

## Diversity, Equity, and Inclusion (DEI) Strategy - Masters' Union

### Vision

To build an institution where access to opportunity, quality of outcomes, and participation in leadership are not determined by background, and where diverse perspectives directly strengthen learning and enterprise outcomes.

### Mission

To systematically expand access, redesign evaluation and support systems, and build an institutional culture where all individuals can participate, perform, and lead on equal footing.

### Strategic Context

Masters' Union operates within a highly selective, industry-driven education model. While this enables high performance, it also risks reinforcing existing inequalities due to:

- Over-reliance on traditional indicators of merit
- Unequal access to networks, exposure, and opportunities
- Outcome disparities that emerge post-admission

EDI at Masters' Union is therefore positioned not as a compliance exercise, but as a performance and institution-building priority.

The strategy focuses on correcting these structural imbalances across the full lifecycle: **access** → **experience** → **outcomes** → **leadership**.

### Strategic Priorities

#### 1. Access and Representation

Masters' Union will move from a demand-driven admissions model to an actively constructed and diversified talent pipeline. The institution recognises that high-potential candidates are unevenly distributed across geographies, socio-economic backgrounds, and educational exposure, and that traditional application funnels tend to over-represent already advantaged groups.

This priority focuses on expanding who sees Masters' Union as accessible and attainable, and ensuring that selection processes capture potential, not just prior privilege.

The strategy includes:

- Building sustained outreach channels across Tier 2/3 cities and alternative education ecosystems
- Embedding contextual evaluation within admissions to assess achievement relative to access to opportunity
- Reducing financial barriers through structured scholarships and aid mechanisms

Strategic targets:

- Achieve 50% women representation across programmes by 2028, with annual monitoring of applicant, admit, enrolment, and scholarship conversion rates.
- Increase women's representation at entry-level institutional roles from 36.82% to at least 45% by 2027, and move toward parity by 2028.
- Maintain women's representation in mid and senior levels at 45%+ through 2028, while ensuring that strong representation at these levels translates into leadership progression.
- Ensure that at least 30% of scholarships and financial aid support candidates from underrepresented gender, socio-economic, geographic, or non-traditional backgrounds by 2028.
- Achieve 25%+ student representation from Tier 2/3 cities and non-traditional education backgrounds by 2028.

## **2. Student Experience and Outcomes**

Ensuring diversity at entry is insufficient without parity in experience and outcomes. Masters' Union recognises that students from different backgrounds may navigate the same system with unequal access to networks, confidence, and informal support structures.

This priority focuses on standardising access to opportunity within the institution, so that outcomes are determined by capability and effort rather than starting point.

The strategy includes:

- Structured academic support, peer learning, and mentorship interventions
- Career services designed to democratise access to high-quality internships, roles, and networks
- Bias-aware and standardised evaluation mechanisms across academics and placements
- Ensuring accessibility across physical infrastructure and digital learning environments

Strategic targets:

- Ensure 90%+ satisfaction across academic, mentoring, and career support systems by 2026, tracked separately by gender and background.
- Achieve no material gender-based gap in placement access, shortlist conversion, final offers, or compensation outcomes by 2028.
- Ensure full accessibility compliance across physical and digital learning environments by 2026.
- Conduct annual pay-equity reviews from 2026 onward, covering compensation bands, role levels, performance ratings, promotion outcomes, and placement outcomes.
- No measurable outcome gaps across cohorts by 2027

### **3. Culture, Belonging and Participation**

Long-term inclusion depends on whether individuals feel respected, heard, and able to participate meaningfully in institutional life. Masters' Union recognises that culture is shaped not just by policies, but by everyday behaviours, peer dynamics, and leadership signals.

This priority focuses on embedding inclusion into the lived experience of the community, ensuring that diversity translates into participation, voice, and leadership.

The strategy includes:

- Mandatory EDI training focused on behaviour, decision-making, and unconscious bias
- Creating pathways for diverse representation in student leadership, faculty roles, and alumni engagement
- Establishing formal and informal feedback mechanisms to capture lived experiences
- Embedding inclusion into leadership expectations and team-level goals

Strategic targets:

- Improve women's representation in leadership roles from 26.67% to 33% by 2027, 40% by 2028, and move toward parity by 2030.
- Ensure women hold at least 40% representation across student leadership bodies, institutional committees, and formal community roles by 2027.
- Achieve 80%+ positive belonging scores by 2026, with gender-disaggregated analysis of participation, safety, voice, and access to informal networks.
- Maintain 100% annual EDI training completion from 2025 onwards for faculty, staff, leadership, and student-facing teams.
- Introduce structured leadership-development and sponsorship pathways for women and underrepresented groups by 2026, with annual tracking of participation and progression.

### **4. Governance, Data and Accountability**

To ensure sustained progress, EDI must be operationalised through formal governance structures, measurable indicators, and institutional accountability. Masters' Union positions EDI as a tracked performance area rather than a standalone initiative.

This priority focuses on making EDI measurable, reviewable, and owned across the institution.

The strategy includes:

- A central EDI Council with cross-functional oversight and decision-making authority
- Systematic collection and analysis of diversity, experience, and outcome data
- Transparent reporting to track progress and identify gaps
- Integration of EDI metrics into institutional KPIs and leadership performance reviews

Strategic targets:

- Keep the EDI Council operational with quarterly reviews from 2025 onwards, with gender pay, bonus, representation, and progression metrics as standing agenda items.
- Publish an annual EDI and Gender Equity Report from 2025 onward, including pay gap, bonus gap, leadership representation, pay quartile distribution, and action progress.
- Reduce the mean bonus gap from 25.05% to below 18% by 2027, below 12% by 2028, and below 8% by 2029.
- Maintain the median bonus gap at 0.00% or better from 2026 onward, while reducing upper-end bonus disparities through structured eligibility and review mechanisms.
- Improve women's representation in the highest pay quartile from 42.62% to 45% by 2027 and 48% by 2029.
- Embed EDI metrics into institutional KPIs and leadership evaluations from 2026 onward, including pay equity, bonus equity, promotion equity, representation, and belonging scores.

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