

Institution: Birkbeck, University of London
Unit of Assessment: 17 – Business and Management
<p>1. Unit context and structure, research and impact strategy</p> <p>1.1 Introduction: Context and aims of the unit</p> <p>Part of the School of Business, Economics and Informatics (BEI), this unit comprises two Departments, Management (MAN - established 1992; now the largest Department in the College) and Organizational Psychology (OP - established 1962; the longest standing specialized OP Department in the UK). Our distinct foci and expertise unite in the common aim of conducting socially responsible research to serve the public good aligning to Birkbeck's mission of inclusion and BEI's commitment to "produce high quality research that is theoretically informed, socially and practically relevant, and used to engage with key communities to generate academic, business and social value" (BEI Research Strategy 2021-26, p.3).</p> <p>Our unit has grown to 55.1 FTE (full time equivalent) academics from diverse disciplines, from 30.1 FTE in REF 2014 (section 2.1). We publish our work in leading journals and engage widely beyond the academy. Since 2014, our academics have published more than 350 peer-reviewed articles, 40 book chapters and 13 books.</p> <p>Responding to criteria of academic excellence, our research demonstrates knowledge exchange, impact, critical thinking, plurality of approaches and global reach.</p> <p>1. Our research has impact. We facilitate change in organizational practice sharing our evidence-base with policymakers, practitioners and users through Research Centres and Groups (section 1.2) and our active role in policy networks, practitioners' forums and professional associations (e.g. Innovation Caucus, Progressive Economy Forum, Affinity Health at Work) as well as in collaboration with national and international governmental organizations (e.g. BEIS, NHS, College of Policing, section 4.1). We work strategically with partners from industry, government and the third sector to build long-term relationships (section 4.2). Our impact case studies have emerged organically out of links with practice and policy, specifically longstanding engagement with trade unions, voluntary sports organizations, and national/international policy makers. Academic staff play an active part in current debates through various media (section 4.3).</p> <p>2. Critical thinking. We challenge mainstream norms and institutional structures to reflect changing contexts and evolving society structures. We critique current practices in executive rewards (McDowall, Yu), whistleblowing (Phillips), labour exploitation within international value chains (Kumar), precarious work in the arts (McDowall) and gender issues in marketing (Hein, Whiting). Our early career researchers (ECRs) are actively involved in this work in line with the</p>

College's wider goal of fostering ECRs research profiles. Our research generates impact on policy and practice: for example, Hein's work on marketing with the UN's PRME (Principles for Responsible Management Education) group on gender equality has influenced management teaching and therefore business practices around the world.

3. *Plural approaches.* We encourage a wide range of methodologies as a central pillar of our commitment to academic freedom in research. We foster dedicated expertise in systematic review and meta-analytic methodology, underpinning publications in topical research areas including mindfulness, coaching (Lai) and wellbeing at work (Cox, Teoh, Kamau). We support plurality by affording colleagues autonomy in their research and practicing diversity when we recruit and nurture new talent, with support infrastructure including mentoring and signposting (section 2.2) and opportunities for pump-priming funding (section 1.3).

4. *Global reach.* We benefit from rich networks in the UK and across the world evidenced by the international reach of the memberships of our Research Centres (section 1.2) and the professional networks of our academics (section 4.1).

1.2 How research is structured across the submitted unit

The unit's two Departments operate autonomously but collaborate to create and sustain research structures that are mutually beneficial through scale efficiencies and research synergies.

We have strategically grown (as a key objective in our 2014 REF environment strategy) through expanding and restructuring Research Centres, Research Groups and Subject Development Groups (SDGs) introduced in a previous assessment period to culminate in new clusters of expertise in this period (section 1.3).

The unit's six Research Centres and two Research Groups underpin the vitality of our research environment by organizing events for academic and non-academic communities (we conservatively estimate, over the period July 2013-July 2020, 130 seminars, 40 workshops, 5 large scale international conferences, and 20 outreach events including book launches, film screenings, coaching seminars, training events, mentoring sessions), and dissemination through websites, blogs, newsletters and working paper series. We nurture interactions between and across Departments, with academics outside the College and external stakeholders, including alumni.

These Centres and Groups are (ordered by foundation date):

- The Sports Business Centre – SBC (director: Hamil, <http://www.sportbusinesscentre.com>), founded in 1999, promotes research-led best practice in sports management through consulting, educational and public engagement activities comprising scholars from MAN and other Birkbeck departments and universities

in the UK and abroad (Nottingham, Loughborough, Queen Mary, Griffiths University, University of Michigan). It runs a successful seminar series and promotes one-day events and workshops (15 per year on average). SBC has strong industry partnerships. It runs the Executive Masters in Sport Governance (MESGO; <http://www.mesgo.org/>) in collaboration with the Universities of Limoges, Lausanne, Leida and Mainz, and has developed international partnerships to facilitate postgraduate student exchanges.

- The Centre for Innovation Management Research – CIMR (directors: Lawton Smith, Frenz, Rossi; <http://www.bbk.ac.uk/cimr>), founded in 2008, has members from MAN, Economics, Computer Science, Biology, and other national and international universities (LSE, BEIS, Essex, Kent, Manchester, Imperial, Lund, Amsterdam, Jena, State University of New York at Buffalo, and others). Since August 2013, CIMR has organized over 40 events (policy panels, workshops, research seminars, and conferences). CIMR hosts a successful Working Papers series with more than 45 working papers indexed in Repec (impact factor 2.03, more than 1,700 downloads since 2011). The editorial board of the journal Strategic Change (Wiley) is based at CIMR. In 2018 CIMR launched a formal partnership with the Kogod School of Business at The American University in Washington to promote joint research opportunities and develop PG student exchanges.
- The Centre for Sustainable Working Life – CSWL (director: Thompson; <http://www.bbk.ac.uk/cswl/about-us>) has historically translated wellbeing research into policy and practice through dissemination events (for example, an ESRC-funded seminar series on cancer at work) and international partnerships. CSWL has received support from Macmillan Cancer Support, the ESRC, NHS Grampian and UCAN (an Aberdeen-based charity for urological cancers). We are currently in the process of reviewing its name, scope and focus to more strategically synergise our expertise in diversity and wellbeing at work.
- The Centre for Political Economy and Institutional Studies - CPEIS (director: Andriani, <http://www.bbk.ac.uk/cpeis/>), founded in 2017, is interdisciplinary with directors and members from MAN, Economics, Law and Politics. CPEIS provides impetus to grow and strengthen the production of excellent research at Birkbeck on the governance of political and economic institutions, aligning with the unit's core expertise in governance studies. It enhances research-driven education provision having facilitated the creation of a new interdisciplinary programme building on the expertise of the four member Departments (the new MSc in Business, Political Economy and Society).
- The Responsible Business Centre – RBC (director: Boulota, <http://www.bbk.ac.uk/research/centres/responsible-business-centre/>) (formerly the London Centre for Corporate Governance and Ethics) was re-launched in 2019 bringing together a critical mass of MAN and external scholars who focus on how various social

and environmental issues affect businesses and vice versa. RBC is a member of the Network for Business Sustainability (NBS), a network of more than 150 sustainability research centres worldwide organizing more than 12 events since its re-launch.

- The Accounting and Finance Research Centre - AFRC (director: Mamatzakis, <http://www.bbk.ac.uk/research/centres/accounting-and-finance-research-centre/>), launched in 2020, aims to advance research impact by connecting researchers with practitioners in accounting and finance. Members hail from MAN and Economics, as well as other universities and corporations (including King's Business School, QML, Lancaster University, University of Manchester, Montpellier Business School, Athens University of Business and Economics, SUNY, University of Texas). AFRC organizes research seminars and a thematic annual conference and regularly hosts visiting scholars. The Centre publishes a working paper series in accounting and finance.
- The Qualitative Research Group (lead: Whiting, <http://www.bbk.ac.uk/research/networks/qualitative-research-methods-group/>) is a community of practice to support the qualitative research of OP academics and PhD students. The Group hosts an annual 'Methods in Action' Day to which current doctoral and Masters students as well as alumni of are invited - over 100 attendees each year.
- The Marketing and Consumer Research Group (lead: Hackley, <http://www.bbk.ac.uk/research/networks/marketing-and-consumer-research-group/>), launched in 2020, provides a platform for coordinating the research activities of our growing Marketing team. It explores marketing and consumption phenomena from a wide range of perspectives, drawing on socio-cultural, psychological, anthropological, organizational, managerial, feminist and literary traditions of research. Themes explore the implications of contemporary shifts in the digital and cultural economy for organizations, business practice and consumer welfare.

All MAN academics are affiliated to one or more of eight SDGs (Accounting and Finance; Business and Management; Corporate Governance and Business Ethics; Human Resource Management; Innovation and Entrepreneurship; International Business; Marketing; Sports Management) organizing research-related initiatives to reach new audiences, grow the unit and stimulate innovation in areas not covered by Research Centres. For example, the International Business SDG plays a leading role in coordinating Birkbeck's partnership with the South Western University of Economics and Finance in China (SWUFE), which has spawned a joint degree programme and several research collaborations (including SWUFE sponsorship of PhD students). It organizes conferences (19th McGill International Entrepreneurship Conference, 2015) and workshops (Birkbeck/University of Essex PhD Workshops series, started 2017). The Marketing SDG organized the International Conference on Research in Advertising (ICORIA) 2015 and a yearly Masterclass in Structural Equation Modelling for PhD students in and outside

Birkbeck (since 2018).

1.3 Research objectives achieved during the assessment period

Five key strategic research objectives were identified in the REF2014 environment strategy.

- To improve the number of grant applications and our success rate.
- To increase the output and profile of the two groups that have recently expanded, namely Marketing and Accounting and Finance;
- To nurture our early career researchers and help them build their reputations as a number of older staff may choose to retire;
- To improve still further the reputation and impact of our Research Centres;
- To continue embedding research impact into our organizational culture.

We have performed strongly against all five objectives. External research funding was 107% higher in this REF period than in 2014. The unit's success rate in grant applications was 22%, in line with the College's overall figure. The Marketing and Accounting and Finance clusters have expanded (by four and three staff respectively) and consolidated their research profiles through the establishment of a new Research Centre and Group. The re-launch of the Responsible Business Centre under a new Director in 2019 and the appointment of a new managing team for the Centre for Innovation Management Research in 2015 have resulted in an expansion of these Centres' memberships and in more varied activities, and the existing Centres have expanded their profiles with new international partnerships. Two new Centres and a new Group have been launched to exploit research synergies in areas where our expertise and reputation are growing rapidly. Our impact-generating activities demonstrate how research impact is embedded into our organizational culture.

We delivered the five objectives across the unit through: organizational restructuring, targeted research funding and new research initiatives, and improved policies and support structures.

Organizational restructuring. There are currently six clusters of interdisciplinary themes with global reach, each of which is supported by at least one Research Centre and/or Research Group:

- *Governance of business and socioeconomic institutions.* This theme is addressed from a variety of perspectives including industrial relations, organizational science, sports management and accounting. Outputs relate to the governance of labour markets (Kumar, Teoh, Kamau, Kelly, McGumbrell-Cormick, Voskeritsian, Phillips), improving governance in the sports sector (Hamil, Rossi, Tacon, Walters) and online communities (Sibai), macroeconomic governance through work on social capital and corruption (Andriani), the political economy of austerity (Konzelmann), market regulation in relation to network monopolies (Guy) and intellectual property rights (Archibugi). The ongoing

activities of the SBC and the creation of the CPEIS in 2017 provide a platform to further strengthen our profile in this area. Research outputs in this theme constitute about 20% of our current REF output submission, and two of our impact case studies build on governance-related research (Kelly; Tacon and Walters).

- *Entrepreneurship and innovation.* The unit carries out world-leading research on entrepreneurial co-creation (de Silva), innovation and economic recovery (Archibugi, Frenz), entrepreneurship and regional development (Lawton Smith), and innovation policy (Rossi). The CIMR (expanded under a new managing team since 2015 - Lawton Smith, Frenz and Rossi) coordinates research, dissemination and impact-generating activities in this field. Research outputs in this theme constitute about 15% of our current REF output submission, and two of our impact case studies build on entrepreneurship and innovation research (Frenz; de Silva and Rossi).
- *Inclusion and wellbeing.* We address this strategic theme across marketing, accounting, innovation and entrepreneurship, organizational psychology, human resource management and industrial relations. Examples include work on neurodiversity (McDowall), support for disabled and BAME innovators (Lawton Smith), challenging assumptions about older (Whiting, Drury) and migrant (Chatrakul, McKenzie-Davey) workers and cross-cultural communications (Houston). Gender issues are addressed in the context of consumer behaviour (Hein), toy marketing (Whiting), board composition (Boulota), entrepreneurship (McKenzie-Davey), academic careers (Lawton Smith and Hein / TRIGGER project – see 2.4 below), leadership and education (Iwowo), and workplace inclusion (Beauregard). Research outputs in this thematic area constitute about 20% of our current REF output submission. The momentum of this research has led to the formation of a new Centre and a new research group in the months following the end of the REF census period. The Diversity research group (lead: Beauregard) has been launched at the end of 2020, while the Centre for NeuroDiversity Research at Work (C4NRAW) (directors McDowall; Doyle), has been established in 2021. C4NRAW aims to support research on neurodifference at work to foster inclusive work practices and increase the evidence base for reasonable adjustments. The International Advisory Board brings together academics from across education, psychology, medicine and other fields with practitioners, users and PhD students to foster a rich community. Four postgraduate studentships are already funded through industry partnerships.
- *Social and environmental business responsibility.* This theme unites perspectives including governance, accounting, marketing, human resource management and organizational psychology. Output includes research on sustainable reporting (Yu), sustainable value chains (Yamoah), ethical consumer behaviour (Yeow), social innovation (Crisafulli, de Silva). We promote sustainable research methodology through use of publicly-available data sets. Emphasis on social and environmental responsibility

has led to the reorganization in 2019 of the RBC (formerly the London Centre for Corporate Governance and Ethics). Colleagues in MAN led the School's successful application to the UN Principles for Responsible Management Education (PRME), signposting Birkbeck's commitment to sustainability, responsibility, and ethics in teaching, research and thought leadership. This is an emerging area of expertise for the unit as evidenced by the fact that research outputs in this theme constitute about 10% of our current REF output submission.

- Since the REF2014, substantial clusters of expertise have consolidated in *Marketing*, and *Accounting and finance*, leading to the creation of the Marketing and Consumer Research Group (2020) and the AFRC (2020). Research outputs pertaining to Marketing and Accounting and Finance each constitute about 10% of our current REF output submission.

Our REF output submission extends beyond these six thematic clusters, including excellent research in strategy, international business, project management, operations management, as well as in psychology, education, sociology and politics. One of our impact case studies (Dewberry) is rooted in research in psychology and assessment methods.

Targeted research funding and new research initiatives. BEI supports research through an internal research grants scheme, introduced in 2013/14, funding seed research to turn startup research proposals into larger grants – supporting objectives 1 and 3. Two types of grants are available – small research grants (up to £2,000 – applications can be submitted throughout the year) and large research grants (up to £5,000 – £10,000 in exceptional circumstances – two deadlines per year). In this assessment period, 39 academics have received 54 research grants totalling £220,994. BEI makes available conference grants on application, which complement the unit's generous conference allowance (£2,500 per year per person, up to 20% of which can be used for other research-related activities). Over the assessment period, 70 School conference grants amounting to £50,785 have been granted to 40 unit staff.

The College has a newly-created (2018) Research Innovation Fund for projects up to £5,000. You received seed funding under this scheme to carry out research on greenwashing. Tacon received UKRI SEE PER Seed Funding (£2,498), while four grants were awarded from our institutional Wellcome Trust ISSF award for a total of £44,138.

To foster a collaborative and output-focused research culture, supporting objective 3, the unit has introduced new targeted initiatives (aimed particularly at, but not limited to, ECRs):

- Weekly writing retreats and annual residential retreats open to academics, postdoctoral researchers and PhD students, about half are ECR/ new recruits.
- Initiatives to foster research collaborations. The 'Enhancing research output' (ERO, launched 2019) initiative (lead: de Silva) provides the opportunity to meet at regular

intervals to discuss potential collaborations and progress on joint papers, benefiting from feedback by external reviewers (editors of prestigious journals). 14 unit academics (11 new recruitments, 3 ECRs) have participated in this initiative, with 18 papers currently under development.

- The Departments also fund specific training workshops on such issues such as How to Write a Case for Support and Impact for Grant-Writing.

Improved policies and support structures. BEI has a local research support team including: a Research Development Manager; a School Impact Officer; a Communications and Engagement Officer; an Events Officer; and a Finance and Research Management team supported further by dedicated support from departmental administration. The Research Development Manager (role created in 2014) contributes to research strategy and strategic teaching programmes and works with other staff to provide support on external grant applications. The Impact Officer (role created in 2012) advises on evidencing and embedding research impact, working with the School Research Development Manager to identify early potential for high impact. The College's Impact Officers regularly share best practice, for example in case study report writing. The Events and Communications and Engagement roles (created in 2018 and 2019 respectively) provide support for the organization of research events and the dissemination of research content e.g. through creation of videos and blogs as well as rapid transition to online delivery of research workshops and seminars during the pandemic. Additional experience, expertise and support have been provided at School level by part-time professorial appointments (Pettigrew to 2020, Cox and Vidgen) mentoring junior staff.

Streamlined procedures include policies to ensure robust grant applications (section 1.8) through review and feedback by internal or external specialists.

1.4 Research objectives over the next five years

Following a period of rapid growth (section 2.1), current focus is to maintain and build a sustainable research environment in a way which develops our aspirations as summarized in our strategic objectives:

- To enhance the reputation and impact of our Research Centres, and to maintain links with alumni
- To foster agility and innovation in existing and new Research Centres
- To enable our academic staff to conduct, publish and disseminate high quality research
- To support our academic staff to engage meaningfully with stakeholders in their research and wider publics to maximize knowledge exchange and engagement activities

BEI's new research strategy (2021) aims to maximize research income from traditional and non-traditional funders, set out in Objective 5:

- more targeted use of the internal grants system

- prioritizing pump-priming grants for external funding
- enhancing the pre-submission evaluation process
- income generation from research to become a KPI for our recruitment and performance review processes
- building capability to access funding from a more diverse range of funders.

Our 6th Objective is to mitigate the impacts of the Covid 19 pandemic on our colleagues and students through initiatives including:

- sustaining of college level promotion procedures to ensure career trajectories
- ongoing support of research applications
- extended bursaries (on merit and application) for PGR students
- encouraging colleagues to apply to the college wide COVID19 fund to buy out teaching time or fund RA time to support data analysis and write up.

1.5 Impact objectives achieved during the assessment period

The unit's REF 2014 impact strategy identified five key objectives:

1: To continue to support academics' research through the provision of sabbatical leave and support for conference presentations. This has been achieved through more effective implementation of our sabbatical policy (section 2.3) and a generous conference allowance (section 1.3).

2: To embed the concept of research impact in Research Centre, Department and School decision-making. Research Centres are now required to reference the impact of their research in their annual reports. Impact discussions are embedded in all seminars organized by the Departments and by Research Centres. Applicants for internal and external grants must show how they will communicate their findings to academic and non-academic audiences, and (when appropriate) how they will work with key stakeholders in the research.

3: To continue to offer financial support to promote research impact. In 2013/14, BEI introduced an Impact Grants scheme (worth up to £,5000, two deadlines per year). So far 17 academics have received 16 impact grants totalling £60,853. These have been used to fund, among others: workshops and symposia to connect with policymakers, industry and other users of research; initiatives to translate our research for specific users (e.g. policy briefings aimed at specific government units) and the wider public (e.g. a graphic book on the impact of stadium regeneration); coaching and mentoring sessions aimed at women scientists. Three of our submitted impact case studies have benefitted from impact grants.

4: To continue to support Research Centres. Our existing Centres have been strengthened and, where necessary, reorganized, and three new Centres and two new Research Groups have

been formed (section 1.2)

5: The School Impact Officer to continue promoting research impact by meeting with all staff regularly to embed impact strategies into research planning and identifying promising work likely to translate into case studies for REF after REF 2021 (section 4.2).

1.6 Impact objectives over the next five years

The unit's mission is to contribute research with a strong social impact. We aim to benefit individuals and organizations and the economy and society as set out in these objectives for the next five years:

- To continue to utilise our Research Centres as vehicles to nurture relationships with stakeholders in our research through bringing together academics and practitioners to discuss research and potential impact. The success of this strategy reflects in our impact case studies which build on relationships with key stakeholders nurtured over long periods.
- To continue to require applicants for funding to articulate the wider societal benefits that could arise from the research as part of our internal approvals processes, even where not a funder requirement. By identifying potential stakeholders early on, researchers can tailor communications to build links, and they can be supported by the Impact Officer to develop relevant skills.
- To continue to provide financial support to our researchers to develop impact from their research.

We have recognized that we need to better support our postgraduate students, typically working professionals with industry expertise and rich social capital. Many of our PhD students generate significant research impact of their own, for example, work on the Tottenham Hotspur stadium regeneration won a Birkbeck public engagement prize and resulted in a publication on a topic with broad applicability and impact potential.

A second area for development is to sign-post and grow individual academics' networks, commissions and consultancies as pathways to impact and knowledge exchange through relationships with relevant bodies.

1.7 Support for interdisciplinary research

Interdisciplinarity is at the core of our research. Our academics publish in a wide variety of fields including sociology, education, politics, law, nutrition, veterinary medicine, psychiatry, as well as publishing in multi-disciplinary journals (e.g. PlosOne, Nature, Complexity). Examples of interdisciplinary research include Archibugi's work at the crossroads between law, politics and

economics, and Kelly's research spanning politics, economics and management.

The unit fosters interdisciplinarity through its Centres and Groups, and participates in initiatives designed to further internal collaborations with academic colleagues across and beyond Birkbeck. In this census period BEI launched the Birkbeck Institute for Data Analytics (BIDA), an internal research institute to facilitate cross-disciplinary research in data science to tackle topics such as big data, social media, computational intelligence and data analytics. Regular cross-disciplinary workshops are held to facilitate multi-dimensional discussions resulting in distinct projects, including joint work between Computer Science and MAN researchers in the area of Sport Data Analytics (sentiment analysis and topic modelling of NBA fans' Twitter messages in order to better understand their predictive value).

In addition, BEI has an initiative to promote collaborative bids between BEI School researchers, and since 2017, the College has offered funding (up to £2,500 per bid) to promote interactions between different Birkbeck Research Centres. The CPEIS, CIMR, LCGE with the Centre for Critical European Law, were awarded a grant to organize an event and a focus group to promote reflection on institutionalizing interdisciplinarity resulting in two applications for external funding and another in progress.

1.8 Research standards and open research environment

The College Ethics Committee oversees policies and practices relating to questions of research integrity commensurate with the College Code of Practice on Research Integrity which are then implemented and operationalised at the Unit level by the School Ethics Committee and the Departmental Research Ethics Officer. All allegations of research misconduct are dealt with at the College level addressed to the Chair of the College Ethics Committee (see research page of our website). For all primary research involving human participants academics complete an ethics form in line with the College Ethical Review Policy for internal and external grant submissions. The School's ethics committee (chair: Drury) has representatives from all BEI's Departments and reviews all non-routine research proposals to ensure robust safeguards and from 2017/18 has offered a dedicated intranet resource to support this as well as in person workshops.

The College has created an open research environment through two open-access repositories: one for publications, the Birkbeck Institutional Research Online (Biron; <https://eprints.bbk.ac.uk/>), and another for data, the Birkbeck Research Data repository (BiRD; <https://researchdata.bbk.ac.uk/>). We expect all research outputs produced within the Unit to be lodged in Biron within 3 months of acceptance. Use of the open-access repositories has been promoted and repository librarians provide practical support, working with the Research Development Manager to ensure uptake on Biron. We support any valid approaches to achieve Open Access, including 'green' and 'gold' routes. When researchers apply for School funds to support gold open access, this is only granted if the publisher has a transparent cost structure

including transparent service costs.

All members of the Unit are expected to treat any research data ethically and in line with relevant obligations or frameworks. Any questions about data openness are raised with the Departmental Ethics Officer and if necessary referred to the School Ethics Committee.

2. People

2.1 Staffing strategy

Our staffing strategy focuses on the recruitment, development and retention of excellent researchers. Over the assessment period we recruited 22 lecturers, 7 senior lecturers, one reader and 5 professors to strengthen our expertise in accounting/ finance, diversity, marketing, wellbeing. We replace senior departing staff with posts lower down the scale unless there is a strategic reason not to do so to refresh our research environment with new talent whilst maintaining our pipeline for succession planning purposes. We encourage flexible working and job sharing, with 15% of new recruits employed at less than 1 FTE. New appointments are gender balanced: 58% of appointed lecturers/senior lecturers and 50% of appointed readers/professors are women.

Our demographic profile shows balance between senior and junior researchers, with a sufficient number of experienced researchers to cover key strategic and research management positions (14.4 FTE are Readers and Professors, 12 are Senior Lecturers) while offering the possibility to train more junior researchers to ensure succession (28.7 FTE are Lecturers).

Research potential and research excellence are now a more explicit selection criterion for appointments, probationary reviews and promotions. As a result all our academics employed on research and teaching contracts (55.1 FTE) are included in this coming REF submission with at least one publication.

2.2 Staff development

Mentoring and training. A culture of mentoring includes formal and informal pathways and active peer support to ensure that the Concordat principles are enacted:

- new recruits are assigned an experienced researcher as mentor (usually a senior academic from the Department)
- the Research Development Manager meets all new staff in the first few weeks of their employment at Birkbeck, to raise awareness aware of the School's strategy, expectations and resources and help explore future funding sources
- ECRs are assigned a 'buddy' (another, less recently recruited, ECR able to share their own experiences) for informal support and guidance

Staff development is strengthened through personal involvement of the Executive Dean (ED) who makes himself available to provide personal mentorship, and targeted support for dedicated training and development. The unit staff undertake College training in diversity and equality, unconscious bias, recruitment, line management, research supervision, promotion, data protection, applying for funding, project management, open access, public engagement and knowledge exchange, aligned with the relevant policies and concordats. This provides a structure supporting informal coaching through mentorship within the Department. The unit conducts regular annual and ad hoc awaydays to support research capacity; and research seminars on dedicated topics or methodologies to support staff and PGR students (systematic reviewing, narrative analysis). All Heads of Department (HoDs) manage a fund that supports such activities catering to local and emerging need in a responsive way.

Specific support for ECRs. The unit supports the career development of ECRs by balancing the opportunity for enhancing leadership skills (e.g. Departmental Ethics Officer, Head of PhD Programme, Chairs of SDGs and Directors of Research Centres) with commensurate workload to protect research time whilst ensuring a balanced portfolio to support future promotion applications as mutually agreed in early probation reviews. Such support has been important over the assessment period as many of our new hires were at the Lecturer level and making large grant applications for the first time.

Support for career progression. To ensure professional and career development, the Academic Development Review (ADR) is an annual process where academics and line managers meet to (a) review performance during the past year and (b) set objectives across all four areas of service (research, teaching, engagement and administration). This process is instrumental for setting the expectation that all staff publish and apply for funding, supports career progression planning, and provides a mechanism for a researcher to identify proactive interventions which could improve their research such as training needs. It also reinforces that collaborations are encouraged.

This approach has led to rapid promotions from Lecturer B through to chair level. During the period, 14 colleagues were promoted from Lecturer to Senior Lecturer, 6 colleagues were promoted from Lecturer or Senior Lecturer to Reader (,and 3 colleagues were promoted from Reader or Senior Lecturer to Professor). The unit also funds academics to remain members of professional associations and regulatory bodies (e.g. several OP staff are legally registered practitioner psychologists). The principles of good employment are ensured throughout the employee lifecycle for all academics, starting from recruitment. All involved undergo unconscious bias and equalities and diversity training. The College is a disability confident employer to encourage diversity. Effective line management and training processes including regular leadership training for senior teams to sustain good practice and ensure that the unit nurtures its talent.

Transparency. The unit has developed fair and transparent local workload models reviewing relevant data each academic cycle to ensure parity and transparency. The College is currently undertaking a benchmarking comparison of teaching loads across Departments. It is using local work model data to inform future planning processes. This has taken account of the impact of COVID-19: all HEI institutions had to facilitate a rapid transition to digital education. HODs are monitoring workload to ensure that no individual is disproportionately affected.

To ensure holistic talent and succession planning and to ease transitions for leadership roles, deputy positions have been introduced for several senior roles (ED, HoD). The recent appointment of Management's HoD as School ED triggered a smooth transition of the Deputy HoD to HoD and slotting a new colleague into the Deputy HoD position. Research Centres have Deputy Directors, usually a more junior academic, to ensure continuity.

Staff satisfaction. The unit staff report high levels of wellbeing at work and staff satisfaction. According to the latest staff survey (2019), 85% of School staff are satisfied working for Birkbeck, 86% are willing to recommend Birkbeck as a place to work, and 93% are proud of Birkbeck's mission and ethos. A high proportion of staff (70% and above) are satisfied with the processes implemented to support staff performance evaluation and development (Capita, 2019, "School of Business, Economics & Informatics Report: Delivering quality survey, research and analysis solutions").

2.3 Creating a supportive research environment

Our working climate supports academics to conduct frontier research across the world. We encourage all colleagues to take advantage of the sabbatical leave policy (one term's sabbatical accrued for every nine terms of service, available to all staff including PT and fixed term) through the ADR process. ADs ensure that sabbatical goals are clear and aligned to the unit's objectives. In Management, 34 sabbatical term were granted to 24 individuals; in OP, 11 requests were granted to 8 individuals. Based on staff headcount, 74% of eligible staff in the unit took at least one sabbatical term during the period.

Periods of research leave have enabled colleagues to complete work on articles and on substantial pieces of work (for example, Konzelmann finalized her books *Labour, Finance and Inequality: The Insecurity Cycle in British Public Policy* and *Austerity*, and progressed the manuscript for her edited book *Rethinking Britain: Policy Ideas for the Many*; Kelly progressed work on two books, *Contemporary Trotskyism* and *Comparative Employment Relations*; Lawton Smith progressed her edited book *Gender Science and Innovation*), to initiate new collaborations in the UK and abroad (for example Sibai started a collaboration with Cass Business School leading to a paper recently submitted to *Psychology & Marketing*; Guy visited US institutions leading to collaborate resulting in a paper recently published by the *Cambridge Journal of Regions, Economy and Society*; Tacon visited UQAM and HEC in Montreal, Canada, initiating a collaboration leading to a paper published in the *International Journal of Sociology and Social*

Policy).

Most exchanges with business, industry, public or third sector bodies occur thanks to the activities of our Research Centres and Groups and our academics' professional networks who are encouraged to seek opportunities for secondments with external organizations (for example, in 2015, Drury was seconded to BEIS, thanks to ESRC funding). External professionals from industry, policy and the third sector are invited to hold visiting professorships with our Departments. Visiting relationships foster interactions between visitors and academic staff to establish long-term exchange relationships (from visitors attending and organizing seminars and workshops, to guest lecturing in our modules, to developing joint bids).

Impact, knowledge exchange, public engagement and dissemination of research is one of the key areas of performance discussed in the context of the annual ADR and are referenced as a criterion for progression under "engagement".

Direct incentives and reward schemes have been introduced to encourage research productivity and impact. BEI has an incentive scheme whereby academics who win external grants are rewarded with additional research funding to their own research accounts (8% of the awarded Directly Allocated costs, plus 8% of the awarded Indirect Costs, up to a ceiling of £3,000 per year). The College has introduced several prizes and awards to recognize and celebrate research excellence and public engagement including the Ronald Tress Prize for Excellence in Research by Early Career Academics (Teoh, winner, 2019, and Whiting, runner up, 2017) and the Birkbeck Public Engagement Awards, Birkbeck (Crisafulli, winner of the Collaboration Category, 2019).

2.3 Research students

The aim of our doctoral programmes is to impart critical thinking with relevance to practice, preparing candidates for multiple career paths. Many research students progress into industry roles, but several have embarked on academic careers (Stringer, Tacon, Teoh, Whiting). Recent MAN PhDs have gone on to take positions in government (ONS and BEIS), universities in the UK and abroad (Birkbeck, De Montfort University, London Business School, LSAE, Middlesex, Newcastle University, Southampton, UCL, Westminster University; Rochester Institute of Technology) as well as industry. In OP students have gone on to take on more senior and specialized roles with their sponsoring employer, as research fellows in the Bloomsbury network, work as independent consultants or have taken on academic roles in the Department (Kahn).

Our research students are unique as the majority are mature, working and self-funded (in 2019/20, 89% of research students in OP and 75% of research students in MAN were self funded). In line with its mission and strategic objectives the College supports a diverse PGR student body through targeted School-level bursaries (the Diversity 100 scholarship, launched in 2020); OP are one of the first departments to have secured one of these bursaries, through a

competitive application process.

Departments also receive one School-funded graduate teaching assistant every three years. The research student community remains vibrant: between the academic years 2014/13 and 2019/20, 96 new PHD students have joined (67 MAN, 29 OP), and 46 have graduated (37 MAN, 9 OP). This is a 44% increase compared to the previous REF cycle in which 32 PHD students had graduated.

Many MSc students go on to embark on PhDs and pursue research collaborations with our academics.

During the current assessment period, we spearheaded a Professional Doctorate in OP (led by Lewis/Yarker) creating a new work-based learning pathway for working people to develop research with direct impact to practice.

PhD completions

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
<u>OP Doctorate</u>	0	2	0	0	2	4	1
<u>OP Professional Doctorate</u>	0	0	0	0	0	0	0
<u>MAN</u>	4	11	3	5	5	4	5
<u>Total</u>	4	13	3	5	7	8	6

Both Departments have invested in strategic initiatives to support PhD progression, improving monitoring of progress through more targeted MPhil upgrade and yearly review panels. We are also part of the College-wide 'Research Track' pilot programme which monitors student engagement online which has now successfully been rolled out across the College. There has been increased attention on the selection and training of PhD supervisors to ensure that less experienced colleagues are paired with someone with an established track record of supervising to completion on time; supplemented by additional staff as necessary. All supervisors undertake mandatory training.

We support personal and professional development of PhD students through engagement events and workshops run by the PhD directors. Formal generic training in transferable and soft skills is provided at College level: internally, through the Birkbeck Graduate Research School (BGRS), and externally via the Bloomsbury Postgraduate Skills Network (a consortium of all the Graduate Schools in Bloomsbury who share access to training opportunities; staff from the unit, including McDowall, lead several every year on topics such as project managing your thesis, and health and wellbeing for PGR students). Such generic training is further strengthened through a dedicated annual PhD conference followed by a training day, both of which are facilitated and attended by senior faculty. We provide generous funding for PGR development through a yearly

conference allowance (up to £500 per year for conference participation; with a subsidy for international attendance on application). Early immersion in our research culture is encouraged through participation in the unit's Research Groups and Centres, including Steering Group representation, weekly PhD seminars, monthly departmental seminars, and weekly writing retreats during term time. Writing groups, retreats and online discussion groups initiated by students have also enhanced our culture of support. Research opportunities extend to refugees through the College's award-winning Compass project.

2.4 Equality and diversity

The unit takes a strategic approach to development and succession planning aligned to the College's broader mission to inclusion through a range of institutional and College level activities and policies.

Initiatives. The College is committed to working as an equal opportunities employer through the ATHENA SWAN charter at College and departmental level. It is also a member of the HR Excellence in Research scheme, the Stonewall Diversity Champion scheme, the Equality Challenge Unit and the Mindful Employer scheme. The College sponsors several targeted initiatives:

- the LEA Aurora programme following successful application (taken up by McDowall, three OP applications in progress)
- STELLAR HE, a dedicated BAME leadership programme;
- Birkbeck is a member of Women in Science Engineering (WISE) to encourage collaboration between industry and academia.

Through proactive mentoring by the ED and targeted development initiatives, our School and unit have achieved good female representation on influential committees. The unit will be instigating new equality and diversity committees to further consider the representation of other protected groups.

Policies. It is a current action point to make strategic appointments at senior level, maintaining Birkbeck's reputation as an attractive place to work through active support for flexible working such as job shares (for example Yarker/Lewis). Staff who are new parents can apply to attach any sabbatical they are due to a period of parental leave to support their research. OP has developed a clear sabbatical policy which has been shared with other Departments in the College. In line with the College's mission to increase diversity, many recent appointments are career-changers who came into academia from professional backgrounds such as advertising (Drury), accounting (Gamblin), law (Whiting) and consultancy (Marstand) as another valuable mechanism for fostering diverse skills and promoting a research culture that addresses real-world issues and generates impact. The unit is working towards gender balance in internal and

external events. Research Centres have committed to gender equality and diversity, by adopting an approach of gender balance in the composition of speakers at workshops and panels.

Impact of our research on equality and diversity. The unit's research has had important impacts on the institutionalization of better equality and diversity practices in the College. The TRIGGER project (£289,974; European Union, 611034; <http://www.bbk.ac.uk/trigger/>), aimed at increasing the number of women in those university sectors where they are underrepresented, played an important part in the recent renewal of the Athena Swan, where it was referenced as an example of good practice. The TRIGGER team contributed to the following: recommended to appoint knowledge exchange representatives at BEI and School of Science; was part the College Athena SWAN Self Assessment Team and Actions Sub Group; provided project updates and insights as a regular standing item at the termly College Equalities Committee; provided insights for the College Strategic Equalities Review Group (SERG) as part of the Staff Working Group. SERG findings highlighted the institutional benefits of improving coordination of staff/student equality actions; defined new Equality Objectives; and recommended new structures for the governance and management of equalities. TRIGGER actions will form a key strategic role in the Department of Management Athena SWAN application in 2020/21.

In 2014 the TRIGGER team mapped mentoring initiatives within Birkbeck, which developed into a mentoring scheme specifically for women in STEM. This was broadened and offered to other academics, and the TRIGGER team, in conjunction with HR, organized the College's Athena SWAN mentoring programme, led by the TRIGGER Research Fellow with the TRIGGER PI (Lawton Smith) as a mentor.

The TRIGGER project ran a series of workshops for and organized by PhD students, who were also chairs and discussants, as well as networking events such as a facilitated engagement between Birkbeck staff and business leaders on "Embedding Equality". PhD students workshops are continuing with support from BGRS, while continuation of networking events is now possible thanks to funding from Taylor and Francis. They complement other events run across the College to promote gender equality, such as "Women in Science" in Science Week and the annual Rosalind Franklin lecture.

Lawton Smith was cited as one of the inspirational women working in the fields of regional studies and regional science for gender equality by the Regional Studies Association; she also won the Emerald Literati Network Awards for Excellence 2017 for her paper "The impact of female entrepreneurship on economic growth in Kenya" in the International Journal of Gender and Entrepreneurship.

3. Income, infrastructure and facilities

3.1 Research funding and strategies for generating research income

Funding for research in the unit comes mainly from external sources. We were awarded 26

externally funded grants (13 MAN, 13 OP) during the period, from 20 different funders, the most important of which in terms of income are the EU, the British Academy, the ESRC, the Leverhulme Trust and the UK Government (DWP, BEIS, Home Office). A few grants come from industry sources. As shown in REF 4b, expenditure on external grants in the period was £848,943. This represents a substantial increase (+107%) from the £410,842 reported in the REF 2014.

The topics of the external grants reflect the breadth of our academics' research interests- from inclusion and wellbeing to governance and entrepreneurship and innovation. Several grants align with the equality and diversity policy agenda, such as the TRIGGER project. Other grants investigate gendered toy marketing ("We have to buy my space shirts in the boy's section! A Business Ethics approach to gendered toy marketing", British Academy, SRG 1819\190342), gendered leadership development ("Bring Back Our Girls: A Cultural Analysis of Gendered Leadership Development in Africa", British Academy, SG17\1856) and how to promote opportunities for under-represented communities, including opportunities for disabled and BAME innovators ("Increasing participation of people with disabilities and people from BAME communities in business innovation", ESRC/InnovateUK, GPR 14-234; "Addressing regional inequalities in innovation opportunities for BAME and disabled groups", Regional Studies Association, FeRSA), and for people from under-represented backgrounds to take on leadership roles in theatre ("Diversity in Directing - Exploring new and emerging theatre directors from under-represented backgrounds.", Regional Theatre Young Directors Scheme).

Another prominent theme is wellbeing at work, with grants focused on opportunities and fairness for cancer patients in returning to work ("Social science perspectives on the working lives of those with cancer: psychosocial, organizational and economic", ESRC, ES/M00189X/1), improving recruitment practices in the police and the defence sector ("The provision of managing sickness absence in small and medium enterprises phase 3 services", DWP, ecm_7207).

The promotion of good business governance is another theme, with grants focusing on improving labour market conditions and pay inequality ("Integrating climate smart agri-innovative technology adoption and agribusiness management skills to improve the livelihoods of smallholder cocoa farmers in Ghana", GCRF QR; "End of sweatshops? China's labour scarcity and a rise in monopoly garment firms", Leverhulme, ECF-2015-162).

Grants about managing innovation are also prominent and topics have included the management of new technologies ("Innovation intermediaries and the Fourth Industrial Revolution", British Academy, SRG18R1\180931), the effects of training and capabilities and the financing of innovation ("Exploring the link between different types of training and innovation outcomes", BEIS, 1746802885).

BEI support is crucial to the work of most of our academics, with almost 75% applying for one or more School grants. Some have successfully tapped into College schemes such as the

College's internal Research Innovation fund, the institutional Wellcome Trust ISSF award, the Impact Seed Fund, the internal GCRF QR awards and College Research Centres funding scheme.

3.2 Infrastructure supporting research and impact,

Our infrastructure supporting research and impact was described in sections 1.2 and 1.3. In addition, BEI has created dedicated and newly refurbished spaces for research including the Graduate Research Centre and additional meeting rooms housed in the Clore Management Centre.

This is used for initiatives including monthly departmental research seminars, weekly writing retreats and seminars hosting external speakers. We use College facilities to generate impact with workshops and seminars usually open to external stakeholders. Examples include executive education sessions and policy meetings, such as a meeting organized by CIMR and BEIS on developing policies for leadership in SMEs (2020), and a meeting of the HEBCI user group organized by CIMR and NCUB (2016). The ability to host these initiatives in our London campus is instrumental to fostering a research culture by encouraging widespread participation and creating direct connections with external stakeholders who are potential research partners, funders and users of our research. It is expected that we will be able to combine our use of these physical infrastructures with our expertise in setting up and delivering online events to be able to effectively organize events that combine in-presence and online participation.

Thanks to the Birkbeck Library, academics are able to access a wide range of online databases and research resources (these include a Bloomberg terminal particularly used by our Accounting and Finance staff and students). Numerous software licenses, including packages for statistical analysis, for content analysis and for online survey design and delivery, are also made available for free to our academics (and to students who require this access); academics are able to use part of their yearly research allowance to purchase software as well as datasets they need for their work.

Sustainability of our Centres and Groups. Centres and Groups have active national and international research partnerships, and busy schedules of events for the next academic year. Despite the pandemic, they have managed to continue their activities by engaging in online seminars, workshops and outreach events, and continue to disseminate research through their working paper series and journals. For example, since March 2020, CIMR has moved all of its activities online. It has launched the CIMR Debates in Public Policy online seminar series, with four very successful seminars held in Spring 2020 and more planned for 2020/21, as well as online workshops and events aimed at MSc and PhD students and the wider public (such as an online panel during the Bloomsbury Festival 2020). It is also launching CIMR Research in Brief, a series of video interviews and podcasts with the authors of CIMR working papers. CPEIS has launched a series of four online workshops on "Corruption, Rent-Seeking Behaviour and

Informal Practices in Institutional Contexts” in collaboration with UCL and Loughborough University London. SBC has also launched an online seminar series. Partnerships with other academic institutions, charities and private companies, and membership networks spanning academia, government and industry (including alumni), provide opportunities for seeking external funding to support research, public engagement and knowledge exchange. The financial sustainability of the Centres is ensured by engagement in remunerated activities such as executive education programmes.

4. Collaboration and contribution to the research base, economy and society

4.1 Arrangements and support in place for, and effectiveness of, research collaborations, networks and partnerships

To encourage collaborative research and interactions between academics and non-academic audiences, the unit has introduced (and/or maintained) a number of initiatives at departmental level.

The Departments sponsor initiatives such as:

- regular departmental research seminar series where unit staff and external academics are invited to present recent work
- weekly writing retreats for academic staff, and one residential (three-day) writing retreat per year
- occasional funding for seminars organized by Research Centres (e.g. a half-day training on Qualitative Comparative Analysis on 29 April 2019 attended by about 20 academic staff and PhD students); as well as initiatives to promote research collaborations such as ERO

The unit has strategically aimed to enhance international collaboration, as evident in recent British Academy funding to support research in Nigeria (Iwowo) and visiting fellow schemes to foster collaboration with a German Institution (Drury, Fassbender). We encourage staff to use their sabbaticals to visit global institutions to develop collaborations, including in North America (University of Massachusset, University of North Carolina at Chapel Hill, UQAM, HEC), Europe (University of Athens, EM Lyon, University of Aix), Africa (Nigerian Defense Academy). The unit also welcomes visiting researchers from other institutions. In the period we have had visitors from, among others, Canada (University of Quebec), China (SWUFE), Denmark (Aalborg University), France (NEOMA Business School, Novancia Business School, OECD), Germany (University of Jena), Greece (University of Athens), Italy (University of Camerino), the Netherlands (Universiy of Amsterdam), Spain (Universidad Autonoma de Madrid), Sweden (Lund University), the US (Stanford). We also had visitors from UK universities (LSHTM, University of Westminster, Imperial College, Henley Business School) and policymaking bodies.

Academics participate formally and informally in national and international research

collaborations. Our UK collaborators hail from universities (at least 70 different institutions including UCL, King's, Brunel, Sussex, QML, Aston Business School and many others), learned societies (e.g. Academy of Social Sciences, Higher Education Academy, Royal Society for the Encouragement of Arts, Royal Society of Medicine, Society of Occupational Medicine, International Society for Coaching Psychology), government and public organizations, and industry. Collaborations with institutions abroad include partners in at least 24 different countries, of which the most frequent are the US (11 collaborations), France (6), Greece (6), Australia (5), Italy (5) and Spain (5). About 70% of our outputs and almost 90% of our REF submission are co-authored with researchers external to the College.

Academics use their conference allowance to present at prestigious conferences globally. ECRs are particularly encouraged to participate at conferences and preference is given to them when we evaluate applications for funding. Our academics and PhD students have won more than 25 best paper awards at prestigious conferences around the world (including Academy of Management, European International Business Association, American Marketing Association conference, British Academy of Management), and 8 of these have been won by ECR staff.

The Research Centres and Research Groups are instrumental in promoting networking and collaborative research, as evidenced by the Centres' international membership networks, which result in opportunities for joint seminar series, grant applications and research papers, and the more formal partnerships established by CIMR, SBC, CSWL. The recent creation of two new Research Centres and two new Research Groups will further increase the amount and reach of research collaborations carried out in the unit.

4.2 Evidence of how staff interacted with, engaged with or developed relationships with key research users, beneficiaries or audiences

The unit's focus on socially responsible research is directly aligned with our efforts to generate demonstrable benefits for society. Whilst our impact case studies mention some of our notable work in this area, there is deep knowledge exchange across the Departments' research.

The health service is a developing area of impact, overlapping with our research focus on work-life balance and wellbeing. In 2020, Teoh was awarded a British Psychological Society award for his work on working conditions and wellbeing for NHS staff, and he has already published in the BMJ this year on maintaining clinicians' wellbeing during the COVID-19 pandemic. Kamau has worked in partnership with a UK company to develop an intervention, available as both an app and a board game, that helps clinicians to manage workplace burnout and distress in use across multiple NHS trusts as well as the NHS Practitioner Health Service. Crisafulli has partnered with an NHS Trust to investigate patient experience within the public health sector.

The unit is developing impact in the performing arts utilizing our expertise on diversity and inclusion, fostering strong relationships with professional bodies in the sector. McDowall,

Gamblin and Teoh partnered with Parents In the Performing Arts (PiPA) to conduct research into the ways in which artists with caring responsibilities are affected by the sector's unique working conditions. Subsequent dissemination work has already affected policy change in major arts organizations which sign up to the PiPA Best Practice Charter informed by the research. Whiting has been working in partnership with the Regional Young Directors' scheme on the Diversity in Directing project, investigating the experiences of young theatre directors from underrepresented groups with the goal of influencing practice and ultimately improving diversity in a profession still dominated by white, middle-class men.

Konzelmann's work with the Progressive Economy Forum (PEF) and her recent publications on austerity have informed the UK Labour party, who adopted several recommendations made by Konzelmann and her colleagues in their manifesto for the 2019 election, and that are currently being developed for the post Covid-19 recovery plan. As part of her collaboration with PEF, Konzelmann initiated a new MSc in Governance, Economics and Public Policy, starting in 2020. De Silva's ongoing relationship with the UK's Intellectual Property Office has included a trade delegation visit to India in late 2019. McDowall and Gamblin, together with Birkbeck's Institute for Criminal Policy Research, and UCL's Jill Dando Institute for Security and Crime Studies, conducted a research project into evidence-based policing, funded by a Home Office Grant. Its recommendations have fed directly into the development of new standards for police education, particularly mechanisms for graduate entry into the profession. Trim's work on cyber security has led to several South Korea-UK Cyber Security Research Workshops in collaboration with Soon Chun Hyang University, as well as a collaborative UK-South Korea research project funded by the UK government ("Increasing cyber security provision in the UK and Korea: Identifying market opportunities for SMEs", BIS - Global Partnerships Fund).

Other researchers whose impact has extended beyond the UK include Yamoah. Working with research partners at the University of Kent and at Kwame Nkrumah University of Science and Technology (Ghana), he is training female Ghanaian cocoa farmers in agri-business management and marketing skills, offering them increased financial security and promising greater gender equality. Meanwhile Iwowo's work on leadership development in Africa has seen her invited onto a Commonwealth Panel of Experts supporting the Special Committee on Gender and Economic Cost of Gender-Based Violence in the Commonwealth.

The OP Department is part of a research consortium committed to disseminating current research directly to organizations and policy makers (Affinity Health at Work), led by two academics (Yarker, Lewis). To further support this goal, the UoA has recently developed a suite of professional doctorates with the explicit aim of enhancing cross-fertilization between research and practice.

New hires during the assessment period have brought additional impact expertise. For example, Lewis and Yarker are currently funded by a DWP grant to develop a return-to-work toolkit for

those on long-term sick leave. Chalkias has been awarded several industry grants to develop models to manage risk in the insurance industry, and has recently won a UKRI grant in relation to risk sharing mechanisms to mitigate the financial consequences of Covid-19.

The unit's ECRs also demonstrate a strong interest in and instinct for impactful research. Aside from Teoh, Gamblin, Crisafulli and Chalkias, all mentioned above, in 2019 Schivinski's work on gaming addiction drew media interest from across the world; Kumar is publishing on sweatshop labour in developing economies and is a well-established commentator on BBC Business and Sky News; and Sibai's work on isolation in early-career researchers speaks to an under-researched problem that aligns closely with the unit's existing expertise.

4.3 Wider contributions to the economy and society

The unit's academics are active in many forms of public engagement and stakeholder engagement, and this facilitates and complements our impact.

Outreach work. We frequently deliver lectures and talks to non-academic audiences; we estimate over 50 talks delivered to industry bodies, professional networks, and policymakers.

Media. Our academics are regularly invited to speak on TV and radio. Examples are McDowall (has appeared several times on Women's hour Radio 4 and on BBC World radio to discuss work-life balance), Beauregard (has been interviewed on flexible working by BBC Radio Five Live, BBC World News, Radio Yorkshire, Pirate FM, among others), Kelly (has given numerous radio and TV interviews on industrial conflicts and disputes including with BBC News, Sky News, BBC Radio 4, BBC Radio Kent, BBC Radio Wales, LBC), Lawton Smith (has appeared on BBC Politics Show to discuss her research on Oxfordshire). Archibugi regularly appears in Italian media (TV, radio, main newspaper) mainly in relation to his work on globalization and democracy. Our research has been featured in prominent news media including the Guardian (Kamau, Konzelmann, McDowall, Nielsen), the Financial Times (McDowall, Nielsen), the Daily Mail (Kamau, McDowall) Sunday Times Magazine, Grazia, die Welt, the Stage, as well as in professional journals like The Lancet, Physician (Teoh), Psychiatric Times, Medscape, British Medical Association News (Kamau), The Psychologist (McDowall), Social Europe (Konzelmann), Jacobin Magazine (Kumar), the Advertising Research Foundation (Crisafulli).

Technical reports. At least 30 different reports have been produced for non-academic stakeholders, ranging from policymaking organizations to associations and industry.

4.4 Evidence of the unit's contribution to the sustainability of the discipline

Our researchers contribute to the success and sustainability of the broader academic community through numerous service roles. These include journal editorships for at least 40 different academic journals (e.g. *Research Policy*; *Work, Employment and Society*; *Journal of Organizational Behavior*; *British Journal of Management*; *British Journal of Industrial Relations*;

Industrial Relations Journal), and board member and academic advisor roles for a range of academic societies (e.g. Academy of Learned Society for the Social Sciences, Academy of Management, Academy of Occupational Health Psychology, British Academy of Management, Cambridge Political Economy Society, Foundation for European Economic Development, International Labour and Employment Relations Association, Progressive Economics Group, European, Political Studies Association Regional Studies Association) and professional associations (e.g. BPS Committee on Assessment Centre Standards, British Psychological Society, British Standards Institute, British Universities Industrial Relations Association, Global Alliance of Marketing & Management Associations, Trade Unions Congress).

Support roles for other academic institutions include participation in academic promotion and review committees, external examiner and PhD examiner roles (our academics have examined at least 75 PhDs at more than 49 different institutions, in the UK and abroad). Our academic staff make a further important contribution to academic citizenship through volunteer peer-reviewing activities for academic journals. We estimate conservatively that our academics peer review for at least 150 different journals. Each academic on average peer reviews for 5 different journals, and performs about 7 peer reviews per year.

Colleagues also support the activities of governmental bodies and funding agencies. They sit on the advisory boards of agencies and they carry out research evaluation roles in the context of project selection committees in the UK (e.g. EPSRC, ESRC, National Teaching Fellowship Awards) and abroad (UNESCO's Newton Prize, African Academy of Sciences, National Science Centre, Poland, The Knowledge Foundation in Sweden, European Research Council, Riksbanken Jubileumsfond, Sweden, Qatar National Research Fund, Swedish Research Council, Canadian Research Council, Islandic Research Council, Commonwealth Secretariat).

4.5 Evidence of the unit's responsiveness to national and international priorities and initiatives

Our research focuses on timely and urgent societal problems. Many of our academics have initiated projects aimed at understanding the effect of the Covid-19 pandemic and develop mitigation strategies. Chalkias has responded to an urgent UKRI call for Covid-19 research, which has resulted in a grant ("Risk sharing mechanisms to mitigate the financial consequences of pandemic risk: Economic and social insurance solutions for the UK", UKRI, ES/V009389/1). Mamatzakis has also responded to the UKRI Ideas to Address Covid-19 grant call, leading to a grant award on "Why do households repay their debt during Covid 19 crisis? Wellbeing and financial implications". Crisafulli is researching the implications for companies' CSR in times of pandemic and proposes a framework of the type of CSR strategies that could be undertaken. Rossi is working on a research project on the government's use of crowdsourcing to respond to the pandemic (funded by a grant from NEOMA Business School, France, where one of the co-authors is based). Shields is working on a study of the productivity of women financial analysts during the pandemic. Other research is aligned with the priorities embedded in the Sustainable

Development Goals. For example Yeow's research on consumer behaviour around single-use plastic (<https://rethinkingethicalconsumerism.wordpress.com/> - funded initially by the Eastern Arc (consortium of Kent, Essex and East Anglia) and Helen Lawton Smith's work with the OECD on upgrading the innovation infrastructure in numerous advanced and emerging economies (e.g. 4. OECD (2019), Local entrepreneurship ecosystems and emerging industries: Case study of Malopolskie, Poland, OECD Local Economic and Employment Development Papers).

4.6 Indicators of wider influence, contributions to and recognition by the research base

Our researchers are held in high esteem by the academic community, as evidenced by numerous awards won and many invitations to deliver keynote lectures. We estimate that over the period considered they delivered more than 300 conference presentations, of which about 5% were keynote lectures, and about 150 seminar talks. Among the external prizes and awards won by colleagues we mention the Market Research Society Silver Medal (Nunan), the CIPD's Beardwell Prize for Impact to Practice (McDowall), the British Psychological Society Division of Occupational Psychology's Practitioner of the Year Award (Lewis), and the British Psychological Society Division of Occupational Psychology's Volunteer of the Year Award two years running (McDowall). Some of our articles were recognized for their academic and non-academic impact. This includes the Emerald Literati Network Award for Excellence (Iwowo, 2016), the Management Article of the Year Award from the Chartered Management Institute (Lewis, 2014), the inclusion among Elsevier's top 25 Business, Management and Accounting articles (Christoulides), and among the top downloaded papers in the R&D Management journal (de Silva, 2018-19) and most cited articles in the Journal of Organizational Behaviour (de Silva, 2019).

Our academics organise prominent conferences and workshops (we estimate that about 40 of these have been organized by individual academics over the period) and conference sessions (about 50). Additional events have been organized by Research Centres and Groups).