Gender Pay Gap Report

Master's Union

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Executive Summary

Master's Union is committed to building a transparent, fair, and evidence-led institutional culture. This Gender Pay Gap Report presents the institution's 2025 position across pay, bonus, representation, and pay quartile indicators.

The data indicates a relatively narrow median pay gap of 3.40%, suggesting broad alignment in the experience of the typical employee. The mean pay gap of 11.04%, however, signals a distributional effect: higher compensation continues to be influenced by the gender composition of senior and leadership roles.

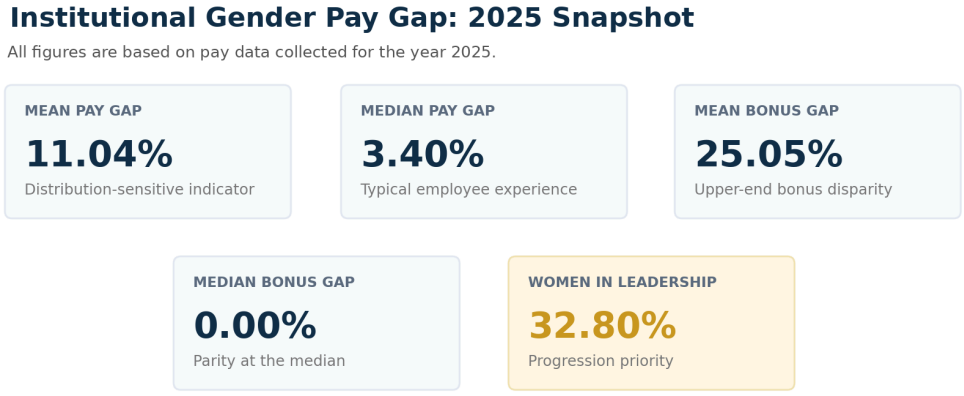
The most material structural finding is leadership representation. Women account for 49.82% of mid-level roles and 56.44% of senior-level roles, but 32.8% of leadership roles. This decline at the point of leadership transition is the clearest progression priority for the institution.

The bonus data also requires careful interpretation. The mean bonus gap is 25.05%, while the median bonus gap is 0.00%. This does not indicate that the typical female employee receives a lower bonus; it indicates parity at the median, with disparity concentrated in the upper end of the bonus distribution.

Overall conclusion

The institution shows a strong foundation on median pay and workforce representation, but must focus on leadership progression, access to higher-paying roles, and governance of variable pay outcomes.

Key Metrics at a Glance



Interpretation: the institutional profile is not one of broad-based pay misalignment. It is a structural progression and distribution challenge, most visible in leadership representation and mean bonus outcomes.

Methodology and Interpretation

The gender pay gap measures the difference in average earnings between men and women, expressed as a percentage of male earnings. It is an institution-level distribution measure and should not be read as a direct equal-pay comparison between employees performing the same role.

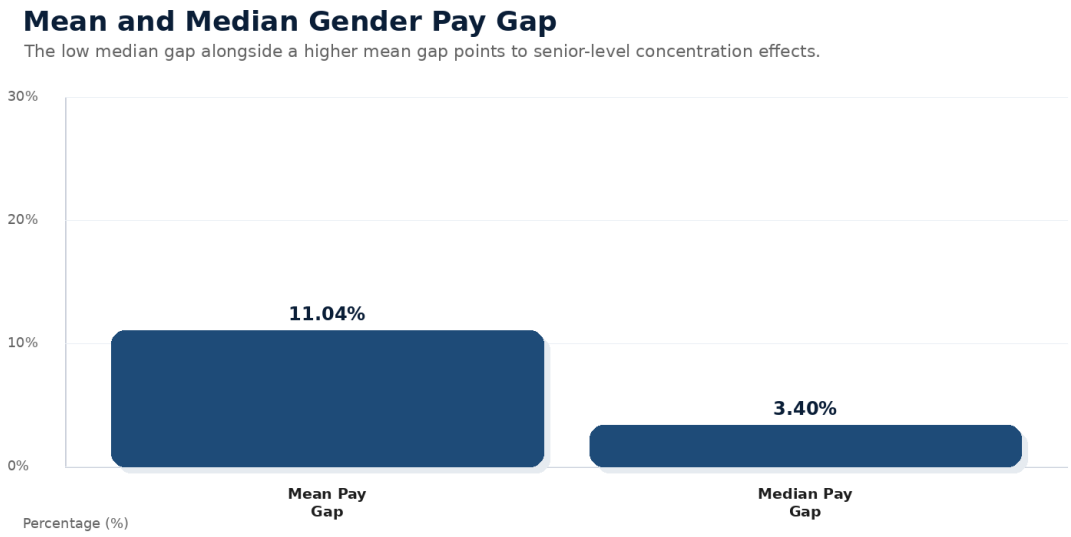
The median pay gap captures the midpoint employee experience and is less affected by very high or very low earners. The mean pay gap captures the overall compensation distribution and is more sensitive to senior or high-earning roles.

For this reason, a low median pay gap combined with a higher mean pay gap usually indicates that differences are concentrated at the upper end of the compensation distribution. In an institutional context, this typically points to progression, seniority mix, role mix, and leadership representation rather than a uniform pay differential across the workforce.

Definitions Used in This Report

Metric	Definition	How to read it
Mean pay gap	Difference in average pay between men and women.	Sensitive to senior and high-paying roles.
Median pay gap	Difference at the midpoint of the pay distribution.	Best indicator of the typical employee experience.
Mean bonus gap	Difference in average bonus outcomes.	Sensitive to large bonuses or incentive-linked roles.
Median bonus gap	Difference at the midpoint of bonus outcomes.	Shows whether typical bonus outcomes differ.
Pay quartiles	Workforce split into four equal groups by pay.	Shows representation across the pay distribution.

Overall Pay Gap Analysis



Master's Union reports a mean gender pay gap of 11.04% and a median gender pay gap of 3.40%.

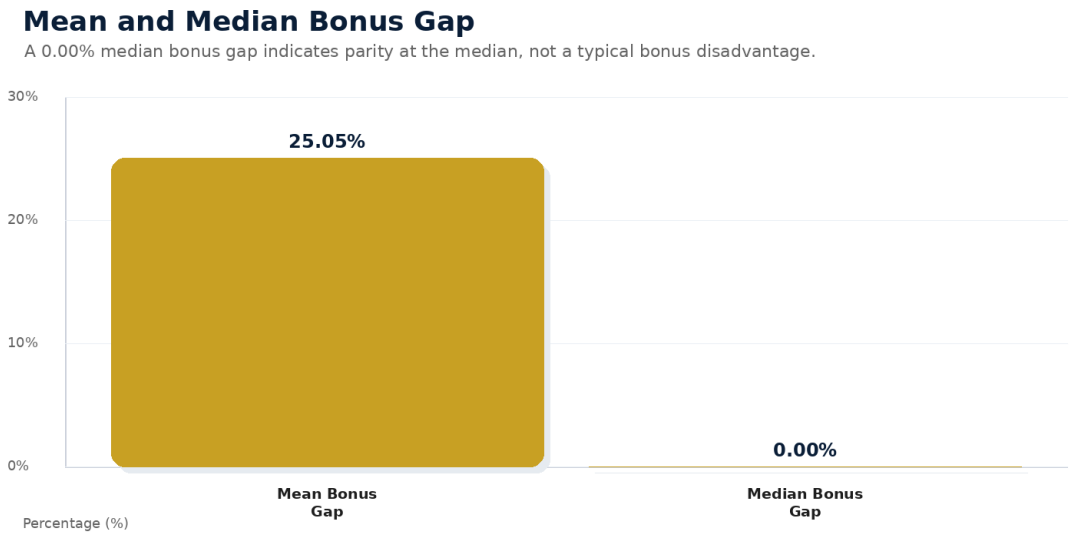
The median gap is relatively narrow, indicating that pay outcomes around the midpoint of the workforce are broadly aligned. The higher mean gap shows that the overall pay distribution is affected by the composition of higher-paid roles.

This pattern is best understood as a structural representation issue. Where men are more concentrated in higher-paying or leadership roles, the mean pay gap rises even when the typical employee experience remains closer to parity.

Current and Planned Institutional Actions

- Continue structured salary bands and role-level benchmarking to strengthen consistency in compensation decisions.
- Use periodic pay equity reviews to identify unexplained variance by level, function, and role family.
- Increase transparency in career progression criteria, especially for transitions into senior leadership roles.
- Review promotion velocity, internal mobility, and leadership pipeline data by gender to identify bottlenecks early.

Bonus Pay Gap Analysis



The mean bonus gap stands at 25.05%, while the median bonus gap is 0.00%.

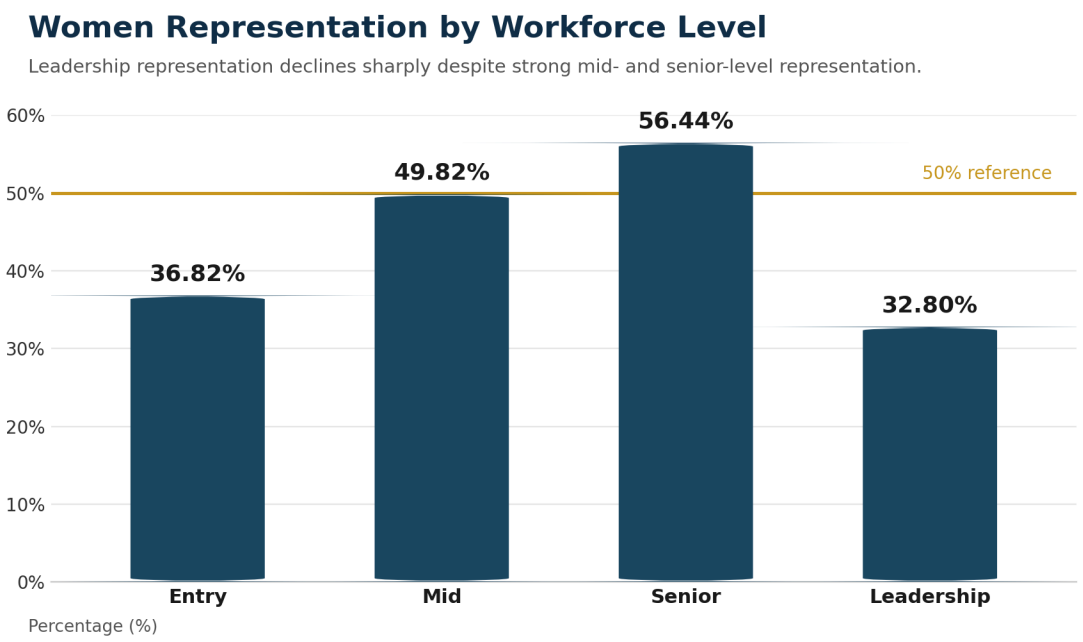
The corrected interpretation is important: a 0.00% median bonus gap indicates parity at the midpoint of bonus outcomes. The issue is not that the typical female employee receives a materially lower bonus. Rather, the mean bonus gap suggests disparity at the upper end of the variable-pay distribution.

Potential drivers include concentration of incentive-linked roles, bonus eligibility criteria, seniority mix, role mix, and performance-linked compensation structures. These areas require governance and audit rather than broad narrative claims.

Priority Actions

- Define clear and documented bonus eligibility criteria across functions and role families.
- Audit bonus outcomes by gender, level, role, and performance rating before final approval cycles.
- Review access to incentive-linked responsibilities and high-impact institutional roles.
- Introduce annual reporting on variable-pay distribution and explainable variance.

Representation by Workforce Level



Women represent 36.82% of entry-level roles, 49.82% of mid-level roles, 56.44% of senior-level roles, and 32.8% of leadership roles.

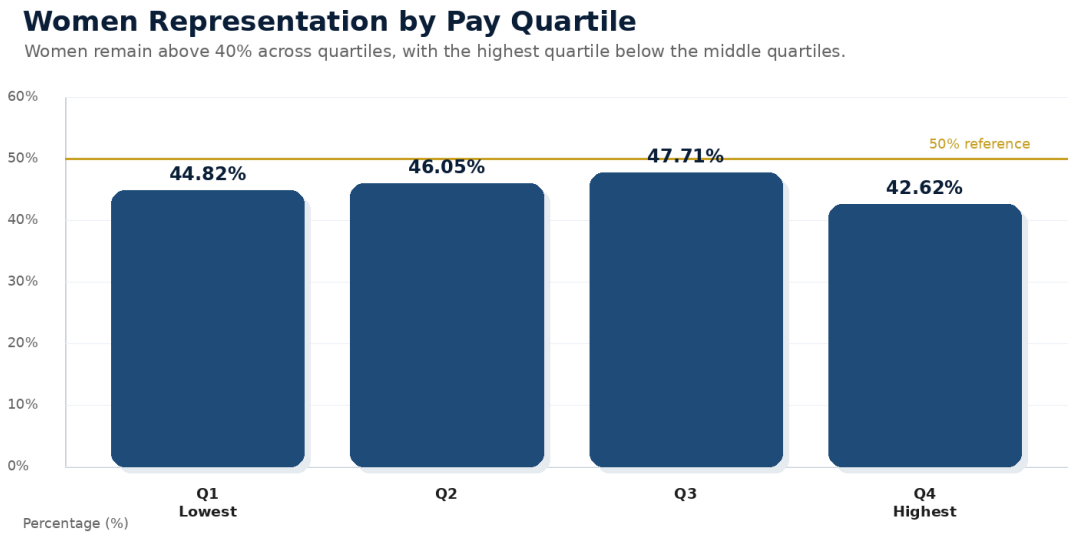
The data shows meaningful strength at mid and senior levels. However, the leadership figure is materially lower than the mid- and senior-level pipeline, indicating a progression gap at the leadership transition point.

This should be treated as the central structural issue in the report. Addressing leadership progression is likely to have a direct effect on future mean pay and mean bonus outcomes.

Leadership Pipeline Focus

Level	Women representation	Signal	Interpretation
Entry	36.82%	Developing	Entry pipeline requires continued strengthening.
Mid	49.82%	Strong	Near-parity representation and strong feeder pool.
Senior	56.44%	Strong	Strong representation before leadership transition.
Leadership	32.8%	Priority gap	Clear progression bottleneck; priority intervention area.

Pay Quartile Distribution



Women account for 44.82% of employees in Q1, 46.05% in Q2, 47.71% in Q3, and 42.62% in Q4, the highest-paid quartile.

The quartile distribution shows women represented above 40% across all quartiles. However, Q4 is lower than Q2 and Q3, which aligns with the observed mean pay gap and the leadership representation gap.

The finding should be framed carefully: women are not absent from the highest quartile, but their share is lower than in the middle quartiles and below equal representation. This contributes to, but does not alone explain, the mean pay gap.

Key Drivers of the Pay Gap

The primary drivers are structural rather than isolated. The report identifies three interconnected drivers:

- Leadership representation: women are 32.8% of leadership roles, despite stronger representation at mid and senior levels.
- Variable pay distribution: the mean bonus gap of 25.05% indicates concentration effects in bonus outcomes, while the median bonus gap remains 0.00%.
- Highest pay quartile composition: women account for 42.62% of Q4, lower than the middle quartiles and below equal representation.

Interpretive stance for publication

The evidence supports a measured and credible institutional position: progress is visible at the median and across large parts of the workforce, while leadership progression and upper-distribution outcomes remain priority areas.

Institutional Commitments and Action Roadmap

Master's Union will address the gender pay gap through governance, transparency, and progression systems rather than one-time adjustments. The roadmap below translates the data into institution-level actions.

Focus Area	Action	Expected Outcome
Compensation governance	Maintain structured salary bands, benchmark pay ranges, and conduct pay equity reviews before annual compensation cycles.	Reduced unexplained variance by role and level.
Leadership progression	Strengthen succession planning, sponsorship, and transparent promotion criteria for senior-to-leadership transitions.	Higher representation of women in leadership roles.
Bonus governance	Audit eligibility, award distribution, and performance-rating linkage before variable pay decisions are finalised.	Lower mean bonus gap and clearer accountability.
Quartile mobility	Track movement into Q4 by gender, function, and role family to identify structural barriers.	Improved representation in higher-paying roles.
Annual disclosure discipline	Publish consistent year-on-year metrics with explanatory notes and action updates.	Stronger institutional transparency and comparability.

Conclusion

The 2025 gender pay gap data presents a balanced but unfinished picture. Master's Union demonstrates encouraging signs of median pay alignment and broad representation across several workforce levels and pay quartiles.

The remaining challenge is concentrated in leadership representation, upper-end bonus outcomes, and the composition of the highest pay quartile. These are institutional design questions, not simply compensation administration questions.

The institution will continue to strengthen its pay governance, progression systems, and annual reporting discipline to ensure that equity is embedded into the structures that shape career outcomes.

Data Integrity and Interpretation Notes

The following review points were identified while polishing the source report. The numerical percentages have not been changed; the interpretation and chart text have been corrected.

Issue checked	Resolution in polished report
Median bonus gap interpretation	The source text described the median bonus gap as significantly higher and suggested the typical female employee receives materially lower bonus compensation. This conflicts with the stated median bonus gap of 0.00%. The refined report corrects this: median bonus parity is present, while the mean bonus gap points to disparity at the upper end.
Representation narrative	The source text stated that representation is balanced at early and mid levels. Entry-level representation is 36.82%, which is below parity; mid-level is near parity at 49.82%, senior-level is above parity at 56.44%, and leadership drops to 32.8%. The refined report frames this as a leadership progression gap.
Pay quartile narrative	The source text stated that women are underrepresented in the highest quartile. This is directionally correct versus parity and versus Q2/Q3, but should be nuanced because Q4 still stands at 42.62%, not a severe absence. The refined report describes it as lower representation in the highest quartile rather than broad underrepresentation.
No arithmetic inconsistency found	The percentages used in charts and text have been retained consistently: pay gap 11.04% and 3.40%; bonus gap 25.05% and 0.00%; level representation 36.82%, 49.82%, 56.44%, 32.8%; quartiles 44.82%, 46.05%, 47.71%, 42.62%.

Appendix: Source Metrics Retained

Metric	Percentage
Mean gender pay gap	**11.04%**
Median gender pay gap	**3.40%**
Mean bonus gap	**25.05%**
Median bonus gap	**0.00%**
Women in leadership roles	**32.8%**
Women representation - Entry level	**36.82%**
Women representation - Mid level	**49.82%**
Women representation - Senior level	**56.44%**
Women representation - Leadership level	**32.8%**
Women representation - Q1 lowest pay quartile	**44.82%**
Women representation - Q2	**46.05%**
Women representation - Q3	**47.71%**
Women representation - Q4 highest pay quartile	**42.62%**