

## Job Description

### Summary

<b>Job title</b>	<b>Career Development Fellowship in Nature Finance</b>
<b>Division</b>	Social Sciences
<b>Department</b>	Smith School of Enterprise and the Environment (SSEE), School of Geography and the Environment (SoGE)
<b>Location</b>	OUCE, South Parks Road, Oxford
<b>Grade and salary</b>	Grade 7: £34,308 - £42,155 p.a. (with a discretionary range to £46,047 p.a. considered for exceptional candidates). If no suitable applicant is forthcoming an appointment at Grade 6 £30,502 - £36,368 (with an appropriate adjustment of duties) may be considered.
<b>Hours</b>	Full time. We may consider fractional appointments.
<b>Contract type</b>	Fixed-term for up to 36 months depending on the start date, with the possibility of extension if external funds are available
<b>Reporting to</b>	Dr Ben Caldecott, Director, Oxford Sustainable Finance Group and the Lombard Odier Associate Professor of Sustainable Finance, University of Oxford and Executive Director, Nature Finance, Oxford Sustainable Finance Group
<b>Vacancy reference</b>	169404
<b>Additional information</b>	<p>Funding for this post come from a Horizon Europe grant SUSTAIN – Strengthening Understanding and Strategies of business To Assess and Integrate Nature - which will be funded by UKRI through the UK government guarantee, and a Willis Ltd grant.</p> <p>Applications are particularly welcome and encouraged from women, black, and minority ethnic candidates, who are under-represented in posts in SoGE. SoGE are committed to equality and values diversity.</p> <p>The School of Geography and the Environment holds an Athena Swan Silver award in recognition of our commitment and success in addressing gender equality.</p> <p>The School of Geography and the Environment is committed to promoting a culture of equality, diversity, and inclusion in the workplace, including the undertaking of appropriate training as opportunities arise and/or when asked to do so.</p>

## **Oxford Sustainable Finance Group (OxSFG), Smith School of Enterprise and the Environment (SSEE)**

Aligning finance with sustainability is a necessary condition for tackling the environmental and social challenges facing humanity. It is also necessary for financial institutions and the broader financial system to manage the risks and capture the opportunities associated with the transition to global environmental sustainability.

The University of Oxford has world-leading researchers and research capabilities relevant to understanding these challenges and opportunities. Established in 2012 the [Oxford Sustainable Finance Group](#) (OxSFG) is the focal point for these activities. OxSFG is multidisciplinary and works globally across asset classes, finance professions, and with different parts of the financial system. We are the largest such centre globally and are working to be the world's best place for research and teaching on sustainable finance and investment.

OxSFG is based in one of the world's great universities and the oldest university in the English-speaking world. We work with leading practitioners from across the investment chain (including actuaries, asset owners, asset managers, accountants, banks, data providers, investment consultants, lawyers, ratings agencies, stock exchanges), with firms and their management, and with experts from a wide range of related subject areas (including finance, economics, management, geography, data science, anthropology, climate science, law, area studies, psychology) within the University of Oxford and beyond.

Since our foundation we have made significant and sustained contributions to the field, including in some of the following areas:

- Developing the concept of "stranded assets", now a core element of the theory and practice of sustainable finance.
- Contributions to the theory and practice of measuring environmental risks and impacts via new forms of geospatial data and analysis, including introducing the idea and importance of "spatial finance" and "asset-level data".
- Shaping the theory and practice of supervision as it relates to sustainability by working with the Bank of England, the central banks' and supervisors' Network for Greening the Financial System (NGFS), and the US Commodity Futures Trading Commission (CFTC), among others.
- Working closely with policymakers to design and implement policies to support sustainable finance, including through the UK Green Finance Taskforce, UK Green Finance Strategy, COP26, and the high-level Transition Plan Taskforce.
- Nurturing the expansion of a rigorous academic community internationally by conceiving, founding, and co-chairing the Global Research Alliance for Sustainable Finance and Investment (GRASFI), an alliance of global research universities promoting rigorous and impactful academic research on sustainable finance.

The OxSFG is situated within SSEE – part of the School of Geography and the Environment (SoGE). We intend to significantly increase the reach and impact over the next five years.

In February 2021 it was announced that an OxSFG-led consortium had won a call for a new UK Centre for Greening Finance & Investment (CGFI), established by UK Research and Innovation as the national centre to accelerate the adoption and use of climate and environmental data and analytics by financial institutions internationally. CGFI is supporting the integration of climate- and environment-related financial factors into mainstream financial decision-making and helping to enable the reallocation of capital towards net zero-carbon, resilient, and nature positive solutions. The CGFI was one of the key recommendations

made by the UK Green Finance Taskforce in 2018 and contained in the UK Green Finance Strategy in 2019. CGFI will create opportunities for the postholder to collaborate with researchers within Oxford and beyond.

In 2021 the OxSFG also initiated a new Public and Third Sector Academy for Sustainable Finance (The “P3S Academy”); a new global centre of learning and capacity building focused on how the public and third sectors, whether central or local government, regulators, supervisory authorities, multilateral institutions, campaigning NGOs, charities, and philanthropy, can grasp the opportunities associated with sustainable finance. In 2022 we also began leading the finance work as part of the Leverhulme Centre for Nature Recovery (LCNR), a new centre at Oxford investigating how to halt and reverse ongoing nature and biodiversity loss and understanding how to implement and finance nature recovery that is scalable, effective and socially just. The postholder will have opportunities to contribute to the development of CGFI, P3SA, and LCNR and other OxSFG projects and programmes.

In 2023 a new [Oxford Sustainable Finance Lab](#) is opening in the very heart of Oxford. The Lab will be a physical space where Oxford researchers will co-locate with practitioners visiting from financial institutions, supervisory authorities, central banks, government departments, and civil society organisations. Visitors will collaborate with Oxford researchers as part of sprints, joint projects, and sandboxes, or simply use time in proximity to world-leading researchers to spark ideas off each other and learn from one another.

## **The role**

We are seeking to appoint ambitious, emerging leaders in their disciplines and sub-disciplines to shape the future of nature finance theory and practice, and publish in high impact journals. These up to three-year fellowship positions are designed to prepare early career researchers for a high impact career in either academia, or the private, public or third sectors.

Each postholder will report to the Director of the Group and the Executive Director of Nature Finance. The postholder will have expertise in nature, agriculture, agrifood and land/use sectors, and bring to the post new ideas for high impact research in areas related nature finance and investment, including the development of bankable and investable markets in nature; how we finance nature recovery; financing nature recovery plans and related financial disclosures; new nature recovery-linked financial instruments and structures; the role of public financial institutions in correcting market failures that hinder nature recovery; engagement and stewardship in relation to nature; financial regulation and supervision relevant to nature finance; and data and analytics for measuring nature-related financial risks, impacts, and opportunities.

The role is strongly balanced towards research, but with opportunities for gaining teaching experience. Postholders will contribute to existing research projects and will also have time to pursue their own research interests independently (up to 20%), as long as this is aligned with the Group’s research on nature finance and agriculture, agrifood and land use sectors

The postholder will have the opportunity to attend international conferences and workshops relevant to their work and potentially also participate in short-term secondments with our partners. Each postholder will receive an annual research budget of £3,000 to support their own independent research. We will support postholders in securing college affiliations during their appointment.

The postholder will also have the opportunity to contribute to wider OxSFG and CGFI activities and initiatives and collaborate with researchers across the University and in our partner institutions, including for example, Oxford Net Zero and the Spatial Finance Initiative.

They will also have the opportunity to contribute to teaching a wide range of courses, including undergraduate and MSc/MPhil courses, as well as executive education, covering a wide range of levels of seniority (from boards and senior management to new graduates), types of actor (from financial institutions and central banks to civil society), and different geographies. Finally, the postholder will have the opportunity to raise funding, manage budgets and supervise research assistants or DPhil students where appropriate.

Ultimately each fellowship will be tailored to each successful candidate. We expect postholders to be in an excellent position to secure high-profile permanent posts in academia or beyond after their fellowship completes after three years.

## **Responsibilities**

- Manage own academic research and administrative activities. This involves small scale project and budget management, to co-ordinate multiple aspects of work to meet deadlines
- Develop ideas for new research projects, generating research income, and present detailed research proposals to senior researchers
- Contribute to and play a leading role in existing research projects
- Collaborate in the preparation of research publications
- Present papers at conferences or public meetings and represent the research group at external meetings/seminars, either with other members of the group or alone
- Carry out collaborative projects with colleagues in partner institutions, and research groups
- Contribute, where relevant, to OxSFG teaching and executive training
- Supervise research assistants and DPhil students
- Participate and assist in events organised by OxSFG (e.g. conferences, seminars and workshops).

## **Selection criteria**

### **Essential**

- Hold, or be close to completion of, a relevant PhD/DPhil with significant research experience (e.g. finance, economics, environmental science, biology, ecology, data science, geography, sustainability)
- Possess sufficient specialist knowledge in the discipline to develop novel research projects and methodologies,
- An emerging reputation as an authority in their field, potential for a strong academic publication record, and familiarity with the existing literature and research in the field.
- Ability to contribute ideas for new research projects and research income generation
- Ability to manage own academic research and associated activities

- Excellent communication skills, including the ability to write for publication, present research proposals and results, and represent the research group at meetings
- A commitment to enhancing diversity and inclusion

## **Desirable**

- Experience in one of the Group research work areas:
  - Nature finance
  - Agriculture, agrifood or land use sectors
- Experience of delivering teaching
- Experience of working across multiple disciplines and translating outputs to non-expert users and audiences
- Experience of managing a research budget and making grant applications

## **Pre-employment screening**

### **Standard checks**

If you are offered the post, the offer will be subject to standard pre-employment checks. You will be asked to provide: proof of your right-to-work in the UK; proof of your identity; and (if we haven't done so already) we will contact the referees you have nominated. You will also be asked to complete a health declaration so that you can tell us about any health conditions or disabilities for which you may need us to make appropriate adjustments.

Please read the candidate notes on the University's pre-employment screening procedures at: <https://www.jobs.ox.ac.uk/pre-employment-checks>

## **About the University of Oxford**

Welcome to the University of Oxford. We aim to lead the world in research and education for the benefit of society both in the UK and globally. Oxford's researchers engage with academic, commercial and cultural partners across the world to stimulate high-quality research and enable innovation through a broad range of social, policy and economic impacts.

We believe our strengths lie both in empowering individuals and teams to address fundamental questions of global significance, while providing all our staff with a welcoming and inclusive workplace that enables everyone to develop and do their best work. Recognising that diversity is our strength, vital for innovation and creativity, we aspire to build a truly diverse community which values and respects every individual's unique contribution.

While we have long traditions of scholarship, we are also forward-looking, creative and cutting-edge. Oxford is one of Europe's most entrepreneurial universities and we rank first in the UK for university spin-outs, and in recent years we have spun out 15-20 new companies every year. We are also recognised as leaders in support for social enterprise.

Join us and you will find a unique, democratic and international community, a great range of staff benefits and access to a vibrant array of cultural activities in the beautiful city of Oxford.

For more information, please visit [www.ox.ac.uk/about/organisation](http://www.ox.ac.uk/about/organisation).

## **School of Geography and the Environment**

The **School of Geography and the Environment** (SoGE) is a dynamic, diverse, interdisciplinary department at the University of Oxford combining natural and social science research interests and analytical skills, underpinned by geography's tradition of working in many different situations and contexts. The School is internationally recognized for the quality of its teaching, research and wider engagement across the breadth of human geography, physical geography and environmental studies. Based within the Social Sciences Division, the School incorporates three affiliated research centres as well as Geography: the Environmental Change Institute (ECI), the Smith School of Enterprise and Environment (SSEE), and the Transport Studies Unit (TSU).

The School is based partly within the Oxford University Centre for the Environment (OUCE) building and partly in the Dyson Perrins building, which was completely refurbished in 2022. The School's physical location enables us to easily connect with many academic departments and organisations across the University, and we collaborate with many of them. For example, the School is an active participant in fostering the Oxford University Networks for the Environment (ONE), which links up over 1000 individuals within the University around the themes of Biodiversity, Climate, Energy, Food and Water.

Our research spans issues related to the environment, climate change, energy, transport, development, geopolitics and cities. The School's research portfolio totalled approximately £105million across more than 170 research projects in 2021/22, from a wide variety of funders.

Much of this work is collaborative, and we currently estimate that research with our partners takes place in over 70 countries across the globe. We aim to contribute to the common good, and many of our researchers actively engage in advising local, national and international organisations; in giving written and oral contributions to government consultations both locally and nationally; and in engaging with others through policy, partnerships, business and social enterprise.

The School also provides world-class, multidisciplinary teaching. Our Undergraduate Honour School gives undergraduate students research-led teaching across the breadth of human and physical geography and environmental studies by internationally recognised academic staff. Two hundred and fifty graduate students from a wide range of nationalities currently study for taught and research postgraduate degrees with us, in our International Graduate School. For more information the School please visit: <http://www.geog.ox.ac.uk>

The School is committed to supporting the career development of all its members. Everyone is encouraged to undertake professional training from the range offered by the School, the Division and the University's People, Organisation and Development Unit. The School has a mentoring scheme and all staff are encouraged to work with a mentor during their time at



SoGE; academic staff are also encouraged to have regular meetings with the Head of School to plan their career progression.

Since 1973 the **Transport Studies Unit** has established an international research reputation in transport research. Based within the world-leading School of Geography and the Environment at the University of Oxford, the TSU approaches global transport challenges from social science and holistic perspectives. By advancing understandings of the systems, processes and practices that shape the way people and goods move, the TSU hopes to inspire and inform change towards a more sustainable, just and accessible transport system. Our position within Geography and the University fosters interdisciplinary collaboration with researchers in other parts of the University and based elsewhere.

From geography to engineering, energy research to science and technology studies, and beyond, the TSU draws on the latest relevant developments in various disciplines and research fields. Our core team of researchers come from various disciplinary backgrounds, bringing with them a range of insight and expertise which enriches our research practice. Most TSU staff are full-time researchers working on specific externally funded projects. In addition to the core staff, it also hosts a number of academic visitors working more independently on cross-cutting issues. There is also an active group of international DPhil students working with individual staff.

The TSU has an excellent track record in collaborative projects. TSU researchers often work in partnership with colleagues in many UK universities, and has very active and well-established links with universities and research institutes across the EU, the Americas, Asia and Africa. They also work with partners from international agencies, transport policymakers, local authorities, businesses and industry, employers, non-governmental organisations, and activists.

For more information on the TSU please visit: <http://www.tsu.ox.ac.uk>

Since 1991, the **Environmental Change Institute** has worked alongside partners in government, business, academia and the community to understand environmental change and explore possible responses to the risks and opportunities it poses. Promoting an interdisciplinary approach, ECI explores sustainable solutions to global problems ensuring a fairer and more equal world for people today and in the future.

ECI has over 100 academics and researchers working around the world, establishing itself as an active and influential player in environmental change science. With a well-established track record in relation to Infrastructure, climate, energy, ecosystems, food, land use governance and water.

ECI is a leading player in a number of large research activities. In 2022 there are over 80 research projects totaling over £57 million funded through the UK's research councils and charitable foundations and trusts. We are proud of all our work but of particular note we host the multi-agency UK Centre for Research into Energy Demand Solutions (CREDS), understanding the role of energy demand change in accelerating the transition to a zero carbon energy system. As part of Oxford University's strategic research Oxford Net Zero is an interdisciplinary research initiative working to track progress, align standards and inform effective solutions in climate science, law, policy, economics, clean energy, transport, land and food systems and greenhouse gas removal and storage.

In addition, The Oxford Programme for Sustainable Infrastructure Systems (OPSIS) is at the forefront of research and education to enable sustainable and resilient infrastructure. While the

Leverhulme Centre for Nature Recovery Centre aims to investigate how to halt and reverse ongoing nature and biodiversity loss, by understanding how implement and finance nature recovery that is scalable, effective and socially just.

The ECI is also home to the MSc in Environmental Change and Management, the School's first taught postgraduate masters 'programme, established in 1994. Through this MSc the ECI have successfully trained over 700 upcoming environmental leaders who comprise a lively and increasingly influential alumni community. For more information on the ECI please visit:

<http://www.eci.ox.ac.uk>

The Smith School of Enterprise and the Environment (SSEE) was established at the University of Oxford in 2008 with a generous benefaction by the Smith family. We bring enterprise – public and private - together with world-leading teaching and research to achieve global net-zero emissions and sustainable development. Located within the internationally top-ranked School of Geography and the Environment, we work in close collaboration with leading academics across Oxford and beyond.

Decisions made this decade will determine the future of humanity and the planet. To stop the climate crisis, we need to shift global economic and financial systems towards sustainability. The Smith School's approach combines academic excellence with real-world impact. Our research shapes business and government policy and practice. We offer innovative evidence-based solutions to the environmental challenges facing humanity.

We apply expertise in economics, finance, business and law to tackle environmental and social challenges in six areas: water, climate, energy, biodiversity, food and the regenerative economy.

We equip the next generation through undergraduate and graduate teaching as part of the top-ranked School of Geography and the Environment. SSEE's [new master's course in Sustainability, Enterprise and the Environment \(MSc SEE\)](#) is already one of the most applied to at Oxford. Our executive education programmes empower business leaders and policy-makers throughout the world to take action.

SSEE's [Advisory Board](#), [Business Fellows](#) and our wide-ranging external partnerships bring together experts from industry, consultancy, governments and NGOs to achieve the vision of a cleaner, fairer and more prosperous future

## **Social Science Division**

The University's academic departments and faculties are organised into four large groups, known as Academic Divisions (Social Sciences, Mathematical, Physical and Life Sciences (MPLS), Medical Sciences, and Humanities). The academic divisions are responsible for academic oversight of the teaching and research of their constituent departments and faculties, for strategic and operational planning, and for personnel and resource management. The Head of the Social Sciences Division is Professor Timothy Power, who is a member of the University's Council. The Social Sciences Division is a world-leading centre of research and education in the social sciences. The social sciences at Oxford are distinctive for both their depth and breadth, with activity spanning fourteen departments and faculties and one cross-divisional unit. (These are as follows: Law, the Saïd Business School, Economics, Politics and International Relations, the Blavatnik School of Government, the School of Anthropology and Museum Ethnography, International Development, Sociology, Social Policy and Intervention, the Oxford Internet Institute, Archaeology, the School of



Interdisciplinary Area Studies, Education, the School of Geography and the Environment and the Oxford Martin School.) Interdisciplinary links within and beyond the university are strong, extending to the humanities, natural sciences, and medical sciences.

Academic and research staff and research students are engaged in world-leading research that challenges current ideas and theories and is tackling some of the major challenges facing humanity, such as sustainable resource management, migration, governance, poverty and development, and justice. REF 2014 confirmed Oxford as the UK powerhouse for research in the social sciences, where Oxford accounted for more world-leading (4\*) research than any other institution, across the social sciences units of assessment to which it made submissions. The division has an extensive portfolio of external funders and collaborators, with competitively-awarded external research income exceeding £40million per year. Researchers in the division engage actively beyond academia and their research has influence in many spheres from innovation in public policymaking to practitioner communities such as law, business, education, social welfare and NGOs.

The division also delivers an exceptional range of high quality educational programmes (undergraduate, postgraduate taught and postgraduate research), all of which are underpinned by the innovative research being undertaken by our academics. Programmes range from those at the interface of the natural sciences, through to professionally-oriented provision in areas such as business, law and education. The division is home to several of Oxford's most widely recognised teaching programmes, such as Philosophy, Politics and Economics (PPE); the BCL; the MPhils in International Relations, in Economics, and in Development Studies; the MBA and EMBA; and the nationally regarded PGCE.

## How to apply

Applications are made through our e-recruitment system and you will find all the information you need about how to apply on our Jobs website <https://www.jobs.ox.ac.uk/how-to-apply>.

Your application will be judged solely on the basis of how you demonstrate that you meet the selection criteria stated in the job description.

As part of your application you will be asked to provide details of two referees and indicate whether we can contact them now.

You will be asked to upload a CV and a supporting statement. The supporting statement must explain how you meet each of the selection criteria for the post using examples of your skills and experience. This may include experience gained in employment, education, or during career breaks (such as time out to care for dependants).

Please upload all documents **as PDF files** with your name and the document type in the filename. All applications must be received by **midday** UK time on the closing date stated in the online advertisement.

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## Information for priority candidates

A priority candidate is a University employee who is seeking redeployment because they have been advised that they are at risk of redundancy, or on grounds of ill-health/disability. Priority candidates are issued with a redeployment letter by their employing department(s). If you are a priority candidate, please ensure that you attach your redeployment letter to your application (or email it to the contact address on the advert if the application form used for the vacancy does not allow attachments).

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## If you need help

Help and support is available from: <https://hrsystems.admin.ox.ac.uk/recruitment-support>

If you require any further assistance please email [recruitment.support@admin.ox.ac.uk](mailto:recruitment.support@admin.ox.ac.uk).

To return to the online application at any stage, please go to: [www.recruit.ox.ac.uk](http://www.recruit.ox.ac.uk).

Please note that you will receive an automated email from our e-recruitment system to confirm receipt of your application. **Please check your spam/junk mail** if you do not receive this email.

## Important information for candidates

### Data Privacy

Please note that any personal data submitted to the University as part of the job application process will be processed in accordance with the GDPR and related UK data protection legislation. For further information, please see the University's Privacy Notice for Job Applicants at: <https://compliance.admin.ox.ac.uk/job-applicant-privacy-policy>. The University's Policy on Data Protection is available at: <https://compliance.admin.ox.ac.uk/data-protection-policy>.

### The University's policy on retirement

The University operates an Employer Justified Retirement Age (EJRA) for all academic posts and some academic-related posts. The University has adopted an EJRA of 30 September before the 69<sup>th</sup> birthday for all academic and academic-related staff in posts at **grade 8 and above**. The justification for this is explained at: <https://hr.admin.ox.ac.uk/the-ejra>

For **existing** employees, any employment beyond the retirement age is subject to approval through the procedures: <https://hr.admin.ox.ac.uk/the-ejra>

There is no normal or fixed age at which staff in posts at **grades 1–7** have to retire. Staff at these grades may elect to retire in accordance with the rules of the applicable pension scheme, as may be amended from time to time.

### Equality of opportunity

Entry into employment with the University and progression within employment will be determined only by personal merit and the application of criteria which are related to the duties of each particular post and the relevant salary structure. In all cases, ability to perform the job will be the primary consideration. No applicant or member of staff shall be discriminated against because of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

## Benefits of working at the University

### Employee benefits

University employees enjoy 38 days' paid holiday, generous pension schemes, travel discounts, and a variety of professional development opportunities. Our range of other employee benefits and discounts also includes free entry to the Botanic Gardens and

University colleges, and discounts at University museums. See <https://hr.admin.ox.ac.uk/staff-benefits>

## University Club and sports facilities

Membership of the University Club is free for all University staff. The University Club offers social, sporting, and hospitality facilities. Staff can also use the University Sports Centre on Iffley Road at discounted rates, including a fitness centre, powerlifting room, and swimming pool. See [www.club.ox.ac.uk](http://www.club.ox.ac.uk) and <https://www.sport.ox.ac.uk/>.

## Information for staff new to Oxford

If you are relocating to Oxfordshire from overseas or elsewhere in the UK, the University's Welcome Service website includes practical information about settling in the area, including advice on relocation, accommodation, and local schools. See <https://welcome.ox.ac.uk/>. There is also a visa loan scheme to cover the costs of UK visa applications for staff and their dependents. See <https://staffimmigration.admin.ox.ac.uk/visa-loan-scheme>

## Family-friendly benefits

With one of the most generous family leave schemes in the Higher Education sector, and a range of flexible working options, Oxford aims to be a family-friendly employer. We also subscribe to My Family Care, a service that provides practical advice and support for employees who have caring responsibilities. The service offers a free telephone advice line, and the ability to book emergency back-up care for children, adult dependents and elderly relatives. See <https://hr.admin.ox.ac.uk/my-family-care>

The University has excellent childcare services, including five University nurseries as well as University-supported places at many other private nurseries.

For full details, including how to apply and the costs, see <https://childcare.admin.ox.ac.uk/>

## Disabled staff

We are committed to supporting members of staff with disabilities or long-term health conditions. For further details, including information about how to make contact, in confidence, with the University's Staff Disability Advisor, see <https://edu.admin.ox.ac.uk/disability-support>

## Staff networks

The University has a number of staff networks including the Oxford Research Staff Society, BME staff network, LGBT+ staff network and a disabled staff network. You can find more information at <https://edu.admin.ox.ac.uk/networks>

## The University of Oxford Newcomers' Club

The University of Oxford Newcomers' Club is an organisation run by volunteers that aims to assist the partners of new staff settle into Oxford, and provides them with an opportunity to meet people and make connections in the local area. See [www.newcomers.ox.ac.uk](http://www.newcomers.ox.ac.uk).