



novo
nordisk
fonden

Benefitting **people** and **society**

Grant report
2021

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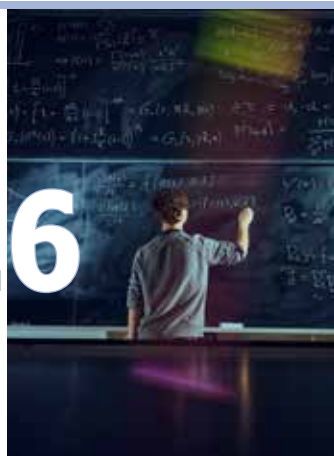
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A year of continued growth and preparing for the future

Once again, the Novo Nordisk Foundation can look back on an extraordinary year where our grant activities and launching of initiatives have exceeded the level of previous years.

In 2021, the Foundation funded more than 617 new projects, supporting scientific, humanitarian and social purposes. We awarded grants totalling DKK 8.8 billion and paid out DKK 4.8 billion, reaching the highest level of support in the Foundation's history.

Addressing societal challenges

The Foundation continues to be committed to supporting the whole value chain of research, from scientific inquiry and discovery to the development of new solutions that will benefit people and society. This commitment is manifested in our open calls as well as in the large-scale initiatives we launch.

One of our major initiatives in 2021 was the establishment of the Novo Nordisk Foundation CO₂ Research Center, hosted by Aarhus University but involving six international satellite institutions as well as industry partners. The centre is the world's first interdisciplinary research centre that aims to develop scalable technology for capturing and recycling carbon dioxide from the atmosphere. The ambition is to make an important contribution in the effort to mitigate the climate crisis.

With an unprecedented DKK 2.2 billion grant, we also announced the establishment of the Novo Nordisk Foundation Center for Stem Cell Medicine (reNEW). Formed in partnership between three

leading research institutions, the centre will work towards developing stem cell-based medicine and finding treatments for incurable chronic diseases, benefitting patients all over the world.

Internationalisation

While Denmark continues to be the centre of gravity for our grant giving, the Foundation had an increased focus on supporting research through international partnerships and collaborations in 2021. One reason is that many of the societal challenges we are facing today require a concerted effort on an international level. But we also believe that forming such collaborative partnerships and gathering the expertise of leading scientists is a powerful way of strengthening the life sciences and the research environments, also in Denmark.

Companies behind increase in grant-giving activities

In 2021, Novo Holdings A/S, the Foundation's wholly owned investment and holding company, recorded income and returns of DKK 37 billion, with 36% coming from the stakes in Novo Nordisk A/S and Novozymes A/S, and 64% coming from Novo Holdings' investments in other companies and financial assets. The financial results of Novo Nordisk A/S and Novozymes A/S and the successful investments of Novo Holdings A/S enable the Foundation to continue to increase its grant-giving activities.

Preparing for the future

In 2021, the Foundation had a change in management and welcomed Mads Krogsgaard

Thomsen as our new CEO. At the same time, we initiated the process of preparing a new ambitious strategy for our grant-giving activities in the coming 10 years, as the Foundation is well on its way implementing its current 2019-2023 strategy.

Going forward, the Foundation will continue to support medical and life science research, natural and technical research, patient care, education, innovation as well as social and humanitarian causes. But under our forthcoming strategy, health, sustainability and the life science ecosystem will serve as overarching themes for our grant-giving activities. We expect that our grant giving as well as our international activities will continue to increase.

This report contains information about our grant activities in 2021, including examples of the projects supported, our grant-giving policy and an overview of our scientific committees that assess the applications for grants submitted to the Foundation.

We wish you pleasant reading.



Lars Rebieen Sørensen
Chairman of the Board



Mads Krogsgaard Thomsen
Chief Executive Officer

The 2019–2023 strategy

The Novo Nordisk Foundation Strategy 2019–2023 presents the Foundation's grant-giving areas, development targets and prioritised actions. An ambition of our strategy has been to triple the payouts based on the Foundation's grant-awarding activities between 2018 and 2023. This goal is expected to be met already in 2022. Therefore, since Spring 2021 the Foundation has worked on developing a new strategy for the period 2023–2030, which will be presented for the Board of Director's approval in March 2022.

The Foundation's payouts amounted to DKK 4.8 billion in 2021 which was the same as the year before. The annual amount of grant-awarding has increased from DKK 5.5 billion in 2020 to DKK 8.8 billion in 2021.

The NNF vision

The vision of the Novo Nordisk Foundation is to contribute significantly to research and development that improves the lives of people and the sustainability of society.

The grant-giving areas and long-term goals in Strategy 2019–2023



Biomedical and health science research and applications

To enable people to live healthier and better lives by facilitating research that advances knowledge of human health and disease, solves health challenges, and develops the healthcare system.



Patient-centred and research-based care

To make Denmark a global leader in delivering care for people with diabetes and facilitate development of patient-centred and research-based care within diabetes comorbidities and other endocrine disorders.



Life science research and industrial applications promoting sustainability

To act for and inspire the development of a more sustainable world by supporting research that translate into life science solutions to benefit people and the environment.



Natural and technical science research and interdisciplinarity

To catalyze natural and technical science research, particularly in fields with potential interdisciplinary application to the life and health sciences and industrial biotechnology.



Education and outreach

To support general science education and cultivate scientific and technical competencies and engagement.



Innovation

To create and promote a life science ecosystem that increases the capacity for research institutions, clinics and start-ups to mature and translate scientific discoveries into products and solutions for the benefit of people and society.



Social, humanitarian and development aid

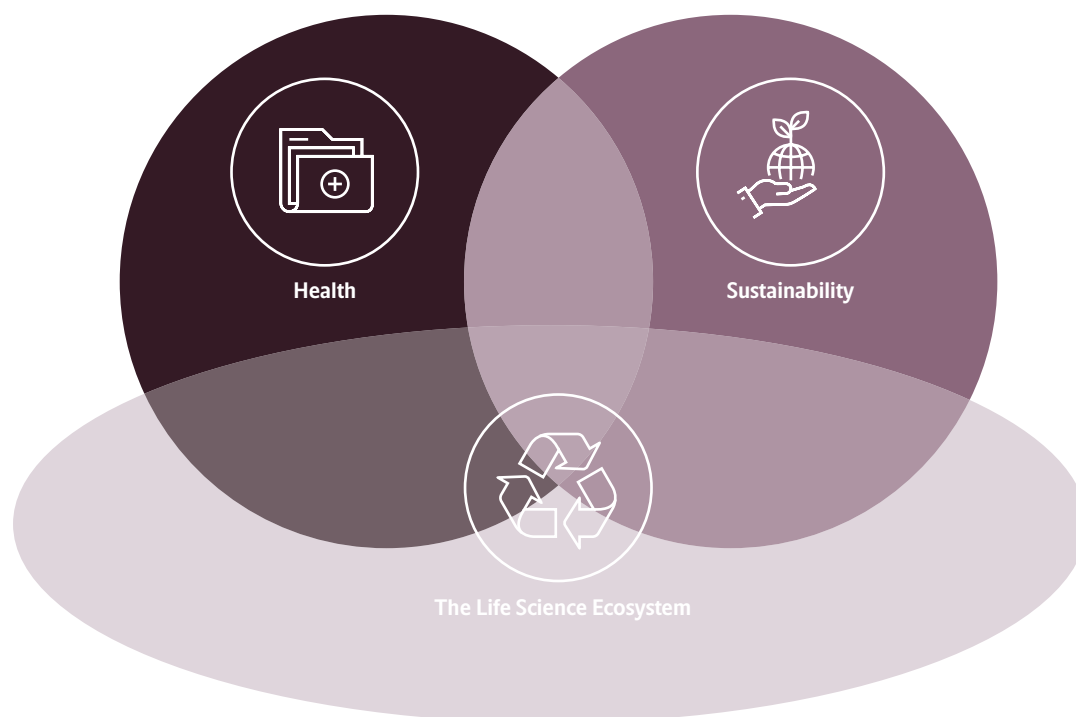
To improve lives and prospects of vulnerable children and youth through education, competency development and health initiatives.

Working towards a new 2030 strategy

Our vision for the 2030 strategy is to contribute significantly to research and development that improves the lives of people and the sustainability of society. The strategy has three pillars: Health, Sustainability and the Life Science Ecosystem.

Improving the lives of people by progressing science and solutions for cardiometabolic disease, infectious disease, and inequality in healthcare, helping people to live healthier lives

Improving the sustainability of society by advancing knowledge, research and technological solutions within food, agriculture and climate change mitigation to enable a sustainable and prospering society



Strengthen the life science ecosystem and catalyse impact within health and sustainability through fundamental research, education, innovation, technology and infrastructure



A sustainable society

Driving the green transformation of society with biotechnology

Science and the use of biotechnology will be one of the most important drivers of the sustainable transformation of our society in the years ahead. This calls for a coherent support of the biotechnological ecosystem – all the way from education, through research, to company investments.

This is an important focus area for the Novo Nordisk Foundation as well as our investment company Novo Holdings. The ambition is to help remove the roadblocks wherever they are, paving the way for promising biologic discoveries to become new solutions to major environmental and climate-related problems.

The path from making a promising discovery in a lab to having a scaleable and commercially viable product is long and challenging. Mads Krogsgaard Thomsen, CEO of the Novo Nordisk Foundation, points out three fundamental societal conditions that must be met if we want to harness the benefits of biology in the green transformation:

“Firstly, we need knowledge. We must invest in research that can give us the necessary knowledge and knowhow for creating the solutions we need in the green transformation of industry and agriculture. Secondly, we need sufficient funding of start-up companies after the pilot test phase. We need to ensure that lack of funding for scaling is not where a good product hits the wall before reaching the consumers. And thirdly, we need a regulatory framework that can ensure that new solutions can be brought to market without being unnecessarily delayed by regulatory approval regimes designed for products with different properties,” he says.

Addressing the long-term challenges

One area where biotechnology will play a key role in the green transformation is food production. The Foundation has supported several research projects with the aim to boost the move towards more plant-based and sustainable foods. Some of these grants have been awarded through the Novo Nordisk Foundation Challenge Programme, where experienced researchers can apply for up to DKK 60 million for long-term projects addressing predefined global challenges.

In 2021, one of the thematic challenges was “Proteins for Tomorrow’s Food”. The two research projects that received funding to investigate this theme will both focus on how plant proteins can be utilised better as alternatives to unsustainable

“We need knowledge. We must invest in research that can give us the necessary knowledge and knowhow for creating the solutions we need in the green transformation of industry and agriculture.”

Mads Krogsgaard Thomsen

animal protein. Biotechnology plays a key role in this research, which is characterised by having a long trajectory before it can generate new solutions that will benefit the consumers.

Another area where biotechnology will have a huge impact is carbon capture and utilisation. In 2021, The Novo Nordisk Foundation CO₂ Research Center was established with one central goal: to find solutions for capturing, processing and recycling CO₂ from factories and the atmosphere, so that it can be used as raw material in new products.

Collaboration between researchers, industry, and authorities is key to developing scalable solutions within these and other areas where biotechnology is a central component. In Denmark, we can benefit from our existing, strong collaboration in this area to create research-based hubs that can help drive the green transformation and deliver solutions to address global challenges.

“The distance from academic research to industry implementation in Denmark is not long. We currently have collaborations between research institutions and industry, and we have a lot of know-how within biotechnology. This makes Denmark a good testbed for many of the solutions we need to develop for the global market,” concludes Mads Krogsgaard Thomsen.



A sustainable society

Examples of our activities

Strengthening the bioindustrial ecosystem in Kalundborg

Kalundborg plans to strengthen the influx of specialists as well as research infrastructure for the town's bioindustrial companies in the coming years. To help realise this goal, Helix Lab has been established: A research and education centre where MSc students from universities in Denmark and abroad can collaborate with local industry such as Novo Nordisk, Novozymes and Chr. Hansen. Helix Lab will support and accelerate the translation of new academic research into specific solutions that will drive the green transformation within bioindustrial solutions.

A new building for Helix Lab has been constructed during 2021, made with tiles produced by the company Biomason. Through patented technology, the company uses microorganisms to create a biological alternative to traditional cement-based tiles. The technology is carbon neutral and mimics processes found in natural marine environments.

The Novo Nordisk Foundation has awarded DKK 65 million to the Helix Lab initiative.

Microorganisms and plants join forces to replace meat

The global challenge of feeding a growing world population requires a fundamental change in our eating habits and food production. This major challenge is addressed by Professor Dennis Sandris Nielsen from University of Copenhagen in the research project "PROFERMENT: Solid-state Fermentations for Protein Transformations and Palatability of Plant-based Foods".

Together with three research colleagues from Denmark and the Netherlands, he is using fermentation with microorganisms to create a plant-based food category with properties that make it a real alternative to meat. As a first step, the researchers need to develop a better understanding of how to process the proteins in plants and microorganisms in food production, starting with oats and yellow peas. The goal is to lay the groundwork for developing a completely new food category that can feed more people using fewer resources.

The Novo Nordisk Foundation has awarded DKK 56.3 million to the project through the Challenge Programme 2021.

Capturing CO₂

The Novo Nordisk Foundation CO₂ Research Center is an interdisciplinary research center aimed at developing new solutions and technology that can be used to capture and recycle carbon dioxide (CO₂), thereby reducing the amount of CO₂ in the atmosphere.

The center will be based at Aarhus University in Denmark and also comprises six satellite institutions in the United States, Norway, Germany, the Netherlands and Denmark. The center will also collaborate with a wide range of industry partners and other international universities.

The center will create an interdisciplinary platform that combines various scientific fields such as chemistry, the life sciences and systems analysis. This research will pave the way for scalable technologies that can efficiently capture and recycle CO₂.

The Novo Nordisk Foundation has awarded DKK 630 million (€84.7 million) towards the center.

Improving public health

Preparing for the next pandemic

In 2021, the Novo Nordisk Foundation has continued to keep a focus on mitigating the consequences of the COVID-19 pandemic, both nationally and globally. Where the efforts in 2020 among other things focused on acute initiatives such as establishing test facilities, support of clinical research and emergency production of ethanol, the focus in 2021 shifted towards mitigating the long-term consequences and preparing for the next pandemic.

The Foundation has initiated activities within infection medicine, vaccine research, viral infections, and microbial diseases. The overall purpose is to strengthen society's preparedness for possible future pandemics and other public health threats – of both viral and bacterial kinds.

A concrete goal is to establish a new major research centre for infectious diseases, virology and immunology in Denmark. The aim is to contribute to society becoming better at preventing and responding to future pandemics.

“We need to figure out which pandemic threats are most likely to hit us within the next decades. The goal is to be able to choose a number of pandemic threats, analyze them and figure out how to get to a level of preparedness that can quickly be rolled out if one of these threats hit. This will ensure a more efficient preparedness tailored to a range of imminent viral or bacterial threats – before they reach pandemic proportions,” says Mads Krogsgaard Thomsen, CEO of the Novo Nordisk Foundation.

Investigating long-term consequences of COVID-19

Concurrently with the activities to prepare for future pandemic threats, the Foundation has funded several research projects that can help qualify our knowledge about COVID-19. Some projects investigate the long-term health consequences of COVID-19, while others look into why some people develop severe or life-threatening COVID-19 while others do not. The results of the research can help pave the way for new forms of treatment for long COVID-19.

A different type of long-term consequence of the pandemic is the setback that some children experience in their education. In Denmark, the lockdown periods have particularly affected schoolchildren in disadvantaged circumstances, who are now facing a difficult catch-up process.

Other countries are struggling with rising poverty and lack of educational opportunities as a result of the COVID-19 pandemic combined with other disruptive issues. The Foundation has supported a report from Human Rights Watch called *Years Don't Wait for Them*. The report shows that a greatly diminished quality of education especially in low-income countries can have lasting effects, since many children and adolescents never return to their schools after they reopen.

In 2021, the Foundation has supported several projects that aim to mitigate these consequences. Also in the future, the Foundation will keep a global focus on the consequences of COVID-19 and other pandemics threats in the horizon.

“We need to figure out which pandemic threats are most likely to hit us within the next decades.”

Mads Krogsgaard Thomsen

“We will continue to see new influenza epidemics that jump between animals and humans. We saw MERS originating from camels, and SARS and COVID-19 both originating from bats. The world population is growing, and as we keep living closer together, we will experience an increasing risk of epidemic and pandemic outbreaks in the future. The Foundation will keep combining grants that can help mitigate the acute circumstances during disease outbreaks with grants to ensure a better preparedness that can benefit us globally,” concludes Mads Krogsgaard Thomsen.



Improving public health

Examples of our activities

Ensuring schoolchildren's well-being and education in the aftermath of COVID-19

The COVID-19 lockdowns in Denmark have severely affected schoolchildren in disadvantaged circumstances. They have learned less during the long periods of home schooling, and for many, the time away from peers and school has reduced their desire to learn.

To help the children catch up on their education following the COVID-19 lockdowns and to support their well-being, an initiative between the Danish government, Local Government Denmark (KL) and several foundations has been launched. The aim is to strengthen the efforts of Denmark's municipalities and schools working with disadvantaged schoolchildren and will take place in the children's natural communities and based on local needs.

The Novo Nordisk Foundation has awarded DKK 50 million to the initiative.

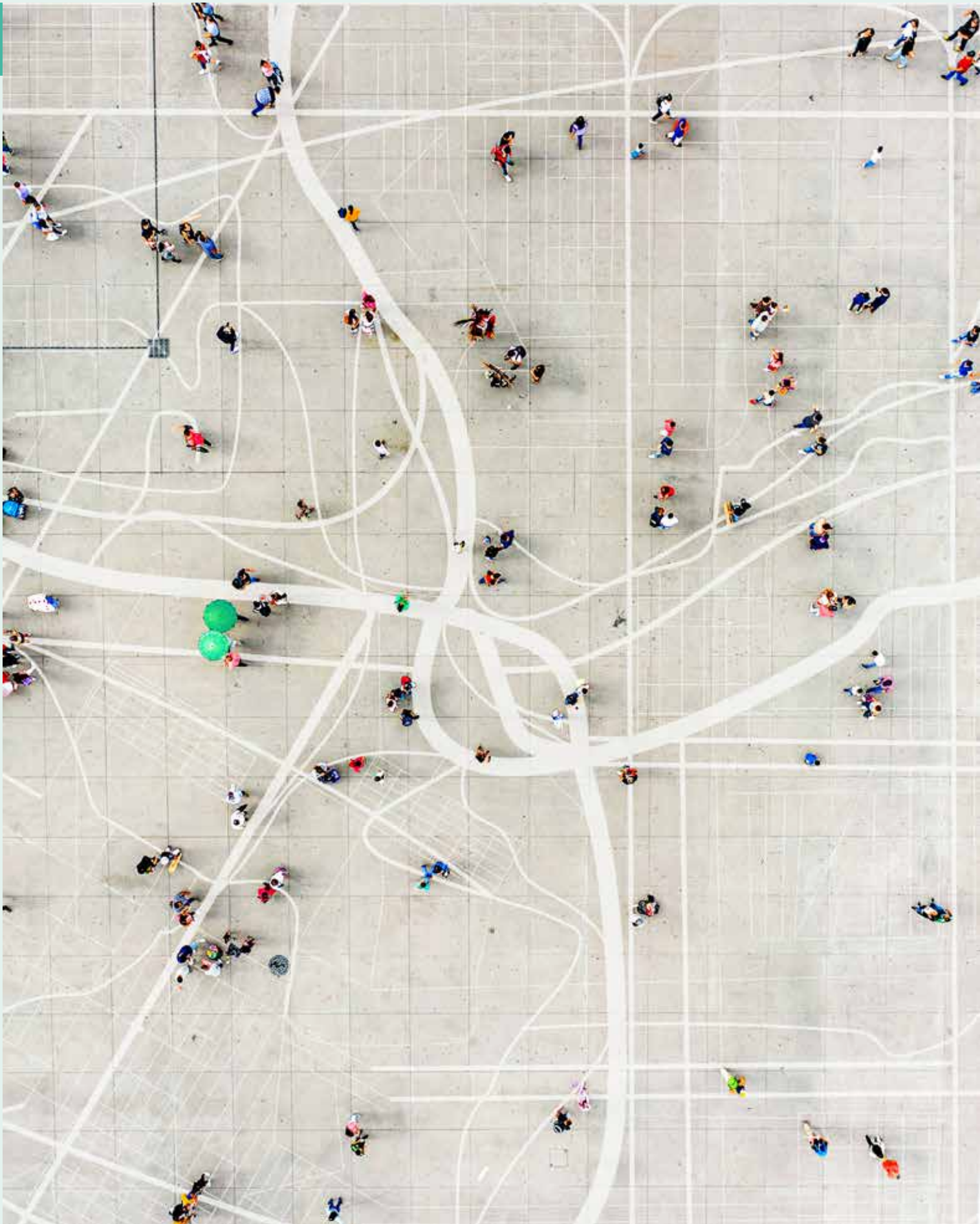
Can genetic testing help identify severe cases of COVID-19?

Life-threatening COVID-19 can be caused by rare defects in genes. This is, in short, the hypothesis that Professor Trine Mogensen from Aarhus University wants to investigate in the research project "Exploring the role of host immunogenetics in susceptibility to severe COVID-19 to identify novel targets for disease prevention and treatment". The research is based on genetic analysis of patients with severe COVID-19, and the results may help to develop genetic tests that can identify healthy individuals and patients at increased risk of developing severe COVID-19.

The Novo Nordisk Foundation has awarded almost DKK 10 million to the project through the Research Leader Programme.

Expanding activities within infectious diseases

The Foundation has established a unit to lead the expanding activities within infection medicine, vaccine research, viral infections and microbial diseases. One goal of the Foundation's activities within this area is to contribute to establishing a new major research centre for infectious disease research and vaccine design. The aim is to improve global health through the development of new vaccines against respiratory pathogens. The work will take place in an innovation hub established in Denmark with the aim of translating new knowledge on vaccine technologies, pathogen biology, and host immunology into new vaccines that prevent pandemic viruses and antimicrobial resistance (AMR). Peter Lawætz Andersen, who has many years of experience as a professor and leader of infectious diseases and vaccine R&D, joined the Foundation as Senior Project Director during 2021 to head this initiative.





Global outlook

The best from the whole world

While continuing to have Denmark as its centre of gravity, the Novo Nordisk Foundation's activities have grown increasingly international in recent years.

By supporting research at an international level, the Foundation seeks to leverage opportunities for collaboration that will ensure research excellence in Denmark and abroad, and contribute to creating new knowledge and solutions to benefit people and society, both in Denmark and globally.

"International collaboration is the way forward if we want to solve some of today's biggest global health and societal challenges, such as chronic diseases, the green transition or, for that matter, climate change," says Mads Krogsgaard Thomsen, CEO of the Novo Nordisk Foundation.

"We internationalise to create collaborations between Denmark and some of the world's most talented researchers. This provides technology transfer and a greater flow of knowledge and know-how and hereby also strengthen the life sciences and the research environments in Denmark," he says.

Major research centres

In 2021, the Foundation's activities include a grant of DKK 2.2 billion for establishing a new stem cell research centre with the participation of three of the leading global institutions in the field in Australia, the Netherlands and Denmark. The goal is to generate knowledge that can lead to new stem cell-based therapies for diseases.

The Foundation also granted DKK 290 million to establish a new research centre at the Broad Institute in the United States. The centre will form the framework for close collaboration between the Broad Institute's researchers and researchers in Denmark within genome research, bioinformatics, type 2 diabetes and obesity.

"We want to create opportunities for exchange visits, so that researchers in Denmark can come to institutions abroad and vice versa to thereby cross-pollinate research and be inspired by other ways of conducting research. This will also strengthen the research-based educational programmes in Denmark and thereby educate more talented researchers," says Mads Krogsgaard Thomsen.

"We will assess which model fits best from project to project. Denmark is at the forefront internationally in some areas, and in these we strive to further strengthen research in Denmark and maintain our position through internationalisation. In other areas, Denmark is not as strong, but then we may join forces with other foundations, organisations or international institutions to invest in these areas," he says.

Denmark as the focal point

The increased focus on internationalisation does not mean that the Foundation plans to reduce its involvement within Denmark. The Foundation will still have Denmark as the focal point for its grants.

"We are a Danish foundation, and we want to stimulate life science ecosystem, which forms the basis for our societies," explains Mads Krogsgaard Thomsen.

The ecosystem and scalability

When a promising research-based idea arises, there is still a long way to go before it can be scaled up to solutions that can benefit society. To ensure that as many discoveries as possible get a chance to unfold their potential, the Foundation and our investment company Novo Holdings support the entire ecosystem of innovation, from scientific research to the commercialisation of novel solutions and products.

In Denmark, we have the benefits of a closed-knit ecosystem in which the stakeholders from research, industry and public authorities know each other. This furthers a high degree of collaboration that paves the way for solutions that can benefit not only Danish society but also the rest of the world.

"Denmark's life science ecosystem lacks size and the possibility to test new solutions on a big scale in some areas. To optimise the use of the international knowledge and infrastructure, we will increasingly focus on international collaboration while still supporting growth of the research and innovation communities in Denmark," says Mads Krogsgaard Thomsen.



Global outlook

Examples of our activities

Novo Nordisk Foundation Center for Genomic Mechanisms of Disease

Mining and analysing genetic data provide a powerful tool for understanding the mechanisms of common complex diseases such as type 2 diabetes and obesity, and these insights can also eventually pave the way for developing precision medicines. Thus, the Foundation launched the Novo Nordisk Foundation Center for Genomic Mechanisms of Disease in collaboration with the Broad Institute of MIT and Harvard. While helping to drive global research in metabolic health, the collaborative initiative will give the next generation of Danish scientists the opportunity to benefit from the Broad Institutes unique technology platforms and expertise in genomic technologies, gene regulation and data science.

The Foundation awarded a grant of DKK 290 million to establish the Center.

Novo Nordisk Foundation Center for Stem Cell Medicine

Stem cell medicine is an area with huge potential for developing novel treatments for currently incurable diseases. The Novo Nordisk Foundation Center for Stem Cell Medicine (reNEW) is a new collaborative partnership between three leading institutions in stem cell research: the University of Copenhagen, Murdoch Children's Research Institute and Leiden University Medical Center. With Copenhagen serving as the Center's governing hub, the aim of the research activities under reNEW is to bring together the individual expertise and research facilities of the three institutions and accelerate fundamental stem cell research into targeted clinical outcomes to benefit patients.

The Foundation awarded a grant of DKK 2.2 billion to establish the Center.

The threat of antibiotic-resistant bacteria

Bacteria that develop resistance to antibiotics are a rapidly growing global challenge. In 2050, antibiotic-resistant bacteria will result in an estimated 10 million people dying each year.

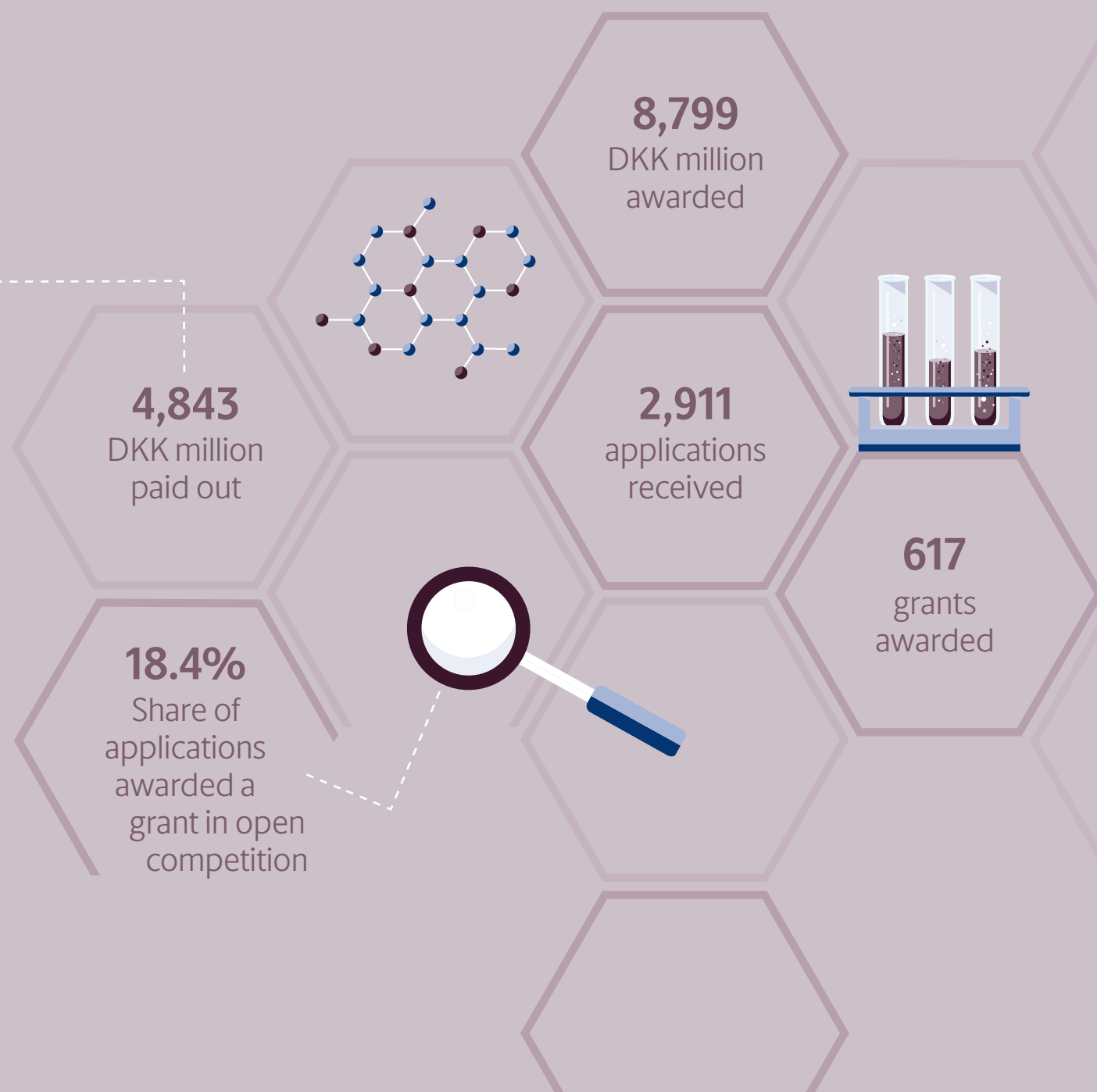
The Novo Nordisk Foundation therefore has antimicrobial resistance as a key focus area.

In 2021, the Foundation awarded a grant of DKK 150 million for an ambitious project involving researchers at universities in Denmark, the Netherlands and the United States. The researchers will collect data on the gut microbiome of pigs. The pork industry is a major global consumer of antibiotics, and discovering solutions that can reduce the use of antibiotics in the industry may enable researchers to find ways to combat antimicrobial resistance.

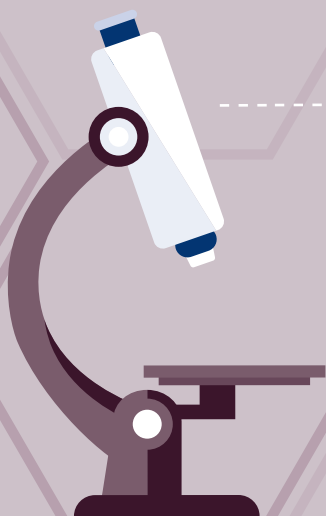
Many piglets get diarrhoea at weaning when they are separated from the sow and adapt to the challenge of a new environment and a new diet. At this time, piglets become vulnerable to enteric infections, which require the use of antibiotics to prevent disease transmission, suffering and death of piglets. The researchers will gather knowledge about how to increase the pigs' natural defences and immunity in the gut. If this can be improved, the incidence of diarrhoeal diseases and thus the need for antibiotics can be reduced.

In addition to awarding grants for research, the Foundation also supports this area by investing in companies that develop new treatments. This is managed by Novo Holdings, the Foundation's investment company.

Grant Facts & Figures 2021



Output and outcome from grants



67%
share of
publications
co-authored with
international
peers

6,000

Number of people
fully or partly
employed by
the Foundation's
grants



4,130
Number of
publications published
by scientists funded
by the Foundation



2,500

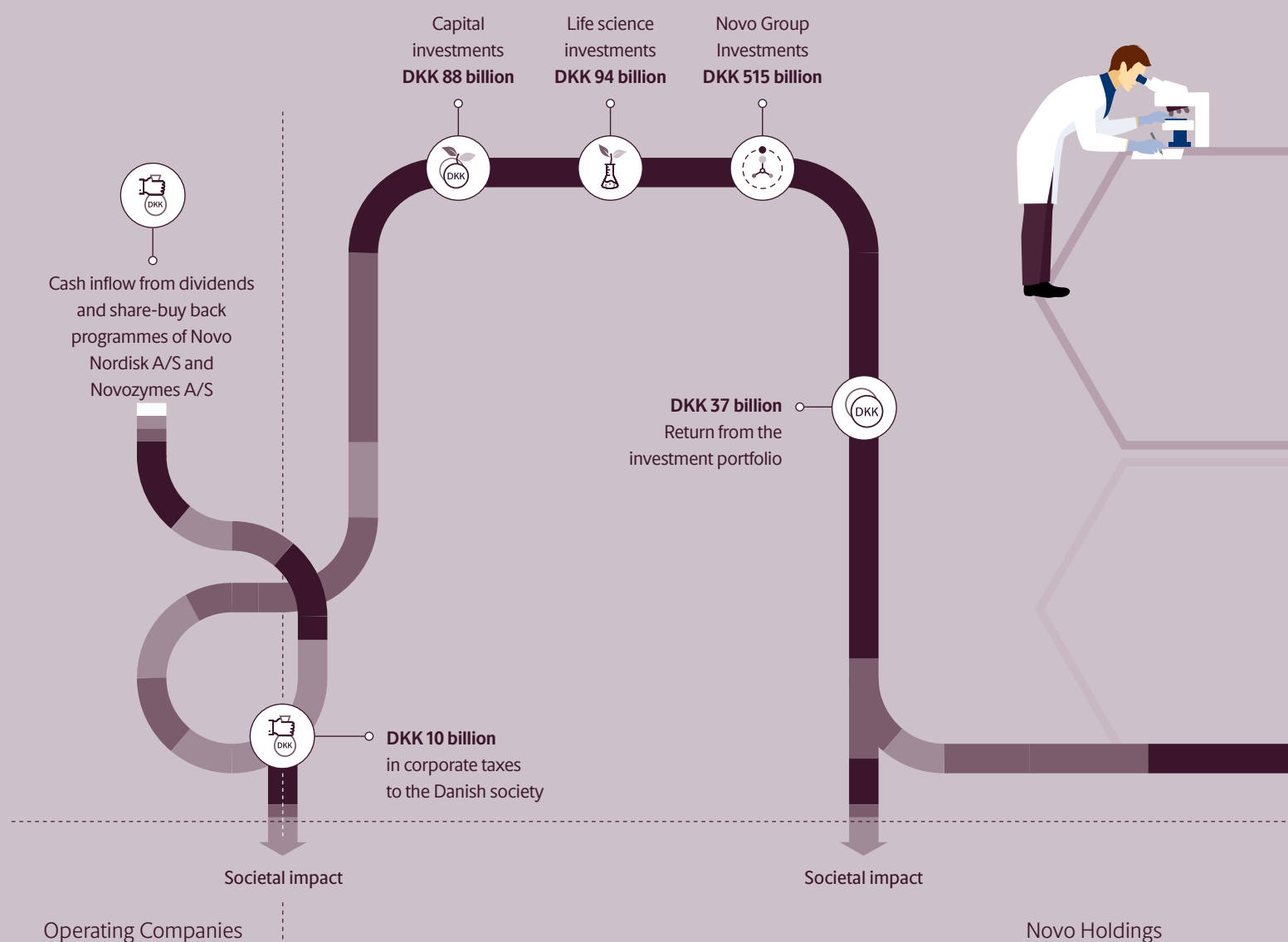
Number of young
research talent fully
or partly funded by
Foundation grants

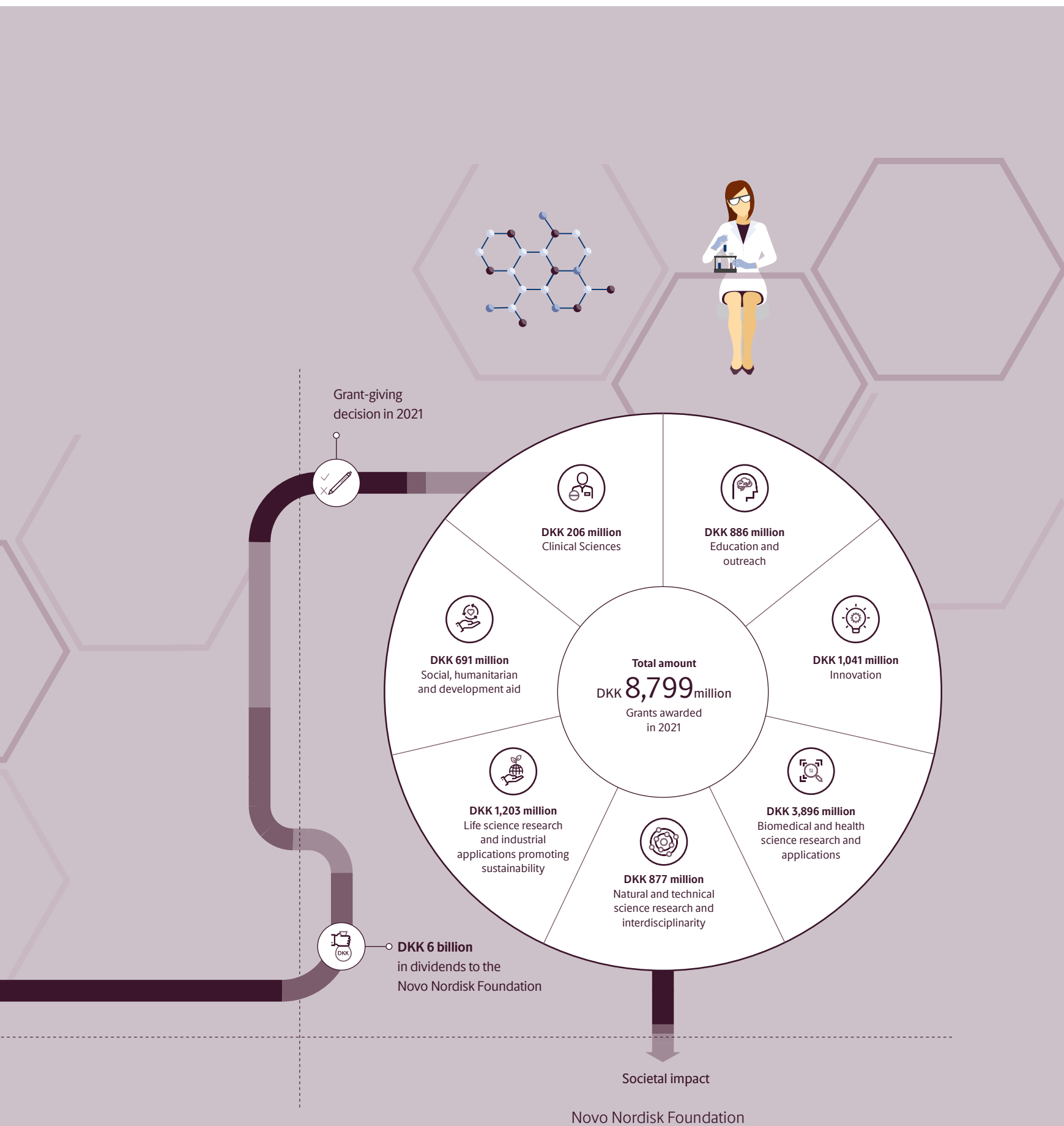
Read more

www.impact.novonordiskfonden.dk/factsandfigures/

The Novo Nordisk Foundation Business Model in 2021

Novo Nordisk Foundation is a Danish foundation with corporate interest that operates independently of other interests than those described in its Articles of Association.





The decisions of the Board of Directors on grants

The Board of Directors decides the Foundation's strategy, vision, payout ambition, the annual grant giving budget and the grants. Grant decisions are made directly by the Board of Directors, or on behalf of the Board by the 28 expert committees, the Chairmanship or the CEO, who implement the Board's decisions.

The Foundation contributes to knowledge creation and growth that may pave the way to societal development and sustainable solutions that benefit people and society.

The Foundation has a wide range of grants that target the needs of the universities and researchers. The Foundation supports large as well as small research centres, research programmes and projects at universities, hospitals, and other research institutions. We support researchers in all career stages – from PhD students and postdocs to associate professors and professors. The Foundation also contributes to education, dissemination of knowledge, commercialisation, research-based innovation, and infrastructure at the research and education institutions. We support the whole value

chain that creates solutions for people and society. The Foundation offers a supplement to public research, and our ambition is to improve the quality of scientific research and contribute to a strong and dynamic research environment.

You can read more about the decision-making process at the Foundation's homepage: www.novonordiskfonden.dk/en/about-the-foundation/the-decisions-of-the-board-of-directors-on-grants/



Policy on grant giving

The Board has established a policy on grant-giving. The objective is to support projects of the highest quality in accordance with the Foundation's strategy and national and international standards for assessment, evaluation, and grant-awarding practices.

Grant-awarding principles

In the 2019-2023 strategy, the Board has set out the following overarching grant-awarding principles for what the Foundation will emphasise and seeks to uphold in all its grant-awarding activities.

Excellence

The Foundation pursues the highest standard of quality in all it does and supports. The Foundation is committed to excellence and quality in all its activities. Only by setting a high standard will real, sustainable impact be achieved. The Foundation will strive for excellence and expects the same of the people and institutions it supports and with which it collaborates, nationally and internationally. The Foundation is prepared to take risks in areas in which it sees excellence and support promising projects to create the basis for breakthroughs.

Interdisciplinarity

The Foundation facilitates connectivity across disciplines to generate new ways to discovery. The Foundation believes that interdisciplinary research will drive future waves of discovery and innovation. It advocates and supports the removal of barriers between traditional disciplines and fields of research. It seeks to find new and more effective ways to solve complex problems at the intersection of various disciplines and to apply interdisciplinary approaches in the search for solutions to significant global and societal problems.

Collaboration

The Foundation facilitates inclusiveness and collaboration to catalyse advances in national

and international partnerships. The Foundation celebrates the coming together of unique and differing ideas and perspectives to tackle challenges and develop solutions in new ways. The Foundation fosters collaboration between people and organisations to improve results, including across universities, hospitals, schools and geographical borders. The Foundation supports strategic international collaboration and partnerships.

Innovation

The Foundation acknowledges and values the potential of new ideas. The Foundation supports new ways of addressing challenging problems facing people and society.

Supplementarity

The Foundation sponsors activities that complement and supplement current systems. The Foundation aims to create impact by supplementing existing activities, systems and funding.

Respect

The Foundations supports free and independent research. The Foundation respects other people's ideas and understands that producing landmark results that benefit society can take time. It is prepared to listen to other people's views and advice, and to take time to explain the reasons for its priorities and decisions. The Foundation respects the freedom of research and does not claim rights to the results.

Accessibility

The Foundation champions broad dissemination and access to scientific knowledge and results. Making the scientific knowledge and results available to other people is pivotal to catalysing further advances in any field. The Foundation believes in the value and importance of this and promotes this in all its grant-awarding activities.

Diversity

The Foundation will promote an inclusive culture through the formulation of specific expectations not only to ourselves but also to all key stakeholders, including research institutions, to explain how they and their organisation promote diversity and inclusion. The individual applicant will not need to explain this in the application process.

Centre of gravity

The primary geographical focus of the Foundation's grant-awarding activities will be Denmark, followed by the Nordic countries.

To strengthen research quality within the centre of gravity the Foundation supports internationalisation efforts via support of collaborative research programmes and partnerships between Danish and international institutions.

To support the centre of gravity, the Foundation will foster mutually beneficial relationships with partners internationally such as universities, international organisations and foundation peers.

Five grant-giving models

Applications and grants awarded are divided into the following five grant-awarding models.



Development of new programmes and strategic initiatives

In 2021, the foundation adopted a new approach to development of new programmes and strategic initiatives. The implementation of the new approach comprised a redesign of the organisation with a project-centric focus. As part of the reorganisation, the foundation installed a project Portfolio Board to help develop the individual programmes or strategic initiatives.

The Portfolio Board is comprised of the CEO, COO and the heads of all the Programme Areas, as well as the director of Project Portfolio Management, who is responsible for preparing, facilitating and overseeing implementation of Portfolio Board decisions. On a regular basis, the Portfolio Board will review all activities within a given thematic area, ranging from open calls to strategic initiatives. This is a reflection of our principle that, after a grant is given, its journey and success is followed

and secured to the very end of the funding. The management of the grants is handled by the new Grant Management department.

Grants in open competition

The Foundation awards grants in open competition within:

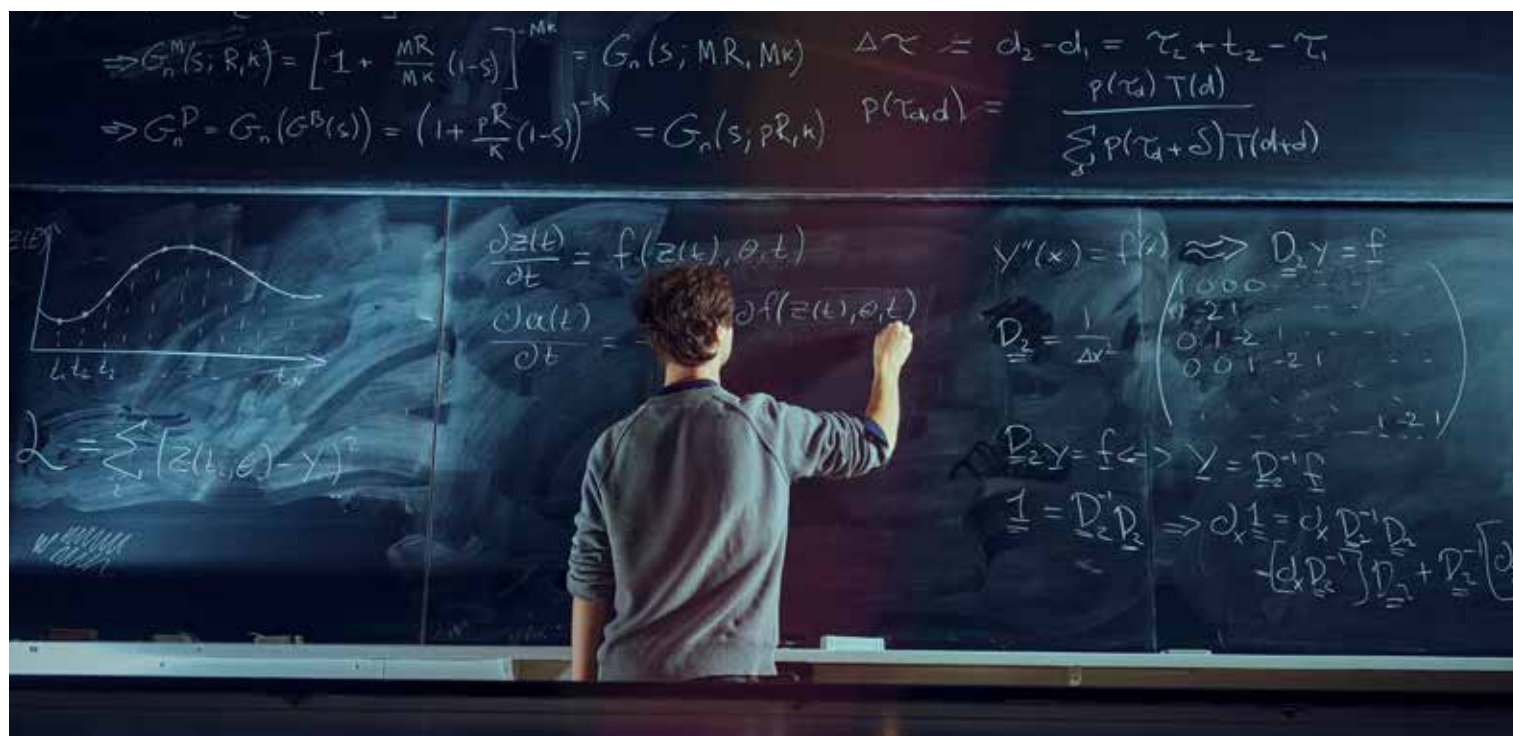
- I. Biomedical and health science research,
- II. Clinical Science,
- III. Life science research and industrial applications prompting sustainability,
- IV. Natural and technical science research and interdisciplinarity,
- V. Education, outreach and art research,
- VI. Innovation,
- VII. Social, humanitarian and development aid.

In 2021, the Foundation awarded DKK 2,644 million in open competition and paid out DKK 1,765 million.

All grants awarded in open competition are peer reviewed by committees. Committee members are internationally recognised experts in their field, who ensure that the grants are awarded for the projects of the highest quality and with the most potential in accordance with the international peer-review standard.

Strategic one-off grants, research centres and Copenhagen Bioscience Cluster activities

The Foundation supports strategic one-off initiatives, research centres, infrastructure and the Copenhagen Bioscience Cluster. National and international research experts assess the submitted project applications. All the applications submitted in the following areas: Humanitarian and Social Support, Education and Outreach, as well as Innovation are assessed partly by national and international experts and partly by the Foundation's internal experts. All research applications are evaluated by external experts. The Board decides whether to support the projects. In



2021, the Foundation awarded DKK 3,165 million and paid out DKK 1,410 million.

Grants for health sector and public-private partnerships

The Foundation supports research hospital activities within diabetes in Denmark, Greenland and the Faroe Islands, which are part of the Danish Realm. Between 2016 and 2020, Steno Diabetes Centers were established in Copenhagen, Aarhus, Aalborg, Odense, in Region Zealand, and in Greenland. In 2021, the Faroese Ministry of Health and the Novo Nordisk Foundation signed a vision paper on the establishment of a Steno Diabetes Center Faroe Island. These public-private partnership grants awarded by the Foundation's Board will bring treatment to an international level, increase research activities and support the construction work. The Foundation also supports partnerships with humanitarian aid organisations in Jordan and Tanzania. In 2021, the Foundation

awarded DKK 218 million in this category and paid out DKK 1,053 million.

Own initiatives for benefitting society

Currently, the Foundation is involved in four initiatives which it has established itself. Two have been fully developed and spun out as independent foundations: the BioInnovation Institute (BII Foundation) and LIFE Foundation, and two are still under development: the Center for Healthy Weight initiative and the Infectious Diseases initiative.

BII Foundation was established on 1 December 2020, as a continuation of the Foundation's BII initiative since 2018. BII Foundation helps talented researchers to translate research discoveries within the life sciences into new products and solutions to benefit people and society.

The LIFE Foundation was also established on 1 December 2020. LIFE Foundation is a continuation

of the Foundation's LIFE initiative since 2018. A major not-for-profit learning initiative, LIFE provides science education resources free of charge to schools throughout Denmark.

The Center for Healthy Weight initiative was established in late 2020 by the Foundation's Board of Directors as a continuation of its Healthy Weight Initiative (HWI). The centre will work to promote healthy weight in children and their families through the establishment of strong partnerships with research and implementation partners, as well as other partners in Denmark.

The Infectious Diseases initiative is envisioned as an interdisciplinary research centre with the mission to develop and translate innovative chemistry to understand and fight infectious diseases.

In 2021, the Foundation awarded DKK 1,280 million in this category and paid out DKK 615 million.

Impact assessment & Insight

The Foundation follows output, outcome, and the impact of all grant recipients' projects. The Foundations work towards achieving impact from it's grant awarding activities starts with the development of an impact management framework for each initiative.

Impact Management

The purpose of Impact Management is to support the Foundation and the grant holder in establishing the necessary and realistic impact framework conditions for a new initiative and once the initiative is funded to ensure close monitoring, evaluation and, if necessary, management of how the initiative progresses towards achieving its long-term objectives.

Content of Impact Management

Impact Management covers all the processes and deliveries needed to collect data, monitor progress, facilitate evidence-informed management and evaluate the achievement of milestones and success throughout all stages and beyond the grant life cycle. The three core elements of impact management are to:

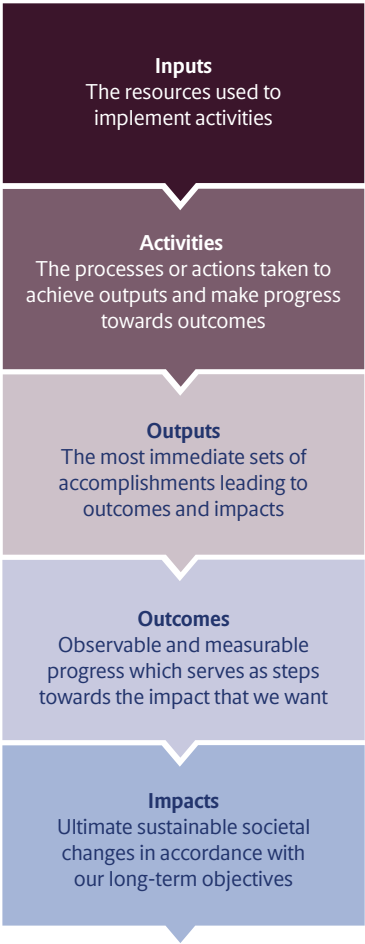
- 1. Develop an impact framework that identifies the logic model, and the theory-of-change of which the initiative builds, and formulates clear chains of success factors and impact markers as well as key performance indicators (KPIs) based on long-term objectives.
- 2. Implement the data collection model at grant start based on the KPIs and success factors.
- 3. Efficiently collect data from grant holder and external databases and prepare data for monitoring purposes and for future evaluations based on an annual wheel. When grants are in operation, they report on a regular basis.

Reporting

Our research on the outcomes and impact of the Foundation's grants draws on several data sources and extensive analysis. We analyse data on the activities, outputs and outcomes of the grant recipient's project, systematically collected through our two online data-collection and reporting systems researchfish® and Foundgood. The two systems enable us to systematically monitor the activities of our grant recipients and the results of their work. Since all grant recipients report annually, we have data on the full population with no attrition.

It is mandatory for all grant recipients to use the Foundation's web-based survey systems (researchfish® and Foundgood) for reporting on activities and results relevant to their grant. The grant recipients report annually for the duration of the project and 1–5 years after the project ends.

Impact framework: Chains of Critical Success Factors from inputs to impacts that link the grants, step-by-step, to the long-term objectives.



Nine principles for societal impact

The Foundation has established a framework for how to measure its key achievements to society. It is based on nine principles for the Foundation's contribution to society.

For large grants such as research centres and hospital centres, the Foundation uses the reporting to produce an annual impact report for each centre. The annual centre report is the basis for an annual

dialogue on progress between the centre leadership and the Foundation.

The Foundation uses data in evaluating types of grants and funding instruments – what works and what does not work – to support the Board in its decisions on grant policy and grant-awarding.

Finally, the Foundation provides an overview of how grant awarding activities support the Foundation's

grant-awarding objectives in its strategy and the subsequent effects on society of research, education, and health and collaboration activities between researchers and industry. The Foundation's annual impact report documents the grant recipients' overall reporting of output and outcome and their impact on society.

Read more about impact assessment at <https://impact.novonordiskfonden.dk/>

Novo Nordisk Foundation's contribution to society

The impact of the Foundation is structured according to nine principles for societal impact. The principles help to guide the Foundation's activities.



Output

1. Fostering the development of talent across different gender, life ages and scientific fields
2. Supporting organisations, systems, and infrastructure to catalyse a knowledge-based societal development
3. Stimulating collaboration across international borders, scientific disciplines, and sectors in society



Outcome

4. Promoting excellent research and innovation
5. Developing innovative products and solutions supporting a sustainable development
6. Developing new technologies, therapies and patient-centred and research-based care and disease prevention



Impact

7. Creating jobs, sustainable growth, efficient use of resources and productivity in society
8. Support the development of world-class education at all levels and of a qualified and agile workforce
9. Helping people in difficult health, social, environmental, and humanitarian settings



Policies and rules

Diversity policy

The Foundation believes that diversity and inclusion is key to achieving our vision to improve the lives of people and sustainability of society. The Foundation continuously monitors the diversity in our activities and strives to improve the way we work.

The Foundation has formulated a diversity policy, which is described in full on our homepage: www.novonordiskfonden.dk/diversity.

Code of conduct

The Code of Conduct comprises a set of principles that describe the conduct we expect from our employees, our boards of directors, members of our committees, the people funded by our grants and other people and organisations that collaborate with the Foundation and our wholly owned subsidiary, Novo Holdings A/S.

Read more at: www.novonordiskfonden.dk/en/code-of-conduct/

Standards for good research practice

To be eligible for grants, applicants must comply with recognised standards for good research practice, national and international rules on the safety and rights of clinical trial patients and health volunteers, animal welfare and bribery and corruption.

Read more at: www.novonordiskfonden.dk/en/about-the-foundation/standards-for-good-research-practice.

Data ethics

The Novo Nordisk Foundation complies with both Danish and EU law on data and privacy protection. We recognise that the fast pace of technological development, along with evolving risks and benefits from large scale data use, require thoughtful and responsible decision-making where existing laws and regulations do not necessarily provide clear ethical guidance. To cope with these challenges the Foundation has developed a policy on data ethics.

Read more about the Foundations policy on data ethics here: www.novonordiskfonden.dk/wp-content/uploads/Novo-Nordisk-Foundation-Policy-on-data-ethic.pdf

Read more about our data policy related to impact assessment: www.impact.novonordiskfonden.dk/grant-reporting/

Rules for eligibility

The Foundation's Rules for Eligibility consist of three parts; i) rules for who is disqualified from applying or receiving grants, ii) rules for who can assess grant applications, and iii) the procedures in case of ineligibility.

Read more at: www.novonordiskfonden.dk/en/about-the-foundation/rules-for-eligibility/

Research funding and costs covered by our grants

The Foundation covers direct and indirect costs related to research projects, depending on the type of grant.

The indirect costs include bench fees, service contracts, operating and maintenance costs for equipment, IT costs, office expenses and other services. Within the awarded amount, the grant holder can be allocated up to 5% of the awarded amount to cover financial management and follow-up of the grant, based on the Foundation's requirements for administering and reporting on the grant.

Read more at: www.novonordiskfonden.dk/wp-content/uploads/Novo-Nordisk-Fonden-Cost-Covered.pdf

Grants supporting the UN Sustainable Development Goals

The Novo Nordisk Foundation's grant-awarding activities in 2021 led to actions that support 12 of the 17 UN Sustainable Development Goals (SDGs). Most grants have relevance for up to three SDGs each.

1 NO
POVERTY

5 # grants
27.9 DKK million

5 GENDER
EQUALITY

8 # grants
22.3 DKK million

11 SUSTAINABLE CITIES
AND COMMUNITIES

9 # grants
42.7 DKK million

2 ZERO
HUNGER

4 # grants
116 DKK million

8 DECENT WORK AND
ECONOMIC GROWTH

176 # grants
2,392.3 DKK million

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION

31 # grants
202.2 DKK million

3 GOOD HEALTH
AND WELL-BEING

342 # grants
4,610.2 DKK million

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE

456 # grants
6,984.0 DKK million

13 CLIMATE
ACTION

2 # grants
640.7 DKK million

4 QUALITY
EDUCATION

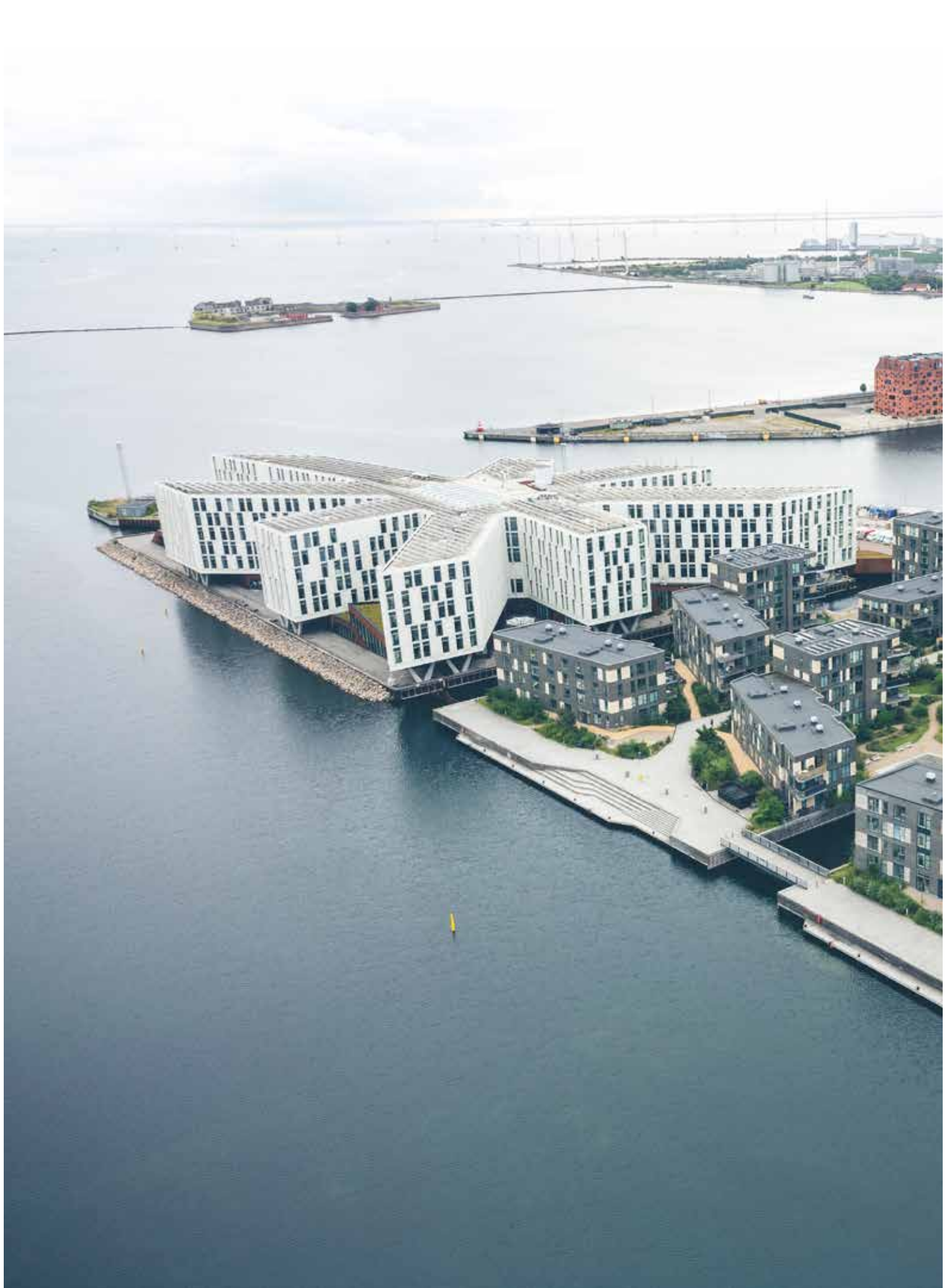
317 # grants
6,043.2 DKK million

10 REDUCED
INEQUALITIES

10 # grants
71.7 DKK million

17 PARTNERSHIPS
FOR THE GOALS

52 # grants
2,618.6 DKK million



Committees and committee members

The Board of the Foundation has established committees to implement the grants that the Board has decided to award in support of research, symposia and honorary awards.

Biomedical and health science research applications

- **Committee on Endocrinology and Metabolism**
Supports basic and clinical research within endocrinology and metabolism in the Nordic countries. The grant awarding was managed by the board of Nordisk Insulinlaboratorium and Nordisk Insulin Foundation until 1989.
- **Committee on Clinical and Translational Medicine**
Supports fellowships and project grants in clinical, translational, and general practice medicine research in Denmark.
- **Committee on Bioscience and Basic Biomedicine**
Supports basic biomedicine and the natural sciences with subject matters that address biomedical issues in Denmark.
- **Committee on the Novo Nordisk Foundation Challenge Program**
These grants aim to develop and strengthen Denmark's research community within biomedicine and biotechnology. The focus is on in-depth research on specific challenges within annually selected research themes. In 2021 the theme within Biomedicine and Health Sciences is: Mathematical Modelling of Health and Disease .

- **Committee on the Novo Nordisk Prize**
The Prize is awarded to recognize unique medical research or other research contributions that benefit medical science.
- **Committee on Nursing Research**
Supports projects and fellowships within nursing research in Denmark.

Clinical Science

- **Committee on Steno Research Collaboration**
These grants target clinical research collaboration between research communities at the newly established Steno Diabetes Centers and research communities outside the Centers. The grants support clinical research, health promotion research, and education research in relation to patients and healthcare personnel.
- **Committee on Non-Diabetic Endocrinology**
Supports clinical research in relation to patients and health care personnel, and are aimed at clinical research collaboration between research environments at the Danish hospitals and research environments outside the hospitals.

Life science research and industrial applications promoting sustainability

- **Committee on Biotechnology-Based Synthesis and Production Research**
Supports project grants and postdoctoral fellowships for basic and applied research within biotechnology-based synthesis and production.
- **Committee on the Novo Nordisk Foundation Challenge Programme**
These grants aim to develop and strengthen Denmark's research community within biotechnology and biobased production. The focus is on in-depth research on specific challenges within annually selected research themes. In 2021 the theme within Life science research and industrial applications promoting sustainability is: Proteins for Tomorrow's Food.
- **Committee on the Novozymes Prize**
The Prize is awarded to recognize outstanding research or technology contributions that benefit the development of biotechnological science for innovative solutions.
- **Committee on International Research Leader Grants**
Laureate Research Grants and Young Investigator Awards are aimed at promising research leaders who want to establish their research group in Denmark to carry out visionary research within biomedicine or biotechnology.

- **Committee for Plant Science, Agriculture and Food Biotechnology**
Supports excellent research within plant science, agriculture and food biotechnology which significantly contributes to the sustainability of society and the environment.
- **Committee for Industrial Biotechnology and Environmental Biotechnology**
Supports excellent research within industrial biotechnology and environmental biotechnology which significantly contributes to the sustainability of society and the environment.

Natural and technical science research and interdisciplinarity

- **Committee on Interdisciplinary Research**
Supports postdoctoral fellowships at Stanford Bio-X and the Interdisciplinary Synergy Programs supporting novel, cross-disciplinary research initiatives with high risk and high gain.
- **Committee on Nature and Technical Science**
Supports project grants in the Natural and Technical Sciences, and for the NERD – New Exploratory Research and Discovery programme.
- **Ad hoc Committee on Data Science**
Supports the open competition programmes within the NNF Data Science Initiative: The Data Science Collaborative Research Programme, the Data Science Research Infrastructure Programme, and the Data Science Investigator grants.
- **Committee on the Novo Nordisk Foundation Challenge Programme**
Evaluates grants aiming to develop and strengthen Denmark's research community within natural and technical sciences. The focus is on in-depth research on specific challenges within annually selected research themes. In 2021 the theme within Natural and Technical Sciences is: Smart Nanomaterials

Innovation

- **Committee on Exploratory Pre-Seed Grants**
This initiative targets the research community in the Nordic countries and aims to accelerate the commercialization of application-oriented research findings and ideas within biomedicine and biotechnology that have the potential to be turned into new diagnostic methods, therapies, medical devices and technologies.

Education and Outreach

- **Committee on Research in Art and Art History**
Supports projects within art history research and fellowships in art history, art and curating for researchers affiliated with a research institution in Denmark.
- **Committee on Science Education and Outreach**
Supports projects within natural science education, research on natural science education and natural science outreach.
- **Committee on Science Communication and Debate**
Supports grants for projects within science communication and debate using novel communication platforms.
- **Committee on the Novo Nordisk Foundation Teaching Prizes**
The Prizes are awarded in recognition of an extraordinary effort among early childhood educators, primary and secondary schoolteachers, and teachers at teacher colleges.
- **Ad hoc Committee on Advancement of children and young people's knowledge of possibilities and solutions within science and technology**
Supports open school collaborations and increase the science capital of children and young people by showing them education and career possibilities within Science, Technology, Engineering, and Mathematics (STEM) and increasing their understanding of how science and technology improve the lives of people and the sustainability of society.

Social, Humanitarian and development Aid

- **Humanitarian and Development Aid Advisory Panel**
Advises the Foundation on strategic matters relating to the implementation of its humanitarian and development aid strategy. The Foundation's humanitarian focus areas are the improvement of young refugees' prospects and possibilities and the reduction of non-communicable diseases' morbidity and mortality.
- **Ad hoc Committee on Children, Health and Movement**
Supports public institutions, non-profit organizations, and researchers in evidence-based and innovative approaches across sectors to increase children's movement, physical activity and sports.
- **Ad hoc Committee on Youth Empowerment in Jordan**
Supports initiatives and actions to enhance the social and economic empowerment and self-reliance of young Syrian refugees and other conflict-affected and vulnerable youth in Jordan.

List of all committee members is to be found on:
www.novonordiskfonden.dk/wp-content/uploads/Tables-on-Committee-members-.pdf

Grants and payments in 2021

Scientific and non-scientific purposes

Main scientific orientation	Field of science & technology (OECD)	Amount awarded (DKK million)	Share of awarded amount	Payouts (DKK million)	Share of total payout	# of grants in 2021
Scientific purpose						
Agricultural biotechnology	Agricultural and veterinary sciences	60.0	1%	10.8	0%	1
Agriculture, forestry, and fisheries	Agricultural and veterinary sciences	65.8	1%	0.0	0%	3
Animal and dairy science	Agricultural and veterinary sciences	150.0	2%	0.0	0%	1
Art and architectural sciences	Humanities and the arts	29.7	0%	22.2	0%	21
Basic medicine	Medical and health sciences	3,399.6	39%	278.3	6%	150
Biochemistry	Natural sciences	37.9	0%	6.4	0%	6
Biology	Natural sciences	1.0	0%	1.0	0%	1
Chemical sciences	Natural sciences	27.4	0%	2.9	0%	2
Civil engineering	Engineering and technology	1.5	0%	1.5	0%	1
Clinical medicine	Medical and health sciences	766.3	9%	95.5	2%	148
Computer and information sciences	Natural sciences	178.7	2%	11.1	0%	15
Economics and business	Social sciences	12.3	0%	12.3	0%	2
Educational science	Social sciences	24.5	0%	696.0	14%	7
Industrial biotechnology	Engineering and technology	2.5	0%	0.0	0%	2
Interdisciplinary science	N/A	291.4	3%	7.8	0%	28
Medical biotechnology	Medical and health sciences	601.4	7%	375.5	8%	14
Medical engineering	Engineering and technology	33.3	0%	4.4	0%	3
Nano-technology	Engineering and technology	14.0	0%	0.0	0%	1
Other health science	Medical and health sciences	1,153.3	13%	445.1	9%	42
Other natural science	Natural sciences	106.6	1%	34.6	1%	34
Other social science	Social sciences	803.7	9%	198.9	4%	65
Physics (incl. Biophysics)	Natural sciences	236.9	3%	25.7	1%	6
Psychology and cognitive sciences	Social sciences	7.5	0%	0.0	0%	1
Public health medicine and public health	Medical and health sciences	103.3	1%	2,387.7	49%	15
Veterinary science	Agricultural and veterinary sciences	56.4	1%	0.0	0%	1
Scientific purposes - total		8,164.8	93%	4,617.6	95%	570
Non-scientific purposes						
Non-scientific purposes	International humanitarian purposes	534.0	6%	159.7	3%	35
Non-scientific purposes	Social purposes	100.6	1%	65.9	1%	12
Non-scientific purposes - total		634.6	7%	225.6	5%	47
All purposes - total		8,799.4	100%	4,843.2	100%	617

Classification of grants and amounts awarded in 2021 according to NNF grant-giving areas

Biomedical and health science research and applications		
Grant instrument	Number of grants	Amount awarded (DKK M)
Ascending Investigator Grant - Endocrinology & Metabolism	3	30.0
Borregaard Clinical Ascending Investigator	1	7.8
Center for Genomic Mechanisms of Disease at the Broad Institute	1	298.3
Challenge Programme (Biomed)	2	95.8
Clinical Distinguished Investigator	2	20.0
Clinical Emerging Investigator	4	39.0
Cluster Centre (Biomed)	4	2334.3
Data Science Collaborative Research Programme	5	74.6
Data Science Investigator - Ascending	1	9.3
Data Science Investigator - Emerging	2	18.8
Distinguished Investigator - Bioscience and Basic Biomedicine	2	20.0
Distinguished Investigator - Endocrinology & Metabolism	2	20.0
Endocrinology and Metabolism - Nordic countries	45	80.0
Excellence Emerging Investigator Grant - Endocrinology & Metabolism	4	37.8
Hallas-Møller Ascending Investigator	4	39.9
Hallas-Møller Emerging Investigator	5	50.0
Investigator Initiated Clinical Trials	9	80.0
Jacobæus Prize and Prize Symposium	1	1.7
Laureate Research Grant (Biomed)	3	149.8
Novo Nordisk Foundation Lecture	1	0.7
Novo Nordisk Prize	7	11.3
Nursing Research Programme	1	7.4
PhD Scholarships in Nursing Research	3	6.0
Postdoc Fellowship for Research Abroad - Bioscience and Basic Biomedicine	3	11.9
Postdoc Fellowships in Nursing Research - Denmark	3	6.5
Pre-graduate Scholarships	17	18.8
Project grant for Bioscience and Basic Biomedicine	31	80.0
Project grants for health care responses to the COVID-19 epidemic in Denmark	7	40.6
Project Grants in Clinical and Translational Medicine	13	11.6
Project Grants in Nursing Research	7	3.0
Research Education (Biomed)	2	18.9
Research Stipends in general practice	1	1.6
Sponsorship (Biomed)	12	5.1
Stand-alone (Biomed)	8	61.7
Start Package grants for faculty recruitment (Biomed)	7	31.5
Surveillance of infections and contagious diseases in Denmark (COVID-19)	1	5.8
Tandem Program	4	39.7
The Marie and August Krogh Prize	1	1.5
Young investigator award	5	125.0
All purposes - total	234	3895.6

Life science research and industrial applications promoting sustainability - Biotechnology

Grant instrument	Number of grants	Amount awarded (DKK M)
Challenge Programme (Biotech)	2	112.4
Cluster Centre (Biotech)	1	631.0
Data Science Collaborative Research Programme	1	17.5
Data Science Investigator - Emerging	1	9.2
Industrial Biotechnology and Environmental Biotechnology - Ascending Investigator	3	29.7
Industrial Biotechnology and Environmental Biotechnology - Emerging Investigator	3	28.1
Industrial Biotechnology and Environmental Biotechnology - Postdoctoral Fellowships	5	10.0
Industrial Biotechnology and Environmental Biotechnology - Project Grants	10	29.6
Novozymes Prize	4	8.0
Plant Science, Agriculture and Food Biotechnology - Ascending Investigator	3	29.9
Plant Science, Agriculture and Food Biotechnology - Emerging Investigator	3	28.0
Plant Science, Agriculture and Food Biotechnology - Postdoctoral Fellowships	4	9.4
Plant Science, Agriculture and Food Biotechnology - Project Grants	9	29.9
Research Education (Biotech)	1	8.4
Sponsorship (Biotech)	6	5.1
Stand-alone (Biotech)	5	206.5
Start Package grants for faculty recruitment (Biotech)	2	9.9
Grants - total	63	1202.6

Natural and technical science research and interdisciplinarity - Nat-Tech

Grant instrument	Number of grants	Amount awarded (DKK M)
Challenge Programme (Nat-tech)	3	157.7
Data Science Collaborative Research Programme	1	20.0
Data Science Investigator - Ascending	1	6.7
Data Science Investigator - Distinguished	1	8.4
Data Science Investigator - Emerging	1	9.8
Exploratory Interdisciplinary Synergy Programme	10	50.0
Infrastructure (Nat-Tech)	4	52.7
Interdisciplinary Synergy Programme (Nat-Tech)	5	74.5
NERD - New Exploratory Research and Discovery	8	98.0
Parental Leave (Nat-Tech)	2	0.1
Project Grants in the Natural and Technical Sciences	21	59.5
RECRUIT - Grants for international recruitment with application	7	99.6
Research Education (Nat-Tech)	2	10.1
Stand-alone (Nat-Tech)	3	206.5
Start Package grants for faculty recruitment (Nat-Tech)	4	15.9
Visiting Scholar Fellow at Stanford Bio-X	2	8.0
Grants - total	78	877.8

Innovation

Grant instrument	Number of grants	Amount awarded (DKK M)
BioInnovation Institute (BII)	2	807.8
Exploratory Pre Seed Grants	32	31.6
Innovation Fellowship Program	4	24.0
Sponsorship (Innovation)	2	2.5
Stand-alone (Innovation)	4	175.3
Grants - total	44	1041.1

Clinical Sciences		
Grant instrument	Number of grants	Amount awarded (DKK M)
EASD	1	6.0
EFSD/Novo Nordisk Foundation Future Leaders Awards	4	20.0
NNF/EFSD Diabetes Precision Medicine Award	3	30.0
Non-Diabetic Endocrinology	3	39.6
Project Grants in Clinical and Translational Medicine	24	60.0
Project Grants in Surgical Research	9	20.0
Sponsorship (Clinical Sciences)	1	0.3
Stand-alone (Clinical Sciences)	1	10.0
Steno Collaborative Grants (Clinical Sciences)	5	46.2
Steno North American Fellowships	1	0.5
Grants - total	52	205.6
Education & Outreach		
Grant instrument	Number of grants	Amount awarded (DKK M)
Education - Science and nature in daycare	2	8.7
Education - Science, technology and math in primary and lower secondary school	6	20.8
Education - Science, technology and math in upper secondary education/STEM in vocational education and training	21	43.6
Investigator Grant in Art History Research	2	8.0
LIFE	3	561.1
Mads Øvlisen PhD Scholarship (art historical research)	3	5.7
Mads Øvlisen PhD Scholarship (practice-based art)	2	3.7
Mads Øvlisen Postdoc Fellowship (art and science)	1	1.3
Mads Øvlisen Postdoc Fellowship (art historical research)	2	2.8
Mads Øvlisen Postdoc Fellowship (practice-based art)	2	3.0
NNF Visiting Professorship in Art and Art History	2	2.2
Outreach - Other (general population)	10	13.8
Outreach - Science and nature in daycare	2	5.4
Outreach - Science, health, technology and math in university college	1	0.3
Outreach - Science, technology and math in primary and lower secondary school	5	13.3
Parental leave (Education & Outreach)	1	0.0
Project Grants for Art History Research	6	3.0
Project grants for natural science education and communication	1	15.0
Sponsorship (Education & Outreach)	7	15.8
Stand-alone (Education & Outreach)	11	156.6
Teachers prizes	10	2.3
Grants - total	100	886.5
Social & Humanitarian		
Grant instrument	Number of grants	Amount awarded (DKK M)
Fighting NCDs	4	150.0
Healthy Weight - HWC initiative	3	5.4
Healthy Weight - Social initiative	1	6.1
Humanitarian response	20	259.2
Humanitarian response (COVID-19)	6	63.5
Learning Opportunities	2	75.2
Social interventions	8	89.0
Youth empowerment	5	61.2
Grants - total	49	690.6

Strategy period: 2019-2023

Vision: To contribute significantly to research and development that improves the lives of people and the sustainability of society.

Grant-giving themes: Biomedical and health sciences, research hospitals, natural and technical sciences, interdisciplinary sciences, humanitarian and social purposes, education and outreach, art research, and innovation.

Payouts awarded in 2021: DKK 8.8 billion

Payouts in 2021: DKK 4.8 billion

Staff (head counts): 154 academic and non-academic employees

Organisation: An executive office and 17 departments

CEO: Mads Krogsgaard Thomsen

Chair: Lars Rebieen Sørensen

Vice Chair: Marianne Phillip

Board of Directors: 6 members elected under the Foundation's Article of Association and 3 employee-elected board members. The Chair and the Vice Chair are elected by the Board.

About the Grant Report

The Grant Report 2021 is part of the Novo Nordisk Foundation Group's reporting to comply with Section §99 of the Danish Financial Statements Act.

The Novo Nordisk Foundation is subject to the Act on Commercial Foundations, and the Danish Business Authority therefore supervises the Foundation. In addition, the Foundation must comply with the recommendations of the Committee on Good Foundation Governance.

The Foundation organises its commercial and grant-awarding activities separately.

The Novo Nordisk Foundation is responsible for awarding grants, and the Foundation's Board decides the strategy for the grants, and which grants to award.

Novo Holdings A/S manages the commercial activities within the overall financial strategy set by the Foundation's Board, which has also laid down the Charter for the Novo Nordisk Foundation Group. Through its ownership of Novo Holdings A/S, the Foundation's Board approves the annual report of Novo Holdings A/S' and the appointment of members to its Board.

The Foundation funds its grants from income that primarily comprises dividends from Novo Holdings A/S. The Foundation's Board ensures reasonable consolidation through suitable appropriation of funds, possibly in Novo Holdings A/S. This is to enable the Foundation to participate as necessary in future capital increases of Novo Nordisk A/S and Novozymes A/S or other companies in which Novo Holdings A/S has a substantial ownership stake.