



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

**Annual Report, 2012**



## 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. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national and European levels. Our activity on this during 2012 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 2012 included:

### ❖ *Europeanisation and internationalisation of employment relations*

Comparative research on multinationals through surveys across four countries has identified the extent of international integration within companies and its influence on employment practice.

A two-year study of industrial relations change in the EU's six largest economies was completed, and a contract was signed with Routledge to produce the first single-authored book on comparative European employment relations since Colin Crouch's one of 1993.

New research is advancing on capitalist diversity and change, including Africa and Asia, focusing on the link between national institutions and firm-level employment relations.

A European study of collective bargaining during the crisis has highlighted a negotiating focus on securing employment and a trend towards re-nationalisation rather than Europeanisation of bargaining, and some positive impact in limiting the dualisation of the labour market between insiders and outsiders.

### ❖ *Equality, inequality and diversity at work*

IRRU completed an ESRC-funded seminar series on young workers and precarious work, an issue that is attracting fast rising concern in the EU, and was awarded a grant by UnionLearn to study the crisis of youth unemployment in the UK.

A study of the 'Positive About Disabled People' 'Two Ticks' symbol used by employers to promote and recognize best employer practice on disability detected limited adherence to the five core commitments promoted by the scheme.

A separate study looked at the role of unionization on equality practice, using data from the WERS survey, and found an impact of unionization only when there was union influence on management.

### ❖ *Employee representation and employee voice*

A research project funded by the European Foundation for the Improvement of Living and Working Conditions provided an analysis of national Information and Consultation practice across the EU member states in the light of the EU I&C Directive.

Extensive research by IRRU over a long period of time on information and consultation has resulted in the book *Consultation at Work* by Mark Hall and John Purcell, which has attracted policy interest and is to be discussed at an IRRU-ACAS seminar in London in February 2013.

❖ *Institutional and legal regulations of the employment relationship*

Research on the employment consequences of private equity, in collaboration with colleagues at Loughborough and Cardiff, identified some undesirable effects of institutional buyouts.

A stream of research has been brought together by Linda Dickens in her edited book *Making Employment Rights Effective: Issues of Enforcement and Compliance*.

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.

2012 was the year before the deadline for the Research Excellence Framework (REF) in British Universities. This has meant that IRRU focussed particularly on publications (listed in Annex C) and academic activity, most importantly the planning of the Work, Employment and Society Conference, which will be held at Warwick on 3-5 September 2013. Three IRRU pieces of research (on the implementation of Information & Consultation legislation, on HR practice in SMEs, and on European entertainment industry trade union members) were selected by Warwick Business School as research impact cases for the 2014 REF.

It was also a year of increased public attention on employment issues, in relation to the crisis at national, European and global level. IRRU contributed to debates with publications in practitioner publications (e.g. *International Union Rights*, *Construction Labour Research News*) and interventions in the media: Guglielmo Meardi was interviewed by Sky News and BBC, and Melanie Simms by the BBC.

The speaker for the tenth annual Warwick-Acas lecture in honour of Sir Pat Lowry was Prof. John Purcell. His lecture addressed the issue of employee engagement, of growing importance in HRM, and focussed on the importance of employee voice in it.

## **1 STAFFING**

There are currently 13 academic staff in IRRU, ten of whom are also active in teaching in the Warwick Business School, across different subject groups: Organisation Behaviour and Industrial Relations (OBIR), Strategy and International Business (SIB) and Entrepreneurship, Innovation and Management (EIM). IRRU has 15 associate fellows. IRRU's membership during 2012 is listed in Appendix A.

With regard to staffing, 2012 was a year of considerable change. Linda Dickens, Anne-Marie Greene, Ardha Danieli, Trevor Colling, Heather Connolly and Alex Wilson left employment at the University of Warwick, for either early retirement or different positions. Gillian Morris completed her term as Honorary Professor. Mark Hall and Michel Goyer are also leaving in Spring 2013. With all of them, IRRU loses important expertise and a large part of its distinctive collegiality. In particular, Linda Dickens and Mark Hall have been the longest-serving members of IRRU, for over forty and twenty years respectively, and two of its most distinctive names, with their widely recognised work on British and EU legal regulation of employment, and on equality practice and policy. In recognition of her contribution, the University of Warwick nominated Linda Dickens Professor Emerita, and in this role she remains active in IRRU, as well as on employment relations more broadly through ACAS.

IRRU welcomed two new Professors. Kim Hoque, previously at Birkbeck, has worked widely on different forms of employee representation, on small and medium enterprises, on equal opportunities, and is particularly expert in the analysis of data from the Workplace Employment

Relations Survey (WERS). Geoff Wood, previously at Sheffield, has a strong expertise on comparative employment relations, linking national institutions with firm-level processes, including in relatively understudied economies of Africa and Asia. In addition, IRRU recruited Sophie Gamwell as a Research Fellow for work on the European Observatories. Gamwell, who completed her PhD at Warwick under the supervision of Linda Dickens, has worked at the Irish Congress of Trade Unions and contributes to IRRU's competence on legal regulation. Juliane Reinecke, Associate Professor in OBIR working on transnational governance and social sustainability, joined IRRU with effect from January 2013.

IRRU was pleased to welcome Daniela Comandé (European University Institute) and Sara Charlesworth (University of South Australia) as visiting fellows, respectively in May and September.

As agreed by the Advisory Committee meeting of last year, Guglielmo Meardi succeeded Paul Marginson as IRRU Director on the 1<sup>st</sup> September 2012. Following changed regulations at the University of Warwick, the financial resources for IRRU and the time facilities for the IRRU Directorship were reduced, resulting in reduced administrative and organisational capacity but no substantial change in the Unit's core activities. During 2012, IRRU has also strengthened its collaboration links with researchers active on labour issues in other departments of the University (Sociology, Institute for Employment Research, Law, Politics and International Studies).

## 2 RESEARCH PROJECTS

### Theme 1: Europeanisation and internationalisation of employment relations

#### *Employment practice in multinational companies*

A project funded by the ESRC and conducted by Paul Marginson with colleagues in other institutions (Tony Edwards, Paul Edwards, Anthony Ferner, Olga Tregaskis) and involving collaboration with research teams in other countries (Canada, Ireland, Spain) has enhanced our understanding of how multinational companies (MNCs) manage their international workforces in two main ways. First, while previous surveys are limited in their remit and coverage, the study has created a unique comparative dataset of the employment practices, and the forms of control over them, in MNCs. Specifically, it has entailed the compilation of data from parallel national surveys in Spain, Ireland, Canada and the UK. This dataset has been analysed by the research team, with the production of numerous papers already. Moreover, the project is expanding to more countries with the imminent addition of data from the Nordic area and subsequently from Australia, Mexico and Argentina, and extension to a Belgian partner. It will also form a model for cross-national comparative analysis.

#### *Multinationals' integration and employment practice: main findings*

- Levels of integration amongst MNCs are high. For the 'first-order' level of firm configuration, standardization of products and segmentation of operations across countries are widespread. At the 'second-order' level of corporate structure, multiple international lines of organization are evident in over two-thirds of firms. International integration of MNCs 'upstream' is mirrored in the 'downstream' (or third-order) organization of business functions, including HR. There is evidence of an 'international architecture' of HR in a substantial proportion of MNCs.
- The influences of these different levels on employment practice are partially nested within each other, rather than fully so. For some issues there is a direct effect of the first two levels, but for others, and for control over employment practices, the impact of upstream configuration seems largely indirect. That is, the effect of first- and second-order variables on the employment practice in question is substantially dampened once third-order HR variables, covering international architecture, are introduced.
- Differentiation across countries in the integration of subsidiaries into the worldwide company, and in the functions they perform, flows through into variations in employment practice. Distinct subsidiary roles are evident in the extent to which they supply other parts of the multinational with components or services and the nature of the largest occupational group (LOG). The analysis demonstrates the impact of these differential roles on employment practice on such issues as the adoption of HRM practices associated with motivation, opportunity and control.
- Country of origin effects are either accentuated or countered by dominance effects. Accentuation occurs in the case of MNCs based in the contemporarily dominant country, the US, with US-owned companies exercising significantly greater policy control over their subsidiaries than MNCs headquartered elsewhere. Country of origin influences have the potential to be most sharply countered by dominance effects amongst MNCs headquartered in co-ordinated market economies. The findings suggest that continental European companies may use the opportunity of operating in liberal market economies to experiment with practices that are precluded by domestic institutional arrangements.
- The effects of host country institutional environments both constrain and enable MNCs' employment practices. There is noticeable variation in the constraints exercised by the four host countries, underlined by our analysis of US MNCs; whilst the extent to which US- and

non-US-owned MNCs differ in the policy control they exert over their subsidiaries is broadly similar, the actual level of policy control varies between the four countries. The notion that host institutions might enable particular types of employment practice arises from MNCs differentiating between countries in terms of the location of different kinds of operation. This showed through in our analysis of MNCs' use of output and social control, which varies with subsidiary function.

Second, while previous research has been locked into a dualistic assumption that MNCs face a global-local trade-off, the study has gone beyond this by developing a new conceptual framework identifying different levels at which companies face decisions about integrating and differentiating their operations and practices. Viewed through this lens, there is no simple trade-off between global and local issues; rather, some forms of integration imply more, not less, differentiation. The links between these levels have been shown to be ordered in many respects, but less than completely so. The implication is that the HR function operates to a logic that is only partly determined by broader corporate strategy and structure. A symposium of papers on this theme will be published in *Industrial and Labor Relations Review* in 2013.

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

Guglielmo Meardi has completed his research on industrial relations change in the six largest EU countries, funded by an ESRC mid-career research fellowship and based on empirically-based assessments of the effects of migration, multinational companies and EU policies.

To assess the effects of increased internationalisation on the regulation of employment relations in European countries, literature review, interviews, press analysis and document analysis were conducted on the industrial relations developments, since 1992, in the six largest EU countries (Germany, France, UK, Italy, Spain and Poland – accounting for over 70% of the EU population). The analysis has focused on the international pressures affecting the three main actors of employment relations: multinational companies (on the employer side); migration (on the employee side); and international organisations, with particular regard to the EU (on the state side). All three forces converge in undermining the potential of national industrial relations arrangements – but it emerges that national political traditions are still important in shaping these influences.

#### *The axes of internationalisation: main findings*

- Multinationals: multinationals have a differential impact depending on the weight of Foreign Direct Investment in each country, and on the form of organisation of the American Chambers of Commerce. In all cases multinationals do exert pressure on competition on labour standards, but these are always mediated by national regulations and national actors.
- Migration: common pressures in terms of vulnerability and precarity of immigrants are dealt with by trade unions in ways that are framed by national political traditions with regard to citizenship and industrial relations. There are similarities across countries with regard to a general, pan-European openness to migration, but the ways unions deal with mobilisation, diversity and migration politics differ substantially; at the same time, unions have space for agency, with a range of different options in each country, including that of contesting their national framework.
- EU policies: EU-promoted 'flexicurity' policies have been translated in different ways depending on national institutions and debates, and in general have promoted the flexibility side more than the security one. The 'structural reforms' imposed by the European Commission and the European Central bank on Spain and Italy as conditions for financial support in 2010-12, however, mark a turning point in the relations between states and international organisations, and have raised issues of democratic deficit.

Taken together, these forces have contributed to more marketization and diminished national autonomy. Yet the experiment of the last twenty years of depoliticising industrial relations is failing on two accounts. First, institutions, even if weakened and displaced, resist extreme market solutions like 'single contracts': labour relations remain too complex to be easily reformed and individualised. Secondly, despite twenty years of technocratic and managerial discourses, the political nature of industrial relations has come back into the highlight, causing legal and political difficulties.

The research has shown that the idea of 'models' in industrial relations has so many shortcomings (neglect of internal inconsistencies, change, contestation and international contamination) that it is best abandoned. Attention has been paid, theoretically and methodologically, to the role of political culture and language. By combining Crouch's approach with a focus on the contested, and therefore dialectically dynamic nature of work, and consideration of trans-national processes of concomitant change, an innovative comparative framework is elaborated to account for national traditions while avoiding the constraints of the concept of 'national models'

An important further theoretical implication refers to democracy. Confirming some points elaborated on the social failures of EU enlargement, the research has revealed that the promotion of market reforms without political representation channels involves risks of democratic and social instability. By analysing these debates and focussing on the 'disembedding' of national capitalisms as well as on actors' emerging transnationalism and ambivalent relations with national traditions, the research has provided insights on current debates on the political and social dimension of the EU.

The main output will be the first single-authored book on comparative European industrial relations since Crouch's one of 1993, to be published with Routledge in 2014, which is expected to provide a core reference for European students, practitioners and researchers. In the meanwhile, Meardi has had the opportunity to contribute to European debates on industrial relations by giving a number of talks throughout Europe (see Part 3).

Meardi also joined, as an advisor, a large project on the Europeanisation of industrial relations conducted by the University of Linz in Austria (Prof. Susanne Pernicka) and funded by the German Research Foundation (DFG). The project, with the title 'Industrial Relations in Europe – How Trade Unions Might Contribute to Horizontal Europeanisation' focuses on trade union strategies in the automotive and software industries, and the fieldwork will be completed during 2013. Meardi will take part in a findings analysis workshop in Linz.

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

The European project, part of the EU-funded GUSTO project and completed in 2012 by Paul Marginson and Manuela Galetto in collaboration with colleagues in France, Germany, Italy, Hungary, the Netherlands and Slovakia, focused on the reorientation of collective bargaining, as a central mode of labour market governance, to address questions of competitiveness, flexibility, employment and income security. The research asked whether: the scope of collective bargaining has changed together with the increase of uncertainty? there are trade-offs between different areas of uncertainty and sustainability? and how new uncertainties are distributed (zero sum games, are there winners and losers, and has there been space for genuine positive compromises)?

Although we have been interested in longer term trends, the timing of our research has made it imperative to pay specific attention to the impact of the global financial crisis and the crisis of the Eurozone. The project has concentrated on the analysis of two sectors that epitomise major uncertainties: the metal sector, in which traditionally collective regulation has played a significant role, but in which heightened exposure to world markets and internationalisation has put collective bargaining under strain; and the health care sector, which has traditionally been sheltered from a too harsh exposure to the markets, as it was believed that access to increasing capacities of medical science and care practices should be widely shared and public. However, frequent policy changes



and the post-crisis drive towards austerity have exposed this sector to high uncertainties as well. The major findings are summarised in the box.

*Collective bargaining in the crisis: main findings*

- Collective bargaining as a governance form continues to be of significance, but in addressing new as well as old uncertainties trade-offs have increasingly focused on securing employment, or employability, and not only wage improvements
- Contrary to existing assumptions, encompassing and powerful trade unions are not a root cause for creating labour market outsiders. Instead, the current trend towards decentralisation of bargaining and weaker trade unions might exactly foster the emergence of insider/outsider cleavages
- Public policies are crucial for promoting sector and company agreements, but at the same time, public policy has also turned into a major factor of uncertainty
- As a consequence of heightened policy and political uncertainties, traditionally sheltered sectors are increasingly losing their privileged place, whereas uncertainties stemming from markets and increasing competition have in some countries bottomed out for traded sectors.
- The financial crisis has prompted a re-nationalisation rather than a Europeanisation of collective bargaining

The research also looked, more specifically, at the role of collective bargaining in the governance reforms in hospital health care. Public authorities across Europe have moved to reform the organisation and governance of publicly-provided hospital health care in the face of growing budgetary pressures and changes in the volume and quality of demand. These reforms, which have been strongly influenced by the doctrine of 'new public management' (NPM), involve four processes: managerialisation, in place of professional control; marketization, involving introducing mechanisms of market competition; corporatisation, involving quasi-corporate status for publicly-owned hospital organisations; and partial or full privatisation. The research explores the implications of these reforms for collective workforce governance arrangements, and for employment conditions. Two questions are addressed. First, to what extent have hospital reforms prompted changes in arrangements for collective bargaining, and in employment conditions? Second, have the resulting changes been towards collective workforce governance arrangements and employment conditions that more closely resemble private sector practice, as anticipated by the NPM literature? Drawing on five country cases (France, Italy, the UK, Hungary, Slovakia), the research maps cross-country variation in reform trajectories, and investigates whether different outcomes in terms of collective workforce governance arrangements and employment conditions are due to these differing trajectories or to other factors.

Whilst changes in collective bargaining and other mechanisms of workforce governance have occurred in all five countries, and whilst these are connected to reforms in hospital governance, the expectation of the proponents of 'new public management' that the outcome would be arrangements which more clearly resemble those found in the private sector has not in general been realised. Overall, the consequence of reforms inspired by the 'new public management' doctrine has not been the displacement of distinctive modes of workforce governance in publicly-funded hospitals. This is not to conclude that established mechanisms of administrative regulation and collective bargaining have not come under pressure, and have not undergone changes as a result. But the logics which have shaped these changes are multiple, and include political choices and constraints and the strategies and responses of employers and trade unions.

### ***National institutions and firm-level employment relations***

Geoff Wood has published (with Cheah, Mazouz and Yin) a paper on what determines the decisions of emerging markets' multinationals (MNCs), such as those headquartered in China, to invest in Africa and whether this is any different to their counterparts from mature markets, focusing specifically on the HRM context. The paper explores the effect of potential host country wages, local capabilities and the relative rights of owners versus workers on FDI decisions, as well as other relevant factors such as mineral resources and corruption. The authors find that emerging-market MNCs were not deterred by relatively weak legal protection of private property (as indeed, was also the case for their counterparts from mature markets); hence, any weakening of countervailing worker rights is unlikely to unlock significant new FDI. However, emerging market MNCs were more likely to invest in low wage economies, and did not appear to be concerned by local skills gaps; the latter would reflect the relative de facto ease with which even partially skilled expatriate labor can be imported into many African countries. At the same time, a reliance on low wage, unskilled labor, coupled with the extensive usage of expatriates brings with it a wide range of challenges for the HR manager, challenges which a firm committed to cost-cutting may lack the capabilities to resolve.

In an additional paper (with Bischoff), Wood presented a study of the impact of context on the South African small businesses, focusing on why they chose to comply with some aspects of labour law, and not others: employers are generally reluctant to comply with regulations set by the statutory industry wide collective bargaining bodies, the Bargaining Councils, and, in turn, this reflects hostility to unions and South Africa's specific historical experience.

Wood continued his work on national institutions and employment relations and organised a visit to Japan in January 2013 for this purpose. He is also co-editing the *Oxford Handbook on Institutions and Industrial Relations*.

### ***Global Labour Governance***

IRRU engaged with the Global Priority Programme on Global Governance organised by the University of Warwick. Paul Marginson joined its convening group and made a presentation on collective bargaining at its inaugural conference in July. Within that group, IRRU initiated work in the preparation of projects around the topic of global labour governance, which would bring together over forty experts from different Departments of the University, to study the elaboration and enforcement of global labour standards, looking at transnational processes of labour migration, multinationals' investment and international trade. The research is inspired by previous work of Marginson on multi-level governance, Meardi on transnationalism, and Donaghey and Reinecke on global supply change.

In this perspective, IRRU is strengthening its collaboration with important centres worldwide, and in particular at Cornell in the USA and Renmin in China. A visit of colleagues from Renmin School of Labour and Human Resources, led by the School's Dean, took place in July to explore co-operation in research and teaching.

## **Theme 2: Equality, inequality and diversity at work**

### ***Performers as workers***

Deborah Dean continued her work on a British Academy Mid-Career Fellowship, 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 non-standard, contingent workers and, uncommonly in such a category, have an established history of organisation by trade unions. A key focus of Dean's

research is the impact of societal conceptions of age, gender, race/ethnicity, disability and sexuality on performer employment.

In a new article in *Work, Employment and Society*, Dean discusses the case of the entertainment industry trade union Equity, one of the few longstanding examples of a union that organizes contingent workers as core members. The case is used to explore the social perception of acting as not 'real' work, and to highlight the role of ideology in power relations in the workplace.

### ***Young workers and the impact of the crisis***

2012 saw the final seminar in our two year ESRC-funded series looking at young people and precarious employment, co-organised by Melanie Simms with Lefteris Kretsos at Greenwich University and Miguel Martinez Lucio at the University of Manchester.

The effects of the crisis on young workers have become increasingly serious. Youth unemployment in the UK and around the European Union (EU) has risen sharply since 2008 bringing economic, social and political problems. Even prior to the crisis there was a polarisation between 'good' and 'bad' jobs. Groups such as young workers (under 25) are more likely to work in low skill and low paid jobs and have casualised contracts. The seminars brought together academics, policy makers and practitioners to discuss the situation of young workers as they struggle to make transitions into 'good' jobs around the EU. Details of individual seminars, as well as papers presented can be found on the IRRU website: <http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/ywesrc/>

The seminars identified research on young people and precarious employment which helped us understand what is already known about this topic in fields such as industrial relations, labour economics, sociology, education and youth work, politics and social policy. This was important because studies exist in those fields with little space or inclination to bring them together.

A seminar in Manchester in March looked at the ways unions in the UK and beyond have tried to help organise and represent young workers so they make more secure transitions into work. A final one in Greenwich looked at policy responses to helping young workers and framing the issues. Details of the seminar series are available at:

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

Simms started a new project, funded by UnionLearn, on the crisis of youth unemployment in the UK. The research will be concluded by Spring 2013 and involves also Sophie Gamwell. It is looking at the challenge from a number of different perspectives including: employers, unions, young workers themselves, schools and colleges, and people with professional expertise and experience in this area such as workers in JobCentre Plus. The research will result in a series of policy recommendations about how to make transitions between education and work easier and more effective for young people. The findings of the project were to be launched at a UnionLearn event in March 2013 (see Part 3).

As a result of her research, Simms prepared the pamphlet *Young Workers: Hit Hardest and Scarred Longest* for the Unions21 think tank (see part 3).

### ***Employer Disability Practice***

In an article with Nick Bacon and Dave Parr, Kim Hoque assesses the extent to which employers displaying the Positive About Disabled People 'Two Ticks' symbol adhere to the five commitments they are expected to uphold and whether adherence to these commitments is greater in Two Ticks than non-Two Ticks workplaces. It also assesses levels of support for and dialogue with Disability Champions in Two Ticks workplaces. These issues are explored in the public and private sectors separately. The analysis finds only limited adherence to the five commitments in Two Ticks workplaces, no consistent evidence that adherence is higher in Two Ticks than non-Two Ticks

workplaces, and limited evidence of support for/ dialogue with Disability Champions in Two Ticks workplaces. It also finds little evidence of variation between public and private sector workplaces.

### ***Unions and workplace equality policy and practice***

In a new article with Nick Bacon, Kim Hoque provides an empirical assessment of the relationship between unionisation and the adoption of equal opportunities (EO) policies and practices in British workplaces, using data from the 2004 Workplace Employment Relations Survey. The results demonstrate an association between union recognition and the adoption of a range of EO practices. However, this association largely only holds where unions are able to influence EO decision-making via negotiation or consultation. There is little evidence that the equality practices adopted in unionised workplaces where negotiation and consultation does not occur are any different from those adopted in non-unionised workplaces.

## **Theme 3: Employee representation and employee voice**

### ***Information and consultation practice across the EU***

During the year an IRRU research team involving Jimmy Donaghey, Mark Carley, John Purcell and Mark Hall continued working on a research project funded by 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 I&C Directive. The project entailed the production of:

- an overview report analysing national I&C practices. This was 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 focused particularly on those countries in which the Directive had 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 were undertaken reflected both the range of national industrial relations systems within the EU and the varying national impacts of the Directive. Donaghey and Purcell each provided one UK-based case study while former IRRU member Aristeia Koukiadaki undertook the two case studies in Greek organisations. National subcontractors who contributed the case studies from the other four countries were: Jacob Bom (Oxford Research) for Denmark, Josee Lamers (Lamers Consultancy) for the Netherlands, Jan Czarzasty and Rafał Towalski (Warsaw School of Economics) for Poland and Miroslav Stanojevic and Andrej Kohont (University of Ljubljana) for Slovenia.

Donaghey and Hall presented initial findings from the project at a meeting in July in Brussels of the European Commission's working group concerning the ongoing 'fitness check' of a range of EU employee consultation Directives. Donaghey presented the final report from the project to a European Foundation review panel in December. The report will be published in early 2013.

The main finding is that, in practice, the effect of the Directive was insufficiently strong to generate major institutional change in any particular country, though institutional adaptation did occur. Thus, while, for example, the UK saw legislation being introduced for the first time, the extent to which the national system has seen major organisational level changes is limited and it certainly has not changed the character of information and consultation in the UK. This may explain at least in part the widespread indifference of the social partners to the Directive's effects following transposition.

Within the case studies, a wide variety of organisational level approaches was discernible. In those that had the most active approaches to consultation, major organisational changes were tempered

by the presence of well informed, well organised workers' representatives who engaged actively over substantive issues such as reducing the numbers made redundant in major organisational restructuring and affecting the way in which major changes were implemented. At a less advanced, but nonetheless meaningful level, in some organisations, while the principle of managerial decisions was not altered, the detail of how changes were implemented was subject to changes through consultation. Finally, a third trend was evident in which micro-operational issues were open to consultation but the major issues were reserved to managerial determination. Those managements which had a culture of supporting active consultation were more likely to engage meaningfully with the worker representatives over major issues of organisational change.

Thus, Directive 2002/14/EC has not played a very significant role in terms of shaping meaningful organisational level information and consultation. The findings indicated that there is rarely a direct call for general information and consultation from workers and, given the shape of the national implementation legislation, the call for consultation can come after the decision has actually been taken. Creating specific I&C rights around particular organisational circumstances has carried much more effect.

While the Directive did not initiate a new wave of meaningful consultation in those countries which introduced general I&C legislation for the first time, it did play a 'nudging' role in encouraging some organisations, particularly multinationals based in the UK and Ireland, to establish and/or strengthen I&C processes. What the Directive clearly did not do was to introduce a means by which the Vilvoorde scenario (from the 1997 crisis at Renault when no consultation had occurred on restructuring) will not reoccur. Similarly, it did not provide enough constraints on national implementation or organisational discretion to initiate wide scale I&C practices.

### ***Information and consultation practice in the UK***

Mark Hall and John Purcell published their book *Consultation at Work: Regulations and Practice*, based on years of the research on the topic. *Consultation at Work* charts the historical development of consultation and explores the rationales for and varied outcomes of the practice. It examines why and how EU intervention to promote consultation has evolved, paying particular attention to the adoption of the 2002 information and consultation Directive. The authors provide a critical assessment of successive UK governments' handling of the issue and the half-hearted response to EU consultation initiatives by British employers and trade unions. Drawing on empirical research in twenty-five organisations, the book analyses the take-up and impact of the Information and Consultation of Employees (ICE) Regulations, applicable to all enterprises with fifty or more employees, and explores the processes involved in effective consultation. It looks at the dynamics of consultation and draws a contrast between 'active' consultation of the type envisaged by EU regulation, and more limited forms of consultation used primarily as a means of communication. Discussing British experience in a comparative context, the authors ask what has to happen for the take-up and quality of consultation to improve and argue that reform of the EU Directive and ICE Regulations is necessary.

During the year Purcell and Hall were commissioned by ACAS to produce a discussion paper drawing on their research into consultation, published in ACAS's Future of Workplace Relations series. The paper addressed the multi-faceted nature of the representation gap, and examined possible alternatives that are emerging to fill it including direct involvement and communications methods of employee voice; employee engagement and employee surveys; the role of consultative committees; trade union, non-union and hybrid forms of consultation; and making consultation effective in non-union companies. In February 2013 IRRU and ACAS held a joint seminar at which Hall and Purcell presented key findings from their research to an invited audience of 30 senior practitioners, policymakers, lawyers, consultants and academics.

### ***Information and consultation in the island of Ireland***

Jimmy Donaghey proceeded with the elaboration on the findings from an ESRC-funded project on the impact of the respective legislation implementing the EU's 2002 Information and Consultation Directive in Northern Ireland and the Republic of Ireland. The project was completed last year and described in last year's Annual Report, but this year it received the 'very good' evaluation from the ESRC and led to three new academic articles drawing the two most important conclusions. First, the UK and Irish voluntarist systems of industrial relations meant that the double-subsidiarity involved in the Directive's implementation lessened the Directive's effect. The first level of subsidiarity was the degree of discretion given to member states in the national implementation of the Directive. The second level was that, in both the UK and Ireland, the transposition of the legislation gave discretion at the organisational level to enact a wide variety of forms to satisfy the Directive's requirements. The effect of this was such that organisational dynamics overrode the legislative effects of regulating worker voice. Secondly, the research allowed to develop the concept of regulatory space to explain the way in which employers "occupied" the regulatory space of the Directive. The findings enrich research into non-union employee representation schemes (NERS) by casting doubt on the ability of NERS to deliver mutual gains, despite NERS often being created as problem-solving mechanisms and, while much of the literature stresses the role which management play in determining voice structures, the efficacy of these structures is heavily dependent on the extent to which employees see these structures as meaningful voice mechanisms.

### ***Trade union organising and social movement unionism***

Melanie Simms, with Jane Holgate and Ed Heery, published the book *Union voices – tactics and tensions in UK organising*, describing the the increasing focus on organising activity in British unions (a summary of the manuscript was presented in last year's Annual report). It was to be discussed at a special event at the TUC in January 2013 (see Part C).

Manuela Galetto worked, with Colleoni and Marino, at a study of radical trade unions in Italy, focusing in particular on the metalworking federation Fiom. The study is to be included in the book *Radical Unions in Europe and the Future of Collective Interest Representation* edited by Heather Connolly, with Kretsos and Phelan. Heather Connolly, just before leaving IRRU in September, made a major contribution to the study of radical unions with an article (with R. Darlington) on SUD-rail and the RMT, which was published in the *European Journal of Industrial Relations* with two comment pieces specially committed by the journal Editor.

In an article with Dibben and Mellahi, Geoff Wood addressed the growing literature on 'social movement unionism' as an organisational strategy for organised labour, particularly in emerging markets, through a national survey of Congress of South African Trade Union (COSATU) members. The findings suggest that COSATU unions are close to this ideal. However, in the context of the current political and economic situation within South Africa unions need to address the central challenge of declining formal sector employment, and a growing crisis of representation of those in marginal jobs and occupations.

## **Theme 4: Institutional and legal regulation of the employment relationship**

### ***Making employment rights effective***

Linda Dickens published in the Autumn her edited book entitled *Making Employment Rights Effective: Issues of Enforcement and Compliance*, which was described in last year's Annual Report. It

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.

IRRU will host an ESRC-funded seminar on 'The changing face of legal regulation – rights, resolution and efficiency' on 5<sup>th</sup> June 2013, organised by Trevor Colling and Linda Dickens, and will include speakers from CBI, TUC, ACAS and CIPD.

### ***Private Equity and employment***

In a paper with Wright, Geoff Wood looks at private equity. It concludes that, as with any innovation and experiment, the outcomes of private equity are mixed. This would suggest that the emerging financial architecture that will inevitably comprise any return to growth will, in part, incorporate aspects of private equity. The failure of unsustainable experiments does not mean, however, that renewed growth will simply result through natural selection: it depends on continued innovation and experimentation across the entire economy, coupled with relevant formal and informal socio-economic regulation.

Wood is conducting more work on private equity (in collaboration with colleagues at Loughborough and Cardiff), looking at the employment consequences of Institutional Buyouts, using objective companies data against a control group. The initial findings are the former are associated with job losses and lower productivity.

### ***Small and Medium Enterprises***

The AIM research on small and medium enterprises conducted by Sukanya Sen Gupta with Paul Edwards and described in last year's Annual Report had a number of follow-up developments, including the development of new analytical tools and innovative practitioner involvement (see Part 3).

Sen Gupta also participated in a successful application, led by Professor Ida Regalia of the University of Milan, for a major research project on Employment Relations in SMEs for the Italian Ministry of Education, University and Research (2012). The project, under the title: "Old and new paths of labour regulation in SMEs in Europe: Trends and challenges for economic competitiveness and social sustainability (RegSmes)". The proposed project will focus on the employment relations in small firms in Italy (an economy known for SME predominance) and Europe (Denmark, Slovenia, Spain, Holland).

### **Doctoral research**

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2012. The students are registered under WBS's doctoral programme. The nine students concerned, and the topics of their research, are listed in Appendix B. One student, Juan Lopez-Cotarelo, was awarded his doctorate following examination.

In December, IRRU participated in the annual European Doctoral Workshop in Industrial Relations, being represented by Guglielmo Meardi, and students Valentina Paolucci and Orestis Papadopoulos. Held over two days at the University of Milan, the workshop brought together academic staff and students from six European institutions. Paolucci and Papadopoulos both presented papers, with a student and a faculty member from another institution acting as discussants.

During 2012, IRRU hosted two visiting doctoral students: Elena Scippa from the Catholic University of Milan, and Stéphanie Coster from the Université Catholique de Louvain.

## European Observatory network

During 2012, 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 2012, UK input to EIRO continued to be co-ordinated and edited by Mark Hall who, along with Alex Wilson (to August) and Sophie Gamwell (from September), was also responsible for writing a proportion of the required material. UK contributions were made to four representativeness studies covering audio-visual services, food and drink, textiles and clothing and European cross-sectoral social dialogue. 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, Sophie Gamwell 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, 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. During 2012, 130 ERM factsheets were written by Sophie Gamwell and former IRRU doctoral researcher Christina Niforou. National contributions to comparative analytical reports are also required.

A comprehensive listing of IRRU’s inputs to the three observatories during 2012 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 2012 is provided in Appendix C. The publications included 6 books and reports, 14 articles in 11 different refereed journals and 3 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 2012 eight seminars were held; Jimmy Donaghey coordinated the series.

Guglielmo Meardi was invited as a plenary speaker to Transnational Employment Relations Conference in Greenwich in June and the Industrial Relations in Europe Conference in Lisbon in September, and to a special round table with the directors of the some of the most important centres in industrial relations in the world, held at the Université Catholique de Louvain in October. He was invited to be a keynote speaker at the next European Congress of the International Labour and Employment Relations Association in Amsterdam in June 2013.

The recent books by Michel Goyer and Guglielmo Meardi were the subject of well-attended 'Author meets critics' in two important conferences in America, respectively the Conference of Europeanists (Boston, March) and the SASE Annual Meeting (Boston, June).

### **Practitioner engagement and dissemination**

The Spring 2012 issue of IRRU Briefing was circulated widely amongst the practitioner and academic communities. It carried features on multinationals, collective bargaining reforms, information & consultation, and youth employment policies.

The eleventh annual Warwick-Acas public lecture in honour of Sir Pat Lowry was given by Professor John Purcell, until recently at Warwick Business School and now IRRU Associate Fellow. The lecture was held at Warwick and delivered to an invited audience of leading employment relations practitioners and academics. In his lecture, titled 'The limits and possibilities of employee engagement', Purcell questioned the rhetoric behind the rising topic of engagement and identified the importance of employee voice in its implementation.

The lecture is published in the on-line Warwick Papers in Industrial Relations series, available at: <http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/wpir/>

The pamphlet *Young Workers: Hit Hardest and Scarred Longest* by Melanie Simms was launched in September 2012 with a double launch at the annual Trades Union Congress where co-speakers included Rachel Reeves MP (Lab, Shadow Chief Secretary to the Treasury) and trade unionists

including Rae Cahill from Community. The second event was at the annual Labour Party Conference in October where co-speakers included Guardian columnist Zoe Williams, media commentator Terry Christian and Dai Hudd, Deputy General Secretary of Prospect union.

Melanie Simms presented her book *Union Voices* at an event at the TUC on the 22<sup>nd</sup> January 2013, with the participation of chief organising officers of TUC, Unite, GMB and TSSA. Mark Hall and John Purcell presented their *Consultation at Work* at an event in London on the 15<sup>th</sup> February 2013, with the participation of representatives of Acas, CBI, TUC, Unite and CIPD. Linda Dickens spoke on 'Changes for women at the workplace over 25 years – painting a positive picture' at the 25<sup>th</sup> anniversary event of the Wainright Trust in London on the 25<sup>th</sup> October 2012.

The AIM project on SMEs recently completed by Sukanya Sen Gupta with Associate Fellow Paul Edwards had a strong research impact. A key contribution of the SME research was the development of a self-diagnostic framework for small firms which has been made available to policy makers and practitioners in 2012, free of cost through a web-based, small firm framework interactive toolkit. (<http://www.aimpractice.com/our-products/toolkit?id=17>). The research significantly impacted policy makers and practitioners through a number of outputs i.e. an award-winning AIM policy document which has informed policy on small firms, a workshop facilitating a dialogue between policymakers, practitioners and academics and publications in influential practitioner publications such as the *Financial Times*. Finally, the research contributed towards developing theoretical frameworks, advancing key academic debates and challenging conventional wisdom in the field of Human Resource Management specifically around the areas of employment relations in small firms.

Sen Gupta was also an Adviser on a path breaking research carried out by practitioners on 'Broadening the CEO pool: where our future leaders come from'. This research sheds light on the continued debate about the future of organisational leadership: what are the traits and types of leaders needed to run 21st century organisations, and where will they come from within industry? The research, was conducted by Jo Sellwood-Taylor and Sharon Mullen of Mullwood Partnership, involved via face-to-face, video and teleconference interviews with 134 chairmen, CEOs, additional nomination committee members, COOs and MDs from both HR and non-HR functional backgrounds, aspiring and incumbent global and group HR directors, academic leaders and head hunters. The preliminary findings were disseminated through a workshop in March 2012 organised by Critical Eye and held at the Gherkin in London, in which Sen Gupta was the only academic and commented on why most CEOs have arisen from the finance and marketing background rather than for Human Resources. The debate and discussion was addressed to an audience of high profile CEO's from industry. The final findings will be disseminated through a report as well as another workshop to be held in January 2013.

Kim Hoque is a member of the Investors in People Advisory Board, which is responsible for overseeing the management and development of the Investors in People standard, and a project advisor to the Japan Institute of Labour Policy and Training. He also acted as an expert reviewer on the Social Complexity of Immigration and Diversity (SCID) project's Review of Work at the University of Manchester.

To complete his two-year fellowship on comparative industrial relations, Guglielmo Meardi held an open round table in Greenwich in May, during a conference on international trade unionism where he was invited as keynote speaker. The roundtable included trade union experts from all six European countries covered by his study, including from the Trades Union Congress and the European Trade Union Institute. He also presented his work at two conferences of the Italian union confederation CGIL (attended by the general secretaries of the metalworking, chemical and retail sectors federations). In the previous years of his fellowship, he had spoken at practitioner events in Lisbon, Vienna, Barcelona, Paris and Warsaw.

The European Union 7<sup>th</sup> Framework Program project GUSTO, completed in March by a team led by Colin Crouch and including Marginson, Meardi and Galetto, was presented at a high-profile event in

Brussels on the 15<sup>th</sup> of February, held at the European Trade Union Institute and attended by representatives of the Danish EU presidency, the European Commission and a number of European employer and trade union organisations. Guglielmo Meardi was one of the speakers at the event, presenting the findings on migration and employment uncertainty (described in last year's Annual Report).

Guglielmo Meardi was invited as discussant at a large European Commission-funded conference on posted workers, held in Oslo in March within the 'FORMULA' project, and attended by the Norwegian labour minister, representatives of the European Commission and a number of interest associations.

Paul Marginson was invited by the European Commission to act as an expert reviewer of a draft of its 2012 *Industrial Relations in Europe* report, including a workshop in Brussels in May.

Jimmy Donaghey and Mark Hall presented their research on the implementation of the EU Directive on Information and Consultation at workshops in Brussels organised by the European Commission and European Foundation in Brussels in June and December respectively.

Melanie Simms blogs for the Union21 blog <http://www.unionhome.org.uk>. And from 2012, IRRU has its own Twitter account: @IRRUWarwick.

#### **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 2012, are listed in Appendix D.

During 2012, Melanie Simms was awarded a £33,330 research grant by UnionLearn, for a study on policies against union unemployment, to be conducted between October 2012 and March 2013, with the participation of Sophie Gamwell (IRRU) and Ben Hopkins (Aberystwyth). Juliane Reinecke was awarded £41,000 by the Independent Social Research Foundation for research on social sustainability in the global value chain of 'conflict minerals' from the Democratic Republic of Congo. 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 £11,000 Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2011-12 financial year. Most of this funding was allocated to augmenting the time available to Mark Hall to write-up findings for publication from his research on employee information and consultation.

#### **5 PUBLIC AND PROFESSIONAL ACTIVITIES**

Guglielmo Meardi, Jimmy Donaghey, Michel Goyer and Melanie Simms, together with two colleagues from other Warwick departments, are organising 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. Among the keynote speakers there is Han Dongfang, leading Chinese labour dissident and Director of the China Labour Bulletin in Hong Kong.

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.

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

Kim Hoque is Associate Editor of *Human Relations* and is on the editorial board of *Industrial Relations Journal*, *Equal Opportunities International*, *Journal of Vocational Education and Training* and *Scandinavian Journal of Management*. 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 the first European to become an Associate Editor of the US-based *Industrial and Labor Relations Review* and 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*, *Przeegląd Zachodni* (Polish Journal of Western European Studies), *Warsaw Forum of Economic Sociology*, *Stato e Mercato*, *E-Journal of International and Comparative Labour Studies* and *Sociopedia.ISA* (on-line encyclopaedia of the International Sociological Association). Melanie Simms sits on the Editorial Board of the *Industrial Relations Journal* and on the Associate Board of *Work, Employment and Society*.

Geoff Wood is member of the editorial boards of the *International Journal of Management Reviews*, *Work Employment and Society* (Associate Board), *Human Resource Management Journal*, *Irish Journal of Management*, *Evidence-Based HRM* and the *Leadership and Organization Development Journal*.

Guglielmo Meardi is a member of the board of the European Sociological Association's Research Network on 'Work, Employment and Industrial Relations'. Geoff Wood was appointed an Honorary Professor of Pécs University in Hungary (founded in 1367).

## Appendix A

### IRRU Staff during 2012

#### Academic and Research Staff

Trevor Colling	(until November 2012)
Heather Connolly	(until September 2012)
Ardha Danieli	(until September 2012)
Deborah Dean	
Linda Dickens**	
Jimmy Donaghey	
Manuela Galetto	
Sophie Gamwell	(from September 2012)
Michel Goyer	
Anne-marie Greene	(until July 2012)
Mark Hall	
Kim Hoque	(from August 2012)
Paul Marginson	
Guglielmo Meardi	
Gillian Morris*	
[Juliane Reinecke]	(from January 2013)
Sukanya Sen Gupta	
Melanie Simms	
Keith Sisson**	
Michael Terry**	
Alexander Wilson	(until August 2012)
Geoff Wood	(from September 2012)

\* 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	(Katholieke Universiteit Leuven)
John Purcell	
Helen Rainbird	(University of Birmingham)
Monder Ram	(De Montfort University)
Robert Taylor	
David Winchester	

## Appendix B

### Doctoral Researchers and Topics

Meryl Bushell	The impact of social capital on the participation of women on corporate boards
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
Joyce Mamode	The Contribution of Trade Union Equality Reps to the Workplace Equality Agenda
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
Lachlan Smith	Understandings of Work, Values and Identity in Graduate Labour Markets in the UK and Australia post the Global Financial Crisis
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 2012

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

#### Books and Reports

[L. Burroni, M. Keune] and G. Meardi (eds) *Economy and Society in Europe. The Relationship in Crisis*. Cheltenham: Elgar, 256pp

L Dickens (ed) *Making Employment Rights Effective*, Oxford: Hart Publishing, 238pp

M Hall and J Purcell, *Consultation at work: regulation and practice*, Oxford: Oxford University Press, 232pp

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

M Simms, [J Holgate and E Heery] *Union Voices - Tactics and Tensions in UK Organizing* Ithaca, NY: Cornell University Press, 176pp

G Wood and [M Demirbag] (eds) *Handbook of Institutional Approaches to International Business* Cheltenham: E Elgar, 640pp

G.Wood and [C Lane] (eds) *Capitalist Diversity and Diversity within Capitalism*. London: Routledge, 272pp

#### Journal Articles and Book Chapters

[N Bacon] and K Hoque 'The role and impact of trade union equality representatives in Britain' *British Journal of Industrial Relations* 50, 239-262

[B Bechter, B. Brandl] and G. Meardi 'Sectors or Countries? Typologies and Levels of Analysis in Comparative Industrial Relations', *European Journal of Industrial Relations*, 18, 3, 185-202

[C Bischoff] and G Wood 'The Practice of Comparative HRM in Africa', in C Brewster and W Mayrhofer, (eds), *Handbook of Research on Comparative HRM*. Cheltenham: Edward Elgar.

[C Bischoff] and G Wood 'Survival and Outsourcing in the South African Clothing and Textiles Industry', in T Dundon and A Wilkinson (eds), *Case Studies in Global Management: Strategy, Innovation and People Management*, Prahran: Tilde University Press.

[L Burroni, M. Keune] and G. Meardi 'Introduction' in L. Burroni, M. Keune and G. Meardi (eds), *Economy and Society in Europe*. Cheltenham: E. Elgar, 1-18

[R Croucher], G Wood, [C Brewster and M Brookes] 'Employee turnover, HRM and institutional contexts', *Economic and Industrial Democracy*, 33, 4, 605-620.

[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, 368-384

D Dean "The relevance of ideas in a union's organization of contingent workers: "Here come the fairy people!" *Work, Employment and Society* 26, 6, 916-932

- [M Dermirbag, K Mellahi] and G Wood, 'Regulatory Context and Corruption: Rethinking the Effects of Government Intervention', *International Studies in Management and Organization*, 42, 3: 13-34.
- [P Dibben, K Mellahi] and G Wood, 'Is social movement unionism still relevant? The case of the South African federation COSATU', *Industrial Relations Journal*, 43, 6, 494-510.
- 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* 33, 163-183
- J Donaghey and [N Cullinane] 'Voice and participation in BritCo' in A Wilkinson and T Dundon (eds). *Cases in Global Management, Strategy, Innovation and People Management*, Victoria: Tilde University Press
- [M Goergen, C Brewster], G Wood and [A Wilkinson] 'Varieties of Capitalism and Investments in Human Capital' *Industrial Relations: A Journal of Economy and Society*, 51, 501-527
- M Goyer 'Contextualized Capital: Policy Reforms and Inward Flows in Germany' *German Politics*, 24, 2, 161-183
- M Goyer 'Liberalization Models in the Electricity Sector: The Impact of the Market for Corporate Control in Britain and Spain', *Competition and Regulation in Network Industries*, 14, 2, 71-100
- P Marginson '(Re)assessing the shifting contours of Britain's collective industrial relations' *Industrial Relations Journal* 43, 4, 332-347.
- P Marginson 'The challenges of multi-level governance' in J De Munck, C Didry, I Ferreras and A Jobert (eds) *Renewing Democratic Deliberation in Europe*, Brussels: Peter Lang, 97-111
- G Meardi 'Mediterranean Capitalism' under EU Pressure: Labour Market Reforms in Spain and Italy, 2010-12, *Warsaw Forum of Economic Sociology*, 3, 1
- G Meardi 'Union Immobility? Trade Unions and the Freedoms of Movement in the Enlarged EU', *British Journal of Industrial Relations*, 50, 1, 99-120
- G Meardi, [A Martín and M Lozano Riera] 'Constructing Uncertainty: Unions and Migrant Labour in Construction in UK and Spain', *Journal of Industrial Relations*, 54, 1, 5-21
- 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, 100-23
- [J Mohrenweiser], P Marginson and [U Backes-Gellner] 'What Triggers the Establishment of a Works Council?' *Economic and Industrial Democracy* 33, 295-316.
- [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.
- M Simms 'Imagined solidarities: where is class in union organising' *Capital and Class*, 92-110
- [A Wilkinson] and G Wood 'Institutions and Industrial Relations: The State of the Art' *Industrial Relations: A Journal of Economy and Society* 51, 373-388
- G Wood and [M Demirbag] 'Institutions and Comparative Approaches to Business Studies', in Wood, G. and Demirbag, M. (eds.), *Handbook of Institutional Approaches to International Business*. Cheltenham: Elgar.
- G Wood and [C Lane] 'Institutions, Change and Diversity', in Lane, C. and Wood, G. (eds.), *Capitalist Diversity and Diversity within Capitalism*. London: Routledge.



G Wood, [A Psychogios, L Szamosi and D Collings] 'Institutional Approaches to Comparative HRM', in Brewster, C. and Mayrhofer, W. (eds.), *Handbook of Research on Comparative HRM*. Cheltenham: Edward Elgar.

#### **Warwick Papers in Industrial Relations and other working papers series**

M Galetto, P Marginson, [C Spieser] 'Collective bargaining and the changing governance of hospitals' GUSTO Project Academic Paper 6.4, 28pp.

J Purcell and M Hall 'Voice and participation in the modern workplace: challenges and prospects', Acas Future of Workplace Relations discussion paper series, London: Advisory, Conciliation and Arbitration Service, 17pp.

P Marginson and G Meardi 'Big player, different rules? Multinational companies and collective bargaining in Europe' GUSTO Project Academic Paper 6.5, 21pp.

J Purcell 'The limits and possibilities of employee engagement' no 96, *Warwick Papers in Industrial Relations*, Warwick Business School, April, 19pp

#### **Shorter publications**

G. Meardi 'Labour market reforms in Italy and Spain: diversity and convergence', *International Union Rights*, 19, 2, 3-5

G. Meardi 'Il modello sociale europeo alla prova', *Emilia Romagna Europa*, 10, 23-33

G. Meardi 'La Polonia: un'isola tranquilla nella crisi europea?' *Inchiesta*, 37, 176, 92-96

#### **Other publications**

P Marginson and [M Keune] 'European social dialogue as multi-level governance' *European Integration online Papers* Vol 16, Special Issue 1, Article 4 , 22pp

## Conference Papers and Presentations

- [J Earls], K Hoque, [N Conway and N Bacon] 'Union representation, voice and job quality: an analysis of a survey of union members in the UK finance sector', Industrial Relations in Europe Conference, Lisbon, September
- [T Edwards], P Marginson and [A Ferner] 'Multinational Companies in Cross-National Context: Integration, Differentiation and the Interactions between MNCs and Nation States', International conference on 'Methods and methodologies in social science', Louvain-la-Neuve / Leuven, April
- M Galetto, P Marginson and [C Spieser] 'Collective bargaining and the changing governance of hospitals: A comparison between United Kingdom, Italy and France', SASE Annual Meeting, Boston, June
- M Goyer 'Institutional Diversity and Labor Market Discrimination', European Political Science association, Berlin, June
- M Goyer 'Diversity of Institutional Investors and the Evolution of Corporate Governance in France and Germany', Midwest Political Science Association, Chicago, April
- M Goyer 'Contingent Capital: Short-term Investors and the Evolution of Corporate Governance in France and Germany: Author Meets Critics', Council of Europeanists, Boston, March
- M Hall, [S Hutchinson], J Purcell, M Terry and [J Parker] 'Trade union attitudes towards the ICE Regulations: defensive realism or missed opportunity?' BUIRA, Bradford, June
- M Keune and P Marginson 'Transnational industrial relations as multi-level governance' 2012 IREC Conference, Lisbon, September
- [J Kirkpatrick], K Hoque, [C Lonsdale and A De Ruyter] 'Professional agency working and the challenge of integration: lessons from UK health and social care', Industrial and Labour Relations Association World Congress, Philadelphia, July
- G Meardi 'Employment relations under external pressure: Italian and Spanish reforms in 2010-12' International Labour Process Conference, Stockholm, March
- G Meardi 'Peripheral convergence in the crisis? Southern and Eastern European labour markets and industrial relations' SASE Annual Meeting, Boston, June
- G Meardi, [A. Martín and A. van den Bergh] 'Migration, Labour Market Uncertainty & Crisis: 3 countries, 2 sectors' World Congress of the International labour and Employment Relations Association, Philadelphia, July
- G Meardi 'European industrial relations under international pressure: What chances for democracy and social rights?' Transnational Employment Relations Conference, Greenwich, May, and Industrial Relations in Europe Conference, Lisbon, September (keynote address)
- V Paolucci 'The Role of Firms into the Flexicurity debate: A Comparative Institutional Analysis between UK, Italy and Denmark', European Doctoral Workshop in Industrial Relations, Milan, December
- O Papadopoulos 'Greek and Irish trade unions responses to youth unemployment', Industrial Relations in Europe Conference, Lisbon, September
- O Papadopoulos 'Youth Unemployment debates in Greece and Ireland: The impact of institutions and the crisis', European Doctoral Workshop in Industrial Relations, Milan, December
- M Simms 'Union Voices: Tactics and Tensions in UK Organising. Union Futures conference', CRIMT annual conference, Montreal, October

M Simms 'Union Voices: Tactics and Tensions in UK Organising', Conference on union renewal in Central and Eastern European countries, Wroclaw, September

S Sen Gupta 'Manufacturing Creativity: A Comparative Analysis of the Indian and the UK Creative and Media Industry' SASE Annual Meeting, Boston, June

[N Wu, N Bacon] and K Hoque 'The adoption of High Performance Work Practices in small businesses: the influence of market characteristics, business structure and HR expertise', British Academy of Management HRM Special Interest Group Conference, Cranfield University, May

### **Research/ practitioner seminar presentations**

[T Edwards] and P Marginson 'Multinational companies in comparative context' Management Learning Board, Kings College London, January

M Goyer 'The EU Banking Union: Its Implications for European Governance', ETUI, London School of Economics, London, November

M Hall and J Donaghey 'Eurofound research project: national information and consultation practices', European Commission working group on information and consultation of workers, Brussels, June

P Marginson 'Coordinated bargaining – from incremental corrosion to frontal assault?' IDHE-CNRS, ENS-Cachan, October

G Meardi [and V. Trappmann] 'Poland: industrial relations under the shock... of its neighbours', European Trade Union Institute, Brussels, June

G Meardi 'Gli scompensi sociali dell'allargamento UE', CGIL, Bologna, January

G Meardi 'Relazioni industriali e sindacalismo in Polonia e Rep. Ceca', CGIL, Bologna, April

G Meardi 'Recent developments in the study and teaching of industrial relations in the UK', University of Milan, January

G Meardi 'L'évolution de l'enseignement des sciences du travail à Warwick', Université Catholique de Louvain, October

### **IRRU/UK contributions to the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and European Restructuring Monitor (ERM) submitted during 2012**

#### **EIRO information updates**

January 2012	Unions highlight unpaid overtime: M Carley Controversy over private sector pension changes: M Carley
February 2012	Redundant Woolworths staff compensated for consultation failures: M Hall Enforcement of consultation regulations reviewed: M Hall
March 2012	Trade union 'facility time' under review: M Carley Government amends controversial work experience programme: M Carley
April 2012	Government seeks local pay rates in public sector: M Carley Minimum wage frozen for young workers: M Carley

May 2012	Deal averts strike by tanker drivers: M Carley New car model secures 2,100 jobs at UK plant: M Carley
June 2012	Government promotes wider use of 'settlement agreements': M Carley Bus drivers call strike over Olympic payments: M Carley
July 2012	Sharp rise in applications for union recognition: M Carley Government proposes new redundancy consultation rules: M Carley
August 2012	Reemploy workers strike over plant closures: M Carley Union membership continues to fall: M Carley
September 2012	Government cuts health and safety inspections: S Gamwell
October 2012	Unions criticise proposal to cut compensation for unfair dismissals: S Gamwell Trades Union Congress supports action on blacklisting: S Gamwell
November 2012	Birmingham City Council workers win equal pay appeal: S Gamwell
December 2012	Government's 'employee ownership' plans prove controversial: M Hall Government to reform parental leave and flexible working rights: M Hall CIPD research shows declining trade union influence: S Gamwell

### **EWCO information updates**

January 2012	Responding to an ageing workforce: Experiences of 50+ jobseekers: A Wilson
April 2012	Number of women on boards of top UK companies increases: A Wilson
June 2012	Survey reveals lack of basic skills among workforce: A Wilson
October 2012	Survey shows employers keen to help young workers: S Gamwell

### **ERM fact sheets**

130 factsheets on corporate restructuring prepared by Sophie Gamwell and Christina Niforou.

### **UK contributions to comparative analytical reports**

January 2012	REP – Audiovisual services: A Wilson EWCO – Evolution of wages during the crisis: H Newell
February 2012	EIRO/EWCO/ERM – 2011 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 agreements: M Carley
April 2012	EIRO – Role of social partners in unemployment benefit regimes: H Newell
May 2012	REP – Food and drink: A Wilson EIRO – 3 <sup>rd</sup> European Company Survey questionnaire: A Wilson ERM – Restructuring in SMEs: M Carley
June 2012	Industrial relations profile: A Wilson
August 2012	ERM – Measures for tackling undeclared work since the crisis: A Wilson EIRO – Role of governments and social partners in keeping older workers in the labour market: A Wilson EIRO – 3 <sup>rd</sup> European Company Survey: translation of terms: A Wilson
September 2012	EWCO – The impact of the crisis on working conditions: M Carley
November 2012	EIRO – The impact of the crisis on industrial relations: A Broughton
December 2012	REP – European cross-sector social dialogue: S Gamwell REP – Textiles and clothing: M Carley EWCO – Working conditions in central public administration: S Gamwell

### **Forthcoming publications**

- [C Bischoff] and G Wood, 'Growth Choices, Formal and Informal Employment Regulation: The Case of Small Businesses in South Africa', *International Labour Review*
- [C Brewster, M Demirbag, H Li] and G Wood 'Management Compensation in MNCs: Cross-National Empirical Evidence', *Management International Review*
- [J Cheah, K Mazouz, S Yin] and G Wood, 'Foreign Direct Investment from Emerging Markets to Africa - the HRM Context', *Human Resource Management*
- [G Cooke], J Donaghey and [I Zeytinoglu] 'The nuanced nature of work quality: evidence from rural Newfoundland and Ireland' *Human Relations*, 65
- [P Dibben] and G Wood, 'Privatisation and Employment Relations in Africa: the case of Mozambique', in Newenham-Kahindi, A., Kamoche, K., Chizema, A. and Mellahi, K. (eds.), *Effective Management of People in Africa*. London: Palgrave Macmillan.
- J Donaghey, M Carley, J Purcell and M Hall, National practices of information and consultation, European Foundation for the Improvement of Living and Working Conditions.
- J Donaghey, J Reinecke, [C Niforou] and [B Lawson] 'From Employment Relations to Consumption Relations: Balancing Labor Governance in Global Supply Chains', *Human Resource Management*
- [T Edwards], P Marginson and [A Ferner] 'Multinationals in cross-country context: intergration, differentiation and interaction between MNCs and nation states' *Industrial and Labor Relations Review*, 66
- M Galetto 'Patterns of trade union participation in territorial pacts: The case of a Northern Italian Province', *Labor History*
- 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*
- K Hoque, [N Bacon and D Parr] 'Employer disability practice in Britain: assessing the impact of the Positive About Disabled People "Two Ticks" symbol', *Work, Employment and Society*
- K Hoque and [N Bacon] 'Unions, joint regulation and workplace equality policy and practice in Britain: evidence from the 2004 Workplace Employment Relations Survey' *Work, Employment and Society*
- [M Keune] and P Marginson P 'Transnational industrial relations as multi-level governance' *British Journal of Industrial Relations*, 51
- [J R Lamare; P Gunnigle], P Marginson and [G Murray] 'Union status and double breasting at multinational companies in three liberal market economies' *Industrial and Labor Relations Review* 66
- P Marginson, [J Lavelle; J Quintanilla, D Adam and R Sanchez] 'Variations in transnational social dialogue: management practice in European Works Councils' *Industrial and Labor Relations Review* 66
- [A. Martín], G Meardi and [O. Molina Remo] 'Crisis económica, incertidumbre y actitudes hacia la inmigración', *Cuadernos de Relaciones Laborales*, 31, 1
- G Meardi [and V Trappmann] 'Between Consolidation and Crisis: Divergent Pressures and Sectoral Trends in Poland', *Transfer*, 19, 2

- 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*, 27, 1
- G Meardi 'Employment Relations under External Pressure: Italian and Spanish Reforms in 2010-12' in M. Hauptmeier and M. Vidal (eds) *The Comparative Political Economy of Work and Employment Relations*. London: Palgrave
- 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
- G Meardi, [A. Martín and A. van den Bergh] 'A Canadian Immigration Model for Europe? Labour Market Uncertainty and Migration Policy in Canada, Germany and Spain' in R. Muffels and C. Crouch (eds) *Uncertainty and Risk in the Labour Market: A Treatise on the Performance and Governance of Social Models*. Cheltenham: E. Elgar
- M Simms 'Accounting for greenfield union organising outcomes' *British Journal of Industrial Relations*
- G Wood, 'Comparative Capitalism Theory' in Valelly, R. (ed.), *Oxford Bibliographies in Political Science*. New York: Oxford University Press.
- G Wood and [M Wright], 'An Age of Corporate Governance Failure?: Financialization and its Limits', in Wright, M., Siegel, D., Keasey, K. and Filatotchev, I. (eds.), *Oxford Handbook of Corporate Governance*. Oxford: Oxford University Press.

**Appendix D**  
**Research Funding**

**New, ongoing and completed grants during 2012**

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- 31/08/12
ESRC (Guglielmo Meardi) Mid Career Fellowship: Why Industrial Relations Matter	£252,060	01/07/10- 30/06/12
European Foundation (M. Hall) Network of European Observatories	€80,961	01/03/11- 28/02/12
ESRC (Melanie Simms) Seminar Series - Young workers and precarious employment	£5,168	01/03/11- 31/08/12
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Jimmy Donaghey, 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	01/10/11- 30/09/12
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Alex Wilson) – UK contributions to representativeness studies of the agro-food and textiles sectors	€3,420	13/12/11 – 13/3/12
European Foundation (M. Hall) Network of European Observatories	€83,677	01/03/12- 28/02/13
UnionLearn (Melanie Simms) Policies against youth unemployment	£33,330	01/10/12- 31/03/13
Independent Social Research Foundation (Juliane Reinecke) Global Value Chains and conflict minerals	£41,000	01/01/13- 31/12/13
Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E)	£11,000	31/03/12



## **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 2012, WIRL's annual Gift Aid donation amounted to £11,000.