THE PRODUCTIVITY INSTITUTE

Economic and Social Research Council

ANNUAL REVIEW 2025/2026

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 gone from strength to strength in 2025 - 2026 with more research, engagement and impact than ever before. Output has been growing across all of the institute's research strands and our nine Productivity Forums.

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
Lydia Wicaksono, 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

University of Cambridge · Cardiff University / Prifysgol Caerdydd · Economic Statistics Centre of Excellence · King's College London · University of Glasgow · The University of Manchester · National Institute of Economic and Social Research · Queen's University Belfast · Warwick, The University of Warwick · The University of Sheffield

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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

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

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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

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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

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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

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

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

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

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

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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

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

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

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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

5 YEAR GRANT

UKRI Economic and Social Research Council

250+ PAPERS & REPORTS PUBLISHED

48,000+ DOWNLOADS OF RESEARCH PAPERS

300 INDIVIDUALS INVOLVED IN OUR PRODUCTIVITY FORUMS

10 INSTITUTIONAL PARTNERS

9 PRODUCTIVITY FORUMS

150+ AFFILIATED RESEARCHERS

MANAGEMENT TEAM REPORT

The year 2025-26 marked the culmination of many Phase 1 (2020-2026) achievements of The Productivity Institute, while laying strong foundations to transition into Phase 2 of the Institute.

A Year of Impact and Transition

A major milestone was the publication of a suite of research papers bringing together findings from TPI's 2023–2026 research programme, including an overarching synthesis report, Aligning Resources for Productivity, and papers focused on the seven core research areas across 'People, Firms, and Institutions' which the Institute has focused on in recent years.

Together, these outputs drew on almost 80 projects involving more than 100 researchers, providing a comprehensive account of the factors shaping productivity across skills, organisations, firms, finance, investment, access to capital, urban productivity and knowledge diffusion.

The papers collectively reinforced a central message: productivity improvement depends not on isolated interventions, but on better alignment across the wider productivity system. They also provide actionable insights for policymakers, businesses and regional leaders on how the UK can address its long-standing productivity challenge.

National Productivity Week 2026

The publication was launched during our third National Productivity Week which was our largest and most impactful to date. We held 26 events across the UK, hosting 1,126 attendees from business, government and academia. It was pleasing to see such strong involvement and engagement from the Productivity Forums, particularly the devolved nations, showing the broad interest of stakeholders in the issue.

New for 2026, was the launch of our daily breakfast webinar, hosting influential productivity experts, which was subsequently turned into a podcast as part of our Productivity Puzzles series. To date these five podcasts have attracted over 3,500 listeners, a number which continues to increase as people revisit this evergreen content.

The success of National Productivity Week is a recognition of the broad support of the research, policy and business community for this campaign as a vehicle for a national productivity discussion. We are looking forward to the fourth instalment of National Productivity Week in 2027.

International Productivity Research Conference

In September 2025, The Productivity Institute hosted its first International Productivity Research Conference at The University of Manchester, bringing together more than 300 researchers, policymakers and practitioners from the UK and overseas.

The two-day event showcased the breadth of TPI's growing research community, with more than 80 researchers presenting across parallel sessions on themes including digital transformation, sustainability, skills, investment, governance, innovation and place.

The programme included an opening panel chaired by Bart van Ark on the unresolved aspects of the productivity puzzle, alongside a keynote from Jeffrey Anderson of Georgetown University on the changing political economy of place-based policymaking.

Through its mix of research presentations, expert discussion, networking, a poster exhibition and conference dinner at Whitworth Hall, the conference strengthened TPI's national and international research networks and marked an important milestone in its development as a globally connected institute.

New beginnings

From 1 August 2026, Jun Du joined the institute as Managing Director, taking over from Bart van Ark who has led the Institute since its inception. Jun will oversee the completion of Phase 1, ensuring research outputs deliver relevant, impactful insights to drive change. She is joined by Lydia Wicaksono, who took over in April as Head of Operations from Charlotte Jones.

From March 2027, Jun, Lydia and the wider Institute team will launch a new research programme that seeks to build Phase 1's body of evidence around the UK's productivity problem and create plans for new directions of research for the future. Supporting this, we will also be launching a new governance model to ensure we maintain the collaboration within the strong network of partners, advisers and supporters for the institute's next step.

A Moment of Gratitude

This is our final annual report for the Institute's first phase. We would like to thank 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.

In particular, we thank the large network of scholars and practitioners who have engaged with, and contributed to, The Productivity Institute. Finally, to the HQ team, much of your work is unseen but not unnoticed – managing a grant of this scale has required diligence and hard work, which is extremely appreciated. Everyone's contributions have been invaluable and we look forward to continuing to work with you in Phase 2 of the Institute.

Bart van Ark
Managing Director

Mary O'Mahony
Research Director

Andy Westwood
Policy Director

Lydia Wicaksono
Head of Operations

GOVERNING COUNCIL REPORT

The Governing Council plays an important 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 2025/26, the Institute has continued to contribute to the UK's productivity landscape, spanning government, business and academia.

Its reputation for rigorous and credible research has strengthened. 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 how a whole system's approach is needed to solve the productivity puzzle.

TPI's commitment to engaging a broad range of stakeholders was reflected in record levels of participation during its third National Productivity Week in April 2026. Through a programme of regional events, showcases, panel discussions and other activities, the campaign attracted diverse audiences from across policy, academia and business, helping to strengthen engagement with the productivity agenda.

Between September 2025 and August 2026, the Governing Council convened three times – twice virtually and once in person. Recent meetings have focused on reflections about successes to date and key future priorities.

The Governing Council has been involved in shaping TPI's strategy for the future, supporting the transition in the leadership team, and exploring pathways to sustainable funding options beyond 2027. It is playing a substantive role in guiding TPI from its initial ESRC grant into an Institute with a narrower voice focused on solutions for policy and business. This Institute will maintain the academic rigour so valued by our stakeholders

Finally, I would like to express my appreciation to all Governing Council members for their continued support and valuable advice both within Council meetings and at Institute events.

We also extend our sincere thanks to Kate Bell and Charlie Mayfield, who have stepped down, for their excellent contributions to the Council.

The whole Governing Council thanks Bart van Ark most warmly for his leadership since 2019, guiding through the early difficult times of set-up during COVID-19 and throughout Phase 1. The high regard in which TPI is now held by policymakers and the evidence of greater business involvement are tributes to his success and diligence.

As we wish Bart well for the future, we welcome the arrival of Jun Du to lead TPI in continuing its important mission.

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 Productivity Forum leads on actions central to the Institute's mission.

Comprising a diverse group of academics, policymakers and business leaders, the Advisory Committee provides valuable feedback to help ensure the Institute's work is impactful and reaches a wide and varied stakeholder community.

In the past year, the Institute particularly benefited from many individual engagements, where members lent their expertise in targeted ways.

Several members served as reviewers for reports and working papers, while others participated in panels during National Productivity Week and other events throughout the year. This expert input has been instrumental in enhancing the quality, relevance and societal value of the Institute's work.

I was pleased to contribute once again this year to the Institute's Executive Education programme on Strategic Productivity at Alliance Manchester Business School. This is an important initiative aimed at disseminating the Institute's insights with the business community while building structured training capabilities.

The publication of the synthesis of TPI Research 2023-2026 is a significant milestone in TPI's Phase 1 and brings together 3 years of research across 5 themes.

A key priority for the Advisory Committee for the remainder of 2026 will be to ensure these findings are embedded in thinking and decision making in the right places through policy and business application.

Looking to the future, the Advisory Committee will be important in shaping and supporting the new research priorities of the Institute, remaining focused on ensuring they are relevant and actionable to business, government and the wider academic community.

I would like to extend my sincere thanks to all Advisory Committee members for their thoughtful and valued inputs and engagement. Their contributions are essential to strengthening the Institute's impact and helping shape the long-term trajectory of productivity growth in the UK.

Tera Allas
Chair, *The Productivity Institute Advisory Committee*

THE RESEARCH AGENDA

The TPI research programmes have delivered important insights on the productivity puzzle.

In April 2026, five summaries of the research carried out for the Institute's research programmes were published in time for National Productivity Week 2026, together with a summary of the main findings and implications for productivity and policy written by Mary O'Mahony and Bart Van Ark.

The latter highlighted a common theme emerging: the need for greater alignment across people, firms and places in order to generate productivity growth. Productivity depends not simply on mobilising single inputs, assets or resources, but on how well those actions are combined, aligned, and coordinated.

People

The People programme research covered sub-national skill mismatches, highlighting that there are many second-tier cities in the UK where demand for digital skills is high but supply is lacking.

One report focused on the long-term decline in employer-provided training, differences between training breadth and training depth, and it documented the crucial role of high-quality training of managers and professionals to enhance productivity. The research examined how skills are used within organisations, how they evolve as technologies and tasks change, how organisational context shapes learning and performance and the critical role of management capability in translating skills into productivity.

There has also been a strong focus on how digital and AI technologies reshape work, highlighting that technological change affects not only task composition, but job autonomy, job complexity, and skill requirements. Employee voice, job quality, and mental health were examined as integral determinants of sustained productivity performance.

Firms

The Firms programme examined how organisations adapt to major structural transitions, with a particular focus on digitalisation and the transition to net zero. The digital research investigated how firms manage changes in assets, technologies, skills, and business models, and why some firms succeed in translating these changes into performance improvements while others do not.

There was also a focus on interactions between firms through platformisation, servitisation, and value-chain reconfiguration. The work highlights the importance of alignment between digital tools, skills, management practices, incentives, and partner relationships. Where such alignment is absent, firms experience what the research characterises as "business-model incoherence".

Digitalisation can also enable the transition to net zero by helping firms adapt to, and mitigate, climate-related risks. These findings highlight that productivity increasingly depends on system-level coordination rather than isolated firm-level actions.

Institutions

The Institutions programme addressed the critical role of indirect drivers related to finance, knowledge diffusion and governance. The research strand on finance and investment behaviour showed that investment decisions are influenced not only by external financing conditions, but by internal governance, ownership structures, hurdle rates, and the lumpy, discontinuous nature of investment.

A second strand adopted a spatial perspective, documenting how capital risk premia have varied sharply across UK regions since the Global Financial Crisis, leading to persistent spatial inequalities in investment, reinforcing regional productivity divergence between London and surrounding areas and the rest of the UK.

A third strand considered knowledge diffusion, absorptive capacity and regional innovation systems, exploring why the UK's strong aggregate performance in research and innovation has not translated into broad-based productivity gains across regions due to lack of alignment with specialisation patterns and lack of absorptive capacity.

Research Conference

The research highlight of the year was the International Productivity Research Conference held in September 2025 in Manchester.

Just under 80 papers were presented, with additionally nearly 20 posters, as well as a panel discussion on if the productivity puzzle is still a puzzle, and a keynote address by Jeff Anderson from Georgetown University on the new political economy of place-based policy making.

The conference was truly international with papers authored or co-authored from 18 countries other than the UK. Over 200 people attended from academic institutions as well as from the policy and business community. The conference presentations demonstrated the strength and depth of interest in research on productivity.

Seminars

During the year. TPI held 19 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.

The median number of attendees was about 25 but there were some with over 40, notably the seminar by Bart van Ark and Dirk Pilat on pro-productivity policies, and Stephen Roper and Eugenie Golubova on Understanding UK firms' investment decisions.

Mary O'Mahony
Research Director

As productivity and growth have moved to the centre of economic policy debates, The Productivity Institute has continued to strengthen its contribution to national, regional and local policymaking.

Building on foundations established in previous years, the Institute focused on translating research evidence into practical insights to inform policy and support productivity growth.

Through its research and engagement activities, TPI explored how access to the foundations of productivity, including skills, training, innovation and investment, can be broadened, and how the gains from productivity growth can be shared more widely across people, firms and places.

This year TPI researchers, Policy Fellows and partners engaged with governments, mayoral authorities, policymakers and business leaders across the UK.

These engagements related to real-time policy dossiers, including industrial strategy, regional growth, skills, trade, innovation and the institutional conditions needed to support long-term productivity improvement.

The Policy Unit

Building on its launch in October 2024, the Policy Unit has continued to strengthen the Institute's policy engagement and influence.

The publication of Joining Up Pro-Productivity Policies (July 2025), which included insights and analysis from TPI scholars and invited contributers, set the stage for a programme of policy commentaries, briefings, research papers and public analysis during the following year.

Particular attention has been given to the implementation of the Government's new industrial strategy, the capacity of national and regional institutions to deliver economic change, and the role of cities and regions in driving growth and productivity improvements across the UK. The Institute has held frequent meetings with the staff of the Industrial Strategy Advisory Council (ISAC), located in Manchester.

Supporting better policymaking

On fiscal policy and investment, the Institute published commentaries at the time of the November 2025 budget, Will we get a productive Budget? and Budget 2025: Hyperactive incrementalism and the missing long view, which examined the relationship between government decision-making, investment and long-term productivity performance.

Place-based growth and regional development policies were addressed in Investments in left-behind places will take time to boost growth and Now is the right time for a Greater Manchester Baccalaureate, highlighting the importance of skills, local institutions and sustained investment in improving economic performance.

The Institute also expanded policy coverage to international trade through Supply chain lock-in and the selective destruction of EU–UK trade, strengthening understanding of how changing trading relationships affect business performance and growth.

Engagement and influence

TPI researchers have been in regular contact with UK Government departments and devolved governments in Wales, Scotland and Northern Ireland, while engagements through the Productivity Forums have strengthened relationships with mayoral authorities and regional leaders across England.

Several scholars and thought-leaders associated with TPI have also contributed directly to the development of government policies, institutions and reviews. These include Diane Coyle and Kate Barker's involvement with the New Towns Taskforce and the Industrial Strategy Advisory Council, Anton Muscatelli's work on regional economic development and innovation in Scotland, and Andy Westwood's roles as a board member of Skills England, the Milburn Review, the Department for Science, Innovation and Technology's College of Experts, and the National School for Government.

Through these roles, TPI has helped bring productivity evidence into policy discussions while strengthening links between academic research and practical policymaking.

The Manchester Model and place-based growth

A significant focus of this year's policy work has been the emergence of the Manchester Model as a lens through which to examine wider questions of UK growth, productivity and regional development.

TPI brought together a dedicated body of evidence and commentary through its Manchester Model research collection, exploring how governance, investment, trade, innovation and devolution have shaped Greater Manchester's economic performance.

Rather than presenting Greater Manchester as a blueprint for other places, this work seeks to understand the evidence behind its recent economic performance and identify lessons that may be relevant across the UK.

Research examined topics including regional growth, foreign direct investment, international connectivity and the role of long-term institutional collaboration in supporting economic development.

One strand of this work, led by TPI's incoming Director, Jun Du, explored Manchester's ability to attract and channel foreign direct investment into productive activities, contributing to wider debates about place-based growth, regional productivity and the future direction of UK economic policy.

International Comparisons of Pro-Productivity Policies.

During the year, TPI also continued its comparative work on pro-productivity policies, which the Institute started in 2024.

The country studies include 6 EU nations, the US and Canada, Japan and South Korea and also emerging economies, including Brazil, China and India.

A synthesis of the work showed that all countries have seen phases of successes and failures in joining up complementary policies related to investment, innovation, market performance and internationalisation.

While important lessons can be learned from those episodes, it is clear that the coordination of pro-productivity policies is more challenging as more countries find themselves at the frontier of productivity performance.

A volume with 17 country-case studies, edited by Dirk Pilat and Bart van Ark, has been submitted for publication to Routledge in 2027.

Pilat and van Ark also oversaw a parallel project in 2025, funded by the International Labour Organization, focusing on pro-productivity policies, inclusive growth and decent work in middle-income countries, including eight case studies covering countries in Africa, Asia and Latin America.

The work has documented how middle-income countries undertake a wide range of policies in those areas, which are often in need of better coordination and implementation. Insights papers will be made available by TPI in the second half of 2026.

Andy Westwood
Policy Director

THE REGIONAL AGENDA

The Productivity Forums play a key role for TPI, as productivity challenges may be experienced differently across the UK. The Forums enable the research agenda to be developed in a way that is meaningful to place and informed by the people who live and work there.

The Forums bring together place-specific insights, policy and business perspectives, helping to translate research into action and supporting the regions and devolved nations in setting priorities for improving productivity. This work is strengthened by the Productivity Lab, which provides place-specific data on the drivers of productivity.

Across the UK, there are many examples of how the Forums have influenced or informed government, parliamentary, mayoral and regional policy conversations and supported business outcomes.

Influencing policy

Recommendations from the Regional Productivity Agenda (2025) were used to directly engage with policymakers.

In Wales, recommendations were used to inform the national economic strategy, and the Welsh Forum organised an important policy event, just ahead of the 2026 Senedd election, with nearly all parties represented. In the North West, regional data produced by the Productivity Lab and findings from the North West Insights paper informed a Greater Manchester Combined Authority economic growth strategy (January 2026).

The Northern Ireland Forum shared research and insights to explore the potential for Artificial Intelligence (AI) to engage with Northern Ireland's devolved government on its productivity agenda.

The Yorkshire, Humber and North East Forum submitted evidence to the Work and Pensions Committee on youth employment, education and training, which was included as written evidence.

Finally, research and knowledge from the Midlands Forum have been used as input for the development of the strategy for innovation zones, local growth plans, inward investment, spatial strategy and skills policy.

Turning research into practical resources

In addition to producing high-quality research, the Forums are translating their findings into practical resources for wider audiences.

These include a business toolkit and case studies by the Wales Forum, Scotland's Purpose in Business toolkit, Northern Ireland's AI report for government and business, East Anglia's skills mismatch report, and emerging evidence from Yorkshire, Humber and the North East on employer skills needs and training practices.

The Forums are also widening the regional productivity agenda by examining how major policy shifts, such as devolution, are experienced differently across places. The North West Forum, for example, is exploring how devolution benefits areas that do not fit the typical devolution story.

Bringing people together to shape regional outcomes

The Forums consistently work collaboratively with government, business organisations, universities, media partners and regional institutions. Across the UK, these partnerships have enabled research to help better understand and address shared priorities, create practical resources and wider public engagement.

For example, Scotland's work with Women's Enterprise Scotland has supported activity around crowdfunding and women's entrepreneurship, while the Northern Ireland Forum has strengthened links with the Department for the Economy through a co-hosted productivity conference. East Anglia has brought together education, business, local government and civic partners to explore skills mismatch, and the South West has brought together business, policy and academic leaders to help develop a more unified productivity narrative.

Engaging business and improving practice

The Forums are not only policy-facing; they also help businesses, employers and wider regional partners understand and act on productivity evidence. Their work supports practical learning on issues such as recruitment, training, retention, school-to-work transitions, employer engagement, competitiveness and the responsible use of AI.

Just one example is the Yorkshire, Humber and North East Forum who ran a YouGov employer survey with 521 organisations on recruitment, training, skills and retention practices, with businesses involved in shaping questions and feeding into the research.

Building visibility across policy, business and civic audiences

The Forums also demonstrate significant reach and visibility beyond academia, helping productivity evidence connect with businesses, policymakers, media, students and wider civic audiences.

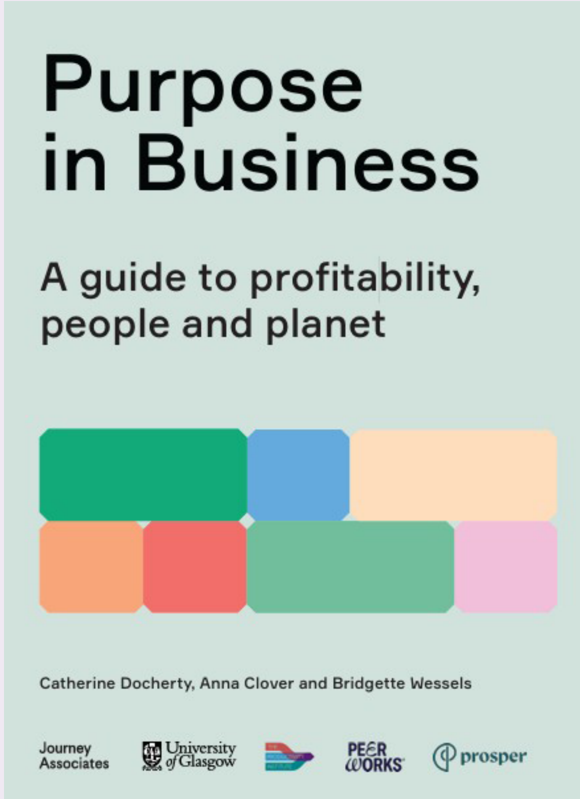
This is reflected in examples such as Scotland's National Productivity Week, which involved eight events across Scotland; the Yorkshire, Humber and North East Forum event, which attracted 130 attendees, Northern Ireland's media coverage in outlets including the Belfast Telegraph, Business Eye, Sync NI and radio; a new podcast series in Wales with Business News Wales; East Anglia's podcast and social media engagement; and wider engagement including links to national events such as the Festival of Social Science.

Why the Forums matter

The Productivity Forums show how place-based research can support change.

They have informed policy, strengthened partnerships, supported business engagement and helped regions and the devolved nations define their own productivity agendas, supported by data from the Productivity Lab.

The Forums bring together rigorous evidence and local knowledge, collaborations and practical outcomes. This could not be achieved without the dedication, commitment and knowledge of our excellent Forum members.



The Scotland Productivity Forum's Purpose in Business report.

Kate Penney
Research Fellow

Businesses are the driving force 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 2025/26, we have continued to collaborate with strategic partners such as Be The Business (BtB), the Chartered Institute of Management Accountants (CIMA), the Confederation of British Industry (CBI) the Institute of Directors (IOD) and The Conference Board, as well as many other business representative organisations and business leaders through our Productivity Forums.

Business Innovation Research projects

In September 2025 TPI awarded new funding to five new business innovation research projects. These build on the findings from the previous research in 2023 (which primarily analysed strategic productivity at functional areas such as HR, Finance etc.), this time focusing on how to facilitate collaboration on productivity between functions and in the boardroom.

Projects are being delivered by Aston University, Manchester Metropolitan University, Birmingham University, Warwick University and Oxford Brookes University. All of the projects will have completed by the end of 2026. The research covers a broad range of topics ranging from the use of AI in the boardroom, diversity of leadership, building resilience through digital innovation and data analysis of previous programmes and tools.

Executive Education course on Strategic Productivity

In November 2025 and June 2026 TPI delivered two more Executive Education courses on Strategic Productivity, in collaboration with the Executive Education centre of Alliance Manchester Business School (AMBS).

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.

As we learned from the Strategy Bootcamp Strategic Pilot Report (2024), thinking and planning help leaders and their teams identify growth opportunities and make decisions that enhance long-term productivity. However, leaders - especially those from SMEs - 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.

The Strategic Productivity course was led by Bart van Ark, with guest lectures from faculty at AMBS, as well as Tera Allas, Chander Velu and Nina Jorden. The course delved into critical areas such as measuring productivity, business model innovation, the importance of small firms 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 lectures were fantastic, real value added and some really enjoyable in-depth lectures, but it was the people and probably how the course was structured that I really did enjoy."

– Barry Leahy, President of Playdale Playgrounds Ltd, course participant.

You can watch Barry's full testimonial on YouTube.

Investment decision making

In May 2026 we published research by Steve Roper and Eugenie Golubova on Understanding productive investment decisions: Investment patterns and decision-making processes, based on a bespoke survey examining the investment decision-making process in 1,623 firms that made investments exceeding £5,000 between 2019 and 2024.

The UK's low level of business investment is often cited as a reason for slow productivity growth. The effects of the business environment – such as uncertainty and capital costs – on investment are well understood. However, less is known about what drives business investment and how companies make their investment decisions.

The 'Productive Investment Decisions' survey focused on two aspects of investment decisions:

- **Profiling firms' productive investment over the 2019-24 period** with a focus on the motivations for investment, timing of investment and the nature of firms' investment portfolios;
- **Understanding decision-making processes for firms' most strategic investment** – this section focuses on the criteria for investment decisions, the decision-making process and the team of people making investment decisions.

Key findings are that motivations for investment are complex, often multi-dimensional and closely linked to broader business objectives and strategies. Although interpretation can be challenging, 'productivity' is frequently (80%) cited as an investment motivation but is seldom (11%) a firm's primary reason for investment.

In a complementary study, titled Ambitious but risk averse: UK manager attitudes and the investment gap, Tera Allas and Stephen Roper reviewed existing international survey evidence on the behavioural traits of managers when making investment decisions. They found that UK managers' ambition levels appear broadly similar to those in other countries, but that UK managers display a relatively high degree of risk aversion in investment decision-making.

As an outcome of TPI's work on investment, it has been commissioned by the Department for Business and Trade to undertake a related project that takes a more qualitative approach to examining the investment decision making process. Interviews with about 40 senior business leaders are underway with the expectation that a final report will be available by the end of 2026.

Adam Hardy
Business Innovation Fellow

NATIONAL PRODUCTIVITY WEEK

27.04.26 > 01.05.26
NATIONAL PRODUCTIVITY WEEK

A campaign that keeps growing

National Productivity Week 2026 marked an important milestone in The Productivity Institute's mission to put productivity at the centre of national economic debate.

Now in its third year, the campaign has evolved from a programme of events into a recognised national programme - one that grows more ambitious, and more influential, with every iteration.

Held from 27 April to 1 May 2026, the week brought together 1,126 attendees across 26 events throughout the UK, converting 2,117 registrations into significant nationwide participation.

Through Productivity Forums, national partners, research launches, podcasts and digital communications, National Productivity Week extended the reach of TPI's work well beyond its traditional academic audience, reinforcing the Institute's role as the UK's leading convenor on productivity.

The numbers tell their own story of momentum.

Engagement with TPI's main website surged by 52% to over 76,000 interactions during the six-week campaign window, while the dedicated National Productivity Week site saw a 575% jump in activity.

On LinkedIn, the campaign generated 561,000 impressions - a 4,000% increase on the previous six weeks - alongside 300% growth in reactions and 144% growth in new followers. A paid LinkedIn advert achieved a click-through rate of 10.51%, more than 60 times the industry benchmark of 0.17%.

The week attracted widespread media attention, generating at least 15 pieces of coverage across national and regional outlets, including appearances on BBC Radio 4's The World at One and Times Radio.

A theme rooted in real-world outcomes

The 2026 theme, ***Better outcomes for people, firms and places***, sharpened a message that has always sat at the heart of TPI's work: that productivity gains translate directly into higher living standards, better quality jobs, stronger businesses, more resilient public services and more prosperous local economies.

At a time when productivity sits at the centre of debates around NHS reform, AI adoption, regional inequality and stagnant real wages, the campaign provided a timely opportunity to connect world-leading research with the questions policymakers are already asking.

From research to real-world insight

A central objective was to translate research into practical insight.

The campaign showcased TPI's seven integrated research programmes alongside the publication of Aligning Resources for Productivity: A Synthesis of TPI Research 2023–2026, presenting new evidence on the interconnected drivers of productivity across people, firms and institutions.

The headline message was consistent throughout: lasting productivity improvements depend not on isolated interventions, but on aligning skills, investment, technology, management practices and institutions within a coherent system.

The week opened with the flagship launch event at Manchester Central Library, chaired by Bart van Ark and featuring a panel of leading economists who debated how policy and practice can deliver inclusive, sustainable productivity growth. The discussion set a clear tone for the days that followed: productivity gains depend on joined-up systems, not single-lever fixes.

A national conversation

One of the defining strengths of National Productivity Week 2026 was its nation-wide reach.

Through TPI's Productivity Forums, events reflected the distinct opportunities and challenges facing different parts of the UK while contributing to a shared national conversation.

In Northern Ireland, discussions focused on AI adoption and workforce capability. In Wales, political representatives debated productivity, innovation and investment ahead of the Senedd election. Scotland's extensive programme explored rural productivity, life sciences and the role of data in evidence-based policymaking.

Across England, the Midlands examined investment and supply chain resilience; Yorkshire, the Humber and the North East focused on skills and labour market participation; and the North West showcased practical applications of productivity research, including an immersive, actor-led session on manager-employee relationships delivered by Ripple and Co, and tours of the Data Visualisation Observatory at Alliance Manchester Business School.

In East Anglia, new research led by Burcu Sevde Selvi revealed a stark "dual economy trap" - high-growth sectors facing acute recruitment crises while young people in the region struggle to access high-value jobs, with declining apprenticeship numbers and poor rural transport acting, in Selvi's words, as "a productivity tax" on opportunity.

Together, these events reinforced one of TPI's central research findings: productivity challenges are place-based and require solutions that combine national strategy with regional knowledge and local delivery.

NATIONAL PRODUCTIVITY WEEK

Reaching new audiences

National Productivity Week also expanded its communications activity significantly.

For the first time, a daily 'Ask the Expert' podcast accompanied the week's events, with Bart van Ark interviewing leading thinkers including Philip McCann, Chander Velu, Diane Coyle, Duncan Ivison and Charlie Mayfield.

The five episodes attracted over 3,500 listeners and viewers across platforms - a tangible, lasting library of accessible content that continues to support engagement with TPI's research long after the week itself.

The campaign's growing influence was also reflected in the breadth of external participation.

The Centre for Economic Performance intentionally timed a major report on the skills system in Greater Manchester to be launched at a special National Productivity Week event at Alliance Manchester Business School. Organisations including CIPD, CBI and Jersey Business pro-actively approached TPI to get involved; and high-profile thought-leaders such as Charlie Mayfield and Andy Haldane agreed not only to speak, but to act as spokespeople for the campaign to media.

This is a clear signal that National Productivity Week is increasingly recognised not simply as a TPI initiative, but as a shared national platform for evidence-led discussion.

Connecting communities, building trust

Perhaps the greatest measure of success lies in National Productivity Week's ability to connect communities that do not always engage with one another.

Researchers shared evidence directly with policymakers and practitioners; businesses contributed practical experience alongside academic insight; and Productivity Forums ensured local perspectives informed national debate.

Feedback from attendees was overwhelmingly positive - one North West Forum participant noted they had "no previous knowledge about The Productivity Institute" before the event, and had since reached out to TPI staff to organise follow-up sessions for their wider team.

Looking ahead

As National Productivity Week continues to grow, its value increasingly extends beyond the week itself.

Research launched during the campaign continues to inform policy discussions, podcasts and digital content remain available to new audiences, and relationships developed through Productivity Forums continue throughout the year.

With planning for National Productivity Week 2027 already underway, National Productivity Week is fast becoming not just an annual fixture, but a flagship national moment for productivity in the UK.

Spotlight on: Productivity for Better Outcomes

Beyond the numbers and the headline campaign, National Productivity Week 2026 began with a single question, put to a panel at Manchester Central Library on 27 April: how can policy and practice support productivity growth that leads to better products and services, higher living standards and more prosperous communities?

The ninety-minute discussion that followed distilled five years of TPI research into a lively debate between academics, an international policy expert and practitioners - a fitting way to open a week built on connecting evidence with action.

The occasion doubled as the launch of Aligning Resources for Productivity: A Synthesis of TPI Research 2023–2026, alongside the full suite of programme reports it draws on.

Its central argument - that the UK's problem is less a shortage of technology or scientific excellence than a failure to deploy skills, investment and institutions in ways that reinforce one another - set the terms of the debate.

As Diane Coyle, University of Cambridge, emphasised: "If you are going to spend money on public policies and you ignore complementarities you are wasting your money."

Chaired by Bart van Ark, the panel - Nadim Ahmad (OECD), Diane Coyle (speaking in a personal capacity), Anton Muscatelli (University of Glasgow) and Anna Valero (LSE) - used that idea of complementarity to reframe some of the UK's most stubborn productivity problems.

On investment, Anton argued that closing the regional gap requires more than removing a single barrier: "If you want investors to invest outside the South East you need to bring alignment across a wide range of different factors to give reassurance."

On devolution, Diane was equally direct: "Being given money by the Treasury but being told how to spend it is not devolution. We need to push further on that."

Nadim brought an international perspective to the UK's governance structures, describing a system with "too much centralisation which limits the ability of local governments to push policies in the right way," and warned that short-term thinking carries a hidden cost: "Inequalities cost and they weigh down on productivity."

Questions from the floor drew out further gaps in the data available on business technology adoption, and in understanding how declining population health feeds through into weaker productivity performance.

Anna returned the discussion to skills, highlighting TPI's research on how manager and worker capability interacts with the net zero and AI transitions.

Asked what single piece of research they would most want completed within five years, the panellists pointed to measuring inequality within productivity data, building sector-specific guidance on complementaries, strengthening supply chain resilience, and understanding the UK's stubbornly low investment and hurdle rates.

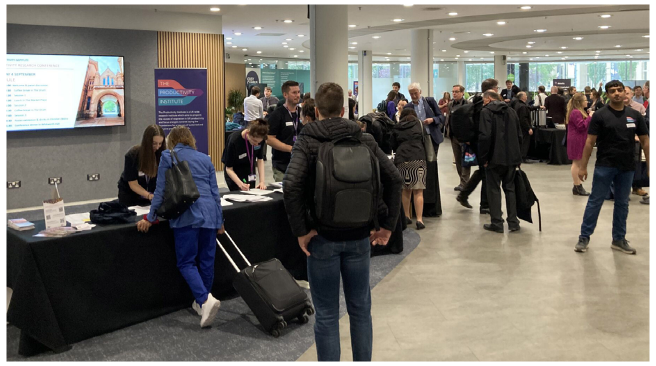
Their answers mapped closely onto the weaknesses of the UK productivity system TPI's own research has identified - a fitting close to a discussion that showed the Institute's role is not only to produce evidence, but to put researchers, policymakers and practitioners in the same room to test it.

PRODUCTIVITY RESEARCH CONFERENCE

Building an International Research Community

The International Productivity Research Conference in September 2025 marked an important milestone for TPI, demonstrating the scale, breadth and international reach of the research community that has grown around the Institute over its first five years.

Hosted at The University of Manchester on 4 - 5 September, it brought together more than 300 researchers, policymakers and practitioners from more than a dozen nations for two days of rigorous, wide-ranging enquiry into the productivity challenge and into the conditions needed to support stronger, more inclusive productivity growth.



The conference reflected one of TPI's core ambitions: to build a globally connected research community capable of generating comparative insights into productivity, while strengthening the links between academic analysis, policy debate and practical action.

More than 80 researchers presented work across parallel sessions, with themes spanning digital transformation, sustainability, skills, investment, governance, innovation and place.

Across two days of panels, parallel sessions, networking and discussion, the programme created space for both detailed academic exchange and broader reflection on how productivity research can inform policy and practice.

The opening welcome from Fiona Devine, Dean of the Faculty of Humanities at The University of Manchester, set the tone. She placed the conference in the context of the Institute's first five years, highlighting both TPI's growing international networks and the continued need for comparative insight into productivity challenges that are shared across countries but experienced differently across places.

Exploring the Productivity Puzzle

The opening panel, chaired by Bart van Ark, tackled the aspects of the productivity puzzle that remain unresolved and set up many of the questions that shaped the rest of the conference.

Drawing on expertise in measurement, finance, skills, innovation and regional productivity, panellists Catherine Mann, Mary O'Mahony, Josh Martin, Chander Velu and Kate Penney explored the UK's productivity slowdown, the rapid pace of technological change, barriers to business investment and the challenge of building a positive public narrative around productivity. A recurring message was that productivity is not an abstract technical measure, but a route to better wages, stronger firms, more resilient places and improved living standards.

The broader conference programme reflected these same interdependencies. Rather than treating digital transformation, skills or governance as separate issues, sessions examined how they interact: the way skills shape firms' ability to adopt new technologies; how investment decisions depend on finance and managerial ambition; how local institutions influence whether innovation diffuses across places and sectors.

Rethinking Place-Based Policy

A highlight was the keynote address from Jeffrey Anderson of Georgetown University, "The New Political Economy of Place-Based Policymaking". Jeffrey examined how globalisation is giving way to regionalisation, how national competitiveness agendas may compete with support for distressed regions, and how political polarisation makes consensus-building more difficult. He also identified potential openings for places able to develop distinctive assets, build networks and respond strategically to shifting economic conditions.

His core argument - that successful place-based policymaking depends on a strong knowledge base, local networks, public capacity and political support - resonated directly with TPI's own research on regional institutions, devolution and the need for evidence-based strategies that reflect the varied economic realities of places across the UK and internationally.

Productivity, Place and Manchester

The choice of Manchester as host was itself deliberate and meaningful. In her opening remarks, Fiona Devine connected TPI's location with its commitment to tackling productivity beyond London and the South East, reinforcing that productivity is a deeply regional challenge, shaped by institutions, investment, skills and the capacity of places to build shared economic futures.

Beyond the formal sessions, the conference fostered the kinds of connections that sustain long-term research relationships. A poster exhibition, drinks reception at Christie's Bistro and the conference dinner in Whitworth Hall created a collegiate atmosphere that gave participants further opportunities to share ideas and build networks across disciplinary and institutional boundaries.

Looking Forward

The conference demonstrated the strength, breadth and growing international reach of TPI's research community, while reinforcing the Institute's role as a convenor between academia, policy and practice.

Five years after the Institute's launch, it showed how far TPI has come in building a collaborative network around productivity, and how much more there is still to understand, connect and translate into action.

Its success lay not only in the scale of participation, but in the quality of debate and a shared recognition that reviving productivity requires sustained, interdisciplinary and internationally informed effort.

Building on the success of the 2025 conference, the TPI Academic Conference in September 2026 will provide a further opportunity to deepen collaboration, showcase emerging research and strengthen the connections between evidence, policy and practice that are essential to improving productivity.

The UK's chronically low business investment is a major cause of poor productivity levels and low productivity growth.

By Tera Allas

Business investment remains weak even when returns to capital in the UK appear relatively high. To explain this puzzle, we need to look inside the firm – at how investment decisions are made, by whom, and what assumptions and factors go into that process.

The usual answers around why UK investment is low – uncertainty, sluggish demand, low public sector investment, access to finance – are not wrong. But two new TPI papers suggest they are incomplete.

The missing piece, we argue, lies inside firms themselves. Management culture and processes are ambitious in aspiration but often informal and risk averse when it comes to committing capital.

Understanding investment

The first paper, Understanding productive investment decisions, by Eugenie Golubova and Stephen Roper, was based on a nationally representative survey of 1,623 UK firms and found that nearly half have no formal investment plan.

Understanding productive investment decisions:

Investment patterns and decision-making processes

Authors: Eugenie Golubova[a] and Stephen Roper[a]

May 2026

One in three did not even produce a business case before committing to a major project, while one in five did not track performance once the investment had been made.

This matters because a lack of formal planning, combined with informal risk aversion, are a particularly unhelpful combination.

When a manager is already inclined toward caution and the organisation provides no structured process for evaluating opportunities – no written case, no baseline against which to measure success – there is nothing to push back against that caution. So, opportunities don't even get considered and then rejected.

The study also found that investment is often episodic – few firms make major investments every year. Decisions also tend to be concentrated in small, stable teams of just four people on average with the same individuals involved throughout in 80% of firms. This makes managerial judgement and disposition economically important.

Risk averse

Drawing on cross-national datasets, comparing the UK to 15 other high-income OECD countries, the second paper, Ambitious but risk averse, by Tera Allas and Stephen Roper, finds that UK managers actually score no lower than their international counterparts on measures of ambition and goal orientation.

Ambitious but risk averse:

UK manager attitudes and the investment gap

Authors: Tera Allas CBE[x] and Stephen Roper[y]

June 2026

However, where UK managers diverge is on risk tolerance. UK decision-makers are measurably more loss-averse and risk-averse than their international peers, meaning they perceive potential losses more acutely than equivalent gains and can shy away from commitments with a more dispersed risk profile.

They are also more prone to what behavioural economists call 'satisficing' – stopping at an outcome that is good enough rather than spending more time and resources to find others that could be even better.

The picture that emerges is not one of managers who lack drive. The problem is that they apply a heavier brake on it than people doing equivalent jobs in comparable countries.

When managers place a stronger emphasis on what could go wrong, this worry can shape investment decisions in ways that compound over time.

Policy implications

The findings of the two papers carry practical implications for government, boards and executive teams.

Conventional policy instruments, like tax allowances and investment subsidies, work by improving expected returns. But if the primary constraint is loss aversion rather than insufficient reward, these tools may be less effective in the UK than they are elsewhere. The research suggests that instruments which reduce downside exposure, such as loan guarantees or first-loss structures, could be more cost-effective.

For company shareholders, boards and executive teams, the question is whether incentive structures inadvertently encourage excessive caution. Managers who never swing and miss are rarely penalised, but they will also forego the returns that bolder investments might have delivered.

Both papers suggest that management training could help embed higher-quality investment processes across UK firms.

Together, the studies show why firms should not be treated as purely rational 'black boxes' and that investment outcomes reflect both external conditions and the internal processes and people responding to them.

Policy should therefore combine stability and conventional investment incentives with support for better planning, stronger management capability, well-calibrated risk-taking and constructive external challenge.

For more details about this case study listen to the Productivity Puzzles episode Why do Firms (not) Invest? with guests Tera Allas, Stephen Roper and Catherinne Mann.

The **Investment in Productive Places Campaign** has delivered practical, evidence-based insights to local economies in the UK.

By Kate Penney

The Capitals

The 2022 Levelling Up White Paper brought attention to the capitals framework as an approach that could help places improve productivity and prosperity.

This approach advocates a more holistic view of development by bringing together a wide range of productivity drivers referred to as the capitals: physical, financial, institutional, intangible, human, social and natural.

There was a lot of interest in this approach, but many places had questions about how a capitals approach could be operationalised.

Working with places

An interdisciplinary team from The Productivity Institute, led by Philip McCann, worked with eight local authority areas across the UK to explore how a capitals approach can be put into in practice.

The aim was not only to help places better understand the range of assets they hold, but also to strengthen how they articulate these assets and develop plans around them in ways that can support greater investment into places and, in turn, improvements in productivity and prosperity.

This matters because it offers a different way of thinking about place-based development as one that is better able to capture complexity, identify interdependencies across the capitals, and support more joined-up and investable local strategies.

Our approach

Because some forms of capital are more difficult to measure, we used mixed methods. This included the collection and analysis of quantitative data alongside qualitative insights gathered through workshops and interviews with stakeholders from the public, private and voluntary sectors.

These insights matter because they provide important perspectives on how the people who live and work in an area understand its strengths, challenges and opportunities.

Across the project, we carried out over 50 interviews with a broad range of people working in each place and with different responsibilities across the capitals, including educators, health care providers, business leaders, local government officials and technical specialists.

We also held a stakeholder workshop in each place, working in collaboration with the Local Authority to invite people with different responsibilities across the capitals to help us understand how each capital was being thought about in practice.

The workshops were especially valuable in generating insight into institutional and social capital, and there were many accounts of them helping to connect key people across organisations, opening up conversations about future collaboration and what would enable this to happen.

Using data to support decisions

As this was action research, carried out in partnership with Local Authorities, it was important that the research could be applied to inform future planning and that places had ongoing ways to use and access useful data across the capitals.

As such, the TPI Productivity Lab produced a capitals data tool, which provides Local Authority areas with a more granular and evidence-based picture of their economic strengths and weaknesses across each of the seven capitals.

The data tool shows where constraints are most binding and where investment can have the greatest impact. This gives policymakers and business leaders a clearer basis for prioritisation, highlighting, for example, whether gaps in skills, connectivity or capacity are most limiting growth, and supports a more targeted, coordinated approach to economic strategy.

Future plans

Many of the Local Authorities we worked with have been able to use our research to support their future plans, drawing on the evidence provided to help inform decisions and make a clearer case for action. The capitals data tool is also an ongoing resource that will enable places to continue reviewing their data over time.

The Investment in Places Campaign has helped places move from an abstract understanding of the capitals framework to a more practical, evidence-based approach to local economic strategy.

It has supported Local Authorities to identify the assets and constraints in their areas, strengthened conversations across organisations, and provided evidence that can be used to shape future investment priorities. In doing so, the project has helped build local capacity for more informed, joined-up and place-sensitive decision-making.

Explore the Investment in Productive Places research

Find out more about the project, participating places and the research outputs on the Investment in Productive Places webpage:

- Cumberland
- Fermanagh and Omagh
- Great Yarmouth
- Newport
- Rochdale
- South Tyneside
- Upper Lea Valley
- Walsall
- Places campaign summary and insights

Read the blog Improving Productivity in Places: what to include in a Local Growth Plan

Explore the Data Tool:

- View the TPI Local Authority Capitals Dashboard
- Compare places with the TPI Local Authority Comparison Tool
- Read the blog from the Lab

What firms can afford, and what they are willing to do: rethinking UK underinvestment

By Catherine L Mann and Yongyi Xue

The UK's long-standing weakness in business investment is often explained through the cost and availability of external finance. That is an important part of the story. But new firm-level evidence suggests that another constraint sits inside firms themselves. It lies in the return thresholds managers set before they are willing to commit capital.

Business investment is one of the main ways the decisions firms make feeds into national productivity. Investment gives workers better equipment, technology and systems, and it supports the research, software and organisational know-how that allow firms to improve how they operate.

Yet the UK has invested too little for decades, with the shortfall becoming more visible after the global financial crisis, Brexit and the pandemic.

As discussed in Catherine L. Mann's synthesis of TPI's Finance research programme Finance, Investment, and Productivity, understanding why firms hold back on investment is key to understanding the UK's productivity puzzle.

Research by Yongyi Xue and Catherine L. Mann, Cost of Capital and Investment: Evidence from the UK, looks at how two forces shape firm-level investment in the UK between 2013 and 2022: these are external financing conditions and firms' own internal investment thresholds.

The study uses a large dataset of more than 43,000 UK firms, around 95% of which are unlisted. This is important because much of the existing evidence on investment focuses on listed companies, even though private firms make up most of the UK business population. By looking beyond the listed firms, the research gives a broader picture of how investment decisions are made across the real economy, including among smaller and financially constrained firms.

The findings show that financing costs do matter, particularly for tangible investment. Higher borrowing costs are strongly associated with lower capital expenditure. A one-standard-deviation increase in the cost of debt is linked to a fall in investment equivalent to around 13% of the average firm's investment rate.

However, this relationship is not the same for all firms. The effect is strongest among smaller, unlisted, lower-productivity and financially constrained firms. These are the firms that often have fewer financing options, weaker bargaining power with lenders and less capacity to absorb higher borrowing costs.

For them, a rise in the cost of debt is more likely to translate into delayed or reduced investment in machinery, equipment and other physical assets that support productivity growth.

This points to a wider lesson for an agenda for improving the financial environment. There is no single financing environment facing UK businesses.

Large, listed firms may be able to draw on capital markets or internal resources. Smaller private firms are often much more exposed to bank lending conditions.

Policies aimed at raising investment need to recognise these differences rather than treating the firm population as one uniform group.

The research also shows that intangible investment behaves differently.

Investment in areas such as R&D appears much less sensitive to observed financing costs. This does not mean intangibles are less important. It reflects that they are often harder to finance externally. They tend to involve longer time horizons, more uncertain pay-offs and fewer assets that can be used as collateral.

In practice, this means that the factors that increase tangible investment may not move innovation spending in the same way.

The most distinctive finding of the research work concerns firms' internal hurdle rates.

When firms assess new projects, they often apply a minimum acceptable return before an investment is approved. The study finds that these internal benchmarks are substantially higher than standard market-based benchmarks. The average hurdle rate is 10.7%, around 350 to 430 basis points above firm-level measures of the cost of capital.

Firms with the largest gap between their internal threshold and their external financing cost invest significantly less.

This internal-external wedge changes the way we think about underinvestment. Weak investment not only is about whether finance is cheap or available. It is also about how firms evaluate risk, uncertainty and future returns.

Even when external financing conditions look favourable, investment may remain weak if firms continue to apply conservative internal thresholds. Lower borrowing costs can help, but they may not be enough if internal decision rules are slow to change.

The early policy implications are therefore more nuanced than a simple call for cheaper finance.

For smaller firms, targeted support is likely to matter most for smaller, unlisted and financially constrained firms, where borrowing costs appear to have the strongest association with investment. This points to the value of mechanisms such as development banks, credit guarantees and patient capital, especially where viable firms face high funding costs or limited access to finance. But is it also the case that some of these smaller firms – those with lower-productivity for example – could be financially constrained because they are not good credit risks or present information frictions.

Rather than direct policy support, regulatory reform or private sector fintech innovations could unlock financing and reduce information frictions. There is a balance between direct policy intervention and enhanced private sector financial innovation.

At the same time, the findings suggest that policy also needs to look inside firms. For larger and listed firms, where explicit hurdle rates are more commonly reported, investment may depend as much on internal capital-budgeting rules, governance and managerial confidence as on external financing conditions.

Encouraging firms to revisit high hurdle rates, strengthen long-term planning and respond more clearly to changing financing conditions could help bring forward investment that might otherwise be delayed or rejected.

The research therefore reframes UK underinvestment as a problem of both external finance and internal decision-making.

Financing conditions shape what firms can afford to do. Internal hurdle rates shape what firms are willing to do. For the UK productivity agenda, both sides matter.

CONFERENCES AND KEYNOTES

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

- The **International Productivity Research Conference**, held at The University of Manchester on 4 - 5 September, brought together researchers, policy professionals and the wider public for TPI's flagship international conference. The conference explored topics including digital transformation, sustainability, innovation, skills and governance.
- An event in Manchester on 10 November explored the **New Towns Taskforce Report** to Government. The event featured reflections from Dame Kate Barker, deputy chair of the government taskforce and chair of TPI's Governing Council, on how new towns could help increase housing supply in England and support sustainable, inclusive growth. A panel, including Philip McCann, then discussed the opportunities and challenges of delivering new towns.
- Anthony Venables delivered the keynote speech on 'Productivity and Tradability as Drivers of Regional Disparities' at the **NIESR Prais Lecture on Productivity** on 19 November.
- On 20 November, TPI supported a one-day conference on **Long-Run Productivity** hosted at the Janaway Institute in Cambridge. Bart van Ark provided comments on the topic during a dinner talk following the conference.
- Philip McCann was a keynote speaker at the **Korea Global Talent Strategy Forum** in Seoul on 10 December, where academics, business leaders and policymakers discussed how global cities such as Manchester and Seoul can attract and retain highly skilled talent.
- Bart van Ark attended the annual **American Economic Association Conference** on 3 – 5 January, where participated as discussant in two sessions, one on "AI as an Innovation in the Method of Innovation" and a special session for the International Productivity Monitor on "Manufacturing Productivity in the US".
- Bart van Ark gave a keynote for the annual joint meeting of the **EU's Economic Policy Committee and National Productivity Boards** on 22 January, exploring "Pro-Productivity Policies - Lessons Learned and New Beginnings".
- On 13 February 2026, Bart van Ark spoke at the **Productive and Inclusive Net Zero** (PRINZ) workshop at the London School of Economics, where he presented "Place-based industrial strategy: opportunities and limitations" as part of a panel on informing UK industrial strategy.
- Bart van Ark was the keynote speaker at the **Make UK Manufacturing Expo** on 25 May where he shared insights on productivity and sustainable growth.
- **Improving Productivity in the NHS**, held at Alliance Manchester Business School on 9 June, explored how productivity can be better understood and improved within the NHS and other large, complex organisations. The event featured a presentation from Tera Allas on the From Diagnosis to Delivery report, followed by a panel discussion.
- TPI held a session at the **Janeway Institute's Conference** on 18 - 19 June at the University of Cambridge, marking ten years since the Brexit referendum. Philip McCann and Jun Du shared TPI research on post-Brexit regional investment risks, UK–EU trade dynamics, and the wider economic impacts of geopolitical uncertainty.
- TPI sponsored the **R&D Management Conference** at The University of Manchester on 22 – 24 June. This conference included Philip McCann and Raquel Ortega-Argilés chairing sessions and various TPI researchers presenting.
- Kate Penney was a guest speaker at the **Jersey Business 'The Next Chapter of your Business' Conference** on 24 June.
- Mary O'Mahony spoke at the LSE Centre for Economic Performance event **Skills in the Age of AI** on 25 June, contributing evidence and insights on the relationship between skills, technological change and productivity.
- Bart van Ark delivered a keynote at the **Annual ECB Forum on Central Banking** on 29 June, a flagship event in European economic policymaking.
- The **Royal Economic Society Annual Conference** on 6 - 8 July featured Catherine Mann and Stephen Millard as session chairs.
- On 29 July Bart van Ark spoke at an event by **Scottish Enterprise** on Driving Capital Investment as an Enabler of Productivity.
- Bart van Ark delivered a keynote at the **7th Asia KLEMS Conference** in Kuala Lumpur on 20 - 21 August, sharing The Productivity Institute's research on pro-productivity policies, inclusive growth and decent work

FOCUS ON WALES

As the Wales forum set out in its 2025 report Wales' Productivity Challenge: A Focus on the Future, Wales has a sizeable and persistent productivity gap with the rest of the UK.

We also set out our recommendations to address this which included the critical leadership role of the Welsh Government, as well as the importance of broader stakeholder engagement.

In terms of policy development, the Wales Forum gave written and oral evidence to the Senedd Finance Committee, and our recommendations were formally endorsed in their Scrutiny of the Welsh Government Draft Budget 2026-27 report.

The committee further recommended that the Welsh Government set a national productivity target. These issues were discussed during National Productivity Week when the Forum hosted a debate on party plans for the Welsh Economy among political leaders ahead of the Senedd election: From productivity gap to delivery gap: What Wales needs next.

In May 2026 Plaid Cymru replaced Labour as leaders of the Welsh Government. Adam Price, the new Cabinet Minister for Enterprise, Connectivity and Energy, announced that productivity will be at the heart of the economic approach, supported by a national target to halve the productivity gap with the rest of the UK over the next ten years.

The Forum has welcomed this new commitment to productivity growth. Key to achieving it will be developing wider understanding and buy-in from business and public sector leaders.

This year the Wales Forum launched a national conversation on productivity with Business News Wales, featuring podcast episodes with SME leaders, public sector managers, academics and policymakers.

Recognising the particular challenges for SME leaders, a key part of the Welsh economy, we worked with our business partners to develop a business toolkit. This aims to support businesses owners to better understand and measure productivity within their organisation and develop a plan for productivity growth.

We look forward to disseminating this further and adding to our existing business case studies who share their guidance on practical ways they improve business productivity over the next year.

Melanie Jones, Academic Lead for the Wales Productivity Forum, Cardiff Business School.

International Productivity Monitor

The joint flagship publication of the Centre for the Study of Living Standards (CSLS) and The Productivity Institute produced two editions in 2025-26.

Number 49, Fall 2025

The 49th issue of the International Productivity Monitor features six articles on a range of productivity-related topics: adult skills and productivity; labour productivity as a measure of technological change; and more.

Number 50, Spring 2026

The 50th issue contains six contributions covering five broad themes: artificial intelligence, intangible capital, manufacturing productivity, health care measurement, and the high cost of living.

Celebrating 25 years of the International Productivity Monitor

The publication of the 50th issue of the International Productivity Monitor (IPM) marks an important milestone for the journal. In 2021, TPI joined the Centre for Study of Living Standards in Ottawa as editor of the journal.

Since its founding 25 years ago, the IPM has now published 350 articles by academics and policy practitioners from around the world. The journal's success reflects the leadership and dedication of Andrew Sharpe. His founding role and longstanding stewardship as Managing Editor established the IPM as a respected forum for international knowledge exchange on productivity issues.

The editors of the IPM look forward to building on the strong foundation he established.

To inform the journal's future direction, a survey was conducted among IPM contributors and readers. Respondents rated the journal highly, citing as key strengths its focus, empirical rigour, policy relevance, and international perspective.

The survey also identified opportunities to further expand the journal's reach and impact, while preserving its core strengths.

These opportunities include several new initiatives that are underway, such as enhancing the dissemination of findings through accompanying blogs, webinars, and podcasts, improving data accessibility, and modernizing the journal's design and website.

The articles in the 50th issue of the International Productivity Monitor explore major drivers of productivity growth and slowdown across advanced economies.

One article argues that generative AI (GenAI) may act both as a general-purpose technology and an invention in the method of invention, suggesting strong potential to boost future labour productivity.

Another examines **the "productivity J-curve"** across five advanced economies and finds that productivity gains hidden by intangible investments were largely unique to the United States.

Two studies resulting from a special session at the American Economic Association conference in January 2026 examine the slowdown in US manufacturing productivity. **Does the Import Invasion Explain the Disappearance of Productivity Growth in U.S. Manufacturing?** links the slowdown to import competition, stagnant output growth and plant closures, while **The Anatomy of the U.S. Manufacturing Productivity Slowdown: Evidence from Firms and Industries,** finds widespread declines in productivity among both leading and lagging firms.

Research on the US healthcare sector shows that official measures may significantly underestimate productivity growth by failing to account for improvements in treatment quality and medical technology.

A **commentary on Canada's cost-of-living concerns** concludes that increasing housing supply, strengthening productivity growth and improving worker bargaining power are key to translating economic gains into better household wellbeing.

PODCAST

Season 4 of Productivity Puzzles, hosted by Bart van Ark, is tackling some of the UK's biggest productivity issues.

Drawing on insights from business, academia and policy, season 4 so far has looked at public spending and investment, place-based policy for modern times, UK business investment, productivity in the NHS and more.

Episodes have also included analysis of how productivity is impacted by a number of emerging social, political and technological issues, such as AI, the UK's skills gap, regional inequality and the health of the workforce.

Productivity is the key to economic growth and living standards. Over the past four seasons, our podcast has been examining the most critical and pressing parts of the productivity puzzle.

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

- **76,000+ TOTAL DOWNLOADS**
- **96 GUESTS**
- **45+ HOURS OF INSIGHTS**

SEASON 4

Episode 1: The Productivity Puzzle: Lessons Learned and What's Next?

Episode 2: Will We Get a Productive Budget?

Episode 3: Place-Based Policy Making in Modern Times

Episode 4: What Does it Take to Improve NHS Productivity?

Episode 5: Ask the expert on… regional productivity and place-based growth

Episode 6: Ask the expert on… making digital technologies deliver productivity

Episode 7: Ask the expert on… what is productivity?

Episode 8: Ask the expert on… skills, education and regional productivity

Episode 9: Ask the expert on… keeping Britain working: health, work and productivity

Episode 10: Why do Firms (not) Invest?

Episode 11: The Productivity Impetus from Generative AI

For the first time, The Productivity Institute trialled live podcasting during National Productivity Week, bringing the Productivity Puzzles podcast directly to audiences in a new interactive format.

Each morning, Managing Director Bart van Ark hosted a short live episode featuring leading experts discussing key drivers of productivity in the UK economy. The sessions combined a 15-minute interview with a live audience Q&A, giving participants the opportunity to engage directly with guest speakers and contribute to the discussion.

Running daily throughout the week, the series provided accessible, bite-sized insights to start the day and helped broaden engagement with National Productivity Week's themes through a more dynamic and participatory format.

This year, the TPI Productivity Data Lab has strengthened its role as a practical data and evidence infrastructure for UK productivity research and policy.

Raquel Ortega-Argilés
Director of Productivity Lab

The Lab's growing reach is reflected in the latest engagement statistics: the Productivity Lab website has recorded 35,000 lifetime views, reached users in 50 countries and attracted 8,600 active users over the last year.

The TPI Local Authority Capitals Dashboard has gathered 1,750 views since release, while its sources and methods document on Figshare has received 350 views and 150 downloads.

Across all scorecards, datasets and related releases, the Lab's Figshare publications have collectively reached 74,000 views and 21,000 downloads. These figures demonstrate the Lab's increasing visibility and its value as a platform for widening access to high-quality productivity evidence, supporting policy analysis, and engaging researchers, policymakers, regional stakeholders and wider audiences.

Data tools and infrastructure

The Lab has expanded its Productivity Scorecards and Dashboard series through two major developments.

First, it has published the TPI UK Sectoral Productivity Scorecards and Dashboard, which builds on ONS and complementary data sources to establish productivity growth patterns and identify the key drivers of sectoral productivity performance.

It covers 19 sectors, including capital-intensive sectors, labour-intensive sectors, construction and professional services, and brings together productivity output statistics with direct and indirect input indicators.

These data tools can be used to support sector performance monitoring, assess the performance of productivity drivers and track the impact of policy interventions.

The dashboard also features a data contribution by Josh Martin (King's College London) and Cliodhna Taylor (ONS) on labour productivity new experimental estimates for 184 industries in the UK, offering more than double the granularity available from official datasets.

Second, the lab has published the TPI Local Authority Capitals Dashboard in cooperation with the Investment in Places Campaign programme. This tool uses the capitals framework to support custom analysis of local authority areas and enables users to compare physical, human, financial, social, natural and intangible capital endowments.

It also includes a regional analysis page that includes choropleth maps displaying trends in rankings and actual values, allowing users to explore local and regional patterns more easily and produce visual outputs.

Insights, blogs and productivity measurement analysis

The Lab has also continued to develop The Productivity Measurement Analysis Series and a wider blog series to make productivity evidence more accessible to policy and public audiences.

The series translates technical dashboard developments into clear stories about sectoral performance, local authority capital endowments, and short-term productivity trends. They help users understand not only what the data show, but also how the tools can be applied in practice. It also incorporates international commentaries on quarterly productivity data for the UK, the US, the EU, and a selection of European countries.

Data dissemination and research support

The Lab continues to assist researchers and acts as a platform for productivity data dissemination and curation.

It has strengthened open and reproducible data practices by drawing on public data sources and transparent methods that can be adapted, updated and reused by researchers and policy users.

It has also extended its repository with new datasets, including the work by Iris Smiderle et al on "Monitoring the Twin Transition: A New Dataset on Green and Digital Intensities across 30 OECD countries". This international dataset provides information on Green Tasks Intensity and Digital Skills Intensity for a selection of OECD countries, offering insights into one of the most significant labour market transformations of our time.

Collaboration and stakeholder engagement

In terms of collaboration and external engagement, the Lab has contributed to several events, including activities supporting the South West and the North West Productivity Forums during National Productivity Week.

These activities included dissemination sessions showcasing the Lab's data tools and visualisations at the Data Visualisation Observatory, as well as participation in discussions on the role of regional data in driving productivity.

The Lab was also present at academic conferences such as ESCoE (London) or R&D Management (Manchester).

The Lab has also developed projects with national institutions and stakeholders, including the Financial Conduct Authority, the Social Mobility Commission, the Wildlife Trusts and the Port of Dover, often in collaboration with the Data Visualisation Observatory.

These projects demonstrate the Lab's ability to integrate, visualise and apply complex datasets to real-world policy and operational challenges.

In addition, the Lab has established new collaboration agreements with data providers, including Smart Data Foundry.

Internationally, the Lab organised the conference "From Analysis to Action: Harnessing Local Policies to Boost Productivity" in collaboration with the OECD, Orkestra Institute for Competitiveness and CEPAL, with support from the local government of Bizkaia in Bilbao, Spain.

Together, these activities show how the Productivity Lab has become a national platform for productivity evidence, combining data infrastructure, analytical tools, research dissemination and stakeholder engagement to support better-informed policy and practice.

Following the appointment of former Manchester mayor, Andy Burnham as prime minister, he now chairs the National Economic Council from Manchester.

Strategic decisions about devolution and local economic growth are moving out of Whitehall. The message is that growth cannot be built from the centre alone.

That message is right, but it leaves some difficult questions. How will growth be generated, how will its benefits spread, and how much of it will remain within the places creating it? These questions need evidence, and at present we do not have all the answers. These are the kinds of questions The Productivity Institute was built to address, here and internationally.

A different question

For many years, the UK productivity debate has been framed around a familiar question: why did the economy fall away from its expected growth trajectory, and what would help close the gap? That question produced an enormous amount of good research, including TPI's own, diagnosing the gaps in management, skills, investment, innovation and institutional capacity.

But the frontier is no longer standing still. Trade relationships are being redrawn by geopolitical competition. Supply chains that took decades to build are fragmenting. AI is reshaping how firms organise, invest and compete. The energy transition is changing the cost structure of entire industries. In this environment, we need to ask not only why the UK has fallen behind, but what enables firms, sectors and the wider economy to adapt as conditions continue to change?

This is an area where TPI is well placed to make a distinctive contribution.

Two lenses on the same problem

Answering this question means considering both the UK's domestic capabilities and its position in the global economy. Domestically, we need to understand how organisations build absorptive capacity and agility, how capital flows into productive investment, how people develop and deploy skills, and how places create the institutional conditions for adaptation. These are the familiar building blocks of productivity research, but they need to be understood under conditions of structural change, not steady state.

Internationally, we also need to ask whether the country's productive structure is fit for purpose. What does it mean to be a mid-power, services-heavy economy in a world being restructured by industrial policy competition, trade fragmentation and technological disruption? What does economic resilience require of an economy that sources its intermediate inputs internationally and depends on overseas markets for scale? A growth strategy built around skills, infrastructure and devolution will be stronger if it is connected to a clear view of the UK's international position. Recent work on the Manchester Model makes this point directly: the city-region's economic success was international all along.

What TPI has built

Under Bart van Ark's leadership, TPI became a recognised voice in the UK productivity landscape. The institute produced over 130 commissioned studies, established nine regional Productivity Forums, launched the Productivity Lab, and built a consortium of university partners working across the country. I am fortunate to inherit that strong foundation, and I want to build on it carefully.

We are already working with policymakers to develop evidence around the questions and problems TPI is best placed to address, framing our research around policy preparedness so that when decisions need to be made, the evidence is already in the room. That is the mode I want TPI to operate in. Not reacting to the policy cycle, but staying ahead of it, and helping shape which questions get asked in the first place.

Where we are heading

My immediate priority is to listen to colleagues and partners, understand the work already under way and identify where TPI can add the greatest value. There are, nevertheless, opportunities that I have already identified for TPI to contribute to current policy debates.

Investment and productive capacity. The UK's investment challenge goes beyond the well-documented shortfall in domestic investment. We need a better understanding of what attracts domestic and international investors to particular firms, sectors and places, and how the resulting benefits can be shared more widely. What drives investment decisions at the level of the firm, and why do those decisions vary so sharply across places, sectors, firm size and ownership structures? Understanding the conditions that actually shape where capital flows, across countries, not just within the UK, is where this research needs to go.

Human capital, skills and the workforce. An ageing population, persistent skills mismatches and rapid technological change are creating compounding pressures on the UK's productive capacity. Firms that cannot recruit, retain or reskill the people they need will not adapt, regardless of how much capital or technology is available. Yet market failures in human capital investment mean that too few firms and too few places are making the adjustments the economy needs. The productivity of the health and care system itself is becoming inseparable from this question as the population ages, and TPI has an active research programme on it.

Technology adoption and absorptive capacity. The question is no longer whether AI matters but who is adopting it, how deeply, and with what effects on productivity and employment. Early evidence suggests the UK may not lag behind comparable economies in adoption incidence, but the productivity effects remain modest and uneven. The real question is what determines whether adoption converts into performance. Complementary workforce skills and organisational capabilities appear decisive. TPI is building the evidence to answer this through firm-level analysis and internationally benchmarked measurement of what firms are really doing and what makes adoption pay.

Growth transmission. When a priority sector or cluster grows, we need to understand who else benefits and how demand, income, knowledge and capital flow through supply chains, labour markets and institutions. Import content, foreign ownership and decisions by lead firms will all influence how much of the gain remains in the UK and whether surrounding places benefit. This is important to the Industrial Strategy's place pillar and requires us to follow real economic flows at a fine geographical level, supported by better data infrastructure.

Trade, supply chains and global position. The UK's productive future cannot be separated from where it sits in a restructuring global economy. Understanding how firms connect to global capital, knowledge and supply networks, and how trade fragmentation is reshaping those connections, is essential to any serious growth strategy.

Pull on any one of these threads and you end up back at the same question: can the UK adapt fast enough? Services, where the UK may genuinely lead globally, cut across all of them. And none of this work can be separated from the question of who benefits. That capacity is not equally held across firms, places or people, and understanding who is excluded from it is as important as understanding what drives it. Productivity growth that does not support inclusive growth will not be sustained.

The work ahead

The coming months are an opportunity to consolidate what TPI has learned, strengthen the partnerships that set the institute apart, and begin the research these five directions demand. None of them will yield to a single discipline, a single dataset, or a single policy lever. These are difficult, interconnected questions, and answering them will require collaboration across disciplines, institutions and sectors. TPI has an important role to play in bringing that work together. We invite researchers, policymakers, businesses and funders who share these ambitions to help us shape this important work.

Jun Du, Managing Director TPI,

PUBLICATIONS

WORKING PAPERS

Authors in blue are TPI Co-Investigators

2026

Mary O'Mahony, Patrick Serberis, Larissa da Silva Marioni Working Paper 081 *Digital skill demand by region and industry in the UK*

Ettore Gallo, Cecilia Jona-Lasinio, Iris Smiderle Working Paper 080 *Twin Transition and Productivity Growth: Why intangible capital matters*

Cecilia Jona-Lasinio, Guiseppe Nicoletti, Océane Vernerey Working Paper 079 *Are pro-productivity policies effective?*

Filippo Bondatini, Cecilia Jona-Lasinio, Guiseppe Nicoletti Working Paper 078 *Organisational capital, ICT and productivity in the digital age*

Gilbert Cette, Giuseppe Nicoletti, Océane Vernerey Working Paper 077 *Artificial Intelligence: what drives adoption in EU countries?*

Paula Bejarano Carbó, Benjamin Caswell, Stephen Millard Working Paper 076 *Public Investment and supply*

Yuchen Feng, Jin Ho Kim, Kunyan Zhu Working Paper 075 *Do workers share in the returns to firm-level R&D activity? Evidence from labour markdowns in UK Manufacturing*

Jun Du, Oleksandr Shepotylo, Yujie Shi Working Paper No. 074 *DSupply Chain Lock-in and the Selective Destruction of EU–UK Trade*

Jack Shaw, Joe Peck Working Paper No. 073 *Local productivity, national impact: The role of local authorities*

Yongyi Xue, Catherine L. Mann Working Paper 072 *Cost of Capital and Investment: Evidence from the UK*

Mustapha Douch, Huw Edwards, Marian Rizov Working Paper No. 071 *Do Multinationals and Domestic Firms Benefit Differently from Location? Evidence on Agglomeration and Value Chains*

Fotios Kalantzis, Effie Kesidou, Anastasia Ri, Stephen Roper Working Paper No. 070

How does digitalisation support firms' strategies for climate change mitigation and adaptation

Iris Smiderle, Filippo Bontadini, Francesco Filippucci, Ettore Gallo, Cecilia Jona-Lasinio, Giuseppe Nicoletti, Alessandro Saia Working Paper 069 *Capturing Green and Digital Intensities: Key Metrics for Monitoring the Twin Transition*

Antonio Haro-Bañón, Fergus Jimenez-England, Monica George Michail, Stephen Millard Working Paper 068 *The links between sectoral and regional investment and sectoral, regional, and aggregate productivity in the United Kingdom*

Diane Coyle, Ioannis Bournakis, Jen-Chung Mei Working Paper 067 *Heterogeneous Capital and the Productivity of UK Manufacturing Firms*

Mary O 'Mahony, Catherine Robinson, Michela Vecchi Working Paper 066 *Working in an Immaterial World: Intangible Assets and the Supply and Demand for Skilled Labour*

Sandra Batten, Stephen Millard Working Paper 065 *Productivity implications of the move to net zero*

Jeffrey Anderson, Andy Westwood Working Paper 064 *The New Political Economy of Place-based Policymaking*

Iulia Siedschlag and Juan Duran Working Paper 063 *Artificial Intelligence and Firm-Level Productivity: Early Evidence from a Small Open Economy*

Marek Ignaszak, Daniel Robbins and Petr Sedláček Working Paper 062 *The Bang for the Buck: Aggregate Impact of Firm-Level R&D Incentives*

Yannis Galanakis and Anthony Savagar Working Paper 061 *Tracking the Economy through Firm Creation: Evidence from Real -Time Administrative Data*

2025

Josh Martin, Cliodhna Taylor Working Paper 060 *Labour productivity estimates for detailed industries in the UK, 2009 to 2023*

Giordano Mion, Dongzhe Zhang Working Paper No. 059 *UK Trade and Productivity Across Space*

Viet A. Dang, Ning Gao, Ruicong Liu Working Paper No. 058 *Do Equity Gaps Matter? Evidence from High-Growth Enterprises' Investment Behaviour*

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, Geoffrey 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

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Marianne Sensier, Kate Penney, Michael Francis, Alfonso Silva Ruiz, Philip McCann Insights Paper 098 *Places Campaign: Summary and Insights*

Joe Peck, JP Spencer, Andy Westwood Insights Paper 097 *Is Greater Manchester growing significantly? If so, why? And what can we learn?*

Bart van Ark Insights Paper 096 *Rewiring Europe's Productivity Framework: Aligning Investment, Innovation, and Diffusion*

Philip McCann, Raquel Ortega-Argilés Insights Paper 095 *UK-Wide Growth and Development: Insights from the 'Manchester Model'*

Jun Du, Xiaocan Yuan, Diane Coyle Insights Paper 094 *The Manchester Model: what foreign investment reveals about the UK's most productive city outside London*

Marianne Sensier, Kate Penney, Michael Francis, Alfonso Silva Ruiz, Abhi Sharma, Philip McCann Insights Paper 093 *Framing a place-based investment strategy for Walsall*

Marianne Sensier, Kate Penney, Michael Francis, Alfonso Silva Ruiz, Abhi Sharma, Philip McCann Insights Paper 092 *Framing a place-based investment strategy for Newport*

Ian Taylor Insights Paper 091 *Lessons learnt from the differing investment strategies and enabling contexts of UK city deals*

Dermot P. Coates, Martina Lawless Insights Paper 090 *The role of pro-productivity policies: The experience of Ireland*

Marianne Sensier, Kate Penney, Michael Francis, Abhi Sharma, Alfonso Silva Ruiz, Philip McCann Insights Paper 089 *Framing a place-based investment strategy for Great Yarmouth*

Ruth Donaldson, David Jordan, Seán McDonald, John Turner Insights Paper 088 *Harnessing AI to boost Northern Ireland's productivity: Implications for people, business, and government*

Raquel Ortega-Argilés, Philip McCann Insights Paper 087 *Knowledge Diffusion and Regional Productivity Growth: Summary of TPI Research Programme 2023-2026*

Philip McCann Insights Paper 086 *Regional Access to Capital and Investment Finance: Summary of results from TPI Research Programme*

Catherine L. Mann Insights Paper 085 *Finance, Investment, and Productivity: Distillation and Synthesis of TPI Research Programme on Finance*

Stephen Roper, Chander Velu Insights Paper 084 *Adoption, implementation, alignment – maximising the performance benefits of digital investment Summary of TPI Firms Research Programme 2023-2026*

Damian Grimshaw, Mary O'Mahony, Anthony Rafferty Insights Paper 083 *Skills, Organisations and Worker Engagement Summary of People Research Programme*

PUBLICATIONS

Mary O'Mahony, Bart van Ark Insights Paper 082 *Aligning Resources for Productivity: A Synthesis of TPI Research 2023-2026*

Kate Penney Insights Paper 081 *Cumbria and Devolution: Unlocking Productivity Through Place-Based Governance*

Nigel Driffield, Jun Du, Oleksandr Shepotylo, Xiaocan Yuan Insights Paper 080 *Certainty without conviction: Why has the Trade and Cooperation Agreement failed to reverse Brexit relocations?*

Marianne Sensier, Kate Penney, Michael Francis, Abhi Sharma, Alfonso Silva Ruiz, Philip McCann Insights Paper 079 *Framing a place-based investment strategy for Cumberland*

Kate Penney, Michael Francis, Philip McCann, Joel Hoskins, Marianne Sensier, Abhi Sharma Insights Paper 078 *Framing a place -based investment strategy for the Upper Lee Valley*

Suzanne Peters, Jonatan Pinkse, Laura Spence, Britt Regal Insights Paper 077 *The SME Opportunity: Mobilising Smaller Firms for Productivity and Sustainability Impact*

Marianne Sensier, Kate Penney, Michael Francis, Abhi Sharma, Alfonso Silva Ruiz and Philip McCann Insights Paper 076 *Framing a Place-Based Investment Strategy for South Tyneside*

Graham Winch Insights Paper 075 *Why Does UK Infrastructure Cost So Much?*

Marianne Sensier, Joel Hoskins, Michael Francis, Kate Penney, Abhi Sharma, Philip McCann Insights Paper 074 *Framing a place-based investment strategy for Fermanagh & Omagh*

Antonin Bergeaud, Gilbert Cette and Hélène Figaro Insights Paper 073 *Are Pro -Productivity Policies Fit for Purpose? The Case of France*

Jonathan Gibson Insights Paper 072 *Polycentricity and Regional Economic Development*

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Abdul A Erumban Insights Paper 071 *Productivity and policies in post -independence India*

Giuseppe Nicoletti and Iris Smiderle Insights Paper 070 *Where has all the productivity gone? Italy's missing growth in the XXIst century: issues and pro-productivity policies*

Mark van der Plaat, Konstantin Sommer, Leon Bettendorf Insights Paper 069 *Productivity trends and policies in the Netherlands*

Martin Neil Baily, David Byrne, Aidan Kane and Paul Soto Insights Paper 068 *Pro-Productivity Policies for the US Economy*

Thomas Niebel Insights Paper 067 *Pro-Productivity Policies in Germany: Same Tools, Different Paths*

Randall S. Jones Insights Paper 066 *Boosting Productivity to Sustain Economic Growth in South Korea in the Face of a Shrinking and Ageing Population*

Matilde Mas, Francisco Pérez, Ernest Reig, Juan Fernández de Guevara, Lorenzo Serrano and Juan Carlos Robledo Insights Paper 065 *Growth and Productivity in Spain. From Autarky to Internationalisation*

Andrew Sharpe, Stephen Tapp Insights Paper 064 *Can a Lack of Pro -Productivity Policies Explain the Secular Decline in Canada's Productivity Growth?*

Fernanda De Negri, Luiz Ricardo Cavalcante Insights Paper 063 *Pro - and anti-productivity policies in Brazil: resource allocation and business dynamism*

Joel Hoskins, Bart van Ark Insights Paper 062 *Productivity and Responsible AI in Adult Social Care*

Vasileios Karountzos Insights Paper 061 *The Impact of AI Adoption on Productivity Across FinTech, Retail, and Advanced Manufacturing: A Systematic Quantitative Literature Review Approach*

Joel Hoskins Insights Paper 060 *An Old Challenge in the New Era: How the Public Sector Can Benefit from the Age of AI*

Alan Harding, Siân Peake-Jones Insights Paper 059 *Clarifying the devolution dividend: Final Report of Investment in Places Policy Fellowship*

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 Sarrakh, 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)*

Damian Grimshaw, Mary O'Mahony, Andrew Westwood Insights Paper 023 *Skills for productivity growth (Chapter 6 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)*

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.

2026

Alfonso Silva Ruiz, Michiel N. Daams, Philip McCann, Raquel Ortega-Argilés and Colin Mayer *The Role Played by Financial Services Clusters and Centres in Local, City and Regional Growth (Report for the Financial Conduct Authority)*

Tera Allas, Stephen Roper *Ambitious but risk averse: UK manager attitudes and the investment gap*

Eugenie Golubova, Stephen Roper *Understanding productive investment decisions: Investment patterns and decision-making processes*

2025

Ruth Donaldson, David Jordan, Seán McDonald, John Turner *Northern Ireland Productivity Dashboard 2025*

Holly Midwinter, Adam Hardy, Louis Shaw, Lauren Leak-Smith, Eva Kolker *Developing a Scalable Solution to Improve SME Productivity: A Pilot Study*

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 *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*

PUBLICATIONS

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.

2026

Moktar, Z., Ben Hadj, Feares., Velu, C. *Early-stage business models for commercializing university technology in the cleantech industry,* Technological Forecasting and Social Change, Volume 229

Holma, D., Gabr, H., Elkhalifa, W-S., Rafferty, A. *The Complex Effects of Job Complexity: A Meta-analysis of Job Complexity and Employee Outcomes, Journal of Occupational Health Psychology*

Driffield, N., Estrin, S., Jones, C., Luong, H-P. *Where Angels Fear to Tread: FDI into Sanctioned Locations, Journal of International Management, Volume 32, Issue 3, Article 101352*

Ortega-Argilés, R and Yuan, P-Y. *Do research collaborations in R&I promote economic prosperity and levelling-up? An Analysis of UKRI funding between 2004-2021,* Industrial and Corporate Change

Hampton, L and Lourenze Pouquiz, J. *Mapping the Landscape of the Economics of AI Literature: Gaps and Opportunities for Research and Policy, Journal of Economic Surveys, Volume 40, Issue 4 Pages 2111-2128*

Zhang, Y., Pinkse, J., McMeekin, A. *Hybrid Governance of Digital Platforms: Exploring Complementarities and Tensions in the Governance of Peer Relationships, Strategic Organization, Volume 24, Issue 1, pp. 66–97*

McCann, P., Ortega-Argilés, R., Lyons, M., Kratena, K. *Regional R&D spending, absorptive capacity and the regional innovation paradox, Spatial Economic Analysis, 1–21*

McCann, P. and Ortega-Argilés, R. *Technological change, knowledge diffusion and the growth of cities and regions: analytical, empirical and policy-making challenges, Spatial Economic Analysis*

Georgiou, C-E., Driffield, N., Zeitoun, H. *Due Diligence in International Alliances: Performance Outcomes and the Moderating Effect of Geographic Distance and Partner-Specific Experience, Management International Review*

McCann, P., Ortega-Argilés, R., Thissen, M. et al. *Mercantilist and protectionist shocks on innovation, growth, and economic policy in European regions. J Evol Econ 36 (3)*

Cicerone, G., Losacker, S., Ortega-Argilés, R. *Relatedness and regional specialization in green, digital, and twin economic activities: evidence from the UK. Ann Reg Sci 75, 20*

Grimshaw, D. and Miozzo, M. *How Are Skills Changing with Digital Technologies? Clarifying Boundary Conditions in Management Research. Journal of Management Studies*

Casadei, P., Iammarino, S., McCann, P., Ortega-Argilés, R. *The "cost of undoing Europe": Brexit and the UK textile and apparel industry, Contemporary Social Science – Journal of the Academy of Social Sciences*

Diniz, J. and Jones, M. *'What explains Wales' higher sickness absence rate compared to other regions?', Welsh Economic Review, 31, p. 1-14*

Galanakis, Y., Gosling, A. *Mind the (gender pay) gap: the role of board gender composition. J Popul Econ 39, 16*

Mignon D, Khavandi S, Bambra C, et al *Is there an association between mental health and economic prosperity? A longitudinal ecological study in England, 2011–2019 BMJ Open*

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, Katiuscia 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

Guillermo Ivan Pereira, Eva Niesten, Jonatan Pinkse *Sustainable energy systems in the making: A study on business model adaptation in incumbent utilities* Technological Forecasting and Social Change Volume 174

Kevin Mulligan, Helena Lenihan, Justin Doran, Stephen Roper *Harnessing the science base: Results from a national programme using publicly-funded research centres to reshape firms' R&D* Research Policy Volume 51, Issue 4

Nigel Driffield, Holger Görg, Yama Temouri, Xiaocan Yuan *Multinational enterprises and the welfare state* Transnational Corporations

Diane Coyle *Shaping successful mega-project investments* Oxford Review of Economic Policy, Volume 38, Issue 2

2021

René Bohnsack, Christina M. Bidmon, Jonatan Pinkse *Sustainability in the digital age: Intended and unintended consequences of digital technologies for sustainable development* Business Strategy and the Environment, Volume 31, Issue 2

Jonatan Pinkse, René Bohnsack *Sustainable product innovation and changing consumer behavior: Sustainability affordances as triggers of adoption and usage* Business Strategy and the Environment, Volume 30, Issue 7

Jane Bourke, Stephen Roper, James H Love *Organising for innovation in professional services firms: econometric evidence* International Journal of Innovation Management, Volume 25, No. 8

Areti Gkypali, James H. Love, Stephen Roper *Export status and SME productivity: Learning-to-export versus learning-by-exporting from the* UK Journal of Business Research, Volume 128

Andrew Henley *The rise of self-employment in the UK: entrepreneurial transmission or declining job quality?* Cambridge Journal of Economics, Volume 45, Issue 3

Richard Jones *The R&D Roadmap - levelling up across the UK: Correcting for regional imbalance* The Journal of The Foundation for Science and Technology, Volume 22, Number 9

Mary O'Mahony, Lea Samek *Measuring the Volume of Services Industries Output and Productivity: An Audit of Services Producer Price Indices in OECD Countries* International Productivity Monitor, Number 4

Adrian Pabst *Rethinking Regional Regeneration* National Institute Economic Review, Volume 258

Wit Wannakrairoj, Chander Velu *Productivity growth and business model innovation* Economics Letters, Volume 199

Bart van Ark, Klaas de Vries, Abdul Erumban *How to not miss a productivity revival once again* National Institute Economic Review, Volume 255

Carol Corrado, Jonathan Haskel, Cecilia Jona-Lasinio *Artificial intelligence and productivity: an intangible assets approach* Oxford Review of Economic Policy, Volume 37, Issue 3

Peter Goodridge, Jonathan Haskel, Harald Edquist *We See Data Everywhere Except in the Productivity Statistics* The Review of Income and Wealth, Volume 68, Issue 4

Patricia G Rice, Anthony J Venables *The persistent consequences of adverse shocks: how the 1970s shaped UK regional inequality* Oxford Review of Economic Policy, Volume 37, Issue 1

2020

Anthony J. Venables *Why some places are left behind: urban adjustment to trade and policy shocks* The Review of Economic Studies, Volume 88, Issue 3

J Vernon Henderson, Tanner Regan, Anthony J. Venables *Building the City: From Slums to a Modern Metropolis* Oxford Review of Economic Policy, Volume 36, Issue 3

IMPACT CASE STUDIES

2026

Public sector impact case studies, Joel Hoskins:

Policing: Rapid Video Response as a first response tool

Criminal justice: Cautioning and Relationship Abuse project for diversionary justice in domestic abuse

Prisons: Neurodiversity Unit at HMP Pentonville

Healthcare: Rochdale's integrated health and care model

Healthcare: Augmenting social care to prevent hospital admissions

Healthcare: Supporting young people on neurodiversity waiting lists

Local government: Joining-up local authority data to prevent hardship

Children's Residential Care: Tackling the crisis

Local government: A four-day week to solve a recruitment crisis

Education: One-to-one devices for inclusive and efficient teaching

Education: Predictive analytics for staff retention and engagement

Education: Centralising communications to drive school growth and efficiency

Infrastructure: Replacing fragmented reporting with real time oversight on major UK projects

Infrastructure: National underground asset register to prevent accidental strikes and delays

Employment Support: A Single Front Door model in West London

Employment Support: Belfast's Employability Academies

Welfare Payments: Using Data to Tackle Hidden Poverty

Children's Social Care: Family Group Conferencing

Local Government: The Corporate Peer Challenge and Transformation Support

BOOKS & CHAPTERS

2025

Frank Geels, Philip McCann, Catherine Mann, Cary Cooper, Tera Allas, Jill Rubery, Andrew Westwood, Richard Allmendinger, Elvira Uyarra contributed chapters *Reimagining Business Schools for the 21st Century* - Book

Raquel Ortega-Argilés contributed a chapter to *Innovations in Innovation Policy* - Book

Bart van Ark, Cary Cooper, Mary O'Mahony, Dirk Pilat contributed chapters *Why the Social Sciences Matter More Than Ever*, edited by Jonathan Michie and Cary Cooper

Diane Coyle *The Measure of Progress: Counting What Really Matters* - Book

2024

Elvira Uyarra and Raquel Ortega-Argilés contributed a chapter to *Handbook of Innovation and Regulations* -Book

Chander Velu *Business Model Innovation: A Blueprint for Strategic Change* - Book

2022

Stephen Bevan, Cary L. Cooper *The Healthy Workforce* - Book

Martin Fleming *Breakthrough: A growth revolution* - Book

2021

Marianne Sensier, Elvira Uyarra *Investigating the Governance Mechanisms that Sustain Regional Economic Resilience and Inclusive Growth (2021)* Book chapter - Economic Resilience in Regions and Organisations

Gilles Duranton, Anthony J.

Venables *Place-Based Policies: Principles and Developing Country Applications – Book Chapter, Handbook of Regional Science*

Anthony J. Venables *Wider Economic Impacts of Transport Investments – Book Chapter, International Encyclopedia of Transportation*

POLICY

POLICY BRIEFINGS

2026

Joe Peck, Samuel Thorpe, *Investments in left-behind places will take time to boost growth*

Andy Westwood *Now is the right time for a Greater Manchester Baccalaureate*

2025

Bart van Ark *Will We Get a Productive Budget?*

Jack Shaw *The role of place and the 'zonification' of growthy*

2024

Graham Winch *Making NISTA a world leading success story*

Stephen Roper *Raising innovation and productivity through local business knowledge sharing*

Tim Leunig *Building on current strengths: spatial aspects of local industrial policy*

Jun Du *Revitalising UK Trade for a Post-Brexit World*

POLICY COMMENTARIES

Joe Peck, Huw Spencer, Samuel Thorpe, Andy Westwood *Place-Based Industrial Policy: Six Lessons for the UK*

Andy Westwood, Bart van Ark *Industrial Strategy – taking a punt?*

Nathan Critch, Darcy Luke, Patrick Diamond, David Richards, Samuel Warner, Andy Westwood *From a fragile to an agile state: is the Spending Review enough to enable the Starmer government to deliver on its growth mission?*

Giles Wilkes *Low accountability institutionalism: my darkest fear*

Andy Westwood, Jack Shaw *New towns and old cities*

Tera Allas, Dimitri Zenghelis *Mind the capital gap: British citizens are poorer because UK workers are denied capital*

Athene Donald *Why women are key to a more productive economy*

Andy Westwood *Regional growth, Labour and the biggest decisions still to come*

Athene Donald *The role of universities in supporting technical pathways and the delivery of innovation*

Jack Shaw, Huw Spencer *Mayors go global: delivering growth through diplomacy*

Jack Shaw *Devolution: the importance of scale and coterminosity*

Darcy Luke, Nathan Critch *An end to the policy merry-go-round? Labour's new industrial strategy and the pathologies of British policymaking*

Graeme Roy, Anton Muscatelli, David Waite *The 2024 Budget and regional productivity*

Bart van Ark *This is not the productivity Budget – but how to make it one*

Giles Wilkes, Andy Westwood *Can an industrial strategy help drive productivity growth?*

Andy Westwood *Skills England: what is it and what should it do?*

OTHER POLICY ACTIVITIES

Appointment to the Dutch Productivity Council: Honorary Professor Bart van Ark was appointed to the newly established Dutch Productivity Council (Productiviteitsraad), which advises the Dutch Government and Parliament on policies to improve labour productivity.

Innovation Policy: Research and insights from the Midlands Productivity Forum informed regional policies on innovation zones, local growth plans, inward investment, spatial strategy and skills.

Youth Employment, Education and Training Inquiry: Evidence from the Yorkshire, Humber and North East Productivity Forum contributed to the Work and Pensions Committee inquiry on youth employment, skills and productivity.

Industrial Strategy: TPI research was referenced in Invest 2035, supporting the evidence base for the UK's modern industrial strategy.

People Campaign Collaboration: The Yorkshire, Humber and North East Productivity Forum explored potential collaboration with SYMCA and DWP on the People Campaign.

Future of Work Skills: Professor Jill Rubery discussed evolving skills needs with the Industry and Parliament Trust, contributing evidence on the future of work.

Research and Innovation Policy: Professor Elvira Uyarra contributed expertise through the European Commission's expert group on the economic and societal impact of research and innovation.

Mission-oriented Innovation Policy: Professor Elvira Uyarra contributed to OECD work on science, technology and mission-oriented innovation policy.

Regional Digital Skills: Professor Mary O'Mahony presented TPI work on measuring digital skills at regional level to DBT staff supporting the Industrial Strategy Advisory Council.

Police Productivity: TPI evidence from Bart van Ark and Joel Hoskins informed the Public Accounts Committee's work on productivity in policing.

NHS Workforce and Digital Transformation: Professor Bart van Ark contributed to a DHSC roundtable on the NHS 10 Year Workforce Plan for Digital Transformation.

Business and Trade Committee Priorities: Evidence from TPI researchers and the Northern Ireland Productivity Forum contributed to the Business and Trade Committee's priorities for 2026.

Public Sector AI Outcomes: Joel Hoskins shared insights with MHCLG on the organisational and systemic barriers to improving public sector outcomes through AI.

Financing the Real Economy: Evidence from TPI researchers informed parliamentary and departmental discussions on investment, the UK's capital gap and productivity growth.

Local Growth Funding and Industrial Strategy: Andy Westwood and Joe Peck shared insights with Treasury members on local growth funding, mayors and industrial strategy.

Artificial Intelligence and Northern Ireland's Productivity Agenda: The Northern Ireland Productivity Forum shared evidence with policymakers on how AI could support Northern Ireland's productivity agenda.

Greater Manchester Economic Growth Strategy: Productivity Lab data and North West Insights research informed GMCA's Economic Growth Strategy, supporting evidence-based approaches to productivity and inclusive growth.

Welsh Government Draft Budget 2026-27: The Wales Productivity Forum provided evidence to the Senedd Finance Committee, with recommendations endorsed in its final budget scrutiny report.

Industrial Strategy Inquiry Researchers on the UK Productivity-Governance Puzzle project submitted written evidence to Business and Trade Committee's Industrial Strategy Inquiry, highlighting the importance of place-based approaches, long-term investment, and institutional capacity in driving productivity.

Response to the UK2070 Commission Consultation TPI provided a written response to The UK2070 Commission consultation on ending Pan-Regional Partnership Core Funding, saying that the withdrawal of funding risks undercutting the networks that enable regions to pool their expertise.

A new deal for England: How the next government should complete the job of English devolution The Productivity Institute's Jack Shaw provided comments on draft recommendations in this Institute for Government report. The paper *Rebuilding local democracy: the accountability challenge in English devolution* was cited, in reference to its accountability framework.

A Conservative Economy - Building a fairer and more productive nation The papers Investment in the UK: Longer Term Trends, Diagnosing the UK productivity slowdown: which sectors matter and why? and The Productivity Agenda, particularly from Chapter 2 and 4 were quoted. Work by Richard Jones and from International Productivity Monitor were also cited.

The Policing Productivity Review – Improving outcomes for the public The Productivity Institute's *Investigating Police Productivity: A Literature Review* was commissioned by the Home Office as background for a report into productivity in policing.

Building Back Britain Commission In May 2024, Professor Bart van Ark was named on the advisory board of the Building Back Britain Commission (BBBC), which is working to identify the underlying drivers of productivity.

Power with purpose Final report of the Commission on the Centre of Government A submission from The Productivity Institute to the Institute for Government Commission on the Centre of Government was cited in their final report.

Inquiry into the Levelling Up White Paper – report Professors Dave Richards, Andy Westwood and Patrick Diamond contributed to the Devolution All Party Parliamentary Group's inquiry. The evidence is from a TPI research project on the UK's Productivity-Governance puzzle.

Delivering value from government investment in major projects report Professor Graham Winch provided written evidence House of Commons Committee of Public Accounts inquiry about the capacity of the UK's infrastructure network.

Modern Methods of Construction in Housing Professor Jonatan Pinkse and Dr Suzanne Peters gave oral evidence to the House of Lord's Built Environment Committee inquiry into Modern Methods of Construction. Their research paper *Driving change in UK housing construction: a Sisyphean task* was also cited four times in the subsequent report.

Foreign Direct Investment Professor Nigel Driffield published an Insights Paper *A framework for understanding transformational FDI* which was commissioned by the Department of Business and Trade and the Office for Investment.

GDP after 2025: updating national accounts and balance of payments Professor Rebecca Riley took part in a panel discussion organised by the Office for National Statistics and the Royal Statistical Society on measurement needs and data gaps.

Low Pay Commission Expert Panel Workshop on the National Minimum Wage beyond 2024 Professor Rebecca Riley took part in an expert panel workshop to discuss the future evidence based needed to develop and monitor policy in relation to the National Minimum Wage.

Independent Review of the UK Statistics Authority Professor Rebecca Riley was a member of the Challenge panel for the review authored by Professor Denise Lievesley CBE.

Unleashing the potential of the UK's cities Research from Josh Martin, Michael Becker, Diane Coyle and Adam Muhtar is cited in the UK Urban Futures Commissions report.

Great government: Public service reform in the 2020s Professor Bart van Ark's Making Public Sector Productivity Practical was cited in the Institute for Public Policy Research report into how the next government can make urgent improvements to public services.

Cross-government working Dr Sam Warner, Dr Jack Newman, Professor Dave Richards, Professor Patrick Diamond contributed written evidence to the House of Commons Committee of Public Accounts inquiry and report.

Investing in regional equality: four English examples The Investment in Places research project led by Professor Philip McCann was highlighted in a report from the Chartered Institute of Public Finance and Accountancy.

Securing Britain's industrial future Professor Richard A. L. Jones' blog for The Productivity Institute website, What next for the UK industrial strategy?, was published in the House of Commons Library Research Briefing article.

Troubled Waters: tackling the crisis on England's coast Professor Philip McCann's paper Capital Shocks and UK Regional Divergence was cited in a UK Onward report.

Advisor to Northern Ireland's Department for the Economy Dr David Jordan was appointed as an Independent Expert Advisor by Conor Murphy, Minister of the NI Department for the Economy.

STRUCTURE AND GOVERNANCE

THE PRODUCTIVITY INSTITUTE

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)

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

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

POLICY UNIT [8]

Lab Director
Research Associates

PRODUCTIVITY LAB [7]

Lab Director
Research Associates
Research Assistants

RESEARCH COMMUNITY

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

PRODUCTIVITY COMMISSION [6]

NIESR Lead
Commissioner Chair
Commissioners
Policy Platform
Productivity Fellows (Policy)

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[1]
TPI Managing Director

Professor Mary O'Mahony[1]
TPI Research Director

Professor Andy Westwood[1]
TPI Policy Director

Lydia Wicaksono[2]
Head of Operations

Engagement, Communications, & Impact

Abbie Keeling
Marketing & Communications Manager

James Wilson[3]
Communication and Engagement Coordinator

Sarah Piascik
Project Coordinator - Engagement

Adam Hardy
Business Innovation Fellow

Operations, Finance and Governance

Michael Livesey
Institute Manager

Sophie Turban[4]
Project Coordinator - Research

Georgia Sewart
Institute Graduate Intern

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

Lydia Wicaksono
TPI Head of Operations, 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

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

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

Professor Anton Muscatelli
President of the Royal Society of Edinburgh

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 Cette
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 Forums

WALES

Robert Lloyd Griffihs 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 Sarrakh
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

SOUTH WEST

Ben Pykett
Forum Chair, PwC

Professor Palie Smart
Forum Lead, University of Bristol

EAST ANGLIA

Katy Davies
Forum Chair, Shift Momentum

Owen Garling
Forum Lead, University of Cambridge

Burcu Sevde Selvi
Forum Research Associate, University of Cambridge

SCOTLAND

Carolyn Currie
Forum Chair, Women's Enterprise Scotland

Professor John Tsoukalas
Forum Co-Lead, University of Glasgow

Professor Bridgette Wessels
Forum Co-Lead, University of Glasgow

Daniel Williams
Forum Research Assistant, University of Glasgow

MIDLANDS

Jonathan Duck
Forum Chair, Amtico

Professor Nigel Driffield
Forum Co-Lead, Warwick Business School

Professor Jan Godsell
Forum Co-Lead, Loughborough University

Arman Mazhikeyev
Forum Research Associate, Loughborough University

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1 Until 1 August 2026, after which Professor Jun Du assumed the Managing Director role
2 From 1 April 2026, when she took over the post from Charlotte Jones
3 Until 1 August 2026
4 From 1 July 2026, maternity cover for Harriet Pentreath

THE
PRODUCTIVITY
INSTITUTE

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

Artificial intelligence (AI) tools, including Microsoft Copilot 365, were used during the preparation of this material to support drafting, editing and summarisation. All content has been reviewed and approved by the authors, who remain responsible for its accuracy and interpretation.

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2026