

INSTITUTE FOR INTEGRATIVE RESEARCH

Founding Governance Charter

Signed at _____ on _____

Effective date: 1 October 2026

Version: 1.0

1. About the Institute

The **Institute for Integrative Research**, also known as **IFIR**, is the research arm of Ness Labs LTD. IFIR conducts, interprets, and communicates academic research with the aim of helping institutions apply scientific evidence in practice. Its work focuses particularly on the relationship between research and its practical application in:

- education;
- work and organisational life;
- technology and product design; and
- public and institutional policy.

IFIR is an operating division and research brand of Ness Labs LTD.

2. Mission

IFIR's mission is to narrow the gap between scientific knowledge and practical applications. It seeks to make rigorous research more useful by translating findings into tools, practices, institutional guidance, and policy recommendations that can be understood, tested, and applied in real-world settings.

3. Areas of work

IFIR may undertake activities including:

Original and collaborative research

Conducting or supporting research independently or in collaboration with researchers, universities, institutions, practitioners, and other organisations.

Applied research

Exploring how research findings can be responsibly incorporated into educational practices, workplace systems, technology, services, products, and public programmes, and interpreting academic findings and communicating them in accessible, accurate, and practically useful formats. This may include evidence summaries, implementation guides, frameworks, educational resources, and practical tools.

Policy and institutional research

Producing whitepapers, policy papers, evidence reviews, consultation responses, institutional guidance, and recommendations intended to inform decision-making.

Public engagement

Supporting informed public discussion through publications, events, briefings, workshops, and other educational activities.

4. Intended audience

IFIR's primary audience is policymakers and institutions. Its work may also be relevant to:

- educators and educational organisations;
- employers and workplace leaders;
- researchers and practitioners;
- technology companies and product teams;
- public bodies and civil-society organisations; and
- members of the public seeking evidence-informed guidance.

5. Research principles

IFIR shall conduct and publish its work according to the following principles.

Evidence-led inquiry

IFIR shall seek to base its conclusions on relevant and credible evidence. It shall not begin research with a requirement that the findings support a predetermined commercial, political, or ideological conclusion.

Accuracy and proportionality

Claims shall reflect the strength, quality, and limitations of the available evidence. Preliminary, contested, correlational, or uncertain findings shall not be presented as established fact.

Transparency

Publications should identify their authors and, where material, disclose:

- funding sources;
- relevant professional or financial interests;
- research partners;
- methodological limitations; and
- material relationships that could reasonably be perceived as influencing the work.

Intellectual independence

Funding, commercial relationships, or institutional partnerships shall not give an external party the right to dictate IFIR's research findings. Funders or partners may review material for factual accuracy, confidentiality, or legal concerns where agreed, but IFIR shall retain editorial control unless a publication is expressly identified as commissioned work produced under different terms.

Political non-partisanship

IFIR may analyse public policy, recommend policy changes, respond to consultations, and engage with policymakers. It shall not endorse or oppose political parties or candidates, coordinate its work with a political party, or present partisan advocacy as independent research.

6. Publication approval

All work published under the IFIR name requires final approval from the director of Ness Labs LTD. The director may seek review from researchers, subject-matter experts, editors, legal advisers, practitioners, or other appropriate reviewers before granting approval.

Approval for publication does not require unanimity among contributors or reviewers. Material disagreements, uncertainties, and limitations should nevertheless be represented fairly where they are relevant to the conclusions.

7. Funding

IFIR may be supported through:

- grants;
- institutional funding;
- sponsorship;
- commissioned research;
- voluntary financial contributions;
- partnerships;
- revenue generated by Ness Labs LTD; and
- other lawful sources.

All funds are legally received and held by Ness Labs LTD.

IFIR is not a registered charity. Contributions to IFIR are not eligible for Gift Aid and should not be described as charitable donations.

Where funding is provided for a specified project, Ness Labs LTD shall seek to use it in accordance with the relevant written funding terms.

IFIR may decline funding where the source, conditions, or associated relationship could reasonably undermine the integrity, independence, or credibility of its work.

8. Use of funds

Ness Labs LTD shall maintain internal records that allow income and expenditure attributable to IFIR to be identified separately from the Company's other activities. The Company intends to apply funds designated for IFIR to IFIR's research, publications, operations, events, collaborations, administration, and related activities, subject to:

- any written terms under which the funding was received;
- the Company's legal obligations;
- the reasonable allocation of shared costs;
- the continued feasibility of the relevant activity or project; and
- decisions made by the director in accordance with this Charter.

Where funding is accepted subject to a legally binding restriction, Ness Labs LTD shall use that funding in accordance with the applicable terms.

References to IFIR as a non-profit research arm describe its operating purpose. IFIR's activities are intended to support research, research translation, and policy work rather than to generate profits for distribution in their own right.

IFIR is an internal division of Ness Labs LTD. It is not a separate legal entity or registered charity. All funds received and expenditure incurred in connection with IFIR are legally funds and liabilities of Ness Labs LTD. Financial contributions to IFIR are not eligible for Gift Aid or charitable tax relief.

9. Relationship with Ness Labs LTD

IFIR operates within Ness Labs Ltd as its dedicated research arm, with its own research programme, publication standards, and public-facing identity. Ness Labs LTD may provide IFIR with administrative support, personnel, technology, facilities, intellectual property, communications support, and other resources.

Where costs are shared between IFIR and other Company activities, allocations should be made on a reasonable and documented basis.

Where an IFIR publication concerns a product, service, investment, or commercial interest connected with Ness Labs LTD or its director, that relationship should be disclosed where it could reasonably be considered relevant.

10. Intellectual property and access

Unless otherwise agreed in writing, intellectual property produced through IFIR shall belong to Ness Labs LTD.

IFIR aims to make its public-interest research reasonably accessible. The Company may therefore release publications free of charge or under open licences where appropriate.

Nothing in this Charter requires the disclosure of confidential information, personal data, unpublished research, commercially sensitive information, or material subject to third-party restrictions.

11. Ethics and responsible research

IFIR shall seek to conduct research responsibly and with appropriate regard to:

- informed consent;
- privacy and data protection;
- safeguarding;
- accessibility;
- potential harm to participants or affected groups;
- fair representation of research participants and communities; and
- applicable professional, legal, and institutional standards.

Where a project involves human participants, sensitive personal data, vulnerable groups, or material ethical risk, IFIR should consider obtaining appropriate independent ethical review before beginning the research.

12. External advisers and collaborators

IFIR may appoint advisers, fellows, researchers, reviewers, or members of advisory groups. Their roles, authority, and terms of appointment should be documented where appropriate. Unless expressly stated otherwise, an adviser or collaborator does not:

- act as a director or employee of Ness Labs LTD;
- have authority to enter into commitments on behalf of IFIR or Ness Labs LTD; or
- assume responsibility for every publication issued by IFIR.

13. Complaints and concerns

Concerns regarding the accuracy, integrity, funding, conduct, or publication practices of IFIR may be submitted to:

Email: support@nesslabs.com

Ness Labs LTD shall consider substantive concerns and determine whether investigation, correction, clarification, withdrawal, or another response is appropriate.

14. Amendment and review

This Charter may be amended by written decision of the director of Ness Labs LTD. It should be reviewed periodically and when there is a material change to IFIR's activities, governance, funding model, or legal status. The current version shall be published on the IFIR website with its effective date and version number.

Approved for and on behalf of Ness Labs LTD

Name: _____

Position: _____

Signature: _____