

1. Context, research and impact strategy**1.1. Context and structure**

Over the last 40 years, the Brighton Business School (BBS) has produced new knowledge in business and management that has impacted on innovation, entrepreneurship, change management and human rights in partnership with industry and government.

Our strong REF2014 results for impact (5th out of 101 submissions) recognised the extent to which our research has stimulated innovation and boosted the performance of businesses and public organisations, both nationally and internationally.

Our vision since 2014 has been to continue to build on our successes by (i) growing our long-standing expertise in innovation management research and (ii) expanding our values-based social justice research. To deliver our vision we have recruited several high-calibre researchers, significantly grown our postgraduate research community and increased our investments in supporting researchers through training and development. We further strengthened our distinct approach to generating impact that involves '*closing the loop*' between academia and industry through expanded co-production and partnerships with Small and Medium Sized Enterprises (SME) and the management of change in major public and private sector organisations.

Our research is now organised around two strategic groupings:

- The Centre for Change, Entrepreneurship and Innovation Management (CENTRIM, 20 staff (19.1 FTE), 26 postgraduate researchers PGRs)
- The Social Justice Research and Enterprise Group (SoJust, 13 staff (11.35 FTE), 16 PGRs)

CENTRIM is a University of Brighton (UoB) interdisciplinary Centre of Research and Enterprise Excellence (CORE see REF5a). At the heart of CENTRIM's research is a well-established focus on the generation and implementation of new ideas and concepts designed to strengthen innovation and improve the performance of business, government, and third-sector partners. Our strategic investment to sustain research excellence has expanded the staff linked to CENTRIM from 11 in REF2014 to 20 in 2020.

We have established the Social Justice (SoJust) group as a new UoB approved multidisciplinary incubator environment that includes staff with business, law, economics, and sociology backgrounds. Amongst UK business schools, SoJust is distinctive in creating new knowledge on the social justice and legal dimensions of critical contemporary business challenges, including organisational justice, modern slavery, labour market injustice, comparative international law and human rights. We have invested in new staff to create critical mass in SoJust and now submit 13 staff in this area of research compared to 7 in REF2014.

During the REF period we more than doubled our numbers of PGRs and compared to our REF2014 submission we increased the number of PGR completions by 80%. Our involvement in the new ESRC South Coast Doctoral Training Partnership (SCDTP) in collaboration with the Universities of Southampton and Portsmouth marks a step-change in our PGR recruitment, financing, culture and environment (see section 2.3).

In 2021, we will move to a new £36m BBS building as part of a £85m campus redevelopment. This will provide a flexible and collaborative working environment designed to sustain our research strategy by providing purpose built new facilities to enable the types of interactions with businesses and external partners that are core to our mechanisms for generating impact (see section 3).

1.2. Research and Impact Strategy

Our research and impact strategy builds on a history of growth in the critical mass of researchers, the continual improvement in our quality profile in successive RAE/REF submissions and our REF2014 plans. Encouraged by the REF2014 panel's feedback that our approach to impact was '*outstanding, being well structured with convincing mechanisms in place to support the*

Unit-level environment template (REF5b)

achievement of outstanding impacts in future', and following a benchmarking exercise against the sector in 2015, we integrated our REF2014 research and impact aims to create a new BBS Research and Impact Strategy.

The strategy is managed by the School Research and Enterprise Committee (SREC, see section 2), which has inclusive membership and monitors progress using Key Performance Indicators (KPIs) agreed with the University. The KPIs form part of an annual report to a University Planning Committee comprised of members of the University Executive Board that evaluates our progress.

Between 2015 and 2016, we further updated our strategy through two UoB interventions:

- In 2015, the Pro-Vice-Chancellor of Research directed a review of CENTRIM, which included an external assessor's report. This led to new staff investments to maintain the core of CENTRIM's innovation management research and to expand into adjacent research areas addressing the key business challenges of innovation through entrepreneurship and financial market innovation (see below). To reflect this, CENTRIM was renamed from the Centre for Innovation Management to the Centre for Change, Entrepreneurship and Innovation Management.
- In 2016, BBS staff helped develop a new UoB Strategy and a supporting Research and Enterprise Strategic Plan (REF5a). The new strategy emphasises the values of inclusivity and partnerships and led us to revise our local strategy to strengthen industry partnerships for impact and invest in our social-justice research as a distinct area of values-focussed research concerned with inclusion and equality.

These interventions allowed us to identify future risks our strategy had to address linked to the need for new leadership to replace retiring staff, recruitment of PGRs and possible changes in access to European Union (EU) funding sources arising from Brexit.

To align with the new UoB strategy and respond to these risks, we focused on four Strategic Research and Impact Goals (SRIGs): *People, Publications, Impact and Funding*. Further details of the mechanisms we use to deliver these goals by supporting our researchers, enabling impact, investing QR and managing research income are provided in sections 2 and 3.

1.3. Achievement of our Strategic Research and Impact Goals (SRIGs)

SRIG1 People: Grow the number of staff and PGRs in our areas of research strength to create a sustainable research environment. A strategy of investment in research excellence, together with an inclusive approach to research in the School and the UoB (see REF5a), has resulted in continuous and sustainable growth. Overall, our researcher base has grown substantially since 2014, from 18 staff submitted to UoA19 in REF2014 to 33 submitted here to UoA17. During the REF period, our recruitment has been balanced across career stages to deliver our strategy by growing research areas of strength and addressing staff retirements. New staff appointments include 4 professors, 1 reader, 8 mid-career staff, and 6 Early Career Researchers (ECRs). CENTRIM appointments include Professors **Gregoriou** (bringing finance innovation expertise) and **Cowling** (an entrepreneurship specialist). Two new ECRs have grown our financial innovation expertise. Expansion of SoJust involved five appointments, including 2 professors (**Sahadev, Hilton**), a reader (**Daguerre**) and **Speckesser** an experienced researcher from National Institute of Economic and Social Research. Our strategic expansion of PGR recruitment has seen a marked expansion in cohort size from 20 PGRs in 2014 to 42 in 2020, contributing to a vibrant PGR environment (see section 2.3).

SRIG2 Publications: Support all staff to publish high-quality journal papers and monographs that shape their research areas. Our balanced approach to recruiting new staff and our support for all researchers has resulted in journal articles and monographs that have influenced key research areas in business and management. Our Research Support Allowance Scheme and our comprehensive mentoring framework provide additional time and advice for research and writing papers/books (see section 2). Staff at all career stages have published in leading journals, including the *British Journal of Management*, *Journal of Corporate Finance*, *Research Policy*, and *Human Resource Management*. Influential papers and monographs include:

- A seminal paper published in the *British Journal of Management*, **Gregoriou** (Professor) that provided a new understanding of how job satisfaction and health are affected when employees discover that colleagues doing similar work are paid more.
- **Daskalakis** (mid-career), in a paper in the *Journal of Corporate Finance*, revised how the finance sector considers short-term and long-term debt ratio adjustment speeds.
- **ECR Laing**, in a *Journal of Development Studies* paper, provided a new understanding of the social justice implications of the resource crisis.
- **Dembour's** (Professor) 2015 monograph *When Humans Become Migrants: Study of the European Court of Human Rights with an Inter-American Counterpoint* was the joint winner of the 2016 Odysseus European Academic Network Best Publication Prize and a review in *Human Rights Law Review* described it as 'a magisterial endeavour which will become a standard work of reference for those working in the fields of migrants' rights'.
- **Smyth** as an ECR produced the monograph *Social and Economic Rights in Ireland*, which provides a new analysis of how the Irish Constitution could constitutionalise the judicial protection of rights. The book was described by a member of the Council of Europe Commission against Racism and Intolerance as providing 'a very thorough summary of case law from these institutions to encourage ...more vigorous use of the European Convention on Human Rights'.

SRIG 3 Impact: Enable staff to collaborate with external organisations nationally and internationally to expand our research impact. As part of our strategy, CENTRIM and SoJust organise workshops and conferences specifically designed to enable impact through partnership development and the co-production of knowledge with industry, third sector and academic organisations. We also deploy QR funding at BBS and University level to enable individual staff to generate impact (see section 2). CENTRIM's focus on impact through developing regional, national and international partnerships has been cross-sectoral and includes targeted engagement with social enterprises, humanitarian agencies and SMEs that is evidenced in our submitted impact case studies.

Examples of the impacts enabled by successful academic and third sector partnerships include:

- The SPARK Social Enterprises project (EC funding £603k, 2016 – 2020), led by CENTRIM in partnership with West Sussex County Council, the Social Innovation Factory and De Punt in Belgium and Seinwezen in the Netherlands, co-produced new research, policies, tools, and support to develop the innovation capability of social enterprises. Innovation roadmap models based on CENTRIM research enabled 75 social enterprises to improve their performance by developing innovation capability. The partnership also enabled social entrepreneurs to better understand the innovation process and supported 350 people to start new social enterprises. In its final review by the European Commission (EC), this project scored 97.9%.
- The academic collaboration supported by BBS strategic conference funding between **Gregoriou** and Peking University has created a new understanding of China's role in stock market liquidity. This work, published in the *Review of Quantitative Finance and Accounting and Economics Letters*, has led the Chinese government to consider changes in how liquidity is provided to enhance stock market efficiency.
- **Rush and Marshall's** project on the humanitarian innovation ecosystem (commissioned for the UN's 2016 World Humanitarian Summit) provided novel insights into crisis-driven innovation. The research led to policy impacts through the establishment of two major new initiatives: (i) a £5m initiative by the Humanitarian Innovation Fund entitled *Accelerating the Journey to Scale* and (ii) a \$1.65m programme by the United Nations Office for the Coordination of Humanitarian Affairs entitled the *Global Alliance on Humanitarian Innovation*. [ICS_Humanitarian Innovation].

Section 3 and our impact case studies (ICS_Innovation_Networks and ICS_Change Management) describe our successful development of industry partnerships that have 'closed the loop' by creating advances concerning the long-standing, and often ignored, challenges facing the UK economy of change management in large organisations and innovation management in SMEs.

SRIG4 Funding: Grow our research income, especially from EU sources, to support the delivery of our strategic goals for people, publications and impact. Over the REF census period, BBS research grant spend has increased to £3.15m. We have built on our successes before 2014 by prioritising applications to EU funding sources to maximise the benefits of our long-standing European partnerships (see section 4) and to take advantage of regular funding calls linked to our research strengths in innovation management, social justice and human rights. As a result, over two-thirds of our research grant spend over the census period was from the EU (see section 3). In 2019, **Dembour** received a prestigious five year €2.5m European Research Council Advanced Grant to examine the rules and practices which govern the treatment of evidence in international human rights adjudication.

A flagship project in terms of research income used to deliver strategic goals 1-3 (people, publications and impact) was the EC funded Strategic Transitions for Youth Labour in Europe (STYLE) project (€5m, 2014 – 2017 €746k to Brighton). This collaboration, led by **O'Reilly** and with **Speckesser** and **Lain**, involved 25 research partners in 20 EU countries. The project provided a comprehensive analysis of the causes of EU youth unemployment published in *Cambridge Journal of Economics*. Impact was enabled through an international advisory network of employers, unions, policymakers, and Non-Governmental Organisations. **Speckesser** is now a Senior Lecturer in BBS.

1.4. Interdisciplinary research

An ethos of interdisciplinary working is core to the research of both CENTRIM and SoJust and underpins our research excellence. By definition, the field of innovation management is necessarily interdisciplinary and interdisciplinarity is central to SoJust's values-based research. We have facilitated interdisciplinary research by (i) appointing staff from a range of disciplinary backgrounds to both CENTRIM and SoJust (ii) internal workshops that encourage interdisciplinary debate, supervision and publications (iii) supporting collaborations with UoB scientists to promote innovation in SMEs.

Examples of interdisciplinary research addressing international economic and social challenges include: CENTRIM researchers working with the University's Advanced Engineering Centre to create impacts on jobs and business performance in the rapidly expanding clean growth sector through engagement with over 1,800 businesses (section 3); for SCDTP students working with partners in Kenya and Ghana, BBS staff have developed interdisciplinary supervision teams with development and community arts specialists in UoB schools of Sport and Service Management, Education and Art (**Laing** and **Tsekouras**); interdisciplinary publications include **Gregoriou**, with a critical disability theorist in the *Journal of Interpersonal Violence*, using a novel application of business methodologies to analyse the global problem of the victimisation of disabled people and **Sahadev**, with a Malaysian co-author in the *International Journal of Human Resource Management*, to reveal new insights into employee's perceptions of organisational justice using psychological need-satisfaction techniques.

1.5. Research and impact strategy to 2026

In 2019, UoB refreshed its strategy and related strategic plans through to 2025. As part of this process, we revised our BBS strategic goals to 2026 to align with the University's new Strategic Priorities for Research and Enterprise, focusing on research investment, impact, PGRs and global influence.

We will concentrate on consolidating our research excellence in CENTRIM and expanding further our growth in SoJust. We will achieve this by continuing our staffing strategy (section 2.1), commitment to equality, diversity and inclusivity (2.2) and mechanisms for PGR support (2.3).

Our five revised goals, including a new one focussed on PGRs, build on our recent successes, and our targets reflect both the University's targets and the uncertainties arising from COVID-19 and Brexit. Our targets, as they relate to the 5 Strategic Research and Impact Goals (SRIGs), are as follows:

Unit-level environment template (REF5b)

SRIG1 People (Staff): Sustain our areas of research strength by extending our distinctive focus on innovation research and maximise our values-based research. We will:

- expand staffing in CENTRIM by 10% and in SoJust by 20%
- increase our investment in new and early-career staff by expanding budgets for internal staff support schemes (see 2.1) and increasing participation in the centrally-organised UoB Leadership Programmes for female and BAME staff.

SRIG2 People (PGRs): Develop the next generation of researchers to ensure the long-term sustainability of business and management research. We will:

- double the number of staff supervising and training PGRs in ESRC SCDTP
- build on our recent expansion to grow our number of PhD students by 50%
- enhance the provision of internships in CENTRIM and SoJust to strengthen the pathway from undergraduate to PhD.

SRIG3 Publications: Increase our global influence through high-quality publications and joint authorship with international partners. We will:

- review our existing Research Support Allowance (RSA see 2.1) and establish a new QR funded Research Capacity Investment scheme to support a larger proportion of staff to achieve publications in leading journals with international co-authors
- expand research mentoring to incorporate group publication mentoring alongside our current peer-to-peer scheme (see 2.1)

SRIG4 Impact: Extend the reach and significance of our impact through expanded collaboration and partnerships. We will:

- maintain our long-term strategic partnerships with social enterprises and third sector organisations through new collaborative and co-produced research
- increase the number of public and industry-facing events using the improved convening power of the new BBS building close to the business-focusing Plus X building and Clean Growth UK platform (see section 3)
- increase our long-term strategic research partnerships with industry by 25% to enable our generation of impacts with businesses, especially with SMEs in the clean growth sector.

SRIG5 Funding: Ensure the vitality and relevance of our research by increasing the value of external grant funding. We will:

- double the number of applications for external research funding
- in response to the post-Brexit funding landscape, continue to target EU sources whilst diversifying our sources of funding
- adjust our established internal peer review processes to support staff to maximise funding success.

1.6. Open research, Research ethics and Integrity

UoB is committed to the Concordat on Open Research Data through its new PURE research repository developed during the REF 2021 period to enable the uploading of research outputs (REF5a). Advice on Open Access publishing, open data and reproducibility is provided through university-wide and BBS-specific workshops. Open Access compliance for this UoA since 2018 is 87% and of the completed projects involving submitted staff for which we are able to make data available, 100% have shared their data either through our Brighton Open Research repository or via an external platform.

Our researchers aim to go beyond the normal expectations on open access by sharing research findings through our websites and social media channels, especially Linked-in. CENTRIM manages a series of LinkedIn groups including the *Social Enterprise Innovation Acceleration Network* LinkedIn group with 563 members that focuses on the role of innovation in Social Enterprises. The *Open Innovation in SMEs* LinkedIn group has 310 members and supports SMEs to implement Open Innovation strategies. The *CoachCom Coaching Community* LinkedIn group includes 115 members concerned with coaching SME executives to foster innovation skills. The

Profitnet LinkedIn group has 108 members focussed on SME peer-to-peer learning and the *CENTRIM* group has 119 members promoting academic and practitioner discussion on entrepreneurship and innovation management.

BBS is committed to the Concordat to Support Research Integrity, in line with the University's Codes of Practice on Research Integrity and Research Ethics. UoB introduced a three-tier system of ethical review in 2014, supported by a central Ethics and Governance Manager (REF5a). All project proposals are required to go through at least tier 1 approval at the School level. The BBS ethics lead receives a 0.2FTE workload allocation to ensure rigorous management of all ethics applications, to run frequent training courses for all staff and has provided 16 one-to-one sessions on the operation of the ethics panel. All BBS PGRs are required to undertake this training, without which they cannot advance through their first Annual Progress Review. The University's Ethics and Governance Manager also contributes to the BBS Annual Enrichment Week to promote the Concordat.

2. People

2.1. Staffing strategy and staff development

2.1.1. Staffing strategy

Based on a review in 2016 of our Strategic Research and Impact Goals, we redesigned our staffing strategy and now have three staffing strategy objectives (SSOs). All the 33 Category A staff submitted to REF2021 are on permanent contracts and 18% are ECRs. Over 29% of submitted staff identify as BAME, marginally higher than the Advance HE sector average for the C17UoA subject area of 26.8%. Part-time staff make up 35% of submitted staff, comparable to the Advance HE sector average (across all UoAs). Regarding gender balance, 36% of submitted staff are female, compared to 33% in REF2104, and the Advance HE sector average for the C17UoA subject area is 43.7%. The BBS Athena SWAN Action Plan commits us to address these gender differences by embedding systematic gender consideration in the recruitment, selection and progression of our academic staff. Focussing on advancing research careers through investment and support our three Staffing Strategy Objectives (SSOs) are:

SSO 1: Attract and retain talented staff and leaders. To ensure continuity of leadership and respond to staff retirements, we have made four professorial appointments to strengthen CENTRIM and SoJust (see 1.3). We have also appointed new staff at early stages in their careers who now have publications in leading journals. **ECR Laing**, joined us from the London School of Economics, has published in *Resource and Energy Economics* and **Gupta**, from the University of Hull, has a publication in *Financial Management*.

We have also provided an internal research development route by appointing exceptional UoB PGRs as postdoctoral research fellows, who later transitioned into permanent posts (eg **ECR Fazeli**).

We nurture our ECR staff to develop research and impact profiles that support successful promotional applications, including 6 submitted staff who have moved from Lecturer to Senior/Principal Lecturer during the REF2021 census period. We aim to minimise the use of fixed-term contracts and the 2 staff appointed fixed-term since 2014 have had their contracts made permanent. In BBS, all fixed-term post-doctoral fellows are offered redeployment to reduce redundancy risk.

To retain and develop our best BBS staff, we have instigated internal appointment processes that make leadership opportunities and training available to non-professorial staff. Beneficiaries include **Tsekouras** as CENTRIM Director and **Okoye** as SoJust Director, and they also receive support from the University's Leadership Programme.

SS02: Mentor and develop for staff career advancement and new knowledge generation. In 2016, the University established a research mentoring framework and commissioned mentor training from a leading external agency, KMP+ (Copenhagen). To deliver this framework in BBS,

Daguerre is allocated workload time to be School Research Mentoring Lead and to manage mentoring pairing, so all staff who request it can access one-to-one support.

Our trained mentors assist with funding proposals, research papers, conference presentations, career progression, access to training and developing ideas for collaborative research across BBS.

Twenty-four of our submitted staff received mentoring in 2019 – 2020 compared to nine in 2015-6. Mentoring for **Gupta** and **Healy** resulted in papers in *Quantitative Finance* and the *International Review of Financial Analysis* and for **Matthews** in *International Review of Entrepreneurship*.

SSO 3: Transparently invest resources and time to support staff to deliver research and impact. The UoB has a fully transparent process for allocating QR funds, and a review by United Kingdom Research and Innovation (UKRI) selected this as an example of good practice (REF5a). The University streams nearly two-thirds of QR income directly to schools and over the REF period BBS received £980k of QR investment (based on REF2014 performance). Spending decisions are made by our SREC, which includes staff at all career stages, PGRs and the Directors of CENTRIM and SoJust. We allocate a large proportion of our QR income directly to staff. Our Research Support Allowance (RSA) Scheme (see below for details) funded by QR and supplemented by BBS budgets allows all staff to apply for dedicated additional workload time to produce research or impact. The SREC also uses its budgets to support bid-writing events, staff training, research seminars and webinars (weekly internal and external), larger academic and industry events (eg British Academy of Management conferences) and partnership development (academic and industrial). CENTRIM receives a ring-fenced annual budget (£26k 2019 – 2020) to support Centre activities and similarly SoJust was allocated £20k in 2019 – 2020. These QR funds have enabled impacts linked to engagements with research users and diverse audiences (see section 4).

Since REF2014, a further £80k has been awarded to BBS staff through University-level competitive internal funding to enable impact, research sabbaticals and rising stars (**ECR award**) (REF5a). This funding has resulted in high-quality publications by **Lain**, **Okoye** and **Laing** in journals such as *Social Science and Medicine* and *Ecological Economics*. **Rush** and **Tsekouras** received £56k funding from the University's Impact and Knowledge Exchange Fund, Innovation Accelerator Fund and Innovation Kick Start Fund (REF5a). These funds make awards of up to £25k to enable impact, which have supported activities contributing directly to two of our submitted impact case studies.

2.1.2. Staff development

Strategies to support the career development of ECRs and PGRs have been significantly strengthened and embedded across the University, in line with UoB's Concordat to Support the Career Development of Researchers Implementation Plan, Athena SWAN and Race Equality Charter Action plans (REF5a). This includes providing researchers with 10 days of professional development per year from 2020. We utilise three main forms of intervention to support staff development from ECR to the Professorial level and deliver our research and impact strategy:

Researcher development aided by direct investment of QR funds. BBS strategically prioritises the use of this funding for ECRs, staff with research potential, CENTRIM and SoJust. A separate stream of QR is allocated to fund conference attendance to allow each researcher to attend at least one conference annually.

Central to our approach is the BBS Research Support Allowance (RSA) Scheme, which encourages applications for additional workload time for research for all staff, but especially ECRs and staff returning from career leave. We operate a fully transparent workload allocation model for all staff; all those submitted to REF2021 have an allocation of at least 20% of their time for research and scholarship. Staff can bid under our RSA Scheme to obtain replacement teaching to enable up to 30% of time for research.

Since 2014 all BBS non-professorial staff submitted to REF2021 who were in post before the financial year 2020/21, have benefited from additional research hours awarded through the RSA scheme. Professorial staff are also allocated time for research and leadership. RSA awarded to

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Newbury was used to write a 2017 co-authored book that evaluated the reforms of UK legal aid from a social justice perspective and also in 2020 to write a successful British Academy/Leverhulme grant on Legal Aid cuts in the family courts. **Upadhyay** received RSA support to produce a paper in *Production Planning and Control*.

The SREC rigorously monitors outputs produced by staff funded by RSA and between 2014 and 2020 outputs arising from RSA included 116 peer reviewed papers, 23 books/monographs, 42 book chapters and 85 conference papers.

Career development support. During induction, all new BBS staff meet the Deputy Head of School Research and Enterprise. Induction meetings cover research support available at School, including the RSA scheme, and University level. University policies on research integrity, ethics, open data and open access publishing are introduced at induction and followed up during probation. For new staff, a potential mentor is identified at the appointment stage and agreed during induction.

Our BBS mentoring scheme (see 2.1.1) is central to our support for all staff who also benefit from a University-wide internal Peer Review Panel for grant applications. Staff who are experienced recipients of external funding, review applications through the Peer Review Panel to increase their quality and the overall success rate (REF5a). For example, with mentoring support, **Bachan** successfully applied for funding from Universities UK to study grade inflation in UK universities, leading to significant impact (see section 3).

Further training is provided for all researchers at BBS Enrichment Week and via the extensive UoB Researcher Development Programme (REF5a). UoB staffing policy ensures that each staff member has an annual staff development review conducted by a trained senior colleague, where short- and long-term research objectives are agreed. Research excellence is recognised through the five UoB Excellence in Research and Enterprise awards; one of these, for Impact Excellence, was awarded to **Dembour** in 2017.

Targeted support for ECRs. UoB provides a comprehensive skills-enhancement programme for ECRs as part of its Researcher Development Programme with training courses on ethics, open access and research impact. BBS employs a co-supervision policy for all PGR students and pairs ECRs with established supervisors to provide mentored supervisory experience. ECRs in BBS also participate in our mentoring scheme and in the University-wide network for ECRs (REF5a). Our newly appointed ECRs who have benefitted from this support include **Nguyen** with a paper in the *Review of Quantitative Finance and Accounting*, and **Pinto** in *Environmental and Resource Economics*.

2.2. Equality, diversity and inclusivity

Guided by the principles of the Athena SWAN Charter, we commit to provide (i) an inclusive and hospitable working environment, and (ii) resources, support and time to allow our staff to achieve their full research potential.

Through our recruitment processes encouraging applicants from a range of backgrounds, we have created a more diverse group of researchers in BBS, with 29% of submitted staff (including one professor) identifying as BAME compared to none in REF2014. This change is valuable in creating an inclusive and supportive environment through our mentoring scheme, whereby 35% of mentors are now female and 16% BAME. Staff appointments since 2014 have ensured that female staff in BBS now play visible leadership roles in research - **Hilton** (Head of School), **Okoye** (SoJust Director) and **Daguerre** (mentoring lead).

Consistent with UoB REF Code of Practice, equality and diversity were central to the preparation of this submission. The Output Review Panel and Unit of Assessment Leadership team reflect both relevant expertise and gender balance, and members undertook unconscious bias training and calibration exercises to ensure judgements were fairly and consistently applied.

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Our BBS processes ensure fairness and work-life balance. We promote the University's employment protocols, with all staff involved in the recruitment process required to complete equality and diversity and unconscious bias training. We also adjusted the BBS physical environment for a disabled member of staff and supported their partner to attend a research conference as their carer. Our University promotions and staff policies (REF5a) reward both research and impact performance and ensure that career progression is not disadvantaged by absence or disruption.

UoB achieved a Race Equality Charter (REC) Bronze Award in 2019, one of only 17 Universities to achieve this recognition. As part of the BBS's commitment to delivering the University's REC Action Plan, we held three workshops/lunchtime book clubs on race equality in 2020/21.

The SREC, and the Deputy Head of School Research and Enterprise are responsible for research staff development. SREC Membership is monitored annually by the University and is inclusive in keeping with the Athena SWAN Charter having a male:female ratio of 50:50. The SREC monitors the allocation of the RSA scheme funds in terms of equalities; in 2019/20 52% of RSA awardees were female compared to 42% in 2014/15.

2.3. Growing and Developing the PGR programme

Growing a vibrant PGR community is central to achieving our strategic research and impact goals. Our involvement in the ESRC SCDTP since 2017 further enhances our sustainable and high-quality PGR environment. The number of PGR students registered within BBS reached and sustained record levels for the School during the REF2021 period. We now have 42 PGR students compared to 20 at the time of REF2014. BBS PGRs generated 15 PhD completions between 2017 and 2019 (table 1), the same number as for the whole of the REF2014 period. In 2020, the 29 studentships funded by SCDTP at Brighton are organised in 5 interdisciplinary cross-school pathways co-managed by BBS and the UoB School of Applied Social Science involving 8 BBS staff in supervision and training delivery (see 4.4 for collaborative training). This DTP with the Universities of Southampton and Portsmouth is one of the largest ESRC-funded DTPs and has injected £1.7m of funding into UoB to support PGRs and their research environment.

Table 1. PhD awards by year (2019/20 affected by COVID-19 see Ref5a, Professional Doctorates not offered in the UoA, fractions reflect cross school supervision).

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Awards(FTE)	5	1	1.5	3	4	11	1.67	27.17

Throughout the REF2021 census period, the BBS PGR cohort profile changed from one based on part-time study to mainly full-time and international students (concomitantly leading to increased PGR diversity). In 2019/20 we had a total of 34 (77%) full time and 8 part-time PGRs, as opposed to 13 full time and 7 part-time in 2013-2014. Of the 42 students, 54% are female, 64% BAME and 53% international students. In April 2020 we used QR funds to establish a COVID-19 Doctoral Resources Fund which has been used to reduce hardship faced by 7 of our PGRs.

All BBS PGR students are managed by the Brighton Doctoral College (BDC), working with the BBS Postgraduate Research Coordinator. BBS PGRs complete an annual Training Needs Analysis and the BDC provides formal training through an annual festival and a comprehensive Postgraduate Research Development Programme (PRDP) (REF5a). The University's Learning and Teaching Hub provides accredited training mandatory for those PGRs who teach at UoB. BBS students also benefit from the BDC subscription to University of East Anglia Online Training. PGRs can apply to the BDC for conference funding annually; recently, our students have presented at major national and international conferences such as the British Academy of Management and the American Psychological Association.

All BBS PGR students have a minimum of two supervisors and are integrated into the life of BBS, CENTRIM and SoJust through weekly research seminar series and research support workshops.

BBS organises an annual BBS research conference where students' current work is discussed collectively alongside presentations from staff and provides PGR students with opportunities to chair workshop sessions.

All supervisors undertake dedicated training administered by the BDC before joining the register of approved supervisors, and this must be refreshed every two years. Supervision is complemented by a series of milestones for PGR students, following established BDC procedures; the aim is to ensure that satisfactory progress occurs, the supervisory team is fulfilling its responsibilities, and the project will be completed on time. Milestones include approval of the initial research plan, a series of annual progression reviews and a thesis completion plan.

Our recent international PhD graduates now occupy academic positions in Jilin University (China), University of Kurdistan Hewlêr, Majmaah University Iraq, Al-Imam Muhammad Ibn Saud Islamic University, Saudi Arabia and Nizwa College of Technology Sultanate of Oman. **Wilding** a BBS PhD in 2018 successfully obtained an ESRC SCDTP fellowship based at UoB examining immigration legal aid in Britain.

The success of the BBS and SCDTP PGR provision is evidenced by 27 PhD completions during the current census period, compared to 15 in REF2014. The average duration of a PhD for full-time students is 4 years. The quality of our BBS PGR environment was confirmed in the national 2018 Postgraduate Research Experience Survey, when 94% of students were satisfied with their supervision and 88% with the research skills training provided.

3. Income, infrastructure, facilities

3.1. Income portfolio

Sustaining a balanced funding portfolio is critical to our continued growth and delivery of our research and impact strategy. Over the REF period, BBS grant spend was £3.15m, and in keeping with our SRIGs, we have focussed successfully on European sources of funding which were the source for over £2m of our grant spend. As part of our risk assessment, following the Brexit referendum we sought to diversify our grant sources and have transacted £1m grant spend from alternative funding sources. BBS also enables impact through partnerships with large organisations by linking our research excellence to £599k of contract research from projects with industry and the public sector, including Network Rail, Ministry of Defence, Red Cross, UNICEF, Cabinet Office and Department for International Development.

Our grant income has been central to continuing and strengthening CENTRIM's long-standing track record of improving innovation and performance in SMEs. CENTRIM researchers have developed reference guides and benchmarks for advancing knowledge exchange and technology transfer between SMEs and public-sector research organisations.

CENTRIM builds partnerships to impact on SME innovation management. For example,

- The EU-funded CoachCom 2020 project (€76k to UoB) includes a consortium comprising prominent innovation agencies (eg Platinn, Switzerland; Innovayt, Denmark; TII Luxembourg). CENTRIM was the academic lead responsible for designing and piloting an innovation coaching scheme for EASME (EU Executive Agency for SMEs) that provided services to 5,448 SMEs selected from the EASME Instrument programme.
- The INSPIRE project (EU funding £340k, 2016-2019) led by CENTRIM in partnership with the Lappeenranta University of Technology in Finland and the ESADE Business School in Spain worked with IMIT in Sweden, Science and Technology Facilities Council in UK, KiNNO in Greece and the Technology Innovation International in Luxembourg to develop a unique methodology to support the development and implementation of Open Innovation strategies in SMEs. The methodology will be sustained in the future as it is now being implemented with 60 SMEs in the Brighton Plus X Acceleration Space in UK (see 3.2 below), 35 SMEs and 5 coaches in the Knowledge Foundation Madri+d Spain and a pilot project has been initiated with the European Enterprise Network to support European SMEs.

- With the help of central UoB GCRF funding, CENTRIM staff (**Tsekouras, Gregoriou**) have recently collaborated with tourism researchers in the UoB School of Sport and Service Management aimed at generating new insights into the response of SMEs in Kenya's tourism sector in the face of COVID-19. Through partnership working with the Tourism Operators Society of Kenya CENTRIM researchers developed a programme that provided training for 177 SMEs on market access, crisis responses and resilience building techniques. As a result, Kenyan SMEs can now access economic stimulus packages and the Tourism Operators Society was invited to contribute to the national taskforce charged with disbursement of COVID-19 relief funds.

CENTRIM also received ESRC funding (£82k) for Project X that generated new co-produced knowledge on how innovation management can improve large project delivery. This project is an industry-academia collaboration involving a consortium of universities, professional societies, and government agencies (University College London, University of Sussex, University of Manchester, the Project Management Institute, the Association for Project Management and the Infrastructure and Projects Authority (IPA)). The IPA is the non-ministerial department responsible for overseeing and delivering major projects and programmes in government.

As part of our drive to diversify our income sources, **Gregoriou** obtained £38k contract research funding in 2020 from the Evai.io business group to develop the first worldwide financial rating model for 8,000 cryptocurrencies designed to influence investment decisions and financial regulators. The model builds on novel research by **Gregoriou** published in the *Journal of Business Research* where the ratings of cryptocurrencies are based on systematic risk, momentum, profit, investment, liquidity risk and peak-end theory.

SoJust researchers are supported by our Research Support Allowance Scheme (section 2) to target funding from major charities that focus on social justice. Grants from charities led to significant publications and further successful funding bids. **Dembour's** prize-winning book and her European Research Council Advanced grant (see section 1.2) build on an earlier Leverhulme Foundation grant. **Lain's** Leverhulme Foundation Early Career Fellowship led to further funding (£36k) from the *Fafo Research Foundation (Norway)* and a paper in *Social Science and Medicine*. This research showed for the first time that children who have been abused or neglected are more likely to be permanently sick at 55 years and excluded from labour market participation.

SoJust researchers also received funding from a range of other sources. **Daguerre** used data from an ESRC-funded project in a 2017 monograph entitled *Obama's Welfare Legacy* which drew on interviews with key senior officials in the Obama administration to provide a new account of the politics of public entitlements in the United States.

Bachan's Universities UK grant (£21k) examined grade inflation in the UK higher education sector and created notable impacts. Resulting papers in *Higher Education Studies* provided new evidence of grade inflation, which underpinned the UK Standing Committee for Quality Assessment (UKSCQA) consultation document and subsequent statement of intent on degree classification. The research was central to public and sector-wide debate in 2018, which led to 129 UK higher education institutions endorsing UKSCQA's Statement of Intent and developing an action plan on grading procedures in academic year 2019/20. Based on this action plan, Universities implemented a set of review activities in 2019/20 to identify systems change designed to reduce grade inflation.

3.2. Facilities

A key facility from which CENTRIM and other BBS researchers have benefited is the Green Growth Platform, the regional hub of Clean Growth UK located at the UoB. The Green Growth Platform was designed to build on CENTRIM's innovation management research and was launched in 2014 with a £3 million grant from HEFCE. At the heart of the platform is the Profitnet learning network designed to promote innovation by enabling businesses to learn from each other through expertly facilitated confidential group sessions and action learning. Profitnet led by CENTRIM was the basis for one of our successful impact case studies in REF 2014. The Green Growth Platform is now an award-winning green business-innovation network helping to create future-proof businesses that minimise impact on the planet. In 2015 the Platform obtained a Green Apple Gold Award for Education and

Training, and was highly commended in the Green Gown Awards. The Open Innovation activity of the Green Growth Platform is based on CENTRIM's co-produced research and has been highly successful as measured by funder designated KPIs showing in the SMEs involved between 2014 and 2018 that it has created and safeguarded 312 jobs and instigated 102 R&D projects as a result of the capability building activities and innovation support received.

In 2018 the Green Growth Platform received £3.5 million from Research England to establish Clean Growth UK, a national business-innovation network with regional hubs at the Universities of Brighton, Portsmouth and Liverpool John Moores. The design of Clean Growth UK was also informed by CENTRIM researchers. The Network has over 1,800 members and has supported businesses across the UK to innovate and grow. Funder's KPIs show that its innovation support programmes for SMEs had by 2020 created or safeguarded 259 jobs, stimulated 123 new products and instigated 191 R&D projects. In 2021 Clean Growth UK was awarded a further £1.38 million to support its activities that will sustain future opportunities for CENTRIM's innovation management expertise to continue to have impact through improving UK SME performance in clean growth businesses.

Staff seeking collaborations with social partners benefit from our award-winning University facility, the Community-University Partnership Project (CUPP REF5a), which helps broker co-produced research and deliver impact mainly through working with marginalised social groups. Exemplifying our inclusive values, in 2019 BBS staff established a new Brighton Legal Clinic, which utilises our SoJust research experience to benefit legal system users. The clinic is managed by SoJust staff as volunteers and runs on average 22 open cases at any one time. **Newbury** has a current British Academy grant to undertake research with the Clinic's litigants.

Accommodation was found for CENTRIM within BBS for its own open-plan office where staff and research fellows work alongside each other and its own dedicated board room for meetings with partners and training SMEs. We also provided new communal space for all our full-time BBS PGRs with allocations of computer/desk facilities and 'hot desks' for part-time students. This represents at both a physical and strategic level the first time that such accommodation and facilities had existed in BBS for all PGRs and reflects the successful switch we have instigated to more full-time international PGR activity (see section 2).

In September 2021, BBS will move into a new building designed to promote interactions between research, teaching and study spaces. The new building, integrated into the £85m redevelopment of our largest campus, is expected to increase the international profile of BBS with, for example, the provision of an executive education centre. It will include areas designed to support collaborative team-based research with space for meetings, research seminars and visiting researchers. There will also be a 'Bloomberg Suite', providing real-time markets data to provide data to support research by staff and doctoral students.

The new BBS building is at the heart of the redeveloped campus and will be a key enabler for achieving our future strategy and allow us to be confident of achieving our impact goals. Our researchers will be co-located alongside Plus X Brighton, a 50,000 square feet Innovation Hub, part of a £7m Regional Growth Fund development for start-ups, scale-ups and research and innovation-led SMEs. The Innovation Hub is also a beneficiary of a £5m European Research Development Fund (ERDF) investment in the Brighton Research Innovation Technology Exchange (BRITE), run in partnership with UoB, to provide specialist equipment and access to research and innovation expertise. BBS and the University are utilising £1m of the ERDF funding to support SMEs to create new products and services primarily by drawing on our innovation research. BRITE will build on the outcomes of our recent CENTRIM EU funded projects focussed on innovation and aims to support 115 innovative SMEs to deliver a package of Open Innovation Clinics, innovation coaching services and masterclasses directly linked to research and SMEs needs.

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

Our strategy and support for staff (section 2) have enabled BBS staff to continue to make a substantial contribution to the wider research community, economy and society, both nationally and internationally. Our influence comes directly from research in CENTRIM and SoJust that focuses on impact with professional practice in business, management and legal areas.

4.1. International and national research partnerships

Collaborations with academic partners are facilitated through guidance in our mentoring scheme and funded through the Research Support Allowance (RSA) programme, enabling all staff to develop partnerships through joint research, roles in research networks and professional bodies (see 4.2). The number of international academic partners is monitored at School level as an annual KPI and is incorporated into our future strategic aims (section 1.3).

CENTRIM includes external academic Associate Members, who help shape research agendas and identify opportunities for interdisciplinary collaboration. CENTRIM uses its QR funding to develop international strategic partnerships with other successful innovation research centres. For example, CENTRIM researchers have hosted events and conferences to build further partnerships and CENTRIM now has 9 UK and 9 International academic partners including the Bartlett School of Construction and Project Management at UCL, Said Business School Oxford, Cranfield School of Management, Technical University of Munich, University of Lund and Copenhagen Business School, SPRU at the University of Sussex and Xidian University, China. In addition, CENTRIM has 28 industrial partners including 14 private businesses (eg Rolls Royce and BAE Systems) and 14 Support Agencies/Intermediaries (eg Scottish Enterprise and the Lithuanian Innovation Centre).

BBS hosts annual visiting research fellows from universities and non-academic partners. During the census period fellows have visited from the Science and Technology Secretariat of Goias State, Brazil; Xidian University, China; University of Macedonia, Greece; Open University of Catalunya, Spain; and the Agency for Science, Technology and Innovation, Rio de Janeiro State, Brazil.

The success of our support for international collaborations is evidenced by the volume of publications co-authored with colleagues in other institutions. Of the 221 submitted outputs, 66% are co-authored with external academic partners, of which 40% are from outside the UK. Our international collaborations have shaped national and international research agendas and achieved impact. Notable examples include:

- **Gregoriou** collaborates with a team at Peking University led by Professor Liu, resulting in co-authored papers in *Review of Quantitative Finance and Accounting and Economics Letters* on stock market liquidity and financial stability and impact as the Chinese government considers how to enhance stock market efficiency (see 1.3).
- **ECR Laing** has already influenced EU economic environmental policy, focusing on the management of forest, mineral and water resources via collaborations with the EC, the Stockholm Environmental Institute, and internationally through the Ecosystem and Sustainability Initiative in Trinidad and Tobago.
- **Sahadev** is working jointly with the Indian Institute of Management (IIM) Lucknow on an IIM funded project into healthy eating patterns across India.
- CENTRIM researchers, led by **Tsekouras**, in 2018 organised a joint workshop with SPRU (University of Sussex) and CIRCLE (University of Lund) to develop a Research Agenda for Innovation Policy and Management. An outcome was funding from Vinnova (Swedish government research funder) for a Strategic Knowledge Platform led by CIRCLE bringing together the strongest research environments and policymakers in entrepreneurial experimentation in Sweden and Europe working on shared datasets and new research proposals. The Platform meets twice a year and has 10 academic partners including Chalmers and Linkoping Universities and the Fraunhofer Institute.

4.2. Wider influence, partnerships with industry and research users

Researchers in CENTRIM and SoJust interact with industry and user audiences through our research-based training programmes, involvement in industry bodies and commissioned engagement with individual organisations.

CENTRIM is the founder of the Profitnet training programme (section 3), which provided training through SME networks in the UK and Ireland. CENTRIM has also designed and delivered international consulting programmes on entrepreneurship in USA, Croatia, South Africa, Colombia, Greece and Cyprus. Since 2014, 206 SMEs have been through the Profitnet programme and a total of 6,400 SMEs have received CENTRIM designed coaching and training.

CENTRIM's staff undertake commissioned research-based change interventions in large private and public organisations including the Ministry of Defence, the Local Government Staff Commission of Northern Ireland and Network Rail. (See [ICS_Change Management] for how our interventions and partnerships improve change processes in large organisations).

Rush was a member of the expert group advising the United Nations World Humanitarian Summit and a regular invitee to the annual UN Office for the Coordination of Humanitarian Affairs, Policy Forum. **Brady** advised the UK Cabinet Office on major project management through their sponsorship of Project X. **Gregoriou**, through membership of the Chartered Financial Institute, has advised hedge funds in the UK, USA, Germany and Cyprus.

Cowling evaluated the Danish Growth Fund's SME financing activities for the Danish Ministry, the design and effectiveness of European SME financing instruments for DG Regio of the European Union, and the Australian Innovation Investment Fund for the Australian government. He was invited by the Swedish Government Growth Agency (Tillväxtanalys) to present a case for a Small Firms Loan Guarantee Scheme for Sweden at a seminar attended by the Swedish Secretary of State with responsibility for Company Management, Competition and State Ownership of Enterprises.

SoJust researchers collaborate with national organisations that use research to address issues of rights, welfare and inclusion. **Speckesser**'s research and collaboration with the National Institute of Economic and Social Research influenced both the Augar Review on Post-18 education and the Skills for Jobs White Paper. **Platsas** has been Treasurer of the British Association of Comparative Law, whose members include industry. **Okoye** is a recognised barrister and solicitor of the Supreme Court of Nigeria and is an Associate Academic Fellow after three years as an academic fellow (2015-2018) at the Honorable Society of Inner Temple, one of the four Inns of Court in England. **Hilton** is a Council Member and Equality Diversity and Inclusion Committee member for the Chartered Association of Business Schools.

4.3. Contributions to the discipline, recognition by the research base and responsiveness to national and international priorities

Our staff at all career stages provide intellectual leadership to business and management disciplines through roles on the boards of academic journals and professional societies. For example, **ECR Laing** is a member of the editorial board of *Extractive Industries and Society* and **Kortantamer**, a postdoctoral researcher, is on the editorial review board for the *Project Management Journal*. **Gregoriou** is an editorial board member for the *British Journal of Management* and an academic author and reviewer for the Chartered Financial Analysts Institute, the premier global association for investment management professionals. **Okoye** sits on the advisory board for the *Institute for Advanced Legal Studies Open Book Service*, and guest-edited a special issue on law and vulnerability in the *European Journal of Current Legal Issues*. Our staff are also on editorial boards for *Work, Employment and Society* (**Daguerre**), *Technovation* (**Marshall**), *Qualitative Research in Financial Markets* (**Mohan**) and **Rush** until 2019 was on the editorial board of *Science and Public Policy*.

Staff have provided expert review nationally and internationally including the British Academy, British Academy of Management, ESRC (**Daguerre** member of peer review college), Hellenic

Foundation for Research and Innovation, the Israel Science Foundation, Swiss National Science Foundation and the UN Humanitarian Innovation Fund (**Rush** as panellist).

Our influence on the discipline is also recognised by prestigious awards and fellowships.

- **Daguerre** was a Fulbright fellow at George Mason University in 2017 and is an associate researcher at Sciences Po Bordeaux.
- **Dembour's** monograph *When Humans Become Migrants: Study of the European Court of Human Rights with an Inter-American Counterpoint* was a joint winner of the 2016 Odysseus European Academic Network Best Publication Award.
- **Gregoriou** is Visiting Professor at Peking University (top 30 world university) and a registered expert in financial markets for the Centre for Science and Policy, University of Cambridge.
- **Haar** was a Senior Visiting Research Fellow at the King Abdullah Petroleum Studies Research Centre in Saudi Arabia, 2015 – 2016.
- **Kortantamer** (postdoctoral researcher) was awarded the best paper prize at IRNOP 2018 (International Research Network on Organising by Project).
- **Okoye** was a visiting fellow at the Institute of Advanced Legal Studies, University of London 2015 – 2016 and is Visiting Professor at the Coal City University, Enugu, Nigeria 2020 – 2022.
- **Sahadev** is a distinguished visiting research fellow at the Indian Institute of Management, Kozhikode.
- **Tsekouras** is a Visiting Fellow at Xidian University in China.

BBS responds to changing research priorities and interdisciplinary agendas by regularly hosting conferences that focus on key emerging topics. These meetings attract national and international audiences and include:

- British Academy of Management Innovation Special Interest Group (2015).
- Education Innovation in Economics and Business Education (2015).
- Global Workshop on Freelancing and Self-Employment Research (2016).
- 9th Annual Developing Leadership Capacity Conference (2017).
- The Future of Human Rights in the UK (2017).
- Art of Management Organisation Conference (2018).
- Contemporary Challenges to Human Rights Law (2018).
- 1st and 6th European Conference on Social Media (2014 and 2019).
- British Academy of Management Innovation Special Interest Group: Sustainable Entrepreneurial Ecosystems: New Modes and Changing Roles of Entrepreneurship Intermediaries and Innovation Habitats in the Aftermath of COVID-19 (2020).

CENTRIM researchers contribute annually to the British Academy of Management Conference by organising an Innovation Track session involving 50-80 participants (2014-2020 at Belfast, Portsmouth, Newcastle, Warwick, Bristol, Birmingham, Manchester/Virtual).

4.4. Co-operation and collaboration for PGR training

UoB has a wide range of experience of PGR training collaboration through being involved in five different Doctoral Training Partnerships/Centres during the REF period. The SCDTP partnership with the Universities of Southampton and Portsmouth (section 2), delivers innovative training skills to produce business and management PGRs for academia and professional practice. The SCDTP research methods and skills training is organised across the five interdisciplinary pathways. **Gregoriou**, along with the Business School at Southampton, manages the SCDTP Global Economies and Business Innovation interdisciplinary pathway providing advanced training in both institutions. Our SCDTP students can also access advanced training sourced from within the Southampton Statistical Sciences Research Institute, Qualitative Expertise at Southampton University (QUEST) and the National Centre for Research Methods. In addition, SCDTP students can access industrial placement opportunities. In 2019 – 2020, a BBS PGR worked with the UK Data Service as an Impact Fellow on a 3-month placement to the UN migration service.

Unit-level environment template (REF5b)

4.5. Engaging the public and diverse audiences with research

CENTRIM and SoJust researchers are supported through QR funds to engage with a range of audiences in the UK and internationally seeking to use our research to shape public debate as a pathway to impact on innovation, education, labour market and legal policy. Key examples include:

Rush was an expert advisor to the United Nations World Humanitarian Forum (2016) and is on the steering committee for evaluating the Humanitarian Innovation Fund.

Gregoriou is an executive board member of the British Accounting and the Financial Association's special interest group on Financial Markets and Institutions.

Mohan's research influenced public discussion of fair trade as an academic advisor for a Channel 4 Dispatches film on the coffee industry.

Bachan engaged a wide public audience with his research on grade inflation in UK universities (see section 3) due to extensive press coverage on the topic. He has also received high-level media attention for his research on the extent to which Vice-Chancellor's pay awards are related to university performance, through a Guardian article in 2015, syndicated to other outlets.

Smyth delivered public talks relating to the Irish Abortion Referendum in Northern Ireland and England, and co-authored a shadow report for the UN Committee on Economic, Social and Cultural Rights on the implementation of states' obligations under the UN General Assembly International Covenant on Economic, Social and Cultural Rights.

Speckesser disseminated findings on labour market transitions to international networks of ~20 high-level academic and policy partners and local networks for the UoB STYLE project (section 1). He makes regular contributions to Parliamentary Committees on matters concerning family disadvantage, youth unemployment and skills.

Dembour's book *When Humans Become Migrants* has been disseminated amongst legal practitioners, including via podcasts, and Françoise Tulkens, a former judge and vice-president of the European Court of Human Rights, described it as an '*intelligent, lucid and courageous book that takes the debate into new territory*'.

Summary

This submission demonstrates the substantial advances that have occurred since 2014 in the research, environment and impact performance of Business and Management at UoB. We base this claim on:

- the achievement of our strategic research goals;
- the production of high-quality research by staff at all career stages and our contributions to our disciplines;
- our continued ability to generate extensive research impact;
- the success of our approaches to staff development that has further enhanced an inclusive and supportive research environment;
- the expansion of the postgraduate research community and improvements in our training infrastructure.

We continue to be a significant influence on key research agendas through the excellence of our innovation and entrepreneurship research and our high quality values-based multidisciplinary research into social justice and human rights.

Our commitment to '*closing the loop*' through industry, third sector and academic partnerships, along with the research infrastructure provided by our campus development, confirms that BBS researchers are well placed to sustain their role in addressing major business and societal challenges into the future.