

\$% ' (, **EBG'**\$, %!

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P (- - #!E2%52%-\$!0#*6-%4*\$7!*4!1<-24- ' !&!1 (J:*4F!\$F*4!%-1&%SQ!OF*)F!4-\$4!&(\$!1%&5%-44!&#!
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F-2%\$!&C!*\$4!4\$%2\$-57Q!2# '!&1-%2\$*<! ' -<*6-%7Q!*#!&% ' -%!\$&!)%-2\$-!2!4\$% ()\$ (%-!2# ' !2!) (<\$ (%-!\$F2\$!
- 3 J%2) -4!2# ' !2 ' 62#) -4!- ; (2<\$7!2# ' ! ' *6-%4*\$7/![FSS14/11000\\$; 3 \(\\$2\)\\$ \(Z!2J& \(\\$@SF-@](#)
[\(#*6-%4*\\$7!& \(%@4\\$%2\\$-5*\)@1<2#!](#)

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It was recognised by the Scottish Ministers in their Proposals published in 2013 that “fully mainstreaming equality is a long term improvement journey”. P (- - #! E2%52%-\$!0#*6-%4*\$7!
)&#*\$# (-4!\$&!O&%Z!\$&O2% ' 4!- ; (2<\$7!J-#5!- 3 J- ' ' - ' !*#!\$F-!) (<\$ (%-!2# ' !4\$% ()\$ (%-!&C!\$F-!
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\$F-!1%&3&\$*#&!&C!-1231<-4!&C!5&&'!1%2)\$*)-!C%&3!J&\$F!*#\$-#2<!2# '!-!\$-#2<!4&(%)-4S!"\$!2<4&!4--Z4!\$&!'-6-<&!2# '!32*\$2*#!-CC-)\$*6-!#-\$O&%Z*#5!2# '!<2*4&#!*#!-;(2<\$7!2# '!*6-%4*\$7!*44(-4S!TF*4!211<^4!*#\$-#2<<7!O*\$F*#!\$F-!0#*6-%4*\$7!2# '!-!\$-#2<<7Q!O*\$F!2!12%\$*)(<2%!C&)(4!&#!O&%Z*#5!%-<2*\$F*14!O*\$F!1%&C-44*#2<!-;(2<\$7!-!1-%\$4!2# '!-;(2<\$7!J&'*-4!4())F!24!\$F-! : ; (2<\$7!2# '!^ (32#!?*5F\$4!X&33*44*#2# '!L'62#)-!^ : \$!

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Court has a role in 'establishing 2!6*4*#!C&%!-;(2<\$7Q!2# '!*#!3&6*#5!\$F-!25-# '2!J-7&#!'

)&31<2#)-!&!2#!211%&2)F!\$F2\$13(!)32eWBT11.0.0000088710595.32841.92eWBT11.040011.04

-#6% - #SQ!*#)<(' *#5!F&O!O-!O*<!)&#S%*J(\$-!\$&O2%' 4!\$F-!Scottish Government's drive
\$&O2%' 4!- 1)-<<-#)-!2# ' !- ; (*\$7!2)%&44!\$F-!- ')2\$*&#!2# '!4Z*<4!<2# ' 4)21-!#!,)&\$<2# ' S!!

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Equality and Diversity continue to be a focus of the University's Outcome Agreement O*\$F!
\$F-! ,)&\$*4F! [(# ' *#5!X&(#)*\$!The University's Outcome Agreement 9>9>@9 . !C&) (4-4!&#!& (%!
)&3 3*\$3 - #S!\$&!2\$\$%2)\$!2# ' !%-2*#!4\$ (' -#\$4!C%&3!2!O* ' -!%2#5-!&C!J2)Z5%& (# ' 4Q!2# ' !\$&!4 (11&%\$!
\$F- 3!\$&!2)F-6-!4 () -44C (<!& (\$)&3 -4S!=6-%!\$F-!1-%*& ' !' (%*#5!OF*)F!O-!F26-!1 (J<4F- ' !2#!
Outcome Agreement, we have adopted a definition of 'under@represented groups' that has
- 1\$-# ' - '!J-7&# ' !\$F2\$!&C!\$F-!#2%%&O! , "EM!#2\$*<!*# '*)2\$&%!2# ' !F26-! ' -6-<&1- ' !2!%2#5-!&C!
#\$2\$6-4!\$&!#) % -24-!\$F-!12%\$*) *12\$*&#!2# ' !%-#\$*&#!&C!\$F&4-!C%&3!2!J%&2 ' !%2#5-!&C! (# ' -%@
%-1%-4-#\$- '

W-!F26-!32'-!4*5#*C*)2#1%&5%-44!*#!)&<<-)\$*#5!'2\$2!&#!-2)F!&C!\$F-!1%&\$-)\$- '!
)F2%2)\$-%*4\$)4!OF*)F!1%&6*' -4!C&#!*31%&6-'!%-1&%#*#5S![(%F-%!*#C&%32\$*#!&#!\$F*4!4!1%&6*' - '!
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TF-!, -#2\$-Q!, \$('-#\$! : !1-%* -#) -!X&3 3*\$S--!2#!\$F-! : ; (2*\$7!2#!M*6-%4*\$7!X&3 3*\$S--!
%-) -*6-!' - \$2*<- '!%-1&%\$4!&#!4\$('-#\$!2' 3*44*#Q!1%&5%-44*#Q!)&3 1<-\$*&#!2#!2\$\$2*#3 -#\$!
J%&Z-#!' &O#!J7!\$F-!1%&\$-)\$- '!)F2%2)\$-%*4\$)4S!, 1-)*C*)!%-1&%\$4!2%-!1%&' () - '!2##(2<<7!OF*)F!

●! "\$!4*#!\$F-!J-4\$!#\$-4\$4!&C!\$F-!0#*6-%4*\$7!2# '!-6-%7&#-!OF&!O&%Z4!O*\$F*#!\$F-!0#*6-%4*\$7!\$&!-#4(%-!\$F2!\$OF-#-6-%!-31<&73-#&!11&%\$ (#*\$-4!2%*4-Q!O-!)*' -!\$F-!F(32#!%-4&(%)-4Q!\$2<-#4!2# '!4Z*4!262*2J<-!\$F%&(5F&(\$!\$F-!)&33(#*\$7!W*\$F*#!\$F-!C%23-O&%Z!&C!\$F-!2OQ!O-!2%-!)&33*\$-\$'Q!OF-#-6-%!1%2)\$*2J<-Q!\$&!2)F*-6-!2# '!32*#2*#!2!O&%ZC&%) -!\$F2\$!J%&2'<7!%-C<-)\$4!\$F-!)&33(#*\$7!#!OF*)F!O-!&1-%2\$-!2# '!\$F*4!O*!<#<(' -!(4*#5!'*6-%4-!4&(%)-4!&C!%-)(*\$3-#&!2# '!2'6-%\$4!OF*)F!\$25-\$!41-)*C*)!5%&(14!OF-!-!1-%3*44*J<-!\$TF-!0#*6-%4*\$7!O*!<2<4&!1%&6*' -!C2*!2# '!2))-44*J<-!&11&%\$ (#*\$-4!C&%!\$2*#*#5!2# '!1%&3&\$*#&C&%!4\$2CCS!

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●! TF-!X&(%\$!4F2<<!1%&3&\$-!32*#4\$%-23*#5!2# '!-#4(%-!-;(2*\$7!*4!2#!*#5-5%2!12%\$!&C!\$F-!1<2#*#*#5!1%&)-44\$!TF-!X&(%\$!4F2<<!24&!\$2Z-!2)\$*6-!3-24(%-4!\$&!-#)&(%25-!'*6-%4*\$7!*#3-3J-%4F*1!2# '!\$F-!J(4*#-44!&C!\$F-!X&(%\$!2# '!2)\$*6-<7!*#6&6-!4\$(' -#\$4!*#!'-)*4*#&32Z*#5!2# '!1&#)7!' -6-<&13-#&S!

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●! TF-!0#*6-%4*\$7!O*!<1%&3&\$-!\$F-!(4-!&C!*#<(4*6-!<2#5(25-!2# '!26&*!\$F-!(4-!&C!O&%!4!F%24-4!OF*)F!2%-!'*4)%*3*#2\$&%7!&#!-!)<(4*6-!#!2!<0#*6-%4*\$7!1(J^*)2*\$!2# '!)&%%-41&#'-#)-\$!

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•! TF-!0#*6-%4*\$7!O*«!)&#*\$*#(-!\$&!3&#*\$&%!*\$4!\$-2)F*#5!2# '!<-2%#*#5!1%2)\$*)-!6*2!L##(2<!E&#*\$&%*#5!?-1&%\$4!C&%!J&\$F! ,)F&&<4!2# '! \$F%&(5F!\$F-!; (2<*\$7!244(%2#)-!2# '! ; (2<*\$7!-#F2#)-3-#5!1%&)-44\$!

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L4!12%\$!&C!*\$4!32*#4\$%-23*#5!211%&2)FQ!\$F-!0#*6-%4*\$7!(# '-%\$2Z-4! : ; (2<*\$7!"3 12)\$!

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[&%!%-<*5*&(4!J-<*-CQ!O-!2%-!2J<-!\$&!-6*' -#) -!2#!* 3 1%&6- 3 -#\$!*#!\$F-!%- ' ()\$&#!&C! (#Z#&O#4Q!
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T&!C (%\$F - %! - #4 (% - !C2*!\$% - 2\$ 3 - #Q!&C!2<<!211<^) 2#Q4! ' (%*#5!& (%!% -) % (*\$ 3 - #Q!2# ' !4 - <-) \$*#&! 1%&) - 44Q!O - !F26 - !1 (\$*#!1<2) - !2!4 - \$!&C! - @<- 2%#*#5! 3 & ' (<- 4Q!*#) < (' *#5! (#)) * & (4!J*24Q! % -) % (*\$ 3 - #Q!2# ' !4 - <-) \$*#&!2# ' ! - ; (2<^\$7!2# ' ! ' *6 - %4*\$7\$!TF - % - !*4!2!32# ' 2\$&%7!% - ; (*% - 3 - #Q!\$F2\$! 2<<!#Q - %6* - O!12# - <<^4\$4!) & 3 1<- \$ - !24!2!3*#*3 (3!& (%! (#)) * & (4!J*24! - @<- 2%#*#5!J - C&% - !QZ*#5! 12%\$!*#!% -) % (*\$ 3 - #Q!2# ' !4 - <-) \$*#&!1%&) - 44S!M - ' ^) 2\$ - ' !^ ? !N2%\$# - %!4 (11&%\$!4!1%&6* ' - ' !Q! - 2) F! 2% - 2!#1\$F - ! (#*6 - %4*\$7!\$&! - #4 (% - !QF*4! 32# ' 2\$&%7!\$%2*#*#5!% - ; (*% - 3 - #Q!4!211<^ - ' !) *4\$ - #Q7! \$F%& (5F& (\$!\$F - ! (#*6 - %4*\$7\$!W - !2% - !2J<- !Q!&! 3 &#*\$&%!) & 3 1<- \$*#&!%2\$ - 4! (4*#5!2#! - !Q - %#2<- @ <- 2%#*#5!\$&&&S!!

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W - !% -) &5#*4 - !QF2\$Q!F26*#5!% - 6* - O - ' !& (%!) (%% - #Q!O&%ZC&%) - !1%&C* - !2# ' !) & 3 12% - ' !Q!O*\$F!\$F - ! ,) &\$\$4F!^ : !4 -) \$&%!2# ' !QF - !5 - # - %2<! ,) &\$\$4F!1&1 (<2\$*#Q!\$F - % - !2% - !5214!\$F2\$!% - ; (*% - !Q!J - ! 2 ' ' % - 44 - ' !*#!&% ' - %!C&%! (4!\$&! ' - <^6 - %!&#!& (%!) & 3 3 *\$ 3 - #Q!\$&! ' *6 - %4*\$7!2# ' !Q! - #4 (% - !QF2\$!& (%! O&%ZC&%) - !% - C<-) \$!\$F - !) & 3 3 (#*\$* - 4!O - !4 - %6 - !2# ' !QF - !4\$ (' - #Q!4!O - !4 - - Z!\$&!2\$\$2) \$\$S!!

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bV_T!4\$2CC!%-1%-4-#\$2\$&#!*#9>9>!!W-!2%-!)&3 3*\$-\$'!\$&!*' -#*C7*#5!211%&1%*2\$-!2)\$*!\$&!
-#)&(%25-!'*4)<4(%-!&C!4-! (2!&%*-\$2\$*&#S!

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"#!%-41-)\$!&C!' 2\$2!&#!%-<*5*&#!2# ' !J-<^CQ!*\$!*4!%-)&5#*4- ' !F2\$!2!F*5F!1%&1%\$*&#!&C!&(%!4\$2CC!
'-)<^#-!\$&!427Q!O*\$F!88SD c !J-#5*#!\$F*4!)2\$-5&7Q!OF*)F!*4!)&3 12%2J<-!\$&!\$F-!8ASA c !%-1&%\$- ' !
#9>.GS!!L52#Q!O-!2%-!)&3 3*\$-\$' !\$&!\$2Z*#5!211%&1%*2\$-!2)\$*&#!\$&!* 3 1%&6-!' *4)<4(%-!%2\$-4S!!
W-!%-)&5#*4-!\$F2\$Q!C&%!- ; (2<*\$-4!' 2\$2!\$&!J-!3-2#*#5C (<!2# ' !\$&!* 3 12)\$!&#!1&C^)7!' -6-<&1 3 -#SQ!
O-!#-- ' !4\$2CC!\$&!J-!)&#C* ' -#S!#* ' *4)<4*#5! ' 2\$2!&#!\$F-!*!1%&\$-)\$- ' !)F2%2)\$-%*4\$)4S!!

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X&3 12%- ' !\$&!26-%25-4!C&%!\$F-! ,)&\$\$*4F!^ : ! , -)\$&!2# ' !\$F-! ,)&\$\$*4F!1&1 (<2\$*&#Q!P E O!
-3 1&74Q!&#!26-%25-Q!C-O-!1-!&1<-!\$F2\$!2%-!(# ' -!\$F-!25-!&C!9A!2# ' !C-O-!3 *#&%\$7!-\$F#*)!
4\$2CCS!!TF-!%-<-62#S! ' 2\$2!*4!*#)<(' - ' !*\$!\$F-!C (<!4\$2CC! ' 2\$2!O*\$F!L 11-# ' *! !. !\$&!\$F*4!%-1&%SS!W-! ' &!
#&S!F26-!%&J(4\$! ; (2<2\$*6-!-6* ' -#) -!\$&-! 1 2*#!\$F-4-!5214S!!^&O-6-%Q!\$F-7!)&(<' !%-<-) \$!\$F-!
C2)\$!\$F2\$Q!%-<2*6-!\$&!\$F-!1&4*\$*#!*#1&\$F-! ,)&\$\$*4F!^ : !*\$4*\$(\$*Q!C-O-!%7&(#5!1-!&1<-!2# ' !
3 *#&%\$7!-\$F#*)!1-!&1<-!2%-!2\$\$%2)\$- ' !\$&!%&<-4!O*\$F!P E O!&%!\$F2\$!C-O-!1-!&1<-!O*\$F!\$F-4-!
)F2%2)\$-%*4\$)4!2%-!4() -44C (<!#!J-#5!211%&#-\$ ' !\$&!%&<-4!C&%!OF*)F!\$F-7!211!7!O*\$F*#!\$F-!
(#*6-%4*\$7S!!"\$!4Q!&C!)&(%4-Q!%-)&5#*4- ' !F2\$!\$F-!25-!1%&C*-&!&C!2)2 ' -3*)!4\$2CC!*4!%-C<-)\$*6-!&C!
\$F-!\$* 3 -!*\$!\$2Z-4!\$&!52*#!\$F-! ; (2<^C*)2\$*!2# ' !-!1-%* -#) -!%- ; (*- ' !*#1&% ' -%\$&!J-!4() -44C (<!
#!211!7#5!C&%!62)2#)*-4!O*\$F!P E O\$!!W-!%-)&5#*4-!\$F&(5F!\$F2\$!*\$!*4! 3 1&%\$2#S!J&\$F!\$F2\$!O-!
(# ' -%4\$2# ' !OF7!O-!2%-!(# ' -%0%-1%-4-#-\$- ' !J7!1-!&1<-!O*\$F!\$F-4-!)F2%2)\$-%*4\$)4\$!

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W-!F26-!-4\$2J<4F- ' !2!#(3 J-!&C!2%-24!C&%!2)\$*&#!\$&!#)%-24-!\$F-!6*4*J*<\$7!2# ' ! ' -4*2J<-#-44!
&C!P E O!24!2#!-3 1<&7-%!24!4-\$!&(\$!*#! , -)\$*&#!+!&C!\$F*4!%-1&%SS!TF-4-!#)<(' *#5!2(' *\$*#5!&(%!
1-!&1<-!%-)% (*\$3-#S!1%2)\$*)-4!252*#4\$!\$F-!3 *#&%\$7!-\$F#*)!%-)% (*\$3-#S!\$&&<Q!2# ' !)&#S*#(*#5!\$&!
-#525-!O*\$F!L ' 62#)-@^ : !%2)-!- ; (2<*\$7!1%&\-)\$!<-2' 4Q!2# ' !&\$F-!%1%2)\$*\$*&#-%4S!!

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W-!F26-!)&#S*#(- ' !\$&!O&%Z!\$&!-#4(%-!\$F2\$!2<!)&3 3*\$-\$-4!2# ' ! ' -)4*#&! 3 2Z*#5!J&' *-4!&C!\$F-!
O#*6-%4*\$7!2%-!%-1%-4-#\$2\$*6-!&C!*\$4!)&3 3 (#*\$7Q!2# ' !\$&!-#4(%-!\$F2\$!\$F2\$!5-# ' -%!J2<2#) -!4!
3 2*#2*#- ' !&#!\$F-!O#*6-%4*\$7!X&(%\$!2# ' !*\$4!4\$2# ' *#5!)&3 3*\$-\$-4S!TF-!<2\$-\$!4!)21\$ (%- ' !*#!&(%!
V-# ' -%!L)\$*&#!N<2#!1 (J<4F- ' !*#!h(<7!9>.BQ!2# ' ! ' (-!\$&!J-!(1' 2\$- ' !2(\$ (3#!9>9. /!
FSS14/]OOOS ; 3 (\$2)\$Z]3 - ' *2]DBGR]5-# ' -%02)\$*<2#i \ (<7@9>.BS1 ' C!!

3 - ' *2Q!*#)<(' *#5Q!W&3 -#!&#!_&2%' 4Q!O*F!\$F -!*\$# - #*\$&#!&C! - #)&(%25*#5!2! ' *6-%4*\$7!&C!
211<^)2#\$4S!!

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TF-!5-#-' -%!J2<2#) -!&#!\$F-!X&(%\$!*4!A> c!C- 32<-!2#' !A> c!32<-!HL1%*<!9>9>KS!b27!

3 - 3 J - %4F*1!C26& (%4!O&3 -#!\$&!\$F -! - I\$ - #!\$F2!\$F -7!2))&(#\$!C&#!A8 c !&C!4()F!3 - 3 J - %4S!TF -!
1%&\$-)\$ - '!)F2%2)\$ - %*4\$*)4!&C!X&(%\$!3 - 3 J - %4!2% -!3 &#*\$&% - '!2)%&44!2<<!R!1%&\$-)\$ - '!

)F2%2)\$ - %*4\$*)4S!"#!<*5F!&C!\$F -!<&O!#(3 J - %4!*#!4&3 -!2% - 24Q!2!C (<<!J - 2Z ' &O#!*4!#&\$!1 (J<*4F - ' S!!

!

TF-!X&(%\$!)&#*\$#(-4!\$&!O&%Z!\$&O2%' 4!2)F*-6*#5!2!3&% -!' *6-%4-!3 - 3 J - %4F*1!*#!\$- %34!&C!&\$F - %!
1%&\$-)\$ - '!)F2%2)\$ - %*4\$*)4S!TF*4!4!% - \$2*# - ' !24!2#! = (\$)&3 -!C&#!\$F -!1 - %&'!)&6- % - ' !J7!\$F*4!

% - 1&%S!

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/01&2"#3%41#) (5 *%6

L4!2' 6*4- ' ! - 2%<^ - %!*\$!F*4!% - 1&%\$Q!O -!2% -!)&3 3 *\$ - ' !\$&!\$F -!1%*#)*1<-!&C! - ; (2<!127!C&%!O&%Z!&C!
- ; (2<!62<(-Q!C% - -!C%&3!J*24!2#' !J24- ' !&#!&J\ -)\$*6-!)%*\$- %*2S!W -!% -)&5#*4 -!\$F2\$Q! (#' - %!\$F -!
: ; (2<*\$7!L)\$!9> .>Q!O&3 -#!2# ' !3 -#!F26 -!\$F -!*\$5F!\$&! - ; (2<!127!C&%!O&%Z!&C! - ; (2<!62<(-U!\$F*4!
211<^ - 4!\$&!2<<! - 3 1<&7 - 4!% - 52% ' <-44!&C!C (<<!&%!12%\$@*\$*3 -!4\$2\$ (4Q!)24 (2<!&%!\$ - 3 1&%2%7!)&#*\$2)\$!&%!
<- #5\$F!&C!4 - %6*) - S!! : ; (2<<7Q!O -!2<4&!% -)&5#*4 -!& (%! ' (\$7!\$&!1%&6* ' -! - ; (2<!127!C&%!O&%Z!&C! - ; (2<
62<(-!% - 52% ' <-44!&C! ' *CC - % - #) - 4!*#!25 - Q!%2) - Q!#2\$*<*\$7Q! - \$F#*)!&%!#2\$*<1&%*5*#Q!% - <5*#&Q!
4 - I (2<!&%* - #5\$2\$*&#Q! 3 2%*\$2Q!) *6*!12%\$# - %4F*1Q!12% - #52<!4\$2\$ (4!&%! ' *42J<*\$7S!

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TF-!0#*6-%4*\$7!F24!*#!1<2) -!2!127!2#' !5%2 ' *#5!474\$ - 3!OF*)F!*4! (4 - ' !\$&!244*4\$!*#! ' - \$- %3 *#*#5!
- ; (2<!127!2)%&44!\$F -!0#*6-%4*\$7S!TF -!127!2#' !5%2 ' *#5!474\$ - 3!*4!211<^ - ' !5%2#412% - #5<7Q!J24 - ' !

&#!&J\ -)\$*6-!)%*\$- %*2Q!2# ' !C% - -!C%&3! (#2OC (<!J*24S!!The University's policies and procedures
244&)*2\$ - ' !O*\$F!127!2# ' !% - 3 (# - %2\$*&#!F26 -!J - -#!' - 6 - <&1 - ' !2# ' !*3 1<- 3 - #5 - ' !O*\$F!2!6* - O!\$&!
- <^ 3 *#2\$*#5! (#2OC (<!J*24!2# ' !2% -!474\$ - 32\$*)2<<7!3 &#*\$&% - ' !2# ' !% - 6* - O - ' S!!

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In order to put the University's commitment to equal pay for work of equal value into practiceQ!
O -!F26 -! (#' - %\$2Z - #!\$&!/!

!

- ! L ' ' % -ss the ethnicity pay gap by engaging with Advance HE’s Race Equality Project Lead in respect of the ‘Investing in a Diverse Workforce’ theme for advice and 5 (* 2#) - S!!"#!2 ' '*&#Q!O -!O*!! (4 -!# - O!\&#* - %!2# ' !< - 26 - %!4 (%6 - 74Q!24!O - <!24!&\$F - %! 3 - 2#4Q!\$&! - #F2#) - !& (%!Z#&O< - ' 5 - !&#!\$F - ! - !1 - %* - #) - !&C!2<<!4\$2CC!#1211<7*#5!2# ' ! working at QMU in order to inform the university’s future actions.!!

!

- ! : !12# ' !& (%! (# ' - %4\$2# ' *#5!&C!*44 (- 4!% - <2\$ - ' !\$&! - ; (2*\$7!2# ' ! ' *6 - %4*\$7!\$F2\$!F26 - !2%*4 - #! 24!2!) - ; (- #) - !&C!\$F - !X=Y"M@ . R!12# ' - 3 *)!#!&% ' - %!\$&!2 ' ' % - 44!\$F - 3!2# ' ! - 3 J - ' ! 4 (11&%\$!\$&O2% ' 4!4\$2CC!\$F%& (5F!& (%!1&*)* - 4!2# ' !1%&) - ' (% - 4S!

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- ! W - !O*!!O&%Z!\$&! - #4 (% - !\$F2!\$& (%! ? - O2% ' !2# ' !? -)&5#*#&#!N&#)7!2# ' !N%&) - ' (% - ! 1%&6* ' - 4!\$%2#412% - ##!1%&) - 44!C&%!% - O2% ' !2# ' !1%&3 &#*#&!&C!4\$2CCQ!2# ' !O - !O*!!)&#*# (- !\$&! O&%Z!O*\$F! 3 2#25 - %4!\$&!%2*4 - !2O2% - # - 44!&C!*44 (- 4!% - <2*\$5!\$&!&) (12\$*#2!4 - 5% - 52\$*#&#! 2# ' !5 - # ' - %!127!5214Q!OF*4\$!)&#*# (*#5!\$&!1%&3 &\$ - ! : @< - 2%#*#5!0#))*& (4!_ *24! \$%2*#*#5!\$&!2<<! 3 2#25 - %4!2# ' !% -)% (*\$3 - #!2# ' !4 - < -)\$*##!12# - <*4\$4\$!!

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W - !% - 3 2*#!)& 3 3 *\$\$ - ' !\$&!\$F - !% - 2!b*6*#5!W25 - !24!2#!2))% - ' *\$ - ' !b*6*#5!W25 - ! - 3 1<7 - %S!!

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/01&2"#3%41#) (5 * '%7%&8+9

!

In progressing these outcomes, we have stated that ‘a)\$*#4!4 - \$!& (\$!#*\$F - !0#*6 - %4*\$7!
 = (\$) & 3 - !L5% - - 3 - #!9> . B@9>!O*!!J - !* 3 1< - 3 - #!\$ - ' !C (<<7'S!!"#!% - 1&%\$*#5!&#!1%&5% - 44Q!O - !
 % - 1<*)2\$ - !4&3 - !&C!\$F - !#2%2*\$6 - !4 - \$!& (\$!#*\$& (%!"#\$ - %* 3 != (\$) & 3 - !L5% - - 3 - #!9>9>@9 . Q!2# ' !& (%!
 = (\$) & 3 - !L5% - - 3 - #!9>9 . @

W-!)&#\$\$(-!\$&J-!4(11&%\$-'!#&!&(!O&%Z!J7!\$F-!L'62#)-!^: !N%&\-)\$!T-23!#(,)&\$2# 'Q!2# '!
 \$F-!%-4&(%)-4!%-1%-4-#\$-'!J7!\$F-!)?2)-!T&&<Z*\$S!!W-!2%-!O&%Z*#5!2<4&!O*\$F!)&<<-25(-4!2)%&44!
 the sector as part of the Quality Assurance Agency Scotland's Enhancement Themes, and
 O*!C&)(4!'(%*#5!9>9.@99!&#!O&%Z!J-#*5!1%&5%-44-'!)(%-%\$<7!J7!&(!, \$('-#\$!: !1-%*#)-!
 X&3 3 *\$\$--!&#!M-)&<#*4*#5!\$F-!X(%%*)(<(3 S!!
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W-!%-)&5*#4- !\$F2\$Q!211<*)2\$*#&!2# ' !-#\$%7!\$&!4&3 -!' -5%--!1%&5%2 3 3 -4!*4!4 (J-)\$!\$&!O* ' -%!
 societal influences. Audit Scotland's report on the Scottish NHS workforce records that 1 in
 .>!&C!\$F-!a (%4*#5!O&%ZC&%) -!*4! 3 2<-Q!2# ' !\$F2\$!9!*#! .>!&C!\$F-!L<*- ' !^ -2<\$F!1%&C -44*#&4!2%-!
 3 2<-S!!L!% -J2<2#)#5!&C!\$F-!4\$('-#\$!' - 3 &5%21F*)!%- ; (%-4!12%\$#-%4F*1!O&%Z*#5!O*\$F!4)F&&<4Q!
 X&<<-5-4Q!12%-#\$4Q!2# ' !O*\$F!\$F-!1%&C-44*#&4!2# ' !O* ' -%!)& 3 3 (#\$7!*#C<(-#)-%4S!!
 !

W-!F26-!2!6-%7!4*3*2%11-%)-#\$25-!&C! 3 2<-4!\$&!C- 3 2<-4!\$&!\$F-!#2\$*#&2<1*)\$(%-!H ' *CC-%-#)-4!&C!
 . c KS!TF-!' 2\$2!&#! 3 2\$(%-!4\$('-#\$4!4(55-4\$4!\$F2!\$F-!5-# ' -%!41<*\$!4!<-44!1%&#& (#) - ' Q!2# ' !\$F-!
)-%4*#&!%2\$-4!2%-!3 ()F!F*5F-%Q!OF*)F! 3 *5F\$!J-!-6* ' -#)-!&C!\$F-!O&%Z!&(%!4\$2CC!2%-!
 -#525- ' !*#!O*\$F!211<*)2#&4!-#\$-%*#5!\$F-!(#*6-%4*\$7!\$F%&(5F!2\$-%#2\$*6-!%&(\$-4S!!
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L!%-1&%\$!C&%! a ^ , !: ' ()2\$*#&!C&%! ,)&\$2# ' !Ha : , K!&#! (# ' -%-1%-4-#\$2\$*#&!&C! 3 -#!*#!# (%4*#5!
 recommends the need for a positive national 'rebranding' of nursing, a co

!

TF-!-I\$-#\$\$&!OF*)F!*# '*6*' (2<!1(1*!2# '!)&<<-5-!4\$(' -#\$!<-2%##5!F24!J- -#!200-)\$- '!F24!4\$*<!
\$&!J-!C(<<7!(# ' -%4\$&&'Q!J(\$!*\$!*4!)<-2%!\$F2\$!32#7!4\$(' -#\$4!2# '!1(1*!4!F26-!3*44- '!&(\$!&#!
<-2%##5Q!2# '!F2\$!'*42'62#\$25- '!# '*6*' (2<4!2%-!<Z-<7!\$&!F26-!J--#! '*41%&1&%* \$-<7!
200-)\$- 'S!!!A recently published research brief from the Sutton Trust states that 'tF-!*312)\$!&C!

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W-!%-)&5#*4-!2!%2#5-!&C!C2)\$&%4!)&#S%*J(\$-!\$&!4\$(' -#\$!1-%4*4\$-#)-Q!*#)<(' *#5!5&&'!3-#\$2<!
 F-2\$F!2# '!O-<<J- *#5Q!-#525-3-#\$!*#!2)2'-3*)!4\$('7!2#!'!12%\$)*12\$*#'#!4&)*2<!5%&(14\$!
 , \$(' -#\$!%-4*4\$-#)-!2#!'!1-%4*4\$-#)-!*4!1%&3&\$-'!2<4&!J7!2))-44!\$&!'- '*)2\$- '!4(11&%\$!C&%!
 2' '*\$<!<-2%#*#5!#--'4Q!\$F%&(5F!1--%!3-#\$&%*#5Q!J7!1%&6*'#5!2))-44!\$&!C*#2#)*2<2'6*)-!
 2#!'!4(11&%\$!2#!'!\$F%&(5F!\$2%5-\$-'!*#%-%6-#\$!2\$!Z-7!\$%2#4*\$&#!1Q!C%&3!1%-@-#S%7!
 \$F%&(5F!\$&!1&4\$@5%2'(2\$&#S!!TF-!X&%*(4!-3-%5-#)7!F24!F2'!2#!*312)\$!&#!32#7!&C!
 \$F-4-!)&#S%*J(\$*#5!C2)\$&%4Q!2#!'!O*<!)&#S*#(-!\$&! '&!4&!C&%!2!C(%\$F-%!1-%*&'S!!

!

W-!F26-!2!#(3J-%!&C!4\$%2\$-5*-4!*#!1<2)-!\$&!-#F2#)-!4\$(' -#\$!-#525-3-#\$Q!1-%4*4\$-#)-!2#!'

!
W-!' -<*6-%!2#!*#5-2\$- ' !474\$- 3!\$F2\$!4 (11&%\$4!4\$ (' -#\$4!O*\$F!3 -#\$2<!F-2\$F!*44 (-4!2)%&44!
'*CC-%-#!<-6-<4\$!TF-!Z-7!C-2\$ (%-4!&C!&(!3&' -<!2%-/!

!
!/Z-7!1%*#)*1<-4!&C!1%&3&\$*#Q!1%-6-#*\$&#!2# ' !4 (11&%\$S!!
!\$F%&(5F!&(!W-<<J-#5! , -%6*)-S!

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:;%2<<!4-%6*)-4!O&%Z!\$&5-\$F-%Q!*#)<('*#5!N-%4!L)2' -3*)!T(\$&%4Q!\$F-!
Students' Union, Accommodation and Student Services.!

!
/!J24- ' !&#! ' 2\$2!2#2<74*4\$!= (%! , \$27@&#X&(%4-!1%&)-44!C<254!4\$ (' -#\$4!
OF&!2%-!#&\$!2\$-# ' *#5!)<244-4!2# ' !&CC-%4!W-<<J-#5!L ' 6*4-%!4 (11&%\$!\$&!5-\$!\$F-!4\$ (' -#\$!
J2)Z!&#!\$%2)ZS!!

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/!*#6-4\$3 -#!*#!W-<<J-#5Q!X&(#4-<<*#5Q! , 1&%\$4Q! [*6-!W274!\$&!
O-<<J-#5S!

!
/!9A c !&C!2<<!P E 0!4\$2CC!F26-!J--#!

) - . /0123! , .245 6 7!\

) - . /0123! , .245 6 7!T/! : ; (2<*\$7!2# '!'*6-%4*\$7!*4! - 3 J- ' ' - ' !C(<<7!*#!\$F-!) (%%*) (<(3!2# ' !*#!
%-4-2%)FS!

!

We believe that the University's Quality Assurance and Enhancement processes represent
2#!2%-2!&C!5&&'!1%2)\$*)-!*#!3 2*#4%-23*#5\$!TF*4!*#)<(' -4!\$F-!62<*' 2\$*&#!2# ' !%-6*-O!&C!#-O!
2# ' !-4\$2J<*4F- ' !1%&5%23 3 -4Q!2# ' !\$F-!2##(2! 3 &#*\$&%*#5!&C!2<<1%&5%23 3 -4\$!!

!

M(%*#5!\$F-!62<*' 2\$*&#!2# ' !%-6*-O!1%&) -44Q!\$F-!)F-)Z<*4\$!C&%!211%&62<!12# -<4! - !1<*)\$<7!*#6*\$-4!
12#-<!3 - 3 J-%4!\$&!)*' -%!OF-\$F-%!\$F-%-!*4/!

!

•! 4(CC*)* -#\$! -6*' -#) -!\$F2\$!\$F-!N%&5%23 3 -!O*<!)&#*\$*J(\$-!\$&!O*' -#*#5!2)) -44!2# ' !-#525*#5!
4\$(' -#\$4!C%&3!#&#@\$%2'*\$<!J2)Z5%&(#' 4!2# ' !(#' -%0%-1%-4-#\$ - ' !5%&(14!!

•! 4(CC*)* -#\$! -6*' -#) -!&C!) (%%*) (<(3!*##&62\$*&#!2# ' !' -6-<&13 -#\$!\$&!-#F2#) -!- ; (2<*\$7!2# ' !
'*6-%4*\$7Q!24!O-<!24!\$&!2 ' ' % -44!1&\$-#*\$2<-!)<(4*%5(-8)3 2(!)!43!-#!-#&(%25-!!(' 1&\$4!\$*6*!!2#1!2#47!

) - . /0123! , .245 6 7!V!/W&3 -#f4!)2% - -%4!*#!%-4-2%)F!2#!*#! , T: E!4(J\-\$4!2%-!2'62#) - '!
\$F%&(5F!L\$F-#2! , WLa!2#!&\$F-%!4-)\$&%!*#\$*2\$6-4\$!!

= (%!4\$!)&3 3*\$3 -#\$!\$&! - ; (2<\$7!*#!%-4-2%)F!*4!1%&3&\$- '!#!2!#(3J-%!&C!'*CC-%-#\$!O274Q!
#)<'#5!\$F%&(5F!\$F-!^?!: I) -<<-#) -!LO2%'!C&%!? -4-2%)F-%!X2%- -%!M-6-<&13 -#!2#!'!C(%F-%!
L\$F-#2! , WLa!%-)&5#*\$&#!2#!'!L(%&%2!<-2' -%4F*1!1%&5%233 -!)&3 3*\$3 -#\$!!
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- l1-%* -#) -!1&&% -%!&(\$)&3 -4\$!W -!O*<!12%\$*) (<2%<7!C&)(4!&#!5 -#' -%Q!%2) -Q!25 -!2# '!' *42J*<\$7Q!
2# ' Q!OF -% -!' - \$ -% 3 *# - ' Q!\$F -!' *41%&1&*\$\$ -!* 3 12)\$!&C!X=Y"M!&#!) -%\$2*#!5%&(14\$!!!!

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2 '62#) - 3 -#!1%&41 -)\$4\$!!!

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% -4 -2%)FS!

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) - . /0123! , .245 6 7!TH!E &% -!%&J (4\$!2# '!)&3 1% -F -#4*6 -!' 2\$2!*4!262*<2J<-!&#!\$F -!
)F2%2)\$ -%*4\$*)4!&C!& (%!4\$2CCQ!O*\$F!* ' -#*C* - ' !-6* ' -#) -!5214!C*<<- 'S!!

!

W -!O*<!\$2Z -!\$F -!C&<<O*#5!2)\$*!\$&!2)F* -6 -!\$F -4 -!2)\$*\$!

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) - . /0123! , .245 6 7!AH!C3!?!@?\R!5 . =!Z5=Y<5=47!Z100!Q

)2# '* ' 2\$-4S!!W-!O*<!2<4&!% -6*-O!& (%!% -)% (*\$3 -#\$!2# ' !4-<-)\$*&#!1%2)\$*) -4!\$&!-#4 (%-!\$F2!\$F-7!
-#4 (%-!2!C2*%Q!&1 -#!2# ' !\$%2#412% -#!1%&)-44S!!

'-6-<&1-'!L'62#)-!^:\$&&<Z*\$&!5(*'-!2#!4(11&%\$!4\$200!2#!4\$('-#\$4!\$&!

\$-2)F*#5S!TF*4!*#)<(' -4!\$F-!62<^' 2\$*&#!2# ' !%-6* -O!&C!#-O!2# ' !-4\$2J<*4F- ' !1%&5%23 3 -4Q!2# ' !
\$F-!2##(2<! 3 &#*\$&%*#5!&C!2<<!1%&5%23 3 -4S!!

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W-!O*<!J(*<' !&#!\$F*4!\$F%&(5F!\$F-!O&%Z!&C!\$F-! ?2) -! : ; (2<\$7! , \$- -%*#5!V%&(1Q! (#' -%!\$F-!
<-2' -%4F*1!&C!\$F-!N%#)*12<Q!OF*)F!O*<!&6-%4- -!1%&5%-44!&#!C&4\$-%*#5!2#!2#*\$@%2)*4\$!) (<\$(%-!&C!
(#' -%4\$2# '*#5Q!2# ' !' -)&&#*4*#5!\$F-!) (%%*) (<(3S!

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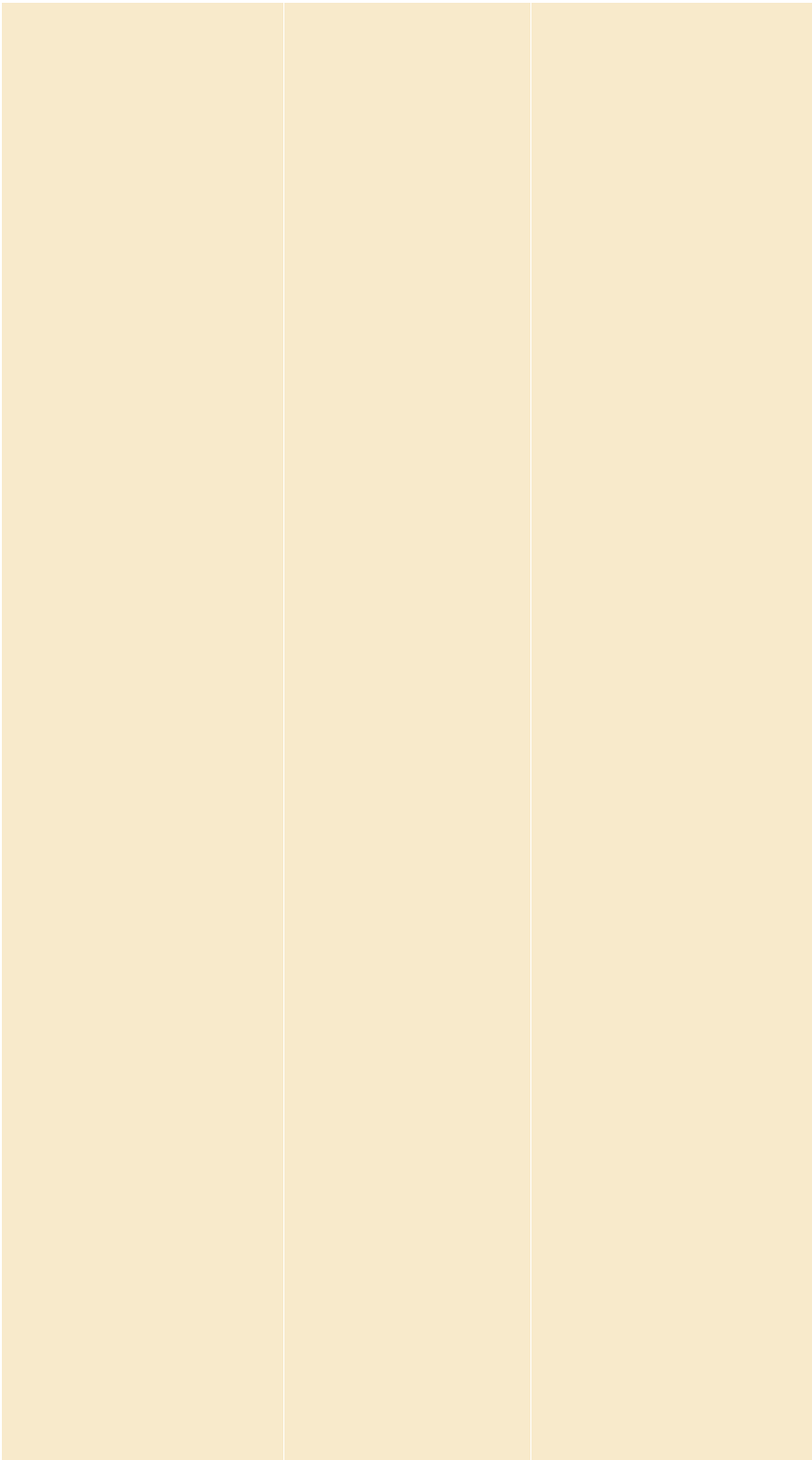
W-!O*<!)&#*\$#(-!\$&!O&%Z!O*\$F!25-#)*-4!\$F2\$!)2#!4(11&%\$!(4!-CC-)\$*6-<7!*#!\$F*4!O&%ZQ!*#)<(' *#5!
\$F-!L'62#)-!^ : !N%&\-)\$!T-23!*#! ,)&\$<2# ' !2# ' !\$F-!P(2<\$7!L44(%2#)-!L5-#)7! ,)&\$<2# ' S!!
M(%*#5!9>9.@99!O-!O*<!C&)(4!&#!O&%Z!J-*#5!1%&5%-44-'!)(%%-#<7!J7!&(! , \$('-#\$! : !1-%* -#) -!
X&3 3*\$-\$-!&#!M-)&&#*4*#5!\$F-!X(%%*) (<(3S!

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) IB#>{' J!

1%&C-44*<14-%6*)-4!
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 X-#%\$-!N<(4!j*)Z!, \$2%\$!
 4)F-3-!\$&!)%-2\$-!4F&%\$!
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 M-6*4-!2!1%&2)\$*6-!2# '!
 4\$%2\$-5*)4&)*2<13-'*2!
 211%&2)F!\$&!#)%-24-!
 &(!%-2)F!\$&!2!O*'-%!
 1&&!&C!F*5F!;(2*\$7!
 1&\$-#%2<1-31<&7--4Q!
 2# '!1%&3&\$-!\$F-!
 (#*6-%4*\$7!24!2#!
 -31<&7-%!&C!)F&*)-!C&%!
 2!*6-%4-!%2#5-!&C!
)2# '* '2\$-S!!!
 !
 X&# '()!%-6*-O!&C!
 %-)(*\$3-#%!2# '!
 4-<-)\$*&#!1%2)\$*)-4!\$&!
 -#4(%-!\$F2\$!\$F-7!
 -#4(%-!2!C2*%Q%-!\$6#6254.



!	! E - 3J-%4F*1!2# '!
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&)G'\$, %![H!) " +> , J")%'!\$%^ , (" #'\$, %!

!

"#C&% 32\$*#%# - <2\$*#5!\$&!4\$2CC! - 3 1<&7 - ' !J7!\$F - !0#*6 - %4*\$7!*4!4 - \$!& (\$!*#!\$F - !' &) (3 - #4!2\$\$2)F - ' !24!L11 - #'*) - 4! . !2# ' !9!&C!\$F*4!% - 1&%\$S!

!

&)G'\$, %!\H!() & , B(G) &!

!

)01:7947!C/87!

!

- ! E2#25 - 3 - #5! "#C&% 32\$*#%# 2# ' ! L#2<7\$*)2<! ? - 1&%\$4!)*' - % - ' ! J7! \$F - ! : ; (2<\$7! 2# ' ! M*6 - %4*\$7!X&3 3*\$S - - !' (%*#5!\$F - !1 - %* &' !9> . R@9 . S!
- ! Consultation with the Students' Union and the WISeR Board.!
- ! ^ : , L! , \$2CC!% - \$ (%#9> . R@9>S!
- ! ^ : , L! , \$ (' - #5!% - \$ (%#9> . R@9>!
- ! "#\$ - % #2<! E2#25 - 3 - #5! "#C&% 32\$*#%# ' %20#!C% & 3!\$F - !T%*J2<! , \$ (' - #5! ? -) &% ' 4!474\$ - 3 !HL1%*<! 9>9 . KS!
- ! "#\$ - % #2<! E2#25 - 3 - #5! "#C&% 32\$*#%# ' %20#!C% & 3!\$F - !*@T% - #5! ^ ? ! ? -) &% ' 4! 474\$ - 3 !HL1%*<! 9>9 . KS!
- ! W" , - ? ! _ &2% ' ! , \$ (' - #5! ? - \$ - #5* &# ! , \$2\$*4\$*)4S!
- ! = (\$)&3 - !L5% - - 3 - #5! : 62<(2\$*#%#9>9>!
- ! : ^ ? X! : 44 - #5*2!5 (*' - !\$&!\$F - !N(J^)! , -)\$&%! : ; (2<\$7!M(\$7/!

&)G'\$, %!T!-" #%%#*) ")%'!\$%^, (" #'\$', %!-!&'BE)%!'!+, +B># '\$, %!D) #E!G, B%'!
`)bG>BE\$%* !C#&)E!, L) (& #&!\$%!G, >>#C, (#'\$L)!+# ('%) (&D\$+!
, (* #%\$&# '\$, %&a!

!

*)%E) (!

9>.D]B!	9>.B]G!	9>.G]R!	9>.R]>!	9>9>].!
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E&#C\$>}' J!

9> .DJB!

9> .BJG!

) 'D%\$G\$' J!	9> .D]B!	9> .BJG!	9> .G]R!	9> .R]>!	9>9>].!
_E :!	D.A! .>\$D c!	D.>! .>\$D c!	D.B! .>\$A c!	AB+! RSG c!	A88! RSB c!
W^"T :!	A.9B! GG\$+ c!	A>R8! GGS\$A c!	A9>B! GG\$B c!	A9++! GR\$D c!	A>D9! GR\$G c!
"a [=!?: [0, :M!					

()>\$*\$, B&C)>\$)^ ^!	9> .DJB!	9> .BJG!	9> .GJR!	9> .RJ>!	9>9>].!
L#7!&\$F-%!-%<'5'&#!&%!J-<'&C!	A8! >\$R c!	AB! .>\$ c!	AD! .>\$ c!	D8! .\$. c!	D8! .\$. c!
_(' 'F'4\$!	99! >\$8 c!	98! >\$8 c!	99! >\$8 c!	9D! >\$8 c!	9>! >\$8 c!
XF%4\$2#1@!X2\$F&<'!	BA+! .+\$> c!	BGB! .+\$B c!	GA>! .8\$A c!	R+D! .D\$> c!	GG>! .A\$D c!
XF%4\$2#1@!XF(%)F!&C! ,)&\$2# '!	89R! B\$8 c!	8+D! B\$D c!	8 .B! B\$. c!		

" # (\$' #>!&' #' B&!	9> .D]B!	9> .B]G!	9> .G]R!	9> .R]>!	9>9>].!
X&!F2J\$*#5!	+BA! D\$A c!	+R>! D\$G c!	89A! B\$9 c!	8 .G! B\$9 c!	88 .! B\$G c!
M'6&%) - '!&#!)'6'<! 12%#- %4F'1!' '44&6- '!	RG! .SB c!	..+! 9\$> c!	..>.! .SB c!	..>.! .SB c!	G9! .SA c!
E2%* - '!&#!)'6'<! 12%#- %4F'1!	..+A! .R\$D c!	..BB! 9>\$8 c!	..DR! .R\$R c!	..8>! .R\$A c!	R+G! .D\$D c!
, - 12%2\$- '!HJ (\$!4\$<<k-52<<7! 32%* - '!&#!)'6'<XNK!	D.! .\$. c!	B>! .9\$ c!	D.! .9\$> c!	DD! .\$. c!	B+! .9\$+ c!

#++)%E\$G)&!

!

L44&)*2\$- '!?-6*-O- '! : 3 1<&73 -#\$!"#C&% 32\$*&#!

!

L11-# '*! !. !@! , \$2CC! : ; (2<*\$-4!M2\$2!L1%*<!9>9 .!

L11-# '*! !9!-! : ; (2<!N27! ? -6*-O!9>9 .!

!

!

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