Novo Nordisk Foundation Strategy 2030 and Impact

by Thomas Alslev Christensen, Senior Vice President, Novo Nordisk Foundation

Dejlige Norge

Dejlige Danmark

novo nordisk
foundation
Benefitting people and society

The vision of the Novo Nordisk Foundation is to improve people's health and the sustainability of society and the planet

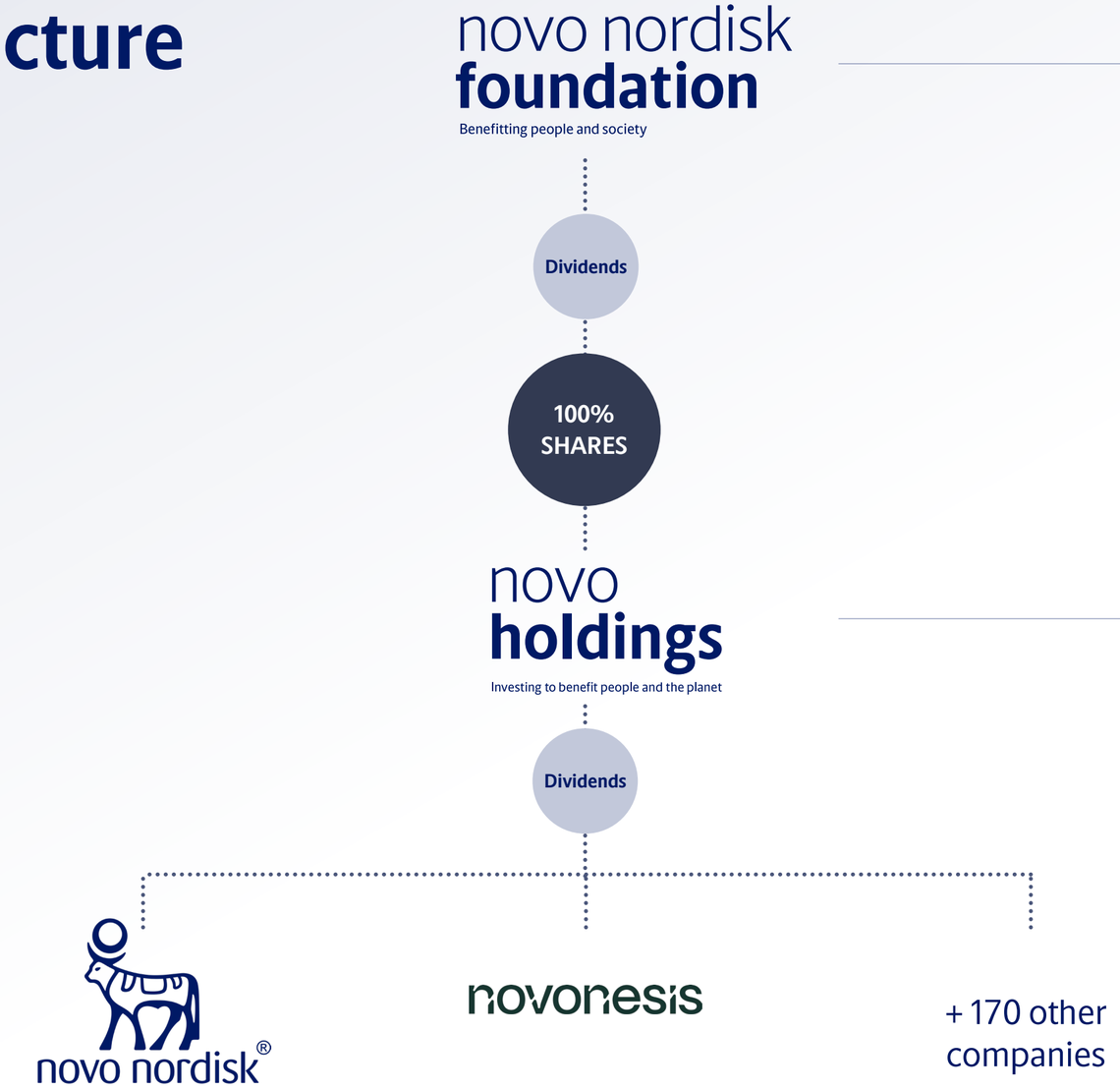
The Novo Nordisk Foundation is an independent Danish enterprise foundation with three philanthropic purposes:

- To support physiological, endocrinological, metabolic and other medical research,
- to support research hospital activities within diabetes in Denmark, and
- to support other scientific as well as humanitarian and social purposes.

In addition, the Foundation has a special obligation to safeguard and maintain a controlling influence in the Novo Group companies*.

* The Novo Group comprises Novo Nordisk A/S, Novonesis A/S and Novo Holdings A/S, and companies in which Novo Holdings A/S may hold a material equity interest or over which it may have material influence.

Foundation structure



The Foundation makes philanthropic investments and awards grants for scientific, humanitarian and social courses.

Philanthropic grants and investments in 2023:
EUR 1.2 billion (DKK 9.1 billion)

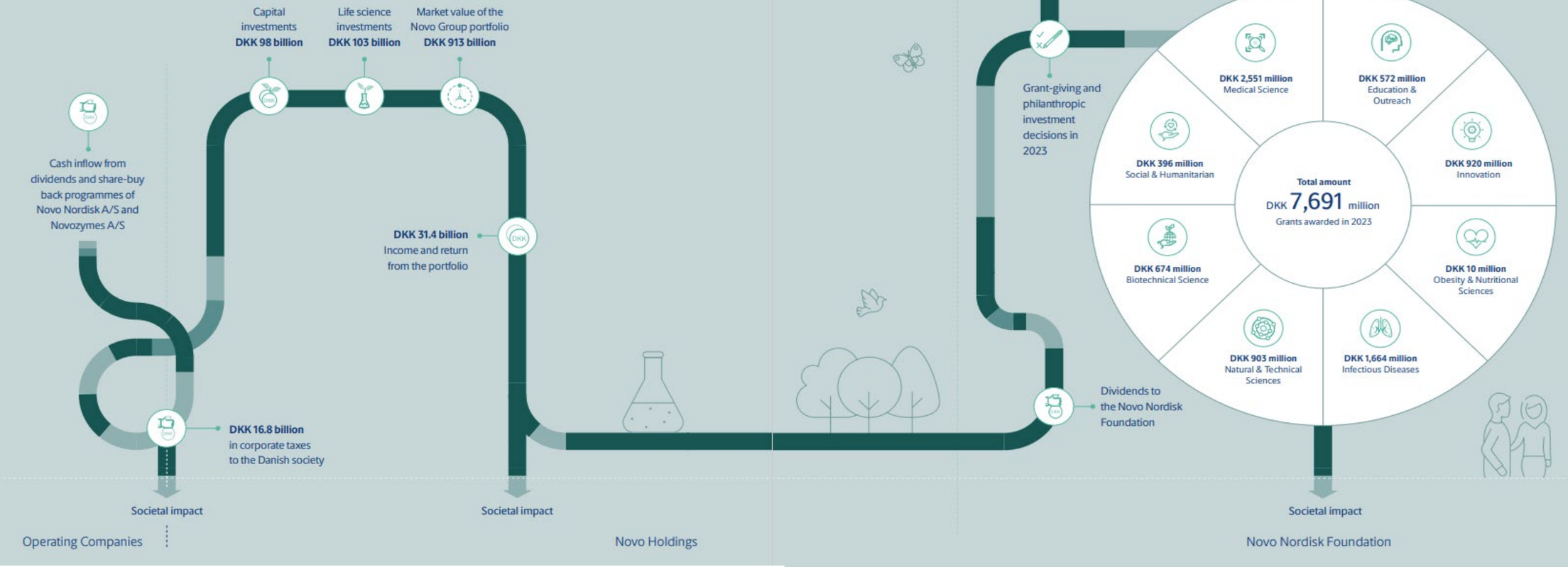
The Foundation's assets and investments are managed by Novo Holdings A/S, the Foundation's wholly owned subsidiary.
Novo Holdings is a leading life science investor and also manages a diversified portfolio of capital investments.

Investment result in 2023:
EUR 4.2 billion (DKK 31 billion)

The Foundation is the majority shareholder of Novo Nordisk A/S and Novonesis A/S, which, together with Novo Holdings, constitute the Novo Group.

The Novo Nordisk Foundation Business Model in 2023

The Novo Nordisk Foundation is a Danish foundation with corporate interests, also called an enterprise foundation. It operates independently of other interests than the corporate and philanthropic purposes described in its Articles of Association, commonly referred to as its statutory purposes.



Facts & Figures 2023

EUR **1.2** billion

(DKK 9.1 billion)
philanthropic grants and
investments

751

grants awarded

9,564

people fully or partly employed
by NNF grants

3,071

applications from all
over the world

Key results on societal impact

Public sector research financed in Denmark

(24% within medical and health science)

Job creation

8,900 people in science are funded by NNF
(+ 1000 since 2022)

Employees in the portfolio companies: **153,000**
(- 1,000 since 2022)

Innovation

+250
Patents or patent applications
from 2018-2023

+300
Medical products and care services
from 2016-2022
(+100 since 2021)

200
Spinouts
from 2007-2023
(+13 since 2021)

Ten societal megatrends affecting the implementation of the NNF 2030 strategy

1 We're living in the planetary "overshoot era"

2 Climate change calls for urgent action

3 Urbanization and the demographic transition are accelerating

4 A new economic and geopolitical balance is emerging

5 Our democratic values are under threat

6 Global health inequities are growing in number and complexity

7 The food insecurity situation is worsening

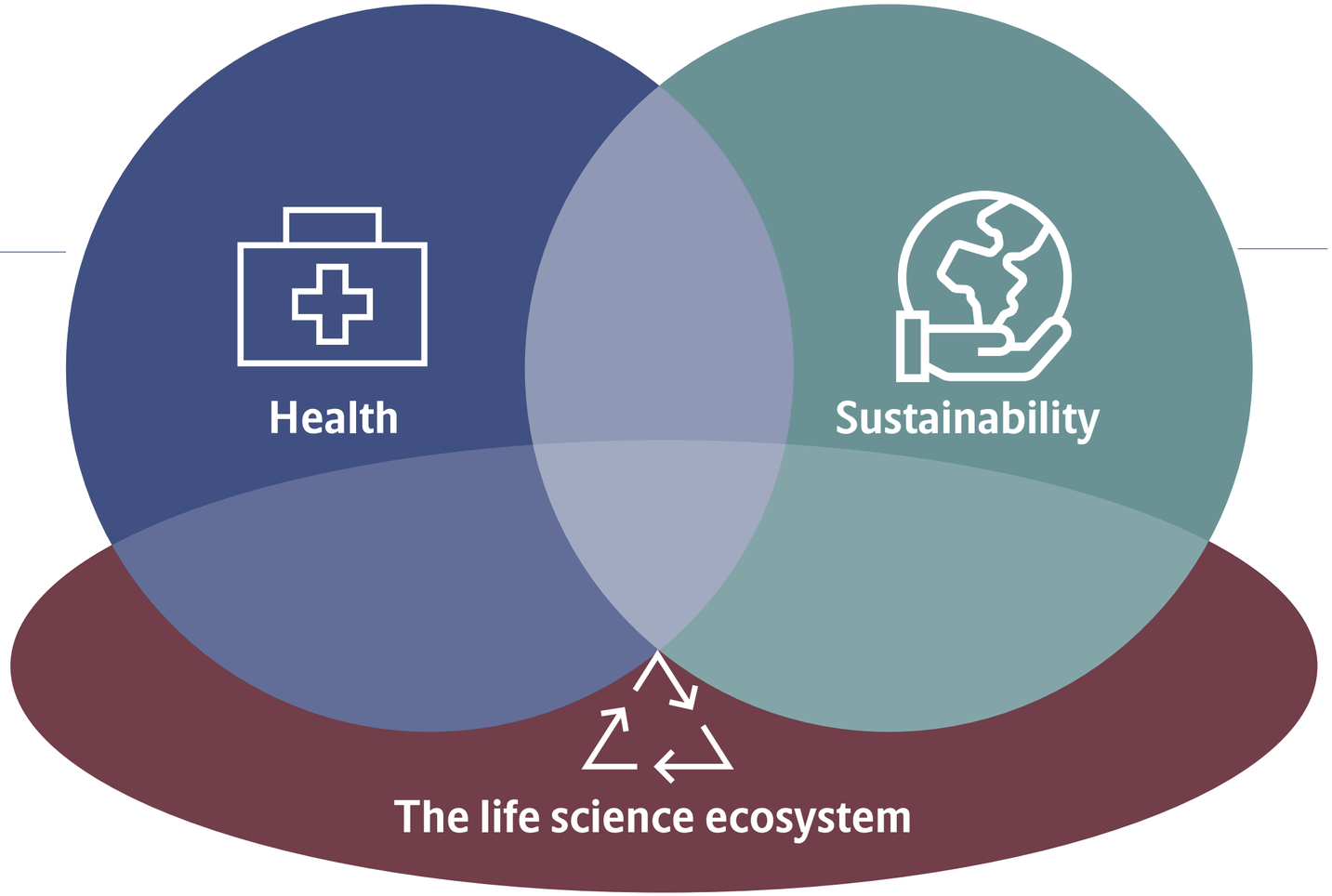
8 There is an increasing need for transitioning the energy sector

9 Data, automatization and AI are reshaping the global economy

10 The science ecosystem is evolving

NNF's vision to improve people's health and the sustainability of society and the planet is pursued through a three-pronged mission

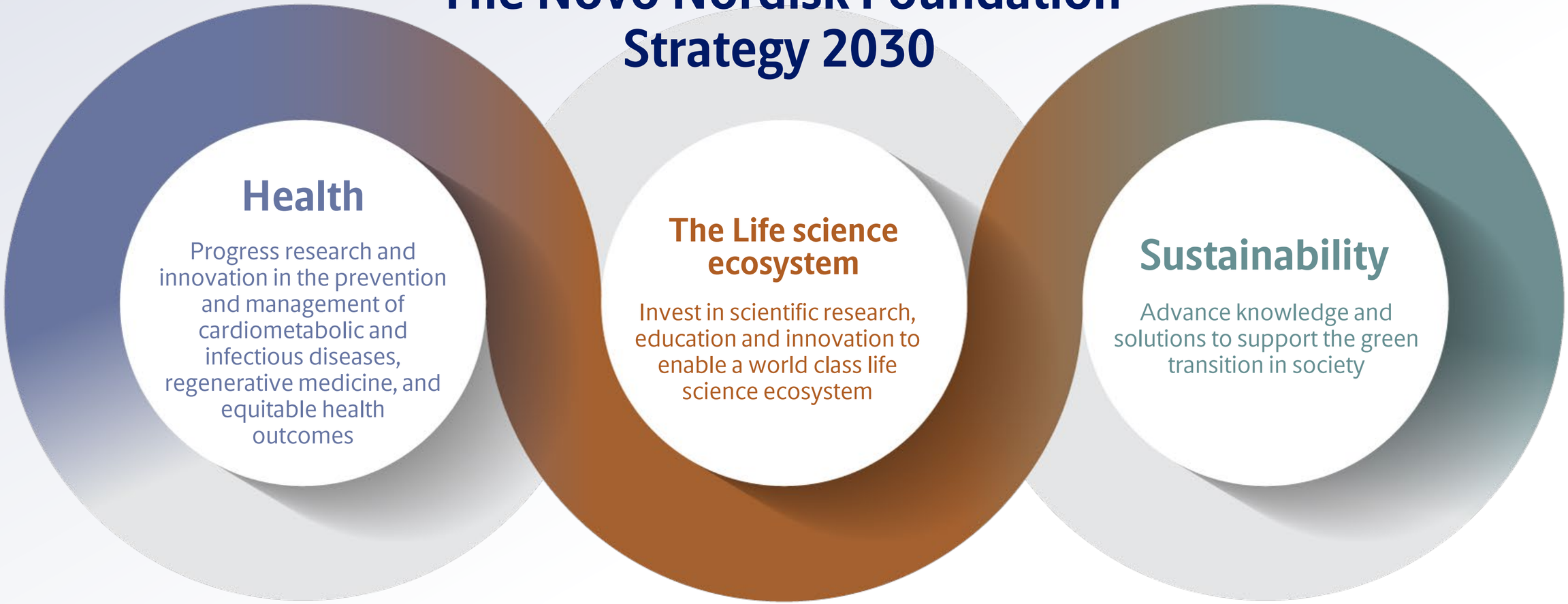
Mission1: Progress research and innovation in prevention and treatment of cardiometabolic and infectious diseases



Mission 2: Advance knowledge and solutions to support the green transition in society

Mission 3: Invest in scientific research, education and innovation to enable a world class life science ecosystem

The Novo Nordisk Foundation Strategy 2030



Health

Progress research and innovation in the prevention and management of cardiometabolic and infectious diseases, regenerative medicine, and equitable health outcomes

1. Preventing and managing cardiometabolic diseases
2. Decreasing the burden and threat of infectious diseases
3. Advancing and applying regenerative medicine
4. Reducing inequity in health

The Life science ecosystem

Invest in scientific research, education and innovation to enable a world class life science ecosystem

1. Fundamental research
2. Enabling research infrastructures and technologies
3. Translational capacity and societal impact
4. Education and science capital

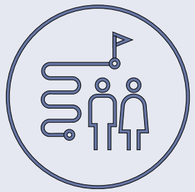
Sustainability

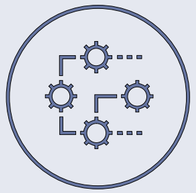
Advance knowledge and solutions to support the green transition in society

1. Sustainable and high-yield agriculture
2. Sustainable food for healthy diets
3. High-impact climate change mitigation technologies
4. Supporting society in the green transition

What does success look like for NNF? **Nine impact principles for society**

Output





Fostering the development of talent across different gender, life ages and scientific fields

Supporting organisations, systems, and infrastructure to catalyse a knowledge-based societal development

Stimulating collaboration across international borders, scientific disciplines, and sectors in society

Outcome

Promoting excellent research and innovation

Developing innovative products and solutions supporting a sustainable development

Developing new technologies, therapies and patient-centred and research-based care and disease prevention

Impact

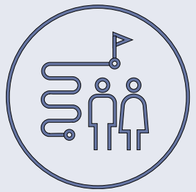
Creating jobs, sustainable growth, efficient use of resources and productivity in society

Support the development of world-class education at all levels and of a qualified and agile workforce

Supporting people in difficult health, social, environmental, and humanitarian settings

What does success look like for NNF? Our funding principles for society

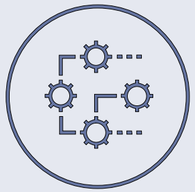
Funder intent



Align funding with the NNFs 2030 strategy:

- vision,
- three focus-missions and
- nine impact principles

Funding is directly linked to one of NNFs 12 themes and one or more of the NNFs 49 key objectives



Five grant-giving models:

1. Open competition
2. Research centres and stand-alone
3. Own Initiatives for spin out
4. Partnerships
5. Impact investments

Input/funding

Contribution with financial support, evaluations, funding instruments, impact framework and KPIs signalling signal that societal impact matter.

Contribute with non-financial support, data collection, monitoring and co-development of initiatives in project centric organisation

Grant-giving principles and policies:

- Excellence
- Innovative
- Collaborative
- Knowledge-sharing
- Diverse

Reporting results

- ❑ Impact frameworks for each initiative wrt. Societal impact
- ❑ Operations of initiative and project intervention
- ❑ Monitoring and analyzing of activities initiated and in progress

- ❑ Full control over reporting from initiated activities by recipient
- ❑ Monitor critical success criteria (“impact markers) and progress
- ❑ Evaluating the societal impact of grants and grant-portfolio

Philanthropic models and instruments - How we award grants

Open competition

E.g. projects, fellowships, prizes, programmes etc.

Examples

- Research, innovation, infrastructure, education, outreach, social, and humanitarian projects
- Collaborative research, innovation and education programmes
- Research leader programmes
- Investigator grants (career programme in the Nordic)
- Training grants

Strategic and mission-driven

E.g. research centres, stand-alone initiatives, own initiatives (new foundations)

Examples

- NNF research centres within medical and health science, natural and technical science, humanities and life sciences
- BII Foundation, LIFE (education) Foundation,
- Large infrastructure
- Education platforms and PhD academies
- Professorship programmes
- Collaborative programmes in all areas

Partnerships

E.g. public-private, private-private, etc.

Examples

- Steno Diabetes Centres (diabetes research hospitals)
- Partnerships with: Danish Refugee Council, UNICEF, World Diabetes Foundation
- Partnerships with Gates Foundation, Welcome Trust and Open Philanthropy
- Health partnership with India and Kenya
- Tripartite Agreement on Green Denmark with government

Impact and strategic philanthropic investments

E.g. impact bond, equity loans, etc.

Examples

- Repair Impact Fund
- Den Sociale Kapitalfond Invest
- Cellerator P/S
- Quantum Computing P/S
- Gefion AI Computer P/S
- Infectious Disease P/S

Health

Obesity
1 billion

of the world's population live with obesity

Diabetes
550

million people live with diabetes

CVD
#1

cardiovascular disease is the number one cause of death

Infectious diseases
10-15 million

die every year from infectious diseases

CENTRE FOR CHILDHOOD HEALTH

Novo Nordisk Foundation CENTER FOR BASIC METABOLIC RESEARCH
UNIVERSITY OF COPENHAGEN

DANISH NATIONAL GENOME CENTER

novo nordisk foundation cellerator

reNEW
Novo Nordisk Foundation Center for Stem Cell Medicine

DANMARKS NATIONALE BIOBANK

nivi
The Novo Nordisk Foundation Initiative for Vaccines and Immunity

Grants in open competition 2016-2023

2,195 grants/EUR 1,112 million

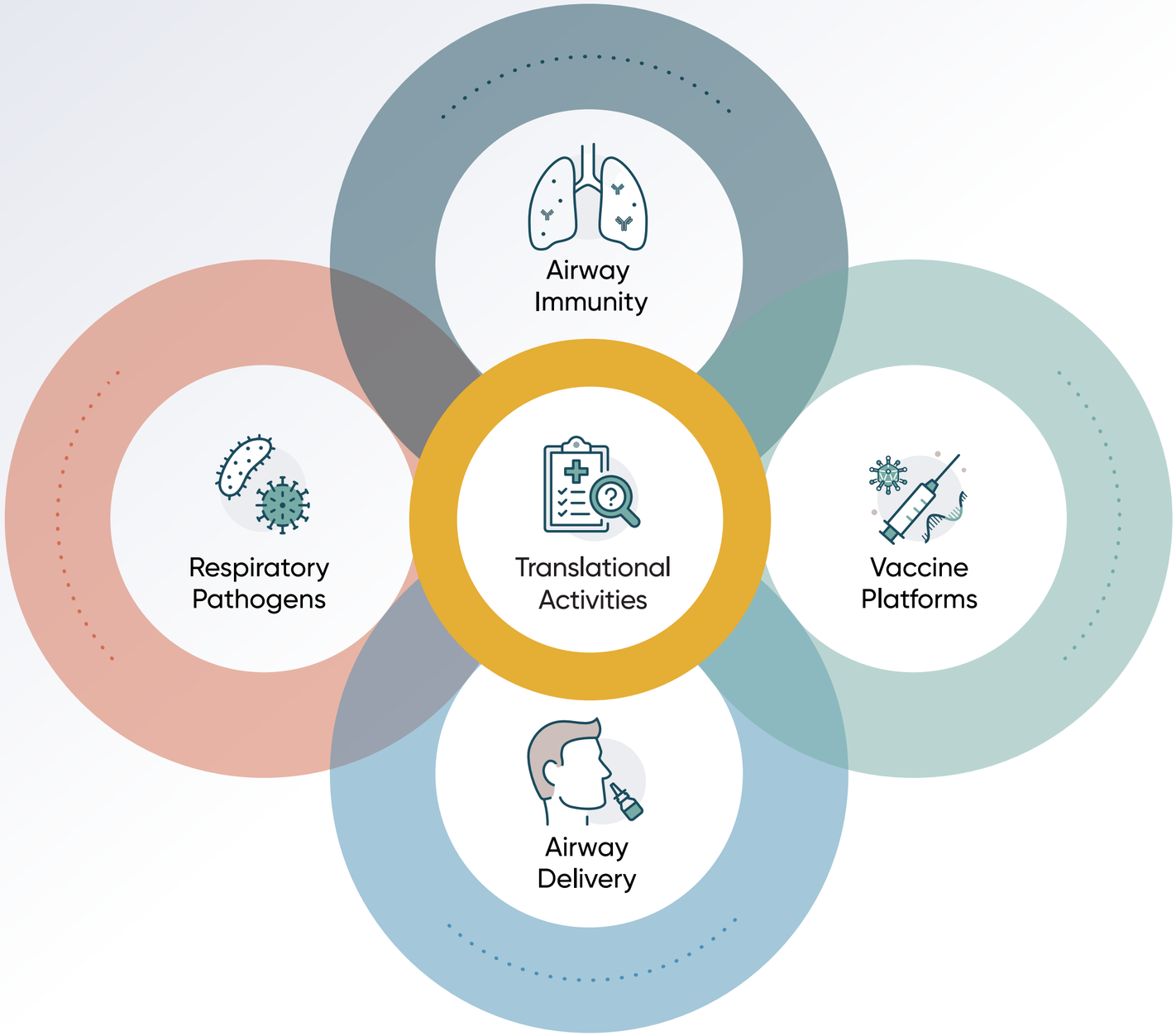
nivi

The Novo Nordisk Foundation
Initiative for Vaccines and Immunity

Vision: To prevent airborne epidemics and limit the spread of antimicrobial resistance through innovative vaccine development.

Mission:

1. To advance the understanding of host immunity and vaccine technologies, and
2. translate this knowledge into vaccines that confer robust, broad and durable protection against respiratory pathogens.



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From cradle to grave

How we address the challenges posed by cardiometabolic diseases

The person in the photos is AI-generated

Age

Before conception | 0-18 | 30-50 | 40-90 | 50-

Maternal influence

Early intervention studies

- LiP-TOP-FiT
- PRE-STORK
- PREPARE-CHILD

Obesity prevention

CENTRE FOR CHILDHOOD HEALTH

Healthy Weight Alliance

MORE2SLEEP (study)

Generation Healthy Kids

CVD prevention

Danish Cardiovascular Academy

Danish Diabetes and Endocrine Academy

Novo Nordisk Foundation CENTER FOR BASIC METABOLIC RESEARCH, UNIVERSITY OF COPENHAGEN

EDMI

Early Detection and Monitoring Initiative

Diabetes treatment

NOVO NORDISK FOUNDATION CENTER FOR GENOMIC MECHANISMS OF DISEASE AT BROAD INSTITUTE

STENO

LightCOM

Lighthouse Consortium on Obesity Management

CVD treatment

CAPTURE HFpEF

New initiatives in the pipeline

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Sustainability

Population

9.8 billion

expected world population in 2050

CO_2 emissions

51 billion

tonnes per year in 2050
if we don't fix it

Food systems

30% of green-house gas emissions

75% of agricultural land supports livestock production

70% of freshwater consumption

80% of deforestation

80% of biodiversity loss

1/3 of all food is wasted

The Novo Nordisk Foundation
Center for Biosustainability

Land CRAFT

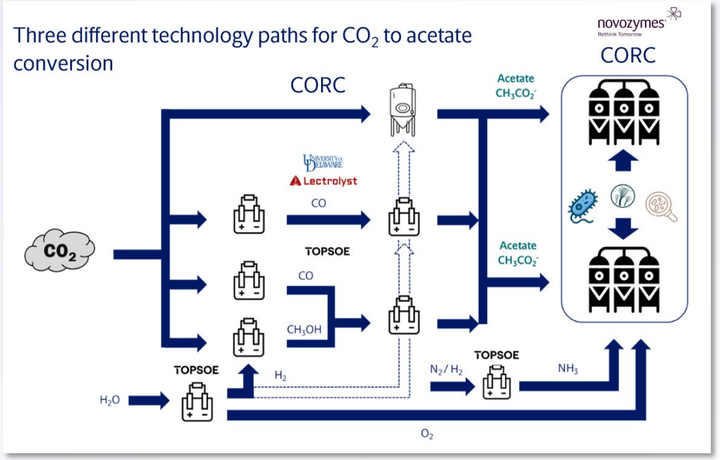
Novo Nordisk Foundation
CO_2 Research Center

Grants in open competition 2016-2023

338 grants/EUR 202 million

CO_2 to acetate to food

Mission: To build an orthogonal approach to food security and CO_2-utilising production by creation of an acetate-based biomanufacturing capability



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BILL & MELINDA GATES foundation

SeedFood Challenge Programme

Functional and palatable plant seed storage proteins for sustainable foods

PIG-Paradigm

Reduce the need for antimicrobial treatments and mitigate the spread of AMR by delivering fundamental knowledge on the pig gut microbiome and its function

Novo Nordisk Foundation CO_2 Research Center

Mission: To enable climate change mitigation by discovering and exploring innovative technologies for carbon capture, sequestration, and utilisation. The activities of the Center should support Danish and international goals on reducing CO2 emissions

AARHUS UNIVERSITY

Sattelites

UNIVERSITY OF COPENHAGEN · DTU · EBERHARD KARLS UNIVERSITÄT TÜBINGEN · Stanford University

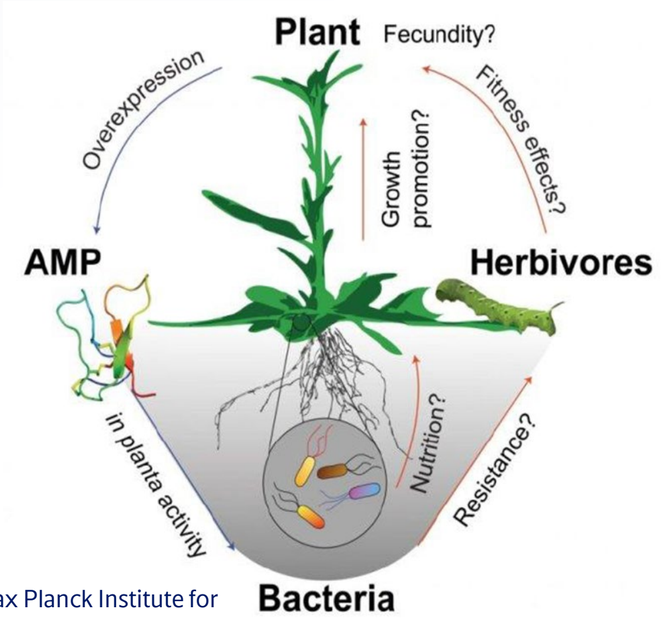
Macro level: LandCRAFT

Transformative Change of Food Systems

Mission: To reach agricultural climate neutrality by landscape-level biology and socio-economic drivers for climate-resilient, productive and sustainable agriculture

Micro level: Crop Resiliency Programme

Mission: To investigate the interaction between plants and microbes to be able to model and manage plant-microbe interactions to enhance crop resiliency and productivity under environmental pressure and reduced input of chemicals, fertilizers and water.



Source: Max Planck Institute for Chemical Ecology 2017

Life Science Ecosystem

Our ambitions

#1 Fundamental research

Reach the highest international standards within life, natural and technical sciences

#2 Enabling research infrastructures and technologies

Develop novel technologies and provide access to state-of-the-art research infrastructure

#3 Translational capacity and societal impact

Create a world class innovation environment for the life sciences and the green transition in society

#4 Education and science capital

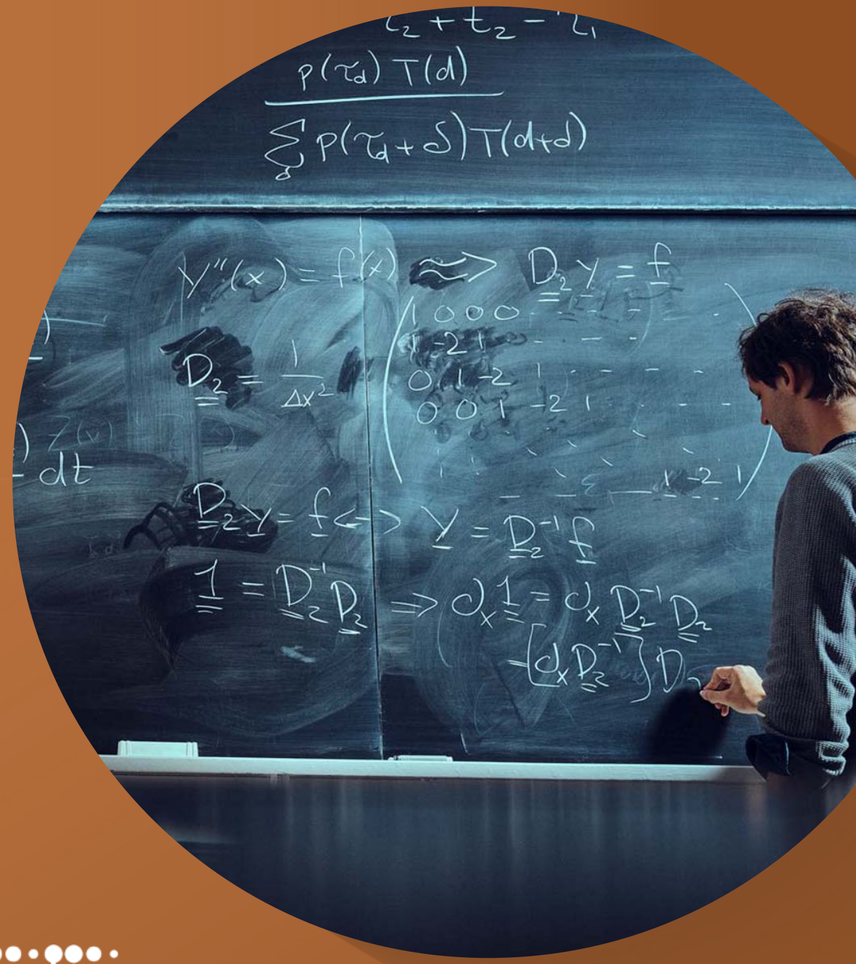
Strengthen scientific and technical aspirations, knowledge and competencies

BII BioInnovation Institute

LIFE

NQCP NNF Quantum Computing Programme

QUANTUM FOUNDRY COPENHAGEN



The Novo Nordisk Foundation Center for Protein Research

The life science ecosystem

in Denmark

Open competition

Universities /Hospitals

Research Centres

Research

Translational research

Incubation /Acceleration

BI

Seed Investments

Life Science industry

novonesis

novo nordisk®

Education & Outreach

LIFE

NNF grant
DKK 1.1 billion
(EUR 147 million)

Novo Nordisk Foundation Quantum Computing Programme

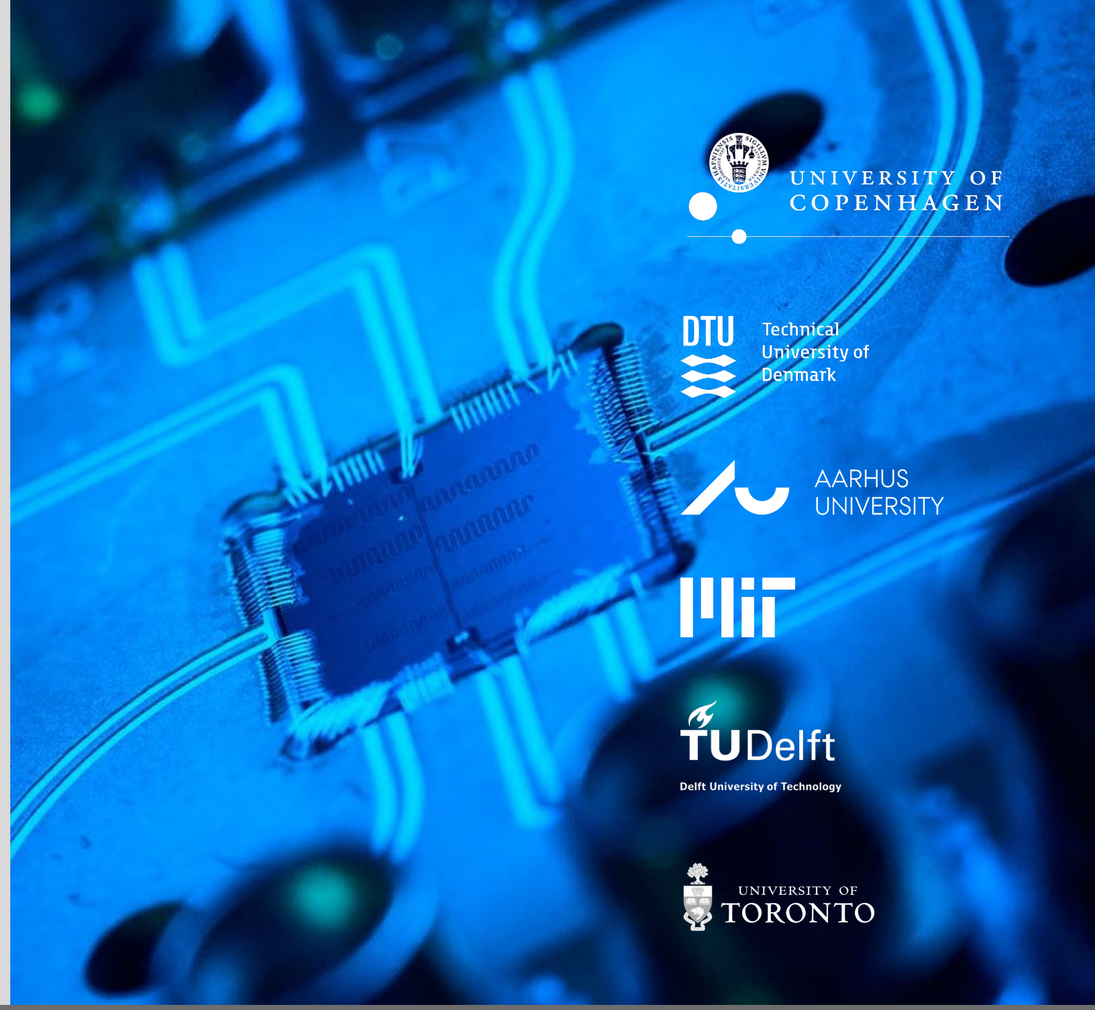
Located at the original Niels Bohr Institute

Mission: Develop a functional quantum computer and quantum technologies to solve grand challenges within the life sciences.

NATO OTAN

DIANA center
Emerging and disruptive technologies

NQCP
NNF Quantum Computing Programme



UNIVERSITY OF COPENHAGEN

DTU Technical University of Denmark

AARHUS UNIVERSITY

MIT

TU Delft
Delft University of Technology

UNIVERSITY OF TORONTO

Total funding granted June 2022

DKK 1.5 billion for the first 7 years (EUR 200 million)

Collaboration

NNF investment
DKK 400 million
(EUR 53 million)

QUANTUM FOUNDRY COPENHAGEN

Purpose: To develop materials and tools for chip-based manufacturing of quantum processors with extreme accuracy for quantum computing applications

UNIVERSITY OF COPENHAGEN

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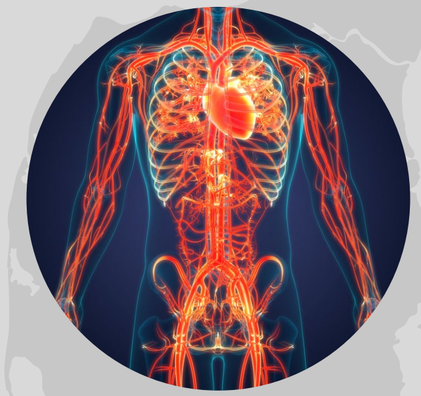
Selected initiatives within the Danish life science ecosystem

Grants in open competition

Within health, biomedical, and clinical science, natural and technical science, biotechnology and life science, innovation, education and outreach, humanitarian and social projects

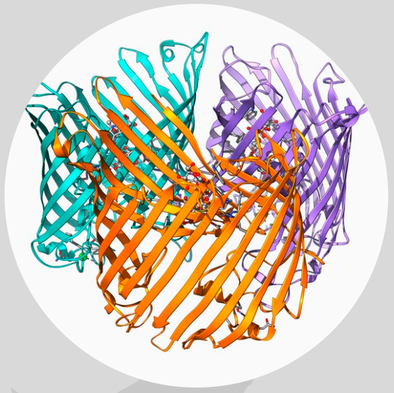


Research Academies

Data Science

Diabetes & Endocrinology

Cardiovascular



Proteomics Research Infrastructure

Provide state-of-the-art proteomics to academia and industry

Science Education Academy NAFA

Strengthen primary and lower secondary science education through evidence-based teacher professional development

Introduction to NNF Impact Mangement

Thomas Alslev Christensen
Senior Vice President
novo nordisk **fonden**

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Benefitting people and society

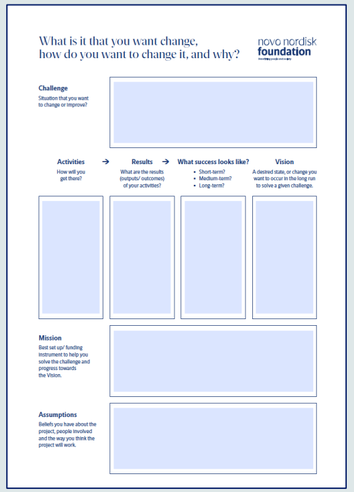
Impact management – value creation

- **Improvement of the intervention design** including formulation of challenges and vision
- Increased likelihood of better reporting data and **more scientific and wider societal impact**
- **Support leadership/management** information in larger multi-annual initiatives
- **Improve the focus of initiatives on success factors** and support evaluations
- **Improve the impact culture** among key-stakeholders
- Strengthen the **NNF branding** as a leading, modern, dynamic and impactful organisation

Impact management (Miro-Board co-creation tool) - templates

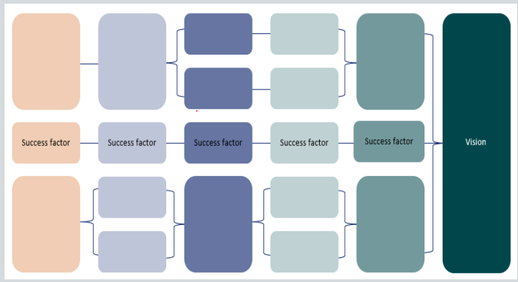
Explaining the initiative as clear as possible

1



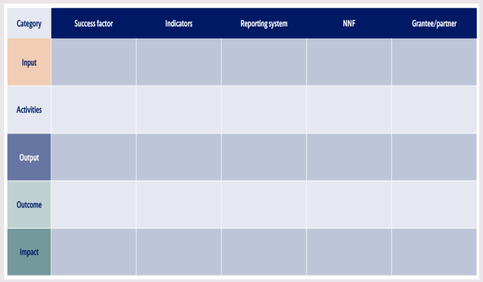
Creating the Logic Model

2



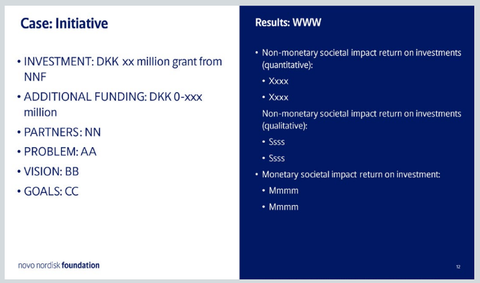
Finalising the Data Model

3



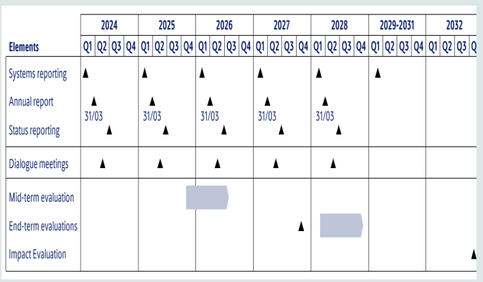
Ex-ante Societal Return on Investment analysis

4

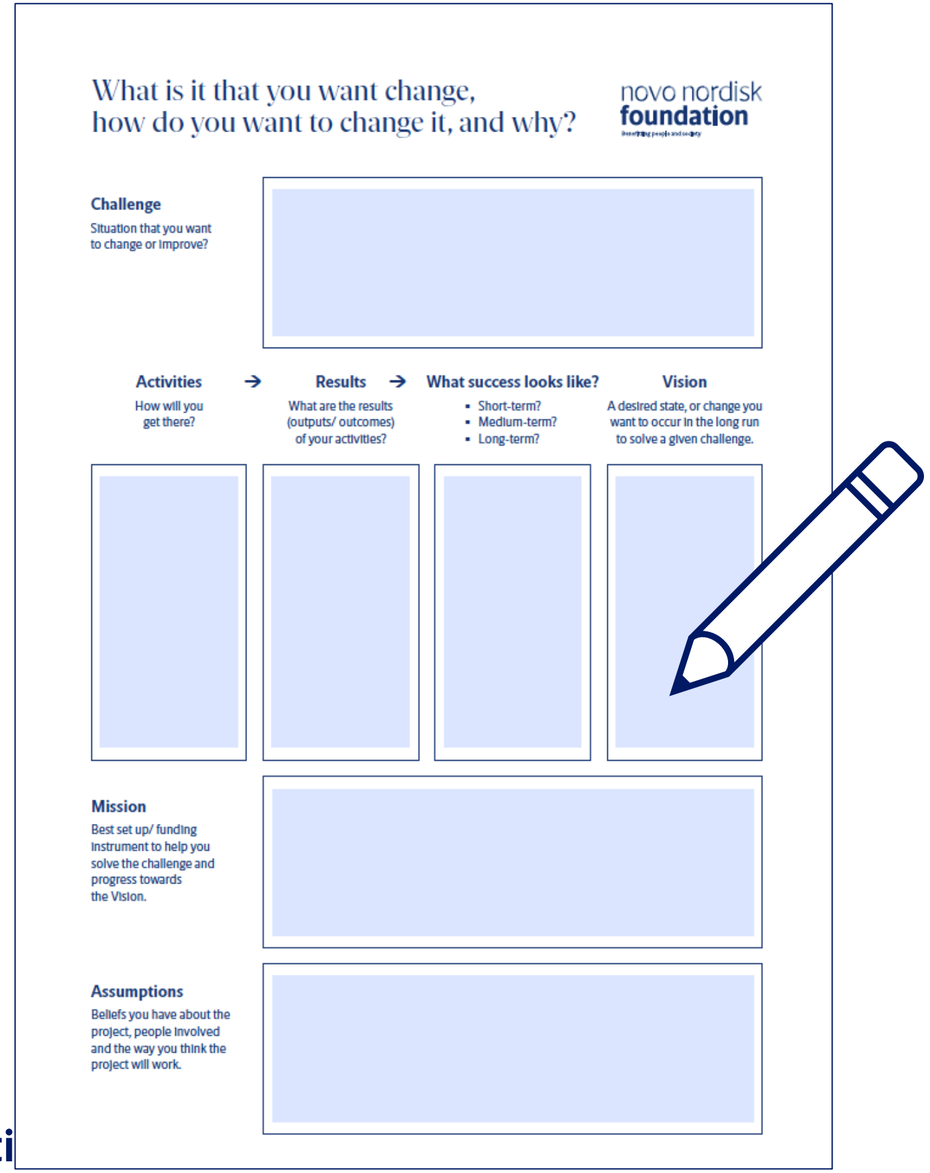


Plan for reporting, monitoring, dialogue, and evaluation

5



Explaining the initiative as clear as possible (template)



Challenge:
Situation that you want to change

Vision:
A desired state or long-term objective that you want to reach

Success:
Description of what success looks like at the end of the grant period.

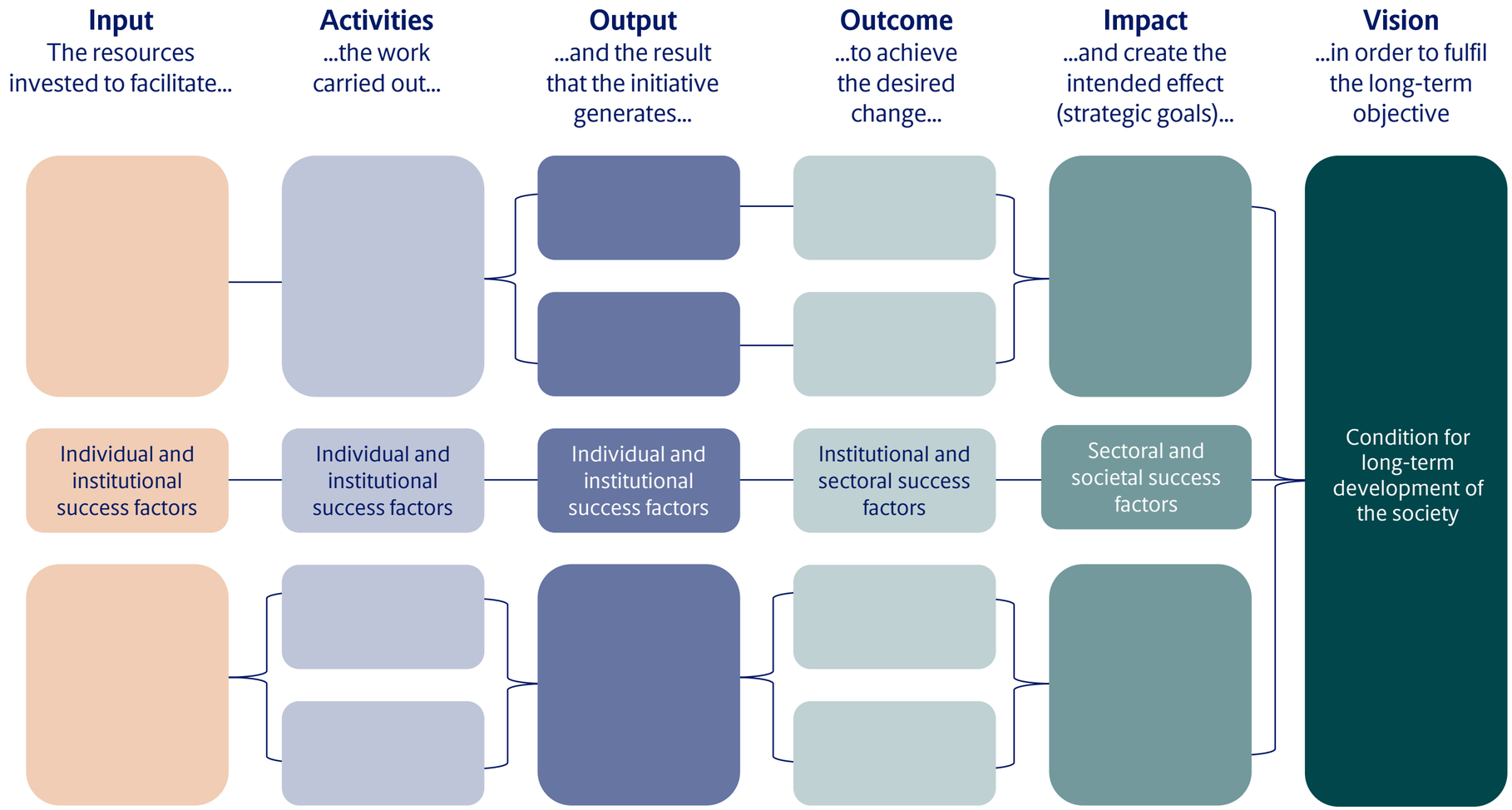
Activities & results:
How will you get there and what are the results (outputs/ outcomes) of your activities?

Mission:
Best set up/ funding instrument to help you solve the challenge and progress towards the Vision

Assumptions:
What are you (implicitly) assuming about external factors that could influence chances of success positively or negatively (e.g. available infrastructure, institutional barriers)

The Logic Model – Theory-of-Change

(*from individual and institutional to sectoral and societal change*)



Example of a sterilized logic model for a research grant with success factors and KPIs

Input	Activities	Outputs	Outcomes	Impact	Vision
The **resources** invested to facilitate..	..the **work** carried out..	..and the **results** that the initiative generates..	..to achieve the **desired outcomes**..	..and create the **intended effect**..	..in order to **fulfil the long-term objective**
Resources • Grant and payouts • Planned number of PhD students	**Basic and translational research initiated** • Team members • Projects initated • Collaborations	**Research findings disseminated through publications in high impact journals** • Articles and ranking • International co-authors • Industry co-authors	**New knowledge used in society** • Interventions • Products • Citation impact • Patents • Clinical guidelines citing research • IP	**Paradigm shifts as a result of scientific discoveries** • Of technologies and procedures find use • Of clinical trials	**Vision: Long-term objective** The long-term goal is to create a new generation of effective and safe X therapies built on an international collaborative of excellence in research
	Develop a new educational framework for training in translational research • Experts involved	**Research-based education, and training in translational research** • Of courses • PhDs taught at courses or activity	**Graduated PhD's find relevant jobs in academia and industry** • Of PhDs that find job within relevant sceientific fileds • PhDs work explicitly with development of therapies	**Researchers that create solutions from basic and applied research** • Outplacement of graduated PhDs in labs within the field • Employment in sector-relevant private research	

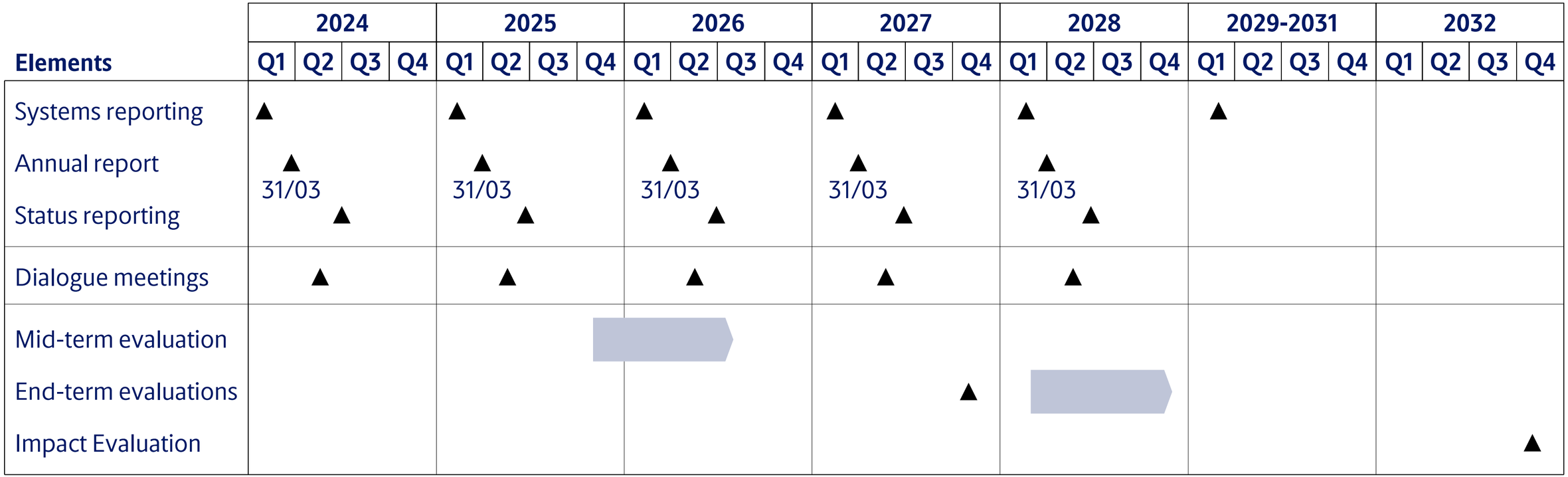
Creating the Data Model (template example – small initiative)

Category	Success factor	Indicators	Data from reporting systems	Additional data from Grantee	NNF Impact role
Input	NNF funding	# amount funded	NORMA/ Researchfish		Data enrichment
Activities	Setting the team to conduct high quality research and activities	# talented researchers hired for team roles # research related activities	Researchfish	Annual reports	Data enrichment
Output	Research activities that deliver a range of research outputs	# databases, models, research methods, tools etc. # publications and outreach # collaborations	Researchfish Researchfish Researchfish		Data enrichment
Outcome	New knowledge and use of knowledge	# databases shared and used by other researchers # patents, invention disclosures, etc. # personal recognition and policy contributions	Researchfish Researchfish Researchfish		Data enrichment
Impact	New knowledge influencing policy and practice	# impact on legislation (e.g. governmental advise) # impact on practice (e.g. guideline citations) # improved health of people	Researchfish Researchfish Researchfish		Analysis

Creating the Data Model (template example – larger initiative)

Category	Success factor	Indicators	Data reported from researcher(s)	Data from databases and analysts
Input	Funding body (Rigshospitalet, University of Copenhagen, Foundation, etc.)	# amount funded # team behind research activities/projects	Funding body/ Researcher(s)	Data enrichment
Activities	Setting the team to conduct high quality research and activities	# talented researchers hired for team roles # collaboration partners (industry, hospitals, universities, public etc.) # research related activities # research infrastructure, technology and equipment	Researcher(s) Researcher(s) Funding body Funding body	Data enrichment
Output	Research activities that deliver a range of research outputs	# databases, models, research methods, tools etc. # publications and outreach # collaborations (institutional, regional, national, international, interdisciplinary) # clinical trials	Researcher(s) Researcher(s) Researcher(s) Researcher(s)	Data enrichment
Outcome	New knowledge and use of knowledge	# databases shared and used by other researchers # patents, invention disclosures, innovations, etc. # personal recognition and policy contributions # development of drugs, therapies,	Researcher(s) Researcher(s) Researcher(s) Researchers(s)	Data enrichment Analysis
Impact	New knowledge influencing policy and practice	# impact on policy and legislation (e.g. policy advise) # impact on practice (e.g. guideline citations) # improved health of people affected by research # mortality rates, development in populations, etc.	Researcher(s) Researcher(s) Researcher(s)	Analysis Analysis Analysis Analysis

Template plan for reporting, monitoring, dialogue, and evaluation



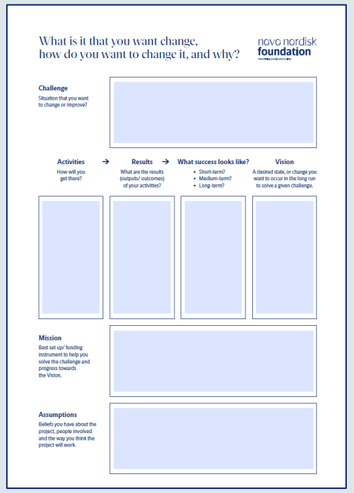
Elements	Format, material etc.	Source material
Dialogue	Preparation of report	Dashboard data
Mid-term evaluation	E.g. PowerPoint report focusing on milestone progression	E.g. Systems reporting data
End-term, Impact	External evaluation	
Impact evaluation		

Impact management - collaboratory processes

Project lead

Explaining the initiative as clear as possible

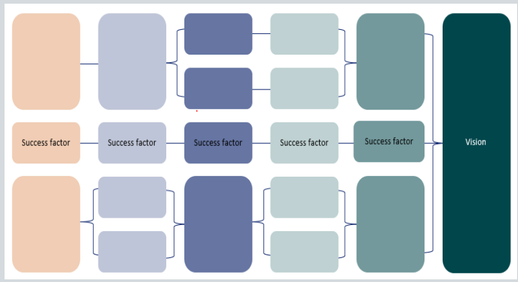
1



Co-creation

Creating the Logic Model (Theory-of-Change – pathway to impact)

2



Impact Partner

Finalising the Data Model

3

Category	Success factor	Indicators	Reporting system	NNF	Grantee/partner
Input					
Activities					
Output					
Outcome					
Impact					

Co-creation

Ex-ante assessment of societal return on investment

4

Case: Initiative

- INVESTMENT: DKK xx million grant from NNF
- ADDITIONAL FUNDING: DKK 0-xxx million
- PARTNERS: NN
- PROBLEM: AA
- VISION: BB
- GOALS: CC

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Results: WWW

- Non-monetary societal impact return on investments (quantitative):
  - Xxxx
  - Xxxx

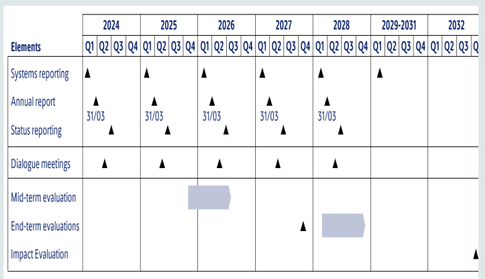
Non-monetary societal impact return on investments (qualitative):

- Ssss
- Sss
- Monetary societal impact return on investment:
  - Mmmm
  - Mmmm

Co-creation

Plan for reporting, monitoring, dialogue, and evaluation

5



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Theory of impact measurement

1. Purpose/objective

- **Intended**: Effects align with the initial goals and objectives set forth by the research.
- **Unintended**: Results diverge from intentions, adding benefits or unintended effects.

2. Nature of results

- **Tangible**: Concrete and explicit results that can be directly observed and quantified.
- **Intangible**: Abstract results, such as theoretical advancements or shifts in understanding, which may not be physically measurable but hold significant value in science or society.

3. Temporal perspectives

- **Short-Term**: Immediate or near-future outcomes directly attributed to the research.
- **Long-Term**: Extended impacts that unfold over a protracted period post-research.

4. Consequential spectrum

- **Positive**: Beneficial outcomes/advancements, enhancing knowledge or societal conditions.
- **Negative**: Detrimental effects potentially hindering progress or causing setbacks.

5. Anticipated outcomes

- **Expected**: Predicted or hypothesized effects based on research parameters and objectives.
- **Unexpected**: Results that were not initially predicted but emerged during or post-research.

Who are affected by intervention?

Individium

E.g. individual researchers, students, children, etc.

Examples of effects

- Research career
- Researcher collaborations
- Research output (journal articles, citations, databases, methods, inventions, etc.)
- Education and engagement activities

Organisation/Institution

E.g. universities, companies, research institutions, etc.

Examples of effects

- Research teams and research community
- Institutional collaborations
- Research output (journal articles, databases, methods, interventions)
- Education
- Infrastructure

Societal sector

E.g. research environment, public health, social, energy, agriculture, environment, etc.

Examples of effects

- Scientific production, progress and breakthrough
- Technology, clinical trials and development
- Innovations and discoveries
- Products and services
- Paradigm shifts in functioning of a sector

Society/Wider society

E.g. development of populations, countries, democracy, etc.

Examples of effects

- Reach to people in humanitarian, social, health, economic, environmental and other societal settings
- Political, economic, social and environmental changes in society (employment, climate, social conditions, etc.)

Scientific impact

Sectoral and societal impact

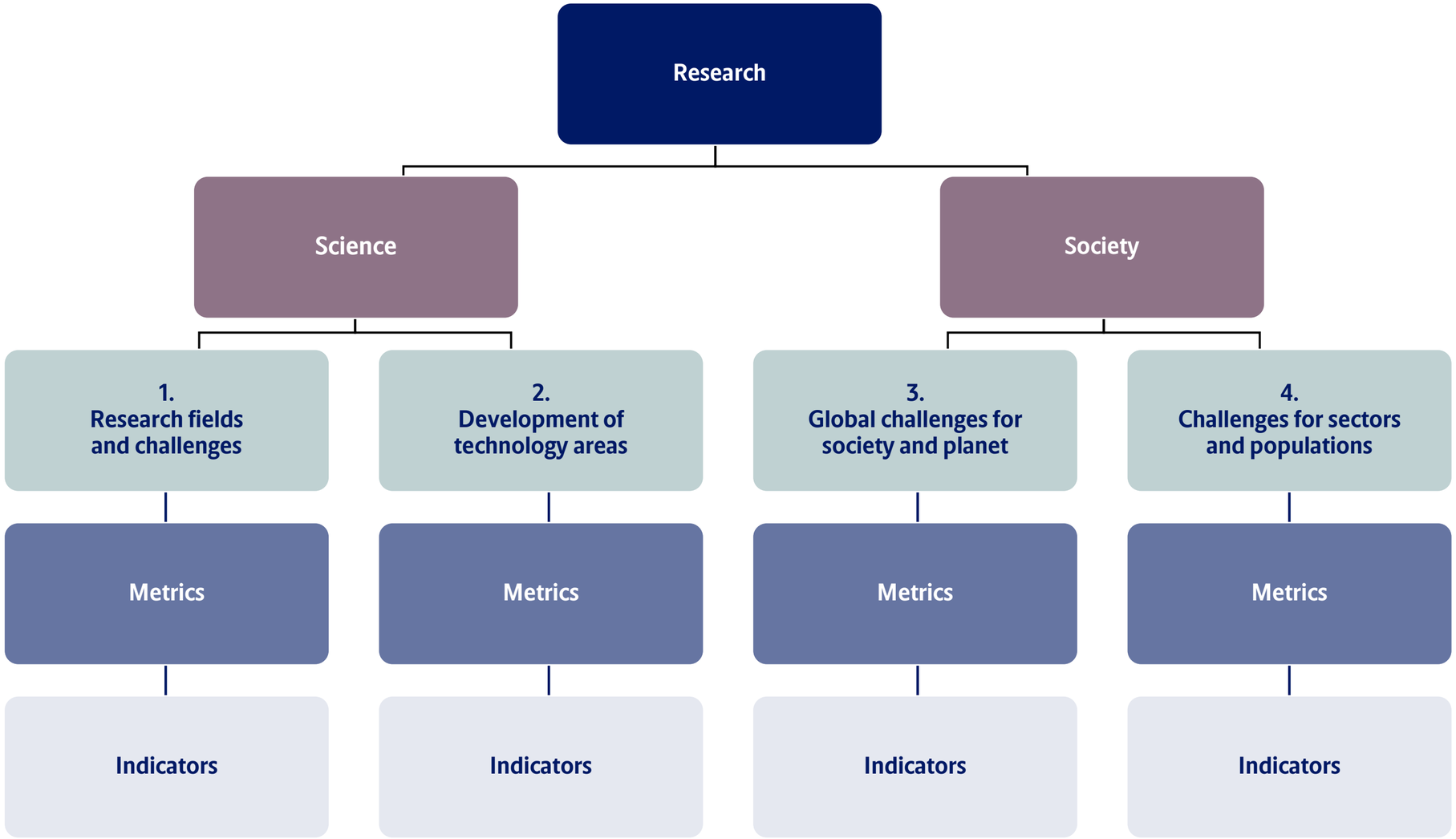
Wider societal impact

How are the effects of research documented and measured?

Where?

What?

How?



NNF Impact Area

Impact Areas

Data department

- ***Grantee reporting, data collection, data cleaning, data readiness and data delivery and visualization.***
- ***Monitoring, compliance activities and reporting internally and to authorities and society***
- ***Programming, machine-learning methods, technology trend analyses and bibliometric analyses***

Evaluation and Analysis department

- ***Ex-ante and ex-post evaluations, surveys and analytics***
- ***Pull, transform and shape data for analytics and evaluations***
- ***Impact frameworks, logic model, and impact management***
- ***Societal impact and science-of-science policy***

Core Responsibilities

Collaboration and co-creation

Business Partnering

Data competence centre

- **Access to world-wide scientific data:** journal articles, books, patent data, clinical trials and many other relevant data (Libary service – collaboration with NNAS and Novonesis)
- **Sorting of data from applications** and grants into subcategories in relation to disease prevention and health promotion
- **Data platform** with all NNF input, output and outcome data and access via **NNF Dashboard**

Reporting systems for activities, output, outcome and impact

- **Researchfish®**
- **Foundgood**
- **Survey exact** (ad-hoc evaluations and data collection)
- Interviews with **qualitative** studies and cases evaluations
- **ML generated** journal article harvesting
- **AI generated automatic reporting** and data collection (upcoming)

How impact data provides value – internally

Provides overview

- Achievements - relative to targets?
- Overall funding portfolio?
- Where is impact created?
- What kind of impact is created?

Evaluations & comparisons

- What instruments work best?
- What areas provide the most impact?
- Who benefits the most from funding?
- Where is the biggest potential?

Basis for decision making

- What programs should be continued, stopped, launched?
- What instruments should be applied?
- What are promising funding areas?

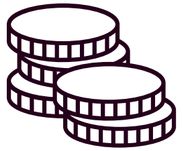
Improve selection

- Use learning from impact analysis to improve the selection process?
- And ultimately, create more impact?

How impact data provides value – externally

Creating public awareness

- How does science and the activities of the foundation contribute to society
- What are challenges that needs attention
- What solutions might work

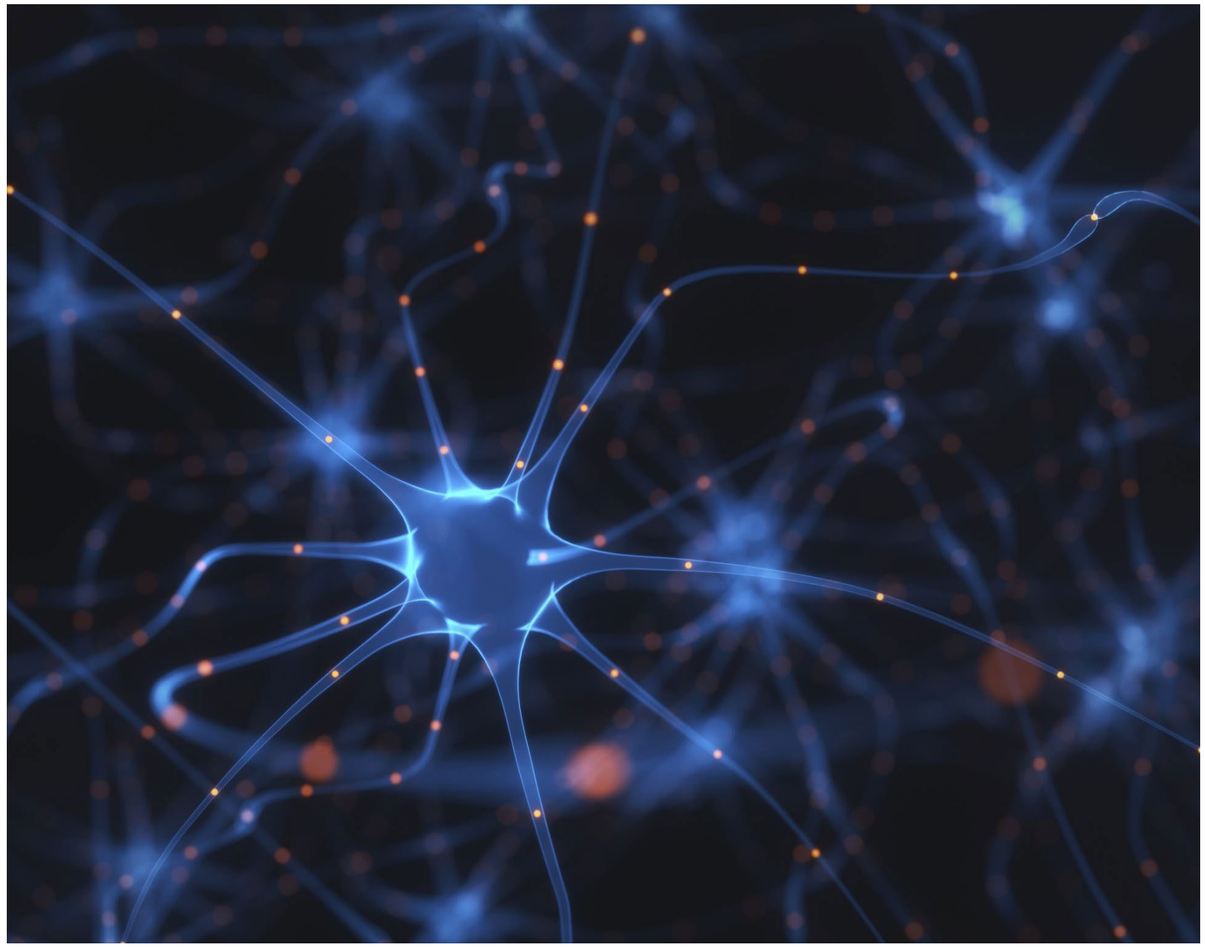


Cross-program analysis

- Show how funding has been used
- How funding creates impact
- How much funding is needed to make a difference
- Why is funding important

Development of Machine Learning and AI tools in impact

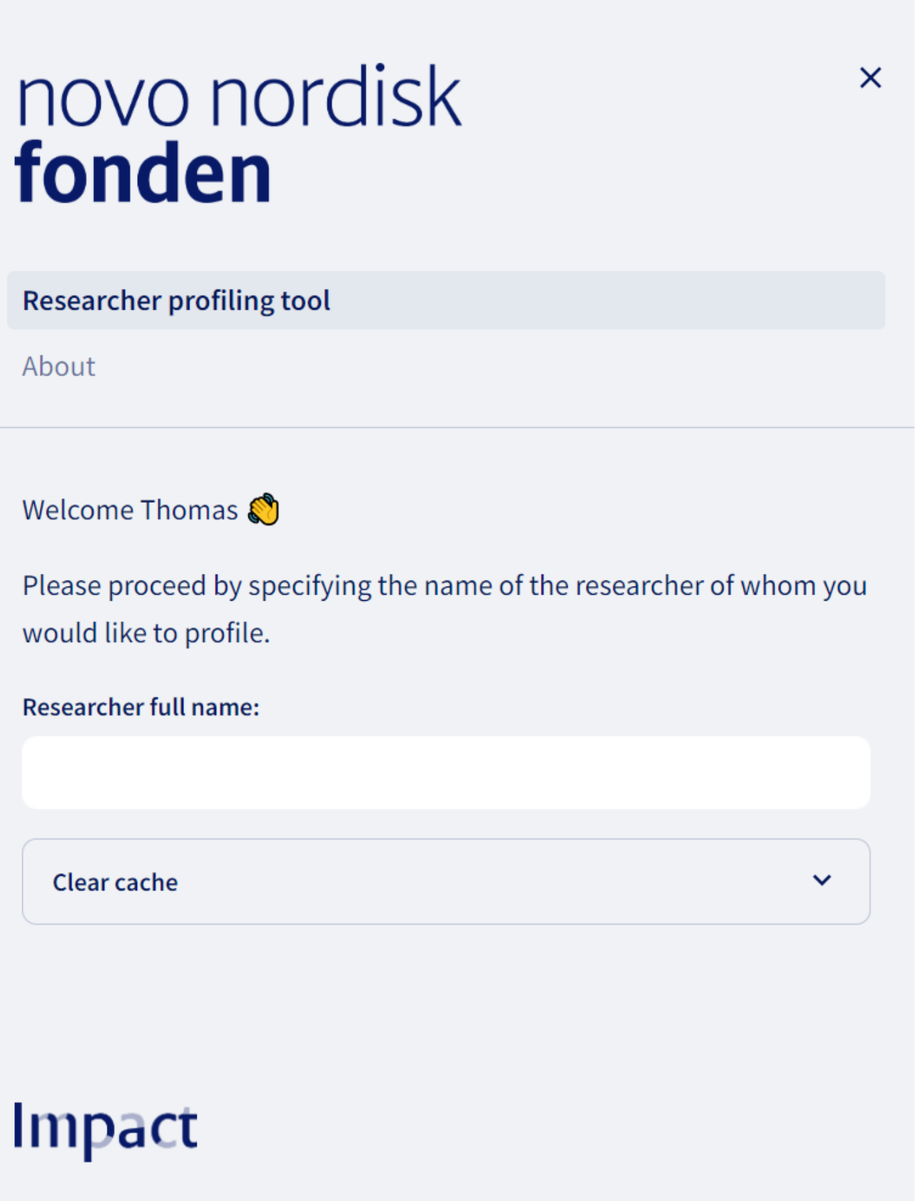
- **Country profiling** – effects of NNFs activities for every country in the world (upcoming)
- **Assessment tool of expected research and innovation output** and outcome (input-output model tools)
- **Scite.ai** (new AI for searching/tracking science)
- Network analysis of researcher and/or project collaborations
- **Simulation of the expected impact** of pipeline research initiatives (upcoming tool)



Advanced peer review and researcher assessment tools (data science solutions)

- Tool for fast identification of **conflict of interest** of committee members (upcoming)
- Tool for fast **matching** of applications and peer reviers (upcoming)
- Researcher **profiling** (existing tools)
  - Researcher profiling (researcher-profiling.azurewebsites.net)
  - Diverse output profiling: Streamlit (researcher-i-index.streamlit.app)
- Researcher and research team **science simulation** models (upcoming tool in collaboration with University of Chicago and Northwestern University)

Development of apps



Researcher profiling tool

The researcher profiling tool provides a detailed overview of a given researcher's:

- Research production
- Research impact
- Influence on young researchers

The tool is utilizing data from Dimensions to generate researcher-specific charts and tables. Data can be exported to either a standardised PowerPoint slideshow or an Excel file.

What to use the tool for?

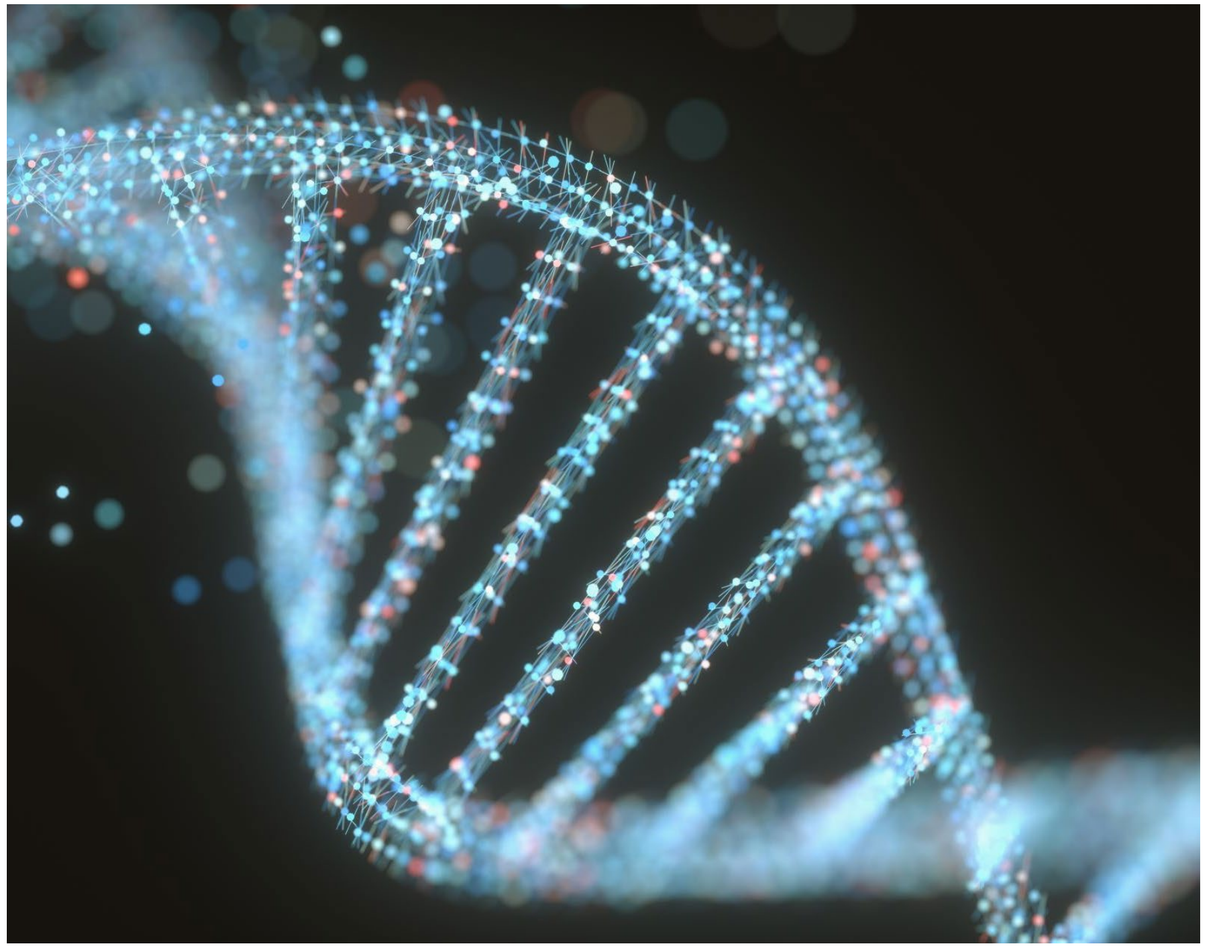
The tool can be used for various purposes, such as profiling:

- Prize candidates
- Potential lead applicants
- Potential centre leaders

View the Methodology & data sources page for more information about the tool's data sources and measures.

Research centres, stand-alone and open competition – support to evaluation and monitoring

- **Center evaluation guidelines** and evaluation models for (various) centres (upcoming)
- Center monitoring and evaluation **framework (new)**
- **Tool to simulate future results of investments in new research centres** (upcoming tool in collaboration with University of Chicago and Northwestern University)
- **Evaluations of stand-alone** initiatives and **open competition** programmes
- **Prediction input-output models** for output and outcome of open competion and stand-alone initiatives in pipeline (across **all instrument types**)



Thank you
for your attention

Thomas Alslev Christensen
Senior Vice President, Impact

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