

ANNUAL REVIEW 2024/ 2025

The Productivity Institute is a UK-wide research organisation which aims to pinpoint the causes of the stagnation in UK productivity and focus energies to laying the foundations for a new era of sustained and inclusive productivity growth through interdisciplinary research in collaboration with businesses and policymakers.

The Productivity Institute has made great strides in its mission to lay the foundations for an era of sustained and inclusive productivity growth over the past year, with work underway in all of our research portfolios, across our nine Productivity Forums and the Productivity Commission.

We are grateful for the fantastic work and support from all our affiliated researchers, partner institutions, and business leaders, Productivity Forum chairs and members, support staff at our partner institutions, our support team based at Alliance Manchester Business School, and our funder, the Economic and Social Research Council.

Bart van Ark, Managing Director
Mary O’Mahony, Research Director
Andy Westwood, Policy Director
Charlotte Jones, Head of Operations

The Productivity Institute is an organisation that works across academia, business and policy to better understand, measure and enable productivity across the UK. It is funded by the Economic and Social Research Council (grant number ES/V002740/1).

THE PRODUCTIVITY INSTITUTE PARTNERS



CONTENTS

PURPOSE, OBJECTIVES, OUTCOMES AND IMPACT	4
THE PRODUCTIVITY INSTITUTE AT A GLANCE	5
FOREWORDS & REPORTS	6-17
STRATEGIC PRODUCTIVITY	18-19
NATIONAL PRODUCTIVITY WEEK	20-23
RESEARCH CASE STUDIES	24-29
CONFERENCES AND KEYNOTES	30
INTERNATIONAL PRODUCTIVITY MONITOR	32
PRODUCTIVITY PUZZLES PODCAST	33
PRODUCTIVITY LAB	34-35
PUBLICATIONS & POLICY ACTIVITY	36-41
STRUCTURE & TEAMS	42-45

PURPOSE, OBJECTIVES, OUTCOMES AND IMPACT

OUR PURPOSE

Lay the foundations for an era of sustained and inclusive productivity growth and help policymakers and business leaders across the UK understand how to improve productivity and raise living standards

OBJECTIVES

To set an agenda and develop national capacity that will deliver research and promote actions that contribute to the improvement of productivity

To frame the productivity narrative such that it enters the classroom, boardroom, councils of government, and other civic societal groups and influences ideas at each of these levels

To work with organisations to identify obstacles to productivity at the individual, firm, and institutional level, and to formulate and evaluate private and public policy actions

To work with policymakers as part of an agenda to better understand the impact of local, regional and national policies on providing an environment supportive of productivity growth

DESIRED OUTCOMES

To discover new facts and create knowledge about the causes of and obstacles to productivity

To improve the knowledge base made available to policymakers (national, regional and local) and embed productivity as a priority across policy domains

To extend recognition across society that productivity is critical to improving living standards and tackling inequality

To develop and implement scientifically based measurement and methods to assess the effectiveness of business and policy interventions

To increase capability of researchers working directly with business to deliver an improved evidence base relating to UK productivity and provide better connection between insights and implementation

DESIRED IMPACT

Evidence-based interdisciplinary research is translated into meaningful change in practice across public and private sectors

Context-specific solutions and interventions for productivity improvements are implemented based on evidence-based research (particular focus on regions, sectors, organisations and value chains)

New techniques, perspectives and methods are developed and a new generation of researchers enter this field

Public and private sector decisions are made ensuring sustained productivity improvements creating benefits for wider societal and environmental outcomes

THE PRODUCTIVITY INSTITUTE AT A GLANCE

ESTABLISHED
1ST SEPT
2020

200 INDIVIDUALS
INVOLVED
IN OUR
PRODUCTIVITY FORUMS

10 INSTITUTIONAL
PARTNERS

5 YEAR
GRANT
Economic and Social Research Council

9
PRODUCTIVITY
FORUMS

170+ PAPERS & REPORTS
PUBLISHED

36,000+
DOWNLOADS OF
RESEARCH PAPERS

150+
AFFILIATED RESEARCHERS

Five years on, The Productivity Institute is taking stock of its journey and setting its sights on the future.

When TPI launched in September 2020, the world was still grappling with the early waves of the COVID-19 pandemic. Just as we emerged from the first lockdown, another quickly followed, disrupting not only TPI’s launch but also reshaping the economic landscape and the role of productivity within it.

The years 2020 and 2021 saw sharp fluctuations in productivity, driven by pressures on the NHS, widespread business closures in retail, hospitality, and education, and a rapid shift to digital tools and remote work.

As the long-term effects of the pandemic on productivity are still unfolding, TPI’s research shows that its impact continues to shape the productivity narrative.

Navigating a Shifting Landscape

Since 2022, new challenges have emerged, including geopolitical tensions, disrupted supply chains, and inflationary pressures. These have all contributed to uncertainty and dampened private investment. Fiscal constraints have further limited public investment, making a UK productivity revival very challenging. The long-term trend of slowing productivity appears to have resumed its pre-pandemic trajectory and might, according to some recent estimates, even be negative.

Despite all the challenges, some positive developments have emerged. The rapid

rise of artificial intelligence presents major opportunities for productivity growth, and the UK government aims to actively position itself as a leader in this space. The regional development agenda, initiated under the previous Conservative government as Levelling Up, has brought renewed attention to the role of combined and local authorities in driving growth.

Need for a Joined-Up Approach to Policy

The current Labour government has signalled its intent to take a long-term view on productivity, recognising that investment today yields future gains. Strategic plans around infrastructure, trade, and regional renewal offer promising foundations. In particular, the UK’s Modern Industrial Strategy sets ambitious goals for sectoral and cluster development.

In July 2025, TPI published a report, [Joining Up Pro-Productivity Policies](#), featuring 14 contributions from our Policy Unit fellows, Productivity Commission members at the National Institute of Economic and Social Research (NIESR), and other policy experts. The report calls for a more coherent, cross-government strategy that integrates pro-growth and pro-productivity policies across national and local levels.

The UK is not alone in facing an unprecedented slowdown in productivity. Learning from international experiences is essential, as highlighted by our global initiative on Pro-Productivity Policies. This project has commissioned 17 papers examining policy approaches from across the world, including Canada, the United States, Europe, South America, Asia, and the Pacific, offering valuable

insights into how different countries are tackling the productivity challenge.

Strategic Productivity: From Policy to Practice

While good policies are essential, it is ultimately firms and organisations - public and private - that must deliver productivity improvements. Since the late 1990s, the UK has seen a decline in business dynamism, with too little reallocation of jobs from low to high-productivity activities. Small startups and large global competitors remain the most dynamic, but the growing dominance of older, less dynamic incumbents has dampened competition and innovation. To unlock the potential of new technologies and innovations, we need a level playing field and a strategic focus on business productivity. This is central to our work on management practices and the business innovation programme.

In January 2025, we held our second National Productivity Week, with two focal points. First, our Productivity Forums updated their assessments of productivity performance across English regions and the Devolved Nations, resulting in a [Regional Productivity Agenda](#), building on our [National Productivity Agenda](#) launched in 2023. Second, we released a series of reports on Strategic Productivity, exploring how finance, human capital, and digital leadership can make productivity actionable at the organisational level. A second round of business innovation projects is now underway to deepen these insights.

Research at the Core

TPI’s research agenda remains at the heart of our work. Our initial focus on broad themes, including investment, innovation,

and place, has evolved into seven targeted programmes exploring the roles of people, firms, and institutions to revive productivity. In 2024/25, these programmes began delivering foundational insights for the future productivity agenda. Several workshops have been held, and findings will be published in a series of reports in 2026.

In September 2025, TPI will host an [International Research Conference](#), featuring around 90 papers from TPI researchers and global scholars. With over 300 participants, the conference marks a significant step in building an international productivity research community.

Looking Forward

Five years on, TPI continues to pursue its mission: laying the groundwork for sustained and inclusive productivity growth, and helping policymakers and business leaders across the UK improve productivity and raise living standards. The journey continues and requires long-term commitment from our researchers and multiple stakeholders. The extension of our ESRC grant to March 2027 enables us to advance our current agenda and prepare for the future.

We are deeply grateful to our research community across the ten consortium partners, members of the Productivity Forums, Strategic Partners, Governing Council, Advisory Board, and Oversight Board at The University of Manchester. Special thanks go to the Programme Support team at Manchester for their exceptional work in managing the complexity of the grant and delivering our engagement agenda.



Bart van Ark
Managing Director



Mary O'Mahony
Research Director



Andy Westwood
Policy Director



Charlotte Jones
TPI Head of Operations

GOVERNING COUNCIL REPORT

The Governing Council plays a vital role in guiding the strategic direction of The Productivity Institute. It oversees how the Institute delivers on its objectives, generates meaningful outcomes, and creates impact across society.

In 2024/25, the Institute’s contribution to the UK’s productivity landscape, spanning government, business, and academia, has been particularly prominent.

Its broad, multidisciplinary approach is reflected in a research programme that integrates economics, management and innovation, political science, and data science.

This has led to fresh insights into key productivity challenges including, for example, AI adoption, public service productivity, and regional development and devolution.

The Institute’s commitment to multi-stakeholder engagement was clearly demonstrated during the second National Productivity Week in January 2025. Events held nationwide brought together voices from business and policy communities.

Additionally, the policy event on [Joining Up Pro-Productivity Policies](#), together with the launch of a new report offering actionable recommendations for policymakers, further reinforced the Institute’s visibility and relevance.

Throughout the year, the Council has continued to support the Institute in strengthening its engagement agenda and translating academic insights into practical guidance for decision-makers. Between September 2024 and August 2025, the Governing Council convened three times - twice virtually and once in person. Council members also actively participated in panel discussions during key events.

Looking ahead, the Governing Council is increasingly involved in shaping the Institute’s strategy for the future, and exploring sustainable funding options beyond 2027.

The initial grant from the Economic and Social Research Council (ESRC) has been instrumental in establishing the Institute. With a diverse portfolio of workstreams now in place, the Institute is well positioned to broaden its funding base. The next two years will be crucial for aligning new funding sources with our strategic priorities.

Finally, I would like to express my appreciation to all Governing Council members for their continued support and valuable advice in embedding the Institute’s unique role within the wider ecosystem of policy, business, think tanks, and research organisations. We also extend our sincere thanks to John Kingman and Clare Reid, both of whom have stepped down, for their excellent contributions to the Council.



Dame Kate Barker
Chair, The Productivity Institute Governing Council

ADVISORY COMMITTEE REPORT

The Advisory Committee plays a crucial role in supporting The Productivity Institute by advising its management team, researchers, and Forum leads on actions central to the Institute’s mission.

Comprising a diverse group of academics, policymakers, and business leaders, the Advisory Committee provides guidance and challenge to help ensure the Institute’s work reaches, and is actionable for, a wide and varied stakeholder community.

In the past year, the Committee convened for one plenary session in March 2025, where members were briefed on progress across research, policy, and business engagement initiatives. They offered practical recommendations on how to shape activities and messages to make the most of TPI’s productivity insights.

Several Advisory Committee members also participated in panels during National Productivity Week and other events throughout the year, including the launch event of the [Joining Up Pro-Productivity Policies](#) report.

Some of the most impactful contributions came through individual engagements, where members lent their expertise in targeted ways.

Several members served as reviewers and authors for reports and working papers, while others supported the delivery of, and participated in, events and programmes,

such as the [Strategic Productivity Executive Education](#) course at Alliance Manchester Business School. This expert involvement has been instrumental in enhancing the quality, relevance, and impact of the Institute’s work

As Phase 1 of the Institute’s Research Programme nears completion, the next two years will be critical for deepening stakeholder engagement. We will continue to use the Advisory Committee as a sounding board to ensure that the Institute’s messages are well-targeted, relevant, and actionable across policy, business, and academic communities.

I would like to extend my sincere thanks to all Advisory Committee members for their thoughtful and valued contributions. Their perspectives have helped shape impactful research, widen our reach, and strengthen the national conversation on productivity



The launch of Joining Up Pro-Productivity Policies report.



Tera Allas
Chair, The Productivity Institute Advisory Committee

THE RESEARCH AGENDA

The Institute's seven research programmes have developed considerable momentum and are beginning to generate valuable preliminary findings.

Firms

In January we discussed the work on the role of firms in productivity in a workshop in Manchester, based on work by researchers at the Universities of Warwick, Aston and King's College London on digital and green technologies, and business innovation decisions and that of colleagues from the University of Cambridge on new business innovation models.

The results of a novel survey were also discussed at the workshop. This was undertaken by researchers at the Universities of Manchester and Cambridge on the adoption of advanced digital technologies (ADTs). It showed significant uptake, although adoption is concentrated and London outpaces all other regions for technologies other than cloud computing. Barriers to adoption include cost, lack of maturity of the technology, access to workers with the relevant skills and concerns over security.

The survey also looked at digital platforms used by firms in transforming their business models. The results show only a modest adoption rate of these platforms - 32% of firms have adopted operations-centred platforms, which focus on internal process optimisation, while only 10% are high-intensity users.

Similarly, 19% have adopted distribution-centred platforms, which facilitate external business-to-customer and business-to-business interactions, but with just 6% being high-intensity users.

Large firms are the biggest adopters with again a concentration in London. Barriers to adoption include high costs and a lack of skilled labour but the survey also highlights a lack of awareness about their benefits and integration possibilities. The survey results were published as a [TPI Working Paper](#).

People

In May, a workshop on the People and Productivity programme was held in London. The new work on the demand and supply of skills presented there is highlighted as a case study in this Review.

A number of other studies have been examining AI adoption in specific fields, for example in the games producing industry and by the BBC. Another study has looked at how crowdsourcing may help firms acquire digital skills, which included a survey of SME firms suggesting that crowdsourcing can be important for "distance search" – giving organisations access to new knowledge beyond their current expertise. Another stream of work is looking at the impact of voice and worker engagement on productivity.

Finance and Investment

The Finance and Investment programme workshop took place in June in London. Highlights include a paper on how the cost of capital affects investment among UK firms. The results indicate an inverse relationship between the cost of capital and tangible investment. However, intangible investment is generally less sensitive to financing costs.

The paper also finds evidence of managerial conservatism, reflected by higher hurdle rates which significantly depress investment. These findings suggest that differences in financing

conditions and internal decision criteria across firms are important drivers of the UK's weak investment performance. A related paper that summarised work based on the Decision Maker Panel concluded that financial constraints and the way investment is financed are important determinants of firm investment.

In addition to discussing and disseminating preliminary findings, the purpose of the workshops was to synthesise the insights on the various programmes with a view to publishing a research volume during National Productivity Week in April 2026.

Another event hosted by Cambridge was a Health and Productivity Workshop, an emerging area for potential future research.

Seminars

During the year, TPI held 24 Brown Bag seminars where both TPI and external researchers present details of their research to other researchers in the field. Many presentations led to subsequent publications as [TPI Working Papers](#).

For example, there was a lively discussion around a paper from Manchester asking [what went wrong with HS2](#). An external paper on the importance of trust provided evidence of sizeable productivity gains from relatively high levels of trust in knowledge-rich environments.

International Research Conference

TPI will host an international Research Conference on productivity in September 2025 in Manchester. The response to the call for papers was overwhelming with over 160 papers submitted, most of very high quality. About half of these papers have been accepted as either oral presentations or posters.

Brexit and Non-Tariff Barriers: Effects on UK Business Investment and Productivity

Investigating impacts of Brexit-related increased non-tariff trade costs on UK business investment and productivity growth.

Macroeconomic trends & policy



The Productivity Engagement Approach (PEA): understanding and enhancing productivity in an organizational context

How do conceptualisations of productivity vary between and within organisations?

Organisational Capital



"Digital Stoke": a new opportunity for a second-order post-industrial city

Investigating the emergence of a growing digital sector in Stoke-on-Trent.

Geography & Place



What Capacity and Resources Do Mayors and Strategic Authorities Need to Deliver the Industrial Strategy?

This paper argues that subnational governments, namely mayors and strategic authorities, are well-placed to fill the gap in industrial strategy coordination and implementation in England.

Productivity Policy Unit



Delivering successful place-based industrial policy

A case-study approach to unlock the key features of the US's place-based turn under Biden.

Productivity Policy Unit



Working in the wrong job or in the wrong industry? Graduate mismatch in turbulent times

Examining graduate skill mismatch in the UK and highlighting the importance of sector in labour market policy.

Human Capital



Does digitalisation increase firm survival? Evidence from British SMEs during the Covid-19 crisis

Exploring whether pre-pandemic adoption of digital technologies helped SMEs survive during the pandemic.

Organisational Capital



Joining Up Pro-Productivity Policies in the UK

The UK government needs a fundamental overhaul if it is to achieve its ambitions to revive productivity.

Productivity Studies



A selection of TPI's research output.



Mary O'Mahony
Research Director

THE POLICY AGENDA

Since the General Election in July 2024, the new UK Government has been developing productivity and growth-related policies across multiple departments, agencies and taskforces.

This has been supported by new strategies and policies in devolved nations and regions, with TPI researchers being heavily involved at many levels.

TPI researchers and policy specialists have been actively supporting policy development. From the development of the Industrial Strategy to the establishment of new bodies and agendas, including Skills England and the New Towns Taskforce, to supporting projects and reviews in Scotland, Wales, Northern Ireland and Mayoral Authorities, including Greater Manchester, the West Midlands and the North East.

In all areas, new policy development and thinking continues to take place as many departments and agencies continue to develop strategies, inquiries and a range of green and white papers.

As a result, the policy agenda remains complex, multi-faceted and dynamic - TPI's ambitions for long term impact will continue to depend on close working relationships and dedicated capacity.

Policy Unit

In October 2024 we launched the [Policy Unit](#), following several months of preparation, to create more targeted content for policymakers, helping them address the pressing policy challenges they face.

Beyond supporting our broader mission to translate academic research into actionable policy ideas, the Unit has also built the capability

to produce timely [policy commentaries](#) and [policy briefings](#) on current and emerging issues.

TPI has appointed a distinguished group of Policy Fellows to its Productivity Policy Unit, including Dame Athene Donald, Professor Anna Vignoles, Nyasha Weinberg, Professor Graeme Roy, Dr. Tim Leunig, Jack Shaw and Huw Spencer. Joe Peck has joined the Unit as a Research Fellow.

In addition, several TPI researchers - Diane Coyle, Andy Westwood, Bart van Ark, Stephen Roper, Nigel Driffield, and Richard Jones - are closely affiliated with the Unit, contributing expert advice on productivity-related issues to government.

Public policy engagement

TPI policy fellows and researchers have been working closely on many agendas including the development of devolution, planning and housing policies - with the Ministry of Housing, Communities and Local Government (MHCLG) and the New Towns Taskforce - on industrial strategy and local growth plans - with the Department for Business and Trade (DBT), the Organisation for Economic Co-operation and Development (OECD) and Mayoral Strategic Authorities (MSAs) - on skills and human and knowledge capital - with the Department for Education (DfE), the Department for Science, Innovation and Technology (DSIT), Skills England and MSAs.

Some of this involvement is demonstrated by 17 published commentaries (see, for example, [New Towns and Old Cities](#), [Industrial Strategy – taking a punt?](#), [Skills England. What is it and what should it do?](#) and [The 2024 Budget and regional productivity](#)), 4 shorter briefings (for example, [Making NISTA a world leading success story](#)), and several events (for example, [How can the new government's industrial strategy help boost](#)

[productivity?](#) at the Institute for Government including the former business secretary, Greg Clark, as one of the panellists).

We also submitted evidence to several parliamentary inquiries and hearings, for example, to the Public Services Committee of the House of Lords, and the Business and Trade Committee's [Industrial Strategy Inquiry](#). Jointly with the UK2070 Commission, TPI also provided [a commentary](#) on the ending of Pan-Regional Partnership Core Funding scheme.

Significant policy engagement was undertaken at the level of devolved nations. For example, TPI collaborated with Prosper and the Royal Economic Society of Edinburgh on how to revive productivity in Scotland; contributed to a Welsh Government event on fiscal policy in Wales; and participated in a Productivity Summit in Northern Ireland organised by the Belfast Chamber.

Interactions with government

Beyond public engagements, TPI has contributed to numerous meetings and discussions with ministers, mayors, and senior officials across departments including No. 10, HM Treasury, DBT, DSIT, DfE, Department for Digital, Culture, Media & Sport, MHCLG, Department for Work and Pensions, and the Cabinet Office.

We provided input into the Industrial Strategy Green and White Papers and engaged with members of the Industrial Strategy Commission, including Dame Diane Coyle (TPI Director) and Dame Nancy Rothwell (former Vice-Chancellor, University of Manchester).

The Lead and Chair of the Wales Productivity Forum also met with the First Minister to discuss national priorities. Additionally, TPI has held meetings with opposition parties and shadow policy teams.

Joining up Pro-Productivity Policies

In Spring 2025, the Policy Unit collaborated with the Productivity Commission at NIESR on a collection of essays authored by Policy Fellows, Commission members, and other leading experts.

Published under the title [Joining Up Pro-Productivity Policies in the UK](#), the report explores key areas such as fiscal policy, state capability, skills, innovation, trade, infrastructure, and public service productivity.

The report identifies four key challenges: reforming the fiscal framework to support long-term investment; devolving meaningful power to regional authorities; aligning key productivity drivers - skills, trade, foreign direct investment (FDI), infrastructure, and housing - with industrial strategy; and boosting public sector productivity to deliver better outcomes.

The report argues that addressing these challenges requires a fundamental rewiring of government, including the creation of a Prime Minister's Department, a statutory Growth & Productivity Commission, and a cross-government delivery unit to empower No. 10 with the tools and accountability to drive a coherent, long-term productivity agenda. It also calls for better alignment of public investment with regional funding, supported by enhanced devolution and planning capacity.

Over the coming year, the Policy Unit will continue to deepen its engagement with government, strengthen its role as a trusted advisor to policymakers and Parliament, and actively contribute to policy-focused events and discussions across the UK.



Andy Westwood
Policy Director

THE REGIONAL AGENDA

The Productivity Institute continues to champion the role of the devolved nations and English regions in driving improvements to the UK's productivity.

The Productivity Forums

The Productivity Forums act as regional ambassadors for the importance of productivity, while also shaping both local and national policy. They offer a platform for collaboration among key local actors to discuss and steer the research agenda toward addressing specific challenges and opportunities relevant to their regions.

The work of the Forums has been shaped in large by increasing awareness of the impact of regional inequalities.

While each Forum can address the unique challenges and opportunities of its location, there are common productivity challenges across regions in the United Kingdom, such as the need for targeted investment, skills development, innovation, and collaboration to drive sustainable and inclusive productivity growth.

As part of National Productivity Week in January 2025, the Forums have updated their analysis of the productivity challenges and opportunities. Full papers are published on the TPI website, and shorter versions have been included in the [Regional Productivity Agenda](#).

In Scotland, the Forum is focused on the role of investment, workplace innovation, and sustainability to support inclusive and long-term growth.

The Midlands Forum addresses skills shortages, underinvestment in infrastructure, and how firms are addressing productivity and net-zero targets.

Wales continues to take a proactive approach in

highlighting its productivity challenges, driven by factors such as low research and development (R&D) spending, skills mismatches, and infrastructure challenges.

Yorkshire, the Humber, and the North East Forum is focused on skills challenges and mismatches and advocating for policy initiatives that are better aligned to regional economic priorities. East Anglia's productivity challenges include inequality, decarbonisation, infrastructure, and governance, which require a coordinated, cross-cutting approach.

The Northern Ireland Productivity Forum is advocating for a cross-departmental Productivity and Growth Board to provide independent analysis and recommendations promoting well-being and sustainable growth.

Increased devolution in parts of England presents new opportunities for regions, along with new questions about leadership and the role of institutions within these governance arrangements. The North West Productivity Forum will be exploring this topic in greater detail.

Working with Government

Our Productivity Forums have been working with regional and national policymakers to push the regional productivity agenda.

Professor Melanie Jones – Lead of the Wales Productivity Forum - and Robert Lloyd Griffiths OBE from the Wales Productivity Forum met with the First Minister of Wales and the Cabinet Secretary for Economy, Energy and Planning, to discuss how the Forum can support productivity growth across Wales. The meeting focused on collaboration to enhance productivity for people, businesses, and communities, aligning with the Welsh Government's strategy to improve wellbeing and economic outcomes.

Andy MacNae MP is one of the UK Government's Mission Champions. He works across departments sharing research, to ensure that policy is practical and addresses real-life issues. Through engaging with the North West Productivity Forum, The Productivity Institute was able to provide him with research which he used to help influence the direction of the spending review (announced on 11 June, 2025).

Professor Bridgette Wessels, co-lead of the Scotland Productivity Forum, also gave evidence to the Scottish Government's National Strategy for Economic Transformation (NSET). The session was called to examine data and research on regional inequalities and productivity. NSET is divided into five programmes of action, supported by a sixth programme focused on delivery. One of these programmes, "Productive Businesses and Regions," aims to improve Scotland's productivity across different parts of the country.

Dr David Jordan provided a briefing to the Northern Ireland Assembly's Committee for the Economy on a report produced by the Northern Ireland Productivity Forum, entitled [NI Productivity 2040](#).

Each Productivity Forum will continue to work and engage with local and national policymakers to shape the productivity agenda.

A New Forum for the South West

In July 2025, a new South West Productivity Forum was launched at the University of Bristol to focus on the productivity challenges in the West of England and the Southwest peninsula. Rather than being part of the London and the South Forum, the new forum will enable more targeted attention to ensure that research and engagement are concentrated on the productivity challenges distinct to this region.

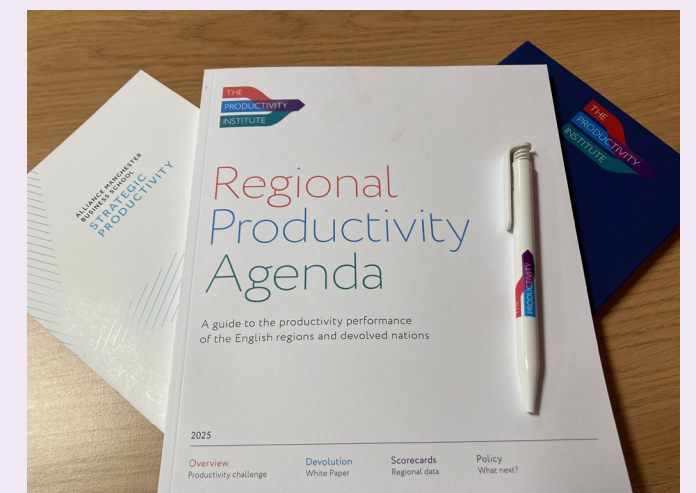
The South West Productivity Forum will be led by Professor Palie Smart, and chaired by Ben Pykett, South West Market Senior Partner at PwC.

Future Plans and Projects

Each forum is also working on ongoing and new projects and collaborations. For example, Wales is working on a business toolkit, to disseminate relevant productivity research to the business community. Many of the Forums are supporting TPI's Places Campaign which is also supported by regional insights from the TPI Data Lab.

The Forums remain responsive, adapting in real time to policy changes and developments. Ongoing work within each forum focuses on building relevant partnerships that help advance the productivity narrative.

The Productivity Forums benefit greatly from the guidance of their highly esteemed members, whose contributions are deeply valued and gratefully acknowledged.



The Regional Productivity Agenda, launched as part of National Productivity Week 2025.



Kate Penney
Research Fellow



Claire Stitt
Engagement Manager

THE BUSINESS AGENDA

Businesses are the lifeblood of economic growth, yet the connection between productivity and business success often remains elusive to leadership teams.

TPI's [Strategic Productivity programme](#) aims to bridge this gap by providing a clear framework for leaders to understand how productivity impacts their organisation and its functions. Through ongoing research, we are identifying key barriers and recommending effective strategies. By translating complex research into practical guidance, we empower businesses to make data-driven decisions and drive sustainable growth.

In 2024/25, we have continued to collaborate with strategic partners such as Be The Business (BtB), the Chartered Institute of Management Accountants (CIMA), and The Conference Board, as well as many other business representative organisations and business leaders through our Productivity Forums.

Highlights

As part of National Productivity Week, we published two reports on Strategic Productivity looking at the topic through the lenses of [Chief Information Officers](#) and [Chief Finance Officers](#), to go with our previous paper on productivity and [Chief HR Officers](#).

During NPW, we held an event for CIOs at the Shard in London, and a very well attended webinar co-organised with CIMA.

During the year, we also published insights from a dozen Strategic Productivity research projects that were commissioned in 2023 and published

in series of papers and blogs on the TPI website. They cover a range of relevant issues including how to boost productivity across large firms, SMEs and the public sector.

In addition, we held two [Strategic Productivity Masterclasses](#) in partnership with The Conference Board, which are available to view on our website.

Business Innovation Funding Call

In May 2025 we issued a second Business Innovation Funding Call, inviting research proposals which enable a better understanding of strategic approaches to improve productivity.

For this round we will build upon the findings from the previous research, which were primarily focused on the specific functional areas (such as HR, Finance, and IT), to look at how to facilitate collaboration on productivity between functions and in the boardroom. We will also examine these issues both from the perspective of the functional leader and from the perspective of the boardroom and CEO.



NPW event at the Shard, London, to launch the Strategic Productivity report on CIOs.

Executive Education Course on Strategic Productivity

In November 2024 and April 2025, we delivered two more [Executive Education courses on Strategic Productivity](#). The course equips business leaders with the knowledge and tools to drive organisational efficiency and growth. By exploring the five pillars of strategic productivity – finance, innovation, skills, leadership, and marketing – participants gained a comprehensive understanding of the factors influencing business performance.

The course was led by Professor Bart van Ark, with guest lectures from faculty at the Alliance Manchester Business School, as well as Professors Tera Allas and Chander Velu, Dr Nina Jordan, and Anthony Impey from Be The Business. The course delved into critical areas such as measuring productivity, business model innovation and building productivity through people. Practical exercises, including the designing of a productivity-driven narrative, enabled participants to apply learning directly to their organisations. There were also many opportunities for participants to connect with peers, expand professional networks and foster knowledge exchange.

By aligning Executive Education programmes with the latest research, we continue to empower leaders to address complex challenges and drive sustainable success.

The Strategy Bootcamp

Strategic thinking and planning help SME leaders and their teams identify growth opportunities and make decisions that enhance long-term productivity. However, SME leaders often say they don't have time or don't prioritise spending time on strategy – they spend time working “in” their business rather than “on” their business strategy.

To address these barriers, TPI, BtB and the Behavioural Insights Team collaborated on a pilot study testing a light-touch intervention designed to build a habit of strategic thinking and planning among leaders.

The intervention ([The Strategy Bootcamp](#)) consisted of a two-week course delivered via mobile app, with each lesson taking just 10-15 minutes to complete. The aim was to present engaging strategic planning exercises that could be completed in small chunks and thus fit into a busy business leader's day. The course covered core strategy topics including the Business Model Canvas, setting targets, and developing KPIs.

The [pilot](#) demonstrated promising results in several areas including high completion rates (80% completion rate among those who started), strong satisfaction and substantial increases in those who intend to take future action.

Currently, we are exploring how to test a scaled-up version of the Bootcamp to a larger group of SME leaders.



Adam Hardy
Business Innovation Fellow

STRATEGIC PRODUCTIVITY

Bart van Ark explains the benefits of a strategic productivity course for business leaders.

Facing a host of everyday challenges, it is little surprise that productivity struggles to reach the top of the business leader's in-tray. It's widely acknowledged as important but often in a vague, abstract way. So what exactly is productivity? Why does it matter? And, crucially, what practical steps can a business take to improve it?

The launch in 2023 of a series of both open and customised executive education programmes at AMBS has shown the tremendous value of getting executives to think differently about productivity and put it nearer the top of their agendas.

One of the most striking things I've observed since we started running the courses is how, over just a few days, business leaders very quickly start to shift their perspectives on the topic. Stepping away from their offices for a few days a week and being immersed in thinking about how productive they are as a business or organisation can really be quite transformative.

What delegates also quickly come to understand is that productivity is a journey, and that being productive is mostly about better joining up things that companies are already doing. That's why, at the end of the week, we ask each participant to develop a single initiative to improve productivity in their business.

Network

A key strength of these executive programmes is also the peer-to-peer networking, which can be incredibly powerful. As facilitators we can provide the content and leverage the wide knowledge on productivity that exists among our academics and thought leaders both here at AMBS and at The Productivity Institute. But delegates then engage with each other to discuss what this means for their everyday challenges. We've seen these conversations flourish into meaningful exchanges of insight and support.

As part of the course we also organise an offsite visit so that leaders can see productivity in action, and attendees find this very rewarding. For instance, on our last course we organised a visit to Carrs Pasties in Bolton, a firm which really lives and breathes productivity and sees the benefits. This visit helps bring the course content to life in a tangible and inspiring way.

Compelling narrative

Our course chimes with the broader need for business leaders to create a compelling story about why productivity is important. This involves understanding its key drivers and finding ways to connect different aspects of productivity improvement in the boardroom.

Interestingly, surveys and interviews with business leaders indicate that productivity is not consistently used as a key performance indicator (KPI), particularly at the organisational level. Yet with the huge advances in data technologies, almost every part of the production process can now be measured for efficiency. Real-time big data and data processing technologies, including artificial intelligence to predict patterns and address potential issues before they arise, offer vast opportunities for business to raise productivity.

But when we look at productivity at the organisational level, it's about more than just the efficiency of the production line or service delivery. Organisations have many people and resources that aren't directly involved in production but that can still play a crucial role in creating value.

Productivity puzzle

It's often said that there is no silver bullet to the productivity puzzle and this is true, not only for the slow productivity growth across the broader economy, but also to improving productivity within a business. Indeed, TPI research on strategic productivity has identified five key drivers that help businesses navigate the complexity of productivity improvement in a holistic and sustainable way.

First, the importance of leveraging the latest technology and innovative ideas that can streamline operations and enhance products. Second, having a team that's not only skilled, but also healthy, motivated and engaged. Third, effective leadership and agile management practices that foster a culture of productive behaviours. Fourth, clear and engaging communication, both internally and externally to drive the value for customers. And finally, mobilising the necessary funds to invest in growth, innovation and continuous improvements.

I would invite any business that needs to improve their productivity in order to become more competitive to join us to help them on their productivity journey, and I encourage any business striving to boost its performance and enhance its competitiveness to think strategically about productivity.

Delegates quickly come to understand that productivity is a journey and that being productive is mostly about better joining up things that companies are already doing.

Originally printed in [Alliance Manchester Business School Magazine, issue 14.](#)



Bart van Ark at Alliance Manchester Business School

Strategic Productivity short business course

Take your business to greater heights and enable the sustainable growth and success of your business by investing in effective productivity strategies. This four-day, face-to-face course in Manchester combines cutting-edge research with practical exercises and peer learning.

- Learn the five core drivers of strategic productivity and how to join them up in your organisation.
- Practical modules on measuring productivity, business-model innovation and building productivity through people – plus an offsite company visit.
- Taught by Professor Bart van Ark with guest experts from The Productivity Institute and businesses, and AMBS faculty; excellent peer networking and immediate, applicable outputs.

Duration: 4 days

Delivery: Face-to-face

Location: Manchester

Upcoming sessions:

4 - 7 November 2025

30 June - 3 July 2026

To find out more about this short business course visit www.ambs.ac.uk/sp



NATIONAL PRODUCTIVITY WEEK



National Productivity Week (NPW) 2025 from 27 - 31 January was TPI's second campaign to bring productivity to a broad audience of stakeholders across the UK. Its focus was twofold: a reset and further deepening of the [Regional Productivity Agenda](#); and the delivery of key insights from TPI's work on [Strategic Productivity](#).

Compared to the first campaign in November 2023, the number of events, attendance and digital engagement increased. TPI and its partners delivered 27 events, reaching more than 2,000 participants, including academics, policymakers, practitioners and students from leading universities.

With extensive media coverage - from a Business Reporter feature on National Productivity Week's industry impact to the Economic Statistics Centre of Excellence's (ESCoE) reflective post on our forum outcomes - and further broadcast and online mentions via partner networks, National Productivity Week captured widespread attention.

Digital engagement metrics set new highs: TPI's main website recorded 5,745 page views - the highest weekly figure across 2024-25 - while Productivity Forum microsites achieved their strongest traffic since launch. The dedicated National Productivity Week site saw over 1,000 page views during the campaign, and our Productivity Puzzles podcast had over 2,000 downloads over the period.

During the campaign, LinkedIn followers grew by 271, driving 430,000 post impressions and 670 reactions. On Bluesky, our community expanded from 1,200 to 1,439 followers - a 20% uplift - bolstered by member and partner amplification.

Crucially, National Productivity Week

forged new connections with government departments, industry bodies and academic networks, laying the groundwork for collaborative productivity initiatives in the year ahead.

Events

National Productivity Week 2025 launched on the 27 January at The Shard in London during the closing conference of the Pissarides Review, hosted by Institute for the Future of Work. This session unpacked critical findings from the Nuffield-funded study on labour markets and economic growth, with TPI delegates participating both on-site and virtually from Manchester.

On 27 January, we also co-hosted a research seminar with the Royal Economic Society at King's College London on the productivity dispersions between firms in the UK, with contributions from ESCoE, the Office for National Statistics, the ScaleUp Institute and the CBI.

Later in the week, TPI partnered with the Chartered Institute of Management Accountants (CIMA) to host a dedicated webinar for finance professionals, examining the evolving role of CFOs and finance teams in driving productivity metrics, resource allocation and strategic decision-making.

In London, the [Productivity Collective](#) meetup - run in collaboration with Be the Business and hosted by BT - brought together practitioners from retail, manufacturing and services for a morning of peer-to-peer knowledge exchange on emerging productivity challenges and proven interventions.

At Alliance Manchester Business School, we held "[From Create to Innovate](#)", an event launching the Vital Topics Global series. Led by Professor Dan Breznitz, a world-renowned expert in rapid-innovation industries, this session showcased real-world case studies illustrating how organisations can harness creativity, technology and collaboration to enhance productivity across people, processes and places.

We also maintained a high-profile presence

at major sector conferences - including the [Festival of Flourishing Regions](#) and the [Construction Productivity Conference](#) - where TPI speakers shared insights on embedding productivity into regional growth strategies and modern construction practices, respectively.

Productivity Forum Highlights

During National Productivity Week, 17 Productivity Forum workshops were held in every corner of the UK, each tailored to local strengths and challenges:

- **Scotland:** In partnership with Prosper and Peer Works, sessions across Edinburgh, Glasgow, Aberdeen and Dumfries explored the critical role of skills development, R&D investment and supply chain networks in driving Scotland's economic performance.
- **Wales:** The Wales Forum convened policymakers, business leaders and civic society to debate strategies for boosting human capital, improving digital infrastructure and supporting small and medium-sized enterprises.
- **Northern Ireland:** In Belfast, the Forum focused on targeted regional interventions, including innovation funding, skills development, and collaborative growth models to strengthen productivity across sectors. Participants examined how Northern Ireland's economic profile and devolved policy levers can be used to foster inclusive and sustainable growth.
- **English regions:** Across England, forums in cities including Birmingham and Bristol explored localised productivity drivers, such as place-based investment strategies, sectoral skills initiatives and innovation ecosystems.

In Yorkshire, Humber and the North East, CIPD CEO Peter Cheese led a [sold-out seminar](#) on "Skills, People Management and Productivity" emphasising the link between employee wellbeing, upskilling and long-term organisational performance.

In Manchester, "Delivering a Step Change for Productivity in the North West" brought together regional economic development specialists and business to explore scenarios for productivity in the North West by 2040.

Research Insights

During National Productivity Week 2025, TPI significantly expanded its thought leadership portfolio, releasing 11 research papers alongside a suite of blogs and podcasts designed to deepen sector-specific and regional understanding of productivity dynamics.

TPI published a comprehensive [Regional Productivity Agenda](#), featuring dedicated Insights Papers from each Productivity Forum. This flagship guide offers a detailed analysis of productivity performance across England's regions and the three devolved nations, delivering tailored policy recommendations that reflect the unique economic, social and governance characteristics of Scotland, Wales, Northern Ireland and the English regions.

Building on our [Strategic Productivity research](#) stream, TPI also launched three discipline-focused reports:

- [Unlocking Productivity: Collaborative Synergies for Chief Financial Officers](#) explores the CFO's role in mobilising capital and aligning financial strategy with productivity objectives.
- [Navigating the Productivity Paradox: Strategic Insights from Chief Information Officers](#) examines how CIOs can leverage data and technology to resolve the gap between investment and output.
- [Productivity through People: New Opportunities for CHROs](#) highlights how HR leaders can embed productivity metrics alongside workforce well being and skills development.

These have been downloaded from our website over 1,000 times since their launch.



Peter Cheese at the Yorkshire, Humber and North East Productivity Forum's NPW event.

NATIONAL PRODUCTIVITY WEEK



Thought Leadership

Complementing our research outputs, TPI published a series of high-impact blogs during National Productivity Week. Authored by [Bart van Ark](#), [Andy Westwood](#) (for excerpts, see next page), [Jack Shaw](#) and [Huw Spencer](#), these blogs expanded on themes such as strategic productivity narratives, regional collaboration, economic diplomacy and data-driven industrial strategies.

We also released three special episodes of the [Productivity Puzzles podcast](#). The first episode, [Strategic Productivity: Unlocking the UK's Productivity Potential](#), explored how business leaders from different functional areas - finance, HR and IT - can collaborate more effectively to improve organisational productivity, featuring Irena Teneva (CIMA), Nina Jörden (Bennett Institute, Cambridge) and Marion Devine (The Conference Board).

The second episode, [A Productivity Agenda for the Devolved Nations](#), brought together key players from our Productivity Forums in Scotland (Graeme Roy), Wales (Melanie Jones) and Northern Ireland (John Turner), highlighting key findings from our Regional Productivity Agenda.

The third focused on [devolution within England](#), with Jennifer Williams (FT), Jack Shaw (TPI) and Andy Westwood (TPI).

These episodes attracted strong engagement and added a new dimension to our research dissemination.

Next Steps and Future Focus

National Productivity Week 2025 underscored that productivity is a collective endeavour demanding sustained research, robust dialogue and collaborative action. By engaging a diverse audience - including government officials, corporate leaders, academic experts and students - National Productivity Week played a vital role in supporting UK businesses in unlocking their productivity potential.

We are immensely grateful to the many organisations and individuals whose tireless efforts made National Productivity Week 2025 possible. Special thanks go to our researchers, partners, dedicated Forum hosts and regional leads, all event keynote speakers and panel facilitators and TPI colleagues who worked for months behind the scenes. Their collaboration and commitment ensured each event was enriching, engaging and impactful.

Building on this year's momentum and aligned with TPI's mission to embed productivity at the core of economic strategy, we will expand National Productivity Week's regional footprint, deepen partnerships across sectors and continue driving inclusive, evidence-based growth in 2026.



The launch of Vital Topics Global series during NPW at Alliance Manchester Business School.



Bridget Kauma discusses productivity dispersion between firms in the UK during NPW.

Reflections on National Productivity Week 2025

From Making Productivity Strategic

National Productivity Week 2025 reinforced a critical message: productivity must become a strategic priority, not just a technical measure. As part of TPI's ongoing effort to embed productivity into the UK's growth agenda, this second annual campaign highlighted the shared responsibility across government, business and individuals.

While some business leaders still distance themselves from the language of productivity, their focus on cost management and revenue growth is, in essence, a productivity conversation. To make progress, organisations need a compelling productivity narrative - one that links inputs such as people, technology and finance to desired outcomes like customer satisfaction, market reach or innovation.

TPI's research on strategic productivity has identified five key drivers - technology, people, leadership, communication and finance - that must be aligned for firms to thrive. Yet in practice, misalignment remains common. Functions like HR, IT and Finance often operate in silos, each struggling to articulate its productivity contribution within the wider organisation.

Strategic productivity offers an opportunity for businesses to integrate these perspectives into a shared approach. By doing so, productivity becomes a tool for sustainable growth and competitive advantage - not an abstract concept, but a practical route to long-term value creation.



Bart van Ark

Managing Director

To gain more insights into Bart's reflections from National Productivity Week, read the full blog, [Making Productivity Strategic](#).

From Regional growth, Labour and the biggest decisions still to come

Since the last election, there has been no dramatic extension of powers for the most advanced city regions (i.e. those deemed most important to driving our national economy).

Neither have mayors and authorities found the co-ordination with Whitehall departments as straightforward as they might have hoped - a sense echoed in our Productivity Forums as they discussed progress during our recent National Productivity Week.

So far then, this is inconsistent with an industrial strategy that identifies tackling the underperformance of the eight largest cities outside London as "key to raising economic growth and reducing inequality" with a total gap - or potential contribution of some £47 billion.

This isn't just about the need for a "theory of growth" outside of London and the South East, it's the need for political strategy too.

The people and places that voted Labour in 2024 need to see some tangible evidence that there has been a benefit of doing so.

That might be through increased incomes, good jobs or better standards of living or it might be through steadily improving public services - health services where you can get seen by a GP, where there are buses and trains that work and local government that functions.



Andy Westwood

Policy Director

To find out more about Andy's reflections from National Productivity Week, read the full blog, [Regional growth, Labour and the biggest decisions still to come](#).

RESEARCH CASE STUDIES

In this era dominated by AI and digital, it is vitally important that firms have access to the skills required to adopt these new technologies.

The UK labour market faces significant challenges including widespread skill shortages in many firms, which also vary considerably by region.

A research team led by Mary O'Mahony, based at both King's College London and NIESR, is investigating the extent of skill mismatches for digital technical skills (DTS) – AI, software and data analytics. This uses new sources of data, combining information from job adverts and education provision in local labour markets, Travel to Work Areas (TTWA).

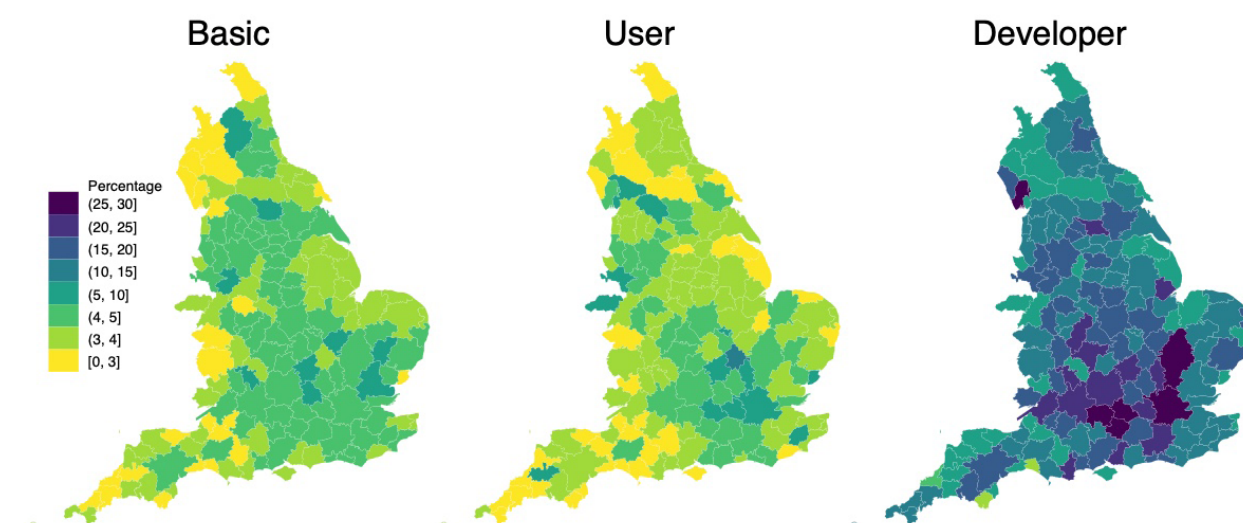
The demand for digital technical skills

Firms' demands are measured using job platform data, acquired from the company Lightcast, which web scrapes job advertisements - the data consist of about 90 million job adverts from 2014 to 2024. Lightcast identifies skill keywords which allowed a division of adverts into three groups. **Developers** require skills that involve knowledge of programming language, AI or

data science, which facilitate change and innovation in firms, e.g. Python, SQL, or Large Language Models. **Users** employ standard software packages in business processes, but do not require any advanced knowledge e.g. Salesforce, Microsoft Dynamics and Accounting software. **Basic** skills are those required for a broader range of tasks, such as Microsoft Excel or Google Drive. Identification of educational qualification, divided into graduates and non-graduates, was possible for a subsample.

Map 1 shows the distribution of shares of DTS in total job adverts, in 2019 by TTWA in England. Basic and User skill demands are spread out across the country, but Developer skills demands are highly concentrated in the "golden triangle" of London and surrounding areas, Cambridge and Oxford.

This concentration is more pronounced for graduate Developers (Map 2), non-graduate Developers are more common in other areas, indicating firms' willingness to hire non-graduates to fill their needs. Industry composition has an impact but is not the main reason for the concentration of Developer skills.



Map 1. Share of Digital technical skills in total job adverts, 2019.

The supply of digital technical skills

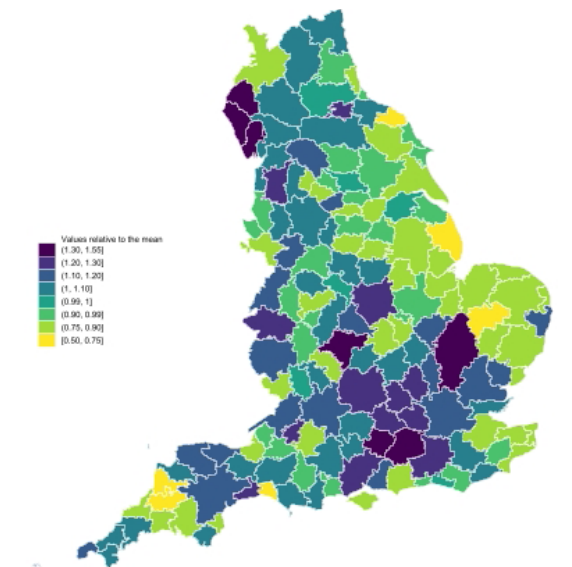
The research uses the Longitudinal Educational Outcomes (LEO) data which follows individuals as they progress through education into the labour market. The proportion of those graduating with STEM or digital skills were calculated for schooling, further education and university, taking account of grades. These skills include Maths and Logical Skills; Computing and Programming; Science and Engineering; and Applied Digital Skills.

Map 3 shows the distribution of grades across TTWA in England for 2019. The highest concentration of supply of digital skills is again in the golden triangle areas, although Leamington Spa, the centre of the UK games industry, has the highest value. There is a lower concentration but still above average in the West Midlands and Manchester.

However, there are large areas of the North East, Yorkshire and East Midlands with below average supply of digital skills. The research also looks at foundation skills such as Maths and ICT at GCSE or equivalent vocational levels and finds similar areas where these skills are well below average, which is ominous for future skill supplies.

Demand and supply combined

Combining the results for demand and supply yields important insights on skill needs across the country. Here we classify four groups of

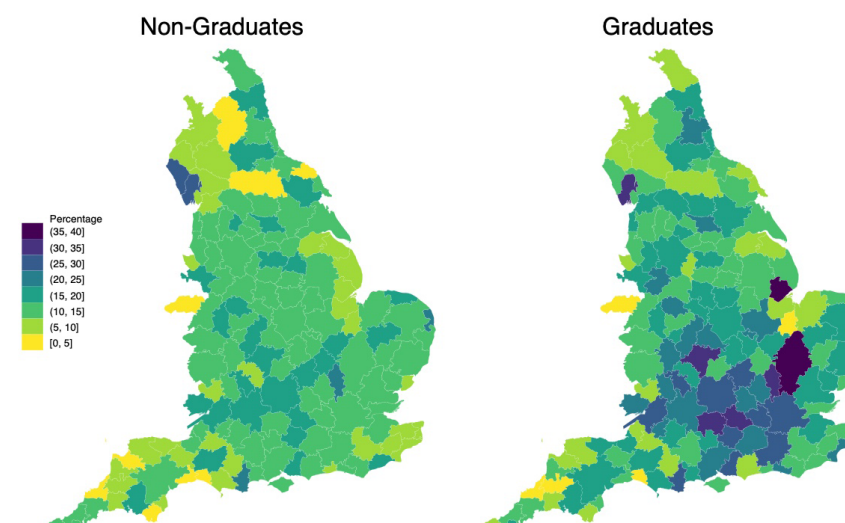


Map 3. The supply of digital skills relative to average, 2019. regions. The first is where demand and supply are both high – this includes the golden triangle, Manchester and Birmingham and some smaller cities such as Southampton and York. There is variation within this group in the source of supply with places such as Manchester benefiting from attracting inward movement of graduates, but with lower provision of digital skills in the local population relative to London.

Areas with high supply and low demand are mostly rural areas. Of greater interest are areas with high demand and low supply where skill constraints are most likely to bite. This includes many second-tier cities such as Newcastle, Nottingham, Portsmouth and Sheffield. These areas do not attract many graduates from elsewhere and so deficiencies in the provision of good digital skills for their local populations should be an important priority.

Finally, there are areas where both demand and supply are relatively low, such as the North East, Humberside and parts of Kent. The lack of digital skills is just one of many issues faced by these regions, and upskilling on its own is unlikely to be sufficient to raise their productivity.

Mary O'Mahony, Research Director



Map 2. Share of Developer skills in total job adverts, 2019. Graduate and non-graduate.

Artificial Intelligence (AI) is increasingly recognised as a general-purpose technology with wide-ranging applications across industries.

While AI holds promise for enhancing productivity, improving operational efficiency, and driving innovation, empirical evidence on these benefits remains limited. Notably, there is a lack of robust longitudinal studies on sustained productivity gains and clear frameworks for workforce adaptation.

This gap is significant, as realising AI's economic and social value hinges on understanding how adoption links to productivity outcomes and workforce transitions. To address this, our research examines how AI adoption affects productivity in FinTech, Retail, and Advanced Manufacturing. We conducted a systematic quantitative literature review drawing from over 150 peer-reviewed studies, 30 corporate 10-K reports, sector-specific databases, and bibliometric analyses.

Our research finds that the nature and extent of productivity improvements vary across sectors.

In FinTech, AI is widely used in fraud detection, credit scoring, robo-advisory, and customer segmentation. Companies like Visa and PayPal leverage AI platforms to reduce fraud risk, improve user interactions, and enhance consumer protection. Our synthesis reveals that AI improves labour efficiency, streamlines operations via big data and cloud infrastructure, and supports innovations such as green total factor productivity metrics. Nonetheless, trust, algorithmic transparency, ethics, and regulatory complexity are key barriers to fully realising productivity benefits.

In Retail, AI enhances customer experience through personalisation, inventory management, supply chain optimisation, and e-commerce integration. Firms like Amazon, Walmart, and Home Depot apply AI to demand forecasting, logistics, and in-store navigation. Improved customer experience, real-time responsiveness, and supply chain efficiency are the leading productivity contributors. However, retailers must address growing concerns about data privacy, ethical AI, and the risks tied to human-machine collaboration.

In Advanced Manufacturing, productivity gains from AI are more tangible - especially in predictive maintenance, process optimisation, and energy efficiency. Firms like Siemens and GE, for instance, employ AI-driven digital twins and automation tools to reduce production errors, for turbine optimisation, while enhancing flexibility and optimizing energy consumption. IBM's Watsonx enables predictive analytics and automation, improving performance across production and IoT platforms.

Prior studies link digital transformation and AI to better sustainability and supply chain outcomes. Yet, challenges such as upskilling, system integration, and long-term sustainability remain central. This sector's focus on real-time data and green innovation underscores its dual aim of performance and resilience.

To synthesise sectoral insights, we applied the OECD's AI Inputs-Tasks-Outputs framework. This enabled a structured view to compare how data, infrastructure, and skills (inputs) transform through AI tasks like automation and anomaly detection into measurable outcomes. It also revealed distinct sectoral enablers: cybersecurity and regulation in FinTech, consumer trust in Retail, and system integration in Manufacturing.

Despite strong sectoral evidence of productivity gains - from dynamic pricing and predictive maintenance to personalized banking and quality control - quantifying AI's overall contribution remains challenging. Thus, our study supports the need for new evaluation tools and longitudinal approaches to better capture AI's evolving impact.

Our findings contribute to the ongoing debate on AI's impact, offering insights into productivity gains and strategies to mitigate workforce displacement while promoting inclusive growth.

Recommendations

To ensure inclusive and responsible AI-driven productivity growth, we propose the following priorities:

- **Adopt ethical and transparent AI governance.** Develop sector-specific guidelines centred on safety, accountability, transparency, and fairness. The UK's regulatory approach should promote explainable AI to build compliance and trust.
- **Invest in AI training and education.** Reform curricula, support skills-based hiring, and promote workforce development to ensure businesses and employees adapt to an AI-driven economy - aligned with UK goals to grow AI talent.
- **Measure green total factor productivity.** Develop robust indicators to assess AI's role in sustainable transitions. As robotics

and big data analytics only partially reflect AI's scope, targeted measurement is vital, especially in net-zero and digital transformation efforts.

Responsible AI

The first phase of the project above was funded from a grant from [Responsible AI UK \(RAI UK\)](#) on the "Economic Landscape of AI" involving three TPI partners: the Bennett Institute for Public Policy, King's College London and The University of Manchester.

The project which was led by Professor Diane Coyle (University of Cambridge) aimed at laying out how productivity and economic considerations can be taken into account in developing Responsible AI. The project combined some studies on broad landscape mapping (including a systematic literature review and structural topic modelling) and focused examples (games engines, AI in social care and government).

The work has clarified key issues around economic incentives, business models, regulatory frameworks, and governance mechanisms, while highlighting the opportunities, challenges, and distribution of costs and benefits associated with the technology.

A closing workshop for the Responsible AI project was held on 20 March at The University of Manchester.

Vasileios Karountzos, Research Associate

In the study of urban and regional economies, issues such as access to finance, the cost of capital, and the implications of monetary policy on cities and regions rarely feature. There are two reasons for this, one empirical and the other analytical.

Empirically, there is a serious lack of relevant data to support this analysis. This is a widespread problem across OECD economies and emerging economies, as appropriately disaggregated financial data is difficult to obtain due to confidentiality constraints.

Analytically, the lack of relevant data was long considered unproblematic, because prevailing models and frameworks assumed that the price of financial capital was uniformly determined by the official discount rates set by the national central banks, and thus equal across cities and regions.

In the past two years, TPI has made significant progress in exploring these issues. The research team, comprising Professor Philip McCann (TPI Manchester), Dr Michiel Daams (University of Groningen), Professor Paolo Veneri (Gran Sasso Institute and OECD), Dr Richard Barkham (CBRE Dallas), and Professor Colin Mayer (Oxford) has uncovered a striking divide in the UK's capital markets.

Two capital markets: London and the rest of the UK

Using unique commercial real estate investment data from MSCI-RCA, the analysis reveals that the UK has been partitioned into two separate capital market regimes. One is centred on London and its close hinterland while the other encompasses the rest of the UK.

This market segmentation happened at the time of the 2008 Global Financial Crisis. While the USA experienced a similar partitioning between the 25 largest cities and the rest, the UK only shows one city, London and its close hinterland vis-a-vis the rest.

The first map shows that during the years prior to the 2008 Global Financial Crisis, investors treated the UK as a single investment market, with risk premia and yields varying very little by location and remaining consistently low, reflecting broad investor confidence in the UK economy.

In marked contrast, the second map reveals a post-crisis reality of deep segmentation between capital markets. Today, the risk spread between London and hinterland and the rest is 250-300 basis points, a similar order of magnitude as the gap in sovereign yields between the UK and Romania.

In other words, the internal UK investment risk is now priced

on a continental scale as investors view the economy as two quite different markets. Indeed, the regional market segmentation within the UK appears not only greater than in other countries including the USA, Germany and France, but also greater than the entire Eurozone and the EU including the non-Euro countries.

Which places have been hit the hardest?

We also identify the types of cities and regions most adversely affected by these capital market shocks. The places which have suffered the most are large urban areas outside of the South East of England, particularly city centres.

In contrast, smaller towns and areas outside of city centres have been relatively less affected, when measured either against continental European comparators or against London.

These marked changes in the cost of investment capital imply that cities outside of the Greater South East have faced substantial barriers to post-crisis regeneration, limiting their ability to attract investment and drive economic renewal relative to other places.

In terms of monetary policy, our work also has important, previously overlooked implications. In particular, quantitative easing (QE) has had little to no impact outside of London and its surrounding areas, failing to stimulate investment or reduce risk in the rest of the country.

Indeed, the evidence suggests that QE may have widened regional risk spreads, exacerbating the divide between London and other regions.

This implies that the UK Sterling area can no longer be considered an "optimal currency area" as HM Treasury and the Bank of England previously believed.

The value of the Pound relative to the Euro depends only on investor perceptions regarding London's economic prospects. This raises serious questions about the effectiveness of monetary policy in supporting balanced national growth.

Rethinking the UK's financial architecture

These findings fundamentally challenge conventional thinking about the link between finance and regions.

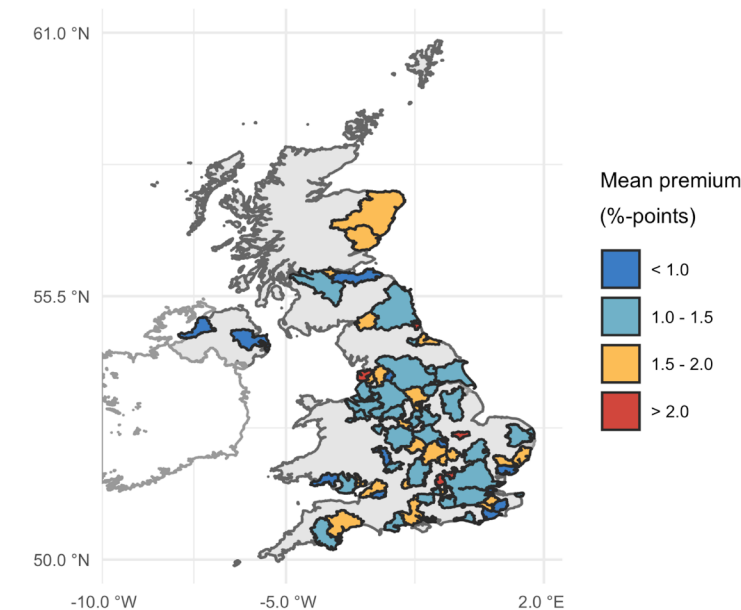
The UK no longer operates as a single, integrated investment capital market, and monetary policy is largely ineffective to impact investment across most of the country.

In order to address these disparities, the narrowing of regional risk spreads is essential for reducing growth imbalances.

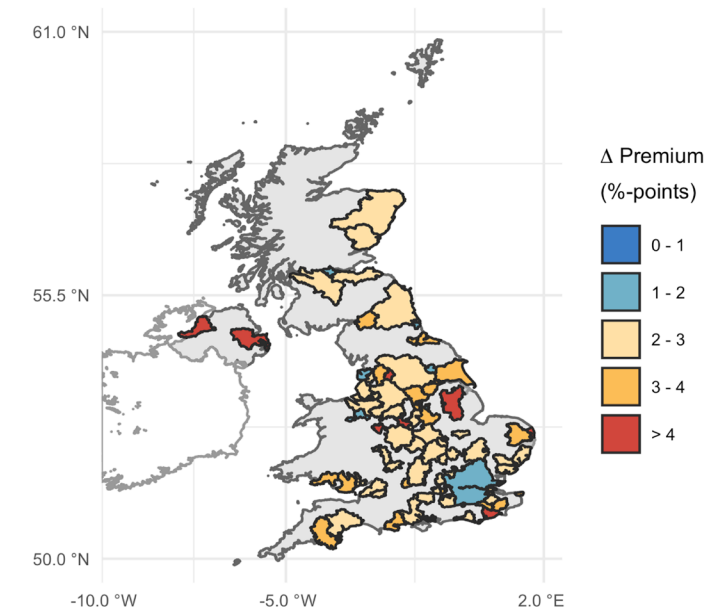
This will require reforms to the architecture of the financial system, including a more devolved banking model that better reflects the economic realities of cities and regions beyond London.

Philip McCann, Sir Terry Leahy Chair of Urban and Regional Economics at Alliance Manchester Business School

A. Pre-crisis risk premia across UK metropolitan areas



B. Post-crisis change in UK metropolitan risk premia



Throughout the past year The Productivity Institute has played a prominent role in high-profile conferences and keynote events, contributing to critical national and international policy conversations on productivity and economic performance.

- On 6 November 2024, TPI and Alliance Manchester Business School hosted an event to celebrate Philip McCann's appointment to the newly established Sir Terry Leahy Chair in Urban and Regional Economics: **Northern Cities Collaborating for Economic Growth**. At this event Professor McCann and Sir Leahy discussed one of the most pressing challenges of our time: the growing economic disparities within and across our cities and regions.
- A policy workshop, **Responsible AI and the Economic Landscape**, held in Manchester on 20 March, presented findings from the 12-month Economic Landscape on Responsible AI project, led by Professor Diane Coyle with TPI and ESCoE. The event also explored next steps for steering AI through government and business to improve lives.
- On 27 March Bart van Ark delivered the keynote, titled "Is Productivity Growth Diverging Again?", for the **8th World KLEMS conference on Growth and Productivity Accounting** in Tokyo.
- Over 400 delegates attended the **Bennett Institute for Public Policy Annual Conference 2025** on 28 March, where contributors from TPI, Kate Bell, Nina Jörden and Diane Coyle, joined leading experts to explore innovative solutions to demanding policy challenges.
- Held at King's Business School from 21–23 May, **The Economic Statistics Centre of Excellence Annual Conference** featured TPI's Diane Coyle and Tera Allas on panels examining competition, dynamism and growth, and the future of public service productivity measurement.
- In partnership with the OECD Trento Centre for Local Development, TPI co-hosted a two-day conference, **From analysis to action: Harnessing local policies to boost productivity**, in Trento, Italy, to explore how local and regional productivity contributes to economic resilience, inclusion, and sustainability. The event was attended by various members of the Productivity Forums.
- The Royal Economic Society Annual Conference** was held on 30 June – 2 July, where TPI hosted a special session with NIESR on "Public Investment and Supply", chaired by Stephen Millard, and TPI Research Director Mary O'Mahony chaired a session on Artificial Intelligence.
- On 3 July, TPI organised a panel at the Alliance Manchester Business School exploring **Investment Growth in the Midlands and the North**, involving speakers from the Greater Manchester and the West Midlands Authorities, IPPR North, OECD Centre for Entrepreneurship, SMEs, Regions & Cities and the Liverpool City-Region Strategic Investment Advisory Panel. The event was moderated by Professor Philip McCann.
- Held on 9 July in London, **Joining Up Pro-Productivity Policies** in the UK launched a major new NIESR Occasional Paper on embedding pro-productivity strategies across UK government. Contributors included TPI Productivity Commissioners, Policy Fellows, and Co-Investigators, alongside leading academics and practitioners.
- Organised in partnership with the Institute for Government, the quarterly series **Productivity Pitches** highlights practical examples of improving productivity in public services. Fostering dialogue between policymakers and service leaders, sessions in 2024 - 25 focused on welfare, schools, local government, and central government's role in improving productivity in public services.

NORTH WEST REGIONAL FOCUS

The North West, like much of the UK outside London, faces a long-standing productivity challenge. Despite increased investment in innovation assets and finance, and recent improvements in productivity, the region's productivity levels are still low. What insights can be obtained from growth scenarios for the region?

Data from the TPI's Productivity Data Lab suggests that the region has the potential to break out of its productivity malaise, but still with some way to go. So how do we get from here to there?

In a series of workshops starting in July 2024, the North West Productivity Forum, working with the North West Business Leadership Team and Accenture, brought together a small group of regional stakeholders, using scenario-building and backcasting techniques to co-create a vision of what it would be like to live and work in a more productive North West in 2040, and a roadmap of the kind of actions that might need to be taken to get there.

In our "success scenario", social and economic performance has been transformed by improvements in connectivity and by a significant reduction in educational and skills inequalities - transforming economic opportunities and improving the quality of work across all sectors.

These developments complement policy efforts to raise management skill levels, drive technology adoption and increase trade and inward investment.

By "backcasting" from the scenarios to the present day, we also worked through which choices and actions might be necessary to make the success scenario more likely.

Many of these chime with recommendations from TPI research, such as deepening devolution to cities and towns, making radical changes to the culture and processes of cost-benefit analysis in central Government, and finding new forms of financing for productivity-enhancing investments.

We also identified essential prerequisites, such as consolidating the evidence base, mobilising regional actors around a shared vision and pan-regional strategy for 2040, and putting in

place a culture of experimentation, learning and evaluation - all steps that the North West Forum can help support.

For their part, business in the region should commit to high quality training and staff development, and engage more actively with the region's skills system, whilst also committing to technology adoption, especially regarding digital and AI.

Meanwhile, local and regional government must work with central government and telecoms providers to accelerate the delivery of rural digital connectivity and work together more effectively to accelerate short-term public transport capacity improvements through Transport for the North, and taking the lead from Mayors in Greater Manchester and the Liverpool city-region.

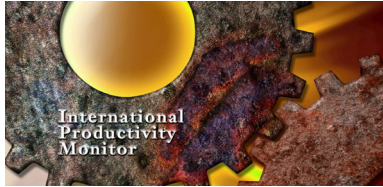
Meanwhile, leaders must double down on their efforts to push for decisive action from central government on major investments in transport infrastructure in the region, working with business leaders to make this case.

National government needs to continue to deliver on, and accelerate the pace of, devolution, pan-regional working and reform of decision-making processes whilst committing to the major transport investments necessary to unlock the full productivity potential of the region.

Kieron Flanagan, North West Productivity Forum

International Productivity Monitor

The joint flagship publication of the Centre for the Study of Living Standards (CSLS) and The Productivity Institute produced two editions between 2024-25.



Number 47, Fall 2024 [link](#)

This edition presents two symposia: one examining the relationship between industrial policy and productivity, and the other exploring the impact of climate change on productivity, each featuring three scholarly articles.

Number 48, Spring 2025 [link](#)

This issue contains a symposium on UK productivity issues, an article on the impact of Artificial Intelligence on productivity, and a review article on a recent volume on productivity measurement issues.

Symposium on the UK Productivity Puzzle: Insights from Data, Regions and Sectors

The latest **International Productivity Monitor** features four insightful articles dissecting the persistent slowdown in UK productivity. The articles take various perspectives on why the UK has lagged behind peer countries, its causes and timing, as well as ways forward to tackle the productivity slowdown.

1. Broad-based slowdown across sectors

Josh Martin (Bank of England & King’s College London) finds the downturn began before the 2008 financial crisis. He attributes most of the fall to a long-term drop in total factor productivity (TFP), particularly in manufacturing and finance. Structural shifts and measurement issues also complicate the analysis.

2. Regional convergence? Data limitations still cloud the picture

Reitze Gouma, Philip McCann, and Raquel Ortega-Argilés examine updated ONS regional productivity data. While recent numbers hint at narrowing gaps, especially post-pandemic, they warn that the trends may be artefacts of data revisions - particularly affecting London - and urge caution.

3. Public sector productivity re-evaluated

Richard Heys (ONS) introduces new

measures that better factor in quality improvements in health, education, and other public services. These improved metrics suggest public services may have contributed more to productivity growth than previously thought.

4. Structural shift: deindustrialisation and maturity

Paul Fisher (NIESR) positions the slowdown within a long-term trend: as developed economies shift toward service sectors, productivity gains become harder to sustain and measure. The deceleration reflects this natural evolution.

Key Takeaways

While the “productivity puzzle” remains unresolved, the symposium broadens our understanding:

- The slowdown started pre-2008 and is rooted in TFP, not just in a few lagging sectors.
- Regional gaps may be narrowing - but measurement quirks demand more data before claiming convergence.
- Public services productivity, long under-represented, deserve renewed attention.
- The shift to a service economy explains part of the slowdown - it’s as much structural as policy-driven.

PODCAST



Season 3 of **Productivity Puzzles**, hosted by Bart van Ark, offered a timely exploration of the UK’s productivity challenges.

Drawing on insights from business, academia and policy, the series examined causes of stalled growth – from declining business dynamism and limited innovation diffusion to regional disparities.

It highlighted practical solutions, including business model transformation, leadership alignment, coherent policy, and strategic government support.

A recurring theme was the need for a focused, long-term industrial strategy and stronger regional coordination.

The season’s key message: unlocking UK productivity demands sustained commitment, collaboration, and a renewed focus on turning effort into progress.



Since launching in May 2021, the **Productivity Puzzles** podcast has enjoyed:

- **51,000+ TOTAL DOWNLOADS**
- **73 GUESTS**
- **35+ HOURS OF INSIGHTS**

SEASON 3

Episode 1: Business Dynamism: is turbulence good for productivity?

Episode 2: Government policy and business productivity: does it help or harm?

Episode 3: How do business leaders think about productivity?

Episode 4: UK Election 2024: A Productivity Plan

Episode 5: Business model innovation and strategic productivity

Episode 6: Industrial Strategy: What To Do and What Not To Do?

Episode 7: Wrapping Up 2024: Is there a productive growth path forward?

Episode 8: Strategic Productivity: Unlocking the UK’s Productivity Potential

Episode 9: A Productivity Agenda for the Devolved Nations

Episode 10: A Regional Productivity Agenda for England

Episode 11: Books Festival: Diane Coyle & Jan Mischke

Episode 12: Trade and UK Productivity: From Global Markets to Local Gains

Season 4 of Productivity Puzzles launches in September 2025, continuing its focus on key policy and business issues related to productivity.

The season opens with a special episode, “Is the Productivity Puzzle Still a Puzzle?”, which will be an extension of the opening panel, under the same title, at the Productivity Research Conference on 4–5 September.

Upcoming episodes will explore the Chancellor’s “productivity budget” in Autumn 2025 and the next steps in implementing the UK’s industrial strategy. In 2026, the podcast will feature insights from TPI’s Research Programme reports, due for release in the Spring.

You can listen to Productivity Puzzles on your [favourite podcast platform](#) or on [our website](#).

This year marks an exciting chapter for the TPI Productivity Laboratory as we embark on a journey of innovation and growth. Our newly operational [lab website](#) serves as a vibrant hub, designed to host our dynamic productivity data tools and showcase the collaborative efforts of our team and collaborators.



Raquel Ortega-Argilés
Head of Productivity Lab

The TPI Laboratory has seen an expansion in both resources and expertise, welcoming new staff members, including Ruby Watson and Alfonso Silva Ruiz, both of whom bring valuable backgrounds in Economics and Finance. Additionally, we are thrilled to have William Sarsfield and Nathan McKeogh join us, enhancing our research environment as computer scientists.

Their contributions have been instrumental in the development of cutting-edge productivity data tools, including the latest iteration of our [Regional Productivity Scorecard](#) and [Dashboards](#), and the first edition of the [TPI Mayoral Combined Authority](#) Productivity Scorecards and Dashboards.

These tools showcase the performance of productivity indicators and drivers across various geographical levels – 12 UK International Territorial Level 1 (ITL1) regions, 179 UK ITL3 areas and 12 combined authorities in England. The insights from these scorecards and dashboards, along with some visualisations from our [TPI Regional Growth Data tool](#), helped shape the [Regional Productivity Agenda](#) flagship publication in the latest edition of National Productivity Week.

A significant addition to our data portfolio is the development of a new data tool focused on the impact of various capitals on local productivity performance for the [Investment in Places Campaign](#). This tool, especially the construction of financial capital indicators at the local level, stands to benefit greatly from our recent collaboration agreement signed by the Lab with the [Smart Data Foundry](#)

(SDF). The SDF provides near-real-time insight into key economic wellbeing indicators. These indicators are drawn from millions of de-identified consumer bank accounts and thousands of UK small and medium enterprises; this collaboration will contribute meaningful data to our initiatives.

Our collaboration with [The Data City](#), including the fellowship in practice position held by Fatima Garcia-Elena, has been central in delivering a series of initiatives that utilise real-time industrial classifications to provide in-depth information on local business activities.

The use of Data City data has enabled the development of [digitalisation and innovation indices](#) tailored for English combined authorities, as well as the creation of an [industrial mapping resource](#) reflecting the Industrial Strategy sectors. We are continuing this collaboration, embedding some of the Data City data in the [Data Visualisation Observatory](#) at Alliance Manchester Business School.

Our [Productivity Measurement Series](#), which provides commentaries on quarterly productivity performance for the US by Martin Fleming, a selection of EU countries by Klaas de Vries, and the UK by our team, has been complemented with the [TPI Quarterly Data Tool](#).

The tool is an interactive platform which allows for the quick creation of informative visualisations for comparing productivity performance internationally. This tool harmonises international indicators of quarterly and yearly productivity performance from

different statistical agencies - including the Office for National Statistics (ONS), the Bureau of Labor Statistics (BLS), Eurostat, and the OECD. The tool facilitates comparisons between 13 countries alongside aggregated data for EU member states and the Euro area from 1997 to 2024.

As a result of our strategic partnership with the [OECD Trento Centre for Local Development](#), we co-organised a conference, titled “[From analysis to action: Harnessing local policies to boost productivity](#)” on 4-5 June in Trento, Italy.

The lab’s post-event methodological workshop, entitled “Methodological Innovations for Regional Productivity and Policy Design” featured contributions from the Joint Research Centre of the European Commission, MERIT – University of Maastricht, The Data City, the OECD Trento Centre for Local Development, the [Orkestra Basque Institute of Competitiveness](#), the Venetto Labour Market Observatory and the TPI Productivity Lab.

This year, our engagement has extended to other conferences and international meetings. Among them are an invited presentation at the OECD Subnational Territorial Indicator Meeting in Paris, participation in the [ESCOE annual conference](#) and The Data City summits in Leeds and London.

Finally, we take immense pride in recognising Ruby Watson, our dedicated research assistant, for securing a PhD scholarship at The University of Manchester. She will pursue her academic career in the Department of Health Economics, focusing her PhD project on the critical intersection of [Mental Health and Productivity](#).

As we look to the future, the TPI Productivity Laboratory remains committed to fostering innovation and collaboration. We believe that our advancements in productivity data tools and our strategic partnerships will not only enhance our understanding of productivity dynamics but also support informed decision-making for policymakers and stakeholders alike.

Together, we are excited to continue this journey, driving progress and contributing to the vitality of our communities and economies. Here’s to a year filled with explorations, breakthroughs, and meaningful impact!



The TPI Lab researchers at the Data Visualisation Observatory.

TPI Lab Website

Earlier this year, The Productivity Lab unveiled a [dedicated subsite](#) to showcase its suite of productivity data tools.

Visitors can explore resources like the interactive UK regional productivity growth visualisation and the comprehensive Productivity Dashboards, designed to make complex data more accessible and actionable.

For deeper insights, including blogs and explainers about the data and tools, head over to the [Productivity Lab page](#) on the main website.

PUBLICATIONS

WORKING PAPERS

Authors [in blue](#) are TPI Co-Investigators

2025

Ahmet Kaya, Hailey Low, [Stephen Millard](#) Working Paper 057 *Brexit and Non-Tariff Barriers: Effects on UK Business Investment and Productivity* [↗](#)

Catherine Robinson, Michela Vecchi Working Paper 056 *Working in the wrong job or in the wrong industry? Graduate mismatch in turbulent times* [↗](#)

Sabine D'Costa, Carolin Ioramashvili Working Paper 055 *Does digitalisation increase firm survival? Evidence from British SMEs during the Covid-19 crisis* [↗](#)

Lina Bjerke, Steven Bond-Smith, [Philip McCann](#), Charlotta Mellander Working Paper 054 *Work-From-Home, Relocation, and Shadow Effects: Evidence from Sweden* [↗](#)

Gilbert Cette, Jimmy Lopez, Jacques Mairesse, Giuseppe Nicoletti Working Paper 053 *Trust, intangible assets and productivity* [↗](#)

Myungun Kim, Philip Chen, Pengbo Qi, [Chander Velu](#) Working Paper 052 *Vertical integration and performance in modern manufacturing firms: the role of knowledge and product complexity* [↗](#)

Yuchen Feng, [Andrew Henley](#), Anna Kochanova Working Paper No. 051 *The Role of Management Practices in Productivity: Does Family Ownership Matter?* [↗](#)

Michiel N. Daams, [Philip McCann](#), Paolo Veneri, Richard Barkham Working Paper 050 *Is the UK Sterling-Zone an Optimal Currency Area? Comparisons with the Euro Area and the Rest of Europe Using City and Regional Investment Data* [↗](#)

Silvia Massini, Mabel Sanchez-Barrioluengo, Xiaoxiao Yu, Myungun Kim, Philip Chen, [Chander Velu](#) Working Paper 049 *Adoption of Advanced Digital Technologies and Platforms: Insights from a UK national survey* [↗](#)

2024

Ali Sen Working Paper No. 048 *Structural Change at a Disaggregated Level: Sectoral Heterogeneity Matters* [↗](#)

[Diane Coyle](#), John McHale, Ioannis Bournakis, Jen-Chung Mei Working Paper 047 *Converging to Mediocrity: Trends in Firm-Level Markups in the United Kingdom 2008-2019* [↗](#)

[Raquel Ortega-Argilés](#), Pei-Yu Yuan Working Paper 046 *Do UK Research and Collaborations in R&I Promote Economic Prosperity and Levelling-up? An analysis of UKRI funding between 2004-2021* [↗](#)

Yannis Galanakis, Amanda Gosling Working Paper 045 *Mind the (Gender Pay) Gap: The role of Board Gender Composition* [↗](#)

John Lourenze Poquiz Working Paper 044 *Measuring the value of free digital goods* [↗](#)

Josh Martin Working Paper 043 *Productivity of tax collection in the UK, 1850 to 2019* [↗](#)

Paul Lavery, [John Tsoukalas](#), Nick Wilson, Working Paper 041 *Private equity financing & firm productivity* [↗](#)

2023

David Jordan, Sweta Pramanick, [John. D. Turner](#) Working Paper 042 *Do Managers Matter? Management Practices in post-COVID Northern Ireland.* [↗](#)

Ayantola Alayande, [Diane Coyle](#), Working Paper 040 *Investment in the UK: Longer Term Trends* [↗](#)

Bridget Kauma, Giordano Mion Working Paper 039 *Regional productivity differences in the UK and France: from the micro to the macro* [↗](#)

[Bart van Ark](#), Klaas de Vries, Dirk Pilat Working Paper 038 *Are Pro-Productivity Policies Fit for Purpose? Productivity Drivers and Policies in G-20 Economies* [↗](#) [Also published as Are pro-productivity policies fit for purpose? in The Manchester School, Volume 92, Issue 2](#)

Martin Fleming Working Paper 037 *Enterprise Information and Communications Technology - Software Pricing and Developer Productivity Measurement* [↗](#)

[Diane Coyle](#), John McHale, Ioannis Bournakis, Jen-Chung Mei Working Paper 036 *Recent trends in Firm-Level Total Factor Productivity in the UK - New Measures, New Puzzles* [↗](#)

Michiel Daams, [Philip McCann](#), Paolo Veneri, Richard Barkham Working Paper 035 *Capital Shocks and UK Regional Divergence* [↗](#)

Elodie Andrieu, Malgorzata Kuczera Working Paper 034 *Minimum Wage and Skills: Evidence from Job Vacancy Data* [↗](#)

Josh Martin, [Rebecca Riley](#) Working Paper 033 *Productivity measurement: Reassessing the production function from micro to macro* [↗](#) [Also published in](#)

Journal of Economic Surveys 2024

[Jill Rubery](#), [Isabelle Bi](#), [Anthony Rafferty](#) Working Paper 032 *Gender and Productivity* [↗](#)

David Jordan Working Paper 031 *Failing to Level Up? Industrial policy and productivity in interwar Northern Ireland* [↗](#)

2022

[Jagjit Chadha](#), Issam Samiri Working Paper 030 *Macroeconomic Perspectives on Productivity* [↗](#)

Miriam Fritzsche, Nikolaus Wolf Working Paper 029 *Fickle Fossils. Economic Growth, Coal and the European Oil Invasion, 1900-2015* [↗](#)

Matthew Agarwala, Josh Martin Working Paper 028 *Environmentally-adjusted productivity measures for the UK* [↗](#)

Halima Jibril, [Stephen Roper](#) Working Paper 027 *Of chicken and eggs: Exporting, innovation novelty and productivity* [↗](#)

Stephen Bond-Smith, [Philip McCann](#) Working Paper 026 *The work-from-home revolution and the performance of cities* [↗](#) [Also published in the Journal of Regional Science](#) 2025

Josh Martin, Jon Franklin Working Paper 025 *Fuller measures of output, input and productivity in the non-profit sector: a proof of concept* [↗](#) [Also published in International Productivity Monitor, No 44 Spring, 2023](#)

Victor Ajayi, Michael Pollitt Working Paper 024 *Green growth and net zero policy in the UK: some conceptual and measurement issues* [↗](#) [Also published as a Cambridge Working Paper in Economics and in Energy Strategy Reviews, Volume 55](#)

Victor Ajayi, Michael Pollitt Working Paper 023 *Changing times: Incentive regulation, corporate reorganisations, and productivity in Great Britain's gas networks* [↗](#) [Also published in Energy Economics, Volume 115 and Applied Economics 1-18](#)

Peter Goodridge, Jonathan Haskel Working Paper 022 *Accounting for the slowdown in UK innovation and productivity* [↗](#) [Also published in Economica, Volume 90, Issue 359](#)

Patricia Rice, [Anthony J. Venables](#) Working Paper 021 *Tradability, Productivity, and Regional Disparities: theory and UK evidence* [↗](#)

John Fernald, Robert Inklaar Working Paper 020 *The UK Productivity "Puzzle" in an International Comparative Perspective* [↗](#) [Also published in the Oxford Bulletin of Economics and Statistics, Volume 87, Issue 4, August 2025, 691-870](#)

[Diane Coyle](#), Adam Muhtar Working Paper 019 *You're not speaking my language - policy discontinuity and coordination gaps between the UK's national economic strategies and its place-based policies* [↗](#) [Also published as Assessing policy co-ordination in government: Text and network analysis of the UK's economic strategies](#) European Journal of Political Economy, Volume 79, September 2023

[Diane Coyle](#), Jen-Chung Mei Working Paper 018 *Diagnosing the UK Productivity Slowdown: Which Sectors Matter and Why?* [↗](#) [Also published in Economica Volume 90, Issue 359](#)

[Diane Coyle](#) Working Paper 017 *Healthcare as social infrastructure: productivity and the UK NHS during and after Covid-19* [↗](#)

Victor Ajayi, Karim Anaya, Geoffroy Dolphin, Michael Pollitt Working Paper 016 *Do climate policies explain the productivity puzzle? Evidence from the Energy Sector* [↗](#)

2021

[Adrian Pabst](#), [Andy Westwood](#) Working Paper 015 *The Politics of Productivity: institutions, governance and policy* [↗](#)

[Nigel Driffield](#), [Katiuscia Lavoratori](#), Yama Temouri Working Paper 014 *Inward investment and UK productivity* [↗](#)

[Nigel Driffield](#), Jun Du, Jan Godsell, Mark Hart, [Katiuscia Lavoratori](#), [Steven Roper](#), Irina Surdu, Wanrong Zhang Working Paper 013 *Understanding productivity: Organisational Capital perspectives* [↗](#)

Victor Ajayi, Karim Anaya, Michael Pollitt Working Paper 012 *Incentive regulation, productivity growth and environmental effects: the case of electricity networks in Great Britain* [↗](#)

[Nigel Driffield](#), Yong Yang Working Paper 011 *Leveraging the benefits of location decisions into performance: A global view from matched MNEs* [↗](#) [Also published in Journal of Business Research Volume 139](#) [↗](#)

Martin Fleming Working Paper 010 *Productivity Growth and Capital Deepening in the Fourth Industrial Revolution* [↗](#)

[Frank W. Geels](#), [Jonatan Pinkse](#), Dimitri Zenghelis Working Paper 009 *Productivity opportunities and risks in a transformative, low-carbon and digital age* [↗](#)

Matthew Agarwala, Matt Burke, Patrycja Klusak, Kamiar Mohaddes, Ulrich Volz, Dimitri Zenghelis Working Paper 008 *Climate Change and Fiscal Responsibility: Risks and Opportunities* [↗](#) [Also published as a CAMA Working Paper No. 80/2021](#)

[Bart van Ark](#), Klaas de Vries, Abdul Erumban Working Paper 007 *Productivity and the Pandemic - Short-Term Disruptions and Long-Term Implications. The impact of the COVID-19 pandemic on productivity dynamics by industry* [↗](#) [Also published as Productivity and the pandemic: short-term disruptions and long-term implications](#) International Economics and Economic Policy Volume 18

[Damian Grimshaw](#), [Marcela Miozzo](#) Working Paper 006 *Human Capital and productivity: a call for new interdisciplinary research* [↗](#)

Halima Jibril, [Stephen Roper](#), Mark Hart Working Paper 005 *COVID-19, business support and SME productivity in the UK* [↗](#)

[Frank Geels](#), Guillermo Ivan Pereira, [Jonatan Pinkse](#) Working Paper 004 *Public investments in COVID-19 green recovery packages: A comparative analysis of scale, scope, and implementation in France, Germany, and the United Kingdom* [↗](#) [Also published as Moving beyond opportunity narratives in COVID-19 green recoveries: A comparative analysis of public investment plans in France, Germany, and the United Kingdom](#) (2021) Energy Research and Social Science, Volume 84

[Diane Coyle](#) Working Paper 003 *The idea of productivity* [↗](#)

[Diane Coyle](#), Kaya Dreesbeimdieck, Annabel Manley Working Paper 002 *Productivity in UK healthcare during and after the Covid-19 pandemic* [↗](#) [Also published in National Institute Economic Review, No. 258, Vol. Autumn](#)

[Bart van Ark](#), [Tony Venables](#) Working Paper 001 *A concerted effort to tackle the productivity puzzle during the post-COVID era* [↗](#) [Also published in International Productivity Monitor No 39, Fall, 2020](#)

PRODUCTIVITY INSIGHTS PAPERS

Authors [in blue](#) are TPI Co-Investigators

2025

Stephen Procter, Deborah Harrison, Colin Siddle, Clive Reynolds Insights Paper 058 *The Productivity Engagement Approach (PEA): understanding and enhancing productivity in an organizational context* [↗](#)

Joe Peck, Samuel Thorpe Insights Paper 057 *What Capacity and Resources Do Mayors and Strategic Authorities Need to Deliver the Industrial Strategy?* [↗](#)

Huw Spencer Insights Paper 056 *Delivering successful place-based industrial policy* [↗](#)

Tera Allas, Dimitri Zenghelis Insights Paper 055 *The UK's capital gap: a short-fall in the trillions of pounds that will take decades to bridge* [↗](#)

Susan Davies, Jyoti Choudrie, Matthew Coates Insights Paper 054 *Productivity, performance indicators and motivation: A case study in the UK's non-profit cultural heritage sector* [↗](#)

[Bridgette Wessels](#) Insights Paper 053 *Purpose in business: a review* [↗](#)

Graham Winch Insights Paper 052 *So, What Went Wrong with HS2?* [↗](#)

[Melanie Jones](#) Insights Paper 051 *Wales' Productivity Challenge: A Focus on the Future* [↗](#)

Arman Mazhikeyev, Jan Godsell, [Nigel Driffield](#), Jonathan Duck, Thomas Triebs Insights Paper 050 *Productivity in the Midlands: Trends, Challenges & Solutions* [↗](#)

Ruth Donaldson, David Jordan, [John Turner](#) Insights Paper 049 *NI Productivity 2040: Addressing Northern Ireland's productivity gap for greater prosperity* [↗](#)

Redouane Sarraikh, [Jason Heyes](#), Sam Killick, Kate Penney Insights Paper 048 *Productivity, Training and Skills in Yorkshire, the Humber and the North East* [↗](#)

Kate Penney, Marianne Sensier, [Raquel Ortega-Argilés](#), Fatima Garcia Elena Insights Paper 047 *North West Productivity and Growth Strategies* [↗](#)

Owen Garling, Burcu Sevde Selvi Insights Paper 046 *East Anglia: Exploring Economic Strengths and Addressing Productivity Challenges* [↗](#)

Daniel Williams, [John Tsoukalas](#), [Bridgette Wessels](#), Pawel Gaska Insights Paper 045 *Scotland's Productivity Challenge: Exploring the issues – 2025* [↗](#)

Britt Regal, [Damian Grimshaw](#) Insights Paper 044 *The Productivity Picture: London and the South* [↗](#)

Chloe Billing Insights Paper 043 *Enhancing Productivity: Work-Integrated Learning in the Midlands Space Cluster* [↗](#)

Tim Sargent Insights Paper 042 *Directions for Regional Economic Policy in the UK: Lessons from Canada* [↗](#)

2024

Michiel Daams, Colin Mayer, [Philip McCann](#) Insights Paper 041 *Regions, cities and finance: The role of capital shocks and banking reforms in shaping the UK geography of prosperity* [↗](#)

Jun Du, Xingyi Liu, Oleksandr Shepotylo, Yujie Shi Insights Paper 040 *Unbound: UK Trade post-Brexit* [↗](#)

[Diane Coyle](#), Burcu Sevde Selvi Insights Paper 039 *Making innovation more inclusive* [↗](#)

Marianne Sensier, Kate Penney, Michael Francis, Joel Hoskins, Abhi Sharma, Philip McCann Insights Paper 038 *Framing a place-based investment strategy for Rochdale* [↗](#)

Nina Jörden, Wolé Adaramoye, Gerard Kuenning Insights Paper 037 *Navigating the Productivity Paradox: Strategic Insights from Chief Information Officers* [↗](#)

Catherine L. Mann Insights Paper 036 *UK Business Investment: Economists, Managers, Financiers. An Integrated Framework to Analyse the Past and Underpin Prospects* [↗](#)

Peter Dickinson, Emily Erickson, Chris Warhurst Insights Paper 035 *Maximising productivity through managing new technology* [↗](#)

Eoin O'Sullivan, [Richard A. L. Jones](#), Guendalina Anzolin Insights Paper 034 *The role of intermediate Research, Development and Innovation institutes in building regional and sectoral innovation capabilities* [↗](#)

[Nigel Driffield](#), Xiaocan Yuan Insights Paper 033 *A framework for understanding transformation FDI* [↗](#)

Dirk Pilat Insights Paper 032 *Climate Change and Productivity: Exploring the Links* [↗](#)

[Jill Rubery](#), Isabelle Bi-Swinglehurst, [Anthony Rafferty](#) Insights Paper 031 *Part-time work and productivity* [↗](#)

Nina Jörden, Lucy Hampton, Ayantola Alayande, Insights Paper 030 *Public Sector Productivity Review: Fifteen questions* [↗](#)

Britt Regal, [Damian Grimshaw](#), [Marcela Miozzo](#), [Jonatan Pinkse](#) Insights Paper 029 *Charging Towards Productivity: Moving Past the Bump in the Road?* [↗](#)

Jack Newman, Sam Warner, [Michael Kenny](#), [Andrew Westwood](#) Insights Paper 028 *Rebuilding local democracy: the accountability challenge in English devolution* [↗](#)

2023

Anna Valero, [Bart van Ark](#) Insights Paper 027 *A new UK policy institution for growth and productivity – a blueprint (Chapter 10 of The Productivity Agenda)* [↗](#)

[Michael Kenny](#), [Philip McCann](#), [Raquel Ortega-Argilés](#), [Andrew Westwood](#) Insights Paper 026 *Regional productivity, inequalities, potential causes, and institutional challenges (Chapter 9 of The Productivity Agenda)* [↗](#)

[Bart van Ark](#), Joel Hoskins, Nina Jörden Insights Paper 025 *Public Sector Productivity – managing the Baumol cost disease? (Chapter 8 of The Productivity Agenda)* [↗](#)

[Jonatan Pinkse](#) Insights Paper 024 *The green transition: Net Zero as an opportunity to improve productivity (Chapter 7 of The Productivity Agenda)* [↗](#)

[Diane Coyle](#) Insights Paper 022 *Why isn't digitalisation improving productivity growth? (Chapter 5 of The Productivity Agenda)* [↗](#)

[Richard A. L. Jones](#) Insights Paper 021 *Productivity, Innovation and R&D (Chapter 4 of The Productivity Agenda)* [↗](#)

[Stephen Roper](#) Insights Paper 020 *The changing landscape of firm-level productivity – anatomy and policy implications (Chapter 3 of The Productivity Agenda)* [↗](#)

[Jagjit S. Chadha](#), [Tony Venables](#) Insights Paper 019 *Investing for the long-run (Chapter 2 of The Productivity Agenda)* [↗](#)

PUBLICATIONS

Bart van Ark, Mary O’Mahony Insights Paper 018 *The UK’s productivity challenge: people, firms, and places (Chapter 1 of The Productivity Agenda)* [↗](#)

Suzanne Peters, Jonatan Pinkse, Graham Winch, Insights Paper 017 *Driving change in UK housing construction: a Sisyphean task?* [↗](#)

Michael Becker, Josh Martin Insights Paper 016 *New insights on regional capital investment in the UK – 1997 to 2019* [↗](#)

Dirk Pilat Insights Paper 015 *The Rise of Pro-Productivity Institutions: A Review of Analysis and Policy Recommendations* [↗](#). Also published in IPM No. 44, Spring 2023

2022

Richard Jones Insights Paper 014 *Science and innovation policy for hard times: an overview of the UK’s Research and Development landscape* [↗](#)

Simon Collinson, Nigel Driffield, Charlotte Hoole, Anatasios Kitsos Insights Paper 013 *Between a rock and a hard place: Trade-offs between prosperity and inclusivity when implementing regional growth policies* [↗](#)

Jen Nelles, Kevin Walsh, Michalis Papazoglou, Tim Vorley Insights Paper 012 *FECs, innovation, and skills: A literature review* [↗](#)

Philip McCann Insights Paper 011 *Levelling Up: The Need for an Institutionally Coordinated Approach to National and Regional Productivity* [↗](#)

Nigel Driffield Insights Paper 010 *The Midlands’ Productivity Challenge: Exploring the issues* [↗](#)

Owen Garling, Yamini Cinanom Nair Insights Paper 009 *East Anglia’s Productivity Challenge: Exploring the issues* [↗](#)

2021

Philip McCann Insights Paper 008 *The fiscal implication of levelling up and UK governance devolution* [↗](#)

Andrew Henley Insights Paper 007 *Wales’ Productivity Challenge: Exploring the issues* [↗](#)

John Tsoukalas Insights Paper 006 *Scotland’s Productivity Challenge: Exploring the issues* [↗](#)

Andy Westwood, Marianne Sensier, Nicola Pike Insights Paper 005 *Levelling Up, Local Growth and Productivity in England* [↗](#) Also published as *The politics of levelling up: Devolution, Institutions and Productivity in England* NIER Volume 261

David Jordan, John Turner Insights Paper 004 *Northern Ireland’s Productivity Challenge: Exploring the issues* [↗](#)

John Holden, Marianne Sensier, Richard Allmendinger Insights Paper 003 *The North West of England’s Productivity Challenge: Exploring the issues* [↗](#)

Diane Coyle, Adam Muhtar Insights Paper 002 *UK’s Industrial Policy: Learning from the past?* [↗](#). Also published as *Levelling up policies and the failure to learn* Contemporary Social Science, 2023

Diane Coyle, Abi Adams-Prassl, Jeremias Adams-Prassl Insights Paper 001 *Uber and Beyond - Policy Implications for the UK* [↗](#)

PRODUCTIVITY COMMISSION

2025

Tera Allas, Diane Coyle, Patrick Diamond, Athene Donald, Nigel Driffield, Jun Du, Tom Forth, Richard Jones, Tim Leunig, Philip McCann, Stephen Millard, Anton Muscatelli, Raquel Ortega-Argilés, Adrian Pabst, Joe Peck, David Richards, Graeme Roy, Martin Smith, Bart van Ark, Anna Vignoles, Sam Warner, Andy Westwood, Xiaocan Yuan *Joining Up Pro-Productivity Policies in the UK* [↗](#)

2024

Paul Fisher *Productivity and Investment: Time to Manage the Project of Renewal* The UK Productivity Commission [↗](#)

2023

Evidence summary *The role of international investment in UK Productivity* [↗](#)

Evidence summary *The role of public investment in growth* [↗](#)

Evidence summary *The underperformance business investment* [↗](#)

Priorities for 2023 - The UK Productivity Commission [↗](#)

2022

Evidence Review - *Productivity in the UK* [↗](#)

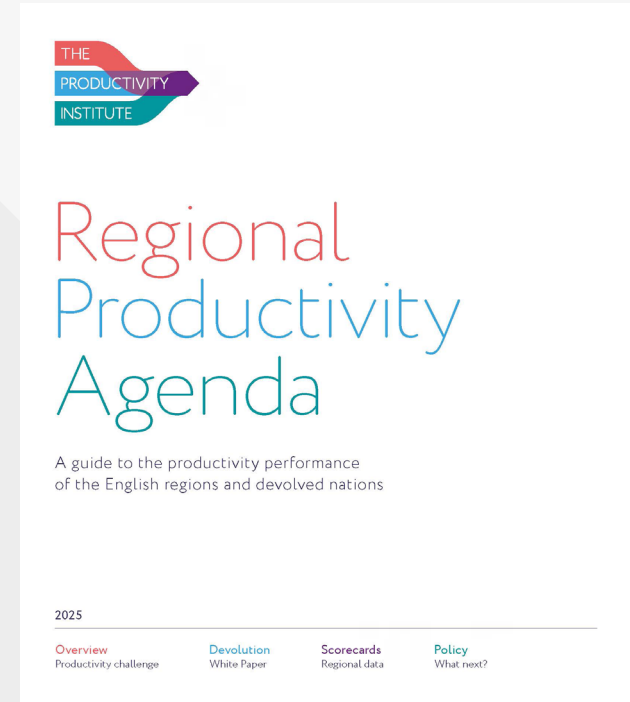
REPORTS & BRIEFINGS

Authors in green are TPI affiliated.

2025

Geoff Pugh, Yao Li, Mark Gregory, Jon Fairburn “*Digital Stoke*”: a new opportunity for a second-order post-industrial city, Report 1 [↗](#)

Holly Midwinter, Adam Hardy, Louis Shaw, Lauren Leak-Smith, Eva Kolker *Developing a*



Scalable Solution to Improve SME Productivity: A Pilot Study [↗](#)

Bart van Ark, Jim Pendrill, Kate Penney, James Wilson, Raquel Ortega-Argilés *Regional Productivity Agenda* [↗](#)

Irena Teneva, Bart van Ark *Unlocking Productivity: Collaborative Synergies for Chief Financial Officers* [↗](#)

2024

Ruth Donaldson, David Jordan, John Turner *Northern Ireland Productivity Dashboard 2024* [↗](#)

Shobha Gowda *AI Catalyst: Cracking the code for MSME productivity* [↗](#)

Philip McCann, Niall Alcock, Charles Lord Aldington, Tony Crook, Jim Gill, Vincent Goodstadt, Paul Hildreth, Michael Henson, Joel Hoskins, Henri Murison, Kate Penney, Mark Rawstron, Marianne Sensier, Jim Steer, Cecelia Wong, Ian Wray, Katie Wray *Land use and planning reforms: strategic context, challenges and policy recommendations* [↗](#)

Philip McCann, Charles Lord Aldington, David Cleevely Paul Collier, Ron Emerson, Susanne Frick, Vincent Goodstadt, Colin Mayer, Paula Prenzel, Ian Taylor *Access to capital and finance: strategic context, challenges and policy recommendations* [↗](#)

Ruth Donaldson, David Jordan, John Turner *Northern Ireland Management Booklet. Investing in Management: How to improve management practices in your business* [↗](#)

Bart van Ark, Marion Devine *Productivity Through People: New Opportunities for CHROs*. A joint report from The Productivity Institute and The Conference Board [↗](#)

Bart van Ark, Nicola Pike *Election 2024: A productivity plan* [↗](#)

Nigel Driffield, Xiaocan Yuan, Fernando Gutierrez Barragan *The UK’s Foreign Investment Position Post Brexit And Covid: Briefing 4* [↗](#)

Bart van Ark, Joel Hoskins *Investigating Police Productivity: A Literature Review, The Productivity Institute* [↗](#)

2023

Diane Coyle, Bart van Ark, Jim Pendrill (Eds) *The Productivity Agenda* [↗](#)

David Jordan, John Turner *Northern Ireland Productivity Dashboard 2023* [↗](#)

Anna Stansbury, Dan Turner, Ed Balls *Tackling the UK’s regional economic inequality: binding constraints and avenues for policy intervention* [↗](#)

Bart van Ark, Klaas de Vries, Abdul Erumban *The role of tangibles and intangibles in explaining the productivity slowdown – an international perspective*. Evidence contribution to the UK Productivity Commission Investigation on Investment and Productivity [↗](#)

Britt Regal, Damian Grimshaw, Marcela Miozzo *London and the South’s Productivity Challenge* [↗](#)

Nigel Driffield, Xiaocan Yuan, Fernando Gutierrez Barragan *The UK’s Foreign Investment Position Post Brexit And Covid: Briefing 3* [↗](#)

Kate Penney *The Yorkshire and The Humber and North East Productivity Challenge* [↗](#)

Jen Nelles, Ben Verinder Kevin Walsh, Tim Vorley *Skills, Innovation, and Productivity – The role of Further Education Colleges in Local and Regional Ecosystems* [↗](#)

Philip McCann *Levelling-up economics* IFS Deaton Review [↗](#)

2022

Nigel Driffield, Xiaocan Yuan, Fernando Gutierrez Barragan *The UK’s Foreign Investment Position Post Brexit And Covid: Briefing 2* [↗](#)

Bart van Ark, John Metselaar and Michel Syrett *How Businesses Can Leverage Productivity to Generate Strategic Alignment Behind a Common Language and Drive Performance*, The Conference Board [↗](#)

Nigel Driffield, Xiaocan Yuan, Fernando Gutierrez Barragan *The UK’s Foreign Investment Position Post Brexit And Covid: Briefing 1* [↗](#)

Kate Penney, Jim Pendrill *Strategic Productivity for the Leadership Team* [↗](#)

Andrew Henley *Business Briefing Is there a link between Small Business Leadership and Productivity* [↗](#)

Paul Mortimer-Lee, Adrian Pabst (eds) *Covid-19 and Productivity: Impact and Implications* NIESR Occasional Paper LXII [↗](#)

David Jordan, John Turner *Northern Ireland Productivity Dashboard 2022* [↗](#)

Bart van Ark *Making Public Sector Productivity Practical* (2022) [↗](#)

On *Productivity* Collection of essays from Manchester-based TPI researchers [↗](#)

Ana Rincon-Aznar, Larissa da Silva Marioni, Francesco Venturini, Catherine Robinson *Investigating the Factors Driving Scotland’s Productivity Gap with International Countries* NIESR Report [↗](#)

JOURNAL ARTICLES

TPI papers that have progressed to journal publications are noted earlier with underlined text. Authors in green are TPI affiliated.

2025

Michiel N. Daams, Colin Mayer, Philip McCann *Regions, cities and finance: the role of capital shocks and banking reforms in shaping the UK geography of prosperity* Fiscal Studies 1–16 [↗](#)

Jean-Francois Mercure, Hector Pollitt, Frank Geels, Dimitri Zenghelis *The effects of low-carbon transitions on labour productivity: analysing UK electricity, heat, and mobility with a techno-economic simulation model* Climate Policy, 1–18 [↗](#)

Darcy Luke, Nathan Critch, Patrick Diamond, David Richards, Sam Warner, Andy Westwood *Will Labour’s Governance Approach Lead to Mission Success or Mission Failure? Renewal: A Journal of Social Democracy* [↗](#)

Oishee Kundu, Elvira Uyarra, Raquel Ortega-Argiles, Mayra M Tirado, Tasos Kitsos, Pei-Yu Yuan *Impacts of policy-driven public procurement: a methodological review* Science and Public Policy, Volume 52, Issue 1, Pages 50–64 [↗](#)

2024

Bart van Ark, Dirk Pilat *Productivity drivers and pro-productivity policies: G20 economies, India and South Korea* Indian Economic Review (Suppl 1), 95–121 [↗](#)

Juliet Hassard, Teixiera Dulal-Arthur, Jane Bourke, Maria Wishart, Stephen Roper, Vicki Belt, Stavroula Leka, Nick Pahl, Craig Bartle, Louise Thomson, Holly Blake *The relationship between line manager training in mental health and organisational outcomes* PLoS ONE 19(7) [↗](#)

Holly Blake, Juliet Hassard, Teixiera Dulal-Arthur, Maria Wishart, Stephen Roper, Jane Bourke, Vicki Belt, Craig Bartle, Nick Pahl, Stavroula Leka, Louise Thomson *Typology of employers offering line manager training for mental health* Occupational Medicine 74(3): 242-250 [↗](#)

Teixiera Dulal-Arthur, Juliet Hassard, Jane Bourke, Stephen Roper, Maria Wishart, Vicki Belt, Craig Bartle, Stavroula Leka, Nick Pahl, Louise Thomson, Holly Blake *Line manager training and organizational approaches to supporting well-being* Volume 74, Issue 6 [↗](#)

Davide Castellani, Nigel Driffield, Katuscia Lavoratori *The source of*

heterogeneous externalities: evidence from foreign multinationals in the UK Regional Studies, Volume 58, Issue 8 [↗](#)

Jack Newman, Simon Collinson, Nigel Driffield, Nigel Gilbert, Charlotte Hoole *Mechanisms of metagovernance as structural challenges to levelling up in England* Regional Studies, Volume 58, Issue 4 [↗](#)

Diane Coyle, Lucy Hampton *21st century progress in computing* Telecommunications Policy, Volume 48, Issue 1 [↗](#)

Kieron Flanagan, Elvira Uyarra Iris Wanzenböck *Towards a problem-oriented regional industrial policy: possibilities for public intervention in framing, valuation and market formation* Regional Studies, Volume 57, Issue 6 [↗](#)

2023

Diane Coyle, Adam Muhtar *Levelling up policies and the failure to learn* Contemporary Social Science, Volume 18 [↗](#)

Frank W. Geels, Martina Ayoub *A socio-technical transition perspective on positive tipping points in climate change mitigation: Analysing seven interacting feedback loops in offshore wind and electric vehicles acceleration* Technological Forecasting and Social Change Volume 193 [↗](#)

David Richards, Sam Warner, Martin J Smith, Diane Coyle

Crisis and state transformation: Covid-19, levelling up and the UK’s incoherent state Cambridge Journal of Regions, Economy and Society, Volume 16, Issue 1 [↗](#)

Helen Tilley, Jack Newman, Andrew Connell, Charlotte Hoole, Ananya Mukherjee *A place-based system? Regional policy levers and the UK’s productivity challenge* Regional Studies, Volume 57, Issue 10 [↗](#)

Jack Newman, Simon Collinson, Nigel Driffield, Nigel Gilbert, Charlotte Hoole *Mechanisms of metagovernance as structural challenges to Levelling Up in England* Regional Studies [↗](#)

Patrick Diamond, David Richards Anna Sanders, Andy Westwood *Levelling Up the UK: If not the Conservatives, will Labour Learn the Lessons from Past Policy Failings?* The Political Quarterly, Volume 94, Issue 3 [↗](#)

Jonatan Pinkse, Pelin Demirel, Alba Marino *Unlocking innovation for net zero: constraints, enablers, and firm-level transition strategies* Industry and Innovation, Volume 31, Issue 1 [↗](#)

2022

Rajat Panwar, Jonatan Pinkse, Valentina De Marchi *The Future of Global Supply Chains in a Post-COVID-19 World* California Management Review, Volume 64, Issue 2 [↗](#)



STRUCTURE AND GOVERNANCE



PROGRAMME SUPPORT TEAM
 (BASED AT AMBS)

Operations, Finance and Governance
 Head of Operations
 Institute Manager
 Project Coordinator - Research
 Senior Research Finance Officer
 Contracts Manager
 Institute Graduate Intern

Engagement, Communications, and Impact
 Marketing & Communications Manager
 Communications & Engagement Coordinator
 Project Coordinator - Research Engagement
 Business Innovation Fellow

**OVERSIGHT BOARD -
THE UNIVERSITY OF MANCHESTER ²**
 Chair - Vice-President and Dean of Humanities
 Vice-Dean and Head of School
 Vice-Dean for Research
 Head of Research Services, Research Strategy and Support
 Head of School Operations, AMBS
 Head of Research Finance
 Head of Research and Business Engagement Services
 Associate Vice-President for Research
 TPI Management Team

GOVERNING COUNCIL ³
 Independent Chair
 Members of Business Community
 Senior Rep from The University of Manchester
 Chair of Advisory Committee
 ESRC representative (Ex Officio)
 Policy Representations (DBT) (Ex Officio)
 Managing Director/ Principal Investigator
 (Observer)

ADVISORY COMMITTEE ⁴
 Chair
 Members from Academic
 Members from Business
 Members from Policy
 Independent members
 International members

PRODUCTIVITY FORUMS ⁵
 University lead
 Forum Chair
 Forum Members
 Productivity Fellows (Business)

POLICY UNIT ⁸
 Lab Director
 Research Associates

PRODUCTIVITY LAB ⁷
 Lab Director
 Research Associates
 Research Assistants

PRODUCTIVITY COMMISSION ⁶
 NIESR Lead
 Commissioner Chair
 Commissioners
 Policy Platform
 Productivity Fellows (Policy)

MANAGEMENT ¹

MANAGEMENT TEAM
 Managing Director/PI
 Research Director/Lead Co-I
 Policy Director
 Head of Operations

EXECUTIVE TEAM
 Management Team
 Research Theme leaders + substitute
 Research Programme Leaders
 Representatives from other participating universities
 Head of Research, Alliance MBS
 Director of the Productivity Laboratory

RESEARCH COMMITTEE
 Management Team Research
 Programme Leads

RESEARCH COMMUNITY
 Co-Is / Productivity Fellows (research) / PhDs and Postdocs / Other Researchers (including international)

1. Management

Executive Team is responsible for Institute strategy and strategic decisions; Management Team is responsible for daily management and tactical execution (support by programme staff).

2. Oversight Board

Provides overall oversight on internal matters to support the operational delivery of the objectives and finances of the Institute and make certain the overall success of the Institute. The Oversight Board recommends matters, as required, to the Governing Council for further consideration.

3. Governing Council

Oversees the strategic direction of Institute; oversees performance of members of management team; oversees dispute resolution (and advises ESRC where needed); represents Institute at occasions.

4. Advisory Committee

Advises Governing Council and Executive Team on any strategic issues (research agenda, engagement and implementation agenda) at request of Executive Team or Governing Council or at its own initiative; can advise and staff formation of ad-hoc committees; Chair can represent Institute on specific occasions.

5. Productivity Forums

Oversee engagement and impact at regional/devolved nations level; provide input into research agenda; initiate regional innovation activities; represent regions in the Productivity Commission; collaborate across regions to develop a comprehensive regional agenda on productivity.

6. Productivity Commission

Oversees policy engagement at national levels and represents Institute at policy level; develops policy proposals and provides policy advice; provides input to research agenda.

7. Productivity Lab

Acts as the Institute’s hub for data processing, experimental evaluation studies, and data-driven, human-centred research. Joins data in a central repository for usage across the Institute and beyond.

8. Policy Unit

The Productivity Policy Unit aims to inform and influence the policy debate on productivity. The goal is to see TPI’s work have a tangible impact on policy decisions and improve living standards across the UK.

GOVERNANCE AND PROGRAMME SUPPORT TEAM

HQ Team Professor Bart van Ark TPI Managing Director Professor Mary O'Mahony TPI Research Director Professor Andy Westwood TPI Policy Director Charlotte Jones Head of Operations	Executive Team Professor Bart van Ark TPI Managing Director, The University of Manchester Professor Mary O'Mahony TPI Research Director, King's Business School Professor Andy Westwood TPI Policy Director, The University of Manchester Professor Dame Diane Coyle Bennett Professor of Public Policy, University of Cambridge Professor Nigel Driffield Professor of International Business, Warwick Business School Professor Heiner Evanschitzky Professor and Chair of Marketing, The University of Manchester Owen Garling Knowledge Transfer Facilitator, The Bennett Institute, University of Cambridge Professor Damian Grimshaw Professor of Employment Studies, King's Business School Professor Jason Heyes Professor of Employment Relations, University of Sheffield Charlotte Jones TPI Head of Operations, The University of Manchester Professor Melanie Jones Professor of Economics, Cardiff University Professor Philip McCann Sir Terry Leahy Chair of Urban and Regional Economics, The University of Manchester Professor Raquel Ortega-Argilés Professor Regional Economic Development, The University of Manchester Professor Adrian Pabst Deputy Director, National Institute of Social and Economic Research Professor Jonatan Pinkse Professor of Sustainable Business and the Director of the Centre for Sustainable Business, King's Business School	Professor Anthony Rafferty Professor in Employment Studies Managing Director of the Work and Equalities Institute, The University of Manchester Professor Rebecca Riley Director, Economic Statistics Centre of Excellence, Professor of Practice, King's Business School Professor Stephen Roper Professor of Enterprise, Director of Enterprise Research Centre, Warwick Business School Professor Palie Smart Professor in Operations Management and Head of School Management, University of Bristol Professor John Tsoukalas Professor of Economics, University of Glasgow Professor John Turner Professor of Finance and Financial History, Queen's University Belfast Professor Chander Velu Associate Professor in Economics of Industrial Systems, University of Cambridge Professor Tony Venables Honorary Professor of Economics, The University of Manchester Professor Bridgette Wessels Professor in the Sociology of Inequalities, University of Glasgow Governing Council Dame Kate Barker (Chair) Independent UK government advisor Professor Bart van Ark TPI Managing Director, The University of Manchester Tera Allas Senior Advisor, McKinsey & Company, Honorary Professor at The University of Manchester Kate Bell Head of the Rights, International, Social and Economics Department, Trades Union Congress Professor Fiona Devine Dean of the Faculty of Humanities, The University of Manchester	Louise Hellem Chief Economist, Confederation of British Industry Dr. Dan Mawson Senior Economic Advisor, Department for Business and Trade Sir Charlie Mayfield Chair, Be the Business Clare Reid Director of Policy and Public Affairs, Prosper Damien Smith Deputy Director of Research for Economics, Economic and Social Research Council Advisory Committee Tera Allas (Chair) Senior Advisor, McKinsey & Company, Honorary Professor at The University of Manchester Ross Archer Director – Public Policy, AICPA & CIMA David Bowkett Head of Productivity and Growth, ESRC Professor Gilbert Cetto Professor of Economic Policy, NEOMA Business School Professor Gerard Hodgkinson Professor of Strategic Management and Behaviour Science, The University of Manchester Professor Chad Syverson George C. Tiao Distinguished Service Professor of Economics, University of Chicago Dr. Martin Baily Senior Fellow Emeritus – Economics Studies, Center on Regulation and Markets, Brookings Institution Professor Niko Wolf Professor of Economics, Humboldt University Professor Maria Savona Professor of Economics of Innovation, University of Sussex	Professor Reinhilde Veugelers Professor of Management, Strategy and Innovation, KU Leuven Dan Andrews Head of Structural Policy Analysis Division, OECD Economics Department, OECD Lawrence Jeff Johnson Deputy Director, Research International Labour Organization Mike Emmerich Founding director, Metro-Dynamics Irene Graham Chief Executive Officer, Scale Up Institute Anthony Impey Chief Executive Officer, Be the Business Mark Hughes Chief Executive, The Growth Company Rudiger Ahrend Head of Urban Policy, Public Governance & Territorial Development, OECD Productivity Commission Professor Bart van Ark TPI Managing Director, The University of Manchester Professor Alan Barrett Research Professor, Economic and Social Research Institute, Ireland Professor Gillian Bristow Professor in Economic Geography, University of Cardiff Professor Dame Diane Coyle Bennett Professor of Public Policy, University of Cambridge Professor Eileen Harkin-Jones Spirit AeroSystems-Royal Academy of Engineering Chair in Composites Engineering, Ulster University Dawn Holland Consult on macroeconomic modelling and forecasting, National Institute of Social and Economic Research	Rachel Lomax Economist, Trustee and Board member Professor Stephen Millard Deputy Director for Macroeconomics, Modelling and Forecasting, National Institute of Social and Economic Research Professor Sir Anton Muscatelli Principal of The University of Glasgow, University of Glasgow Professor Adrian Pabst Deputy Director, National Institute of Social and Economic Research Dr. Dirk Pilat Research Fellow at The Productivity Institute and former Deputy Director at OECD Professor Sir Christopher Pissarides Regius Professor of Economics, London School of Economics Professor Tony Venables Honorary Professor of Economics, The University of Manchester Professor Jackie Wahba Professor of Economics, University of Southampton Professor Stian Westlake Executive Chair, Economic and Social Research Council Professor Andy Westwood TPI Policy Director, The University of Manchester Professor Cecilia Wong Professor of Spatial Planning, The University of Manchester Productivity Forums WALES Robert Lloyd Griffiths OBE Forum Chair, Business Wales. Professor Melanie Jones Forum Lead, Cardiff Business School Fari Aftab Forum Research Associate, Cardiff Business School YORKSHIRE, HUMBER & NORTH EAST Sarah Tulip Forum Chair, Conquer Technology Professor Jason Heyes Forum Lead, Sheffield University Management School Redouane Sarraikh Forum Research Associate, Sheffield University Management School NORTHERN IRELAND Dame Rotha Johnson DBE Forum Chair, Entrepreneur Dr. David Jordan Forum Lead, Queen's University Belfast Ruth Donaldson Forum Research Associate, Queen's University Belfast NORTH WEST Barry Leahey Forum Chair, Playdale Playgrounds Kate Penney Forum Lead, The University of Manchester LONDON & THE SOUTH Professor Damian Grimshaw Forum Lead, King's College London Britt Regal Forum Research Associate, King's College London
--	--	---	--	---	---



The Productivity Institute

Alliance Manchester Business School

Booth Street West

Manchester

M15 6PB

United Kingdom

tpi@manchester.ac.uk

www.productivity.ac.uk



@productivity.bsky.social



The Productivity Institute

ANNUAL
REVIEW
2024/
2025