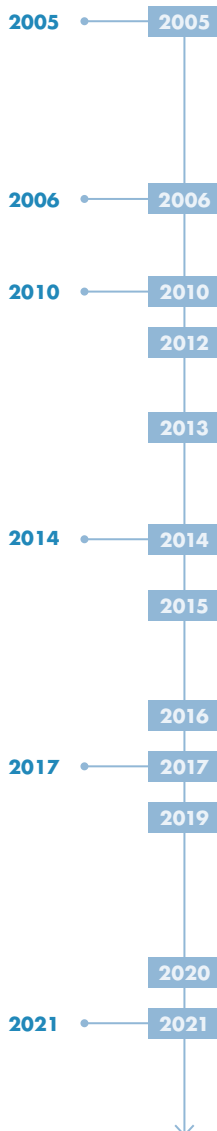
The platform becomes **standard software**, enabling recycle (reuse) of software, minimizing resources spent on maintaining and delivering the platform.

F2 Platform, now **applied Process Layer** and APIs. A development focus on government work adding process flows for case management. Further applying citizen services end-to-end, supporting governments and cities in building "the sustainable society".

F2 Platform & Process Layer, now **applied Process Extensions**, introducing collaboration across and between government entities. Additional focus on citizens' digital rights and safety.

F2 is a 100% standard platform, now considered a disruptive technology and a game-changing approach to digital public administration. Introducing a "next generation platform" called **Digital Bureaucracy 2.0**.

Reuse of software accelerates with the introduction of **F2 Case Configurator**, enabling our customers to set up case guides themselves for the first time, in weeks or even days.



## SOLUTION HIGHLIGHTS

**2005** F2 established as a digital system for case and document management. **Introducing chat to replace e-mail** for informal and internal communication. Result is a significant reduction in data.

**2005** **Introducing principles of privacy by design**, ensuring protection of citizens' data.

**2006** **Introducing the F2 Platform for Digital Public Administration**, transforming processes like an approval or a request from a large number of e-mails into an automated and secure process.

**2012** With **F2 Manager**, government officials can work fully digitally and have executives make all requests and approvals on iPads.

**2013** Applying **Citizen services end-to-end**. From self-service to case processing and archiving as a game changer. Citizens no longer need to visit a public office, nor do they need to fill out a printed application.

**2014** **Applied GDPR module**, ensuring citizens' rights in the use of their personal data.

**2015** F2 Cloud solution – based on **green data storage**.

**2015** **MyCases** as a standardized concept, giving citizens full transparency in their case progress and status.

**2016** Introducing **"accessibility"** to enable disabled users to work in F2.

**2019** **Integration to local identity hubs**, allowing citizens to securely share their data via their personal digital ID-authentication with government institutions.

**2019** **Two-factor authentication** in financial matters introduced to reduce risk of fraud and corruption.

**2020** **First digital climate support platform** with multiple solutions for the Danish Environmental Protection Agency.



**The Process Company**

# Building software for a more Sustainable World



## cBrain Denmark

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