



EDI ACTION PLAN

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Priority: Facilitate the Delivery of the EDI Strategy

Action 1: Continue to operate and review progress of EDI Strategy Steering Group

Rationale: A dedicated and cohesive team is required to galvanise and ensure the delivery of the strategic ambitions outlined within the EDI Strategy.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure: Steering Group meets three times per annum.

Action 2: Carry out biannual EDI pulse surveys to monitor the impact of the EDI Strategy at all levels of the organisation and test employee engagement with equality

Rationale: This will provide a better understanding of how staff/students perceive EDI in the workplace and enhance general accountability.

Timescale: June and Dec 2021

Accountability: Chief People Officer

Success Measure: Steering Group implements the findings of the surveys to augment delivery of the EDI strategy.

Action 3: Monitor and review progress of action plan on an annual basis

Rationale: This will provide a clear evidence base for future targets, goals and actions.

Timescale: Annually (June)

Accountability: Chief People Officer

Success Measure: Action plan is reviewed annually using a traffic light system and updated as necessary. Any slippage is addressed.

Action 4: Submit annual monitoring report to the Senior Leadership Team and include within Section 75 Annual Report

Rationale: This will provide a clear evidence base for future targets, goals and actions.

Timescale: Annually

Accountability: Chief People Officer

Success Measure: Submissions made on time.

Action 5: The Steering Group will report to Council and its appropriate sub-committees and the Senior Leadership Team as necessary

Rationale: Provides scrutiny and oversight at senior levels.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure: Clear committee reporting line established and followed.

Priority: Identify, acknowledge and address (unconscious) bias in the workplace

Action 6: Continue to provide unconscious bias awareness training session to staff on alternating campuses, on a first come, first served basis; and to all staff sitting on promotions or recruitment panels

Rationale: Without encouragement to recognise and address unconscious bias and associated micro aggressions, the potential exists that inequality, discrimination and segregation will be perpetuated throughout the workforce. Unconscious bias training will assist staff to understand the barriers presented by unconscious bias and how it impacts on decision making, so that it can be addressed both at the individual and the institutional level.

Timescale: Once a semester and align with recruitment training schedule.

Accountability: Chief People Officer

Success Measures:

- All professional and support staff attend training.
- All staff sitting on promotions or recruitment panels and all staff in Schools applying for an Athena SWAN award attend training.

Action 7: Consider technology and software which can ensure that all recruitment advertisements use gender neutral language (i.e., Textio)

Rationale: Without encouragement to recognise and address unconscious bias and associated microaggressions, the potential exists that inequality, discrimination and segregation will be perpetuated throughout the workforce. Unconscious bias training will assist staff to understand the barriers presented by unconscious bias and how it impacts on decision making, so that it can be addressed both at the individual and the institutional level.

Timescale: 2021

Accountability: Chief People Officer

Success Measure: Unconscious bias removed from all recruitment advertisements.

Priority: Address gender role segregation within the institution

Action 8: Get agreement from Council (or appropriate Sub-Committee of Council) as to short- and longer-term targets to increase the diversity of University Council and the Senior Leadership Team

Rationale: To ensure strong and visible leadership and ensure that EDI is embedded within the governance framework. According to the Higher Education Code of Governance, board diversity promotes more constructive and challenging dialogue, which in turn can improve governance outcomes by helping to avoid 'groupthink'. The governing body must also routinely reflect on its own composition and consider taking steps to ensure that it reflects societal norms and values.

Timescale: 2021

Accountability: Chair of Council, Vice-Chancellor and Chief People Officer

Success Measure:

- Targets established, implemented and reviewed by the end of 2021.
- Increased diversity of University Council and SLT

Action 9: Identify opportunities to increased diversity of University Council and the Senior Leadership Team - for example using a welcoming statement / using external networks and association bodies / consideration of where to place adverts

Rationale: To ensure strong and visible leadership and ensure that EDI is embedded within the governance framework. According to the Higher Education Code of Governance, board diversity promotes more constructive and challenging dialogue, which in turn can improve governance outcomes by helping to avoid 'groupthink'. The governing body must also routinely reflect on its own composition and consider taking steps to ensure that it reflects societal norms and values.

Timescale: 2021

Accountability: Chief People Officer

Success Measure:

- Targets established, implemented and reviewed by the end of 2021.
- Increased diversity of University Council and SLT.

Action 10: Provide necessary resources to support the University's application for an institutional Athena SWAN Silver Award (at institutional level)

Rationale: The University has held an Athena SWAN institutional Bronze Award since April 2014. The Bronze Award specifically recognises that the university has established a solid foundation for eliminating gender bias and developing an inclusive culture that values all staff in STEM-related subject areas.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure: Increase the percentage of Professorial staff who are female by at least 5%.

Action 11: Provide adequate resources to support individual Schools applications for Athena SWAN Awards and expansion of the Charter to non-STEM subjects

Rationale: In May 2015, the charter was expanded to non-STEM subjects, and in professional and support roles, and for trans staff and students. The charter now recognises work undertaken to address gender equality more broadly, and not just barriers to progression that affect women.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure:

- All Schools maintain or improve Award received.
- All Schools achieve a Bronze Award

Action 12: Implement the Athena SWAN Action Plan

Rationale: The Athena SWAN Action plan is an integral part of our Bronze Charter Award. The plan sets out to achieve gender equality for female staff.

Timescale: 2017-2021

Accountability: Chief People Officer

Success Measure: Advancement of gender equality: improved representation, progression and success of all staff.

Action 13: Identify opportunities for, and support delivery of, development / engagement options for women (i.e., Aurora / Wo/Mens Network)

Rationale: Aurora is a unique leadership development programme for women and is delivered over an 8-month period. It combines 4 interlinked development days; an action learning set; self-directed learning and in-house mentoring. It is delivered by Advance HE (formally Leadership Foundation for Higher Education) to help address the issue of declining numbers of women in senior posts in Higher Education. It has been specifically designed to encourage women to think of themselves as future leaders and actively engage in developing their leadership potential. It aims to provide a positive experience of leadership and inspire participants to recognise their talent and capabilities and support them to “step up” to promotional posts.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure:

- 12 spaces sponsored each year on Aurora.
- Provide participants with a positive experience of leadership and inspire them to recognise their talent and capabilities and support them to “step up” to promotional posts.

Action 14: Implement training on women and governing boards (Council, SLT, EDI SG and sub-groups)

Rationale: Cross reference with DAP action.

Timescale: 2021

Accountability: Chief People Officer

Success Measure:

- Training offered within the University’s leadership programmes.
- Staff encouraged to complete the ‘Boardroom Apprentice Programme’.

Action 15: Implement AdvanceHE's self-audit tool of recruitment and promotion policies and practices supporting gender equality

Rationale: This tool will enable us to assess our own policies and progress against the HE sector baseline. The audit tool completed during the pilot (2017) provides with a clear evidence base for future targets, goals and actions.

Timescale: Annually

Accountability: Chief People Officer

Success Measure:

- University Athena SWAN Silver Award
- Clear evidence base from which to measure and monitor progress.

Action 16: Provide thought leadership and perspective to advance the institution's ability to recruit more female professors - evidence based consideration of promotion and progression data

Rationale: Provide thought leadership and perspective to advance the institution's ability to recruit more female professors - evidence based consideration of promotion and progression data

Timescale: Annually

Accountability: Chief People Officer

Success Measure: Increase the percentage of Professorial staff who are female by at least 5%.

Action 17: Work with appropriate governance and colleagues to identify measurable targets (over a five-year rolling period) for gender representation at Grades 3,4,9, and Professor

Rationale: Our institutional equal opportunities data demonstrates persistent vertical and horizontal occupational segregation - on 6 February 2021:
27% of Grade 3 staff are male and 29% of Grade 4 staff are male
44% of Grades 9 and 30% of Professorial posts are female

Timescale: 2021

Accountability: Chief People Officer

Success Measure:

- Equal participation of women and men (a minimum of 40% males and 40% females) in Grades 3, 4, 9, and Professor.
- Proportions of male staff in Grades 3 and 4 increase by 25%.
- Proportions of male staff in Grades 9 and female Professorial staff increase by at least 5%.

Priority: Advance race equality at Ulster and build intercultural awareness

Action 18: Provide necessary resources to support the University's focus on capacity for delivering race equality

Rationale: Whilst the proportions of BME staff and students are double that of Northern Ireland, there has been little progress in addressing BME academic flight, occupational segregation, disparities in grade representation, pay, contract type or the difference in experience at Ulster. The Race Equality Charter Pilot presented an opportunity for Ulster to represent the Northern Ireland Experience and provided a framework within which to initiate the race conversation.

Latest data in respect proportion of Ulster's Professors who are BME added in Q1 2021:

- Only 10.5% (17) of Ulster's Professors are BME.
- 1 of these is female.
- Almost 95% who declared BME are in grade 6 and above.

Timescale: 2021

Accountability: Chief People Officer

Success Measures: Self-assessment team established to carry out an audit of race equality at Ulster.

Action 19: Improve the representation, progression and success of BME staff and students: Focus on working group and action planning leading to application for the AdvanceHE/ECU Race Equality Bronze Charter award

Rationale: Whilst the proportions of BME staff and students are double that of Northern Ireland, there has been little progress in addressing BME academic flight, occupational segregation, disparities in grade representation, pay, contract type or the difference in experience at Ulster. The Race Equality Charter Pilot presented an opportunity for Ulster to represent the Northern Ireland Experience and provided a framework within which to initiate the race conversation.

Latest data in respect proportion of Ulster's Professors who are BME added in Q1 2021:

- Only 10.5% (17) of Ulster's Professors are BME.
- 1 of these is female.
- Almost 95% who declared BME are in grade 6 and above.

Timescale: 2021

Accountability: Chief People Officer and EDI Steering Group Sub-Group for Advancing Race Equality.

Success Measure: Race equality action plan developed and implemented. Consideration of targets.

Action 20: Review the use of the welcome statement in recruitment for all grades

Rationale: Whilst the proportions of BME staff and students are double that of Northern Ireland, there has been little progress in addressing BME academic flight, occupational segregation, disparities in grade representation, pay, contract type or the difference in experience at Ulster. The Race Equality Charter Pilot presented an opportunity for Ulster to represent the Northern Ireland Experience and provided a framework within which to initiate the race conversation.

Latest data in respect proportion of Ulster's Professors who are BME added in Q1 2021:

- Only 10.5% (17) of Ulster's Professors are BME.
- 1 of these is female.
- Almost 95% who declared BME are in grade 6 and above.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure: Increase the numbers of local BME applicants to Grade 2-6 posts.

Action 21: Continue to monitor the academic promotions process to ensure that factors relating to women and BME staff are considered

Rationale: A revised promotions scheme was implemented in 2019. EO Monitoring will assist the University to identify and mitigate any perceived barriers which are preventing staff from applying or engaging in the promotions process.

Timescale: 2021

Accountability: Chief People Officer

Success Measure:

- Increase in the success rate for female staff going forward for academic promotion.
- Increased numbers of female research staff going forward for promotion.

Action 22: Continue to focus on delivery of the recommendations of the Equal Pay Review 2017

Rationale: The Equal Pay Review 2017 identified a mean gender pay gap of 18.8% and a median pay gap of 27.7%. One of the principal reasons for the gender pay gap is that females are disproportionately represented in specific job categories, the lower grades and especially amongst part-time staff.

Timescale: 2021

Accountability: Chief People Officer

Success Measure: Gender Pay Gap in line with Higher Education Sector.

Action 23: Carry out a triennial review of equal pay to ensure that we are not undervaluing some types of jobs

Rationale: This is a commitment within our Equal Pay Policy

Timescale: 2022

Accountability: Chief People Officer

Success Measure: Equal Pay Review completed and recommendations endorsed by SLT.

Priority: Continue to meet statutory requirements relating to equality of opportunity and good relations

Action 24: Continue to raise awareness of the importance / requirement to collect EO data and the purposes for which it is used (i.e., engage / all staff email / Insight)

Rationale: The Equal Pay analysis was dependant on data obtained by staff self-declaration. The Equal Pay Working Group considered that only data for gender, age, community background and disability was reliable for the purposes of the Equal Pay Review. The Group noted that some categories contained incomplete data (e.g., disability) due to under-reporting or incorrect data (e.g., Sexual Orientation) due to misinterpretation of the monitoring question.

Timescale: 2021

Accountability: Chief People Officer

Success Measure:

- Improved quality and accuracy of our EO data.
- Insight article.
- Bi-annual reminders to staff to raise awareness of why we monitor equal opportunities data.
- All staff review update their equal opportunities data using the self-service area.

Action 25: Revisit the structure / phrasing of the sexual orientation question in an attempt to increase response rates

Rationale: The Equal Pay analysis was dependant on data obtained by staff self-declaration. The Equal Pay Working Group considered that only data for gender, age, community background and disability was reliable for the purposes of the Equal Pay Review. The Group noted that some categories contained incomplete data (e.g., disability) due to under-reporting or incorrect data (e.g., Sexual Orientation) due to misinterpretation of the monitoring question.

Timescale: 2021

Accountability: Chief People Officer

Success Measure:

- Sexual orientation question amended, as necessary.
- Increased percentage of staff declaring sexual orientation to 70%.

Action 26: Develop and present an Annual EDI report to the EDI Steering Group and Council, presenting data, outlining key findings and progress, and recommending mitigations and methods to address any issues

Rationale: The Higher Education Code of Governance requires governing bodies to receive an annual equality monitoring report detailing work done by the institution during the year, identifying the achievement of agreed objectives, and summarising data on equality and diversity that institutions are required to produce (e.g., on staff recruitment and promotion).

To some extent this is already achieved through the Section 75 Annual Report and various HESA reports. However, the provision of more comprehensive equality data will help staff to identify disadvantage and under-representation, develop a clearer picture of the lived experience of staff and students and monitor progress in addressing these issues.

Timescale: 2022

Accountability: Chief People Officer

Success Measure:

Increased variety of key equality data available internally and on our website.
Report presented to the EDI Steering Group, SLT, GNRC and Council.

Action 27: Increase the variety of key equality data available internally and on our website

Rationale: Key equality data is already available on the EDI Unit's website, to inform policy development (and meet the demands of S75). This provides a general overview of the staff and student equality profiles. The provision of more extensive and explicit data will assist staff to identify and mitigate equality gaps through respective annual planning processes. It will also highlight and increase awareness of equality issues at Ulster.

Timescale: Annually (June)

Accountability: Chief People Officer

Success Measure: Key equality data uploaded to website and disseminated to staff.

Action 28: Continue to implement the University's Equality Scheme

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure: Statutory requirements met.

Action 29: Undertake 5-year effectiveness review of equality Scheme

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

the Section 75 Annual Report (The Northern Ireland Act 1998),
the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998),
and
Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: 2022

Accountability: Chief People Officer

Success Measure: Statutory requirements met.

Action 30: Implement the University's third Disability Action Plan

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: 2018-2021

Accountability: Chief People Officer

Success Measure: Statutory requirements met.

Action 31: Complete the Section 75 Annual Report, including the annual report of progress of the Disability Action Plan

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Annually 31 August

Accountability: Chief People Officer

Success Measure: Report submitted on time.

Action 32: Complete the Fair Employment and Treatment Order (FETO) Return

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Annually 6 June

Accountability: Chief People Officer

Success Measure: Statutory requirements met.

Action 33: Complete the Triennial Article 55 Review (for period 7 February 2019 – 6 February 2022)

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: 6 February 2023

Accountability: Chief People Officer

Success Measure: Statutory requirements met.

Action 34: Implement the University's Article 55 Affirmative Action Plan

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Ongoing (7 February 2020– 6 February 2022)

Accountability: Chief People Officer

Success Measure: Affirmative actions received.

Action 35: Complete the annual Higher Education Statistical Agency (HESA) return for staff

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Annually - 26 September

Accountability: Chief People Officer

Success Measure: Statutory requirements met.

Action 36: Calculate and publish the University's Gender Pay Gap

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
- the annual report on progress of the Disability Action Plan (Section 49B of the Disability Discrimination Act 1995),
- the Annual Fair Employment and Treatment Order (FETO) Return (the Fair Employment and Treatment Order 1998),
- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Annually

Accountability: Chief People Officer

Success Measure: Resources and protocols in place to ensure statutory requirements of Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) are met

Action 37: Form Gender Pay Working Group and deliver to series of actions

Rationale: The University is required by law to have in place an Equality Scheme and a Disability Action Plan, based on templates provided by the Equality Commission for Northern Ireland. The University's current Equality Scheme expires in 2022. The Disability Action Plan expired in 2018 (following a one-year extension).

The University is also required to submit a variety of statutory equality reports at specific times. These include:

- the Section 75 Annual Report (The Northern Ireland Act 1998),
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- the Triennial Article 55 Review (the Fair Employment and Treatment Order 1998), and
- Gender Pay Gap reporting (Article 19 of the Employment Act (NI) 2016) (pending).

A failure to comply can result in investigation, litigation or a financial penalty.

The University is also required to submit specific equality data to the Higher Education Statistical Agency (HESA) as part of its annual staff record.

The EDI Strategy does not detract from our statutory obligations. Rather it is evidence that Ulster is committed to going beyond mere compliance.

Timescale: Ongoing

Accountability: Chief People Officer

Success Measure: To act to reduce our gender pay gap so that it is in line with the Higher Education sector mean

Action 38: Maintain the Students' Union (SU) Good Relations Policy and Review the Terms of Reference for the Good Relations Working Group

Rationale: The SU Good Relations Working Group was established in October 2013. It consists of SU Officers, representatives of various SU societies and University staff. The main remit of the Group is to support the implementation of the SU Good Relations Policy and action plan and provide a consultative forum for the SU as and when good relations issues arise.

Timescale: Annually

Accountability: Chief People Officer

Success Measure: Good Relations is promoted across the Student body