

ESRC-ONS joint workshop
‘Understanding management practices, employee engagement and firm-level productivity: where are we now and what next?’
February 2018

Summary report

Introduction	1
Background	1
Workshop aims, structure, participants and scoping parameters	2
Structure.....	2
Expert presentations.....	3
Table discussions	4
Scoping parameters.....	6
Attendees	6
Workshop outputs: the key themes identified	7
Research gaps.....	7
Methods and data	9
Annex I: Workshop agenda.....	15

1. Introduction

ESRC are currently exploring the shape of a potential new research investment around management practices, employee engagement and firm-level productivity. This falls under the auspices of our Productivity strategic priority.

As part of our scoping activity, we ran a workshop in conjunction with the Productivity team at the Office for National Statistics (ONS), on 28 February 2018, at the BEIS Westminster Conference Centre.

This report provides an overview of the workshop proceedings, and sets out the key research themes, methods and data, and partners identified by participants as priority areas of engagement in this space.

2. Background

The UK has a long-standing and well-known issue with productivity, and especially in comparison with its international competitors. This is worrying because productivity is seen as a key contributor to sustainable and inclusive economic growth. Significant research is needed to develop our understanding of the factors affecting UK productivity, and to provide robust evidence to inform public debate, policy and practice.

Productivity is one of the ESRC’s current research priorities and we have remit to fund productivity-related research over 2018-2023. To date, we have made two significant

investments in this area: the newly-commissioned Productivity Insights Network (PIN) based at the University of Sheffield, and the Skills Employment Survey (SES), based at Cardiff University.

Following an internal portfolio analysis and external consultation, we have identified management practices and employee engagement as one of the remaining areas where we think ESRC funds could add significant value. Indeed, whilst the determinants of (poor) productivity, and their interconnections, are still not well understood, there is a growing consensus among researchers about the role played by management practices and levels of employee engagement¹.

Recent released statistics from the ONS' pilot Management Practices Survey (MPS) indicated a positive correlation between management practice scores and productivity when analysed across industry groups². In particular, the analysis demonstrated that on a scale of 0 to 1, a 0.10 increase in management practice score is associated with a 6.7% rise in productivity. And Gallup, in its oft-cited research on the topic, has argued that employee engagement has a direct impact on firm-level productivity, and significantly, that managers account for at least 70% of the variance in employee engagement scores across business units³.

It is of considerable concern then, that the UK as one of the worst performing Western European countries in this regard, with Gallup estimating that that only 11% of UK employees are engaged in their work, 68% are not engaged and 21% are actively disengaged⁴.

3. Workshop aims, structure, participants and scoping parameters

The workshop had three overarching objectives:

- Take stock of where we are with the study of management practices and employee engagement, and reflect on existing and planned research activities in these areas;
- Bring together different perspectives from the academic, business and policy communities to contribute to discussions around a) research gaps, b) methods and data, and c) partners; and
- Learn from each other's experiences, and provide a forum for the exchange of expertise.

Structure

The workshop was organised around a series of expert presentations and interactive table discussions. See agenda in **Annex I** for full details.

¹ Guest, D. (2011) Human resource management and performance: a review and research agenda. *The International Journal of Human Resource Management*, 8:3, 263-276, DOI: 10.1080/095851997341630; Wilkinson, A., Armstrong, S. & Lounsbury, M. (2017) *The Oxford Handbook of Management*. OUP Oxford.

² Awano, G., Heffernan, A. & Robinson, H. (2017) *Management practices and productivity among manufacturing businesses in Great Britain: Experimental estimates for 2015*. Office for National Statistics.

³ Gallup (2015) *State of the American Manager*.

⁴ Gallup (2017) *State of the Global Workplace*.

The day started with an address by ESRC CEO Professor Jennifer Rubin, who welcomed the participants, and affirmed the importance of productivity as a strategic priority for the ESRC. Professor Rubin emphasised that that Productivity is a 'wicked' problem with no easy solutions, and which requires a broad, interdisciplinary and holistic approach. The workshop was highlighted as a valuable opportunity to bring together a diverse audience with different perspectives and needs, to explore what a scholarly-robust and policy-impactful research investment in this area might look like.

This was followed by a presentation by the ESRC Office to contextualise the workshop, communicate the overall aims and objectives, and set out what was expected of participants.

Expert presentations

A programme of five expert presentations were scheduled throughout the day to showcase existing and planned policy and academic activities in the area.

- **Professors Tim Vorley and Philip McCann** from the University of Sheffield Management School introduced the pioneering Productivity Insights Network (PIN), which is marshalling the expertise of a nationwide web of scholars, practitioners and institutions to uncover new multi-thematic, multi-methodology and multi-disciplinary perspectives on productivity.
- **John Forth**, Research Fellow at the National Institute of Economic and Social Research (NIESR) brought the employee perspective into the discussions, drawing on key findings from the Workplace Employee Relations Survey (WERS) to underline the role that job satisfaction, employee commitment and loyalty, and critically, trust, play in boosting job performance - which translates into higher levels of productivity.
- **Andrew Paterson**, Deputy Director for Business and Local Growth Analysis at the Department for Business, Energy and Industrial Strategy (BEIS) brought the audience's attention to the Government's soon-to-be-launched Long Tail Productivity Review. The Review will build the Government's understanding of how firm-level interventions by the full range of public and private sector actors can support growth and improved productivity for the 'long tail' of low productivity firms. As part of this, BEIS will be undertaking an evidence-gathering exercise over April - May.
- **Gaganan Awano**, Head of Microdata Analysis and Coordination at the ONS presented the key findings from the pilot ONS Management Practices Survey (MPS). Launched in 2016, the MPS was the first time that the ONS had sought to collect information on the management practices of British manufacturing businesses. The findings indicate notable differences in average management practices scores across a range of business characteristics, including employment size, multinational and family ownership statuses. In particular, the pilot survey data finds that domestic firms perform significantly worse than multinationals in their Management score, whether UK-owned or not – and that family-owned family-managed businesses perform

worst of all⁵. The MPS was followed in 2017 by a second pilot survey of management and expectations of businesses (MES) in both the services and production industries. Initial results of the MES are scheduled to be published on 6 April 2018, with further analysis and papers on the data from both surveys due out later in the year and in coming years. Importantly, data from the MPS and the MES will be made available in the Secure Research Service (VML) and UKDA's Secure Data Service.

- **Dr Jens Mohrenweiser**, Senior Lecturer at Bournemouth University brought an international perspective to the workshop discussions, drawing on his experiences working with the Institute for Employment Research (IAB), the Research Institute of the German Federal Employment Agency, to map quality of work in Germany. It was particularly interesting to see how IAB had made the strategic decision in the light of budgetary constraints and issues around the quality of data, to focus on small but critical evidence gaps within existing data sets. As part of this, the team consciously set about developing an inspiring and ambitious data project that could draw on the existing data. Notably, the team clarified exactly what they understood by 'quality of work' and mapped the data-sets already available (such as the Household panel, the Establishment Panel and Social Security records) – which in turn allowed them to ascertain that data on employee perceptions, attitudes and preferences were missing. Jens' presentation underscored how identifying relatively small but critical evidence gaps, can throw substantial light on our understanding of the connections between management practices, employee engagement and productivity.

Table discussions

The remainder of the workshop was organised around three rounds of discussions, employing the World Café method. Put simply, this facilitation method is a structured conversational process for knowledge sharing in which groups of people discuss a topic at several tables, with individuals switching tables periodically and getting introduced to the previous discussion at their new table by a "table host"⁶. The table hosts were dedicated ESRC Office and ONS staff.

The table discussions were structured around three key themes relating to management practices and employee engagement: a) research gaps, b) methods and data, and c) partners – with the issue of additionality (ie added value) considered across all discussions. Due to the size of the workshop, two parallel streams were run simultaneously, with 2 tables discussing each of the topics.

The discussions were guided by the following questions:

Identifying research gaps	<ul style="list-style-type: none"> • What do we already know? • Where are the gaps in our understanding / knowledge?
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⁵ Awano, G. & Robinson, H. (2016) *Experimental data on the management practices of manufacturing businesses in Great Britain: 2016*. Office for National Statistics.; Awano, G., Heffernan, A. & Robinson, H. (2017) *Management practices and productivity among manufacturing businesses in Great Britain: Experimental estimates for 2015*. Office for National Statistics.

⁶ More details about the World Café method of facilitation can be found at: <http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/>

	<ul style="list-style-type: none"> • What research activity is already being planned in these areas? Which are the areas where there is very little research activity already happening and/or no planned activity? • What areas are being picked up by other funders/how can ESRC best contribute to filling these gaps in knowledge?
Projects, methods & data	<ul style="list-style-type: none"> • What data is in existence which can be used to study management practices and employee engagement? • What gaps are there in data provision and given the restraints outlined above, what are the best ways of addressing these? • Given the questions raised in the Bean review, are existing methodologies adequately able to address research questions in this area or are new methods required? • What is needed for us to realise these ambitions? (ie capacity and skills, data-sets, etc.) • What ethical considerations should form part of this work?
Partners	<ul style="list-style-type: none"> • What partners / partnerships will be essential to engage with in order to fully realise the impact of this research? • Are there specific people with whom we should be engaging?
Additionality	<ul style="list-style-type: none"> • Which are the areas where the ESRC can most add value? <ul style="list-style-type: none"> ○ Should ESRC funding be used to plug gaps in the existing knowledge base or should ESRC collaborate with other partners to enhance the ongoing work in this area? ○ What balance should be struck between research, data, methods and synthesis work in this area? ○ How should work in this area align with the rest of ESRC's productivity portfolio?

As part of the table discussions, participants were asked to note down their thoughts and considerations on the provided 'table cloths'. Additional notes were also taken by the table hosts in order to capture as much information as possible.

A final mop-up session was scheduled to give participants the opportunity to visit all of the groups and to add to the input in light of the discussions and presentations; followed by a prioritisation exercise through dot-voting.

On the day however, a contingency schedule was put in place due to the adverse weather conditions, to allow for an early end to the workshop. As a result the final round of table discussions was transformed into a more interactive session. The facilitation materials drawn from each of the previous rounds of tables discussions were fixed to the walls, and participants who had not yet taken part in that particular discussion (ie research gaps, methods and data, or partners) were asked to take a look at what previous groups had said, and to add their own thoughts and suggestions.

Participants were then asked to dot-vote on priority areas. These specific ideas are marked in bold in section four (workshop outputs).

Scoping parameters

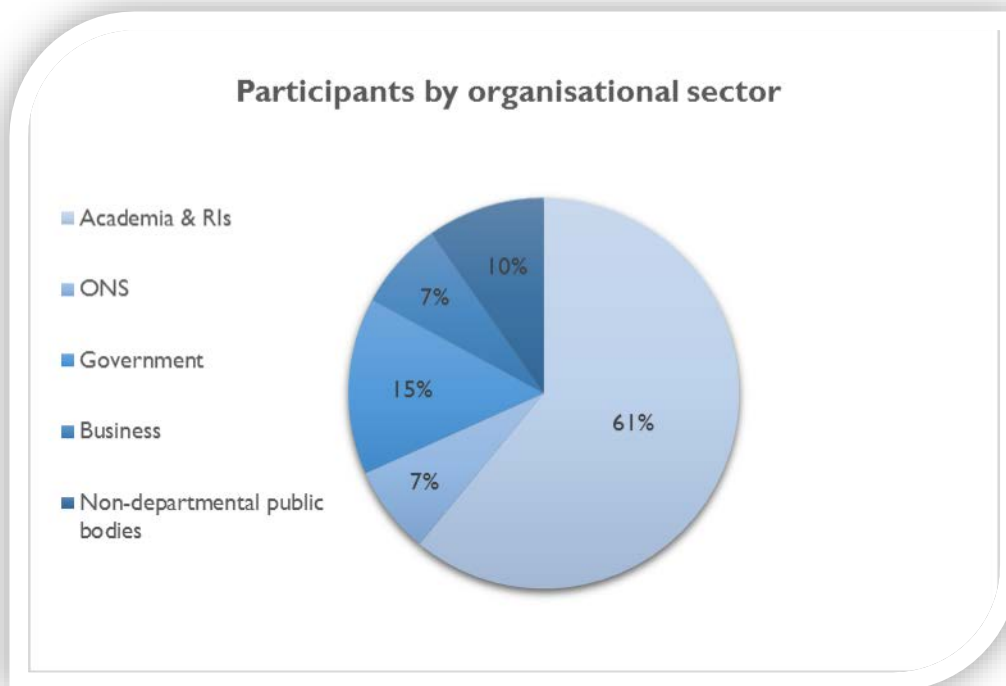
The purpose of the workshop was to help the ESRC shape a potential new research investment around management practices, employee engagement and firm-level productivity.

To aid this, participants were asked to adhere to the following parameters in their discussions.

- **Research is prioritised.** The key components of any future work in this area will be to add to the understanding of how management practices and employee engagement contribute to productivity through the conduct of substantive *research*. While we recognise that data is an important part of this field of research, it should not be the sole or primary focus of any investment. As a result, large-scale data collection is not in scope.
- **Explicit links to our productivity priority.** We are interested in management practices and employee engagement as they related to performance and productivity, whether the individual- or the firm-level.
- **Impact.** Any future work must have the potential to have a *tangible* impact on policy and business practice, as well as advancing scholarly knowledge.
- **Time frame.** Funding constraints mean that any funded activity will need to commence in the 2018/19 financial year and cannot not extend beyond 2023.
- **Additionality.** A critical requirement of ESRC funding is that it adds value to existing *and* planned activity. Participants were asked to take a challenge-led approach that looked beyond what we and other stakeholders do currently, as well as what is in the pipeline, and were encouraged to be critical, ambitious and creative.

Attendees

We invited experts from across a range of academic, policy and professional communities; from around the UK and overseas, in order to reflect a wide range of key perspectives. In total, 41 participants attended on the day: 25 from academia and research institutes; six from Government departments including BEIS and HMT; four from non-departmental public bodies, including Innovate UK and Acas; three from ONS and three from the business sector, including Be the Business.



4. Workshop outputs: the key themes identified

Following the workshop, the ESRC Office undertook a thematic analysis of the information captured by participants and the table hosts. The following section sets out the key themes that emerged from this exercise. Full summary notes on the table discussions can be found in **Annex 2**.

Research gaps

Eight thematic priority areas emerged from the discussions on research gaps.

1. Understanding variation and its determinants

Within this theme, participants highlighted two distinct, but inter-locking dimensions:

- **Variation:** in particular, how management practices and employee engagement varies within and across businesses (including inter- and intra-team dynamics), within and across sectors, and within and across localities – as well as how the UK differs from other countries.
- **Variables:** here participants raised the need to both understand the determinants of this variation, but also the relative contributions of different variables – as well as confounders and mediators in the relationships under observation. Specific variables identified as relevant included: organisational and management structures, policies and practices; leadership; organisational characteristics; business types; place characteristics; the work environment; technology; and worker characteristics (eg age, race, gender).

2. Interventions that work

Discussions here encompassed four dimensions.

- **Understanding what is ‘good management’.** Is there a one-size-fits-all solution? What do different individuals, sectors, countries and cultures understand by ‘good management’? What are the dominant management cultures? Participants highlighted that this is an area that would benefit from anthropological and ethnographic approaches, and international comparator studies.
- **What does a good eco-system or infrastructure look like?** What is the UK ecosystem surrounding managers? For example, what training, peer learning, support, development, etc. is in place? Do management incentives drive poor GVA and productivity?
- **Evaluation of what does and does not work.** In particular, evaluations of interventions in a complex system; the relationships between management qualifications and the quality of management enacted; the relationships between types of degree and performance/practice.
- **Identification of practical interventions that improve management practices.** There was wide-spread consensus among all participants that any research in this area needs to have a tangible impact on policy and business practice, leading to real change on the part of businesses and managers.

3. Absorptive capacity, learning and behavioural barriers

This theme is closely inter-linked with ‘interventions that work’ (above), with participants identifying firm-level capacity and culture as a potentially major obstacle to sustainable changes in management practices. In short, we might develop excellent management practices, but if these do not work for businesses or are not appropriately absorbed into every-day business practice, then they are unlikely to have long-term positive impact. Key sub-themes here included:

- **What actually gets put into practice in firms?** And are there differences across hierarchical levels?
- How to accurately measure ‘absorptive capacity’?
- **Resistance and barriers to change.** Are variables such as age of managers, employees, firm-type, etc. factor in resistance to change? What are the behavioural barriers to change in firms (including SMEs)? Why are/aren’t particular practices adopted?
- The role of individual line managers.
- **Identifying and transferring best practice.** Which firms are better at harnessing new knowledge, using new tech? Is there a link to management practice, or openness of managers to new ideas and perspectives? But also what is ‘best practice’? Can it be transferred – or is an example of best practice only applicable to one particular setting?

4. Investigating manager engagement

Participants highlighted the importance on reflecting on the experiences of managers themselves, underlining that in most cases are also employees and are themselves managed. Key questions here included: the nature of the relationship between manager engagement

and motivation, and outcome measures such as productivity and employee engagement; variations in management engagement at different hierarchical levels; and the way in which managers are managed and what impact this has on their own management practices.

5. Investigating employee involvement, engagement and empowerment

Key questions surfaced around the extent to which and way in which employees are involved in decision-making that concerns their working life, both at job-level (for example role and job design) and organisational-level (for example, broader organisational decisions and structures). Participants also raised the need for employee perceptions of the quality of management enacted to be brought into discussions around management practices, including a more nuanced understanding of how these match (or not) perceptions from managers of their practice.

6. Healthy management practices

Participants underscored the need for research into management practices to consider their (mental) health consequences for employees and organisations as a whole. Discussions covered a range of different angles: from the substance of the practices themselves and how they are implemented; to broader questions about work culture and organisation, as well as the needs of particular groups. Participants raised the perennial issue of how to balance profitability, productivity and health and wellbeing.

7. International comparisons

Participants highlighted the lack of detailed international comparisons that, critically, provide transferrable learning.

8. Isolating and correctly attributing causality

This issue was raised consistently across all of discussions. Participants highlighted problems with assumptions and reverse causality relationships, and stressed the need for investigations around directions of causality in relationships, for example around pay and productivity. In addition, there was broad consensus that there is not enough longitudinal data around productivity that allows for consistent, ongoing analysis, and in particular data that enables research to identify, isolate and accurately measure changes over time – especially with regard to the effects of ‘external’ pressures, such as policy changes or exogenous shocks (eg Brexit). Issues around the quality of the data available were also raised, with participants emphasising the risk of basing policy and business decisions on relatively small numbers of observations, with minimal variation within observations.

Methods and data

A further eight priority areas emerged from the discussions on methods and data.

1. Data quality

Participants flagged a number of concerns around the quality of data were flagged. These can be broadly categorised into three dimensions.

- **Issues of data reliability and validity.** Participant highlighted that the method of data collection has a large bearing on the quality of data produced, with frequent weaknesses seen in sampling biases. There are also reliability issues relating to survey data that depend on self-selection and self-reporting. To overcome this, participants suggested Tests to see if companies are reporting effectively. There was also discussion around the feasibility of funding work to improve the quality of data not collected for research purposes.
- **Issues of causality.** Causality again came through very strongly in discussions, with the key question raised of how can we accurately establish causal links between management practices/management theory and productivity?
- **Issues of conceptual demarcation.** In particular, a better understanding of the constructs such as indicators, correlates and causality related to productivity is needed.

2. Longitudinal data

This was highlighted as one of the principle ways to be able to isolate changes – such as policy interventions and exogenous shocks - and track their impact on firms and individuals.

3. Granularity

There were consistent calls across all of the discussions for more granular data and research to allow for more nuanced understandings of the complex and multi-faceted dynamics at play in management practices, employee-engagement and firm-level productivity. Participants frequently underlined that too many assumptions are made on basis of broad-level data.

Specific examples included:

- More micro- measures of firms are needed
- More information on smaller businesses
- More sectoral data
- More regional and local-level data
- Greater levels of segmentation, eg which firms have the worst management? (size, sector, location etc.)

4. Data linkage and access to existing data sources

Participants emphasised that even small amounts of data linkage can significantly improve our understanding of the relationships between management practices, employee engagement and firm-level productivity. Quick wins identified included linking data to other surveys, as well as linking existing survey data to administrative (employee) data. There was a strong call to fund work to make available existing data sources not currently accessible by researchers, both administrative data, as well as privately-owned data. For example, it was noted that private companies are monetising public sector data and whether there was scope for project to clean this data and make it available to academic researchers.

5. Accessibility of data for firms and practical recommendations

There was widespread consensus that firms often struggle to access, understand and translate existing data into information that can help them improve their practices. This included well-known data-sets such as the World Management Survey. Participants also noted that for most firms productivity is not a key goal: rather it is about improving their turnover and profitability. Participants underscored the need to make data and research findings accessible to companies, and especially making data implications easy to understand and translating findings into feasible and practical recommendations. A number of potential ways of doing this were identified, including:

- Utilise non-standard platforms to disseminate recommendations and advice, such as LinkedIn
- Better understanding and supporting the role of leading firms, business networks and professional associations in diffusing best practices
- Identifying what actually works, where, when, for whom and how (ie can there be blanket transferability? Or are tailored solutions required?)
- Developing and disseminating advice for groups of similar firms following research
- Creating incentives for firms and employees to voluntarily share data

6. New methods

Namely:

- **Greater use of mixed-method approaches, with stronger qualitative dimension.** This refers both to the type of data collected (eg using qualitative data from performance reviews, appraisals, etc.) and to support the dissemination of recommendations based on research findings. One participant suggested the need to establish a qualitative framework to share information on firms' performance.
- **Experimental approaches**, such as simulation methods and quasi-experimental design and methods. Several participants also suggested working directly with organisations to design and undertake experimental studies.
- **Build on and maximise existing surveys.** Many participants highlighted that specific questions and subsets could be added to existing surveys, and that subsets of existing survey panels could be used to address specific questions.

7. Specific data needs

It should be reiterated at this point that the focus of this workshop was substantive research. Participants were asked to focus data needs on critical gaps, rather than large-scale data collection. It is worth noting the words of one participant here, who emphasised that data work needs to be linked to research questions rather than being an aim in itself. The specific data needs identified through the discussions were:

- More questions targeted at management practices and employee-engagement in existing surveys
- Scope the gaps not covered by existing longitudinal surveys and promote as a public document. Use this evidence to seek co-funding for new longitudinal studies
- Better understanding of the most important management practices, eg a 'killer statistic'
- Better understanding unstructured but positive management practices and 'soft' human resource management (HRM) practices.
- An add-on employee level survey to BEIS' planned employer level survey

- Fund UK participation in CompNet
- Data from subcontractors on their practices in order to be able to consider the whole system
- Consider management practices at the frontier of business practices
- Explore the role played by business networks in sharing best practice and how they function.

8. Ethical considerations

Participants highlighted issues around consent and the use of data, especially with regards to data linkages and access to administrative data. There were also questions around the burden of survey completion on firms, especially smaller firms, as well as the ethical considerations in surveying firms of more than 10 employees. Participants also highlighted that ethical considerations were not only limited to the data itself, but also the interventions developed as a result of research findings.

Existing data sources

As part of the workshop discussions, participants were asked to signpost existing data sources and data-sets that could be used in the study of management practices and employee engagement. These are listed in the table below:

Specific data-sets	Data sources
Community Innovation Survey (CIS)	CIPD data
CompNet (UK missing)	CMI data
Department for Education Employer Skills Survey	Government departments (esp. BEIS & DfE)
Enterprise Research Centre Microbusiness Britain Survey	Investors in People Data
Linked Personnel Panel (Germany)	ONS
ONS Management Practices and Management Expectations Surveys (MPS & MES)	Private providers and firms
Skills and Employment Survey (SES)	Social media (LinkedIn, Twitter, etc.)
Work-life Balance Survey	Times Good Places to Work Guide Data
Workplace Employment Relations Study (WERS)	
World Management Survey (WMS)	

Partners

The ONS was highlighted as a key partner for any future work in this space. Other partners identified were:

Government, public bodies & statistical institutes	Acas - the Advisory, Conciliation and Arbitration Service BEIS - Department for Business, Energy and Industrial Strategy Be The Business City Regions
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	<p>Combined Authorities Devolved Administrations DfE – Department for Education Eurofound - European Foundation for the Improvement of Living and Working Conditions European institutions Local Authorities LEPS - Local Enterprise Partnerships HMT - HM Treasury NHS - National Health Service OECD - Organisation for Economic Co-operation and Development ONS - Office for National Statistics TfL - Transport for London</p>
Professional associations	<p>Industry bodies & sector representative organisations and Certification & registration bodies, including: CBI - Confederation of British Industry CIPD - Chartered Institute of Personnel and Development FSB - Federation of Small Businesses Investors in People IPA - Involvement and Participation Association TUC – Trades Union Congress</p>
Research institutes & investments	<p>ESRC institutes, centres & investments PIN - Productivity Insights Network Productivity through People programme The Work Foundation</p>
Business sector	<p>Banks for SMEs Bureau van Dijk Individual firms Legal experts</p>
Third sector	<p>Nesta Joseph Rowntree Foundation Universities</p>

5. Next steps

This workshop report feeds directly into ongoing internal ESRC processes around the development of future investments under our Productivity Priority.

In terms of immediate next steps:

- This report will be disseminated to the workshop participants, as well as more widely on the ESRC website and with key interested parties;

- We will be following-up with BEIS and ONS colleagues to identify areas of common work, and to ensure that any future ESRC activity does not detract from their existing and planned work.
- Should we be in the position to fund an investment in this space, this will be advertised on the ESRC website and via our Twitter account.

Annex I: Workshop agenda

09.30 – 10.00	Registration (refreshments will be available)	
10.00 – 10.05	Welcome address	Professor Jennifer Rubin CEO, ESRC
10.05 – 10.15	Framing: the purpose of the workshop	Dr Annie Gibney, Deputy Head of Economic Performance & Environment, ESRC
10.15 – 10.25	Productivity, an ESRC Strategic Priority: Introduction to the Productivity Insights Network	Professor Philip McCann Professor Tim Vorley, University of Sheffield Management School
10.25 – 10.45	Expert presentation Bringing in the employee perspective: the Workplace Employment Relations Study (WERS)	John Forth Fellow, National Institute of Economic and Social Research (NIESER)
10.45 – 11.30	Table discussion 1	
11.30 – 11.45	Tea/coffee break	
11.45 – 11.55	Policy presentation BEIS Review into SMEs	Andrew Paterson Deputy Director, Business and Local Growth Analysis
11.55 – 12.40	Table discussion 2	
12.40 – 13.40	Lunch	
13.40 – 14.10	Expert presentation Preliminary results and analysis from ONS' pilot Management Practices Survey and Management Expectations Survey	Gaganan Awano Head of Branch: Micro-data Analysis and Coordination, Office for National Statistics (ONS)
14.10 – 14.20	Q&A	
14.20 – 15.05	Table discussion 3	
15.05 – 15.25	Expert presentation An international comparison: lessons from Germany	Dr Jens Mohrenweiser Senior Lecturer, Bournemouth University
15.25 – 15.45	Review, voting & tea/coffee After everything that you've heard and discussed today, is there anything that you'd like to add to the table notes? If so, now is your chance. We'd also like you to dot-vote on the areas where you think that ESRC-activity can add the most value.	
15.45 – 16.00	Lessons learnt, next steps & close	Sasha Leigh, Head of Economic Performance & Environment, ESRC
16.00 – 17.00	Networking opportunity	

