



# DENMARK

The talent  
to succeed

DENMARK MUST ACT DECISIVELY ON SEVERAL KEY ISSUES IN THE SHORT TERM TO HELP COMPANIES EFFECTIVELY RECRUIT AND RETAIN A HIGHLY QUALIFIED WORKFORCE SO THAT IT CAN MAINTAIN A COMPETITIVE POSITION. AMCHAM DENMARK, COPENHAGEN CAPACITY AND HEIDRICK & STRUGGLES HAVE OUTLINED ISSUES THAT HAVE BEEN IDENTIFIED IN THE TALENT DEBATE, THE INITIATIVES THAT ARE ALREADY IN PROCESS AND THE STATUS OF THESE INITIATIVES.

*THE FOLLOWING RECOMMENDATIONS SHOW WHAT CHANGES ARE NEEDED IN THE AREA OF TALENT FOR THE DANISH ECONOMY TO REMAIN COMPETITIVE.*

## SUMMARY OF ISSUES AND RECOMMENDATIONS

### ATTRACTING AND RETAINING FOREIGN TALENT



#### International school capacity is insufficient

- a. Enable the establishment of additional international schools through pre-paid and pro-rata subsidies and providing advantageous long term lease or purchase options to prospective schools.
- b. Introduce the IB program into more public schools to help alleviate capacity constraints in the upper grades.



#### Danish personal tax rates are prohibitive

- a. Make the expat taxation program more attractive by extending the 25% tax rate to five years, and lowering the monthly salary requirement for key employees from DKK 61.700 to approximately DKK 50.000 (after the labor market contribution).

### ON-BOARDING AND SOCIAL INTEGRATION



#### Lack of Information in English and Guidelines on Danish Authorities

- a. Identify the preferred correspondence language e.g. via the CPR number database.
- b. Translate generally deployed documents to English (and other essential languages).

- c. Ensure that critical infrastructure services provide regular and clear information in English.
- d. Create a comprehensive web shop in English for foreign employees to use as a resource for all questions from immigration procedures to how to open a bank account and get a mobile telephone.
- e. Develop a physical go-to resource for ex-pats to help them address on-boarding issues.



#### Exchange of a non-EU driver's license is cumbersome and time consuming

- a. Extend the timeframe for exchange to minimum 6 months from the time the residency permit is granted.
- b. Offer the theoretical test in English
- c. Offer an abbreviated theoretical test and remove the requirement for a practical test.
- d. Allow driving tests to be taken in private vehicles.
- e. Ensure the availability of the study guide in English.
- f. Establish a "Fast Track" procedure for expatriate professionals over the age of 24.



#### Issuance of a CPR number takes too long

- a. Issue the CPR number in conjunction with the work permit or in the least, institute a performance target for issuance of, e.g. 6 weeks from work permit approval.



#### Foreign employee integration and retention is threatened by lack of jobs for accompanying spouse

- a. Establish a job portal in English geared towards partners of expat employees.
- b. Offer employment counselling to the partners of expatriates.

### LONG TERM TALENT STRATEGY

In the long term, Denmark must plan a talent strategy that promotes future competitiveness. To do this means addressing issues that are much broader and political in nature. To initiate the dialogue, we submit broad recommendations in two important areas that have been identified:

#### 1. Align the Danish education system with future needs

#### 2. Gear immigration policy towards attracting and retaining foreign highly-qualified labor

## Denmark needs talent to succeed



Like the rest of the world Denmark has been affected by the global financial crisis. With the financial crisis, however, evidence has emerged that shows that knowledge-intensive industries are more resistant to economic cycles than the production industries, and are therefore desirable for long term competitiveness. In order for Denmark to compete for these types of investments and businesses it is essential that there is access to a sufficient and appropriate supply of labor.

However, despite the recent economic downturn, Denmark continues to be challenged to produce sufficient quantities of the highly qualified labor in demand, especially in the short term. Furthermore, this trend is expected to continue, exacerbated by an aging workforce and a low level of completed higher education, well into the next decade. Figures from DI show that Denmark lost

orders equivalent to 32 billion DKK in the period 2005-2007, mainly because it did not have a sufficient or appropriate supply of labor in workforce.

In order for Denmark to be successful in developing, attracting and retaining the highly-qualified labor force necessary, it is essential that this labor force is met with a system and structure that makes it attractive to work and live here. Specifically, the highly qualified workers that companies are employing and recruiting need to see economic and social gains of residing and working in Denmark and at the same time, barriers and bureaucracy in connection to moving to Denmark need to be minimized.

The Danish Growth Council, the Ministry of Science, the Danish Chamber of Commerce, DI, and numerous companies such as Novozymes, AP Moller-Maersk, Coloplast, McDonalds, Microsoft, Novo

“WE HAVE BEEN UNABLE TO FILL VACANT POSITIONS DUE TO THE LACK OF INTERNATIONAL SCHOOL SEATS FOR CANDIDATES’ CHILDREN. **EMPLOYEES ARE TURNING DOWN CHALLENGING CAREER OPPORTUNITIES** BECAUSE OF THIS. THIS NEGATIVELY IMPACTS THE COMPANY’S ABILITY TO COMPETE IN THE GLOBAL MARKETPLACE.”

Nordisk, ABS Europe Limited, Lundbeck and Shell are just some of the key actors who have worked on attracting talent to Denmark. In the initial work, it is clear that a coordinated and coherent approach is needed if Denmark is to be an attractive location for foreign workers and talents. It is with the objective of creating the best conditions for highly qualified workers – in the long term and the short term – that this white paper has been prepared.

#### **DENMARK MUST ACT IN THE SHORT TERM AND PLAN FOR THE LONG TERM**

Over the past decade much work has been done in the area of identifying barriers that exist in connection to attracting and retaining foreign labor. What has emerged are a range of issues and challenges that must be resolved in order to make Denmark a more attractive country in which to live and work for

highly skilled workers both in the short and the longer term.

In the short term it is clear that the majority of these workers will need to come from outside Denmark's borders. However, Denmark must not underestimate the importance of developing a long term talent strategy that includes increasing the size and quality of a "home grown" supply.

The AmCham Denmark Human Resources Committee represents the broad base of internationally operating companies in Denmark, and Copenhagen Capacity's main target is to attract foreign companies to invest and locate in the Capital region of Denmark. As such we have a vested interest in finding solutions to the challenges that exist to attracting and retaining the talent required to compete for investments and orders globally. Drawing inspiration from

our members and stakeholders as well as talent expert, Heidrick & Struggles, creators of the Global Talent Index and the Talent Symposium, AmCham Denmark and Copenhagen Capacity, are pleased to present this white paper – **The talent to succeed.**

The following pages will challenge Denmark to act decisively in the short term on a number of key issues by reviewing what has been done to address the issues to date and providing recommendations that would improve or remove these barriers. Additionally, this paper seeks to inspire Denmark to meet head on the challenges that threaten to place the country at a competitive disadvantage and encourage political cooperation in developing a talent strategy that will place Denmark firmly in a leading position to attract and retain highly qualified talent in the long term.



# Denmark must act decisively in the short term to maintain a competitive position

Despite current economic challenges, the demand for highly qualified labor in Denmark continues to exceed domestic supply. In the short term, to remain globally competitive employers must look beyond Denmark's borders to fill key positions. Denmark has made some progress in terms of making itself a contender for this highly sought after workforce, but continues to fall short due to its lack of infrastructure in place to effectively "seal the deal". This is costly to the Danish and international companies who rely on this labor, and to Denmark's global competitive position as it loses this foreign highly qualified workforce to competitor nations.

A recent poll of highly placed human resource executives identified several short term issues that affect the successful recruitment and on-boarding of foreign employees and their families. These have been divided into two areas: **Attracting and Retaining Foreign Talent; and On-boarding and Social Integration.**

## ATTRACTING AND RETAINING FOREIGN TALENT

### 1. International school capacity is insufficient

For expats with school age children, a major challenge is securing a place at an international school. It has previously been estimated that there is a shortage of 2,400 international school places in the greater Copenhagen area. The study "Staying in Denmark - Denmark Is a Nice Place to Work" showed furthermore that 37% of the expats who already lived in Denmark were considering moving due to the lack of school places. It shows that there is a big demand for capacity in international schools and that it is a serious problem in relation to attracting and retaining foreign talent.

One way to alleviate some capacity pressure at least in the upper grades, is to increase the availability of international educations in public schools, specifically the International Baccalaureate (IB) degree.

*Status: A proposed change of "Friskoleloven" may solve the problem partly. However, further action is needed to solve the issue completely. Once the legislative changes to Friskoleloven have been made, e.g. develop private/public partnerships to assist with cash flow during the start-up phase. Companies have already made a commitment to help offset cash flow issues but public participation is needed to ensure a successful venture. Additionally, the Ministry is considering introducing the IB program into 10 additional public schools over the next two years, which could help alleviate the capacity issue, however more information is needed to fully assess the value of this effort.*

## POSSIBLE SOLUTIONS

### 1. Enable the establishment of additional international schools

- a. Introduce "estimated" pre-paid subsidies (based on anticipated enrollment)
- b. Provide advantageous long term leasing options or purchase prices for potential expansion locations owned by the State.

"TODAY'S EXPERIENCE IS THAT YOU AS AN EXPAT IN DENMARK NEED TO HAVE SOMEBODY TO HELP YOU UNDERSTAND HOW THE DANISH SYSTEM WORKS AND TO TRANSLATE LETTERS AND OTHER OFFICIAL DOCUMENTS MAILED TO YOU FROM THE GOVERNMENT. IT WOULD BE EASIER AND MORE SUCCESSFUL IF SUCH THINGS WERE ORGANISED A BIT MORE."

*ABS Europe expat employee*

c. Allow pro rata subsidies. International school attendees enroll year round vs. typical Danish schools which enroll most students from the start of the school year. Pro rata subsidies, vs. null which is the case today, could help offset a portion of expansion costs. Example: For the Copenhagen International School (CIS) this loss equates to approximately DKK 1.65 million over the past 5 year period.

d. Introduce the IB program into more public schools to help alleviate capacity issues in the upper grades.

## **2. Danish personal tax rates are prohibitive**

One of the main obstacles with regard to attracting highly skilled workers is the high tax burden. The OECD has previously noted that the high Danish marginal tax makes it difficult to attract highly skilled workers. This view is shared by HR executives from a number of the country's largest companies, who see this as the second biggest general problem for businesses, according to Heidrick & Struggles.

The OECD has recommended a comprehensive tax reform or in the least, an expansion of the expat tax scheme for foreign key employees and researchers to meet this challenge. The current program gives foreign researchers and key personal the opportunity to choose either 25% tax for three years or 33% tax for five years, however the implementation of the program is both cumbersome and plagued by red tape, causing it to be ineffective in practice.

*Status: Early in 2009 the government and Danish peoples' party agreed on a tax reform, which will reduce the marginal tax rate by 7.5 % percentage point. This is significant progress, however, the top tax remains unchanged and therefore it is uncertain if this reform will solve the fundamental problem.*

## **POSSIBLE SOLUTIONS**

### **1. Make the expat taxation program more attractive**

While extending the expat taxation scheme to five years was a step in the right direction, implementation made the extension less effective. We recommend that the expat taxation program be made more attractive by extending the 25% tax rate to five years, and lowering the monthly salary requirement for key employees fra DKK 61.700 to approximately DKK 50.000 (after the labor force contribution). Should the employee wish to stay beyond the 5 years, the tax rate would revert to normal Danish standard.



## ON-BOARDING AND SOCIAL INTEGRATION

### 1. Lack of Information in English and guidelines on Danish authorities

The expats who choose to move to Denmark are greeted by a series of bureaucratic challenges that help to depict a picture of Denmark as a closed country, where newcomers are not very welcome. This is evidenced in a recent Deloitte study carried out on behalf of several public authorities that identified key barriers that expat managers face when moving to Denmark.

One of the greatest challenges faced is to understand information from the public sector, as the majority of information is provided exclusively in Danish. This requires that the employee must engage a translator, quite often the company, to translate the documents. This is an added cost in both time and resources to the employee and the company and can cause delays in both process and compliance. Additionally, public services such as transportation, tax and post offices, often do not supply information in English.

A related issue is the lack of clear direction as to which public authority is responsible for which functions and further, the guidelines to how these authorities are to be included in the process and in which order, are not readily available. This uncertainty about which authority is responsible for the provision of information and guidance to expats on paperwork and rights, makes it difficult, confusing, and time consuming for the employee to establish him/herself and family members.

*Status: These issues were among the identified barriers that were waiting for government treatment ultimo September 2009. To date no significant movement has been made in this area. However, in the autumn of 2009 the Municipality of Copenhagen CPH International Services created a Citizen Service Center that is directed towards foreign workers. The Center's purpose is to make it easier to move to Copenhagen. Specifically, the Center assists with the creation of a social security (CPR) number, civil status registration, obtaining a health care card as well as choice of a practitioner. In addition, the center advises on related matters such as finding the appropriate authority for any questions. This initiative, if successful, could be a role model for a wider, more comprehensive approach to address this issue.*

### POSSIBLE SOLUTIONS

**1.** Establish a system for identifying early on in the process, for example with the immigration application, the preferred correspondence language. Ideally, this

could be accomplished by something as simple as adding a checkbox to indicate "English" (or German or French for that matter) to the CPR number database, which would make the preferred language visible to all public (and many private) authorities.

- 2.** Translate all generally deployed documents to English and other eventual languages that may be deemed essential.
- 3.** Ensure that all critical infrastructure services provide regular and clear information in English.
- 4.** Create a one-stop web shop in English for foreign employees to use as a resource for all questions from immigration procedures to how to open a bank account and get a mobile telephone.
- 5.** Work with private enterprise to develop a physical go-to resource for expats and their families that can that can help them address issues faced during the establishing phase. One concept that has been suggested is "Copenhagen House", which could potentially be funded as a public-private partnership.



"FIRST SIX MONTHS ARE CRITICAL. **IF THE FAMILY IS HAPPY, THE EMPLOYEE IS HAPPY.** WHAT WE'RE SEEING HOWEVER IS THAT FOREIGN EMPLOYEES WHO DO NOT SUCCESSFULLY ESTABLISH WITHIN THE FIRST SIX MONTHS ARE MORE LIKELY TO CUT THEIR COMMITMENTS SHORT AND LEAVE THE COUNTRY AND THE COMPANY. THIS IS A HUGE COST TO THE COMPANY AND TO DENMARK, WHICH IS PLACED AT A COMPETITIVE DISADVANTAGE VERSUS OTHER NATIONS COMPETING FOR THIS SAME LABOR."

*AP Moller-Maersk*

”SOMETHING SEEMINGLY AS SMALL AS EXCHANGING A DRIVER’S LICENCE HAS A SIGNIFICANT EFFECT ON THE SETTLING IN OF A NEW EXPAT EMPLOYEE AND HIS OR HER FAMILY. ADDITIONALLY, IT PULLS THE EMPLOYEE’S FOCUS OFF OF WHAT IS A CRITICAL RAMPING UP TIME IN THE NEW POSITION.”

Microsoft Denmark

## 2. Exchange of a non-EU driver’s license is cumbersome and time consuming

Expats from EU-countries, Nordic Countries, Lichtenstein, Japan, South Korea, Russia or Switzerland may simply exchange their domestic driving license to a Danish driving license. On the other hand, other foreign talents from, for example USA, Canada, India and China, need to pass a driving test to obtain a Danish driving license. When one considers that the average expat manager entering Denmark and his/her spouse have been licensed drivers elsewhere for several, if not many years the process that must be undertaken in Denmark to be able to drive a car legally seems extreme. While this issue seems minor, it has such a substantial impact on the on-boarding of expat families, that its importance cannot be overstressed.

*Status: AmCham Denmark has submitted recommendations to the Ministry of Justice and there are initiatives underway that may ease the difficulties incurred in exchanging a non-EU license. However, the timeframe within which this is expected to occur is quite long. One initiative is to digitalize the written test and at the same time offer the test in English as well as Danish. The expected timeframe for completion is 2011. The authors of this white paper would challenge the authorities to take quicker action.*

## POSSIBLE SOLUTIONS

1. Extend the timeframe for exchange to minimum 6 months from the time the residency permit is granted. This gives the expat family time to get established in critical areas first. By comparison, Germany, Spain, The Netherlands, Portugal, and Finland give 6 months. Italy, Belgium, France, Sweden and Norway give 1 year.
2. Offer the theoretical test in English, at minimum, and consider adding additional languages as need presents. The current practice of offering the test in Danish only requires a translator to assist and is inefficient and ineffective. By comparison, Germany and Sweden offer their tests in as many as 20 different languages.
3. Offer an abbreviated theoretical test for experienced drivers and remove the requirement for a practical test. Clearly an expat that has been driving on a valid license from other countries for many years has significantly more experience than new driver candidates. What is absent in their education can be covered via an abbreviated test covering street signs, speed laws, and general rules of the Danish roadways.
4. Allow driving tests to be taken in private vehicles. The current practice of being required to engage a driving school represents an unnecessary expenditure and lost time in an already lengthy process.

5. Ensure the availability of the study guide in English. Currently the study guide is not readily available and while one can order it from the Danish Driving Instructor’s Union, it takes in most cases several months to obtain. The guide is available at some, but not all libraries, for in-house use only.
6. Establish a “Fast Track” procedure for expatriate professionals over the age of 24.

## 3. Issuance of a CPR number takes too long

Having a CPR number is crucial to overcome several formalities. As an example a CPR number is necessary for signing a rental agreement, obtaining mobile phone service, or receiving health care, etc. Additionally, the CPR number is required to start Danish language courses and enroll children in school. It is the starting point for effective on-boarding. In relation to this is the perception among employees and employers that the time to receive a CPR number is too lengthy. The reason for this is that a valid residence permit is needed before a municipality can allocate a CPR number to an employee. Many foreign talents have the opportunity to start working before the CPR is allocated, therefore, it is perceived as a barrier.

**“If I fail this driving test one more time due to the language barrier, we are out of here. It’s not worth it.”**

*Spouse of AP Moller-Maersk expat employee*

*Status: The issue was among the identified barriers that were waiting for government treatment ultimo September. To date no apparent movement has been made in this area. Surprisingly, in Frederiksberg municipality expatriates receive their CPR number immediately upon presenting their valid work permit. Perhaps other municipalities could learn from this.*

#### POSSIBLE SOLUTIONS

1. Issue the CPR number in conjunction with the work permit. Develop a system for automatic assignation of number that then is communicated to back to the Ministry of Interior immediately following issuance.
2. Initiate a performance target for issuance of CPR number, e.g. 6 weeks from approval of work permit.

#### **4. Foreign employee integration and retention is threatened by lack of jobs for accompanying spouse**

In most cases, the partner of a highly qualified worker is also highly qualified. However, as an accompanying partner their significance to Denmark’s efforts to encourage this type of workforce to choose Denmark is often overlooked. In the Expat Study 2006, 72% of foreign talents who have moved to Denmark said it is important that it is possible for their spouses to find a job. However,

only 45% of the talents agree that this is possible in Denmark. This indicates that it is difficult for spouses to find jobs in Denmark, which makes it difficult to integrate the accompanying family. By not engaging this resource, Denmark is incurring a huge cost in terms of lost opportunity. Additionally, retention of a highly qualified employee is linked to the well being of the family. It is proven that successful integration is much more certain with employment, and it follows that the partner will be more easily integrated and infinitely more content if part of the employed workforce. This ensures not one, but two highly qualified employees in the Danish workforce. On the reverse, if the partner is unable to find employment, the retention of the original employee is at risk, at a loss for the company and for Denmark.

*Status: A consortium consisting of the Danish Chamber Of Commerce, The Copenhagen Post and The Danish Bankers Association in spring 2009 won a tender of providing a national network called Expat in Denmark by the Ministry of Economic and Business Affairs. The network will introduce a Jobbank to the accompanying partner, facilitate the formation of social relationships between expats and advise regional and local authorities on retention activities and the creation of networks. However, it is too*

*early to assess, if this has been achieved by the network. Additionally, numerous public authorities with the labor market authority (Arbejdsmarkedsstyrelsen) in the lead have joined together to create the online portal WorkInDenmark. The portal aims to connect foreign job seekers with Danish companies, thus not only making it easier to attract foreign workers, but also providing potential opportunities for the accompanying spouse of a foreign worker to gain access to these companies..*

#### POSSIBLE SOLUTIONS

1. Establish a job portal in English specifically geared towards partners of expat employees. Encourage companies to utilize this portal specifically to attract employees from this untapped resource.
2. Offer employment counseling to the partners of expatriates.

# Denmark must plan a long term talent strategy that promotes future competitiveness

While the short-term recommendations made in this paper address specific and mostly “practical” issues that few will disagree can and should be addressed with reasonably simple means, the long-term recommendations have broader, and potentially political implications.

The desire to preserve, if not improve, the competitiveness of Danish-based businesses and the Danish business environment, is unlikely to cause disagreement from anyone – if the goal can be achieved, it will mean the retention and possibly growth of high-income jobs which in turn translates into higher tax revenues and through that, continued wealth and welfare in Danish society. Conversely, if Danish-based businesses cannot maintain their competitiveness in a global setting, jobs will either be lost to competitors based elsewhere or, at best, be moved to other countries with better access to talent and more favorable business conditions.

So, while the goal of preserving welfare and tax revenues in Denmark is easy to agree to, the strategy to get there is likely to cause more discussion. But this is in fact what Denmark needs – just like any corporation – a carefully crafted strategy around which the key

stakeholders are fully aligned. Failure to achieve that is also likely to prevent proper execution and implementation of the strategy.

## QUESTIONS THAT WOULD NEED TO BE DISCUSSED AND ANSWERED INCLUDE:

### a. Should we change our immigration policies to bring more foreigners into Denmark, faster?

Given our need for talent and labor in general over the coming years (with a declining workforce and demographic trends that cannot be reversed in less than 20 years), studies show that it is assessed that in 2018 there will be a lack of 68.000 of vocationally educated and 80.000 with tertiary education. Some of the most competitive nations on earth are those built on immigration.

### b. Do we need an overall business and talent strategy for Denmark?

If yes, the implications may be a conscious decision to focus on specific business sectors and subsequently to build world-class educational facilities and competencies to achieve that goal – perhaps at the cost of other types of education? Perhaps choice of education needs to be limited or incentivized

towards those types of educations that tie in with the overall strategy?

### c. Should there be further reforms of the Danish tax system? In general, for corporations, for foreigners coming to work here?

### d. What steps can Denmark take to communicate its value proposition to the international community and those groups of people/business we would like to attract – and what is our value proposition in the first place?

These questions are both political and too important to try to quick-fix. We believe the right sequence is to establish what the issues (potentially) are, raise awareness around them with relevant stakeholders, determine how they should be addressed (probably a working group established or supervised at central/governmental level) and then start developing the answers based on more in-depth analysis of each issue.

## TO INITIATE THE DIALOGUE WE SUBMIT THE FOLLOWING TWO AREAS THAT HAVE ALREADY BEEN IDENTIFIED AS WORTHY OF ATTENTION.

### 1. The Danish education system is not aligned with future needs

It is clear that Denmark is not able to create or generate the critical mass of highly skilled workers who will be needed. Previously TrenEduc in a study developed for the Danish Chamber of Commerce has estimated that there will be an excessive demand of 6.000 in 2015 of university educated increasing to 30.000 in 2030. Arbejderbevægelsens

*“I’m really impressed about Denmark’s capability to assert itself. Keep on developing the Danish gift of design and innovation – it’s the only way to win.”*

*H. Lundbeck*

Erhvervsråd, a think-tank founded by labor unions, estimates an even more excessive demand of educated labor. Specifically, this indicates that the current educational system is not aligned with the needs of the trade and industry sector.

With a shrinking population and potential lack of home grown skills it is more important than ever to address the significance of an increased focus on an international high level Danish educational system. The demographic challenges Denmark is facing demand today's attention on investment, quality and relevance in compulsory education in public schools, international schools, upper secondary education, and at universities and business schools.

## **2. Immigration policy is not geared towards attracting and retaining foreign highly qualified labor**

To meet increased global competition and to increase labor market mobility in Denmark a need for a more systematic integration and utilization of foreign skilled people coming to Denmark is identified. The two main reasons for employers looking to recruit migrant workers are a shortage of "national" candidates to fill vacancies or due to shortage of the specific highly skilled labor. In other highly developed western countries it is considered a market advantage to be able to attract skilled people outside their own country. Denmark has not from an employee perspective reached that level yet, but is slightly beginning to recognize the need and the potential which is why this is also brought to attention here.


“WE ARE DEPENDENT ON HIGHLY SKILLED PEOPLE TO MANAGE OUR BUSINESS AND MEET MARKET COMPETITION, BUT THERE IS A RISK THAT WE IN THE FUTURE WILL NOT BE ABLE TO FIND SUITABLY SKILLED DANISH PERMANENT RESIDENTS FOR OUR WORKFORCE.”

## Conclusion

**Despite the economic challenges of 2009** that quite probably will continue well into 2010, Denmark must not lose its focus. If it will be successful in its efforts to compete for investments and businesses, especially in the knowledge-intensive industries, it must provide a system and structure that supports these efforts. Most importantly, this means being able to supply and retain a sufficient supply of the necessary talent to ensure these businesses are competitive and that the investments produce positive returns. A robust industrial community is essential to Denmark's long term competitiveness – and to achieving its goal to be amongst the 10 richest countries in the world as measured by GDP per capita.

**In order for Denmark to be successful** in attracting and retaining the talent required to fulfill demand in the short term, it is essential that this labor force finds it attractive to work and live in the country. Seemingly small hurdles can be “deal breakers” for many that consider Denmark, which is why it is crucial to Denmark's sustainability to look to minimize these barriers as quickly as possible. We hope that the recommendations set forth in the previous pages to remove some of the practical hurdles spur Denmark to act swiftly.

**However, a long term talent strategy** is crucial. Planning must begin today to ensure that Denmark has the resources available to be able to effectively compete in the future. Representing a broad base of internationally operating companies in Denmark and eager to encourage new investment in the country, AmCham Denmark, Copenhagen Capacity and Heidrick & Struggles are committed to finding solid, sustainable, long term solutions to the talent challenges that threaten Denmark's future competitiveness. We seek to open constructive dialogue with key decision makers and stand ready to lend a hand in developing these solutions.



*Working together,  
we can enhance  
Denmark's ability  
to attract and  
retain highly quali-  
fied talent - today  
and tomorrow.*

## ABOUT AMCHAM DENMARK

The American Chamber of Commerce in Denmark (AmCham Denmark) is a non-profit, non-governmental business association representing an array of companies actively investing in Denmark and the United States. As the voice for international business in Denmark AmCham is committed to building a competitive business environment in Denmark, and to doing its part to minimize barriers to international trade.

## ABOUT COPENHAGEN CAPACITY

Copenhagen Capacity is the Danish Capital Region's official inward investment agency whose mission is to promote the region internationally with a view to attracting and retaining foreign companies. Foreign companies contribute positively to the welfare in Denmark since foreign companies bring new knowledge, increased competitiveness and create new jobs when setting up in Denmark. Consequently, Copenhagen Capacity is working at improving the framework conditions in order to make it yet more attractive to foreign companies to locate activities in the Region.

## ABOUT HEIDRICK & STRUGGLES

Heidrick & Struggles is the world's leading management consulting and recruitment company. See [www.heidrick.com](http://www.heidrick.com). Throughout the past 14 years Heidrick & Struggles has successfully developed its business in Denmark and works today with the board and management levels for Denmark's largest companies and organizations.

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