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**TEXT & LAYOUT  
COUNCIL FOR DIVERSITY AND  
INCLUSION, COMMUNICATIONS**

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# GENDER STATISTICS 2015



**COPENHAGEN BUSINESS SCHOOL**  
HANDELSHØJSKOLEN



# WHERE BUSINESS MEANS UNIVERSITY

With the distinctiveness of its diversity, Copenhagen Business School aims to become a world-leading business university. Diversity in academic disciplines, research methods and programmes has been a major contributing factor to CBS' remarkable development over the last decades. We also believe that diversity in our faculty, staff and students shapes our thinking and leads to more creative and innovative ideas and solutions.

This booklet is dedicated to create awareness about gender imbalances at CBS. I am convinced that the documented skewed gender balance will not change by itself within a reasonable timeframe, and that unconscious gender bias plays a role in our evaluation and selection of talent.

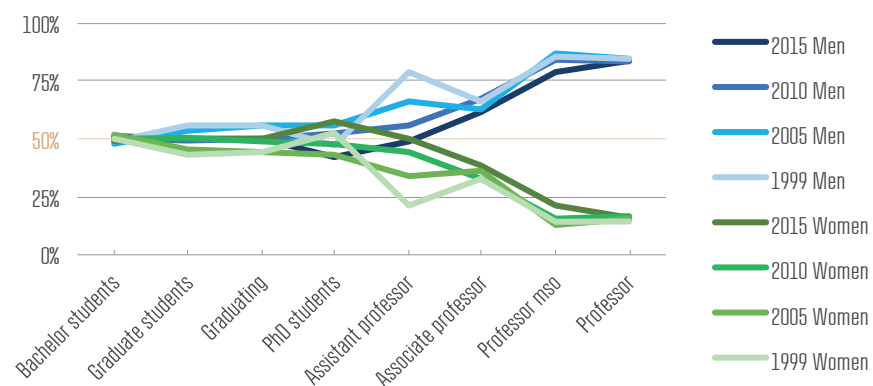
Furthermore, according to research a positive development in the gender balance will only be furthered if the issue has the attention of the Top Management. That is why I am chairing the CBS Council for Diversity and Inclusion, established in recognition that CBS faces a general challenge in ensuring a better gender balance in both academic and administrative positions and leadership.

The purpose of the Council for Diversity and Inclusion is to take initiatives that will facilitate a broader use of the talent base. I see these initiatives as part of a one hundred year long process in Denmark, where the universities have continuously and gradually included yet unused talent to the benefit of Danish society.

*Per Holten-Andersen,  
President*

# THE CBS LEAKING PIPELINE, POPULATION

## SHARE OF WOMEN/MEN IN ACADEMIC STAFF AND STUDENTS



**The figure shows the gender composition among students and academic staff at CBS from bachelor students to full professor in four select years: 1999, 2005, 2010 and 2015.**

The leaking pipeline metaphor refers to the continuous loss of women in academia as the climb the career ladder.

The figure shows that in 2015 men constitute around half of the employees at the level of assistant professor, while more than 80 % of the full professors are male. Thus, in 16 years CBS has managed to create gender balance until the level of assistant professor.

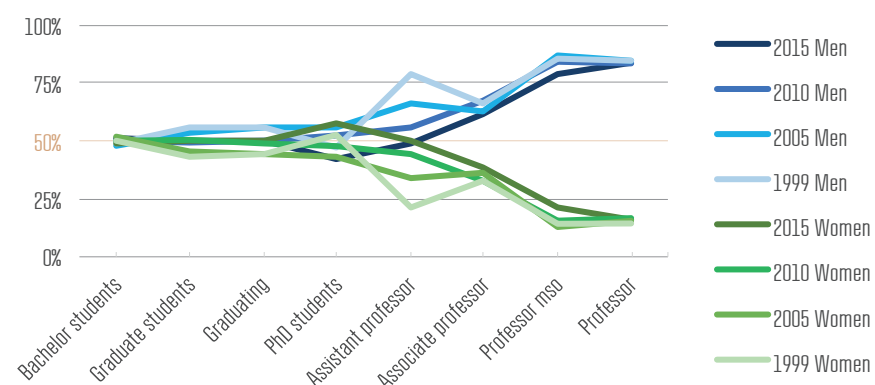
However, the gender imbalance at the level of full professor hasn't changed. CBS data show that qualified female candidates for academic positions are hired in a larger share than their share of the qualified applicants. Thus, CBS has decided to work towards increasing the number of qualified female applicants for full professorships.

This target has been included in the CBS Development Contract for 2015–2017.

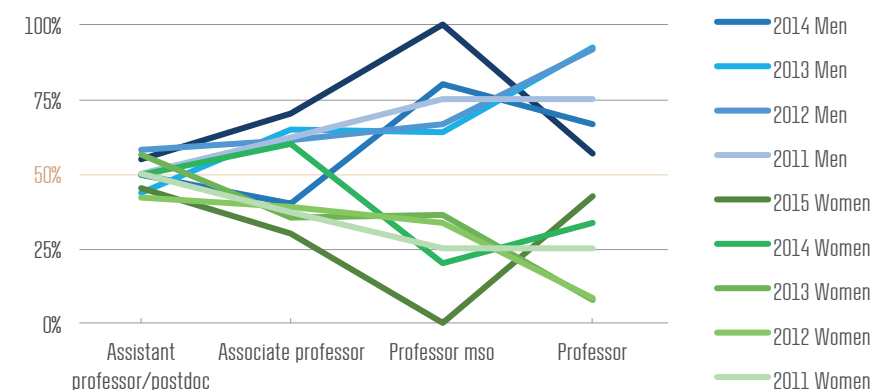
**SOURCE** Moderniseringsstyrelsen (Agency for Modernisation, Ministry of Finance)

# THE CBS LEAKING PIPELINE, RECENT RECRUITMENTS

## SHARE OF WOMEN/MEN IN ACADEMIC STAFF AND STUDENTS



## NEWLY RECRUITED - SHARE OF MEN AND WOMEN



The bottom figure and the table show the gender composition of newly recruited academic staff at CBS from 2011 to 2015.

In each of the years between 44% and 58% of the academic staff recruited to the position as assistant professor/post doc are male. In 2015 55% of the academic staff recruited are male.

Between 64% and 100% of the academic staff recruited to the position as professor mso are male in each of the years 2011 to 2015. In 2015 100% of the academic staff recruited are male. Similarly, between 57% and 92% of the academic staff recruited to the position as professor are male. In 2015 57% of the academic staff recruited are male.

Please note that the numbers are relatively small and thus even small variations between years will appear to be significant.

	2011		2012		2013		2014		2015	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Assistant prof./postdoc	13	13	29	21	17	22	11	11	17	14
Associate professor	10	6	19	12	22	12	4	6	7	3
Professor mso	6	2	8	4	7	4	4	1	2	0
Professor	9	3	11	1	12	1	10	5	4	3

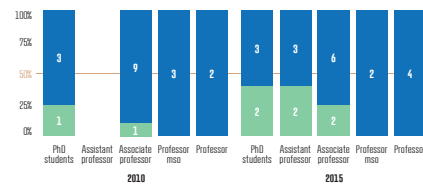
SOURCE CBS (HR)

# THE CBS LEAKING PIPELINE BY DEPARTMENT

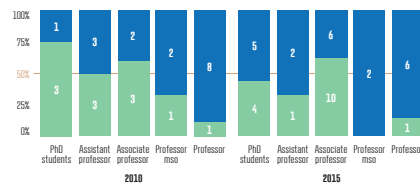
The figures show the gender composition from PhD student to full Professor at the 15 departments at CBS.

Men Women

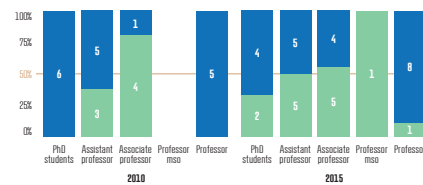
Department of Accounting and Auditing (ACC)



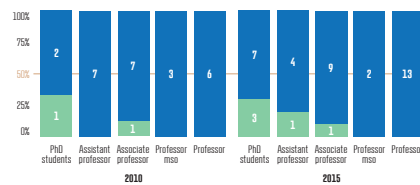
Department of Business and Politics (DBP)



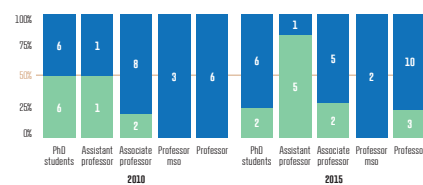
Department of Economics (ECON)



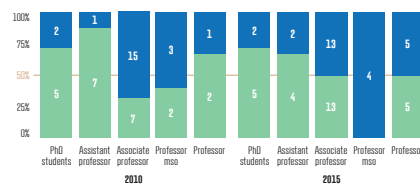
Department of Finance (FI)



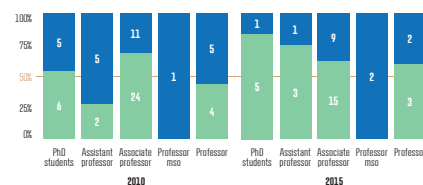
Department of Innovation and Organizational Economics (IND)



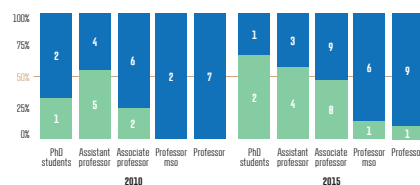
Department of Intercultural Communication and Management (ICM)



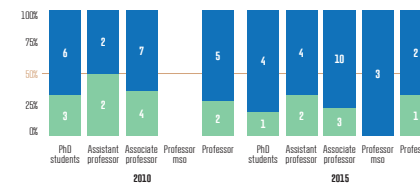
Department of International Business Communication (IBC)



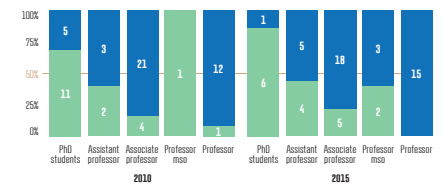
Department of International Economics and Management (INT)



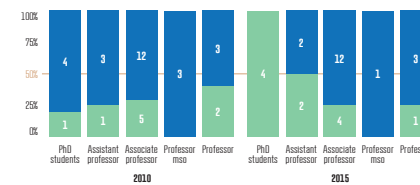
Department of IT Management (ITM)



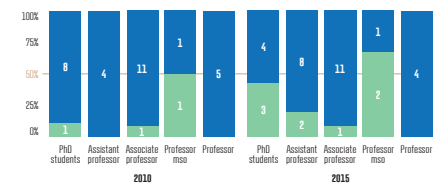
Department of Management, Politics and Philosophy (MPP)



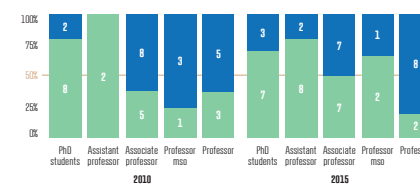
Department of Marketing (MARKTG)



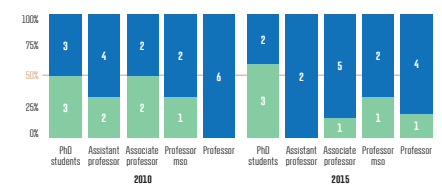
Department of Operations Management (OM)



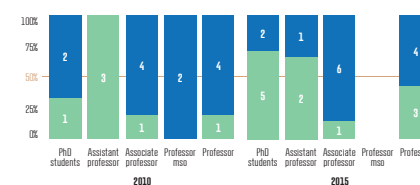
Department of Organization (IOA)



Department of Strategic Management and Globalization (SMG)



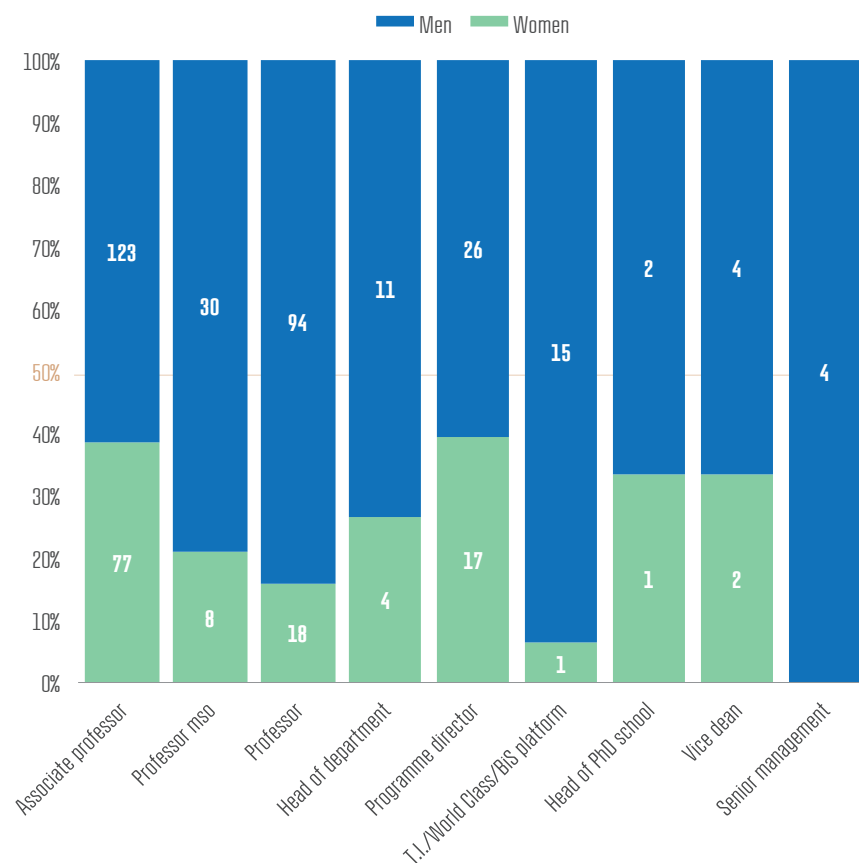
Law department (LAW)





# GENDER COMPOSITION IN THE TENURED FACULTY AND IN ACADEMIC MANAGEMENT

## SHARE OF MEN AND WOMEN IN 2015



The figure shows a 2015 status picture of the recruitment base (Associate professors, Professors mso, and full Professor) to the academic management positions as Head of Department, Programme Director, BiS Platform Directors/WCRE directors, Head of PhD School, and Vice dean/Vice president.

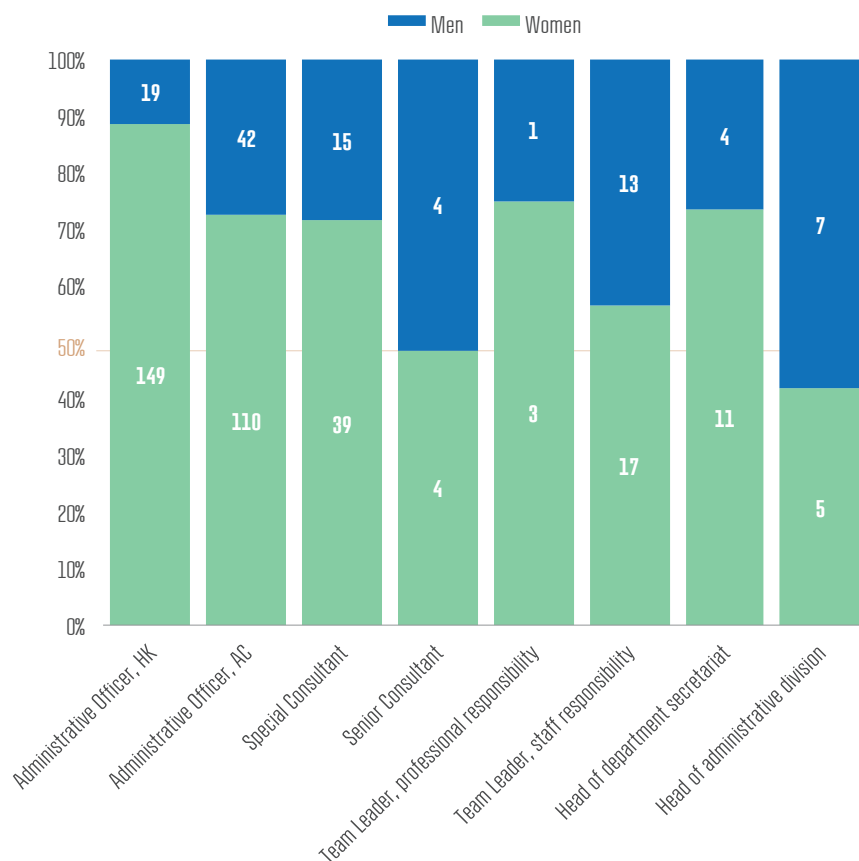
Employment in management positions in research and education requires an academic background, typically at or above the level of Associate professor.

The figure shows that in 2015 the men in academic management positions constituted between 60 and 100 %.

SOURCE CBS payroll system (SLS)

# GENDER COMPOSITION IN THE ADMINISTRATIVE STAFF AT CBS

## SHARE OF MEN AND WOMEN IN 2015



The figure shows the gender composition of the administrative staff (TAP) in 2015.

The figure shows that women constitute between 57 % and 73 % of all staff employed in administrative positions at CBS, except for the position as senior consult (chefkonsulent) and head of administrative division (kontorchef), where women constitute 50 % and 42 %.

SOURCE CBS payroll system (SLS)

# MORE INFORMATION

Action plan for diversity and inclusion  
Copenhagen Business School, 2015-2018

CBS action plan for gender diversity  
in management, 2013-2017

Recommendations from the Taskforce for  
More Women in Research, April 2015

Gender and academic leadership practices  
Copenhagen Business School, September 2016