

Institution: The University of Leeds
Unit of Assessment: 17 Business and Management Studies
<p>1. Unit context and structure, research and impact strategy</p> <p>Leeds University Business School (LUBS) is an established centre of international research excellence, supported by an open and inclusive culture, good governance and sustained investment. Ranked 9th by GPA in REF2014, LUBS has built on its success through a significant programme of faculty growth, designed to expand our scholarly, international and inter-disciplinary reach, while consolidating core areas of research strength. The School has a pluralist research environment that enables new research to flourish within an overall ethos of advancing research excellence that makes a difference to economy and society. To achieve this, LUBS has created a collegiate and vibrant research culture that allows space for creative and innovative research, while providing pathways for relevance and influence through an extensive network of research partners and public actors (including private and public sector organisations, governmental bodies, the third sector and trade unions). Research underpins student education and we are committed to developing and nurturing future generations of post-graduate researchers (PGRs) and early career researchers (ECRs) through our doctoral and developmental programmes.</p> <p>Achievements during REF2021 include:</p> <ul style="list-style-type: none"> • Largest submission to-date, with 144.53FTE returned, double the 2014 submission of 73.19FTE. • Following the University's open access policies (REF5a), LUBS deposited 1,537 outputs in the White Rose Research Online open access repository and 208 theses in its e-Theses Online repository (attracting 572,758 downloads from 205 countries). • An increase of 82% in publications in FT50 journals (from 86 to 157: REF2014 to REF2021). • Bibliometric analysis shows 1,971 Scopus-indexed publications by LUBS academics, across a broad inter-disciplinary spread, with a field-weighted citation index (FWCI)¹ of 1.92 (80% of outputs are in Q1 Journal Quartile by CiteScore). More than half our outputs are the result of international collaboration. • Internal research investment of GBP50.5m to ensure the vitality and sustainability of our research culture (averaging GBP7.1m p.a., compared to GBP4m p.a. for REF2014). This includes, since 2018, investment of GBP250k p.a. in a Challenge Fund designed to encourage collaborative and large-scale grant applications that has stimulated more UKRI applications. • Increased level of external research income of GBP13.192m, compared to GBP5.920m in REF2014. Consistently ranked top 10 for research income for Business and Management by independent analysis by the Chartered Association of Business Schools (CABS). • 93 successful internal promotions, as a result of well-structured personal and career development processes, of which 36(39%) were female and 20(22%) minority ethnic staff. • Award of 185.31FTE doctorates, compared to 89.97FTE at REF2014, supported by the ESRC White Rose Doctoral Training Partnership (WRDTP) and leadership of the Northern Advanced Research Training Initiative (NARTI). • Introduction of a 'Guide on Research Expectations' that provides clarity for academic staff on performance against output, impact, funding, PGR supervision and wider collegiate standards.

¹ [FWCI](#) ratio of the total number of citations per output to the expected number of citations for similar outputs in the subject field (1=expected average performance).

Structure and Governance

LUBS is a unitary faculty organised into six academic divisions: Accounting and Finance (A&F); Economics; International Business (IB); Management; Marketing; and Work and Employment Relations (WERD). Responsibility for the strategic direction and sustainability of research rests with the Faculty Research and Innovation Committee (FRIC), chaired by the Pro-Dean for Research and Innovation (R+I), supported by the Faculty R+I Office (FRIO) which has grown from 4.8FTE in REF2014 to 11.2FTE in REF2021 (Figure 1). The Pro-Dean reports to the Dean and the Deputy Vice Chancellor for R+I (REF5a). Strategic plans and budgets are approved annually via the University’s Integrated Planning Exercise. Rolling five-year objectives for research quality, funding and impact are agreed based on a strategic, iterative dialogue with the Divisions, the School and the University. Research integrity, ethics and openness are promoted and supported by [the Business, Environment and Social Science Research Ethics Committee](#) (REF5a), as well as FRIC (section 3). Cutting across the six divisions are research centres, each led by a senior professor that champions their research objectives and provides support and development for ECRs and PGRs. Research centres deliver research excellence pertinent to their disciplinary domains and advance collaborative agendas that address the big societal, economic and managerial problems of the day. They act as conduits of collaboration, bringing together a critical mass of research expertise that connects knowledge with user communities, promotes impact and provides a vital, stimulating and supportive environment for members. Research centres are committed to inter-disciplinary and internationally-focused research, with a distinctive emphasis on research with impact. They are loosely grouped across four, overarching thematic interests, described below (pages 6-10).

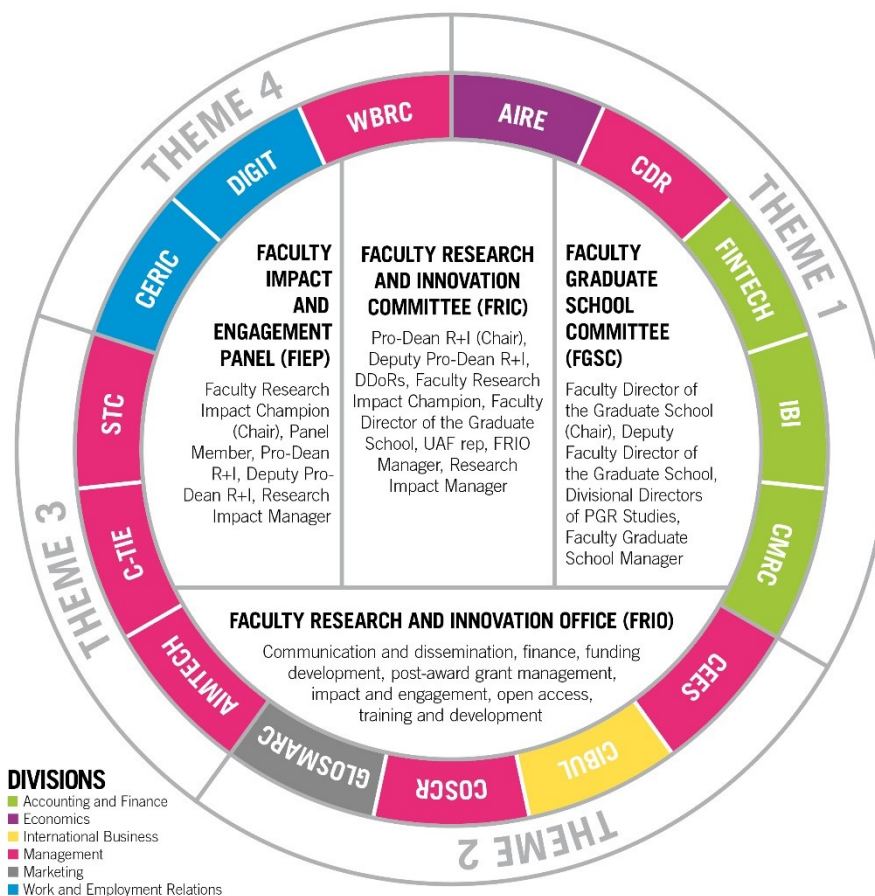


Figure 1: LUBS Research Organisation Chart

Delivering Strategic Objectives for 2014-2020

[LUBS' research mission](#) is nested within the University of Leeds strategy (REF5a): 'to produce and disseminate world-class research, to increase knowledge, skills, understanding and impact'. Our REF2014 submission set six strategic objectives. Achievements and progress against objectives are:

Objective 1: To invest further in research centres as sources of expertise, energy and development

Research centres act as the 'research home' for academics and the key means by which staff engage within the discipline, with other faculties and externally with other universities and research users/beneficiaries. They act as 'engines' of research and a means to brand our research and build and sustain reputation. There has been a long-term strategic plan to grow our recognised centres, from 11 in REF2014 to 15 for REF2021.

- *Formation of five new research centres*, with one disbanded. [Fintech](#) is a new University initiative, led by **Clacher** in collaboration with Computer Science and Engineering. [AIMTech](#), led by **Allen**, was established to utilise novel use of activity theory to evaluate the inter-relationship between new technologies, information systems, and organisational change in practical settings. [CEES](#) and [WBRC](#) were established following strategic investment in new Chair positions (**Holt** and **Unsworth**, respectively). [Digit](#) is supported by an ESRC centres award (GBP6.5m, 2020-2025), jointly directed by Leeds (**Stuart**) and Sussex, with LUBS match-funding of two PGR scholarships and a 5 year post-doctoral fellowship (PDF).
- *Strengthening of research expectations* for centres and academics, supported by an increased workload allocation for research-active staff (section 2). Research centres are expected to regularly review their thematic priorities and relevance, with strategic plans for long-term development, income, activity and PGR/ECR recruitment and progression reviewed annually through FRIC.
- *Ensuring vitality through sustained investment* in research infrastructure, capacity and capability, enhanced research support by FRIO in a wide range of areas including grants, training and development, communication, open access, and impact and engagement, well-structured personal and career development processes, active seminar programmes and annual doctoral conferences (sections 2 and 3).
- *Sustaining research centres* through the University Academic Fellow (UAF)² scheme and a LUBS-funded two year PDF scheme that aims to retain our very best PGRs and attract exceptional external scholars. Dedicated mentors work with fellows on research activities, and guide their career trajectories. UAFs/PDFs contribute to high-quality outputs and the extension of networks as they become independent researchers.

Objective 2: To strengthen the mechanisms through which we engage with users and achieve impact

Impact and engagement have been central to the sustainability of our research strategy. Activities are designed to *influence policy and practice* at the highest level of government and corporate decision-making, regionally, nationally and globally (section 4). Mechanisms introduced to strengthen impact and engagement include:

- Introduction of a work-loaded *Research Impact Champion* at School level, who chairs a new Impact and Engagement Panel (FIEP) that leads our *impact and engagement agenda* (Figure

² GBP100m investment (from 2014) to recruit internationally competitive future academic leaders, UAFs (REF5a).

1), supported by an enhanced Impact and Engagement Team of FRIO with four dedicated professional staff.

- Launch of an annual competitive GBP100k *Impact Leadership Fund* that aims to *enhance the impact of research activities* and sits within a well-resourced impact budget (section 3).
- The *mainstreaming of impact* across all research activity, beyond REF impact case studies. Impact is a core element in the '*Guide on Research Expectations*'. This has been supported by incorporating impact into the responsibilities of Divisional Directors of Research (DDoRs), an extensive array of developmental workshops, a *Research with Impact* (Rwl) seminar series, and an *innovative communication strategy* (sections 2 and 3).
- *Sustained engagement* with external beneficiaries through regular *Ideas in Practice* (liP) events that facilitate dialogue between LUBS academics and external stakeholders. Between June 2015 and March 2020, 45 liP events were held in Leeds and London.
- An annual, one-day *Festival of Ideas* (Foi) showcases LUBS research to the wider University and external stakeholders, attracting on average 100+ delegates.
- *Increased emphasis on disseminating research* through public platforms, such as the Conversation (44 articles, 2015-2020), practitioner-related journals such as *Harvard Business Review*, *Sloan Management Review*, *LSE Business Review*, and other social media platforms and blogging.

REF2021 Impact Case Study Submission

Support for impact and a rigorous selection system for impact case studies was initiated immediately following REF2014. Potential case studies were identified early in the REF cycle, as major funded projects and research centre initiatives came to fruition. Authors received professional and financial support to engage beneficiaries, extend reach and translate research into practice. Periodic collaborative workshops helped develop cases, sharpen the narrative and ultimately aid selection. A workload allowance of 100 hours p.a. was allocated to authors and their work was profiled across LUBS through various communication channels to showcase success. Peer review and support was provided through FIEP. Our *International Research Advisory Board* offered external practitioner input. Cases were selected on the basis of merit against REF criteria:

UOA17-1: (**Allen**): Collaborative research with UK police forces and government bodies informed the Digital Policing Portfolio to help make UK policing more effective.

UOA17-2: (**Brown**): Research influenced a major revision of HM Treasury's (HMT) 'Green Book' guidance on public infrastructure valuation and helped other national and regional agencies evaluate their growth initiatives.

UOA17-3: (**Clacher**): Developed a framework instrumental in transforming how UK pension fund trustees make decisions on pension fund investments, saving GBP3bn p.a. across the industry.

UOA17-4: (**Ingold**): Research on employer engagement with employability programmes enabled providers to improve their services to the unemployed and informed industry and policy debate.

UOA17-5: (**Kaltenbrunner**): Policy-focused research on currency internationalisation shaped the strategy of the Brazilian Central Bank and facilitated a regionalised trade-led currency internationalisation process.

UOA17-6: (**Pandza**): Collaborative research with Ericsson AB, funded by the EU, shaped the development of organisational capabilities for innovation and supported the creation and growth of new businesses within the company.

UOA17-7: (**Robinson**): Research on employee share ownership led a major scheme provider to improve their product offer and communications with scheme members, while research on employee-owned businesses supported growth of the sector and influenced policy.

UOA17-8: (**Vallascas**): Developed an evaluative tool on banking failures, in collaboration with the EU Joint Research Centre, which informed European Commission banking regulation and legislative reform that helps mitigate future financial crises.

UOA17-9: (**Wilson**): Research on the equity gap enabled HM Treasury to obtain EU State aid clearance and shaped policy and investment in UK regions.

Objective 3: To develop strategic partnerships with an enlarged number of corporates

Collaborative research with corporates intensified during the REF period, including externally funded co-produced research (section 3). The initial objective of building a corporate engagement strategy through the HEIF-funded Professional Services hub evolved into a new corporate relations function led by a dedicated Director of Corporate Engagement and Corporate Relations Team. Our overarching aim, aided by collaboration with the [Nexus innovation hub](#) (REF5a), is to create an integrated approach to external engagement focusing on productive partnerships with corporate leaders/managers, as well as broad research user groups including policy makers, practitioners and the public at local, regional, national and international levels. Strengthening executive education, underpinned by LUBS research, has been a priority. It has been advanced through leadership of [the Goldman Sachs 10,000 Small Businesses and 10,000 Women programmes](#) that involve working with SMEs worldwide. Blended learning solutions have been adopted through highly customised programmes to CPD courses and small business support, including the University's first level-7 apprenticeship, MSc in Senior Leadership.

Corporate engagement is seen as mutually-beneficial: LUBS research inspires corporate innovation, while challenges facing our partners guide new and novel research agendas. Strategic partnerships evolve out of our commitment to research with impact. The liP events are supported by [Squire Patton Boggis \(SPB\)](#) solicitors, who connect LUBS to the business community and extend our networks. For example, joint organisation of a Northern Powerhouse Workshop on Industrial Strategy led to a co-authored report with [SPB](#) that has been widely disseminated to business and policy audiences, and helped strengthen links with leading firms such as PwC and Clipper Logistics (including KTP investment).

Research centres are also encouraged to develop specific programmes of collaborative research with industry. For example, [CDR](#), [CIBUL](#) and [GLOSMARC](#) have worked with Marks & Spencer (M&S) on sustainability and international franchising. M&S also collaborated on an ESRC-funded (GBP519k) project on diversity and inclusion. [COSCR](#) leads [the Supply Chain Council](#) (SCC), with members including Yorkshire Water, British Steel, Turner & Townsend and regional/national industry representatives. The SCC holds an annual Supply Chain Summit and acts as a forum for sharing the latest thinking in supply chain management. [Fintech](#) has worked on a range of projects partnered with industry, including: the application of smart ledgers/blockchain technologies in pensions ([Zyen](#) and [Cardano Foundation](#)); the development of an investment modeller ([Redmayne Bentley](#)); and the application of artificial intelligence in credit scoring ([Hitachi Capital](#)). International partnerships include a long-term collaboration with Ericsson AB, as part of the [Complex and Open Innovation for Networked Society](#) industrial doctorate network, led by **Pandza**.

Objective 4: To invest in international research collaborations at institutional and individual levels

The international dimension of LUBS research is a distinctive strength. LUBS has over 200 partner institutions across the world and is involved in three consortiums that facilitate the development, implementation and impact of our research. Investment in international development has included structural and seedcorn support. Structurally, a new Pro-Dean for

International was established in 2017, supported by Divisional Directors of Internationalisation and an International Manager. A new GBP200k International Fund seeds collaborations, exchanges and partnerships, through an annual process of competitive applications. LUBS remains a committed member of the [Worldwide Universities Network](#) (WUN), is a founding member of the [Alliance of Chinese and European Business Schools](#), a consortium with a mission to facilitate joint research, researcher mobility and knowledge exchanges, and joined the [Alliance of Belt and Road Business Schools \(ABRBS\)](#), founded in 2017, which serves as an open international platform for cultural exchange, technology transfer, research, and high-level training. Section 4 provides examples of individual collaborations.

Objective 5: To extend our doctoral provision

LUBS' doctoral provision is detailed in section 2. It has been enhanced through the successful re-accreditation of the White Rose Social Science Doctoral Training Partnership (WRDTP), while our PGR cohort, number of successful completions and investment in scholarships have increased and our PGR support has been enhanced since REF2014.

Objective 6: To invest in shaping and anticipating the trajectory of social-science research through large cross-disciplinary collaborations

LUBS has continued to *shape and anticipate the trajectory of business, management and social-science research* through large cross-disciplinary collaborations involving natural sciences and technology. Our academics have established collaborations with all other faculties, through externally funded projects, leadership roles in University themes and platforms (REF5a), and cross-disciplinary networking. Examples include: leadership of FESSUD (Financialisation and Sustainable Development) (EU-FP7 EUR9.98m) which brought together an international, inter-disciplinary network from 14 countries to understand how finance can better serve economic, social and environmental sustainability following the 2008 economic crisis; collaboration with Healthcare, e.g. 'Relationship between Care Home Staffing and Quality of Care' (National Institute for Health Research GBP1m) (**Charlwood**); and Earth and Environment, Geography, Medicine, and Transport Studies, e.g. Consumer Data Research Centre (**CDRC**) (ESRC GBP5.67m and transition funding GBP1.26m) (**Leonidou C., Liu**). Further examples are shown in section 3.

LUBS academic leadership roles in university research themes/platforms connect LUBS to the University's centres of excellence. Examples include two Co-Directors of the Cities Theme, Director and Deputy Director of the Leeds Institute for Social Sciences (LSSI), Deputy Director of the Priestley International Centre for Climate, founding Coordinators of the Migrant Research Network and theme leader in the N8 Police Research Project. Three LUBS research centres were established in collaboration with University-wide constituencies: **STC** (Engineering; Physical Sciences), **CDR** (various) and **Fintech** (Computer Science; Engineering).

Research Themes: Facilitating Collaboration and Inter-disciplinary Research

Our research strategy builds on the twin tenets of disciplinary excellence and cross-cutting, challenge-led thematic research that draws together researchers from across LUBS. Research centres are located around four themes that have evolved from those listed at REF2014, as a result of cross-centre collaboration, new initiatives and the consolidation of existing strengths.

Theme 1: Governance, financial systems and economic well-being

This theme builds on longstanding strengths in finance, governance, economic modelling and decision-making, and has contributed to five REF impact case studies. Five research centres - Credit Management Research Centre (**CMRC**), International Banking Institute (**IBI**), Centre for Financial Technology and Innovation (**FinTech**), Applied Institute for Research In Economics (**AIRE**), and Centre for Decision Research (**CDR**) - provide an intellectual home and focus for inter-disciplinary research, fostering collaboration with university platforms, corporate partners and

UK governmental bodies (e.g. HMT, BEIS, HMRC, Department for Environment, Food & Rural Affairs (DEFRA), Department for Work & Pensions, and Meteorological Office).

Governance and financial systems: Credit and debt markets are vital for economic development. Research has focused on credit, debt, risk and financial stability (**Wilson, Mohamed**) and the decision-making processes in both commercial and consumer settings, including credit scoring, commercial credit, risk and propensity modelling. **FinTech (Clacher)** has developed innovative research on artificial intelligence in financial services, supported by investment in a UAF. Banking research addresses issues of governance, capital adequacy, systemic risk and bank failure with contributions to policy making in the UK and European institutions (**Keasey, Vallascas**). Capacity building in finance is harnessed via a dedicated doctoral school (**CASIF**). New professorial appointments (**Chen, Dinger, Mohamed**) have increased capacity on corporate finance and banking as well as extending our international connections.

Financial and other personal decision-making: Decision-making research has a strong inter-disciplinary focus. In contrast to most behavioural decision research based on psychological laboratory settings, research at **CDR** (Bruine de Bruin and **Summers**), focuses on the examination of real-world decision outcomes and utilises experimental methodology and data analytics to inform individuals, groups and organisations on how to improve decision-making on finances, health, transport and infrastructure, and climate change. Collaboration between **CMRC** and **FinTech** has also assessed artificial intelligence in financial decision-making (**Clacher, Wilson, Omidivar**).

Economy, value and productivity: Understanding crisis is a concern of researchers in **AIRE**. Building on the FESSUD project, research has examined the benefits for society of regional investment, most recently with reference to post-COVID-19 recovery (**Brown, Dymiski, Spencer**). Inter-disciplinary collaboration and industrial co-production is advanced via networks that include Leeds City Council, the West Yorkshire Combined Authority, UK Core Cities Confederation and government departments. Internationally, **Seth** and **Yalonetzky** have actively engaged with the UN and other international financial organisations to create more comprehensive indices of poverty and deprivation. Research (funded through the ESRC 'Rebuilding Macroeconomics' initiative and 'Productivity Insights Network') on the national productivity paradox (**Dymiski**) has, through advisory work with the Debt and Development division of the UN Conference on Trade and Development (UNCTAD), contributed to the establishment of a new multi-lateral sovereign debt negotiation agency.

Theme 2: International business, marketing management and business networks

This theme is recognised as world-leading, being ranked 7th out of 847 worldwide academic institutions and 3rd out of 332 European institutions by adjusted output published between 2001-2015³. Research has explored how competitive advantage is built and sustained through the dynamics of internationalisation, entrepreneurship, strategic marketing, and collaborative networks. It also investigates the influence of foreign direct investment, international strategic alliances, and corporate decision-making on home and host countries, industry competition and firm performance. International marketing research has also examined the intersection of strategic marketing, consumer behaviour and branding by focusing on the issues of sustainable consumption, corporate social responsibility and green marketing strategies. Incorporating four research centres - Centre for International Business at the University of Leeds (**CIBUL**), Global and Strategic Marketing Research Centre (**GLOSMARC**), Centre for Operations and Supply Chain

³ Aïssaoui, Geringer, Livanis (2020), "International collaboration and European contributions to international business research", *Management International Review*, 60, 827-868.
<https://doi.org/10.1007/s11575-020-00435-6>.

Research ([COSCR](#)), and Centre for Enterprise and Entrepreneurship Studies ([CEES](#)) - critical mass has been enhanced by key professorial appointments (Devinney, **Glaister**, **Holt**, **Hult**, **Love**, **Morgan**, **Menguc**, **Pitelis**, **Rose**, **Wei**) that consolidate emergent research agendas on global value chains, their sustainability and impact on countries, industries and entrepreneurship.

International strategy and business: Founded in 1995 by **Buckley**, [CIBUL](#) is the most established International Business research centre in the UK. Leeds research has pioneered the concept of the Global Factory (**Buckley**); a concept that underpins [CIBUL](#) research on the ownership and locational strategies of multinational enterprises (MNEs) and has informed international policy makers (e.g. UNCTAD, ASEAN). International standing is evidenced by six Fellowships of the *Academy of International Business*, the largest concentration of such scholars outside the USA, and six medals of achievement from the pre-eminent journal in the field, *Journal of International Business Studies* (JIBS) (FT50) (section 4).

Marketing management and consumers: **Katsikeas**, **Morgan**, **Leonidou L.**, and **Menguc** were placed among the top 140 (2%) marketing scientists worldwide based on career-long citation impact⁴. Research at [GLOSMARC](#) is at the forefront of the field, evidenced by members' representation as senior editors of JIBS and 4 marketing journals, editorial boards of leading journals in business and management (section 4), and an invitation to host the 53rd AMA Sheth Foundation Doctoral Consortium, only the second time that this prestigious event has been held outside North America since its establishment in 1966.

Sustainable and ethical consumptions and supply chains: Through leadership in [CDRC](#), **Leonidou C.** and **Liu** drive the collection and utilisation of data on ethical/sustainable consumption. [COSCR](#) studies end-to-end supply chain integration among business networks in local and international supply chains and issues related to resilience, sustainability and, more recently, viability of global supply chains. A British Academy/DFID award (**Voss**, **Davis**) addressed the topic of tackling modern slavery in global supply chains with advice given to a leading, British multinational on how to manage its suppliers in India and China.

International entrepreneurship and developing countries: This distinctive body of research focuses on people, places and institutions that face significant barriers to engaging in business. It addresses social and environmental barriers to enterprise and entrepreneurship in the developing world or areas of deprivation in the UK (**Holt**, **Rose**, **Williams**). **Holt** led a commissioned report for the United Nations Department for Economic and Social Development on [Exploring Youth Entrepreneurship](#).

Theme 3: Technology, innovation and management practices

This theme investigates organisational challenges in strategic planning and the management of innovation. Research focuses on the implementation and deployment of technology investments and the ways in which systems thinking and design can result in better outcomes for the organisation of work and the safety and security of members of the public. The research integrates the people element, organisational capabilities and managerial processes into domains typically dominated by science, medicine and engineering, in order to advise organisations and policy makers on strategy, processes and implementation. A distinctive strength of the three research centres located within this theme (Adaptation, Information Management and Technology ([AIMTech](#)); Centre for Technology, Innovation and Engagement ([C-Tie](#)); and Socio-technical Centre ([STC](#))) is their long-standing engagement with corporate practice, including collaborations with Ericsson AB, Rolls-Royce, UK police forces, Cabinet Office and Home Office.

⁴ Ioannidis, Boyack, Baas (2020), "Updated science-wide author databases of standardized citation indicators", PLoS Biology, 18(10), e3000918. <https://doi.org/10.1371/journal.pbio.3000918>.

Managing disruptive and open innovation: For more than a decade [C-Tie](#) (**Pandza**) has researched how high-tech companies manage innovation and strategize to remain competitive. This includes research that significantly influenced Ericsson's innovation strategy through a developmental ECR research programme that was the only industrial doctoral programme funded by the EU at the time. **Jaspersen's** inter-disciplinary research funded by an ESRC Impact Acceleration Account award (ESRC/IAA) looks at medical device technology and collaboration on community-based rehabilitation in rural India.

Technology and public services: An active body of research has evaluated the use of technical systems in public services. [AIMTech](#) (**Allen**) applies the co-production model to influence the strategic deployment of mobile technology in policing and emergency services, notably the UK Fire & Rescue Services. Adopting a systems approach to understanding complex organisations, [STC](#) research has examined the impact of cultural aspects in the management of emergencies in public transport (**Robinson, Cichomska, Davis** – [Horizon 2020, EUR207k](#)), and applied computer modelling, simulation and socio-technical systems analysis to improve NHS dementia care (**Hughes, Davis**). The team has a long-standing collaboration with Rolls-Royce where people and design issues are examined in a highly technical environment.

Theme 4: People, work and workplace

This theme brings together expertise from employment relations, human resource management (HRM), economics, geography and organisational psychology to offer a distinctive perspective on the changing world of work. The theme builds on internationally recognised research strengths, to examine highly topical workplace issues, such as digitalisation and the future of work, precarity, big data and HR analytics, personal performance and the well-being of employees.

Work, employment relations and HRM: Research is led by the Centre for Employment Relations, Innovation and Change ([CERIC](#)), one of the UK's largest academic groups specialising in employment relations. Pre-eminent standing is evidenced by its (four-year) editorship of the journal *Work, Employment and Society* (CABS4) (**Stuart, Grugulis, Tomlinson, Forde, Hardy, Charlwood**) and (three-year) Stewardship and presidency of the *British Universities Industrial Relations Association* (**Stuart, Forde, Greenwood, Holgate**). The group has an international reputation for the institutional regulation of work, skills and training, equality and diversity, HRM and organisational restructuring, union strategy and representation at work. Its thematic priorities are reviewed annually and currently focus on *social inequalities, voice and representation*, and *digital futures at work*. CERIC has pioneered three new avenues of research during REF2021, supported by investment in two UAFs. HR analytics (**Charlwood, Valizade**) includes commissioned research for the Chartered Institute of Personnel and Development that has shaped professional standards. Second, researchers have charted the contemporary rise of precarious employment and the experiences of different groups of insecure workers, including an edited special issue of *Work, Employment and Society* (**Alberti, Bessa, Hardy, Trappmann, Umney**), coordination of a comparative study of young, precarious workers in Germany and Poland, funded by the German Research Council (EUR800,000 - **Trappmann**), and numerous projects on migrant labour, including participation in an ESRC (GBP603k) project on migrants in northern England post-Brexit (**Ciupijus**) and work with Leeds City Council on the examination of migrants' experience of work and integration within local communities (**Alberti**). Third, is research at the forefront of contemporary debate on digital platform work, specifically in terms of social protections, which included two commissioned reports for the European Parliament (EUR127k) and design of a novel, global index of platform worker protest, supported by the International Labour Office (**Bessa, Umney, Trappmann, Stuart**). Further recognition includes the ESRC award to establish the new Digital Futures at Work ([Digit](#)) research centre (**Stuart**).

Workplace behaviour and well-being: Expertise has been strengthened through three professorial appointments (**Song, Unsworth, Wu**) who lead inter-disciplinary research from an organisational psychology perspective via the Work Behaviour Research Centre ([WBRC](#)). Research focuses on providing data-driven insights at the intersection of organisational success and social impact, notably in terms of how well-being is linked to workplace outcomes such as productivity and

resilience (**Song, Wu**), and how 'job crafting' by employees affects outcomes for individuals and employers (**Unsworth**).

Research Ethics

All our research must comply with [the University's Research Ethics Policy](#) (REF5a). Staff and students have access to comprehensive training programmes to support their research and ensure principles of ethical research conduct are understood and met. LUBS has five members of staff who act as 'School Ethics Leads' and take overall responsibility for the ethical review process, as well as the current Chair of the Business, Environment and Social Sciences Research Ethics Committee. Their expertise encompasses diverse methodologies and academic fields, e.g. expertise in researching with vulnerable groups, minors, health settings, visual methods, and disability studies. They offer support and advice ahead of applications, helping to deliver an efficient and effective review process. The cross-Faculty Committee also routinely conducts audits of completed/ongoing projects to ensure that governance and funder requirements are met, to understand where additional support or training is needed, and to improve the ethical review system and process. Approximately 120 applications are received from LUBS p.a.

Open Access (OA)

Following the University's OA policies for both outputs and data (REF5a), LUBS encourages Green OA and provides funding for Gold OA charges for articles accepted for publication in 4* CABS-rated journals to ensure that our best outputs are made publicly available at the point of publication. LUBS' OA contact (a member of FRIO) is the first point of call for researchers who have OA queries, and provides assistance with using Symplectic, the University Publications Database and depositing accepted manuscripts to the institutional repository. LUBS and the Library regularly conduct monitoring to ensure compliance. Out of 220 REF selected outputs in scope, only two (<1%) are not compliant and do not have an exception. LUBS researchers have deposited six datasets in the [Research Data Leeds Repository](#), one in [Open Science Framework platform](#) and one in [Figshare](#).

Strategic Development 2021-2026

A well-established and embedded research culture means that LUBS' future research strategy can build from a basis of strength. With the appointment of a new Executive Dean (**Bennell**) in January 2020, LUBS has embarked on a 'strategic refresh' with the aim to launch a new strategic vision for implementation from September 2021. The 'refresh' programme will be complemented by a capital investment of GBP75.7m in new buildings designed to provide an environment conducive to high-quality teaching, research and external engagement (section 3). Central to our evolving environment will be ongoing commitment to an inclusive research culture, guided by a clear action plan following our Athena Swan (AS) Bronze Accreditation in 2020 (section 2).

As part of the 'refresh' programme we anticipate consolidating areas of research strength, with targeted investment in building clusters of international research leadership. *A key aim will be to develop a series of mission focused research priorities designed to address the UN Sustainable Development Goals (SDGs)*. This will be achieved through giving priority to the following research objectives:

- Research centres will progressively reorganise their efforts *across inter-disciplinary, collaborative and socially relevant themes focused on key SDG priorities*. Recent analysis of FT50 journals by SDG priorities ranked LUBS 2nd amongst Triple Crown accredited business schools⁵. LUBS is uniquely placed to contribute to addressing profound societal challenges, such as *climate action; reducing inequalities; decent work and economic growth; industry,*

⁵ [Weighing up business schools' work on sustainability | Financial Times \(ft.com\)](#)

innovation and infrastructure; and *sustainable cities and communities*. We will build on the recently launched LUBS-led, cross-faculty Systems Level Sustainability Research Group ([LESS](#)) to strengthen links with the faculties of Earth and Environment and Engineering, and the University of Southern California (Adler) on the transition to a sustainable and just society, including positive change in food waste behaviour (**Kaptan**, UKRI/ESRC, 2020-2022), the role of SMEs in net zero business models (**Unsworth**) and rapidly developing areas such as sustainable supply chains, new business models (e.g. **Konwar**'s Michael Beverley Innovation Fellowship from 2021), eco-innovation (**Kesidou**) and green finance. Strategic investment will strengthen our expertise on *reducing inequalities* and *decent work and economic growth*, deepening understanding of gender inequalities (**Tomlinson**), job quality (**Spencer**) and modern slavery (**Davis**), while our international leadership of [Digit](#) (**Stuart**) will offer novel insight into the impacts of digital transformation on working life. We will actively grow expertise in improving social equality, financial inclusion and economic productivity through leadership of [Fintech](#) (**Clacher**) which will facilitate collaboration between leading centres of research excellence and corporate actors. Supporting post-COVID-19 economic and societal recovery will underpin investment that helps build new models of *industry, innovation and infrastructure* and addresses the challenge of *sustainable cities and communities*, putting Leeds centre stage in the rebuilding of local, regional and national institutions (**Brown**) and post-Brexit migration (**Alberti**).

- *Increase and diversify research income* – LUBS will continue its annual Challenge Fund investment. A target will be set for 80% of academics to have participated in at least one funding application by 2025. Increased focus on SDG-related research will expand opportunities across UKRI investments and wider international funding sources. A priority will be leading and participating in large, inter-disciplinary applications, particularly for new research centre calls. Illustrative future applications will focus on smarter manufacturing (collaborating with Engineering, and partners at Imperial and Bath) and green finance (with Oxford). Internal processes will be enhanced and larger applications will receive dedicated advice from an external grant training consultancy. LUBS aims to double its level of research income by 2027.
- *Further enhance external engagement and impact* – This will be achieved by a new five-year impact plan led by the FIEP, designed to embed the impact and engagement agenda across research activity, leverage relations with business through Nexus and expand our network of international partnerships. There will be a focus on early identification of potential impact cases, supported by the FRIO, dedicated workload and periods of study leave for authors, and an impact incentive scheme.
- *Sustaining research excellence post-COVID-19* – LUBS supported research activity through the pandemic, recognising work-life constraints. Longer-term research expectations aim to significantly increase the number of publications at 4* level with a target for all staff to produce four papers at 3 level and above every five years. This will be supported through an enhanced mentoring scheme organised across research centres and clusters, an updated incentives for publication scheme, and regular evaluation of equality, diversity and inclusion (EDI) outcomes underpinned by targeted supports (such as reduced teaching allocation for those returning from maternity leave) and sustained investment in ECRs/PGRs.

2. People

Staff strategy

LUBS has grown significantly over the last ten years and has developed a staff strategy designed to deepen capacity and expand areas of strength. Balancing teaching and research needs, we have focused on the strategic recruitment and retention of high-calibre staff across all levels and with diverse backgrounds. The environment supports future leaders to reach their goals and fulfil their potential. We equip staff with the time and resources to achieve world-leading and internationally excellent outputs. Since REF2014, LUBS has recruited: 20 Professors, 22 Associate Professors, 56 Lecturers (Teaching and Research), and 38 Lecturer (Teaching and

Scholarship)/Teaching Fellows. There is strong commitment to the recruitment and development of early career talent, evidenced by the appointment of seven UAFs (**Aliyev, Aulakh, Bessa, Jaspersen, Omidvar, Taylor, Zorina**) and 45 post-doctoral researchers. The diversity of our faculty has improved: 39% of staff are female and 48% of staff are non-UK nationals (representing 49 countries). Our commitment to EDI is at the core of our research strategy and we continue to build on our Athena Swan (AS) Accreditation.

Equality, Diversity and Inclusion

LUBS aims to ensure that everyone feels that they can be their true-selves at work and that opportunities are open to them in a supportive and vibrant environment. We are committed to promoting EDI, fully recognising that there is not 'a level playing field' and that strategies are required to achieve this. We are conscious of inequalities in opportunity across the life course and aim to support those from minority and less advantaged groups to achieve their potential through our equality frameworks and a visible commitment to an inclusive and open culture. Through our AS process there has been a concerted effort to address the gender and ethnic diversity of staff, through external recruitment, internal promotions and appointments to senior leadership positions. Our strategy is underpinned by the University [Equality and Inclusion Frameworks](#), mandatory staff training on EDI and professional behaviour, and a faculty Equality & Inclusion (E&I) Committee responsible for strategic leadership. LUBS is also proactive around awareness of and policy to support those with protected characteristics, evidenced through our AS action plan and activities led by the E&I Committee. University-wide support mechanisms through E&I Governance include policies covering Dignity and Mutual Respect, Supporting Disabled Staff, Trans Equality, Flexible Working, and supporting staff with caring responsibilities, ill-health or other equality-related circumstances (REF5a). We have invested in staff networks (gender, LGBTQ+) and undertake research culture surveys. Feedback has led to adjustments for staff with disabilities and long-term illness to assist working at LUBS.

Staff Well-being

LUBS adopts policies, organisational structures and processes to support staff well-being that relate to a wide-range of personal circumstances. It facilitates flexible and remote working and supports staff with caring responsibilities, ill-health or other personal problems. Through University services, a wide range of resources are available to support staff well-being, e.g. occupational health services, staff counselling, mental health, menopause, pre-retirement, and quit smoking sessions for staff and for students.

The Guide on Research Expectations also acknowledges individual staff circumstances. Where staff have taken leave of absence (e.g. maternity/paternity leave, absence due to ill health, or caring responsibilities), research expectations are amended and evaluated accordingly. Support is provided during absence, with training and guidance upon return to facilitate a smooth re-integration back into work. A policy to support staff/PGRs with caring responsibilities provides up to GBP500 p.a. to enable participation in conferences, training courses and professional activities.

Career progression and development

A sustainable and vibrant research culture requires *continuously developing research capacity and capability*. This is delivered through external strategic appointments and internal schemes, including the Mentorship Scheme, Annual Academic Review (AAR) and Research Training and Professional Development programmes offered by the faculty, divisions and research centres.

Joining LUBS

Our *external strategic recruitment* takes a dual approach, balancing professorial appointments that aim to strengthen intellectual research leadership and expand research in new directions, and those of high-potential ECRs through both UAF and PDF schemes. All job adverts for recruitment include a statement highlighting that flexible working and job share arrangements are considered.

Gender-balanced shortlisting is recommended and line managers adopt good practice. Unconscious bias training has been in place since 2017 and mandated for panel chairs from June 2019.

New staff participate in a University Induction day and are inducted at local level by their Heads of Division. New starters are supported at divisional level and through the [Organisational Development and Professional Learning \(ODPL\)](#) programmes. Academic staff are typically appointed on a two-year probationary period, with objectives and targets agreed and monitored through regular meetings with probation advisors and mentors. Probationers at Grades 7/8 also receive a 10% workload allowance to assist initial teaching preparation and focus research output.

At professorial level 35% of new appointments were women (**Bennell, Dinger, Holt, Rose, Song, Unsworth, Wei**). Since 2014, LUBS has appointed two female deputy Deans (Bennell, Cassell) with Bennell becoming Executive Dean in 2020. Women make up 47% of the Faculty Executive Group.

Early Career Researchers

Supporting the personal development and career progression of ECRs is an integral part of our staff strategy and is central to the mission of research centres and divisions. Senior academics provide support, resources, access to opportunities (e.g. participation in grants, external networking) and nurture ECR career development and progression. The PDF scheme enables top performing PGRs to convert to a postdoctoral research role for two years, bridging the gap between doctoral studies and full-time academic roles (section 1).

ECRs are provided with additional support to develop their potential through the mentorship and training schemes, co-authorship and workload allowance for participating in professional development activities such as the Postgraduate Certificate in Academic Practice. They are encouraged to apply for internal funding schemes, to build up their experience of grant applications and to develop their research portfolio through internal and external research networks. ECRs participate in PGR supervisory teams with guidance and leadership from senior academics to develop supervision skills, enabling them to become future research leaders. ECRs also benefit from the University's "Next Generation Researcher" programme (REF5a).

Academic Review

All academic staff have an Annual Academic Review (AAR) where they discuss and agree an individual plan with their reviewers (senior academic leaders). As part of the discussions they are encouraged to participate in the University's internal development programmes (REF5a), and external programmes, e.g. [the CABS Development Programme for Directors of Research](#), [LinkedIn Learning](#), and [Women's Development Programmes](#) including Springboard, Aurora and Women Rising.

The University has implemented the [Concordat to Support the Career Development of Researchers](#), with further support and guidance provided within the Faculty. Academic line managers adhere to Concordat principles ensuring a positive work culture whereby researchers are treated with integrity and given full opportunity for career development, training and progression.

Promotion

Applications for promotion are permitted throughout the year, allowing for a streamlined process that promptly recognises achievements. Specific LUBS benchmarks complement University criteria for promotion, ensuring transparency in expected levels of achievement, including desired inputs and outputs. Staff are offered advice and guidance on promotion through workshops led by the Deputy Dean and School HR and the mentoring process. LUBS has made significant effort to ensure equality and inclusivity in internal promotion. The HR team ensures processes are

followed to treat applicants fairly at every stage of the process and advises on the composition of promotion panels. Applicants for promotion can access a range of support and mentoring opportunities, and are provided with extensive developmental feedback.

The Mentorship Scheme ensures that mentors are available for all staff as required, complementing the AAR. Mentoring provides one-to-one support on learning, development, advice on progressing research agendas, career pathways and networking. LUBS support for career progression and effective mentoring is evidenced by the number of successful internal promotions since 2014, including 11 promotions to Professor (Accounting & Finance (Scott, **Bozos**); Economics (**Brown**); IB (Plakoyiannaki, **Voss**); Management (**Allen, Summers, Underwood, Williams**), Marketing (**Leonidou, Spyropoulou**)), 56 to Senior Lecturer/Associate Professor and 24 from Grade 7 to 8 Lectureships.

Out of 93 successful internal promotions, 36(39%) were female and 20(22%) were minority ethnic academics. Through the open promotion process, we have appointed 15 women and seven minority ethnic academics to faculty leadership roles, significantly raising their visibility and presenting role models to colleagues.

Researcher Training and Development

FRIC has the responsibility for the provision of *advanced research skills training and development* in collaboration with the divisions and research centres. Extensive disciplinary training provision is provided at divisional and centre level. At the university level, the ODPL unit delivers a wide range of courses (REF5a). Faculty-wide provision, co-ordinated by FRIO, includes:

- *Advanced methods and professional skills training* is delivered via NARTI, co-founded by Leeds, Lancaster and Durham with ESRC support. NARTI involves 17 business and management schools, each contributing financially to the network. LUBS provides leadership and organisational support as Co-Chair (**Williams**), hosting the Network Manager role (Garrick) and acting as budget holder.
- *Distinguished Speaker Series* - where world-leading scholars in business and management deliver research seminars and engage with our academic community. Examples include: Herman Aguinis (George Washington University School of Business), Paul Beamish (Ivey Business School), Nicolai Foss (Copenhagen Business School), Ans Kolk (Amsterdam Business School).
- *Paper Development and Writing Retreats* facilitated by leading international scholars, such as Joep Cornelissen (Erasmus), Deanna Geddes (Temple), Robin Holt (Copenhagen), and Emmanuella Plakoyiannaki (Vienna).
- *Publishing Workshops* with editors of world-leading journals, including *Academy of Management Review*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Management Studies* and *Strategic Management Journal*. *Lunchtime Editor Sessions* are delivered by LUBS staff with experience of editing journals.
- *Seminars/Workshops of Research Interest Groups* facilitate engagement and collaboration across emergent areas of research strength, e.g. Qualitative Research Methods; Corporate Social Responsibility; Technology and Innovation; and Policy.

Recognition and support

Time

All academic staff, regardless of contractual status, are given the time and resources needed to support their research activities, to deliver on our commitment to building and sustaining world-class performance and promoting organisational well-being. *Dedicated research time* is facilitated through a norm-based, workload model that was increased during the REF period from 450 hours to 600 hours, in addition to 100 hours for personal development, to ensure academic staff have at

least 40% protected time for research. Divisions are encouraged to concentrate teaching into single semesters to facilitate dedicated research time. All research-active staff can apply for study leave every seventh semester. Applications are reviewed by a study leave committee, with end-of-leave reports submitted to FRIC and discussed with mentors to ensure that outcomes are beneficial for career development. Staff are encouraged to develop their international networks during study leave periods, supported by the *Study Leave Travel and Research Support Scheme*, with staff spending extended visits at, e.g., Harvard (Williams), Sydney (Holgate), Tokyo (Graham), Wake Forest (Okan), amongst many others. Study leave was granted to 85 staff during REF2021, constituting an investment of GBP2.25m.

Resources

Staff have an annual allocation of GBP3,000 to their *Personal Development Account (PDA)* (increased from GBP1,000 in 2017) that accrues year-on-year to support research activities and professional development, with an additional GBP2,000 p.a. for conference attendance. They are encouraged to participate in at least one national or international conference per year. GBP903k has been invested in conferences since 2014. Other support is available to pump-prime new research projects, grant applications, impact activity and international mobility (Table 1). Research excellence is rewarded through the *Publications Scheme*, which has disbursed GBP822k during the REF2021. Staff receive a reward (into PDAs), of up to GBP5,000 for publication in world-elite and FT journals, the latter of which has increased by 82%.

Research students

The recruitment and training of outstanding PGRs is a strategic priority for LUBS. There has been a focused plan for quality, following growth in the previous REF period. The annual intake has averaged between 100-120 new registrations during REF2021 with 185.31FTE successful completions. This trajectory is anticipated to continue, but with recruitment adjusting to our increase in research-active staff.

Recruitment Strategy

We maintain a rigorous approach to quality recruitment. In keeping with the University's PGR strategy of producing future leaders and innovators (REF5a), our enhanced interview-based recruitment policy incorporates a skills-led perspective. During REF2021, 4% of applicants were accepted. Recruitment is worldwide, supported by digital marketing and webinars. 73% of PGRs are from overseas, representing 44 countries. High-performing undergraduate and taught postgraduate students are encouraged to explore PhD opportunities through *personal tutors*, the *Laidlaw Undergraduate Research and Leadership scheme*, and *Q-Step⁶ research projects* that include mandatory research methods training. Undergraduate students can also opt for an MRes, as a research entry point.

LUBS invests substantially in *scholarships and other funding opportunities* (e.g. match-funding of Research Council awards). Since REF2014, GBP9.22m scholarship funding has been awarded. This includes 37 full ESRC PGR scholarships, 2 EPSRC CASE studentships, 58 University of Leeds PGR scholarships, 100 internal LUBS PGR scholarships, and 28 discounted fee scholarships to Leeds graduates. Externally funded and miscellaneous visiting scholarships, plus Masters-stage funding, add a further 56 scholarships.

Research Community

⁶ Leeds' membership of Q-Step, aimed at addressing the shortage of quantitative skills in social sciences, led to new modules to build these skills and enhance student employability.

LUBS views PGRs as junior faculty and an integral part of our academic community, contributing to our inclusive, open, inter-disciplinary research environment. PGRs are encouraged to participate in the activities of research centres, through organising external speakers, presenting to peers through internal seminars and doctoral conferences, and through presentations at national and international conferences. PGRs are also able to showcase their projects and achievements externally through individual profiles on LUBS' website and through contributions to the Research and Innovation blog and podcast. Outstanding contributions are recognised at graduation, and through faculty newsletters.

International networking opportunities are facilitated by divisions and research centres. For example, CIBUL participates in [NORD-IB](#), an international collaboration of methodological and disciplinary training, and CIBUL and CERIC each host annual Doctoral conferences. Further opportunities are available through the British Academy of Management, the Marie Curie Industrial Doctorate partnership with Ericsson AB, and specialised doctoral consortia. The LUBS Graduate School also runs an extensive suite of developmental programmes that typically employ expert input ranging from experienced media professionals (e.g. ex-BBC producers) to professional coaches (e.g. to improve presentational skills).

Supervision

PGRs receive dedicated support from admission to graduation, provided by supervisors, divisions, research centres, LUBS Graduate School team, FRIO, and the Leeds Doctoral College (LDC) (REF5a). To ensure the provision of high-quality supervision, all new supervisors undertake a PGR supervisor's course run by the ODPL. The supervisory team model ensures that PGRs can draw on a broader range of expertise. It also encourages less experienced academics to team up with senior academics, to allow them to develop supervisory skills under the guidance and leadership of more experienced staff, contributing to research sustainability. Each supervisory team is allocated 100 workload hours p.a. per student. PGRs and supervisors are required to meet monthly and record the meetings using GRAD, an online system, summarising the student's progress, mutual expectations, planned actions and training targets.

Pastoral Support

In response to COVID-19 restrictions on face-to-face contact and travel, support functions were enhanced. In addition to University support and further supervisory support (e.g. weekly supervision meetings for PGRs studying remotely), LUBS offered extra computing (e.g. laptops on loan) and software resources, financial supports (e.g. six PGRs whose funding came to an end between April-September 2020 received additional funding), online social events (e.g. weekly Divisional events and fortnightly faculty events), and pastoral support by dedicated college officers. Moreover, to help mitigate COVID-19 restrictions, the LUBS Graduate School worked with the Faculty International Office to connect PGRs, who returned home or started their study remotely, to our international partner networks, allowing these students to engage with local research communities. A *LUBS Hardship Fund*, which can dispense non-repayable awards and bridging loans, is available in addition to [the University of Leeds Hardship Fund](#).

Resources

Investing in and developing PGRs is integral to our research strategy, emphasising capacity-building through investment in resources and facilities, funding for studentships, training subject knowledge and basic and advanced research skills, access to industry, and employability.

Each PGR has an allowance of GBP3,000 over their period of study to cover research-related expenses and travel. This is supplemented by research centres and divisions, typically to support international conference attendance and fieldwork. Membership of major international research associations is subsidised by LUBS.

Investment in PGR *facilities* has been considerable. All full-time PGRs have access to their own desk and computer, within a dedicated cluster positioned to facilitate co-location with PGRs working in similar subject areas, and a room for survey work. Part-time PGRs have permanent study centre access. PGRs working on big data projects also have access to a dedicated space managed by [Leeds Institute for Data Analytics \(LIDA\)](#), offering state of the art facilities, and hosting [CDRC](#).

Training

LUBS collaborates regionally, nationally and internationally in PGR (and ECR) training and development. In addition to leadership in [NARTI](#), LUBS acts as the management/business pathway lead for the [WRDTP](#).

PGRs undertake 60 credits of compulsory assessed training accredited to M-level. Students follow one of three tailored, modular pathways delivering subject knowledge and generic research skills for Business/Management, A&F and Economics. These pathways are regularly updated and can accommodate two annual start dates in October and February, the latter of which helps meet visa and progression rules for international applicants. Training is block-scheduled, to facilitate access for part-time PGRs. Each training pathway also has its own research training master's degree programme structure, to facilitate follow-on recruitment from undergraduate level.

- For advanced methods, professional skills and inter-disciplinary pathway training for higher level research, all PGRs enjoy access to events organised by the WRDTP, NARTI and LSSI-funded masterclasses.
- ESRC funded students enrolling on the masters stage of the ESRC 1+3 programme receive intensive M-level training tailored to learning outcomes best suited to the students.
- PGRs seeking teaching experience can follow the '*Learning to Teach*' programme and, additionally, through one-to-one and group mentoring by Senior Fellows of the Higher Education Academy (SFHEA) and FHEA faculty members, can work towards becoming an Associate Fellow of the HEA.
- Complementing Doctoral College activities (REF5a), LUBS organises highly successful *collaborative PhD conferences* with the Universities of York and Sheffield as part of WRDTP engagement. Shared annual events, funded internally or by the [Society for the Advancement of Management Studies](#), include writing retreats and impact events.
- For *research ethics*, all PGRs attend a compulsory workshop on good academic practice and a whole-day workshop on research ethics in their first year. The latter is delivered by expert speakers exploring different aspects of ethical research, ranging from basic principles to the nuts and bolts of ethical compliance and the ethics of publishing.

Student Achievement

The success of our investment in and development of PGRs is evidenced by their achievements, including journal publications, best conference papers and other external recognition. PGRs are encouraged to present their work at *academic conferences*, to *co-author* with core academic faculty and to *support*, where appropriate, *research projects led by core faculty*. In total, 43 papers co-authored by PGRs, with supervisors or fellow PGRs, were published or accepted during REF2021, including: *Information Systems Research*, *Psychological Science*, *Research Policy*, *International Journal of Operations and Production Management*, *Journal of Travel Research*, *Journal of World Business*, *Sociology and Work*, *Employment and Society*. Selected achievements include:

- Liang Cheng and Janja Annabel Tardois (CIBUL) – the Michael Z Brookes Doctoral Prize, 2015 AIB (UK & Ireland) Conference;
- Vedran Lesic (CDR) – Best Student Paper Award, 2017 Society for Risk Analysis Conference;

- Assadina Shahin (GLOSMARC) – S. Tamer Cavusgil Award, *Journal of International Marketing* - for significant advancement of the practice of international marketing management;
- Hanna Szymborska (AIRE) – 2016 EAEPE-Simon Young Scholar Prize for best conference paper;
- Krystal Wilkinson (CERIC) – Nomination for the 2018 Rosabeth Moss Kanter Award for Excellence in Work-Family Research.

Engagement

PGRs are actively embedded in our research culture. Participation and engagement are viewed as essential to a vibrant research environment. The *PGR Forum*, chaired by a PGR, feeds into the main decision forum for LUBS graduate school activities and NARTI events. *Workshops and masterclasses developed through Q-Step* have been designed for PGRs/ECRs, while PGRs contribute to the delivery of Q-Step activities by providing teaching assistance at the Q-Step summer school. We support a *Doctoral Seminar Series*, organised by PGRs, and help recruit speakers and advertise events.

Relationships with Industry are essential to our PGR strategy. We leverage the substantial network of international ties with industry to facilitate access and internships for PGRs, e.g., Thales NT, BT, West Yorkshire Police, Yorkshire Water, Balfour Beatty, Cisco, Arup, and Ericsson AB.

Employability

Our PGR programme aims to create first-class researchers who go on to enjoy exceptional careers. Employability is excellent. Selected examples include:

- In addition to internal appointments that contribute to the sustainability of our research base, PGRs have secured academic appointments at top UK universities (e.g. Birkbeck, Birmingham, Cambridge, Cardiff, Edinburgh, Liverpool, Newcastle, Oxford, Queen Mary, Sheffield, and Warwick) and internationally (e.g. Bangkok University, EDHEC Business School, European University of Cyprus, Humboldt University, Rikkyo, Melbourne, Utah State University, Vrije Universiteit Amsterdam).
- Alumni occupy senior positions of influence working for government, finance or industry, e.g. World Bank, Bangladesh Central Bank, Bank of Botswana, BEIS, Government of Lithuania, Ministry of Finance of Indonesia, HMRC, Sheffield City Council, Fox Corporate Finance Munich, Bureau of Public Enterprises Nigeria, and Credit Suisse UK Ltd.

3. Income, infrastructure and facilities

Research Funding

Income

LUBS regards research funding as a vital input to our research activities, providing the means to: pursue large-scale, longitudinal programmes of research; address major societal and economic challenges; build dedicated research teams; and generate external impact. In response to a challenging external funding environment, LUBS has regularly reviewed and enhanced our support for funding applications. During REF2021, support was provided for 320 applications for circa GBP59m of research funding, of which 101 were successful, a success rate of 31.5% (well above standard ESRC benchmarks), generating total income of GBP13.192m. Annual research income for REF2021 grew by 59% compared to REF2014, at GBP1.885m p.a. This compares well with other leading UK business schools. The latest CABS analysis of research funding (May 2020) ranks Leeds 6th in the Russell Group for cumulative research income (2013/14-2018/19),

while analysis of HESA data (2015/16-2018/19) ranks LUBS 6th, on average, for overall research income.

Sources

LUBS looks to secure research funding from diverse sources, including prestigious Research Councils, international funding agencies, charities and industry. A deliberate policy has driven research income from larger, inter-disciplinary Research Council grants and collaboration with external bodies to reflect the relevance of our research to practice and enhance its impact.

Research Council funding increased more than **three-fold** during REF2021 to GBP5.2m (REF2014: GBP1.6m), including grants from ESRC, EPSRC, AHRC, BBSRC and NERC. Notable examples include participation in the GBP5.67m ESRC Consumer Data Research Centre (which also secured transition funding, GBP1.26m) and 'iBUILD: Infrastructure Business Models, Valuation and Innovation for Local Delivery' (EPSRC/ESRC GBP3.5m), and co-directorship of the GBP6.5m ESRC Digital Futures at Work Research Centre. In addition, LUBS researchers participated in large engineering, EPSRC funded projects involving external partners, including 'balancing the impact of city infrastructure engineering on natural systems using robots' in collaboration with Robotic (EPSRC GBP4.2m) and research on modelling and optimising volunteer participation in online citizen science with Zooniverse (total value GBP903k).

Further funding sources included *UK charities*, for example, British Academy funded research on modern slavery in the fashion and textiles industry (GBP191k), Nuffield Foundation research on immigration and well-being (GBP129,758) and a study on improving web-based communications about cervical cancer screening funded by Cancer Research UK (GBP186,952).

International funding included **Pandza's** leadership of the Complex and Open Innovation for Networked Society project, in partnership with Ericsson AB, supported by an EU Horizon 2020 Marie Skłodowska-Curie grant, which formed the basis for an impact case study (EUR1.366m). Further EU funding, which increased **2.5 fold** during REF2021, included Murgia's ERC Fellowship investigating hybrid forms of self-employment (EUR1.258m), European Parliament research on the social protection of workers in the platform economy (EUR130k) and Kaltensbrunner's Starebei programme Fellowship funded by the European Investment Bank (GBP38k).

Private sector and industry related funding included six KTP awards, as well as grants from, for example, the Institute and Faculty of Actuaries, Solicitors' Regulation Authority, Climate and Development Knowledge Network, and the International Labour Office. Long established industry relations saw a total of seven additional projects with Rolls Royce (GBP643k), and others with: [TUC unionlearn](#) for ongoing evaluation of the Union Learning Fund (GBP112k), Airwave Solutions (now Motorola) (GBP75k) on police mobile ICT, as well as funding from five UK police forces (GBP99k).

Strategies for generating research income and impact

Responsibility for *grant planning* rests with FRIC, supported by FRIO, with a focus on encouraging funding applications through targeted support structures and internal investment.

- Ensuring sustainable levels of external funding has meant *extending the pool of applicants* ensuring that ECRs and mid-career researchers especially were given time and expert support to prepare bids. Support has focused on encouraging all research-active staff to explore appropriate avenues of funding, and for those with track records to target larger grants as lead applicants. This is led by DDoRs and directors of research centres, who actively promote funding opportunities, look to match funding calls with specific academic interests, encourage teams to collaborate on applications and oversee the internal peer review process for applications.
- Dedicated support for funding applications is provided by FRIO, which includes early stage intelligence of funding calls and tailored support for costing grants, impact pathways, linking up with external partners and the longer-term preparatory work for large grant schemes (such as

the ESRC Research Centres initiative). FRIO also works closely with research centres in identifying staff best suited for applications for Fellowship schemes.

- Financial support for external grant applications is available through *internal research support schemes* as detailed in Table 1. During REF2021, GBP350k was disbursed through a research support scheme, to pump-prime new research projects that often generate early stage ‘proof of concept’ data to assist funding applications. More strategically, a Challenge Fund (GBP250k p.a.) has been established to seed ‘big ideas’ for new collaborations and large grant applications. Funding is available through an annual competitive process that includes a sandpit for shortlisted applicants, whereby ideas are reviewed, specific external funding calls identified and new collaborations encouraged. The key aim is to provide staff with dedicated resources for the careful preparation of funding applications, including research assistance and teaching buy-out. In total, 16 projects were funded under the first two rounds, which resulted in a 61% increase in overall external funding applications during 2019/20, including submissions to ESRC, EPSRC, Hans Boeckler Foundation, Nuffield Foundation Strategic Fund, UKRI GCRF, and NERC. Notable outcomes include a GBP4.4m bid to the EPSRC for a ‘Circular Economy Centre for Foundational Materials’ in collaboration with the faculties of Engineering and Environment (led by **Trappmann**).
- As detailed in Table 1, LUBS has invested significant internal resources to ensure the vitality and sustainability of its research culture, with a total investment of more than GBP50m. Investments in dedicated research time, PDA allowances and rewards for publications, discussed in section 2, all contribute to the development of high-quality output, while investments in pump-priming funds (e.g. seedcorn and Challenge Fund awards) constitute focused investment to sustain and expand applications for external funding. The impact budget promotes and supports impact achievement throughout the research ‘lifecycle’. The *Impact & Engagement Support Fund* (open applications up to GBP2,000) seeds the initial translation of research to external beneficiaries, while the *Impact Leadership Award* (five awards annually of GBP20k) supports significant engagement with external partners to deliver impact.

Table 1: *The distribution of internal research budget on investment, 2013/4-2019/20 (GBP)*

Research Workload Allocation	39,400,000
Study Leave	2,200,000
Study Leave Travel and Research Support Scheme	58,000
Personal Development Allowance (PDA)	3,200,000
Databases	2,500,000
Conference Match Funding Scheme	903,000
Publication Scheme	822,129
Research Support Fund (including <i>Small research grant; Support of workshops and research groups activities, and Journal submissions/open access</i>)	350,000
International Visiting Staff Fund	96,000
International Researchers Mobility Fund	12,349
Impact and Engagement Support Fund	248,217
LUBS Challenge Fund	500,000
Total research investment	GBP50,516,882

Infrastructure and facilities

University research infrastructure (REF5a) and LUBS facilities comprise financial, managerial and administrative support (see sections above) that support a vital and sustainable research environment. This includes:

- A well-resourced *professional service team*, through the FRIO, that supports our academic community across the full range of research-related activity, including: pre- and post-award grant support; assistance with grant preparations; support with impact-related activities; and well-developed expertise on dissemination, project management, external communications and social media. A strength is the adaptability and flexibility of this service. For example, in response to the COVID-19 pandemic, research support was refocused to ensure that LUBS researchers were able to continue their research and respond, where appropriately, to new funding calls and calls for academic analysis of the pandemic. Notably, more than 20 applications were submitted to the UKRI COVID-19 rapid response call. Members of FRIO who usually provide other aspects of support were mobilised to provide additional pre-award support, such as enhanced internal peer review, to ensure quality control and fast-track costing and approvals of bids.
- LUBS has expanded its University campus physical presence and has plans for further *capital investment in new buildings* and the redevelopment and refurbishment of space over the next 10 years. In collaboration with the School of Law, LUBS has implemented the LUBS LAW Transformation programme with capital investment of GBP75.7m. The building programme includes collaborative spaces, improved facilities for virtual meetings, behavioural labs, a smart research lab and the potential for inbuilt software for transcription that will provide enhanced infrastructure to support research activity within the School. Following the University's [Carbon Management Plan](#), all new builds are designed to meet targets to achieve net-zero carbon emissions by 2030. The development will improve disabled access to campus infrastructure.
- LUBS has invested GBP2.5m in databases to support scholars that use secondary data for their research, including [Amplify Trading](#), [Audit Analytics](#), [Beauhurst](#), [Bloomberg](#), [Boardex](#), [Compustat](#), [Concord](#), [Creditsafe](#), [CRSP Chicago Booth](#), [CSMAR](#), [EMIS](#), [FAME](#), [Fitch Connect](#), [Institutional Shareholder Services](#), [Morningstar](#), [Orbis](#), [Ratwatch](#), [Refinitiv](#), [S&P Execucomp](#), [WRDS Platform](#), and [Xitracs](#). Three Research Data Officers provide specialist support for financial data resources.
- LUBS' institutional memberships enable our academics and PGRs to access support networks (e.g. LSSI, LIDA, NARTI, WRDTP and NORD-IB) and additional funding resources. For example, through LSSI, academics have received awards from ESRC/IAA (Responsive Mode Fund and Knowledge Exchange Fellowships), ESRC NGO Fund, Research England QR-SPF Fund, and the International Strategic Partnership Fund. As a member of the [WUN](#), LUBS researchers are able to access the Research Development Fund and participate in its Research Mobility Programme. A recent example is the project on "[Covid-19 and Migration Systems in Transition](#)", led by **Forde** (CERIC), in collaboration with the Universities of Western Australia and Renmin.

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

Our contribution to the research base is evidenced by our participation in leading journals, academic and professional institutions and international conferences. Our extensive international networks and collaborations underpin our research quality and commitment to generating impact. We collaborate with companies, policymakers and non-academic institutions to make a difference to economy and society in the UK and internationally.

Networks and Collaboration

LUBS researchers are actively embedded in collaborations, networks and partnerships through an extensive programme of regional, national and international joint projects. Such collaborations are

fostered by a strong tradition of inter-disciplinarity, evidenced by active participation in cross-faculty research streams that reach out to wider academic networks and generate extensive co-authorship across disciplines. An analysis of 1,971 articles in Scopus illustrated that 71% were in non-business and management subject areas, including social sciences (24%), psychology and decision sciences (18%), engineering (6%), arts and humanities (6%) and a further 10% across environment, medicine and mathematics. Inter-disciplinary engagement and network building is supported through the array of investments detailed in Table 1, including an International Visitors scheme and the professional support of the FRIO for sustaining networks through workshops, conferences and the hosting of leading international conferences.

Taken together, LUBS research centres have active collaborations with all faculties of the University, with STC and Fintech co-directed in collaboration with Engineering and Computer Science respectively. AIRE has acted as the co-lead for the University's Cities Theme and has participated extensively in collaborative research designed to meet governmental priorities of addressing societal challenges (e.g. energy, sustainable development, clean water, digitalisation, poverty, and well-being). From leadership of the FESSUD project, AIRE researchers have participated in more than GBP20m of UKRI funded projects. Illustrative collaborations include the Productivity Insights Network (ESRC GBP1.5m), involving 11 UK universities (including Sheffield, Cardiff, Cambridge, Durham and Glasgow) and iBuild (EPSRC/ESRC GBP3.5m, with Newcastle and Birmingham), which contributed to an impact case study that influenced HMT Guidance on valuing infrastructure provision.

Participation in, and leadership of, major ESRC funded research centres also connects LUBS researchers to notable national networks. On big data and analytics, researchers from CDR, GLOSMARC and CMRC are members of CDRC which brings together world-class researchers from Leeds, Liverpool, Oxford and UCL in a collective ambition to use consumer data to provide unique insight into a diverse range of societal and economic challenges (including food waste, sharing economy, sustainable food consumption and travelling). Similarly, Digit represents a LUBS co-led collaboration with Sussex, Aberdeen, Cambridge, Manchester, and internationally Monash, to investigate the impact of digital technologies on the future world of work; an issue of pressing significance as the economy looks to grow out of the COVID-19 crisis.

A notable strength of LUBS' research networks and collaborations is their international reach. International networks are encouraged through the activities of research centres, and are evident in collaborative projects and joint publications. This activity is supported through our Publication Scheme and International Visiting Staff Fund. Since 2014, LUBS researchers have co-authored more than 1,100 outputs in collaboration with 429 universities and research institutes in 53 countries, accounting for nearly 55% of total publications. Analysis of Scopus ranks LUBS 5th by publication in the Russell Group (2014-20) for percentage of international collaboration, with top international co-authoring institutions including Carnegie Mellon, Erasmus, Michigan State and Georgia State.

Mechanisms for fostering international networks include the hosting of regular international symposia and conferences and the exchange of international visitors. LUBS researchers organised 504 workshops, symposia and conferences during REF2021. For example, LUBS hosted the 45th annual European International Business Academy conference in 2019, with over 500 delegates, and the 2016 *Work, Employment and Society* conference, with over 400 delegates. GLOSMARC's annual Marketing Research Camp has led to co-authored papers in *Journal of Marketing* and has been instrumental in the invitation for GLOSMARC to host the AMA Sheth Foundation Doctoral Consortium.

LUBS encourages exchange with leading international scholars through a *Visiting Titles Scheme*, the *International Visiting Staff Fund* and the *Distinguished Speaker Series*. Since 2014, LUBS has awarded 274 visiting titles (94% to international scholars), which can cover a period from four weeks to up to three years. Academics are actively encouraged to take-up visiting positions during study leave (section 2), and in many cases, this can lead to long-term affiliations and external positions. For example, **Lichtner** was awarded a Marie Skłodowska-Curie Global Fellowship to

carry out research with UCL School of Pharmacy and Macquarie University (H2020-MSCA-IF-2016 - EURO276,107), **Buckley** holds a fractional appointment at University of Queensland Business School, and visiting positions at Open University Hong Kong and University of Macerata, Italy. **Alberti** has developed a collaborative project on the hospitality sector and migrant labour with researchers at Padova University funded by an Erasmus Plus mobility partnership.

More illustrative networks, include:

- CDR researchers are deeply embedded in an international decision research network focused on addressing global challenges, across multiple projects. Examples include: **Okan's** Cancer Research UK Fellowship (GBP183k) on cervical cancer screening, in collaboration with the University of Oklahoma, Wake Forest University and the Spanish Association against Cancer; **Kaptan's** participation in an 11 country network, led by the Universities of Pennsylvania and Konstanz on food eating habits (funded by the German Research Foundation); and Bruine de Bruin's involvement in the Network for Studies on Pensions, Aging, and Retirement led by the University of Maastricht.
- **Trappmann** led a major project - *Pework* – funded by the German Research Council (EUR800k, 2016-2020), in collaboration with the University of Wrocław, the SGH Warsaw School of Economics and the Free University Berlin, that examined precarious working lives amongst young people in Germany and Poland. Output was published in *Sociology; Work, Employment & Society* and a book that attracted wide coverage by the German and Polish media.
- **Umney** was co-investigator on an ERC starter grant (led by Greer, Cornell, 2014-2016, EUR1m) focused on establishing a new strand of comparative, institutional analysis of marketization, with collaborators from Cornell, Helsinki and Bremen. Output was published in *Human Relations; British Journal of Industrial Relations*, and *Organization Studies*.
- CEES researchers have led academic networks in Eastern Europe and the global south. **Williams** investigated returnee entrepreneurship to Bosnia and Herzegovina (B&H) and Kosovo (with British Academy and Leverhulme funding), in collaboration with the Universities of Prishtina, Sarajevo and George Washington. **Holt**, with NRF ESRC support, established the South African PhD Partnering Network for Inclusive Growth, with the Universities of Witwatersrand, Pretoria and Nelson Mandela Metropolitan, and, in collaboration with Federal University of Amazonas, leads a Newton Impact award 'Visualising and Enhancing Value Chains in the Amazon'.
- **Bodrozic** is the joint coordinator (2021-2024) of the Standing Working Group, Organizational Studies in the Anthropocene: System Change, not Climate Change, for the European Group of Organizational Studies conference, with colleagues at the Universities of Southern California, Lund, and Victoria.

Relationship with key research users and contribution to economy and society

LUBS has a strong track record of research with relevance beyond the academy that has demonstrable economic and societal benefits regionally, nationally and internationally. Our efforts to support engagement and relationship building and mainstream impact (section 1) are directed by the Impact Champion, with FRIO's professional support and internal funding schemes (sections 2 and 3), including access to ESRC/IAA funding via LSSI. Our Rwl and liP seminar series act as effective pathways to build relationships with a broad range of external beneficiaries, through knowledge exchange, business, academic and policy dialogue, and network building. They help increase knowledge and interest amongst ECRs of the impact agenda, as well as facilitating the sharing of best practice and ideas for more established researchers. The 45 liP events held since 2016 were attended by 1,440 delegates onsite and 302 online, welcoming speakers from, amongst others, Avon and Somerset Police, Barclays, Ericsson AB, Ernst & Young LLP, Grant Thornton, IBM, Marks & Spencer, Santander, SPB, British Museum, UK Fashion & Textile Association and FCO. Our impact case studies showcase our researchers' very best impact work, with local, national and international impact. The examples detailed here

include research engagement and user-group impact that has been achieved but is not covered in our submitted impact case studies.

Governance, Financial Systems and Economic Well-being

- **Seth** contributed expertise on poverty measurement methodologies to a *United Nations Development Program report* in support of SDG1, 'to end poverty in all its forms everywhere', with collaborators at Oxford University. The research developed a Global Multi-dimensional Poverty Index (MPI) that helped policy-makers better target aid and poverty relief, through improving their understanding of poverty variation in their country or region according to health, education and standard of living measures rather than just income. The research attracted international media attention following a [high-level launch event by UNDP](#).
- **Lancheros** collaborated with the West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (with ESRC Productivity Insights Network funding) to evaluate the benefits of different financing mechanisms for assisting SME innovation. Also at a local level, **Dymski** coordinates Leeds ACTS (an academic collaboration with the third sector) to address local societal challenges, including inequality, through innovative, research-led solutions.
- **Taylor and Summers'** behavioural science research has helped improve, through collaboration with the UK Meteorological Office (ESRC, GBP166k), how the public are informed about extreme weather and climate information to help improve individual and organisational decisions about climate and weather risk. **Taylor** has extended this work internationally, via a Newton Fund grant (GBP340k), collaborating with the Chinese Meteorological Administration to develop evidence-based recommendations for climate information providers in China. Subsequently, **Taylor** joined the World Meteorological Organisation's High Impact Weather (HIWeather) initiative that aims to improve the provision of severe weather warnings around the world, and is the current co-leader of the HIWeather Task Team.
- **Bown and Kaptan** ran a three-year ESRC-funded seminar series 'Food Options, Opinions and Decisions', bringing together academics and industry partners including DEFRA, Food Standards Agency, and WRAP. The partnership resulted in a UKRI Ideas to Address COVID-19 grant 'Capitalising on COVID-19 as a Trigger for Positive Change in Food Waste Behaviour' (GBP422k) (**Kaptan**) with WRAP and Zero Waste Scotland.
- **McNair** helped the Citizens Advice Bureau develop a brochure targeted at increasing the uptake of financial advice by helping debtors to overcome psychological distress, as part of a Leverhulme Trust Early Career Research Fellowship (GBP150k).

International Business, Marketing Management and Business Networks

- CIBUL researchers have contributed to the policy and practice of *International trade and foreign investment*. **Voss and Davis'** research on modern slavery in international supply chains in the textile industry (British Academy funded) helped a British multinational to implement best practice in supply chain management, and fed into the deliberations of the House of Commons Environmental Audit Committee's report "Fixing fashion: clothing consumption and sustainability" (2019), thereby contributing to the design of the UK's Modern Slavery Act. **Munjal and Buckley's** research on the reduction of transaction costs in Foreign Direct Investment in India helped guide the launch of the 'Intra-Commonwealth Small Business Association' (ICSA), formed jointly by the Ministry of Commerce, Government of India and the Commonwealth Secretariat in June 2016, and subsequently paved the way for an India-Commonwealth SME Trade Summit. As a member of the Uzbekistan government's experts' council for a "Prosperous Future" since 2017, **Aliyev** produced a report, 'Uzbekistan2035' that offered a roadmap for future national economic reform.
- In collaboration with two large, Greek supermarket stores, **Theotokis** developed experimental marketing techniques to demonstrate the effectiveness of complement-based assortment

organisation for the retailer's sales and profit. The output won a best paper award in *Journal of Marketing Research*.

- Robson, **Clegg**, **Kadile** and **Watson** partnered on a Knowledge Exchange grant (ESRC GBP153k) with M&S to develop a 'Best in Class International Franchising Model' to optimise the international performance of UK retailers and help shape the company's international strategy.
- **Basu's** experimental research, in collaboration with Nanyang Business School, on consumer choice decisions when shopping was published in *Harvard Business Review* and informed a methodology created by Norman Vogel consultancy that was included in Google's Design Sprint toolkit.
- **Biraglia** was invited by the Government Office for Science (GO-Science) to join a 'Local and national growth' task force, feeding in to the UK Government's COVID-19 recovery strategy.
- **Wong** led a KTP (Innovate UK GBP131k) with *Southerns Office Interiors (Yorkshire) Limited* that utilised supply chain management systems and tools that enhanced the efficiency of the business and created new business opportunities through the provision of managed services. An additional KTP (Innovate UK GBP138k), with *Clipper Logistics plc*, deploys predictive analytics techniques to help reduce costs and improve the processing efficiency involved in handling product returns arising from fast fashion e-commerce transactions.

Technology, Innovation and Management Practice

- **Hughes** and colleagues designed a Systems Scenario Tool to help (re)design work systems at, amongst other, Rolls Royce and the National Health Service, with key impacts published in an award-winning article in *Ergonomics*.
- **Robinson**, with colleagues from STC, developed an agent-based computer simulation model, in collaboration with researchers at VU University, as part of an EUH2020 (EUR1.5m) seven country project that helped transport companies in three major terminals (in Italy, Poland and Turkey) to better plan and manage crowds of passengers in terminals and in transit.
- **Hodgett**, **Summers**, and **Siraj**, led a KTP (Innovate UK GBP178k) in collaboration with British record label, All Around the World, to develop a system to support and enhance the identification of new pop talent and maximise the utility of the identification process.

People, Work and Organisations

- **Tomlinson**, **Aulakh**, **Charlwood** and **Valizade** were commissioned by the Solicitors' Regulation Authority (GBP25k, 2016) to conduct a diversity analysis of the solicitors' profession. Their analysis of the employment records of every practising solicitor since the 1940s contributed to a 'risk assessment of the profession' and the introduction of an SRA diversity toolkit designed to assist the solicitors' profession in its approach to recruitment, retention and progression.
- **Watson's** ESRC collaborative project with Marks & Spencer - Raising the Ceiling on Diversity & Inclusion (GBP519k), with Birmingham and Durham universities - utilised an action research model that directly influenced the company's Inclusion Strategy and implementation of diversity, inclusion and career progression initiatives. Subsequent research for the West Yorkshire Police (**Watson** and **Hughes**) identified recommendations for diversity policy that was implemented as part of a new BAME inclusion strategy.
- **Charlwood** was instrumental in the (2018) set-up of the *HR Analytics Think Tank (HRTT)* in partnership with the Jon M. Huntsman School of Business, Utah State University, and 3n Strategy (run by LUBS alumni Nigel Dias). The HRTT hosts an international network of HR professionals and academics, responding to demand from practitioners for rigorous, impartial evidence on the application of data analytics for people management. Practitioners from over 200 companies world-wide have participated in HRTT research, including Microsoft, ING, Aviva, Merck (US), Nestle and Nokia (as advisory board members), with analyses

disseminated to a network of 180 practitioner members in 30 countries. Following a commissioned report by the Chartered Institute of Personnel and Development (CIPD), **Charlwood's** research has informed the development of a new International Standard for human capital reporting (ISO 30414) and shaped new CIPD professional standards for people analytics.

- **Greenwood** led the research and drafting of the All-Party Parliamentary Group (APPG) on Steel and Metal Related Industries report, 'Steel 2020'. Described by Lord Brookman, in House of Lords Debate (Hansard, April, 2017), as 'first class' research, the report has enabled the APPG to more effectively lobby Government for targeted action following the 2016 steel crisis, including Industrial Strategy Challenge Funding and increased transparency of Government steel procurement information.
- **Forde** and colleagues' European Parliament Economic and Scientific Policy Department report on the 'social protection of workers in the platform economy' (IP/A/EMPL/FWC/2013-021/L – EURO127k) informed EU-level policy debate on the employment rights and status of platform workers. Following this, a team of CERIC researchers (including **Bessa, Stuart, Trappmann, Umney**) developed the Leeds Global Index of Platform Labour Unrest, which has contributed to a European Trade Union Institute policy briefing and the International Labour Office's World Employment and Social Outlook Report for 2020.

Contribution to the Research Base

Given the international standing of LUBS researchers, they actively contribute to and lead the development of their respective disciplines and professional associations.

Editorial roles: During REF2021, staff have held **84** Editor or Associate Editor positions, and edited **89** journal special issues, including: **Katsikeas** (Area Editor), **Cavusgil** and Devinney (Consulting Editors), *Journal of International Business Studies*; **Rose** (Founding Editor), *Academy of Management Collections* and (Senior Editor), *Journal of Management*; Devinney (Co-Editor), *Academy of Management Perspectives*; **Katsikeas** (Area Editor), *Journal of the Academy of Marketing Science*; **Morgan** (Co-Editor), *Journal of Marketing*; **Stuart** and **Grugulis** (Co-Editors-in-Chief), *Work, Employment & Society*; **Toms** (Joint Executive Editor), *Business History*; **Pitelis** (Editor), *Cambridge Journal of Economics*; **Katsikeas**, (Editor-in-Chief), *Journal of International Marketing*; **Unsworth** (Associate Editor), *Human Relations*; **Tomlinson** (Associate Editor), *Gender, Work and Organization*; **Leonidou, C.** (Associate Editor), *Journal of Business Research*; **Zaefarian** (Associate Editor), *Industrial Marketing Management*.

In addition, **76** staff sat on the editorial boards of **163** leading international journals.

Invited conference contributions and keynotes: Staff delivered **312** invited conference presentations (154 internationally, 158 in the UK), of which **106** were keynote addresses (58 international, 48 UK). Keynote highlights include:

- **Buckley:** World Investment Forum, UNCTAD, Geneva (2018)
- **Charlwood:** CIPD Applied Research Conference, London (2015)
- **Clacher:** Westminster Employment Forum, London (2014)
- **Kaltenbrunner:** Workshop on International Currency Hierarchies, Berlin (2018)
- **Trappmann:** Polish Sociological Association, Katowice (2017)
- **Umney:** Kevin McMahon Memorial Lecture, Dublin (2018)
- **Williams:** United Nations Development Programme, Kosovo (2017)
- **Wong:** International Symposium on Supply Chain and Service, Guangzhou, (2017)

Fellowships and contributions to professional associations and learned societies: Faculty hold **28** prestigious individual Fellowships, including: eight Fellows of the Academy of Social Sciences (Bruine de Bruin, **Buckley**, Devinney, **Glaister**, **Grugulis**, **Love**, **Moizer**, **Stuart**), two Fellows of the Royal Society of Arts (**Buckley**, **Mearman**), six Fellows of the Academy of International Business (**Cavusgil**, **Clegg**, Devinney, **Hult**, **Rose**, **Buckley**), three Fellows of the British

Academy of Management (**Buckley, Clegg, Glaister**), and three Fellows of the Psychonomic Society (Bruine de Bruin, **Okan, Konstantinidis**). **Pitelis** is a Life Fellow of Queens' College, University of Cambridge.

Leadership roles of academic associations, external bodies and funding committees: Staff held **291** external roles since 2014, contributing to the sustainability and vitality of the wider academic community through leadership of academic associations, advisory roles with professional bodies and membership of grant awarding bodies. Indicative examples include: **Clegg** – President of the *Academy of International Business* and co-founder and co-chair (with Plakoyiannaki) of the *British Academy of Management Special Interest Group in International Business and International Management*; **Summers** - President of the *European Association for Decision Making*; **Bennell** – Vice President of the *European OR Society* and Chair of the *European Working Group on Cutting and Packing*; **Stuart** – President of the *British Universities Industrial Relations Association* and Chair of the International Section of the *Labour and Employment Relations Association*; **Wei** - President of the *Chinese Economic Association*; **Okan** - President of the *Society for the Advancement of Judgment and Decision-Making Studies*; **Katsikeas** – Vice-President (Membership-International) of the *Academy of Marketing Science*; **Fontana** – President of the *Association for Social Economics*; **Saridakis** - national (UK) representative for the *European Academy of Marketing*; **Song** and **Voss** - representatives at large for the *International Association of Chinese Management Research*.

In addition, staff held **63** advisory and committee roles for a diverse range of professional, practitioner and governmental bodies. Notable positions include:

- **Brown** – Task Force member, HMT
- **Davis** – Expert member of the UK Ministry of Defence Research Ethics Committee
- Devinney – Director, Social Science Research Network (SSRN)
- **Grugulis** – OECD Expert Group on 'Better using skills in the workplace'
- **Javornik** – Acting Director General of Higher Education Directorate, Government of Slovenia
- **Kaltenbrunner** – Trustee of the Foundation for European Economic Development
- **Moizer** – Chair of the Chartered Association of Business Schools; Trustee of Board of EFMD
- **Stuart** – REF2021 subpanel (17) member for Business and Management

There were **32 panel memberships** for UKRI, charitable and international funding bodies and colleges (eight ESRC, one NERC, one ARC, five UK charitable bodies and eight international funding bodies) and nine other assessor/expert panel memberships. For the ESRC, **Charlwood** is a Grant Assessment Panel (D) Member for the Secondary Data Analysis initiative, **Love** chairs the ESRC Seminar Grants Panel, and **Wei** was a panel member for the ESRC-DFID China and Africa Research Programme. **Rose** acted as panel member for the British Academy Small Grants Scheme. **Holt** is a panel member for the British Council Newton Fund, Social Science. **Grugulis** is a panel member for the Singaporean Workforce Development Applied Research Fund.

Awards for academic contributions (selected): Faculty won **119** awards, including **37** awards for academic achievement and **82** awards for academic output. Notable achievement awards include:

- Academic achievement awards:
 - *Academy of International Business*: distinguished service, women of achievement (**Rose**); the UK/Ireland chapter John H Dunning Prize for Lifetime Achievement (**Buckley**);
 - *Academy of Management*: outstanding reviewer (**Solarino** x2 and **Davis**), impact award (Devinney);
 - *American Marketing Association*: global marketing research award (**Katsikeas**);
 - *Journal of Academy of Marketing Science*: outstanding editor award (**Katsikeas**);
 - *Journal of International Business Studies*: the sole Platinum Medal for Scholarship (**Buckley**), Gold Medal (**Cavusgil**), and four Silver Medals (**Clegg, Hult, Love** and **Rose**);

- *Awards to ECRs and mid-careers included: 2019 Morosoli Prize in Economics (**Burdin**), the 2018 Stockholm Business School Emerging Markets Inspiration Conference Distinguished Scholar (**De Mattos**), and the Academy of International Business young scholar award (**Heinberg**).*
- *Journal article and conference best paper awards: JIBS decade award (**Buckley, Clegg, Voss**); *Review of International Business and Strategy* outstanding paper (**Rose**); *Journal of International Marketing* annual article award (**Hultman**) and most significant long-term contribution article (past five years) (**Leonidou**); *Journal of Consumer Psychology* best paper (**Ulquinaku**); *Journal of the Academy of Marketing Science* (**Morgan**). Indicative conference awards include: Careers Division at Academy of Management Meeting (**Wu**); British Academy of Management Conference (**Clacher, Davis, Glaister, Holt, Jackson, Kesidou, Plakoyiannaki (x2), Viragos**).*