



1. Full name and date

Surname and given names	Salo, Ahti Antero
Gender	Male
Date of writing the CV	28 April 2025
Affiliation	Department of Mathematics and Systems Analysis Systems Analysis Laboratory Aalto University School of Science P.O. Box 11100, 00076 Aalto, Finland
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E-mail	ahti.salo@aalto.fi

2. Date and place of birth

Born on	21 June 1962, Lempäälä, Finland
Citizenship	Finnish
Current residence	Helsinki

3. Education and degrees awarded

Dec 1992	Doctor of Science in Technology, Helsinki University of Technology (TKK) Major subject in systems and operations research, minor in mathematics
Mar 1990	Licentiate of Science in Technology, TKK Major in systems and operations research, minor in mathematics
Oct 1987	Master of Science in Technology, TKK Major in systems and operations research, minor in computer science
Dec 1996	Docent, quantitative methods of economics, Helsinki School of Economics and Business Administration
Feb 1999	Docent, systems analysis, TKK

4. Other education and training, qualifications and skills

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5. Linguistic skills

Finnish	Native
English	Excellent
Swedish	Fluent
German	Very good command
French	Good command

6. Current position

Jan 2010 -	Aalto University	Professor in Systems Analysis
	Director of the Systems Analysis Laboratory	Aug 2016 -
	Vice Head of Dept of Mathematics and Systems Analysis	Aug 2011 - Dec 2016
	Vice Dean of School of Science, research and partner relationships	Oct 2014 - Dec 2016

7. Previous work experience

Nov 2000 - Dec 2009	Helsinki University of Technology	Professor in Systems Analysis Tenured 1.11.2005
Aug 1999 - Oct 2000	Helsinki University of Technology	Professor in Applied Mathematics
Jan 1999 - Jul 1999	Helsinki University of Technology	Researcher
Aug 1998 - Dec 1998	Helsinki University of Technology	Acting Professor in Applied Mathematics
Jan 1997 - Jul 1998	VTT Group for Technology Studies	Senior Researcher
Oct 1994 - Jan 1997	Nokia Research Center	Senior Consultant
Oct 1993 - Sep 1994	Universität Mannheim	Alexander von Humboldt- Fellow
Sep 1993	TKK, Systems Analysis Laboratory	Researcher
Jun 1993 - Aug 1993	London Business School	Visiting Researcher

Research visits

Jan 2019 (2 weeks)	University of Vienna	Visiting Professor
Sep - Nov 2018	London Business School	Visiting Professor
Feb - Mar 2018 (2 ½ weeks)	CentraleSupélec, Paris	Visiting Professor
July 2010 (one month)	Ecole Centrale Paris	Visiting Professor
Dec 2010 (3 weeks)	International Institute for Applied Systems Analysis (IIASA)	Visiting Professor
Jan 2010 (3 weeks)	University of Vienna	Visiting Professor
Feb 2009 - Aug 2009	Université Paris-Dauphine	Visiting Professor
Sep 2008 - Jan 2009	London Business School	Visiting Professor

Appointments

Jan 2014 - Dec 2016	Visiting Professor, University of Strathclyde, Glasgow, UK
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8. Funding for research projects (since 2004)

Risk-informed resilience, funded at Aalto University by the Academy of Finland for the Profiling of Finnish Universities, 2025-2030, 657 202 EUR.

Development of risk-informed asset management, Finnish Transport Infrastructure Agency, 2022-2026, 198 234 EUR.

Scenarios for anticipating and managing disruptive technologies, Scientific Advisory Board for Defence, 2021-2022, 141 414 EUR.

Development of inference methodologies in the research programme Data-Driven Society, funded at Aalto University by the Academy of Finland for the Profiling of Finnish Universities, 2019-2023, 256 000 EUR.

Systematic scenario methods for the assessment of overall safety, the Finnish Research Programme on Nuclear Waste Management KYT2018, 2019-2020, 142 800 EUR (of which 89 100 EUR external funding and 53 700 EUR Aalto University funding).

Adversarial risk analysis in the assessment of weapons systems, Scientific Advisory Board for Defence, 2017-2019, 187 134 EUR.

Platform Value Now: Value capturing in the fast emerging platform ecosystems, the Strategic Research Council of the Academy of Finland, 2015-2020, 5 542 668 EUR.

Systematization of methodologies for safety justification, the Finnish Research Programme on Nuclear Waste Management KYT2018, 2015-2018, 259 000 EUR (of which 137 000 EUR external funding and 122 000 EUR Aalto University funding).

Probabilistic risk assessment method development and applications, the Finnish Research Programme on Nuclear Power Plant Safety SAFIR2018, 2015-2018, 39 000 EUR (of which 27 500 kEUR external funding and 11 500 EUR Aalto University funding).

Sustainable transitions of European energy markets (STEEM), Aalto Energy Efficiency Research Programme, 2013-2017, 186 800 EUR.

Universities, funding systems, and the renewal of the industrial knowledge base, Tekes, 2012-2014, 77 683 EUR (Aalto-subproject in the consortium consisting of ETLA (co-ordinator), University of Helsinki, and VTT).

Improving the reliability of complex systems, Scientific Advisory Board for Defense, 2012-2013, 130 000 EUR.

Pre-study of current and prospective procurement approaches, Nokia Corporation, 2010-2011, 20 000 EUR.

Development of probabilistic risk assessment and its applications (PRADA), the Finnish Research Programme on Nuclear Power Plant Safety SAFIR2014, 133 200 EUR (of which 70 % external funding and 30% and Aalto University funding).

Uncertainties and risk taking in research and innovation policy, Helsinki Institute of Science and Technology Studies, 2010-2011, 23 000 EUR.

Cost-effectiveness analysis of naval weapons systems, Headquarters of the Finnish Navy, 2010, 30 000 EUR.

Multi-criteria cost-effectiveness analysis of weapons systems, National Defence University, 2010, 80 000 EUR.

Collaborative priority-setting for innovation activities in Eastern Finland, ESR funding co-ordinated by Savonia University of Applied Sciences, 2009-2010, 50 000 EUR.

Foresight and innovation processes in dynamic value networks, Finnish Funding Agency for Technology and Innovation (Tekes), 2008-2010, total funding 299 641 EUR (of which 189 641 EUR for TKK).

Decision models for foresight processes and portfolio optimization, Academy of Finland, 2008-2009, 125 833 EUR.

Decision models for the formation of forest stands, UPM Kymmene, 2008-2009, 26 600 EUR.

Competition and the productivity of university research groups, Ministry of Education, 2008-2009, 136 000 EUR.

Portfolio modelling and optimization for standardization activities, Nokia Corporation, 2008, 25 000 EUR.

Decision analysis in project portfolio optimization, Academy of Finland, 2007-2010, 128 400 EUR.

Prioritization of themes for wood product research, Finnish Forest Industries Federation, 2008, 5 000 EUR.

Portfolio modelling in the identification of regional innovation opportunities (Ylä-Savo), 2007, 20 492 EUR.

Portfolio modelling in the analysis of weapons systems, Scientific Advisory Board for Defense, 2007-2009,

Robust portfolio modelling in the development of bridge repair programs, Pöyry Plc, 2007, 15 000 EUR.

Processes of multi-scale energy policy, Helsinki Institute of Science and Technology Studies, 2007-2009, 22 222 EUR.

Foresight process for the development of a research agenda for packaging industries, Association of Packaging Technology and Research, 2006, 5 000 EUR.

Robust portfolio modelling in innovation management, Finnish Funding Agency for Technology and Innovation (Tekes) and several firms, 2005-2007, 452 500 EUR (of which 210 000 EUR for Salo's research group).

Portfolio optimization in road asset management, Finnish Road Administration, 2005, 16 000 EUR.

FinnSight 2015, the joint foresight exercise of the Academy of Finland and Tekes, 2005-2006, 56 500 EUR.

Internet-based repository for innovation ideas, Ministry of Trade and Industry, 2005, 12 500 EUR.

Development of the strategic research agenda for the forest-based sector technology platform, Finnish Forest Industries Federation, 2005, 5 000 EUR.

Multicriteria analysis for the selection of forest reserves offered for reservation, Ministry of Agriculture and Forestry, 2005, 50 000 EUR.

Collaborative shaping of research agendas in WoodWisdom-Net, Academy of Finland, 2005, 28 000 EUR.

Multicriteria portfolio optimization in forest reserve selection, Ministry of Agriculture, 2004, 10 000 EUR.

Multidimensional weak signals in foresight activities, Ministry of Trade and Industry, 2004, 25 000 EUR.

Prospective evaluation of ClimTech, the national programme on technology development and climate change, Tekes, 2003, 3 000 EUR.

Development of priorities for a Scandinavian research programme for forestry and forest industries, Silicon Fibers Oy, 2002-2003, 14 506 EUR.

Multi-criteria methods in project portfolio analysis, Tekes, 2003-2005, 199 272 EUR.

Decision models for technology foresight and technology assessment, Academy of Finland, 2002-2005, 720 000 FIM.

Computer-assisted foresight and evaluation processes, Tekes, 2002-2004, 175 300 EUR.

9. Merits in teaching and pedagogical competence

Developer and responsible teacher of graduate level courses at Helsinki University of Technology ('99-'09) and Aalto University ('10-) on decision analysis (~80 students per year), risk analysis (~80), investment science (~70) and seminar on case studies in operations research (~20).

Supervisor of

214 Master's Theses

82 Bachelor's Theses

11 Licentiate's Theses

at Helsinki University of Technology ('09) and Aalto University ('10-).

Supervisor of **28 completed Doctoral Dissertations** in systems and operations research (instructor unless otherwise indicated; positions refer to the situation in August 2025).

1. Jukka-Pekka Salmenkaita '04, Senior Solution Consultant, Elisa
2. Janne Gustafsson '05, Portfolio Manager, Ilmarinen Mutual Pension Company
3. Simo Makkonen '05, Chairman of the Board of Directors, MeeDoc
4. Totti Könnölä '06, Managing Director, Insight Foresight Institute (IFI); Professor,
5. Kari Alanne '07, Senior University Lecturer, Aalto University School of Engineering
6. Toni Jarimo '08, Senior Development Manager, Kesko
7. Juuso Liesiö '08, Associate Professor, Aalto University School of Business
8. Janne Kettunen '09, Associate Professor, George Washington University
9. Ville Brummer '10, Director of Peace Mediation, Cabinet of the President of the Republic of Finland
10. Kimmo Soramäki '12, Founder and Director, Financial Network Analytics
11. Antti Punkka '13, Head of Data and Analytics, SOK Group
12. Tommi Ekholm '13, Research Professor, Finnish Meteorological Institute
(instructed by Prof. Ilkka Savolainen)
13. Anssi Käki '14, Vice-President of Pulp Supply Chain and Tools&Processes, UPM
14. Eeva Vilkkumaa '14, Assistant Professor, Aalto University School of Business
15. Anna Repo '15, Researcher, the Finnish Environment Institute (instructed by Prof. Jari Liski)
16. Mikko Dufva '16, Leading Specialist, The Finnish Innovation Fund Sitra (instructed by Dr. Tony Ahlqvist)
17. Jussi Kangaspunta '16, Entrepreneur, Halki Poikki Pinoon Oy
18. Antti Toppila '16, Chief Analyst, Danske Bank
19. Pekka Mild '17, Senior Manager, Advanced Analytics, Caverion Oyj
20. Tero Tyrväinen '17, Researcher, VTT
21. Yrjänä Hynninen '18, Head of Knowledge Management, Western Uusimaa Wellbeing Services County
22. Vilma Virasjoki '19, Specialist, Fingrid Oyj
23. Alessandro Mancuso '20, Service Operations Planning Manager, KONE
24. Juho Andelmin, '21, Postdoctoral Researcher, Aalto University
25. Edoardo Tosoni, '21, Risk Management Analyst, Fortum
26. Jussi Lindgren, '21, Special Adviser (Economic Policy) to the Minister of Finance
27. Juho Roponen, '23, Postdoctoral Researcher, University of Jyväskylä
28. Tuomas Rintamäki, '25, Software Engineer, NVIDIA, USA

Director of the *Doctoral Education Network in Systems Analysis, Decision Making and Risk Management*, 2016-.

Invited lecturer at the *International MCDM Summer School*, Taiwan, July 2006 and Paris, June 2010.

10. Awards, prizes and honours

Honorary President of the *Finnish Operations Research Society*, 2023-.

Recipient of the **2022 Frank P. Ramsey Medal**, awarded by the Decision Analysis Society of the Institute for Operations Research and the Management Sciences (INFORMS) for distinguished contributions in decision analysis.

Recipient of the **2019 MCDM Edgeworth-Pareto Award**, the highest distinction that the *International Society on Multiple Criteria Decision Making* bestows upon a researcher or practitioner of MCDM who has demonstrated a high level of creativity in developing novel areas of application of MCDM and associated methodology, markedly influencing the form of MCDM practice.

Espoo Ambassador 2018, awarded by the city of Espoo in recognition for international research efforts at the top of the field in Finland, activity in scientific associations and organization of significant international conferences.

Winner (with Profs. Jeffrey M. Keisler and Alec Morton) of the **2013 Publication Award** of the INFORMS Decision Analysis Society, in recognition of the book A. Salo, J. M. Keisler and A. Morton (eds.) *Portfolio Decision Analysis*:

Improved Methods for Resource Allocation, Springer International Series in Operations Research & Management Science, Vol. 162, Springer, New York, 2011.

Finalist in the competition for the **2007 Practice Award of the INFORMS Decision Analysis Society**, based on the case study “Integrated Multi-Criteria Budgeting for Maintenance and Rehabilitation Policies at the Finnish Road Administration”, presented with Pekka Mild.

Co-author of the paper “Contingent Portfolio Programming for the Management of Risky Projects” (published in *Operations Research* 53/6 (2005) 946-956) for which Janne Gustafsson won the **2005 Best Student Paper Award** of the INFORMS Decision Analysis Society.

11. Other academic merits

Evaluation of candidates for academic positions

Evaluator of the qualifications of Dr. Kari Liuhto for appointment as Professor of intelligence studies, University of Turku, 2024.

Evaluator of the qualifications of Dr. Kari Laitinen for appointment as Docent in the field of intelligence and security studies, National Defence University, Finland, 2024.

Evaluator of the qualifications of Dr. Marko Höyhty for appointment as Associate Professor in the field of technology adaptation, National Defence University, Finland, 2024.

Evaluator of candidates for appointment as Professor of intelligence studies, University of Turku, 2023.

Evaluator of candidates for appointment as Assistant/Associate Professor of business analytics and dynamic simulation modelling, LUT University, 2023.

Evaluator of the qualifications of Dr. Jari Kaivo-oja for appointment as Docent in the fields of technology foresight, and business intelligence & knowledge management, University of Vaasa, 2023.

Evaluator of the qualifications of Dr. Inari Helle for appointment as Docent in environmental risk analysis, University of Helsinki, 2022.

Evaluator of the qualifications of Dr. Jeffrey Pittaway for appointment as Associate Professor (Teaching), University College of London, 2022.

Evaluator of the qualifications of Dr. Erin Baker for appointment as Distinguished Professor, University of Massachusetts Amherst, 2022.

Evaluator of the qualifications of Dr. Özlem Karsu for appointment as Associate Professor, Bilkent University, Turkey, 2021.

Evaluator of the qualifications of Dr. Jose Ramirez-Marquez for appointment as Full Professor, Stevens Institute, USA, 2021.

Evaluator of the qualifications of Dr. Annukka Lehtikoinen for appointment as Docent in environmental risk analysis, University of Helsinki, 2020.

Evaluator of the qualifications of Dr. Eric Bickel for appointment as Full Professor, University of Texas at Austin, 2019.

Evaluator of candidates for appointment as Research Director in futures research, University of Turku, 2018.

Evaluator of candidates for appointment as Assistant/Associate/Full Professor in business administration, primarily data analysis, Åbo Akademi University, 2017.

Evaluator of candidates for appointment as Associate Professor in data analytics, University of Jyväskylä, 2017.

Evaluator of the qualifications of Dr. Jouko Vankka for appointment as Professor in military technology, National Defence University, Finland, 2016.

Evaluator of candidates for appointment as Professor in technology foresight and innovation, Technical University of Denmark (DTU), 2016.

Evaluator of the qualifications of Dr. Kimmo Laakso for appointment Docent in futures studies, with specialization in corporate foresight, University of Turku, 2015.

Evaluator of the qualifications of Dr. Kalle Piirainen for appointment as Docent in production economics, with specialization in innovation management, Lappeenranta University of Technology, 2014.

Evaluator of the qualifications of Dr. Erin Baker for appointment as Full Professor, University Massachusetts Amherst, 2013.

Evaluator of Dr. Aron Larsson for appointment as Docent in data and systems sciences, Stockholm University 2012.

Evaluator of candidates for appointment as Professor in futures studies, University of Turku, 2012.

Evaluator of the qualifications of Dr. Michael Ornetzeder for tenure at the Institute of Technology Assessment (ITA) in Austria, 2012.

Evaluator of candidates for appointment as Senior Lecturer in computer and systems sciences, with specialization in systems analysis, Stockholm University, 2011.

Evaluator of candidates for appointment as Professor in technology foresight and innovation, the Technical University of Denmark (DTU), 2011.

Evaluator of candidates for appointment as Professor in military technology, National Defence University, Finland, 2011.

Evaluator of candidates for appointment as Senior Lecturer in computer and systems sciences, with specialization in systems analysis, especially mathematical and statistical modelling within the energy sector, Stockholm University, 2011.

Evaluator of Dr. Aron Larsson for appointment as Associate Senior Lecturer in computer and systems sciences, with a specialization in computer-aided decision support in society, Stockholm University 2010.

Evaluator of the achievements of Dr. Afzal Siddiqui for promotion to Senior Lecturer at the University College of London (UCL), 2010.

Evaluator of candidates for appointment as Senior Lecturer in computer and systems sciences, with specialization in systems analysis, Stockholm University, 2010.

Evaluator of candidates for appointment as Professor in business mathematics, Vaasa University, 2008.

Evaluator of candidates for appointment as Senior Lecturer in computer and systems science with specialization in system analysis, Stockholm University, 2008.

Evaluator of candidates for appointment as Assistant Senior Lecturer in systems analysis at Royal Institute of Technology, Stockholm, 2007.

Evaluator of the qualifications of PhD Richard Langlais for acting as Professor in environmental protection, Helsinki University of Technology, 2006.

Evaluator of the qualifications of PhD Henrik Bruun for acting as Professor in environmental protection technology, Helsinki University of Technology, 2005.

Examination of Doctoral Theses

External examiner in the defence of the Doctoral Dissertation of Elmira Mohammadhosseini Fadafan (University of Vienna, 2024).

External rapporteur in the examination of the Doctoral Dissertation of Ali Tlili (CentraleSupélec, France, 2022).

External examiner in the defence of the Doctoral Dissertation of Rio Naveiro Flores (Universidad Complutense de Madrid & Universidad Politécnica de Madrid, 2020).

External examiner in the defence of the Doctoral Dissertation of Olle Stenius (Lund University, 2016).

External rapporteur and chairman of the jury in the examination of the Doctoral Dissertation of Tairan Wang (CentraleSupélec, France, 2015).

Preliminary examiner in the Doctoral Dissertation of Abolfazl Keshvari (Aalto University School of Business, Finland, 2014).

Preliminary examiner in the Doctoral Dissertation of Axel Nyberg (Åbo Akademi University, Finland, 2014).

External rapporteur in the examination of the Doctoral Dissertation of Olivier Cailloux (Ecole Centrale Paris, France, 2012).

External rapporteur in the examination of the Doctoral Dissertation of Jun Zheng (Ecole Centrale Paris, France, 2012).

External examiner of the Doctor of Business Administration (DBA) Thesis of Alex Koh (Manchester Business School, University of Manchester, United Kingdom, 2011).

Examiner of the Doctoral Dissertation of Mart Landsberg (Tallinn University of Technology, Estonia, 2008).

Official opponent in the defence of the Doctoral Dissertation of Jim Idefeldt (Mittuniversitet, 2007).

Preliminary examiner in the Doctoral Dissertation of Kaj-Mikael Björk (Åbo Akademi University, Finland, 2006).

Preliminary examiner (2005) and official opponent (2006) in the Doctoral Dissertation of Raimo Voutilainen (Helsinki School of Economics, Finland).

Official opponent in the defence of the Doctoral Dissertation of Xiaosong Ding (Mittuniversitet, Sweden, 2005).

Official opponent in the defence of the Licentiate Thesis of Jim Johansson (Mithögskolan, Sweden, 2004).

Evaluation and project management responsibilities

Member of the jury of the *EURO Gold Medal of the Association of European Operational Research Societies* (EURO), 2024 (the medal is the highest distinction within operations research in Europe).

Chairman of the jury of the *EURO Doctoral Dissertation Award (EDDA) of the Association of European Operational Research Societies* (EURO), 2016. Member of the jury in 2010, 2012, 2013 and 2015 (the award is

given to recognize the best Dissertation in the field of operations research defended in the members countries of EURO).

Evaluator of the Advanced Systems Analysis research programme of the *International Institute for Applied Systems Analysis* (IIASA), 2015.

Evaluator of proposals for *Exploratory Workshops* of the *European Science Foundation* (ESF), 2013.

Member of the Evaluation Panel of the *Laboratoire d'Analyse et Modélisation de Systèmes pour l'Aide à la Decision* (LAMSADE), a joint laboratory of Université Paris Dauphine and the Centre National de la Recherche Scientifique (CNRS), 2012.

Member of the Evaluation Panel of the *Finnish Metals and Engineering Competence Cluster* (FIMECC), 2012.

Member of the International Evaluation Panel of the *Helmholtz-Programme on Technology, Society and Innovation*, 2009.

Project manager of *FinnSight 2015*, the joint national foresight exercise of the Academy of Finland and the Finnish Funding Agency for Technology and Innovation (Tekes), 2005-06.

Chairman of the International Evaluation Panel of the German technology foresight exercise *Futur*, 2004-2005.

Invited presenter on foresight methodologies at the brainstorming workshop *Shaping the European Dimension of Foresight*, organized by EU Directorate-General for Research, March 2005.

Member in the EU COST A22 Action on *European Network for Foresight Methodologies*, 2004-2007.

Reviewer of technology assessment and foresight projects in the EU-funded STRATA-research programme on *Strategic Analysis of Specific Science and Technology Policy Issues*, 2002.

Reviewer of results from the *European Science and Technology Observatory* project on the monitoring of technological forecasting, technology assessment, technology foresight activities in the European Union, 2001.

Editorial responsibilities

Associate Editor of *Decision Sciences*, a journal of the Decision Sciences Institute; responsibilities in the area of analytical studies (2020-).

Founding Editor-in-Chief of *EURO Journal on Decision Processes*, a journal established in 2011 by the Association of European Operational Research Societies (EURO). EIC for five years until August 2016, thereafter one of the nine Editors of the journal.

Associate Editor of the journal *Decision Analysis* (2007-2010), established by the INFORMS Decision Analysis Society in 2004; member of the Editorial Board (2011-).

Member of the Editorial Boards of *Decision Analysis* (2011-), *International Journal of Information Technology and Decision Making* (2002-), *International Journal of Foresight and Innovation Policy* (2004-), *Intelligent Decision Technologies* (2007-), *The Open Operational Research Journal* (2007-2014), *IEEE Transactions on Engineering Management* (2010-2015).

Regular referee for a large range of international journals in decision analysis, decision support systems, foresight methodologies, innovation management (incl. *Management Science*, *Operations Research*, *European Journal of Operational Research*, *Research Policy*, *Risk Analysis*, *IEEE Transactions on Technology Management*, *Journal of the Operational Research Society*, *Technological Forecasting and Social Change*, *Journal of Forecasting*, *International Journal of Forecasting*, *Journal of Multi-Criteria Decision Analysis*, *Decision Sciences*, *International Journal of Technology Management*, *Group Decision and Negotiation*).

Service duties at Aalto University

Member of the Aalto University Academic Affairs Committee, 2018-2021; Vice Member, 2014-17, 2022-.

Member of the Academic Committee for Science, 2010-21; Vice-Chairman, 2014-2021; Vice Member, 2022-.

Vice Chairman as the representative of Aalto University School of Science on the Tenured Professor's Council, 2014-2015.

Vice Head of the Degree Programme on Engineering Physics and Mathematics, 2010-2014.

Vice Member of the Doctoral Programme Committee of Aalto University School of Science, 2011-2016.

Vice Head of the Degree Programme on Mathematics and Operations Research, 2022-.

Memberships in programme and organizing committees of scientific conferences, keynote presentations

Member of the Program Committee the 8th *International Conference on Algorithmic Decision Theory* (ADT 2024), October 2024, New Jersey, USA. <https://preflib.github.io/adt2024/index>

General Chair and Member of the Scientific Committee of the 2024 *INFORMS Advances in Decision Analysis Conference* (ADA 2024), July 2024, Espoo, Finland. <http://ada2024.aalto.fi>

Member of the International Advisory Committee the *CM3 Transport 2023 Conference on New Greener and Digital Modern Transport – its Challenges in Design Methods, Tools and Technologies*, May 2023, Jyväskylä, Finland. <http://jyu.fi/it/cm3>

Invited plenary speaker and IFORS Distinguished Lecturer at the *13th Triennial International Conference of the Association of Asia Pacific Operational Research Societies (APORS 2022)*, November 2020, Quezon City, Manila, the Philippines. <http://apors.org/13th-triennial-international-conference-of-the-association-of-asia-pacific-operational-research-societies-apors/>

Member of the Programme Committee of *DA2PL 2022: From Multiple Criteria Decision Aid to Preference Learning*, November 2022, Compiègne, France.

Member of the Local Organizing Committee of the *32nd EURO Conference of the Association of European Operational Research Societies (EURO2022)*, July 2022, Espoo, Finland. <https://euro2022espoo.com>

General Chair of the *29th Annual Conference of the Society for Risk Analysis - Europe (SRA-E2020)*, June 2021, Espoo, Finland. <http://srae2021.aalto.fi>

Member of the Programme Committee of the *7th International Conference on Algorithmic Decision Theory (ADT2021)*, October 2021, Toulouse, France. <https://www.irit.fr/ADT2021/>

Invited plenary speaker at the *30th European Safety and Reliability Conference and the 15th Probabilistic Safety Assessment and Management Conference (ESREL30 PSAM15)*, November 2020, Venice, Italy. <https://www.esrel2020-psam15.org/>

Invited keynote speaker at the scientific conference *Preparing for the Future: Analyzing and Identifying Responses to Societal Challenges Using Scenarios and Other Tools for Future Scanning*, organized by the strategic research programmes and programme directors of the Strategic research Council of the Academy of Finland, October 2020 (on-line). <https://www.aka.fi/en/strategic-research/strategic-research/for-knowledge-users/events/scientific-conference-organized-by-strategic-research-programmes/>

Member of the Programme Committee of *DA2PL 2020: From Multiple Criteria Decision Aid to Preference Learning*, November 2020, Trento, Italy.

Chair of the Local Organizing Committee of the *Society for Risk Analysis (SRA) Nordic Chapter Conference*, November 2017, Espoo, Finland. <https://blogs.aalto.fi/risk2017/keynotes/>

Chair of the Local Organizing Committee of the Conference *Building Expertise for Innovation*, held in collaboration with the COST IS1304 Action Expert Judgement Network and the two projects *Platform Value Now* and *Digital Disruption in Industry* of the Strategic Research Council of the Academy of Finland, April 2017, Espoo, Finland. <http://platformvaluenow.org/innoconference/keynotes/>

Member of the Technical Programme Committee of the *International Topical Meeting on Probabilistic Safety Assessment and Analysis (PSA 2017)*, September 2017, Pittsburgh, USA.

Member of the Programme Committee of the *21st Conference of the International Federation of Operational Research Societies (IFORS 2017)*, July 2017, Quebec, Canada.

Member of the Academic Committee of the Thematic Conference on *Computation and Big Data in Transport* of the *European Community on Computational Methods in Applied Sciences (ECCOMAS CM3-2017)*, November 2017, Brussels, Belgium.

Member of the Programme Committee of the *27th EURO Conference of the Association of the European Operational Research Societies (EURO XVII)*, July 2015, Glasgow, UK.

Member of the Programme Committee of the *4th International Conference on Operations Research and Enterprise Systems (ICORES 2015)*, January 2015, Lisbon, Portugal.

Member of the Programme Committee of the *3rd International Conference on Operations Research and Enterprise Systems (ICORES 2014)*, March 2014, Angers, France.

Member of the Local Organizing Committee of the *11th International Probabilistic Safety Assessment and Management Conference* and the *Annual European Safety and Reliability Conference (PSAM 2012 & ESREL 11)*, June 2012, Helsinki, Finland.

Member of the Programme Committee of *Group Decision & Negotiation 2012 (GDN 2012)*, May 2012, Recife, Brazil.

Member of the International Committee of the *2012 International Conference on e-Commerce, e-Administration, e-Society, e-Education, and e-Technology*, March 2012, Hong Kong, China.

Member of the Conference Committee of the *4th International Seville Conference on Future-Oriented Technology Analysis (FTA)*, May 2011, Sevilla, Spain.

Member of the Programme Committee of *Group Decision & Negotiation 2011 (GDN 2011)*, June 2011, Amman, Jordan.

Chairman of the Programme Committee of the *Aalto Event on Science and Technology in Society*, August 2011, Helsinki, Finland.

Member of the International Program Committee of the *2nd KES International Symposium on Intelligent Decision Technologies* (IDT 2010), July 2010, Baltimore, USA.

Member of the International Scientific Programme Committee of the *2nd International Conference on Applied Operational Research* (ICAOR 2010), August 2010, Turku, Finland.

Member of the Program Committee of *Group Decision & Negotiation 2010* (GDN 2010), July 2010, Delft, the Netherlands.

Member of the Programme Committee of the *1st International Conference on Algorithmic Decision Theory* (ADT 2009), October 2009, Venice, Italy.

Member of the Scientific Committee of the *4th European Conference on Technology Management* (EuroMOT 2009), September 2009, Glasgow, UK.

Member of the International Program Committee of *Intelligent Decision Technologies* (IDT 2009), April 2009, Himeji, Japan.

Member of the International Committee of the *2010 International Conference on e-Commerce, e-Administration, e-Society, and e-Education* (e-CASE 2010), January 2010, Macau.

Member of the International Committee of the *2009 International Conference on e-Commerce, e-Administration, e-Society, and e-Education* (e-CASE 2009), January 2009, Singapore.

INFORMS Decision Analysis Society sub-stream co-organizer in collaboration with Prof. Don N. Kleinmuntz at the *18th Triennial Conference of the International Federation of Operational Research Societies* (IFORS), July 2008, Johannesburg, South Africa.

Vice-President of the Organization Committee of the *67th meeting of the European Working Group Multiple Criteria Decision Aiding*, April 2008, Rovaniemi, Finland.

Invited opening plenary speaker at the *15th Mini-EURO Conference Managing Uncertainty in Decision Support Modelling*, September 2004, Coimbra, Portugal.

Member of the Scientific Committee and Technological Futures Analysis Methods Working Group for the *EU-US Scientific Seminar on New Technology Foresight, Forecasting & Assessment Methods*, May 2004, Seville, Spain.

Memberships in expert groups

Member of the *Science Advisory Committee* (2023) and *Science Advice and Review Board* (2024-2025) of the *International Institute for Applied Systems Analysis* (IIASA), Vienna, 2023-2026.

Member of the *Government Foresight Group* (Ennakointiluotsi), appointed by the Prime Minister's Office of Finland, 2015-2019, 2020-2023, 2023-2027.

Member of the *COVID-19 Scientific Panel*, appointed by the Prime Minister's Office of Finland to provide evidence-based support for assessing and anticipating the effects of the COVID-19, 22 April - 31 May 2020.

Member of the Finnish Working Committee for the *International Institute for Applied Systems Analysis* (IIASA), 2018-2020, 2021-2023.

Member (Sep 2018 – 2022, 2023-2025) and Vice-Member (Jan 2017 - Aug 2018) of the Board of the *Finland Futures Academy*.

Member of the Scientific Expert Group, the *Finnish Work Environment Fund* (Työsuojelurahasto), 2017-2020.

Member of the expert group *Strategic Foresight for Research & Innovation Policy in Horizon 2020*, appointed by the Directorate-General for Research & Innovation of the European Commission, 2015-2016.

Chairman of the systems analysis section of the *Scientific Advisory Board for Defence* (MATINE, maanpuolustuksen tieteellinen neuvottelukunta in Finnish), 2013-2015; Vice-Chairman of the section in 2008-2012, member 2002-.

Member of the Steering Group the *Future Earth Finland – National Committee for Global Change Research*, 2014-2016.

Member of the panel on mathematics and statistics in the *Publication Forum of the Federation of Finnish Learned Societies*, 2014-2016.

Member of the Reference Group on severe accidents and risk analysis in the *Finnish Research Programme on Nuclear Power Plant Safety* (SAFIR2018), 2015-2018.

Management Committee Member of the *COST Action IS1304 on Expert Judgment Network: Bridging The Gap Between Scientific Uncertainty and Evidence-Based Decision Making*, 2013-2017.

Management Committee Substitute Member of the *COST Action TD1207 on Mathematical Optimization in the Decision Support Systems for Efficient and Robust Energy Networks*, 2013-2017.

President of the *Finnish Operations Research Society* (FORS), 1999-2000 and 2010-2011.

Vice-President of FORS 2007-2009, member/vice-member of the Board 1999-.

Member of the Reference Group on probabilistic risk analysis in the *Finnish Research Programme on Nuclear Power Plant Safety* (SAFIR2014), 2011-2014.

European and Middle East regional representative in the *International Activities Committee of INFORMS* (The Institute for Operations Research and the Management Sciences), 2010-2011.

Member of the International Advisory Board of the *Helmholtz-Programme on Technology, Innovation, and Society* (TIS), 2010-2016.

Member of the Management Committee of the *French-Finnish Association for Scientific Research and Technology* (Association Franco-Finlandaise pour la Recherche Scientifique et Technique, AFFRST), 2011-2015.
Vice-member of the Management Committee, 2008-2010.

Management Committee Member of the *COST Action IC0602 on Algorithmic Decision Theory*, 2008-2011.

Member of the Steering Group of the *Graduate School on Systems Analysis, Decision Making and Risk Management*, 2001-2013.

Member of the Steering Group of *Helsinki Institute of Science and Technology Studies* (HIST), 2004-2009.
Vice-President 2008-2009.

Member of the Advisory Board of *VTT Technology Studies*, 2002-2005.

Member of the *High Level Expert Group on Technology Foresight*, appointed by the Directorate-General for Research of the European Commission, 2000-2001.

Member of the Scientific Advisory Group of the *Technological Scenarios Programme* at the Systems Analysis Department, RISOE Research Institute, Roskilde, Denmark, 2001-2002.

12. Scientific and societal impact of research

Author of more than 180 scientific papers of which more than 100 have been published in refereed international journals, including top journals such as *Management Science*, *Operations Research*, *IEEE Transactions on Power Systems*, *Energy*, and *Decision Sciences*. More than 10 000 Google Scholar citations (April 2025).

Co-author and co-editor of the award-winning book A. Salo, J. Keisler and A. Morton (eds.) *Portfolio Decision Analysis: Improved Methods for Resource Allocation*, Springer International Series in Operations Research & Management Science, Vol. 162, Springer, New York, 2011.

Examples of journal articles include:

- Salo, A., J. Andelmin and F. Oliveira, Decision Programming for Mixed-Integer Multi-Stage Optimization under Uncertainty, *European Journal of Operational Research* 299/2(2022) 550–565
- Roponen, J., A. Salo and D. Rios Insua, Adversarial Risk Analysis under Partial Information, *European Journal of Operational Research* 287/1 (2020) 306-316.
- Mancuso, A., M. Compare, A. Salo and E. Zio, Portfolio Optimization of Safety Measures for the Prevention of Time-Dependent Accident Scenarios, *Reliability Engineering and System Safety* 190 (2019) 106500, 1-9.
- E. Vilkkumaa, J. Liesiö, A. Salo and L. Ilmola-Sheppard, Scenario-based Portfolio Model for Building Robust and Proactive Strategies, *European Journal of Operational Research* 266/1 (2018) 205-220.
- Kettunen, J. and A. Salo, Estimation of Downside Risks in Project Portfolio Selection, *Production and Operations Management* 26/10 (2017) 1839-1853.
- Käki, A., A. Salo and S. Talluri, Disruptions in Supply Networks: A Probabilistic Risk Assessment Approach, *Journal of Business Logistics* 36/3 (2015) 273–287.
- Vilkkumaa, E., A. Salo, J. Liesiö and A. Siddiqui, Fostering Breakthrough Technologies – How Do Optimal Funding Decisions Depend on Evaluation Accuracy? *Technological Forecasting and Social Change* 96 (2015) 173–190.
- Salo, A. and A. Punkka, Ranking Intervals and Dominance Relations for Ratio-based Efficiency Analysis, *Management Science* 57/1 (2011) 200-214.

13. Positions of trust in society and other societal merits

Member of the *Finnish Academy of Science and Letters*, 2017-.

Member of the *Finnish Academy of Technology*, 2003-.

Member of the Board of the *Society of Scientists and Parliament Members* (Tutkijoiden ja kansanedustajien seura, Tutkas), 1999-2019.

14. Decorations

Knight of the First Class of the Order of the White Rose of Finland, 6 December 2024.