Example Write up for Section 4 Stage 1 Research Ethics Application Form

The researcher will ensure that participants are adequately informed about the details of the research and their participant rights by providing a Participant Information Sheet (PIS) form, please see below. The PIS will explain the participants rights, which include, but is not limited to, the right to voluntary participation, voluntary withdrawal at any point during the process, privacy and confidentiality. This will also ensure that there is no deception and that participants will be fully aware of the research purpose and requirements of their participation.

Informed consent will also be obtained from all participants, using a Participant Consent Form (PCF), please see below. In the case of interviews and in the case of questionnaires a consent question will be used at the start of the questionnaire. All data collected will be stored in password protected computers, mobile phones and locked filing cabinets. The results will also be presented in an aggregate and summarized format rather than on an individual basis. This will reduce the likelihood of participant's being identified. In order to further protect the participant's identity, the researcher will not collect any personal or sensitive data.

In the case of interviews, the researcher will pseudo-anonymize the results in the final report. The researcher, being the data controller, will be the only person with access to the raw data so as to minimize the risk of identifying the participants.

The researcher will obtain a letter of permission from the gatekeeper organization. This will be done after explaining the purpose of the research and providing a copy of the participant information sheet. Please see below for letter of permission. The gatekeeper has granted access to the participant and use of their organization's name in the final report.

CONFIDENTIAL

Stage 1 Research Ethics Application Form

Section 1: Details of the Researcher and their Research

N.B. If you are conducting research that involves 'animals (dead or alive) and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

Applicants carrying out research with children or vulnerable adults may also need to carry out an online Safeguarding course and submit the pass certificate with their ethics application. Please refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form at the above weblink.

Researcher details	
First name	
Family name	
School/Faculty	Faculty of Business and Law
Email address	
Name of Institution where you study or work	SAM Trinidad
Are you: *Please tick*	☐ Undergraduate (UG) Student ☑ **Postgraduate Taught (PGT) Student** ☐ Postgraduate Research (PGR) Student ☐ Member of ARU Staff ☐ Member of ARU staff carrying out Masters/Doctorate research
Students (including staff proposing research on a course/programme)	
Your SID	
Your course/programme title	Postgraduate Major Project MOD001160
Name of your First Supervisor (for PGR) or Supervisor (for UG and PGT)	Mr. Andre Samuel
Research details	
Title of your research project *N.B. For UG/PGT students, this is not the title of your research module*	Social media, a mechanism to improve customer engagement in the Trinidad pharmaceutical industry.

Name and institutional affiliation of any research collaborators	NA
Date of application	7th January 2021
Start date of proposed research	8th February 2021
Brief Project Summary (up to 700 words) Please summarise your research in non-specialist language. Please describe where relevant: *Methodology (please describe what you plan to do as opposed to providing a background in your chosen methodology)* *Theoretical approaches* *Research questions* *Details of participant population (recruitment, inclusion and exclusion criteria*	***Research Issue:*** Traditionally the pharmaceutical industry relied heavily on physical interactions to market their healthcare products and facilitate customer engagement. However due to the pandemic COVID19, many international pharmaceutical companies have minimised physical contact with medical practitioners and increased remote interactions through information and communication technology such as social media to communicate, build and sustain customer engagement. Globally social media has grown exponentially and in Trinidad and Tobago 99% of mobile internet users are actively engaged on social media platforms. The implementation of social media as a viable channel of communication within the local pharmaceutical sector has been slow. Meanwhile social media platforms have been the catalyst to engage and retain customers, grow sales and sustain brand loyalty across other business sectors. ***Research Question:*** How can social media be used to improve customer engagement in the Trinidad pharmaceutical industry? ***Objectives:*** 1. To assess current social media usage by general practitioners in the private health sector. 2. To determine the acceptability and attitude of general practitioners towards social media as a channel of communication for customer engagement with the pharmaceutical industry. 3. To identify possible gaps and opportunities to integrate social media as a viable tool of communication to improve customer engagement in the pharmaceutical industry. ***Methodology:*** The researcher intend to conduct a survey within Trinidad private health sector among general practitioners to evaluate their attitude, acceptance and usage of social media as a feasible channel of communication to improve customer engagement in the local pharmaceutical industry. The survey will be done through the use of an online questionnaire which will be emailed to all participants. Approximately 50 general practitioners with private practices will be randomly chosen from the local telephone directory and local online directory listings. The primary data collected will include the attitude, acceptability, usage and preferences towards social media. General demographic data such as gender and age will also be collected. Secondary data such as local statistical data supporting social media usage, customer engagement consultancy reports and academic

	journal articles will also be collected from reputable online sources.
Please explain the potential value of your research to society and/or the economy and its potential to improve knowledge and understanding.	***Rationale:*** Customer engagement is a dynamic interactive psychological relational process which plays a critical role in the success of any business. Customer engagement builds and sustains customer brand connection, interaction, satisfaction, retention, commitment, advocacy, engagement and loyalty. Engaged customers repeatedly purchase and highly recommend products or brand to others as well as provide essential feedback for product development and promotion. Therefore engaged customers drive sales performance and highly influence brand loyalty. Trinidad pharmaceutical industry relied primarily on physical interactions to engage with medical practitioners to promote their quality healthcare products. However due to the pandemic COVID19, physical interactions have been adversely affected in the local pharmaceutical industry. Disengaged customers will trigger high customer churn rates, loss of sales, reduce profitability and brand loyalty. Currently facilitating customer engagement in the local pharmaceutical industry requires the adaptation of the traditional marketing mix to utilize both digital and non digital technological communication channels. With the explosion of Information Communication Technology and mobile connectivity, the use of social media has grown exponentially globally and locally. Social media is an essential communication tool which can be utilized to improve customer engagement safely through remote interactions. Hence customer engagement through communication channels such as social media will minimize customer churn rates, boost sales performance, profitability, maintain competitive advantage, build and sustain brand loyalty. The Trinidad pharmaceutical industry needs to explore the potential opportunities to enhance customer engagement utilizing social media. However locally there is no baseline data related to the attitude and acceptability of social media usage by local medical practitioners to interact with the pharmaceutical sector to gain clinical date and essential product information. This area of uncertainty is worth exploring to evaluate if physicians will respond favourably to pharmaceutical sales force via social media platforms. Therefore it is imperative to ascertain this baseline information prior to development of an appropriate social media marketing plan to enhance customer engagement.

Section 2: Research Ethics Checklist (Refer to Section 3 for an explanation of the colour coding.)

N.B. If you are conducting research that involves 'animals and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

You must provide a response to ALL questions. Please refer to the Question Specific Advice for completing the Stage 1 Research Ethics Application Form for guidance.

	Will your research (delete as appropriate):			
1	Involve human participants?		YES	
2	Utilise data that is not publically available?		YES	
3	Create a risk that individuals and/or organisations could be identified in the outputs?			NO
4	Involve participants whose responses could be influenced by your relationship with them or by any perceived, or real, conflicts of interest?			NO
5	Involve the co-operation of a 'gatekeeper' to gain access to participants?			NO
6	Offer financial or other forms of incentives to participants?			NO
7	Involve the possibility that any incidental health issues relating to participants could be identified?			NO
8	Involve the discussion of topics that participants may find distressing?			NO
9	Take place outside of the country where you work and/or are enrolled to study?			NO
10	Cause a negative impact on the environment (over and above that of normal daily activity)?			NO
11	Involve genetic modification of human tissue, or use of genetically modified organisms classified as Class One activities?[1].			NO
12	Involve genetic modification of human tissue, or use of genetically modified organisms above Class One activities?[2].			NO
13	Collect, use or store any human tissue or DNA (including but not limited to, serum, plasma, organs, saliva, urine, hair and nails)?[3]			NO
14	Involve medical research with humans, including clinical trials or medical devices?			NO
15	Involve the administration of drugs, placebos or other substances (e.g. food, vitamins) to humans?			NO
16	Cause (or have the potential to cause) pain, physical or psychological harm or negative consequences to humans?			NO

[1] Email FST-Biologicalsafety.GMO@aru.ac.uk for further information.

[2] As above.

[3] For any research involving human material you must contact ARU-HBMC@aru.ac.uk for further guidance on how to proceed.

17	Involve the collection of data without the consent of participants, or other forms of deception?			NO
18	Involve interventions with people aged 16 years of age and under?			NO
19	Relate to military sites, personnel, equipment, or the defence industry?			NO
20	Risk damage/disturbance to culturally, spiritually or historically significant artefacts/places, or human remains?			NO
21	Contain research methodologies you, or members of your team, require training to carry out?			NO
22	Involve access to, or use (including internet use) of, material covered by the Counter Terrorism and Security Act (2015), or the Terrorism Act (2006), or which could be classified as security sensitive?[4]			NO
23	Risk being construed as encouraging terrorism or inviting support for proscribed organisations and/or contain extremist views that risk drawing people into terrorism or are shared by extremist groups			NO
24	Involve you or participants in a) activities which may be illegal and/or b) the observation, handling or storage (including export) of information or material which may be regarded as illegal?			NO
25	Does your research involve the NHS (require Health Research Authority and/or NHS REC and NHS R&D Office cost and capacity checks)?			NO
26	Require ethical approval from any recognised external agencies (Social Care, Ministry of Justice, Ministry of Defence)?			NO
27	Involve individuals aged 16 years of age and over who lack 'capacity to consent' and therefore fall under the Mental Capacity Act (2005)?			NO
28	Involve processing special category data[5] and/or intend to recruit 100 or over participants? (only answer if your research involves the EEA – see Section 5 for further information).			NO
29	Pose any ethical issue not covered elsewhere in this checklist (excluding issues relating to animals and significant habitats which are dealt with in a separate form)?			NO

Please note that the Faculty Research Ethics Panel (FREP) will refer to the Office of the Secretary and Clerk any application where, in the view of the Chair, the proposed research poses a risk of a legal or security related nature to Anglia Ruskin University. The Chair will seek guidance from the Secretary and Clerk before the FREP decides if the proposed research can be granted ethical approval and/or the nature of any special arrangements which need to be put in place.

[4] The Counter Terrorism and Security Act (2015) and Terrorism Act (2006) outlaws web posting of material that encourages or endorses terrorist acts, even terrorist acts that have occurred in the past. Sections of the Terrorism Act also create a risk of prosecution for those who transmit material of this nature, including transmitting the material electronically. The storage of such material on a computer can, if discovered, prompt a police investigation. Visits to websites related to terrorism and the downloading of material issued by terrorist groups (even from open-access sites) may be subject to monitoring by the police. Storage of this material for research purposes may also be subject to monitoring by the police. Therefore, research relating to terrorism, or any other research that could be classified as security-sensitive (for example, Ministry of Defence-commissioned work on military equipment, IT encryption design for public bodies or businesses) needs special treatment. If you have any doubts about whether your research could be classified as security-sensitive, please speak to your FREP Chair.

[5] Special category data is defined as personal data which reveals racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a person, and data concerning health or data concerning a person's sex life or sexual orientation.

Section 3: Approval process

All student applications must be sent to your Supervisor for checking.
Your Supervisor must then forward the application to the SREP/FREP (as appropriate)

FREP = Faculty Research Ethics Panel
SREP = School Research Ethics Panel

NO answered to all questions
Risk category Green

Complete Section 6 of this form and then send it to your SREP.
You do not require ethical approval from a committee.
You can start your research immediately.

YES to any of Questions 1-11 and/or 29 but NO to all other questions
Risk category Yellow

Complete Section 4 -6 of this form and submit it, and the Participant Information Sheet (PIS) and Participant Consent Form (PCF), to your SREP. Your faculty may require further documents.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 12-24
Risk Category Red

Complete Section 5 and 6 of this form and complete the Stage 2 Approval form. Submit both, and any other documents required, to your FREP.
If you answered YES to Question 23 you must also complete and submit for consideration by the committee the Stage 3 Approval form.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 25-27
Risk Category Purple

You need external approval(s) which, if granted, may be regarded as equivalent to approval from an Anglia Ruskin ethics committee.

Refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form and Code of Practice for Applying for Ethical Approval for further information

You need to wait for ethical and/or governance approval before you start your research.

Yes to Question 28
Risk Category Blue

You must also complete the Special Category Data Questions and submit these with your application (see Section 5).

Section 4: Project details

Management of Ethical Risk
For each of Questions 1-11 and Question 29, where you have responded 'Yes', please explain for the panel how you justify and will manage the ethical risk created. Your research is in the Yellow risk category. Question 1: **Risk**: involving human participants- concerns such as privacy, confidentiality, consent, voluntary participation / withdrawal **Mitigation**: • Permission/ ethical letter issued from academic institution. • All participants will provide informed consent using a participant information sheet. • The participants will be informed that the research report will be submitted to the academic institution and will be evaluated by supervisor and a secondary examiner. The report will not be released or published in the public domain or supplied to any third party. Question 2**: Risk:** Data collection that is not publicly available- participant confidentiality, privacy, informed consent, voluntary withdrawal **Mitigation:** • Allow voluntary participation and withdrawal • Participant will submit voluntary consent form • Identity of participant will not be collected. • Minimal personal data will be collected • No sensitive data will be collected • All data will be store on password secured devices and accounts. • After processing all data will be removed from cloud storage. • The data will be collectively analysed and presented

Section 5: Data Protection

If your research involves personal data and will be in the European Economic Area (EEA), involve transferring data in or out of the EEA (the EEA includes EU member states and also Iceland, Liechtenstein and Norway) or accessing ARU servers within the UK.

1. You must complete the Research Checklist for Data Protection and confirm that you have done this in Section 6.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research.phtml

2. If you have said 'yes' to Question 28, you must also complete the Further Data Protection Questions and follow further instructions if applicable. You need to submit this document with your ethics application.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research2.phtml

3. If your research will not involve the EEA, you need to confirm in Section 6 that you will comply with the data legislation relating to the country you are carrying research out in or transferring data in or out of.

Section 6: Confirmation/Declaration statements

	Confirmation Statements (delete as appropriate)	
1	I have completed the relevant training in research ethics.[6]	Yes
2	I have consulted the Research Ethics Policy and the relevant sections of the Code of Practice for Applying for Ethical Approval, available at www.**aru.ac.uk/researchethics.**	Yes
3	I have completed a Risk Assessment (Health and Safety) and had it approved by the appropriate person.[7]	Not applicable
4	Either I have reviewed the Research Checklist for Data Protection and comply with its requirements. If I needed to complete the Further Data Protection Questions, I obtained advice from our Data Protection Officer if any of my responses were 'no' and submit the correspondence with this ethics application. Or for research that does not involve the EEA, I will comply with any data protection legislation of the country or countries that my research will involve.	Yes
5	For research funded externally where the funding was acquired via Anglia Ruskin, I have completed a Project Risk Assessment.[8]	Not applicable
6	I have attached my confirmation of passing a Safeguarding course.	Not applicable
7	If my research project involves a contract between Anglia Ruskin University and an external party, I have had the contract approved by the Secretary and Clerks Office[9]	Not applicable

Applicant Declaration
By sending this form from my Anglia Ruskin e-mail account, I confirm that I will undertake the research as detailed here. I understand that I must abide by the terms of my ethical approval and that I may not amend the research without further ethical approval. I also confirm that the research will comply with all Anglia Ruskin ethical guidance, all relevant legislation and any relevant professional or funding body ethical guidance.

Supervisor/FirstSupervisor Declaration
By sending this form from my Anglia e-mail account, I confirm the statements in the Applicant Declaration and that I will supervise the research as detailed in the application.

Thank you for completing the Stage 1 Research Ethics Application Form.

Please submit it as follows:

Staff Researchers: Send form directly to the relevant committee.

Student Researchers (including staff carrying out research in a student capacity): Send form to Supervisor/First Supervisor.

Supervisor/First Supervisor: Check application and forward to the relevant committee.

For FREP/SREP details please visit the Ethics website: https://web.anglia.ac.uk/anet/rido/ethics/about/frep.phtml On this page you will also find links to each Faculty's website where more information on SREPS can be found.

Date 19 Sept 2019 Version 4.9

[6] Where required, UG or PGT students must submit confirmation with this form that they have passed the on-line ethics training. Some courses have exemption from this requirement. Please check with your supervisor.
[7] For research conducted at ARU including University Centre Peterborough and College of West Anglia, go to **https://web.anglia.ac.uk/anet/staff/sec_clerk/** for the relevant guidance. Students at other institutions must follow local processes.
[8] For details go to **web.anglia.ac.uk/anet/rdcs/compliance/faqs.phtml**
[9] For details go to **http://web.anglia.ac.uk/anet/staff/sec_clerk/**

Produced by Corporate Marketing, International & Development Services, ARU 15-16/136/MB

PARTICIPANT INFORMATION SHEET

Section A: The Research Project

1. **Title of project:** Social media, a mechanism to improve customer engagement in the Trinidad pharmaceutical industry.

2. **Purpose of study**

   Customer engagement is a dynamic interactive relational process which builds and sustains customer connection, interaction, satisfaction, retention, commitment, advocacy and engagement. Communication plays a critical role in customer engagement. The Trinidad pharmaceutical sector has traditionally relied primarily on physical interactions to engage with customers. However the pandemic COVID19 has adversely impacted physical interactions. Locally a few international pharmaceutical companies have mandated their sales force to work from home and engage with clinical physicians through the use of social media platforms such as Whatsapp, Zoom and Team to host virtual meetings; exchange product information; health benefits and receive patient feedback. The intention of this research study is to evaluate the current usage of social media by medical health practitioners in the private health sector as well as the acceptance and attitude towards social media as a channel of communication to improve customer engagement in the pharmaceutical industry.

3. **Who is the researcher?**

   Researcher: Dissertation Supervisor: Mr. Andre Samuel.

   The researcher is a current student at the School of Accounting & Management enrolled in the Anglia Ruskin University Masters of Business Administration degree program.

4. **Why have I been asked to participate?**

   You have been selected to provide pertinent feedback as a private medical practitioner to improve customer engagement in the pharmaceutical sector.

5. **How many people will be asked to participate?**

   Approximately sixty clinical physicians in the private health sector will be asked to participate in this survey.

6. **Do I have to take part?**

   Participation will be on a voluntarily basis. Participants can refuse to proceed with survey anytime without having to provide any reason.

7. **Has the study got ethical approval?**

   This study was submitted for ethical approval from an ethics committee at Anglia Ruskin University and Chair of School Research Ethics Panel, SAM Caribbean Ltd. Ethics approval was granted.

8. **Has Medimpex W.I. Ltd given permission?**

   Yes permission has been granted by xxxxxxxx to conduct the survey. The company is fully aware of research proposal and objectives. The company name and products will not be included in survey and report. Participants are under no obligation by the company to take part in the survey.

9. **What will happen to the results of the study?**

   The findings of this survey will be in a written report submitted as a fulfillment of Anglia Ruskin University MBA program.

10. **Contact for further information**

Section B: Your Participation in the Research Project

1. **What will I be asked to do?**

   The participant will be required to complete an online survey which will be sent via email. The participant will be asked to review participant information sheet and give consent at the beginning of the survey. If the participant wishes to not proceed with survey then they can easily exit online survey. The online survey will comprise of twenty five questions and should take about 5-10 minutes to complete. The first section will contain general demographic questions such as gender, age and location. The following sections will contain questions related to usage, usefulness, attitude and acceptance towards social media.

2. **In relation to this specific research project, we need to make you aware of the following:**

	We do not need your personal data at any stage of this research project		
We are responsible for the personal data you give to us as a:			
√	**Data Controller** (I shall be responsible and in sole control over for the personal data collected)	Name of Researcher:	xxxxxxxxx

3. **I will be asking you for the following information:**

Personal Data				Sensitive Personal data	
☐	Name/ Contact details	☐	Image (Photo or video)	☐	Racial/ Ethnicity data
√	Age	☐	Experiences	☐	Political/ Religious beliefs
√	Location data	☐	Opinions	☐	Trade Union membership
☐	Employment & Earnings	√	Gender	☐	Genetic/ Biometric data
☐	ID Numbers (e.g. NHS)	☐	[Other]	☐	Health
☐	Online identifier	☐	[Other]	☐	Sex life/ orientation data

4. **What will happen to your data?**

   Data will be stored safely under password protected accounts and devices. Data collected will be sorted; any and all personal identifiers will be anonymised to protect identity and privacy. All data will be converted to numerical data for analysis. After data collection, the data will be removed from online cloud storage and securely saved offline. The researcher will be sharing only anonymised, numerical data with dissertation supervisor. The dissertation report will only contain numerical statistical data which will be seen by supervisor and examiners.

5. **Are there any possible disadvantages or risks to taking part?**

   Possible risks maybe be boredom, fatigue as well as risk to confidentiality. To mitigate these risks the researcher will design a series of closed ended questions organized in sections. Data will be anonymised and converted to numerical data to protect confidentiality and the duration of questionnaire will be last 5-10 minutes. If participant want to withdraw from survey they can easily exit. The agreement to participate in this

study will not affect the participant's legal rights.

6. **What are the likely benefits of taking part?**
   There will not be any direct benefits for participants. However the information captured will be used solely for academic / educational purposes as this is a baseline survey to assess the current usage of social media and the acceptance and attitude towards social media as a channel of communication for customer engagement in the Trinidad pharmaceutical sector.

7. **Can I withdraw at any time, and how do I do this?**
   Participants can withdraw anytime during the online survey without providing any reason. Data will not be used if participant withdraws from survey. Participants do not have to answer any questions they do not wish to.

8. **What will happen to my data?**

Our general privacy notice explaining our use of your personal data for research purposes is available here: https://www.anglia.ac.uk/privacy-and-cookies/research-participants **Please visit this link for information about how long we keep your data, how we keep your data secure, how you can exercise your rights over your data, and make a complaint over our use of your data.**

9. **Can I withdraw my data from the study?**

   a) The information I collected from you was anonymous. This means that I won't be able to remove your data, because I won't know which belongs to you.

10. **Whether there are any special precautions you must take before, during or after taking part in the study**
    Please ensure that devices used are fully charged to ensure completion of online survey. Please use a secure stable internet connection to successfully and safely complete survey.

11. **Will I pass onto anyone else what you have told me?**
    The content of survey will not include any sensitive questions or reveal any illegal or incriminating information. The data will not be shared with others except supervisor and examination committee.

12. **Summary of research findings**
    A summary of research findings will be readily shared with participants based on request via email.

13. **Contact details for complaints**
    If participants have any complaints about the study, they can contact researcher via provided email or mobile number to have discussions to address any concerns.

Version 1.0

PARTICIPANT CONSENT FORM

NAME OF PARTICIPANT:

Title of the project: Social media, a mechanism to improve customer engagement in the Trinidad pharmaceutical industry.

Main investigator and contact details:

Members of the research team: Researcher:xxxxx Supervisor: Mr. Andre Samuel

1. I agree to take part in the above research. I have read the Participant Information Sheet, dated 22/01/2021 version 1.0 for the study.
   I understand what my role will be in this research, and all my questions have been answered to my satisfaction.

2. I understand that I am free to withdraw from the research at any time, without giving a reason.

3. I am free to ask any questions at any time before and during the study.

4. I understand what information will be collected from me for the study

5. For the purposes of the Republic of Trinidad and Tobago Data Protection Act of 2011, if this project requires me to produce personal data, I have read and understood how data controller will process it.

6 I understand what will happen to the data collected from me for the research.

8. I have been told about any disadvantages or risks regarding me taking part

9. I understand that quotes from me may be used in the dissemination of the research

10. I understand that the interview will be recorded

11. I have been informed how my data will be processed, how long it will be kept and when it will destroyed.

12. I have been provided with a copy of this form and the Participant Information Sheet, dated 22/01/2021 version 1.0

Name of participant (print)……

Signed……..

Date……

I WISH TO WITHDRAW FROM THIS STUDY.

If you wish to withdraw from the research, please speak to the researcher or email them at xxxxx@student.aru.ac.uk stating the title of the research or send them this withdrawal slip.

You do not have to give a reason for why you would like to withdraw.

Please let the researcher know whether or not you are happy for data that has been collected up to this point to still be used. You are completely free to ask for any data to also be removed should you wish it to be, as long as the data is not anonymised. When data is anonymised, it means personal data relating to it has been permanently removed, so the researcher will not know which belongs to you.

Ethics Quiz Certificate

Letter of Permission:

CONFIDENTIAL

Stage 1 Research Ethics Application Form

Section 1: Details of the Researcher and their Research

N.B. If you are conducting research that involves 'animals (dead or alive) and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

Applicants carrying out research with children or vulnerable adults may also need to carry out an online Safeguarding course and submit the pass certificate with their ethics application. Please refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form at the above weblink.

Researcher details	
First name	
Family name	
School/Faculty	Faculty of Business and Law
Email address	
Name of Institution where you study or work	SAM Trinidad
Are you: *Please tick*	☐ Undergraduate (UG) Student ☐ **Postgraduate Taught (PGT) Student** ☐ Postgraduate Research (PGR) Student ☐ Member of ARU Staff ☐ Member of ARU staff carrying out Masters/Doctorate research
Students (including staff proposing research on a course/programme)	
Your SID	
Your course/programme title	Postgraduate Major Project MOD001160
Name of your First Supervisor (for PGR) or Supervisor (for UG and PGT)	MR. ANDRE SAMUEL
Research details	
Title of your research project *N.B. For UG/PGT students, this is not the title of your research module*	LEADING WITH EMOTIONAL INTELLIGENCE: A CASE STUDY ON X COMPANY LTD.

Name and institutional affiliation of any research collaborators	NA
Date of application	07th JANUARY 2021
Start date of proposed research	15TH FEBRUARY 2021
Brief Project Summary (up to 700 words) Please summarise your research in non-specialist language. Please describe where relevant: *Methodology (please describe what you plan to do as opposed to providing a background in your chosen methodology)* *Theoretical approaches* *Research questions* *Details of participant population (recruitment, inclusion and exclusion criteria*	**Research Issue**: The author believes that Leading with Emotional Intelligence is an issue today due to the many influences and stress that surrounds individuals in their personal lives, that affect them mentally, creating an inability to perform in their jobs. The author's experiences in organisations, as well as the organization being used as the case study and other organisations where the author was able to interact with employees and employers, have experienced and observed at times negative behavioural patterns. The author's view is that conflict between employers and employees as well as conflict amongst workers themselves can also contribute to low morale and high absenteeism due to a lack of Emotional Intelligence in the work place. **Research Question:** HOW CAN THE EMOTIONAL INTELLIGENCE TRAITS IMPACT ON THE EMPLOYEES OF X COMPANY LTD? **Objectives:** 1- To evaluate to what extent self-awareness can improve employee outcomes. 2- To evaluate to what extent self-management can improve employee outcomes. 3- To evaluate to what extent social awareness can improve employee outcomes. 4- To evaluate to what extent relationship management can improve employee outcomes.

	Methodology - **Overall design e.g. case study, survey**- This research will be completed using a case study design. - **Data collection method to be used**: The researcher will be using a questionnaire, which will be a set with questions, designed to generate suitable data for achieving the objectives. A Likert-Scale will be used. - **Who are the participants? -** The participants are employees. - **How will they be recruited?** – They will be emailed and invited to take part in the research. - **Sampling methods to be used:** These questionnaires will be distributed to 35 employees. - What data will you collect about and from the participants? Data collected will be gender and how they feel within the current work environment.
Please explain the potential value of your research to society and/or the economy and its potential to improve knowledge and understanding.	Rationale Having an understanding and solving this issue will help create a better and satisfactory team in organizations. Leaders leading with emotional intelligence will help to energize its people giving them that motivation to handle tasks with enthusiasm and actively giving them that high confidence to succeed. If feelings are recognized and expressed this will help leaders in problem solving and addressing issues.

Section 2: Research Ethics Checklist (Refer to Section 3 for an explanation of the colour coding.)

N.B. If you are conducting research that involves 'animals and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

You must provide a response to ALL questions. Please refer to the Question Specific Advice for completing the Stage 1 Research Ethics Application Form for guidance.

	Will your research (delete as appropriate):			
1	Involve human participants?		YES	
2	Utilise data that is not publically available?		YES	
3	Create a risk that individuals and/or organisations could be identified in the outputs?		YES	
4	Involve participants whose responses could be influenced by your relationship with them or by any perceived, or real, conflicts of interest?			NO
5	Involve the co-operation of a 'gatekeeper' to gain access to participants?		YES	
6	Offer financial or other forms of incentives to participants?			NO
7	Involve the possibility that any incidental health issues relating to participants could be identified?			NO
8	Involve the discussion of topics that participants may find distressing?			NO
9	Take place outside of the country where you work and/or are enrolled to study?			NO
10	Cause a negative impact on the environment (over and above that of normal daily activity)?			NO
11	Involve genetic modification of human tissue, or use of genetically modified organisms classified as Class One activities?[1].			NO
12	Involve genetic modification of human tissue, or use of genetically modified organisms above Class One activities?[2].			NO
13	Collect, use or store any human tissue or DNA (including but not limited to, serum, plasma, organs, saliva, urine, hair and nails)?[3]			NO
14	Involve medical research with humans, including clinical trials or medical devices?			NO
15	Involve the administration of drugs, placebos or other substances (e.g. food, vitamins) to humans?			NO
16	Cause (or have the potential to cause) pain, physical or psychological harm or negative consequences to humans?			NO
17	Involve the collection of data without the consent of participants, or other forms of deception?			NO

[1] Email FST-Biologicalsafety.GMO@aru.ac.uk for further information.

[2] As above.

[3] For any research involving human material you must contact ARU-HBMC@aru.ac.uk for further guidance on how to proceed.

18	Involve interventions with people aged 16 years of age and under?			NO
19	Relate to military sites, personnel, equipment, or the defence industry?			NO
20	Risk damage/disturbance to culturally, spiritually or historically significant artefacts/places, or human remains?			NO
21	Contain research methodologies you, or members of your team, require training to carry out?			NO
22	Involve access to, or use (including internet use) of, material covered by the Counter Terrorism and Security Act (2015), or the Terrorism Act (2006), or which could be classified as security sensitive?[4]			NO
23	Risk being construed as encouraging terrorism or inviting support for proscribed organisations and/or contain extremist views that risk drawing people into terrorism or are shared by extremist groups			NO
24	Involve you or participants in a) activities which may be illegal and/or b) the observation, handling or storage (including export) of information or material which may be regarded as illegal?			NO
25	Does your research involve the NHS (require Health Research Authority and/or NHS REC and NHS R&D Office cost and capacity checks)?			NO
26	Require ethical approval from any recognised external agencies (Social Care, Ministry of Justice, Ministry of Defence)?			NO
27	Involve individuals aged 16 years of age and over who lack 'capacity to consent' and therefore fall under the Mental Capacity Act (2005)?			NO
28	Involve processing special category data[5] and/or intend to recruit 100 or over participants? (only answer if your research involves the EEA – see Section 5 for further information).			NO
29	Pose any ethical issue not covered elsewhere in this checklist (excluding issues relating to animals and significant habitats which are dealt with in a separate form)?			NO

Please note that the Faculty Research Ethics Panel (FREP) will refer to the Office of the Secretary and Clerk any application where, in the view of the Chair, the proposed research poses a risk of a legal or security related nature to Anglia Ruskin University. The Chair will seek guidance from the Secretary and Clerk before the FREP decides if the proposed research can be granted ethical approval and/or the nature of any special arrangements which need to be put in place.

[4] The Counter Terrorism and Security Act (2015) and Terrorism Act (2006) outlaws web posting of material that encourages or endorses terrorist acts, even terrorist acts that have occurred in the past. Sections of the Terrorism Act also create a risk of prosecution for those who transmit material of this nature, including transmitting the material electronically. The storage of such material on a computer can, if discovered, prompt a police investigation. Visits to websites related to terrorism and the downloading of material issued by terrorist groups (even from open-access sites) may be subject to monitoring by the police. Storage of this material for research purposes may also be subject to monitoring by the police. Therefore, research relating to terrorism, or any other research that could be classified as security-sensitive (for example, Ministry of Defence-commissioned work on military equipment, IT encryption design for public bodies or businesses) needs special treatment. If you have any doubts about whether your research could be classified as security-sensitive, please speak to your FREP Chair.

[5] Special category data is defined as personal data which reveals racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a person, and data concerning health or data concerning a person's sex life or sexual orientation.

Section 3: Approval process

All student applications must be sent to your Supervisor for checking.
Your Supervisor must then forward the application to the SREP/FREP (as appropriate)

FREP = Faculty Research Ethics Panel
SREP = School Research Ethics Panel

NO answered to all questions
Risk category Green

Complete Section 6 of this form and then send it to your SREP.
You do not require ethical approval from a committee.
You can start your research immediately.

YES to any of Questions 1-11 and/or 29 but NO to all other questions
Risk category Yellow

Complete Section 4 -6 of this form and submit it, and the Participant Information Sheet (PIS) and Participant Consent Form (PCF), to your SREP. Your faculty may require further documents.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 12-24
Risk Category Red

Complete Section 5 and 6 of this form and complete the Stage 2 Approval form. Submit both, and any other documents required, to your FREP.
If you answered YES to Question 23 you must also complete and submit for consideration by the committee the Stage 3 Approval form.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 25-27
Risk Category Purple

You need external approval(s) which, if granted, may be regarded as equivalent to approval from an Anglia Ruskin ethics committee.

Refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form and Code of Practice for Applying for Ethical Approval for further information

You need to wait for ethical and/or governance approval before you start your research.

Yes to Question 28
Risk Category Blue

You must also complete the Special Category Data Questions and submit these with your application (see Section 5).

Section 4: Project details

Management of Ethical Risk
For each of Questions 1-11 and Question 29, where you have responded 'Yes', please explain for the panel how you justify and will manage the ethical risk created. Your research is in the Yellow risk category. **Q1 and Q2** - Informed consent will be obtained, no personal data will be collected, all data will be stored securely, once collected all data will be deleted from online cloud services, relevant passwords will be used for the computer as to no one having access and all participants will be informed using an information sheet. **Q3 and Q5** The organization name will be used in the final report. The researcher has obtained a letter of permission providing authorization to use the organization's name and to access the participants of the research. Please see attached.

Section 5: Data Protection

If your research involves personal data and will be in the European Economic Area (EEA), involve transferring data in or out of the EEA (the EEA includes EU member states and also Iceland, Liechtenstein and Norway) or accessing ARU servers within the UK.

1. You must complete the Research Checklist for Data Protection and confirm that you have done this in Section 6.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research.phtml

2. If you have said 'yes' to Question 28, you must also complete the Further Data Protection Questions and follow further instructions if applicable. You need to submit this document with your ethics application.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research2.phtml

3. If your research will not involve the EEA, you need to confirm in Section 6 that you will comply with the data legislation relating to the country you are carrying research out in or transferring data in or out of.

Section 6: Confirmation/Declaration statements

	Confirmation Statements (delete as appropriate)	
1	I have completed the relevant training in research ethics.[6]	Yes
2	I have consulted the Research Ethics Policy and the relevant sections of the Code of Practice for Applying for Ethical Approval, available at www.**aru.ac.uk/researchethics.**	Yes
3	I have completed a Risk Assessment (Health and Safety) and had it approved by the appropriate person.[7]	Not applicable
4	Either I have reviewed the Research Checklist for Data Protection and comply with its requirements. If I needed to complete the Further Data Protection Questions, I obtained advice from our Data Protection Officer if any of my responses were 'no' and submit the correspondence with this ethics application. Or for research that does not involve the EEA, I will comply with any data protection legislation of the country or countries that my research will involve.	Yes
5	For research funded externally where the funding was acquired via Anglia Ruskin, I have completed a Project Risk Assessment.[8]	Not applicable
6	I have attached my confirmation of passing a Safeguarding course.	Not applicable
7	If my research project involves a contract between Anglia Ruskin University and an external party, I have had the contract approved by the Secretary and Clerks Office[9]	Not applicable

Applicant Declaration
By sending this form from my Anglia Ruskin e-mail account, I confirm that I will undertake the research as detailed here. I understand that I must abide by the terms of my ethical approval and that I may not amend the research without further ethical approval. I also confirm that the research will comply with all Anglia Ruskin ethical guidance, all relevant legislation and any relevant professional or funding body ethical guidance.

Supervisor/FirstSupervisor Declaration
By sending this form from my Anglia e-mail account, I confirm the statements in the Applicant Declaration and that I will supervise the research as detailed in the application.

Thank you for completing the Stage 1 Research Ethics Application Form.

Please submit it as follows:

Staff Researchers: Send form directly to the relevant committee.

Student Researchers (including staff carrying out research in a student capacity): Send form to Supervisor/First Supervisor.

Supervisor/First Supervisor: Check application and forward to the relevant committee.

For FREP/SREP details please visit the Ethics website: https://web.anglia.ac.uk/anet/rido/ethics/about/frep.phtml On this page you will also find links to each Faculty's website where more information on SREPS can be found.

Date 19 Sept 2019 Version 4.9

[6] Where required, UG or PGT students must submit confirmation with this form that they have passed the on-line ethics training. Some courses have exemption from this requirement. Please check with your supervisor.
[7] For research conducted at ARU including University Centre Peterborough and College of West Anglia, go to **https://web.anglia.ac.uk/anet/staff/sec_clerk/** for the relevant guidance. Students at other institutions must follow local processes.
[8] For details go to **web.anglia.ac.uk/anet/rdcs/compliance/faqs.phtml**
[9] For details go to **http://web.anglia.ac.uk/anet/staff/sec_clerk/**

Produced by Corporate Marketing, International & Development Services, ARU 15-16/136/MB

PARTICIPANT INFORMATION SHEET

Section A: The Research Project

1. **Title of project**

LEADING WITH EMOTIONAL INTELLIGENCE: A CASE STUDY ON X COMPANY LTD.

2. **Purpose of study**

The author believes that Leading with Emotional Intelligence is an issue today due to the many influences and stress that surrounds individuals in their personal lives, that affect them mentally, creating an inability to perform in their jobs.

This research will therefore focus on evaluating to what extent self-awareness, self-management, social awareness and relationship management traits of Emotional Intelligence be used to examine the employees of X Company Ltd.

The author believes understanding and solving this issue will help create a better and satisfactory team in the organization.

3. **Who is the researcher? *(or researchers if more than one person).***

The researcher is

4. **Why have I been asked to participate?**

You have been asked to take part in this research because you are familiar with the issue being researched and your responses will be appreciated with respect to solving this issue.

5. **How many people will be asked to participate?**

35 persons will be asked to participate.

6. **Do I have to take part?**

Although you have been invited to take part in this research it is voluntary.

7. **Has the study got ethical approval?**

Yes, the study has received ethical approval from the Anglia Ruskin University Faculty Research Ethics Panel.

8. **Has (the organisation-PLEASE NAME) where the research is being carried out given permission?**

Yes, the organization has given permission to carry out this research.

9. **What will happen to the results of the study?**

The outcomes of this research will be written-up as part of my MBA degree submission.

10. **Contact for further information**

I can be contacted at

Section B: Your Participation in the Research Project

1. **What will I be asked to do?**

This research will require you to complete a questionnaire by selecting a choice from the options provided for you on the form. It is envisaged that this process will take no longer than 15 minutes.

2. **In relation to this specific research project, we need to make you aware of the following:**

☐	We do not need your personal data at any stage of this research project		
We are responsible for the personal data you give to us as a:			
☐	**Data Controller** (I shall be responsible and in sole control over for the personal data collected)	Name of Researcher:	xxxxxxx

3. **I will be asking you for the following information:**

Personal Data				Sensitive Personal data	
☐	Name/ Contact details	☐	Image (Photo or video)	☐	Racial/ Ethnicity data
☐	Age	☐	Experiences	☐	Political/ Religious beliefs
☐	Address/ location data	☐	Opinions	☐	Trade Union membership
☐	Employment & Earnings	☐	[Other]	☐	Genetic/ Biometric data
☐	ID Numbers (e.g. NHS)	☐	[Other]	☐	Health
☐	Online identifier	☐	[Other]	☐	Sex life/ orientation data

4. **What will happen to your data?**

The data will be anonymise whereby no one will know who submitted the information. The data will also be securely held using a password and password protected computers.

5. **Are there any possible disadvantages or risks to taking part?**

No, there are no disadvantages or risks. You may just become bored or fatigue while taking part.

6. **What are the likely benefits of taking part?**

There are no direct benefits.

7. **Can I withdraw at any time, and how do I do this?**

Yes, you can withdraw at any time.

8. **What will happen to my data?**

All data collected will be held in compliance with the data protection Act of TT.

Our general privacy notice explaining our use of your personal data for research purposes is available here:

https://www.anglia.ac.uk/privacy-and-cookies/research-participants

Please visit this link for information about how long we keep your data, how we keep your data secure, how you can exercise your rights over your data, and make a complaint over our use of your data.

9. **Can I withdraw my data from the study?**

Yes, you can with draw from the study with no repercussions.

10. **Whether there are any special precautions you must take before, during or after taking part in the study**

No, there are no special precautions that needs to be taken before, during or after.

11. **Will I pass onto anyone else what you have told me?**

All information is confidential and will not be passed on to anyone.

12. **Summary of research findings**

A summary of findings will be given as seen relevant for improvement.

13. **Contact details for complaints**

I can be contacted at

Version 1

PARTICIPANT CONSENT FORM

NAME OF PARTICIPANT:

Title of the project: LEADING WITH EMOTIONAL INTELLIGENCE: A CASE STUDY ON X LTD.

Main investigator and contact details: Contact number –

Members of the research team:

1. I agree to take part in the above research. I have read the Participant Information Sheet (7th January 2021 version 1) for the study.
   I understand what my role will be in this research, and all my questions have been answered to my satisfaction.

2. I understand that I am free to withdraw from the research at any time, without giving a reason.

3. I am free to ask any questions at any time before and during the study.

4. I understand what information will be collected from me for the study

5. For the purposes of the Republic of Trinidad and Tobago Data Protection Act of 2011, if this project requires me to produce personal data, I have read and understood how data controller will process it.

6 I understand what will happen to the data collected from me for the research.

8. I have been told about any disadvantages or risks regarding me taking part

9. I understand that quotes from me may be used in the dissemination of the research

10. I understand that the interview will be recorded

11. I have been informed how my data will be processed, how long it will be kept and when it will destroyed.

12. I have been provided with a copy of this form and the Participant Information Sheet (7th January 2021 version 1)

Name of participant (print)……

Signed……

Date……

7th January 2021 version 1.

I WISH TO WITHDRAW FROM THIS STUDY.

If you wish to withdraw from the research, please speak to the researcher or email them at (add email address) stating the title of the research or send them this withdrawal slip.

You do not have to give a reason for why you would like to withdraw.

Please let the researcher know whether or not you are happy for data that has been collected up to this point to still be used. You are completely free to ask for any data to also be removed should you wish it to be, as long as the data is not anonymised. When data is anonymised, it means personal data relating to it has been permanently removed, so the researcher will not know which belongs to you.

Ethics Quiz Certificate

Letter of Permission

CONFIDENTIAL

Stage 1 Research Ethics Application Form

Section 1: Details of the Researcher and their Research

N.B. If you are conducting research that involves 'animals (dead or alive) and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

Applicants carrying out research with children or vulnerable adults may also need to carry out an online Safeguarding course and submit the pass certificate with their ethics application. Please refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form at the above weblink.

Researcher details	
First name	
Family name	
School/Faculty	Faculty of Business and Law
Email address	
Name of Institution where you study or work	SAM Trinidad
Are you: *Please tick*	☐ Undergraduate (UG) Student ✓ **Postgraduate Taught (PGT) Student** ☐ Postgraduate Research (PGR) Student ☐ Member of ARU Staff ☐ Member of ARU staff carrying out Masters/Doctorate research
Students (including staff proposing research on a course/programme)	
Your SID	
Your course/programme title	Postgraduate Major Project MOD001160
Name of your First Supervisor (for PGR) or Supervisor (for UG and PGT)	Andre Samuel
Research details	
Title of your research project *N.B. For UG/PGT students, this is not the title of your research module*	Managing Virtual Teams - Key leadership competencies: A case study of xxx Limited.

Name and institutional affiliation of any research collaborators	NA
Date of application	22 Jan 2021
Start date of proposed research	15 Feb 2021

Brief Project Summary (up to 700 words) Please summarise your research in non-specialist language.
 	
Please describe where relevant:
 	
Methodology (please describe what you plan to do as opposed to providing a background in your chosen methodology)
Theoretical approaches
Research questions
Details of participant population (recruitment, inclusion and exclusion criteria
	Research Issue
	It's 9:00 am, do you know where your employees are?
	This question reflects the new paradigm of work in today's world where Managers and Staff work in Virtual Teams and Leaders are challenged to maintain team performance through the use of technology. Leadership is just as applicable to virtual teams as they are to teams that interact physically. Virtual Work is relevant in today's world. It is predicted that this shift towards remote work will become more permanent and commonplace after Covid-19. Recent studies show that 74% intend to shift some employees to remote work permanently. A veritable revolution is happening in global job markets in 2020 requiring Leaders to adapt to this new normal. However, a study discussed in the MIT Sloan Management Review found that only 18% of the seventy global business virtual teams assessed were found to be highly successful. With the current shift to virtual teams and the low success rate, it is therefore imperative that a formula for success be developed. This research will shed light on identifying the key leadership competencies needed to successfully lead in a virtual team environment.
	
	Research Question
	What are the key leadership competencies needed to successfully lead virtual teams?
	
	Objectives
	●To analyze the virtual work concept in today's world and identify the
	indicators, if any, to suggest that this concept will become more permanent.
	
	●To identify the most common reasons virtual teams fail to succeed.
	
	●To determine the necessary competencies required by Leaders to successfully manage in a virtual team environment
	
	Methodology
	- Overall design
	  ○ A case study will be used in this research.
	- Data collection method to be used
	  ○ An Interpretivist approach whereby data collection such as interviews and questionnaires will be utilized. The perceptions and views of employees, inclusive of leaders of the organization, will be collected. The subjectivist views

knowledge or accepts knowledge as being valid based on the opinions and perceptions of individuals. Therefore for the purpose of this research, the author will adopt a Subjectivist Epistemological stance. Secondary data will also form part of the data utilized in this research in an effort to identify the indicators or trends that suggest that this concept will become more permanent. Questionnaires emailed to both employees and leaders will also be utilized. Secondly, questionnaires once again also distributed via email to both employees and leaders will be used to evaluate the most common reasons virtual teams fail to succeed. Finally, as the author seeks to examine Leadership theories as it pertains to the virtual environment in an effort to determine the necessary competencies required by Leaders to successfully manage in a virtual team environment, the Leadership Skills Inventory (LSI) will assist in gaining the insight into evaluating leadership effectiveness. A theory will be generated, a Phenomenological paradigm will therefore be utilized by the author.

- Who are the participants?

  It is anticipated that a total of thirty-five participants will be utilized as a sample. Questionnaires emailed to general staff as well as managers will be utilized. Google Forms will be used, as the company identified in this case study is currently fully integrated into the Google platform.

- How will they be recruited?
  - Participants will be emailed an invitation to take part in the research project. As a result of the social distancing guidelines due to Covid-19, electronic communication will be utilized throughout the research project.

- Sampling methods to be used
  - The mixed-methods approach to research, allowing to incorporate methods of collecting or analyzing data from the quantitative and qualitative research approaches in this study.

  - The sample size will be calculated utilizing the Qualtrics Sample Size Calculator. A confidence level of 95% along with a margin of error of 5% will be used. Population size is estimated to be 50 employees. Utilizing this information, the Qualtrics calculator suggests that the ideal sample size is 45 representing almost the entire population due to its small size.

- What data will you collect about and from the participants?
  - Personal and sensitive data will not be collected. Basic demographic data will be collected.

Please explain the potential value of your research to society and/or the economy and its potential to improve knowledge and understanding.	With the current shift to virtual teams and the low success rate, a formula for success must be developed. Covid-19 has annihilated some industries and on the other hand, some have been able to achieve higher than usual profitability. This is largely due to their ability to adapt. The work from home is now not by choice but a necessity, and success is ultimately required. This research will help fill those gaps allowing for a guide to manage to achieve this success.

Section 2: Research Ethics Checklist (Refer to Section 3 for an explanation of the colour coding.)

N.B. If you are conducting research that involves 'animals and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

You must provide a response to ALL questions. Please refer to the Question Specific Advice for completing the Stage 1 Research Ethics Application Form for guidance.

	Will your research (delete as appropriate):			
1	Involve human participants?		YES	
2	Utilise data that is not publically available?		YES	
3	Create a risk that individuals and/or organisations could be identified in the outputs?		YES	
4	Involve participants whose responses could be influenced by your relationship with them or by any perceived, or real, conflicts of interest?			NO
5	Involve the co-operation of a 'gatekeeper' to gain access to participants?		YES	
6	Offer financial or other forms of incentives to participants?			NO
7	Involve the possibility that any incidental health issues relating to participants could be identified?			NO
8	Involve the discussion of topics that participants may find distressing?			NO
9	Take place outside of the country where you work and/or are enrolled to study?			NO
10	Cause a negative impact on the environment (over and above that of normal daily activity)?			NO
11	Involve genetic modification of human tissue, or use of genetically modified organisms classified as Class One activities?[1].			NO
12	Involve genetic modification of human tissue, or use of genetically modified organisms above Class One activities?[2].			NO
13	Collect, use or store any human tissue or DNA (including but not limited to, serum, plasma, organs, saliva, urine, hair and nails)?[3]			NO
14	Involve medical research with humans, including clinical trials or medical devices?			NO
15	Involve the administration of drugs, placebos or other substances (e.g. food, vitamins) to humans?			NO
16	Cause (or have the potential to cause) pain, physical or psychological harm or negative consequences to humans?			NO

[1] Email FST-Biologicalsafety.GMO@aru.ac.uk for further information.

[2] As above.

[3] For any research involving human material you must contact ARU-HBMC@aru.ac.uk for further guidance on how to proceed.

17	Involve the collection of data without the consent of participants, or other forms of deception?			NO
18	Involve interventions with people aged 16 years of age and under?			NO
19	Relate to military sites, personnel, equipment, or the defence industry?			NO
20	Risk damage/disturbance to culturally, spiritually or historically significant artefacts/places, or human remains?			NO
21	Contain research methodologies you, or members of your team, require training to carry out?			NO
22	Involve access to, or use (including internet use) of, material covered by the Counter Terrorism and Security Act (2015), or the Terrorism Act (2006), or which could be classified as security sensitive?[4]			NO
23	Risk being construed as encouraging terrorism or inviting support for proscribed organisations and/or contain extremist views that risk drawing people into terrorism or are shared by extremist groups			NO
24	Involve you or participants in a) activities which may be illegal and/or b) the observation, handling or storage (including export) of information or material which may be regarded as illegal?			NO
25	Does your research involve the NHS (require Health Research Authority and/or NHS REC and NHS R&D Office cost and capacity checks)?			NO
26	Require ethical approval from any recognised external agencies (Social Care, Ministry of Justice, Ministry of Defence)?			NO
27	Involve individuals aged 16 years of age and over who lack 'capacity to consent' and therefore fall under the Mental Capacity Act (2005)?			NO
28	Involve processing special category data[5] and/or intend to recruit 100 or over participants? (only answer if your research involves the EEA – see Section 5 for further information).			NO
29	Pose any ethical issue not covered elsewhere in this checklist (excluding issues relating to animals and significant habitats which are dealt with in a separate form)?			NO

Please note that the Faculty Research Ethics Panel (FREP) will refer to the Office of the Secretary

[4] The Counter Terrorism and Security Act (2015) and Terrorism Act (2006) outlaws web posting of material that encourages or endorses terrorist acts, even terrorist acts that have occurred in the past. Sections of the Terrorism Act also create a risk of prosecution for those who transmit material of this nature, including transmitting the material electronically. The storage of such material on a computer can, if discovered, prompt a police investigation. Visits to websites related to terrorism and the downloading of material issued by terrorist groups (even from open-access sites) may be subject to monitoring by the police. Storage of this material for research purposes may also be subject to monitoring by the police. Therefore, research relating to terrorism, or any other research that could be classified as security-sensitive (for example, Ministry of Defence-commissioned work on military equipment, IT encryption design for public bodies or businesses) needs special treatment. If you have any doubts about whether your research could be classified as security-sensitive, please speak to your FREP Chair.

[5] Special category data is defined as personal data which reveals racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a person, and data concerning health or data concerning a person's sex life or sexual orientation.

and Clerk any application where, in the view of the Chair, the proposed research poses a risk of a legal or security related nature to Anglia Ruskin University. The Chair will seek guidance from the Secretary and Clerk before the FREP decides if the proposed research can be granted ethical approval and/or the nature of any special arrangements which need to be put in place.

Section 3: Approval process

All student applications must be sent to your Supervisor for checking.
Your Supervisor must then forward the application to the SREP/FREP (as appropriate)

FREP = Faculty Research Ethics Panel
SREP = School Research Ethics Panel

NO answered to all questions
Risk category Green

Complete Section 6 of this form and then send it to your SREP.
You do not require ethical approval from a committee.
You can start your research immediately.

YES to any of Questions 1-11 and/or 29 but NO to all other questions
Risk category Yellow

Complete Section 4 -6 of this form and submit it, and the Participant Information Sheet (PIS) and Participant Consent Form (PCF), to your SREP. Your faculty may require further documents.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 12-24
Risk Category Red

Complete Section 5 and 6 of this form and complete the Stage 2 Approval form. Submit both, and any other documents required, to your FREP.
If you answered YES to Question 23 you must also complete and submit for consideration by the committee the Stage 3 Approval form.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 25-27
Risk Category Purple

Yes to Question 28
Risk Category Blue

You need external approval(s) which, if granted, may be regarded as equivalent to approval from an Anglia Ruskin ethics committee.

Refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form and Code of Practice for Applying for Ethical Approval for further information

You need to wait for ethical and/or governance approval before you start your research.

You must also complete the Special Category Data Questions and submit these with your application (see Section 5).

Section 4: Project details

Management of Ethical Risk
For each of Questions 1-11 and Question 29, where you have responded 'Yes', please explain for the panel how you justify and will manage the ethical risk created. Your research is in the Yellow risk category. 1. Question 1 and 2 a. Explain the study benefits via a participant information sheet b. Explain participant rights and protection such as withdrawal, confidentiality & anonymity. c. Obtain informed consent via the use of a consent form or consent question. d. No personal data will be collected e. All data will be deleted from online cloud services once completed f. All data will be stored securely g. Non-disclosure of data. 2. Question 3 a. Consent has been given to use the organization's name in this report. All participants however will remain anonymous as no personal data will be collected. 3. Question 5 a. A letter of permission (see attached) has been attained.

Section 5: Data Protection

If your research involves personal data and will be in the European Economic Area (EEA), involve transferring data in or out of the EEA (the EEA includes EU member states and also Iceland, Liechtenstein and Norway) or accessing ARU servers within the UK.

1. You must complete the Research Checklist for Data Protection and confirm that you have done this in Section 6.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research.phtml

2. If you have said 'yes' to Question 28, you must also complete the Further Data Protection Questions and follow further instructions if applicable. You need to submit this document with your ethics application.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research2.phtml

3. If your research will not involve the EEA, you need to confirm in Section 6 that you will comply with the data legislation relating to the country you are carrying research out in or transferring data in or out of.

Section 6: Confirmation/Declaration statements

	Confirmation Statements (delete as appropriate)	
1	I have completed the relevant training in research ethics.[6]	Yes
2	I have consulted the Research Ethics Policy and the relevant sections of the Code of Practice for Applying for Ethical Approval, available at www.**aru.ac.uk/researchethics.**	Yes
3	I have completed a Risk Assessment (Health and Safety) and had it approved by the appropriate person.[7]	Not applicable
4	Either I have reviewed the Research Checklist for Data Protection and comply with its requirements. If I needed to complete the Further Data Protection Questions, I obtained advice from our Data Protection Officer if any of my responses were 'no' and submit the correspondence with this ethics application. Or for research that does not involve the EEA, I will comply with any data protection legislation of the country or countries that my research will involve.	Yes
5	For research funded externally where the funding was acquired via Anglia Ruskin, I have completed a Project Risk Assessment.[8]	Not applicable
6	I have attached my confirmation of passing a Safeguarding course.	Not applicable
7	If my research project involves a contract between Anglia Ruskin University and an external party, I have had the contract approved by the Secretary and Clerks Office[9]	Not applicable

Applicant Declaration
By sending this form from my Anglia Ruskin e-mail account, I confirm that I will undertake the research as detailed here. I understand that I must abide by the terms of my ethical approval and that I may not amend the research without further ethical approval. I also confirm that the research will comply with all Anglia Ruskin ethical guidance, all relevant legislation and any relevant professional or funding body ethical guidance.

Supervisor/First Supervisor Declaration
By sending this form from my Anglia e-mail account, I confirm the statements in the Applicant Declaration and that I will supervise the research as detailed in the application.

Thank you for completing the Stage 1 Research Ethics Application Form.

Please submit it as follows:

Staff Researchers: Send form directly to the relevant committee.

Student Researchers (including staff carrying out research in a student capacity): Send form to Supervisor/First Supervisor.

Supervisor/First Supervisor: Check application and forward to the relevant committee.

For FREP/SREP details please visit the Ethics website: https://web.anglia.ac.uk/anet/rido/ethics/about/frep.phtml On this page you will also find links to each

[6] Where required, UG or PGT students must submit confirmation with this form that they have passed the on-line ethics training. Some courses have exemption from this requirement. Please check with your supervisor.
[7] For research conducted at ARU including University Centre Peterborough and College of West Anglia, go to https://web.anglia.ac.uk/anet/staff/sec_clerk/ for the relevant guidance. Students at other institutions must follow local processes.
[8] For details go to **web.anglia.ac.uk/anet/rdcs/compliance/faqs.phtml**
[9] For details go to **http://web.anglia.ac.uk/anet/staff/sec_clerk/**

Faculty's website where more information on SREPS can be found.

PARTICIPANT INFORMATION SHEET

Section A: The Research Project

1. Title of project

Managing Virtual Teams - Key leadership competencies: A case study of xxx Limited.

2. Purpose of study

It's 9:00 am, do you know where your employees are? This question reflects the new paradigm of work in today's world where Managers and Staff work in Virtual Teams and Leaders are challenged to maintain team performance through the use of technology. Leadership is just as applicable to virtual teams as they are to teams that interact physically. Virtual Work is relevant in today's world. It is predicted that this shift towards remote work will become more permanent and commonplace after Covid-19. Recent studies show that 74% intend to shift some employees to remote work permanently. A veritable revolution is happening in global job markets in 2020 requiring Leaders to adapt to this new normal. However, a study discussed in the MIT Sloan Management Review found that only 18% of the seventy global business virtual teams assessed were found to be highly successful. With the current shift to virtual teams and the low success rate, it is therefore imperative that a formula for success be developed. This research will shed light on identifying the key leadership competencies needed to successfully lead in a virtual team environment.

3. Who is the researcher? *(or researchers if more than one person).*

xxx and this research is part of my Masters degree at Anglia Ruskin University

4. Why have I been asked to participate?

You have been asked to participate based on your familiarity with the particular research issue of identifying the leadership competencies in managing virtual teams. Your responses will assist in contributing to solving this very relevant issue.

5. How many people will be asked to participate?

45 persons will be asked to take part in this research.

6. Do I have to take part?

Participation is voluntary and as such you can refuse to take part without giving a reason. You will not be coerced into taking part in any manner.

7. Has the study got ethical approval?

Yes, the study has received ethical approval from the Anglia Ruskin University Faculty Research Ethics Panel.

8. Has G4S (Trinidad) Limited where the research is being carried out given permission?

Yes xxxx Limited has granted permission to conduct this research. Permission has also been given to approach participants and there is ultimately no obligation placed on an employee by the organisation to take part, and it is entirely the decision of each person whether they would like to take part in this research.

9. What will happen to the results of the study?

The findings will be presented as part of my MBA degree submission.

10. Contact for further information

Anglia Ruskin University email address - _

Section B: Your Participation in the Research Project

1. What will I be asked to do?

As a participant, you will be required to complete a questionnaire by making a selection based on the choices provided to you. The expected completion time is no more than 15 minutes.

2. In relation to this specific research project, we need to make you aware of the following:

✓	We do not need your personal data at any stage of this research project		
We are responsible for the personal data you give to us as a:			
☐	**Data Controller** (I shall be responsible and in sole control over for the personal data collected)	Name of Researcher:	

3. I will be asking you for the following information:

Personal Data				Sensitive Personal data	
☐	Name/ Contact details	☐	Image (Photo or video)	☐	Racial/ Ethnicity data
☐	Age	☐	Experiences	☐	Political/ Religious beliefs
☐	Address/ location data	☐	Opinions	☐	Trade Union membership
☐	Employment & Earnings	☐	[Other]	☐	Genetic/ Biometric data
☐	ID Numbers (e.g. NHS)	☐	[Other]	☐	Health
☐	Online identifier	☐	[Other]	☐	Sex life/ orientation data

4. What will happen to your data?

All data will be anonymised whereby all personal identifiers, both direct and indirect, that may lead to an individual being identified will be removed.

Data will be securely held and will not be shared with anyone. Participants will be anonymised in this research dissertation. Every attempt to ensure participants are anonymous and there is no chance participants could be identified by their peers or colleagues.

Participants may check their data to determine if they are happy with it before disseminating.

Yes, quotes from participants may be used in dissemination therefore increasing the likelihood that participants could be identified.

Interviews may be recorded and the transcripts will be kept secure on cloud storage.

Due to the fact that online surveys will be conducted, Guidance for Online Surveys on the research ethics website at www.aru.ac.uk/researchethics was referred to and adhered to.

A link to the site's Privacy Policy will be provided and all data will be stored on Google cloud storage which adheres to the highest level of online security.

5. **Are there any possible disadvantages or risks to taking part?**

There are no possible disadvantages or risks to taking part in this research with the exception that you may become bored or experience some amount of fatigue. Should this occur, a rest break can be provided. It should also be noted that that agreement to participate in the study does not affect participant's legal rights.

6. **What are the likely benefits of taking part?**
It is unlikely that there will be any direct benefits to participants. For Masters research, the main benefit is likely to be educational.

7. **Can I withdraw at any time, and how do I do this?**
Yes, participants can withdraw from the study at any time and without giving a reason. Participants may also choose to email their decision to participate or decline. An email address will be provided. Participants who withdraw will also have the option to withdraw from the study and have their data removed or to withdraw, but still use any anonymised data collected up to that point. Also, the last approximate time it will be possible to withdraw data will be 7 days after completion of the interview or submission of the completed questionnaire, given it will not be possible once written in the research for the dissertation degree or published findings.

Participants do not have to answer any questionnaire or interview questions not comfortable with.

8. **What will happen to my data?**
Personal data will not be collected for this research. All other data will be held according to the privacy policy of the University and by extension the data protection act of Trinidad and Tobago.

Our general privacy notice explaining our use of your personal data for research purposes is available here:

https://www.anglia.ac.uk/privacy-and-cookies/research-participants

Please visit this link for information about how long we keep your data, how we keep your data secure, how you can exercise your rights over your data, and make a complaint over our use of your data.

9. **Can I withdraw my data from the study?**
Yes, I will be able to remove your data up to the point when I start to analyse it, which will be approximately 25th March 2021.

10. **Whether there are any special precautions you must take before, during or after taking part in the study**
There are no special precautions.

11. **Will I pass onto anyone else what you have told me?**
No, all information will remain confidential.

12. **Summary of research findings**
Yes, a summary of research findings wherever possible will be sent to participants via email.

13. Contact details for complaints

If there are any complaints about the study, participants are encouraged to speak to the researcher's supervisor in the first instance to try and reach an informal resolution.

Version 1

PARTICIPANT CONSENT FORM

NAME OF PARTICIPANT:

Title of the project: Managing Virtual Teams - Key leadership competencies: A case study of xxx Limited.

Main investigator and contact details:

Members of the research team:

1. I agree to take part in the above research. I have read the Participant Information Sheet 21st January 2021 Version 1 for the study.
   I understand what my role will be in this research, and all my questions have been answered to my satisfaction.

2. I understand that I am free to withdraw from the research at any time, without giving a reason.

3. I am free to ask any questions at any time before and during the study.

4. I understand what information will be collected from me for the study

5. For the purposes of the Republic of Trinidad and Tobago Data Protection Act of 2011, if this project requires me to produce personal data, I have read and understood how the data controller will process it.

6 I understand what will happen to the data collected from me for the research.

8. I have been told about any disadvantages or risks regarding me taking part

9. I understand that quotes from me may be used in the dissemination of the research

10. I understand that the interview will be recorded

11. I have been informed how my data will be processed, how long it will be kept and when it will be destroyed.

12. I have been provided with a copy of this form and the Participant Information Sheet 21st January 2021 Version 1

Name of participant (print).....

Signed.....

Date.....

21st January 2021 Version 1

I WISH TO WITHDRAW FROM THIS STUDY.

If you wish to withdraw from the research, please speak to the researcher or email them at nk585@student.aru.ac.uk stating the title of the research or send them this withdrawal slip.

You do not have to give a reason for why you would like to withdraw.

Please let the researcher know whether or not you are happy for data that has been collected up to this point to still be used. You are completely free to ask for any data to also be removed should you wish it to be, as long as the data is not anonymised. When data is anonymised, it means personal data relating to it has been permanently removed, so the researcher will not know which belongs to you.

Ethics Quiz Certificate

Letter of Permission

CONFIDENTIAL

Stage 1 Research Ethics Application Form

Section 1: Details of the Researcher and their Research

N.B. If you are conducting research that involves 'animals (dead or alive) and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

Applicants carrying out research with children or vulnerable adults may also need to carry out an online Safeguarding course and submit the pass certificate with their ethics application. Please refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form at the above weblink.

Researcher details	
First name	
Family name	
School/Faculty	Faculty of Business and Law
Email address	
Name of Institution where you study or work	SAM Trinidad
Are you: *Please tick*	☐ Undergraduate (UG) Student ☐ **Postgraduate Taught (PGT) Student** ☐ Postgraduate Research (PGR) Student ☐ Member of ARU Staff ☐ Member of ARU staff carrying out Masters/Doctorate research
Students (including staff proposing research on a course/programme)	
Your SID	
Your course/programme title	Postgraduate Major Project MOD001160
Name of your First Supervisor (for PGR) or Supervisor (for UG and PGT)	Andre Samuel
Research details	
Title of your research project *N.B. For UG/PGT students, this is not the title of your research module*	**Contemporary approaches to women's leadership development: A case study at a Bank.**

Name and institutional affiliation of any research collaborators	NA
Date of application	January 7th, 2021
Start date of proposed research	February 15th , 2021
Brief Project Summary (up to 700 words) Please summarise your research in non-specialist language. Please describe where relevant: *Methodology (please describe what you plan to do as opposed to providing a background in your chosen methodology)* *Theoretical approaches* *Research questions* *Details of participant population (recruitment, inclusion and exclusion criteria*	Research Issue :- Research Question: - What are the appropriate approaches to leadership development of women today? Objectives:- o To analyze the existing leadership development strategies utilized for women in leadership roles at a Bank. o To identify and highlight weaknesses, challenges and reasons for limitations of women at the C-level in a male dominated C-suite environment. o To synthesize gaps in leadership training initiatives that challenge the impediments that restrict women's leadership development. Methodology - Overall design **Case study** - Data collection method to be used **Qualitative and Quantitative** - Who are the participants? **Executive women and women management employees at Scotiabank** - How will they be recruited? **Emailed Invitation** - Sampling methods to be used **The researcher will utilize a non-probability sampling technique namely convenience sampling** - What data will you collect about and from the participants? **1. Perspectives and opinions on women's development by participants** **2. Types of development programmes offered to women at the institution** **3. Company's level of support to women, family and job-related** **4. Company's mentorship plans for women** **5. Effectiveness of organization in promoting WLD** **6. Company's policy on inclusive environment and diversity climate for women at executive level** **7. Representation of women at chief executive level and the progression percentage over last 3 years**

Please explain the potential value of your research to society and/or the economy and its potential to improve knowledge and understanding.	Rationale:- The author hopes to shed light on the appropriate approaches to leadership development of women today. Understanding that the ease in finding talented persons is only possible by producing a more demographically diverse pool of candidates, the author aspires to promote equal opportunity for all, a promise hoped to fulfil, in assuming leadership roles to achieve organizational success. In doing so, she seeks to review gender parity/disparity to promote developmental process that closes gaps.

Section 2: Research Ethics Checklist (Refer to Section 3 for an explanation of the colour coding.)

N.B. If you are conducting research that involves 'animals and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.aru.ac.uk/researchethics).

You must provide a response to ALL questions. Please refer to the Question Specific Advice for completing the Stage 1 Research Ethics Application Form for guidance.

	Will your research (delete as appropriate):			
1	Involve human participants?		YES	
2	Utilise data that is not publically available?		YES	
3	Create a risk that individuals and/or organisations could be identified in the outputs?		YES	
4	Involve participants whose responses could be influenced by your relationship with them or by any perceived, or real, conflicts of interest?			NO
5	Involve the co-operation of a 'gatekeeper' to gain access to participants?		YES	
6	Offer financial or other forms of incentives to participants?			NO
7	Involve the possibility that any incidental health issues relating to participants could be identified?			NO
8	Involve the discussion of topics that participants may find distressing?			NO
9	Take place outside of the country where you work and/or are enrolled to study?			NO
10	Cause a negative impact on the environment (over and above that of normal daily activity)?			NO
11	Involve genetic modification of human tissue, or use of genetically modified organisms classified as Class One activities?[1].			NO
12	Involve genetic modification of human tissue, or use of genetically modified organisms above Class One activities?[2].			NO
13	Collect, use or store any human tissue or DNA (including but not limited to, serum, plasma, organs, saliva, urine, hair and nails)?[3]			NO
14	Involve medical research with humans, including clinical trials or medical devices?			NO
15	Involve the administration of drugs, placebos or other substances (e.g. food, vitamins) to humans?			NO
16	Cause (or have the potential to cause) pain, physical or psychological harm or negative consequences to humans?			NO

[1] Email FST-Biologicalsafety.GMO@aru.ac.uk for further information.

[2] As above.

[3] For any research involving human material you must contact ARU-HBMC@aru.ac.uk for further guidance on how to proceed.

17	Involve the collection of data without the consent of participants, or other forms of deception?			NO
18	Involve interventions with people aged 16 years of age and under?			NO
19	Relate to military sites, personnel, equipment, or the defence industry?			NO
20	Risk damage/disturbance to culturally, spiritually or historically significant artefacts/places, or human remains?			NO
21	Contain research methodologies you, or members of your team, require training to carry out?			NO
22	Involve access to, or use (including internet use) of, material covered by the Counter Terrorism and Security Act (2015), or the Terrorism Act (2006), or which could be classified as security sensitive?[4]			NO
23	Risk being construed as encouraging terrorism or inviting support for proscribed organisations and/or contain extremist views that risk drawing people into terrorism or are shared by extremist groups			NO
24	Involve you or participants in a) activities which may be illegal and/or b) the observation, handling or storage (including export) of information or material which may be regarded as illegal?			NO
25	Does your research involve the NHS (require Health Research Authority and/or NHS REC and NHS R&D Office cost and capacity checks)?			NO
26	Require ethical approval from any recognised external agencies (Social Care, Ministry of Justice, Ministry of Defence)?			NO
27	Involve individuals aged 16 years of age and over who lack 'capacity to consent' and therefore fall under the Mental Capacity Act (2005)?			NO
28	Involve processing special category data[5] and/or intend to recruit 100 or over participants? (only answer if your research involves the EEA – see Section 5 for further information).			NO
29	Pose any ethical issue not covered elsewhere in this checklist (excluding issues relating to animals and significant habitats which are dealt with in a separate form)?			NO

Please note that the Faculty Research Ethics Panel (FREP) will refer to the Office of the Secretary and Clerk any application where, in the view of the Chair, the proposed research poses a risk of a legal or security related nature to Anglia Ruskin University. The Chair will seek guidance from the Secretary and Clerk before the FREP decides if the proposed research can be granted ethical approval and/or the nature of any special arrangements which need to be put in place.

[4] The Counter Terrorism and Security Act (2015) and Terrorism Act (2006) outlaws web posting of material that encourages or endorses terrorist acts, even terrorist acts that have occurred in the past. Sections of the Terrorism Act also create a risk of prosecution for those who transmit material of this nature, including transmitting the material electronically. The storage of such material on a computer can, if discovered, prompt a police investigation. Visits to websites related to terrorism and the downloading of material issued by terrorist groups (even from open-access sites) may be subject to monitoring by the police. Storage of this material for research purposes may also be subject to monitoring by the police. Therefore, research relating to terrorism, or any other research that could be classified as security-sensitive (for example, Ministry of Defence-commissioned work on military equipment, IT encryption design for public bodies or businesses) needs special treatment. If you have any doubts about whether your research could be classified as security-sensitive, please speak to your FREP Chair.

[5] Special category data is defined as personal data which reveals racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a person, and data concerning health or data concerning a person's sex life or sexual orientation.

Section 3: Approval process

All student applications must be sent to your Supervisor for checking.
Your Supervisor must then forward the application to the SREP/FREP (as appropriate)

FREP = Faculty Research Ethics Panel
SREP = School Research Ethics Panel

NO answered to all questions
Risk category Green

Complete Section 6 of this form and then send it to your SREP.
You do not require ethical approval from a committee.
You can start your research immediately.

YES to any of Questions 1-11 and/or 29 but NO to all other questions
Risk category Yellow

Complete Section 4 -6 of this form and submit it, and the Participant Information Sheet (PIS) and Participant Consent Form (PCF), to your SREP. Your faculty may require further documents.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 12-24
Risk Category Red

Complete Section 5 and 6 of this form and complete the Stage 2 Approval form. Submit both, and any other documents required, to your FREP.
If you answered YES to Question 23 you must also complete and submit for consideration by the committee the Stage 3 Approval form.
You need to wait for ethical approval before you start your research.

YES to **any** of Questions 25-27
Risk Category Purple

You need external approval(s) which, if granted, may be regarded as equivalent to approval from an Anglia Ruskin ethics committee.

Refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form and Code of Practice for Applying for Ethical Approval for further information

You need to wait for ethical and/or governance approval before you start your research.

Yes to Question 28
Risk Category Blue

You must also complete the Special Category Data Questions and submit these with your application (see Section 5).

Section 4: Project details

Management of Ethical Risk
For each of Questions 1-11 and Question 29, where you have responded 'Yes', please explain for the panel how you justify and will manage the ethical risk created. Your research is in the Yellow risk category. **Q1 and 2 - Informed consent will be sought from the Organisation's HR department. Additionally a participant information sheet will be sent to participants to provide awareness of what research is about. All information acquired will be held with the strictest confidence, with anonymity of identity and storage of information maintained only during period of study. Storage will be managed securely, interviews will conducted with the requisite consent form obtained, participants will be advised of the voluntary nature of participation and rights as a participant will be declared to ensure clarity.** **Q4 - The gatekeeper has provided consent to use the organisation name to use in the report. Participants will be anonymous as no personal and sensitive data will be collected.** **Q5 - Researcher obtained a letter of permission. Please see attached.**

Section 5: Data Protection

If your research involves personal data and will be in the European Economic Area (EEA), involve transferring data in or out of the EEA (the EEA includes EU member states and also Iceland, Liechtenstein and Norway) or accessing ARU servers within the UK.

1. You must complete the Research Checklist for Data Protection and confirm that you have done this in Section 6.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research.phtml

2. If you have said 'yes' to Question 28, you must also complete the Further Data Protection Questions and follow further instructions if applicable. You need to submit this document with your ethics application.
   https://web.anglia.ac.uk/anet/staff/sec_clerk/Data%20Protection/guidance/research2.phtml

3. If your research will not involve the EEA, you need to confirm in Section 6 that you will comply with the data legislation relating to the country you are carrying research out in or transferring data in or out of.

Section 6: Confirmation/Declaration statements

	Confirmation Statements (delete as appropriate)	
1	I have completed the relevant training in research ethics.[6]	Yes
2	I have consulted the Research Ethics Policy and the relevant sections of the Code of Practice for Applying for Ethical Approval, available at www.**aru.ac.uk/researchethics.**	Yes
3	I have completed a Risk Assessment (Health and Safety) and had it approved by the appropriate person.[7]	Not applicable
4	Either I have reviewed the Research Checklist for Data Protection and comply with its requirements. If I needed to complete the Further Data Protection Questions, I obtained advice from our Data Protection Officer if any of my responses were 'no' and submit the correspondence with this ethics application. Or for research that does not involve the EEA, I will comply with any data protection legislation of the country or countries that my research will involve.	Yes
5	For research funded externally where the funding was acquired via Anglia Ruskin, I have completed a Project Risk Assessment.[8]	Not applicable
6	I have attached my confirmation of passing a Safeguarding course.	Not applicable
7	If my research project involves a contract between Anglia Ruskin University and an external party, I have had the contract approved by the Secretary and Clerks Office[9]	Not applicable

Applicant Declaration
By sending this form from my Anglia Ruskin e-mail account, I confirm that I will undertake the research as detailed here. I understand that I must abide by the terms of my ethical approval and that I may not amend the research without further ethical approval. I also confirm that the research will comply with all Anglia Ruskin ethical guidance, all relevant legislation and any relevant professional or funding body ethical guidance.

Supervisor/FirstSupervisor Declaration
By sending this form from my Anglia e-mail account, I confirm the statements in the Applicant Declaration and that I will supervise the research as detailed in the application.

Thank you for completing the Stage 1 Research Ethics Application Form.

Please submit it as follows:

Staff Researchers: Send form directly to the relevant committee.

Student Researchers (including staff carrying out research in a student capacity): Send form to Supervisor/First Supervisor.

Supervisor/First Supervisor: Check application and forward to the relevant committee.

For FREP/SREP details please visit the Ethics website: https://web.anglia.ac.uk/anet/rido/ethics/about/frep.phtml On this page you will also find links to each Faculty's website where more information on SREPS can be found.

Date 19 Sept 2019 Version 4.9

[6] Where required, UG or PGT students must submit confirmation with this form that they have passed the on-line ethics training. Some courses have exemption from this requirement. Please check with your supervisor.
[7] For research conducted at ARU including University Centre Peterborough and College of West Anglia, go to **https://web.anglia.ac.uk/anet/staff/sec_clerk/** for the relevant guidance. Students at other institutions must follow local processes.
[8] For details go to **web.anglia.ac.uk/anet/rdcs/compliance/faqs.phtml**
[9] For details go to **http://web.anglia.ac.uk/anet/staff/sec_clerk/**

Produced by Corporate Marketing, International & Development Services, ARU 15-16/136/MB

PARTICIPANT INFORMATION SHEET

Section A: The Research Project

1. **Title of project:-**

Contemporary Approaches to women's leadership development: A case study at a Bank

2. **Purpose of study**

The author hopes to shed light on the appropriate approaches to leadership development of women today. Understanding that the ease in finding talented persons is only possible by producing a more demographically diverse pool of candidates, the author aspires to promote equal opportunity for all, a promise hoped to fulfil, in assuming leadership roles to achieve organizational success.

3. **Who is the researcher? *(Or researchers if more than one person).***

is the researcher guided by her student Supervisor, Andre Samuel of SAM Caribbean Limited. This is part of the author's Dissertation study to acquire the following:-

- Master's degree at Anglia Ruskin University

4. **Why have I been asked to participate?**

You have been asked to take part in this research since you are a Scotiabank employee familiar with the issue in the research and your response will be appreciated with respect to solving the issue.

5. **How many people will be asked to participate?**

150

6. **Do I have to take part?**

Participation is 100% voluntary

7. **Has the study got ethical approval?**

Yes the study has received ethical approval from the Anglia Ruskin University Faculty Research Ethics Panel.

8. **Has Scotiabank, where the research is being carried out, given permission?**

Yes Scotiabank has given permission to carry out this research however the permission received to approach participants places no obligation on you, in your capacity, to take part, and it is the decision of each person whether they would like to take part in your research.

9. **What will happen to the results of the study?**

The outcomes of this research will be written up as part of my MBA Degree submission.

10. **Contact for further information**

Only an Anglia Ruskin University email address must be given. If possible, also provide an Anglia telephone number, but if this is not feasible a personal mobile number (but not a landline number) is permissible.

Section B: Your Participation in the Research Project

1. **What will I be asked to do?**

This research will require you to complete a questionnaire by simply selecting your choice from the options provided to you. It is envisage that this process will take no longer than 15 minutes.

2. **In relation to this specific research project, we need to make you aware of the following:**

☐	We do not need your personal data at any stage of this research project		
We are responsible for the personal data you give to us as a:			
☐	**Data Controller** (I shall be responsible and in sole control over for the personal data collected)	Name of Researcher:	xxxxx

3. **I will be asking you for the following information:**

Personal Data				Sensitive Personal data	
☐	Name/ Contact details	☐	Image (Photo or video)	☐	Racial/ Ethnicity data
☐	Age	☐	Experiences	☐	Political/ Religious beliefs
☐	Address/ location data	☐	Opinions	☐	Trade Union membership
☐	Employment & Earnings	☐	[Other]	☐	Genetic/ Biometric data
☐	ID Numbers (e.g. NHS)	☐	[Other]	☐	Health
☐	Online identifier	☐	[Other]	☐	Sex life/ orientation data

4. **What will happen to your data?**

It will be anonymously and securely stored.

Anonymization refers to the process of removing personal identifiers that may lead to a person being identified from that information or combined with other information.

5. **Are there any possible disadvantages or risks to taking part?**

Possible anticipated disadvantages may include risk of boredom, fatigue or participants becoming distressed, as well as risks to confidentiality (e.g. the chance of participants being identified from dissemination) which as previously indicated

will be mitigated through maintaining anonymity and secure storage during brief period of study.

Additionally to reduce boredom or fatigue during interviews, if applicable, rest breaks will be initiated or in the case of serious effects or physical risk, the study will be stopped immediately.

The agreement to participate in the study does not affect participant's legal rights.

6. **What are the likely benefits of taking part?**

There are no direct benefits

7. **Can I withdraw at any time, and how do I do this?**

Participants can withdraw from the study at any time and without giving a reason. Please note participants do not have to answer any questionnaire or interview questions they do not wish to.

8. **What will happen to my data?**

It will be held according to the privacy policy of the University and in compliance with the data compliance act of Trinidad and Tobago

Our general privacy notice explaining our use of your personal data for research purposes is available here:

https://www.anglia.ac.uk/privacy-and-cookies/research-participants

Please visit this link for information about how long we keep your data, how we keep your data secure, how you can exercise your rights over your data, and make a complaint over our use of your data.

9. **Can I withdraw my data from the study?**

Yes you can withdraw with no repercussion

10. **Whether there are any special precautions you must take before, during or after taking part in the study**

No not at this time.

11. **Will I pass onto anyone else what you have told me?**

No. The information will be strictly utilized for the MBA degree submission.

12. **Summary of research findings**

If you desire to be sent a summary of research findings, this will be arranged and forwarded via email on completion of research.

13. **Contact details for complaints**

You can reach out to Annesa Ramchand, Anglia Ruskin University Coordinator at 1-868-663-6681 EXT 168

PARTICIPANT CONSENT FORM

NAME OF PARTICIPANT:

Title of the project: Contemporary Approaches to women's leadership development: A case study at a Bank

Main investigator and contact details:

Members of the research team:

1. I agree to take part in the above research. I have read the Participant Information Sheet (January 22nd, 2021 version 1) for the study.
   I understand what my role will be in this research, and all my questions have been answered to my satisfaction.

2. I understand that I am free to withdraw from the research at any time, without giving a reason.

3. I am free to ask any questions at any time before and during the study.

4. I understand what information will be collected from me for the study

5. For the purposes of the Republic of Trinidad and Tobago Data Protection Act of 2011, if this project requires me to produce personal data, I have read and understood how data controller will process it.

6 I understand what will happen to the data collected from me for the research.

8. I have been told about any disadvantages or risks regarding me taking part

9. I understand that quotes from me may be used in the dissemination of the research

10. I understand that the interview will be recorded

11. I have been informed how my data will be processed, how long it will be kept and when it will destroyed.

12. I have been provided with a copy of this form and the Participant Information Sheet (January 22nd, 2021 version 1)

Name of participant (print)……

Signed……

Date……

January 22nd, 2021 version 1

I WISH TO WITHDRAW FROM THIS STUDY.

If you wish to withdraw from the research, please speak to the researcher or email them at (add email address) stating the title of the research or send them this withdrawal slip.

You do not have to give a reason for why you would like to withdraw.

Please let the researcher know whether or not you are happy for data that has been collected up to this point to still be used. You are completely free to ask for any data to also be removed should you wish it to be, as long as the data is not anonymised. When data is anonymised, it means personal data relating to it has been permanently removed, so the researcher will not know which belongs to you.

Ethics Quiz Certificate

Letter of Permission