



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

Annual Report, 2011

INTRODUCTION AND OVERVIEW

IRRU embraces the research activities of the industrial relations community at Warwick Business School (WBS). The aims of IRRU are 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. Achieving these aims requires maintaining a critical mass of active researchers. This 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. 2011 saw funding from Eurofound for a new project on employee consultation practice across the EU, the award of a British Academy fellowship for research on performers as workers and the award of a European Commission Marie-Curie fellowship for a study of trade union responses to immigration. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national and European levels. Our activity during 2011 is detailed in section 3 below.

Four main themes frame IRRU's current research, and activity on each of these is elaborated in section 2 below. Main developments under each theme during 2011 included:

❖ *Europeanisation and internationalisation of employment relations*

Findings of the comparative analysis of the coordinated surveys of multinational companies operating in the UK, Ireland, Spain and Canada highlight the influence on employment policy and practice of the ways in which multinationals integrate across, and differentiate between, national economies.

The study of industrial relations change in the EU's six largest economies draws attention to the impact of the unprecedented structural reforms of labour markets, including employment laws and collective bargaining arrangements, required by European and international financial institutions, in Italy, Spain and to lesser extent France.

Comparative European research on the changes to collective bargaining and administrative arrangements for determining pay and conditions accompanying major organisational and governance reforms to publicly-funded hospital health care shows that these have not resulted in convergence with the private sector, as advocated by proponents of 'new public management'.

❖ *Equality, inequality and diversity at work*

A key finding framing the study of performers as workers is that despite acting being a nominally unsegregated occupation, access to jobs, pay and career longevity is based on their allocation to a highly segmented labour market based on 'external', societal conceptions of personal characteristics such as age and gender.

Interviews undertaken with women clergy in the course of research on their employment experience illuminate the difficult position they face in the Anglican Church hierarchy, and uncover examples of direct and indirect discrimination.

The project on migration and the labour market in different European societies highlights the disproportionate burden of employment uncertainty that is borne by immigrants, and finds that without accompanying social policy measures migration can increase uncertainty over working conditions and thereby create tensions.

❖ *Employee representation and employee voice*

The findings of one of the several outputs disseminating the findings of the 4-year, longitudinal study of the impact of the UK's Information and Consultation of Employees Regulations suggest that the introduction of consultation structures did not have the effect of marginalising trade

union representation and established collective bargaining arrangements, as some commentators had anticipated.

The results of longitudinal research on trade union organising, and experience of the organisers trained by unions, are comprehensively analysed in a recently completed book manuscript, which tells the story of arguably the most significant development in contemporary trade unionism in the UK.

❖ *Legal regulation of the employment relationship*

The conclusions to the project on making employment rights effective draw on its wide-ranging analysis of what does and does not 'work' in terms of implementation and enforcement to identify the steps which might be taken to help translate formal rights on the statute book into real, substantive rights at the workplace and so to reduce the likelihood of adverse treatment.

IRRU has continued as the UK national centre for the EU 'Observatories' covering industrial relations, working conditions and restructuring, supplying features and reports on national developments, and undertaking thematic comparative analysis, embracing all 27 EU member states, for the Observatories. During 2011 IRRU was commissioned to undertake a comparative study of the impact of the crisis on young workers, summarised in section 2 below.

The speaker for the tenth annual Warwick-Acas lecture in honour of Sir Pat Lowry was Brendan Barber, General Secretary of the TUC. His lecture addressed the extent and nature of the current crisis facing Britain's workplaces and workforce, and called for a change of approach towards tackling the deficit in public finances and fundamental adjustments to the balance of the UK's economy.

1 STAFFING

There are currently 15 academic staff in IRRU, twelve of whom are also members of the Industrial Relations and Organisational Behaviour (IROB) subject group of Warwick Business School. IRRU has 16 associate fellows. IRRU's membership during 2011 is listed in Appendix A.

Paul Edwards moved to the University of Birmingham in March. He joined IRRU as a researcher in 1977, becoming Deputy Director and subsequently Director from 1988 through until 2002. His contributions as a scholar and research leader were outstanding, and we are pleased that he will continue his association with IRRU as an Associate Fellow. In November, Aristeia Koukiadaki resigned her Leverhulme-funded research fellowship in order to take up a lectureship at Manchester Business School.

Deborah Dean was successful in her application to the British Academy for a Mid-Career Fellowship, taking this up in October. The fellowship, which includes funding for Manuela Galetto's current post as Teaching Fellow, will enable her to write a monograph drawing together her programme of research on performance workers.

Alex Wilson was awarded a Lim Kim San Fellowship which enabled him to take up a visiting fellowship at Singapore Management University in August-September.

IRRU was pleased to welcome Roberto Pedersini (Milan) as a visiting fellow in February and Antonina Gentile (John Hopkins University) as a visiting fellow during May and June.

2 RESEARCH PROJECTS

Theme 1: Europeanisation and internationalisation of employment relations

Employment practice in multinational companies

Comparative analysis of the parallel surveys of employment practice in multinational companies (MNCs) in Canada, Ireland, Spain and the UK, undertaken by research teams from each of the four countries, has continued. The contribution of the UK research team, comprising Paul Marginson, Paul Edwards (University of Birmingham), Tony Edwards (King's College London), Anthony Ferner (De Montfort University) and Olga Tregaskis (University of East Anglia), has been underpinned by a 24-month ESRC award which runs until the end of January 2012. The focus of the comparative work is the simultaneous role of MNCs in integrating across, and differentiating between, national business and employment systems.

Over the year, Marginson worked with Associate Fellow Tony Edwards coordinating the revision of a set of papers which were then submitted as a symposium to the Industrial and Labor Relations Review. As reported last year, the five papers had originally been presented to an invited conference on 'Employment relations in multinationals' hosted by Cornell University's School of Industrial and Labor Relations in September 2010. Edwards and Marginson, together with Anthony Ferner, also reworked the overview paper for the symposium which maps out the analytical framework and synthesises key findings from across the other five papers. The framework specifies the ways in which MNCs differentiate between, and integrate across, national economies, and hence shape interaction between different national employment systems. Six key findings are identified:

- levels of international integration amongst MNCs are high viewed in terms of the overall configuration of firms; operating structures and procedures; and organisation of the HR function;
- internationalisation of the HR function has a more direct bearing on employment practice than more upstream considerations of overall configuration and operating structures. Put differently, internationalisation of the HR function follows a logic of its own and is only partially attributable to upstream considerations;
- differentiation across countries in the ways in which subsidiaries are integrated into the worldwide company, and the roles of those subsidiaries, flows through into variations in employment practice;
- country of origin effects on employment practice in subsidiaries are either accentuated or reversed by whether or not the parent company is headquartered in a dominant business system;
- amongst MNCs headquartered in a given business system, such as the US, there is 'intra-model' variation around differing approaches to the control of employment practice in subsidiaries; and
- host country institutional environments can enable as well as constrain, to differing degrees, MNCs' preferred employment practices.

These findings were presented at an event for HR practitioners organised at King's College, London in January 2012.

Internationalisation and industrial relations in the EU's six largest economies

Guglielmo Meardi has proceeded with his research on industrial relations change in the six largest EU countries, funded by an ESRC mid-career research fellowship, based on empirically-based assessments of the effects of migration, multinational companies and EU policies. Following his study of the German case in 2010, during 2011 he completed data collection in Spain, Poland and France, and started work in the UK and Italy. In 2012 he will complete data collection and conduct the comparative analysis, which will lead to the compilation of a book manuscript. During 2011, he paid attention to a major development that was not anticipated at the time the project was

designed and launched. This is the structural reforms of labour markets, including employment laws and collective bargaining arrangements, required by European and international financial institutions from countries affected by the sovereign debt crisis (notably, Spain and Italy, and to a lesser extent France). This development marks an important shift in labour market governance at the European level. It is opening up new processes of divergence amongst western European countries (e.g. between the northern and southern countries of the Eurozone), and at the same time leading to a measure of convergence between the EU's southern and central eastern member states through the levelling down of employment protections and the hollowing out of the institutions of multi-employer bargaining. An initial interpretation of this process, which challenges mainstream theories, was presented at two conferences in the summer. Another instance of national differentiation is on migration (see also Theme 2 below), where while trade unions have scaled up their commitment and cross-border communication on migrants' rights, the forms of commitment differ markedly country by country. Overall, the findings are suggestive of the combination of political and economic variables which might explain national differences in the trajectory of change in industrial relations.

Market integration and social rights in Europe

Aristea Koukiadaki's project explores the socio-legal impact of the recent case-law on industrial action, collective bargaining and standard-setting via public procurement by the European Court of Justice, in the context of tensions between freedom of movement within Europe's integrated market and fundamental social rights. Funded by a Leverhulme Trust Early Career Fellowship, field research was undertaken in two further countries – Sweden and Poland – in addition to that in the UK reported last year. A range of different implications arising out of the tensions between EU freedoms and social rights were identified in the two 'old' member states, Sweden and the UK. In forcing the Swedish system to alter existing legislation with respect to industrial action against foreign providers, the case law not only led to changes in trade union strategies with respect to foreign providers but also influenced developments in the system of collective bargaining at domestic level. While the Court decisions did not lead to any changes in British labour law, the implications they presented for the scope of industrial action, the regulatory framework for the posting of workers and the compatibility of the Living Wage with EU law constitute significant findings and illustrate that the case-law had indirect and far-reaching impact on Member States that were not direct parties to the disputes. Finally, in the case of the new member state, i.e. Poland, there was mixed evidence in terms of whether the decisions have led to a 'race to the bottom' or 'race to the top' in terms of labour standards. Whereas there is not much evidence of changes in the legal and industrial relations system at domestic level, a number of service providers used the case law in order to challenge the imposition of labour standards when posting workers abroad.

Sectoral industrial relations in Europe

Guglielmo Meardi has participated in a project led by the University of Vienna for the European Foundation on sectoral industrial relations in Europe. The project, which has led to the publication of a report for the Foundation and two articles in *Industrielle Beziehungen* (2011) and *European Journal of Industrial Relations* (forthcoming 2012), has used a quantitative approach to analyse patterns of industrial relations in nine sectors and twenty-seven EU countries. The main finding is that on many dimensions industrial relations vary more by sector than by country, challenging the idea of coherent 'national models' of industrial relations and allowing the analysis to be framed in terms of emerging 'sectoral models'. However, there are variations in pattern, which are contingent on the nature of the sector (the most internationalised being the most homogeneous) and on the nature of different countries (with France and the Nordic countries standing out for their high degree of internal homogeneity).

The evolution of corporate governance in France and Germany

Michel Goyer completed work on the manuscript of a monograph, *Short-term investors and the evolution of corporate governance in France and Germany*, which was published by Oxford University Press in late 2011. The book investigates the impact of increased capital mobility in the form of portfolio investment in France and Germany with a focus on the investment allocation of two types of short-term oriented investor, namely hedge funds and actively mutual funds from the United Kingdom and the United States. The empirical evidence on the investment allocation of short-term, impatient investors highlights the greater attractiveness of French blue chip companies over their German counterparts in a ratio of two to one. The book goes on to address the consequences of this disparity in investment allocation of short-term oriented investors for the French and German varieties of capitalist economy. The argument presented highlights the importance of institutional hierarchy within complex causation. Important political, economic, and social outcomes are rarely generated by the presence of one cause alone; they occur as the result of specific intersections of conditions. Nonetheless, the notion of causal complexity should not obscure the fact that some variables are more influential than others. Specifically, variation in work organisation and the scope for unilateral restructuring is found to be a more significant discriminator between the two countries than differences in corporate governance arrangements, including ownership diffusion and protection of the rights of minority shareholders.

Collective bargaining as a changing mode of labour market governance in Europe

Commencing during 2009, this European Commission- funded project explores the implications of the reorientation of collective bargaining to address questions of competitiveness, flexibility, employment security and sustainability for its character as a mode of governing labour markets. It is one of four main projects making up a programme of research on 'The governance of uncertainty and sustainability: challenges for labour market, industrial relations and social welfare policies in European countries' (GUSTO). The 3-year GUSTO programme is coordinated by Colin Crouch of WBS' Governance and Public Management group and financed under the Commission's 7th Framework Programme. The collective bargaining research involves collaboration between Paul Marginson, Colin Crouch, Dorothee Bohle (Central European University, Budapest), Luigi Burroni (University of Teramo), Maarten Keune (University of Amsterdam) and Vera Glassner (ETUI). Manuela Galetto is working with Crouch and Marginson at Warwick. Guglielmo Meardi's work on a project on migration under the same research programme is outlined under Theme 2.

Research on the changing nature, role and agenda of collective bargaining, in two sectors – metalworking, including automotive, and hospitals – has been undertaken in seven European countries. Galetto and Marginson are responsible for the studies in Italy and the UK, which included a programme of field interviews with employer organisation and union representatives in the two sectors completed in the first quarter of the year. The researchers from the countries involved met twice during the year, in Budapest and Barcelona, to coordinate the progress of the research, present and discuss findings, and plan papers and publications. The second meeting coincided with the 2011 Annual Assembly of the GUSTO programme.

Last year's report summarised findings on the ways in which collective bargaining had addressed the challenges brought by the economic crisis, which in its initial phase has had sharp impact on levels of activity in the metalworking sector. On hospitals, in a paper presented at the IREC conference in September, Galetto, Marginson and Catherine Spieser (CEE, Paris) explore the relationship between reforms to the organisation and governance of publicly-provided hospital care and changes in collective bargaining and/or statutory and administrative mechanisms for collective regulation in three countries: France, Italy and the UK. The extent of organisational and governance reform inspired by the doctrine of 'new public management' varies across the three countries, being least in France and most extensive in the UK. Although there are similar differences in the degree of change in collective bargaining and other mechanisms across the three countries, the actual changes

themselves are not closely linked to reforms. In particular, evidence that employment relations in public hospitals have become more similar to the arrangements which characterise the private sector, as recommended by proponents of 'new public management', is somewhat limited. In the UK, for example, a period up until the late 1990s when this appeared to be the case was followed by one, through until 2010, where the national framework of collective bargaining and employment regulation underwent substantial renewal. Policy briefs highlighting the main findings of the 2011 research on hospitals, and the earlier research on metalworking, have been produced. The main findings will be presented at a concluding GUSTO dissemination event in Brussels in February 2012.

Theme 2: Equality, inequality and diversity at work

Migration and different societal models

In collaboration with colleagues at the Universitat Autònoma de Barcelona and McGill University (Montréal), Guglielmo Meardi has completed the research on migration policies for the European Commission 7th Framework Programme programme of research on 'The governance of uncertainty and sustainability: challenges for labour market, industrial relations and social welfare policies in European countries' (GUSTO), coordinated by Colin Crouch. After a case study of the construction industry in Spain and the UK conducted in 2010, the research has involved a similar case study of the healthcare sector in the two countries, a comparison of the national migration policies of Canada, Germany and Spain, and an analysis of public opinion on immigration, with additional specific attention on the views of trade union members, based on data from the European Social Survey. Findings have led not only to academic papers but also to policy briefs (available on the GUSTO project website) on the fallacies of passively imitating British or Canadian immigration policies, as is often proposed in continental European countries. While immigrants tend to carry a disproportionate burden of employment uncertainty and this might appear as a relief for national workforces, labour-market based immigration policies display important limits. Without parallel social policies, immigration increases uncertainty on working conditions and may exacerbate economic volatility (as in Spain). Therefore, as the case of Canada shows, a more long-term policy approach is needed. Meardi will present the research at the GUSTO final dissemination event in Brussels in February 2012.

Meardi has been successful in securing a Marie-Curie Fellowship for Dr Stefania Marino, who will join IRRU during 2012 for a two-year project comparing trade union responses to immigration in the UK, Italy and the Netherlands. A particular focus will be on women immigrants, and it is planned to extend the research to include Germany as well.

Performers as workers

Deborah Dean was awarded a British Academy Mid-Career Fellowship, which commenced in October 2011, to write a monograph, provisionally titled *Performing Ourselves. Actors, Social Stratification, and Work*, which will be published by Palgrave Macmillan. The book will draw on Dean's research on theatre, film and television performers as workers in the UK, continental Europe and the United States. Professional actors are one of the earliest examples of nonstandard, contingent workers and, uncommonly in such a category, have an established history of organisation by trade unions. Through performer labour processes, conventional strategies of legal, social and individual regulation in employment are explored from a novel perspective.

A key focus is that despite acting being a nominally unsegregated occupation (all performers do the same work using the same skills), their access to jobs, pay and career longevity is commonly based on allocation to highly segmented labour markets based on 'external', societal conceptions of age, gender, race/ethnicity, disability and sexuality. The monograph will explore the structures and processes of entertainment industries and show that employment outcomes are bound up with wider attribution of *meaning* and *value* to the social characteristics. Further, Dean's research

reveals strikingly similar outcomes across very different national contexts, and the book will contribute to explanation of simultaneously persistent and changing patterns of advantage and disadvantage across sectors and national settings. This is made possible by the unusual dimensions of this occupation. Performing work is extremely competitive and recruitment and selection is highly individualised. Therefore, and in part due to the dominant career model of freelance, project-based work, employers are freer to make decisions explicitly based on rationales formally unacceptable in wider society. Dean's research also indicates the complex involvement of both workers and unions in this 'second-order' discrimination. This in turn enables development of theoretical insight into *why* particular meanings and (thus) value are attributed to these workers who, it is argued, act as society's proxies.

Employment experiences of women clergy

Anne-marie Greene's project, in collaboration with Mandy Robbins of the University of Glyndwr and funded by Warwick's research development initiative, on 'Unequal careers: A case study of the employment experiences of women clergy in the UK' departs from an analysis of the labour market position of the clergy. A review of the legislation and terms and conditions covering their employment indicates that clergy fall into a strange hinterland at the margins of the labour market. On the one hand they possess many characteristics of standard employment. On the other, because of the nature of their work and because their particular legal status means that they are currently not considered as employees and therefore are not covered by the protections of the Employment Relations Act, clergy clearly do not meet many of the characteristics of traditional employment. The programme of qualitative interviews realised by Green and Robbins provides a picture of the employment experiences of a group of clergy women within the Anglican Church in England and Wales. The interviews were conducted against the backdrop of recent legal developments regarding their status as employees, the introduction of a new package of terms of service in 2011 and the debates raging within the Church over the ordination of women bishops. The findings illuminate the often difficult position faced by women in the Church hierarchy, uncovering examples of direct and indirect discrimination and instances of overt bullying, at the same time as being combined with overwhelming satisfaction with their own ministry and the need to follow their vocation regardless of the difficulties. While the ordination of women is now a reality for the Church, a recurring theme to emerge is the difficulty of squaring this fact with the attitudes and behaviours of an often very vocal and active minority of clergy and congregations, the institutionalised discrimination facilitated by the existence of the 'two integrities' within the Church, and the issue that being on the 'inside' of the hierarchy may ironically make it easier to 'cover up', or avoid dealing with unequal treatment and unfair discrimination.

Young workers and the impact of the crisis

Melanie Simms was commissioned by the European Industrial Relations Observatory to coordinate a comparative study of the responses of the public authorities and the social partners to the labour market crisis confronting young workers, which was published on-line in August. Young workers in Europe have long faced many difficulties in their transition into the labour market and particularly in finding secure employment. The financial crisis of 2008 has worsened this situation significantly: unemployment amongst the 15-24 age group rose by one-third between 2008 and 2010. The study finds that although there are important regional and sectoral variations, national debates as to the causes of these problems focus on a complex interaction of labour market structures, skills training, access to vocational training and apprenticeships, education systems, and reduction of job openings. While employers' organisations and trade unions have generally recognised the problems facing young workers, collective bargaining has not proved particularly effective (though there are some exceptions) in dealing with young workers' difficulties in the labour market. Governments have been active in promoting a range of labour market policies. Of these the promotion of apprenticeships seems to have attracted widespread support across the EU.

Two seminars were convened during 2011 under the ESRC-funded seminar series award on the young people and precarious work, reported last year, secure by Melanie Simms in conjunction with Lefterios Kretsos of Coventry University and Miguel Martinez Lucio of the University of Manchester. These focused on international patterns of precarious work amongst young people and the causes of precarious employment amongst young people, respectively. A further two seminars will take place during 2012. Details of the seminar series are available at:

<http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/ywesrc/>

Theme 3: Employee representation and employee voice

Impact of the UK's employee information and consultation legislation

During the year, work continued on the academic dissemination of findings from research, completed in 2010, on the impact of the UK's Information and Consultation of Employees (ICE) Regulations 2004. This five-year research project was funded by the Department for Business, Innovation and Skills (BIS), the Advisory, Conciliation and Arbitration Service (Acas) and the Chartered Institute of Personnel and Development (CIPD) and straddles the theme of employee representation and employee voice and that of legal regulation. The research team comprised Mark Hall, John Purcell and Michael Terry at IRRU, Sue Hutchinson at the University of the West of England, and Jane Parker, now at Massey University in New Zealand.

In April a paper deriving from the project was accepted for publication by the British Journal of Industrial Relations and an on-line 'early view' version of the article was published on the Journal's website in June. Drawing on evidence from longitudinal case studies undertaken in 25 organisations, the article examines whether information and consultation (I&C) bodies established in the context of the ICE Regulations have been the vehicle for effective consultation. Assessed against the Regulations' default provisions that require I&C concerning strategic business issues and major organisational change, a substantial minority of participating organisations were categorised as 'active consulters' while a majority were 'communicators'. The differing trajectories of I&C primarily reflected internal organisational dynamics, particularly management's approach to consultation. Beyond providing the catalyst for managerial moves to introduce I&C, the influence of the statutory framework proved largely peripheral.

A further paper by the research team, submitted to a leading journal in December, focuses on trade union approaches to the ICE Regulations. Reflecting debates about whether statutory workforce-wide consultation arrangements are likely to undermine or underpin trade union representation, unions' attitudes towards the regulations have been ambivalent and their engagement with the legislation limited. Evidence from the case studies undertaken suggests that the introduction of I&C bodies did not have the effect of marginalising trade union representation and collective bargaining and in some cases reinforced unions' standing within the organisation. The paper assesses the implications for union strategies and legislative reform.

A research monograph written by Hall and Purcell on the regulation and practice of consultation at work, to be published by Oxford University Press, is based partially on the project. As well as drawing on key findings from the project, the book analyses the rationales for employee consultation, traces its historical development in the UK and examines the evolution and impact of the statutory regulation of employee consultation at EU and national level. It assesses the scope to improve the take-up and practice of consultation, including through the reform of the ICE Regulations, and argues that there are strong grounds for seeing consultation via staff councils as the last chance for collectivism in a period of relative union weakness when collective bargaining has become a minority activity especially in the private sector. Hall and Purcell drafted the book over the course of 2011 and submitted the manuscript to the publishers at the end of January 2012.

The impact of employee information and consultation regulations on the island of Ireland

Jimmy Donaghey, along with colleagues from NUI Galway, Queen's University Belfast and Bangor University, completed a bilaterally funded ESRC and Irish Research Council for the Humanities and Social Sciences project, comparing the impact of the respective legislation implementing the EU's 2002 Information and Consultation Directive in Northern Ireland and the Republic of Ireland. The research involved case studies in 16 cross-border multi-site organisations in four different economic sectors. A number of core themes emerged from the findings, and three concepts are being developed from these. First, the research examined the concept of employee silence in contrast to the often analysed issue of employee voice. Second, the findings are informing a theoretical framework for understanding the role which workers play in shaping voice regimes. Third, in terms of the specific impact of the regulations, the concept of regulatory space is being refined as a lens for analysing multilevel interaction of governance regimes in employment relations. Key empirical findings included: that multi-site organisations are utilising a variety of information and consultation mechanisms across different sites in response to the legislation; while there was considerable employer awareness of the legislation, most employers examined in the study did not establish Information and Consultation (I&C) forums voluntarily: rather, the research indicates that employers established I&C forums against a background of union drives for recognition as the principal channel of representation; trade unions seem reluctant to use the I&C legislation as a mechanism towards gaining influence in workplaces- unions were found to view I&C forums as a possible "add-on" rather than as a means to strengthen influence, thus allowing employers to use I&C as a union substitution device; employee interest in the bodies often waned after the initial impetus had subsided. To date, three articles analysing the findings have been published or accepted for publication with others under review and preparation.

Information and consultation practice across the EU

In January 2011 the European Industrial Relations Observatory (EIRO) published a comparative analytical report coordinated and written by Hall and Purcell that assessed the impact across Europe of the EU I&C Directive five years after its original implementation date. The report was compiled on the basis of data submitted by national EIRO correspondents in response to a questionnaire.

The report provided an overview of the extent, practice and impact of I&C in 26 European countries (the EU27 excluding Finland and Latvia, plus Norway). It found considerable variation between countries in terms of procedures for establishing I&C arrangements – with I&C bodies or procedures being dependent on employee or trade union initiative in many countries – and the scope for organisation- or sector-specific models of I&C via collective agreement. The incidence and coverage of I&C bodies was notably less than comprehensive in all countries, with a marked size effect whereby larger undertakings were much more likely to have an I&C body than smaller ones. Only limited data was available on how I&C took place and with what outcomes. Trade unions were the primary vehicle for employees' statutory I&C rights in a number of countries, and also tended to be highly influential within works council-type I&C bodies in others. The social partners generally supported their national I&C frameworks but in some countries there was reportedly little enthusiasm for implementing I&C procedures on the part of employers and/or unions. The patchy evidence available made it difficult to reach a measured assessment of I&C practice across the EU. However, regulatory flexibilities, coupled with a general absence of government and/or social partner activity to promote I&C, appeared to have limited the impact of the Directive to date in driving the diffusion of I&C arrangements and in establishing clear standards for I&C practice. The report suggested that, when EU policymakers and legislators came to review the I&C Directive, incorporating the more extensive rights and facilities for employee representatives that feature in the 'recast' European Works Councils Directive might promote more robust I&C processes, particularly in member states with relatively recent statutory I&C frameworks.

In February 2011 an IRRU research team involving Hall, Purcell, Jimmy Donaghey and Aristeia Koukiadaki successfully tendered to carry out a research project for the European Foundation for the Improvement of Living and Working Conditions designed to map and analyse national I&C practice across the EU member states in the light of the EU Directive. The project began in September and entails the production of:

- a report analysing national I&C practices. This will be based on desk research, including a literature review of both academic research and policy documents produced by the EU institutions, European and national level social partner organisations and national governments, and will focus particularly on those countries in which the Directive has driven substantial regulatory reform and (potential) institutional innovation;
- 12 company-level cases studies (two in each of six countries – Denmark, Greece, the Netherlands, Poland, Slovenia and the UK). The selection of countries in which the case studies are being undertaken reflects both the range of national industrial relations systems within the EU and the varying national impacts of the Directive. Donaghey and Purcell have each undertaken one UK-based case study while Koukiadaki will undertake the two case studies in Greek organisations. National subcontractors are contributing the case studies from the other four countries.

The project will run until the end of 2012. Output from the project will feed into the European Commission's own 'fitness check' of a range of EU employee consultation Directives.

Trade union organising and organisers

The 2009 report summarised work evaluating ten years of union organising activity in the UK, by Melanie Simms and Jane Holgate of the University of Leeds. During 2011, Simms and Holgate together with Ed Heery of Cardiff University completed the manuscript of a book, *Union voices – tactics and tensions in UK organising*.

The book tells the story of probably the most significant development in UK trade unionism of recent years: the increasing focus on organising activity. It does so by reflecting on the impact of the Trades Union Congress (TUC) Organising Academy, the participants in the training programme and the campaigns that union organisers have run. It gives voice to these activists who have worked so hard to recruit and organise new union members. It engages with the politics and tensions behind organising activity, and portrays what organising is 'like' on the front line: what organisers do and how they do it. The workplace struggles of workers and their unions are at the heart of this portrayal. But attention is also drawn to the wider reasons why organising is important. The book starts by giving background to the central debates that have emerged, amongst practitioners as well as academics, about how unions organise to strengthen the power of their members in the workplace and beyond.

The chapters are arranged to look first at national initiatives such as the TUC Academy, before moving on to look at how organising practice has spread and developed in affiliate unions. A breadth of organising strategy and a diversity of practice are apparent that could barely have imagined a decade ago. Individuals and unions disagree on what organising is and how it can be promoted and co-ordinated. But there is a dominant view that it is about more than simply recruiting members. It is about mobilizing members so that they have greater influence over their working lives. The analysis then turns to the work of organisers themselves. As a cadre of specialists, they are at the sharp end of the tensions inherent in these efforts to manage a cultural shift in unions towards organising activity. Interest focuses not only on the work that they do, but what this reveals about how UK unions are approaching organising. Their challenges, stresses and dilemmas, as well as the victories and failures, tell us a great deal about how tensions are managed.

Workplace campaigns are often the locus of those struggles and tensions, so the processes involved in organising campaigns are addressed next. It is argued that workplace organising alone is not

sufficient to promote union renewal in the UK; although it is a necessary part of the process. Employer responses to organising campaigns are also considered; their behaviour is often left out of organising stories. The outcomes of campaigns – and therefore the impact of organising activity more widely – can only be understood within a much broader evaluation of the purpose, strategies and context in which they take place. The competing views about the focus and purpose of organising activity can often lead to strategies and practices that have multiple, contested and sometimes contradictory objectives.

Finally, stepping back from specific issues and campaigns to evaluate the impact of the ‘turn’ to organising, it is absolutely clear that there is more activity taking place within UK unions now than there was when the Organising Academy was launched in 1998. Lessons have been learned and inform current practice. Unions are investing heavily in this kind of work. And there is a cadre of people within unions who regard organising as central to the work they do. In this sense, there is a ‘critical mass’ building which is changing – albeit slowly – what many unions do and how they do it. However, the story is far from universally positive. In aggregate, membership has stagnated and unions have largely failed to organise in new sectors of the economy – although this masks distinctive sectoral and industry patterns. The economic and political contexts have become tougher since the financial crisis of 2008 and it is unclear whether unions will be able to organise effectively in the changed environment. UK unions have done much to change in the past decade and they are probably better placed than they were. But very serious challenges remain.

In late 2011, Simms and Holgate commenced a new phase of field research in Unison. The aim of the interviews is to understand the reasons why Unison has begun to develop and implement an organising strategy. The union’s adoption of the practice and language of organising indicates a considerable shift in its thinking. The findings will be integrated into the longitudinal evaluation and analysis already in place. The broader objective is to assess what this ‘turn to organising’ means both within Unison and for the wider labour movement.

Melanie Simms has also been part of an international network of researchers, coordinated by the (University of) Amsterdam Institute for Advanced Studies (AIAS), undertaking a European Commission-funded project investigating how trade unions are responding to the challenges of organising precarious workers. The seven-country comparative study has so far involved producing a series of national reports, with Simms having responsibility for the UK, and presenting findings from these at a conference for practitioners in Brussels in November. The subsequent comparative report was completed in December.

Theme 4: Legal regulation of the employment relationship

Making employment rights effective

Linda Dickens completed work on a book entitled *Making Employment Rights Effective: Issues of Enforcement and Compliance*. This edited collection, which will be published by Hart Publishing, Oxford, during 2012, arises from a project which has been described in previous reports. The point of departure for the book is the enormous expansion of individual employment rights in Britain, the practical impact of which in terms of delivering fairer workplaces can be questioned, and widespread acknowledgement of problems with the major enforcement mechanism, the Employment Tribunals. The forthcoming collection brings together scholars from law, sociology and employment relations, from Warwick and elsewhere, to explore a range of alternative regulatory and non-regulatory approaches to enforcement and to securing compliance, and to consider factors affecting variation in the extent to which legal rights have meaning and impact at the workplace.

Early chapters in the book outline the need for a re-think to address problems at work (Linda Dickens), the growth in employment rights and their enforcement mechanisms (Gillian Morris), outline the nature of the reform agenda for Employment Tribunals and consider the role of

Alternative Dispute Resolution (Linda Dickens). Following chapters reflect on the long experience of agency enforcement of workplace equality, highlighting unrealised potential of recent legislative developments (Bob Hepple), and critically review how agency enforcement of health and safety legislation has developed under the 'better regulation' agenda (Steve Tombs and David Whyte). The potential of different 'reflexive law' mechanisms, including corporate governance, are evaluated using original research undertaken in the area of equal pay (Simon Deakin, Colm McLaughlin and Dominic Chai), and public procurement is explored as a potential strategy for delivering fairness at the workplace (Christopher McCrudden). Issues for trade unions arising from the shift from regulation through collective bargaining as the main source of protection at work, to legal regulation through individual employment rights are explored in a chapter considering the role of trade unions in making employment rights effective (Trevor Colling). The importance of understanding the context within which rights fall to be implemented is illuminated further in chapters on employment rights in practice in small firms (Paul Edwards) and management and employment rights, looking at medium and large companies (John Purcell). In the final chapter, Dickens argues that currently the logic of enforcement is flawed and outlines why successive governments have been unwilling to engage with this. Reflecting on the contributions, she highlights advantages - in terms of reducing the likelihood of adverse treatment - in placing greater emphasis on agency enforcement and inspection, and in encouraging the use of other non-regulatory measures which could encourage pro-active, structural employer action to deliver fairer workplaces. The absence of a collective dimension to rights enforcement poses problems, and she suggests that a weakness at present is that opportunities to enhance the regulatory capacity of the state through 'co-regulation' are not being taken. Dickens suggests that although the contributions to the volume make clear that there are no 'magic bullets', they nonetheless help identify what does and does not 'work', and illuminate steps which might be taken – were there sufficient political will to do so - to help translate formal rights on the statute book into real, substantive rights at the workplace; to reduce the likelihood of adverse treatment and so make employment rights effective.

Other research

Employment relations in small firms

As reported last year, the award of a small grant by the Advanced Institute of Management Research (AIM) to Paul Edwards (now an Associate Fellow), Sukanya Sen Gupta and Associate Fellow Monder Ram enabled the practical implications of the model of different kinds of small firm, developed in an earlier 3-year AIM-funded project, to be addressed. The resulting diagnostic framework, which incorporates various dimensions that characterise small firms (e.g. market, strategy, type of employee, family input and management style) was refined, tested and validated during 2011. The diagnostic framework was well received at a workshop for practitioners, including representatives of associations representing small firms and officials and business advisers from Regional Development Agencies and the Local Enterprise Partnerships which have succeeded them. Part of the follow up included the production of a web-based interactive version of the diagnostic framework which will be made available to firms and their associations at no cost, and go live in February 2012.

Doctoral research

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2011. The students are registered under WBS's doctoral programme. The eight students concerned, and the topics of their research, are listed in Appendix B. One student, Christina Niforou, was awarded her doctorate following examination.

In September, IRRU participated in the annual European Doctoral Workshop in Industrial Relations, being represented by Paul Marginson, and students Jeong Hee Lee and Orestis Papadopoulos. Held

over two days at the London School of Economics, the workshop brought together academic staff and students from six European institutions and Cornell's School of Industrial and Labor Relations for intensive discussion of students' work. Lee and Papadopoulos both presented papers, with a student and a faculty member from another institution acting as discussants.

European Observatory network

During 2011, IRRU continued as the UK national centre for the network of EU-wide 'Observatories' operated by the European Foundation for the Improvement of Living and Working Conditions, based on a four-year research contract that runs until 2014. The network embraces the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM). IRRU's role is to provide up-to-date information on key employment and industrial relations developments, restructuring data, research findings and policy analysis, aimed primarily at practitioners and policymakers at national and EU levels and published online. A consortium consisting of IRRU and the Institute of Employment Studies (IES) is one of a small group of European research institutes responsible for coordinating a range of EU-wide comparative analytical reports for the three Observatories.

IRRU has been the UK national centre for EIRO since the latter's establishment in 1996. This involves providing a range of inputs including *information updates* on key UK developments and debates, and national contributions to *comparative analytical reports* which focus on a particular topical issue and its treatment across Europe and to sectoral *representativeness studies* which assess the representative capacity of employers' organisations and trade unions across the EU. These various inputs appear as records on EIRO's online database, which is publicly accessible at <http://www.eurofound.europa.eu/eiro>. During 2011, UK input to EIRO continued to be co-ordinated and edited by Mark Hall who, along with Alex Wilson, was also responsible for writing a proportion of the required material. UK contributions were made to five representativeness studies covering sea fisheries, sport and active leisure, cleaning services, hotels restaurants and catering and live performance. These draw on primary data from social partner organisations and other published sources to evaluate representation of employees and employers within each sector and were prepared by Alex Wilson and IRRU Associate Fellow Mark Carley. Other IRRU members and UK researchers also provided some information updates and contributions to comparative analytical reports.

EWCO (<http://www.eurofound.europa.eu/ewco/>) was established more recently than EIRO and IRRU became its UK correspondent in 2005. It covers career and employment security, the health and well-being of workers, skills and work-life balance, with a particular focus on survey-based material. Again, IRRU provides a range of inputs including information updates, written by Alex Wilson, and national contributions to comparative analytical reports, written by IRRU members and other UK researchers

IRRU has been the UK contributor to the ERM (<http://www.eurofound.europa.eu/emcc/erm/index.htm>) since 2006. This involves reviewing press and online sources for UK cases of restructuring that: entail an announced or actual reduction of at least 100 jobs; involve sites employing more than 250 people and affect at least 10% of workforce; or create at least 100 jobs. Brief details of all such cases are recorded in standardised *fact sheets*, enabling the compilation of EU-wide statistics comparing countries, sectors, types of restructuring and employment effects. This work is undertaken by doctoral researchers within IRRU. During 2011, 174 ERM factsheets were written by Sophie Gamwell and Christina Niforou. National contributions to comparative analytical reports are also required. During 2011 these included case study research on company 'greening' initiatives for which Alex Wilson conducted field research and authored a report.

Under IRRU's framework contract with IES to coordinate EU-wide comparative analytical reports for the Observatories, Mel Simms successfully tendered for, coordinated and wrote up a study entitled 'Helping young workers during the crisis: contributions by social partners and public authorities'. This was published by EIRO in August, and key findings are summarised under Theme 2 above.

A comprehensive listing of IRRU's inputs to the three Observatories during 2011 is contained in Appendix C.

3 PUBLICATIONS AND PRACTITIONER ENGAGEMENT

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 network (see Appendix C). 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.

Academic publications and dissemination

A full list of the publications of IRRU staff and the papers they presented at academic conferences during 2011 is provided in Appendix C. The publications included five books and reports, thirteen articles in twelve different refereed journals and seven chapters in edited books. In addition to refereed journals in industrial relations, the published articles ranged across journals in several disciplines including management studies, political economy, labour law and sociology. Papers were presented at international conferences across a range of disciplines, including European studies, political science, socio-economics, sociology, labour law, management studies and organisation studies. Conference and research papers by IRRU staff are made available on IRRU's web-site: <http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/publications/>

IRRU's research seminar series provides a forum for the presentation of findings and provisional conclusions from ongoing research projects. Most of the speakers are academics from other institutions; on occasion the speaker is a member of IRRU staff. During 2011 nine seminars were held; Melanie Simms and then Jimmy Donaghey coordinated the series.

Practitioner engagement and dissemination

The spring 2011 issue of IRRU Briefing was circulated widely amongst the practitioner and academic communities. It carried features on employee consultation practice in a range of organisations by Mark Hall and John Purcell; the co-existence of sites with and without union representation in British and Irish multi-site companies by Jimmy Donaghey; and the impact of the economic crisis on young workers' employment by Melanie Simms.

The tenth annual Warwick-Acas public lecture in honour of Sir Pat Lowry was given by Brendan Barber, General Secretary of the TUC. The lecture was kindly hosted by the EEF in London, and delivered to an invited audience of leading employment relations practitioners and academics. In his lecture, titled 'Understanding the Crisis: Can we move from Austerity to Prosperity?', Brendan Barber addressed the nature and extent of the current crisis facing Britain's workplaces and workforce. He identified a series of myths underpinning current government policy towards tackling the deficit in public finances and argued that they risked exacerbating economic decline. He outlined and argued for an alternative approach, including immediate and more fundamental adjustments in the balance of Britain's economy. The approach required bold and strategic roles for the state in ensuring effective investment and regulation. The 2011 lecture can be read in conjunction with the

previous year's address by Richard Lambert, at that time Director-General of the CBI. Together they provide authoritative, sometimes contending, contributions to current debates in employment relations at a time of daunting challenges. Both are published in the on-line Warwick Papers in Industrial Relations series, available at:

<http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/wpir/>

Deborah Dean's report 'Age, Gender and Performer Employment in Europe', based on her 2008 research funded by the European Commission and the International Federation of Actors, was one of the cited resources for The Framework of Actions on Gender Equality adopted by the European Sectoral Social Dialogue Committee of the audiovisual sector in October 2011.

Linda Dickens was invited to give a keynote presentation on 'Law and HR practice in an uncertain economy' to a conference for practitioners on 'Challenges for employment relations' organised by Acas and held in Birmingham in March.

In January, Mark Hall and Alex Wilson attended a meeting with European Foundation officials and UK members of the Foundation's governing board to discuss IRRU's role as the UK national centre for the Foundation's network of European observatories. Hall also presented the key findings of the comparative report he and John Purcell had produced for the European Industrial Relations Observatory looking at the impact of the EU information and consultation Directive.

During the year, IRRU research on employee information and consultation featured prominently in the European Commission's 'fitness check' exercise focussing on the efficacy of a range of EU employee consultation Directives. In September, Hall was invited by the European Commission to make a presentation in Brussels to an international working group on research into employee information and consultation in the UK, drawing in particular on the findings from the IRRU research project on organisational responses to the UK's 2005 legislation (discussed in section 2 above). The main findings of Hall and Purcell's comparative report for EIRO on the impact of the EU information and consultation Directive had previously been presented to the fitness check working group at its February meeting by a European Foundation official.

Paul Marginson was a keynote speaker at the March conference organised by the European Commission to launch its 2010 Industrial Relations in Europe report, for which Marginson was the Chief Editor. He also jointly contributed two chapters to the report: on the policy responses of employers and trade unions to the crisis; and on crisis-induced negotiations and agreements. Held in Brussels, the two-day conference brought together some 120 employer representatives, trade union officials and government officials from across the EU.

In February, Marginson gave the opening presentation at a CIPD/Unilever webinar on International Employee Relations which brought together participants from leading multinational companies in the UK and elsewhere in Europe. He was interviewed in July as part of a European Parliament enquiry into transnational collective bargaining. Engagement with the media in response to enquiries on a range of employment issues through the year included interviews with Danish television and radio (whilst on a short visit to Copenhagen) and briefing Le Monde on the significance and implications of the November 30th industrial action on public sector pensions.

Guglielmo Meardi participated in a high-profile Round Table on Trade Union Revitalisation, with the national leaders of the three main union confederations of Poland, in Warsaw on the 24th May 2011. The Round Table came at the end of a one-day symposium on approaches to union revitalisation in Europe, organised by the Warsaw School of Economics and the Friedrich Ebert Foundation. Through the input of research evidence, it achieved, as an immediate effect, an unprecedented convergence of intentions between the three confederations, after a long period of deep political divisions. Meardi presented his work at the opening plenary session of the Marco Biagi Conference 2011, funded by the Italian government and the European Commission in honour of Marco Biagi, industrial relations expert assassinated by the Red Brigades in 2002, and attended by unionists, employers and

public figures, including the Italian Minister of Labour. He also spoke at a special plenary session in honour of Professor Franz Traxler at the Conference of the International Sociology Association's Research Committee 'Participation, Organisational Democracy and Self-Management' in Paris in July, and gave a special lecture on the 'European Social Model' at the Warsaw School of Economics in October.

Guglielmo Meardi presented his work on immigration and the EU enlargement at two important European think tanks: FORBA, a research institute in Vienna (February), and IRES, the French trade-union based research centre, in Paris (October). A similar event was planned at the Italian union research centre IRES in Bologna for January 2012. He also presented his research on multinationals at a special meeting of the Polish-American Chamber in Warsaw in October.

Melanie Simms presented her findings on trade union approaches to organising precarious work in the UK at a conference in Brussels reporting the findings of European Commission-funded research on the challenges facing unions in this regard in seven countries to practitioners and policy-makers in November.

4 RESEARCH FUNDING

IRRU's research projects are funded from a range of national and European sources, including research councils, governmental organisations, non-governmental organisations and charitable foundations. The sources of funding of new and ongoing projects, and those completed during 2011, are listed in Appendix D.

During 2011, Deborah Dean was awarded a 12-month Mid-Career Fellowship by the British Academy on 'Performing ourselves: what working as an actor tells us about society', which she took up in October. An IRRU research team comprising Mark Hall, John Purcell, Jimmy Donaghey and Aristeia Koukiadaki successfully tendered to the European Foundation for the Improvement of Living and Working Conditions to undertake a project mapping and analysing employee information and consultation practice across the EU. Guglielmo Meardi successfully secured a Marie-Curie Intra-European Fellowship for Dr Stefania Marino, who will join IRRU in 2012 to undertake a comparative study of trade union responses to immigration. The European Foundation's contractual arrangements for commissioning comparative analytical reports from IRRU now involve separate contracts for each report in place of the single contract which governed commissioning of such work in the previous 4-year period. This is reflected in the award of 15,000EUR reported in Appendix D.

IRRU's own income generating activities resulted in a £13,000 Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2010-11 financial year. Most of this funding was allocated to: augmenting the time available to Mark Hall to write-up findings for publication from the research project on the impact of the UK's employee information and consultation legislation; and the institutional contribution required from Warwick by the Leverhulme Trust for the award to Aristeia Koukiadaki under its Early Career Fellowship scheme.

5 PUBLIC AND PROFESSIONAL ACTIVITIES

Guglielmo Meardi, Jimmy Donaghey, Michel Goyer and Melanie Simms, together with two colleagues from other Warwick departments, were successful in a bid to the British Sociological Association to host and organise the 2013 Work, Employment and Society Conference at Warwick. The Conference, which brings together about 400 sociologists of work from around the globe, will be held on the 3-5 September. The programme will pay particular attention to the role of the state in the social regulation of employment, in two ways: the potential and limits of state action revealed by the economic crisis, and the central role of the state in China's state-capitalist model.

Linda Dickens continues in her public appointments as an Independent Member of the Council of the Advisory Conciliation and Arbitration Service (Acas) and a Deputy Chairman of the Central Arbitration Committee. She remains a member of the Acas Panel of Disputes Arbitrators and Mediators; a member of a panel of Independent Adjudicators for the West Midlands Police; and as Chair of the Partnership Committee of the British Print Industry Federation and UNITE, the Union. She is also a member of both the Academic Committee and the Advisory Board of the University's Modern Records Centre.

Jimmy Donaghey and Melanie Simms are both members of ESRC's Peer Review College that assesses research grant applications in business and management studies.

Anne-marie Greene was elected for a 3-year term to the Executive Committee of the British Universities Industrial Relations Association in June. She is also the convenor of the International Labour and Employment Relations Association's Study Group on Gender and Industrial Relations.

Paul Marginson continues as a member of the European Trade Union Institute's Advisory Group. He is also a member of the expert group advising the Employee Engagement Task Force, established by BIS.

Guglielmo Meardi was elected as a member of the board of the European Sociological Association's Research Network on 'Work, Employment and Industrial Relations'.

Ardha Danieli and Anne-marie Greene are Associate Editors of *Gender, Work and Organization*. Danieli and Greene are also members of the Editorial Board of *Equality, Diversity and Inclusion*. Linda Dickens is an Associate Editor of the *Journal of Industrial Relations*, and a member of the Editorial Boards for the *Industrial Relations Journal*, *Industrial Law Journal* and *Employee Relations*. Paul Marginson is a member of the International Advisory Board of *British Journal of Industrial Relations*. Marginson and Guglielmo Meardi are members of the International Advisory Board of *European Journal of Industrial Relations*. Meardi is also a member of the Editorial Boards of *Industrielle Beziehungen*, *Emecon: Employment and Economy in Central and Eastern Europe*, *Przegląd Zachodni* (Polish Journal of Western European Studies), *Warsaw Forum of Economic Sociology*, and *Sociopedia.ISA* (on-line encyclopaedia of the International Sociological Association).

Appendix A

IRRU Staff during 2011

Academic and Research Staff

Trevor Colling
Heather Connolly
Ardha Danieli
Deborah Dean
Linda Dickens
Jimmy Donaghey
Paul Edwards (until March 2011)
Manuela Galetto
Michel Goyer
Anne-marie Greene
Mark Hall
Aristea Koukiadaki
Paul Marginson
Guglielmo Meardi
Gillian Morris*
Sukanya Sen Gupta
Melanie Simms
Keith Sisson**
Michael Terry**
Alexander Wilson

* Honorary Professor

** Emeritus Professor

Support Staff

Val Jephcott IRRU Research Co-ordinator

Associate Fellows

James Arrowsmith (Massey University)
Jacques Bélanger (Université Laval, Québec)
Mark Carley
Paul Edwards* (University of Birmingham)
Tony Edwards (King's College, London)
Anthony Ferner (De Montfort University)
Mark Gilman (University of Kent)
Richard Hyman
Jane Parker (Massey University)
Valeria Pulignano (Catholic University, Leuven)
John Purcell
Helen Rainbird (University of Birmingham)
Monder Ram (De Montfort University)
Robert Taylor
Judy Wajcman (LSE)
David Winchester
* from April 2011

Appendix B

Doctoral Researchers and Topics

Euk Hwan Kim	Mechanisms Linking HRM Practices to the Strategic Development of Knowledge Resources in MNCs
Jeong Hee Lee	Trade Union Response to Changes in Employment Relations toward Indirect Employment: comparative study of Korea and the UK
Juan Lopez-Cotarelo	The Effects of HR Discretion on Manager-Employee Relationships
Jude McNabb	Sex, Power and Academia: Teacher-Student relationships in Higher Education
Christina Niforout	International Framework Agreements: Addressing the democratic deficit of the global governance of industrial relations?
Valentina Paolucci	Short Term Contract Regulations in a Context of Dynamic Labour Market Demands
Orestis Papadopoulos	A Comparative study of the Greek and Irish Youth Employment Policies
Emma Stringfellow†	A Comparative Study of the Responses of Trade Unions in France, Germany and Sweden to the Discourses and Policies of Managing Diversity
Martin Tannert	Management Misbehaviour: An Ethnographic Study in the Retail Sector

† ESRC award

Appendix C

IRRU Publications during 2011

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

Books and Reports

[B Bechter, B Brandl], G Meardi 'From national to sectoral industrial relations: Developments in sectoral industrial relations in the EU', European Foundation report, 95pp
<http://www.eurofound.europa.eu/publications/htmlfiles/ef1110.htm>

M Goyer *Contingent Capital: Short-term Investors and the Evolution of Corporate Governance in France and Germany*, Oxford: Oxford University Press, 224pp

M Hall and [J Purcell] *Information and consultation practice across Europe five years after the EU Directive*, European Industrial Relations Observatory, comparative analytical report, 31pp
(<http://www.eurofound.europa.eu/eiro/studies/tn1009029s/tn1009029s.htm>)

P Marginson (ed) *Industrial Relations in Europe 2010*, European Commission report, OOPEC, Luxembourg, 225pp.

G. Meardi *Social Failures of EU Enlargement: A Case of Workers Voting with Their Feet*. London: Routledge, 229pp

M Simms *Helping young workers during the crisis: contributions by social partners and public authorities*, European Industrial Relations Observatory, comparative analytical report, 30pp
(<http://www.eurofound.europa.eu/eiro/studies/tn1101019s/tn1101019s.htm>)

Journal Articles and Book Chapters

[J Arrowsmith] and P Marginson 'Variable pay and collective bargaining in British retail banking', *British Journal of Industrial Relations*, 49, 1, 54-79

[B. Bechter, B. Brandl] and G. Meardi 'Die Bestimmungsgründe der (Re-)Sektoralisierung der industriellen Beziehungen in der Europäischen Union', *Industrielle Beziehungen*, 18, 3, 143-66

[R Delbridge, M Hauptmeier] and S Sengupta 'Beyond the enterprise: Broadening the horizons of International HRM', *Human Relations*, 64, 4, 483-505

J Donaghey, [N Cullinane, T Dundon and A Wilkinson] 'Reconceptualising employee silence: Problems and prognosis', *Work, Employment and Society* 25, 1, 51-67.

[A Ferner, O Tregaskis, P Edwards, T Edwards] and P Marginson 'HRM structures and subsidiary discretion in foreign multinationals in the UK' *International Journal of Human Resource Management*, 22, 3, 483-509

M Galetto [C Lasala, S Magaraggia, C Martucci, E Onori and F Pozzi], Sconvegno Group 'Il lato B della precarietà' (The 'B' side of precarity)', in L Fantone (ed) *Genere e Precarietà' (Gender and Precarity)* Padova: ScriptaWeb, 47-53

[V Glassner, M Keune] and P Marginson 'Collective bargaining in a time of crisis' *Transfer*, 17, 3, 303-21

- M Goyer and [Dong Kwan Jung], 'Diversity of institutional investors and foreign blockholdings in France: The evolution of an institutionally hybrid economy' *Corporate Governance: An International Review*, 19, 6, 562-584.
- AM Greene and G Kirton 'The value of investigating stakeholder involvement in diversity management', in S Groschl (ed.) *Diversity in the Workplace: Multi-disciplinary and International Perspectives*, Gower: Farnham, 119-132
- [E Heery] and M Simms 'Seizing an opportunity? Union organizing campaigns in Britain, 1998-2000' *Labor History*, 52, 1, 23-47
- [B Hepple] and G Morris 'Trade union rights at the workplace in Britain' in R Blanpain, T Klebe, M Schmidt and B Waas (eds) *Trade Union Rights at the Workplace: In Honour of Manfred Weiss*, Bulletin of Comparative Labor Relations No. 79, Wolters Kluwer
- G. Meardi 'Flexicurity meets state traditions', *International Journal of Comparative Labour Law and Industrial Relations*, 27, 3, 255-70
- G. Meardi 'Understanding trade union cultures', *Industrielle Beziehungen*, 18, 4, 336-345
- G. Meardi 'Social Pacts: A western recipe for Central and Eastern Europe?' *Warsaw Forum of Economic Sociology*, 2, 1, 73-87
- G. Meardi 'Labour Mobility, Union Immobility? Trade Unions and Migration in the EU' in M. Nowak and M. Nowosielski (eds) *(Post)transformational Migration*. Frankfurt/M: Peter Lang, 77-97
- G. Meardi, [S. Strohmer and F. Traxler] 'The social transfers of multinationals in Central Europe. British, US, Austrian and German experiences reviewed' in S. Contrepolis, V. Delteil, P. Dieuaide and S. Jefferys (eds) *Globalising Employment Relations*. London: Palgrave, 29-44
- S Sengupta and [K Whitfield], 'Ask not what HRM can do for performance but what HRM did to performance' in P Blyton, E Heery and P Turnbull (eds) *Reassessing Employment Relations.*, Basingstoke: Palgrave Macmillan, 97-121.
- M Simms 'Appropriating the brand: Union organising in front-line service work' in M. Brannan, E. Parsons and V. Priola (eds) *Branded Lives: The Production and Consumption of Identity at Work*. Edward Elgar, 148-167
- M Simms 'Les militants de terrain dans les campagnes d'implantation syndicale dans le secteur de services en Grande-Bretagne' *La Revue d'IRES*, 68, October
- [H Thomas] and A Wilson "'Physics envy', cognitive legitimacy or practical relevance: Dilemmas in the evolution of management research' *British Journal of Management*, 22, 3, 443-456

Warwick Papers in Industrial Relations and other working papers series

- B Barber 'Understanding the crisis: Can we move from austerity to prosperity?' no 95, *Warwick Papers in Industrial Relations*, Warwick Business School, April, 13pp
- P Marginson and [M Keune] 'European social dialogue: Towards more autonomy and new dependencies' GUSTO Project Academic Paper 5.6, 24pp

Shorter publications

- J Donaghey 'Juxtaposing union and non-union employee representation within companies', *IRRU Briefing* 20, 6-7
- M Hall and [J Purcell] 'Employee consultation under the ICE Regulations – a mixed picture', *IRRU Briefing* 20, 1-5

M Simms 'The impact of the crisis on young workers' employment', *IRRU Briefing* 20, 8-9

Conference Papers and Presentations

H Connolly, [S Marino and M Martinez Lucio] 'Justice for Janitors goes Dutch: The possibilities and limitations of an organising approach in the Netherlands for a sustained union renewal' BUIRA conference, Greenwich, July

H Connolly, [M Martinez Lucio, S Marino] 'Comparing and contrasting trade union responses to questions of migration: A comparison of union strategies for decent work in the Netherlands, Spain and the United Kingdom', Regulating Decent Work Conference, ILO, Geneva, July

H Connolly, [M Martinez Lucio, S Marino] 'Comparing and contrasting trade union responses to migration: A comparison of the Netherlands, Spain and the UK', European Sociological Association, Geneva, September

[S Deakin] and A Koukiadaki 'Reflexive approaches to corporate governance: The case of Heathrow Terminal 5', *Uppsala Forum for Peace, Democracy and Justice seminar series*, Uppsala, April

[S Deakin] and A Koukiadaki 'Capability theory, employee voice and corporate restructuring: Evidence from UK case studies', *Voices at Work conference*, Oxford, July

[T Dobbins, T Dundon, N Cullinane], J Donaghey and [E Hickland] 'The occupancy of regulatory space for employee voice at the workplace: Evidence from voluntarist employment relations regimes'. International Labour Process Conference, Leeds, April

J Donaghey 'Developing a Higher Education union strategy in the crisis' delivered at the British Universities Industrial Relations Association, Greenwich, July

J Donaghey and [P Teague] 'Has Irish social partnership finally died?' Society for the Advancement of Socio-economics, Madrid, June

J Donaghey, [N Cullinane, T Dundon, T Dobbins and E Hickland] 'Employee choice of employee voice' Canadian Industrial Relations association, Fredericton, New Brunswick, Canada, June

[T Dundon, N Cullinane], J Donaghey, [T Dobbins and A Wilkinson] 'The Dynamics of Double-breasting' *CRIMT Multinationals, Global Value Chains and Social Regulation* conference, Montreal, June

M Galetto, P Marginson and [C Spieser] 'Collective bargaining and the changing governance of hospitals' IREC Conference, Barcelona, September

M Goyer 'The interactions between European and regulatory governance in the areas of electricity and takeover regulation', International Seminar on European Regulatory Governance, Copenhagen Business School, Copenhagen, October

M Goyer 'The financial crisis and the evolution of varieties of capitalism', American Political Science Association, Seattle, August

M Goyer 'Politically contingent capital: Shareholder value and the differentiated position of labor in France and Germany', American Political Science Association, Seattle, August

M Goyer 'Finance and the changing identity of France', Council of Europeanists, Barcelona, June

M Goyer 'Capital mobility, corporate governance, and complex causation', International Studies Association, Montreal, March

AM Greene and [M Robbins] 'Recovery in the Church? Clergy women in the 21st century: An unequal vocation?' Standing Conference on Organizational Symbolism, Istanbul, July

- AM Greene and [M Robbins] 'Working without employment protection: Women vicars in the era of austerity' BUIRA Conference, Greenwich, July
- [M Keune] and P Marginson 'Transnational industrial relations as multi-level governance' British Journal of Industrial Relations 50th Anniversary Conference, London, December
- A Koukiadaki 'The race to court as a race to the bottom? National labour law after the Laval Quartet' Darwin seminar series, Cambridge, January
- A Koukiadaki 'Information and consultation of employees and European Works Councils', Summer Course on European Labour Law, European Academy of Law, Trier, July
- A Koukiadaki and [L Kretsos] 'What labour law and social security after the Crisis? The Case of Greece', Quel Droit du Travail et de la Protection Sociale dans une Europe en Crise? INTEFP Lyon, October
- J H Lee 'Trade unions and sub-contracted workers', European Doctoral Workshop in Industrial Relations, London, September
- J López-Cotarelo 'HR discretion: Understanding Line Managers' Role in Human Resource Management', presented at the Academy of Management Annual Meeting, San Antonio, August
- P Marginson 'Articulated bargaining: back to the future?' Conference on 'Beyond the Public Realm' Warwick, November
- P Marginson 'Collective bargaining's role in managing labour market uncertainty in the crisis' SASE Annual Conference, Madrid, June
- P Marginson and [M Keune] 'European social dialogue: towards more autonomy and new dependencies' 18th Council of European Studies conference, Barcelona, June
- P Marginson 'Negotiating the crisis' Industrial Relations in Europe conference, European Commission, Brussels, March
- G. Meardi, 'Flexicurity meets state traditions', Marco Biagi Conference, Modena, March
- G. Meardi, [A Martin, A van den Berg] 'Labour market uncertainty and migration policies', SASE Annual Conference, Madrid, June
- G Meardi, [A Martin, M Lozano Riera], 'International migration of healthcare workers: Can Spain follow the British example?' IREC Conference, Barcelona, September
- G Meardi, 'European industrial relations: Before and after the crisis', BUIRA, Greenwich, July; and European Sociological Association, Geneva, September
- O Papadopoulos 'Debates about the European Employment Strategy and the Greek and Irish employment policies', European Doctoral Workshop in Industrial Relations, London, September
- [M Robbins] and AM Greene 'Clergywomen in the Church of England and their attitude toward union membership', The Society for the Scientific Study of Religion and Review of Religious Research Annual Conference, Milwaukee, USA, October
- S Sengupta 'Employee share ownership and performance: Commitment or entrapment', The Society for the Advancement of Socio Economics (SASE) Madrid, June
- S Sengupta 'The cost of creativity: A comparative analysis of the UK and Indian creative and media industry', The Society for the Advancement of Socio Economics (SASE) conference, Madrid, June.

- M Simms 'Union organising as an alternative renewal strategy', Conference on Organizational Participation and Democracy in the Workplace: Redefining the Field, Loughborough, September
- M Simms 'European youth in crisis: Trade union responses', Opening plenary speaker, British Universities Industrial Relations Association (BUIRA) annual conference, Greenwich, July
- M Simms 'Ten years of union organising in the UK', Invited panel speaker at special Conference on Union Innovation at University of Jena, June
- M Simms 'Social partner responses to helping young workers during the crisis', Panel session in Jobs and Joblessness stream at International Labour Process Conference, Leeds, April
- [H Thomas] and A Wilson 'The European strategic management field 1970-2010 with U.S. and Asia-Pacific comparisons', EIASM 40th Anniversary Conference, Brussels, November

Research/ practitioner seminar presentations

- T Colling 'Employment regulation in Britain's fragmenting public services: Old lessons, future challenges', BUIRA Public Sector Study Group, Queen Mary, University of London. May
- L Dickens 'Law and HR practice in an uncertain economy' invited paper to conference for practitioners 'Challenges for Employment Relations' organised by Acas, Birmingham, Spring
- J Donaghey "'Juxtaposing union and non-union employee voice: The dynamics of double-breasting", Cardiff Business School, February
- J Donaghey 'Can NERs deliver mutual gains' Griffith University, August
- M Hall, 'Information and consultation practice across Europe five years after the EU Directive', Meeting of UK members of the Governing Board of the European Foundation for the Improvement of Living and Working Conditions, London, January
- M Hall, 'Research on employee information and consultation in the UK', European Commission working group on information and consultation of workers, Brussels, September
- M Hall, 'Promoting effective consultation? Assessing the impact of the ICE Regulations', ESRC Fairness at Work Seminar Series, University of Leeds, November
- M Hall and J Donaghey, 'National information and consultation practices', European Foundation for the Improvement of Living and Working Conditions expert workshop, Brussels, December
- M Goyer 'Contingent capital: Complex causation and institutional hierarchy', Warwick, June
- AM Greene and [M Robbins] 'Challenging the 'stained glass ceiling'? The industrial relations context of clergy women in the UK', Warwick, November
- P Marginson 'Global employment relations: the context' CIPD International Employee Relations Webinar, February
- G. Meardi 'Öffnung des Arbeitsmarktes, Flexibilisierung und Migration', FORBA Institute, Vienna, February
- G. Meardi 'Flexicurity meets state traditions', University of Leeds, February
- G. Meardi 'Industrial relations in the new member states of the EU', ISCTE-IUL Lisbon, May
- G. Meardi 'Les échecs sociaux de l'élargissement de l'UE', IRES Paris, November
- G. Meardi 'Europejski Model Społeczny', Warsaw School of Economics, October

M Simms 'Trade Union Responses to Precarious Work - UK report' Dissemination event to Trade Unionists and Policy Makers at the European Trade Union Institute as part of the Bargaining for Social Rights (BARSORI) project, Brussels, November

IRRU/UK contributions to the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and European Restructuring Monitor (ERM) submitted during 2011

EIRO information updates

January 2011	Employment tribunal reform under debate: M Carley Gender pay gap narrows: M Hall Settlement reached in BBC pensions dispute: A Wilson
February 2011	Shared parental leave plans announced: M Carley Government launches consultation on workplace dispute resolution: M Carley Government confirms abolition of default retirement age: M Hall
March 2011	Court rules for unions in strike dispute: M Carley New proposals for public service pensions: M Carley
April 2011	Government to reduce employment law 'burden': M Carley National Minimum Wage to be increased by 2.5%: M Carley
May 2011	Survey finds increased tensions in employment relations: M Carley Government reviews employment rights enforcement: M Carley
June 2011	Government consults on 'modern workplaces': M Carley
July 2011	Changes to regulation of outsourcing and employment transfers: T Colling Strikes highlights union concerns over public sector pension reform: M Hall Uncertainty over calls for further restrictions on strikes: M Hall
August 2011	Agency worker regulations set to come into force: M Hall Talks over public service pension reform continue: M Hall
September 2011	Increase in demand for collective dispute resolution: M Carley Transport and travel unions discuss merger: M Carley
October 2011	Unfair dismissal claims made harder: M Carley Discussions about whether workers should help set executive pay: M Carley
November 2011	Union derecognition in the spotlight: M Carley Leaked report suggests abolition of unfair dismissal: M Carley

December 2011 Government announces employment law reforms: M Hall
Public service workers strike over pension reforms: M Hall

EWCO information updates

February 2011 Survey highlights rise in company well-being initiatives: A Wilson
April 2011 TUC survey shows rise in psycho-social hazards at work: A Wilson
July 2011 Living standards at risk in low-to-middle income households: A Wilson
September 2011 Survey shows continued rise in flexible working: A Wilson

ERM fact sheets

174 fact sheets on cases of restructuring in UK undertakings: S Gamwell and C Niforou

UK contributions to comparative analytical reports

ERM – Availability and effectiveness of public restructuring instruments: A Wilson
EIRO – National industrial relations profile: A Wilson
EIRO/EWCO/ERM – 2010 annual review: M Carley
EIRO – Annual update on pay: M Carley
EIRO – Annual update on working time: M Carley
EIRO – Annual update on sectoral collective bargaining: M Carley
Representativeness study – Sea fisheries: A Wilson
Representativeness study – Sports and active leisure: M Carley
EIRO – Employment and industrial relations in hotels and restaurants: A Wilson
ERM – Public support instruments for self-employment and job creation in micro-enterprises:
H Newell
EIRO – Employment and industrial relations in railways: A Wilson
Representativeness study – Cleaning services: M Carley
ERM – Recent policy developments related to NEETs: M Simms
Representativeness study – Hotels, restaurants and catering: A Wilson
EWCO – Working conditions in the retail sector: A Wilson
EWCO – Use of alcohol/drugs in the workplace: H Newell
ERM – Company cases of greening: A Wilson
EIRO – Changing business landscape and industrial relations in electricity industry: M Carley
Representativeness study – Live performance: A Wilson

Forthcoming publications

- [B Bechter, B Brandl] and G. Meardi 'Sectors or countries? Typologies and levels of analysis in comparative industrial relations', *European Journal of Industrial Relations*
- [L. Burroni, M. Keune] and G. Meardi (eds) *Economy and Society in Europe, The Relationship in Crisis*. Cheltenham: Elgar
- T Colling 'Trade union roles in making employment rights effective' in L Dickens (ed) *Making Employment Rights Effective*, Oxford, Hart Publishing
- T Colling 'Les Droits individuels des travailleurs et la mobilisation juridique des syndicats en Grande-Bretagne', *L'Homme et la Societe*
- [N Cullinane], J Donaghey, [T Dundon and T Dobbins] 'Different voices, different rooms: Double-breasting and the managerial agenda', *International Journal of Human Resource Management* 23, 2, 368-384
- D Dean "'Here come the fairy people!' Ideas and the performers' union Equity's organisation of contingent workers", *Work, Employment and Society*
- L Dickens (ed) *Making Employment Rights Effective – Issues of Enforcement and Compliance*, Oxford: Hart Publishing
- L Dickens 'Tribunal reform and alternative dispute resolution' in L.Dickens (ed) *Making Employment Rights Effective – Issues of Enforcement and Compliance*, Oxford: Hart Publishing.
- L Dickens 'Fairer workplaces: Making employment rights effective' in L.Dickens (ed) *Making Employment Rights Effective – Issues of Enforcement and Compliance*, Oxford: Hart Publishing
- J Donaghey, [N Cullinane, T Dundon and T Dobbins], 'Non-union representation, union avoidance and the managerial agenda: a case study', *Economic and Industrial Democracy*, Published online before print April 2011, (doi: 10.1177/0143831X11401924)
- J Donaghey and [N Cullinane] 'Voice and participation in BritCo' in A Wilkinson and T Dundon (eds), *Cases in People Management, Strategy and Innovation*, Sydney: Tilde Press
- M Hall and [J Purcell] *Consultation at work: regulation and practice*, Oxford: Oxford University Press
- M Hall, [S Hutchinson, J Purcell], M Terry and [J Parker], 'Promoting effective consultation? Assessing the impact of the ICE Regulations', *British Journal of Industrial Relations*. Online version of article published before print June 2011 in 'Early View' section of BJIR website (DOI: 10.1111/j.1467-8543.2011.00870.x)
- G. Meardi 'Union Immobility? Trade unions and the freedoms of movement in the enlarged EU', *British Journal of Industrial Relations*, 50, 1
- G. Meardi, [A Martin and M Lozano Riera] 'Constructing uncertainty: Unions and migrant labour in construction in UK and Spain', *Journal of Industrial Relations*, 54, 1
- G. Meardi, [S Strohmer and F Traxler], 'Race to the East, race to the bottom? Multinationals and industrial relations in two sectors in the Czech Republic', *Work, Employment and Society*
- G. Meardi 'Industrial relations after European state traditions?' in L. Burroni, M. Keune and G. Meardi (eds), *Economy and Society in Europe*, Cheltenham: E. Elgar, 100-123
- G. Meardi 'Emerging systems of employment relations in Central Eastern Europe' in J Arrowsmith, G Della Rocca and V Pulignano (eds) *The Transformations of Employment Relations*. London: Routledge

[J Mohrenweiser], P Marginson and [U Backes-Gellner] 'What triggers the establishment of a works council?' *Economic and Industrial Democracy*, 33

[G Morgan] and M Goyer, 'Is there a global financial system? The locational antecedents and institutionally bounded consequences of the financial crisis', in G. Morgan and R. Whitley (eds.), *Capitalisms and Capitalism in the Twenty-First Century*, Oxford: Oxford University Press

Appendix D
Research Funding

New, ongoing and completed grants during 2011

European Commission (Paul Marginson) INTREPID - Employment Relations in Multinational Companies: Cross National Comparative Analysis	£8,640	01/02/09- 31/01/13
European Commission FP7 (Paul Marginson, Guglielmo Meardi) GUSTO: Meeting the Challenges of Economic Uncertainty and Sustainability	£135,959	01/03/09- 28/02/12
European Commission (Paul Marginson) Industrial Relations in Europe Report, 2010 – Chief Editor	£44,918	01/10/09- 31/03/11
ESRC (Paul Edwards, Paul Marginson) Surveying Employment Practices of Multinationals in Comparative Context	£34,066	01/11/09- 31/10/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€80,372	01/03/10 – 28/02/11
Leverhulme Trust (Aristea Koukiadaki) Early Career Fellowship: European Market Integration and Social Rights	£58,000	01/04/10 – 30/11/11
ESRC (Guglielmo Meardi) Mid Career Fellowship: Why Industrial Relations Matter	£252,060	01/07/10 – 30/06/12
Advanced Institute of Management Research / ESRC - EPSRC (Paul Edwards, Sukanya Sengupta): A Framework of Management Practice in the Small Firm	£16,300	01/07/10 – 31/01/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Melanie Simms) Comparative analytical report on support measures for young workers during the crisis	€15,000	01/08/10 – 28/02/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Mark Carley, [Jonathan Payne]) UK contributions to comparative analytical report on work organisation and representativeness study of insurance sector	€3,396	22/09/10 – 15/03/11
IRCHSS / ESRC (Jimmy Donaghey) Employee information and consultation on the island of Ireland	£16,376	01/10/10 – 30/04/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Mark Carley, Alex Wilson) UK contributions to representativeness studies of sea fishing and sport and active leisure sectors	€3,396	22/11/10 – 01/04/11

European Foundation for Improvement of Living and Working Conditions (Mark Hall, Sophie Gamwell, Christina Niforou) Fact sheets on restructuring in SMEs	€1,698	08/12/10 – 31/01/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€80,961	01/03/11 – 28/02/12
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Jimmy Donaghey, Aristeia Koukiadaki, John Purcell) National practices on information and consultation	€72,094	01/09/11 – 31/12/12
British Academy (Deborah Dean) Mid Career Fellowship: Performing Ourselves. Actors, Social Stratification, and Work	£116,795	01/10/2011– 30/09/2012
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Alex Wilson) – UK contributions to representativeness studies of the agro-food and ports sectors	€3,420	13/12/11 – 13/3/12
Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E)	£13,000	31/03/11

Appendix E

Warwick Industrial Relations Ltd

IRRU established Warwick Industrial Relations Ltd (WIRL) in 1994. The company generates income for IRRU by providing a framework for IRRU members to undertake contract research and similar activities that do not fit the standard academic research funding model. It also owns a 25% share of *European Journal of Industrial Relations*, and receives royalties from this and other sources. The company is recognised and approved by the University.

Each financial year WIRL's end-of year surplus is donated under the Gift Aid scheme to the University of Warwick Foundation to support research within IRRU. To date, financial support has taken two forms. The Hugh Clegg Memorial Fund is earmarked for supporting the Hugh Clegg PhD studentships periodically advertised by IRRU. The IRRU Research Fund supports IRRU's research activities more generally. At the end of March 2011, WIRL's annual Gift Aid donation amounted to £13,000.