

<b>Institution:</b> Durham University
<b>Unit of Assessment:</b> 17 Business and Management
<p><b>Section 1. Unit context and structure, research and impact strategy</b></p> <p><i>a. Overview</i></p> <p>Over the current REF cycle, the research culture and environment in Durham University Business School (DUBS) has been (and continues to be) focussed on the overarching aim of becoming a leading European Business School by 2027. The School has set the following two overarching ambitious research aims:</p> <ul style="list-style-type: none"> <li>(i) "... all academic research and teaching staff are achieving international recognition of their research and a majority can demonstrate international leadership in their field";</li> <li>(ii) "To increase the extent to which our research is recognized, used and referenced by practitioners, policy makers, regionally, nationally, and internationally for its positive social and environmental impact".</li> </ul> <p>Thus, DUBS has worked to have in place the culture and available resources where a diverse range of outstanding researchers can achieve their full potential in pursuit of their research interests, in an innovative and transformative environment.</p> <p>We operate within a high quality infrastructure, currently based at Mill Hill Lane just outside of Durham City, which is set to improve further with a major University investment (delayed by COVID-19 but without any diminution of commitment) to rehouse DUBS into a new, purpose-build £60m+ building in the city centre. This will contain state-of-the-art research facilities (such as a dedicated experimental laboratory and SME incubator space); and an overall requisite high quality research environment that supports and enables world class research, and continues to attract high quality PhD students.</p> <p>The Business School is (since 2019) the 4<sup>th</sup> Faculty in the University, comprising 124.7 FTE research and teaching staff eligible for the REF, covering all core disciplines (including economics and econometrics). A very significant proportion of our research is published in leading journals, and much of it is concentrated in 11 research centres mandated by the Faculty to become internationally renowned centres of excellence:</p> <ul style="list-style-type: none"> <li>(1) Banking, Institutions and Development (CBID – 9 core members);</li> <li>(2) Durham Research in Economic Analysis and Mechanisms (DREAM – 6 core members);</li> <li>(3) Centre for Macroeconomic Policy (CEMAP – 12 core members);</li> <li>(4) Environmental and Energy Economics (CE<sup>3</sup> – 4 core members);</li> <li>(5) Ethical Finance, Accountability and Governance (EFAG – 12 core members);</li> <li>(6) Experimental Methods in Business Research (CEMBR – 7 core members);</li> <li>(7) Innovation and Technology Management (CITM – 10 core members);</li> <li>(8) Leadership and Followership (CLF – 9 core members);</li> <li>(9) Marketing &amp; International Business (CMIB – 11 core members);</li> <li>(10) Quantitative Research in Finance and Economics (CQRFE – 11 core members);</li> <li>(11) Organisations and Society (COS – 15 core members).</li> </ul> <p>Research Centres are not limited to departmental boundaries (indeed they sit within the Faculty of Business and not administratively within the 3 departments making up the Business School and Faculty), and in addition to core staff each has associated (and outside affiliated) members.</p>

Our policy for creating research centres has been to set each of them the target of being world-leading, and CLF has already reached this standard; some 14% of the 278 papers submitted under REF2 come from this centre and most of the publications have been rated by external reviewers as world leading. Lord, Braun, Deng, Epitropaki, Guan, Hall and Lam are all publishing in top journals (e.g., *Journal of Management*, *Academy of Management Journal*, *Organisational Science*, *The Leadership Quarterly*) with many of these articles focusing directly on leadership issues. In addition, the centre accounts for some 27% of the £5.9m awarded to the School during the current REF period (including funding for the impact work of the centre). Its Impact Case Study (ICS) on leadership in the area of policing is an excellent example of how research has achieved substantial and deep impact. Other research centres are learning from CLF (particularly via discussions among centre leads) on what constitutes best practice in developing stronger outcomes.

All centres have produced strong sets of research outputs over the REF period, in high ranking journals, and half have a submitted ICS associated with their research. Significant grant income has also accrued via collaborative efforts, in some instances this having been a major factor in demonstrating their success (e.g. CE<sup>3</sup> through the efforts of Aftab, Scarpa and Jamasb was awarded over £736k).

Some 7.5% of the research outputs DUBS has selected for this REF are for Category B staff (e.g., Clark, Hannan, Li S, Pendleton and Wu C-H), who had significant roles in contributing to our research centres and research in general; they are included to provide a fuller account of the quality of our environment over this REF period. Some 9% of outputs are associated with staff who do not directly belong to any specific research centre (e.g., Guo, Harris, Polos and Saeed).

All PhD students are members of a research centre. Each centre receives a specific share of an annual £200k budget allocated by the Faculty (and subject to a review process to ensure KPIs are being met) which is spent on: (in normal times) attracting world-renowned visitors to come and present workshops and give seminars (in addition we have a DUBS Global Fellowship Programme – see below); supporting internal seminars and workshops (nearly every centre has a weekly seminar during term-time, which went online after March 2020, and that is in addition to departmental seminars that also take place); and generally facilitating research activities (note conference attendance and study leave are organised separately through departments as set out below when discussing research strategy).

In addition to these activities and outcomes, faculty increasingly engage across the disciplinary activities of the University's Research Institutes (see Figure 1 in the Institutional Environment Statement). For example, over this REF cycle, Jamasb (Category B since January 2020) has been Deputy-Director of the Durham Energy Institute and Williams, J. Deputy- (and during 2019-20 Acting) Director of the Institute of Hazard, Risk and Resilience. Internal data collected– May 2017 – shows that nearly two-thirds of research staff in the Business School were engaged in publishing cross-disciplinary research outside their own subject area, with over 43% seeking multi-disciplinary publications.

#### ***b. Research strategy***

In REF 2014, research was organised around 18 research clusters, and these were significant for DUBS in attracting world-class staff, including their role in making our research relevant to various stakeholders in industry and wider afield. An initial five year plan was therefore articulated for the recruitment of 25 FTE staff (at all levels), especially in clusters with critical mass; improving the management of the clusters monitored on an annual basis (including external advisory boards, responsibility for PhD recruitment, ECR mentoring, and impact case development); and for expansion of opportunities for interdisciplinary research. New initiatives were based around greater use of the (then) new Experimental laboratory (based at what was then our Stockton-on-Tees campus); the establishment of a new cluster in international

business; and greater development and expansion in the areas of operations management, the energy industry, and the Leadership & Followership cluster.

Over the period since 2013, DUBS has hired 84 (80.5 FTE) new teaching & research staff (all of whom are expected to make 3-4\* contributions to the REF) while 46 (41.7 FTE) have left. In 2016, with the appointment of a new Dean, the School reorganised the 18+ clusters into 10 research centres (mostly those listed above, with some realignments taking place in 2018) to focus their potential on achieving greater global research excellence and create more critical mass in (and support for those) delivering high quality research and impact. Directors of research centres receive 100 hours of workload allowance to recognise their contributions and provide an incentive to be effective leaders. The centres now play an even stronger role through their strengthened support and networks, bringing staff to Durham to present and interact with existing staff (see more below in section 2); as mentioned above all centres are subject to a rigorous annual process to ensure they meet their KPIs (upon which investment depends); all PhD recruitment (supported by up to 8-10 studentships, of which around 2-4 are from ESRC funding) includes membership and active involvement in a research centre; centres are especially tasked with mentoring and fostering the careers of their ECR members (as well as achieving equality and diversity goals); and centres are a foci for interdisciplinary research. In 2017-18, the University decided to repurpose the Stockton campus and all DUBS staff were consolidated on a single site (Mill Hill Lane) which had undergone substantial refurbishment in 2012-13. The Experimental lab continued to be used up until 2017 (when it was transferred to Mill Hill Lane), but now much of this type of research (especially by our economists) shares the facilities at Newcastle University via the Behavioural Economics Northeast Cluster (BENC), a collaborative effort with Newcastle University Business School (a new state-of-the-art Experimental lab will be based in Durham when the new building is available – see above).

The new and expanded clusters set out in the 2014 research plan have all been supported, with Leadership and Followership being especially successful – e.g., with a £1.3m grant involving substantial international collaboration to train leaders in the US army, and major impact via engagement with nearly all of the UK's police services in the development of their leadership capabilities. In addition, several initiatives to foster excellent research, and strengthen our processes, have been introduced post-2014 REF. These include:

- An increase in the research component of the workload model for research from 40 to 50% of total workload, ensuring staff have adequate time to produce outputs, impacts, and engage in writing grant proposals.
- Incentives to encourage and reward grant capture: 10% of grant overheads (whether explicitly part of a grant award – such as ESRC – or not – such as Leverhulme) are returned to PIs who secure income and a further 10% is returned to DUBS for reinvestment; in addition, the DUBS workload model add the extra time commitment made for such grants to workload allowances, over and above the 50% allocation all research staff receive.
- Seedcorn funding from DUBS of up to £2,000 to support the development of grant proposals and/or impact case studies (the University operates a similar, more generous scheme, to which DUBS staff are eligible); in addition a DUBS scheme whereby (mostly revise and resubmit) papers targeted at highly ranked journals can receive up to an extra £2,000 in resource (to cover visiting collaborators, extra data collection, etc.).
- For those developing impact case studies, in addition to research leave (detailed below), DUBS offers additional leave (usually up to one term) for the development of impact, especially focused on collecting evidence of impact.

The overall success of this strategy – of building on the 2014 research plan, to deepen existing areas of excellence and strengthen in new areas – is demonstrated in a number of ways, most particularly by an increase in world-leading research associated with the (new) research centres, increasing grant capture and PG research degree completions, and the development after 2014 of some 20 impact case studies (9 of which have been submitted for the REF). Some examples of this research include:

- in **Banking, Institutions and Development**: Philip published a paper in *Review of Finance* on financial literacy, which influenced the starting up of new collaborative research with high-level policy makers of India (NISM, NCFE) and Republic of Cyprus (Central Bank of Cyprus) on financial literacy and education, leading to cases of impact; Nicolae's research into international trade and productivity with the Bank of England significantly impacts the policy debate on UK Brexit; centre staff published multiple papers in top tier journals (e.g. *Review of Finance*, *British J of Management*, *J Corp Finance*, *Business History Review*);
- In **Durham Research in Economic Analysis and Mechanisms** Saha published in the *Economic Journal* on illegal betting while Anbarci had a paper in *Management Science* reporting experimental evidence on pricing information and fairness perceptions;
- In the **Centre for Macroeconomic Policy** Chen published a paper in the *Journal of Monetary Economics* on the optimality of US monetary policy, while Chivers looked at employment-based health insurance and misallocation issues (*Review of Economic Dynamics*)
- In **Environmental and Energy Economics** Scarpa considered choice set formation for outdoor destinations in his *Journal of Environmental Economics and Management* paper;
- In **Ethical Finance, Accountability and Governance** a paper by Ferry in *Public Administration Review* considers the issues involved in the corporatisation of the public sector, while Mclean considers how to cost for strategic development in an emerging industry (*British Accounting Review*);
- In **Experimental Methods in Business Research** Kamei uses game theory to consider building reputations for cooperation (the *Economic Journal*) while Shachat in his *Management Science* article conducts experiments link to auctions and bargaining in procurement;
- In **Innovation and Technology Management** the role of entrepreneurship in family-owned firms is investigated by Kraus (*British Journal of Management*) and the *Organization Studies* paper by Pitsis considers role patterns and hierarchic positioning of client and agent in the temporary organization of the Panama Canal Expansion Program;
- In **Leadership and Followership** Braun considers female leadership issues contrasting Asia and America (*The Leadership Quarterly*), Epitropaki considers causality in leadership training research (*The Leadership Quarterly*), while in his *Journal of Management* article Lord provides a network analysis of leadership theory; and lastly Graham was appointed by the Minister of State to be a member of the Steering Group of the Front Line Review (FLR) on Policing and the Fire Service;
- In **Marketing & International Business** Aguzzoli examined interrelated questions about the influence of an emerging-economy parent business system and how this interacts with the well-developed institutional regulation of the host countries (*Journal of international Business Studies*), and Williams, C used institutional and resource based theories linked to agglomeration and clusters to investigate how host country R&D

influences ownership decisions made by technology-intensive multinational enterprises (MNEs) as they internationalize (*Research Policy*);

- The **Quantitative Research in Finance and Economics** centre focuses on all aspects of quantitative and empirical financial modelling and draws expertise from areas as diverse as applied stochastic modelling, financial econometrics, microstructure and asset pricing, publishing on asset pricing, forecasting, volatility modelling, quantitative modelling of derivatives and development of new financial technologies (Fintech) in field journals such as: the *Journal of Econometrics*, *Review of Finance*, *Journal of Business and Economics*, amongst others, as well as attracting significant research income (e.g., ESRC and GCRF programmes and the Qatar National Research Foundation);
- Lastly in **Organisations and Society** examples of external grant funding include: Ford was involved in the ESRC project 'Raising the ceiling on diversity and inclusion: a corporate retail case study'; Bechter was PI on the European Commission Funded 'Social Partner Engagement and Effectiveness in European Dialogue' project, which was also developed into an ICS; Ellis and Tsinopoulos, were involved in a Knowledge Transfer Partnership addressing marketing orientation and supply chain management with local manufacturer PSP Architectural Ltd., and again this lead to an ICS.

For the next 5 years, post-REF2021, the focus in DUBS is in line with our overarching mission of the School striving to join the top ranked European Business Schools by 2027. With this comes a very challenging set of goals for research which include:

1. Recruiting an additional 9-10 additional staff per year, targeted on increasing research strengths across all existing areas but also to develop targeted areas such as Entrepreneurship (in February 2020 the School received a £3m donation to establish the Wilson Institute for Small Business and Entrepreneurship), and new strengths in Business Analytics (which increase our ability to be part of interdisciplinary areas linked to the UK Government's Industrial Strategy – e.g., AI, disruptive technologies as applied to business management, and other aspects of the Industrial Revolution 4.0).
2. Increasing the international profiles of our research centres with over 50% of outputs being judged to be 4\* (with the majority of the remainder being at 3\* level), increasing research income to over £2.5m p.a., maintaining a quality cohort of some 20-25 PhD students (of which half receive studentships), developing at least 20 ICS's for the next REF with the majority of other research achieving significant impact and engagement though its use by practitioners, policy makers, at a regional, national and international level.
3. Expand the opportunities for more interdisciplinary research, building on our involvement with University research institutes (such as the Institute for Hazard, Risk and Resilience, the Institute for Data Science and the Durham Energy Institute) and existing collaborations with computing and physics, but also using research centres to focus on more cross-disciplinary collaborations by offering greater workload and resource incentives.

### c. Impact

The development of impact case studies (ICS) has been facilitated by regular workshops outlining how impact is defined, measured, and ways for capturing evidence, and has involved sharing progress on each prospective impact case study, to gather feedback and strengthen their development. Staff involved in an ICS have received (pro rata) a 100 hour p.a. workload allowance, the dedicated help of an Impact Case Officer employed by the School (with further assistance from the central Research & Innovation Service where needed), and regular written



feedback from the Deputy Executive Dean (Research), as well as feedback as light-touch and then more formal reviews have been conducted within the University in preparation for the REF. Resources to help develop ICS's (in addition to the workload allowance) have included access to University-administered Research Impact Funding and ESRC IAA funds – with staff in the School being successful in obtaining such monies. In addition, the School has its own separate policy to allow for additional periods of leave over and above the normal research leave available (see section 2 below for details on the latter), in order for staff undertaking ICS's to have uninterrupted time to develop, deepen and conclude each case study.

Irrespective of whether a staff member has been involved in an ICS, all staff report each year on their impact and engagement activities, and plans for the coming period. This is part of annual reviews leading to assessments by line managers of staff progress and progression, and there is formal feedback during this process. The workshops mentioned above are also open to all staff, while the increasing numbers of those involved in research grant income capture receive help, feedback and, where needed, training in this area.

The ICS's chosen for the REF cover a range of different projects based on underpinning research developed over a number of years; the overall approach taken in selecting these has been to identify those where there is the clearest evidence of impact having been achieved. Most research centres have been involved in at least one of the 20 ICS that were developed during the period (e.g., EFAG through Adams, Ahmed and Ferry; CE<sup>3</sup> through Aftab; CBID through Nicolae and Philip; CMIB through Xiao; CLF through Graham; COS through Bechter and Pendleton; and CITM through Fernandes and Ellis & Tsinopoulos). The ICS's cover a range of topic areas, such as: the Sustainable Development Goals (SDGs) and value creation for organisations; Developing the National Strategy for Financial Literacy and Financial Inclusion in Cyprus; Increasing the impact of international marketing strategies of Brazilian export SMEs; Improving New Business Models as a result of Digitisation; The Implementation of Stakeholder-Driven Supply Chain Integration; Improving Workplace Factors, Well-being, Integrity and Service Behaviour in Policing; Toni & Guy – Achieving Exceptional Service Performance; Social Partner Engagement and Effectiveness in European Dialogue SPEED (2016-2018); Employee ownership in action; Effecting Government, Environmental Non-Governmental Organisation and Farmers' approaches to mitigating diffuse agricultural pollution; Informing Policies on Islamic financial architecture and the role of Islamic Finance in Sustainable Development; Consumer Behaviour, Data Analytics and Behavioural Profiling; Modelling Human Factors in Product Form Switching; Future UK Trade Arrangements: Potential Impact of Brexit on the UK Economy; and Financial Sustainability, Accountability and Transparency of English Local Government.

Examples of the wider impact achieved, beyond REF ICSs, is regularly reported in the School's IMPACT magazine, a bi-annual publication since January 2017-

<https://www.dur.ac.uk/business/impact/>. Examples of impact arising from research covered in the various editions of the magazine include:

- Helping police forces to adapt and survive
- Disney role models and female perceptions
- SDG goals and business strategies
- Ethical goals for workers and organisations
- UK bank resilience
- Dealing with narcissistic bosses
- Austerity and local government
- Exporting in Brazilian SMEs

- 'Creative fuse' project and diversity
- AI and Big Data Analytics in Accounting
- 'No deal' Brexit outcomes for the UK economy
- Quality of work post-2008
- Financial literacy in India
- Performance of female entrepreneurs
- Supporting innovation and transformation on Boeing
- Management consultancy for innovation
- Healthcare reform in the NHS

*d. Open research environment; and research integrity*

As stated in the Institutional Environment Statement, Durham University manages open access through Durham Research Online and eTheses. DUBS is fully committed to sharing its research as widely as possible and adheres to the University policies in these areas (see section 2.4 of the Institutional Environment Statement). An example of how DUBS shares and manages research data is through providing the Open Durham Risk Lab (<https://www.dur.ac.uk/business/research/economics/grfe/>) which allows users free access to large datasets for assessing risk in different countries of the world.

Research integrity is assured through our adhering to the University's policies, guided by being a signatory to the research integrity concordat. This involves regular auditing of what we do in this area. The School also has its own Research Ethics sub-committee, to ensure all approved projects comply with the required norms (see section 2.3 of the Institutional Environment Statement).

## **Section 2. People**

*(a) Staffing strategy and staff development*

Staff on research and teaching contracts have a 50% workload allowance ring-fenced for the purposes of undertaking research (this is higher than the University norm of 40%). New junior appointments, mostly early career researchers (ECRs), who have not completed the Postgraduate Certificate in Academic Practice (PGCap) or recognised equivalent, are given a 30/20/10% reduction to the normal teaching load in years 1/2/3 of employment. For those with a PGCap, the weightings are 20/10/10%. Since 2018, new appointees are typically on probation in their first year (previously probation was 3 years), to allow confirmation of expectations set out in a probation agreement concluded at the start of the appointment. Given the benchmarks set when recruiting new staff, the expectation is that the targets set in this period are more about new staff demonstrating their abilities and commitment to undertaking research that will lead to quality research outputs, impact and engagement, and over the longer term research grant capture.

All new staff (at all grades) are provided with a mentor, in line with University policies and procedures (see section 3.3 of the Institutional Environment Statement). For ECRs there is a specific policy in DUBS that sets out expectations, procedures and the help and assistance available from their mentor (assigned by their HoD in consultation with the Deputy Executive Dean Research, and usually being a senior staff member belonging to the research centre that aligns with the research interests of the ECR). The School policy makes clear the role of the

mentor including: meetings with mentees that normally take place up to three times a term in the first year (becoming more flexible over time) to cover all aspects of the job, including research progression (e.g., supporting, promoting and networking by involving the mentee in research activities, and where relevant the mentor directly involving themselves in the development of the ECR's research career – e.g., by writing joint papers – as well as sharing knowledge and cultural capital, and assisting in her/his full integration into the academic community of practice in the School, University and more broadly), and managing time and setting priorities.

Resources to support the undertaking of research include: access to an extensive stock of on-line journals, databases (e.g., full subscriptions to ORBIS, WRDS, Mintel, Moodys, Thomson Research), and computer software (nearly all requests for data, software and journal subscriptions are met from an annual DUBS contribution of £881k to cover databases; £78k for journals, books, etc.; £80k for computing and software). Staff receive a £1,000 p.a. allowance from the University to support research activities, which most use to support conference attendance. Departments in DUBS top-up this allowance (by £130k overall p.a.) to provide each academic researcher with the ability to attend one international and one national conference per year (assuming they are presenting a paper). University Research Leave (free of any teaching or administrative duties) is available to fixed-term and permanent staff and is accrued at the rate of one term for every seven terms in post (pro rata for part-time staff), allowing staff to take either short or longer periods of leave (e.g., one year's leave after 7 years of continual service). The process for applying for leave is straightforward and the only potential constraint – leading to occasional flexibility in the timing of leave – is the need for the HoD to provide cover for mainly teaching. Maternity (and paternity) leave is available to all staff, and following a period of maternity leave there is entitlement to an additional one term of Research Leave (which is usually added to accrued standard Research Leave – see section 3.3 of the Institutional Environment Statement).

Most staff are members of research centres (see above), and as stated these receive an annual resource of some £200k to allow the staff in each centre to propose world-renowned visitors to come and present workshops and give seminars; nominate speakers for internal seminars and workshops; and generally facilitating research activities (such as covering special data needs, or justifiable additional travel expenses). In addition to this, there is annually £57k for Departmental running costs covering such areas as visiting speakers. As outlined above, DUBS also has its own Seedcorn fund (up to £2,000 per applicant) for academics to apply for, to facilitate impact activities and grant applications; the School operates a 4\* policy to support (mostly revise and resubmit) papers targeted at the best journals; and the University has a policy that results in successful research grants seeing the PI receiving 10% of the overheads (and the School receiving a further 10%) to reinvest in research activities.

Staff are encouraged and supported to engage in editorship roles with journals. During the REF period, 116 editorship, associate editorship or membership of editorial boards took place involving 49 staff. In addition, since 2019 DUBS has had a Global Fellowship Programme, committing up to £100k p.a. to attract world-leading staff from other institutions to spend pro rata up to one term per year in Durham, for a period of 3 years. Recent Fellows have included Professor Paul Hanges (University of Maryland) and Professor Manthos Delis (Montpellier Business School).

Annually all staff have to submit a customised c.v. to the Departmental Promotion and Progression Committee outlining achievements (see section 3.2 of the Institutional Environment Statement for further details on how the University manages staff progression). These are automatically considered (unless the staff member explicitly requests that this does not happen) for advancement in terms of salary increases and/or promotion to a higher grade. The core elements assessed relate to publications (especially those deemed to be 4\*), grant capture, and impact and engagement (as well as teaching and administrative performance). Each Department



makes recommendations to their Faculty, who then recommend outcomes to a University committee; unsuccessful applicants receive feedback from their HoD on areas for improvement to enhance the likelihood of progression the following year. In addition, there are separate 'merit awards' for outstanding research performance open to all grades, involving one-off (non-pensionable) financial payments.

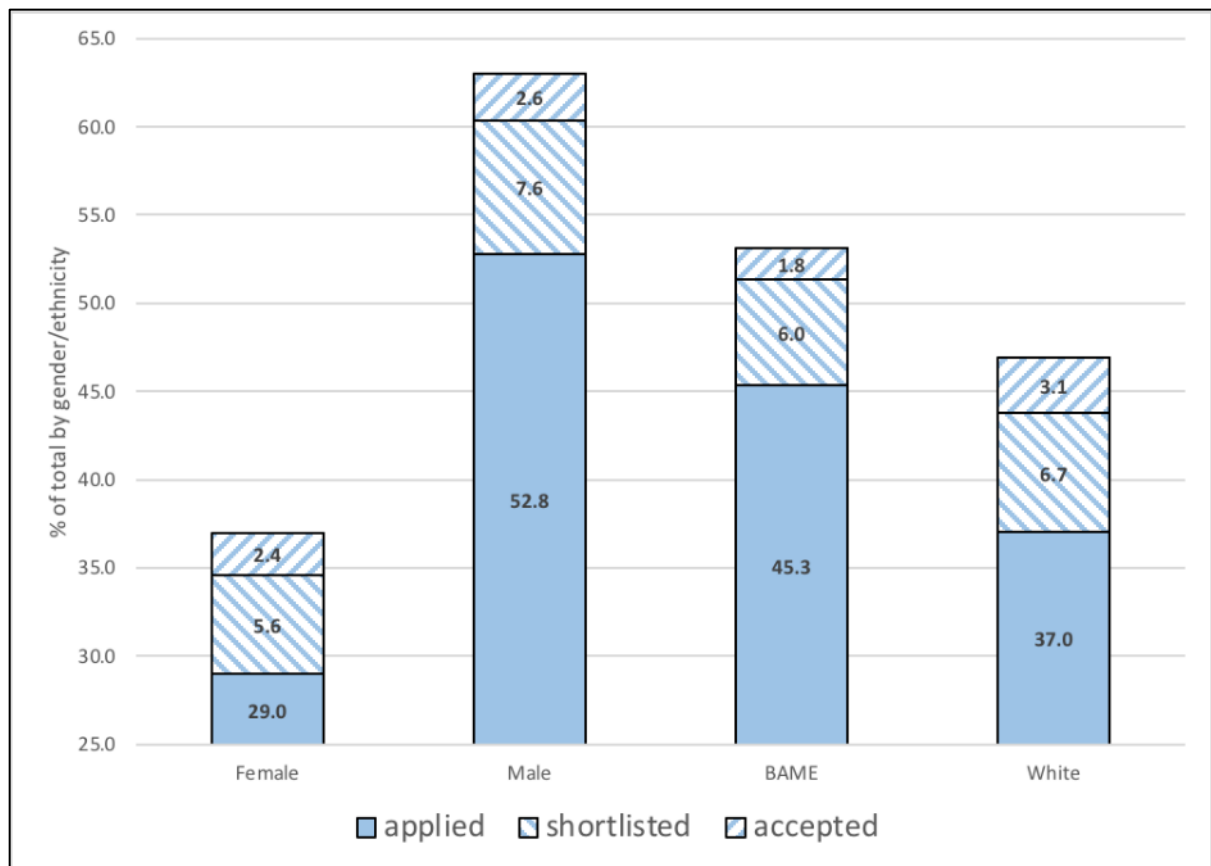


Figure 1: Recruitment since 2013, Durham University Business School

DUBS is committed to intensive recruitment to academic teaching and research posts (and separately to teaching only posts), in order to achieve critical mass. (The processes set by the University in this area are set out in section 3.1 of the Institutional Environment Statement, including the ambitious benchmarks new recruits must exceed to be hired.) Each year, Departments in DUBS engage in a planning round where additional posts are allocated by the University, based on research and teaching needs (for research this is targeted at areas identified as strengths and where having sufficient numbers of high quality individuals is most important). Since 2013, DUBS has hired 84 (80.5 FTE) new teaching & research staff while 46 (41.7 FTE) have left – that is, a net annual gain over the seven year period of over 5.5 FTE staff per annum. Of the 80.5 FTE hired, 35% were assistant professors, nearly 30% were associate professors, thus 35% were professors (the recruitment by department mirrored the distribution of the 124.7 FTE research & teaching staff in place in DUBS). All staff involved in recruitment are required to have training in recruitment and in unconscious bias. The recruitment process includes an equality champion who helps in compiling extensive lists of potential (more senior) recruits working in UK, North American and Australasian institutions, contacting these to elicit interest, and in addition attending annual recruitment fairs (e.g. American Economic Association) and advertising positions both through the annual Durham University recruitment round and out-of-round. The proportion of applicants by gender and ethnicity are monitored (see Figure 1), and we make particular efforts to recruit under-represented groups through targeted emails and meeting them at recruitment events. Since 2013, Figure 1 shows over 47% of recruits were

female (above the 34% of staff who are female in DUBS); 23% of new professors were female and we continually look to improve our recruitment of senior female teaching and research staff. Figure 1 also shows that applications from non-white staff are higher than from white, although the conversion rate into appointments is lower for such staff (1.8% versus 3.1%) and this needs more analysis to understand why this is the case. At the interview stage, equality and diversity questions are standing items to assess the commitment of future appointees to supporting the aspirations and processes adopted by the University to ensure that a fair and diverse academic community is present within DUBS.

DUBS has the Bronze award from Athena Swan, and is actively working towards the Silver Award (with the support of a dedicated Faculty equality, diversity and inclusion - EDI - postholder who is a member of the School's research staff). All committees that report to the Faculty and Departmental Boards of Studies (including the School and Faculty Research Committees) have standing items on their agendas dealing with EDI issues, such as recruitment, advancement of staff, the proportion applying for Seedcorn and 4\* funding, grant application rates (including success rates), etc. Thus the issues of equality and diversity are regularly considered, and we are aware (and take action where possible) to ensure that all staff are afforded the same opportunities free from (unconscious) bias to achieve their research potential while employed in DUBS. Other University led initiatives (such as being a signatory to the Race Equality Charter) which shows the overall commitment to EDI are set out in section 3.3 of the Institutional Environment Statement.

There are relatively few post-doc RFs in DUBS (usually around 7 FTE vis-à-vis 124.7 FTE staff on teaching & research contracts) and 5 FTE fixed-term research assistants. PDRFs have mentors, access to the full range of research resources available (including conference attendance); all contract research staff are managed, mentored, trained, and helped in their careers through our adherence to the University's programmes (see section 3.4 of the Institutional Environment Statement).

DUBS has an Associate Dean (Impact and Engagement) with responsibility for maintaining, broadening and strengthening business links and involvement with government and other bodies. In the current REF period for example, Ferry was a Parliamentary Fellow; Harris a member of the Economy & Trade Group in DIT, and a member of the NE LEP and Tees Valley's Local Industrial Strategy Steering Groups; Fernandes a vice-chair for the UK National Commission for UNESCO; Tilba a Member of the UK Law Commission Advisory Board on the Consultation on Fiduciary Duties of Investment Intermediaries; Adams Chair of the Global Reporting Initiative's Stakeholder Council; Bernd a member of the Advisory Committee of Eurofound (European Foundation for the Improvement of Living and Working Conditions); Jamasb a member of Ofgem's academic panel.

Finally, as mentioned above, there are additional incentives and rewards for staff obtaining grants awards, most of which are particular to DUBS (additional workload allowance and 10% of the overhead paid into their Personal Research Accounts) and impact activities (100 hours of workload if developing an ICS; additional Research Leave over and above standard allowances to complete an ICS).

*(b) Research students*

The figures for completions for the current REF period are

	PhDs	Professional (DBA)	Total
<b>2013-2014</b>	31.75	3	34.75
<b>2014-2015</b>	36	6	42
<b>2015-2016</b>	25.25	7	32.25
<b>2016-2017</b>	30.5	8	38.5
<b>2017-2018</b>	30.25	4	34.25
<b>2018-2019</b>	29.25	6	35.25
<b>Total</b>	183	34	217

*Table 1: Numbers of completed doctoral students*

In the REF 2014 period, DUBS recorded 103.2 research student completions (the figure for RAE 2008 was 48.65). All faculty involved in supervisions receive (pro rata) 52 hours workload for supervising, shared between usually two supervisors. There is a cap on the number of supervisions allowed per staff member to ensure that supervision is maintained at a high level in terms of quality; most staff involved have at most 2-3 PGR students at any one time.

DUBS offers usually up to 8-10 full PhD studentships per year (allocated across the research centres); in addition, we bid for ESRC studentships from the Northern Ireland-North East (NINE) Doctoral Training Partnership usually securing around 2-4 additional studentships p.a. Since 2019, we have also bid for Post-doctoral fellowships. To date, DUBS spending on scholarships in the current REF cycle has exceeded £2.3 million.

All PhD students are allocated to a research centre and are required to attend the many events that centres organise. They also receive PhD training via courses (mostly in their first year) which differ across subject area to reflect the research methods they will employ, although all our students attend a general course on research methods where they learn about qualitative and quantitative approaches, and differing research philosophies. Some of the courses are more general to help with securing employment or further research positions after their PhD/DBA. Additional training on specialised courses (e.g. statistical methods) is provided on the recommendation of their supervisors, who regularly review training needs as part of the ongoing PGR process. One example is a training programme built around industry-led case studies and an accredited min-MBA offered to PhD students through two 2-week residential courses (note this is also open to PhD students across the University). Another is the Postgraduate Researcher Development Programme, a University initiative open to PhD students from all disciplines and which is delivered by the Durham Centre for Academic Development (DCAD).

DBA students receive specific training and are required to attend a greater number of modules, as part of their degrees – which include a Global DBA, a DBA based at Durham and a Fudan DBA. DUBS is also a member (and pays an annual subscription to support the work) of the Northern Advanced Research Training Initiative (NARTI) – a partnership with most of the Universities located in Northern England. Students from DUBS regularly attend NARTI training events. As another example of our involvement in training, the QRFE research centre also provides, through its external seminar programme, part of the accredited advanced quantitative methods training for the NINE-Doctoral Training Partnership.

All PhD students are provided with financial help to attend training and conferences. The spending allocated to PhD conference attendance is £45k p.a.; allocations for training are generally £1.4k p.a. per student. There is a dedicated PhD workspace with 35 places in the current Mill Hill Lane site along with another 30 spaces housed in the nearby Islamic Finance Doctoral Training Centre (IFDTC). These facilities ensure that doctoral students have ample space to work near their supervisors.

All PGR students are formally monitored on a regular basis to ensure that they are progressing smoothly towards completion of their degrees within usually 3-4 years. There is a 9-month initial review (and mini-viva) that confirms progression to the next stage, and then confirmation and completion reviews in years 2 and 3.

*(c) Equality and diversity*

As mentioned above, DUBS has the Bronze award from Athena Swan, and committees have standing items on their agendas to ensure that issues of equality and diversity are regularly considered, and action is taken, to ensure that all staff are afforded the same opportunities free from (unconscious) bias to achieve their research potential while employed in DUBS.

Those returning from parental leave are entitled to an additional one term of Research Leave (in addition to standard Research Leave), to provide an additional opportunity to re-engage with their research projects. All staff are accorded the same opportunities to present their work at conferences, access to all research facilities, and help and encouragement to succeed in their research. With research grant applications, staff who feel themselves in any way disadvantaged (or lacking in necessary experience) are encouraged to work closely with our Research Grants Officer and/or our Impact & Engagement Officer, to obtain help and guidance. HoDs and research centre leads regularly discuss such issues with their staff, and the Departmental Research Committees (comprising a mix of grades and of elected and nominated staff) and research centres are tasked with monitoring progress in these areas.

Table 2: Papers selected for Category A staff for REF 2021 (UoA 17)

<i>Ethnicity</i>	No. papers selected	Expected (2.5×FTE)	Ratio	No. of staff
White English/Welsh/Scottish/Northern Irish/British	63	60	1.05	28
Any other White background	126	122	1.04	53
Chinese	60	68	0.89	27
All other ethnicities	41	58	0.71***	24
<i>Other characteristics</i>				
Female	79	94	0.84	40
Early-career researcher (ECR)	25	48	0.53***	19

\*\*\* Difference in means statistically significant at 1% level on a paired *t*-test.

With regard to the REF submission, a process based solely on the quality of outputs was followed to produce REF2, regardless of gender and ethnicity. Table 2 shows the outcome of the selection process, which might suggest unintended bias is present, based on actual and expected numbers of papers selected, for the residual ethnic sub-group, and for ECRs. However, a rigorous statistical model was estimated (based on ordered probit) where the

number of papers selected per individual (1 up to a maximum of 5) was regressed on a person's characteristics (gender, ethnicity, ECR status) plus their average grade point average (GPA) based on their best 5 papers available for selection. Only the GPA variable plus ECR status were statistically significant. That is, applying regression techniques that control for covariations between the variables being used to assess the number of papers selected, the results show that the quality of the papers available was the main driver for selection, alongside ECRs being less likely to have larger numbers of papers selected. The latter arises because ECRs have fewer quality papers available for selection, which is to be expected given their early career status. (The full results of the modelling are available to download and examine at <https://www.dropbox.com/s/tmzxcuqi2nad2d/REF%20selection%20of%20outputs%20in%20UoA%2017.pdf?dl=0>).

Of the ICS's, 3 (or 33.3%) of these are led by female staff. The University received requests for output reductions to REF2 amounting to 7 outputs (some 2% of our required submissions), for mostly periods of parental and sickness leave and also from some ECRs, but this is considered to be in line with what would be expected from a large faculty for the REF period covered; consequently, no request for a reduction in outputs has been made as part of our REF2 submission.

### Section 3. Income, infrastructure and facilities

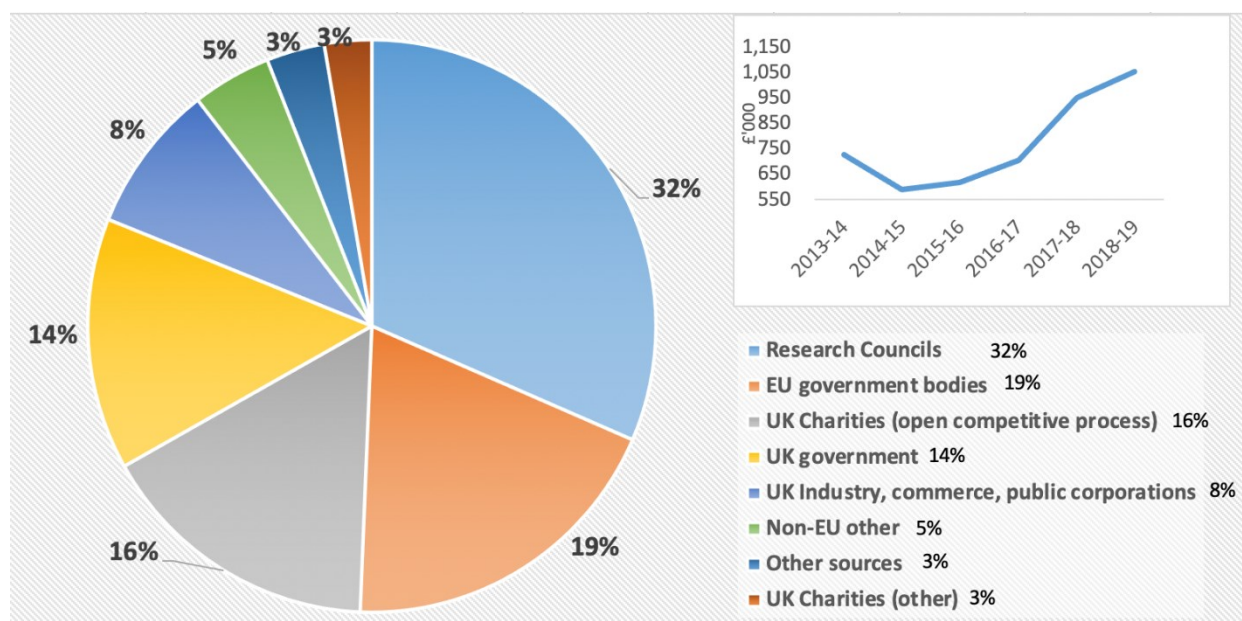


Figure 2: Research expenditure current REF period – percentage by source

#### (a) Research funding

As in the 2014 REF, DUBS continues to regard funding as a means to build research capacity, not as an end in itself. Total research spending rose from £3.9 million for REF 2014 to £4.64 million (based on 2013-14 to 2018-19). We have secured a number of major grants over the REF period, building capacity in complementary ways. Taken together such grants reflect the type of School we wish to be: international, interdisciplinary and affecting real-world practice. The variety of sources of our research income (Figure 2) reflects the breadth of research interests within the School. Examples include:



- RCUK – a range of grants from EPSRC (e.g., £145k for the Centre for Energy Systems Integration – [Jasamb](#); £145k for New Economic Models and Opportunities for Digital Games – [Fernandes](#)); AHRC (e.g., £177k for Creative Fuse project – [Hardy](#)); and ESRC (e.g., £372k for the Living Deltas project – [Aftab](#); £319k for Experimental assessment for the societal impact of algorithmic traders in asset markets – [Shachat](#); £93k for Manufacturing renaissance in industrial regions? Investigating the potential of advanced manufacturing for sectoral and spatial rebalancing and £47k for the Productivity Insights Network – [Harris](#) and [Moffat](#); £61k for looking at democratic practices in workplaces – [Griffin](#)).
- EU Government – e.g., £255k for European, National and Transnational Industrial (Entire View) – [Brandl](#); £165k for Adaptive Management of Barriers in European Rivers (AMBER) – [Scarpa](#); and £99k for Socio-Economics meets Security (SECONOMICS) – [Williams, J](#); £84k for Individual action through social organizations: the case of poverty (IATSO) – [Wu, C-H](#).
- UK Charities – e.g., £166k from the British Academy for The journey of female entrepreneurs in Yorkshire: an oral history study – [Dean](#); and £120k from Millfield House Foundation for Research Support to North East Child Poverty Commission - Strategic Partnership – [Mawson](#).
- Industry – e.g. £352k from GFI Fenics (studentships) – [Williams, J](#); £66k from Royal London Mutual Insurance Society Ltd for a studentship – [Slack](#); £30k from Toni & Guy for Toni & Guy 'Exceptional Customer Experience' – [Graham](#).
- UK Government – e.g., Innovate UK provided £164k for the SWITCH project – [Xiao](#); £108k from Department for Communities and Local Government for Creativity Works – [Hardey](#); £33k from Environment Agency on Land Use Change – [Aftab](#).
- Other sources – e.g., £1.5m from the US Army Research Institute for Advancing Leadership Research – [Lord](#), [Braun](#) & [Epitropaki](#); £375k from the Shaarani Group for Ethical Finance Research Fund – [Abdelsalam](#); £173k for a KTP grant to support KHWS – [Xiao](#); £45k from College of Policing for Workforce factors on the achievement of excellence in service delivery – [Graham](#).

In terms of strategies for generating grant income, the direct incentives introduced since 2016 have already been mentioned, such as 10% of grant overheads are returned to PIs who secure income and a further 10% is returned to DUBS for reinvestment; in addition, the DUBS workload model adds the extra time commitment made for such grants to workload allowances, over and above the 50% allocation all research staff receive. We also have a dedicated Research Grants Officer who spends 50% of her time meeting with staff to encourage applications, providing help and guidance, targeting areas and individuals, and generally taking staff through the process, drawing on examples of successful bids. Research centres are also tasked with encouraging grant capture (many of the grants highlighted above are through such activities which are set out in annual plans, monitored by the Deputy Executive Dean for research), and these are often led by staff (e.g., [Abdelsalam](#), [Scarpa](#), [Williams J](#), and [Lord](#)) who have the experience and expertise to help others become more successful. This especially – when involving the mentoring of ECRs – helps to maintain the long-term growth of grant income success.

DUBS also offers seed corn funding (£2k per application up to a total of some £40k p.a. for the School) to encourage the development of larger grant and/or impact bids. The University also offers seed corn funding, and the central Research & Innovation Services are a source of dedicated help for staff engaged in this area.

Research centres in DUBS are especially tasked with generating income, and applications for grants are internally peer-reviewed (those of a more significant value at University level which

involves 'pitch-to-peers' events) in order to provide feed-back to strengthen the likelihood of success. Workshops also take place each year to pass on the experience and knowledge of staff who have been successful in the past, especially aimed at early career researchers.

*(b) Infrastructure and facilities supporting the research environment*

Research support is provided at both a University- and local-level. Regarding the former, there are 5 teams operated by RIS: *Research Operations* provides DUBS academics with support in making grant applications, award set-up and post-award support; *Research Development* provides strategic grant application support with dedicated help for DUBS tailored to the types of grants/funders most relevant to us; *Partnerships and Engagement* help DUBS engage with a wider set of external stakeholders, including local business partnerships (e.g. LEPs and Business Durham) and the UK Government (especially DIT and BEIS); the *Commercial and Economic Development* team is especially relevant to DUBS via fostering specific strategic relationships and projects (examples include DUBS involvement with the UK national and local industrial strategy); and lastly the *Research Policy* team look after the overall level of governance and ethics underpinning research and to which DUBS adheres.

The University's Computer and Information Services (CIS) ensures all staff have the required hardware and software needed to undertake their research. In addition, there are very good high performance computing facilities (provided via Advanced Research Computing) available to the increasing numbers of staff who need this level of computing power to handle large data and complex modelling. Further details are provided in section 4.3 of the Institutional Environment Statement.

In 2013 most staff were located at either the Mill Hill Lane site or at the Stockton campus. In 2017-18, all DUBS staff were consolidated on a single site (Mill Hill Lane) which had undergone substantial refurbishment in 2012-13. Early on in the next REF cycle, it is planned that the University will relocate DUBS into a new purpose-built location costing some £60m+ (before the Covid-19 pandemic this was planned to be on the Waterside in Durham City, and while the University remains committed to the investment, detailed plans have been put on hold during 2020-21 academic year). This will have state-of-the art research facilities, including a new Experimental lab and SME incubator space. It is also expected that in line with growing the staff base (and growing surplus income), DUBS will continue to invest more to maintain its world-class research facilities.

In addition to dedicated IT support within the School, DUBS researchers are also supported by a range of School-based professional staff who specialise in corporate relations, fundraising, public relations and marketing, and by staff at a university level who specialise in issues such as research grant capture, business innovation services and media communications. These staff support activities such as conferences and web marketing; they also help establish links with corporate and public sector partners and support research briefings and the showcasing of research findings.

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

DUBS places a major emphasis on international research collaboration to underpin and extend its research profile, ranging from fully-funded bi-lateral or multi-lateral research projects (some involving formal partnerships) to more informal bi-lateral collaborations with Faculty elsewhere. During the REF period we have developed formal relationships where a web of activities takes place with: the Management Centre Innsbruck in Austria (with a focus on digital entrepreneurship); with Fudan University in China (Finance); Emlyon Business School in France (Innovation Management); the European Business School in Germany (Leadership); and

Dartmouth College in the US (Cyber Security). Other less intensive research partnerships are with departments and Business Schools covering four major continents – 36 in Europe (including Russia); 2 in the USA; 6 in Asia; and 1 in South America. Lastly, during the 2014-20 period we have identified, using SciVal data, the extent of our internationally and nationally co-authored papers – in Accounting and Management & Marketing these amounted to 620 publications with 461 institutions (including single-authored papers); in Economics & Finance, there were 459 publications with 382 institutions. Figure 3 shows the break-down with between 49-55% of all publications involving international collaboration, and between a further 19-22% involving authors outside Durham University.

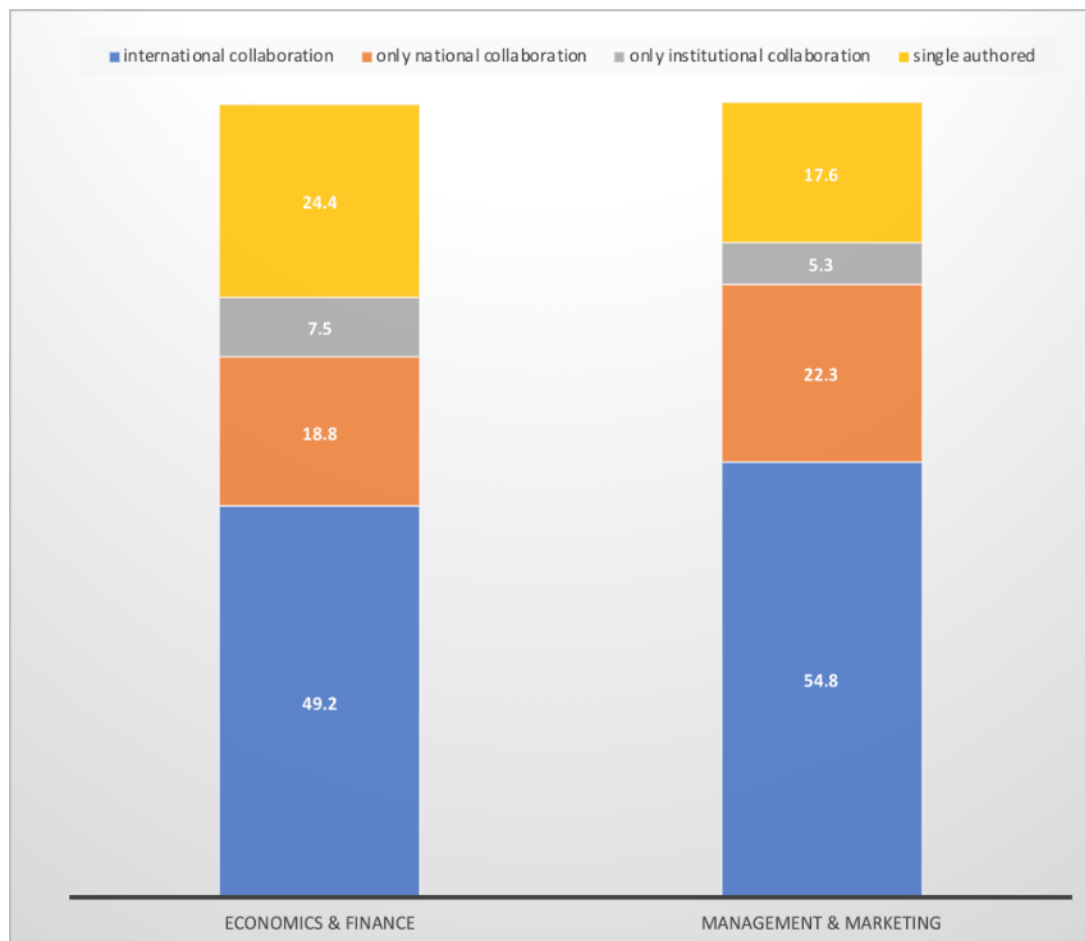


Figure 3: DUBS publications, 2014-20: percent by collaborator

Source: SciVal data

More specific examples of the contribution of DUBS research centres to internationalisation and engagement during 2018-19 (over and above their more usual role of organising seminars delivered by world-leading speakers, and bringing together academics and PGRs in an intellectual and social stimulating environment) are set out in Chart 1 (below), which provides a snap-shot of recent activity illustrating the work of the research centres. Similar activities have taken place since 2017, helping the School to build an even more dynamic research environment, collaborating and contributing to the wider research community.

*Chart 1: Examples of Research Centre collaborative and impact engagements in 2018-19:*

- On impact, CBID members were involved in co-authoring on a high-level government White Paper commissioned by Central Bank of Cyprus; while Nicolae was invited to provide written evidence multiple times to the UK Parliament's International Trade Select Committee.
- Through a joint workshop with the University of York, DREAM initiated the inaugural Durham Economic Theory Conference that attracted top international researchers.
- CEMAP members Eugeni and Damianovic became committee members of the Money-Macro-Finance (MMF) Research Group in 2018, joining economics colleagues from the LSE, Warwick and Cambridge.
- As part of a Newton Fund project, EFAG was working with the Istanbul Sehir University to develop the 'The Sustainable Development Goals Network' (SDGN). In addition, Adams advised the UK Financial Reporting Council in response to a consultation on the Draft Revised Stewardship Code in February 2019, the Australian Senate Verbal evidence in the Hansard Inquiry on the Sustainable Development Goals in October 2018, and the UK Government's Environmental Audit Committee in response to the Green Finance Inquiry in February 2018.
- CEMBR hosted an international workshop on the Societal Impact of Algorithmic and High Frequency Trading on the 6th and 7th June, 2019. Involving top international scholars Professor Shyam Sunder (Yale University), Elena Asparouhova (University of Utah) and Jasmina Arifovic (Simon Fraser University). In addition, Vernon L. Smith (winner of the Nobel Prize 2002) and Peter Bossaerts (University of Melbourne) provided a presentation at the Humanomics Symposium held on the 5th June.
- CITM has been one of only three university research centres in the world invited to be a member of the Design Thinking Exchange; and Pitsis was made a Fellow of IACCM [www.iaccm.com](http://www.iaccm.com).
- Research by the CLF policing unit had an extensive practical focus, engaging most all UK constabularies and being an important input to policy at the highest levels in the UK. Multidisciplinary research was conducted internationally with colleagues from Chile, to the US, to EU, to Kenya through an ARI grant and through other faculty connections.
- In recent years, members of CMIB have taken on roles as journal editors or Editorial/Review Board members (e.g. APJM, ABM); presented at major conferences (e.g. AIB, AMA, AOM) and organized research events (e.g., the International Seminar of Exporting in Challenging Times, the 2019 ICIG International Symposium) in order to Influence and inform international debate; and worked widely with external organizations (e.g. SWITCH, DECIDE, KHWS, the Brazilian Micro and Small Business Support Service) to raise impact on industries and communities.
- CQRFE is a leading partner in the current Matariki round involving joint research ventures (including three research workshops) in 2019-20 with Dartmouth University. In addition to a long-standing arrangement with GFI Fenics, the Centre undertook work with MoneyCorp to train a quantitative researcher and they had ongoing and extensive discussions in regard to their Blockchain work, including the completed filing of their first two patents.
- Leading scholars from many UK HEIs attended in 2019 a 1 day COS conference by Ford on gender and leadership; this was in addition to a 1 day symposium by Learmonth on gender and work. The Centre was well represented at the AoM conf. in Boston. Learmonth and Morrell successfully bid for the 10th International Doctoral Consortium to be at Durham, hosted by COS.

In addition to business and other links set out above, a number of other staff have held high profile positions and responsibilities. For example:

- Adams was a member of the Sustainability Panel of the Institute of Chartered Accountants of Scotland, a member of the ACCA's Global Sustainability Forum, and a member of the Technical Working Group of the Climate Disclosure Standards Board.

- Basu was appointed as a visiting scholar in the Bank of Japan; he also was awarded the Jewel of India Award, 2020, recognising his “outstanding services, contribution and achievement” in the field of economics, particularly his research on the Indian macroeconomy.
- Bechter was a member of the executive committee of the International Labour and Employment Relations Association at the ILO.
- Fernandes was Executive Director for the North East Local Enterprise Partnership’s Innovation Observatory and Director of the Global Gateway’s Federation.
- Ferry was a consultant for the NAO and Ministry of Housing, Communities and Local Government, and a regular adviser for the Crown Agents; as well as a Parliamentary Academic Fellow to the Department of Housing, Communities and Local Committee.
- Harris was seconded to the New Zealand Productivity Commission, and was the University representative on the NE LEP Evidence Forum. He also is an invited member on DIT’s Economy & Trade Panel, which advises senior civil servants and ministers on trade and McBride was President of the British Universities Industrial Relations Association.
- Moore was a founder member and research lead of the North East Child Poverty Commission.
- Philip was as Member of SERRAQ’s Risk Accounting Standards Board (RASB); and an advisor to Heartwood Skills.
- Pitsis was appointed to the leadership of the Academy of Management’s strategic committee on practice.
- Saha was an Economic Advisor to the Bombay Chamber of Commerce, India.
- Scarpa was a lead consultant and author of “Stated choice survey for the value estimate of the customer reliability in the Australian National Electricity Market”, a nationwide survey report to the Australian Energy Market Operator, Melbourne; he was also OECD country member representative in the first National Panel for Academic Promotion in Public Economics, Italy, Italian Ministry of University and Scientific Research; a consultant National Environmental Protection Agency Government of Jamaica “Biodiversity Valuation”; and Lead consultant for the Waikato Regional Council for the economic modelling of the effect of environmental restrictions to farming activities in the Waikato and Waipa catchment “Healthy River”, Hamilton, New Zealand.
- Slack was chair of The Institute of Chartered Accountants in England and Wales (ICAEW) Tyne and Wear branch.
- Tilba was an academic advisor for the UK Financial Conduct Authority, Competitions and Markets Authority and the Pensions Regulator; a member of the Centre for the Study of Financial Innovation; a member of the UK Sustainable Investment and Finance Association; a member of the Pension Investment Academy; and an Ambassador for the UK Transparency Taskforce, which is the collaborative, campaigning community, dedicated to driving up the levels of transparency in financial services, right around the world.
- In conjunction with GFI-Fenics and BGC partners the QRFE research centre (particularly Williams J) delivers benchmark synthetic volatility indices for FX options prices use by traders through the Fenics professional platform.

During the REF period, involvement in editorships, associate editorships or memberships of editorial boards include the following examples: Abdelsalam was an Editor with the *Journal of*



*Financial Markets Institutions and Money*; Adams who was founding editor and Editor-in-Chief of *Sustainability Accounting, Management and Accountability Journal*; Addison was a member of the Editorial Board of *Open Economics*; Panayiotis was Editor-in-Chief and Managing Editor of *Multinational Finance Journal*; Asutay was a member of the Editorial Advisory Board of the *Journal of Islamic Accounting and Business Research*; Bernd was on the Editorial Board of the *German Journal of Industrial Relations*; Braun was Associate Editor for *Frontiers in Psychology*; Clark was President of the British Academy of Management and on the Editorial Board of the *British Journal of Management*, and the *Journal of Management Studies*; Dixon was on the Editorial Board of *Accounting and Organisational Change*; Ellis was on the Editorial Boards of the *Review of Marketing Theory*, the *Journal of Business-to-Business Marketing* and the *Journal of Marketing Management*; Epitropaki was Associate Editor for *Frontiers in Psychology: Organizational Psychology and Leadership Quarterly*; Ferry was on the Editorial Board of *Qualitative Research in Accounting and Management*, *Accounting Forum*, and *Accounting, Auditing and Accountability Journal*; **Ford** was on the Editorial Board of *Gender, Work and Organisation*, the *Human Relations Journal*, *Organization*, *Organisation Studies* and the *Leadership Journal*; Hall was on the Editorial Board of the *Journal of Organizational Behavior*; Hashimzade was co-editor of the *Journal of Tax Administration*; Humphreys was senior editor for *Organizational Studies*; Jamasb was Associate Editor of *Energy Strategy Reviews*; Larson was Editor-in-Chief of *Arts and the Market*; Lau was an Editorial Board Member and Associate Editor for the *Journal of Behavioural and Experimental Economics*; Learmonth was Senior Editor for *Organization Studies*; Lee was an Editorial Board Member for the *Journal of Computer Information Systems*; Lengler was an Associate Editor of *Global Economics and Management Review*; Lord was an Editorial Board Member for the journals *Leadership Quarterly*, *Organizational Behavior* and *Human Decision Processes*; McBride was an Associate Editor for *Work, Employment and Society*; Moore was an Editorial Board Member for the journals *Business Ethics: A European Review*, *Business Ethics Quarterly*, and the *Journal of Business Ethics*; Pendleton was an Editorial Board Member of the *British Journal of Industrial Relations*, *International Journal of Human Resource Management*, and the *Journal of Employee Participation and Ownership*; Pitsis was an Editorial Board Member of the *Journal of Leadership and Organization Studies* and the *Journal of Strategic Contracting and Negotiation*; Saha was Associate Editor of the *Journal of Quantitative Economics*; Scarpa an Associate Editor of the following journals – *Australian Journal of Agricultural and Resource Economics*, *Food Policy*, and the *European Review of Agricultural Economics*; Slack was an Editorial Board Member for the journals *Accounting and Business Research*, the *Journal of Applied Accounting Research*, and the *Sustainability Accounting, Management and Policy Journal*; Sutherland was Associate Editor of *Asian Business and Management*; Tsinopoulos was an Editorial Board Member for the *Journal of Product Innovation Management*, and the *Journal of Manufacturing Technology Management*; Wisse was an Editorial Board Member for *Leadership Quarterly*; and Wu was an Editorial Board Member for the *Journal of Business Research*, the *Journal of Business and Psychology*, and *Human Relations*.

Several staff have also been the recipients of 'best paper' awards; examples include: Ferry in the journals of *Public Money and Management*, *Qualitative Research in Accounting and Management* and the *Journal of Accounting and Organizational Change*; He in the SYSBS International Symposium on Frontier Management Research; Learmonth and Morrell in the *Academy of Management Learning and Education*; Learmonth in *Management Learning*.

Morell was awarded a British Academy Mid-Career Fellowship in 2015; Pitsis was a member of the Newton Foundation grant committee and an assessor of ESRC international projects; Taamouti was a member of the grant committee for the Social Sciences and Humanities Research Council, Government of Canada and he becomes a member of the Econometric Society Regional Standing Committee in 2021; Tilba was a Policy Fellow at Cambridge University Centre for Science and Policy; Williams, J was a member of the Turing Fellowship Grant Assessment

Panel Membership (as ESRC representative) and he is a ESRC Senior Member of the Peer College.