

# Creating a competitive edge through diversity – Leadership generating research excellence at Copenhagen Business School

By: Per Holten-Andersen, President

# CBS in society

The key strategy is “Business in Society”

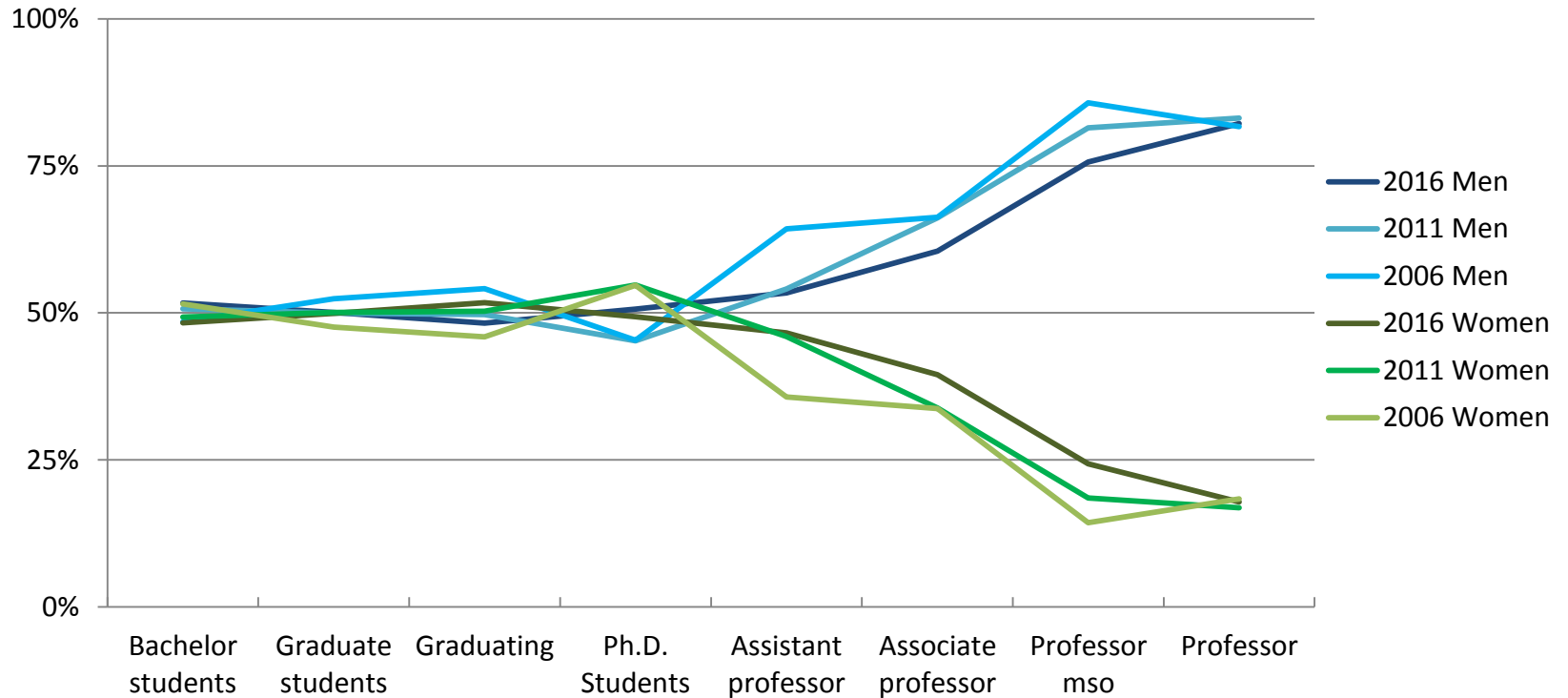
- “Business for Society”
- “Business in the Service of Society”
- “Business for the development of society”
- ”Business with a societal conscience”

The “Business in Society” vision recognizes the vital role of CBS in shaping the development of society



# The leaking academic pipeline at CBS

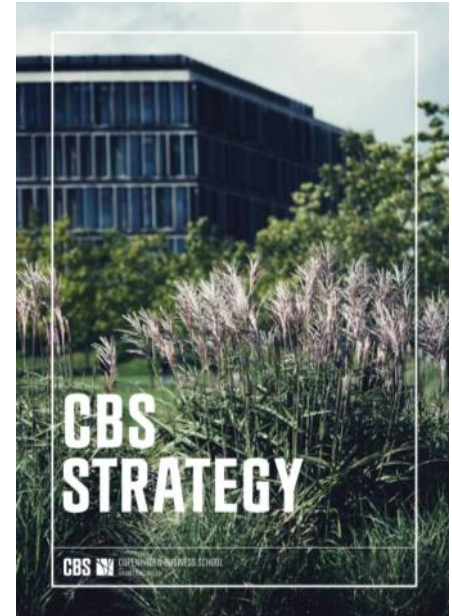
Share of women/men in academic staff



# Why do anything about it?

Rational arguments

Human rights



# Aims and initiatives at CBS

- **Organization:**
  - Council for Diversity and Inclusion
  - Chairman: the President
  - Equal Opportunities Officer
- **Instruments:**
  - Addressing *bias* →
  - Leadership development
  - Focus on the entire recruitment & promotion process
    - *allocation, scouting, transparency (REEAD), competition*
  - Mentor scheme
  - Parental leave
  - Data collection

# Aims and initiatives at CBS

- **Research / analysis:**
  - Gender and management practices
  - Salaries
  - Cross-disciplinary BiS platform *Diversity and Difference (2018-2022)*