

<b>Institution:</b> Queen Mary University of London
<b>Unit of Assessment:</b> 17 Business and Management Studies

## 1. Unit context and structure, research and impact strategy

### (i) Overview

Queen Mary School of Business and Management (SBM) has a distinctive research mission centred on transformational social change. This reflects Queen Mary's historical origins in one of the poorest areas of the United Kingdom and its contemporary dedication to the public good (see REF5a Section 1). We seek to fulfil our mission by providing a research environment that enables our academics to conduct world-leading, cutting-edge empirical and theoretical, contemporary and historical research on three intersecting themes, namely social justice, sustainability and good governance. Our aim is for our research to transcend disciplinary and methodological boundaries in order to address the most challenging and pressing issues at the nexus of business, organisations and society. Specific features of our research strategy described below aim to help us sustain and enhance our distinctive research profile reflecting our mission through ensuring a supportive and intellectually stimulating research culture. Beyond academia, our strategy is to enable our researchers to participate in and influence evidence-informed debates and policy-making conversations on social, economic, cultural and environmental challenges nationally, including in our local East London setting, as well as internationally. Thus, through our vibrant and enabling research environment, we seek to build research capacity and knowledge in the business and management academic community both within and beyond our School/Queen Mary.

Consonant with our research mission, we put equality, diversity and inclusion (EDI) at the heart of our research strategy. The centrality of EDI is underpinned by Queen Mary's institutional commitment to EDI as a core value (see REF5a Section 1), which is exemplified by the appointment in January 2020 of a Vice Principal for People, Culture and Inclusion (Sheila Gupta MBE). Following the School's successful Athena Swan Bronze Award application in 2018, we established an EDI Committee as an integral part of our overall governance structure. The School EDI Committee feeds into our Research Committee via co-opted members ensuring that EDI issues are at the forefront of our continually evolving research policies and practices.

### (ii) Post-REF 2014

Since REF 2014, the success of our School and Queen Mary's investment in it has meant that our academic staff (including teaching and scholarship staff) has grown considerably from 51 to 82. As at 31<sup>st</sup> July 2020, the number of academic staff with significant responsibility for research stood at 67 (62.9 FTE). Therefore, approximately 82% of our academic staff are in teaching and research (T&R) roles, which we believe demonstrates the commitment Queen Mary/SBM has to cultivating a strong research profile alongside growing a research-informed teaching portfolio. In the main, we have confined teaching and scholarship appointments to key administrative roles for managing teaching programmes and enhancing the student experience. During this period of high staff growth, we have built on the strategic research objectives outlined in the REF2014 Environment Template while sustaining the defining features of our research environment. In summary, (further details follow) during the current REF period we have:

- Through a deliberate strategy of accelerated investment, contributed to and shaped the academic agenda around our research mission.
- Continued to support established research strengths and invested in emergent areas in recognition of shifting staff interests as well as staff movements in and out

of the School. This has involved sustaining investment in our research units in terms of staff hiring strategy and allocation of financial support to provide Centres/Groups with an annual budget and therewith, accountable autonomy to pursue their respective agenda.

- Increased research income activity and value of awards (approximately £1.9 million compared with £929,000 in the REF 2014 period) including a number of small and larger grants/awards from a range of bodies including AHRC; British Academy; Commission of the European Community; Wellcome Trust; Cancer Research UK; Trades Union Congress; KPMG.
- Increased investment to enhance impact-related activity in terms of (teaching and administration) workload relief for selected colleagues and provision of funding.
- Sustained improvement in PhD completion rates and the academic quality of doctoral students at the same time as growing the size of the programme (from 42 FTE students as at REF 2014 to 80), and building supervisory capacity across the breadth of research interests in the School. The number of doctoral awards has grown from 14.5 (REF2014) to 48.2 (REF2021).
- Enhanced research mentoring, infrastructure and resources to support expectation norms of high quality research activity and outputs from all T&R staff.

### **(iii) Research and impact strategy**

Since 2014, implementation of our strategic objectives has involved continuing to work towards our distinctive research mission during a period of rapid growth by sustaining a supportive and intellectually stimulating research culture. We have added sustainability to the two themes articulated in 2014 of social justice and good governance, and we continue to stress the societal and historical context in much of our research. Our strategic objectives broadly remain as stated in REF 2014:

1. To make an outstanding contribution to knowledge and to shape the intellectual agenda of the three interconnected themes
2. To sustain existing and develop new collaborations within and beyond academia to support research strengths and interdisciplinary enquiry
3. To increase research income from multiple sources
4. To enhance research impact on practice and policy affecting business, management and organizational governance

In order to achieve these objectives, our approach is to house the School's research endeavours within three types of research unit – Centres, Groups and Clusters in which we make considerable annual investments. The three types of unit are differentiated by the scale and scope of their research activity. Centres are our flagship research units with a critical mass of affiliated internal academic colleagues and PhD students engaged in a wide range of research activity in a broad subject area with considerable reach, significance and contribution to the research base as well as to wider society. Groups may have a narrower focus and range of activity and/or be evolving; therefore, over time, as their reach, significance and contribution grow, they may become Centres. We have established a new type of research unit – clusters – since 2014. Clusters embody an important component of the School's research strategy, which is to enable new/niche research themes to emerge organically from staff's evolving research interests. Clusters may be nested in established research Centres and Groups or be independent crosscutting units; they may be temporary or they may evolve over time into Groups or Centres if their activities become significant enough or are ambitious enough to warrant greater investment.

Our research units typically comprise several core members from among our researchers whose work falls squarely within the given unit's central purpose. In addition, most also

count PhD students among their membership as well as colleagues whose primary affiliation lies elsewhere but whose research has a degree of synergy with the focus of the given unit. This approach allows the crosscutting and interdisciplinary nature of many contemporary business and management issues to surface in novel and interesting ways that shape academic debate and knowledge production. Our aim via these research units is to provide a primary intellectual home to all T&R staff. However, academics have full autonomy to decide whether they wish to affiliate with more than one research unit or whether they wish to self-organise with colleagues to propose new units depending on the breadth, scope or changing direction of their own research portfolios. Since REF 2014, the School has approved the establishment of one new research Centre, the reconfiguration of three research Groups, and the establishment of one new Cluster (details below).

A core element of our research strategy is to ensure that all our research units embody our central research mission of transformational social change. Presently, we have two longstanding Centres – Centre for Research in Equality and Diversity, and Centre for Globalisation Research (both established 2005) – and one more recently established interdisciplinary Centre joint with the School of Geography – the Centre on Labour and Global Production (established 2015). These three flagship Centres all pursue transformational social change and all have our three core themes – social justice, sustainability and good governance – at the heart of their aims and objectives. Combined, they produce our strongest and most impactful research. All our five submitted Impact Case Studies link with the themes/goals of one or more of these Centres. In addition, we have five research Groups some of which featured in REF 2014 and some of which have reformulated their research agenda along with staff changes and/or evolving staff research interests – Behavioural Finance Working Group, Business Ecosystems Research Group, Accounting and Accountability Research Group, Marketing Interactions and Consumer Behaviour Group, Organisational Practices and Processes Research Group. There are currently two Clusters: Public Management and Regulation; Borderlines: Action Research in Creative and Cultural Economies, which represent smaller (in terms of staff numbers affiliated) and/or narrower/emergent research themes. Research Groups and Clusters all pursue our central research mission of transformational social change and reflect at least one of our core themes.

We believe that our dual-pronged strategy of continuous investment in successful research units alongside judicious investment in newer ones ensures continued dynamism and vitality within our research environment. We undertake a biennial review of our research units in order to ensure that existing units are meeting the needs of our collective research endeavour, justifying investment in them, and enabling our research to flourish and take new turns that have potential to contribute to the knowledge base within our research themes and to social change in wider society.

#### *Support for research*

In order to support our research strategy, since 2014, we have increased investment in our research and researchers by implementing a number of new policies, practices and initiatives. Noteworthy is the range of time-resourced academic and professional services research leadership roles that the School now has: Associate Dean for Research, PhD Director, Impact Co-ordinator; Centre/Group Directors; Research Manager. We also support staff's research activity via equitable allocated research time in workloads, several internal funding schemes, an annual personal research allowance and funding for national and international conference attendance. We facilitate researcher development and collegial relationships among researchers via mentoring during probation period; Personal Research Plan mentoring by professorial staff; activities of, and peer support via, research units; provision of research training opportunities at School, Faculty and University levels; PhD co-supervision opportunities. In addition, we provide a stimulating research

environment through regular research seminars with contributions from invited external academics and internal colleagues; regular research events and workshops under the auspices of our Centres/Groups/Clusters; working papers; visiting scholars; a vibrant PhD programme.

By providing administrative assistance for research funding applications, we support our academics to pursue research income from multiple sources including research councils, charities, companies, government, non-profit organisations etc. We support impact and engagement activity through time-resourced academic leadership (Impact Co-ordinator); impact development awards; impact development fellowships; research environment awards; access to Faculty- and University-level initiatives (see REF5a Section 4).

#### *Supporting interdisciplinary research*

The School seeks to contribute to Queen Mary's strategy of promoting interdisciplinary research (see REF5a Section 2) by resourcing various initiatives. These include our flagship inter-disciplinary Research Centre co-located in SBM and the School of Geography, **Centre on Labour and Global Production**, and our recently established **Borderlines cluster**, which collaborates on an ad-hoc basis with other disciplines in Queen Mary including the School of English and Drama. In addition, several members of SBM with an interest in migration are affiliated with Queen Mary's interdisciplinary Centre for Migration Studies and there is an active collaboration between CRED and the School of Law's Centre for Research on Law, Equality and Diversity involving for example joint PhD supervision as well as occasional joint events. Our support for interdisciplinary research is also seen in a number of cross-school PhD students (with Geography, Politics, Engineering, Maths, Life Sciences). Several of our academics participate in Queen Mary's cross-school Institute for Humanities and Social Sciences (IHSS) (see REF5a Section 2) under the auspices of which for example in 2018-19, the School co-convened with the School of Geography and Department of Drama, an initiative to promote interdisciplinary research on the theme of 'Work at the Margins'.

#### *Impact strategy*

Reflecting Queen Mary's long tradition of and commitment to research impact (see REF5a Section 2), since the inception of our School we have sought to produce socially and economically impactful research. REF 2014 highlighted some world-leading cases of research impact within the School and we have since made huge efforts to build upon this strength by increasing resources and support for impact activities. Our aim is to enable as many of our researchers as possible to engage with multiple stakeholders in the public, private and third sectors. For most of the REF 2021 period, one of our senior professors served as Impact Co-ordinator (Martins) to support, guide and train colleagues pursuing a wide range of impact activities including but not confined to REF Impact Case Studies. Martins was eminently qualified for this role having himself submitted a highly commended Impact Case Study as part of our REF 2014 submission.

We have enhanced our impact strategy with a number of targeted initiatives that we expect to remain in place beyond REF 2021. These include small awards (up to £1,000) introduced 2016-17 to support impact activities (whether or not specifically for REF Impact Case Studies); Impact Fellowships over 2017-20 with a 10% reduction in teaching and administration workload for those carrying out significant impact activity as part of their research. Eight such Fellowships were awarded for 2018-19 and six for 2019-20. In addition, formal development opportunities for colleagues undertaking impact-seeking work are provided each year in training workshops run by the Impact Co-ordinator and in a major session at our annual Research Away-Day. In 2018-19, we also invested in impact training, advice and support by a well-known external provider that staff with potential REF Impact

Case Studies as well as any other interested colleagues were invited to attend. Combined, these activities have enhanced staff understanding of how to achieve impact from scholarly work and have proven particularly critical for early career researchers' capacity to begin to develop an impact agenda beyond REF 2021. Our research web pages are used to publicise impact activity and therewith to increase its reach within and beyond the academic community. While the submitted Impact Case studies exemplify the School's impact work, our broad impact strategy, which extends support and resources beyond REF Impact Case Studies, has enabled us to make progress in building and sustaining our overall mission of research for transformational social change.

#### *Open access strategy and wider strategy to encourage the effective sharing and management of research data*

Queen Mary is committed to the general principle of Open Access of research outputs (see REF5a Section 2) whereby individual researchers or research collaborations freely choose to disseminate their research via those routes that are internationally recognised for their high standards. The School generally implements Open Access by the Green route, with authors self-archiving their work in the Queen Mary repository. Since 1<sup>st</sup> April 2016, we have communicated and enforced UKRI's open access policy. In a proactive effort to educate staff (particularly new staff and ECRs), we have held workshops, produced and distributed guidance (which is also contained in our School Research Handbook), generally promoted open access to staff via our monthly School Research Newsletter and regular all-staff emails. These initiatives are designed to ensure all staff understand OA requirements for REF 2021 and to encourage 100% compliance with the policy.

In terms of procedures, all staff are required to deposit the *accepted manuscript* of all journal articles within three months of the date of acceptance for publication. Articles are accessible in the QMRO repository after any embargos have expired. Academic staff may choose to self-deposit or to request the assistance of the School's Research Services Team. The Research Manager regularly liaises with the Queen Mary Repository and Research Information Team regarding open access queries, for guidance on journal and funder open access agreements, and to arrange workshops and drop-ins for academic staff.

Our strategy is to build staff's knowledge of how to effectively share and manage research data especially projects involving large datasets. The Queen Mary ITS Research group provides computing facilities as well as advice on the effective management of research data. Our data sharing strategy is most visible in the data management plans of grant applications where for example, applicants have outlined how they will: share digitized images of difficult-to-access archive material; enhance share-ability by use of codebooks detailing methods and use of curation techniques, such as anonymization, data segregation, redaction; publicise the availability of their data via impact and engagement activities and communication media such as project websites.

#### *Ensuring research integrity*

Queen Mary is committed to conducting research according to the highest standards of integrity underpinned by the UUK Concordat to Support Research Integrity (see REF5a Section 2). The School takes action to ensure that the Queen Mary commitment is upheld. Specifically, we make our researchers aware of the requirement to seek ethical approval from the Queen Mary Ethics of Research Committee for all research projects involving human subjects via T&R staff and PhD student induction sessions and via the School Research Handbook available to all SBM researchers. The School has an ethics adviser (Robertson) who sits on the Queen Mary Ethics of Research Committee and who gives advice to our researchers in cases of projects involving complex ethical issues. The



Associate Dean for Research screens all applications for ethics approval prior to submission to the Committee.

#### *REF preparation strategy and EDI*

Key staff involved in REF decision-making processes – including selection of outputs and impact case studies – all underwent mandatory Queen Mary EDI training. We included all our professors and readers in outputs assessment in order to ensure that as diverse a group as possible were involved in shaping the final submission. We also consciously nominated a diverse group of external academics as REF output/impact assessors (selected and appointed by the HSS Faculty). After the annual internal REF Review exercise in 2018, we conducted an equality analysis to ensure that there was no discrimination on basis of gender or race/ethnicity in regards to internal/external quality assessment of outputs. We benchmarked assessors' scores against the CABS Journal Quality Guide and we found that men's articles were slightly more likely than women's to be 'downgraded' by assessors and that white staff's articles were slightly more likely than BAME staff's to be 'downgraded'. We were therefore satisfied that there was no evidence of gender and race bias against women and BAME staff in the assessment exercise.

#### *Future research strategy*

The School regards its research strategy as dynamic and constantly evolving in ways that enhance the vitality of the research environment and ensure its sustainability beyond REF 2021. Over the next five years, we intend to continue to pursue our three established core themes of social justice, good governance and sustainability, which we believe have assumed a heightened importance as a consequence of the Covid-19 pandemic. In summary, our future strategy comprises action to:

- Continue to embed the United Nations Principles for Responsible Management Education (PRME) and Athena Swan principles in our research structures, policies, procedures, and practices. For example, we undertake to regularly carry out EDI impact assessments of our policies and practices and to take action to sustain our diversity inclusive research management and leadership.
- Support *all* teaching and research staff in their research, but additionally invest on a selective basis in areas of research excellence that align with our subject strengths and strategic priorities as reflected in our mission and in the work of our research units.
- Increase efforts to obtain external research income from multiple sources including research councils, government departments, European Commission, companies and charities.
- Encourage and support impact and engagement work to ensure the reach of our research beyond academia.
- Maintain and seek opportunities to grow our multi-disciplinary PhD community thereby investing in the scholars of the future.

We believe that the supportive and vibrant research environment we have created and committed to upholding, will help to secure continued academic staff buy-in to our research strategy and its broader purpose of sustaining a healthy mission- and curiosity-driven research culture. The wide range of strategic levers/initiatives we have developed to fulfil our strategic goals will act as a means of future proofing our inclusive research environment as we move forward in the challenging context and aftermath of the Covid-19 pandemic.

**(iv) Achievements from research activity**

We have made considerable progress on our strategic objectives outlined earlier through the work of our research units, which also act as vehicles for engaging with partners beyond the university sector through research collaborations, workshops, public events and community engagement. Evidence of achievement of our strategic objectives and sustainability of our research contribution is illustrated below through selected examples of the work of our Centres/Groups/Clusters and how that work contributes to shaping the intellectual agenda as well as to impact and engagement beyond the academy.

Established in 2005 the **Centre for Globalisation Research (CGR)** is internationally recognised within and beyond academia. As well as SBM academics and PhD students, membership includes many external internationally renowned visiting fellows. CGR research revolves around the political economy of governance and welfare in a globalised world. Members of CGR approach this central theme from different angles: (i) political economy and macroeconomics; (ii) development, inequality and environmental economics; (iii) business analytics, innovation and networks. For instance, Matousek's work has examined policy uncertainty and the capital shortfall of global financial firms. Gutiérrez-Romero's research has quantified the considerable economic impact that drug-cartel violence has had on poverty, economic growth and crime in Mexico. Gennaioli has contributed to the understanding of the link between environmental outcomes and political institutions in developing countries. Recent research by Kavetsos has revealed the impact of hosting the Olympics on subjective well-being and the relationship between subjective well-being and economic growth. Panzarasa's and von Graevenitz's interdisciplinary research on innovation and social networks has been published in the world's top medical journals (*Lancet*, *BMJ*, *Annals of Surgery*). CGR's collective contribution to theoretical and empirical research is evidenced by publications in high quality journals such as *World Development*, *Journal of Economic Geography*, *Economic Development and Cultural Change*, *Economica*, *Review of Economics and Statistics*, *Journal of Corporate Finance*, *Journal of Industrial Economics*, *Journal of Economic Behaviour and Organization* and *Journal of Public Economics*. CGR also disseminates its research through a blog, a working papers series, seminars and conferences. Its Annual Globalisation Seminar Series has attracted eminent scholars such as Esther Duflo (2019 Nobel Prize winner), Alberto Alesina and Paul Collier.

CGR researchers engage with a range of policy-makers in emerging and advanced economies. For instance, Granville's research on monetary unions is informing the political debate on the sustainability of the Eurozone. Von Graeventiz's research on patents and innovation stimulated a collaboration with the World Intellectual Property Organisation and the European Patent Office. CGR members have engaged with the OECD, the World Bank, the International Migration Organisation and U4-Anti corruption research centre. CGR research has also involved collaborations with industrial parties including Thomson Reuters, Elsevier, GlaxoSmithKline, Nokia-Bell-Labs and Vodafone Group, and with leading research labs such as the United Nations Global Pulse Lab and the MIT Media Lab.

Established in 2005, the **Centre for Research in Equality and Diversity (CRED)** is internationally recognised as an influential hub for theoretically informed and evidence-based research on workplace and organisational equality, diversity and inclusion (EDI). CRED attracts leading EDI scholars at all levels now comprising around 24 academic staff and 30 PhD students researching different dimensions of EDI across multiple disciplines, e.g. sociology, psychology, economics, employment relations, finance and accounting, post-colonial studies.

CRED research features prominently in world-leading journals including the *British Journal of Industrial Relations*; *British Journal of Management*; *Gender, Work and Organizations*;

*Harvard Business Review; Human Relations; Human Resource Management (US); Human Resource Management Journal; Leadership Quarterly; Organization; and Work, Employment and Society.* Key intellectual contributions include: conceptual critiques of popular EDI initiatives such as unconscious bias training (Noon); investigations into the discourses, strategies and practices of various EDI actors (Kirton, Tatli); contributions to intersectional perspectives on EDI (Healy, Tatli, Wright); research into women's career obstacles and leadership journeys (Doldor, Athanasoupoulou, Adamson); limitations of interventions to reduce the gender pay gap (Healy, Koumenta). CRED regularly hosts world-leading EDI scholars who contribute to the CRED annual lecture and visiting scholar schemes, such as George Yancey (Emory University); Belle Rose Ragins (University of Wisconsin); Myrtle P. Bell (University of Texas); Sarah Riley (Massey University); Sarosh Kuruvilla (Cornell University).

A key feature of CRED is its commitment to impactful research in a wide range of employment and organisational settings, including companies, trade unions, public sector and non-profit organisations, policymakers and regulators. Key examples include Doldor's influential research on gender and ethnicity on corporate boards and in leadership, which has contributed to government policy on increasing women on boards (and forms the basis of one of our submitted Impact Case Studies), and major research for the Chartered Management Institute on race and ethnicity in the management pipeline (Cornelius and Healy). CRED's strong relationships with trade unions have resulted in widely publicised critiques of the equality impacts of privatisation of the probation service (Kirton), international collaborative research on the future of women in public transport in the face of technological change (Wright), and the casualisation of women's work (Healy). CRED's commitment to impact from research is also evidenced by its engagement with Queen Mary EDI objectives, for example Dar's student-led project BreakThrough! The Bangladeshi Women's Careers Group; Cornelius' leadership of SBM's EDI agenda.

**The Centre on Labour and Global Production (CLGP)** was established in September 2016 as a joint centre between SBM and Queen Mary's School of Geography. Its membership includes researchers across different disciplines within Queen Mary who study the changing positions of labour, regulation, and social conflict in the world economy and within the historical development of North-South relations. The Centre is a leading hub of critical global value chain (GVC) research, which has been published in leading journals across a variety of disciplines, e.g. *Journal of Development Studies*, *Journal of Economic Geography*, *Review of International Political Economy*, *British Journal of Industrial Relations* (Baglioni, Campling). Baglioni and Campling are at the forefront of studies on the ecological and environmental aspects of GVCs published in *Environment and Planning A and D*, *Economic Geography*, and in a forthcoming monograph on *Capitalism and the Sea* by Campling and Colás (Verso 2021). At the vanguard of interdisciplinary dialogue among critical management studies, economic geography and development studies, Baglioni and Campling are setting the international research agenda on 'labour regimes', reflected in distinctive and growing contributions to leading journals such as *Journal of Economic Geography*, *Economic Geography*, *British Journal of Industrial Relations*, *Work Employment and Society*. CLGP is also a world-leader in the empirically grounded analysis of labour standards in EU trade agreements, published in *Journal of Common Market Studies* (joint winner of that journal's best article of 2019), *World Trade Journal*, and a monograph by Campling and colleagues, *Free Trade Agreements and Global Labour Governance* (Routledge 2021). This latter stream of work has had a significant impact on practitioner communities and Campling's research on international trade, its regulation and social impacts forms the basis of two of our submitted Impact Case Studies. In another stream of work, Rai has led the ecological critique of piracy networks and informality in the Global South in leading journals such as *Environment and Planning D*, a monograph on *Jugaad Time: Ecologies of Everyday Hacking in India* (Duke University Press 2019), and a co-edited volume *Diginaka: Subaltern Politics and Digital media in Post-Capitalist India*



(Orient Blackswan 2020). Finally, with a view to increasing interdisciplinary scholarship on gendered and racialised divisions of labour, in 2019 CLGP hosted an event on *Social Reproduction Within and Beyond Production* with internationally known scholars (e.g. Silvia Federici, Professor Emerita at HOFSTRA University).

The work of members of the **Accounting and Accountability Research Group (AARG)** addresses important contemporary and historical topics in accounting research. The Group serves as a vehicle for the exchange of ideas among accounting researchers, facilitates collaborative work within the School, hosts international speakers and research visitors and has acquired a national profile through building networks with professional accountancy bodies and hosting national and international accounting conferences. The contribution of AARG to the theoretical and empirical development of the discipline is evidenced by publications in high-ranking accounting journals such as *Accounting, Organisations and Society*; *Critical Perspectives in Accounting*; *Accounting, Auditing and Accountability Journal*; *British Accounting Review*; *European Accounting Review and Accounting Forum*.

Group members are involved in several areas of research. Haslam, Johal and Tsitsianis study business models and financialisation and are recipients of the Hans-Matthöfer prize award for their contributions to the ongoing academic and policy-informing work on the Foundational Economy. This work focuses on how to construct an understanding of the drivers of wellbeing and liveability. In the area of accounting history, McCartney focuses on aspects of British industrial performance since the beginning of the Industrial Revolution, and has explored railways both during the nineteenth century and since privatisation. Sian's work on the accounting profession has investigated historical raced and class-based exclusion from the accounting profession and gender-based marginalisation in the contemporary era. Mitrou's work focuses on governance and sustainability as they relate to pensions. Her work investigates pension de-risking strategies in the UK and the influence of environmental, social, and governance activity on corporate pension policies.

The **Behavioural Finance Working Group (BFWG)** has been hosted by SBM since 2013. BFWG is an externally facing interdisciplinary research hub for empirical and theoretical researchers globally with more than 700 members worldwide from finance, psychology, sociology, economics and accounting, as well as finance practitioners. BFWG's work is premised on the view that the need for understanding agents' behaviour in finance is of paramount importance for research, policy and practice. BFWG's flagship activity is an annual conference with approximately 100 international participants. The conference and other BFWG meetings have been and continue to be impactful in terms of generating contributions and debates that have transformed the finance field globally leading to inclusion of human behaviour in financial analysis and changing the traditional paradigms. For example, Muradoglu's work has led the way in understanding financial crisis and the recovery processes from a behavioural perspective. Among the other SBM members, all have published the work they presented at BFWG meetings in top journals in development finance (Mallick), sentiment (Bathia) and mergers and acquisitions (Peng, Xia). BFWG is also spearheading developments in the field by providing a methods-hub that encourages qualitative and experimental methods besides the traditional quantitative ones that typically define the field.

BFWG's work involves regular collaborations with stakeholders beyond academia, for example, with the Society for the Study of Emerging Markets and the Institute of Chartered Accountants of England and Wales. BFWG is instrumental in creating opportunities within the field for impact and engagement by exposing researchers within and beyond the School to a large national and international network of practitioner groups, including the Financial Conduct Authority, Canadian Deposit Insurance Corporation, Barclays, Blackrock and several other financial institutions.

The **Business Ecosystems Research Group (BERG)** was established in 2011 and is recognised as a significant hub for research on business relationships and networks. As well as several SBM academics, it includes associate members from Europe and the USA. BERG focuses on theorising about the interactions among actors in complex business systems. It covers business marketing, strategy, supply chain management, entrepreneurship, and innovation. BERG contributes to the development of innovative research methods in management studies, for example, the rigorous application of fuzzy set Qualitative Comparative Analysis (fsQCA) in the case of social phenomena characterised by the complex interplay of different driver domains. Evidence for BERG's achievements are more than 100 articles in high quality peer-reviewed journals since 2014, three books and 17 book chapters. BERG researchers contribute to business impact through collaborative projects with companies and public/governmental bodies (e.g. Mercedes-Benz/MBUSI, International Hotel Group, Hilti, McKinsey & Co, Hatteland, BMW, Fraunhofer IIS, GfK, MAN, Bosch, IBM, Telia, Diebold Nixdorf, Digital Green, DEFRA, BIS, FSA, Telefonica, State Council of China). A noteworthy example of these collaborations was the organisation of a one-day managerial best practice workshop on service infusion with 30 Mercedes-Benz/MBUSI suppliers in 2018, which resulted in ongoing research outputs achieved with MBUSI (e.g. articles by Henneberg in internationally leading journals). BERG currently researches digitalisation strategy development in manufacturing companies, as part of a UKRI grant, together with the Cambridge Service Alliance, Institute for Manufacturing, University of Cambridge, and the University of Sheffield.

The **Marketing Interactions and Consumer Behaviour (MICB)** group focuses on research in consumer behaviour, with members utilizing both experimental and qualitative approaches. Group members study topics such as charitable giving, consumer moral identity, multiculturalism and inclusivity in marketing, political marketing, and consumers' emotional experiences. Since 2014, members have published in top journals in marketing and psychology, including *Journal of Consumer Psychology* and *Journal of Personality and Social Psychology*. Research excellence is further evidenced by several measures of esteem, e.g. best paper awards at AMA and AoM conferences, and the Women in Marketing (scientist category) award. Members have given talks at leading schools such as University of Cambridge (marketing and psychology groups), University College London (psychology), VU Amsterdam (marketing), Hong Kong University (marketing), Chinese University of Hong Kong (marketing), and Fudan University (marketing). Group members have received media coverage/ given interviews in national and international outlets such as the BBC, CNBC, the Wall Street Journal, MarketWatch, Financial Times, and the Telegraph.

The **Organizational Processes and Practices Research Group (OPPRG)** was established in 2017 with a distinct approach to organisation studies involving analysis of organisational processes *and* practices as a unified field of enquiry. In so doing, it has developed an interdisciplinary orientation that brings together a range of subject areas relevant to organisation studies, including sociology, organisational behaviour, political theory, and science and technology studies. OPPRG members contribute significantly to the fields of: knowledge, learning and professional identities (Robertson, Fox); CEO careers, leadership, gender and executive coaching (Athanasopoulou); critique of organisation theory (Curtis); social and spatial divisions of labour and management, and labour process (Hanlon); path dependence/creation and hegemony (Maielli). Key outcomes include an award winning publication on knowledge, identity and power (Mosonyi), as well as published work resulting from a Wellcome Trust-funded study on professional legitimisation of medical treatments (Perrotta) and publication of books from leading University Presses (e.g. Oxford University Press - Athanasopoulou). OPPRG's significant contribution to organisation studies is reflected in publications in world-leading academic journals including *British Journal of Management*, *Business History*, *Business and Society*, *International Journal of Entrepreneurial Behaviour and Research*, *Gender Work and Organization*, *Harvard Business Review*, *Journal of Change Management*, *Human*

*Resource Management, Human Relations, International Journal of Management Reviews, Leadership Quarterly, Organization Studies, Physical Review, Social Science and Medicine.*

The **Public Management and Regulation cluster (PMR)** is an interdisciplinary cluster whose members use a range of methods and theoretical perspectives. 6 has developed a neo-Durkheimian institutional framework to explain how policymakers' informal social organisation shapes their framing of decisions, often leading to unintended consequences. Laffin's research, particularly in housing and planning, demonstrates the limitations and apolitical assumptions underlying existing public management frameworks. Laffin delivered a keynote presentation at the 2019 Annual Meeting of the Council of Europe's Chamber of the Regions. Ladi has focussed on the European dimension and shown the particular role played by experts in globalising and Europeanisation processes. Panagiotopoulos has shown how digital research can be a powerful tool in researching how government regulation works and how digital methods can be used to evaluate regulatory change. Schwarz has developed and applied contrasting leadership approaches to understanding how public organisations grapple with questions of improving performance and innovation. Members publish in top journals in the field including editing two special issues of *Public Administration* (Perri 6, Ladi).

**Borderlines** is a recently established (2016/17) research cluster with members from other Schools including Geography, English and Drama and Linguistics, Languages and Film. Borderlines brings together an inter/trans-disciplinary group of researchers, artists, thinkers, makers, practitioners who are interested in understanding the role of the creative and cultural sectors in reproducing and moving beyond neo-liberal logics of space, temporality and community. Members draw on a variety of critical methods from ethnography to participatory video methods to examine creative and cultural sectors across and between the Global North and South (with funding from AHRC, British Academy, ESRC-UKIER, ESRC, British Academy of Management). Members are involved in community engagement, third sector organizations and activism (The Decolonizing Alliance, Mind, Oxfam, Save the Children, the Naz Foundation and CARE International, European Council of Exiles and Refugees, Doctors without Borders).

## 2. People

### (i) Staffing strategy and staff development

#### *Recruitment and retention strategy*

Our academic staffing strategy is to appoint and retain internationally excellent and world-leading researchers, and those early career researchers with the potential to reach such a level. We aim to recruit academics whose research connects strongly with at least one of the three themes within our core purpose, namely social justice, sustainability and good governance and with at least one of our research units. The profiles and renown nationally and internationally of our research units enhance our external reputation thereby helping us to attract the high calibre academics at all career stages that we seek.

A core element of our staffing strategy is to embed Athena Swan principles of equality and diversity in recruitment, selection, promotion, and development practices. We actively seek to sustain the noteworthy diversity of our academic workforce: as a snapshot, latest benchmarking data from 2018-19 show that 38% of our T&R staff were of BAME background and 46% were women compared to Business and Management sector benchmarks of 29% and 42% respectively, and Russell Group benchmarks of 28% and 36% respectively. Additionally, at 31/07/2020, our professoriate was also diverse (31% female

and 19% BAME). However, we acknowledge that this constitutes under-representations relative to the gender and ethnic composition of the overall T&R staff. We regularly monitor headline diversity indicators, for example, success rates by gender and ethnicity in recruitment exercises and promotion rounds, so that we can be confident that our diverse and inclusive research environment is sustainable. We aim to develop practices and initiatives to address any disparities identified. For example, we ensure that all staff involved in recruitment and selection, and promotion exercises have undergone Queen Mary equality and diversity training in order to increase awareness of unconscious bias and understanding of the principles of equality, diversity and inclusion. Further, interview and promotion panels for T&R staff are always mixed-gender. During 2020-21, the School's EDI Committee is exploring further actions to support diversity and inclusion in hiring and promotion decisions.

A tangible EDI outcome of our staffing strategy is our strong culture of internal promotion that has ensured that many women and BAME staff in particular (under-represented nationally in senior academic positions) have climbed the academic career ladder while at Queen Mary. Queen Mary's robust promotion procedures upholding the principles of EDI underpin these outcomes (see REF5a Section 3). In the School, we have a Promotions Committee comprising the Dean, Associate Dean for Research, Associate Dean for Academic Development and Heads of Departments, which considers all applications across our five Departments. This Committee makes recommendations to an HSS Faculty panel and the Queen Mary Senior Executive makes final decisions. This deliberative approach enhances the quality and fairness of promotions decision-making by mitigating any potential for unconscious bias. In the current REF cycle, the School has promoted 38 teaching and research staff: six females and three males from Reader to Professor; five females and six males from Senior Lecturer to Reader; ten females and eight males from Lecturer to Senior Lecturer. In the 2018-19 promotions round, 56% of successful promotion applicants were women and in 2019-20, the figure was 63%.

Besides seeking to recruit from a diverse pool of academics, we aim to sustain staff diversity by providing an environment where all individuals irrespective of legally protected and other identity characteristics may develop a rounded academic career profile within a visibly inclusive environment. We therefore consciously seek to ensure that BAME and female staff are well represented on School committees (including the Research Committee) and in senior academic administrative/management roles (including research-related). The School's Steering Group, for example, comprises two women (out of four academic members), one of whom is of BAME background. The Research Committee comprises 64% women and 18% BAME academic members. Of our ten research units, six are led by women and two by BAME colleagues. While the indicators described demonstrate that we are attaining our broad inclusion aim, the School senior management team (Steering Group) recognises the need for continual vigilance and action where necessary in order to safeguard diversity and inclusion sustainability. Therefore, we seek to ensure that an internal leadership succession pipeline is developing by affording academic leadership opportunities to a wide diversity of staff and regularly taking stock of the demographic composition of leadership teams in the various functional areas.

Finally, our staffing strategy necessarily takes account of the competitive business and management labour market and the need to take active steps to retain staff. The foundation of our strategy is an equal allocation of workload research time (40% of annual working hours) for all teaching and research staff irrespective of grade/status/position.

#### *Staff development strategy*

Staff development is underpinned by several processes and initiatives. First, mentoring during the 3-year probation period as well as ongoing annual Personal Research Plan (PRP) for all non-professorial staff. The aim of PRP mentoring (provided by professors) is



to improve individual research profiles, thereby facilitating academic career development. Involving professorial staff in mentoring less senior academics is critical to the capacity-building component of our research strategy. Mentoring is also available beyond the School with dedicated Queen Mary schemes specifically for female and BAME staff seeking leadership positions (see REF5a Section 3). Second, appraisal and development processes overseen by the Associate Dean for Academic Staff Development (Cornelius) (since 2020-21 Associate Dean for People, Culture and Inclusion). This critical role ensures equitable treatment of staff, effective mentoring and support for early career researchers, and accessible advice and guidance to staff seeking promotion and sabbatical leave. Third, Queen Mary provides for eligibility for generous sabbatical leave (six months after three years' service or one year within seven years) which the School is proactive in facilitating via a guidance document, annual information sessions and one-to-one coaching. In the current REF cycle, 67 SBM academics (36 women, 31 men) have been awarded sabbaticals.

Queen Mary supports the 'Concordat to Support the Career Development of Researchers' and is therefore committed to providing a plethora of developmental initiatives. Queen Mary-wide researcher training is available on many topics (see REF5a Section 3) and there is a dedicated ECR development programme. At School level we provide financial support for external research training according to individual interests and needs as well as regular internal developmental events, for example, annual Research Away-Day; ECR workshops; research funding workshops; Writing Retreats; Meet the Editors workshops; Fast track the Impact of your Research workshop; Publishing Strategies workshops. Informally, we take steps to foster collegial and developmental peer relationships via provision of financial resources to support the collective activities of research units.

Further, we seek to facilitate continuous professional development by provision of an annual personal research allowance of £2000, which all T&R staff receive to be spent in pursuance of their research activity, and particularly on conference attendance. Staff returning from extended leave due to personal circumstances (e.g. maternity, paternity, eldercare, illness) receive up to an extra £1000 personal research allowance in the first year of return. In the current REF period, we also made 38 Research Excellence awards of £1000 to 27 colleagues for articles published in ABS4/4\* journals and/or for university press monographs. Other School-level financial support for research development comprises a number of funding schemes that combined amount to £60,000 of awards per annum.

Funding schemes are: (i) Seed-Corn awards of up to £5,000 for innovative discrete research projects and pilot projects intended to lead to an external grant application; (ii) Research Environment awards of up to £5,000 to fund activities such as on-campus conferences and workshops, international research collaborations/networks, international academic visitors; (iii) Distinguished Visiting Scholar awards that enable staff to invite high profile academics to visit the School for a short period of residence. In the current REF period, we have made 28 Seed Corn awards amounting to some £107,282 and 76 Environment awards amounting to some £157,957. The Research Committee receives and makes decisions on award applications biannually, an approach that provides for collective decision-making on the distribution of research funds, and which again serves the purpose of mitigating any potential for individual unconscious bias related to protected characteristics. We carry out an annual EDI impact assessment of applications and awards to check for any potential bias, which to date has not indicated any unfair discrimination on basis of gender or ethnicity.

Various productive and impactful research projects have resulted from these awards. For example, Kirton's £3,500 Seed-Corn award for a discrete qualitative project investigating the gender and union effects of the restructuring and partial privatisation of the probation service resulted in three articles in high reputation journals as well as a report for the main

probation trade union and media coverage. Ozturk's £1,000 Seed-Corn award for a qualitative project on transgender workplace policy development resulted in one article in a high reputation journal as well as a planned larger project and grant application.

## **(ii) Research students**

Our School is a member of the Queen Mary/King's/Imperial London Interdisciplinary Social Science (LISS) ESRC Doctoral Training Partnership (DTP), an internationally recognised centre of excellence. A lively and active community of doctoral students is central to our research culture and our commitment to contributing to the development of the profession. Former PhD students have been appointed to the School (Tatli, Wright) and to other universities including Edinburgh, Essex, Exeter, Oxford, Reading, SOAS, UCL.

Over the last five years, we have built our PhD programme significantly with strong support through the Queen Mary PhD growth strategy (see REF5a Section 2). Since REF 2014, our PhD programme has increased in size from 42 to 80 FTEs in 2020-21 with annual intake of around 12-15 students. Our completion rate has improved from 50% for the cohort entry 2010-11 to 75% for the cohort entry 2014-15. 48.2 students have been awarded PhDs (compared to 14.5 in the previous REF period). Our PhD community is both gender and ethnically diverse: 62% of students are female and 79% are BAME. We believe that our PhD programme owes its diversity to a combination of factors including the breadth and scope of our research themes, our success in attracting international students and our sensitivity to ensuring equal treatment of applicants.

We advertise PhD opportunities across the breadth of our research units in order to build capacity in those areas central to our research mission and in addition, we encourage applicants to submit interdisciplinary proposals involving joint supervision with other Queen Mary Schools. Our PhD students affiliate with our research units and participate in their activities, which serves as an important means of integrating them within their subject-based academic communities as well as enhancing their general wellbeing. Since 2014, 12 students have pursued interdisciplinary projects co-supervised with the schools of Law (3), Politics and International Relations (2), Electronic Engineering and Computer Science (1), Mathematical Sciences (2), Geography (2), Life Sciences Institute (1) and English and Drama (1). In the current REF period, reflecting the increased quality of applicants, 59 PhD students have been in receipt of internationally competitive, merit-based scholarships from the School/Queen Mary. The School has also recruited high calibre applicants with external funding support (typically through scholarships from governments internationally, including China Scholarship Council (11), Commonwealth Scholarship Commission (1), Higher Education Commission Pakistan (3), Higher Education Commission Punjab (1) and Saudi Arabian Government (3), Indonesian Government (1). There are currently five students funded by UK Research Councils (ESRC LISS DTP (4); ESRC Multidisciplinary Award (1)). In addition, since 2017, the School has awarded tuition fee waivers to self-funded students on a competitive basis.

We have two large dedicated office spaces for PhD students. The School provides financial support (£1,000 per annum) for all PhD students for conferences and other research expenses. Students can also apply for additional support from Queen Mary's Postgraduate Research Fund to cover costs such as international fieldwork. They may also participate in Erasmus arrangements. We ensure rigorous supervision, monitoring and training procedures managed by the PhD Director (Panzarasa, previously Muradoglu, Tatli). All PhD students have two supervisors, who undertake mandatory supervisory training. The PhD Director guides students through the Doctoral Record, a nine-month progression exercise, and 24-month progress review. Queen Mary's Centre for Academic and Professional Development provides skills-based training and career development workshops for PhD students, while the School runs a compulsory bespoke doctoral training programme, taught

by senior SBM academics. All PhD researchers are able to attend research workshops and training sessions run by LISS ESRC DTP whilst the PhD sessions run by the school are open to LISS DTP students allowing students to access interdisciplinary research approaches. In addition, the School offers a range of skills training courses including Stata and Nvivo, videography workshops, and organises an annual PhD Away Day and PhD Symposium. The school provides financial and administrative support for PhD-led activities including a film-screening Club and social/networking events.

The PhD programme has an EDI Committee whose remit is to identify ways of advancing EDI in the PhD community, including measures to enhance integration of PhD researchers from diverse backgrounds. It also explores opportunities for and barriers to employability and career development from an EDI perspective. Actions have been taken in the following areas: (a) work-life balance (e.g. provision of recordings of PhD methodology sessions to ensure accessibility for those with caring responsibilities); inviting children of PhD researchers to key celebratory events such as the annual PhD festive dinner; (b) improving the School PhD webpage to reflect diversity and inclusion; (c) career progression and employability advice (e.g. seminars by BAME and women alumni on their career experiences); (d) EDI awareness raising (e.g. film screening and discussion sessions led by PhD researchers on key areas including (trans)gender identity, race and ethnicity, social class, among others).

The considerable investment we have made in our PhD programme ensures that we are able to attract high calibre students who we can be confident will go on to contribute to academic research reflecting our mission.

### **3. Income, infrastructure and facilities**

#### **(i) Research income**

Our research income is on an upward trajectory: the total value of awards granted in the current REF period is approximately £1.9 million compared with £929,000 in the REF 2014 period. These awards include a Wellcome Trust grant of £588,000 (Perrotta, PI) and a £241,000 Marie Skłodowska-Curie Fellowship (Kirton, PI), plus a number of smaller awards granted by prestigious organisations such as ESRC and British Academy. Our strategy is to build on this upward trend so that our research income better reflects the quality of our research. We will continue to support colleagues in the effort to gain research awards through grant applications training, pre- and post-award mentoring, and pre- and post-award administrative support. We operate internal peer review of all grant applications in order to improve quality and hence likelihood of success. We believe that the support we have in place has proved critical to the rise in research income since REF 2014. We appointed a School Research Manager in 2016 with a remit to provide greater administrative support to grant applicants and to proactively search for grant and other research funding opportunities. The School also works closely with the Queen Mary central research support services (such as the Faculty Research Manager, Business Development Unit and Joint Research Management Office).

The School provides incentives for research grant applications through seed corn funding, encouraging colleagues to use sabbatical leave to develop applications and allocating successful applicants additional research funds. The School also encourages and supports bids for other external research awards such as those offered by companies, charitable sector, government departments etc. Equally, we are cognisant of the fact that a high proportion of our academics undertake research of the type that leads to high quality outputs, collaborations and impact/engagement activities, sometimes with the support of internal School awards, but without the necessity of external funding, particularly large

grants. This means that rather than setting all individual staff a research income-generation objective, we take an individual approach encouraging and enabling high quality applications/bids from selected academics based on a careful appraisal of their career stage, personal research goals, research/outputs profile, intended collaborations, etc. Our expectation is that this more targeted and developmental approach will increase not just application/bid rates, but also success.

## **(ii) Infrastructure and facilities**

The Research Committee is at the heart of our research infrastructure serving to promote collegial governance of research. The Committee, chaired by the Associate Dean for Research, consists of representatives from all Centres and Groups, PhD Director, plus an early career representative reflecting our diversity and inclusion commitment and exemplifying how our research mission influences our internal policies and practices. The Research Committee meets monthly and oversees the research budget for all discretionary School research awards covering visiting academics, research events, and seed corn funding. The Committee is also the principal conduit for consultation on major research policy matters, for example, early in 2020 we held a Research Committee Away Day as a space for members to discuss our research strategy beyond REF 2021.

The research units described above are another core component of our research infrastructure providing intellectual meeting places for our researchers. In 2015-16, in consultation with the Research Committee, the School produced a formal document setting out the role, structure, and expectations of Centres/Groups/Clusters, and established a transparent process for gaining recognition as such. Centres and Groups operate on the principle of accountable autonomy. Reflecting this principle, they receive annual funding of £6,500 (Centres) and £3,250 (Groups) to spend on a wide range of activities including, but not limited to running a regular events programme; hosting visiting research fellows; hosting stakeholder impact and engagement events. In addition, Centre and Group leads receive an annual 5% reduction in their teaching/administration workload. Centres and Groups undertake activities including: applying for major funding; publishing a working paper series; contributing to the School research news website/newsletter; producing a wide range of high quality academic and technical/non-academic outputs. Clusters are evolving, emergent, organic and self-organising groups of researchers whose work has synergies cutting across Research Centres/Groups; they may be temporary or may evolve over time into Groups or Centres; they receive start-up financing of £1,500 and are eligible for Seed Corn and Environment Fund awards to support their ongoing activities.

We proactively deploy our infrastructure to create a stimulating and inclusive research environment. For example, we hold weekly research seminars during term time with contributions from invited external academics as well as internal colleagues. Our research units are tasked with responsibility for nominating research seminar contributors, but equally any member of T&R staff may make direct nominations. With regard to EDI considerations, one action from the Athena Swan application was to monitor the gender of seminar contributors and to encourage roughly equal proportions of males/females. We also host a plethora of other regular research events and workshops that often involve academic visitors from around the world. Examples include, annual Behavioural Finance Working Group conference; annual Working Group on Inequality and Poverty Workshop and Annual Globalisation Seminar Series hosted by Centre for Globalisation Research; Centre for Research in Equality and Diversity Annual Public Lecture. During the current REF period, we have hosted academic visitors from universities around the globe including France, India, USA, Denmark, Turkey, Spain, Australia, China, Brazil, Korea, Italy. This includes three Distinguished Visiting Fellows (under the Queen Mary HSS scheme), Professor Sarosh Kuruvilla from School of Industrial and Labor Relations, Cornell University, USA;



Professor Belle Rose Ragins, Lubar School of Business, University of Wisconsin, USA; Professor Sugata Marjit, Centre for Studies in Social Sciences, Calcutta, India.

With regard to practical research facilities, the School's budget for research software and databases is around £280,000 (2019-20), which purchases recurring subscriptions to major business data streams as well as to software licences for both generic and specialist quantitative and qualitative data analytical tools.

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

Our strategy since the School's establishment in 2002 has been, and continues to be, to recruit academic staff who share a common commitment to contributing to their respective subject fields via a range of research leadership activities. Activities such as journal editorial board membership; organising workshops, conferences and conference streams; collaborating with other researchers nationally and internationally, engaging and collaborating with stakeholders beyond higher education. Our staff also share a common concern to build research capacity within and beyond Queen Mary by actively seeking high calibre PhD students and by including resource provision for post-doctoral researchers and research assistants in grant applications (e.g. Perrotta's Wellcome Trust award). In addition, all our research staff contribute substantively and significantly to the research base of their respective subject fields through high quality, international publications.

##### **(i) Research collaborations and partnerships within academia**

The international reach of SBM research provides many opportunities for our staff to collaborate with academics in many countries. This is evidenced by international co-authorship of many of our research outputs as well as significant joint research grants and collaborations with non-UK universities, for example:

- Healy's EU Commission grant for work on gender pay gaps with colleagues at the Universities of Verona and Silesia;
- von Graevenitz's ESRC grants for work on Google Analytics with colleagues at Santa Clara California and the OECD, and also for work on patents with the Max Planck Institute for Innovation and Competition in München;
- Martins' EU Commission grant with University of Edinburgh, Catholic University of Milan, University of Crete and Bank of Spain
- Laffin's participation in an EU-funded seminar programme on international comparative analysis of reform of local government reform (COST Action IS1207);
- Ladi's Portuguese government grant for work on democracy during crises with colleagues in Lisbon, and a Newton grant for work on the EU's relationship with global governance with colleagues at Bilkent University.
- Haslam's, Johal's and Tsitsianis's participation in the Foundational Economy, a collective of academics from a number of European universities collaborating to publish work challenging mainstream ideas about economic policy.

Likewise, many colleagues collaborate with UK-based academics (again as evidenced by our outputs) and pursue funded collaborations with UK university partners and Queen Mary colleagues in other Schools, for example:

- Von Graevenitz's ESRC grant with colleagues at City and Glasgow universities for work on intellectual property;
- Wright's British Academy grant for work on equality bargaining in the rail sector with colleagues at the universities of West of England and Greenwich;

- Kirton's British Academy grants with a colleague at De Montfort University on diversity practitioners, on equality, diversity and employment relations in midwifery and nursing, and on women returning to the workplace after a career break with a colleague at Roehampton University;
- Dar's AHRC award with colleagues in Queen Mary's School of English and Drama for research investigating the value of arts methodologies in service evaluation;
- Campling's longstanding collaboration with colleagues in Queen Mary's School of Geography and in law and politics at the University of Warwick on global labour regimes.

## (ii) Collaborations beyond academia

Beyond academia, our staff use their research expertise to engage and collaborate with a range of external organisations reflecting our core ethos of contributing to pursuance of social justice, good governance and sustainability in wider society. These collaborations include government departments/agencies, trade unions, non-profit organisations, private companies, industry/occupational/professional bodies, international financial/economic institutions. Such collaboration is supported by School resources including Environment awards (available for example, for hosting collaborative stakeholder events; attending/hosting networking events). The following examples in the current REF period illustrate how our research units have helped to create pathways for our core research themes to influence policy and practice both locally and globally:

**CGR:** Bandyopadhyay is a consultant and advisor for the World Bank, South Asia and Africa groups, and consultant and advisor, Department for International Development, UK Government. She has contributed to World Bank reports and UK government White Papers on poverty reduction and economic management in the South Asian region and on the provision of knowledge based infrastructures in Sub-Saharan Africa. Granville serves as trustee of Effective Intervention (EI), a UK-registered non-governmental organization that designs and implements aid projects to demonstrate effective, inexpensive means to reduce child mortality and to raise the level of education in developing countries.

**CLGP:** Campling's work on the reform of subsidies to the global fisheries sector via proposed new rules at the World Trade Organisation is in collaboration with several international organisations including the Commonwealth Secretariat, Pacific Islands Forum Secretariat, Pacific Islands Forum Fisheries Agency, and UNCTAD. Campling's research has significantly influenced the negotiation positions of the Pacific Island WTO members. His work on labour regimes is in collaboration with the International Labour Organisation, European Trade Union Institute, European Parliament, Korean Confederation of Trade Unions, among others. This work has fed directly into the policy positions of civil society organisations oriented to the reform of labour standards in EU Free Trade Agreements. Separate work on labour regimes in the global tuna industry contributed to shaping the International Transport Workers Federation's 'Catcher to Counter Campaign', which seeks to unionise people working in the fishing industry. Campling's work is elaborated in two of our Impact Case Studies.

**CRED:** Dar co-established BreakThrough, an East London Bangladeshi Women's project that develops evidence-based interventions addressing discrimination in universities and the workplace. The project established the Queen Mary-based 'Women's Café' – a hybrid research-engagement forum for students and led to the involvement of BreakThrough representatives in SBM's Employability Task Group. Kirton has collaborated with various female dominated professional trade unions including Napo (union for probation), RCM (Royal College of Midwives), and RCN (Royal College of Nursing) investigating gender and race inequalities in the workplace and unions strategies for tackling such. Her work with

Napo fed into various policies, campaigns and initiatives aimed at improving gender diversity in union decision-making structures and on sustaining workplace union organisation after partial privatisation. Martins' research input to EPIS (Portugal), an NGO working on social inclusion themes, provided an important contribution in their expansion from supporting 10,000 to 30,000 children and youngsters at risk of poor performance in school.

**AARG:** Haslam, Johal and Tsitsianis worked with the Labour Party on aspects of financial regulation and some of their key recommendations were included in the Labour Party 2019 election manifesto. Specifically this included policy proposals on reforming company board structure and executive pay, and regulation of audit practice. In addition, they have also worked with the Welsh Assembly on procurement policies as regards local SME providers of elderly social care with a view to reducing the risk exposure associated with outsourcing to financialised companies.

**BFWG:** Muradoglu was a consultant to the Canada Deposit Insurance Corporation and an undisclosed Asian country's Deposit Insurance Corporation on a project designed to prevent bank runs. Annual BFWG conferences have had contributions from institutions such as Federal Reserve Bank of New York, European Central Bank, Bank of Italy and US Pension Policy Centre. In recognition of the group's contribution to practitioner debates, the Institute of Chartered Accountants in England and Wales sponsors the attendance of 15 UK-based PhD students at the BFWG annual conference.

**MICB:** Members collaborate with various charities and NGOs (e.g. UNHCR, Decision Research) on projects related to charitable giving, the goal of which is to help such organisations improve their outreach to potential benefactors thereby increasing donations. The outcomes of these collaborations include input to the development of communication instruments (e.g. websites) aiming to increase public awareness of and sensitivity to topics related to donations and charitable behaviour.

**OPPRG:** Panzarasa has collaborated with HealthUnlocked, the largest provider of health-related online platforms in the UK, to investigate the role of social media in facilitating disease self-management aimed at improving people's illness experience and developing effective self-care interventions. Asthma UK is using the research results to provide better self-management support interventions through peer-to-peer interactions and is exploring new ways of providing better medical training and control mechanisms. Panzarasa is also discussing with AstraZeneca how this research can support their "Mission for Change" aimed at improving the use of asthma inhalers.

**Borderlines:** Ibrahim works with European Council of Exiles and Refugees through which she disseminates her research on refugees by contributions to their monthly newsletter. Ibrahim also collaborates on refugee research projects with Doctors without Borders. In collaboration with Live Art Development Agency (LADA), Rai is working on a project, which considers what forms of management and methodologies of organisation might be more appropriate and effective for radical new forms of artistic practice for socially marginalised artists; the outputs of this project will be co-created gatherings at LADA, a public event, artist residencies and a film.

**PMR:** Ladi is a member of a team of consultants for the Centre of Employers and Enterprises providing Public Services (CEEP), on the programme "Exchange of practices between leaders of public services". A report titled *Squaring the Circle: Innovations and Tools of Balancing Restructuring and Cost-Saving with longer Term Visions of Sustainable and High Quality Public Services* published in 2015 was presented to policy-makers. She also collaborated with the Institute of Management on the production of training material for policy-makers and migration managers on evidence-based policy-making and with the

Greek National Centre for Public Administration and Local Government for the delivery of a study on the Europeanization of public administration training programmes. On a range of projects focused on regulatory innovation and new forms of data, Panagiotopoulos has collaborated with the Better Regulation Executive at the Department for Business, Energy & Industrial Strategy, the Food Standards Agency, the Environment Agency of Wales and England and the Better Regulation team at DEFRA.

**(iii) Staff's wider research-related activities and contributions to the research base**

Demonstrating embeddedness in business and management academic networks, SBM staff contribute significantly to governance of three of the UK's leading associations for business and management: Chartered Association of Business Schools (Matousek), Society for the Advancement of Management Studies (Robertson), British Academy of Management (Cornelius). In addition, SBM academics have formal roles in other major academic associations, including Divisions of the Academy of Management (Doldor, Tatli) and International Labour and Employment Relations Association (Kirton). 6 and Laffin are Fellows of the Academy of Social Sciences.

SBM academics hold, or have held during this REF period, senior editorial positions on a number of high reputation journals: *Work, Employment and Society* (Adamson); *Journal of Agrarian Change* (Campling); *Personnel Review* (Cornelius); *Accounting Forum* (Haslam); *Human Resource Management Journal*; *Gender Work and Organization* (Kirton); *Economic Modelling* (Mallick); *Journal of Banking & Finance*; *International Journal of Monetary Economics and Finance* (Matousek); *European Journal of Finance*; *Journal of International Financial Markets Institutions and Money*; *Frontiers of Finance and Economics*; *Review of Behavioural Finance* (Muradoglu); *Journal of Political Marketing* (O'Shaughnessy). Additionally, our academics also currently serve, or have served in this REF period, as members of some 50 journal editorial boards across a wide spectrum of business and management subject fields.