

Annual Report **2025**

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About ORCID

ORCID's mission is to enable transparent and trustworthy connections between researchers, their contributions, and their affiliations by providing a unique, persistent identifier for individuals to use as they engage in research, scholarship, and innovation activities.

We do this by providing three interrelated services:



The ORCID iD: a unique, persistent identifier free of charge to researchers



An **ORCID record** connected to the ORCID iD, and



A set of **Application Programming Interfaces (APIs)**, as well as the services and support of communities of practice that enable interoperability between an ORCID record and member organizations so researchers can choose to allow connection of their iD with their affiliations and contributions.



ORCID is a global, not-for-profit organization sustained by fees from [our member organizations](#). We are community-built and governed by a Board of Directors representative of our membership with wide stakeholder representation. ORCID is supported by a dedicated and knowledgeable professional staff.

Find out more..

Our Vision

ORCID's vision is a world where all who participate in research, scholarship, and innovation are uniquely identified and connected to their contributions and affiliations across disciplines, borders, and time.

Our Values

OPEN

Our work is open, transparent, and non-proprietary.

TRUSTED

Privacy and researcher control underscores everything we do.

We strive to be a trusted and persistent component of the identifier-enabled research infrastructure with the goal of providing clarity in the breadth of research contributions and the people who make them.

INCLUSIVE

We take a global view, making decisions collaboratively with our staff, Board, those who support our mission, and the researchers and community that are the purpose of our work.

We engage with a wide range of organizations and people to include broad viewpoints.

We have a diverse team, deployed internationally in our "virtual office."

OPEN

TRUSTED

INCLUSIVE

ORCID's Progress by the Numbers

ORCID's Community Trust Network, our 1,492 member organizations, form a global network of trusted data providers that add validated data to their researchers' records, work together to help us realize our vision where all who participate in research, scholarship, and innovation are uniquely identified and connected to their contributions and affiliations across disciplines, borders, and time.



ORCID helped researchers
sign into a member system

112M
times in 2025

allowing their data to be
seamlessly used in publishing,
funding, and other workflows

10.6M
researchers were
actively engaged with
their ORCID records

ORCID welcomed

125

new members,
including Uganda
and the Arab region

8.9M
**records were
updated**

7,189
**external systems are
actively connected to
the ORCID Registry**

2.3B

items in ORCID records
were reused by external
systems in 2025

ORCID data is read

192

**million times
per month**

by external systems, saving
users time and reducing
administrative burden

23.3M

Items were added

via

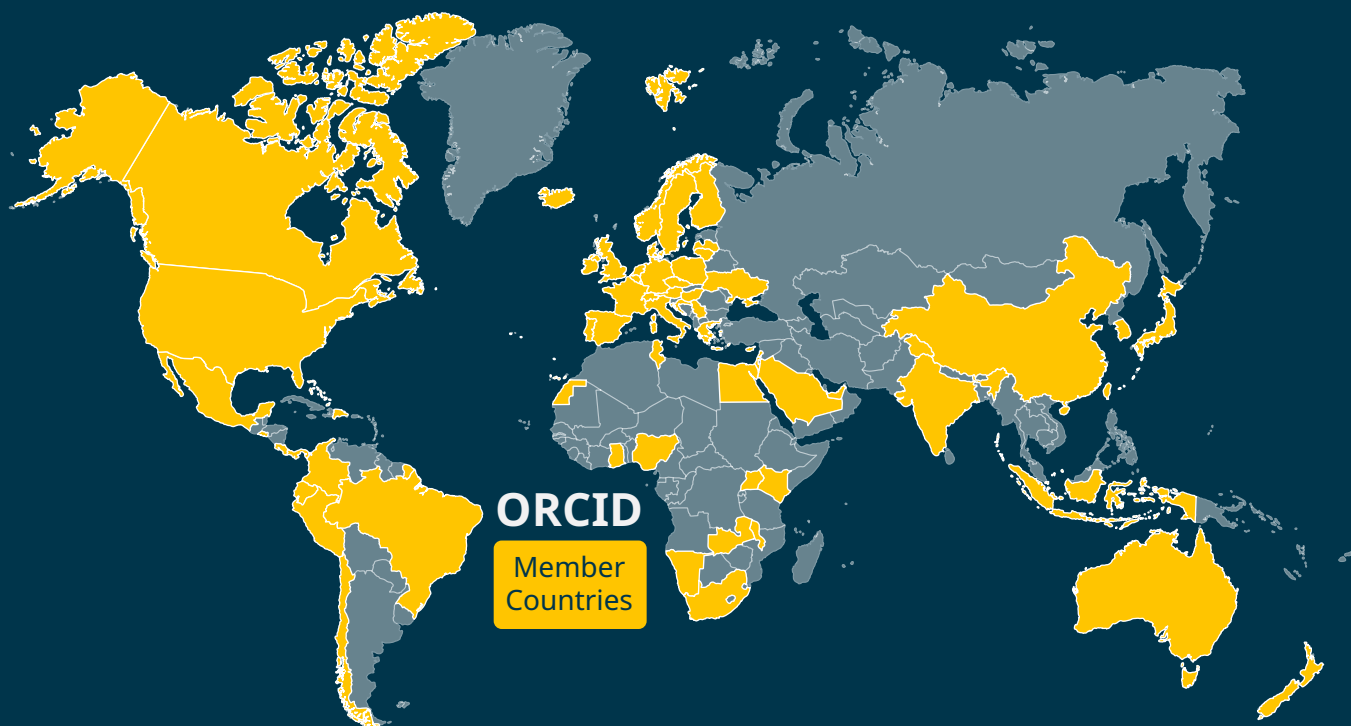
708

integrations

by

856

members



Highlights from 2025

We helped researchers better represent themselves in their records through editorial service, new work types, and featured affiliations.



We recommitted to our values of trustworthiness, persistence, and independence, now and into the future.

We prepared to enter ORCID's next era with the development of our new strategic plan, *ORCID 2030: Advancing the Future of Research.*





Chris Shillum
Executive Director

Message from the Executive Director

As we reached the final year of our current strategic plan, 2025 provided an opportunity to look back at what we've achieved together as the ORCID community over the past four years, to bring many of the initiatives that we've been working on to fruition, and of course to build our strategy for the next four years. So much has changed in that time that it almost feels like the world is a different place: geopolitical lines of cooperation and competition have been redrawn; the capabilities unleashed by the rise of generative AI have shattered assumptions about what can be done with technology; and when combined with some of the more corrosive aspects of social media use, have led to an erosion of trust—in information, in institutions and in systems of governance and authority.

While ORCID can do little to influence these global trends, I believe that we have thus far managed to successfully navigate these stormy waters. I am proud that we have maintained broad participation of the entire global research community, with researchers in every country actively using their ORCID records, while significantly growing our presence in regions where ORCID awareness and use had traditionally been under-represented, and stepping up to our responsibility as part of the solution to the research integrity crisis.

[*From Vision to Value: ORCID's 2022-2025 Strategic Plan*](#), was founded on the conviction that ORCID provides essential value by enabling researchers to effectively gather, link, and reuse information about their contribution to scholarship, all while ensuring they retain full control over the way in which their data is accessed and shared. Our goal has been to actively create the conditions necessary to achieve this, and I am pleased to share the significant progress we made in 2025.

Researchers are, and have always been, the center of all we do, and we remain committed to helping them dedicate more time to discovery by reducing their administrative burden and highlighting their professional achievements. Over the past four years, our work has focused on successfully making researchers' data more easily manageable to save them valuable time. In doing so, ORCID has firmly established itself as a critical component of the global research ecosystem.

In 2025 we focused on features which allow researchers to better represent themselves and their work in their ORCID records, with the launch of our Featured Works section, allowing researchers to prominently display their top five career highlights at the very top of their profiles. Additionally, to better serve the Arts and Humanities community, we introduced 13 new work types, including Musical Composition and Design, ensuring that all scholars have the tools to accurately represent the full breadth of their contributions.

One of the ways that we can increase value to our member organizations is by acting as a source of

reliable, validated, trustworthy information about researchers, their affiliations and their contributions. In 2025, we expanded the breadth of our Community Trust Network through improved support for Editorial Service for publishers. This makes it easier for publishers to directly add validated journal editor service data to ORCID records, establishing authoritative Trust Markers that are vital for distinguishing credible journals and combating predatory practices. Furthermore, we substantially expanded our Certified Service Provider (CSP) program, certifying 20 widely-used systems against our community-developed integration best practices. This expansion makes it easier for our member organizations to both contribute and consume high-quality data in ORCID records by reducing barriers to adoption and implementation. We also collaborated with the MoreBrains cooperative to publish a white paper exploring ORCID's unique function as a central "hub" connecting diverse identifier systems, thus making the scholarly infrastructure more robust and interconnected.

In 2025, ORCID continued our commitment to global inclusivity, welcoming 125 new organizations to our membership and ensuring equitable growth across all regions. A significant achievement was the launch of two new consortia in Africa: the Nigerian Consortium (national) and the ASREN consortium (regional, covering the Arab states and North Africa). Both initiatives gained traction with the support of grants from our Global Participation Fund and represent great opportunities to accelerate Open Science and increase the visibility of researchers in historically under-represented geographic areas.

Digital threats within the research environment continue to evolve, and so do ORCID's digital defenses. Launched in 2024, our 30-month cybersecurity program is well underway, with the roll out of mandatory staff security awareness training, bolstering of our capabilities to detect and defend against attacks, and real-time reporting on our infrastructure's resilience.

With all we have accomplished over the past year, and indeed the past four years, our dedicated team remains our greatest asset. To support our distributed team of 42 staff working across 14 countries, we launched a formal sabbatical program, providing long-tenured employees with the opportunity to take an extended, recuperative break from work. We also implemented a more structured, transparent process for performance management and peer recognition. As is our custom, our team gathered for an annual retreat, this year in County Wicklow, Ireland, where we focused on peer learning in areas like AI and cross-team collaboration as we planned for our next strategic era.

I am proud of everything our team has accomplished to bring us to a successful end of this strategic cycle. As we move towards the era of our new strategic plan, [*ORCID 2030: Advancing the Future of Research*](#), I am pleased to share that ORCID is in its strongest financial position ever, further strengthening our long-term reserve fund. This stability allows us to continue innovating and sustaining the scholarly record for years to come.

Thank you for being an integral part of this journey to make research more connected, transparent, and trustworthy.



Heath Marks

ORCID Board Chair

Message from the ORCID Board Chair

As I begin my term as Chair of the ORCID Board at the start of 2026, I would like to thank my predecessor Lisa Janicke-Hinchliffe (Board Chair 2023–25). Lisa's exceptional leadership has been a driving force in ensuring ORCID remains of high value to our members and the broader global community. The Board's role remains to serve as the voice and represent the diverse interests of the scholarly community and Members while steering ORCID's strategic direction. It is a privilege to continue this work with the Board of Directors in 2026 as we ensure ORCID remains a cornerstone of trust in the scholarly ecosystem.

A major focus for the ORCID Board in 2025 was the development and release of our next multi-year strategic plan ([2026–29](#)) - [ORCID 2030: Advancing the Future of Research](#). A comprehensive engagement process was undertaken throughout the year that reaffirmed our mission and long-term vision of ORCID. This process was intentionally inclusive and was successfully achieved through an iterative process of feedback and input across the ORCID landscape via workshops with

both the ORCID Board and staff. It gathered direct feedback from the Consortia Interest Group (CIG) and researchers via the ORCID Researcher Advisory Council (ORAC). I am pleased to report that the output is a plan that delivers a dynamic roadmap setting out the future of ORCID through collective action. It establishes a clear baseline of where we are, sets a unified direction for our resources, and defines specific metrics.

As we look toward the next four years of our strategy, the Board remains committed to continuing to deliver outcomes. I am excited to be part of a team that collectively is building a future where ORCID is more resilient, more inclusive, and more valuable to every researcher and institution we serve. We see a global scholarly system which is increasingly connected, and one with seamless trusted services that removes silos, opens up access to research knowledge, and helps with great advances.

The accomplishments detailed in this report are a testament to the dedication of our 44 staff across 14 countries and our global community of Members.



Steve Pinchotti
Treasurer

Message from the Treasurer

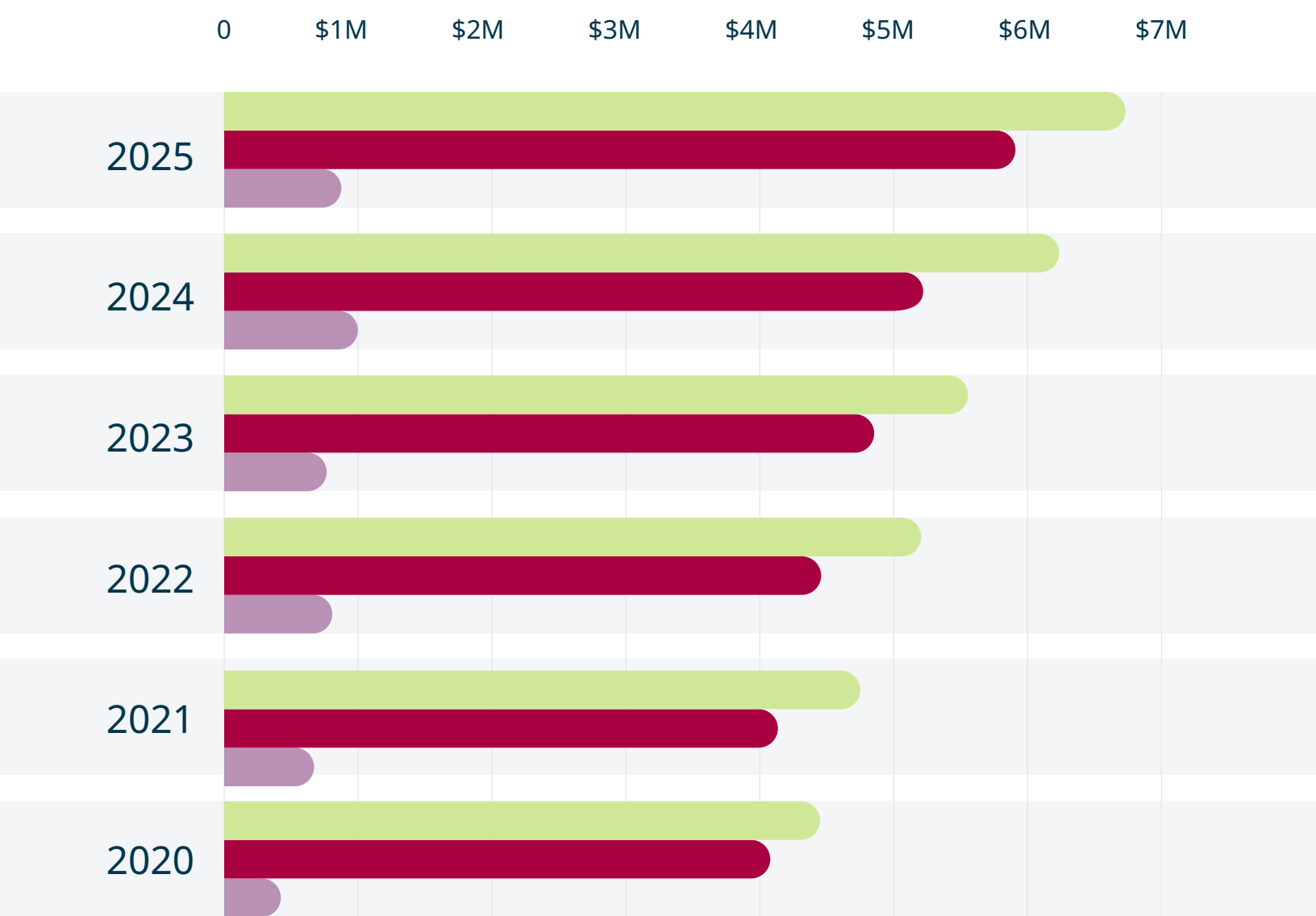
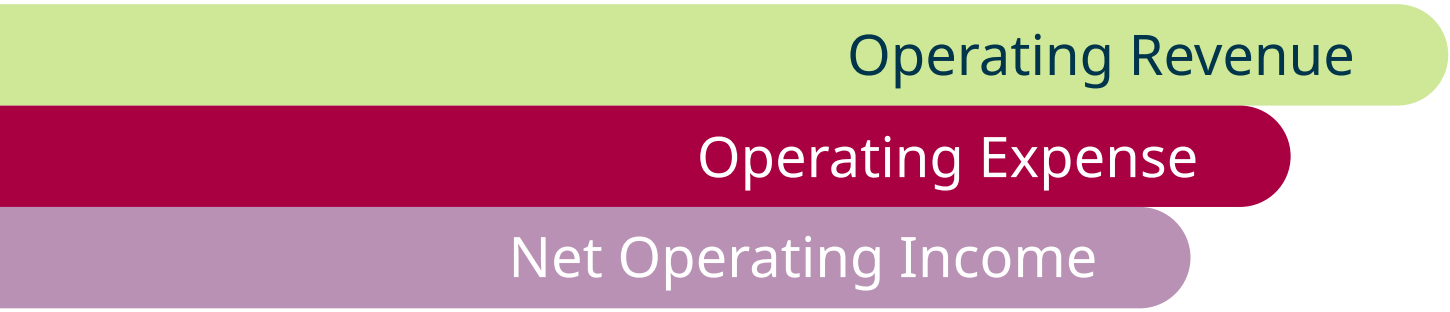
2025 was another successful year for ORCID in many ways; once again we excelled both operationally and financially. We continued to maintain prudent financial stewardship through rigorous planning, budgeting, and performance assessment. As Treasurer, I am pleased to oversee such robust financial performance, which reflects the value we deliver to our members and is demonstrated by continued high retention and steady membership growth.

Consistent member support has generated a reasonable annual surplus every year since 2019. This stability has enabled us to establish appropriate reserves, aligned with external guidelines like the Principles of Open Scholarly Infrastructure (POSI), significantly strengthening our long-term resilience and our ability to advance our mission. At the close of 2025, our reserves grew to US\$5.8M, up from US\$4.8M in 2024 (on a pre-audit basis). Our key measure of financial sustainability, reserves as a percentage of our annual operational expenditure now stands at 84%, comfortably within our target range of 75–100%.

To ensure financial sustainability and prepare for future investments or shocks, we continue to utilize the low-risk investment policy implemented in late 2023. This policy allows us to set aside a portion of our reserves within a prudent and diversified portfolio, enhancing our long-term financial stability and reinforcing our lasting presence. Responsibly managed reserves with risk controls are better positioned to preserve value, meet future Board-directed needs, and offer growth opportunities that further strengthen our resilience.

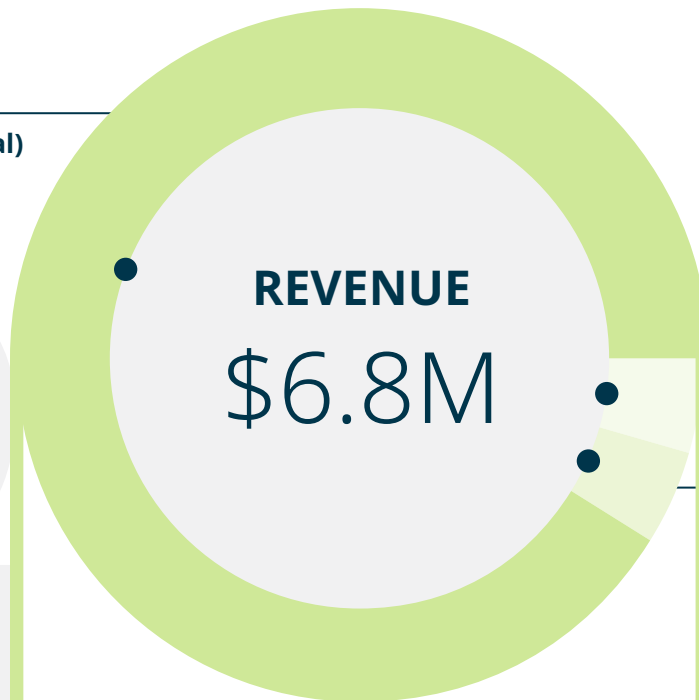
This financial resiliency enables us to reinvest in the capabilities needed to serve our members, which aligns with our strategic theme of Strengthening ORCID's Resiliency. In 2025, we continued to advance our formal 30-month cybersecurity program to better preserve and protect member data and our supporting technologies. This program, while increasing operating costs, is critically important in the current cyber risk environment and prepares us better to meet complex future challenges.

As ORCID expands and becomes increasingly integral to the global scholarly community, it remains essential to continuously enhance and refine our financial processes to sustain our trajectory toward long-term stability. I am fully confident in the capabilities of the ORCID team, the Board of Directors, and our global community of members and stakeholders to successfully advance this mission together.



Amounts are displayed in US dollars.

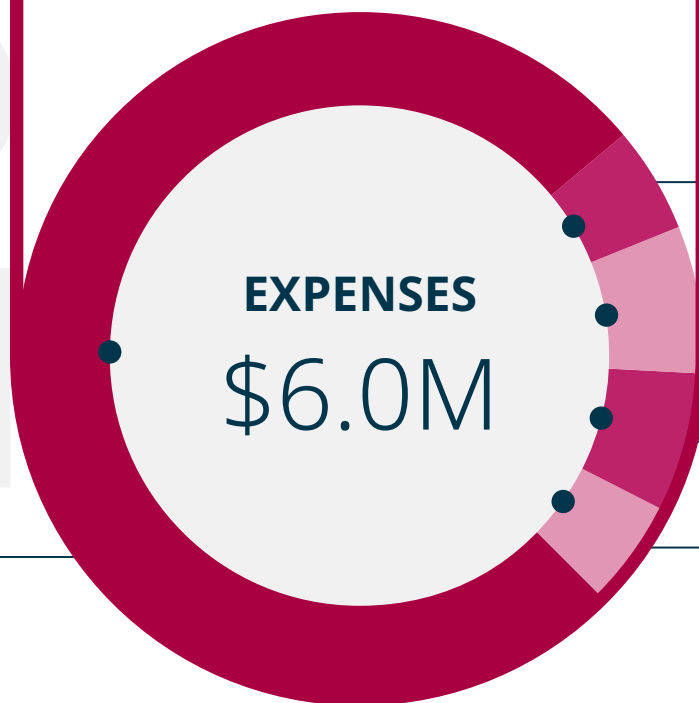
Membership
Revenue (Renewal)
\$6.2M



Investments
\$0.3M

Membership
Revenue (New)
\$0.3M

Staff Costs
\$4.6M



Travel
\$0.3M

Professional
Services
\$0.4M

Hosting
\$0.4M

Operations
\$0.3M

Pre-audit

ORCID 2025

Strengthening the Scholarly Record

The close of 2025 also marks the completion of *From Vision to Value: ORCID's 2022–2025 Strategic Plan*. That strategy was founded on the enduring belief that ORCID delivers essential value to the research community by enabling the collection, connection, and reuse of persistent identifiers and researcher profile data, always under the researcher's control. However, we recognized the need for greater effort to drive adoption and ensure the community fully benefited from participation. This meant finding ways to save researchers time, simplify ORCID record maintenance, and make ORCID data easier and more valuable for reuse.

A key insight from our members highlighted the “chicken and egg” barrier: the full value proposition of ORCID was constrained until there was a critical mass of comprehensive ORCID records and sufficiently integrated systems.

Consequently, the 2022–2025 strategic focus centered on embedding ORCID as an indispensable part of the research experience for both researchers and our member organizations. This strategy was articulated through four initial themes around which we organize this work:

Increasing Value
to Members

Increasing Value to
Researchers

Increasing Global
Participation

Upholding Trust
and Integrity

In 2023, we introduced a fifth, internally focused strategic theme:

Improving Staff
Experience

This strategic phase successfully concluded in 2025, and we are now pleased to share the progress made across these five key themes over the past year. For a comprehensive summary of our progress over the course of the strategic plan, please visit our [blog](#).

Increasing Value to Members

In 2025, ORCID enhanced value for our organizational members by launching key initiatives to strengthen research integrity and streamline adoption. The new “Editorial Service for Publishers” feature allows publishers to credit validated journal editor service directly to their editors’ ORCID records, creating vital Trust Markers for the scholarly record. ORCID also expanded and improved its Certified Service Provider (CSP) program, validating pre-built ORCID integrations in systems like Research Information Management and Manuscript Submission to ensure quality and rapid adoption. Globally, ORCID strengthened its impact via a Memorandum of Cooperation with the Japan Science and Technology Agency (JST) to coordinate PID adoption across Japan and maintained strong community engagement by hosting 28 virtual events with participants from 92 countries, achieving increased live attendance across all our programs.



We delivered increased value to ORCID member organizations

Editorial Service for Publishers: A major initiative for research integrity

In 2025, ORCID launched a new feature to provide a formal mechanism for publishers to acknowledge and credit the invaluable service provided by their journal editors. The core capability of this new service, “Editorial Service for Publishers,” allows publishers to add data about editorial service directly to their editors’ records, which also adds authoritative Trust Markers, significantly enhancing the credibility and completeness of the individual’s ORCID record. This verifiable recognition can aid in career progression, funding application processes, and professional standing.

The implementation of this Editorial Service feature also serves a broader strategic goal: strengthening the overall integrity of scholarly publishing. By adding data about editorial service directly to ORCID records, publishers allow both researchers and institutions to reliably distinguish reputable, peer-reviewed journals from those associated with predatory publishing practices. The presence of these verifiable Editorial Service markers can act as a quality indicator for journals, contributing to a more transparent and trustworthy research landscape. This new service type represents a powerful step forward in ensuring that scholarly contributions are properly recognized and that the community can navigate the publishing environment with greater confidence.

Certified Service Providers enable rapid ORCID adoption across multiple systems

Organizations can often quickly benefit from their ORCID membership by utilizing pre-built integrations within their existing systems. These integrations are available in widely-used open-source scholarly infrastructure platforms and commercial vendor services. To ensure quality and adherence to community standards, ORCID certifies these system integrations through our Certified Service Provider (CSP) program. This certification gives users confidence that the ORCID functionality meets community-driven best practices. Furthermore, it allows service providers to voluntarily demonstrate that they are delivering the ORCID functionality their customers expect and require.

Since its initial launch in 2020, ORCID has made significant improvements to the CSP program. In 2023 we introduced more rigorous, workflow-specific criteria for different types of systems (e.g., Grant Management, Research Information Systems), and in 2024 we started to welcome all vendors and service providers to engage with us and achieve certification for their ORCID integrations. Certification under the CSP program remains free of charge for all who meet the defined criteria. To date, ORCID has certified 20 widely-used systems under the new criteria, including 11 Research Information Management Systems, five Manuscript Submission Systems, two Grant Application Management Systems, and two Discovery Systems.

We cultivated strategic partnerships that foster global impact

Building solid partnerships with influential organizations is a key priority for ORCID, as we consider it to be one of the most impactful ways to deliver value to members and the broader community, reinforcing the belief that ORCID's utility is maximized through widespread adoption.



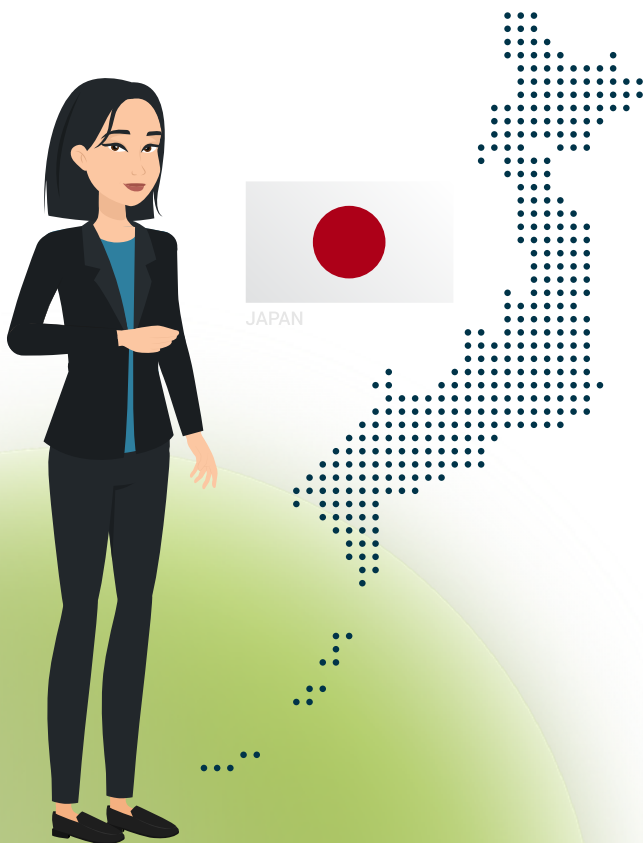
Digital Science partnership

This past year, ORCID partnered with Digital Science to offer the ORCID Public Data File on Google BigQuery, significantly boosting the accessibility and utility of our annually-published public data file for analytical use cases, facilitating advanced exploratory analysis for the research community.

By hosting the data in BigQuery, users can perform sophisticated, high-performance analyses on ORCID data that has been publicly shared by record holders. This allows for better visualization of complex trends—like researcher migration and metadata evolution—and supports data-driven research on the scholarly ecosystem itself. This new offering reflects our commitment to open research, an initiative we highlighted during Open Access Week 2025.

New partnership accelerates PID adoption in Japan

In 2025, we signed a Memorandum of Cooperation (MoC) with the Japan Science and Technology Agency (JST), aiming to accelerate the adoption of persistent identifiers (PIDs) across Japan's research ecosystem. The MoC focuses on coordinating PID adoption throughout the research lifecycle, which will include integrations with major national platforms such as the researcher information system [researchmap](#). This partnership is designed to benefit researchers by enabling better tracking of research outputs and streamlining reporting.



We expanded our virtual event program to deepen community engagement

ORCID's virtual event program continues to demonstrate significant global reach and community resonance. In 2025, we hosted 28 virtual events, engaging participants from 92 countries. Total registrations reached nearly 3,900, and quality of delivery remains exceptionally high, with post-event surveys indicating that 99% of attendees had their expectations met. Underscoring this success, our program has received international recognition as a finalist for the Professional Convention Management Association (PCMA) 2026 Visionary Awards in the "Digital Experience Strategist of the Year" category.

In addition to our established ORCID in the Wild, Research Integrity, and Enabling Value series, we successfully launched a new Ask Me Anything (AMA) program that connects subject matter experts directly with our community, allowing the audience to drive the agenda through real-time inquiry and discussion.

Finally, a key 2025 objective was to drive live attendance and foster deeper audience participation. By diversifying our promotional channels and outreach platforms, we achieved a 24% increase in live attendance over 2024. This expanded reach ensures our sessions are more interactive and provides a broader platform for community feedback.

Increasing Value to Researchers

This section highlights ORCID's successful initiatives in 2025 aimed at reducing the administrative burden on researchers while improving the quality and completeness of their ORCID records. Key achievements include leveraging automation, such as automatic affiliation suggestions and validated email domains, which dramatically increased the number of records with affiliations and validated entries. This effort is complemented by initiatives to broaden participation, such as the introduction of new work types for Arts and Humanities scholars and the launch of the "Featured Works" section, which allows researchers to showcase their top five contributions prominently. The introduction of verified credit for editorial service further ensures that professional contributions are properly recognized. These actions collectively aim to help researchers spend less time on administration and more time on their research, strengthening the overall integrity and utility of the scholarly record.

We incentivized researcher participation in ORCID

Arts and Humanities Work Types

A highlight of the year was the launch of our new work types vocabulary, a major, long-awaited improvement to the ORCID record that promises to make it more usable for arts and humanities scholars. Developed with input from ORAC and subject to public review, the new vocabulary's goal was to both expand the types of research outputs that can be represented and provide a better user experience for manual entry. We released 13 new work types (including Musical Composition, Design, and Moving Images) aligned with the COAR (Confederation of Open Access Repositories) Resource Types vocabulary, ensuring researchers outside of the physical and life sciences no longer have to "other" their contributions.

We supported the launch with a comprehensive promotional campaign which was met with enthusiastic support from researchers. So far, our most popular new type is public-speech in the dissemination category.



Enhancing researcher visibility: the new featured works section

In 2025, we made a significant enhancement to the researcher profile: the [“Featured Works”](#) section. This new functionality is designed to empower researchers by giving them greater control over how their professional profile is presented. Specifically, it allows record holders to curate and select up to five of their most impactful and career-defining highlights. These selected works are then displayed prominently at the top of the works section.

This prominent placement maximizes visibility for immediate impact. For high-stakes evaluations, such as those conducted by grant review panels and academic or corporate hiring committees, time is often limited. By showcasing the top five career achievements, the “Featured Works” section ensures that their most compelling contributions are the first things seen, helping them to stand out in competitive application pools and effectively communicate the essence of their professional excellence and influence.

We supported our users

In 2025 our small but mighty Support Team continued their amazing work as the voice of our end users, solving 58,000 user support tickets and 3,000 member organization tickets, averaging nearly 1,200 a week, all while maintaining a nearly 93% satisfaction rate.

ORCID Research Advisory Council keeps researchers at the center of ORCID

In 2025 we continued to engage [ORCID’s Researcher Advisory Council \(ORAC\)](#) to provide valuable perspective and advice to ORCID’s staff and Board so that we can help researchers spend more time conducting their research and less time managing it. In June, our Product team led an ORAC workshop on improving the ORCID record. ORAC members gave feedback on feature ideas like highlighting items, adding context to records, visibility and record structure, as well as record filtering, searching and sorting. In November, ORAC members met to provide valuable feedback on a near-final draft of our new strategic plan, [ORCID 2030: Advancing the Future of Research](#).



Increasing Global Participation

ORCID is most effective when adopted globally, and we recognize the existing imbalance in member organization participation across different regions. This presents a key opportunity to encourage the adoption of ORCID among organizations in the Global South. Our Global Participation Program issued new grants to cultivate local expertise, establish communities of practice, and develop new partnership models that leverage regional knowledge and resources. This effort was complemented by our Regional Consortia initiative, designed to provide smaller countries access to the benefits of ORCID consortium membership.

We grew ORCID's organizational membership—equitably

In 2025 we saw continued, consistent growth of our membership with 125 new organizations joining ORCID, of which 86 joined as consortium members and 39 as direct members. We welcomed new consortia in Uganda and our second regional consortium covering the Arab region, and had our first members join from Morocco, Tunisia, and Palestine as part of it.

Global expansion: launch of the Ugandan consortium

ORCID achieved a major global expansion by launching a consortium in Uganda, led by the Research and Education Network of Uganda (RENU). The consortium's formation was supported by ORCID's Global Participation Fund (GPF) and Membership Equity Program, which aim to remove barriers to participation. The new consortium launched in August 2025 with seven members and, as a result of excellent community support, rapidly grew to 12, making it a very stable consortium. A key highlight of the consortium has been the implementation of a national ORCID Hub (modeled on New Zealand and South Africa), which enables Ugandan members to contribute data to ORCID records.



ASREN: accelerating open science and research collaboration in the Arab world

The launch of the Arab States Research and Education Network (ASREN) consortium was a crucial milestone for Arab world research collaboration. ASREN champions Open Science and the adoption of FAIR data practices. Beyond high-speed networking, ASREN builds digital skills and governance frameworks. By promoting Open Science, ASREN breaks down silos, increasing the availability and transparency of research outputs internationally, thereby accelerating discovery. The emphasis on FAIR data standardizes and curates research data, enabling complex, cross-border collaborative projects and solidifying the Arab world's role in the global research ecosystem.



We supported the development of local expertise and communities of practice

Progress with ORCID's Global Participation Fund (GPF)

We are proud to share that in the four years since launching the GPF, ORCID has awarded 35 grants under two different programs—Community Development and Outreach, and Technical Integration. GPF grants are awarded on a biannual basis in the amount of US\$5,000–20,000, with a duration of 12 months. In 2025, we completed two cycles of grant awards, with a total of US\$198k awarded through 11 grants to organizations in the USA, Uzbekistan, Pakistan, Zimbabwe, Morocco, India, Kenya, Nepal, Germany, Ghana and Australia. We also awarded technical integration grants to strengthen active ORCID interoperability across major research infrastructure in the Global South.

The projects are enabling authenticated data exchange between ORCID and systems such as VIVO, integrating ORCID into national publishing and thesis platforms built on Open Journal Systems and DSpace in Morocco, embedding standardized researcher identification across INFLIBNET's scholarly networks in India, and enhancing Kotahi and OJS based workflows in Sub-Saharan Africa. Collectively, they move platforms from passive identifier display to active, standards aligned data exchange, improving data quality, visibility, and equitable participation in the global research ecosystem. We are pleased with the progress of the GPF so far, as it continues to raise awareness and conversations around ORCID, particularly in Africa and Central Asia.

We engaged virtually and in-person with our Consortia Lead Organizations

ORCID regularly engages with our 29 consortia lead organizations not only in our virtual Consortia Interest Group (CIG) meetings and Slack workspaces, but also during intensive twice-yearly in-person workshops. These are held in conjunction with our in-person Board meetings so that ORCID Board Directors can engage in information sharing and building on past work to grow the community in their regions.



The ORCID Board, staff, and Consortia Interest Group met in Munich workshop to strengthen internal collaboration across ORCID staff and the consortia leads.

In 2025, these workshops took place in Cape Town, South Africa, and Munich, Germany. The Munich workshop focused on highlighting the strengthening of internal collaboration across ORCID staff and the consortia leads. Both workshops proved vital for building strong relationships, facilitating mutual learning, and ensuring ORCID's strategy is informed by the diverse needs of its global consortia community. The Cape Town workshop continued this collaborative work, charting ORCID's future course, fostering global alignment, and addressing regional needs across the consortia. Key discussions included regional growth strategies and the alignment of ORCID's global roadmap with local consortium priorities.



The Consortia Interest Group workshop in Cape Town worked together to chart ORCID's future course, fostering global alignment and addressing regional needs across the consortia.

Upholding Trust and Integrity

ORCID's core approach to research integrity has remained fundamentally consistent since the launch of our Trust Program in 2016, despite the dramatic increase in the significance of research integrity issues. This enduring perspective is rooted in our founding principles and core values—openness, trust, and inclusivity—and emphasizes individual control over data, accountability achieved through public scrutiny, and assurance of integrity via rigorous provenance tracking. We are committed to maintaining the confidence of our global communities. This commitment requires a continual effort to ensure our technology is reliable and protects user privacy, as well as actively monitoring and managing potential technological, reputational, and financial risks to uphold the trust we have worked hard to earn.

We clarified ORCID's role in a globally interconnected research landscape

In a major step to clarify ORCID's role within the broader global research ecosystem, we commissioned and collaborated with the research information consultancy MoreBrains to publish the white paper, [*"It's ORCID and..., not ORCID or..."*](#), to outline the relationship between ORCID and the multitude of other researcher identification systems currently in use across the global research ecosystem.

The paper illustrates how ORCID links these diverse identifier systems together by providing a persistent, unique identifier for researchers that acts as a pivot point across disparate platforms, disciplines, and national boundaries, facilitating a seamless flow of data between them. This cooperative "hub" approach helps build a more inclusive, robust, and universally interconnected infrastructure for scholarly communication, ensuring that researchers and their unique contributions are recognized accurately and efficiently, regardless of where their work is published or where they are based.

We improved the resiliency and reliability of our infrastructure

Strengthening our digital defenses

Cybersecurity and technology risks remain the most significant part of ORCID's overall risk profile, and threats to the security of scholarly infrastructure are constantly escalating. To ensure we stay ahead of these, in 2024, we launched a formal 30-month cybersecurity program to enhance our capabilities to prevent, detect, respond, and recover from all manner of ever-growing cybersecurity threats. In 2025, the program got well underway with infrastructure improvements and increased focus on our software supply chain to secure the Registry against cyberattack. We've also improved cybersecurity awareness for staff by implementing annual staff training to instill a robust culture of security awareness.

We ensured our long-term sustainability and anticipated future necessary investments or financial shocks.

Our strong financial performance over the past several years has strengthened our reserves to US\$5.81M (on a pre-audit basis), up from US\$4.8M

in 2024. As a result, we continue to improve our financial stability and long-term sustainability represented by our two key financial measures: Net Operating Income ("NOI") as a percentage of total member revenues, which stood at 13% for 2025, and reserves as a percentage of our annual operating expenses which ended the year at 84%, within our target range of 75—100%. Note that our long-term capital reserve can only be used with the explicit authority of our Board, and only for the following purposes:

- ✓ To fund periodic one-off investments necessary to deliver ORCID's mission and strategic objectives.
- ✓ To underwrite unforeseeable short-term operating cash shortfalls in order to maintain operational stability and continuity in fulfilling ORCID's mission, in accordance with the measures and goals of the Board approved annual budget.
- ✓ To facilitate the orderly wind-down of the organization should ORCID's mission become fulfilled.
- ✓ To fulfill the transition of the mission to a successor organization should ORCID no longer be viable in its current form.



Improving Staff Experience

Our fifth, internally-facing Strategic Area is focused on improving staff experience, which reflects the central role that the ORCID team plays in ensuring our success and our goal that ORCID continues to be a great place to work.

We improved and enhanced staff benefits, increasing equity across locations

To support employee well-being and retention, we launched a formal sabbatical program in 2025. This new benefit provides seven weeks of paid leave for staff with seven years of continuous service, allowing for rest, rejuvenation, and development.

To better support our distributed global workforce, we comprehensively reviewed and updated our global Professional Employer Organization (PEO) arrangements. This strategic revision ensures compliance with local labor laws and streamlines payroll, benefits, and HR administration across all regions. Concurrently, we significantly updated our policies to standardize employment practices, clarify remote work guidelines, and enhance support for team members working across different time zones and national jurisdictions. These improvements helped to create a more equitable, compliant, and supportive work environment for our distributed team.

We supported ORCID's culture and shared values

Diversity, Equity, and Inclusion at ORCID

At ORCID, we consider Diversity, Equity, and Inclusion aspects in all the work that we do. Our aim is to ensure that ORCID users can clearly demonstrate their individual contributions to scholarship free from all forms of bias and discrimination. We are pleased to report that we have made good progress against our DEI initiatives in 2025, most notably strengthening regional representation on the Board and developing unconscious bias resources for use in recruitment. We invite you to browse our public [ORCID DEI Agenda Trello](#) board where we track our progress. If you have any questions or concerns about DEI for us to consider, we invite you to submit those via our [Feedback Form](#). You can submit that either anonymously or include contact information if you would like us to follow up with you.

We improved cross-team collaboration and communication

Annual staff retreat

As a fully remote organization, we operate without the overhead of maintaining office locations and avoid the impacts of daily commuting for our staff. However, we've found it essential to bring everyone together in person once a year to reinforce social and team bonds, ensuring a strong foundation for the year ahead.

In October, we gathered in County Wicklow, Ireland, for our annual full team retreat focused on peer learning. Topics included AI, ORCID data on Google BigQuery, creativity, and cross-team collaboration on the next strategic plan. We were also joined by Dr. Annalisa Montesanti and Dr. Marta Pisarska from the Health Research Board (HRB) to learn more about how ORCID is used in an Irish context.



In October 2025, ORCID gathered in County Wicklow, Ireland, for our annual full team retreat.



Professional Development

In 2025 we continued to foster opportunities for our staff to grow through online learning and thought leadership programs.

We also prioritized strengthening people operations this past year, focusing on continuous development, fair assessment, and recognition. We successfully implemented a central talent management platform to provide a structured and transparent process for:

- ✓ **Performance Management:** Establishing goals, check-ins, and constructive feedback.
- ✓ **360-Degree Reviews:** Instituting multi-rater feedback from managers, peers, and direct reports for a holistic view.
- ✓ **Peer Recognition:** Integrating a mechanism for colleagues to formally and informally celebrate contributions.
- ✓ Additionally, to ensure transparency and clear career growth, we published a detailed Promotion Policy outlining the criteria and process for internal advancement.

2025 ORCID Board

Lisa Janicke Hinchliffe, Chair

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University of Illinois Library (USA)

Clare Appavoo

(2021–2026)

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Nicolas Fressengeas

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(2024–2026)

Consortia SAS (Colombia)

Chris Shillum

ORCID Executive Director (ex officio), ORCID (USA)

Stephanie Harley

Secretary of the Board (ex officio), ORCID (USA)



2025 ORCID Staff

I Natalia Aldana Mesa , Spain	I Kimberly Inniger , USA	I Andrej Romanov , Lithuania
I Fran Alsina , Spain	I Nabil Ksibi , South Africa	I Shawna Sadler , Canada
I Rob Blackburn , UK	I Karen Madrigal , Costa Rica	I Chris Shillum , USA
I Thamirys Cabral , Portugal	I Paloma Marín-Arraiza , Spain	I Will Simpson , UK
I Ana Patricia Cardoso , Mexico	I Leonardo Mendoza , Costa Rica	I Matt Stockman , UK
I Estelle Cheng , Taiwan	I Brian Minihan , USA	I Greta Taunyte , Lithuania
I Pedro Costa , Portugal	I Angel Montenegro , Costa Rica	I Lombe Tembo , Zambia
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I Camelia Dumitru , Spain	I Daniel Palafox , Mexico	I Ivo Wijnbergen , Netherlands
I *Emily Esten , USA	I Ellen Paterson , UK	I Zena Wubneh , USA
I Jenna Ferrecchia , USA	I Julie Petro , USA	I Élan Young , USA
I Stephanie Harley , USA		
I Jordan Holt , Canada		

* New Staff

Departing Staff



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