

INTERNATIONAL TOP TALENT

– A key ingredient in a leading
Science & Engineering region

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ATV

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Science & Engineering Region

This report is made within the context of
ATV's Science & Engineering project.

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Introduction

When the Danish Academy of Technical Sciences (ATV) interviewed 35 executives and technology leaders from strong Danish science and engineering companies in 2018, the ability to attract highly qualified foreign labor was identified as one of the major challenges preventing Denmark from becoming a world-class top Science and Engineering region.¹

Denmark lacks STEM specialists

In particular, highly skilled people with a background in Science, Technology, Engineering and Mathematics (STEM) were in high demand by the Science and Engineering companies. The recruitment of IT and software professionals presented a special challenge, as the talent pool in Denmark was deemed much too shallow to meet the demand of the companies. Hence, the sheer volume of the need for competencies called for attracting talent from abroad. However, the need for international top talent is not just a matter of quantity. It was also clearly stated that by having different vocational and educational backgrounds than Danish talent, international STEM talent adds quality by bringing a diversity of thinking that is crucial for innovation, product development, and commercial success in global markets.

International top executives are in high demand by Danish companies

Professionals at top executive levels form a separate group of international talent that the Danish companies search for and recognize as crucial for further global success. Today, 11 out of 25 companies on the OMX Copenhagen 25 index are managed by leaders from outside Denmark.² This is a trend that has grown significantly in recent years.

What have we done?

The findings from the ATV analysis led us to dive deeper into understanding the companies' needs for international talent.

Teaming up with McKinsey & Company and the search firm Egon Zehnder, ATV has carried out a study focusing on international top talents in the STEM industries, defined as sectors with considerable technical and R&D investments as well as talents within technical areas (defined as R&D, engineering, IT, digital etc.) across all industries. The term "top talent" covers specialist positions and leadership positions (Director, VP, SVP, EVP and CEO levels).

ATV's analytical approach comprises three pillars:

- 1) During 2019, we have carried out **qualitative interviews with nine HR directors** (Appendix) from large Danish companies. Functioning here as expert sources, the HR directors have substantial experience and knowledge about the specific problems companies face when recruiting international talent. In addition, the recruitment of talent has been a central topic in the qualitative interviews ATV has conducted with 10 Science and Engineering start-up companies as part of an analysis of Denmark's new growth layer.³ These start-ups are characterized by truly being born global; they are enterprises with very diverse employee compositions and recruitment strategies that, to some extent, differ from those of the larger firms.
- 2) In collaboration with Egon Zehnder, ATV has conducted **interviews with six international top executives** recruited to head large Danish Science and Engineering companies (Appendix). Such top talent plays a special role for Danish companies undergoing important transitions and expansions, which is also the reason why these people are headhunted with high priority. By interviewing these executives, ATV is able to emphasize the most important factors determining the top talents' decisions about coming to Denmark, as well as what made these decisions harder.

- 3) Furthermore, ATV and Egon Zehnder have distributed a **survey** targeted to international senior professional STEM profiles working in Denmark. Here, a professional STEM profile is defined as a talent working in a STEM company or working in a STEM function across all industries. This included leadership positions as well as specialist positions. Therefore, both employees working in R&D and technology-driven companies and/or people employed with IT or digital matters no matter the industry fit the profile. The survey includes a total of 101 respondents who met these criteria.

The survey explored different themes. Demographics and family situation, current professional role, international experiences prior to relocating to Denmark, personal expectations, experiences and choices regarding relocating to Denmark, personal experiences living in Denmark, views regarding Denmark vis-à-vis other talent hubs, future aspirations and recommendations to Denmark.

The quantitative data responses were analyzed as a whole and also analyzed further through a spotlight on three sub-segments to compare potential differences in responses. The three sub-segments were:

1. Responses from people who fall under the special tax scheme – 'forskertskatteordningen' (19 respondents)
2. Responses from female talent (44 respondents)
3. Responses from talent under the age of 36 years (66 respondents)

Since the segments are not mutually exclusive, the segment responses do not sum up to the total.

” The ability to attract top talent from abroad is crucial if we want to turn Denmark into an outstanding Science and Engineering region.

Conclusion from ATV report: Danmark som Science og Engineering Region 2018.

SURVEY Respondent characteristics

Description	Proportion
Gender	
Male	56%
Female	44%
Age	
<36	65%
36-45	17%
46-55	16%
>55	2%
Tax scheme	
Normal	78%
'Forskertskatteordningen'	22%

¹ Danmark som Science and Engineering Region, ATV (2018).
² Hovsa Danmark er løbet tør for topchefer, Berlingske Tidende, October 31, (2019).
³ Danmarks nye vækstlag, ATV (2019).

An overview of highly qualified labor in Denmark

In this report, we understand international talent to be highly qualified foreign employees who are typically eligible for a residence permit in Denmark on the Pay Limit scheme. The Pay Limit scheme is available for persons who have been offered a job in Denmark with a high salary (around 400,000 DKK per year). That is, talent as understood in this report does not need to be on the Pay Limit scheme, but their salary need to be higher than the pay limit. Additionally, we define international **top** talent as highly qualified foreign labor composed of top executives and/or those eligible for 'forskertatteordningen', which is a tax scheme for foreign researchers and even higher paid employees (see further description on page 12). Demarcating

the population even further, we are concerned with talent in the field of Science and Engineering (S&E). This means that international S&E talent would typically be either employees in an R&D or technology-driven company, or STEM specialists employed in any industry. Consequently, international top talent could be top executives in large S&E-driven companies or those who possess solid STEM backgrounds. This conceptual identification of the population that we discuss in this report is illustrated below. Note that we in the presented statistics primarily understand qualification level according to salary instead of education. This is due to salary being measured more reliably whereas self-reported educational informations can lead to unreliable data. In spite

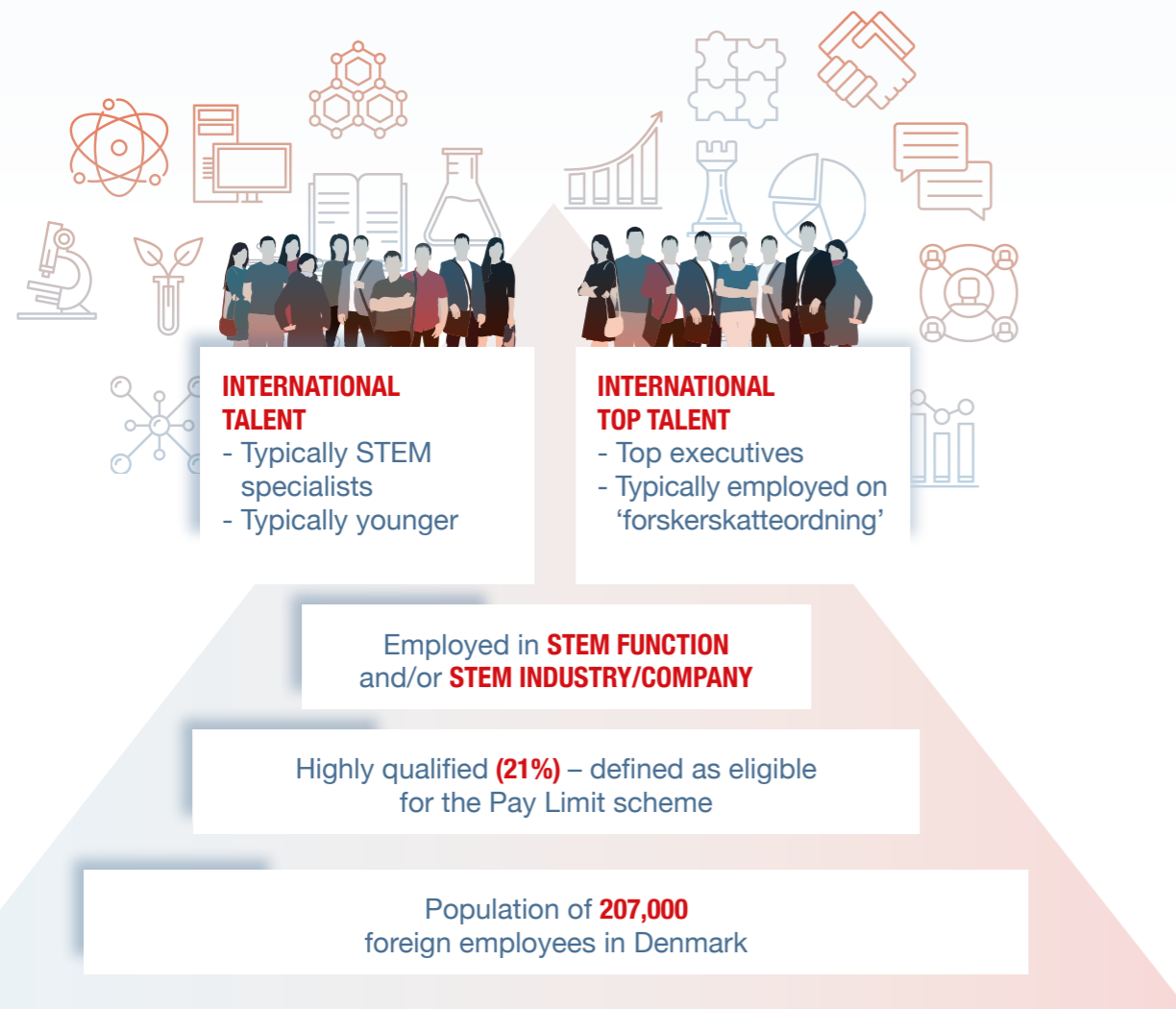
of this, we at the broader level understand education as an equally important factor.

The influx of highly qualified foreign labor is increasing

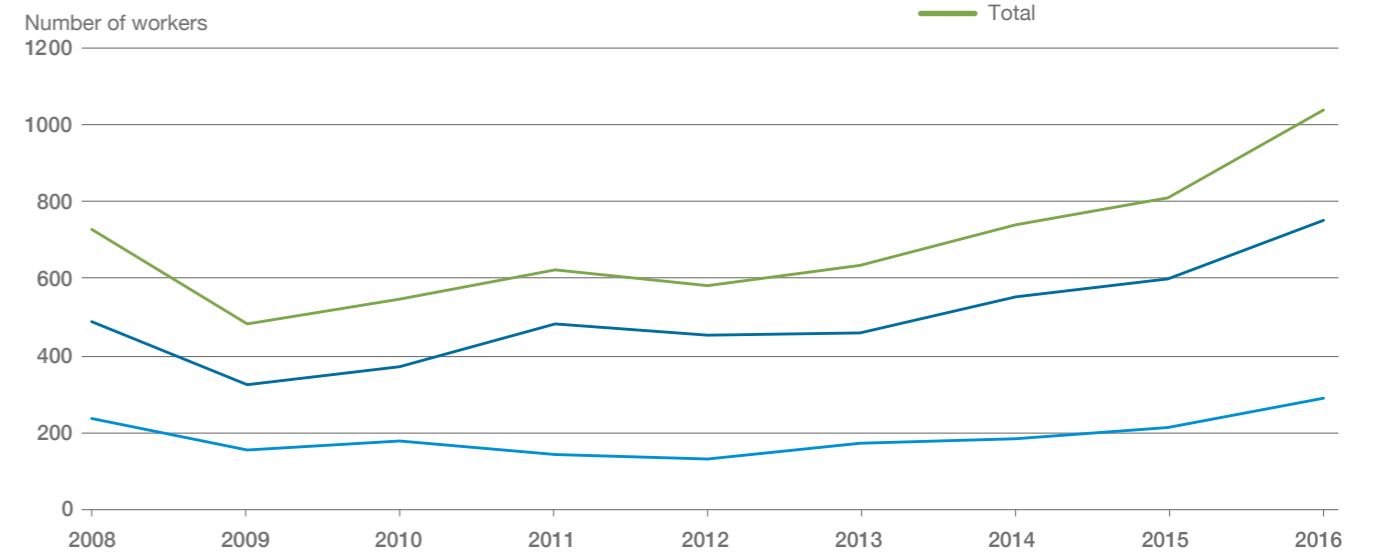
Just shy of 207,000 foreign persons were employed in Denmark at the beginning of 2018 of whom 21% can be characterized as highly qualified when defined as having a wage making them eligible for the Pay Limit scheme. From 2009 to 2016, there has been an overall increase in the influx of highly qualified labor to Denmark. Note that the graph below only shows the influx and not the resident population or outbound movements. The highly qualified labor is, to a large extent, concentrated in the Capital Region.

Copenhagen functions as an epicenter for international talent

A recent analysis made by the City of Copenhagen⁴ shows that 60% of the highly qualified foreign labor employed in Denmark is concentrated in the Greater Copenhagen area. Moreover, since 2009, an increasing proportion of highly qualified foreign employees have been settling centrally in the City of Copenhagen. With international talents being largely concentrated in Copenhagen, the Capital Region plays a particularly important role for international talent in Denmark.



Influx of highly qualified foreign labor



Note: Highly qualified foreign labor is defined according to the pay limit on the Pay Limit scheme. Income is measured the year after immigration. Source: The City of Copenhagen (2019).

⁴ *Analyse af udenlandsk arbejdskraft*, The City of Copenhagen (2019).



S&E COMPANIES ARE THE MAIN EMPLOYERS OF INTERNATIONAL STEM TALENT

The industries in the Capital Region employing most highly qualified labor vis-à-vis other foreign labor are oil and gas recovery, the pharmaceutical industry, financial institutions, and shipping (see page 10). In these industries, more than 80% of the foreign employees are highly qualified. Also, STEM talent is at the core of all these industries today. For example, banks need IT-security talent for their increasingly digital solutions; pharmaceutical businesses require a solid core of engineers and chemists in order to operate and develop.

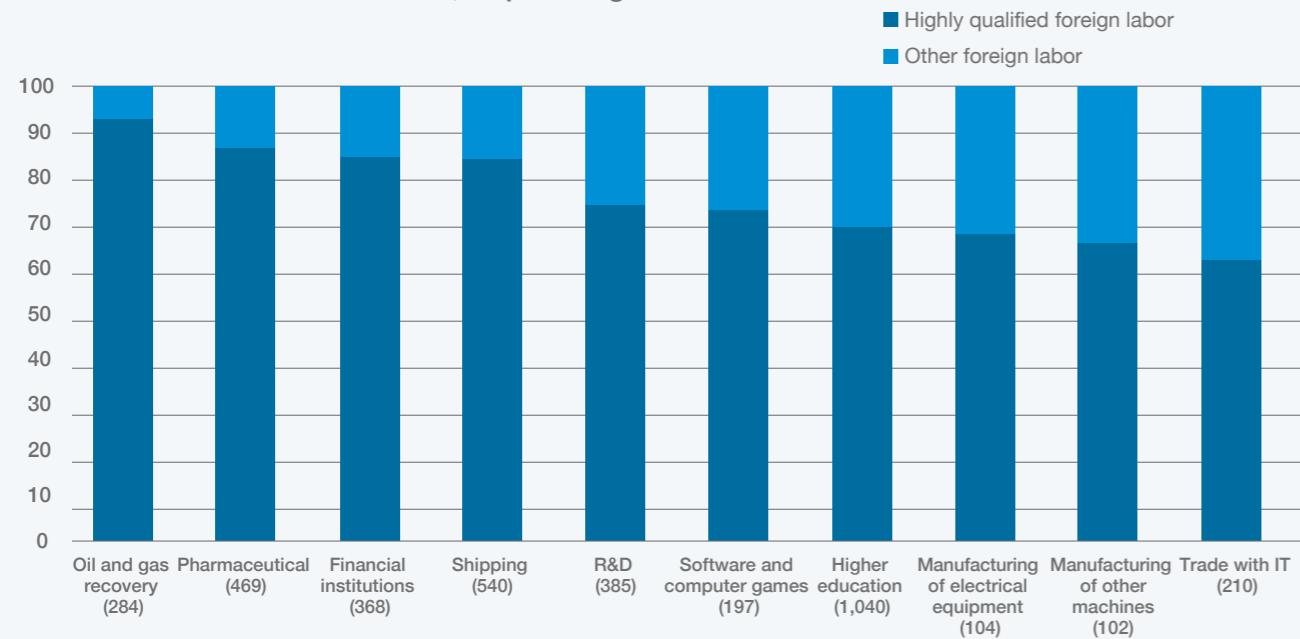
ATV conducted an analysis⁵ in late 2017 of the impact of Science and Engineering companies on the Danish economy which showed that the most frequent branches among S&E companies were engineering and R&D intensive companies like the ones identified above. Overall, the companies hiring much of the international talent coincide with the industries that ATV previously identified as in the center of the S&E ecosystem.

SURVEY STEM talent often works with IT and R&D

Within the framework of our survey, the two most frequent functional departments among respondents were IT/digital and R&D, followed by industry and service. Other respondents worked in commercial and corporate departments, such as HR.

5 Science og Engineering's betydning for dansk økonomi, ATV (2017).

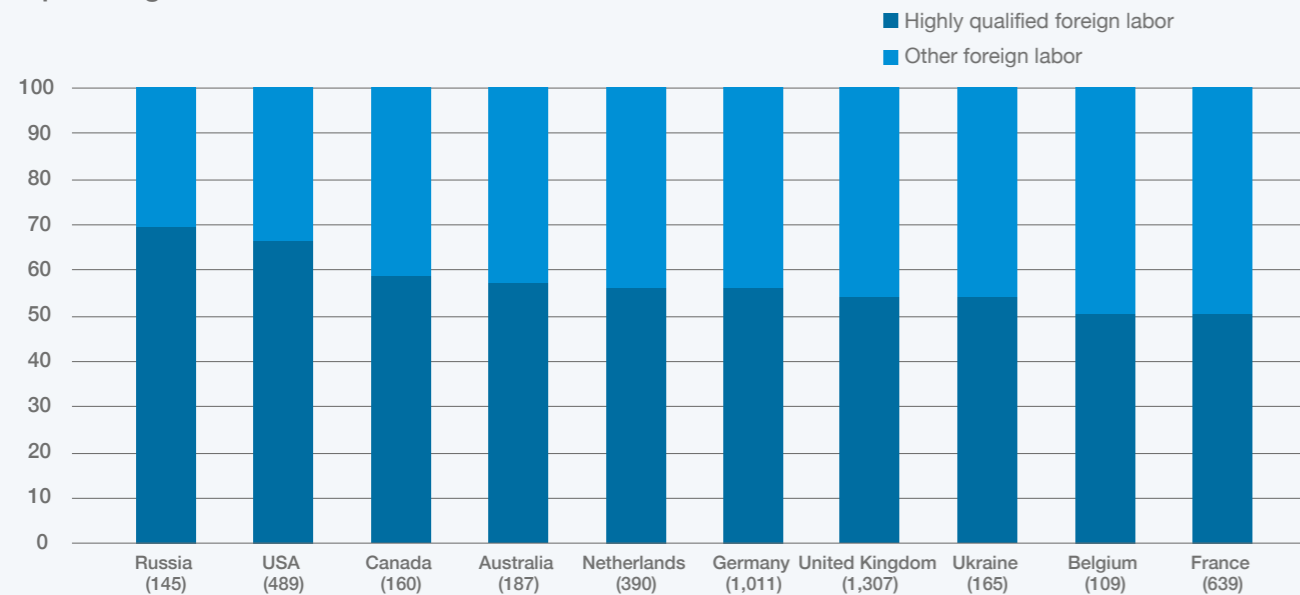
Top ten branches with highest shares of highly qualified foreign employees who immigrated to Denmark between 2008 and 2016, Capital Region of Denmark



Note: Number of total persons in brackets. Highly qualified foreign labor is defined according to the pay limit on the Pay Limit scheme. Branches with fewer than 100 persons are excluded. Only persons who came to Denmark between 2008 and 2016 and who were still here in 2016 are included.

Source: The City of Copenhagen (2019)

Top ten nationalities with highest shares of highly qualified foreign employees, Capital Region of Denmark 2016



Note: Number of total persons in brackets. Highly qualified foreign labor is defined according to the pay limit on the Pay Limit scheme. Nationalities with fewer than 100 persons are excluded. The graph shows foreign workers between 18 and 64 years of age who came to Denmark between 2008 and 2016 and who were still here in 2016.

Source: The City of Copenhagen (2019)

What we lack is people who have made major productions and have had success with them in the global market. We lack technicians, engineers and software developers, both front-end and back-end, but especially back-end. They are incredibly hard to find and they can almost write their own paychecks.

CEO in S&E start-up

The old humility talent from Latin America had with us 5-10 years ago is now gone. They know that they are educationally at least on our level and many also on higher levels. And they also know that they come from economies and markets far greater than ours.

HR director

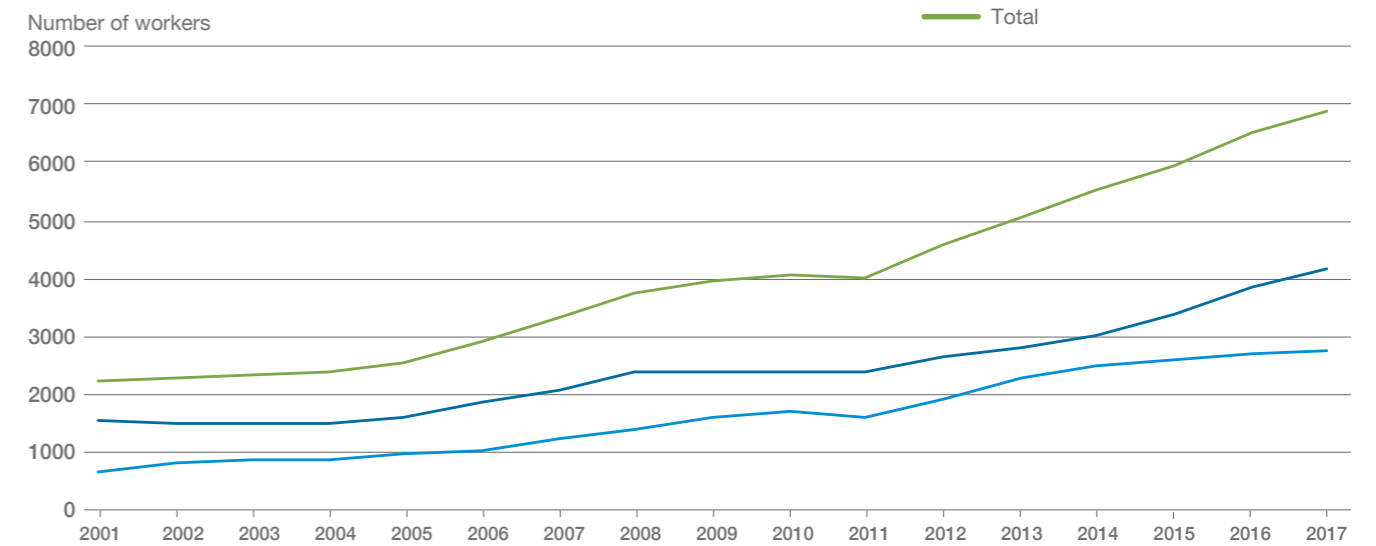
INTERNATIONAL TOP TALENT ON 'FORSKERSKATTEORDNINGEN'

'Forskerskatteordningen' is a special tax scheme for researchers and key employees. The text below explains how the scheme works. The data on the tax scheme provided by Danish tax authorities gives us a way of tracking international top talents and experts on the Danish labor market. We therefore use 'forskerskatteordningen' as a proxy to more precisely characterize international top talent.

In 2017, a total of 6,899 persons were on 'forskerskatteordningen', more than triple the number in 2001, as shown in the graph to the right. Among the 1,045 companies employing

someone on the tax scheme, 198 of the companies were in professional, scientific and technical activities and 132 in the information and communication industry. These businesses represent numerous of the companies employing international top talent and researchers. This confirms our understanding that S&E companies are among those most in need of international top talent for executive, manager, expert and researcher positions, as well as among those benefitting the most from this talent. Additionally, the number of companies employing international top talent has risen. Although the increase may be partly driven by a larger awareness of the tax scheme and the extension of its duration, the statistic underlines the point that attracting and retaining of international top talent have become higher priorities for Danish companies and institutions.

Number of people on 'forskerskatteordningen'



Source: Danish Ministry of Taxation (2019)

'FORSKERSKATTEORDNINGEN'

What is it?

'Forskerskatteordningen' is a special tax scheme for foreign researchers and highly paid employees working in Denmark. If eligible, persons on the tax scheme can choose to pay a reduced total income tax rate of 32.84% for up to seven years. Until 2018, the tax scheme was limited to a five-year period. Other income is taxed under the regular tax system, such as property income (up to 52%) or capital income (up to approx. 42%).

Researchers have to engage in research and be approved by a public research institution or the Independent Research Fund Denmark to be eligible.

Key employees (or highly paid employees) are defined in 2019 as persons having an average monthly salary of at least 65,100 DKK (781,200 DKK per year) after deduction of labor market supplementary pension fund (ATP) contributions. For highly paid employees, there are no educational requirements in order to be eligible.

How many people use it?

In 2017, a total of 6,899 persons distributed across 1,045 companies and institutions were on this special tax scheme. 60% of the persons on 'forskerskatteordningen' were key employees with the remaining 40% being researchers.





INTERNATIONAL TALENT COMES TO DENMARK FROM ALL AROUND THE WORLD

International talent in Denmark constitutes a varied composition of nationalities, although some are more frequently represented as illustrated in page 10. In the Capital Region, Russia has the highest share of highly qualified employees relative to other total foreign labor from the same country, followed by the USA and Canada. These countries are thereby characterized by the fact that of the work-force coming to Denmark from these three nations, the majority are highly qualified. The rest of the top 10 are, apart from two, all Western European countries when it comes to their share of international talent relative to other labor. The high share of international talent from Russia, the USA, and Canada may, however, be due to workers from outside the EU/EEA/Switzerland not being able to obtain a residence permit in the first place *unless* they are highly qualified.

Top talent is from neighboring countries

The three countries having the most people on 'forskertskatteordningen' in Denmark are all close neighbors: The UK has 942 citizens followed by Germany and Sweden with 716 and 654 citizens, respectively. Interestingly, India and China are the only non-Western countries among the most represented countries. Therefore, the tendency seems to be that most international top talent in Denmark comes from Western European countries alongside a large number from the United States.

MOST PEOPLE ON 'FORSKERSKATTEORDNINGEN'

Rank	Country	Number
1	United Kingdom	942
2	Germany	716
3	Sweden	654
4	United States	436
5	Italy	348
6	France	311
7	Denmark	374
8	Netherlands	265
9	India	279
10	Spain	246
11	China	222

Note: Numbers are for 2017.
Source: The Danish Ministry of Taxation (2019)

Note that 'forskertskatteordningen' is eligible for persons who have not had taxable income in Denmark within the latest 10 years. This means that Danes returning to Denmark after living abroad can potentially use the reduced tax scheme. This fact offers the explanation to why Denmark ranks 7th on the nationalities using 'forskertskatteordningen' most frequently.

SURVEY A diverse talent pool

Our survey analysis shows that there are many different nationalities among the STEM talent in Denmark. International talent represents many different countries in Europe, the Americas, Asia Pacific, and the Middle East. However, the most represented nationalities in the talent pool from our survey of 101 respondents are the US, the UK, Ireland, and Germany.

The war for talent leads to identification of new talent pools

As revealed in our interviews with the HR directors, some companies pointed out that they are looking for talent from particular geographic areas. This is because of the cultural 'fit' and because these companies may have identified new and more unknown 'talent pools' such as Turkey or the former Yugoslavia where the competition for talent is not too fierce yet.

Most companies have experience with international talent from the EU, the US and Eastern Europe and in some cases Latin America. Generally, there is little talent in Denmark from the Asia Pacific. Many are skeptical about the cultural 'fit' of people from this region. To get hold of the attractive pool in for example China, some companies have been building local hubs there. Notwithstanding this impression, the national statistics show that India and China are the most represented

non-Western countries among international top talent. This may be due to the problem of cultural fit not being a concern to the same extent with regard to foreign researchers in academia.

Some talent pools were very attractive for Danish companies a few years ago, but global development has changed the motivation of the talent. For example, an HR director says about India: "The Indians have become more self-aware and highly educated. If you take the Indian middle class of over 300 million people, it is bigger than the EU. At one point I was going to recruit an Indian who was employed in a well-known consulting firm. We offered him a nice salary according to Danish conditions, but he laughed at us! If you are in a top position in India today, you get a salary that gives you a fantastic local purchasing power. But if you earn the same here in Denmark, you are just an average citizen".



CHARACTERIZATION OF THE RESPONDENTS FROM THE ATV SURVEY

In total, the ATV survey comprises 101 respondents, 44 of whom are women and the remaining 57 are men. As to the age distribution, 66 were 35 years old or younger, while only 2 were 56 years or older. The survey analysis reveals how most of the young international respondents have roles as STEM specialists within their companies. Moreover, this group of STEM talents under the age of 35 years is typically employed in the technology and communication or pharma/life sciences.

Among the 19 respondents employed on 'forskarskatteordningen', none were at the age of 35 years or younger; the majority were more mature workers age 46 years or older, while some were between 36 and 45. Although representing only a fifth of total respondents, people on 'forskarskatteordningen'

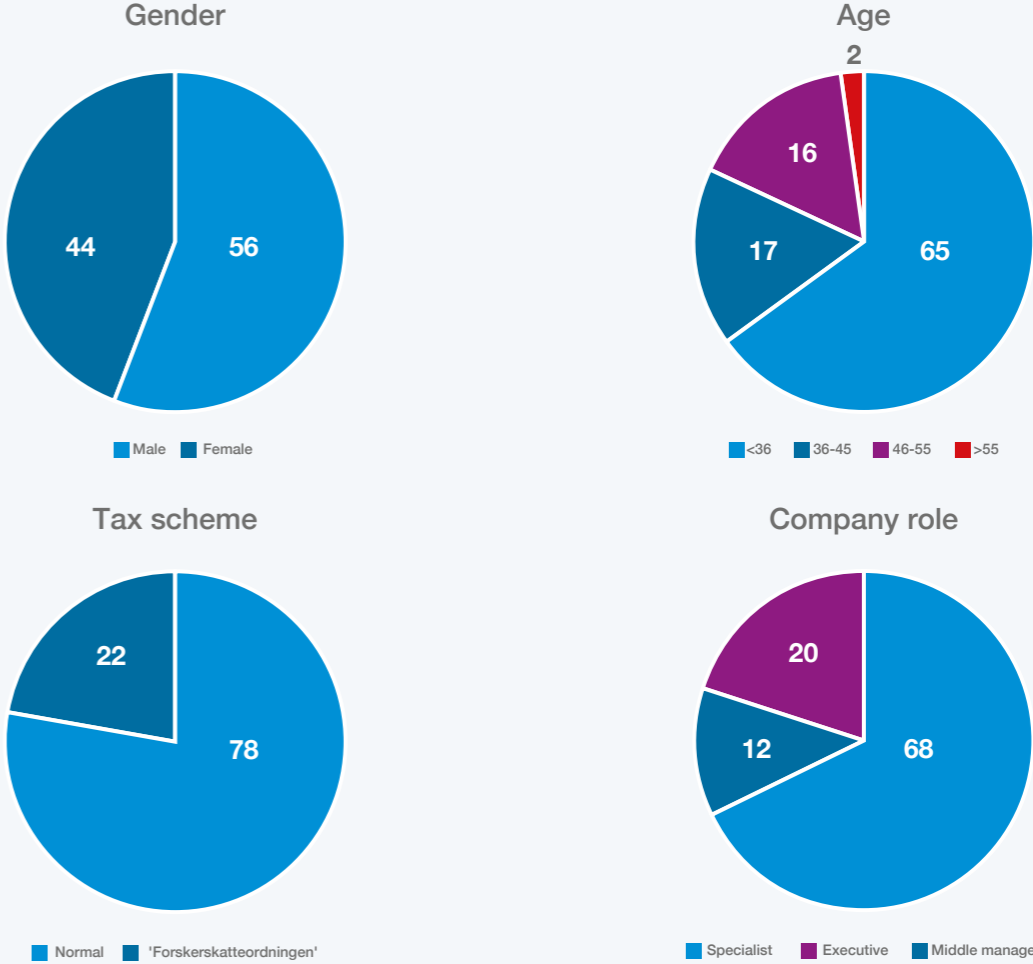
amount to half of the respondents having children. In fact, only 1 respondent younger than 36 had a child. With this in mind, the relatively more mature talent on 'forskarskatteordningen' should be expected to exhibit different preferences with respect to family conditions, e.g. schooling, in their career destination.

The survey population fits the purpose of the analysis by covering international STEM talent from a variety of age groups, functionalities, and seniority working within Science and Engineering industries.

Global citizens

The respondents had, for the most part, a substantial international exposure before moving to Denmark. 67% of the total sample had lived in one or multiple countries besides their home country before coming to Denmark. While the same figure was only 58% for young talent, the segment on 'forskarskatteordningen' showed that 90% had this international exposure. The international top talent show more versatility when it comes to settling somewhere for only a short period.

Survey respondent characteristics (percent)



Source: ATV survey



INTERNATIONAL TOP TALENT IS ON LOAN ONLY

International top executives see themselves as global citizens. Many have lived abroad for several years and in different places in the world before coming to Denmark. They are attracted to Denmark because of the job challenge and rationally choose between the challenge in Denmark and alternatives elsewhere in the world. They come to Denmark for a defined period of time. Conversely, they also do not have a natural 'return destination' to their home country and they will settle where it makes sense to them – financially and in terms of family.

Danish companies have international top talent only on loan. But this also applies to Danish employees, since most workers today have less loyalty to the company. The exception may be Danes who have been abroad and return to Denmark and want to stay.

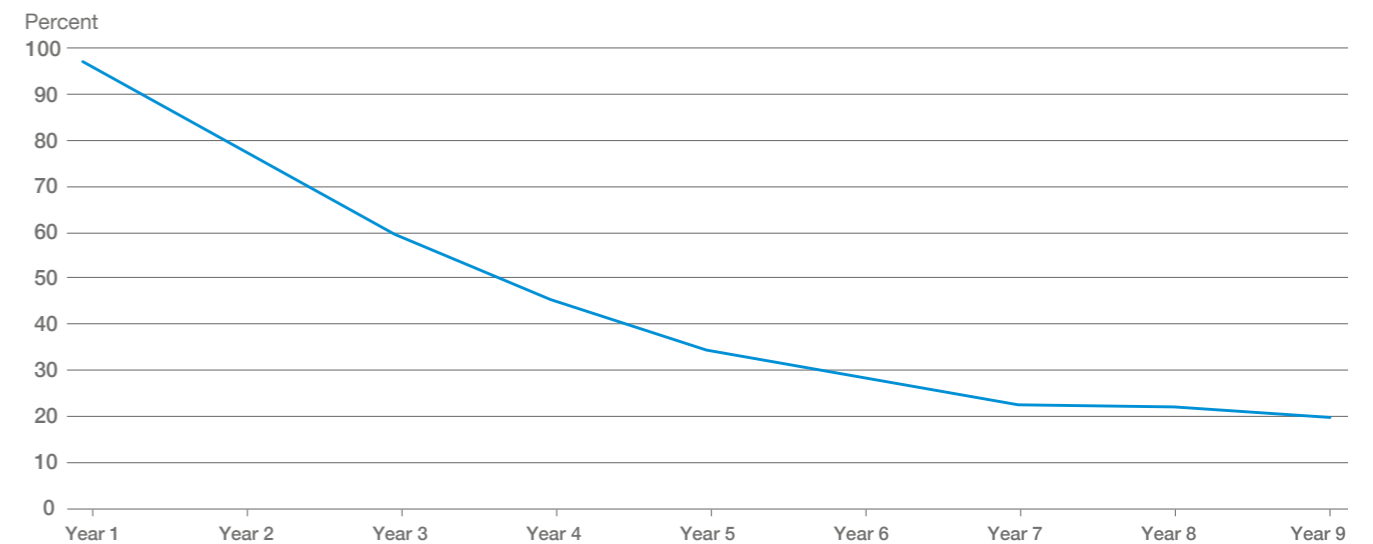
SURVEY How long will international talent stay in Denmark?

The most frequent answer among the survey respondents – except for persons on 'forskerveordningen' – was that they expect to stay in Denmark for as long as they can. The second most popular response was expecting to stay in Denmark for a few more years. Only five respondents said that they wanted to leave as soon as possible.

Of the highly qualified foreign workers who immigrated in 2008, less than 50% still had an income in Denmark after four years⁶. This can be seen as a proxy of them still being in Denmark. Furthermore, only 20% still have an income in Denmark nine years after moving here.

⁶ Analyse af udenlandsk arbejdskraft, The City of Copenhagen (2019)

Share of highly qualified foreign employees who immigrated in 2008 and still have income in Denmark 1 to 9 years after immigration



Note: Highly qualified foreign labor is defined according to the pay limit on the Pay Limit scheme. Source: Own calculations based on data from the City of Copenhagen (2019).

What companies search for

In a highly globalized world, companies require specialized talent with specific scientific and technological knowledge as well as experience with implementing new technology, leading global organizations, working in large growth markets, and dealing with consumers with other consumption patterns – making the nationality of highly qualified employees secondary.

The scientific literature on the subject seems unambiguous in generally showing a positive relationship between immigration of highly qualified workers and innovation and productivity.⁷ A recent study conducted in a Danish context shows how companies employing foreign experts experience higher productivity growth than companies employing Danish experts.⁸ In addition, companies employing foreign experts start exporting to a larger extent which suggest that the international talent provides useful knowledge on international markets for Danish companies. This seems to confirm of our understanding of international talent having a positive effect on innovation and productivity in companies.

IT and digital competencies are some of the most sought after – by large firms as well as by start-ups. As technological disruption and the digitization wave have inundated all kinds of industries causing a transition from

analogue to digital business models, workers within digital and leadership areas who have experience with similar digitalization positions are in particularly high demand and come at a high price, since Denmark is not the only region lacking this kind of talent.

It is not only established companies moving toward digitalization that search for international talent. Young companies and start-ups based on technological platforms also need IT skills and back-end software engineers.

Experience with commercial functions and global markets

International talent is also in demand for commercial functions across all industries. Many Danish companies have global ambitions and have embarked on a growth journey in new markets in the Asia Pacific and Latin America. They need workers who have experience with major new markets and who can also lead, given the complexity and diversity of global organizations.

Companies recruit international top talent because of competencies and experience that they do not find to the same degree among local talent.

IT AND DIGITAL TALENT IS HARDER TO RETAIN

It varies how long Danish companies think they can retain international talent in Denmark. Some HR directors emphasized that length can be directly linked to 'forskerskattelørdningen'. Also, the content of the job seems to be decisive for the retention time. Some companies point out that international IT and digital talent can only be held for a short time often down to 1.5-2 years. Digital talent has a shorter retention time because these workers are in great demand and define their results in terms of project deliverables. Short term projects, international competition, and fast-moving technology mean that the best employees expect to be challenged and engaged with their work and to be offered new learning opportunities with a higher frequency than ever before.

⁷ Litteraturstudie om virkninger af udenlandsk arbejdskraft, Foged, Hasager and Yassenov (2018); The City of Copenhagen (2019).

⁸ Do Foreign Experts Increase the Productivity of Domestic Firms? Malchow-Møller, Munch and Skaksen (2018).

Why international top talent selects or rejects Denmark as a career destination

Several factors are crucial when a person makes the decision to move their career, family, and entire life to another country for a period of time. Focusing on top talent and STEM specialists as we do in this report, we are dealing with a segment that to a large degree, may pick and choose where they want to work and live.

This is a group of people who are very attractive to companies that require specialized talent with specific scientific and technological knowledge as well as experience with implementing new technology, leading global organizations, working with large growth markets, dealing with consumers with other consumption patterns, etc.

JOB CONTENT IS DECISIVE FACTOR #1 – ESPECIALLY TO TOP TALENT

Judging from the interviews with HR directors and top executives, the most important attraction for international top talent is the career opportunity and the job challenge. As shown in the graph to the right, this is confirmed with regard to the top talent segment of the survey population. The entire group points to career opportunity as a crucial decision driver. Overall, career opportunity is the most important decision driver for top talent.

FINANCIAL COMPENSATION

Especially among the international top talent, the financial compensation of their positions seems to be an issue. Although talents' wages are at the high end, Danish wages are considered low by international standards. Some estimate the salary level in the US to be 30-50% higher than in Denmark.

Some Danish companies are surprised by this fact, but the most experienced companies have learned that you have to pay if you want the top talent. Otherwise they will not come. Recruitment of international top talent is therefore not a saving exercise but the contrary: International top talent is more expensive since these workers often expect a higher salary, and in addition, many of the top talent will also expect extra benefits.

” The transformation and the challenges the company faces appealed to me. It was an opportunity to enter an interesting learning curve.

International top talent

” It was the ‘quality of the opportunity’ that was decisive for me. A combination of scope, scale, the possibility to make an impact and my ability to succeed.

International top talent

From expat contracts to local plus

A few years back, many international talents working in Denmark were offered especially good terms when they moved here. They were hired on so-called expat contracts which were used both for Danes abroad and for foreign workers in Denmark. Such contracts included paid schooling, housing, air travel home, and many other supplements. Now, the companies are becoming more and more selective with the allocation of extra benefits (payment for international schooling, rent, tax advice and general relocation support, etc.).

Today, only top executives get an expat package, and many companies have a variety of contract types with different ‘benefit packages’ that they work with. How much help you get from your company as an international talent in Denmark depends on the seniority of your position (and certainly on your negotiating skills). But the more junior you are, the more you are expected to manage yourself.

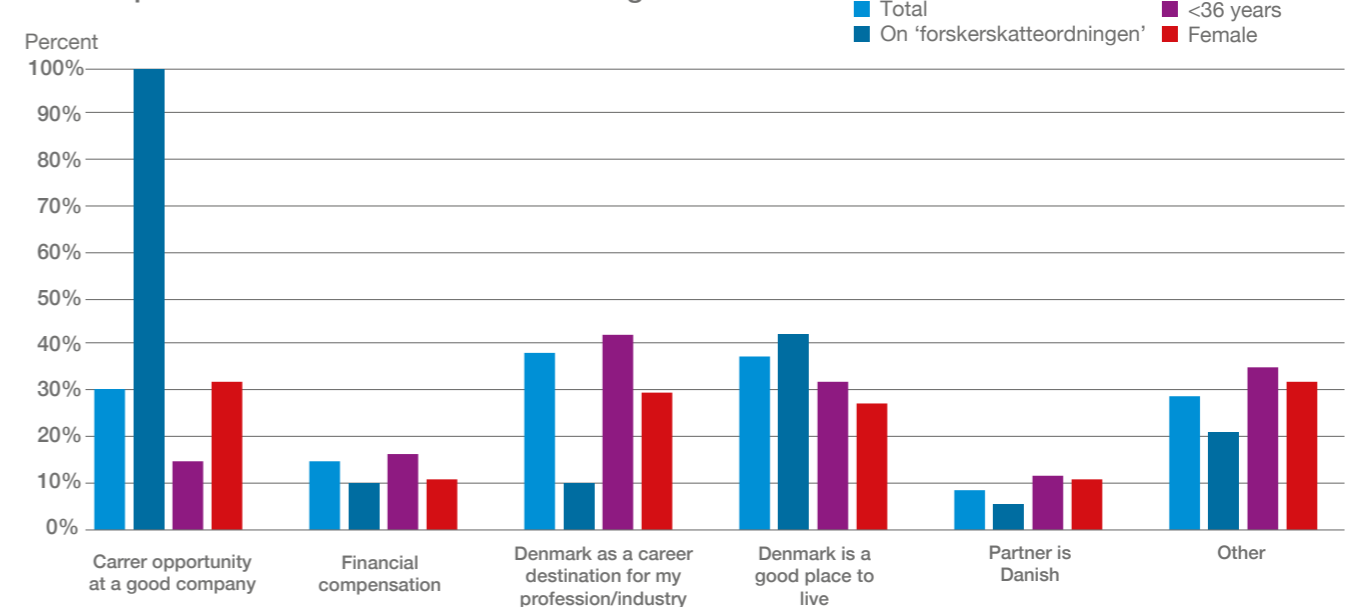
For middle managers and specialists, many Danish companies use a transition period in which international workers

receive some special benefits and are then expected to switch to normal Danish terms. As an example of a transition period, several HR directors mention how their companies use LOCAL PLUS contracts. With these, workers get extra benefits such as 3 months of paid rent, tax advice, other counseling, and a clear message that they are expected to do things themselves subsequently. Many companies want a compensation structure that can accommodate both Danish and international talent. Put differently, more and more of the international talent coming to Denmark need to manage more by themselves.

The smaller or younger companies such as the Science and Engineering start-ups are rarely able to match the salaries of the larger companies. Instead, they search for talents through different recruitment channels and may be able to offer jobs working on the technological forefront and thereby with content, challenges, and responsibilities that are especially appealing to young and ambitious people. Also, it seems that the Danish way of life is a selling point that resonates better with the younger talents.



Most important decision drivers when moving to Denmark



Note: Answers from 101 respondents to the question "What were the most important decision drivers for you when you accepted a job in Denmark?" Respondents were able to give multiple answers. Source: ATV survey

” I have an apartment in Copenhagen, but my family lives in the UK. Normally, I spend 2 days in Denmark, then I go travelling and return to the UK to spend the weekend. Before taking up this position, one serious consideration was how it would be to live apart from my family. But I realized that during many years, I may officially have had my base in the UK, but in reality, I have been travelling so much that I really only was there in weekends.

International top talent

Commuting solutions

In a commuting solution, the talent is ‘resident in Denmark’ but lives and has family in a different country and travels to Denmark every week. While this is an option chosen by some, other companies require international talent to settle in Denmark. Commuting solutions are particularly acceptable if frequent flights over short distances are possible.

Hubs abroad

Many companies see a need for more international talent but do not believe that they can succeed in attracting them to a position and a life in Denmark. They have therefore begun experimenting with new organizational structures and building hubs abroad to attract talent. India has become an important IT hub where several companies have established branches while others have set up their commercial headquarters in London in the expectation that it is easier to attract people with the right commercial skills and industry experience to London rather than to Copenhagen. Whether Brexit is going to change this strategy is currently unclear.

SURVEY The tax issue is especially important to top talent

Only one respondent on ‘forskertskatteordningen’ would have taken their job in Denmark under a normal tax scheme. The answers indicate that since Danish salaries for researchers and key employees cannot compete with foreign salaries, these persons’ stays in Denmark are limited to the 7 years duration of the researcher tax scheme.

” There is no way that I would have come to Denmark without ‘forskertskatteordningen’. But it is only about income tax, and it was a big surprise for me to discover that the tax on ‘capital gain’ is significantly higher in Denmark than elsewhere. It was also a problem that the company/advisers did not know the rules well enough. It was quite late in the process that the limitations of the ‘forskertskatteordning’ became clear to me.

International top talent

TAX – ‘FORSKERTSKATTEORDNINGEN’ IS ESSENTIAL

The ability for international top talent to pay a reduced tax for a seven-year period makes the net salary offered by Danish companies more competitive via-à-vis other international hubs with a lower tax rate. While the salaries which companies offer talent under normal circumstances must compensate for the otherwise high Danish tax rate, ‘forskertskatteordningen’ renders the attraction of international talent more tolerable and appealing. Both our interviewees and survey respondents emphasized the special tax scheme as an absolute necessity going forward, and there is a consensus that the extension of ‘forskertskatteordningen’ from 5 to 7 years has proven to be an important improvement.

Tax advice needed

Tax advice is very important for top executives moving to Denmark. Many come with backgrounds in other important jobs and have had substantial incomes and some have also built up significant personal wealth. It is important for them to receive good advice on the Danish tax system, including on wealth tax, and this information is not easy to access today. An international CEO in Denmark mentioned that the family had 2-3 consultants from an international audit firm for a period of 2 months before they had an overview of their private tax situation.

Expensive to live in Denmark

Many respondents mentioned in the survey that they had heard that Denmark was an expensive place to live which

” I don’t think a CEO should stay in their position for more than 5-7 years. The extension of ‘forskertskatteordningen’ from 5 to 7 years creates a calm framework of 5 years before you start thinking about your next step. When it was 5 years, it implicitly meant that the top executives began considering their next steps after 3 years.

International top talent

SURVEY What are the positive aspects of Danish society?

- In Denmark, I spend less time in traffic and feel safe. And I don't see any political and economic risks. This makes me feel better when thinking about the future.
- Denmark is a very safe country for women to live in.
- Open culture, close to the sea, good social system.
- Quality of life, safe in terms of crime, financially and politically.
- Stable political environment, educated population, excellent location in and around CPH, proximity to many European cities, excellent infrastructure. And summer is great especially after April until late October.
- Strong stable democracy, with a strong social protection net and security.
- The lifestyle, the education system, the people and English as a working language.
- The system, women and LGBT rights, lack of corruption. Great network of bike lanes. Free education and health care for everyone. Cozy country, great for families.
- Work life balance, smart workforce, strong culture, safe environment to raise independent children.
- Denmark offers good work opportunities for me, a good infrastructure and friendly citizens
- High salary, good working environment, work life balance, good education system, safe country and honest people.
- A nice working culture meeting the international standards. A healthy and happy life with peaceful environment.
- High standard of living, safety, work-life balance, shorter office hours, higher number of vacation days, salaries, quality of food (organic is affordable), biking culture, location (many short flights to travel around Europe), little cars and clean air (and "green lifestyle" overall), cultural life in Copenhagen.

was a concern for them when accepting a job in Denmark. Moreover, only a few respondents stated that the offer of a higher financial compensation than in their previous job was an important decision driver when accepting a job in Denmark. The combination of high living costs and the, to some extent, absence of high wages could therefore prove to be a constraint when attempting to attract international talent.

Wages are not the only significant factor that international talent consider when deciding where to work. Our analysis shows that other factors, such as family life, culture, language, working environment, and housing seem equally important for the highly qualified workers.

DANISH SOCIETY

When survey respondents described the positive aspects of moving to Denmark, a substantial number of answers pointed to the cultural and societal circumstances, among these being political and economic stability. The strong social security net overall seems to appeal to the international talent working in Denmark. Furthermore, only a handful of respondents mentioned that being worried about the political system in Denmark was a concern when moving here.

Work-life balance

Our analysis draws attention to the Danish culture as an important factor for international talent when they are deciding whether to move to Denmark. What makes this aspect unusual in this context is how the Danish culture is both a barrier to and a driver for international talent, depending on which features of the culture are highlighted.

The work-life balance deeply rooted in Danish culture is a quality about working in Denmark that several respondents stated when asked about the positive aspects of moving to Denmark. Flexible working hours and more leisure time are important privileges for international talent who also appreciate being able to spend time on recreation. Several respondents emphasized how they in Denmark can learn how to balance life and work.

But there is a flip side to the coin as well. One top talent mentioned that in a company crisis, the international employees showed more flexibility and commitment than the Danes. International talent fits life around work, whereas Danes tend to fit work around life – and that may be a challenge seen from a company and management perspective.



INTERNATIONAL SCHOOLS

There are 10 international schools in Copenhagen and the surrounding area which admit students ranging from the age of 3 years up to and including high school. Most of the schools teach in English. In addition, there are some German and French schools. Common to all international schools is that there is a tuition fee. However, there is a big difference in the monthly payment. The international school in Nordhavn has a monthly payment of 13,750 DKK, while the cost of the other schools is on a par with other private schools and fluctuates between 2,050 DKK and 3,700 DKK in monthly payment. Compared to cities such as Hamburg, Stockholm, and Amsterdam, the average price in Denmark is lower. However, the price of the international school in Nordhavn is considerably higher than the average in the other cities.

Source: The City of Copenhagen (2019).



FAMILY LIFE

The welfare of the entire family and the trust that you will be able to provide an excellent education for your children are key when deciding whether to relocate. The presence of international schools is crucial to attracting top talents with school-age children to Copenhagen. Often, they have lived in different countries and their children are already part of the international system.

Several HR directors shared experiences of failed recruitments due to access to international schools of adequate quality.

The establishment of the international school in Nordhavn is regarded as a major step forward, as the school is seen as a great quality boost which can now compete with the international schools in other countries. The international schools play an important role in social integration, being the 'door' to the international environment in Copenhagen. International families without children therefore have more difficult access to social integration in the international environment.

Apart from schooling conditions for the children of international talent, the possibility of spouses being able to find a job locally similarly seems to be a barrier to attracting and retaining international talent.

Lack of spouse jobs may obstruct recruitment and retention

Findings jobs for spouses is a challenge that HR directors, top talents interviewed, and many of the survey respondents point to. This is especially a problem for the younger and female talents, as they often have dual-career families. The male top executives often have spouses who do not work. Many of the HR directors interviewed for this report have found that a recruitment has not panned out because the family or partner was not happy in Denmark. The companies see and recognize the challenge of lack of spouse programs but are only able to solve this problem to a limited extent.

An analysis by DEA⁹ addresses this caveat first by showing an increase in the number of highly qualified workers bringing their partners since 2003. Second, they show how a much larger proportion of workers remigrate out of Denmark during the first years if they do not have a partner in Denmark. Third, their partners having a job in Denmark has a positive effect on how long they stay here. This means that it is much easier to keep international talent in Denmark when their partners have jobs.

LANGUAGE IS A BARRIER

Many international workers perceive the Danish language as an important barrier in social integration. Danes speak English very well but often prefer to speak Danish when there are other Danes in the room. As a result, they exclude international people from the dialogue. This applies primarily to the informal and social spheres and not to working life as much communication takes place in English in Danish companies. The largest Danish companies have clear language policies requiring that all internal communication (including internal emails) be written in English; however, many Danish companies have not taken an active stance on this.

One exception, however, is the younger tech start-ups. The companies that ATV interviewed for our growth layer analysis noted that Science and Engineering start-ups are characterized by being "truly born globals". Not only are the tech-driven start-ups oriented to international markets, but their staff is also characterized by having a very diverse and international composition from day one. Contrary to many of the bigger Danish companies, the start-ups do not need to change their culture or recruitment strategy to recruit international talent and thereby reap the rewards which a diverse and internationally composed group contributes with. Their biggest challenges are often holding onto employees when the big companies with big paychecks spot the talent pools that the start-ups comprise.

SURVEY Top talent brings children

90% of the respondents eligible for the 'forskerteordning' (top talent) had children, while only 1 respondent among the STEM talent younger than 35 had children, hence their considerations before moving to Denmark or when deciding to stay or leave are quite different. The senior talent and top executives seem to have a larger requirement for world-class international schools in the city where they choose to work.

SURVEY Happy wife, happy life

Of the survey respondents having a partner in Denmark, their partners seem generally to be satisfied living here. In spite of this, several respondents express difficulty for their partners to find a job here.

⁹ Højtuddannet arbejdskraftindvandring i Danmark, DEA (2018)

EXPAT INSIDER PILLAR RANKINGS, NORDIC COUNTRIES

Country	Overall ranking	Quality of life	Ease of settling in	Working abroad	Personal finance	Cost of living	Family life
Finland	19	8	51	16	42	48	1
Norway	35	20	54	6	55	60	6
Sweden	44	29	57	14	46	50	2
Denmark	48	25	63	21	51	63	10

Expat Insider 2019, InterNations (2019)

SOCIAL INTEGRATION

Social integration into Danish society is also a challenge. Danish culture is experienced as much more divided between private life and working life than in other countries. In most Danish companies, spouses and families are not invited to Christmas parties and you do not know each other's children as you typically do for example in the US. Danish companies are aware of the problem but engage in facilitating social integration only to a limited extent; rather, they leave this to the international workers themselves. The exception is some of the start-up companies interviewed for the ATV's growth-layer analysis, which take a more active role in social integration. Several of them plan monthly events and offer language classes that are partially integrated into working hours and also open to spouses.

The Expat Insider 2019 report¹⁰ concludes much along the same lines and states in its report that despite affordable child care and education and an amazing environment and a great work-life balance, expats in the Nordic countries are far from happy and are suffering from social isolation. In a comparison with 64 countries, Denmark ranks overall as number 48 and places at number 63 with regard to "ease of settling in." Denmark places last compared to the other Nordic countries.

Do you need to be native to gain access to important networks?

Several international top talents note that local networking is very important in Denmark and more important than they have experienced in other countries. They also note that it is difficult to become fully integrated into this. Danes are perceived as sweet and polite and, yet, relatively closed to new international friendships. Danes are not seen as worse than many other nationalities, but the difference is that Denmark has a smaller critical mass of other international talent. It can therefore be lonely to live and work in Denmark because it takes time to make friends and acquaintances.

Copenhagen: A buzzing metropolis?

The international community in Denmark has grown in recent years. Most international talent lives in Copenhagen where the international community has a certain volume. But Copenhagen remains smaller than other talent hubs in the world, such as London, Zürich, Boston, and Amsterdam. The presence of a critical mass of talent in the international community is important. International talents want to live in cities that are international and open to newcomers. Copenhagen therefore has an advantage over other places in Denmark, although it lags behind other talent hubs in the world.

SURVEY Social integration is hard

The individual comments in the ATV survey clearly point to social integration as something on talents' minds in their decisions of selecting or rejecting Denmark as a career destination. Several comments emphasize the need for integrating internationals into the community if we want them to stay.

SURVEY Language is a concern

Two-thirds of respondents said that not speaking the language was a concern or made them hesitate before moving to Denmark, making it the most salient concern overall.

¹⁰ Expat Insider 2019, InterNations (2019).



” Denmark should offer free Danish language classes for certain expats that they want to stay here. Although the cost of living is very high here, I could be enticed to stay longer if I spoke Danish.

Survey respondent

” All Danes speak English very well, but you lose something if you don't understand Danish. It doesn't affect the day to day, but in the social contexts.

International top talent

IS DENMARK AN ATTRACTIVE CAREER DESTINATION?

The answer to this question depends on whom you ask. Denmark places number 48 out of 64 destinations on the Expat Insider 2019 ranking. Expats in Denmark struggle with settling in and making friends with locals. And Denmark ranks number 63 on the two pillars: *Ease of settling in* and *Cost of living*.

In contrast, Denmark comes out number 5 on the Global Talent Competitiveness Index.¹¹ In this index of 68 variables, Denmark especially stands out positively when it comes to enabling and retaining talents. This comprehensive study is concerned with talent in general – not only the international kind. And Denmark scores its lowest rank and places number 17 when looking at the 'attract' pillar.

Furthermore, the competitiveness report includes an index for cities. Here Copenhagen ranks second only to Washington D.C. This is an outstanding ranking and underlines our point that the capital plays a vital role in the Danish struggle to attract and retain foreign talent. However, the ranking does not seem to match the findings from our survey and interviews. Here, respondents point to cities such as Zürich, London, and Amsterdam as more appealing to international talent, and although Copenhagen has many strong points, it has not stood out as a top contender in an attractiveness ranking. Oslo that places third was never mentioned as an attractive metropolitan area, whereas Stockholm that does not make the top ten

list, is the Nordic capital mentioned most positively by survey respondents and interviewees in our study. Our guess is that the truth lies somewhere between the two, and that much can be done to make Denmark more attractive to international talent.

GCTCI CITY RANKING

1	Washington D.C.
2	Copenhagen
3	Oslo
4	Vienna
5	Zürich
6	Boston
7	Helsinki
8	New York
9	Paris
10	Seoul

Note: GCTCI = Global City Talent Competitiveness Index.
Source: *The Global Talent Competitiveness Index 2019*, INSEAD, the Adecco Group, and Tata Communications.



Conclusions

International top talent is an essential key ingredient if Denmark is to fulfil its potential as a leading Science and Engineering region. Our analysis concludes the following points.

STEM specialists and IT profiles are in very high demand

International STEM specialists and IT talents are highly appreciated by the Danish Science and Engineering companies for which the ability to attract international talent is an absolute prerequisite for success. Their demand is not met by the talent available in the Danish talent pool. Engineer the Future¹², an alliance of tech companies, educational institutions, and organizations, estimates that today, Denmark is already short of more than 5,000 STEM profiles. The alliance predicts that by 2025, Denmark will be short of 10,000 STEM candidates. This number is dwarfed by a recent estimate made by McKinsey & Co and the Innovation Fund Denmark. Their report *An AI Nation?* focuses solely on AI talents¹³. They find that the demand for AI specific skills in Denmark has grown by more than 20% annually over the past decade. Today 51% of the major Danish companies say that a lack of talent is a key barrier to implementing AI. Of Danish AI start-ups, 35% agree that lack of talent is the biggest barrier to working with AI. And the report estimates that by 2030, Denmark will face a talent gap of between 20,000 and 80,000 people.

No matter the uncertainty about the specific number of talents lacking by 2030, it is certain that Denmark will be short of talent with STEM, IT, and AI competencies which are absolutely key for Danish Science and Engineering companies.

More and more Danish companies are choosing foreign top managers

It is not just STEM profiles and people with AI skills that companies look for. Over the past few years, we have seen a significant increase in companies with foreigners at the top management level. Foreign top talent brings diversity of thought, experience with transformation processes, and knowledge of new markets; these are competencies which are not sufficiently found in Denmark and although they are absolutely crucial if one is to succeed in global and highly competitive markets.

A diverse talent pool

According to the ATV survey, most STEM talents are male and married/living with partner. The STEM talents on 'forsk-skatteordningen' are relatively mature talents (46 years old or more) and typically married with children. However, many STEM talents in Denmark are less than 36 years old and single with no children. Top STEM talents on 'forsk-skatteordningen' work in leadership positions across the life-sciences and technology industries whereas the majority of younger STEM talents work in technology- and communications-related industries and in specialist positions. The diversity in the talent pool encompasses individual variations in important factors when talents decide where to work.

GLOBAL TALENT COMPETITIVENESS INDEX PILLAR RANKINGS

GTCI ranking	Country	Enable	Attract	Grow	Retain	Vocational and technical skills	Global knowledge skills
1	Switzerland	2	5	2	1	1	4
2	Singapore	1	1	11	26	7	1
3	United States	4	14	1	13	2	3
4	Norway	7	13	5	2	5	13
5	Denmark	3	17	6	4	10	7
6	Finland	14	15	4	5	4	15
7	Sweden	10	10	7	6	11	10
8	Netherlands	13	16	3	7	6	17
9	United Kingdom	9	9	9	11	27	5
10	Luxembourg	17	2	19	8	26	9

Note: GTCI = Global Talent Competitiveness Index.
Source: *The Global Talent Competitiveness Index 2019*, INSEAD, the Adecco Group, and Tata Communications (2019).

¹¹ *The Global Talent Competitiveness Index 2019*, INSEAD, the Adecco Group, and Tata Communications (2019).

¹² *Prognose for STEM-mangel 2025*, Engineer the future (2018).

¹³ *An AI nation? Harnessing the opportunity of artificial intelligence in Denmark*, The Innovation Fund Denmark and McKinsey & Company (2019).

Realistically it is easier to network and build social activities around other expats. Most Danes have well-established social lives and prefer to speak Danish. But most people I know do not find it easy to speak Danish (even those who have completed language courses). You therefore need to improve and enhance the social infrastructure for internationals.

Survey respondent

Global citizens

STEM talents have extensive international experience before they arrive in Denmark, both in terms of the number of countries they have lived in and the number of years they have lived abroad. This tendency is stronger the more senior the talent. 17 out of 19 top talents on 'forskerskatteordningen' did not live in their home country before moving to Denmark, and 12 out of 19 have lived more than 5 years outside their home country prior to arriving in Denmark. Nearly all talents on 'forskerskatteordningen' expect to relocate again during the next 10 years whereas younger STEM talents are more committed to staying in Denmark.

Most STEM talents are open to considering a future in Denmark, but there are important differences as to how they see the likelihood of this happening. A considerable number of young and female talents invest time in Danish lessons and expect to or hope to build a future in Denmark. However, the top talent on 'forskerskatteordningen' is more skeptical. They are open to considering a future in Denmark, but not on a normal tax scheme.

Copenhagen is the center of attention

Over the past ten years, Denmark has been able to attract more and more highly qualified labor from abroad. Copenhagen is a strong magnet accounting for the majority of the increased influx of international talent to Denmark. Hence, Copenhagen has grown into a metropolis offering a rich cultural scene and a growing international community.

Career opportunity is the principal decision driver

STEM talents move to Denmark because of the specific career opportunity and less for the country, although younger and female talents consider Denmark as a good career destination that can compete with other attractive destinations like the US, Germany, the UK, Switzerland, and Canada. However, senior STEM talents on 'forskerskatteordningen' are considerably more skeptical regarding Denmark as a career destination and have a clear preference for the US, the UK, Switzerland, and Germany. Yet, most talents from the ATV survey are overall happy with living in Denmark.

World-class socioeconomic conditions

Among the positive aspects of living in Denmark, the clean environment, the appropriate work-life balance, and the stable political environment are noticed by international talent. As a result, international talent is more attracted to settling in Denmark than otherwise. However, Denmark could harness the potential of branding itself on these points even more.

Concerns about living in Denmark

In regard to moving to Denmark, all STEM talents are concerned about the language barrier and the cost of living, and many international STEM talents highlight access to and the cost of housing as a particular challenge in Copenhagen.

Some talents are challenged by the extensive degree of digitization in their contact with public authorities. This is a new experience for many who need to learn how to use Nem ID or E-box, for example. To others, the digitization is in itself a selling point and strong a feature when considering Denmark; they see Denmark as a digital forerunner in areas such as payments, smart cities, mobile consumption, parking apps, etc.

Too much hassle

International talents are expected to establish themselves at several public bodies upon their arrival in Denmark. The systems are not sufficiently coordinated. International talents coming to Denmark from countries outside the EU meet great difficulties in obtaining marriage certificates and driving licenses, etc.

Tax is a serious concern

For STEM talent on 'forskerskatteordningen', tax is a serious concern. Most talent on the reduced tax scheme would not have accepted their current job in Denmark without it and they are not likely to stay once it expires. The extension of the 'forskerskatteordning' from five to seven years is seen as a crucial improvement. In sum, 'forskerskatteordningen' is absolutely essential in order to attract top talent.

Moreover, 'forskerskatteordningen' is critical to accessing this talent base. It brings Denmark on par with other talent hubs in terms of tax on income but not in terms of other career opportunities and perceived standards of living.

Tax is also a concern for younger talent who are not on the 'forskerskatteordningen' and the request for guidance and advice on the tax system is persistent.

Danish salaries are low by comparison

Especially among the top international talent, the financial compensation of their position seems to be an issue. Danish wages are considered low by international standards. Some estimate that the salary level in the US is 30-50% higher than in Denmark.

Danish language is a prerequisite for integration

Even though most Danes speak English and language not being a problem in professional relations, the Danish language remains a huge barrier for integration into social spheres of

Danish society. The Danish language is perceived as a barrier by both top talent and STEM talent, and language classes are in high demand.

Also, a substantial part of our respondents point to the fact that communication with public authorities, banks, and the healthcare system is in Danish by default.

Denmark is a networking country

Social integration into the Danish culture is experienced as being very difficult. This is a common opinion shared by the STEM talents as well as the top talents. Denmark is seen as a networking country where you cultivate friendships formed in early adulthood or long-time professional relations, and entering such networks is found to be difficult. Hence, a diverse and vibrant international community is very important for international talent to thrive in Denmark.

Lack of spouse jobs

Findings jobs for spouses is a challenge that HR directors, top talents and many of the survey respondents point to. This is especially a problem for the younger and female talent, as they are often part of dual-career families. If more talent have working spouses here, Denmark can more realistically retain them for longer.

International schools

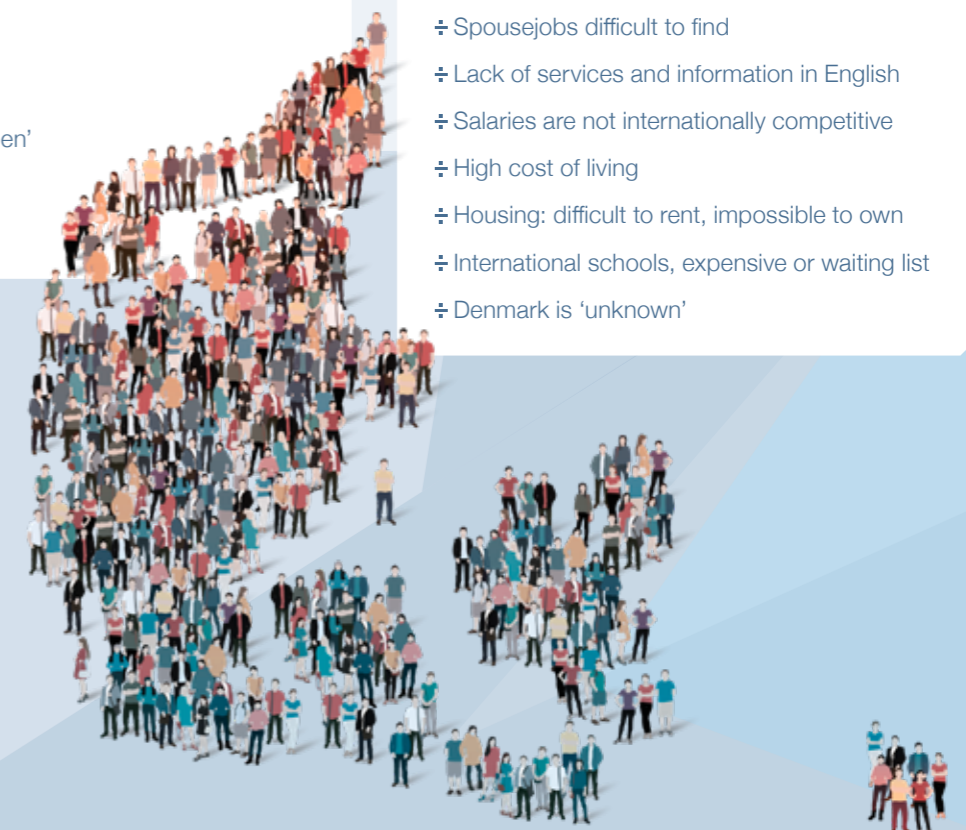
The availability and standard of the international schools is another area where much has changed. The international school in Nordhavn – albeit expensive – meets the demands from international families with children already engaged with an international curriculum, and it is a strong feature that the school offers 12-year programs. However, the tuition fee is quite steep and not an option for many STEM talent under regular conditions.

ON THE PLUS SIDE

- + Clean environment
- + Stable political environment
- + Safe and secure
- + Highly digitalized
- + Work-life balance
- + Healthcare system
- + 'Forskerskatteordningen'
- + High quality of life
- + Good working culture

ON THE MINUS SIDE

- ÷ Difficult to form friendships
- ÷ Language is excluding – even though everybody speaks English
- ÷ The tax system
- ÷ Spousejobs difficult to find
- ÷ Lack of services and information in English
- ÷ Salaries are not internationally competitive
- ÷ High cost of living
- ÷ Housing: difficult to rent, impossible to own
- ÷ International schools, expensive or waiting list
- ÷ Denmark is 'unknown'





Recommendations

Denmark's competitiveness depends on the success of the Science and Engineering companies. We know that the S&E companies have a substantial impact on the economy and that they account for a very significant part of Danish jobs, exports and GDP¹⁴. These are companies which create the foundation for the prosperity and welfare we have today. It is imperative that they succeed in gaining access to the talent, skill, and experience needed to compete in a global market.

In Denmark, we cannot become self-sufficient or educate enough people with the right competencies at the pace at which the companies need them. It is a challenge of scale that we cannot realistically meet. However, the matter of quality is just as pressing. Top international talent brings experience, competencies, and diversity of thought. We are not the only country with a need for such competencies. The war for talent is fierce and we need to strengthen our efforts in turning Denmark into an attractive career destination for international top talent and STEM specialists.

We list five recommendations that contribute to attracting and retaining talent to Denmark.

- 1** **Strengthen Copenhagen as a metropolis**
Copenhagen is the talent magnet in Denmark. Copenhagen plays a special role, and it is important that we have a lively capital with a rich and varied cultural life with access to housing and international schools and with an airport that has frequent and direct connections to other hubs and leading Science and Engineering regions.
- 2** **Companies need to take more responsibility**
There are several key actors who can contribute to strengthening the international community. Companies play an important role and should cooperate to a greater extent in order to make an extra effort to attract the talent needed. Companies should join forces to develop a joint talent program or collaborate on offering spouse jobs, language classes, and events for international employees.
- 3** **Onboarding of international talents in Denmark is fragmented**
There is a lack of overall coordination for international talent arriving in Denmark. There are various agencies that solve different problems, but there is no place where

international talent can go and find answers and guidance on basic questions. Many international talents point out that they feel "on their own" when they need to find out the basics about healthcare, insurance, access to a doctor, use of public transportation, driving license, tax returns, banking conditions, etc.

- 4** **Better branding of Denmark**
A more targeted, coherent, and coordinated marketing of Denmark is needed. Denmark can be marketed as a talent hub that provides the good life, an appealing social model, security, nature, a clean environment, health, a rich cultural life, an excellent food scene, etc. Denmark is one of the world's most digitalized countries. Therefore, Denmark should be branded as a digital forerunner. Similarly, Danish strengths within clean tech and environment technology should be highlighted. These would be compelling selling points for the STEM talent which Science and Engineering companies so fiercely compete for.

It is an unknown fact that many of the great Danish companies are indeed Danish. Denmark is not marketed as a coherent Science and Engineering region with intertwined industries and there might be an untapped potential here. The Danish educational system with free universities and educational support (SU) is also a positive and underrated selling point to international families. Finally, the Danish diaspora can be used more proactively as a recruitment source and as an ambassador for Denmark.

- 5** **Turning Denmark into an attractive career destination for international talent should be top of mind with all key actors**
The questions are: Who will solve the challenge of proactive marketing and better communication? Can current organizations support the effort? Greater Copenhagen attracts a lot of international talent, and the City of Copenhagen has a special interest in and role to play in welcoming and onboarding international talent. The International House makes a great effort to fulfill that role. But one can ask whether even more forces are needed.

It is important not just to see the question of the ability to attract international talent as a matter of importance to certain regions: It is crucial for all of Denmark. And attracting international talent is not just a matter of labor policy, but even more a matter of business policy.

On ATV's part, we wish that branding Denmark as an attractive career destination for foreign talent becomes top of mind in Danish politics, and that key actors engage more in branding Denmark in a coordinated way.

¹⁴ Danmark som Science & Engineering-region, ATV (2019)

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KEA – Copenhagen School of Design and Technology
KU – University of Copenhagen
RUC – Roskilde University
SDU – University of Southern Denmark
Via University College

Organizations

The Danish Confederation of Professional Associations
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Danish Metalworkers' Union
Danish Regions
DIP – The Danish Pension Fund for Engineers
FA – Danish Employers' Association for the Financial Sector
FRI – Danish Association of Consulting Engineers
GTS – Danish Research and Technology Organisations
IAK – Industriens Arbejdsgivere i København
IDA – The Danish Society of Engineers
Danish Agriculture & Food Council

Public authorities and institutions

Danish Patent and Trademark Office

Foundations

The Danish Industry Foundation
Innovation Fund Denmark
Otto Bruuns Foundation

Appendix:

List of persons interviewed

HR directors

Michael Almer, Senior Vice President, HR & Communications
Jakob Lyngsø Andersen, Director, Human Resources Europe, Middle East & Africa
Ulf Hahneemann, CHRO, A.P Moller - Maersk
Elise Hauge, SVP, Chief Human Resources Officer, Simcorp
Adam Jones, Talent Attraction - R&D at Unity Technologies | Nordic Talent Ambassador
Maj-Britt Maltesen, Vice President, Corporate HR at Carlsberg Group
Maria van der Noordaa, VP, HR Group Functions at Carlsberg Group
Mogens Raun, Head of Global Talent Management, LEGO
Johnny Schaadt, VP, HR, TDC NetCo

Top executives

Adam Banks, Chief Technology & Information Officer, Maersk
Deborah Dunsire, CEO, Lundbeck
Amy Herbert, Deputy CEO, Haldor Topsøe
Mauricio Graber, CEO, Chr. Hansen
Andreas Pfisterer, Senior Executive VP, NetCo, TDC

Science and Engineering start-ups

Niels Buus, CEO, GomSpace
Jacob Høy Berthelsen, Co-founder and health care director, Enversion
Mikkel Hippe Brun, SVP, Tradeshift
Michael Grunkin, Co-founder and CEO, Visiopharm
Jonas Møll, Co-founder and CEO Vital Beats
Erik Mejdal Lauridsen, Founder and CEO, Xnovo
Niels Jensen, Founder and CEO, Freesense
Peter Holme Jensen, medstifter og CEO, Aquaporin
Mathias Gredal Nørvig, CEO, SYBO
John Erland Østergaard, CTO, Blue Ocean Robotics

Central stakeholders

Michael Ryan Andersen, Head of Internationalization, Tourism, and Citizenship, The City of Copenhagen
Mette Foged, Asst. Prof., University of Copenhagen
Thomas Jakobsen, Director, Culture and Leisure Management, The City of Copenhagen
Nikolaj Lubanski, Director, Talent Department, Copenhagen Capacity
Linda Duncan Wendelboe, DI Global Talent

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