

# INNO-CCUS, Rules and Procedures on Impartiality for the Board of Directors

The INNO-CCUS partnership is committed to complying with the rules on impartiality set out in the Danish Public Administration Act, as well as principles of objective and unbiased case handling and decision-making processes. These principles ensure that all involved parties are treated equally and fairly.

The INNO-CCUS Board makes decisions on the allocation of funds for new projects, changes to ongoing projects, and other activities that promote the overall interests of the partnership and fulfill its overarching mission. Individual board members are also employed by companies, institutions, and organizations that may be participants in specific project proposals or projects funded by the partnership.

On this basis, the INNO-CCUS Board has adopted the following principles regarding impartiality.

The general provisions of Section 3 of the Danish Public Administration Act concerning disqualification are specified in points 1–5 below with wording adapted to the nature of the INNO-CCUS Board's work rather than general public administration. Additionally, supplementary rules (6–12) have been adopted by the INNO-CCUS Board to ensure impartial and objective decision-making practices in cases where the Board makes decisions on applications and projects involving entities to which board members have specific affiliations.

The rules on impartiality apply to all cases where the Board decides on the allocation of project funding or changes to significant terms of projects within INNO-CCUS.

All board members have a duty to be aware of potential disqualification due to conflicts of interest in accordance with the following guidelines and to inform the secretariat of any such situation. The basis for assessing disqualification is not whether there is an actual conflict of interest in a given case but whether external observers and other stakeholders might perceive there to be a conflict of interest.

If there is uncertainty as to whether a board member is disqualified in a specific case, the remaining board members will make the decision. Board members may not participate in or be present during discussions or decisions concerning their own impartiality.

A board member who declares themselves or is declared disqualified by the remaining Board may not be present during discussions or decisions concerning the case in which they are disqualified. This does not apply to discussions and decisions regarding the partnership's overall project portfolio, even if the portfolio includes projects in which various board members are disqualified.

All discussions and decisions regarding board members' impartiality must be recorded in the minutes of the relevant meeting.

## *Rules on Impartiality:*

According to Section 3 of the Danish Public Administration Act, a board member expected to participate in a decision regarding a project application or a matter of significant importance for an ongoing INNO-CCUS project is disqualified if the board member in question:

1. Has a particular personal or financial interest in the outcome of the case, e.g., if being a project participant<sup>1</sup>.
2. Is or has previously been a representative in the same matter for someone with such an interest, e.g. provided guidance or advice on drafting an application.
3. Has a spouse, relatives by blood or marriage in the ascending or descending line, or lateral relatives as close as cousins, or other close relations such as partners or cohabitants, who have a particular personal or financial interest in the outcome or represent someone who does.
4. Participates in the management of or otherwise has close ties to a company, association, or other private legal entity that has a significant interest in the outcome, e.g., as a project participant.
5. Is subject to other circumstances that may give rise to doubts about his/her impartiality, e.g., close friendship or enmity.

According to INNO-CCUS's supplementary provisions, disqualification also applies if a board member expected to participate in a decision regarding a project application or a significant matter related to an ongoing project:

6. Is employed by, a leader of, or serves on the board of a private legal entity directly competing with another private legal entity involved in the project.
7. Holds ownership shares or financial interests in the company/private entity involved. This excludes cases where the member only holds shares in a publicly listed company, and the shareholding is valued at less than DKK 100,000.
8. Holds a leadership role or is a member of a governing body at the public institution, academic unit, etc., where a project participant is employed. It is specified that university-employed leaders are considered impartial with respect to projects and participants not affiliated with their own organizational unit (e.g., a department) or one that reports to them, unless the matter is of great significance to the institution.
9. Is employed at the public institution or academic unit where a project participant is a leader. In the university context, this applies from the level of department heads or centers with independent budgets and above.
10. Is employed at the same public institution as a project participant, and the application is of major importance to the workplace, the member personally, or a research group of which the member is or recently was a part.
11. Is or recently was a member of a research group where a member of that group is a project participant,
12. Has undertaken to be, is, or recently was a supervisor for a project participant or has acted as a referee or provided a recommendation for the project or project participant.

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<sup>1</sup> The term "project participant" applies to both participants in ongoing projects and participants in applications for funding of new projects within the INNO-CCUS partnership. Furthermore, the term is used to refer to companies/organizations that participate in a given project as partners, as well as to individuals who play an active role and perform tasks within the project.