

COPENHAGEN
CAPACITY



Make Copenhagen your personal business

Strategy for attracting and retaining
more talented internationals in the
Copenhagen Region 2014-2017





Ambitious talent strategy for the Copenhagen Region 2014-2017

The development of this strategy for attracting and retaining more international talent in the Copenhagen Region has been initiated and managed by Copenhagen Capacity - the Copenhagen Region's official organisation for investment promotion and regional development.

The strategy is one of the deliverables under the Copenhagen Talent Bridge project funded by the European Union through the European Social Fund and Growth Forum Capital Region.

Copenhagen Capacity offers to guide the implementation of the initiatives in this strategy in close collaboration with all relevant and interested parties.



Preamble

Copenhagen is committed to talent. We know that our companies, universities and our society thrive when we have talent from all over the world living in our capital region. This is why we have developed this strategy; to let the international talent know that we are prepared to do our outmost for them to be able to pursue an attractive international career in Copenhagen.

As regional talent stakeholders, we are well aware that talented professionals have many choices and that the international competition for their attention is fierce. This is why we have have developed an offer, which we believe will be difficult to refuse.

In Copenhagen, you will find a job and a career within world-leading companies and universities. You will have the opportunity to live in a city voted the world's cleanest, safest and most liveable year after year. Furthermore, you will find a society that invites you and your family to participate actively in creating the life you desire.

Still, we can and will do even more.

Therefore, we have joined forces in developing this strategy for attracting and retaining more international talent to the Copenhagen Region. The strategy contains 10 concise initiatives that we – as regional talent stakeholders – can implement ourselves to improve the opportunities for talented people from all over the world.

It is a strategy for people choosing to empower their careers by relocating to Copenhagen and for those of us, who will make sure this happens.

Charlotte Mark
Managing Director at
Microsoft Development
Center Copenhagen

Thomas Bjørnholm
Prorector for Research
and Innovation at
the University of
Copenhagen

Claus Lønborg
Managing Director at
Copenhagen Capacity



Copenhagen through the eyes of a skilled international



Name: Faustino Manso
Age: 40
Nationality: Spanish
Education: Master's degree, PhD and two postdocs. Currently studying for an executive MBA.
Company: GEO in Kgs. Lyngby, Copenhagen
Position: Marine Geophysical Survey Team Leader/Senior Project Manager
Career: Second time in Denmark. Has also worked in Spain, the Netherlands, Germany, Italy, Norway, the United Kingdom and Sweden.

“

Denmark is a great place to start and empower your career because the entry level conditions are so good. You get a lot more freedom and responsibility early on. Something you might not get in another place. And once you climb the professional ladder the opportunities are really good. I certainly enjoy working here.

And it really helps that the working conditions are so good and flexible. I have no problem matching a great career with a rich personal life. Copenhagen is simply a great place to live. You are able to have a nice life up here and the society is healthy and clean – and safe!

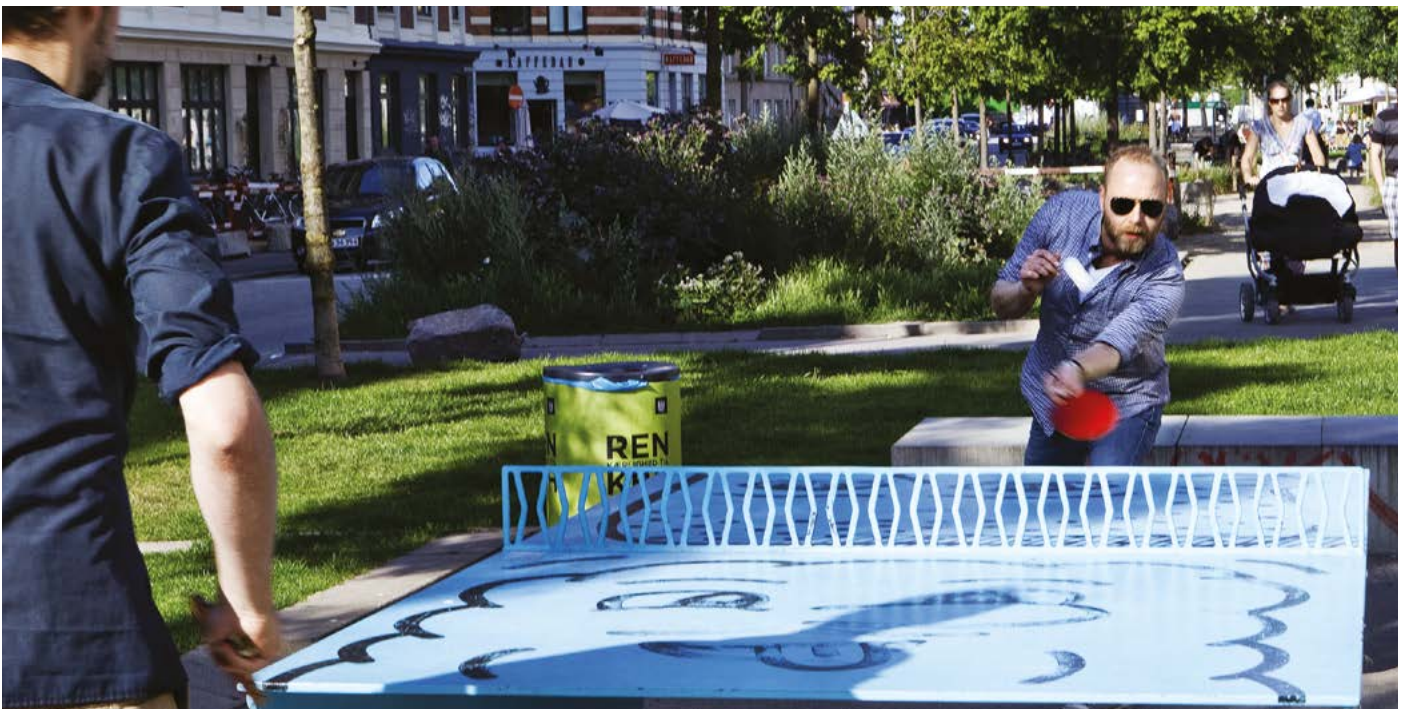


Table of contents

Ambitious talent strategy for the Copenhagen Region 2014-2017	2
Preamble	3
Table of contents	5
We want to attract, nurture and retain you – making you feel welcome in Copenhagen	7
The 10 initiatives in brief	8
Copenhagen is committed to talent	10
We will make you an offer you cannot refuse	11
INITIATIVES	
We will guide you to job openings in Copenhagen	13
We will empower your career in Copenhagen	14
Copenhagen will win you over	15
We will expand your opportunities in Copenhagen	16
We will make it easy getting information on Copenhagen	17
We will persuade you to return to Copenhagen	18
We will provide you with resources	19
We will give you a key to our culture	20
We will make relocating to Copenhagen easy	21
We will make your voice heard	22
The implementation process	24
The development of the strategy	25
Strategic objectives 2014-2017	26



“You” is in the heart of our vision for Copenhagen as the most desirable career destination in the world. Copenhagen is to you what Copenhagen is to the locals: The most liveable capital in the world!





We want to attract, nurture and retain you – making you feel welcome in Copenhagen

If you were not aware of it already, Copenhagen and the entire country is committed to talent!

In 2013, the renowned INSEAD business institute ranked our ability to attract, nurture and retain talent as being one of the best in the world. According to INSEAD it is not a coincidence that our enterprises and higher education institutions are world leaders in their particular fields of business and research as we constitute the third most qualified labour force in the world¹. Of course, Copenhagen is much more than groundbreaking cleantech solutions, modern designs and award winning ICT solutions. Nevertheless, it demonstrates what we – the professionals, researchers and students living in the most liveable capital in the world – are capable of doing when we put our heads together.

As a city, Copenhagen offers exciting and challenging career and educational opportunities in both large companies and small and medium-sized enterprises (SMEs) as well as at the universities. Whether you are an international professional, researcher, student or accompanying partner, we want to make you an offer you cannot refuse and persuade you to pursue your career with us.

We want you to make Copenhagen your personal business.

12

members of
the regional
strategy group

The members of the regional strategy group

- Mrs. Charlotte Mark, Managing Director at Microsoft Development Center Copenhagen (co-chair)
- Mr. Thomas Bjørnholm, Prorector for Research and Innovation at the University of Copenhagen (co-chair)
- Mr. Leif Fenger Jensen, Corporate Vice President at Novo Nordisk
- Mr. Niels Henrik Rasmussen, serial entrepreneur and co-founder of Secunia
- Mrs. Sofia Osmani, Mayor of Lyngby-Taarbæk Municipality
- Mr. Søren P. Rasmussen, Former Mayor of Lyngby-Taarbæk Municipality
- Mr. Jesper Würtzen, Mayor of Ballerup Municipality
- Mr. Claus Juhl, CEO at City of Copenhagen
- Mr. Søren Hartz, Director at the Capital Region of Denmark
- Mrs. Charlotte Rønhof, Vice President at the Confederation of Danish Industry – DI
- Mr. Carl Aage Dahl, CEO at the Danish Society of Engineers – IDA
- Mr. Claus Lønborg, Managing Director at Copenhagen Capacity

¹ INSEAD; The Global Talent Competitiveness Index; 2013



The 10 initiatives in brief

In this document you will find 10 ambitious initiatives. 10 initiatives that we, as regional talent stakeholders, believe will improve the opportunities in our Capital Region for international talent. Here is a brief overview:

Initiative 1 – We will guide you to job openings in Copenhagen

With the Cluster Career Portals we will create a one-point-of-entry to all career opportunities in our strong regional clusters. Finding the right job in exciting business sectors has never been easier.

Initiative 2 - We will empower your career in Copenhagen

With the Cluster Campaigns we will ensure that the passive jobseekers are exposed to the many opportunities our strong regional clusters have to offer.

Initiative 3 - Copenhagen will win you over

With the Plug 'n' Play CPH marketing texts we will ensure that the reasons our international talent have for choosing Copenhagen are exposed to our future international talent.

Initiative 4 - We will expand your opportunities in Copenhagen

With the SME Referral Programme we will bridge the gap between international talent and regional SMEs and make even more job and career opportunities available to international talent.

Initiative 5 - We will make it easy getting information on Copenhagen

With the Information Fast Track package we will make it easier for international talent to make an informed decision on choosing Copenhagen as their next career and living destination.

Initiative 6 - We will persuade you to return to Copenhagen

With the Return to Copenhagen initiative we will gather existing offers and develop new services so that returning to Copenhagen becomes the obvious choice for international talent.

Initiative 7 - We will provide you with resources

With the Copenhagen Talent Charter we will develop guarantees to the international talent and their accompanying families such as job interviews for accompanying spouses and international students.

Initiative 8 - We will give you a key to our culture

With the Copenhagen Season Pass we will provide international talent with an inexpensive access to the sports clubs and cultural activities in the Capital Region.

Initiative 9 - We will make relocating to Copenhagen easy

With the accommodation and housing initiative we will improve upon existing accommodation options and develop and deliver new types of flexible housing possibilities for international talent.

Initiative 10 - We will make your voice heard

With our Expat Panel and Copenhagen Talent Summit we will make sure that the needs and wishes of the international talent is kept firmly on the national agenda.

We invite you to read on and join us, when we start building for tomorrow's Copenhagen.



Copenhagen is committed to talent

We are committed to talent and we have come a long way in recent years in making it more attractive for international talent to work, study and live in Copenhagen. This continued focus has already made it considerably easier for you to say “Yes” to Copenhagen.

Today you can already enjoy services such as:

- **International House Copenhagen**

International House Copenhagen is a public-private partnership ready to help you settle in Copenhagen. Here you can get assistance with your paperwork, job searching, networking and much more. In short, they will make the experience hassle-free and easy!

Visit ihcph.dk for information on what International House Copenhagen can offer you.

- **Study in Copenhagen and give your career a head start**

Higher education in Copenhagen and Denmark is free of charge for students from the EU/EEA and for students participating in exchange programmes. For other students, annual tuition ranges from €6,000 to €16,000. A number of scholarships and grants are available from higher education institutions and from public-funded schemes.

Visit studyindenmark.dk for information on studying in Copenhagen and Denmark.

- **Learn Danish for free**

Once you have moved to Denmark and registered as a new resident, contact your local citizens' bureau and ask about language courses provided by the municipality in which you live. Programmes are free of charge if you match the requirements.

Visit cip.ku.dk to find more information on learning Danish for free.

- **Expat in Denmark**

The aim of Expat in Denmark is to make Copenhagen and Denmark a more attractive place to work, live and stay. By setting up and maintaining national, regional and local expat networks, we add value to the companies that hire international talent as well as benefitting their families.

Visit expatindenmark.com for more information on Expat in Denmark.

This is only a small selection of the many services Copenhagen has to offer.



We will make you an offer you cannot refuse

Dear talent

We have focused on identifying and developing targeted solutions to the challenges that the region is facing and the challenges that we are able to address at the regional level. However, we believe that we must not wait for others to take action as we – who are among the most influential representatives from the companies, higher educational institutions, public authorities and other stakeholders – have the ability to improve on what we have to offer you.

The 10 initiatives presented here – ranging from attracting, receiving and retaining you and other international professionals, researchers, students and accompanying partners – share the fact that we can realize and implement them ourselves within the region.

Dear collaborator

Each initiative will be championed by a select group of initiators and also supported by selected contributors. But this strategy is not a final document. It is an open invitation to all the companies, public authorities, higher educational institutions and other regional stakeholders to join us in creating an even more attractive value proposition for Copenhagen.

It is an invitation to share in our vision, to strengthen our value proposition and make it easier for international talent to say 'Yes' to Copenhagen.



10

initiatives



1

We will guide you to job openings in Copenhagen

// INITIATIVE 1 - CLUSTER CAREER PORTAL

Dear talent

The knowledge-intensive companies and institutions in Copenhagen are leaders within the business strongholds of the region. Among others, these strongholds include life science, cleantech, ICT and health tech. You may have heard of many of our lighthouses such as Novo Nordisk, Microsoft, the University of Copenhagen, Maersk, Siemens and our public sector, which is one of the most innovative welfare systems in the world.

If you have not already heard about these lighthouses and your career opportunities in Copenhagen, we can offer you a short cut. We will create a one-point-of-entry to all career opportunities in our clusters, enabling you to easily explore the possibilities available to you. We believe that a good overview breeds insight and that insight provides you with a solid basis for making sound decisions.

Dear collaborator

Together with the cluster organisations in the region, we will develop career portals where the following can be found:

- All current job postings and research opportunities within the regional clusters.
- An outline of the many knowledge-intensive companies and institutions within the different clusters.
- Information about the many programmes offered by the universities of the region on how to prepare both professionally and personally for a career within life science, cleantech, ICT, health tech and many other industries.

Initiators: The University of Copenhagen and Copenhagen Capacity in close collaboration with Copenhagen Cleantech Cluster, Copenhagen Health Tech Cluster and other regional cluster organisations.

Contributor: Novo Nordisk.

All relevant stakeholders in the Copenhagen Region are invited to contribute to the development and launch of the 'Cluster Career Portals'.

Launch: The initiators will begin the development and launch of the first cluster career portal in the second half of 2014 together with Copenhagen Health Tech Cluster (CHC) or Copenhagen Cleantech Cluster (CCC) and Medicon Valley Alliance.

These career portals will be used as levers to develop similar cluster career portals within the remaining regional strongholds towards the end of 2017.

2

We will empower your career in Copenhagen

// INITIATIVE 2 - CLUSTER CAMPAIGNS

Dear talent

The knowledge-intensive companies and institutions within the business strongholds of the region are looking for your talent and they are willing to go a long way in order to attract you wherever you reside in the world. They know that in order for them to establish the best possible dialogue with you about your career opportunities in Copenhagen, they must engage with you when you are still just 'passively' looking for a new job.

We will help the companies and institutions in the region to identify where in the world you are situated and how to get in contact with you. For this reason we will develop campaigns in cooperation with regional employers, and hereby help them to make you more aware of the career opportunities that our clusters offer.

Dear collaborator

We will make it easier to stay updated on job opportunities in Copenhagen, by running campaigns through:

- Alumni networks
- Business journals
- Trade associations
- Social Media
- Business conferences etc.

The campaigns will complement the recruitment strategies of the respective companies and will target the 'passive' job seeker who rarely visits typical career portals, such as our future Cluster Career Portals. They will include images, videos, articles, fact boxes and infographics from the 'Branding Toolbox' of Talent Attraction Denmark at talentattractiondenmark.dk. The campaigns will target highly qualified international candidates who possess the professional skills that the companies need.

Initiator: Copenhagen Capacity

Contributors: Microsoft Development Center Copenhagen, Novo Nordisk, the Danish Society of Engineers – IDA, the Confederation of Danish Industry - DI, the University of Copenhagen.

All relevant stakeholders in the Copenhagen Region are invited to contribute to the development and launch of the 'Cluster Campaigns'.

Launch: The initiator will begin the development and launch of the first cluster employer place branding campaigns in the first half of 2014.

3

Copenhagen will win you over

// INITIATIVE 3 - PLUG 'N' PLAY CPH

Dear talent

Have you ever come across your dream job ad – with the right prospects and development opportunities in the global company that defines the industry – and realized that the job is situated in a part of the world where you have not yet considered settling down? You are unsure of what this region can offer you and whether you and your family will be able to feel at home in these new surroundings.

We have asked our foreign nationals living here about what they think of Copenhagen. Based on their answers we have developed Plug 'n' Play marketing texts, purposely designed for regional knowledge-intensive companies and institutions to incorporate into their English job ads describing your dream job.

So, next time you come across the dream job in Copenhagen, you can read what other international talents have to say about the job opportunities, your new neighbors and the city itself. Let their thoughts and insights be your guide to resolve whether Copenhagen should be your next home.

Dear collaborator

The Plug 'n' Play marketing texts will provide the answer to why Copenhagen should be the preferred career destination, by illustrating what it means to work or study in Copenhagen and by listing the services that one can expect to receive when settling down here. The texts will serve as a tool for regional employers and higher education institutions to use in their efforts to advertise their job vacancies and geographical location in one integrated package.

Initiators: The Capital Region of Denmark, Novo Nordisk and the University of Copenhagen.

Contributors: City of Copenhagen and Copenhagen Capacity.

All relevant stakeholders in the Copenhagen Region are invited to contribute to the development and launch of 'Plug 'n' Play CPH'.

Launch: The initiators will begin the development and launch of the first of the plug 'n' play CPH narratives in the second half of 2014.

4

We will expand your opportunities in Copenhagen

// INITIATIVE 4 - SME REFERRAL PROGRAMME

Dear talent

In Copenhagen it is common practice to find the right candidate for a vacant position by using networks and word of mouth. This is particularly the case in small and medium-sized enterprises (SMEs) without a large human resource department and dedicated recruiters to manage the recruitment process.

Copenhagen is full of SMEs with cutting edge ideas and many succeed in getting their positions filled by using this approach. Yet, many SMEs do not have access to a network large enough. For this reason, it is unfortunately not uncommon that some vacant positions remain vacant. This is particular the case with many positions suitable for international talent.

It is a lose-lose situation that we want to turn into a win-win situation for both the SMEs and you! Thus, we will facilitate and develop formal referral programmes in which regional lighthouses and professional networks assist SMEs in getting in touch with you. The lighthouse and professional network will take a handful of SMEs under their wings by making their employees/members available for international referrals.

Dear collaborator

The referral systems will make it considerably easier for participating SMEs to get in contact with relevant international talent, as the employees of our regional lighthouses have access to more extensive international networks than the SMEs. Also, the lighthouses will receive a substantial return on investment as their employees will get an opportunity to attract colleagues and friends to the region. This will add to the contentment of these employees and give them a greater incentive to stay in the region – especially if the employees are foreign nationals themselves. Finally, the lighthouses will help expand the regional talent pool and thereby strengthen the long-term position of Copenhagen as an attractive career destination.

Furthermore, we will work to improve the way in which professional networks are used to share information about relevant job opportunities amongst their participants, as the often informal nature of these forums make them excellent vehicles for this purpose.

Initiators: Microsoft Development Center Copenhagen, the Danish Society of Engineers – IDA, City of Copenhagen and Copenhagen Capacity

Contributors: All relevant stakeholders in the Copenhagen Region are invited to contribute to the development and launch of the ‘SME Referral Programme’.

Launch: The initiators will initiate the development and launch of the first SME referral collaboration in the second half of 2014.

5

We will make it easy getting information on Copenhagen

// INITIATIVE 5 - INFORMATION FAST TRACK

Dear talent

When you have found your future employer and have entered into a dialogue about that dream job in Copenhagen, you will have a long list of questions about your possible future career destination.

For instance, where where can you find nurseries, day-care centres and schools, etc. and what are the financial costs of living in Copenhagen? The region already offers a wide range of websites where you can find the answers to these questions, but you have to search through a lot of information to find the answers.

By establishing an Information Fast Track, we want to give you quick access to find the answers to whatever questions you may have.

Dear collaborator

The information Fast Track will consist of two components:

Information Package

We will develop an information package that will make it easier to make the right decisions. The information package will be an informative, practical and social/cultural guide supplementing the existing communication channels including expatinddenmark.com and workinddenmark.dk

The information package will provide a better platform to find the right information for you about Copenhagen, make an informed decision about our region and prepare to move here. You will also be able to receive guidance on matters such as how to find a relevant expat network. The information package will be available both online and as a hard copy.

CPH Hotline

The information package will be able to answer the majority of questions, but should it fall short, it will be possible to call our international hotline and get personal assistance.

Initiators: The Confederation of Danish Industry – DI, City of Copenhagen, the Capital Region of Denmark, Lyngby-Taarbæk Municipality, Ballerup Municipality and Copenhagen Capacity.

Contributor: The University of Copenhagen.

All relevant stakeholders in the Copenhagen Region are invited to contribute to the development and launch of the 'Information Fast Track'.

Launch: The initiators will initiate the development and launch the information fast track in the second half of 2014.

6

We will persuade you to return to Copenhagen

// INITIATIVE 6 - RETURN TO COPENHAGEN

Dear talent

We are very pleased to hear that you enjoyed living in Copenhagen the last time you were here! Admittedly, we don't know this for certain, but we are taking the liberty of assuming this because studies show that the majority of international talent living in Copenhagen are very satisfied with their stay in the region.

Much has happened in your life since you were last here. Perhaps you left Copenhagen and Denmark in order to further develop your international profile elsewhere. There, you managed to land the perfect job and you and your partner then decided to become parents. We fully understand if you are struggling to balance the obligations of career and family life at the same time!

We encourage you to consider our solution: have you ever talked about moving back to Copenhagen?

As you already know, Copenhagen is the place where career and family life go hand in hand. Our excellent public welfare institutions make it not only possible but easy to have a great everyday life without compromising your professional ambitions. This is our proposition to you. Move back to Copenhagen and stay in the most liveable city in the world!

Dear collaborator

We will make it easier and more attractive for those who have previously lived in Copenhagen to return and settle in the region:

- Professionals and researchers that have worked in the region before.
- Graduates in the alumni associations of the regional universities, including Youth Goodwill Ambassadors that are currently living abroad.

We will identify existing offers in the region that will make it attractive to return, and we will develop new services within areas in which we know that we must improve, so that returning to Copenhagen will feel like the obvious choice.

Initiators: The Danish Society of Engineers – IDA and Copenhagen Capacity.

Contributors: The University of Copenhagen, Microsoft Development Center Copenhagen, City of Copenhagen and the Confederation of Danish Industry – DI.

All relevant stakeholders in the Copenhagen Region are invited to contribute to the development and launch of 'Return to Copenhagen'.

Launch: The initiators will begin the development and launch of the first package of offers in the first half of 2015.

7

We will provide you with resources

// INITIATIVE 7 - COPENHAGEN TALENT CHARTER

Dear talent

We know that your talent and skills are highly prized and that you are in great demand from a lot of knowledge-intensive companies and institutions across the globe. Thus, we know that we need to offer you and your family career opportunities and services that are second to none if we are to succeed in attracting you to the region.

We could make you a promise. A promise that you and your family will get the best start possible here in Copenhagen. However, we know that a bird in the hand is worth two in the bush because enjoyment is subjective and a difficult thing to promise. Therefore, we will join forces in the region to develop a Copenhagen Talent Charter which will provide you with resources. Resources which for example can guide you to job opportunities for accompanying spouses and international students.

Dear collaborator

We will create a binding Charter, initially signed by a select few companies and public institutions in the region. By signing the Charter, the signatories make the international talent a number of commitments. Among others, these could include:

- Personal advice on how to settle in the region in the best possible way, including guidance on accommodation and housing, childcare and schools, leisure activities, etc.
- Advice on concrete career opportunities for accompanying partners.
- Advice on concrete career opportunities for international students.

Initiators: The Capital Region of Denmark, the Confederation of Danish Industry – DI, Novo Nordisk, Microsoft Development Center Copenhagen, Copenhagen Capacity and City of Copenhagen.

Contributors: All relevant stakeholders in the Copenhagen Region are invited to contribute to the further dissemination of the 'Copenhagen Talent Charter'.

Launch: In striving to develop a Copenhagen Talent Charter, which delivers concrete deliverable promises, we will initially develop the content with a select few contributors. The first version of the charter will be launched in the second half of 2014. Hereafter, the charter be opened up for at larger number of entities to join.

8

We will give you a key to our culture

// INITIATIVE 8 - COPENHAGEN SEASON PASS

Dear talent

When we ask you what you think of us – the Copenhageners – you describe us primarily as being very welcoming, considerate and polite. You also say, however, that we can come across as a bit distant, as we often spend more time with our closest families instead of socializing with our colleagues after work. As a result, you can find it difficult to really get to know us.

We acknowledge that we might not hang out as much in the office as is the custom in other cultures. The reason for this is that we often meet up with our colleagues and friends later in the evening in the sports centres, practice rooms and cultural venues to live out our shared passions and discuss the current events.

You see, Denmark has a tradition dating back more than 100 years of a rich and diverse provision of cultural and leisure activities that are often financed by tax money. In this way, Denmark differs from many other countries where the supply of cultural and leisure activities are organised and funded by corporations and private entities.

We would like to invite you to join one of the many clubs and associations scattered around the Copenhagen Region, and we are quite certain that you will be able to find a club that suits your needs and interests.

Dear collaborator

We will be making further improvements to the existing Copenhagen Season Pass and similar initiatives, so they provide a unique opportunity to explore and get acquainted with some of the many activities the region has to offer and to find out whether football, tennis or perhaps dancing will be the activity of choice. We will strive to:

- Expand the Copenhagen Season Pass to the entire Copenhagen Region.
- Include music, theatre and arts in the Copenhagen Season Pass range of offers.
- Make sure that representatives from the clubs are prepared and ready to tell Copenhagen Season Pass holders about their associations and how to become members.

Go to teamcopenhagen.dk for more information on the Copenhagen Season Pass.

Initiators: City of Copenhagen, Lyngby-Taarbæk Municipality and Copenhagen Capacity.

Contributors: All relevant stakeholders in the Copenhagen Region are invited to contribute to the further development and launch of the 'Copenhagen Season Pass'.

Launch: The initiators will initiate the further development and launch of the season pass scheme in the first half of 2015.

9

We will make relocating to Copenhagen easy

// INITIATIVE 9 - ACCOMMODATION AND HOUSING

Dear talent

Settling in to a new location is always a challenge. You arrive in a city where you are unfamiliar with the different districts and the housing market. Even though your employer assists you in finding your new home, the whole process can still be slightly overwhelming.

We promise to improve the assistance you receive when you decide to relocate yourself and your family to Copenhagen. As in other metropolitan areas, Copenhagen has a great selection of housing options and we want to help you find the one which best suits your needs.

We will upgrade the service you will receive before or upon arrival and we will develop new, flexible ways for you to find the accommodation you prefer and can afford.

Dear collaborator

We are joining forces to make it easier for international talent to find the accommodation they are looking for. This means improving the services that we already deliver and developing new flexible types of housing.

Over the next three years, we will:

- Improve the services available for international talent looking for accommodation by creating points of entry for housing information and guidance to make finding the right help at the right time that much easier.
- Develop new possibilities for international talent to find accommodation in the social housing sector. In the Copenhagen Region, the proportion of social housing is high and the municipalities are working closely together with this sector to develop new ways of providing affordable and flexible housing for international talent.
- Join forces with private developers, and municipalities to give international talents easier access to new sites where the offices of private companies are co-located with housing, shops and cultural institutions. Basically, we will provide greater accessibility to all the types of accommodation the private housing market has to offer.

Initiators: City of Copenhagen, Lyngby-Taarbæk Municipality, Ballerup Municipality

Contributor: University of Copenhagen.

All relevant stakeholders in the Copenhagen Region are invited to contribute to the further development and launch of 'Accommodation and housing'.

Launch: The initiative will start up in summer 2014 and the the initiators are already experimenting with different new housing solutions. The initiators will share their best cases on improving the information and service provided to international talent.

10

We will make your voice heard

// INITIATIVE 10 - EXPAT PANEL AND COPENHAGEN TALENT SUMMIT

Dear talent

We want to make working, studying and living in Copenhagen a great experience for all of our international talent. In order to achieve this goal, we invite you to join our network for international talents where you can share your experiences and help us understand how we may develop our services and further support your own and your fellow international talent's benefits. Thus, we invite you to join the Expat Panel to help shape conditions for expats in Copenhagen!

Not only will we give you a voice, we will spare no effort in improving the services we provide for you based on your valuable input. Once a year, we will put your needs related to working, studying and living conditions in Copenhagen on the national agenda in Denmark at the annual 'Copenhagen Talent Summit'.

Sign up today at expatpanel.dk and have your say!

Dear collaborator

To help customise information and services for international talent in the region and the rest of Denmark, the Expat Panel will:

- Gather and process information about what international talent need when they arrive in the region and in the rest of Denmark and provide all stakeholders with information they can use in their recruiting;
- Prepare orientation packages and other information for international talent and accompanying family members who come to Copenhagen to live and work or study.

We will continue to host the annual 'Copenhagen Talent Summit' where representatives from Denmark and abroad can discuss how to improve the value proposition of Copenhagen for international talent.

Future summits will build upon the positive experiences already gathered from the first two summits in 2013 and 2014 respectively.

Initiators: Copenhagen Capacity, The Capital Region of Denmark, The Confederation of Danish Industry – DI.

Contributors: All relevant stakeholders in the Copenhagen Region are invited to contribute to the further development and launch of the 'Expat Panel' as well as the 'Copenhagen Talent Summit'.

Launch: The initiators will begin the development and launch of the Expat Panel in the first half of 2014. In the second half of 2014, in collaboration with Consortium for Global Talent, the initiators will begin planning for the third annual conference – Copenhagen Talent Summit 2015.



Together we can accomplish great things

A small population, we simply have to empower each other. What we don't have in numbers, we have in our shared ability to empower everyone to rethink, refocus, reuse and restart.





The implementation process

Each initiative in this strategy has been assigned one or more 'initiators' who will take responsibility for the development and launch of the initiatives. At the same time, numerous initiatives have been assigned a number of 'contributors' who will contribute to scoping, planning and implementing of the initiatives in different ways. All the initiators and contributors are members of the regional strategy group.

In terms of starting up the initiatives, the initiators will decide how to implement and fund the initiatives as well as who shall "host" the initiatives organisationally through to 2017. At the same time, the initiators will invite other relevant actors to take part in the development and launch of the initiatives and together figure out how other actors can contribute. Copenhagen Capacity will, via the regional talent initiative Copenhagen Talent Bridge, facilitate the development and launch of all the initiatives in this strategy in the start-up phase from 2014 through to the first half of 2015.

We invite other stakeholders in the region to contribute to the development and launch of the initiatives in this strategy. The development and launch of the initiatives will begin in 2014 and the first half of 2015.

All initiatives in this strategy will contribute to the fulfillment of the strategic objectives set out in this strategy. In terms of starting up the initiatives, the initiators will identify activity targets that each initiative is to fulfill by the end of 2017. The activity targets will give direction to the particular initiatives, ensuring that the output of the initiatives contributes to the fulfillment of the overall objectives of the strategy.



The development of the strategy

The 'Copenhagen Talent Summit 2013', held on the 4th June 2013, marked the beginning of the process that has led to this strategy. At the conference, approx. 100 influential representatives from the region discussed how to turn Copenhagen into a global talent magnet. Subsequently, Copenhagen Capacity interviewed 16 organisations and international professionals in the region about the ability of Copenhagen to compete in the global talent market. The interviews resulted in the creation up of an unprioritised list of strategic focus points that the strategy should address.

At the same time, Copenhagen Capacity organised a strategy group and invited some of the most influential representatives from the region to join it. The strategy group was given the task of contributing to the development of the strategy. Mrs. Charlotte Mark, Managing Director at Microsoft Development Center Copenhagen and Mr. Thomas Bjørnholm, Prorector for Research and Innovation at the University of Copenhagen were appointed chairs of the group.

At the first strategy group meeting, the strategy group prioritised and decided on 6 strategic focus points:

Copenhagen as a brand: Copenhagen is as popular as ever. We must take greater advantage of this popularity in the promotion of Copenhagen as a talent destination.

International students in the labour market: Many international students studying in the region are interested in working here after graduation. We must do more to help them enter the regional labour market.

Accompanying partners in the labour market: Copenhagen is ideal for international talent with families. We must do more to help accompanying partners enter the regional labour market as well.

More international talent in SMEs: Many small- and medium-sized enterprises (SMEs) within the business strongholds of the region often search for international talent without much success. We must make it easier for them to find you.

The housing situation in the region: It can be quite difficult to find suitable and reasonably priced accommodation in Copenhagen. We must do more to address the housing situation as it is a major barrier to attracting and retaining international talent.

Access to leisure activities in the region: It is common in Denmark for people to meet and socialize in local sports clubs and societies. We must make it easier for international talent to join these societies.



Strategic objectives 2014-2017

Picture a complete renovation of 28 public schools in Copenhagen. Such a project would cost in the vicinity of DKK 1.9 billion to complete – the economic equivalent of what the Danish state stands to lose by failing to attract 1000 highly skilled international talents. Their contribution has proven to create a net proceed of DKK 1.9 million per person for the federal budget over the average course of the 8 years they live with their families in Copenhagen. Of course, international talents benefit our economy in many other ways, such as creating new support jobs.

33%

increase in number of international professionals and researchers

OBJECTIVE 1 - INTERNATIONAL PROFESSIONALS

In 2008, 9,762 international professionals and researchers worked in the region. In 2011, the number had increased to 12,878, equivalent to an increase of 32 percent*.

Target: The strategy is building upon current trends. Between 2014 and 2017 the number of international professionals and researchers in the region will increase by 33 percent.

3462

international professionals and researchers will move to our region by year 2017

OBJECTIVE 2 - INCREASE IN INFLUX

In 2008, 3,462 international professionals and researchers moved to the region. Due to the financial crisis, the influx dropped to 1,860 in 2011, equivalent to a decrease of 46 percent*.

Target: The strategy will turn this development around. By 2017 the influx of international professionals and researchers must be back at the 2008 level.

1461

days, or approximately 4 years should be the average length of a stay in the region

OBJECTIVE 3 - LONGER RETAINMENT

In 2008, international professionals and researchers stayed for an average of 693 days in the region (approx. 1 year and 11 months). In 2011, the average length of stay in the region had increased to 1,242 days (approx. 3 years and 5 months), equivalent to an increase of 79 percent*.

Target: The strategy is building upon current trends. In 2017 the average length of stay in the region will increase to 1,461 days (approx. 4 years).

20%

increase in the number of international full degree Master's students and PhD students in the region

OBJECTIVE 4 - MASTER & PHD STUDENTS

In 2008, 3,186 international full degree Master's students and PhD students studied in the region. In 2011, the number had increased to 5,734, equivalent to an increase of 80 percent.

Target: The strategy is building upon current trends. Between 2014 and 2017 the number of international full degree Master's students and PhD students in the region will increase by 20 percent.

90%

of all skilled foreign nationals will in 2017 say that they are very satisfied with their arrival experience

OBJECTIVE 5 - SERVICE LEVEL

In 2017, at least 90 percent of all skilled foreign nationals will say that they were (very) satisfied with their arrival experience 3 months after arriving in the region.

In 2017, at least 90 percent of all skilled foreign nationals will say that the decision to relocate to the region has given them a better work/life balance 1 year after arriving in the region.

Welcome to the heart of Scandinavia,
welcome to Copenhagen. Up here, we
are committed to talent and people who
empower each other and are continuously
joining forces to redefine the rules. Up here,
our society is based on mutual respect
and equality, and success comes from the
integration of personal life and professional
life. This means that Copenhagen can
offer a new Nordic mindset different from
anything you have ever experienced.
Greener, safer and simply happier. This is
how we will continue to develop a metropolis
dubbed the world's most liveable city.



COPENHAGEN TALENT BRIDGE is initiated by Copenhagen Capacity in collaboration with: Aalborg University, Copenhagen • Technical University of Denmark • IT University of Copenhagen • The Think Tank DEA • Frederiksberg Municipality • Copenhagen Business Centre, City of Copenhagen • Cph Volunteers • CPH International Service, City of Copenhagen • International Staff Mobility, University of Copenhagen • Center for Internationalisation and Parallel Language Use • Workindenmark East • Vaeksthus Copenhagen • Spousecare • Danish Agency for Labour Retention and International Recruitment • The Capital Region of Denmark