



Research for
a better future

IFE strategy

2020-24



Contents

- 04 Introduction
- 05 IFE's vision: Research for a better future
- 06 The IFE foundation will be developed and strengthened for a new era
- 10 IFE's nuclear strategy
- 12 IFE's research strategy
- 14 IFE's radiopharmacy strategy

Introduction

IFE's strategy for 2020-2024 sets out the institute's overall objectives. In recent years, IFE has undergone an extensive restructuring process due to developments in the national framework for nuclear activities, including the permanent shutdown of the Halden and Kjeller research reactors. The Norwegian government has set up the Norwegian Nuclear Decommissioning Authority (NND) to oversee the decommissioning of nuclear activities in Norway,

and plans are in place for IFE's nuclear plants and organisation to be transferred as a whole to NND on 01.01.2024. The changes in the nuclear sector will impact significantly on IFE in the years ahead. Meanwhile, IFE's other activities within research and radiopharmacy are experiencing beneficial market conditions and good growth potential.

Photo from IFE's Tracer Technology lab at Kjeller. IFE's activities in research and development and in radiopharmacy are experiencing good market conditions and growth opportunities. Photo: Espen Solli



IFE's vision: Research for a better future

IFE's vision is 'research for a better future'. In 2020, society is facing greater global challenges than ever before with respect to the climate, the environment, energy, health and safety.

The UN's Sustainable Development Goals are the guiding stars for IFE's activities and form a basis for our strategy. Another influencing factor is the EU's aim of focusing research and innovation on finding solutions to global societal challenges. We are committed to conducting research for a better future in collaboration with our clients and partners.

Norway needs a more differentiated economy based on increased wealth creation and export revenues generated by a wider range of industries in order

to reduce the country's dependence on petroleum activities. IFE considers it part of our social mission to be a competent and future-oriented partner to Norwegian trade and industry in order to develop more sustainable activity and innovation among existing businesses, and to stimulate the emergence of new industries.

Our vision to conduct 'research for a better future' is a binding promise. IFE will generate economic growth for the benefit of society, our partners and clients by being at the forefront of developments in finding more sustainable solutions to important societal challenges while helping to strengthen Norwegian wealth creation.

The IFE foundation will be developed and strengthened for a new era

According to the foundation's constitution, IFE's objective is 'to work on a not-for-profit basis for the public good by conducting research and development in the field of energy and other areas where the foundation's expertise is of particular relevance, and by undertaking any other activities connected therewith, including collaboration with, participation in and ownership of other companies and organisations.'

As the strategy period commences, IFE has two important societal missions: One is to conduct research for a better future, combined with wealth creation in Norway. The other is the safe management and decommissioning of Norway's nuclear research program after 70 years of activities.

The character of the foundation will change significantly over the next couple of years as nuclear licences, facilities and organisations are being transferred to state ownership. Once the transfer is complete, IFE will have fulfilled its second social mission.

IFE will be reviewing the foundation's objective in the course of the strategy period. The objective should match the foundation's constitution as a group of companies that work within different business sectors, and it must facilitate the development of the foundation's values and potential for a new era.

IFE's activities will be transformed by the transfer of all nuclear activities to the state.

The agreement-based transfer is planned as a total business transfer. This involves a comprehensive transaction where the nuclear facilities must be separated from IFE, new infrastructure must be established and a number of agreements must be entered into, in addition to personnel belonging to IFE's nuclear operations and safety organization being transferred together with the facilities.

The UN's Sustainable Development Goals are the guiding stars for IFE's activities and form a basis for our strategy. The EU's aim of focusing research and innovation on finding solutions to global societal challenges is also directional. We are committed to conducting research for a better future in collaboration with our clients and partners. Photo: Espen Solli



IFE will be an active contributor to local and regional development

IFE is a major landowner at Kjeller with its 38 acres of land and a considerable portfolio of buildings, in addition to our two large commercial properties in Halden. We are an important employer that develops highly skilled employment opportunities at Kjeller as well as in Halden. IFE will continue its close and constructive partnership with the local authorities in Lillestrøm and Halden, as well as in the Viken region. We will contribute actively to the development of the local communities through research and development, business advancement and attractive work opportunities, as well as participation in key discussion fora.

IFE will develop and strengthen activities in Halden to ensure that we continue to contribute to positive community developments in collaboration with local authorities and key groups of experts. IFE's objective is for the foundation and our properties to drive the development of Lillestrøm

as a knowledge region by facilitating research, innovation and commercial developments. IFE will work actively with the groups of experts in the Oslo region that are key to the development of Oslo Science City, in order to link them up with IFE's area development at Kjeller.

IFE will be an active contributor within research, innovation and wealth creation

As one of the country's largest research institutes with strong international expertise and robust research communities, IFE will be taking a clear and high-profile stance in current public debate.

Based on our experience and expertise, IFE will play an active role in public debate about the parameters for research, the institute sector, innovation and wealth creation. IFE will contribute actively to boards, councils and committees where political parameters and framework conditions are shaped and implemented.



IFE will be an attractive workplace that promotes expertise and talent

IFE will be a workplace that respects the integrity and competence of each individual employee. We will challenge our staff to develop as professionals and human beings. At the same time, IFE will be a workplace where employees feel assured that they will be recognised and treated well.

The expertise of our employees is the foundation's most important resource. Expertise sustains and drives us, and as such we need to maintain and

develop this competence to ensure that it stays relevant and bolsters IFE's competitiveness.

IFE will attract leading researchers by offering career-building research projects and world-class research infrastructure. Young talents will have an opportunity to progress their postgraduate studies at MSc and PhD level in association with IFE, and will be given responsibilities and tasks that provide them with a basis for developing into excellent researchers.



IFE will promote HSE, security, quality and a high standard of ethical integrity

IFE will be a safe workplace with good systems for promoting health, safety and the environment (HSE). IFE's HSE vision is to avoid occupational injuries, environmental damage and material losses. IFE will continue the work to promote a safety culture throughout the organisation, adjusted to the specific requirements of different areas of activity.

IFE's nuclear activities necessitate compliance with strict safety and security regulations.

Safety will always be prioritised, and IFE will satisfy all safety and security-related requirements and guidelines pertaining to nuclear activities.

IFE will be recognised for its customer focus and market knowledge. We are sensitive to our customers' needs while seeking to be at the forefront of market developments.

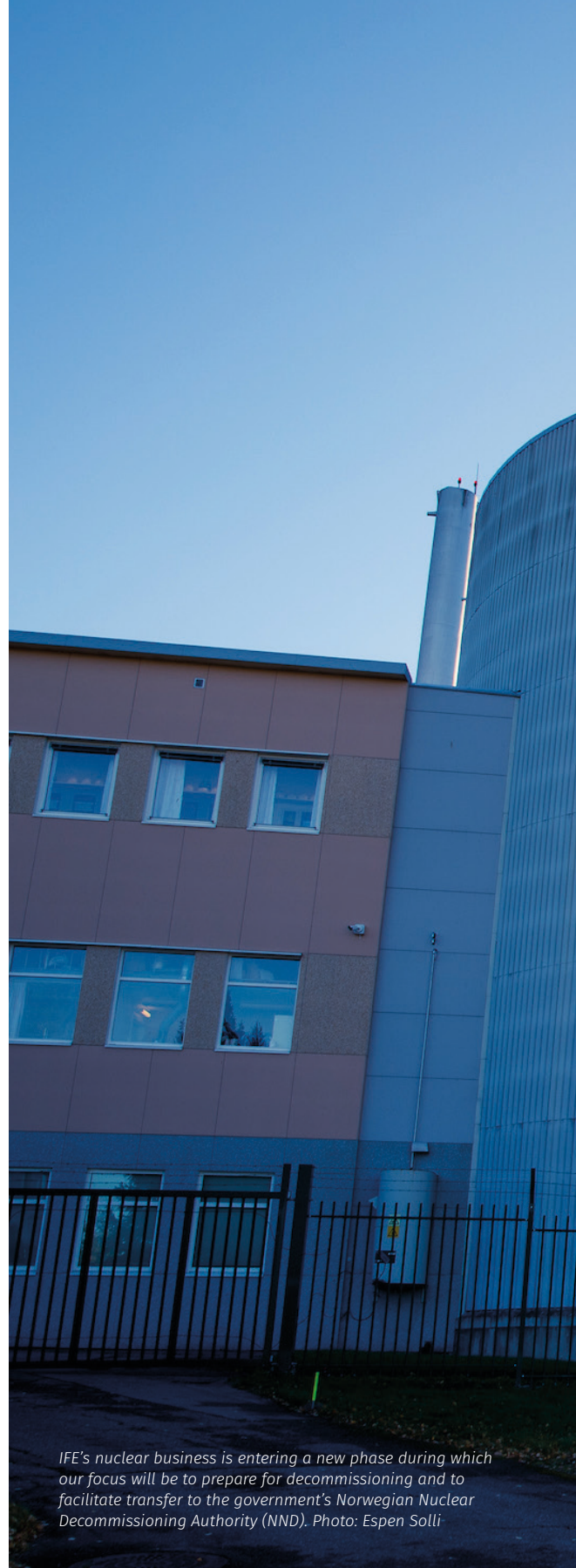
IFE will strengthen provisions for ethics training for all employees, with a particular focus on research ethics.

IFE's nuclear strategy

The research reactors at Halden and Kjeller have been closed down to prepare for the decommissioning of the national nuclear programme that ran for 70 years. There are four reactors scheduled for decommissioning, as well as a range of nuclear facilities. Nuclear waste will also have to be managed and deposited. The Norwegian government set up their nuclear programme in 1948, and the state has accepted responsibility for most of the required funding.

IFE's nuclear business is therefore entering a new phase during which our main focus will be to prepare for decommissioning and to facilitate transfer to the government's Norwegian Nuclear Decommissioning Authority (NND). IFE has adopted the following strategies for its nuclear activities in the period 2020-2024:

- IFE will ensure that safety and security are maintained at all nuclear plants in accordance with the licensing requirements and instructions issued by the Norwegian Radiation and Nuclear Safety Authority (DSA) and the Norwegian National Security Authority (NSM).
- IFE will facilitate the transfer of nuclear plants and personnel from IFE to NND by 01.01.2024.
- IFE will focus on activities that progress preparations for the decommissioning work, provided the necessary level of safety at the plants is not compromised.
- IFE will work closely with NND throughout the transition phase in order to establish shared objectives and values.



IFE's nuclear business is entering a new phase during which our focus will be to prepare for decommissioning and to facilitate transfer to the government's Norwegian Nuclear Decommissioning Authority (NND). Photo: Espen Solli



IFE's research strategy

IFE is conducting research for a better future and develops innovative solutions that contribute to sustainable economic growth in Norway.

Society is facing major challenges that require an interdisciplinary approach to finding new solutions. The research grants available under Horizon 2020 and Horizon Europe, as well as Norwegian research funding, focus increasingly on research and development contributions that may help to solve societal challenges. Industry, business and the public sector are now investing more of their R&D activities in developing new, sustainable solutions.

Society is facing large and complex challenges that raise new questions and demand more from the research institutes. Climate, energy and environmental issues are closely connected. Industry, business and the public sector need to commission research institutes that offer robust academic expertise and experience to find innovative and forward-looking solutions.

IFE will develop and strengthen its research activities, and has adopted the following strategies for 2020-2024:

- IFE will be an internationally leading R&D partner within the areas of energy, climate, the environment and digitalisation.
- IFE will conduct viable future-oriented research activities at a profit which is reinvested into research and infrastructure.
- IFE will continue to provide Norway's leading nuclear research expertise.
- IFE will bolster the commercialisation of research in order to secure increased economic growth and enable the development of new knowledge businesses.



IFE is conducting research for a better future and develops innovative solutions that contribute to sustainable economic growth in Norway.
Photo: Espen Solli

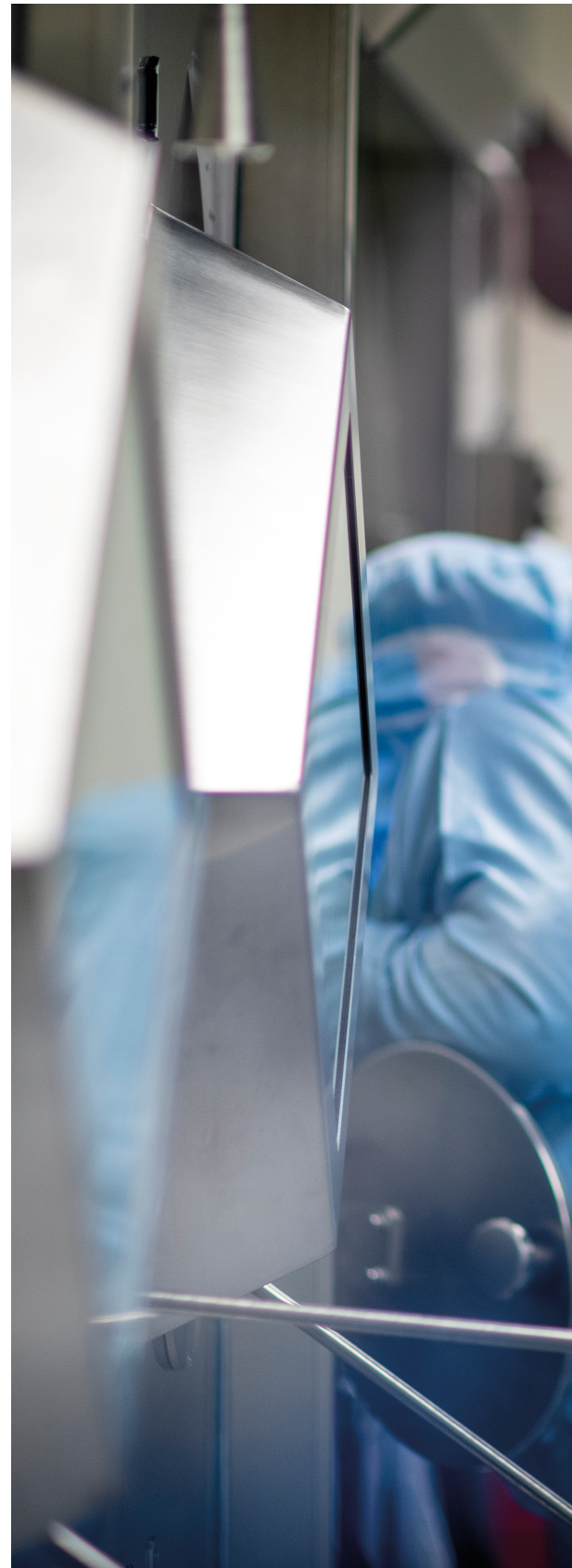
IFE's radiopharmacy strategy

The global outlook is highly promising in the market for therapeutic radiopharmaceuticals, which is expected to grow from USD 5 to 30 billion by 2030. Norway holds a unique position internationally. We cover the entire value chain from research to production. The research teams that make up Oslo Cancer Cluster are all world class and have a successful history of commercialisation. IFE's radiopharmacy experience extends back to the 1950s and we have a unique infrastructure for assisting our clients with development, testing, manufacturing and distribution.

Radiopharmacy is a large and important part of IFE's activity, and it represents a considerable development potential. IFE will consolidate the position of the business, strengthen its customer base and further develop Radiopharmacy to capture a bigger market share within the development and manufacture of therapeutic radiopharmaceuticals.

IFE has adopted the following strategies for the Radiopharmacy business in the period 2020-2024:

- IFE will establish Radiopharmacy as a sustainable commercial activity.
- IFE will develop Radiopharmacy to become a CDMO (Contract Development and Manufacturing Organisation) that develops and manufactures therapeutic radiopharmaceuticals for early-phase businesses as well as established pharmaceutical companies.
- IFE will consolidate and develop its position as a national centre of radiopharmacy excellence.





Radiopharmacy is a large and important part of IFE's activity, and it represents a considerable development potential. IFE will consolidate the position of the business, strengthen its customer base and further develop Radiopharmacy to capture a bigger market share within the development and manufacture of therapeutic radiopharmaceuticals.

Photo: Bo Mathisen



KJELLER
PO Box 40, NO-2027 Kjeller

Office address
Instituttveien 18, Kjeller





Phone: +47 63 80 60 00

HALDEN
PO Box 173, NO-1751 Halden

Office address
Os allé 5, Halden
Office address, reactor facility:
Tistedalsgata 20, Halden

Tlf.: +47 69 21 22 00

firmapost@ife.no • www.ife.no

 facebook.com/energiteknikk
 @ife_norway
 Institute for Energy Technology
 @humansofife