



كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT

Abu Dhabi School of Management

Equality, Diversity and Inclusion (EDI)

Strategy

2026–2030

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Executive Statement

Equality, Diversity and Inclusion (EDI) are fundamental enablers of institutional excellence at the Abu Dhabi School of Management (ADSM). As a higher education institution committed to developing entrepreneurial, ethical and globally minded leaders, ADSM recognises that diverse perspectives, equitable opportunities and an inclusive culture strengthen learning, innovation, research and organisational performance.

This Strategy establishes the institutional framework through which ADSM will continue embedding equality, diversity and inclusion across governance, teaching and learning, research, employment practices, student services and community engagement during the 2026–2030 strategic period. The Strategy aligns with the ADSM Strategic Plan 2026–2030 and reflects the University's commitment to creating an environment where every member of the ADSM community is respected, supported and empowered to achieve their full potential.

Vision

To foster an inclusive academic community where diversity is valued, equality of opportunity is promoted, accessibility is ensured, and every member of the ADSM community is empowered to achieve their full potential.

Purpose

This Strategy provides a framework for embedding equality, diversity and inclusion throughout institutional activities. It supports equitable access to education and employment, promotes an inclusive culture, removes barriers to participation, strengthens accessibility, enhances wellbeing, and establishes mechanisms for continuous improvement.

Strategic Alignment

This Strategy supports the ADSM Strategic Plan 2026–2030 and aligns with UAE Vision 2031, Abu Dhabi Economic Vision 2031, the UAE Artificial Intelligence Strategy 2031, the UAE's principles of tolerance and social cohesion, and the Ministry of Higher Education's Outcome-Based Evaluation Framework (OBEF). Equality, diversity and inclusion contribute directly to ADSM's goals relating to student success, institutional excellence, community engagement, sustainability and responsible leadership.

Guiding Principles

- Equality of opportunity for all students, employees and stakeholders.
- Respect for diversity in culture, nationality, religion, gender, age, disability and professional background.
- Zero tolerance for discrimination, harassment and exclusion.
- Accessible learning and working environments.
- Evidence-based decision-making and continuous improvement.
- Shared institutional responsibility for fostering inclusion.
- Transparent governance and accountability.

Strategic Objective 1 – Promote Equality of Opportunity

ADSM is committed to fair, transparent and merit-based admissions, recruitment, promotion and assessment processes. Decisions are based on qualifications, competence and institutional requirements while ensuring equitable access to opportunities. Actions include transparent admissions, fair recruitment, equitable promotion practices, and periodic review of institutional procedures. Expected outcomes include increased trust, fairness and equal participation.

Strategic Objective 2 – Foster an Inclusive Learning Environment

ADSM promotes student-centered learning through inclusive teaching practices, technology-enabled education, academic advising, peer learning and flexible learning support. The Academic Support Center provides workshops, one-to-one guidance and learning development opportunities to support students with diverse learning needs. Expected outcomes include improved student engagement, retention and academic success.

Strategic Objective 3 – Support Student Wellbeing and Success

Student wellbeing is supported through academic advising, the Academic Support Center, peer learning initiatives and structured student feedback mechanisms. Feedback informs institutional enhancement and service improvements. Expected outcomes include higher student satisfaction, stronger sense of belonging and improved learning outcomes.

Strategic Objective 4 – Promote Accessibility and Disability Inclusion

ADSM seeks to provide an accessible campus and learning environment through wheelchair-accessible facilities, accessible parking, elevators, accessible washrooms, reasonable accommodations and ongoing reviews of physical and digital accessibility. Expected outcomes include reduced barriers to participation and greater inclusion for Persons of Determination.

Strategic Objective 5 – Foster an Inclusive Workplace

ADSM promotes equal employment opportunities, professional development, fair workload allocation and performance-based recognition. Workforce demographics and remuneration are periodically reviewed, including gender pay gap reporting, to support transparency and continuous improvement.

Strategic Objective 6 – Celebrate Diversity and Mutual Respect

ADSM embraces the multicultural character of the UAE by promoting respect for different cultures, religions and perspectives. Inclusive activities, appropriate religious facilities, community engagement and leadership founded on ethics and respect strengthen belonging and global citizenship.

Strategic Objective 7 – Embed EDI into Institutional Excellence

Equality, diversity and inclusion are integrated into strategic planning, quality assurance, campus development, student services and institutional KPIs. Annual reviews ensure that lessons learned are incorporated into future planning and decision-making.

Strategic Enablers

- Leadership commitment
- Institutional policies and procedures
- Academic Support Center
- Staff development
- Student engagement
- Accessible infrastructure
- Digital technologies
- Quality assurance and Institutional Effectiveness

Implementation Framework

Priority	Key Actions	Lead Office	Timeline
Equal Opportunity	Admissions, recruitment, promotion	HR / Student Affairs	2026–2030
Inclusive Learning	ASC, advising, workshops	Academic Affairs	2026–2030
Accessibility	Campus improvements and accommodations	Administration	2026–2030
Student Success	Feedback, peer learning	Student Affairs	Annual
Governance	Monitoring and reporting	Institutional Effectiveness	Annual

Monitoring and Key Performance Indicators

- Student satisfaction trends
- Staff satisfaction trends
- Student retention and graduation
- Academic Support Center utilization
- Accessibility reviews completed
- Gender representation and gender pay gap monitoring
- Professional development participation
- Community engagement initiatives
- Implementation of student feedback improvements

Governance

Overall oversight of this Strategy rests with the President and senior leadership. Implementation is coordinated through Academic Affairs, Student Affairs, Human Resources, the Quality and Risk Management Office, Institutional Effectiveness, the Academic Support Center, Programme Chairs, Facilities and IT Services. Progress is reviewed through existing institutional governance and quality assurance mechanisms.

Annual Review and Continuous Improvement

The Strategy will be reviewed annually using institutional performance indicators, stakeholder feedback, accessibility assessments, workforce data, student surveys and quality assurance reports. Findings will inform annual operational planning and future revisions of institutional policies and practices.

Appendix A – Existing Institutional Initiatives Supporting this Strategy

Area	Supporting Initiative/Evidence
Learning Development	Academic Support Center
Student Support	Academic advising and peer learning
Student Voice	Student Experience Survey
Accessibility	Accessible parking, ramps, elevators, accessible toilets
Disability Inclusion	Reasonable accommodations
Employment Equality	Equal opportunity recruitment
Workforce Monitoring	Gender Pay Gap Report
Community	Community engagement activities
Quality Assurance	Institutional KPIs and annual review