HRH The Prince of Wales

Global Sustainability Fellowship Programme

Internal Call
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Overview of Fellowship Programme

The University of Cambridge Institute for Sustainability Leadership (CISL) has established The Prince of Wales Global Sustainability Fellowship Programme with an ambition to unlock the potential of the University to partner with business, government and finance institutions on real-world challenges and opportunities that must be addressed in order to build a sustainable economy.

The Programme aims to foster new cross-disciplinary thinking on sustainability leading to practical insights, tools and recommendations for decision-makers to carry into their organisations alongside important advances in fundamental knowledge. From 2020 the Programme will be based at CISL’s new premises; a low carbon retrofitted building on Regent Street, Cambridge, which will serve as a vibrant, collaborative atmosphere for transdisciplinary research, education, industry and policy engagement.

Working in close association with academic departments and Cambridge colleges, the Programme will attract outstanding candidates to undertake research into themes such as industrial transformation, social inclusion, health, natural capital, sustainable finance, future cities and leadership for sustainability.

The Programme is currently funded to support research on the following themes:

- **Industrial transformation** – How will industries, jobs and markets evolve in future decades in response to global challenges, and how should public policy act with business to smooth this path and ensure economic development is inclusive and sustainable?
- **Social inclusion** – How can companies support more equitable access to income, opportunity and livelihoods at a grassroots level?
- **Health** – How can companies become agents of improved wellbeing in low-income countries through preventing the causes of ill-health?
- **Leadership** - How can companies shape the economy to deliver positive sustainability outcomes, while at the same time ensuring successful and resilient organisations?

In future we hope the Programme will expand to cover the following additional themes:

- **Sustainable finance** – How can we create a finance system that incentivises and rewards long-term thinking?
- **Natural capital** – How can companies sustain the natural world and the resources it provides through their strategies and operating practices?
- **Future cities** – How can cities develop vibrant communities of healthy people, supported by clean, green energy, food, water and transportation systems?

HRH The Prince of Wales has agreed that the University can establish the Programme in his name to bring researchers together with influential corporate and policy practitioners across the globe. Launched in July 2018, it represents a public tribute to his leadership in the cause of protecting the environment, promoting healthy communities, and building sound economies around the world.
The role

CISL is seeking to appoint a cadre of Senior Research Associates under The Prince of Wales Global Sustainability Fellowship Programme. We are appointing seven Fellows in the first recruitment round and Fellows will typically be appointed for three years. Fellows will typically be appointed for three years. Applications are welcome from highly regarded researchers from any relevant discipline with a strong academic record and interest in conducting research in business, policy or civil-society contexts. Consideration will be given to candidates who wish to take this opportunity up as a secondment (or related model) provided they hold a contract of employment with the University that will not end during the period of the Fellowship.

The funding available per Fellowship is £80,000 p.a. which may be used flexibly to cover the costs of a minimum 40% secondment (or related model) and additional research support to be employed by CISL. The proposed resource model will be subject to agreement with CISL. The Fellow will continue to be remunerated at their existing rate, unless agreed otherwise.

Please note: Candidates wishing to take up the position of Fellow in a full-time capacity are encouraged to submit their application in response to the job advertisement for Senior Research Associate as detailed on CISL’s vacancies page.

Funding for the Fellowships has been secured through philanthropic donations from companies, foundations and individuals. Some donors have also indicated a willingness to support reasonable costs associated with executing the research (e.g. fieldwork or data acquisition) subject to the development of a research plan. Stewardship of the Programme lies with CISL and the first round of recruitment is opening now. A second round of recruitment is planned for September 2019 and includes themes such as micro-nutritional deficiencies (Royal DSM), connected communities (Sainsbury’s), climate risk and disclosure (Heathrow), purpose and leadership (Anglian Water).

Please note that we are currently only accepting applications for Fellowships opening in April 2019.

Each Fellow will be tasked with developing and leading a research project of relevance to one of the defined topics under the themes of industrial transformation, social inclusion and health.

Fellowships opening in April 2019 (more details in Annex A):

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<td>17th June</td>
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<td>Pathways to a circular economy</td>
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<th>Social inclusion</th>
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<td>Infrastructure and sustainable communities</td>
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<td>Health</td>
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As experienced researchers, Fellows will be instrumental in supporting and maintaining the University’s international reputation for excellence in research through the maintenance of ‘best practice’ standards for research design, data collection. They will remain compliant with CISL’s Ethical Code for Research, and all relevant University policies and legal requirements. They will also mentor any junior researcher(s) appointed to contribute to their research, should this opportunity arise during the course of their Fellowship.

Research must be directly relevant to the challenges set out in one of the topics (see Annex A), helping to catalyse the next generation of sustainability solutions. The success of each Fellowship will be measured in part by the quality of its academic output in line with best practice standards of the University, and in part by the extent to which Fellows are able to catalyse impact in this way.

**Organisational support and collaboration**

Fellows will conduct their research at CISL in line with the percentage of their Fellowship appointment. They will be expected to contribute to CISL’s broader research ambitions through participation in internal and external meetings, funding proposals and where appropriate, industry and government engagement.

Fellows will work under the overall guidance of CISL’s Research Oversight Committee (ROC) which includes senior academics from across the University, and their involvement will be managed by CISL’s Director of Research Strategy.

With support and guidance from CISL, Fellows will be expected to report regularly on progress in formats suitable for both academic and practitioner audiences, through:

- quarterly progress reports to CISL
- accessible publications, such as white papers, blogs, and/or online articles
- publication(s) in academic journals
- participation in seminars, conferences and industry relevant events.

In addition, Fellows may have the opportunity to enhance their impact by teaching on CISL’s executive and graduate programmes, and/or supervising students studying for the MSt in Sustainability Leadership and other CISL graduate programmes. The precise nature of the teaching and supervision contribution is open to discussion. Substantive teaching or other commitments elsewhere in the University will need to be considered when proposing the percentage of time (40% minimum) for the Fellowship.
College affiliation

Cambridge colleges operate autonomously from the University and complement the work of academic departments by providing a stimulating environment for cross-disciplinary and social interaction, while also providing access to facilities and pastoral support. Should they wish, Fellows will be eligible to become members of Trinity College Post-Doctoral Society. Further information about the Trinity College Post-Doctoral Society can be found here and on their events page.

Eligibility criteria

One Fellow will be appointed for each research topic and the selection will be based on assessment of: relevance of experience and interests to one of the research areas, adherence to the eligibility criteria, and alignment with the ambition of the Fellowship Programme (see Overview, above).

To be eligible, applicants must:

- Hold a permanent academic post at the University of Cambridge or a fixed term contract which does not end during the three-year course of the Fellowship (the Fellowship may be terminated if the holder leaves University employment);
- Be a highly regarded researcher at any stage of their career with a strong academic record and experience of applying research in government, non-governmental or commercial contexts;
- Have the approval of their Head of Department (or equivalent) to participate in the Fellowship Programme prior to submitting an application;
- Be available to take up the role for three years starting no later than October 2019, unless agreed otherwise;
- Have a demonstrable interest in sustainability and be committed to the values that underpin CISL’s work.

How to apply

Please follow this link http://www.jobs.cam.ac.uk/job/20980/ and submit your application using the University’s Web Recruitment System by the 27th May 2019. The link will take you to the job listing for applicants wishing to join the Programme as Senior Research Associates. Internal candidates should apply using the same system, but stating in their covering letter and application template that they are a University of Cambridge internal candidate and that they wish to be considered for this opportunity on the basis of a secondment (or related model). Please click on the ‘Apply online’ link at the bottom of the web page with the SRA job listing to begin your submission via the University’s Web Recruitment System.

Please upload the following documents to the University’s Web Recruitment System:

1. Cover letter
2. Full CV
3. Completed research proposal template containing a 1,000 – 2,000-description with a 100-word summary intended for a general audience. (The template is also available for download at https://www.cisl.cam.ac.uk/research/prince-wales-global-sustainability-fellowship-programme).
The template requires you to include the proposed percentage of your secondment arrangement, requirements for junior research resources, additional research expenditure, and the following:

i. **Research theme and topic being addressed**

ii. **Justification and overview of the proposed research:**
   1. The problem focus
   2. Clear aims and objectives
   3. Novelty and/or relevance
   4. Proposed research approach and methods
   5. Expected deliverables and contribution

iii. **Indicative timeline/schedule with milestones**

iv. **Proposed impact strategy for planned outputs.**

4. **Proof of institutional support for the secondment (or related model).**

Shortlisted applicants may be asked to provide a more detailed research proposal and strategy before the interview stage. The interview schedule is provided in the summary table above and we ask candidates to ensure their availability.

For further inquiries regarding the Fellowship Programme or the application process, please contact research@cisl.cam.ac.uk or:

<table>
<thead>
<tr>
<th>Dr Theo Hacking</th>
<th>Dr Jake Reynolds</th>
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<tr>
<td>Director of Research Strategy (Interim)</td>
<td>Executive Director, Sustainable Economy</td>
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<td>Tel: 01223 (7)68849</td>
<td>Tel: 01223 (7)68830</td>
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**About CISL**

CISL is a globally influential institute, developing leadership and solutions for a sustainable economy. We do this through the delivery of leadership programmes and collaborative projects with business and policy leaders around the world, informed by research from the University of Cambridge and partners globally. We take a collaborative approach to leadership and change as the complex problems societies face cannot be solved by leaders or institutions working in isolation.

Our network of 8,000 senior executives gives us a particular insight into both the problems and the opportunities presented to business, government and finance leaders as they consider ‘megatrends’ such as climate change, inequality and resource scarcity. The Fellowship programme will help to apply the University’s thinking to these global challenges, focusing on the real-world issues and opportunities that must be addressed in order to build a sustainable economy.

For the past three decades, CISL has helped to form a bridge between business, government and/or finance on the one hand and cross-disciplinary teams of University researchers on the other. We do this in order to better inform decision-makers, while also delivering important advances in fundamental knowledge. Building on this foundation, we are developing our reputation in transdisciplinary research on sustainability.
Annex A: Intended research themes and topics first round

Fellows will work within the interdisciplinary environment of the the Prince of Wales Global Sustainability Fellowship Programme. Proposals are invited for specific programmes of research in the following broad topic areas.

Theme: Industrial Transformation

Topic 1: Radical innovation and disruption (supported by Paul and Michelle Gilding)

The Fellow will investigate the potential for radical innovation in technology and business models to disruptively catalyse the transition to a sustainable economy.

In light of the depth of system-wide challenges such as climate change, pollution, inequality and resource constraints, it is increasingly apparent that the transition to a sustainable economy will only be achieved through radical innovation in technology and business models. While this may have the potential to deliver greater economic and social stability in the long term, it could be highly disruptive for business incumbents. Understanding how disruptive transitions have occurred in market-based economies in the past could allow for deeper insights into how the transition to a more sustainable economy can be accelerated, and the roles of incumbents and/or disruptive new entrants in future markets.

The scope of the Fellowship could include (but is not limited to):

(i) the enablers for radical innovation
(ii) risks associated with disruptive technologies and business models
(iii) triggers/mechanisms for market transformation
(iv) relationships between markets, politics, and social change (to improve understanding of how interconnected relationships between actors such as governments, entrepreneurs, and businesses shape economic systems and development at a global and local level).

Areas that may be explored could also include:

- lessons from past disruptions (e.g. digital photography) and current ones (e.g. renewable energy and distributed generation)
- implications of disruptive technologies and/or business models for incumbent businesses – can incumbents survive or will disruptors win out?
- forms of transformative technological and/or business model innovation
- implication of radical innovation for society (adaptability, resilience, and potential resistance to change)
- how can transformation occur rapidly at scale, including the relationship between the market and social change
- effective change management to navigate disruptions and successfully bring new approaches to the market
- the ability of business clusters to promote or hinder economic innovation.

Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business (incumbent and disruptive), government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) economics, technology and innovation, public policy, management, economic history, and sociology.
**Topic 2: Transforming the pulp and paper industry** (supported by Sappi)

The Fellow will investigate how trends of innovation and sustainability will come together to reshape the business with a particular focus on the pulp and paper industry.

The pulp and paper industry is encountering multiple challenges. Alongside, pressures to improve the efficiency of energy and material intensive industrial processes, changes in global demand due to economic shifts and digitisation are forcing investment in new product development. The resulting transformation will alter the skill base required by the industry and the employability of workers as more technologically sophisticated processes are introduced, particularly in rural communities where the industry is located.

Opportunities and barriers to sustainable, innovation-led transformation of the pulp and paper industry could be better understood by investigating existing industry research and development initiatives. This may reveal what additional action, from both industry and government, is required.

The scope of the Fellowship could include (but is not limited to):

(i) shifts to a more environmentally conscious operating models in developing and developed countries
(ii) future applications of pulp and paper in emerging economies
(iii) the potential of new paths in wood chemistry and extracting biochemicals for wood-fibre based plastic products or applications in the textile industry
(iv) energy opportunities from renewable sources and its impact on forestry assets.

Industrial transformation will be further driven by advancements in artificial intelligence and the global need to bring carbon emissions to net zero, amongst others. This underlines the need to consider how the industry can transform to long-term sustainability, which includes economic vitality and employment opportunities for future generations. The Fellow could examine these challenges and opportunities at a more granular level in specific geographies and product categories.

The Fellow could also explore one or more of the following business, social and structural perspectives on industrial transformation:

- perverse incentives or gaps in policy and regulation which impedes innovation-led transformation towards environmentally responsible operating models and more sustainable products, and similarly looking at successful policy
- shifting public expectations and attitudes towards more sustainable consumption of pulp and paper products through consistent industry messaging, for example
- identifying business models which are both innovative and socially and environmentally sustainable, including product development and operating practices
- the ‘business case’ for companies to increase investment in innovation-led transformation, including the long- and short term risks to the industry from not doing so
- the potential socio-economic impacts of an innovation-led industrial transformation on various stakeholders in the supply chains, for example, on the types of jobs and skills required
- the forms of governance, policy, regulations, incentives and finance are already in place, and what further action is needed to enable the innovation required within a tight timeframe.

Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business (incumbent and disruptive), government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) economics, engineering, technology and innovation, management, development, public policy, biochemistry, behavioural studies, and economic history.
**Topic 3: Pathways to a circular economy (supported by Unilever)**

The Fellow will investigate the potential of a circular economy to mitigate the business risks associated with ‘linear’ models of production and consumption, including social implications, with particular focus on the consumer goods industry.

The term ‘circular economy’ does not yet benefit from an extensive case history or evidence base; nor is there agreement on how the concept relates to sustainable development more broadly, including potential social impacts. In light of this, studying the potential design of a circular economic system will offer valuable insights into how to re-configure public infrastructure and policies; support innovative technologies; alternative means of sourcing materials and accessing markets; and how products and services are delivered within different markets.

Investigating pathways to a circular economy will support understanding how companies can aid to deliver the UN Sustainable Development Goals, while at the same time building long-term value and generating new opportunities for businesses.

The scope of the Fellowship could include (but is not limited to):

(i) waste and resource use/management via circular business models
(ii) synergies and trade-offs between circular economy and climate change
(iii) societal impact
(iv) potential design of a circular economy to most effectively support positive outcomes such as decent work, mitigation of climate change, and gender equality
(v) actions that companies can take unilaterally to design out resource inefficiencies and design in fairer access to goods and services.

The Fellow could explore drivers and barriers to a circular economy at a more granular level in specific geographies or product categories, including:

- potential designs for value chains that promote sustainable supply, manufacturing and consumption patterns
- removal of perverse incentives or gaps in policy and regulation from governments which mitigate against circularity (and similarly looking at areas where policy is working)
- lack of infrastructure for enabling a circular economy
- shifting expectations and attitudes towards consumption among the public, and how these can be shaped by industry messaging
- benefits of circular business models, and risks to industry of not moving in this direction, both short and long term
- potential impacts of a circular economy on society and the economy, for example, social norms, consumer behaviour, jobs and skills
- potential of a circular economy to be catalytic in delivering a broader range of SDGs.

*Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business (incumbent and disruptive), government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) engineering, economics, management, sociology, behavioural studies, economic history, and public policy.*
Theme: Social inclusion

Topic 4: Resilient communities (supported by Asda)

Communities in the UK have been subject to many influences over the last decade, from policy changes such as universal credit to broader austerity measures, demographic trends, immigration and commercial pressures such as globalisation, technology and competition which are remaking the economy in the 21st century. Not all communities are responding well to these changes, with many experiencing vulnerability and a sense of ‘being left behind’. The unequal distribution of employment, opportunity, health, education and access to services has fostered tensions in many parts of the UK and has become a national political concern.

Many leading retailers have a long track record of community engagement in the UK, making direct donations to charities, offering space in stores for local fundraising, and actively supporting staff volunteering. Is there potential for such enterprises to become ‘anchor institutions’, like schools, churches and hospitals, serving as hubs of ideas, services and innovations to the communities where they are located? The effectiveness of charitable interventions by retail companies in community wellbeing is under explored. There may also be potential for retailers to support local economies through local sourcing and procurement, facilitation of micro enterprises.

The Fellow will explore the nature and effect of community interventions by retail organisations in the UK, with a particular focus on wellbeing and vulnerability. Issues addressed might include unemployment, hunger, health and diet and access to and availability of public services, children’s educational attainment, alcoholism, obesity and non-communicable disease. The Fellow could explore these issues through case study research in specific communities, or at a broader national level, or both. It is expected that the research will engage with retail organisations (including the funder of this Fellowship, ASDA), and address strategic options for improved impact.

Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business, government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) geography, sociology, anthropology, economics, retail, management, education or public health.

Topic 5: Luxury and inclusion (supported by Chanel)

Luxury business models embody exclusivity – the rarity of the materials used, the quality of the craftsmanship, the restricted access. If goods and experiences were widely accessible, then they would cease to retain their status as ‘luxury’. However, against a backdrop of rising socioeconomic inequality, environmental degradation and climate change impacting on the most vulnerable in society, exclusivity risks being interpreted as exclusion, and luxury brands the symbol of a broken system.

At the same time, luxury brands contribute to maintaining traditional craftsmanship, create opportunities through their procurement of valuable materials, and have more latitude to maintain high standards than lower margin firms. The luxury industry can also wield considerable cultural influence and, therefore, has the potential to lead by example. The Fellow will investigate how the business models of luxury brands are affected by these debates, and the potential for companies selling luxury goods to contribute to solving recognised social and environmental problems.

The scope of the Fellowship could include (but is not limited to) the following questions:

(i) to what extent can the supply chains of luxury brands be managed to contribute to environmental sustainability, employment and social value creation
(ii) can luxury brands play a role in sharing wealth, for example through building inclusive business models?
(iii) what influence do luxury brands have on the ideas and wider attitudes of customers and the wider community of consumers, and does this differ between countries?
(iv) what is the role of luxury products in influencing positive change in terms of sustainability or poverty?
(v) can luxury companies contribute to inclusive development?

Further questions arise from a broader consideration of luxury production and consumption. How is luxury defined, and how has this varied over time? How different is it in different countries, and what is the significance of this for companies selling luxury products? What impacts are sustainability crises (climate change, biodiversity loss) and economic change (e.g. automation, robotics) likely to have on the luxury industry, and to what extent can luxury products play a role in supporting a transition to a sustainable equitable future for humankind? What opportunities exist for promoting greater social inclusion within the luxury business model (either in production or consumption)?

Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business, government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) political sciences, economics, management, sociology, anthropology, development and history.

**Topic 6: Infrastructure and local communities** (supported by The Equal Opportunities Foundation)

China’s Belt and Road Initiative (BRI) is an ambitious effort to improve regional cooperation and connectivity on a transcontinental scale by establishing infrastructure that can strengthen, trade and investment links between China and some 65 other countries. The BRI involves bold investments in infrastructure in multiple countries. Yet large-scale engineering projects are known to have significant social and environmental impacts that can be hard to predict and avoid, and expensive to fix. The challenge for governments participating in BRI is to enable economic development whilst protecting the environment and addressing social exclusion, unequal development, and rural poverty. The determination to achieve ‘win-win-win’ outcomes can serve as a catalyst for creative solutions, but the delivery of sustainable development at a local level remains problematic. The Fellow will investigate the potential for avoiding, minimising and responding to the social and environmental impacts of large infrastructure investments, such as those of the BRI.

The approaches to development underpinning the BRI do not necessarily reflect established international models (e.g. those developed by the World Bank or bilateral donors). As implementation under the BRI gains pace, there will be valuable opportunities to analyse the effectiveness of this new international development ‘experiment’. When considering appropriate conceptual and analytical approaches to exploring sustainability in the BRI context, attention needs to be placed on potential tensions between socioeconomic diversity and varying notions of ‘sustainability’ across countries, and the aims of this cross-regional initiative.

The scope of the Fellowship could include (but is not limited to):

- what are the key policy/planning frameworks on sustainable development that are being developed in China in general and for the BRI in particular, and what are the relationships (including power-dynamics) between the various institutions and actors involved?
- what is the relationship between policy and implementation at the local level, to establish the extent to which planning processes and associated decision-support tools are achieving alignment with the UN Sustainable Development Goals?
• to what extent does the determination of sustainability impacts (e.g. distribution of costs and benefits) address cross-scale and cross-territory considerations? Does analysis go beyond project-specific issues to include the wider implications arising from, for example: shifts in production and consumption across borders and regions, creating new urban areas and/or relocating supply chains?
• to what extent are issues of climate change factored into planning and design of BRI projects?
• to what extent do capacity constraints in legal, regulatory, administrative, and civil societal systems limit the effectiveness of sustainability planning? How far can they (and are they) are being addressed through capacity building (e.g. pedagogical approaches to build leadership capacity for sustainability)?
• to what extent could sovereign or private financing or investment vehicles/instruments be used to contribute to the sustainability of BRI development projects?
• what evidence is there of innovation, collaboration across value chains and/or adaptive problem solving in BRI projects (e.g. to increase the resilience of projects and communities to climate change, natural disasters and pandemics)? How could such initiatives be furthered?

Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business, government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) engineering, sociology, anthropology, development, history, economics and human geography.

Theme: Health

Topic 7: Air quality and NCDs (supported by AstraZeneca)

The Fellow will investigate the interconnectivity of environmental health and disease to identify and explore strategic interventions to help prevent the increasing burden of non-communicable disease (NCD).

Many factors contribute to this trend, from changes in diet to reduced levels of physical exercise in modern lifestyles, and pollution in the environment from vehicles and other sources. The Fellow will investigate and anticipate the impacts of one factor – air quality – on respiratory, oncological and cardiovascular disease prevalence, potentially through a series of substantive case studies in different situations and scales, for example local, regional, national and global contexts, rural and urban environments (e.g. smart cities), and low-income countries.

Anticipating the current and future impact of air quality, together with science-based interventions to limit its impact on the prevalence of NCDs will empower health systems – in their broadest sense – to respond in a more integrated manner. Tackling the sources of air pollution will be critical to success rather than assuming that mounting burdens will be dealt with by already overstretched health services.

The scope of the Fellow could include (but is not limited to):

(i) how different forms of air pollution relate to NCD occurrence
(ii) the role of remote sensing, artificial intelligence and ‘big data’ in informing disease prevention policies and strategies
(iii) how scalable strategic interventions could positively impact disease prevention, health and wellbeing – including the nature of their business models.

Air quality is fundamental to our health. Poor air quality impacts millions now, and potentially many more in the future. The Fellow will help to shape the future of more preventative, sustainable health systems through the pragmatic solutions and interventions highlighted by their research.
Candidates will be sought with the ability to extend current knowledge in the field of sustainability, and with the potential to engage productively with business, government and other stakeholders. The position might attract applicants from a range of disciplines including (but not limited to) public health, epidemiology, chemistry, biological anthropology, geography, global health, and public policy.