

Institution: Oxford Brookes University
Unit of Assessment 17: Business and Management
1. Unit context and structure, research and impact strategy

Overview

Our research vision is encapsulated in our strategic goals to nurture and achieve the highest quality of impactful, internationally excellent, and world leading research. Central to this vision are our national and international collaborative partnerships. Our research ethos is inclusive, interdisciplinary, and international. We engage with global challenges in equality, wellbeing, security, sustainability, digitalisation, and responsible business. The upward trajectory of our research achievements provides an ambitious and collegial community where researchers at different stages of their career can thrive.

Since 2014 our research strategy has aimed to:

- increase the number of our research active staff;
- increase the quality of our research outputs;
- place research-driven impact at the core of our vision and;
- continue to build our doctoral programme.

We enact these strategic goals through our research centres: Centre for Diversity Policy Research and Practice, the International Centre for Coaching and Mentoring Studies, and the Centre for Business, Society and Global Challenges. All three Centres take a cross-disciplinary approach that focuses on our established and emerging areas of research strength. They build on the richness and diversity of our research base to facilitate opportunities for cross-disciplinary research in our UoA and the wider university, whilst also informing the (inter)national research agenda focusing on global challenges and the UK's Industrial Strategy.

Reflecting on our strategic goals and vision, we have included more staff and impact case studies (ICS) in our submission to REF 2021 (50 Headcount/46.35 FTEs, four ICS), compared to REF 2014 (24 /23.5 FTEs, three ICS, all rated at 3*/4*) and RAE 2008 (18 FTEs). We have invested the whole of our QR funding, over £1m allocated to the Oxford Brookes Business School (OBBS) where this UoA is located, to strengthen and further develop research capability within our Research Centres. We have also focused on our international collaborations to drive forward excellent research and we continue to grow our successful Doctoral Programmes (from 17 PhD completions in REF2014 to 47 in REF2021).

Section one: Unit context and structure, research and impact

In 2015 the UoA adopted a new research strategy to implement the future goals identified in REF 2014 'future strategy'. The vision informing this strategy is *"to address strategically important questions faced by society, businesses, organisations and individuals, and to deliver research with impact"*. It has been underpinned by three key strategic objectives:

1) *to pursue and support research in the unit that is of the highest quality recognised as internationally excellent or world leading;*

- 2) *to promote and support collaborations and partnership across the UoA, institution and with external partners, nationally and globally to enhance research excellence and facilitate knowledge exchange;*
- 3) *to enhance the impact of our research in its broadest terms and to widen dissemination of our research to benefit local, regional and global stakeholders including our staff and students.*

What follows outlines our UoA context and infrastructure, provides evidence of our research strategy implementation, and what has been achieved in pursuit of the above objectives.

1.1 The role of the Research Centres in delivering high quality impactful research

Centre for Diversity Policy Research and Practice (CDPRP): (Researchers : **Clayton-Hathway, Dilnot, Handley, Humbert** [Centre Director], **Manfredi** [Centre Founding Director], **Rumens** and **Tzanakou**).

The Centre's research spans gender and diversity issues in the workplace, work-life balance, age discrimination and extending working lives, LGBT rights in the workplace, and social mobility and human rights. Since its inception in 2004, the Centre has strongly focused on bringing together academics, professionals, and policy-makers to identify equality challenges, frame these within a research agenda, and advance knowledge in this area to underpin innovative policy and practice. **Manfredi's** research outputs and ICS were returned to REF2014. Since then the Centre's work has expanded in the number of staff and breadth of research and has produced 64 research outputs, including journal articles, book chapters, an edited collection, a monograph, and an ICS returned to REF2021.

The expansion of the Centre has led to a significant rise in research grant income from a range of national and European funders. It has secured grants from the Engineering and Physical Sciences Research Council (EPSRC), European Union (EU) programmes such as Horizon 2020, and other (inter)national funders such as the Swedish Research Council, Advance-HE, the Royal College of Nursing, the Nuffield Foundation, and the Racing Foundation (see section three for further details). Further income has been gained from the translation of research into consultancy and training. These externally funded projects have enabled researchers to develop national and international collaborations with other academic institutions, as well as with policy makers and other stakeholders beyond the academy. Staff of the Centre are regularly engaged in high-level global collaborations, such as taking part in activities and training for organisations including the European Commission, the International Labour Organization, and UNWomen. They are also often invited to provide expert opinion by policy-makers at national and international level which includes Parliamentary Inquiries and the European Commission (see section four for detailed examples).

Centre for Business, Society and Global Challenges (CBSGC) (Researchers: **Adesola, Altinay, Asteriou, Bernardi, Bowen, Brookes** [retired], **Ciuk, Clarke, Dermody, Dimitrakopoulos** (left), **Ehrlich, Einig, Ferdinand, Ghasemitangalolya** (left), **Ge, Goethals** (left) **Himaz, Huber, Jackson, Ji, Kapuscinski, Karmowska, Knights, Koning** [Centre Director], **Lapworth, Le Roux, Lugosi** [Deputy Director], **Miles, Millar, Mitchell, Nagase, Occhiocupo, Osman, Quinton, Ringham, Su, Trachanas, Van der Veen, Vijaygopal, Wang, Zhang, Zwiigelaar**).

The CBSGC was established in 2018 to: 1) support interdisciplinary research and integrate areas of expertise from the previous clusters i.e. accounting, economics, marketing, work and employment, organisational studies, and hospitality and tourism; and 2) capitalise on the business and

management research that addresses global challenges such as: the wellbeing of communities (migrants, refugees and the elderly); sustainability behaviour change (sustainable consumption in emerging economies, consumer adoption of driverless vehicles, sustainable tourism); organising for security, inequality and poverty reduction; and the changing world of work. The Centre is well equipped to address these various challenges due to the diversity of disciplinary foundations of its members, including sociology, anthropology, psychology, economics, geography and law. It has produced 366 research outputs to include journal articles, books and book chapters since January 2014.

The Centre draws on established networks with national and international academic institutions and non-academic research beneficiaries to address such complex issues. This has led to internationally excellent and world leading research outputs, and successful funding applications. Examples include: 1) the integration of refugees into the labour market in collaboration with international partners in Turkey and Brazil, and supported by British Academy Newton; 2) modern disasters risk finances (Indonesian Tsunami), funded by the Lloyds Register Foundation-Future; 3) combating human trafficking and modern slavery in the hospitality industry funded by the Prevention of and Fight against Crime Programme of the European Union in partnership with national and European institutions, NGOs and industry sector leaders; and 4) future security threats with UK and Dutch law enforcement organisations funded by CREST, the Centre for Research and Evidence on Security Threats, and maritime security in Indonesia with the International Organisation for Migration, funded by the ESRC's Trans-National Organised Crime Cross-disciplinary Innovation Grants. Close collaborations with businesses through Knowledge Transfer Partnerships have led to new empirical insights, helping them innovate and grow, for example with Blenheim Palace on the application of artificial intelligence to visitor management (see section three for funding details of these grants).

International Centre for Coaching and Mentoring Studies (ICCaMS) (Researchers: **Bachkirova, Gannon, Iordanou** (returned to UoA 28) and **Myers**); the Centre also comprises other staff who focus on teaching and knowledge exchange activities.

This Centre was established in 2014. Prior to 2014 the focus of academics in this disciplinary group was on teaching, knowledge exchange and applied research. The Centre status has provided a catalyst to focus on the development of high-quality research to inform practice and underpin its postgraduate and doctoral teaching provisions. Since January 2014 it has produced 39 research outputs, to include journal articles, books and book chapters, and its research has made significant contributions to the development of theoretically robust and ethical practices. These have informed various professional bodies including the European Mentoring and Coaching Council, the Association of Coaching, and they have influenced the funding of research projects through participation in scientific advisory councils. The Centre hosts the open-access journal *The International Journal of Evidence-based Coaching and Mentoring*, with its members playing key leadership roles on the editorial boards of this and other major academic journals in the coaching and mentoring field.

At present, ICCaMS is one of the leading producers of evidence-based coaching and mentoring research in the world. This is evidenced, for example, by several invitations as keynote speaker received by the Centre's Director (**Bachkirova**) to international conferences in Australia, Canada, United States, Finland, as well as other countries and awards received by **Bachkirova** and **Gannon**, (see section four for details). In addition to its core members, it has twelve collaborating academics across the University, five visiting scholars, three associate consultants, and thirteen coaching supervisors for students completing postgraduate studies. It runs a successful Doctor in Coaching and Mentoring (DCM) programme (see section two research students for more information). The

Centre also supports ten PhD students within the specialisms of coaching and mentoring. It regularly runs research events such as an Annual Coaching and Mentoring Research Conference, a specialist doctoral symposium as well as biennial Coaching Supervision Conferences and Symposia. Researchers of ICCaMS have led the development of many significant edited collections in the field, and collaborative projects, with academics and practitioners in the UK and abroad. Their partners, among others, include: University of Sydney (Australia) Coaching Psychology Unit, Columbia University (New York, USA) School of Education, University of Copenhagen (Denmark) Coaching Psychology Unit, Institute of Coaching (Harvard, USA), University of Stellenbosch (South Africa) Business School. The Centre provides a locus of academic and research support for coaching and mentoring initiatives across the University, reflecting the interdisciplinarity of coaching and mentoring.

1.2 Promotion of collaborations across the UoA, institution and with external partners

Our strategy has involved effective use of QR funding, development of national and international partnerships through collaborative externally funded projects and proactive engagement with cross-faculty research networks and the establishment of a research hub.

QR Investments: We have invested QR funding through internal small grants (ISG) and university-wide Research Excellence and Impact Awards from the Central Research Fund (CRF) to provide seed funding for research projects, support outreach activities to disseminate research, engage with stakeholders beyond academia and facilitate research impact. Since January 2014 we have supported over 30 ISG (c.£150,000). For example, in the CBSGC an ISG has supported the development of cross-faculty, multi-disciplinary collaboration between law, social sciences and hospitality to undertake a pilot study on refugees' settlement, transition and labour market integration. This led to a successful small British Academy Newton award that enabled the internationalisation of this work by developing a collaboration with three Brazilian institutions to identify employment pathways for refugees in the hospitality industry (**Lugosi**). This research has underpinned collaborative work with the Oxfordshire Refugee Pathways Group and partners from the City Council, multiple charities (Asylum Welcome, Refugee Resource, Crisis and the Red Cross), NGOs such as the International Organization for Migration, various social enterprises, and the Department for Work and Pensions, including designing joint intervention projects. Another example is an ISG that supported the organisation and hosting of COSINUS (an international Conference on Systems of Innovation and the New role of Universities) in 2018 (**Adesola**). This has led to an edited collection and a special journal issue with contributions from international scholars and experts in the field of innovation and university-industry relations.

These are just two examples which show how QR and CRF investments have been used to support Centres to extend their research base, develop cross-disciplinary collaborations, engage with non-academic research users, and attract external funding. Further details and more examples are provided in section four.

Building collaborations through externally funded projects: Several national and international collaborations have also been developed through externally funded projects. CBSGC research has focused on tourism congestion and place management. This was initially funded through a small ESRC Impact Accelerator Account, in conjunction with the University of Oxford (UoO), and which has been expanded through a further British Academy grant to study these challenges internationally, and in collaboration with researchers from Sun-Yat Sen University, China (**Ji**). Larger International collaborations, include a project funded by Horizon 2020 that brings together academics

and industry professionals from 10 European countries (**Humbert**), and research funded by Lloyd's Register Foundation-Future (FITTER) on Tsunami End-to-End Risk Quantification, together with partners from UCL, Brunel, Indonesia Insurance Development Forum, and the World Bank (**Himaz**).

Cross-faculty collaborations: Researchers from all three research Centres take leading and supporting roles in university-wide cross-disciplinary research, innovation and knowledge exchange (RIKE) networks that have recently been developed on: Migration and Refugees (**Altinay** and **Lugosi** [Steering Group]); Inclusion, Diversity and Gender (with a leading role for the CDPRP and chaired by **Manfredi**); Healthy Ageing & Care (**Quinton** [Steering Group]); and Children and Young People (**Koning** [Chair], and **Himaz** [Steering Group]). **Jackson** (CBSGC) has been seconded to work a day a week in the newly established Institute for Ethical AI in the Faculty of Technology, Design and the Environment (UoA11). The CDPRP has a long established collaboration with colleagues in the Law School (UoA18) and there are also other collaborations between the CBSGC and the Faculty of Humanities and Social Sciences, ICCaMS and the School of Education (UoA23) and Oxford School of Nursing and Midwifery (UoA3).

Research hub: This provides a physical space where Research Centres have been co-located to develop a strong cross-disciplinary collaborative ethos among our research community and facilitate a nurturing culture for early career researchers. This space also provides accommodation for visiting scholars to encourage cross pollination of ideas and national and international collaborations.

1.3 External engagement and research impact

Delivering research with impact is key to our vision and strategy. We have built on the outstanding and very considerable impact of our unit's research impact cases returned to REF2014, and appointed an academic as research impact coordinator (**Gannon**). This role involves organising high-level training, facilitating communication and dissemination of research through a range of media, and engaging with non-academic research users. Researchers are supported from UoA QR and CRF funds to develop research ICSs, and receive administrative support with the gathering and categorisation of evidence of research impact within the university Impact Tracker.

High level training: this is ongoing and includes workshops delivered by Professor Alis Oncea from the UoO, attendance at British Academy of Management REF2021 Research Director events (Liverpool and London) as well as workshops designed and delivered by our Impact Coordinator. Additional training initiatives are available to our colleagues through the university Public Engagement network that also promotes exchange of good practice across faculties. This training is central to the UoA vision of delivering research with impact. It aims to encourage researchers to see impact as an integral part of their research process and think proactively about potential benefits and beneficiaries of their research and identify most relevant pathways to engage with non-academic research users. It is open to all researchers, including doctoral students, and offers different types of training sessions for researchers at the beginning of their research impact journey as well as those who are instead developing their ICSs.

Communication and dissemination: QR funding has been used to provide media training to researchers by a former BBC journalist, to communicate research findings through television and national press. Research in the unit has received significant media coverage from international media such as CNBC Africa (on gender statistics in Africa by **Humbert**) and mainstream national media such as BBC TV (on women in racing by **Clayton-Hathway** and **Manfredi**; on security threats by **Koning**) and radio (Woman's Hour featured **Humbert**'s research on gender and pay in nursing),

Unit-level environment template (REF5b)

The Guardian (**Dilnot** on social mobility issues, **Manfredi** on under-representation of women scientists in spinout companies), and The Financial Times (**Le Roux** and **Van der Veen** on Blenheim Estate's economic impact on the local Oxfordshire economy). Research on FTSE100 sustainability reporting by **Miles** has been covered by Board Agenda. Our research is also disseminated to potential beneficiaries through practitioner-oriented publications including the regular 'Research Matters' column in Coaching@Work (ICCaMS team).

All three Centres have dedicated research pages, make use of Twitter, podcasts and short-videos and feature in the OBBS special magazine *Research Reporter*, published every year both in hard copy and on-line.

Use of CRF funding to support the development of research ICSs: this has been provided in the form of teaching buy-out and/or research assistant support to gather and categorise evidence to demonstrate research impact. It has also been used to organise events such as the International Anti-Slavery Day in 2018, open to the general public, on the theme of combating modern slavery in the supply chain. This was intended to facilitate the impact of research undertaken within the CBSGC (**Goethals** and **Brookes**) and it used the media of theatre to raise awareness about this issue. It was followed by a high-level panel discussion with senior representatives from businesses including John Lewis, Next, the Police, local authorities and NGOs.

1.4 Research integrity and ethics and open research

Research integrity and ethics: unit-level support is provided for research integrity and the embedding of good practice in research through both formal and informal pathways. Research integrity and compliance with both internal policies and external requirements is taught through new staff researcher ethics seminars delivered centrally by the university. Seminars for existing staff and individual one-to-one support for specific research projects, including funded research, is delivered by a specialist research ethics officer for the Business School (**Handley**). The specialist ethics officer, who is also an academic researcher, is a member of the University Research Ethics Committee, and annual training and knowledge development is offered to the committee (www.brookes.ac.uk/research/research-ethics/). At the census date, the post of Chair of the University Research Ethics Committee was held by **Quinton**, a Reader within this unit. Her background in digital media has been instrumental in leading the development of best practice to address ethical issues relating to research through the use of digital media.

Open research: we comply with Open Access Requirements and UoA17's research outputs are available on the Oxford Brookes institutional digital repository RADAR. Our research data is also openly available, and examples include **le Roux's** raw data for the project "Climate Change Catastrophes and Insuring Decisions: A Study in the Presence of Ambiguity" published in *Journal of Economic Behaviour & Organization* (<https://www.sciencedirect.com/science/article/pii/S0167268118302051?via%3Dihub>), and **Himaz** (2015) *Fiscal Squeeze: UK Public Finance and Political Variables Data 1900-2015* UK Data Service, Reshare. We also pro-actively encourage initiatives to promote research open access. An example of this is the *International Journal of Evidence Based Coaching and Mentoring*, established by the International Centre for Coaching and Mentoring, hosted by RADAR.

1.5 Future Research Strategy

Our current strategy has helped the UoA to progress on an upward trajectory and develop a robust research culture and community. This strategy is now well embedded in the UoA; however, there are a number of areas that we intend to develop further.

Academic staff recruitment and retention: we aim to recruit more Early Career Researchers (ECRs) and draw from our pool of doctoral students by creating systematic pathways to Post-doctoral research assistant (PDRA) and independent Research Fellow (RF) positions. These research-focused posts will be located in our research centres and help ECRs to develop strong research profiles before moving into lecturing posts. The UoA will continue to nurture existing talent and make greater use of our own expertise from ICCaMs to devise a more structured and effective mentoring scheme and coaching support. We continue to focus on the development of research leadership by rotating roles such as Research Leads, Grant Panel Chair, Research Ethics Officer, and Research Impact Coordinator. In addition we have identified other specific tasks to help develop research leadership skills such as leading research teams, organisation of symposia and conferences. We intend to raise the number of staff to be returned to the next REF from 41% (2021) to at least 60% of total academic staff employed within OBBS/UoA 17.

Research infrastructure. In line with our university's new research strategy, research centres will continue to provide our core research infrastructure for the unit and build on areas of research strengths. We will develop a fourth specialist research centre of excellence focusing on enterprise, entrepreneurship, innovation and economic development to engage with the local and national Industrial Strategy. This will link intellectually-led questions and practice based-solutions to contribute to the post-Covid economic recovery. It will build on the expertise in this area and significant track record of research funding of **Vorley** (PVC Dean who joined OBBS in June 2020) that will include the development of a data access platform to standardise client data and examine how the platform will transform the business models of professional services firms, total value £1,778,862 [£115,646, Brookes share]. It will involve other colleagues with a track record on entrepreneurship, strategy, SME and applied economics (**Altinay, Karmoska, Le Roux and Zwiegelhaar**). We will also strengthen collaborative research between centres within the unit and across the University. This includes project-based collaborations with the Institute for Ethical AI located in UoA11. This is being facilitated by the one day a week secondment of **Jackson** to the institute to develop synergies and identify opportunities for research collaborations.

International collaborations. We will seek to develop further international collaborations by increasing the number of institutional research partnerships, in addition to those established by individual academics and keep the focus on addressing global challenges.

External funding. We aim to set ambitious targets to continue to raise the unit research income from a range of funders and sources.

External engagement and impact. Engagement with end-users and research impact remains at the core of our research culture and vision. To this end we aim to develop stronger generative links between research and the Business School External Engagement Unit to maximise impact through knowledge exchange opportunities and diversify income. We also intend to proactively seek more sponsorship from industry and other organisations for research projects and PhD studentships.

Contribution to building new institutional research capacity. Researchers in the unit will continue to play a key role in strengthening institutional research capacity. As mentioned earlier, they are leading new university-wide research networks aimed at bringing together researchers from different disciplines in areas of research excellence.

2. People

2.1 Staffing strategy and staff development

At the census date OBBS employed 156 eligible academics (113 FTEs) with 50 (46.35 FTEs; 41%) having significant responsibility for research (SRR) and returned to REF2021 (with an additional 3 FTEs returned to different UoAs). This is a significant increase compared to the 23.5 FTEs returned to REF2014 and 18 FTEs returned to RAE2008 demonstrating a sustained upward research trajectory. Overall we aim to achieve a balanced demographic of researchers at different stages of their career and develop sustainability and critical mass in areas of research strength.

We have appointed ECR RFs to support their career development (**Clayton-Hathway**, **Dimitrakopoulos [left]**, **Goethals [left]**, **Ghasemitangalolya [left]**, **Van der Veen**, and a Senior RF (**Tzanakou**). RF posts have been funded by a mix of CRF and UoA QR funding, save for **Van Der Veen** and **Clayton-Hathway** who are funded directly by OBBS. They have all been located in one of the Research Centres to support different areas of research strengths, mentored by senior researchers, and received considerable support in terms of training, opportunities to give guest lectures and join doctoral supervisory teams. They have also been provided with a personal research allowance of £3,000 funded by QR to be spent over a period of three years on conferences and other research-related activities. The nurturing environment provided by the Centres has enabled them all to develop their research profile and this enabled some to move into permanent lecturing posts in other UK (Universities of Leeds and Sheffield) and European institutions (SKEMA Business School France). To enhance research leadership, we also recruited new Professors (**Dermody**, **Knight**, **Rumens** and **Vorley**) and one Reader (**Humbert**).

We focus on nurturing existing talent and there is a clear career path for researchers through Readership leading to Professorship. A number of colleagues (**Ciuk**, **Quinton**, **Myers**, **Dilnot**, **Lapworth**, and **Ringham**) have previously been financially supported by OBBS to undertake their doctoral studies and they have all been returned to this REF cycle. **Quinton** has also been promoted to Reader together with **Asteriou** and **Iordanou** (the latter returned to UoA 28). **Bachkirova**, **Koning** and **Lugosi** have been promoted to Professor and **Manfredi** (already a Professor in 2014) has been appointed Associate Dean for Research and Knowledge Exchange (ADRKE) in 2016.

We also support and provide development opportunities for post-graduate research assistants (PGRA). For example, **Clayton-Hathway** was employed as a part-time PGRA in the CDPRP, completed her part-time doctorate in 2018 and was appointed as RF in 2019. We keep fixed-term contracts to the minimum and, subject to availability of resources, make staff permanent: e.g. **Van der Veen** has been moved from a fixed-term to a permanent contract.

All new academic staff receive, in addition to the general School and University induction, a research-specific induction from the School's Research Manager. This includes understanding support that can be provided by the Research Office with regard to preparing applications for funding, understanding open access requirements, helping with the organisation of research-related activities, and dissemination of research findings, including through social media. Research Leads

(RLs) mentor new staff and ECRs and there is a university-wide mentoring scheme for ECR and mid-career colleagues. Through the annual Professional Development Review and research plans, colleagues who are within two years from promotion are identified and offered mentoring and focused guidance on preparing applications.

All staff with SRR are allocated a research workload planning allowance of 20%, 30% or 40% of workloads commensurate to their level of research performance, outputs, successful grant awards and other research-related responsibilities. These research allowances are reviewed and agreed annually with the ADRKE, RLs and Centre Directors and they are based on three-year staff Personal Research Plans (PRPs). One-to-one meetings are held between individual researchers and RALs to provide guidance and advice prior to submission of these plans. The UoA offers a sabbatical scheme that enables staff to have a full semester free of teaching and administration to focus entirely on their research to achieve agreed outputs. Sabbaticals or significant teaching buy-outs are also available through the CRF Research Excellence and Impact Awards that can be applied for on a competitive annual basis. During this REF cycle a total of 12 researchers benefitted from sabbaticals or substantial teaching buy-out. Other support includes funding to attend academic conferences, research methods training. This support is available to all researchers regardless of their employment status (i.e. includes fractional, fixed-term).

High-level external research leadership training is also funded and provided to colleagues at appropriate stages of their careers. For example, **Asteriou** and **Koning** attended the Chartered Association of Business Schools training for Research Directors and **Manfredi** attended a modular course on leadership by the Leadership Foundation for Higher Education.

2.2 Equality

The UoA takes very seriously its obligations under the Public Sector Equality Duty to have 'due regard' to equality considerations by placing equality and inclusion at the core of all its policies and practices. Overall, the School employs 156 (113 FTE) eligible academics: by headcount 56% are women and 24% are from a BAME background. From our Equality Impact Assessment (EIA), it shows that staff with SRR and returned to REF2021 represent 32% of the total number of eligible academics (by headcount): 34% of eligible women, 29% of men, 29% of White and 35% of BAME staff. The overall profile of UoA17 comprises: 60% women and 24% from a BAME background. Our selection of outputs has been guided by our university Code of Practice EIA to ensure that the output selection is carried out fairly and free from bias (women 2, men 2.5, White 2.0, BAME 2.2). This does not show any statistically significant difference of average outputs by gender or ethnicity at UoA level, nor by disability, LGBT and contractual status (i.e. full-time/part-time and permanent/fixed term).

Women represent 75% of Readers and 50% of Professors. The School's Senior Executive has 50% representation of women. Several staff returned have young families and/or caring responsibilities for elderly parents or adult dependents. Staff's equality-related personal circumstances (e.g. maternity/paternity/parental leave, caring responsibilities, illness, disability etc.) are taken into account when reviewing research allowances, and additional support is put in place where appropriate. We support flexible working which benefits all staff, especially those with caring responsibilities, long-term conditions, disabilities, or who wish to start phased retirement.

The OBBS supports requests from colleagues who wish to reduce their working hours for any reason and equally tries to accommodate, in so far as practicable, requests to increase working hours. The

university has a career break policy which is open to all staff, not just those with caring responsibilities. Over the assessment period we have supported two requests for career breaks and supported staff to successfully re-engage with their research when they resumed their jobs. All colleagues who took maternity leave during the relevant period have returned to work.

Researchers enjoy a significant level of autonomy in the way they manage their workload and strike a balance between their presence on campus and home-working. We foster a culture of trust that focuses on delivery and high performance as opposed to presenteeism. Researchers with young families have found our annual residential writing retreats especially helpful in being offered a dedicated space within which to focus on their research. CDPRP has a track record of research that has influenced policy and practice in the area of equality in HE, both nationally and internationally. **Manfredi** has been involved in the development of the University Code of Practice and designed and delivered equality training for workload planning and REF for the whole university. **Humbert**, Director of the Centre, is a member of the OBBS and University Athena SWAN self-assessment team and of the Equality, Diversity and Inclusion Advisory Group. OBBS/UoA17 is working towards an application to Athena SWAN Bronze Award. All staff, including programme leads, who are involved in managing workload planning have received equality training, delivered by **Koning**, to ensure that equality considerations are taken into account.

2.3 Research Students

After a period of year-on-year growth the doctoral community has recently stabilised at about 80 candidates, comprising a range of full-time, part-time, funded and self-funded students. There is a wide range of nationalities and an almost equal split of female/male candidates. The Doctorate in Coaching and Mentoring (DCM) programme is capped at eight students per year and typically has 24-30 part-time candidates enrolled at any one time. During the assessment period we have invested in 19 fully-funded (fees plus bursary) doctoral studentships supported by a mix of QR and CRF funding. We are using these studentships strategically to support areas of research strengths and to establish collaborative links with international institutions. For example, we funded a studentship on security initiatives in South Africa based on the work and networks of **Koning** (Director of Studies). This is supported by an interdisciplinary supervision team (law, politics and organisational studies). Another example builds on the work of **Karmowska** (Director of Studies) on SMEs, and it has been funded to develop a new collaboration with the Birla Institute in India through joint supervision. Advanced Oxford, an organisation focusing on knowledge-intense businesses and long-term regional development, is part-funding (£12,000) a PhD scholarship in the CDPRP. This expands the work undertaken by **Humbert** (Director of Studies), **Manfredi** and **Tzanakou** on women's careers and leadership. All doctoral students are aligned to Research Centres and the CBSGC has the largest number of students. Some students, depending on their research topic, benefit from cross-Centre and cross-faculty research supervision. Most UoA researchers are engaged in supervisory activity. Since REF 2014 the number of PhD completions has increased from 17 to 47 (DCM completions were not returned then). The table below shows a breakdown of yearly completions for the doctoral programme and the DCM.

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total
PhD	4	8	4	11	3	8	9	47
DCM	1	7	5	4	5	4	3	29

All doctoral supervision occurs in teams led by a Director of Studies which allows academic staff without a doctoral completion to develop their supervisory capacity. The use of supervisory teams also means that students benefit from different academic perspectives. Apart from supervision, the core of our doctoral activity (PhD) revolves around a Doctoral Training Programme (DTP) that has been developed iteratively over this REF cycle. All students are expected to attend all the various elements of the DTP that includes; a Newcomers Workshop (centred on literature reviews and conceptual development); a Newcomers Progression Workshop based on face-to-face peer discussion after 12 weeks of study (in which incoming cohorts discuss both the topics and the challenges of their research); specialist workshops e.g. on pursuing interdisciplinary research projects and developing impact pathways; four methodology courses (Qualitative Level A/B and Quantitative Level A/B); an MPhil/PhD Development Workshop (based on writing); a PhD Exit Workshop and a PhD Exit Progression Workshop.

Another element of the DTP is the popular series of 'Doctoral 20-20 seminars', which have run each semester for the past 15 years. Students present aspects of their work to peers and staff. The 'Doctoral 20-20s' are particularly useful as a practical demonstration to students of the synergy between their seemingly disparate topics and methodological approaches. They have recently been supplemented by a further seminar series highlighting internal UoA research, also organised on a semester basis in conjunction with the DTP, by the CBSGC. ICCaMS runs an additional doctoral symposium for PhD students specialising in coaching and mentoring. The DCM has a taught, assessed programme prior to the thesis element and thesis workshops. During the thesis component of the DCM there are monthly cohort meetings of DCM candidates. DCM candidates are also encouraged to attend appropriate elements from the PhD DTP e.g. 'Doctoral 20-20 seminars'.

Both PhD and DCM candidates also take a vigorous part in training opportunities and other events run by the university through the Graduate College (e.g. Graduate College Research Student Exhibition). The 50th doctorate was conferred in 2008-09, the 100th in 2014-15 and the 150th in 2019-20. Since 2013, nine doctoral candidates have been appointed to full-time lecturing positions within the School. Their appointments bring some very clear advantages. For example, appointees have experience of research and teaching processes within the university. As a result, they bring a dynamic contribution to the research and the wider UoA community. Other doctoral graduates are employed in universities, businesses and organisations in the UK and beyond. Many DCM graduates use their qualification to further develop coaching consultancies. 2017-18 was the first full year of membership of the European Doctoral Programmes Association in Business and Management (EDAMBA). Students and staff participate in EDAMBA events in which students have opportunities to interact with fellow students from across Europe (e.g. EDAMBA Summer Academy). In September 2019 the UoA hosted the EDAMBA Annual Meeting and General Assembly.

Since 2017, our doctoral students have been colocated in one dedicated, flexible learning space within OBBS, a well-equipped research suite with desks and storage space as well as separate spaces for meetings. It helps to develop community and allows academic interaction of both full-time and part-time doctoral candidates outside their more specialist fields.

Overall, the doctoral programmes (PhD/DCM) have a valuable influence on the UoA's research environment. The outputs from a range of doctoral topics, often with a social science base, also make a wider theoretical and practical contribution beyond the UoA in both academic and non-academic spheres.

3. Income, infrastructure and facilities

3.1 Research income

In accordance with our research strategy, and in response to the increased competitiveness of Research Funding Councils, we have focused on diversifying our sources of research income to include trusts, foundations, contract research, and KTPs. We have returned c.£1,290,000, which is lower compared to the c.£1,590,000 of external research income returned to REF2014. This difference is due to a dip in our overall research income in the early stages of the post-2014 assessment cycle. In order to address this we have taken a series of measures which have enabled the UoA to make significant improvements that are now on a strong upward trajectory, these include:

- 1) a change from individual research income targets to the adoption of a more collegiate approach, involving Research Centres developing their own bidding strategies, to contribute to the UoA's yearly research income targets;
- 2) an emphasis on collaborative and cross-disciplinary bidding with colleagues in other OBU faculties and institutions;
- 3) alignment of our research with national and international research agenda i.e. Global Challenges, Industrial Strategy; and proactive engagement with research end users (e.g. policy makers, industry and other professional organisations) to identify research priorities;
- 4) strategic use of the Internal Small Grant (funded by QR) and other CRF as seed funding or match funding of smaller external grants to develop larger applications.

This strategy has led to successful cross-disciplinary collaborative grants with both national and international institutions to address global challenges. Examples include:

- two British Academy Newton Awards on the integration of refugees in the host societies in Turkey £52,461 (**Altinay**) and in Brazil and UK £9,980 (**Lugosi**)
- a grant funded by the Prevention of and Fight against Crime Programme of the European Union to combat human trafficking in the hospitality industry, total value £294,619 [£60,270 Brookes share] (**Manfredi and Brookes**)
- funding from the Centre for Research and Evidence on Security Threats on future security threats, total value £90,001 [£16,455 Brookes share] (**Koning**)
- a grant from the ESRC's Trans-National Organised Crime Cross-disciplinary Innovation Grants on maritime security in Indonesia with the International Organisation for Migration total value £79,703.20 [£18,767 Brookes share] (**Koning**).

We also secured funding that involved working closely with research end-users such as from: the Royal College of Nursing, to investigate careers and pay structures from a gender perspective in the nursing profession, £28,625 (**Humbert**); Advance-HE (formerly Leadership Foundation for Higher Education), to research gender and leadership in HE (£18,270), the role of Executive Search Firms in senior appointments (£14,630), and equality issues in research careers (£8,138) (**Manfredi**); Sir Halley Stewart Trust, to explore the use of digital media among people over 60s, £4,412 (**Quinton**); and The Racing Foundation, to research diversity issues in the horseracing sport, £10,000 (**Manfredi**). Through our focus on pro-actively engaging with research end-users we have established a clear link between research income and research impact as most of our externally funded projects have generated research impact and external engagement as evidenced by our impact cases and examples listed in section four.

We have secured sponsorships from the corporate sector which involved: £10,000 from KPMG in 2016 (**Manfredi**) to produce the first report of its kind into the exchange of talent between business and academia in the UK; £5,000 in 2015 (**Manfredi**) from the influential 30% Club (female leaders in FTSE companies) to hold a panel discussion in 2015 with Helena Morissey and Lord Davies, who led the government review to increase women's representation on company boards (this event was included in OBU's open lectures series and attracted over 200 people); and £4,000 from GlaxoSmithKline (match-funded by an internal small grant) in 2017, to facilitate knowledge exchange through the development of a 'Coaching Knowledge Portal' (**Bachkirova**) that provides public access to organisations involved in the development of original knowledge on coaching practice. This work facilitated engagement with multiple corporate sectors.

The strategic use of internal small grants (ISG) has also been instrumental in helping colleagues to provide seed funding for pilot projects and other research activities to attract large grants. For example, an ISG supported the CDRP to develop a discussion paper in 2017 and hold a roundtable with key stakeholders to bring into focus women's under-representation as founders of university spinout companies. This initial investment of £5000 has led to a successful application for a large grant (c.£267,000) from the EPSRC in 2018 to research barriers and enablers for women researchers to spinout leadership (**Manfredi** with King UoA5). Through this work the CDRP has established both national and international collaborations to include key stakeholders such as the Royal Academy of Engineering, the Royal Academy, Oxfordshire Local Enterprise Partnership, Elsevier and the International Labour Organization.

Another example is that of **Himaz** in the CBSGC who was awarded an ISG of £4,000 in 2017 to fund a roundtable on 'Austerity and its Consequences' that brought together leading academic experts in the area and researchers from UNICEF. In 2018 she won a CRF Research Excellence Award (£8,300) to develop an TCS study for REF 2021, underpinned by her research to reduce inequality in Sri Lanka. The development of the ICS helped improve the credibility of the 'pathways to impact' and 'past evidence of impact' sections in a successful grant application in 2019, 'The Future of Indonesian Tsunamis: Towards end-to-end Quantification of Risk', to the total value of c.£400,000 [£44,000 Brookes share].

Research income has enabled Centres to extend their research base and nurture new talent. Grant funding has created opportunities for post-doctoral research assistant posts and for some of our doctoral students to be employed (on a part-time basis) to work alongside established researchers on projects and further develop their research skills.

Our strategy has also led to an increase of funding: for example, in 2018-19 and 2019-20 combined, our research centres secured c.£1,240,000. This funding underpins an upward trajectory and pipeline of projects which are still in progress, therefore this income has not been fully spent and it will be returned to a future REF. These projects are:

- EPSRC £267,784 to research the participation of women scientists in spinout leadership (**Manfredi**)
- Horizon 2020 GEARING Roles to improve gender equality in European Higher Education institutions. Total value £2,999,962 [£298,864 Brookes share] (**Humbert**), and the CASPER feasibility study for the introduction of a European gender equality classification system. Total value £1,499,280 [£163,616 Brookes share] (**Humbert**)

Unit-level environment template (REF5b)

- Nuffield Foundation to investigate the relationship between 16-19 year old subject and qualification choices and university outcomes. Total value £118,543 [£68,00 Brookes share] (**Dilnot**)
- Lloyd's Register Foundation on risk finances associated with disasters. Total value £400,000 [£42,645 Brookes share] (**Himaz**)
- KTP with Blenheim Estate £246,149 (**Jackson**)
- British Academy to research the participation of women in Nigerian University spinouts £10,000 (**Adesola**) and to research the relationship between individual non-profit organisations and the collaborations they enter into £5,155 (**Mitchell**)
- Innovate UK to develop a Digital Wellbeing Coach total value £49,792 [£9,506 Brookes share] (**Ehrlich**)
- Women in Racing to explore challenges facing working mothers in the British horseracing industry £15,700 (**Clayton-Hathway**),

3.2 Research infrastructure and facilities

Our research environment is supported by an effective research infrastructure characterised by a strong collegiate approach aimed at supporting an agile and dynamic research community committed to delivering internationally excellent and world leading research with impact. Research and knowledge exchange is led and managed by the ADRKE working in close collaboration with senior researchers (e.g. RLs and Research Centres Directors). By and large the research management structure of the UoA reflects the university-wide structure where research is led and managed by the Pro Vice-Chancellor for Research and Global Partnerships who chairs the University Research and Knowledge Exchange Committee (RKEC) and a smaller advisory group consisting of ADRKEs across the four University Faculties. At School level we have a School-based RKEC that also includes the Library, the University Research and Business Development Office (RBDO), as well as students from our Doctoral Programme. We also have a smaller advisory group to the ADRKE made up of RALs/Centre Directors, the Head of the Doctoral Programme, the Grant Panel Chair, the Research Manager and the Grant Officer. The role of these committees is to oversee the implementation of the UoA research strategy, disseminate information about research-related developments, and provide a forum for sharing good practice, problem-solving and developing new ideas.

Other infrastructure and facilities

Research Office. This provides support with grant bids, liaises with the RBDO, supports the Doctoral Programme, and supports conferences and other research-related activities.

On-line tools. The Unit benefits from University-wide on-line tools which include: on-line research database Converis, to ensure compliance with open access requirements and to record information about externally funded projects. Impact Tracker provides researchers with a tool to store and categorise evidence of research impact. The OBBS research office provides individual academics with training and support to ensure correct and effective use of these tools.

Financial support for research activities. All centres are provided with a £3,000 annual budget to support research activities such as seminar series, symposia, and to invite high profile speakers. Examples include: a one day seminar in collaboration with HSBC Business School at the University of Peking (Oxford Campus) led by **Bernardi** and supported by CBSGC; and a panel discussion on Equal Pay with leading academics in this area and a former senior representative from the European Commission funded by the CDPRP.

Internal Small Grants (ISG), conferences and sabbaticals. An annual budget of £30K is provided as pump-prime in support of pilot research projects leading to applications for external funding, or to support activities to develop research impact and other research-related events. This support is available to all staff but priority is given to ECR and newly appointed colleagues. For example, **Clayton-Hathway** (RF) hosted the Gender in Business School, a network of women ECRs in Business Schools, Conference at OBU in 2019. This developmental workshop supported the evolution of the Network, with 35+ attendees and presentations from PhD students and ECRs as well as keynote speakers addressing issues of gender, work and organisation. Another example is that of **Lapworth** who received an ISG to build on her PhD research on the voluntary sector by collaborating with a mid-career colleague (**Ehrlich**).

An annual budget of £80,000 supports attendance to academic conferences. These opportunities are complemented by university funding that can be applied for on a competitive basis to buy out time from teaching, or pay for travelling, accommodation, and subsistence to establish/consolidate international collaborations. Every two years, UoA17 funds a School-based research conference; on a yearly basis we run a research away-day, writing retreats, reading circles to provide peer review support with paper writing, and workshops to support bid writing and share good practice, as well as research impact training. Our senior researchers organise research development events to respond to different needs: for example, **Quinton** and **Koning** organised a sandpit to encourage researchers to respond to a new research agenda focusing on global challenges and the Industrial strategy in 2018. ISG funding was made available to develop ideas generated at the sandpit and support cross-disciplinary pilot projects. **Gannon** (ICCaMS) and **Lugosi** (CBSGC) organised several cross-University workshops on 'Coaching and Mentoring for Research Leadership' (2019-2020); **Quinton** and **Koning** ran an event on participatory research and impact (2019).

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

Overall the UoA is making a sustained and significant contribution to advancing research and knowledge in a number of disciplines as highlighted earlier. This contribution is demonstrated by the high quality of our research outputs, the relevance and impact of our research and its associated funding. This has been enabled by our strategy, research infrastructure and approaches described above. Since 2014 our collaborations have increased significantly and about 60% of our research outputs have been produced jointly with colleagues in other institutions in the UK and across the globe. Research within the UoA has also made a wider contribution to organisations, the economy and the society. Colleagues in this UoA have pro-actively engaged with policy makers at (inter)national organisations such as Oxfordshire Local Enterprise Partnership (OxLEP), and government departments, and their achievements are outlined below through a number of selected examples.

4.1 Collaborations and joint research projects

Several collaborations and joint projects have been established in response to global challenges and these include **Altinay's** research exploring the integration of Syrian refugees by developing 'entrepreneurial capacity' in the UK and Turkey as host countries, funded under the British Academy's Newton Advanced Fellowship. **Koning's** research on organising for security has led to an internal Research Excellence Award on the privatization of security in South Africa which created a 5-year visiting RF position with the Security Institute for Governance and Leadership in Africa (SIGLA) at Stellenbosch University, South Africa and an OBU Global Challenges Research

Studentship on security in South Africa. She also acted as discussant and facilitator at the workshop on the United Nations System (ACUNS): The Sustainable Development Goals and Security organised by SIGLA, Stellenbosch University, South Africa.

Gannon was awarded funding from the ESRC Impact Accelerator Award in collaboration with the UoO and Reading University to investigate the management of mentoring schemes. This award led to the development of the STAMINA Mentoring Network supporting mentoring scheme coordinators, mainly based in the third sector, and to the creation and development of sustainable mentoring initiatives. Other collaborative projects relate to the UK's Industrial Strategy, like the work of **Quinton**, whose expertise is in digital marketing, and who has an ongoing research collaboration with Professor Nina Reynolds (Marketing Dept, Management School, University of Wollongong, Australia) and the Department of Economics and Business, Univesità del Piemonte Orientale, Italy, which have led to several joint publications. She is also working with Professor Shailey Minocha and Dr Caroline Holland at the Open University on the use of digital media among people over the age of 60. This research, funded by the Sir Halley Stewart Trust, is supported by AGE UK and its findings contribute to healthy ageing, one of the Grand Challenges, identified by the Industrial Strategy.

Karmowska is part of a large international network of academics (SINET), co-ordinated by Professor John Child at the University of Birmingham, undertaking research conducted in eight countries: China, Denmark, Egypt, India, Jordan, Poland, UAE and the UK, on the internationalization and innovation of SMEs. This academic network is also connected with stakeholders such as businesses and government agencies. Her work has been recognised with a British Academy Rising Star Engagement Award in 2016-17. **Ji's** ESRC funded Impact Accelerator involved Professor Jonathan Reynolds and Dr Debbie Hopkins (UoO) which was match-funded by an OBBS ISG to undertake a series of focus groups with local businesses, Experience Oxford, Oxford City Council, and the OxLEP to design a research project to look at the challenges of tourist congestion. She won a grant by the British Academy to carry out this research with Professor Jonathan Reynolds (UoO) and Professor Anthony Wong (Sun Yat-Sen University, China) as co-investigators.

Humbert has developed a Gender Diversity Index (GDI) that can be used either at team or organizational level. This was created in response to the European Union's strategy to support excellent science, industrial leadership and tackle societal challenges, and funded by the EU Horizon 2020 programme (GEDII). She also won a commission by the Royal College of Nursing to undertake research in collaboration with **Clayton-Hathway**, and Schutz (UoA3) on gender and pay in the nursing profession. **Humbert** is co-investigator (together with **Clayton-Hathway** and **Manfredi**) and leading a work package examining equality issues in research careers in the HE sector with a pan-European group of academics and industry professionals to improve gender equality in research institutions across Europe as a partner in a project funded through Horizon 2020 (GEARING-Roles). She is scientific coordinator and co-investigator (together with **Tzanakou** and **Clayton-Hathway**) of a project designing and assessing the feasibility of a certification system for gender equality in higher education at European level, in another project funded through Horizon 2020 (CASPER). **Bachkirova** developed a methodology to evaluate coach capabilities that was adopted for the validation of coaches in the Civil Service and Bournemouth University. This research has also informed changes in coach accreditation by two leading international professional associations, the European Mentoring and Coaching Council (EMCC) and the International Authority for Professional Coaching and Mentoring (IAPCM).

4.2 Wider influence on the discipline and recognition by the research base

Several colleagues are, or have been, editors of academic journals. Examples include: **Altinay** is Editor-in-Chief of the Service Industries Journal. He has also been ranked as one of the most cited academics in the world in the area of sport, leisure and tourism by a study undertaken by the University of Stamford (<https://doi.org/10.1371/journal.pbio.3000384>). He has been appointed as the Chair of the International Business, Strategy and Entrepreneurship sub-panel of the Business & Economics Research Assessment Exercise in Hong Kong and invited to serve on Sub-panel 17: Business and Management Studies in the assessment phase for REF 2021; **Koning** is Associate Editor of the journals Human Relations and Business, Culture and Theory; **Lugosi** is Co-Editor of Hospitality & Society; **Rumens** is on the editorial board of Gender, Work & Organization and Management Learning, and edits the Book Series on Men and Masculinities, Routledge. **Humbert** is a member of the Work Employment and Society's Associate Editors Board.

4.3 Advisory Boards

Several colleagues are members of advisory boards of academic publishers and other scientific committees, examples include: Routledge Series on Non-State Actors in International Law, Politics and Governance (**Koning**); Trustee of the Foundation for European Economic Development, FEED (**Bernardi**); ESA (European Sociological Association) member of the Scientific Board of RN17 (**Karmowska**); member of the Scientific and Organising committee of the European Economics and Finance Society (**Asteriou**); Advisor at the *Harvard Business Review* Advisory Council (**Bachkirova**).

4.5 Invited key notes and conference chair roles

Altinay, Co-Chair for RENTRE-1: International Mobility, Migration and Wellbeing Conference, Istanbul University, Istanbul, Turkey, 2019, 2018; The Silk Road and the Tourism and Hospitality Industries, Almaty, Kazakhstan, 2018, 2015; 8th International Conference on Services Management, Washington, 2015. **Asteriou**, Keynote speaker at the National and Kapodistrian University of Athens, 180th anniversary conference on Statistics & Econometrics: Browsing the Past – Facing Future Challenges, Athens, 2017; Keynote speaker at the Globalization and Growth in Eurozone: New Challenges Le Studium Conference, Orleans, France, 2017; **Bachkirova** delivered keynote presentations at the Evidence-based Coaching Conference at the University of Sydney, Australia, 2020; the Americas Conference in Coaching Supervision, Montreal, Canada, 2019; Graduate School Alliance for Education in Coaching at the University of Pennsylvania, Philadelphia, 2019; the Business Coaching Institute, Helsinki, 2019; Coaching Conference celebrating 10th jubilee of lecture series 'Coaching – research and practice', University of Copenhagen, 2018; Coaching Psychology congress at the University of Aalborg, Denmark, 2018. **Bernardi**, Convener EAEPE (European Association of Evolutionary Political Economy) of a permanent stream: between 2014 and 2017 a stream devoted to the 'Co-operative Economy and Collective Ownership'; from 2018 a new stream devoted to critical management studies (with Bill Cooke). **Ciuk**, Co-chair Critical Management Stream at BAM (British Academy of Management 2019 and 2020, with Professor Ron Kerr, Dr Sarah Robinson and Professor Martyna Sliwa. **Humbert** was invited to speak about the use of gender statistics for high-level governmental institutions in Rwanda by the European Commission's representation (2020).

Karmowska, Convenor Standing Working Group on Organization and Time at EGOS (European Group for Organizational Studies), 2019-2022; Sub-themes at ESA Conference, Research Network 17: 'Work, Employment and Industrial Relations'; **Koning**, invited by Oxford Handbook of Law & Anthropology to speak about 'Privatisation of Security' at Max Planck Institute Berlin, 2018; Keynote

speaker on Critical Ethnography of Organisations and the Co-Production of Knowledge, Vrije Universiteit Amsterdam, the Netherlands, 2018; Keynote speaker at Beyond The National: The Regional and Transnational Trajectories of Chinese Indonesians, Institute of Southeast Asia Studies, Singapore, 2016. **Lugosi**, Chair of Conference Scientific Committee and Coordinator of Critical and Cultural Studies Streams for the Council for Hospitality Management Education Conferences from 2014 to 2020. He has also given keynote talks in Brazil, France, China, Hungary, Switzerland and the UK. **Manfredi** was invited in 2016 by the Oxford Martin School to take part in a panel discussion on tackling inequality, and in 2020 as a key note speaker by the Innovation Team Cabinet Office on Promoting Diversity and Inclusion, and the European Academy of Law to talk about age discrimination; **Van der Veen**, Keynote speaker: The Power of Caring in Tourism Marketing, 2nd International Forum of Tourism Communication, Hainan, China 2017; Understanding the Leisure Traveller: Reliable Data with Practical Relevance, TBEX Europe, Stockholm, Sweden, 2017; Milestones, Measurements and Misconceptions in Tourism Marketing Research. International Forum of Tourism Communication, Beijing, China, 2016. He is also a visiting fellow at Edith Cowen University, Perth, Australia. **Zwiegelaar** served on the Board for the World Open Innovation Conference in 2019.

4.6 Awards

Bachkirova received an award from the Institute of Coaching at Harvard University, in Boston in honour of a decade of inspiring and supporting coaching science as a member of the Scientific Advisory Council. In 2017 and in 2018, she received an award from the European Mentoring and Coaching Council (EMCC) for her work on coaching supervision. **Gannon** was recognised for her research, shifting the focus onto formal mentoring schemes and their management by the EMCC in 2019. In recognition of his contribution to the discipline, **Knights** has received an Honorary Membership Award - European Group for Organization Studies (EGOS) in July 2020.

4.7 Wider contribution to the economy and society

Our projects and research expertise have influenced policy makers and attracted commissions from a range of organisations. Examples include **Brookes'** research on Human Trafficking in the Hospitality Industry, which influenced the thinking of international policy makers, with the project being cited in a 2017 European Parliament Motion for Resolution, proposing that training on signs of human trafficking be a legal requirement for those working in the hospitality sector. It also led to the development of a Toolkit of free resources for the sector to tackle Human Trafficking which was identified by the UN World Tourism Organization's Ethics, Culture and Social Responsibility Department as a key external resource, and is promoted by EuroCHRIE (the Europe, Middle East and Africa branch of the Council on Hotel, Restaurant and Institutional Education), which has close to 200 institutional members. This toolkit has also received an official endorsement from the UK Institute of Hospitality.

Clayton-Hathway has been commissioned by Women in Racing to undertake contract research, working with the 'Racing Home' initiative which explores the challenges facing working mothers in the British horseracing industry. This is designed to develop recommendations to help the industry better support its working mothers and work-life balance for employees more generally. **Himaz** was invited by HM Treasury to present the findings from her book '*A Century of Fiscal Squeeze Politics*', co-authored with Professor Sir Christopher Hood, published by Oxford University Press, to an audience of about 100 Treasury staff. Although focusing on the UK, this book has proved to be of significant interest internationally and it has been translated into Chinese.

Unit-level environment template (REF5b)

Dermody was commissioned by Affinion, a leading global provider of customer engagement solutions, to develop a novel research study that resulted in a new customer engagement relationship model. **Dermody** and **Van der Veen** undertook contract research for *Public Engagement in Clinical Research*, Oxfordshire Clinical Research Network. **Dilnot** is leading a research project focusing on how differential choices of school qualifications, particularly at ages 16-19, impact the trajectories of young people into and through university and on into the labour market. This research, which crosses economics, education and sociology, undertaken in collaboration with academics at University College London (UCL), is funded by the Nuffield Foundation. It is far reaching to a range of stakeholders across the UK, including schools careers and subject choice advisers, the Department for Education (DfE), and universities' widening participation departments wishing to design unbiased admissions processes. Findings from this research have been of interest to the Head of UCAS, the DfE Chief Scientific Adviser and the Deputy Director, Curriculum, at DfE, as well as former Secretary of State for Education, Justine Greening. **Einig** acted as paid adviser to a Project with Europe Economics (Consultancy firm) on Credit Ratings Agencies 'Study on the State of the Credit Rating Market'.

Manfredi was invited to submit written evidence to the Older People and Employment Inquiry undertaken by the Parliamentary Committee on Women and Equalities (2016). She is a member of the OxLEP Innovation sub-group and her research on Women and Spinouts to increase diversity in the innovation ecosystem has influenced the 2020 OxLEP Local Industrial Strategy Investment Plan. This refers to the need for improving access for women and BAME researchers in the regional innovation ecosystem by "building on empirical research led by Oxford Brookes University". **Le Roux** has been undertaking a series of Economic Studies for the World Heritage Site Blenheim Estate. **Van der Veen** has developed a Visitor Satisfaction Index to benchmark and evaluate for Cape Town Tourism (www.responsiblecapetown.co.za).

4.8 Visiting Fellows/Professors

Altinay is a Visiting Professor at the University of Cagliari, Italy, 2017. **Bachkirova** holds a visiting professorship at the National Research University, 'Higher School of Economics' (HSE) in Moscow, Russia. **Humbert** holds a Visiting Senior Research Fellow position at the Global Institute for Women's Leadership, King's College London and she is an affiliate member of the Centre for Feminist Social Studies at the Orebro University in Sweden. **Knights** has been a visiting professor at University College Dublin Business School in 2019 and at Macquarie University, Sydney Australia, 2015-2016. **Koning** is Visiting Professor at the Vrije Universiteit Amsterdam (Department of Organization Sciences) and at the University of Amsterdam (Department of Anthropology). **Lugosi** has been a Graduate Faculty Scholar at the University of Central Florida, USA since 2015, Jim Whyte Visiting Fellow at the University of Queensland, Australia, 2016, visiting associate professor at Hong Kong Polytechnic University, 2019, and visiting professor at Gustave Eiffel University, Paris, 2020. **Manfredi** is a Visiting Professor Faculty of Law, University of Brescia, Italy.