

Absolute scores (domains)																																														
	Domain A									Domain B						Domain C							Domain D			Domain E																				
	Governance			Strategy			IVD and DEC			Management			Stakeholder engagement			Quality			Development and Use			Collaborations			Initial education			Awareness				Investments			Grants			Patents			Licensing			Partnerships		
	A.I.1	A.I.2	A.I.3	A.I.4	A.II.1	A.III.1	A.III.2	A.III.3	B.I.1	B.III.1	B.I.2	B.III.2	B.III.3	B.I.3	B.II.1	C.I.1	C.III.1	C.III.2	C.I.2	C.I.3	C.II.1	C.III.3	C.III.4	D.II.1	D.III.1	D.III.2	E.II.1	E.II.2	E.III.1	E.II.1	E.II.2	E.III.1	E.II.1	E.II.2	E.III.1											
Alpha	1.75	0.50	2.00	0.50	1.70	0.00	0.00	0.00	2.50	2.00	0.00	0.00	0.00	1.00	0.00	1.50	0.00	2.50	4.00	0.00	1.00	0.00	1.00	0.00	0.00	3.75	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00								
Bravo	2.00	1.00	2.00	3.50	4.00	1.00	0.00	1.50	2.00	1.00	1.00	0.00	0.00	0.00	0.00	1.50	0.00	1.50	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.82	3.00	1.00	0.00	3.00	1.00	0.00	3.00	1.00	0.00	3.00	1.00	0.00								
Charlie	4.50	2.50	4.00	3.00	5.00	1.75	0.00	1.00	4.00	4.00	1.00	0.00	0.00	0.00	2.00	1.00	3.00	2.00	3.00	3.00	5.00	2.00	0.00	2.00	0.00	4.08	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00								
Min	1.75	0.50	2.00	0.50	1.70	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.50	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.82	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00											
Max	4.50	2.50	4.00	3.50	5.00	1.75	0.00	1.50	4.00	4.00	1.00	0.00	0.00	1.00	2.00	1.50	3.00	2.50	4.00	3.00	5.00	2.00	2.00	2.00	0.00	4.08	3.00	1.00	0.00	3.00	1.00	0.00	3.00	1.00	0.00											
Mean	2.75	1.33	2.67	2.33	3.57	0.92	0.00	0.83	2.83	2.33	0.67	0.00	0.00	0.33	0.67	1.33	1.00	2.00	2.33	1.00	2.67	1.00	1.00	0.67	0.00	2.88	1.67	0.33	0.00	1.67	0.33	0.00														

Relative scores (domains)																																														
	Domain A									Domain B						Domain C							Domain D			Domain E																				
	Governance			Strategy			IVD and DEC			Management			Stakeholder engagement			Quality			Development and Use			Collaborations			Initial education			Awareness				Investments			Grants			Patents			Licensing			Partnerships		
	A.I.1	A.I.2	A.I.3	A.I.4	A.II.1	A.III.1	A.III.2	A.III.3	B.I.1	B.III.1	B.I.2	B.III.2	B.III.3	B.I.3	B.II.1	C.I.1	C.III.1	C.III.2	C.I.2	C.I.3	C.II.1	C.III.3	C.III.4	D.II.1	D.III.1	D.III.2	E.II.1	E.II.2	E.III.1	E.II.1	E.II.2	E.III.1	E.II.1	E.II.2	E.III.1											
Alpha	39	20	50	14	34	0	0	0	63	50	0	0	0	100	0	100	0	100	100	0	20	50	50	0	0	92	33	0	0	33	0	0	33	0	0	33	0	0								
Bravo	44	40	50	100	80	57	0	100	50	25	100	0	0	0	0	100	0	60	0	0	40	0	100	0	0	20	100	100	0	100	100	0	100	100	0	100	100	0								
Charlie	100	100	100	86	100	100	0	67	100	100	100	0	0	0	100	67	100	80	75	100	100	100	0	100	0	100	33	0	0	33	0	0	33	0	0	33	0	0								
Min	39	20	50	14	34	0	0	0	50	25	0	0	0	0	0	67	0	60	0	0	20	0	0	0	0	20	33	0	0	33	0	0	33	0	0											
Max	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100											
Mean	61	53	67	67	71	52	0	56	71	58	67	0	0	33	33	89	33	80	58	33	53	50	50	33	0	71	56	33	0																	

Relative scores (pillars)																													
	Pillar I										Pillar II						Pillar III												
	A.I.1	A.I.2	A.I.3	A.I.4	B.I.1	B.I.2	B.I.3	C.I.1	C.I.2	C.I.3	A.II.1	B.II.1	C.II.1	D.II.1	E.II.1	E.II.2	A.III.1	A.III.2	A.III.3	B.III.1	B.III.2	B.III.3	C.III.1	C.III.2	C.III.3	C.III.4	D.III.1	D.III.2	E.III.1
Alpha	39	20	50	14	63	0	100	100	100	0	34	0	20	0	33	0	0	0	0	50	0	0	0	100	50	50	0	92	0
Bravo	44	40	50	100	50	100	0	100	0	0	80	0	40	0	100	100	57	0	100	25	0	0	0	60	0	100	0	20	0
Charlie	100	100	100	86	100	100	0	67	75	100	100	100	100	100	33	0	100	0	67	100	0	0	100	80	100	0	100	0	
Min	39	20	50	14	50	0	0	67	0	0	34	0	20	0	33	0	0	0	0	25	0	0	0	60	0	0	0	20	0
Max	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Mean	61	53	67	67	71	67	33	89	58	33	71	33	53	33	56	33	52	0	56	58	0	0	33	80	50	50	0	71	0

The top panel contains the absolute scores for themes within domains for the three organizations anonymized. The middle panel contains the relative scores. These are calculated by transforming the highest maximum absolute score per indicator to hundred. The other two scores are then converted as well using the same multiplication factor as the one used to converted the maximum absolute score to hundred. The bottom panel contains the relative scores per pillar.

The maximum total score per Domain is:

A	28
B	24
C	28
D	10
E	10

The maximum total score per Pillar is:

I	34
II	21
III	45

To calculate an organization's score per domain or pillar, the sum of all indicator scores per domain or pillar is divided by 29, the overall number of indicators. The scores are as the two tables below and figure 3 and 4 of the main text.

Organisation	Domain					Overall Score
	Domain A	Domain B	C	Domain D	Domain E	
Alpha	5	7	14	3	1	31
Bravo	16	6	10	1	7	40
Charlie	22	14	21	6	1	65

Organisation	Pillar I	Pillar II	Pillar III	Overall Score
Alpha	17	3	11	31
Bravo	17	11	12	40
Charlie	28	15	22	65