



**Industrial Relations Research Unit  
Warwick Business School  
University of Warwick**

**Activity Report**

**2015-17**

## INTRODUCTION

IRRU embraces the research activities of the industrial relations community at Warwick Business School (WBS), and is approaching its 50<sup>th</sup> birthday in 2020. The aims of IRRU remain constant: to produce high quality, independent research which is critical in nature, thereby to contribute to the conceptual and empirical development of the field and to improve the information and analysis available to national and European-level policy and practitioner communities. The work to achieve these aims is instead in continuous evolution. It requires maintaining a critical mass of active researchers, and with 15 active academic members IRRU remains nationally and internationally prominent. The research activity involves securing research funding to enable the employment of dedicated research staff and to provide research support and bought-out time for those IRRU members holding lecturing positions. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national and European levels.

In 2015, the IRRU Management Board and Advisory Board agreed to move to a bi- or tri-annual official reporting. This report covers the triennium 2015-17.

### 1. OVERVIEW

During the last three years, the three main themes of IRRU's research have been reframed as three streams, to bring them more in line with the teaching and research activity of the Organisation and Human Resource Management (OHRM) teaching group, whose composition largely overlaps with that of IRRU.

1. *Employment relations strategy*: this stream focuses on the implications of managerial and employee representatives' strategies for organisational performance, employment promotion and work quality, including on how such strategies respond to environmental, institutional and governance factors. This includes, through the insights of pluralist and critical industrial relations perspectives, HRM strategy, mechanisms of employee voice, union (and other stakeholder) strategies, and systems of collective bargaining.
2. *Equality, diversity and social responsibility*: this stream focuses on issues concerning equality, diversity, careers and work-life balance, exploring: how organisations manage workforce career aspirations and work-family conflict; how typically-disadvantaged groups (such as women, ethnic minorities, disabled people and older workers) are affected by different organisational approaches to equality, and react to them; and the link between employment relations and inequality.
3. *Multi-level governance in a global context*: This stream focuses on both employment relations in the EU and the multi-level governance of employment in a global context, including international soft law, international and regional organisations, national regulations and sub-national systems. It combines the study of public and private actors, with particular focus on: the dissemination of HRM practices in multinational companies; the setting of global labour standards; international co-ordination of collective bargaining and employment policies; and cross-country phenomena such as migration and international restructuring.

The full description of all research projects is given in section 4. The main research activities conducted under each theme during 2015-17 included:

1. *Employment relations strategy*

- ``Financial markets and HR: Achim Krausert, with funding from the CIPD, started a project examining whether, to what extent and how investors take into account HR-related information in evaluating companies – which has implications for companies’ incentives to make longer term investments in people – and how HR indicators for the financial market can be built.
- HR and leveraged buyouts: Kim Hoque, with Nick Bacon, Cass, and Mike Wright, Imperial, has conducted research involving matching Centre for Management Buyout Research data into WERS 2011 to explore the impact of leveraged buyouts on job security, training, communication and consultation and broader industrial relations outcomes.
- Non-compliance on the National Living Wage in small and medium enterprises: Guglielmo Meardi, with Monder Ram and Paul Edwards of the University of Birmingham, conducted a project, funded by the Low Pay Commission, on non-compliance on the national living wage in small and medium enterprises, looking at the roots of employer strategies relying on informality.

## 2. *Equality, diversity, careers and work-life balance*

- Disability and employment: Kim Hoque, with Nick Bacon, Cass, and Vicki Wass and Melanie Jones, Cardiff, used WERS 2011 data to explore the impact of High Performance Work Practices on employment and well-being outcomes for disabled people, the impact of the recession on disabled people, and employment outcomes for carers.
- High-skill migration: Dulini Fernando, in collaboration with Laurie Cohen of Nottingham University, interviewed highly skilled migrants in the UK's finance and accountancy industry, looking at ethnic minority identity, career adaptability and occupational downgrading.

## 3. *Multi-level governance in global context*

- Collective bargaining in Northern Europe: Guglielmo Meardi and Claire Evans, in collaboration with Paul Marginson, conducted interviews in four sectors in the UK and Poland for a project on collective bargaining in Northern Europe funded by the Research Council of Norway and led by the FAFO centre in Europe. Data indicate that co-ordination of collective bargaining has often been instrumental to overcome the European economic crisis across much of Northern Europe, but is under increasing competitive pressure.
- Negotiating health and safety in the garment industry in Bangladesh: Jimmy Donaghey and Juliane Reinecke have studied the negotiation and implementation of the Bangladesh Accord on Fire and Building Safety. Their results have led to collaboration with the Ethical Trade Initiative to aid in the development of social dialogue in Bangladeshi Ready Made Garment factories.
- Active inclusion and social dialogue: Guglielmo Meardi, Manuela Galetto and Anna Mori completed a European project, funded by the European Commission and co-ordinated by Luigi Burrioni at the University of Florence, on the multi-level implementation of the European Commission’s Recommendations on Active Inclusion. The study points at a patchy, but positive, role of social dialogue in promoting and implementing new labour market policies for disadvantaged groups at European, national and regional levels.
- European sectoral social dialogue: Manuela Galetto worked on a European project, funded by the European Commission and coordinated by Barbara Bechter at the University of Durham, on the factors explaining the variation in the engagement of national social partners in European sectoral social dialogue. The research covered trade unions and employer organisations in 43 sectors and 28 member states, and in-depth studies in two sectors and five countries.

IRRU, in collaboration with Warwick's Institute for Employment Research, has continued as the UK national centre for the EU 'EurWORK' Observatory covering industrial relations, working conditions and restructuring, supplying features and reports on national developments, and undertaking thematic comparative analysis, embracing all 28 EU member states, for the Observatories ([www.https://www.eurofound.europa.eu/default/observatories/eurwork](https://www.eurofound.europa.eu/default/observatories/eurwork)). The tender for renewing the contract for further 4 years was won in 2017 for 2018-22 (dependent on post-Brexit arrangements). IRRU's contributions to EurWORK in 2015-17 are listed in Appendix D.

The details of externally-funded research contracts during 2015-17 is listed in Appendix C.

## **2. STAFFING**

There are currently 15 academic staff in IRRU, fourteen of whom are also active in teaching in the Warwick Business School. IRRU also has 9 associate fellows and four Emeritus Professor members. IRRU's membership is listed in Appendix A.

During 2015-17, IRRU was joined by Prof. Ian Kirkpatrick, a specialist in employment relations in the healthcare sector, Dr Umar Boodoo, expert of employment relations and pay, Dr Claire Evans, expert of UK employment relations and Dr Achim Krausert, expert of strategic HRM, and Dr Jude McNabb, expert of gender and work. Prof. Juliane Reinecke left for King's College London, and Dr Anna Mori for the University of Milan. Duncan Adam technically left employment in IRRU but remains in the Unit for his PhD program, and as a university researcher in the Institute for Employment Research. During 2014-15, while on parental leave, Guglielmo Meardi was replaced by Prof. Kim Hoque as IRRU Director.

IRRU's long-term coordinator Val Jephcott retired in 2017 and was replaced by Jane Mallin.

## **3. DOCTORAL RESEARCH**

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations. The students are registered under WBS's doctoral programme. The sixteen students concerned, and the topics of their research, are listed in Appendix B. Six students completed their PhD in 2015-17: Anne Antoni; Meryl Bushell; Ide Humantito, Jude McNabb, Valentina Paolucci, Emma Stringfellow.

In 2015-17, IRRU research students, accompanied by IRRU staff, participated in the annual European Doctoral Workshops in Industrial Relations, held in Budapest, Copenhagen and London. The 2018 workshop will be held at Cornell University.

## **4. RESEARCH PROJECTS IN DETAILS**

### **a. HRM and ER strategy**

#### *- HRM and capital markets (2016-18)*

Achim Krausert has been working with the Chartered Institute of Personnel and Development (CIPD) and a collaborator from the University of Kansas on a project examining to what extent investors in the capital market take into account human capital and workforce information in making their investment decisions. This is against the backdrop of current efforts by the International Standards Organisation (ISO) to establish a human capital reporting standard. The first stage of the project has consisted of a literature review. This has yielded that investors pay generally less attention to human capital than to certain other intangibles, such as firm strategy, customer relations or R&D. However,

investors do pay attention to specific items of human capital information, in particular management quality as well as employee numbers and information on compensation and benefits. Moreover, investor attention to (and firm reporting on) human capital information vary significantly across industry segments. The initial findings of the literature review were reported in a CIPD white paper, with an introductory video (available online [https://www.cipd.co.uk/Images/do-investors-use-people-data-when-making-investment-decisions\\_tcm18-28747.pdf](https://www.cipd.co.uk/Images/do-investors-use-people-data-when-making-investment-decisions_tcm18-28747.pdf)). The second (empirical) stage of the project is in the planning stages.

- *Non-compliance on the National Living Wage (2017)*

Guglielmo Meardi, with Monder Ram and Paul Edwards of the University of Birmingham, conducted a project, funded by the Low Pay Commission, on non-compliance on the national living wage in small and medium enterprises. The project included 24 cases of small businesses in a variety of sectors in the West Midlands, focusing in particular on non-compliant companies and on ethnic minority businesses. The project looked at the roots of employer strategies relying on informality, and detected a very strong degree of continuity of employer informal practices in the last twenty years, despite numerous deep changes in regulations, economic circumstances and labour markets. It also shed lights on the sources of advice, support and information that are available to those firms and can help them frame their pay policies.

- *HRM and Legal consultancy (2016-18)*

Deborah Dean, with Trevor Colling, of the University of Leicester, is working on a project which explores the nature of the increasing provision of HR services/advice by legal firms. A range of solicitors, barristers and HR professionals have been interviewed to date and the next phase of the project, which forms the basis of a funding bid, will interview in client and potential client organisations.

- *HR and leveraged buyouts (2016-18):*

This project by Kim Hoque (in collaboration with Mike Wright (Imperial) and Nick Bacon (Cass)) has sought to contribute to debates on financial capitalism and on the increased role of financial markets and investment institutions in the global economy by exploring the implications of leveraged buyouts for employment relations outcomes. By matching the Workplace Employment Relations Study 2011 data with data from the Centre for Management Buyout Research to create a unique data set, the project seeks to evaluate the impact of leveraged buyouts in general, and also the impact of different types of leveraged buyouts (private equity-backed buyouts, management buy-ins, high debt LBOs and short hold LBOs) on outcomes including job security, job quality, training, and employee involvement and participation.

- *Representation strategies of precarious workers (2015-16):*

A British Academy-funded project, led by Guglielmo Meardi and involving Duncan Adam at Warwick, Melanie Simms at Leicester as well as research partners abroad, compared the representation patterns of the groups that suffered most during the economic crisis of 2008-09 in the UK, Germany and Italy. Despite the different industrial relations structures and economic conditions, in all three countries, trade union forms of representation emerged as more popular than new organisations or social movements.

- *Global outsourcing and careers (2016-18):*

Dulini Fernando collected data on highly skilled careers in the global knowledge outsourcing sector in South Asia, looking at resistance to organisational control and the negotiation of middle management expectations in rapidly changing workspaces.

- *Union revitalisation in retail (2016-17)*

Union revitalisation in retail: Stefano Gasparri has conducted interviews for a project on innovative practices of union revitalisation in the Italian and US retail sectors, in relation to the sub-national governance of industrial relations and to the role of ideas in union strategies.

- *Implications of HR differentiation (2016-18)*

Kim Hoque and Tina Kiefer, in collaboration with Yasin Rofcanin (Bath) who had completed his PhD at Warwick, have looked at the negative implications of HR differentiation. Drawing on propositions from fairness theory, and focusing in particular on flexitime (employees' scheduling discretion over when they work), they explore whether non-entitled employees in workplaces where others are entitled to flexitime report lower affective commitment, and whether this association is explained by their lower perceptions of fairness. They also develop and test the concept of 'normativeness' of flexitime, arguing that the negative association between non-entitlement and fairness perceptions/ affective commitment is stronger where most employees are entitled to flexitime (i.e. normativeness is high) than where few are entitled to it (hence normativeness is low), given that in the former instance employees may feel particularly singled out for poorer treatment. The findings largely support these propositions, thus suggesting that managers and HR departments need to display caution when applying differential treatment to employees in the same workplace.

- *Roots of HR function weakness (2017-18)*

Kim Hoque and Ian Kirkpatrick's project seeks to contribute to debates regarding the historical weakness of the HR function and whether the growing professionalization of the function via professional qualifications makes a difference. The research draws on WERS 2011 to explore whether HR professionalization leads to innovation in HRM and to explore the circumstances in which this relationship is particularly strong (in workplaces with HR representation on the board of directors, or in new start-ups, for example). It also explores the influence of sector and national ownership. The research shows that the adoption of HPWPs in workplaces with a qualified HR professional is higher than in workplaces without a qualified HR professional (irrespective of whether the qualified HR professional is in a designated HR role). The relationship is slightly weaker public than the private sector and is stronger in new start-ups than elsewhere.

**b. Equality, diversity, social sustainability**

- *Disability and employment (2016-18)*

Kim Hoque (in collaboration with Nick Bacon (Cass) and Melanie Jones and Vicki Wass (Cardiff)) has explored the impact of the recession on employment outcomes for disabled people through the data of the WERS. The project looked at the disadvantage experienced by carers of disabled people and the levels of workplace support they receive, the extent of adoption of disability equality policies and practices in British workplaces, the impact of

these policies and practices on outcomes for disabled people (relative disability employment levels and their levels of well-being and stress, for example), and the impact of union representation on outcomes for disabled people. In parallel, Kim Hoque has been working with Nick Bacon and David Allen on a project that involves merging unique data on the 'Two Ticks' status of workplaces into WERS, to evaluate whether outcomes for disabled people and disability equality policies and practices were any better in workplaces that participated in the government's Positive About Disabled People 'Two Ticks' scheme.

- *Women in boardrooms (2016-18)*

Kim Hoque and Deborah Dean, with Meryl Bushell (Cabinet Office) who completed her PhD at Warwick, have explored how far the paucity of women in boardroom positions is explained by differences in levels of social capital and the networking activities in which men and women engage. The empirical research (conducted by Meryl for her thesis) draws on data from 82 semi-structured interviews with Chairs, head-hunters and aspiring or recently appointed male and female directors, and explored the role of social capital and networking in corporate board selection processes, whether (and why) aspiring female directors have different (and poorer quality) networks and less social capital than their male peers, and the willingness of aspiring female directors to leverage their social capital.

- *High-skill migration (2016-17)*

Dulini Fernando, in collaboration with Laurie Cohen of Nottingham University, interviewed highly skilled migrants in the UK's finance and accountancy industry, looking at ethnic minority identity, career adaptability and occupational downgrading.

### **c. Multilevel governance in global context**

- *Migration and labour market regulation after Brexit (2017)*

Guglielmo Meardi, with support from the University and the ESRC Impact funding and in collaboration with Claire Evans, has compared the labour market policy responses to immigration in Norway, Switzerland and Canada, countries that are often referred to as different 'models' for the future relations of the UK with the EU. Across the three countries, the research identified several labour market policies that act as 'qualitative' controls of labour migration, in a way that is socially and economically more efficient than 'quantitative' controls in the form of work permits or quotas. The research provides with policy recommendations for the British case.

- *Collective bargaining in Northern Europe*

Paul Marginson, Guglielmo Meardi and Claire Evans, in collaboration with Paul Marginson, conducted interviews in four sectors in the UK and Poland for a project on collective bargaining in Northern Europe funded by the Research Council of Norway and led by the FAFO centre in Europe. The project covered the metalworking, industrial cleaning, agency work and construction sectors in the Nordic countries, the Netherlands, Germany and the UK. Data indicate that co-ordination of collective bargaining has often been instrumental to overcome the European economic crisis across much of Northern Europe, but is under increasing competitive pressure.

- *Negotiating health and safety in the garment industry in Bangladesh*

Jimmy Donaghey, with Juliane Reinecke (now at King's College London) have continued their research, originally funded by the British Academy, on the ratification process and implementation of the 'Accord for Fire and Building Safety in Bangladesh' (Accord) and the 'Alliance for Bangladesh Worker Safety' (Alliance), following the Rana Plaza disaster of 2013. Their research, which has involved longitudinal fieldwork in Bangladesh over four years, compares industrial democracy and corporate social responsibility mechanisms to address labour standards issues in emerging economies, and it found a greater potential of industrial democracy processes compared to unilateral ones.

- *Active inclusion and social dialogue (2015-16)*

Guglielmo Meardi, Manuela Galetto and Anna Mori completed a European project, funded by the European Commission and co-ordinated by Luigi Burroni at the University of Florence, on the multi-level implementation of the European Commission's Recommendations on Active Inclusion. The project looked at the multi-level links in policies promoting activation and income support at the EU level, at national level and at the regional level, with a focus on England, France, Italy, Spain, Poland and Sweden. The study pointed at a patchy, but positive, role of social dialogue in promoting and implementing new labour market policies for disadvantaged groups at European, national and regional levels, with multiple effects of domestic politics at both national and regional levels.

- *Sectoral Social Dialogue at EU level (2016-18)*

Manuela Galetto participated in a the two-year, EC-funded project on Social Partners Engagement and Effectiveness in European Dialogue (SPEED), led by Barbara Bechter at the University of Durham. The research included a quantitative study aimed at building towards an "Effective Engagement Indicators", bringing together data from the 43 sectoral social dialogue committees in the 28 member states. The qualitative part of the research was a comparative study of the two above-mentioned sectors in Germany, Italy, the UK, Sweden and Poland. De Galetto, in collaboration with researchers in Durham and Cardiff (UK) and in Gothenburg (SE) and Pforzheim (DE) to submit the proposal, carried out the research, conducted the fieldwork interviews with relevant social partners in each country and at the European level, and drafted the results. Further information is available at the website: <http://www.speed.uk>.

- *Industrial Relations in Digitalised Services*

Stefano Gasparri, as well as IRRU PhD researcher Arianna Tassinari, participated in a project funded by UNI-Europe on 'Shaping industrial relations in a digitalising services industry: regional report for Southern Europe'. The project, focusing on Italy, Spain, Portugal and Greece, recorded increasing trade union activity in these services, but not sufficient to resist a strong job polarisation effect.

## 5. RESEARCH IMPACT

IRRU continued its tradition and mission of producing policy- and practice- relevant research.

The research by Kim Hoque and Nicolas Bacon on the Trade Union Bill (published as Warwick Industrial Relations paper nr 101) was presented to David Fox and Melissa Finch from the Cabinet Office, the lead policy officials for the facility time provisions in the TU Bill. The paper has also been disseminated to a number of MPs in the House of Commons as well as members in the House of



Lords, and it was cited in the House of Lords by Lord Monks and Lord Foulkes of Cumnock. The paper's findings have been taken up by a number of leading trade unionists at national and local level, including John Earls (Unite – cited the paper in their submission on productivity to the Smith Institute), Sarah Veale (TUC), Jane Nellist (Coventry NUT – who used the research in arguing against reductions in facility time at Coventry City Council), Unison (who quoted their research in their written submission to Parliament in the consultation on the Bill).

Jimmy Donaghey with former IRRU member Juliane Reinecke, with an ESRC Impact Acceleration Award (£19,993), have been working with the Ethical Trading Initiative in their work to develop social dialogue as an alternative to social auditing in the Bangladeshi Ready Made Garment industry. The aim of the project is to help the ETI to develop an approach that includes worker representation around key issues including factory safety. A report, written for the ETI on developing social dialogue in Bangladesh, was presented to ETI members in June 2017 and a follow up meeting was held alongside the UN Global deal in December. The report has also been presented to the ETI sister organisation in Norway.

The research by Kim Hoque and Nicolas Bacon on the Trade Union Bill, including an analysis of facility time through WERS (Warwick Industrial Relations Paper nr 101) and a survey of Royal College of Nurses reps, was widely cited as the Bill passed through both the House of Commons and the House of Lords, and contributed to the Government's decision not to impose a facility time cap for two years to allow time for data collection from the relevant bodies.

Guglielmo Meardi's research on migration policy scenarios after Brexit, also with a £20,000 award from the ESRC and Warwick University impact funds, was presented at two events in London, with participation of government and foreign embassies' officers, trade unionists, and employer organisations, and was reported in a YahooFinance blog and on the CIPD magazine *People Management*.

In collaboration with Nick Bacon, Vicki Wass, Melanie Jones and Philip Connolly (Disability Rights UK), Kim Hoque co-authored the report for the All Party Parliamentary Group on Disability, entitled "'Ahead of the Arc" – a Contribution to Halving the Disability Employment Gap'. The report was launched in December 2016 and, with the backing of 15 MPs across 7 parties, and 7 Peers, has been endorsed by a parliamentary working group trying to maximize its impact.

Deborah Dean, with an award £20,000 by the ESRC Warwick Impact Acceleration Account, has been developing a play based on her published research on actors as workers, in collaboration with Dr Wallace McDowell of Warwick's Department of Theatre and Performance Studies and the entertainment industry trade union Equity. The project explores how and why actors get jobs and are able to continue working as they age. The film of the performance and the script will be disseminated through websites and a forum of television employers.

With the inter-departmental network CREW (Connecting Research on Employment Work) and funding from the University, IRRU produced four *#Warwick Brexit Briefings on Employment* on the issues of migration, employment regulations, unemployment, and job creation, which were presented at dissemination events in London in the Autumn of 2017.

## **6. PUBLIC ENGAGEMENT**

IRRU has been regularly publishing, in print and on-line, *IRRU Briefings* since 2002 to 2017, for a broader non-academic audience. Its Warwick Industrial Relations papers series, openly accessible, is also largely targeted to policy and practitioner publics. The Unit is now revising its communication strategy, with consideration of web and social media presence.

IRRU hosted two important research workshops on employment relations developments. In September 2015, it was the first research centre in the country to hold a research event on the Trade Unions Bill. In May 2017, it held, in collaboration with the Gangmaster and Labour Abuse Authority (GLAA), a research workshop on labour market exploitation, with the participation of researchers as well as the Director of Labour Market Enforcement Sir David Metcalf and the Chair of the GLAA, Margaret Beels.

In 2015-17, IRRU continued the organisation of the annual Warwick-ACAS lectures in employment relations in memory of Sir Pat Lowry. The lectures were given by Bernadette Ségol, general secretary of the European Trades Union Confederation; Sir John Cridland, Director-General of the Confederation of British Industry, and Margaret Beels, Chair of the Gangmaster and Labour Abuse Authority. The lecture series, which was held every year since 2002, was now discontinued but IRRU plans the organisation of similar high-profile academic and policy-oriented lectures in the future.

Kim Hoque worked closely with Disability Rights UK and the APPG for Disability and joined the newly formed West Midlands Combined Authority Evaluation Advisory Panel.

Manuela Galetto presented the results of the SPEED project in Brussels to European Social Partners of the metal and hospital sectors in March 2018. The workshop included various presentations from the researchers and a discussion with the social partners about the results. Representatives of EPSU (European Public Sector Union), HOSPEEM (the European Hospitals employers' organisation), Ceemet (the employers' organisation of the metal workers), stable representations of countries in Brussels, like that of Germany, and Eurofound officials of the Brussels office attended the event.

Kim Hoque appeared on BBC TV and Radio channels on the living wage, zero-hour contracts and Trade Union Bill, and was cited, among others, by Financial Times and Daily Mail.

Guglielmo Meardi was present on BBC and a number of European media on UK issues such as the living wage, rulings on Uber and the Trade Union Bill, as well as on Polish and French industrial relations.

## **7. PUBLICATIONS**

The findings of IRRU's research are addressed to the academic and to the practitioner and policy-making communities. IRRU staff publish books and reports, articles in academic journals and contributions to edited collections, and present papers at academic conferences. They also disseminate research findings, and draw attention to their implications, in publication outlets (electronic and hard copy) which are oriented towards practitioners. These include IRRU's inputs to the European Observatory EurWORK network (see Appendix D). Findings are also disseminated through presentations by IRRU staff to high-level policy and practitioner audiences, nationally and internationally. As part of its practitioner engagement, IRRU also organises jointly with Acas the annual Lowry lecture.

An IRRU Team made of Guglielmo Meardi, Jimmy Donaghey and Deborah Dean edited a special section of *Work, Employment and Society* on the state and work, published in 2016 (30:4) and partly based on the Work, Employment and Society Conference held at Warwick in 2013. Guglielmo Meardi, with Lucio Baccaro of the University of Geneva and Chiara Benassi of King's College has edited a special issue of *Economic and Industrial Democracy* on trade unions and democracy, in memory of Giulio Regeni, the PhD student murdered during his research in Egypt at the beginning of 2016, to be published at the end of 2018.

The main 2016 publications by IRRU colleagues are listed in Appendix C.

IRRU also publishes its own series of research papers – the Warwick Papers in Industrial Relations. In 2015-17, the following were published:

No 100 Bernadette Ségol: Social Europe: Yesterday, today and tomorrow

No 101 Kim Hoque and Nick Bacon: Workplace union representation in the British public sector: Evidence from the 2011 Workplace Employment Relations Survey

No 102 Mark Hall, John Purcell and Duncan Adam: Reforming the ICE regulations – what chance now?

No 103 Paul Marginson: Trade Unions and Multinational Companies: A multi-level challenge

No 104 John Cridland: Reflections on Employee Relations

No 105 Keith Sisson: Shaping the world of work - time for a UK jobs strategy

No 106 Paul Marginson: European Industrial Relations: An increasingly fractured landscape?

No 107 Margaret Beels: Preventing Labour Exploitation

No 108 Edited by Linda Dickens and Guglielmo Meardi: Labour Market Exploitation: Emerging Empirical Evidence

No 109 Guglielmo Meardi: What does migration control mean? The link between migration and labour market regulations in Norway, Switzerland and Canada

These are available on-line at: [www2.warwick.ac.uk/fac/soc/wbs/research/irru/wpir/](http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/wpir/)

IRRU's research seminar series provides a regular forum for the presentation of findings and provisional conclusions from ongoing research projects. The seminars include speakers from other institutions as well as from IRRU.

## 8. PROFESSIONAL ACTIVITIES

Guglielmo Meardi has taken the role of Editor-in-Chief of the *European Journal of Industrial Relations*, effective from 1<sup>st</sup> of January 2019. He is also member of the Editorial Boards of *Industrielle Beziehungen*, *Labour and Industry*, *Stato e Mercato*, and a panel member of the European Research Council. He gave a semi-plenary address at the 13<sup>th</sup> Conference of the European Sociological Conference in Athens, and keynote talks at the Universities of Reading, De Monfort, Cardiff, Milan-Bicocca, Łódź, the Hans-Böcklet Foundation, the Centre for European Policy Studies in Brussels and the European university Institute in Florence.

Kim Hoque is member of the expert group advising the Employee Engagement Task Force, established by BIS. He is Associate Editor of *Human Relations* and is on the editorial board of *Industrial Relations Journal*, *Journal of Vocational Education and Training* and *Scandinavian Journal of Management*. Kim Hoque gave an invited opening plenary on workplace disability at the CIPD's Applied Research Conference at Strathclyde University, December 1<sup>st</sup> 2017 (in conjunction with Dr Lisa Cameron MP, Chair of the All Party Parliamentary Group for Disability), and invited talks at the Universities of Greenwich and Birmingham.

Jimmy Donaghey has taken the role of Associate Editor of *Human Resource Management Journal*. He is member of ESRC's Peer Review College that assesses research grant applications in business and management studies, as well as a member of the *British Journal of Management's* editorial board. He was part of a keynote panel on employee voice at the BUIRA conference in June 2015 and an invited plenary speaker at the December 2015 Melbourne School of Government and "50 Years after

Donovan Conference” in Oxford 2015. He gave research seminars at Griffith University, Monash University and the University of Sydney.

Paul Marginson continues as a member of the European Trade Union Institute’s Advisory Group. He is Associate Editor of *Industrial and Labor Relations Review* and member of the International Advisory Boards of *British Journal of Industrial Relations* and *European Journal of Industrial Relations*. Paul Marginson gave the Plenary address to the ILERA European Regional Congress in Milan in September, with a talk on ‘Market integration, structural reform and European industrial relations: an increasingly fractured landscape?’ (the text is published as Warwick Industrial Relations paper No 106).

Jimmy Donaghey, Kim Hoque, Paul Marginson and Guglielmo Meardi are Academic Fellows of the Chartered Institute of Personnel and Development (CIPD). Deborah Dean, Manuela Galetto and Shainaz Firfiray are CIPD academic members.

## Appendix A

### IRRU Staff on 1.1. 2018

#### Academic and Research Staff

David Allen  
Umar Boodoo  
Deborah Dean  
Linda Dickens\*  
Jimmy Donaghey  
Claire Evans  
Dulini Fernando  
Shainaz Firfiray  
Manuela Galetto  
Stefano Gasparri  
Kim Hoque  
Tina Kiefer  
Ian Kirkpatrick  
Achim Krausert  
Paul Marginson\*  
Jude McNabb  
Guglielmo Meardi  
Keith Sisson\*  
Michael Terry\*

\* Emeritus Professor

#### Support Staff

Jane Mallin                      IRRU Research Co-ordinator

#### Associate Fellows

James Arrowsmith              (Massey University)  
Mark Carley  
Paul Edwards                      (University of Birmingham)  
Tony Edwards                      (King's College, London)  
Mark Hall  
Richard Hyman                      (LSE)  
Jane Parker                          (Massey University)  
Valeria Pulignano                  (Katholieke Universiteit Leuven)  
Monder Ram                          (University of Birmingham)

**Appendix B**  
**Doctoral Researchers and Topics**

Duncan Adam	Flexible working arrangements in Britain
Catherine Berrington	Gender and the HR profession
Rina Binte Muhammad Musta	An Ageing Workforce: Implications for Human Resource Management
Martin Brock	English and German apprenticeships
Martin James	An Ethnography of Managers' Action
Seon Hwang	Differences in the experience of Work-Family Conflict (WFC) between White British employees and South Asian employees in the UK
Mary Ann le Lean	Recruitment within the arts sector
Joyce Mamode	The Contribution of Trade Union Equality Reps to the Workplace Equality Agenda
James Martin	An ethnography of managers' action
Jessica Parrott	Disability Casting Practices in Theatre
Ge Sichao	Emotional intelligence and transformational leadership
Joey Soehardjojo	A Study of Transnational and Institutional Factors in Emerging Market Economy of Indonesia
Arianna Tassinari	Tripartite policy making in (the) crisis and the changing politics of employment regulation in the Eurozone periphery
Fuk Ying Tse	Wage determination in China
Wafa Tumayhi	Gender and work in Saudi Arabia
Yiluyi Zeng	Support from socially close others and work meaningfulness

## Appendix C

### Publications

#### Journal articles

*Note: For jointly authored publications, names in square brackets are people who are not members of IRRU.*

Umar Boodoo (2017) "Do highly unionized companies compensate their CEOs less in periods of financial distress? Evidence from Canada", *ILR Review*

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### **Other publications**

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## Appendix C

### Externally-funded research contracts

Funding body	Contract/Project	Funded Period	Total Budget
Eurofound	Scheduled and on-demand reporting, EurWORK Observatory	2014-18	£400,000
Eurofound	Scheduled and on-demand reporting, EurWORK Observatory	2018-22	£340,000
European Commission	Active Inclusion and Industrial Relations from a Multi-Level Governance Perspective	2014-16	£69,057
British Academy	Representation of the Losers of the Crisis	2015-16	£9,447
British Academy	Developing Innovate International Labour Governance: The response to the Rana Plaza Disaster	2014-15	£9,900
ESRC-IAA	Post-Brexit Labour market regulation scenarios	2016-17	£19,810
European Commission	SPEEED	2016-17	£22,441
ESRC-IAA	Ethical Trading	2016	£10,000
Low Pay Commission	Non-compliance with the National Living Wage	2017	£49,689
CIPD	Understanding How Institutional Investors Consider and Utilise Human Capital Data	2016-17	£24,968

## Appendix D

### IRRU contribution to the EurWORK Observatory

2015

- Four quarterly reports: country updates, latest developments in working life (employment, labour market and industrial relations developments in the preceding quarter); submitted in the first week of April, July, October and January.
- Four quarterly information and communication updates: policy debates and events from the preceding quarter in addition to reporting on activities aimed at dissemination of Eurofound outputs; review and maintenance of a database of relevant social partner/government contacts; submitted in the first week of April, July, October and January.
- Working Life Country Profile 2014 update
- Representativeness study, railways and urban public transport sectors (December 2015)
- Representativeness study, sugar sector (December 2015)
- Representativeness study, postal and courier activities (June 2015)
- Representativeness study, shipbuilding sector (June 2015)
- Representativeness study, maritime transport (March 2015)
- Representativeness study, graphical industries (November 2015)
- Representativeness study, ports sector (November 2015)
- Representativeness study, agriculture sector (February 2015)
- Representativeness study, furniture sector
- Representativeness study, temporary agency sector (January 2015)
- The Maternity Directive, UK contribution to comparative analytical report (January 2015)
- The concept of representativeness, UK contribution to comparative analytical report (February 2015)
- United Kingdom: The role of social partners in the National Reform Programmes and in the European Semester (UK contribution to comparative analytical report, June 2015)
- Inequalities in working conditions: exploring fraudulent forms of contracting work and self-employment in the EU (national contribution to comparative analytical report) (November 2015)
- Do reduced non-wage labour costs [NWLCs] lead to more and better jobs? (National contribution to comparative analytical report, April 2015)
- Annual update on pay, 2015
- Annual update on working time, 2015
- Mapping key dimensions of industrial relations in Europe, UK contribution
- 'Housing in Europe – the consequences of poor accommodation', UK contribution to comparative analytical report

- 'Extending working lives through flexible retirement schemes', UK contribution to comparative analytical report (August 2015)
- 'Changing Patterns of Working Time for Sustainable Work', UK contribution to comparative analytical report (August 2015)
- Spotlight report: Employment rights may influence outcome of EU membership referendum, October 2015
- Spotlight report: 'Unions unhappy at European court ruling on collective redundancy case.' (June 2015)
- Spotlight report: 'TUC calls for stronger enforcement of national minimum wage.' June 2015
- Spotlight report: 'Small Business Act becomes law.' May 2015
- Spotlight report: 'Report identifies key levers for improving workplace productivity.' November 2015.
- Spotlight report, 'Apprentices get 20% rise in minimum wage.' June 2015
- Spotlight report: 'Controversial review of strike laws fails to deliver.' May 2015.
- Spotlight report: 'GMB wins the right to collectively bargain on behalf of 569 agency workers at Marks and Spencers.' May 2015
- Spotlight report: 'Long-term growth in real earnings halted by recession.' February 2015.

## 2016

- Four quarterly reports: country updates, latest developments in working life (employment, labour market and industrial relations developments in the preceding quarter); submitted in the first week of April, July, October, January.
- Four quarterly information and communication updates: policy debates and events from the preceding quarter in addition to reporting on activities aimed at dissemination of Eurofound outputs; review and maintenance of a database of relevant social partner/government contacts; submitted in the first week of April, July, October and January.
- Working Life Country Profile 2015 update (31/01/2016)
- Exploring self-employment in the UK (exploring the forms of self-employment; job quality of each form of self-employment; the potential of self-employment for job creation) (contribution to comparative analytical report) (10/06/2016)
- Social mobility in Europe (UK contribution to comparative analytical report) (9/02/16)
- Annual update: pay (short contribution; 12/02/16)
- Annual update: working time (short contribution: 10/02/16)
- Industrial relations data: update (ICTWSS) (UK contribution to comparative analytical report)
- Reactivate: return to work support for the long-term excluded (UK contribution to comparative analytical report).
- Delivering public services: a greater role for the private sector in nursing homes and residential care (UK contribution to comparative analytical report) (June 2016)
- Europe's refugee crisis: evidence on approaches to labour market integration of refugees (UK contribution to comparative analytical report) (May 2016)

- Working life experiences of LGBT people and initiatives to tackle discrimination: UK contribution to comparative analytical report, July 2016.
- Policies addressing in-work poverty in the EU (UK contribution to comparative analytical report) (October 2016)
- Representativeness study, hairdressing and beauty sectors (April 2016)
- Representativeness study, tanning, leather and footwear sectors (July 2016)
- Representativeness study, steel and metal sectors (October 2016)
- Representativeness study, footwear sector (July 2016)
- National contribution to 'Involvement of the social partners in the EU semester.' (August 2016)
- National contribution to EurWork Annual Review 2016
- 'Regulation of labour market intermediaries and role of the social partners in preventing trafficking of labour.' National contribution to comparative analytical report, April 2016)
- Transposition of the Posting of Workers Directive (national contribution to comparative analytical report) (June 2016)
- Spotlight report: 'EU social partners' first reactions to Brexit.' July 2016.
- Spotlight report: The Junior Doctors' Dispute (August 2016)
- Spotlight report: National Living Wage comes into force.' (March 2016)
- Spotlight report: 'Blacklisted construction workers win compensation.' (August 2016)
- Spotlight report: 'Employer and union reaction to 'Brexit' referendum result.' (August 2016)
- Spotlight report: 'Worrying levels of maternity-related discrimination.' May, 2016
- Spotlight report: 'Referendum on continued EU membership: Views of the social partners.' May 2016
- Spotlight report: 'Tighter statutory regulation of trade union activities approved by Parliament.' May 2016

## 2017

- Four quarterly reports: country updates, latest developments in working life (employment, labour market and industrial relations developments in the preceding quarter); submitted in the first week of April, July, October, January.
- Four quarterly information and communication updates: policy debates and events from the preceding quarter in addition to reporting on activities aimed at dissemination of Eurofound outputs; review and maintenance of a database of relevant social partner/government contacts; submitted in the first week of April, July, October and January.
- Working Life Country Profile 2016 update (31/01/2017)
- Annual update on pay (part 1: minimum wage 2016) (6/01/2017)
- Annual update on pay (part 2: developments in collectively agreed pay 2016) (31/03/2017)
- Annual update: working time (10/02/2017)

- Topical update: discrimination against men in the workplace (national contribution) (November 2017)
- Contribution to annual review of working life 2016 (focus on social dialogue developments; policies and actions to address pay inequalities; policies to promote the reconciliation of working families and caregivers) (5/02/2017)
- Contribution to topical update: extending working lives (April 2017)
- Employment effects of public or social partner-based innovation support measures (short contribution) (24/02/2017)
- Application of the conceptual framework on key dimensions in industrial relations (standard contribution to comparative analytical report) (24/3/2017)
- Representativeness study, Commerce sector (standard contribution to comparative analytical report) (23/06/2017)
- Representativeness study, Inland Waterways sector ((standard contribution to comparative analytical report) (26/06/2017)
- Representativeness study, ICT-Telecom sector (standard contribution to comparative analytical report) (14/09/2017)
- Representativeness study, HORECA and contract catering sectors ((standard contribution to comparative analytical report) (14/09/2017)
- Representativeness study, banking and insurance sectors (November 2017)
- Contribution to topical debate on burn-out (25/08/2017)
- Contribution to Comparative Analytical Report on 'Public and social partner based support to redundant older workers.'
- 2017 update: Assessing the involvement of the national social partners in the EU Semester; standard contribution to comparative analytical report (18/08/2017)
- UK contribution to EurWORK topical update: mapping collective agreements and employee representation (October 2017)
- Spotlight report: 'Mixed Reactions to the Taylor Review of Modern Working Practices.' Employment.' (July 2017)
- Spotlight report: 'Low take-up of Shared Parental Leave scheme.' (August 2017)
- Spotlight Report: 'Fall in Employment Tribunal claims linked to introduction of fees.' (May 2017)
- Spotlight report: 'The Prison Officers' Dispute.' (February 2017)
- Spotlight report: 'Mixed reactions to the new apprenticeship levy.' May 2017
- Spotlight report: 'Government launches consultation on worker representatives on company boards.' January 2017