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F-2%\$!&C!*\$4!4\$%2\$-57Q!2#!&1-%2\$*<!'-<*6-%7Q!*#!&%'-%\$!&!)%-2\$-!2!4\$%()\$(%-!2#!'!2!)(\$(-!\$F2\$!
-3J%2)-4!2#!'!2'62#)-4!-;(2<\$7!2#!'!'*6-%4*\$7/![FSS14/1000\\$; 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!-3J-'-'-'!#!\$F-!)((\$(-!2#!'!4\$%()\$(%-!&C!\$F-!
0#*6-%4*\$7Q!4&!\$F2\$!

\$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*\$#4F*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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L<!O*\$F!*\$4!%-41*J<*\$7!\$&!'-6-<&!2#'!25%-!\$F-!*4\$*\$(\$*<!3*44*#0!\$F-!0#*6-%4*\$7!

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&%!* 3 1%&6- '!% - 1&%*#5S! [(%F-%!*#C&% 3 2\$* &#!&#!\$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!

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

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

•! 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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•! TF-!0#*6-%4*\$7!O*«!)&3 3*\$!\$&!32*#2*#*\$4!L\$F-#2! , WLa!2O2%'4!2# '\$F-!5&&'!1%2)\$*)-!-4\$2J<*4F- '\$F%&(5F!\$F-!X&#)&% '2\$!2# '\$F-!?-4-2%)F! : 1) -<<-#) -![%23-O&%Z\$!

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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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#% - %6 - O4U!2<<!\$F&4 - !12%\$*) *12\$*#5! *#!211&*#3 - #12# - <4!2% - !&CC - % - ' !%2*#*#5!2# ' !^ ? !4 (11&%\$!
*#!&% ' -% !\$&! - #%) F!\$F - *% (# ' - %4\$2# ' *#5!2# ' ! - #4 (% - !) *4\$ - #!211<*) 2\$*#&!&C!\$F - !) & 3 1 - \$ - #) 7!
J24 - ' !211%&2) F\$!TF - !) & 3 1 - \$ - #) 7! J24 - ' !211%&2) F!4 (11&%\$4!\$F - !&J\ -) \$*6 - !244 - 443 - #!&C!
) & 3 1 - \$ - #) * - 4!<*#Z - ' !\$&!\$F - !\&J! ' - 4) %*1\$*#&!% - ' () *#5!\$F - !1&\$ - #*2<C&%! J*24!*#14 - <-) \$*#&!
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T&!C (%\$F - %! - #4 (% - !C2*!\$% - 2\$3 - #!&C!2<<!211<*) 2#4! ' (%*#5!& (%!% -) % (*\$3 - #!2# ' !4 - <-) \$*#&!
1%&) - 44Q!O - !F26 - !1 (\$*#!1<2) - !2!4 - \$!&C! - @<- 2%#*#5! 3 & ' (<- 4Q!*#) < (' *#5! (#)) * & (4!J*24Q!
% -) % (*\$3 - #!2# ' !4 - <-) \$*#&Q!2# ' ! - ; (2<*\$7!2# ' ! ' *6 - %4*\$7\$!TF - % - !*4!2!32# ' 2\$&%7!% - ; (*% - 3 - #!\$F2\$!
2<<!*\$% - %6* - O!12# - <<*4\$4!) & 3 1<- \$ - !24!2!3*#*3 (3!& (%! (#)) * & (4!J*24! - @<- 2%#*#5! J - C&% - !\$Z*#5!
12%\$!*#!% -) % (*\$3 - #!2# ' !4 - <-) \$*#&!1%&) - 44\$!M - ' *) 2\$ - ' !^ ? !N2%\$# - %!4 (11&%\$!4!1%&6* ' - ' !\$&! - 2) F!
2% - 2!*\$!\$F - ! (#*6 - %4*\$7!\$&! - #4 (% - !F*4! 3 2# ' 2\$&%7!\$%2*#*#5!% - ; (% - 3 - #!4!211< - ' !) *4\$ - #7!
\$F%& (5F& (\$!\$F - ! (#*6 - %4*\$7\$!W - !2% - !2J<- !\$&! 3 &#*\$&%!) & 3 1<- \$*#&!%2\$ - 4! (4*#5!2#! - !\$ - %#2<- @
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bV_T!4\$2CC!%-1%-4-#\$2\$&#!*#9>9>S!!W-!2%-!)&3 3*\$-\$'!\$&!*' -#*C7*#5!211%&1%*2\$-!2)\$*!\$&!
-#)&(%25-!'*4)<4(%-!&C14-! (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 -#\$Q!
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-!11-&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* ' -#) -!\$&!- !12*#!\$F-4-!5214S!!^&O-6-%Q!\$F-7!)&(<' !%-<-) !\$F-!
C2)!\$F2\$Q!%-<2*6-!\$&!\$F-!1&4*\$*#!*#!&\$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-!11-&1<-!O*\$F!\$F-4-!
)F2%2)\$-%*4\$)4!2%-!4() -44C (<!#!J- ' #5!211%&#-\$ ' !\$&!%&<-!&C!2)2 ' -3*)!4\$2CC!*4!%-C<-) \$*6-!&C!
\$F-!\$* 3 -!*\$!\$2Z-4!\$&!52*#!\$F-! ; (2<^C*)2\$*!2# ' !-11-%* -#) -!%- ; (*- ' !*#!&% ' -%\$&!J-!4() -44C (<!
#!211<7#5!C&%!62)2#)*-4!O*\$F!P E O!S!!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\$S-!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-# ' -%@

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!

!

/O1&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\$*<!&%*5*#Q!% - <5*#&Q!
4 - I (2<!&%* - #5\$2\$*&#Q! 3 2%*\$2Q!) *6*!12%\$# - %4F*1Q!12% - #52<!4\$2\$ (4!&%! ' *42J<*\$7S!

!

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!!

!

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!#!211<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# '!-3J-'! 4(11&%\$!\$&O2%'4!4\$2CC!\$F%&(5F!&(%!1&*)*-4!2# '!1%&)-'(%-4S!

!

- ! W-!O*«!O&%Z!\$&!-#4(%-!\$F2!\$&(%!?-O2%'!2# '!?-)&5#*#&#!N&#<*)7!2# '!N%&)-'(%-! 1%&6*'-4!\$%2#412%-#5!1%&)-44!C&%!%-O2%'!2# '!1%&3&#&#!&C!4\$2CC!2# '!O-!O*«!)&#*#(-!\$&! O&%Z!O*\$F!32#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«!32#25-%4!2# '!!-%)(\$3-#5!2# '!4-<-)\$*##!12#-«*4\$4S!!

!

W-!%-32*#!)&33*\$- '!\$&!\$F-!%-2!b*6*#5!W25-!24!2#!2))%-'*\$-'!b*6*#5!W25-!-31<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-#5!9>.B@9>!O*«!J-! *31<-3-#5-'!C(«7'S!!"#!%-1&%\$*#5!&#!1%&5%-44Q!O-!
 % -1<*)2\$-!4&3-!&C!\$F-!#2%%2\$*6-!4-!&(\$!*#!&(%!"#5-%*3!=\$)&3-!L5%- -3-#5!9>9>@9.Q!2# '!&(%!
 = (\$)&3-!L5%- -3-#5!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!&(!,\$('-\$!;!11-%*#)-!
 X&33*\$\$\$-!&#!M-)&<#*4*#5!\$F-!X(%%*)(<(3S!!
 !

W-!%-)&5*#4-!\$F2\$Q!211<*)2\$*#&!2#'!-#\$\$7!\$&!4&3-!'!-5%--!1%&5%233-4!*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!32<-Q!2#!!\$F2\$!9!*#!.>!&C!\$F-!L<*-!'!^!-2<\$F!1%&C-44*#&4!2%-!
 32<-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*'-%!)&33(#\$7!*#C<(-#)-%4S!!
 !

W-!F26-!2!6-%7!4*3*2%11-%)-#\$25-!&C!32<-4!\$&!C-32<-4!\$&!\$F-!#2\$*#&2<1*)\$(%-!H!*CC-%-#)-4!&C!
 .cKS!TF-!'2\$2!&#!32\$(%-!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!!
 !

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\$! 3 2#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-)\$- ' \$!!!A recently published research brief from the Sutton Trust states that 'tF-!* 3 12)\$!&C!

!

!

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!

!
:;%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!!

!
/*#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\$% - 2 3 *#5\$!TF*4!*#)<(' - 4!\$F - !62<* ' 2\$*&#!2# ' !% - 6* - O!&C!# - O!
2# ' ! - 4\$2J<*4F - ' !1%&5%2 3 3 - 4Q!2# ' ! \$F - !2## (2! 3 &#*\$&%*#5!&C!2<!1%&5%2 3 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%2 3 3 - !O*<!)&# \$* J (\$ - ! \$&!O* ' - #*#5!2)) - 44!2# ' ! - #525*#5!
4\$ (' - # \$4!C%& 3 !#&#@\$%2 ' *\$<!J2)Z5%& (# ' 4!2# ' ! (# ' - %@% - 1% - 4 - # \$ - ' !5%& (14!!
- ! 4 (CC*)* - # \$! - 6* ' - #) - ! &C!) (%%*) (<(3 !##&62*\$&#!2# ' ! ' - 6 - <&1 3 - # \$!\$&! - #F2#) - ! - ; (2<*\$7!2# ' !

) - . /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%23 3 -!)&3 3*\$3 -#\$!!
!

- 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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) - . /0123! , .245 6 7! [!/!= (%!1 -&1<-!1&*)^ -4!1%&3 &\$ -!*#)<(4*6 -! - 3 1<&73 -#!2# '!)2% - -%!
2 '62#) - 3 -#!1%&41 -)\$4\$!!!

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) - . /0123! , .245 6 7!\!/: ; (2<\$7!2# '!' *6 -%4*\$7!*4! - 3 J - ' ' - ' !C (<<7!*#!\$F -!) (%%*) (<(3!2# ' !*#!
% -4 -2%) FS!

!

) - . /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)\$*\$!

!

) - . /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!!

!

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!

!

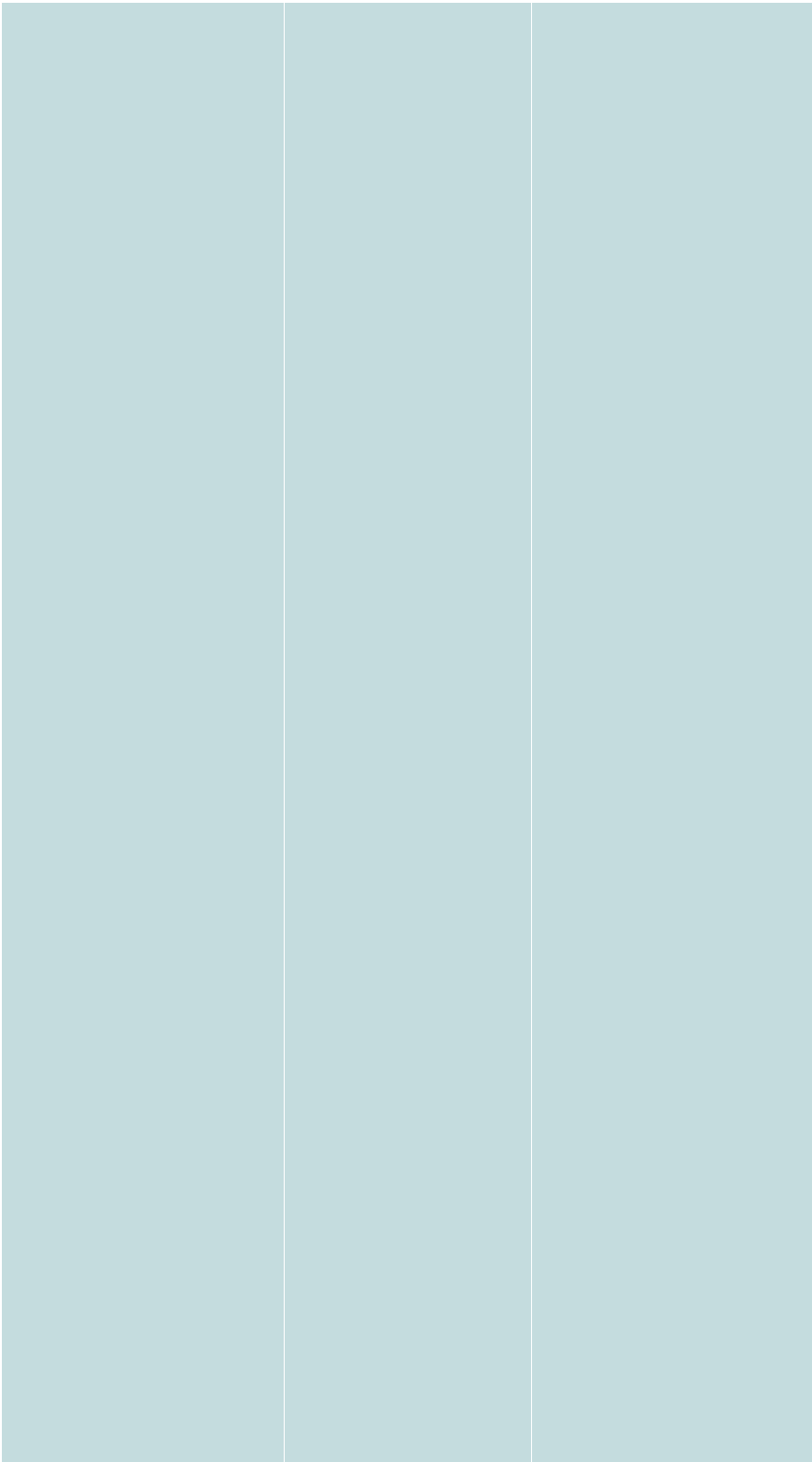
W-!O*<!)&#*\$#(-!\$&!O&%Z!O*\$F!25-#)*-4!\$F2\$!)2#!4(11&%\$!(4!-CC-)\$*6-<7!*#!\$F*4!O&%ZQ!*#)<(' *#5!
\$F-!L'62#)-!^ : !N%&\-)\$!T-23!*#! ,)&\$<2# ' !2# ' !\$F-!P(2<\$7!L44(%2#)-!L5-#)7! ,)&\$<2# ' S!!
M(%*#5!9>9.@99!O-!O*<!C&)(4!&#!O&%Z!J-*#5!1%&5%-44-'!)(%%-#<7!J7!&(! , \$('-#\$! : !1-%* -#) -!
X&3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

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) - . /0!23! , .245 6 7!TH! " 5=7!=5P .82!/9 :!45 6 ;=7Q798!07! : /2/!Z!100!P7!N/2Q7=7 : !59!2Q7!

) IB#>{' J!

1%&C-44*<14-%6*)-4!
%&<-4!OF-%-!
211%&1%*2\$-!*#&%'-%\$&!
)%-2\$-!-#%7!<-6-<!
'-6-<&13-#%!
&11&%\$ (#* -4!C&!7& (#5!
1-&1<-S!!
!
: !1<&%-!&11&%\$ (#* -4!
\$&!2))-44!\$F-!h&J!
X-#%\$-!N<(4!j*)Z!, \$2%\$!
4)F-3-!\$&!)% -2\$-!4F&%\$!
C*1-'!\$-%3!&J!
1<2)-3-#%4!C&%!
(#-31<&7-'!.D!\$&!98!
7-2%!&<'4!*#&(%!
)&33 (#*\$7!
!
L ('*\$!252*#4\$!\$F-!
Scottish Government's
E*#&%*7! : \$F#*)!
? -)% (*\$3 -#%!T&&Z\$!
2# '!*31<-3-#%!
)F2#5-4!*' -#%* - ' !\$&!
& (%!2'6-%\$*4*#5Q!
-#525-3-#%Q!4*CS*#5!
2# '!*#%-*6*-O*#5!
1%&)-44-4S!!
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E - 3J-%4F*1!2# ' !

&)G'\$, %![H!) " +> , J")%'!\$%^ , (" #'\$, %!

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"#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 -#\$! "#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! , \$(' -#\$!% -\$(%#9> .R@9>!
- ! "\$\$- %2<! E2#25- 3 -#\$! "#C&% 32\$*&#! ' %20#!C%&3!\$F- !T%*J2<! , \$(' -#\$! ? -)&% ' 4!474\$- 3!HL1%*<!
9>9 .KS!
- ! "\$\$- %2<! E2#25- 3 -#\$! "#C&% 32\$*&#! ' %20#! C%&3!\$F- !*@T% -#\$! ^?! ? -)&% ' 4! 474\$- 3!HL1%*<!
9>9 .KS!
- ! W" , - ?!_&2%' ! , \$(' -#\$! ? - \$ - #*\$&#! , \$2\$*4\$*)4S!
- ! = (\$)&3 -!L5% - - 3 -#\$! : 62<(2\$*&#!9>9>!
- ! : ^ ?X! : 44-#\$*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#!0!X2\$F&<'!	BA+! .+\$> c!	BGB! .+\$B c!	GA>! .8\$A c!	R+D! .D\$> c!	GG>! .A\$D c!
XF%4\$2#!0!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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