GURUGRAM, INDIA

masters' union university

ANNUAL IMPACT REPORT 2025

Learning by doing, for *people and planet*

How Masters' Union contributed to the seventeen Sustainable Development Goals through its research, campus, outreach and teaching.



ANNUAL IMPACT REPORT 2025

Contents

Masters' Union contributes to the Sustainable Development Goals in four ways: what its faculty research, how it runs its own campus, who it reaches beyond the classroom, and what it teaches. The report follows those four, and each item is tagged with the goal it supports.

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INTRODUCTION

A business school built around practice

At Masters' Union, ideas from the classroom get tested in live work: running a business, consulting for a company, building a venture or spending time inside organisations across India. Sustainability is taught the same way.

The campus is spread across DLF Cyber Park and CDS Corporate Tower, in the middle of Gurugram's business district, so students study next to working companies. Research faculty, visiting academics and practitioners teach side by side, and more than 200 industry professionals teach full courses.

Faculty model

40%

industry practitioners: leaders and entrepreneurs sharing real-world insights

30%

full-time faculty: dedicated educators shaping core learning

30%

visiting faculty: professors from Harvard, Stanford and Wharton

Programmes by level

LEVEL	COUNT	PROGRAMMES
Undergraduate	5	Technology and Business Management, Psychology and Marketing, Data Science and AI, Finance and Economics, Design
Postgraduate	7	Flagship PGP in Technology and Business Management, plus HR, Sports and Gaming, Applied AI, UI/UX, and Sustainability. PGP Immersions across 20+ Indian cities build sustainability into the programme
Executive	8	PGP Rise: General Management, Capital Markets and Trading, Entrepreneurship, AI First Operator, Bloomberg Equity Research and more
Family business	2	PGP Rise: Owners and Promoters Management; Entrepreneurship

OUR APPROACH TO SUSTAINABILITY

Four ways Masters' Union contributes

The report is organised around four roles. Masters' Union produces knowledge, employs people and runs a campus, brings others together, and teaches. Every item is tagged to the goal it supports.

01 Research

Faculty publications and teaching cases on markets, governance, inclusion, health and technology.

02 Stewardship

How Masters' Union treats its students, staff and suppliers, and how it uses its premises.

03 Outreach

Programmes and partnerships that reach schools, colleges, communities and the public.

04 Teaching

Curriculum, immersions and venture building that prepare students to act on these issues.

International recognition

Masters' Union was founded in 2020 and chose early to be reviewed by outside bodies instead of marking its own work. It is a member of AACSB International, EFMD Global and the Business Graduates Association, and works with ASSOCHAM.

In 2025 EFMD awarded Masters' Union its first Business School Impact System (BSIS) label, which asks what a school gives back to industry and its region beyond the classroom. The label reflects Masters' Union's ties with industry, its entrepreneurial and educational impact, its measurable contribution to the region and its growing global presence.

Masters' Union also holds an overall five-star QS Stars rating, reached within six years of its founding. QS looks at teaching, employability, online learning, entrepreneurship and inclusiveness. The next four sections take each pathway in turn, and the last looks at where Masters' Union wants to go on sustainability.

Source: EFMD's announcement, 15 August 2025; Masters' Union awards, rankings and accreditations page (QS Stars).

OVERVIEW

Contribution at a glance

Here is the short version of what Masters' Union did in 2025 across research, stewardship, outreach and teaching. The sections after this page give the detail.

01 Research

10
of the seventeen goals touched by faculty research

20,151
views of the open SMARVUS dataset

2
education papers in ABDC A*-ranked journals

Faculty research tends to start with a problem seen up close. Dr Shiril Saju and Dr Nishant Kumar Verma wanted to know why agricultural technology takes hold in some emerging economies and stalls in others. Their answer lies in the service providers, in how farmers organise and in whether support suits the local crop. Dr Kashika Sud and Dr Rinku Mahindru look at women on Indian boards and at how women entrepreneurs take up technology.

Other papers cover credit constraints in education, contract enforcement after a legal reform, supply-chain disruption and discrimination among communities in Sikkim. Faculty also wrote book chapters on corporate responsibility, women's funding and learning outcomes, and took papers to conferences from Copenhagen to São Paulo. Three faculty papers appear in journals on the Financial Times FT50 list. The open SMARVUS dataset has been cited 35 times, and the Navalt case brings solar-electric boatbuilding into the classroom.

02 Stewardship

154
students from low-income families on financial aid

₹22.9 crore
awarded in scholarships across all schemes

44.9%
of staff are women (206 of 459)

Masters' Union looks after its own students and staff first. Financial aid reached 154 students from low-income families. The Founders' Fellowship pays ₹50,000 a month to students building a venture full time, and education loans can cover up to 95 per cent of fees. Counselling is free six days a week, Amaha runs a 24-hour helpline, and a medical room on the 11th floor is staffed round the clock.

Employment policies set a living-wage floor, review pay by gender and cover outsourced workers too. The campus buildings are certified as well. DLF Cyber Park uses 82.65 per cent less water than its base case and generates 550 kWp of rooftop solar.

03 Outreach

10,000+
applications to the High School Startup League

20,000+
businesses started under the Punjab Startup Mindset Programme

66
hours of pro bono teaching at four Delhi University colleges

The High School Startup League has drawn applications from 500+ schools across 15+ states. In Punjab, the Punjab Startup Mindset Programme has helped public-college students start 20,000+ businesses, and Masters' Union faculty taught sustainability for free at four University of Delhi colleges.

Closer to campus, the Sharing the Light drive raised ₹50,000 for assistive devices for visually impaired learners. Medical camps with Medanta and BioCity gave check-ups to more than 300 people, and Masters' Union also ran food and donor-registration drives and planted 300 saplings at government schools in Gurugram.

04 Teaching

200+
industry professionals teach complete courses

500+
jobs created by 30+ student ventures

30
international or remote offers, PGP-TBM 2025

Teaching works the same way. Every concept gets tested in live work, more than 200 industry professionals teach full courses, and PGP Immersions in 20+ Indian cities, plus global immersions, take students into tea estates, ports and renewable energy parks.

The PG Programme in Sustainability and Business Management builds on the goals directly. Carbon Markets and Trading covers greenhouse-gas accounting, compliance and voluntary markets and offsets. Climate Finance covers green bonds and blended finance. Circular Economy and Waste Management cover life-cycle thinking and the waste hierarchy, while Agritech Innovation and Sustainable Supply Chains cover precision agriculture and Scope 3 emissions. Student ventures take it further. Among the undergraduate startups, Solomon Bharat has brought 100+ handmade and handicraft brands to buyers in five countries, and Eat Real sources vegetables from farmers with Tamil Nadu government support. On the postgraduate side, 35+ students in the 2025 PGP-TBM cohort started businesses backed by ₹1.36 crore in institutional grants, among them Flourish Foods, which makes lab-tested flours with more iron, protein and fibre, and Saaha India, which works with artisan communities. Fitsol helps manufacturers measure and cut emissions, Smarto Cabs runs an electric-vehicle mobility service, and Mellovia, a venture linked to Masters' Union, makes biodegradable kitchenware from rice husk.

01 PATHWAY 1 Research

Faculty publications, teaching cases and open data on markets, institutions and communities.

Our story starts with understanding. Our faculty build it, in internationally ranked journals, teaching cases and open datasets, on how markets, institutions and communities work. Each theme below lists the goals it informs, and together they raise the questions the campus then has to answer for itself.

GOALS COVERED IN THIS SECTION

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

Food, agriculture and rural livelihoods

SDGs informed 2 8 1

Several faculty studies ask how food gets produced and what keeps farmers' incomes steady. In a paper published after the reporting period (see page 50), "Evaluating the ecosystem facilitating agriculture technology adoption in emerging economies", Dr Shiril Saju and Dr Nishant Kumar Verma ask, in the International Journal of Production Economics, why agricultural technology works in some emerging economies and fails in others. Equipment subsidies do not carry it alone. Results depend on how capable the service providers are, how well farmers are organised and whether support suits local crop conditions.

Dr Saju's related work on agri-tech adoption and rural productivity points the same way. Dr Ashish Singh Bhandari's 2025 paper in Production and Operations Management (FT50), written with A. Sapra, S. Seshadri and T. Sastry, models how commodity processing and trading should run when supply is random, which is exactly the uncertainty producers selling into volatile markets live with. Taken together, the papers speak to productivity, farmer incomes and how agricultural support is designed.

Dr Anushree Poddar's chapter on strategic CSR and smallholder farmers, written with Ashima Mathur (Springer Nature, 2023), looks at how company social responsibility programmes relate to small farmers.

Health and well-being

SDGs informed 3

Four journal articles deal with health directly. Dr Antra's 2024 paper in the Journal of the Operational Research Society (ABDC A) builds interpretable machine-learning models to predict cardiac arrest in hospitals. Dr Rinku Mahindru's 2023 review maps research on ageism and well-being among IT professionals, and it is the most widely read of the four, with 1,920 views. Dr Bhasker Malu co-authored a study of relationships and social behaviour among young adults in Indian cities (Sexuality and Culture, Scopus Q1) and a 2020 study that developed and validated emotion-recognition software for the Indian population (Psychological Studies).

Between them the four have been viewed 3,403 times and cited 16 times. They speak to how hospitals can anticipate emergencies, how well-being at work is understood and how mental-health tools can be built for Indian users.

Two conference papers by Dr Satyajit Roy deal with organ donation in India: coordination under constraints in a pro-social supply chain, on India's deceased-donation programme (Academy of Management, Copenhagen, 2025), and a performance review of the cadaveric organ donation programme in an Indian state (TTS Congress, Istanbul, 2024).

Education and access

SDGs informed 4 10

Five Scopus-indexed publications look at educational access, learning outcomes and teaching with technology, and two sit in ABDC A*-ranked journals. Dr Muneer Kalliyil and S. Sahoo ask whether restricting access to credit affects learning outcomes and, in a second paper, look at the role of local politicians in the privatisation of education in India. Dr Aarti Sharma and co-authors study students' experience of digital disruption in education, and Dr Rinku Mahindru and co-authors take up teaching in the metaverse and student engagement.

Some of this work travels well beyond the journal. The open SMARVUS dataset has been viewed 20,151 times and cited 35 times, and "Metaverse Unleashed: Augmenting Creativity and Innovation in Business Education" has drawn 3,519 views. Dr Bhasker Malu's two 2024 studies, in the Asian Journal of Social Psychology and in Psychological Studies, turn to identity, belonging and discrimination among communities in Sikkim.

Faculty book chapters add to this work. Dr Muneer Kalliyil wrote on regional patterns and dynamics of learning outcomes in India, with Srividya Aluru (BITS Pilani Hyderabad) and Soham Sahoo (IIM Bangalore) (Springer, 2023). Dr Anushree Poddar's chapter on the orientation of Indian firms' CSR agenda towards SDG 4 appeared in *Reimagining Sustainable Futures: The SDG Framework* (Bloomsbury India, 2019). Dr Bhasker Malu's chapters include Multidisciplinary Perspectives in Social Cognition, with K. Jayasankara Reddy (Routledge textbook, 2025), and Regional Populism in India: A Case of Sikkim, with S. K. Rajan and N. Jindal (Springer encyclopedia entry, 2023).

Women, work and entrepreneurship

SDGs informed 5 8

Dr Kashika Sud has co-authored work on women's representation on Indian boards after the 2015 and 2019 mandates. Dr Rinku Mahindru has published on board diversity and on how Indian women entrepreneurs adopt technology (Academy of Marketing Studies Journal, 2023). Both ask whether quotas change who sits at the table and what holds women's ventures back, questions any institution, Masters' Union included, has to ask about pay and representation.

Dr Sud's chapter The Case of Missing Women: Dynamics of Funding Women Entrepreneurs, with Neharika Vohra (Springer Nature, 2025), and her conference papers take these questions to funding. They cover investor bias in the funding of women ventures (European Academy of Management, Florence, 2025; APA, Seattle, 2024, poster), how women entrepreneurs build legitimacy through stories (EGOS Colloquium, Milan, 2024) and investor participation in startup funding decisions (APA poster, 2024).

On work and growth more broadly, Dr Garima Chaklader's chapter Service Sector Dynamics and Role in the Indian Economy, with Rupa Chanda (UNESCAP) and Sudeshna Ghosh (IIM Bangalore), appeared in *Growth, Development and Productivity: 75 Years of Indian Experience* (Springer). Dr Kunal Biswas presented work on fiscal-monetary interaction and the business cycle at ISI Delhi, the SERI doctoral workshop at IIM Calcutta, the India Management Research Conference at IIM Ahmedabad, the Delhi School of Economics, IIT Bombay and Shiv Nadar University (2024 and 2025).

Innovation, firms and supply chains

SDGs informed 9 12

This research asks when firms innovate and how they cope with shocks. In 2025, Dr Tanya Jain and co-authors examined, in the Journal of Law and Economics, how stronger debt-contract enforcement after a legal reform in India changed product innovation. In 2024, Dr Ashish Singh Bhandari, with A. Alptekinoglu and A. Sapra, studied in the European Journal of Operational Research how responsive pricing and product variety can counter supply-chain disruption. In 2022, Dr Bhupesh Manoharan and co-authors unpacked hybrid organisations that balance commercial and social goals, in the International Journal of Management Reviews. Dr Harish Shetty co-authored a 2025 review in the Academy of Management Annals (FT50) on improving working conditions in global supply chains.

Conference papers extend this work. Dr Shikhar Bharadwaj presented on board interlocks, technology and knowledge transfer in high-tech firms (India Strategy Conference, IIM Ahmedabad, 2024, spotlight paper; Academy of Management, Copenhagen, 2025; Strategic Management Society, San Francisco, 2025, finalist for Best PhD Paper), and on cross-border R&D teams in multinationals, CEO-inventor coinvention and post-acquisition knowledge leverage (India Strategy Conference, 2024 and 2025).

Dr Vipin Sreekumar's papers cover FDI and global value chain participation of Indian manufacturers and fostering value from R&D investments through transparency (Academy of Management Proceedings, 2024), advertising as institutional work through the Casteless Collective in India (Macromarketing Conference, Rio de Janeiro, 2025), and buycott and boycott of (un)ethical brands and lateral exchange markets (ACR Latin America, São Paulo, 2025; the second also at ANZMAC, Tasmania, 2024). Dr Rochak Khandelwal, with Hyun Chul Maeng, presented Illusion of specialization: how being good turns out to be bad (EMAC Spring Conference, Madrid, 2025).

Students add their own work too. Masters' Union's investment fund publishes a perspective report on the consumer economy, defence and shipbuilding, and renewable energy.

Sustainability, climate and responsible business

SDGs informed 12 13 6

Dr Anushree Poddar's 2025 study in Discover Sustainability asks how corporate social responsibility in India lines up with the goals and how companies direct resources to them. Work linked to Dr Bhupesh Manoharan in the European Journal of Marketing looks at how digital technology can nudge people towards responsible consumption.

Prof. Shiril Saju's Harvard Business Publishing case on Navalt asks how solar-electric boatbuilding can scale through supply-chain strategy, and it supports teaching on the maritime energy transition. Earlier, Dr Ajith Babu studied how textile effluent affected the Noyyal River in Tiruppur.

Dr Poddar has also written book chapters on CSR and the goals: CSR and SDG practices across the states of India (Springer Nature, 2019), Mission Resilient Cities, with Sapna Narula (2019), and CSR practice and the goals in India during the COVID-19 pandemic, with Sapna Narula and Muneer Ahmad Magry (Springer Nature, 2022).

Governance and institutions

SDGs informed 16 5

Dr Kashika Sud studies women's representation on Indian boards after statutory quotas, and Dr Rinku Mahindru's bibliometric review covers 161 studies of board diversity from 2008 to 2022. Dr Vipin Sreekumar and co-authors reviewed 259 articles on new-venture governance in the Academy of Management Annals (2024, FT50), and Dr Tanya Jain's work traces what a legal reform did to contract enforcement. These are the questions any accountable institution has to answer: who decides, who is represented and how rules are enforced.

Dr Tathagata Bhowmik's chapter Marginalization and Disinformation: The Perilous Use of Tech by Political Consultancies in India, in *Technology, Management, and Design for Social Justice* (Springer Nature, 2026), appeared after the reporting period.

Source: Faculty Research Portfolio, conference and proceedings records, 2024–25.

02 PATHWAY 2 Stewardship

How Masters' Union treats its people and uses its premises.

Knowledge counts for little if an institution ignores it at home. Stewardship covers how we treat our students, staff and suppliers, how we use our premises and how we govern ourselves, and it is the standard we hold ourselves to before we ask anything of others.

GOALS COVERED IN THIS SECTION

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

1 SDG 1 · NO POVERTY

Removing the cost barrier

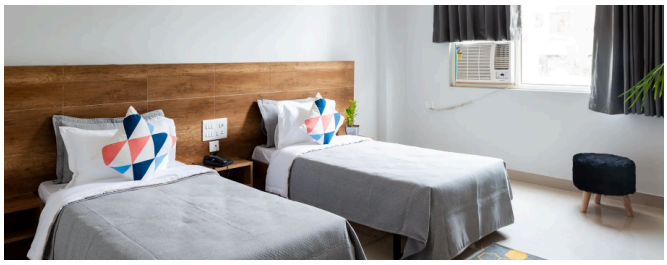
At Masters' Union, sustainability starts with making sure people from any background can afford to attend. Today 154 students from low-income families study at Masters' Union with financial aid. It comes through a need-based scholarship for undergraduate and postgraduate students, the Narendra Jadhav Diversity Scholarship and the Chairman's Diversity Scholarship. These awards are not prizes for marks. They are there so that a family's income does not decide who gets to come.

Getting in is only half of it, because tuition is rarely the only bill that pushes a student out. So Masters' Union also looks at where students live, what they eat and what happens when money goes wrong in the middle of a term. The table below shows what that help looks like.

SUPPORT	HOW IT HELPS STUDENTS STAY
Accommodation	Subsidised hostel places cut the cost of studying away from home
Meals	Dining plans bundled with hostel stays
Emergency grants	Help with sudden financial hardship
Education loans	Lender options for programme and hostel fees, subject to eligibility
Mentoring and counselling	Academic, career and well-being support for non-financial pressure

STUDENTS SUPPORTED, BY ROUTE

Need-based (UG and PGP)	**117**
Narendra Jadhav	**32**
Chairman's	**5**


Student hostel room


Student dining hall

In practice, 154 students who might have been priced out are in the classroom, 117 of them on need-based aid. Across all schemes Masters' Union awarded ₹22.9 crore, and 100 of those awards cover half or more of tuition. For founders, the fellowship means a student can give a year to a venture without taking a job to pay for it, and the 2025 PGP-TBM cohort shows what that makes possible: 35+ ventures, backed by ₹1.36 crore in grants and about 4,500 hours of mentoring.

Livelihoods through enterprise

FOR MASTERS' UNION STUDENTS

Masters' Union also gives students the financial room to build their own ventures. The Founders' Fellowship pays ₹50,000 a month, for up to a year, to students building full time, so living costs do not push them back into a job too early. The Venture Initiation Programme adds mentoring and grants, and a founder whose venture does not work out can still count on Masters' Union for placement support.

2 SDG 2 · ZERO HUNGER

Food on campus

Masters' Union works from an urban, leased campus, so its part in the food system is about access and waste rather than production. A network of outlets serves Indian and international meals at different price points, and Commons Food Baskets hand out free fruit and refreshments at set times. Fruit counters and healthy-snack vending cover the hours when canteens are shut. Vegetarian and vegan options are standard, dining and events use reusable plates and cutlery, and safe surplus food from events is passed on rather than wasted.


Campus food court


Fresh-food service area



Healthy-snacking vending point


Fresh-fruit counter

3 SDG 3 · GOOD HEALTH AND WELL-BEING

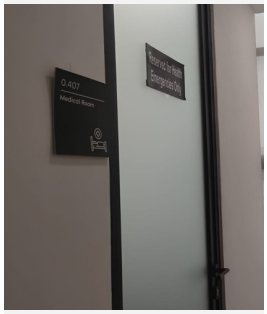
Students here run live businesses, travel for immersions and carry heavy workloads. Masters' Union treats health and well-being as a condition for learning, and has built services, partnerships and a calendar of activity around it.

Health services on campus

A medical room and an ambulance run around the clock at the campus and the student residences, staffed by qualified healthcare professionals, and consultations are free. Medanta Hospital is the clinical partner for emergency support, ambulances, specialist consultations and medical camps. The medical room is now on the 11th floor, with a doctor's desk and patient beds.



Campus ambulance


Medical room entrance


Doctor's desk in the medical room


Patient beds in the medical room

Employees are covered by a Group Mediclaim policy with Niva Bupa Health Insurance and Magma General Insurance. It pays for hospitalisation, maternity, AYUSH treatment and pre-existing conditions from day one. A partnership with Dr Lal PathLabs gives employees and their immediate families 20 per cent off diagnostic tests and preferential rates on health check-ups across India.

Health partners

- Medanta: clinical care and camps
- Ekaant: employee assistance, since 2025
- Niva Bupa and Magma: group insurance
- Thrive and Hudle: gym and sports
- Amaha: student mental health, since 2024
- Dr Lal PathLabs: diagnostics
- BioCity Healthcare: wellness camps

Mental health and counselling

The Counselling Cell in the Capital Building offers free individual and group counselling from Monday to Saturday, 9 a.m. to 7 p.m. Students can walk in on their own or be referred by faculty, peers, family or support teams, and they book sessions through the learning management system.

Since 2024, Amaha has offered students a 24-hour helpline, therapy, psychiatric consultation and digital self-care tools, replacing an earlier arrangement with YourDOST. Two Amaha psychologists, Ms Dyuti Vaid and Ms Jahnavi Jha, work alongside two in-house counselling psychologists, Ms Mahima Nagpal and Ms Sheba Solomon. Employees have had the Ekaant Mental Wellness Platform since 2025.

Students use it. Masters' Union handled 180+ individual counselling requests in a single semester, on subjects from academic stress, anxiety and emotional regulation to grief, financial stress, career uncertainty and neurodivergence. A weekly Wellness Wednesday email to undergraduates, started in March 2025, led more than ten students to begin therapy.

Masters' Union also works on prevention. The Accountability and Mentorship programme, running since 2023, gives students one-to-one career support, and a student feedback loop of three to five conversations a day, in place since 2024, helps staff spot problems early.

Counselling reach, September 2024 to August 2025

FORMAT	MODE	REACH
Student-initiated one-to-one sessions (Amaha)	Online and offline	174 (160 therapy, 14 psychiatry)
One-to-one counselling, 3 to 5 sessions daily	Offline	500+ sessions
Employee sessions through Ekaant	Online	17 employees
Counselling Open House, 14 April 2025	Offline	10 students
Gratitude Circle group sessions, September 2025	Offline	16 students

Source: SDG 3 impact report (2024–25 draft); SDG 10 impact report.

A culture of well-being

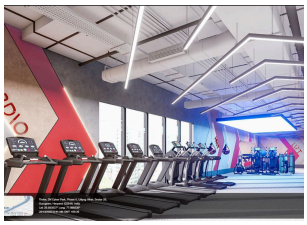
Physical and mental well-being sessions run on a regular calendar and are open to students and staff. Masters' Union runs them with external specialists and clubs such as BWell and Belong.

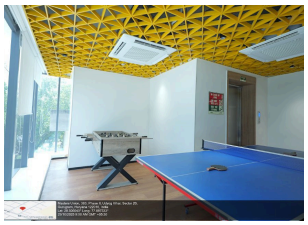
SESSION	DATE	LED BY	REACH
Desk Yoga: Take a Break, Stretch and Refresh	17 Apr 2025	Vinay Pandey, yoga and wellness trainer	287
Managing Stress and Burnout	17 Jan 2025	Swati Sharma, Ekaant	132 employees
CrossFit workout session	27 Sep 2024	Arjun Lal, strength and conditioning coach	129

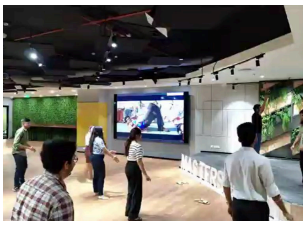
SESSION	DATE	LED BY	REACH
When Work Feels Heavy (virtual)	28 Nov 2025	Ekaant counselling psychologist	118 employees
Meditation retreat, Manesar	7 Apr 2025	Brahma Kumaris Retreat Centre	57
Yoga and meditation for focus	27 Feb 2025	Gaurav Rastogi, yoga teacher	26
Stress-busting dance workshop	15 Sep 2024	BWell Club	24

Sport and recreation

Masters' Union now has a fully functional in-house gym, open to local residents as well, and students also get free access to sports through Thrive and Hudle and to indoor facilities for table tennis, chess, badminton, pickleball, yoga, music and dance. An inter-cohort sports day drew 150+ participants, and fraternity competitions in sport and performance run through the year.


Gym


Table tennis room


Dance workshop

Fun Fridays, birthday celebrations, offsite retreats, a recreation room, a wellness and reflection zone and quiet spaces give staff and students room to breathe after demanding schedules.

Policies that protect health

- No-smoking campus
- Air purifiers across the premises to keep air quality (AQI) in check
- Gym access for employees at no cost
- Easy work-from-home for employees

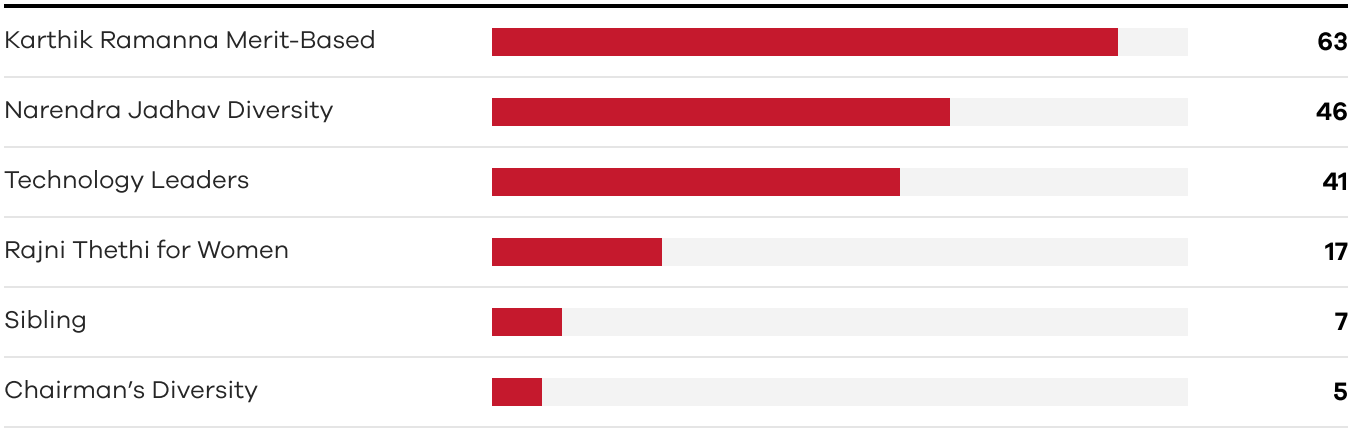
4 SDG 4 · QUALITY EDUCATION

Access to education

Undergraduate applicants who clear the MUSAT threshold may receive partial tuition waivers, and postgraduate awards cover 10 to 100 per cent of tuition. Several schemes are aimed at particular groups, among them the Rajni Thethi Scholarship for Women, the Chairman's and Narendra Jadhav Diversity Scholarships, the Founders' Bursary and the Technology Leaders Scholarship.

Education loans can cover up to 95 per cent of fees. Across all schemes Masters' Union awarded ₹22.9 crore, including 100 awards that cover half or more of tuition.

SCHOLARSHIP AWARDS BY SCHEME

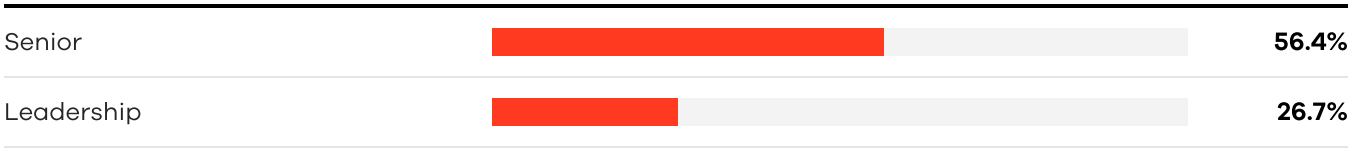


5 SDG 5 · GENDER EQUALITY

Equity in employment

The Equal Employment Opportunity Policy covers every stage from hiring to exit and every kind of worker, interns and contractors included. Women make up 44.9 per cent of staff (206 of 459) and a majority at senior level. Representation drops at the step into leadership, and that is where the remaining gap sits.

WOMEN'S REPRESENTATION BY LEVEL



Family and safety

Paid maternity leave is 26 weeks, with four weeks after a miscarriage or medical termination, eight weeks for adoptive or commissioning mothers and seven days of paternity leave. Women employees can take one day of menstrual leave a month. Masters' Union has a Prevention of Sexual Harassment policy and an Internal Committee that includes an external member, and it holds regular awareness sessions for students, staff and visitors. Six POSH training sessions across central functions and academic programmes reached 886 attendees. Sanitary products and safety alarms have been in every women's washroom since 2020, and a third-party childcare centre operates within DLF Cyber Park.

Women as students and founders

Women made up 31.5 per cent of the students who opted into placement in the 2025 PGP-TBM cohort. The Rajni Thethi Scholarship supported 11 women in that cohort and 17 in the undergraduate cohort of 2024–28, and five ventures with women founders or co-founders from the 2025 cohort received ₹40.5 lakh in institutional grants.

31.5%

Women among placement participants, PGP-TBM 2025

26 weeks

Paid maternity leave

1 day

Menstrual leave a month

3

Gender-related faculty journal articles, plus a book chapter and conference papers

VENTURE	FOUNDERS	ARR	GRANT
Mom's Mixes	Anubhooti Jain	₹38.23 lakh	₹9 lakh
Yango / NutriZen	Sakshi Tuteja	₹27.8 lakh	₹7.5 lakh
Saaha India	Jaishree Soni	₹14 lakh	₹8 lakh
Flourish Foods	Sonam Sharma, Nikhil Sharma	₹7.2 lakh	₹8 lakh
Spawn Right	Lokesh Gaingade, Sanjana Nair	Not reported	₹8 lakh

Living wage commitment

The Living Wage and Fair Remuneration Policy requires pay for directly employed staff and faculty to stay above Haryana's notified minimum wage and to support a dignified standard of living. A legal minimum is not the same as a living wage, so pay can be checked against a local living wage or a benchmark for a family of four, covering food, housing, utilities, healthcare, education, transport, clothing and emergencies. Compliance is judged on guaranteed pay, so bonuses and reimbursements cannot paper over a low base wage.

6 SDG 6 · CLEAN WATER AND SANITATION

Water on campus

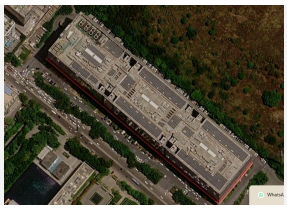
The water systems at Masters' Union's premises belong to the building owners, and they are good ones. DLF Cyber Park cuts building water demand by 82.65 per cent against its GRIHA base case. It runs a 1,300 kLD sewage treatment plant and reuses the treated water for landscaping, cooling and flushing, with metering for leak detection and rainwater harvesting. CDS Corporate Tower's LEED Gold scorecard awards 8 of 11 water-efficiency points.

Inside its own spaces, Masters' Union uses sensor taps, low-flow fixtures and dual-flush systems, tests drinking water routinely, provides refill stations and puts up signs around campus asking people to save water.

7 SDG 7 · AFFORDABLE AND CLEAN ENERGY

Energy at our premises

DLF Cyber Park generates power from 550 kWp of rooftop solar. Its energy performance index sits 40.40 per cent below the GRIHA base case. CDS Corporate Tower earned 18 of 33 energy and atmosphere points in its LEED Gold certification.



Rooftop solar panels at DLF Cyber Park



Rooftop solar panels at CDS Corporate Tower

Masters' Union uses LED lighting and star-rated appliances in its own spaces and encourages vehicle pooling. It does not yet meter its own energy separately, and fixing that is a priority. The next step is to measure its own energy, water and waste, so it can set targets and report against them.

8 SDG 8 · DECENT WORK AND ECONOMIC GROWTH

Two roles: employer and economic catalyst

Decent work starts at home. Masters' Union employs faculty and staff and relies on contracted workers for security, housekeeping, catering, maintenance and transport. It also prepares students for productive work and helps them start businesses that employ others.

Measuring pay equity

The Pay Scale Equity and Gender Pay Gap Policy rests on equal pay for work of equal value. The pay-gap report found pay around the middle of the workforce closely aligned, with a median gap of 3.40 per cent. The larger mean gap, together with leadership and bonus data, shows the remaining difference sits at the top of the pay scale, where women's representation falls to 26.67 per cent. Where a gap has no objective explanation, the response can be a salary adjustment, role reclassification, revised bands or tighter approval controls.

Protections across the workforce

Employment rules ban discrimination on grounds including religion, gender, gender identity, sexual orientation, age, nationality, disability, marital status, refugee status and caste, and people who raise concerns in good faith are protected from retaliation.

Protection also reaches people Masters' Union does not employ directly. Outsourced workers in security, housekeeping, catering, maintenance, facilities, transport, events and technical support are entitled to lawful, timely wages, overtime, statutory benefits, safe conditions, welfare facilities and freedom from harassment. Vendors are checked for labour-law compliance, wage and attendance records and statutory contributions, and contracted workers can use Masters' Union's own grievance channels.

Employees can form or join trade unions and bargain collectively. No union is registered at present, but that does not limit anyone's right to organise. Decisions on pay, appraisal, promotion and benefits can be appealed to a reviewer with no conflict of interest, who gives a written outcome.

AREA	HOW IT WORKS
Fair remuneration	Living Wage and Fair Remuneration Policy
Pay equity	Pay Scale Equity and Gender Pay Gap Policy; annual pay-gap measurement
Non-discrimination	Equal employment protections across hiring, pay, appraisal, promotion, training and exit
Modern slavery	Zero-tolerance policy covering staff, contractors, interns, vendors, suppliers and partners
Outsourced workers	Equivalent Rights for Outsourced Workers Policy; vendor checks on wages, records and safety
Employee voice	Freedom of Association and Collective Bargaining Policy
Appeal and remedy	Employee Rights, Pay and Appraisal Appeal Process, reviewed by someone independent of the original decision

3.40%	11.04%	0.00%	25.05%
Median gender pay gap	Mean gender pay gap	Median bonus gap	Mean bonus gap

Source: SDG 8 impact report and the employment policies named; Gender Pay Gap Report, Appendix, p. 10.

9 SDG 9 · INDUSTRY, INNOVATION AND INFRASTRUCTURE

Infrastructure for applied technology

The tools students learn on are part of the campus. The PwC India x Masters' Union AI Lab and Experience Center at Cyber Park houses NVIDIA-powered data processing units, AI robots and large-scale data-science infrastructure, used by students and by PwC clients. Maker and innovation spaces support prototyping, IoT and automation, and in-house systems such as the Coach learning platform and the µ.AI tutor run the academic programme.

Inclusion on campus

Good facilities only matter if every student can use them. Equal employment guidelines, anti-harassment and anti-ragging policies and a student grievance process set the rules. Counselling is available six days a week. The buildings have step-free routes, lifts and accessible washrooms, and Masters' Union adds flexible seating, wheelchairs, exam scribes and free campus access for personal attendants.

10 SDG 10 · REDUCED INEQUALITIES

Who gets in, and how

Inclusion continues at the point of admission. About 84 per cent of students come from outside the host region, and six international students (0.89 per cent) study across the cohorts. Women make up 30 to 38 per cent of recent postgraduate cohorts. Two alternative admission routes, the Entrepreneurial Achievement Pathway and the Exceptional Achievement Pathway, recognise talent that standard tests miss. Six scholarship routes made 179 awards. The Chairman's Diversity Scholarship reaches candidates from the North-east, Ladakh, Bhutan and tribal belts, and the Narendra Jadhav Diversity Scholarship supports 46 students from low-income and marginalised groups. A classroom at Masters' Union draws on far more of India than its location suggests.

Integrity and safety

Codes on student conduct, academic integrity, plagiarism, conflicts of interest, sexual harassment, ragging and grievance redressal come with regular awareness sessions.

11 SDG 11 · SUSTAINABLE CITIES AND COMMUNITIES

A campus inside the city

Students at Masters' Union live and study in the middle of Gurugram, and the campus is built to make that easy and safe. The Delhi Metro and Rapid Metro reach the campus, and Masters' Union runs shuttles that connect partnered student housing to it. Step-free routes, lifts and accessible washrooms are in place, a day-care centre operates within DLF Cyber Park, and safety alarms and sanitary products are in every women's washroom. The auditoriums and seminar halls are open to the public, with registration, for lectures, dialogues and summits, and the district's fire station and ambulance service respond to emergencies in the surrounding community.

12 SDG 12 · RESPONSIBLE CONSUMPTION AND PRODUCTION

Campus practices

In the spaces it occupies, Masters' Union uses durable crockery instead of disposables, provides filtered water stations for refillable bottles, prints double-sided by default and separates food, paper, plastic and metal waste at source. The host campus composts up to 2,000 kg of organic waste a day. Measuring its own waste, along with formal sourcing and plastic-reduction policies, is the next step.

14 SDG 14 · LIFE BELOW WATER

Limiting pollution of waterways

Masters' Union is a city campus, so its link to marine life runs through what leaves its buildings. DLF Cyber Park treats wastewater to tertiary standard and reuses it for landscaping, cooling and flushing, with no discharge to the municipal drain. Waste is segregated, and organic waste is composted on site. In the April to September 2024 compliance report, DLF Cyber Park recorded 1,092.9 kLD of reusable treated water, six rainwater-harvesting pits with twin bore wells and 4,531 kilograms of solid waste a day. Masters' Union's part is choosing to work from a building that runs this way and following its segregation systems.

16 SDG 16 · PEACE, JUSTICE AND STRONG INSTITUTIONS

Accountable governance

The Ethics Committee meets monthly, keeps records and publishes an annual report on claims and complaints. Cabinet meetings review academic delivery, programmes, accreditation, infrastructure and people systems, and the minutes go to the Senior Management Group. Cabinet minutes are confidential and are not published. Committees for complaints, sexual harassment, anti-ragging, discipline, ethics and academic quality share oversight.

Student voice

An elected Student Council, cohort representatives and clubs speak for experience, culture, careers and residential life, and roundtables, town halls and term-wise feedback, including Net Promoter Score (NPS) surveys, feed into decisions. Recent changes include closer alignment of product marketing with the Dropshipping Challenge and new no-code masterclasses.

Fair access

Alternative admission pathways for exceptional founders and achievers sit alongside 14 scholarship schemes, and a published Gender Pay Gap Report opens pay and representation to scrutiny.



Mentorship round table with students



Belonging and Support Centre

PATHWAY 3

03 Outreach

Programmes and partnerships that reach schools, colleges, communities and the public.

Once the house is in order, the work travels. Outreach carries what we learn and practise to schools, colleges, communities and the public, through events, drives and partnerships with government, industry, civil society and universities.

GOALS COVERED IN THIS SECTION

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

1 SDG 1 · NO POVERTY

Community support

Masters' Union runs drives that meet urgent needs, while longer programmes work on incomes.

SHARING THE LIGHT

Masters' Union ran the campaign, which raised ₹50,000 from alumni, employees and the institution. The money bought 42 walking canes, 43 headphones and 81 Braille slates, handed out through Nirmala Foundation, Blind Welfare Society and Blind Persons Association.

FUNDS RAISED BY CONTRIBUTOR (₹50,000 IN TOTAL)

Alumni	₹31,020
Institution	₹12,080
Employees	₹6,900

WINTER CLOTHING DONATION DRIVE

The drive bought blankets for vulnerable people across Gurugram. A separate hostel drive collected 25+ pairs of clothing and footwear for operational staff. 166 assistive items reached visually impaired learners, blankets reached vulnerable people across Gurugram, and several weeks of collecting food, funds and clothing reached 250+ residents of Ghata Village.

2 SDG 2 · ZERO HUNGER

Community food assistance

Masters' Union ran a food and essentials drive with the Robin Hood Army for residents of Ghata Village near Banjara Market, collecting food, funds and clothing over several weeks and reaching 250+ people.



Residents of Ghata Village at the food distribution



Hostel operational staff receiving donated clothing



Learners receiving assistive resources

The Food Lab

The Food Lab is an industry-led incubator for food ventures. Founders get commercial kitchen access, culinary expertise, help with food safety and FSSAI, procurement guidance and a route onto delivery platforms. More than 15 ventures have used it, several with a focus on nutrition.

VENTURE	WHAT IT MAKES	TRACTION
Bambaii Foods	Packaged food brand	₹50 lakh ARR; 5,000+ customers
Lexi's Gourmet Sandwiches	Delivery-led food brand	₹1 Cr+ run-rate within three months
Nomo	Momos made with wheat, ragi, oats and millets	Food Lab venture
Nutrifarms	Protein-infused millet snacks (undergraduate founder)	Food Lab venture
House of Khakhra	Protein-rich khakhra	Food Lab venture
Sal's Burritos	Vegetarian burritos	Food Lab venture
Eat Real	Vacuum-fried snacks	Food Lab venture

Source: SDG 2 and SDG 5 impact reports; Entrepreneurship Report; Placement Report 2025; VIP Demo Day report.

3 SDG 3 · GOOD HEALTH AND WELL-BEING

Health beyond the campus

On 20 December 2024, a medical camp with Medanta Hospital gave 111 free health check-ups in a single day to students, employees and people working across DLF Cyber Park. A free wellness camp with BioCity Healthcare on 22 July 2025 covered blood pressure, BMI, blood tests and consultations for 208 people.

On 4 December 2024, Masters' Union ran a stem cell donor registration drive with DKMS. Volunteers and professionals from EY, Gartner and ICICI Bank joined, and 97 people took part. In October 2025, Masters' Union's Run for a Cause with the Kiwanis Club in Leisure Valley Park brought together 48 runners, six of them MDI students, and raised ₹34,000+ to sponsor two prosthetic limbs.



Students distributing food



Volunteers sorting donations



Volunteers at the DKMS donor drive

Together the two camps gave check-ups to 319 people, 97 people took part in the stem cell donor drive, and the Run for a Cause raised ₹34,000+ toward two prosthetic limbs.

111
Free check-ups, Medanta camp

208
Participants, BioCity camp

97
Volunteers, DKMS drive

2
Prosthetic limbs sponsored

Ventures in health

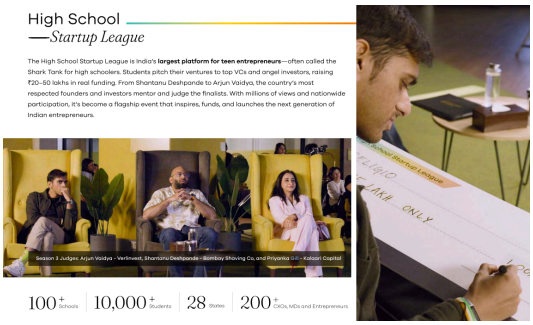
VENTURE	FOUNDER	FOCUS
Widur	Tanujh Singh, PGP 2021–22	Digital mental-wellness platform for professionals
Vinyasa Health	Divya Shah, PGP 2023–24	AI for mental healthcare
MemoTag	Reyansh Juneja	Support for people living with dementia

4 SDG 4 · QUALITY EDUCATION

Education beyond the campus

HIGH SCHOOL STARTUP LEAGUE

The league brings entrepreneurship education to schools. Students in classes IX to XII go from spotting a problem to building an idea and a prototype, working with mentors and pitching to investors, with city and national showcases. Registration is free, and selected participants can tap startup grants and the Masters' Union incubator. It has drawn 10,000+ applications from 500+ schools across 15+ states. Season 3 alone involved 10,000+ students from 100+ schools, backed by 200+ CXOs, managing directors and entrepreneurs.



High School Startup League, Season 3



Student teams at Season 3

10,000+ applications from 500+ schools across 15+ states show how many school students have had a first try at turning a problem into an idea and a prototype. In Punjab, the Punjab Startup Mindset Programme has helped public-college students start 20,000+ businesses.

Startup Weekend, a two-day format for grades 8 to 12, and the five-day Summer Startup Week take the same learning to more schools.

REGIONAL OUTREACH

Masters' Union worked with schools in several cities. In Nagaland, Masters' Union held its first undergraduate outreach at Tetso College, Dimapur, with educators and students from Rincho Academy, Maple Tree School Dimapur and Hope Academy, and met Shri Temjen Imna Along, Minister of Tourism and Higher Education, Government of Nagaland.

LEARNING FOR GIRLS AND CHILDREN

Masters' Union sponsored a hands-on drone-making lab for girls supported by Udayan Care, covering drone components, basic engineering and assembly. In October 2024, Masters' Union ran art and painting sessions with children at the Dream Girl Foundation.

Source: SDG 4, 5 and 10 impact reports.

Sharing knowledge in public

Faculty and leaders also add to the public debate on education. Swati Ganeti, Director of the Undergraduate Programme, spoke at TEDxAmity University Noida on learner-centred and experiential education, and founder Pratham Mittal addressed the IB Global Conference in Mumbai on "Shared Learning, Shared Futures". Intersect 4.0 brought 350+ participants from 15+ countries together for two days of keynotes, panels and workshops.



Intersect 4.0 school leaders' panel



Women Leadership Summit, 2025

Masters' Union also taught pro bono at four University of Delhi colleges: Miranda House, Hansraj College, Sri Guru Gobind Singh College of Commerce and Shaheed Bhagat Singh College. Over five engagements in 2025 it delivered 66 hours on circular economy, ESG, climate entrepreneurship and impact measurement. Weekend, hybrid and customised executive programmes bring learning to working professionals.

Ventures that widen access

Ten student ventures work in education: Bullspree, Hive School, Archimedes Lab, Pixel School of Fashion, Bored Of Education Fellowship, Praxel, Skill Before Degree, Cospire, Reknown Media and Savra, an AI co-pilot for teachers. Skill Before Degree, which teaches Vedic maths and reasoning, reports revenue above ₹45 lakh.

6 SDG 6 · CLEAN WATER AND SANITATION

Dialogue and visits

As an institutional member of ASSOCHAM, Masters' Union gives students and faculty a seat in forums where water security, sustainable resource management and corporate environmental responsibility are debated. On 2 January 2025, Masters' Union took its PGP-TBM students to the Times of India headquarters in Sahibabad to see its water-positive initiatives.

5 SDG 5 · GENDER EQUALITY

Platforms and dialogue

On 1 May 2025, Swati Ganeti represented Masters' Union at the Women Leadership Summit, organised by the Confederation of Indian Industry in association with Masters' Union. The forum brought women executives together on inclusion and representation in decision-making. Priyanka Gill of Kalaari Capital, judged and mentored at Season 3 of the High School Startup League, so school students could meet a woman who has built and backed consumer businesses.

9 SDG 9 · INDUSTRY, INNOVATION AND INFRASTRUCTURE

Skills and industry links

200+ industry experts from firms including Amazon, Apple, IBM and McKinsey teach and evaluate every year, and Career Services runs employer outreach and recruitment partnerships, so industry practice and hiring needs reach students while they are still current.



Startup summit with the Chief Minister of Haryana



Chief Minister of Haryana at student venture stalls

10 SDG 10 · REDUCED INEQUALITIES

Reaching young people with fewer opportunities

Masters' Union volunteers ran art and painting sessions with children from the Dream Girl Foundation, giving them room for creative expression, learning and positive social interaction. Masters' Union also sponsored a hands-on drone-making lab for girls from Udayan Care, covering drone components, basic engineering and assembly. Both open doors for children and young women who may otherwise have limited access to enrichment.

11 SDG 11 · SUSTAINABLE CITIES AND COMMUNITIES

Public lectures

Masters' Union opens its auditoriums to the public because a campus in the middle of a city should be part of its conversations. On 9 January 2025, Union Minister Nitin Gadkari spoke there about infrastructure delivery, congestion, electric public transport and long-term urban mobility.

A shared campus life

The cultural calendar includes Onam, Navratri and Dandiya, Ganesh Chaturthi, Iftar during Ramadan, Diwali, Holi, Christmas, Independence Day, Republic Day and International Yoga Day, largely student-organised. Public platforms such as the Fintech Mafia Challenge, with 1,000+ participants from across India, and Demo Day bring outside audiences on campus.

12 SDG 12 · RESPONSIBLE CONSUMPTION AND PRODUCTION

Beyond campus

Masters' Union takes its sustainability teaching to other campuses. Masters' Union ran sustainability problem statements and challenges at Shaheed Bhagat Singh College, Hansraj College, Ashoka University and Miranda House. At Miranda House, ten Masters' Union faculty volunteered to design and deliver a 12-hour course on circular economy and sustainable resource management between 9 May and 30 June 2025.

13 SDG 13 · CLIMATE ACTION

Climate dialogue

Climate work needs people from different sectors in the same room, so Masters' Union hosts the NCR Climate Party. The seventh edition, on 24 September 2024, brought together 250+ founders, investors, policymakers, researchers and students. On 25 April 2025, PwC India's Manpreet Singh Ahuja and Sambitosh Mohapatra debated AI's potential for climate solutions against its own footprint.

Shiril Saju's Harvard Business Publishing case on Navalt looks at how solar-electric boatbuilding can scale through supply-chain strategy. Student venture Fitsol helps manufacturers measure and cut emissions.

14 SDG 14 · LIFE BELOW WATER

Industry dialogue

Business decisions on land affect rivers and seas, so Masters' Union takes its academic work to where those businesses meet. It takes part in ASSOCHAM's National Council on Water.

15 SDG 15 · LIFE ON LAND

Plantation and conservation

On World Nature Conservation Day 2025, Masters' Union planted 300 saplings at Government Model Senior Secondary School sites in Sectors 4 and 103, Gurugram, with 50 student and staff volunteers who gave 100 volunteer hours. Alumni, students and staff have joined more plantation drives across the NCR. Planting at a government school, rather than on campus, put the saplings where the community can look after them, and the drive raised awareness about conservation and encouraged people to act together.

16 SDG 16 · PEACE, JUSTICE AND STRONG INSTITUTIONS

Public dialogue

Leaders of public institutions meet students in non-partisan sessions on how governance works in practice.

ENGAGEMENT	PARTICIPANT	THEME
Fourth Convocation	Shri Jagdeep Dhankhar, then Vice President of India	Constitutional values, ethical leadership and citizenship
Fireside conversation	Shri Nitin Gadkari	Governance, infrastructure, public-private partnerships
Leadership conversation	Shri Kiren Rijiju	Public institutions, due process and youth participation
Next Tech 1.0 AI Summit	Abhishek Singh (MeitY), with Google, PwC and Crunchbase	Technology, public administration and innovation

17 SDG 17 · PARTNERSHIPS FOR THE GOALS

This section sets out who Masters' Union works with, by type of partner.

Who Masters' Union works with

TYPE	WHO
Government and public institutions	Punjab's higher-education system, the University of Delhi and government schools
Industry and industry bodies	PwC India, ASSOCHAM, CII and 30+ corporate curriculum partners
NGOs and communities	Robin Hood Army, Swades Foundation, SEWA, TIEEDI, DKMS, Udayan Care, Dream Girl Foundation and others
Universities abroad	Griffith University, Illinois Institute of Technology, SDA Bocconi, Singapore Management University, IESEG, H-FARM and Babson College, with summer programmes at LSE and Wharton
Host organisations	30+ PGP Immersion hosts across India in 2025, plus global immersion hosts abroad

Working with the public sector

The Punjab Startup Mindset Programme is a state-level partnership with Punjab's public higher-education system. Its results are under Teaching. In Nagaland, Masters' Union also worked with Tetso College and met the state's Minister of Tourism and Higher Education.

Masters' Union taught sustainability pro bono at four colleges of the University of Delhi, a public university, on circular economy, ESG, climate entrepreneurship and impact measurement. At school level, Masters' Union planted 300 saplings with Government Model Senior Secondary School in Gurugram.

COLLEGE	PERIOD	HOURS
Miranda House	May–Jun 2025	12
Hansraj College	Aug–Sep 2025	13
Sri Guru Gobind Singh College of Commerce	Oct 2025	10
Shaheed Bhagat Singh College	Nov–Dec 2025	31

Source: SDG 6 and SDG 14 impact reports. Hours totalled from the teaching schedule.

Convening across sectors

One sector cannot meet the goals alone, so Masters' Union convenes and joins platforms where government, industry, investors and academia work through sustainability problems together, and it opens its auditoriums for public dialogue.

PLATFORM	WHAT IT COVERED
ASSOCHAM Joint Council Meeting, New Delhi	Environmental governance, ESG and water stewardship with government and industry
Seventh NCR Climate Party, 24 Sep 2024	250+ founders, investors, policymakers, researchers and students
Women Leadership Summit, 1 May 2025	Organised by CII in association with Masters' Union
AI and climate change with PwC India, 25 Apr 2025	AI for climate solutions, and AI's own footprint

Source: SDG 5, 6, 13 and 14 impact reports.

Public sessions have also brought national leaders and practitioners to campus.

SPEAKER	TOPIC
Nitin Gadkari, Union Minister	Infrastructure, execution and sustainable urban mobility, 9 January 2025
Kiren Rijiju, Union Minister	Strengthening democratic institutions and responsible leadership
Ambassador Dr Deepak Vohra	"Bharat on the Move!" at Intersect 4.0
Vipul Arora, Sattva Consulting	Masterclass on ESG and climate solutions
Ruchira Shukla, Green Marble VC	Investing in sustainability
Tanya Singhal, Mynzo Carbon	Building for the future
Jayati, Dilli Meri Jaan	Sustainability as a growth strategy
Vivek Mehra, Onlygood	Sustainable business
Mitresh Sharma, First Bud Organic	Round table mentoring future food and beverage leaders

NGOs and communities

Drives and PGP Immersions give Masters' Union recurring ways to work with civil society. Drives meet urgent needs, and immersion partners show students how foundations and collectives work across several goals at once.

PARTNER	WHAT THEY DID TOGETHER	GOALS
Robin Hood Army	Food drive for 250+ Ghata Village residents	1 2
Nirmala Foundation, Blind Welfare Society, Blind Persons Association	Assistive and learning resources for visually impaired learners	1 4 10
DKMS	Stem cell donor registration drive	3
Kiwanis Club	Run for a Cause, sponsoring two prosthetic limbs	3
Swades Foundation	Immersion on livelihoods, health, water and education	1 3 4 6
SEWA and Ada Chikankari	Women's collective enterprise	5 8
TIEEDI	Regenerative land use and biodiversity	13 15
Udayan Care; Dream Girl Foundation	STEM learning for girls; creative learning for children	4 5 10

Source: SDG 1, 2, 3, 4, 5, 10, 14 and 15 impact reports.

International collaboration

PARTNER	WHAT THEY DO TOGETHER
Griffith University, Australia	Exchange, dual-degree pathways and a joint undergraduate pathway
Illinois Institute of Technology, USA	Dual-degree undergraduate collaboration
SDA Bocconi, IESEG, H-FARM, Babson College, Singapore Management University	Academic collaboration, faculty exchange, innovation exposure and international immersion

Global immersions extend this to Singapore, Japan, China, Dubai, Italy, the United Kingdom, the United States and continental Europe, with visits to international organisations in Geneva, Rabobank, Temasek, EDF, Honda and Daikin.

INDUSTRY AS CO-EDUCATOR

The PwC India x Masters' Union AI Lab serves students and PwC clients alike. 200+ practitioners teach complete courses, and 30+ corporate partners contribute content and live assignments.

Source: SDG 4, 9 and 16 impact reports.

Our largest outreach programme works through a state's public colleges rather than our own campus. The Punjab Startup Mindset Programme was built by Masters' Union for the Government of Punjab.

Punjab: entrepreneurship learning at the scale of a state

SDGs informed 1 4 8

Masters' Union built the Punjab Startup Mindset Programme for the Government of Punjab, from the curriculum to the Punjab Startup App that carries it, in a partnership that reaches Punjab's public colleges and universities. Students learn entrepreneurship by doing it. They choose one of five tracks (e-commerce, content creation, retail, professional services, or their own idea), work through twelve milestones in four phases, upload proof of each task and sell to real customers.

Guidance runs round the clock through an AI coach, and 1,000+ mentors are available online, with 20+ nodal mentorship centres across universities. The app works in English, Hindi and Punjabi. Students earn academic credit and are scored on the revenue they actually make, with a soft target of ₹10,000 in the first semester. The businesses draw on the local economy: phulkari embroidery in Amritsar, pickles and murabba in Barnala, kinnow in Bathinda, milk-based products in Faridkot, sports goods in Jalandhar and natural honey in Hoshiarpur.

1,01,884
Students on the app

47 · 1,695
Active universities · colleges

20,226
Businesses created in Punjab

₹45 Cr
Revenue generated by students

04 PATHWAY 4 Teaching

Curriculum, immersions and venture building that prepare students to act.

All of it comes together in the classroom. Teaching is where the goals reach students directly, through courses, PGP Immersions, applied challenges and venture building. Because the InClass-OutClass model pairs every concept with application, students meet the research, the campus and the communities above inside real organisations and on live projects, not from slides alone.

GOALS COVERED IN THIS SECTION

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

2 SDG 2 · ZERO HUNGER

Teaching the food system

The PG Programme in Sustainability and Business Management includes Agritech Innovation, which covers precision agriculture, irrigation and climate-smart farming, and Agritech and Global Practices, which looks at agricultural policy, subsidies, trade, cooperatives and contract farming.

Source: SDG 2 impact report.

Following food from field to shelf

PGP Immersions follow food along the whole value chain. Students see sourcing and farmer procurement at ITC, farm mechanisation at Sonalika Tractors in Hoshiarpur, cooperative dairy at Amul, food processing at Adani Wilmar, regenerative farming at TIEEDI and tea cultivation at Glenburn Tea Estate in Darjeeling, and finish with a tea-auction simulation. With 50+ factory visits built into the curriculum, students see the supply chain behind the numbers, not only the numbers.



Students at Adani Ports, Mundra



Students at Amul, Anand



Students at Sonalika Tractors, Hoshiarpur

Viraj Bahl of Veeba added the manufacturer's view on 2 April 2025.

Student ventures: supported, mentored and funded

SDGs informed 2 3 4 8 11 12 13

Masters' Union backs student ventures with institutional grants, one-to-one mentoring and Demo Day. The 2025 PGP-TBM cohort alone started 35+ ventures with ₹1.36 crore in grants and about 4,500 hours of mentoring, and the 30+ ventures profiled in the entrepreneurship report have together created 500+ jobs and raised ₹60 crore+ in external funding. Many are built around the problems the goals describe.

VENTURE	GOALS	WHAT IT SHOWS
Savra	4	AI co-pilot for teachers. 7,000+ teachers onboarded; saves each educator 8–10 hours a week.
Memotag	3	AI companion that phones patients and turns structured conversations into reports for doctors; 50 pilots and trials completed.
Eat Real	2 8	Vacuum-fried vegetable snacks, with raw material from farmers and Tamil Nadu government support.
Solomon Bharat	8	Marketplace for Indian handmade products: 100+ brands onboarded and exports to five countries.
ShiftsDeal	11	Booking marketplace for idle spaces; 150+ spaces listed; selected for the AI Ventures Accelerator by Technovation and UNICEF's Generation Unlimited.
Fitsol	13	Helps manufacturers measure and cut emissions.
Mellovia	12	Biodegradable kitchenware from rice husk; a venture linked to Masters' Union.

Source: Punjab Startup Mindset Programme materials and app statistics; undergraduate startups record (UG Startups list); Entrepreneurship Report; PGP-TBM Careers Report, Cohort of 2025.

Student ventures, continued

More student ventures are built around the same goals, from food and health to education, work and responsible consumption. The figures below come from the undergraduate startups list and the Entrepreneurship Report.

VENTURE	GOALS	WHAT IT SHOWS
Nutrifarms	2	Protein-infused millet snacks; ₹4.5 lakh revenue in 40 days; stocked in six retail stores in Maharashtra.
The Bowl Truth	2 3	Clean, protein-rich everyday meals on subscription; 2,100+ orders delivered and 30+ weekly subscriptions.
The Better Desserts	3	Gluten-free, sugar-free desserts.
Clash Sports	3	Student sports competitions; 500+ players have taken part, with sponsorship from Decathlon and Gatorade.
Skill Before Degree	4	Online Vedic maths and logical reasoning classes; revenue above ₹45 lakh.
Cospire	4	Helps high schoolers build standout profiles; 1,800+ community members and revenue above ₹55 lakh.
Pixel School of Fashion	4	Industry-led, business-focused fashion school; 10 students in the first cohort and 350 expected in FY26.
Bullspree	4 8	Investing education for retail users; 10 lakh+ registered users and ₹10 crore in annual recurring revenue.
Elite	8	AI talent-screening platform; 50,000+ candidates evaluated and 1,500+ manual hours saved.
Babylon	8	AI recruiting platform; 30+ hires made for 15+ companies.
Startt	8 9	Helps founders find the right investors; 600+ founders reached and 20% paid conversion.
Truebrands	12	Resells excess brand inventory at lower prices; 80+ customers served.

Source: UG Startups list; Masters' Union Entrepreneurship Report.

3 SDG 3 · GOOD HEALTH AND WELL-BEING

Teaching health and behaviour

The undergraduate programme in Psychology and Marketing combines cognitive neuroscience, behavioural science, social psychology and consumer behaviour. Courses such as Neuroscience, Cognitive Psychology, Developmental Psychology and People and Personalities show students how people think and behave, and Stress Management: Staying Resilient in Ups and Downs is the course closest to health.

Postgraduate courses cover leadership, personality and team dynamics, behavioural economics, and how public policy, public health included, shapes business decisions.

The first Sports Management and Gaming cohort attended the Sport India Conference at Bharat Mandapam with the Physical Education Foundation of India, and met representatives of the Sports Authority of India, the National Anti-Doping Agency and the Lakshmibai National Institute of Physical Education.

Health, water and livelihoods are studied together on the Swades Foundation immersion.

4 SDG 4 · QUALITY EDUCATION

Learning business through practice

Teaching is built on the InClass-OutClass model, which pairs every concept with application. Assessment can include products shipped, revenue earned, user feedback and Net Promoter Scores. Five principles sit behind it: relevance, application, technology use, inclusion and a link to real problems. The outcome shows in the 2025 PGP-TBM cohort, where more than 80 per cent of students had placements before they finished the programme and 35+ started ventures of their own.

Students meet the model through eight recurring formats. Careers are organised into nine domains, from consulting and product management to supply chain and human resources.

Keeping the curriculum current

Course design is reviewed against five inputs: student evaluations and satisfaction scores, faculty and practitioner review, employer and project-partner feedback, alumni and mentor input, and changes in technology, regulation and recruitment. They feed revisions to content, cases, digital tools, assessments, sequencing and career preparation.

01 Dropshipping	**02** One-day corporate challenges	**03** Live consulting	**04** Factory and office visits
05 Case competitions and hackathons	**06** Investment activity	**07** Product prototyping	**08** Immersions in India and abroad

Source: SDG 4 impact report; OutClass Handbook.

5 SDG 5 · GENDER EQUALITY

In the curriculum

PGP Immersions with SEWA and Ada Chikankari in Lucknow, Meesho in Bengaluru and Amul in Anand look at women's collective enterprise, small sellers on digital platforms and women's role in dairy cooperatives.

The learning environment

WHO TEACHES

Full-time research faculty, visiting academics and practitioners teach together. Industry practitioners make up 40 per cent of the teaching mix, full-time faculty 30 per cent, and visiting faculty from schools such as Harvard, Stanford and Wharton the other 30 per cent. More than 200 professionals, CEOs, CXOs and managing directors from companies like Amazon, Apple, IBM and McKinsey among them, teach complete courses, and over 30 corporate partners contribute content or live assignments.

DIGITAL AND PHYSICAL RESOURCES

The in-house Coach platform runs academics, attendance and assignments, µ.AI works as an AI business coach, and MentorUnion and InterviewAI support career preparation. The Learning Resource Centre subscribes to Harvard Business Publishing, Statista, ET Prime and IBM SPSS, among others, points students to open resources such as SSRN, arXiv and Shodhganga, and gives remote access during internships and immersions. Students also have Bloomberg terminals, maker labs, a food lab and content studios.

SUPPORT TO SUCCEED

The Accountability and Mentorship programme gives students repeated one-to-one coaching on delivery and communication. Faculty, practitioners, career teams and mentors run portfolio reviews, mock interviews and role-specific preparation, and Amaha provides confidential counselling.

QUALITY AND INTERNATIONAL PATHWAYS

Masters' Union takes part in AACSB International, EFMD Global and the Business School Impact System, and holds an overall five-star QS Stars rating. Structured pathways with Griffith University and Illinois Institute of Technology, and academic collaboration with SDA Bocconi and H-FARM, open routes into international study.

FACULTY MIX



OUTCOMES, PGP-TBM 2025

- ₹33.39 LPA average CTC
- ₹1.28 Cr highest CTC
- ~40 students chose entrepreneurship over placement
- ₹60 Cr+ external funding raised by student ventures

Source: SDG 4, 9 and 16 impact reports; Year Book 2025, pp. 43–44; Placement Report 2025.

Immersions as learning

PGP Immersions function as a distinct education model. The 2025 PGP Bharat post-read notes record visits to 34 hosts, among them Adani Ports, Amul, Addverb, Lenskart, Khavda Renewable Energy Park, Swades Foundation, TIEEDI, SEWA, Zerodha and Zydus. Sixty undergraduates spent time at Auroville, including Sadhana Forest and Mason and Co., learning about sustainable production and community enterprise.

350+	15+	66	4
Intersect 4.0 participants	Countries at Intersect	Pro bono teaching hours	Delhi University colleges

6 SDG 6 · CLEAN WATER AND SANITATION

In the curriculum

Water runs through the Environmental Systems, Agritech Innovation and Sustainable Supply Chains courses, and through the Swades Foundation and TIEEDI immersions, which cover village water access, sanitation and watershed management. Earlier research by Dr Ajith Babu looked at how textile effluent affected the Noyyal River in Tiruppur.

Source: SDG 6, 12 and 14 impact reports. Building figures are reported by the owners.



TIEEDI immersion, Darjeeling



Glenburn Tea Estate



Immersion with SEWA

7 SDG 7 · AFFORDABLE AND CLEAN ENERGY

Teaching the energy transition

The PG Programme in Sustainability and Business Management teaches Renewable Energy Markets, Renewable Energy Technologies, Renewable Business Models, which covers power purchase agreements, energy-as-a-service and microgrids, and the Climate Tech Ecosystem.

The PGP Immersion at the Khavda Renewable Energy Park in Kutch, Gujarat, puts students in front of utility-scale renewables. The post-read notes describe a 538 sq km site planned for 30 GW of solar and wind, with 11.33 GW commissioned. Students studied why transmission, not sunlight, is the binding constraint, how co-located solar and wind give a steadier output, and why most capital is spent before the first rupee of revenue. Smarto Cabs, a student venture, runs an electric-vehicle mobility service.

Source: SDG 7 (v1.2), 9, 12 and 13 impact reports; DLF Cyber Park GRIHA case study; CDS LEED scorecard.

8 SDG 8 · DECENT WORK AND ECONOMIC GROWTH

Creating enterprises and jobs

The entrepreneurship pathway is one of the ways Masters' Union contributes to job creation. What matters is how many ideas turn into operating businesses with customers, revenue, employees and outside capital.

The entrepreneurship report profiles 30+ ventures that have together created 500+ jobs. In the 2025 PGP-TBM cohort, 35+ students started ventures, backed by ₹1.36 crore in institutional grants and about 4,500 hours of one-to-one mentoring. At the scale of a state, the Punjab Startup Mindset Programme has helped public-college students start 20,000+ businesses.

35+
Students in the 2025 cohort who started ventures

₹1.36 Cr
Institutional grants, 2025 cohort

4,500
Hours of one-to-one mentoring

20,226
Businesses created in Punjab

VENTURE	ECONOMIC CONTRIBUTION
Guardex	5 employees; 10 B2B customers; 12 factory pilots; ₹8 lakh MU grant
Pixel School of Fashion	₹50.4 lakh annualised revenue; 20%+ EBITDA; ₹6 lakh grant
SeedsAI	AI automation for NBFCs: 70% less auditing time, 10% better collections; $200K pre-seed

Source: PGP-TBM Careers Report, Cohort of 2025, pp. 37–50; Entrepreneurship Report; SDG 8 and 9 impact reports; Punjab Startup Mindset Program records.

Graduate outcomes

Career outcomes show whether practice-led education turns into productive work. More students now skip campus placement to start ventures, join family businesses or take other paths, so placement data is read alongside those choices.

Industry in the field

PGP Immersions at Addverb, Adani Ports, Sonalika Tractors and Lenskart show students automation, port logistics, manufacturing and integrated retail. 50+ factory visits are built into the curriculum.

PGP-TBM	2025	2024	2023	2022	2021
Total students	233	201	163	60	64
Opted out of placement	61	42	12	-	-
Average CTC (LPA)	₹33.39	₹28.52	₹34.07	₹33.10	₹29.12
Median CTC (LPA)	₹27.78	₹27.66	₹32.18	₹30.92	₹29.50
Highest CTC	₹1.28 Cr	₹61.80 L	₹57.08 L	₹64.15 L	₹45 L

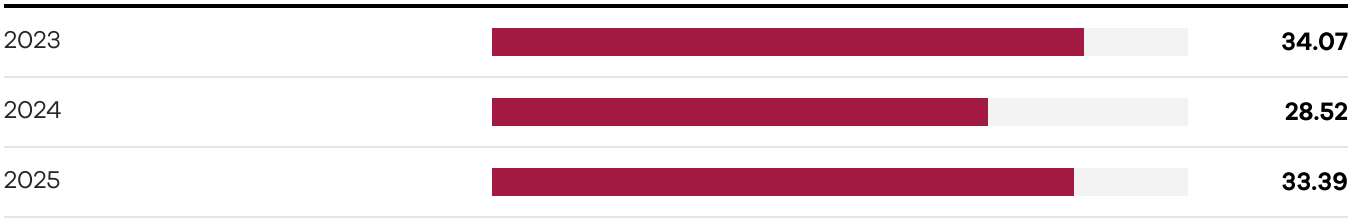
Source: Longitudinal PGP-TBM placement records, cohorts 2021–2025; 2025 figures cross-checked against the PGP-TBM Careers Report, Cohort of 2025.

In 2025 the cohort logged 30 international or remote offers, 64 campus drives and 55 new recruiting brands. More than 80 per cent of students had placements before they finished the programme, and the top quarter averaged ₹54.80 LPA. Careers keep growing after graduation: 80+ alumni have become entrepreneurs, 125+ earn ₹40–60 LPA, 40+ earn above ₹60 LPA and 50+ work in global business hubs.

AVERAGE CTC BY COHORT (₹ LPA)



AVERAGE CTC BY COHORT (₹ LPA)



80+
Alumni entrepreneurs

125+
Alumni at ₹40–60 LPA

40+
Alumni above ₹60 LPA

50+
Alumni in global hubs

Learning how work is created

PGP Immersions put students inside organisations that create jobs, lift productivity or organise livelihoods, so economic growth becomes the work of particular institutions rather than an abstraction. Twelve immersions carry a direct decent-work lens.

HOST	LOCATION	WHAT STUDENTS EXAMINE
EDII	Ahmedabad	Entrepreneurship development and MSME formation
Meesho	Bengaluru	Platform commerce for small sellers and first-time entrepreneurs
Mumbai Dabbawalas	Mumbai	Informal-sector work, dignity and operational excellence
SEWA and Ada Chikankari	Lucknow	Women's livelihoods and producer collectives
Amul	Anand	Cooperative enterprise and rural incomes
Swades Foundation	Rural Maharashtra	Rural livelihoods, skills and local enterprise
ITC	Multi-site	Integrated value chains and employment
Adani Ports	Mundra	Trade infrastructure and logistics employment

9 SDG 9 · INDUSTRY, INNOVATION AND INFRASTRUCTURE

From classroom to venture

Innovation is measured in businesses launched. Credit-bearing OutClass modules, the Venture Initiation Programme and Demo Day take students from a problem to a tested product. The ventures below range from deep technology to education.

VENTURE	FOUNDERS	WHAT IT DOES
Bullspree	Dharmil Bavishi	Investing education; 10 lakh+ users, about ₹10 crore ARR
Hive School	Nikhil Gaur	Sales school, including BuildCamp
Astrazen	Bhargav V, Anish Adamane	AI automations and SaaS
Context Layer	Debraj Bandyopadhyay, Sandali Srivastava	Infrastructure for AI agents
Fulcrum Labs AI	Aarya Pranshu Bhardwaj, Jai Chhajer	AI revenue systems

10 SDG 10 · REDUCED INEQUALITIES

Inequality in the curriculum

Courses including Social Impact, Cross-Cultural Management and Developmental Psychology, and immersions in Dharavi and with SEWA, put inequality at the centre of business questions. The U Sports immersion in Mumbai asks whether professional sport widens or narrows who gets to take part. Psychology courses in the undergraduate programme add to this, covering how culture shapes people, choices and markets and how to manage people with respect for individual differences.Source: SDG 10 and SDG 16 impact reports.

11 SDG 11 · SUSTAINABLE CITIES AND COMMUNITIES

Learning the city

A teaching case on Banjara Market asks students how urban regulation affects informal traders. PGP Immersions with Godrej, the Mumbai Dabbawalas, in Dharavi, with Swiggy, at IRRPL's resource-recovery operations in Lucknow and with Chikankari artisans cover logistics, informal economies, waste and heritage livelihoods. A global immersion in Singapore looks at urban decarbonisation, clean mobility and smart-city planning.

ShiftsDeal, a student venture, lists 150+ under-used spaces for booking across partner networks.

Source: SDG 11 and SDG 16 impact reports.

12 SDG 12 · RESPONSIBLE CONSUMPTION AND PRODUCTION

Courses and applied challenges

Courses include Sustainable Business Strategy, ESG Investing and Reporting, and Green and Sustainable Operations.

Applied challenges, including a Waste-to-Wealth Innovation Lab, a green supply-chain redesign and a sustainable version of the Dropshipping Challenge, ask students to screen suppliers and products. In Dharavi and at TIEEDI, students see circular systems at work, from scrap recycling to bio-enzymes made from citrus peel.

13 SDG 13 · CLIMATE ACTION

Climate in the curriculum

Masters' Union wants its managers ready for climate action, and teaching is where that starts. Eleven courses cover climate science and finance, among them Introduction to Sustainability, Environmental Systems, Carbon Markets and Trading, Introduction to Climate Finance and the Climate Tech Ecosystem, along with three on renewable energy, Sustainable Supply Chains with a focus on Scope 3 emissions, and two on agri-tech. PGP Immersions at Khavda, Godrej, ITC, TIEEDI and Adani Ports show decarbonisation, regenerative land use and port infrastructure at work. Masters' Union aims to extend climate learning across postgraduate education by 2030. The Venture Lab shows where that leads: students there have built climate-oriented businesses, Mellovia among them.

14 SDG 14 · LIFE BELOW WATER

Learning about the sea

The Navalt teaching case brings the maritime energy transition into class. The PGP Immersion at Adani Ports, Mundra, puts students in a working port on India's coast, and the Environmental Systems, Waste Management and Circular Economy courses cover pollution pathways and plastics. Mellovia, a venture linked to Masters' Union, makes biodegradable kitchenware from rice husk as a substitute for plastic.

16 SDG 16 · PEACE, JUSTICE AND STRONG INSTITUTIONS

Teaching

Governance is taught as a management skill: organisational design, boards, compliance and accountable people systems, including in the PGP in HR and Organisation Strategy. In the Sustainability programme, students take the regulator's seat and examine how national policymakers design sustainability rules for a sector. Academic integrity rules, codes of conduct and awareness sessions mean ethical leadership is taught and expected, and venture projects, student funds and live industry assignments put students where conflicts of interest, disclosure and accountability carry real consequences.

15 SDG 15 · LIFE ON LAND

Land in the curriculum

PGP Immersions put land stewardship in front of students. At TIEEDI in Darjeeling they joined a Rajahatta Forest Village Biodiversity Management Committee exercise that links conservation to eco-tourism, forest produce and carbon income. At Glenburn Tea Estate they studied how soil, altitude and microclimate shape a premium crop. JSW Mines showed topsoil preservation and land reclamation, and ITC traced the Aashirvaad atta supply chain to the farm gate.

Courses on sustainable agriculture, agri-food supply chains and environmental policy back up these visits, and Dr Shiril Saju's research on agri-tech adoption ties input efficiency to land use. Source With Solomon, a student-alumni venture, builds ethical supply chains in the same spirit.

17 SDG 17 · PARTNERSHIPS FOR THE GOALS

Educating for the goals

The PG Programme in Sustainability and Business Management starts from the goals and builds through climate finance, circular business, supply chains and ESG reporting aligned to SEBI's Business Responsibility and Sustainability Reporting framework. Beyond enrolled students, Masters' Union reaches school students through the High School Startup League, college students through pro bono teaching and the public through webinars such as "Sustainability in Business: The Next Big Career Opportunity".

10,000+

Applications to the High School Startup League

66

Pro bono teaching hours at public colleges

2025

Year the EFMD BSIS label was received



Students with the Swades Foundation community



Students with the Mumbai Dabbawalas



Students on an entrepreneurship immersion

INSTITUTIONAL DIRECTION

Where we are heading

Masters' Union is growing into a university that holds social and environmental responsibility as part of its core purpose, alongside teaching and research. The standards we measure ourselves against are our own choice: the EFMD BSIS label, the recognitions we are working towards and the United Nations Sustainable Development Goals all describe the institution we mean to be.

A campus that sets the example

SERVES 6 7 12 16

We want Masters' Union to be a place that shows what sustainable practice looks like, in how it uses energy, water and materials, how it treats its people and how it governs itself. The campus should teach by being lived in.

Rooted in the community around us

SERVES 1 3 4 11

Masters' Union is part of the place it works in. Our first responsibility is to the neighbourhood we share, and we want the people closest to us to feel that a university next door is good for them.

Reaching outward

SERVES 4 8 10 17

From that base, our work widens to the region and beyond. We want the knowledge, opportunity and goodwill that Masters' Union builds to travel to the communities around Gurugram, and to those further away that can use them.

Teaching for tomorrow

SERVES 4 8 12 13

The PG Programme in Sustainability and Business Management, the entrepreneurship pathway and PGP Immersions already carry the goals into the curriculum. We will keep launching programmes that answer the needs of today and help sustain the world of tomorrow. The Kalam School of Bioscience, launched in September 2026 at The Next Gene summit in Gurugram, is in line with how we want to build our future. This report records the efforts already in place in 2025.

Looking after the environment we share

SERVES 6 13 14 15

The air, water and green spaces around us belong to everyone nearby. We want the institution to leave its surroundings healthier than it found them, for the campus and its neighbours alike.

A habit of honest reflection

SERVES 16 17

We expect to keep asking where we fall short, and to let the answers shape what the institution becomes. That habit is what has brought us to these standards, and it will carry us further.



Felicitation for Masters' Union's overall five-star QS Stars rating

REPORTING BASIS

Post-reporting-period developments

After the reporting period

ITEM	DATE	NOTE
Research paper on the ecosystem facilitating agricultural-technology adoption in emerging economies, by Dr Shiril Saju and Dr Nishant Kumar Verma	2026	International Journal of Production Economics
Summer Startup Week, five days, held again	June 2026	Not counted in 2025 figures
Fifth Mint Sustainability Impact Summit, Mumbai. Masters' Union sponsored it and Dr Anushree Poddar spoke on bridging academia and industry for sustainability.	29 July 2026	Not counted in 2025 figures
Any membership, programme, partnership or policy introduced only in 2026	2026	Not counted in 2025 figures

REPORTING BASIS

Additional evidence

Volunteering

Volunteer records total 3,208 hours, including 2,000 hours for the Punjab Startup Mindset Programme.

Learning Development Centre

Support covers academic-writing help, tutoring and mentoring, skills-development resources, workshops, webinars and tutorials. Staffing: 18 career coaches and 2 academic advisers (full time); 700 MentorUnion mentors, 720 alumni mentors, 159 industry mentors and 10 domain mentors (part time). Counts are from the goal 9 report and are confirmed before each publication.

Student bodies on the public website

SEWA Club, Belong Club, Academic Committee, PoSH Committee, Student Council and Amaha mental-health support.

High School Startup League

The public page states 10,000+ applications, 500+ schools, 15+ states, ₹20 lakh+ in cash prizes, and access to an incubator and accelerator. HSSL page

External linkages

PwC India Centre of Excellence, operational January to December 2025. PHDCCI agreement, 17 May 2025. UAE–India CEPA Council agreement, 2 July 2025.

Scholarships and loans

14 scholarship routes in the governance evidence. Public admissions pages show scholarships and education loans covering up to 95% of programme fees.

Outcome documents

Placement, internship, entrepreneurship, immersion and Beyond Classroom reports are public.

Recognition

EFMD independently lists Masters' Union as a BSIS-labelled school since 2025. EFMD's announcement

Policies and reports Masters' Union publishes

Code of Ethical Business Conduct. Diversity and Inclusion Policy. Equal Employment Opportunity Policy. Modern Slavery and Human Trafficking Policy. POSH Policy. Procurement Policy. Research Policy. Student Research Policy. Student Welfare Policy. Gender Pay Gap Report. Diversity, Equity and Inclusion Strategy. Annual Ethics Committee Report. All are listed on the Reports and publications page.

masters' union university

Annual Impact Report 2025

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