

## General Guide for Gate decisions in nano-risk innovation governance projects

In this subchapter, we list short guidance texts established for the decisions to be made at each stage-gate board meeting.

Decisions made at each of the stage gates should seek a balanced view between known risks and uncertainties and opportunities for sustaining or improving economy. After the business case has been build, a project should not pass to the next stage-gate if a critical risk is not managed. Board action decisions at a stage gate may be:

- “Go” – Allocate the resources to complete the next stage
- “Rework” – Allocate resources to complete further investigations or rethinking to enable a decision on continuation to the next phase or decide that such an uncertainty must be solved at a given stage gate.
- “Stop” - Stop the idea / development project.

Note that stage-gate meetings should be decision meetings, where “go” / “rework” / “stop” and prioritization decisions are made.

It can be decided that at the first stages will have light thresholds, but stricter judgements and safety perspectives should be put in place for passing into the R&D phase. This is to avoid premature killing of promising ideas with some early uncertainty.

The Gates should have clear criteria to allow for objective “go” / “rework” / “stop” and prioritization decisions.

Essential and critical criteria are *Must meet* and answered yes” / “no” and combined with “go” / “rework” / “stop” decisions. As an additional feature, the answer provided can be associated with a relative score on the confidence or quality assessment in the answer / data.



Desirable criteria could be *Should meet* and answered “yes” / “no” and “go” / “rework” / “stop” decisions and the relative score on the confidence or quality assessment in the answer / data.

Examples of *Must meet* criteria could be:

- Meets all environmental, health, and safety policies and regulations
- Has adequately considered safer-by design options and during development.
- Has adequately assessed potential special risks associated with nanomaterials
- Has strategic alignment with the organizations mission and strategy
- Has reasonable likelihood of technical feasibility
- Has reasonable likelihood for positive return

Examples of *Should meet* criteria could be:

- Product performance
- Public risk perception
- Market potential
- Risk-benefit

The types, extent and cost of projects that should be launched for completion of the different project phases will vary considerably depending on the specific innovation project. It is beneficial that these projects are decided upon at the stage-gate meetings, together with “stop” and “go” criteria. A number of sub-projects that could be required to complete an innovation project. These subprojects are conceptually similar to general project considerations for the Gates from Idea screen to Portfolio review.