

Danish Problem Gambling Committee

A strong interdisciplinary foundation
for research into problem gambling
in Denmark



Brief summary

In the Western world, problem gambling is considered a young research field characterised by various basic difficulties. This is so despite the fact that a growing number of studies have been published from countries including Sweden, the UK, Australia and Canada. In this context, Denmark is at a rather rudimentary level with no well-established research community and a relatively limited research output. This creates knowledge gaps and constitutes a potential obstacle to a healthy development and regulation of the gambling market. Even so, the potential is considerable, as skilled researchers from various leading Danish research organisations have continually shown an interest in and been occupied with niches within this general field.

The vision for the Danish Problem Gambling Committee is to establish a strong Danish research community focusing on problem gambling

The mission is to finance research projects of the highest standards that may generate value in Denmark and internationally, among others by enhancing our understanding of the mechanisms of problem gambling, effective treatments and well-prepared prophylactic measures.

The approach is to establish an impartial funding committee to allocate minimum 5 million DKK annually for research into problem gambling in Denmark.

The overall **strategic objectives** are as follows:

- To finance (in whole or part) 1-3 PhD projects in the course of the next three years and to underpin the recruitment of skilled researchers for the field
- To ensure international reach by demanding peer review and publication in international scientific journals
- To target the funding granted towards research organisations that hold the potential to develop strong professional research communities
- To enhance collaboration about research into problem gambling by supporting research projects that embrace cross-institutional and/or -sectoral research
- To attract knowledge and experience to the field by supporting projects that involve skilled researchers from other fields of research
- To dare to underpin research talents thereby ensuring that they unfold their development potentials and remain in the field
- To ensure a well-considered organisation around the Committee that will create value and synergy and ensure that knowledge is collected and skilfully disseminated

On this basis, we aim to ensure that 3-4 gambling operators with a clear presence and license in Denmark guarantee minimal operations through joint funding of 4-6 million DKK annually for the next three years. This basis will allow us to finance up to 12 research projects, including 1-3 PhDs in the period, and will be an essential contribution to ensuring continuous research activity focused on problem gambling. Such continuity is necessary to establish the foundations for a strong Danish research community in the field.

This application describes the structure and governance of the Danish Problem Gambling Committee and outlines the focus areas and selection criteria that will initially guide how grants are allocated.

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Background

In recent years, gambling have received increased attention in Denmark following the liberalisation of the gambling sector in 2012 and the concurrent digitalization. Now, no common citizen will avoid encountering a large amount of marketing efforts underpinning gambling in the public space, on the internet and in television. For those who want to engage in gambling, possibilities for doing so are readily available as all gambling platforms are available directly on smart phones. The gross gambling turnover has also followed a steeply increasing trend in the period, climbing to approx. 10 billion DKK. As a consequence of the increased visibility, considerable concern is now being voiced that the number of citizens with gambling problems is rising.

The prevalence of problem gambling¹ varies with populations, regions, sexes and ethnic groups, and many studies are characterised by considerable uncertainty. The latest Danish study was published by VIVE in 2016. VIVE estimated that approx. 10,000 Danish citizens suffer from gambling disorder and approx. 125,000 are so-called at-risk gamblers. The development of gambling disorder is associated with a wide range of risk factors, among which the availability of high-risk gambling products, e.g. slot machines, and mental health issues in the individual gambler are among the most important. The consequences for citizens with problem gambling and their relatives are multi-faceted and serious, and the socio-economic costs are estimated to be considerable, even though this has yet to be studied in depth.

On some points, developments in Denmark have been positive. In 2021, the introduction of a digital gambling card was approved politically, which makes it much harder for children and young people under 18 years of age to engage in gambling. A few larger gambling operators now count prevention among their primary strategic objectives. This has, among others, allowed innovation within high-technology tools for early identification of at-risk gamblers, while concurrent work is being done to develop tools to nudge or reach out to

these gamblers so that they get expedient help as early as possible.

This has enhanced the need for evidence-based knowledge and research studies in the sector. In some countries, e.g., Sweden, the UK, Australia and Canada, research into problem gambling is gaining ground. This does not, however, change the fact that the research field is still considered very immature and characterised by various basic difficulties. Even so, the potential for good and innovative research may be considered large, not least owing to digitisation and technological developments, which make available immense amounts of relevant data.

The Danish gambling market is considered to be one of the best regulated markets worldwide. Many therefore consider Denmark a spearhead country that offers strategic advantages for gambling operators. Paradoxically, research has not followed suit. The amendment of the Danish Gambling Act in 2017 ensured state funding for problem gambling research as 2 million DKK were earmarked in 2020 and once more in 2025. This amount is insufficient to finance the continued research activities that are pivotal in allowing research communities to gain a foothold. The lack of core funding entails a number of fundamental challenges; some of the major ones are:

- A lack of impartial experts with knowledge of the sector and a comprehensive understanding of the complexity of the field
- A lack of critical knowledge collection from the increasing international research output
- A lack of sound research projects that are rooted in the Danish gambling market and in Danish culture
- A lack of evidence-based innovation in the development of prophylactic tools on online gambling platforms

Thus, a risk exists that the regulation of the Danish gambling market will be shaped on a limited knowledge base. This may block a sound evolution and have negative consequences both for

¹ We use the term problem gambling as a broad designation. It includes gambling disorder and different levels of sub clinical problematic gambling behaviour

vulnerable citizens who may need the best possible protection and for the remaining stakeholders in the gambling industry.

An initiative as the one described below may allow us to create a unique opportunity to kickstart Danish research into problem gambling that will have an impact internationally. In this context, targeted and well thought-out funding will increase the number of value-adding prime quality research projects considerably while underpinning the development of a highly specialised professional community. This will benefit the authorities, the gambling industry, treatment institutions and consumers alike.

Vision, mission and strategic objectives

The vision

The vision for the Danish Problem Gambling Committee (DPGC) is to establish a strong Danish research community focusing on research into problem gambling.

The mission

The mission is to finance research projects of the highest standards that may generate value in Denmark and internationally by enhancing our understanding of the mechanisms of problem gambling, effective treatments and targeted prophylactic measures.

The approach

The approach is to establish an impartial funding committee (DPGC) to allocate minimum 5 million DKK annually for research into problem gambling in Denmark.

The strategic objectives

- To finance (in whole or part) 1-3 PhD projects and to underpin the recruitment of skilled researchers for the field
- To target the funding granted to organisations that hold the potential to develop highly-specialised research communities
- To enhance collaboration by supporting research projects that embrace cross-institutional and/or -sectoral research
- To attract knowledge and experience to the field by supporting projects that involve

skilled researchers from other fields of research, e.g., as supervisors and mentors

- To dare to underpin leading research talents thereby ensuring that they unfold their development potential and remain in the field
- To ensure a well-considered organisation around the Committee that will create value and synergy and ensure that knowledge is collected and skilfully disseminated

A three-year plan for initiation

To achieve the vision of developing a strong Danish research community, we initially need to establish research activities, recruit skilled talents with an interest in problem gambling and ensure continuous funding to ensure stability.

Until now, research into problem gambling in Denmark has been sporadic. But a considerable potential exists as researchers from the IT University of Copenhagen, the University of Copenhagen, Aalborg University, University of Southern Denmark, Odense University Hospital, Aarhus University and Aarhus University Hospital, among others, have focused on niches within the field in recent years.

The below three-year plan was prepared recognising that, initially, we need to kickstart the field and gain time allowing activities to take shape. This requires targeted funding of 1-3 PhD projects and 6-12 research projects in the course of the first three years, all well-planned and strategically executed to ensure that the process accelerates and positive synergies are created.

The three-year plan was also conceived as an opportunity to thoroughly evaluate the DPGCs strategy at the end of the period. Ideas like support for more internationalisation initiatives, focusing on funding for post-doc positions and organising researcher camps are examples of activities that will be relevant only once the field of research has gained more maturity.



Opportunities year 4 →

- Funding for post-doc positions
- More internationalisation initiatives
- Visiting professors
- Organising research camps

Strategic focus areas for research

The DPGC has four strategic focus areas: Treatment, prevention focusing on children and young people, prevention within online gambling platforms and knowledge collection. The focus areas will serve as guidelines when the Committee awards grants.

TREATMENT



The DPGC will focus on supporting evidence-based development of treatment and projects that further our understanding of the mechanisms involved in problem gambling and clinical sub-groups.

PREVENTION FOCUSING ON CHILDREN AND YOUNG PEOPLE



The DPGC will support research that furthers our understanding of risk factors, establish a clear picture of risk group prevalences and/or measures the effect of preventive measures targeted at children and young people.

PREVENTION WITHIN ONLINE GAMBLING PLATFORMS



The DPGC will support research-driven development of prophylactic online tools in cross-sectorial collaboration with the gambling industry and/or the authorities.

KNOWLEDGE COLLECTION



The DPGC will focus on critical collection of evidence-based knowledge by supporting systematic reviews and meta-analyses in relevant fields of research.

Selection criteria

To implement the DPGC's strategy in the Committee's ranking of received applications, various criteria are applied:

- **Focus on the development of strong research communities:** Grants must be targeted at research institutions that professionally and organisationally have the potential to develop specialised professional communities
- **Focus on international reach** Funding is granted exclusively to projects that have adopted peer review/are published in international scientific journals
- **Focus on cross-institutional collaboration** When various research institutions collaborate, positive synergies arise owing to intensified knowledge sharing and enhanced use of core competencies
- **Focus on cross-sectoral collaboration** Complicated problems in the research field of problem gambling are best solved in collaboration counting treatment institutions, research institutions, the gambling industry and the authorities
- **Focus on underpinning research talent** We need to pay special attention to the finest talents who are passionate about research into problem gambling to ensure that they remain in the field
- **Focus on involving experienced researchers** The best way in which we can develop research into problem gambling is by bringing together knowledge and competences in the form of leading researchers from other research fields, e.g., as mentors or supervisors

Short-term grants and scholarships

In addition to larger grants for research projects and PhD projects, the DPGC may offer the following minor grants and scholarships:

Mentor feedback grants

Here, young research talents may apply for up to 30,000 DKK to acquire the assistance of an experienced researcher (minimum a PhD) from another institution as his or her supervisor/mentor

in a research project or while preparing a research application for the DPGC.

Travel grants

Researchers may apply for support not exceeding 50,000 DKK to cover expenses for travels and stays abroad, e.g., to attend conferences, presentations abroad or stays at research institutions.

PhD scholarships

Research talents may apply for the equivalent of three months of wages for preparation of PhD applications focusing on problem gambling.

Other

Finally, the DPGC also receives applications for research dissemination, funding for research project-related development tasks (e.g., design of prophylactic online tools, development of information material, etc., and expenses for maternity leave from projects funded by the DPGC).

Potential project examples

Project 1	Effect study of SpilleFri (QuitGambling) an internet-based treatment program for problem gambling
Strategic focus areas	Treatment
Collaboration	Inter-institutional collaboration
The project	The QuitGambling program, an internet-based treatment offer provided under the auspices of the Research Clinic for Gambling Disorder (Danish: Forskningsklinikken for Ludomani), ensures access to treatment for Danish patients with gambling disorder regardless of their geographical location. Preliminary studies show that the treatment program is popular among its users, and indications are being recorded of an effect on problem gambling symptoms and mental health. This project aims to conduct a controlled effect evaluation in a single-case experimental design, a new and promising intervention study methodology characterised by the same high scientific quality as randomised controlled trials, but based on much smaller subject groups (N = 10-12). To facilitate comparison of effects, a corresponding control group will be established that will receive standard outpatient treatment.
Benefits and synergies	The study will provide a robust estimate of the effect of the treatment program overall and in specific patient types. As an evidence-based program, the QuitGambling treatment program may be implemented broadly as a readily available and cost-effective alternative to traditional problem gambling treatment in Denmark and ensure access to evidence-based treatment for problem gambling across Denmark.
International perspectives	Currently, no studies have been conducted comparing the effect of internet treatment with standard outpatient treatment.
Idea developer	The Research Clinic for Gambling Disorder, Aarhus University Hospital
Project 2	Factors of importance for the development and course of gambling addiction
Strategic focus areas	Treatment and prevention
Collaboration	Cross-sectorial and cross-institutional
The project	Based on the unique Danish health registers, the project will explore factors related to the development of gambling disorder. Factors may, e.g., be socio-economic, medical conditions and previous crimes. In the same manner, the project will explore factors of importance for the course of gambling addiction, including factors of importance for treatment effect at Danish treatment sites.
Benefits and synergies	Enhanced knowledge of the risk of developing gambling addiction may allow us to design preventive measures targeting special risk groups. Knowledge about factors of importance for the course of gambling addiction may be used to plan treatment as well as follow-up.
International perspectives	Denmark collects world class register data. Therefore, a Danish study based on Danish data will provide optimal opportunities to identify factors of importance for the development and treatment of problem gambling.
Idea developer	Centre for Clinical and Genomic Data, Aarhus University Hospital

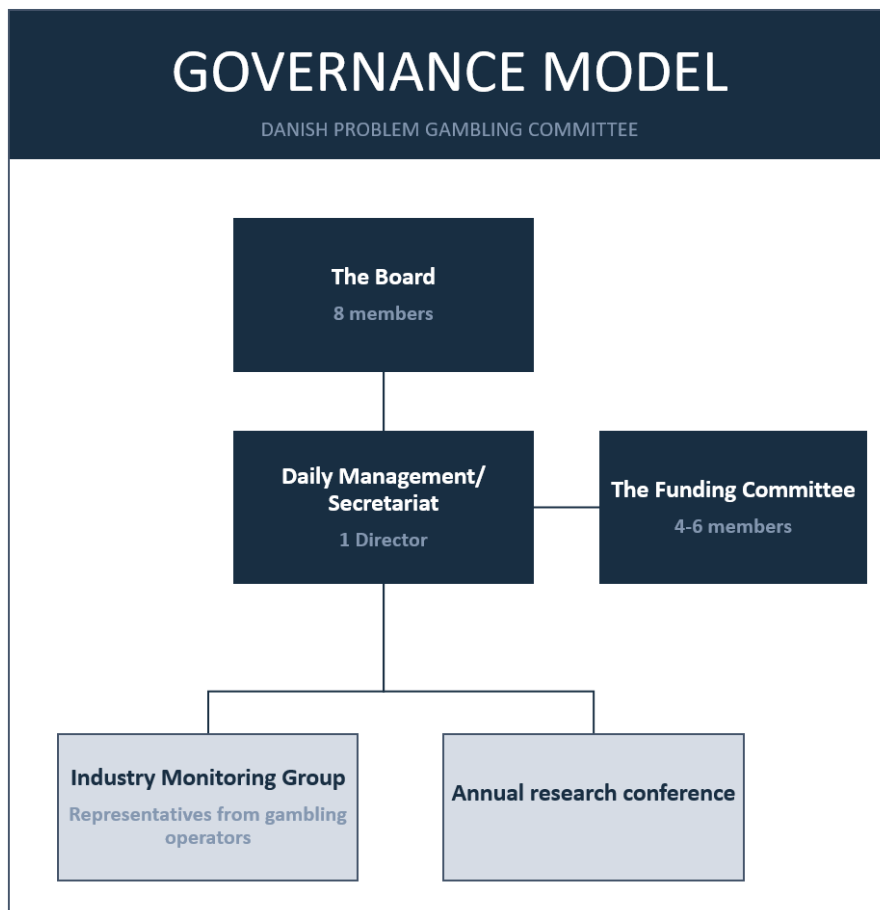
Governance

The objective of the DPGC's organisation is to:

- Establish a board counting leading experts from, e.g., Danish universities and university hospitals that may operate at a high professional and strategic level
- Recruit a competent director with solid research experience and excellent communication skills to perform clearly defined tasks that may ensure the effective execution of the strategies identified by the Board.

- Establish an impartial funding committee consisting of leading researchers and with international participation, an annual research event for stakeholders and an industry monitoring group with representatives of the gambling operators that supports the Committee through donations
- Ensure a transparent organisational structure underpinning knowledge sharing inwards and outwards and ensures the Committee's independence based on the arm's length principle

On this basis, the following organisational model will be employed:



Independence

The Board/Secretariat will be housed within Aarhus University (AU). Even so, the DPGC will remain completely independent of the AU with respect to strategy and evaluation of applications for funding. The AU's tasks will be limited exclusively to HR, accounts, legal matters, accounting control, IT infrastructure and provision of suitable

facilities. An evaluation of the collaboration between the DPGC and the AU will form part of the annual evaluation described in more detail below.

The Board

Objectives

The Board is responsible for the overall strategy of the DPGC.

Tasks

The Board prepares relevant Rules of Procedure, continuously establishes the guidelines for the Committee's grants and guides the work of the Director and ensures, that the organisational structure remains intact. At the end of every calendar year, the Board completes a brief self-evaluation for internal use focusing on collaboration between the Board, the daily management, the Funding Committee and Aarhus University to identify areas that may be developed and improved. At the end of the fifth year, the Board will prepare a more thorough evaluation with a view to adjusting the Committee's overall strategy and adjust its objectives.

Members

The Board will consist of:

- Chairman of the Board: Department Head, Professor, DMSc Jørgen Frøkiær, Department of Clinical Medicine, Aarhus University ([cv](#))
- Vice Chairman: Hospital Director Poul Blaabjerg, Aarhus University Hospital
- Clinic Head, Msc in Psychology Thomas Marcussen, Research Clinic for Gambling Disorder
- Professor, MD, PhD, DMSc Per Fink, Aarhus University Hospital
- Professor, MA. Søren Ginnerup Kristiansen, Aalborg University
- Creative Lead, Journalist Thomas Stockholm
- Professor, Christian Møller Dahl, University of Southern Denmark
- Associate Professor Anne Mette Thorhauge, University of Copenhagen
- Director of the DPGC

The appointment of the Chairman and the Vice Chairman of the Board must ensure that the Board has organisational and strategic competencies at the highest level. Additionally, emphasis is given to ensuring that the Board includes representatives from several Danish research institutions, all of whom possess considerable organisational expertise, research experience and/or links to the gambling sector.

Creative Lead, Journalist Thomas Stockholm serves in the Board to underpin professional research dissemination. He has held management positions in several large Danish media providers and has experience with problem gambling both professionally and as a relative in the past year. This work has given rise, among others, to the podcast *My Son Harbours a Devil Within* (Danish language: *Min søn har en djævel*) and a series of articles for the online medium Heartbeats.

The diversity of the members is intended to ensure broad representation from various institutions and professional fields, allowing them to complement each other optimally.

The Director of the DPGC is also a member of the Board but has no vote in the Board's voting sessions. If case-sensitive questions arise that concern the Director personally, he or she may be asked to leave board meetings.

Appointments

Board members are appointed for a period of three years. If a member leaves the Board before the end of a three-year period, a new member is appointed by the Chairman of the Board.

Meetings

The Boards adjourns twice annually. The Chairman of the Board may summon for additional meetings as needed.

Feedback and communication

At its meetings, the Board receives feedback from the Funding Committee. The feedback is provided by the Director. Furthermore, to the extent possible, the Director will provide brief written updates to the members of the Board at an interval not exceeding two months.

Daily Management/Secretariat

Objectives

The main task of the Director is to complete any tasks and instructions defined for him or her by the Board and to head the administration of the DPGC.

The primary tasks of the Director/Secretariat are to: 1) Implement activities proposed by the Committee and approved by the Board. 2) Act as a

secretary at the meetings of the Board, the Funding Committee and in the Industry Monitoring Group. 3) Hold responsibility for the administration of grants. 4) Underpin knowledge collection and knowledge sharing, e.g., by participating in meetings, dissemination activities, presentations, press activities, etc. 5) Contribute to the planning of an annual research conference. 6) Provide sparring and feedback to researchers. 7) Prepare a brief annual report which is sent to donors and other relevant stakeholders.

Members

The Daily Management/Secretariat consists of:

A director in an 18.5 hour position with relevant communication, research and administrative competencies.

Thomas Marcussen, Clinic Head, the Research Clinic for Gambling Disorder, Aarhus University Hospital. Thomas Marcussen holds extensive experience in the field of problem gambling and is well acquainted with relevant stakeholders in Denmark. His role is to assist the Director in establishing the planned organisational structure, facilitating contact to main stakeholders and providing the Director with field-specific knowledge and advice. The participation of Thomas Marcussen is considered necessary mainly during the establishment of the DPGC in 2022 and 2023. Subsequently, the Board will decide to which extent the agreement will continue or be replaced by a part-time secretarial function.

Appointments

The Director is appointed by the Board once DPGC funding has been achieved.

Appointment and meetings

The Director's position comprises 18.5 weekly working hours, and Thomas Marcussen will be attached on an hourly basis. Meetings between the Director and Thomas Marcussen will be held as needed.

Feedback and communication

The Director is responsible for the preparation of a brief annual report, which is presented to the Board for feedback before being sent to the donors and other relevant stakeholders.

The Funding Committee

Objectives

The objective of the Funding Committee is to award grants to research projects, including PhD projects, short-term scholarships for preparation of PhD applications, mentoring and travel grants.

Tasks

To evaluate and rank all received funding applications in connection with the annual call for applications with a view to selecting the applications that will be awarded a grant. We strive to ensure that this process is concluded within two months from the application deadline to the applicants are informed of the result of their application. For travel grants and mentoring grants, an open deadline applies, and these funding applications will be evaluated every second month by the Chairman of the Committee. To guarantee the impartial selection of the best projects and candidates, we follow a code of ethical provisions for the assessment of research applications (Appendix 1).

Members

The Funding Committee will comprise:

- 1 Chairman (1 Danish researcher)
- 1-2 Danish researchers
- 1-2 international researchers
- 1 secretary (the Director)

The Chairman and the Danish researchers must have contributed significantly to research fields of relevance to the DPGC's focus areas, but not necessarily within the field of problem gambling. We aim to recruit international researchers who have contributed considerably to research in problem gambling and who hold extensive knowledge of the gambling sector. Efforts will be made to ensure that the Committee members complement each other as well as possible, that they contribute different research perspectives and that a minimum of one member holds expertise in children and young people and/or prevention.

Appointments

The members are appointed by the Board.

Meetings

One annual meeting is held. Additionally, the Chairman will continually be in contact with the Director and decide on received applications for travel and mentoring grants.

Feedback and communication

The Chairman informs the Director of which of the received applications are awarded a grant and provides feedback on the Committee's work.

Industry Monitoring Group

Objectives

The objective of the Industry Monitoring Group is primarily to underpin a high degree of knowledge sharing with the gambling industry in a manner that upholds the arm's length principle. Secondly, to underpin cross-sectorial collaboration and knowledge sharing internally among the gambling operators. Such collaboration has been lacking until now due to extremely fierce competition in the industry. Therefore, the organisation of the DPGC may serve to establish more constructive synergies.

Tasks

The Industry Monitoring Group serves as a free forum facilitating knowledge sharing, networking, mutual inspiration, presentations (internal and external) and identification of areas where cross-sectorial research may be relevant. Owing to his/her broad research experience, the Director will be able to provide initial feedback on any ideas and initiatives generated. Furthermore, the Industry Monitoring Group may provide inspirational input for the DPGC.

Members

The Industry Monitoring Group comprises:

- A representative from each of the gambling operators that have donated a minimum of 250,000 DKK
- The director as facilitator

Obvious member candidates for the group are employees responsible for CSR and/or compliance.

Appointments

The individual gambling operators themselves determine which employee will participate. Each gambling operator freely decides if the operator should be represented in the group.

Meetings

The group adjourns 1-2 times annually, as agreed within the group. At the initial meeting, an agenda template will be prepared.

Feedback and communication

The Director ensures that meeting minutes are prepared and that relevant points are presented to the Board.

Annual research conference

Objectives

To underpin the dissemination of evidence-based knowledge directly from researchers to stakeholders of the field, networking, cross-sectorial development of ideas and representation of an international perspective by inviting leading international researchers to present their work focusing on select topics.

Scope

The scope of the event may vary from an online seminar lasting a few hours to a full physical presence conference day including catering.

Organisation

The Director prepares an overall program for the event based on feedback from the Board and the Industry Monitoring Group. The Research Clinic for Gambling Disorder (RCGD), Aarhus University Hospital, assists the Director with the planning and execution of the event, drawing on the RCGD's field-specific knowledge, network and facilities. Researchers who have received a grant from the DPGC must be subject to an obligation to present their research at the conference. In the longer term, the conference may be held alternately between various Danish research institutions.

Deliverables 1-5

To ensure an efficient progress and keep the DPGC on track, a number of deliverables are provided in Appendix 2.

Conclusion

Donations made in the next three years by **Name of gambling operator** in support of Danish Problem Gambling Committee will be an essential contribution that may serve to ensure continuous research activities and development of the problem gambling area in Denmark, by:

- supporting a new generation of researchers (including 1-3 PhDs) and up to 12 research projects, the DPGC will be able to contribute to generation of new knowledge and to laying the foundations for future research into problem gambling
- supporting collaboration between institutions, sectors and disciplines to nurture knowledge sharing and optimal use of leading competencies.
- attracting skilled and experienced researchers from other fields of research thereby enriching research into problem gambling with essential knowhow

In the course of the next three years, the DPGC will create a solid foundation for research into problem gambling in Denmark that will have international impact. Through a targeted funding strategy, skilled and innovative researchers will quickly gain the opportunity to conduct research at the highest level. The DPGC will underpin a sound and thoughtful dissemination of research findings and strive to ensure that results gain practical use so that they may form the basis of

development of the best possible solutions for treatment, prevention and regulation. These steps will go far towards maintaining Denmark's position as a leading country in the field while enhancing the protection of risk group citizens on all levels.

Budget

To ensure that the DPGC may meet its ambitious objectives and achieve continuity and stability for research into problem gambling research in Denmark, continuity and stability are also needed in the financial support underpinning the project. Therefore, the DPGC needs a minimum of three gambling operators with a strong presence and license in Denmark to guarantee a basic activity level for the project by donating a total of 6 million DKK annually for the next three years. This corresponds to a total of minimum 5 million DKK for annual research grants (see the operating budget in Appendix 3). We expect that this initial amount will be supplemented by additional co-financing via donations from the remaining gambling operators who hold a Danish license, as the DPGC will encourage all operators to support the project on an annual basis.

Donations will be acknowledged at the DPGC website, where the guarantors will receive special mention and all companies donating more than 250,000 DKK will be invited to participate in the DPGC Industry Monitoring Group.

Appendix 1 - Ethical provisions

Unsuitability to assess applications

Members of the Funding Committee are disqualified if they have a personal, professional or financial interest in any application: E.g., if a member is supervising or serves as the manager of an applicant; is employed in the scientific unit headed by the applicant; or if the member is a relative of the applicant. In this context, relatives are defined as:

- Children, grandchildren, etc.
- Parents, siblings, nieces and nephews, etc.
- Grandparents, uncles, aunts, cousins, etc.
- Spouses, partners, cohabiting couples and their parents, siblings, children, etc.

Members of the Committee are excluded from participating in the assessment of an application from an applicant with whom they have cooperated on research, co-authored a book, scientific article, report or similar in the past five years. Even so, the degree of closeness in the collaboration will decide if a conflict of interest exists. E.g., a conflict of interest may not exist if the member and applicant co-authored a book counting more than 20 authors.

A member of the Committee who has been assessed as being unsuitable to assess a specific application will also be unsuited to assess other applications competing with the application in question. However, this only applies if the total pool counts fewer than eight applications. If the remaining members of the Committee have drawn a final conclusion regarding the application causing a member to be unsuitable to the effect that the application will not be assessed further, the member may participate in the assessment of the remaining applications.

Unsuitability procedures

The Committee's members must inform the Chairman of the Committee and the Director of the Committee of any potential conflicts of interest and risks of unsuitability within 10 working days after receiving applications for assessment.

If a member of the Committee has a potential conflict of interest in relation to an application that will be assessed, the Committee decides by voting if the conflict of interest disqualifies the member.

The affected member does not participate in the assessment of the question of independence and must leave the room during the assessment and voting procedure. In case of parity of votes, the Chairman's vote is decisive.

In case of unsuitability, the Committee member in question is completely excluded from any participation in the assessment of the application in question and will be given any opportunity to comment on the case. Furthermore, the member must leave the room while the assessment is made.

A Committee that is competent to assess applications must always be prioritised above a Committee that is not impartial. If the Committee is not competent to assess applications or if the composition of the Committee and its ability to assess applications give cause for serious concern, the Committee may decide to allow one or more unsuitable members to participate in the assessment of the applications regardless of the type and scope of impartiality. If this is not possible, the Chairman of the Committee establishes the required procedures.

Appendix 2 - Deliverables 2023-2025

Deliverables 2023

All members of the Board appointed.	January 2023
Contract with Director signed	May 2023
First Board meeting	January 2023
Rules of procedure in place	January 2023
All members of the Funding Committee appointed	April 2023
Website and logo completed	June 2023
ICT infrastructure related to applications and communication completed	June 2023
First call for applications	July 2023
Application deadline	September 2023
Publication of grants awarded	November 2023
First research conference	November/December 2023
Internal evaluation	November/December 2023

Deliverables 2024

Brief 2023 report	January/February 2024
Application deadline	May 2024
Publication of grants awarded	July 2024
Annual research conference	October/November/December 2024
Internal evaluation	November/December 2024

Deliverables 2025

Brief 2024 report	January/February 2025
Application deadline	May 2025
Publication of grants awarded	July 2025
Annual research conference	October/November/December 2025
Three-year evaluation	November/December 2025

Deliverables 2026

Evaluation report 2023-2025	January/February 2026
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Appendix 3 - Budget

Operating budget	2023	2024	2025	
Director 50%	350,000	360,000	366,000	1,076,000
Professional assistance/secretary	106,000	75,000	75,000	256,000
Funding Committee fees	50,000	50,000	50,000	150,000
Conference	120,000	120,000	120,000	360,000
Website	30,000	0	0	30,000
Drafting of contracts	0	0	0	0
Travels and transportation	50,000	50,000	50,000	150,000
Catering	10,000	10,000	10,000	30,000
Rent, office expenses, cleaning etc.	95,000	95,000	95,000	285,000
Total	811,000	760,000	766,000	2,337,000