

RESEARCH PARTNERSHIPS REPORT 2025

CONTENTS

_		
2	Introd	duction
3		duction

4 Collaboration at the heart of change

Foreword by Professor Tim Jones, Vice-Chancellor

6 Metrics dashboard: Driving innovation, collaboration, and impact

Chapter 1: Driving innovation, delivering economic growth

Unilever: A world-class partnership in action

12 Chapter 2: Paving the path to sustainability through innovation

Pilkington (NSG Group): Top of the glass - Science, skills and sustainability

Baker Hughes: Seeding big ideas - From pump-priming to strategic partnership

16 Chapter 3: Advancing health and prosperity through collaboration

Life Sciences Innovation Zone 'live' Projects

Roche Diagnostics UK & Ireland: Transforming health together

22 Chapter 4: Transforming the future through digital innovation

IDEAS to impact: Business growth through AI innovation and leadership From a KTP project to transforming how the legal sector uses AI

26 Chapter 5: Shaping creative and cultural futures through collaboration

Driving innovation, inclusion and sustainability in Liverpool's music R&D National Museums Liverpool: Culture in Collaboration

30 Chapter 6: Policy and Civic Impact

Advancing society through evidence, insight, and policy innovation

32 Chapter 7: Driving inclusive, sustainable growth through creative collaboration

Reimagining business: collectively, urgently, responsibly

Helping businesses create more racially representative and inclusive workplaces

34 Shaping the future together

35 Ways to engage

INTRODUCTION

Founded in 1881 as the original 'red brick', the University of Liverpool is one of the UK's leading research-intensive higher education institutions.

Ranked among the world's top 150 universities and a member of the prestigious Russell Group, the University has an annual turnover of £708.3 million, including £163.1 million in research income*.

With nearly 29,000 students, 7,800 staff and an alumni network of over 280,000 in 187 countries, our impact extends far beyond campus. We contribute £1.2 billion annually to the Liverpool City Region economy, supporting over 15,000 local jobs, and generate £2.2 billion GVA and 26,630 jobs nationally**.

The University drives innovation by connecting cutting-edge research expertise to real-world challenges across health, advanced materials, digital technologies, creative industries, and sustainability. Collaborating with >1,300 organisations in >40 countries, from startups to multinationals, we aim to create impact by leveraging investment, support, and collaboration.

This report showcases how we deliver innovation at scale - improving health, driving economic growth, and shaping a smarter, fairer and more prosperous future.

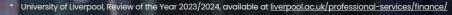
The University of Liverpool is not only one of our region's greatest assets, it's also a world-class institution that's helping to put the Liverpool City Region at the vanguard of global innovation.

Its partnerships with industry, communities and the public sector show what can be achieved when research excellence meets real-world ambition – creating good jobs, tackling the climate crisis, and improving lives across our region.

Together, we're building the skills, partnerships and investment needed to make the Liverpool City Region a genuine innovation powerhouse – and to reach our shared ambition of raising R&D investment to 5% of GVA by 2030.

Steve Rotheram

Mayor of the Liverpool City Region



** Based on 2022/23 data. University Economic and Wider Impacts Report 2024, available at liverpool.ac.uk/about/the-university/reports-policies-and-governance/economic-impact-report



COLLABORATION AT THE HEART OF CHANGE

Foreword by

PROFESSOR TIM JONES, VICE-CHANCELLOR

At the University of Liverpool, innovation happens best in partnership – it's at the heart of everything we do. By collaborating with industry, government, the third sector, and our communities, we turn bold ideas into real-world impact.

Much of our work aligns with the UK Government's Industrial Strategy, and we work hard to tackle national and regional challenges. We are rooted in Liverpool, but our impact reaches across the globe. In May 2025, we announced the launch of our first international campus in Bengaluru, representing a major chapter in UK-India educational collaboration.

As we approach our 150th anniversary in 2031 and make important progress towards our ambition to become a global Top 100 university, we reflect on a legacy of innovation. Our pioneering computer science in the 1960s contributed to early developments in computing and artificial intelligence (AI).

We have advanced particle physics through contributions to the Large Hadron Collider, influencing global research infrastructure. In 2020, we led the world's first voluntary mass COVID-19 testing programme. And our innovation and impact were key to Liverpool being named a European Capital of Innovation finalist in 2025.

By supporting partnerships at every stage, we help innovation flourish. Our consistently sector-leading performance in Research England's Knowledge Exchange Framework (KEF)*** demonstrates our excellence in partnerships across business, public, and third sector organisations, placing us among the top universities in the country.





We contribute to the Liverpool City Region Innovation Zone, encompassing the Freeport and the Government's national Life Sciences Investment Zone programme - strengthening the regional innovation ecosystem across sectors, from advanced materials and life sciences to creative industries.

Our partnerships span local, national, and global scales: the Charter with Roche Diagnostics unites over 20 regional partners to tackle health challenges, while our longstanding partnership with Unilever stands as one of the most successful university-industry collaborations in the world, making Liverpool a global centre for materials innovation.

But we want to go further and faster, together. Our £550 million Health Innovation Liverpool Campus (HIL) will integrate research, patient care, industry, and training to drive cutting-edge research and innovation into real-world health solutions. We have also launched plans for the AI Materials Hub for Innovation (AIM-HI). Building on the success of the Materials Innovation Factory, AIM-HI is a unique £30 million AI-driven materials centre within a new £110 million purpose-built chemical sciences facility in Liverpool's Knowledge Quarter, set to open in 2031.

From Liverpool to the world. The future is ours to shape.





"At Liverpool, partnerships are built to deliver results. From initial concepts to fully scaled projects, we combine world-leading expertise, cutting-edge facilities, and operational excellence to turn bold ambitions into real-world impact.

Together, we create opportunities that build skills, drive innovation, and shape lasting change."

Sarah Jackson

Director of Research, Partnerships and Innovation, University of Liverpool

METRICS DASHBOARD: DRIVING INNOVATION, COLLABORATION, AND IMPACT

KNOWLEDGE EXCHANGE FRAMEWORK (KEF5) RESULTS HIGHLIGHTS*















"We work strategically, applying our expertise to address industry needs and government priorities. By combining resources and building on industry investment, we create initiatives that drive innovation and deliver measurable returns to the businesses we work with, while generating meaningful social impact - maximising the value of every investment. This report demonstrates the tangible outcomes of that approach."

Professor Anthony Hollander,

Pro-Vice-Chancellor for Research and Impact.

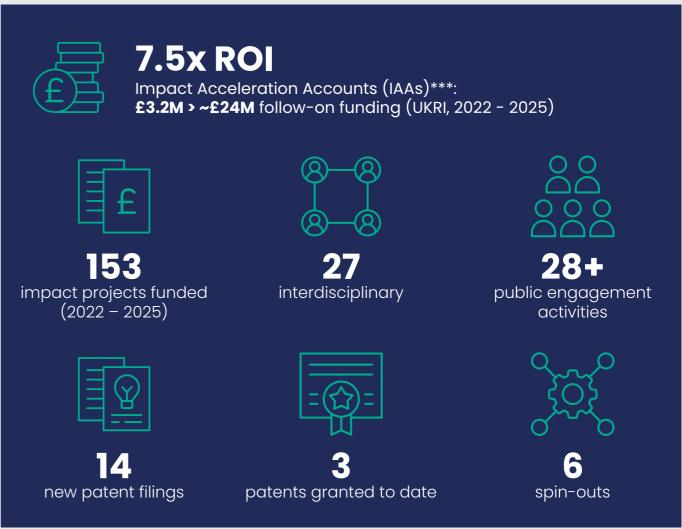
* The Knowledge Exchange Framework (KEF) benchmarks how universities in England collaborate with external partners, from businesses to community groups, for the benefit of the economy and society. KEF5 uses a quintile scoring system (1 = very low, 5 = very high) to show performance.

More info at: liverpool.ac.uk/collaborate/knowledge-exchange-framework/

Note: Highlights of our KEF strengths, showcasing how we drive innovation, partnerships, and regional impact in line with Strategy 2031. Selected perspectives only.

LEVERAGING PUMP-PRIMING FUNDING TO DELIVER TANGIBLE IMPACT AND STRONG RETURN ON INVESTMENT (ROI)





^{**} The Partnership Innovation Funds use part of the University's Higher Education Innovation Fund (HEIF) allocation to pump-prime projects with non-HEI partners in key areas, with an aim of leading on to larger projects that address global challenges. HEIF is administered by Research England, which is part of UKRI.

^{***}Impact Acceleration Accounts (IAAs) are strategic funding mechanisms provided by UK Research and Innovation (UKRI) to enhance the impact of research activities across various institutions. UKRI is the umbrella body that brings together the UK's seven research councils, Innovate UK, and Research England.

CHAPTER 01: DRIVING INNOVATION, DELIVERING ECONOMIC GROWTH

UNILEVER: A WORLD-CLASS PARTNERSHIP IN ACTION

The University has a very close relationship with Unilever, and the partnership is a leading example of Knowledge Exchange (KE) practices between academia and industry.

Unilever is a well-established global consumer goods company, and its work within the <u>Materials Innovation Factory (MIF)</u> focuses on developing formulated materials. However, the collaborative projects with the University cover a much broader range of activities with equally broad impacts.

The scientific partnership **started in 1917**, beginning with relationships focused on the then Department of Industrial Chemistry and biochemistry research. Since 2001, the collaboration has become an established, high-level strategic partnership, combining the University's and Unilever's research expertise to develop new materials and formulations, spin-out companies and co-funding of cutting-edge facilities.

The MIF is the flagship knowledge exchange centre, providing a centre of research for over 200 Unilever R&D staff, along with a similar number of University of Liverpool researchers. The MIF builds on the success of the University's Centre for Materials Discovery (2007–2015), whose automated material discovery programmes delivered significant impacts, including an increase in Unilever product sales >€500 M p.a. from 2018 and accelerating the processes of Unilever molecule discovery to product launch in less than two years.

"Unilever has a global footprint and can access academic strength anywhere, but it is choosing to use the University of Liverpool because the partnership has developed, and the University's impact on Unilever's R&D approach has made it an ideal location for completing research."

Professor Matt Reed

Strategic Programme Director for Advanced Materials, the Materials Innovation Factory, University of Liverpool

The MIF subsumed the Centre for Materials Discovery when it launched in 2017 and is a world-class centre of materials chemistry expertise and facilities with one of the highest global concentrations of materials science robotics. Professor Andy Cooper, MIF Founding Academic Director and Royal Society Research Professor, led the strategic bid that led to the creation of the £81m facility.

The MIF is an excellent reflection of the distinctive partnership model between Unilever and the University as an open-access innovation facility that provides specialised space, differentiated equipment and methodologies, skilled technical support and academic thought leadership.

In addition to the strong ingredients and materials focus around the MIF, the elements that form the basis of the partnership model have been applied across a number of other key research areas outside of this focus.





World-leading microbiome research

In 2016, Unilever and the University of Liverpool partnered to open the MIF OMICs Facility (covering the scientific study of biological molecules, such as genomics, metabolomics and proteomics), which offers access to genomic sequencing platforms, computational biology infrastructure and technical expertise. As part of the Centre for Genomics Research, with which Unilever has also maintained a long-term partnership, it highlights the importance of high-throughput technologies and multidisciplinary research in new materials development.

Alongside the applications to chemical and materials development, this collaboration offers the opportunity to research the https://www.numers.ni.nlm.num.ni.crobiome, leading to the Microbiome Innovation Centre, established in 2020, and furthering the strategic partnership with Unilever. As a centre for academic and industrial innovation, this collaboration enables in-depth research into the oral and skin microbiomes and has already enabled Unilever to develop first-to-market toothpaste and skincare products.

"For me, as a microbiome research leader at Unilever, it's been a big unlock for us. We have done multiple large microbiome studies with the University that have been hugely impactful. We have a number of studies going forward in collaboration with the University of Liverpool. Because the scientific engine is there, we can point that towards different conditions of interest. It's allowed us to further increase our ambitions in this space."

Mike Hoptroff

Senior R&D Manager, Unilever



Ground-breaking collaborative research links skin bacteria to psychological well-being

A pioneering Knowledge Transfer Partnership (KTP) between Unilever and the University revealed a potential link between the skin microbiome and psychological wellbeing – a world-first in this emerging field. Working with the University's Microbiome Innovation Centre and Brain and Behaviour Lab, researchers identified associations between higher levels of Cutibacterium on the face and underarm and lower stress, alongside links to improved mood. While the gut microbiome's role in mental health is well established, this study highlights the underexplored influence of skin bacteria.

Published in the British Journal of Dermatology, the research provides new insight that could shape future health and personal care innovations. Supported through UKRI's KTP programme, the project reflects Unilever's Positive Beauty strategy and the University's strengths in applied microbiome and psychological research.

The partners have also secured a new KTP to further investigate skin microbiome–wellbeing relationships, building on wider collaborations in neuroscience and stress research.





Unilever archives

Whilst the long collaboration between Unilever and the University of Liverpool has had an impact on a variety of science, technology, engineering and maths (STEM) fields, there have been opportunities to **create wider societal impacts**.

In 2020, following the growing prominence of the Black Lives Matter movement, Unilever approached the University of Liverpool to support them in <u>undertaking a transparent review of the business practices of one of Unilever's founders</u> (and one of the University's benefactors) from 1900–1930 in the Belgian Congo (now Democratic Republic of the Congo) and the Solomon Islands.

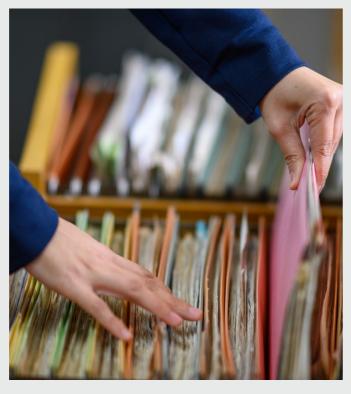
This collaboration with the Faculty of Humanities & Social Sciences builds on previous research at Unilever's Archives and hopefully opens the door to more such collaboration between Humanities and business. In addition, this partnership helps to build audiences for humanities research outside of academia, as well as contributing to a major issue for companies today.



"Unilever has had a relationship with the
University of Liverpool for more than 100 years.
To compete successfully, collaboration is
key, and the University is one of the world's
leading academic institutions for materials
science. Increasingly, innovation comes from
strong partnerships, which allow the sharing
of expertise."

Jon Hague

Head of Clean Future Science and Technology, Unilever Homecare, and Chair of the Liverpool City Region Innovation Board



Sustainable research

The University's long-term partnership has provided exciting opportunities to establish high-profile sustainability projects with large sources of funding. Across 2020 and 2021, the University's KE Team led collaborative innovation workshops, enabling academic colleagues to engage in new areas of Unilever's business. This helped facilitate the process of moving ideas forward to become fast-tracked projects for transformative change.

As part of an £8.8 million EPSRC Prosperity Partnership announced in 2021, the University of Liverpool, Unilever and the University of Oxford are developing new platforms to provide a sustainable global chemical supply chain, helping the UK achieve Net Zero by 2050.

The University's Research and Partnerships Team were instrumental to the Prosperity Partnership application process through pre-call scoping, bid development and critical support, as well as providing mock interviews and performance feedback for the application team.

Prosperity Partnerships are business-led research partnerships with long-term strategic university partners, and this <u>Cleaner Futures project</u>, led by <u>Professor Matthew Rosseinsky</u> (Department of Chemistry), will be key for developing new materials through the MIF and driving clean growth, helping Unilever to find sustainable routes for the production of chemicals used in consumer products.



The broader picture

Unilever's long-term partnership with the University of Liverpool has driven a change in its approach to research and development.

Originally, they managed smaller, transactional relationships with universities all over the world. Now they work more strategically, with the University as an exemplar partnership with high-level staff on both sides searching for new opportunities and the best option for completing specific development projects.

"To achieve the UK's Net Zero goal by 2050, we need a transformation of the global chemical supply chain. This partnership is an important milestone towards this, driving forward important research on new renewable and biodegradable materials for everyday products, such as laundry detergents."

Richard Slater

Chief R&D Officer at Unilever





Get involved

If your organisation has an innovative idea and would benefit from academic collaboration, get in touch.

Contact: liverpool.ac.uk/collaborate/contact

CHAPTER 02:

PAVING THE PATH TO SUSTAINABILITY THROUGH INNOVATION

PILKINGTON (NSG GROUP): TOP OF THE GLASS - SCIENCE, SKILLS AND SUSTAINABILITY

The University and Pilkington Technology Management Limited
(Pilkington), part of the NSG Group, have been working together for
17 years, combining world-leading glass manufacturing with expertise
in chemistry, AI, and robotics. This partnership drives innovation,
tackles global sustainability challenges, and develops future talent by
embedding skills directly into industry.

Formally strengthened through a <u>Memorandum of Understanding</u> in 2023, the University is Pilkington's academic partner of choice for thin-film materials discovery.

Beyond research, the partnership has created a pipeline of skilled graduates and researchers, several now employed permanently at Pilkington, ensuring knowledge flows both ways and supporting long-term industrial innovation.

Activities and impact

Studentships and talent development:

Pilkington supports PhD students across three EPSRC Centres for Doctoral Training (CDTs), embedding them in real-world projects.
Graduates gain technical and leadership skills, building a diverse talent pipeline, and five University researchers have joined Pilkington permanently.

Accelerating commercialisation:

A University-managed EPSRC Impact Acceleration Account (IAA) enabled the permanent recruitment of postdoctoral researcher Dr Teresa Partida-Manzanera, now Materials Scientist at Pilkington, and produced results that are progressing toward patent applications. The project broadened Pilkington's scientific scope, enabling innovation that would not have been possible without the University's expertise.

Regional and economic benefits:

New coating line in St Helens, supported by University research, anchor R&D in the Liverpool City Region, creating high-value jobs and strengthening global competitiveness.

Environmental and sustainability Impact:

Collaborative projects advance low-carbon materials, building-integrated solar cells, and energy-efficient glazing, supporting the UK's net-zero goals.

Equality, diversity and inclusion:

Inclusive recruitment and the hiring of female researchers, including Dr Teresa Partida-Manzanera and Dr Verity Piercy, support NSG's global diversity targets.

Now in its 17th year, the University-Pilkington partnership demonstrates how academic excellence and industrial scale combine to deliver sustainable innovation, real-world impact, and the skilled workforce of the future.



At a glance

Sector:

Advanced manufacturing and materials

Type:

Long-term strategic partnership (17 years; MoU signed 2023)

Key achievements:

- 15+ PhD students supported across 3 EPSRC Centres for Doctoral Training
- 5+ Liverpool researchers now in permanent NSG roles
- EPSRC IAA project delivered patentable results and permanent recruitment
- Strategic Partnership of the Year Finalists, at the <u>KE UK</u> <u>awards 2025</u>



Get involved

Work with the University to accelerate innovation, attract top talent, and futureproof your workforce.

Contact: <u>liverpool.ac.uk/</u> collaborate/contact







"Our long-standing partnership with the University demonstrates the power of combining industrial expertise with academic excellence. Together, we're accelerating the discovery of new materials and technologies to reduce carbon emissions, improve energy efficiency and develop the skilled people who will lead future innovation.

Having University researchers as part of our team shows how collaboration can deliver both scientific breakthroughs and the talent pipeline industry needs. Built on openness, collaboration and progress, this partnership is already delivering real impact for our business, the region and society."

Kevin Sanderson

Chief Technology Officer at NSG Pilkington



"The EPSRC Impact Acceleration Account project gave me the opportunity to apply my research in a real industrial setting and to see how academic discoveries can translate into innovation. Joining Pilkington has allowed me to continue developing these ideas, working directly on technologies that can improve energy efficiency and support sustainability.

It's exciting to be part of a partnership where knowledge flows both ways—helping industry benefit from cutting-edge science while giving researchers like me the chance to make a realworld impact."

Dr Partida-Manzanera

Materials Scientist at Pilkington



CHAPTER 02: PAVING THE PATH TO SUSTAINABILITY THROUGH INNOVATION

Baker Hughes >

BAKER HUGHES: SEEDING BIG IDEAS - FROM PUMP-PRIMING TO STRATEGIC PARTNERSHIP

Baker Hughes, a global energy technology company operating in over 120 countries, has built a partnership with the University that shows how early-stage investment can grow into a strategic, multi-disciplinary collaboration tackling global sustainability challenges.

In 2022/23, Professor Xin Tu, Chair in Plasma Catalysis, received pump-priming funding from the University's Higher Education Innovation Fund (HEIF) to explore plasma-enabled methane cracking – producing CO2-free hydrogen and carbon for cleaner energy.

This successful proof-of-concept project led to a series of Baker Hughes-funded collaborations, including a 42-month PhD studentship and contract research agreements on plasma electrification for sustainable fuel production.



From pilot to partnership

In February 2024, the relationship was formalised through a Memorandum of Understanding (MoU) – the first between Baker Hughes and a UK university. The MoU sets the foundation for broader collaboration across advanced materials, energy transition technologies, and sustainability.

Expanding the collaboration

The partnership now spans multiple disciplines, including:

• Green Hydrogen Production:

Professors <u>Alex Cowan</u> and <u>Matt Rosseinsky</u> are accelerating the discovery of electrocatalysts for hydrogen generation through a joint project funded by Baker Hughes and the <u>Henry Royce Institute</u>*.

• Direct Air Capture:

Professor Anna Slater, Royal Society University Research Fellow and Professor of Chemistry (proleptic), is applying flow chemistry to develop new chemical ligands for carbon capture. The work supports new PhD and postdoctoral roles in 2025, helping train the next generation of scientists.

Impact and future outlook

This partnership exemplifies how small-scale, pumpprimed projects can seed transformative, long-term industrial collaborations – advancing clean energy innovation, skills development, and global sustainability.

"There is no path to net zero without collaboration. Working with the University of Liverpool, we're developing scalable solutions to drive sustainable progress."

Ian Derbyshire

Engineering & Technology Director at Baker Hughes

"It's exciting to work with Baker Hughes
to explore how advanced flow chemistry
can tackle global energy challenges. Our
collaboration on Direct Air Capture not
only drives sustainable innovation but also
supports the next generation of scientists.
Together, we're developing both the
solutions and the skills needed for a more
sustainable future."

Professor Anna Slater

Royal Society University Research Fellow and Professor of Chemistry



At a glance

Sector: Clean energy

Type: Emerging strategic partnership

Key achievements:

- HEIF pump-primed project led to multi-year industrial collaboration
- First formal MoU between Baker Hughes and a UK university
- Funded PhD studentships and postdoctoral research in sustainable chemistry
- Expanding research links across the Henry Royce Institute network.



Get involved

Connect with our teams to explore collaboration in sustainable manufacturing and upcoming CDT opportunities.

Contact: <u>liverpool.ac.uk/collaborate/contact</u>

* The Henry Royce Institute is a partnership of nine leading institutions, including the founding partner, the University of Liverpool.

CHAPTER 03:

ADVANCING HEALTH AND PROSPERITY THROUGH COLLABORATION

LIFE SCIENCES INNOVATION ZONE 'LIVE' PROJECTS

The Liverpool City Region (LCR) Life Sciences Innovation Zone – part of the Government's national Investment Zone Programme – launched in December 2024, unlocking millions of pounds in funding and paving the way for up to £800 million of public and private investment and 8,000 new jobs.

Developed in collaboration with the region's thriving life sciences sector, and with the University playing a major role, the 10-year plan will help transform the regional economy and accelerate world-leading, life-saving research and innovation.

The University's flagship projects include:

Transforming health and care through Al and data-driven innovation

The <u>Civic HealthTech Innovation Zone</u> (CHI-Zone), managed by the University's <u>Civic Health Innovation Labs</u> (CHIL) and supported by its <u>VEC</u> (Virtual Engineering Centre), is driving transformation in health and care by connecting tech developers to world-class expertise to participate in research, development and innovation activities.

Backed by £10 million from the LCR Life Sciences Innovation Zone Programme, the CHI-Zone aims to boost economic growth, create jobs, and position the region as a leader in health and care technology.

The programme is expected to create at least 365 jobs, train more than 1,000 people, support over 125 businesses and entrepreneurs, and foster at least 10 new digital health and care companies.

Projects are already underway, attracting attention from key local stakeholders, central government and international partners.











Their flagship initiative is an <u>Adult Social Care Testbed</u>, developed in partnership with the <u>National Care</u>

<u>Forum</u> - the leading voice for not-for-profit social care providers and support organisations in the UK. This initiative invites industry partners to co-design, test and evaluate digital solutions with the potential to improve care provision and outcomes for people who draw on care, working with experts in the Region.

Another innovative programme is <u>Citizen First LCR</u>, delivered in partnership with <u>Public Life</u>. This unique approach supports 'hidden entrepreneurs' from local communities – people whose lived experience of health and care challenges gives them powerful ideas for change. These participants are establishing or developing businesses that aim to tackle regional health and care challenges, from the use of robotics in hospital settings to Al-guided sleep support and even a uniquely accessible mobile hair salon.

Through the CHI-Zone, the University is advancing its civic mission – leveraging science and technology to address the real needs of local communities.

"The Adult Social Care Testbed is a unique collective of not-for-profit care and support providers, academic experts, technical professionals, people with lived experience and industry leaders who are committed to setting a new benchmark for innovation in social care and support. By exploring the ways in which our not-for-profit care and support providers in the Liverpool City Region can make better use of data and technology while upskilling their workforce, we're charting an exciting course towards care for the future that puts people receiving care and support in a wide range of settings at the centre."

Professor Vic Rayner

Chief Executive Officer, National Care Forum

"The fact that Citizen First LCR was 20x oversubscribed is a testament to the innovative business ideas and passion for change that exist across LCR communities.

All the hidden entrepreneurs on the programme are hugely inspiring, and we are delighted to offer them a year's Real Living Wage salary and sector-leading support to build their businesses. They are breaking new ground in tackling the health and care challenges facing them and their communities."

James Green

CEO and Founder of Public Life



Get involved

Contact: CHI-Zone@liverpool.ac.uk

Learn more: chi-zone.co.uk

CHAPTER 03:

ADVANCING HEALTH AND PROSPERITY THROUGH COLLABORATION

Leading the way in microbiome innovation

The Liverpool City Region is set to become a global leader in translating cutting-edge microbiome research into real-world commercial, health and wellbeing impact. Supported by over £1 million from the Life Sciences Innovation Zone, the Microbiome: Accelerating Innovation and Development (MAID) Hub harnesses the University's world-leading expertise, facilities and networks to support microbiome innovators as they develop and commercialise their innovations.

Microbiomes are communities of microorganisms - such as bacteria, fungi, and viruses - that live on and inside humans, animals, plants and the environment. They play crucial roles in a range of markets and applications, including human health and wellbeing, sustainable manufacturing processes, and agricultural production.

MAID, led by the University's <u>Microbiome Innovation</u> <u>Centre</u> and delivered in partnership with technology innovation centre CPI, provides end-to-end support to 60 innovative businesses, including access to labs, experimental design, scientific consultancy, and regulatory and commercial guidance. By turning discoveries into real-world impact, the hub positions Liverpool as a thriving centre for microbiome innovation.

The hub has already built an active community of local companies, attracting new businesses to locate in the region to benefit from its support. It also contributes to national initiatives such as the BBSRC-funded Microbiome-Net, helping the UK translate world-leading research into therapies and solutions with both local and global benefits.



What's next?

Building on the success of the MAID Hub and the clear market potential of microbiome innovation, the Microbiome Innovation Centre's long-term vision is to establish a national £30 million Microbiome Centre of Excellence where innovators can access a range of platforms to advance microbiome innovation, including:

Multi-omics:

Integration of diverse biological data to reveal how microbes function and interact, enabling the development of precise and effective microbiomebased solutions.

• Complex microbiological models:

Accurate simulation of microbial communities and their environments, allowing for better understanding and testing of interventions before real-world application.

· Data science:

Analysis of large, complex datasets to identify patterns and insights that accelerate discovery and optimise microbiome-based solutions.

Biobanking:

Provision of well-preserved, high-quality microbial samples for research, enabling consistent study and development of new therapies and products.

Manufacturing:

Exploration of establishing a Good Manufacturing Practice (GMP) facility for Live Biotherapeutic Products (LBPs) in the region.

The Centre will also provide extensive training and a commercial concierge service to guide microbiome innovators, helping them access the expertise they need - whether in regulatory affairs, fundraising, marketing, or other areas.

By leveraging key regional assets and businesses, the Centre will foster collaboration across sectors to drive innovation and economic growth. This programme builds on the longstanding, mutually beneficial partnership between the University of Liverpool and Unilever, serving as a strong endorsement to attract other businesses.



"I'm proud of the work we're doing with
multiple partners to position the region as a
hub for life sciences innovation. By supporting
microbiome research, helping companies
scale, and turning discoveries into realworld solutions, we're putting the region
on the global map for microbiome science
while creating opportunities, driving growth,
and improving health outcomes locally and
internationally."

Professor Jo Fothergill,

Director, Microbiome Innovation Centre.



Get involved

Businesses and innovators in microbiome and infectious disease are invited to work with MAID to advance therapies, develop new antimicrobials, and boost Liverpool's global life sciences profile.

Contact: mic@liverpool.ac.uk

Learn more: <u>liverpool.ac.uk/microbiome-innovation-centre/maid</u>

CHAPTER 03:

ADVANCING HEALTH AND PROSPERITY THROUGH COLLABORATION

ROCHE DIAGNOSTICS UK & IRELAND: TRANSFORMING HEALTH TOGETHER

The strategic, innovation-led partnership with Roche Diagnostics Limited, formalised through a Memorandum of Understanding in October 2024, builds on years of collaboration.

Focusing on four key areas: Biomarkers, Population Health, Digital Health, and Laboratory Automation, it brings together academia, industry, and healthcare to deliver innovation and impact.

As a result of this strengthened partnership, the University has been integrated into major national and European consortia in cancer and cardiovascular disease.

Roche Diagnostics UK & Ireland has also supported technological innovation, including the provision of a VENTANA® DP 600 digital pathology slide scanner for the UoL-led EYE-CAN-AID (Eye Cancer Artificial Intelligence Digital Bioresource) initiative in ocular oncology.

The partnership drives regional impact through a <u>Healthcare Charter Partnership</u>, uniting more than 20 organisations – including NHS Trusts, local authorities, and industry – to improve health outcomes and boost prosperity across the Liverpool City Region and beyond.







Looking to the future, the <u>University's Civic Health</u> <u>Innovation Labs (CHIL)</u> will collaborate with Roche Diagnostics UK & Ireland to establish the world's first design studio dedicated to real-world diagnostic solutions, aimed at maximising the use of NHS data to enable earlier testing and better follow-up care, particularly for vulnerable patients.

Through collaboration and co-creation, the UoL-Roche partnership exemplifies how academia and industry can unite to drive innovation, deliver real-world health outcomes, and strengthen the Liverpool City Region's health ecosystem, catalysing collaboration that extends across organisations and drives regional impact.

"Our partnership with the University of
Liverpool demonstrates the real impact
that collaboration can deliver. Together,
we are making meaningful progress in
improving lives across the Liverpool City
Region through the power of diagnostics,
driving innovation to ensure more people
access the care they need, faster."

Matthew Johnson

Director of Access and Innovation at Roche Diagnostics UK & Ireland



At a glance

Sector: Therapeutics, vaccines, and diagnostics

Type: Strategic Partnership

Key Achievements:

- Health conditions addressed: 5+ (cancer, cardiovascular, IBS, brain injury, HPV)
- National/EU initiatives: 2+ major consortia
- Partners in Charter: 20+ organisations across NHS, academia, industry, and local government



Get involved

Be part of the Charter Partnership

Organisations across the Liverpool City Region, including businesses, charities, and public sector bodies, are invited to join this growing collaboration.



CHAPTER 04:

TRANSFORMING THE FUTURE THROUGH DIGITAL INNOVATION

IDEAS TO IMPACT: BUSINESS GROWTH THROUGH AI INNOVATION AND LEADERSHIP

The Institute for Digital Engineering and Autonomous Systems (IDEAS) unites world-class research in Artificial Intelligence (AI), Autonomous Systems, Robotics and Data Analytics with industry.

Digital Innovation Facility (DIF)

A purpose-built hub for business collaboration and innovation, DIF houses advanced laboratories in Robotics, Mixed Reality, Extreme Environments, Data Analytics, Visualisation, Simulation and Digital Engineering. Supported through a £12.7 million investment co-funded by the Local Growth Fund and the Liverpool City Region Combined Authority, DIF drives innovation and accelerates real-world impact across multiple sectors.

VEC: Where research meets reality

Located within DIF, the VEC transforms research into real-world solutions. Using digital twins, virtual prototyping, high-performance computing, and advanced simulation, the VEC helps organisations across manufacturing, aerospace, automotive, energy, and FMCG to improve service quality, reduce costs, and accelerate time to market.

What makes IDEAS different?

• Multidisciplinary expertise:

A national leader in combining virtual engineering, digital design, autonomous systems, and AI, supported by hands-on exploratory labs.

· Connected research network:

Embedded within the University, with access to worldclass academics and strategic partnerships.

Innovation-led approach:

Enables rapid experimentation, prototyping, and deployment through multi-user laboratories.

• Comprehensive support:

Offers end-to-end solutions, from digital transformation and product development to implementation.



A Decade of driving regional growth

VEC has partnered with hundreds of businesses across the Northwest (NW). Helping them adopt emerging technologies, develop innovative products, and scale sustainable solutions. This has delivered growth, created jobs and contributed hundreds of millions to the local economy.

• LCR4.0 (2016-2022):

An ERDF initiative that boosted the LCR manufacturing sector by helping SMEs adopt Industry 4.0 technologies. It supported 300+ businesses and enabled 57 new products.

- Nuclear Virtual Engineering Capability (2020):
 N-VEC cemented the UK's position as a leader in digital twin and virtual engineering for the nuclear sector. Working with Jacobs, EDF Energy, Rolls-Royce, National Nuclear Laboratory, and Nuclear AMRC, N-VEC demonstrated how to improve efficiency, enable supply chain collaboration, and develop sustainable growth.
- National Centre for Digital Heritage Research (2023):
 Based at the VEC's Sci-Tech Daresbury hub, the centre positions Liverpool as a leader in digital heritage research and conservation. It fosters a collaborative ecosystem for preserving cultural assets.



<u>Professor Andy Levers OBE</u>, Executive Director of IDEAS and Associate Pro-Vice Chancellor for Innovation at the University of Liverpool, was <u>honoured at Windsor Castle</u> for leadership in innovation and regional economic growth.

"VEC is the engine driving digital transformation across the region - helping companies innovate faster, smarter, and more safely."

SceneGraph Studios, supported by VEC

• <u>Horizons Programme</u> (2023 -present):

VEC, in partnership with LJMU and Edge Hill, was appointed by LCRCA to lead, design and deliver a radical new programme for growth and productivity focused on R&D and Innovation. Funded by UKSPF, Horizons is supporting 146+ SMEs through a combination of technical R&D support and the award of over 50 capital investments.

• Novel (2025):

Launched in partnership with LCRCA, Novel represents a radical new approach to regional growth, fusing leadership, venture building and living labs. In January 2025, it convened business owners, MDs, and CEOs from leading regional companies alongside national and local government directors to co-design a new model for innovation support, commercialisation and growth.



At a glance

IDEAS and VEC Impact over the last Decade: *
Regional & national contribution:

- £329M: GVA added to the economy
- 161: New products and services.
- 2500: Jobs created in NW

Impact Since 2023 from Novel / Horizons:

- £42.9M: GVA generated for local businesses
- £700K: Invested in SME
- 42%: Ava. Productivity Improvement

Facilities

- The Digital Innovation Facility
- VEC @ <u>Sci-Tech Daresbury</u>

*2015-2025 (<u>AMION</u>, 2023, <u>Insight Works</u>, 2025



Get involved

Discover what IDEAS can do for you.

Contact: <u>liverpool.ac.uk/institute-of-digital-engineering-autonomous-systems</u>

CHAPTER 04:

TRANSFORMING THE FUTURE THROUGH DIGITAL INNOVATION

FROM A KTP PROJECT TO TRANSFORMING HOW THE **LEGAL SECTOR USES AI**

Artificial intelligence (AI) is transforming the legal sector – and researchers at the University are leading the way. Under the leadership of Professor Katie Atkinson, Associate Pro-Vice-Chancellor and Director of the Interdisciplinary Centre for Sustainability Research, the University has worked with UK law firms to develop explainable AI models that help predict case outcomes and support lawyers in making faster, more consistent decisions.

A key enabler of this industrial innovation strand of our AI and law research was the Knowledge Transfer <u>Partnership (KTP)</u> scheme, funded by Innovate UK. Through the KTP, the University partnered with Fletchers Solicitors, one of the UK's largest medical negligence firms, to co-create a digital assistant that can assess the likelihood of a case's success within seconds. Based on world-leading research in explainable AI, the tool streamlines case reviews, improves accuracy in assessing cases and widens access to justice.

Two KTP Associates were embedded at Fletchers for three years, supported by University academics. The partnership proved so successful that both Associates were retained, and the company went on to build an Al and data science team to expand its technology innovations and grow the business.

"I want the research we have conducted to help support law firms and provide better access to justice for the clients of law firms. Al is starting to enable us to get faster, more efficient and demonstrably consistent legal decision making for real benefit to society."

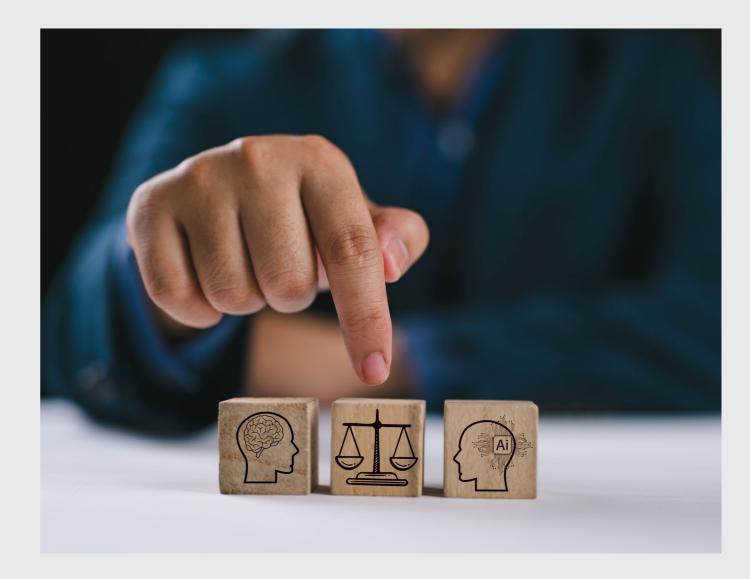
Professor Katie Atkinson

Associate Pro-Vice-Chancellor and Director of the Interdisciplinary Centre for Sustainability Research -Artificial Intelligence

This pioneering KTP is one of a series of AI collaborations led by Professor Atkinson, including work with top UK Law Firm, Weightmans, where explainable AI tools accurately analysed historic industrial deafness cases and are now being trialled in other areas of law. The research is also expanding into new partnerships, with the recent award of another KTP project with <u>Carpenters</u>, where the project will build an intelligent case allocation tool for use in legal services. At an international level, Professor Atkinon's team is also building prototype Al tools to assist with processing cases in the European Court of Human Rights, demonstrating further reach and real-world impact development.

Together, these initiatives form part of the University's Al for Life research frontier - advancing trustworthy, human-centred AI that delivers real social and economic benefit.







At a glance

Digital technologies

Knowledge Transfer Partnership (KTP) and ongoing

Key achievements:

- Developed a first-of-its-kind deployed explainable Al tool with Fletchers Solicitors
- Embedded two KTP associates in the business and grew an AI and data science team
- Reduced case review times from hours to seconds, improving access to justice
- Expanded collaborations with other local law firms including Weightmans LLP, to apply Al across new

"For us, AI is much more than a buzzword. **Working with the University through** the KTP made us smarter and helped us deliver faster access to justice. The grant and expertise turbocharged our innovation strategy beyond where we thought we could go."

Dan Taylor

Director of Integration, Fletchers



Get involved

liverpool.ac.uk/collaborate/knowledge-<u>transfer-partnerships</u>

CHAPTER 05:

SHAPING CREATIVE AND CULTURAL FUTURES THROUGH COLLABORATION

DRIVING INNOVATION, INCLUSION AND SUSTAINABILITY IN LIVERPOOL'S MUSIC R&D

Liverpool has always been a city that moves to its own beat - from the Mersey sound to global pop icons. Now, it's setting the tempo for the future of music through MusicFutures, a five-year research, innovation and development programme transforming the sector across the Liverpool City Region and beyond.

Led by the University, with academic leadership from Professor Richard Koeck and Dr Mat Flynn, and delivered in partnership with Liverpool John Moores University and Formally launched in 2025, MusicFutures will deliver 27 industry collaborators, <u>MusicFutures</u> is funded by the Arts and Humanities Research Council (AHRC) under its Creative Clusters Programme.

Reimagining the Future of a £6.7 billion Industry

The UK music industry contributes £6.7 billion annually and supports over 210,000 jobs - yet faces growing challenges. Grassroots venues are under threat, freelancers face uncertainty, and rapid advances in AI, XR, and blockchain are reshaping the creative landscape.

MusicFutures tackles these head-on by fostering coordinated R&D, developing inclusive business models, and supporting emerging talent to build a more sustainable and equitable music ecosystem.

Collaboration and Impact

The programme unites universities, businesses, policymakers, and funders to drive innovation and economic growth. From industry engagement and cross-university collaboration to policy alignment and knowledge exchange, MusicFutures is designed to connect creativity with opportunity.

A Global Hub for Music Innovation

R&D, training, and business support to help the music industry adapt and thrive. Outcomes include mentorship and funding for emerging artists, breakthroughs in music technology, and sustainable practices focused on EDI and environmental impact.

By combining academic excellence, creative industry expertise, and AHRC backing, MusicFutures is positioning Liverpool as a global hub for music innovation — a city not only defined by its musical heritage but by its power to reinvent it.

Follow @MusicFuturesUK

"The Liverpool City Region has a long and proud history as one of the world's most iconic places for music. From the Beatles to the vibrant live music scene that continues to thrive today, I'm proud that this new funding will continue to build on that legacy, ensuring we remain at the cutting edge of music innovation for years to come. MusicFutures will not only elevate our cultural status on the global stage, it will also unlock new opportunities for local talent, businesses and communities – creating jobs, nurturing creativity and driving economic growth across the region."

Steve Rotheram, Mayor of the Liverpool City Region









The University collaborates with organisations of all sizes across the cultural and creative sectors. Get in touch to collaborate on innovation, education, and public engagement. Contact: liverpool.ac.uk/collaborate/contact

CHAPTER 05:

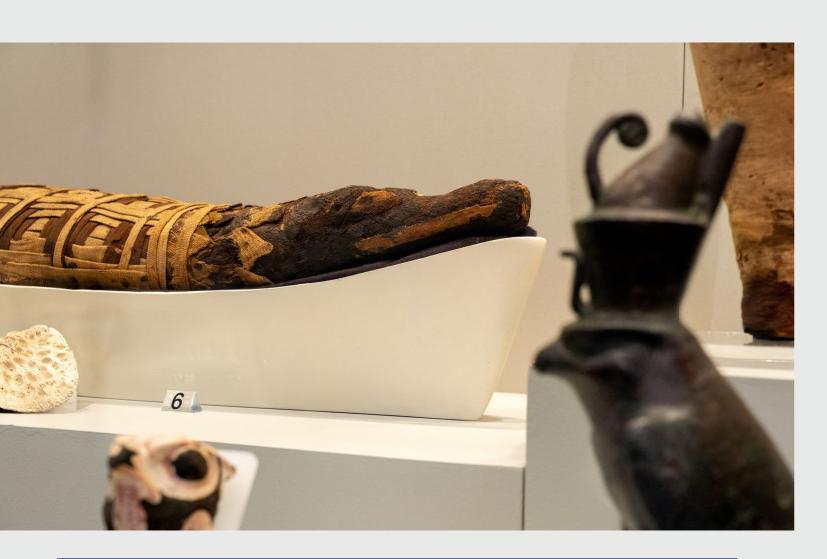
SHAPING CREATIVE AND CULTURAL FUTURES THROUGH COLLABORATION

NATIONAL MUSEUMS LIVERPOOL: CULTURE IN COLLABORATION

The University's partnerships with the cultural and creative sector are central to delivering the Liverpool 2031 vision and reflect the University's civic commitment to enriching the city.

A flagship example is the long-standing collaboration with National Museums Liverpool. Formalised through an MoU in 2019 and renewed in 2025, the partnership combines academic expertise with world-class collections to benefit research, education, and public engagement.

Staff and students work alongside National Museums Liverpool teams on projects spanning archaeology, heritage, and exhibition development. This partnership provides hands-on experience for students, engagement opportunities for researchers, and access to cultural discovery for the public. Together, the partnership is creating lasting social, cultural, and economic impact across the Liverpool City Region.



National Museums Liverpool

Delivering impact

Urban transformation:

The University's <u>Heritage Institute</u> is <u>leading a study</u> with National Museums Liverpool and Octopus Associates to assess the £1 billion Waterfront Transformation Project, including redevelopments of the International Slavery Museum and Maritime Museum. The School of Architecture is co-designing the £58 million redevelopment with <u>Feilden Clegg Bradley Studios</u> (FCBStudios), ensuring innovative, inclusive approaches.

Research and heritage:

The Centre for the Study of International Slavery (CSIS) – a joint initiative between the University and National Museums Liverpool's International Slavery Museum – will celebrate 20 years of research excellence in 2026. CSIS delivers collaborative, interdisciplinary projects with community, heritage, and academic partners locally, nationally, and internationally. Projects include a new International Slavery MA offering valuable educational and professional opportunities for students.

The <u>Garstang Museum of Archaeology</u>, in partnership with National Museums Liverpool, secured Arts and Humanities Research Council (AHRC) funding to digitally reunite its collections for global access.

"Our partnership with the University of
Liverpool lies at the heart of National
Museums Liverpool's mission to make
heritage, research, and education
accessible and engaging for all.
Through collaborative projects, student
placements, and public programmes, we
are bringing the city's history and culture
to life, strengthening Liverpool's civic
and cultural fabric, and demonstrating
how museums can act as active,
transformative partners in society."

Laura Pye

Director of National Museums Liverpool

Community, sustainability, and engagement:

National Museums Liverpool contributes to the University's <u>Centre for People's Justice</u> and the <u>Zero Carbon Research Initiative</u>, supporting social impact and net-zero strategies. Public engagement initiatives include family-friendly events and workshops delivered across museum venues, such as <u>Meet the Scientists</u>, as well as the 2025 <u>British Science Festival</u>, co-hosted by the University of Liverpool and Liverpool John Moores University.

"Our partnership with National Museums
Liverpool shows the transformative
potential when universities and cultural
institutions collaborate. By combining
research, teaching, and public
engagement, we are creating inclusive
opportunities for students, staff, and the
wider community, setting a benchmark
for innovation and promoting equity and
diversity with impact across Liverpool, the
region, and beyond."

Professor Alison Fell

Pro-Vice-Chancellor and Head of the Faculty of Humanities and Social Sciences, University of Liverpool



Get involved

The University collaborates with organisations of all sizes across the cultural and creative sectors. Get in touch to collaborate on innovation, education, and public engagement.

Contact: liverpool.ac.uk/collaborate/contact

CHAPTER 06: POLICY AND CIVIC IMPACT

ADVANCING SOCIETY THROUGH EVIDENCE, INSIGHT, AND POLICY INNOVATION

Policy makers play a significant role in shaping society.

At Liverpool, our researchers work alongside them to inform decisions, drive impact, and create positive change.

Some of this work is supported by the University's Policy Support Fund (PSF) - funded through Research England's Quality-Related (QR) research funding, helping to turn evidence into action - strengthening regional and national policymaking and delivering real benefits for communities.

The spotlights below showcase just some of the ways Liverpool's research is influencing policy through partnerships with local communities, civil society, governments, and international organisations.

Safer Politics project

The <u>DigiPol: The Centre for Digital Politics</u>, <u>Media and Democracy</u>, in cooperation with the Local Government Association and the <u>Jo Cox Foundation</u>, launched its new <u>'Safer Politics' project</u>, an essential online resource featuring practical safety toolkits and training modules for political parties and their communications teams.

"The abuse of elected representatives
poses a threat to our democracy. We're
pleased to be a partner for the Safer
Politics Toolkits as part of our work to
address this abuse and foster more
respectful politics".

Will Fletcher,

Interim CEO, Jo Cox Foundation.



Showcasing Al innovation in Parliament

The University presented pioneering AI research in science and law at a Parliamentary showcase hosted by the AII-Party Parliamentary Group (APPG) on Artificial Intelligence (AI).

The event, attended by partners including Unilever, highlighted how Liverpool researchers are helping to shape national dialogue on the ethical and societal dimensions of Al.

Read more at:

<u>liverpool.ac.uk/university-showcases-pioneering-ai-research-for-science-and-law-at-parliament/</u>



Shaping policy for health equity

Liverpool's Health Inequalities Policy Research Group (HIP-R) unites experts across the University to examine how social and economic policies shape population health. Their research informs fairer, more effective policymaking locally, nationally, and globally.

The group plays key roles in initiatives such as the NIHR School for Public Health Research, Public Policy Research Unit, PHIRST, UKRI Groundswell Consortium, and NIHR ARC North West Coast, and is a WHO Collaborating Centre on Health Equity.

HIP-R works closely with partners including Liverpool City Council, Cheshire and Merseyside ICB, Health Equity North, and the Northern Health Science Alliance.

Spotlight: Tackling child health inequalities

HIP-R Co-lead Professor David Taylor-Robinson helps shape national debate through <u>Child of the North</u>, a flagship programme, funded by PSF, uniting researchers and policymakers to address regional inequalities in children's health and life chances.



Heseltine Institute for Public Policy, Practice and Place

The Heseltine Institute brings together researchers, policymakers, and business leaders to provide evidence-driven insights for regional and national development. Its work supports policy-making and civic leadership, helping to create stronger, more sustainable communities.

Spotlight: Wellbeing benefits of blue space: Realising the potential in Liverpool City Region

This PSF-funded project explores how access to blue spaces - like docks, lakes, and coastlines - supports wellbeing and helps shape policies for healthier, more sustainable communities.

Read more at:

liverpool.ac.uk/heseltine-institute/projects/ utilisation-of-blue-space



Get involved

Explore more policy impact stories and case studies on our <u>Policy Engagement webpages</u>. Connect with us to find out more.

liverpool.ac.uk/research/policy-engagement/case-studies

CHAPTER 07:

DRIVING INCLUSIVE, SUSTAINABLE GROWTH THROUGH CREATIVE COLLABORATION

REIMAGINING BUSINESS: COLLECTIVELY, URGENTLY, RESPONSIBLY

In 2021, Professor Jo Meehan, academic and Knowledge
Exchange (KE) teams collaborated with businesses and students
to align the University's sustainability research with real-world
needs, identifying key expertise to help organisations urgently
pivot towards sustainability and address systemic issues.

This led to the creation of the <u>Centre for Sustainable Business (CSB)</u> in 2022 to tackle the urgent need for organisations to shift towards sustainability and address systemic socio-ecological challenges. Rooted in collaborative KE, CSB brings together academics, businesses, policymakers, civil society, and students to co-create solutions that go beyond conventional approaches.

Emerging from early research with businesses and professional bodies, CSB identified significant blind spots in sustainable futures and futures literacy. These insights directly informed regional policy, such as the Liverpool City Region's social value strategy, and inspired the launch of the Shaping Sustainable Futures executive education programme in 2023. The course equips participants to imagine alternative futures, address today's critical uncertainties, and translate research into practice.

CSB's distinctiveness lies in its business-not-as-usual approach. Instead of relying on traditional consultancy models, it uses participatory workshops, innovative methods such as arts and music, and plain-language policy briefs to engage organisations often fatigued by conventional sustainability messaging. Guided by a diverse advisory board - including social enterprises, B Corps, and global sustainability leaders - CSB challenges organisations to act radically, inclusively, and systemically.

In just two years, CSB has built a community of over 250 organisations across sectors, from micro-organisations to multinationals, embedded sustainability into events and executive education, and strengthened regional cooperation. From shaping innovative and impactful funding bids to embedding sustainability into policy, CSB demonstrates how universities can catalyse net positive impact and restore global socio-ecological systems through radical collaboration and futures thinking.





Get involved

Learn more: <u>liverpool.ac.uk/management/research/centres/sustainable-business</u>
Contact: <u>csb@liverpool.ac.uk</u>

HELPING BUSINESSES CREATE MORE RACIALLY REPRESENTATIVE AND INCLUSIVE WORKPLACES

A report by Management School Professor Lilian Otaye-Ebede is helping businesses address race representation within their organisations - a perfect example of consultancy work in action.

Commissioned by the North West Business Leadership Team (NWBLT) and launched at the She Leads For Legacy Conference, the report – Promoting Race Representation and Culture Change – serves as a practical equality, diversity and inclusion (EDI) resource for businesses across the region.

While progress has been made, the findings reveal there is still much more to do to improve race representation and equity, particularly within leadership roles. Nationally, just 4.6% of UK leadership positions are held by people from Black, Asian or minority ethnic backgrounds, according to ONS data.

Drawing on research by Professor Lilian Otaye-Ebede and Dr Samah Shaffakat, the report showcases best practice examples from organisations such as PwC, Lloyds, and IBM. It highlights effective initiatives across five key areas:

- Staffing and governance
- · Recruitment and selection
- · Training and education
- · Progression and promotion
- · Race-inclusive culture and climate

Together, these insights aim to guide, inspire, and inform businesses in developing holistic long-term strategies to increase racial representation and drive race-related EDI.

"Recent figures show that very little progress has been made in changing the racial representation of the UK workforce across all levels, but predominantly within senior leadership. More worrying is the heart-breaking experiences of racial discrimination reported by individuals and how these have negatively impacted their progression, retention, and wellbeing."

Professor Otaye-Ebede

Professor in Human Resource Management and Organisational behaviour



The project was supported by NWBLT's Diversity Drivers Co-Chair Sharon Amesu, who noted: "It is evident from the findings that some progress has been made and that this is ongoing. The outstanding work has unveiled the challenges faced in achieving racial diversity while showcasing the immense potential for growth and success through inclusive practices."

To further support businesses in their drive towards more racially inclusive workplaces, Professor Lilian has recently launched a Race Equity and Culture Transformation Toolkit (REaCT), which has received commendation by prominent individuals from both public and private sector organisations such as quoted by Professor Michael West CBE: "REaCT stands out as a rare and impactful resource among organisational interventions... It offers a meaningful and actionable pathway to real, lasting change."

The toolkit is currently being piloted by organisations within the UK, including Trusts in NHS England.

This collaboration across businesses demonstrates how our consultancy work supports organisations to create inclusive, sustainable growth – shaping fairer futures for all.



Get involved

Learn more: liverpool.ac.uk/management/blog/research/tackling-race-inequality-and-discrimination-in-organisations

SHAPING THE FUTURE TOGETHER

These case studies offer just a glimpse of what's possible through partnership with the University of Liverpool. Every collaboration reflects our open, agile, and results-focused approach - turning ideas into real-world solutions that improve lives, grow economies, and strengthen communities.

Our world-leading research, underpinned by our Research Frontiers and Interdisciplinary Centre for Sustainability Research (ICSR), together with our collaborative ethos and state-of-the-art facilities, enables our academic community to work with you to tackle societal challenges and deliver innovative solutions for your organisation.

From addressing immediate business needs through our consultancy and contract research or exploring new horizons through collaborative research and pumppriming funding, we help partners adopt and implement new technologies, processes and ways of working.

From driving innovation in health, AI, and advanced materials to fostering sustainability, creativity, and inclusive growth, we are ready to collaborate with organisations that share our vision for progress.

Together, we can address today's challenges for a more successful future.

"Our expert teams can connect you with the right people and tailor solutions to your organisation's needs - whether for a single project or a long-term strategic partnership." Dr Sonja Vujovic Head of Innovation, Partnerships and Place, University of Liverpool.

WAYS TO ENGAGE

Research collaborations and <u>partnerships</u>

Establish a strategic partnership or research framework with us to bring together fresh ideas, deep expertise and key capabilities that address your most complex challenges and ambitious research and development programmes.

You'll benefit from the University's flexible approach whether entering at a modest scale or engaging in a large-scale initiative – with access to the full breadth of our research infrastructure, analytical services and collaborative networks

Consultancy

We offer a dedicated consultancy service, enabling staff to share their skills and research expertise to support a wide range of organisations.

Whether for a one-off project or a long-term collaboration, our consultancy combines world-class expertise with access to the University's extensive portfolio of cutting-edge facilities and equipment to deliver tailored solutions.

Access to facilities and equipment

Our infrastructure spans advanced materials, digital innovation, life sciences and environmental sustainability – including the <u>Materials Innovation</u> <u>Factory</u> (MIF), the <u>VEC</u> (Virtual Engineering Centre), the <u>Digital Innovation Facility</u> (DIF), and the <u>Liverpool Shared</u> Research Facilities (LIV-SRF).

Together, these provide the analytical, technical and collaborative capabilities to solve real-world challenges and accelerate innovation.

Knowledge Transfer Partnerships

Our KTPs enable you to engage in a mutually beneficial, grant-funded collaboration with our academics, whereby knowledge is transferred directly into your workplace to address a strategic need, enhance your organisational capability, and ultimately improve your competitiveness and productivity.

Sir Peter Rigby Centre for Enterprise

Engage with the University's entrepreneurial hub to connect with emerging talent and innovative start-ups.

The Sir Peter Rigby Centre for Enterprise fosters new ventures and enterprise skills, offering opportunities for businesses to collaborate, mentor and shape the next generation of entrepreneurs.

Enterprise: licensing and ventures

The University brings together technology transfer and sector specialists to shape new products and technologies with real-world impact, offering commercial opportunities through licensing and spinout ventures.

Access to student talent

Engage with the fresh perspectives, creativity and specialist training of our undergraduates, graduates and postgraduates through tailored student projects and placements, strengthening your organisation while supporting the next generation of innovators.



For more information please visit:

liverpool.ac.uk/collaborate
or simply scan the QR code below to connect with us:



Follow us:

LinkedIn: ResearchPartnershipsandInnovation

Bluesky: @livuniresearch.bsky.social

This report was produced by the University of Liverpool's Research, Partnerships and Innovation Directorate, with support from various partners and collaborators.

Edited by Hannah Schumann, Head of Innovation Marketing, University of Liverpool.

Unilever–University of Liverpool economic impact analysis by <u>SQW</u>.

THE ORIGINAL REDBRICK