

Institution:

University of Essex

1. Context and mission

Founded in 1964 the University of Essex's vision is to build a living and learning community, committed to doing 'research at the growing points of knowledge' and 'collaborating with industry' in the context of the 'national need' and needs of the region. This vision continues to define our mission: to build a living, working and learning community producing research that improves people's lives, locally, nationally and globally.

Size, Structure and Balance

We are a dual-intensive university, equally committed to excellence in research and education, and our Top 25 ranking for research in the Times Good University Guide and TEF Gold status demonstrates our excellence in both. We are a thriving, international community, ranking in the top 50 in the world for 'international outlook' in the Times Higher Education World University Rankings throughout this REF review period. We have been on a growth trajectory since 2011, increasing from 1,700 to 2,300 staff and 11,000 to over 15,000 students, including 1,300 postgraduate researchers who work and study across our 21 departments and schools. Our growth included the appointment of 373 REF-eligible staff and is part of our strategy to invest in units of assessment (UoA) to create critical mass and to extend our discipline mix to respond to emerging research and education priorities.

We are ranked in the top 10 of all HEIs for the proportion of doctoral awards per member of staff for the current REF period and in 2020, ranked 2nd of all HEIs submitting to REF 2021. Our enterprise and knowledge exchange activities have been a major focus of investment and growth in the current REF period. We are part of KEF Cluster X, defined as 'high research-intensive and broad-discipline universities undertaking a significant amount of excellent research' and are ranked in the top 10% for working with the public sector, top 20% for local growth regeneration and public and community engagement and top 40% for IP and commercialisation.

Essex has been the intellectual home to research resources and platforms of national and international significance, with a focus on data science. The **UK Data Archive**, established at Essex in 1967, holds the nation's largest collection of digital data in social sciences and humanities with a Secure Lab allowing access to sensitive and confidential data, enabling researchers at Essex, and globally, to produce research that impacts on a range of policy issues. We have three flagship interdisciplinary Institutes taking innovative and impactful approaches to address major societal challenges, which jointly have attracted more than £83m during this REF period. The **Institute for Social and Economic Research** (ISER) (est. 1989) housed the British Household Panel Survey (BHPS) and is now home to its successor, *Understanding Society*, the ESRC Research Centre on Micro-Social Change (MiSOC) and the Microsimulation Unit, EUROMOD. Over this REF period ISER has expanded its interdisciplinary reach into public health and biosocial research, and is contributing to three UoAs (Public Health, Economics and Sociology). The **Human Rights Centre** (est. 1983) is based in the School of Law and is one of the longest standing centres of excellence in Europe. It includes colleagues from all three of our Faculties, with 100 members from across 11 disciplines; it is home to the ESRC funded Human Rights, Big Data and Technology Project (2015-2020). It was awarded the Queen's Anniversary Prize in 2009. The **Institute for Analytics and Data Science** (IADS) (est. 2014) connects with scholars, businesses, institutions, and authorities, to work on their data needs. IADS is harnessing the power of data to drive evidence-led decision-making, policy formation and product- and service-development. IADS is home to the ESRC-funded Business and Local Government Data Research Centre. It also co-hosts the Essex Centre for Data Analytics, a tripartite partnership with Essex County Council and Essex Police to enable the public sector to make evidence-based decisions to address challenges facing people and places in Essex.

These three Institutes represent our major peaks of research excellence in social sciences, human rights and data analytics and our globally significant research in these areas has been recognised internationally through: the award of the UK's first **Regius Professorship** of Political Science (2013); our second **Queen's Anniversary Prize** awarded to ISER for improving lives with authoritative social and economic research (2017); and the world's first **UNESCO Chair** in Analytics and Data Science (2016) awarded to the Director of IADS. Continuing our legacy of excellence in data science, our flagship Institutes embed data analytics across the University through joint academic appointments, secondments and research fellowships. For example, Essex County Council's Chief Scientific Advisor, the first in a local authority in the UK, is based in IADS.

Economic and Demographic context

The county of Essex (population 1.8M) is a region of economic diversity with low productivity relative to the UK average and where highly affluent areas sit alongside Europe's most deprived coastal communities. The regional business landscape is characterised by SMEs based on new technologies, logistics and agri-tech, having only a few large employers. The University is an important asset for the regional economy, making a contribution of £584m to the UK economy in 2018/19, an increase from £259m in 2014/15 and our research and technology park, the **Knowledge Gateway**, has created a 43-acre innovation hub on our campus, housing 35 companies anchored around IADS. The Knowledge Gateway was one of 20 awarded the prestigious University Enterprise Zone status in 2019 supported by Research England and UK government funding.

2. Strategy

Our Research Strategy and Achievements (2013-19)

Our purpose is to contribute to society through excellence in research in the disciplinary and interdisciplinary fields of our research staff, and to use this new knowledge to improve people's lives in the UK and abroad. In the review period our aims were: to **grow our research power**; **develop further our interdisciplinarity**; and **build strong collaborative partnerships**.

Growing Research Power

We have successfully delivered our growth goals and our REF-eligible staff has increased by 107%, from 339 FTE in 2014 to 702 FTE in 2020, including 226 ECRs, an increase from 78 in 2014. Our intake of postgraduate researchers increased by 5-10% each year from 2014-2019. Our strategy to grow both our critical mass and discipline breadth has increased our research capacity and re-vitalised our community, and enabled succession planning and sustainability of our staffing profile (see People section). As a result, we are submitting to three additional UoAs in 2021: Mathematics; Public Health; and Music, Drama, Dance, Performing Arts, Film and Screen Studies.

Increasing Interdisciplinarity

Our founding vision embedded an interdisciplinary approach to research and we have a well-established infrastructure of interdisciplinarity, including our three flagship Institutes and over 30 Research Centres. During this review period we have produced our first sector-focused sub-strategy and new interdisciplinary research centres that specifically link our research with the needs of external stakeholders. Examples include the Digital Cultural and Creative Research Network, bringing together academics from the humanities, social and health sciences contributing to sector-wide developments in practice-as-research, and the Essex Plant Innovation Centre (EPIC), building research across Life Sciences, Data Science, Computer Science and the Essex Business School working with the agri-tech and environmental industries to deliver solutions for the food industry. To facilitate interdisciplinary collaboration we have established monthly Cross-University Research Events (CUREs), hosted by the Pro Vice-Chancellor Research. Across our three Faculties, the development of shared research themes, e.g. digital humanities, brain sciences and computational social science, encourages further interdisciplinary collaboration. We

actively support interdisciplinary PGR studies through institutional funding of PhD scholarships (over 50 in this REF period) requiring cross-departmental supervision and our Postgraduate Dean provides funding to support an Interdisciplinary Conference organised by our PGR students.

Building Partnerships

Our open and inclusive approach ensures the continued development of meaningful and long-term partnerships co-producing research with real impact. In this REF period we have established strong partnerships with academic institutions, business and local and regional government.

Academic Partnerships

We are a founding member of the Eastern Academic Research Consortium (Eastern Arc), a strategic partnership between the Universities of East Anglia, Essex and Kent. Since 2013 the Consortium has funded 21 PhD studentships and nine Research Fellows across Digital Humanities, Synthetic Biology and Quantitative Social Sciences, and secured £21.4m in external funding over the last 5 years, including £4.7m of Research England funding for the Essex-led EIRA (Enabling Innovation: Research to Application) programme.

We are a coordinator or partner in six successful Doctoral Training Partnerships and Centres established during this REF period, funded by AHRC, NERC, EPSRC, BBSRC and ESRC and involving more than 20 HEIs, 50 collaborative partners and 200 PhDs and 10 postdoctoral fellows.

Essex is a founding member of the Young European Research Universities Network (YERUN, est. 2015), involving 18 partners and providing our research staff with networking and research collaboration opportunities, alongside cross-institutional training. We have secured EU funding for YERUN collaborative projects in international doctoral study (€410,000) and Open Science (€300,000).

Essex is also a founding member of the Young Universities for the Future of Europe (YUFE), part of the EU flagship initiative to build a European education area. YUFE comprises ten research-intensive universities and four non-academic partners located across Europe. YUFE has won two consecutive large EU grants (€5million and €2million) to develop a joint educational framework and a pan-European research and innovation strategy.

Essex researchers have also developed 170 collaborative projects with a total of 322 international partners from 70 countries generating a total of £55.7m since 2017.

Business and Local and Regional Government Partnerships

We have developed a wide network of collaborative partnerships with local and regional government, business and industry and together with 52 businesses we have won 60 KTP awards linked to 9 departments. Since 2018 we have consistently ranked in the top five in the UK for the number of KTPs, and in 2020 were 2nd, attracting £12.5m in funding.

A collaboration (2019) with TWI Ltd (Cambridge), an independent research and technology organisation with over 1800 industrial member companies worldwide, has linked our expertise in artificial intelligence (AI) with global businesses and has resulted in >£1m of industry-linked funding, the co-creation of an MSc in AI, and two PhD scholarships (2020).

We have strong links with policymakers, local government, NGOs and business. The University invested in a project in 2019, with the Cabinet Office Open Innovation Team, to help develop new policies by linking government directly with research from universities across the UK. To deliver benefit to our region, we have strengthened our collaboration with Essex County Council by co-funding an innovative post of Chief Scientific Advisor in 2017 and The Essex Centre for Data Analytics, ECDA, established in 2017, a joint venture between Essex County Council, Essex Police and Essex University.

Achieving impact

Integral to achieving impact are our partnerships and our approach to Knowledge Exchange that is aimed to position the University as an innovation hub creating long-term initiatives and solutions. The investment in our Knowledge Gateway, our Research and Technology Park, which now houses 35 companies, has enabled research collaborations with our academics, providing both space and hands-on development and innovation support for knowledge-based science, technology and digital creative companies across the region. Our innovation and enterprise activities have led to substantial increase in our HEIF funding (from £780k in 2014 to £3.4m in 2021), which we have reinvested in developing further our Knowledge Exchange activities, contributing to more than doubling collaborative research income in this REF period. Impact is embedded at all levels of research planning and delivery, from impact training and support at the start of projects to recognition and celebration events at the end (Research and Impact Excellence Awards). All researchers specify the potential impact of their research, creating a database that enables us to optimise commercialisation and knowledge exchange, and identify future impact case studies. Our Centre for Public Engagement was established in 2017 to strengthen our connections with local communities, public bodies and NGOs and co-produce high-impact research.

Engaging with Regional and National Research Priorities

Our approach to working with our partners shapes our engagement with regional and national priorities e.g. engagement with bodies like Essex County Council, the East of England NIHR Research Design Service and our EIRA network which is providing businesses with access to our facilities and expertise to improve business productivity all link to the industrial strategy. Our Global Challenges Fund is deployed strategically to support delivery of the national industrial strategy and Challenge Fund priorities. Eastern Arc's collective research expertise is mapped to the UN's Sustainable Development Goals, as applied in a regional context. Essex has been successful in attracting funding across the UKRI strategic priorities e.g. sustainable agriculture and food, environment solutions, innovation in health and social care, artificial intelligence, human rights, health and wellbeing.

In the review period the University has received £10m in funding from the Southeast Local Enterprise Partnership to support business engagement and economic growth.

Our Research Strategy and Future Ambitions (2019-2025)

Our University Strategic Plan sets out our ambition that in 2025 we continue to be recognised nationally and globally for the world-leading quality, scale and impact of our research. We aim to be in the top 25 of the Times Good University Guide, the top 200 in the Times Higher Education World University Rankings and in the top 20 for our overall research profile in the REF2021. Research income per FTE should exceed the average benchmark achieved by research-intensive UK universities by 2025, and the total value of our HEBCI return should exceed the average income of the KEF Cluster X group.

Research Strategy 2019 to 2025

Through appointing and supporting talented and creative people, our vision is that our transformational research will continue breaking intellectual boundaries and extending knowledge to address both established and emerging challenges of local, national and global significance.

A central focus of our activities will be the further growth of our research community, partnerships and power. We are on a trajectory to reach 1,000 REF-eligible FTE by 2025, many of whom will be ECRs, and our continued investment in the next generation of researchers brings vitality and new expertise to our established areas of excellence; and drives the development of new strengths and collaborations.

Through a combination of institutional- and department-level reviews, we have identified two new interdisciplinary strengths for strategic development: Health and Wellbeing linked to our partnership with Public Health England, supporting our plan to submit to UoA3 Allied Health Professions in the next REF exercise; and Environmental Recovery and Food Systems connected to our Centre for Environment and Society and the Eastern Arc research area priorities.

Realising the potential of our strong partnerships will be central to achieving our strategic goals. Our new strategy for the Eastern Arc (2020), has a focus on four interdisciplinary themes led by Champions in each institution: Health Systems, Social Care and Wellbeing; Human Rights, Equality and Conflict; Sustainability, Natural Resources and Food; Culture, Connection and Creativity. The recent EU grant successes for YUFE and the opening of our Innovation Centre on the Knowledge Gateway provide excellent opportunities for further growth of our partnerships. We are committed to building future research and industry collaborations in the region and emergent new opportunities being explored include the Catapult Innovation Centre in Braintree, Public Health England, and Coastal Marine research in partnership with the Centre for Environment, Fisheries and Aquaculture Science.

Open Research Environment

We have created an open approach to our research through implementation of policies consistent with the UK Concordat to Support Research Integrity, our [Code of Good Research Practice](#). We have published an institutional statement on the responsible use of research metrics, and have signed the DORA agreement. An Open Research Group is chaired by the PVC-R and, in 2018, produced a guide *Good Practice: Reaching Academic and Public Audiences*. We have also developed tools such as the Open Access Escape Room and Copyright Dough Game, to raise awareness and support understanding of Open Access, which we have shared through our national and international partnerships.

3. People

Our People Supporting Strategy commits us to building an inclusive, agile and flexible working culture, underpinned by our values of academic freedom, respect, trust and evidence-based rigour, based on an evolving organisational culture and behavioural change.

As part our strategy to support and develop our researchers throughout their careers, we have produced a new Researcher Development Framework. This new framework together with our Professors Network and Peer Exchange Network, are all aimed at supporting personal growth and the professional capability of our staff through workshops, real-time conversations and reflections. Our **'How We Work at Essex'** framework, supports members of our community to be role models for diversity and inclusivity and to ensure their behaviour and actions are in keeping with the values of the University. In 2018 we were awarded the Times Higher Education (THE) award of 'University of the Year', recognising our commitment to putting student and staff success at the centre of everything we do, with tremendous effect.

Our **Essential Training Policy** developed internally, takes a scenario-based approach to training for all staff, providing both an understanding of the University's values and organisational behaviour and the knowledge of how to work in a safe way, compliant with statutory obligations and legislation. As of March 2021, completion rates were 84.35% for all staff and 75% for managers. The aim of our **Flexible Working Policy** (revised 2019) is 'for a flexible working culture to be the norm and for this to support delivery of our mission', including informal day-to-day flexibility; we have a 95% approval rate for flexible working requests. Our standardised academic job descriptions reflect the duties and expectations required at each grade and mirror the criteria for permanency and promotion. Our **Resourcing Guidance** has equality, diversity and inclusion at its heart. Positive action statements are used to encourage applications from under-represented groups. All recruitment panel members complete our Recruitment and Selection training and the panel chair is responsible for ensuring a diversity mix. Essex has taken positive action in

addressing the gender pay and in 2016 all female Professors were given three extra increments and there are now no significant pay gaps at any grade. Our postgraduate research body is among the most diverse and socially inclusive in the UK; for example, 9% of our PGRs are Black UK-domiciled (against the national average of 4%) reflecting our commitment to nurturing more inclusive and diverse research power for the future.

Our **Annual Review procedures** set out the criteria on which staff on 'Pathway to Permanency' and those applying for promotion are assessed. The criteria for permanency and promotion set clear standards for our academic staff to be successful on any of our academic pathways. All staff on our three-year Pathway to Permanency produce an academic development agreement with their Head of Department and are allocated an academic supervisor to support them in meeting targets and achieving permanency. Over the last 5 years (2015-2020), 303 members of academic staff (144 female, 159 male) applied for permanency. Of these, 90% were successful at first application (92% for female staff, 87% for male). In our promotion rounds (2013-2020) 379 applications for promotion were made (180 female, 199 male), of which 81.5% were successful (86.6% for women, 76.8% for men).

Our generous **Research Leave** allowance provides staff on academic research contracts one term of leave for every six terms worked, benefitting 618 staff over the REF period. Time on maternity leave or paid leave of absence automatically counts towards research leave entitlement. Unpaid leave or sick leave may also count towards research leave entitlement. Our **Career Development Fund** for carers is open to all staff to cover additional caring costs to attend conferences outside of their normal working hours.

Our Action Plan for Implementation of the Concordat to Support the Career Development of Researchers was published in 2014 and reviewed in 2016 and 2018 and, following our review in 2020, we retained our HR Excellence in Research Award.

Key achievements from 2013-20 include:

1. Reducing the proportion of research staff on fixed-term contracts from 18.7% in 2013-14 to 14.1% in 2019-20;
2. In May 2019, we held the inaugural Celebrating Excellence in Research Awards. In total nine researchers received awards over three categories: 'Research Champions', 'Exceptional Performance' and 'Outstanding Early Career Researcher';
3. The percentage of probationary researchers successfully applying for permanency increased from 83.3% in 2014-15 to 90.9% in 2019-20;
4. The percentage of eligible staff applying for promotion increased from 14.3% in 2013-14 to 32.4% in 2019-20.

Our focus for Concordat implementation from 2020-22 is to provide additional support for researchers including developing research leadership skills at all levels through the implementation of our new Researcher Development Framework.

Support for Early Career Researchers (ECRs) includes our '**Pathway to Permanency**' (previously probation) process that involves the setting of clear expectations and provides consistent access to mentoring. Two further opportunities are our **Future Leaders** and the **Network for Early Career Essex Researchers** courses that provide our early career staff and postgraduate researchers with opportunities to share learning, develop leadership skills, grow personal networks and formulate a career plan. All training opportunities and resources are aligned to *Vitae's* Researcher Development Framework.

Proficio is our innovative professional development framework for **postgraduate research students** from which they can gain access to ~300 research and career training courses, aligned to *Vitae* RDF, up to a value of £2,500 per person. **1:1 coaching** is available at any point in the PhD journey and all our postgraduate researchers are eligible for graduate teaching and HEI teaching training (*Cadenza*), leading to AFHEA accreditation. Our PGR students who work as

Graduate Teaching or Laboratory Assistants are given staff contracts with standardised pay rates and benefits, AFHEA accreditation is encouraged through a higher pay rate and all have the title Assistant Lecturer. Over and above the discipline-specific research training our PGRs receive, which includes building impact into the design of their research, we provide the acquisition of research specific skills in close combination with transferable skills and transversal competencies so that our PGRs are well positioned for research-led careers which respond to the evolving needs of global employers. Our postgraduate research students proceed to pursue research at the forefront of knowledge, take up positions in academia and prominent roles in industry and governments. Our PGR alumni include Nobel Prize laureates, Presidents, and a Regius Professor.

Our commitment to equality, diversity and inclusion continues to be reflected in every aspect of our activities - from requiring committees to consider issues through equality, diversity and inclusion lenses, to empowering those in senior leadership roles to be inclusion champions and role models, to adopting a zero-tolerance approach to harassment and bullying, to policies governing access of shared facilities and resources.

We have held an Athena SWAN Bronze Institution Award since 2013 and will apply for a Silver Institution Award in 2021 and 11 departments hold Bronze Awards and 3 Silver. We have been a Stonewall Top 100 Employer for four of the last five years, a Disability Confident (formerly Two Ticks) Employer since 2008 and will be applying for a Bronze Race Equality Charter Award in 2022. We are one of the founding signatories of the Technician Commitment (2019) and technical staff will be included in our research excellence awards in recognition of their important contribution. We actively encourage debate on equality, diversity and inclusion-related issues through our all-staff forums and networks.

To ensure equality and diversity issues in REF submissions, we developed a Code of Practice that included Unconscious Bias training completed by all staff involved in any aspect of decision-making in our REF2021 processes. The membership of our Individual Staff Circumstances Committee is diverse in terms of gender and ethnicity and our Head of Equality, Diversity and Inclusion sits on our REF2021 Advisory Group. Bespoke trained in EDI and UB, this body has been responsible for the management of our REF process and reported to our Research Committee, Senior Management Group and Council.

4. Income, infrastructure and facilities

During the current REF period we have delivered on our goal to invest strategically in our physical, digital and human infrastructure with the aims to:

- create a high quality research environment;
- support the growth in our research community;
- enable world-class research, to retain and recruit high quality staff;
- increase our international profile and attract leading researchers to benefit from our facilities.

Facilities supporting research and investments

A major strategic investment (£60m) to deliver a step change in our links with external stakeholders has allowed us to establish the 43-acre Knowledge Gateway, at our Colchester campus (2014). This was followed by further investment in our Innovation Centre opened in 2019 (£14m), including £3m from Essex County and South East LEP facilitating close working between our researchers, the Innovation Centre and the companies in the Gateway, and £5m South East LEP grant supported by University funding for a major new facility on the Knowledge Gateway.

We have invested in developing global research collaborations through a generous fund supporting international visiting research fellows (61 fellows from 27 countries) and YERUN/YUFE mobility exchanges.

Creating an enabling environment for our growing research community is central to our research strategy and we have invested in our physical infrastructure, providing collaborative research spaces to encourage further interdisciplinary working. We have made significant capital investments in our Business School building (19.6m), a new home for the Department of Mathematical Sciences (£17.9m), a major extension to our Colchester Library (£7m) and a home for our new School of Sports, Rehabilitation and Exercise Sciences with integrated research facilities and the largest sports arena in the east of England (11.7m), together totalling £52m.

We have implemented a Research Information System (RIS), Ethics Review and Management System (ERAMS), enhanced Institutional Repository increasing efficiency, effectiveness and resilience for our research activities. In the coming three years investments are in place for research computing (£1m), cyber security and the digital campus (£6m).

We initiated two operational investment funds in 2013 – one a capital fund for equipment and infrastructure, and one a strategic fund for pump priming new research and enabling impact activities (£3.2m over the REF period). We have made targeted investments including our state-of-the-art, open and available to all, experimental social science laboratory, ESSEXLab, opened in 2014. To identify priorities for capital funds, a strategic review of facilities across the University was undertaken (2018) and a programme of support established.

Our Library, with its special collections and archives, is an integral part of our research culture and delivery. Academic Liaison Librarians play an important role in the development of our researchers through providing guidance on developing research skills and unlocking the potential of resources. As well as sitting on our Research Committee and Open Research Forum, our library staff spearhead European developments in Open Science. Investment in the Library to support digital and physical research infrastructure has been accelerated during this last year to include digitisation of objects and primary sources and implementation of a new digital platform, Janeway, for publication of our open access student journal.

Strategies and support for generating research income

A key strategic aim in the next five years is to increase our research income with two major priorities:

1. Increase our success with larger grants; and
2. Increase income from business and non-governmental sources.

To enable this we have enhanced our operational services, provide development opportunities for our researchers and have built our collaborative research partnerships regionally, nationally and globally (see section 2).

To support our grant capture activities, we have centralised our support for research through our Research and Enterprise Office (REO), bringing together research, knowledge exchange and governance. This has enabled a scaling of support to manage the increasing volume of research applications (over 700 in 2019-20 compared to 390 in 2013-14) and annual research spend, from £23m in 2013-14 to over £30m per annum in 2019-2020. Our REO team have strong links with our Departments and provide tailored support, dependent on career stage, funding level and topic. For larger-scale grants, we have an integrated approach with leadership from the PVC-R and Deputy Deans Research together with REO colleagues. We have a robust policy to ensure provision of host in-kind contribution and over this REF period have provided £10m contribution to our major funded projects.

Our academics engage with external funders and take on roles as panel members (over 70 staff) to help shape the future direction of national and international research. To improve income at the department level, annual actions for income capture are put in place. Training opportunities are available through our new Research Development Framework (see People section) and we have

in place a centralised sift process for peer review assessment and development of proposals.

Enabling and Delivering Impact

To further embed impact across our academic community each Department now has a Director of Impact. Our Impact Academy training programme for staff, delivered by external experts and specialist staff from the University's REO, covers all aspects of the research impact lifecycle and offers opportunities for academic, research and professional services staff of all levels including supporting researchers to commercialise research, e.g. iCure award 2020, new income generating licences and previous spin-out UltraSoc now acquired by Siemens for £100m in 2020. To enhance our delivery of impact and provide entry points into wider business networks our Enterprise Board and Commercialisation Group have been in operation throughout this REF period.

Between 2014 and 2020 the ESRC Impact Acceleration Account (IAA) has funded 215 projects with a total value of ~£1m, enabling links with 173 different external organisations. Building capacity to undertake impact is essential and an additional IAA 'Business Boost' Fund has enabled PGRs and ECRs to gain experience and interact with stakeholders. Development of impact with our international collaborators and stakeholders has been facilitated through the strategic use of GCRF QR funding, e.g. new engagements in countries including Colombia, Mexico, Botswana, South Africa, India, and Sri Lanka.

As a research community, we are looking to the future with confidence, optimism and vitality underpinned by our commitment to excellence in research and education for the benefit of individuals, communities and society.