

Øresund IT  
Academy

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Academy**

# Mobility Guide

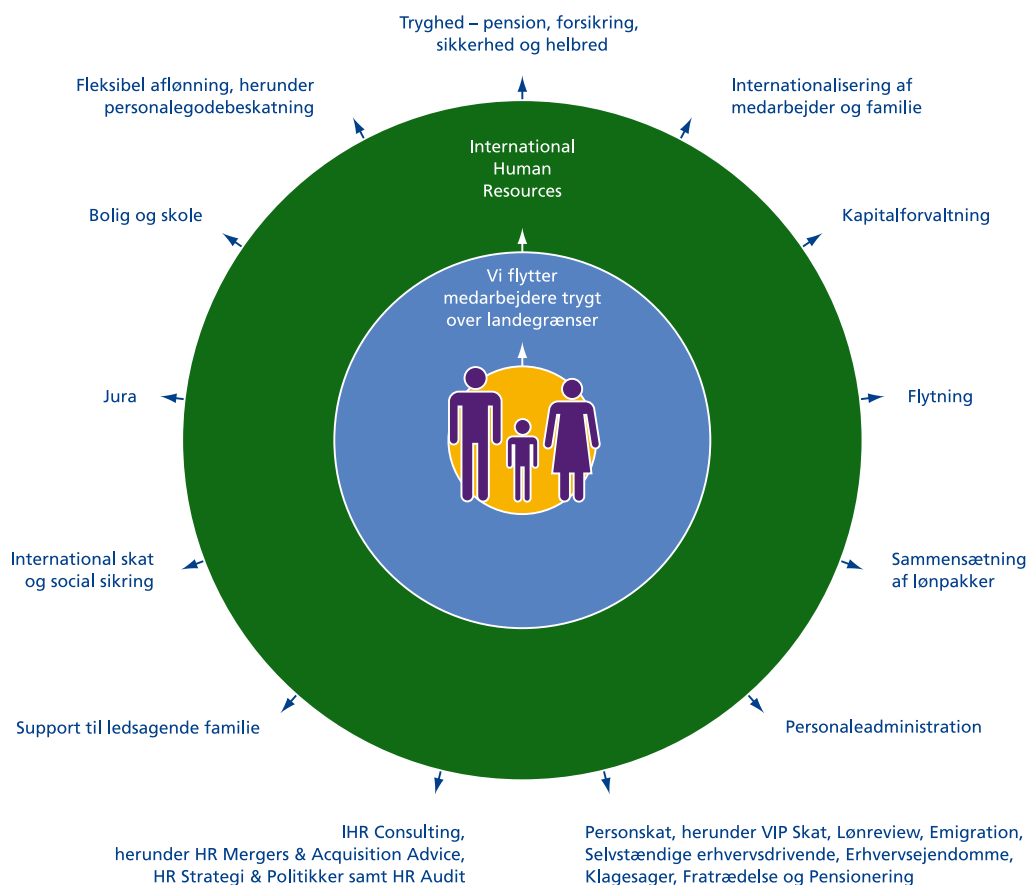
HOW AND WHERE TO FIND & HIRE THE RIGHT PEOPLE  
IN THE ØRESUND REGION

PROFILES OF THE REGION'S JOB SEARCH ENGINES  
& RECRUITING AGENCIES

# International Human Resources

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# Introduction

BY PETER HØJERBACK & NIELS BO THEILGAARD, ØRESUND IT ACADEMY

Our people are our primary asset. We all know it, but it has been said so many times that we have stopped paying attention to it. Yet the forces of globalization and the knowledge economy reinforce this understanding. A key measure to succeed is to get the right people on board and this is where the Øresund IT Academy Mobility Guide comes in. It is a hands-on tool for companies and organisations to assist them with recruiting from the other side of the Øresund, essentially doubling the number of available team members. Those who use this opportunity gain a sustainable competitive advantage, which surely will be needed as competition increases.

Assessments made by international companies suggest that having a person in the right position will give a performance increase of some 50%. It is a staggering thought that if only 10% of the work force in the Øresund IT sector could find a more suitable position, the revenue of the sector would grow with 1 billion Euros. Such growth opportunities are rarely seen.

Many companies are indeed starting to use the whole region with its 3,5 million inhabitants as their home market in terms of recruitment. The fact that we have two different legal systems in Sweden and Denmark has, however, caused delays and disappointments in spite of early efforts by the governments to harmonize the most negative impacts. Today it is entirely possible, and becoming more common, to live on one side of the Øresund and work on the other. Commuting statistics show growth of 300% since the opening of the Øresund Bridge in 2000. But it is important to know some facts to be successful in recruiting from the other side.

This Guide gathers information and stories from both employers and employees. Through their experiences we gain practical knowledge that will help us understand what to look out for and what we can do to be successful. The Guide also identifies many of those who can help. As an example, our authorities have an excellent information service called Øresunddirekt, that supports

with taxation and regulatory matters. Head-hunters, recruitment agencies and other service providers have quite a track record and are more and more familiar with specific cross border issues. Many of these are listed at the back of the guide.

Companies have learnt how to benefit from the cultural differences between Swedes and Danes, and this is developing into an important asset rather than a source of misunderstanding. Moreover many commuters are happier and more productive than ever because they have found the right job. Interacting in networks, we can share our knowledge and improve our teams with the right people, no matter where they live or what nationality they have.

Øresund IT Academy wishes you great success in your cross border dealings and we are here to help and inspire you on the way

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Mobility Guide

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"We need talented, highly skilled employees who can operate globally"

[ Lisa Brummel, Senior Corporate Vice President, Microsoft Human Resources ]

"Commuting across Øresund has trebled since the Øresund Bridge opened in the summer of 2000. Around 12,500 people lead a Swedish/Danish existence living in one country and working one or more days a week in the other"

[ Chapter 3, p.19 ]

"I, and many of my friends, work in Copenhagen because of the better opportunities for finding a job within a large or international company"

[ Therese Stackebo, Swedish Commuter, from Tectura Denmark ]

"Denmark and Sweden are both above the EU average for Science & Technology graduates"

[ Lisa Brummel, Senior Corporate Vice President, Microsoft Human Resources ]



CHAPTER 1: A REGION IN A GLOBAL WORLD



CHAPTER 2: RECRUITING



CHAPTER 3: ONE REGION - TWO SETS OF RULES



CHAPTER 4: THE ØRESUND LABOUR MARKET



CHAPTER 5: CULTURE ALSO MATTERS IN THE ØRESUND REGION

# Regional competitiveness in a global world

As the world is becoming more global, a tendency towards regionalization can also be detected. Some regions have a great impact on the world economy, others are specialized within services or industries that supply the whole world. Overall, the world is becoming a multi-polar system of regions.

To continue to strengthen the regions of the world it is necessary to have the right composition of workforce. The search for staff that is talented and right and the increasing demand for a more specialized workforce contribute to making the world smaller. The person needed for a certain position is not necessarily found in the region or country where the position is placed. Increasingly, the workforce is becoming more mobile because jobs tend to be more specialized and there is a mismatch between where jobs are placed and where the right people to fill the positions are. Finally, globalization has also made it easier to take advantage of the job opportunities around the world.

In search of talented staff a multitude of factors must be taken into account. Some of these factors are

more general in nature, rather than relating to the qualifications of a particular individual. Organizations must take into account the demands of the surrounding world when developing their human resource strategies.

Therefore, it is necessary for organizations to define which role they wish to play in different regions because competences differ from region to region. Some tasks may well be afforded and effectively outsourced to other actors and other regions, while certain tasks are better solved “at home”. This could mean that even your team is in your “home” region is likely to need staff that is multi-cultural and talented staff,, especially if you are competing on the international arena. Each region will offer certain unique skills that you can leverage to your advantage. It may be that a region offers strong negotiation skills or that it has a long industrial tradition which has manifested itself in the regional culture and skills. Of course, many more factors should be taken into account, but these are some of the considerations that organizations today have to make for their strategic HR planning.

This chapter will inspire you with Microsoft's global thinking on how to find and leverage talent in a globalized world. They have done their homework and are executing their strategy, which among other things involves a significant expansion in the Øresund region. Have you done yours?



# Realizing Potential: Why the Global Search for Talent Is a Business Imperative

AN ARTICLE BY LISA BRUMMEL, SENIOR CORPORATE VICE PRESIDENT, MICROSOFT HUMAN RESOURCES

## **Talent is the competitive advantage**

We have established ourselves through the skills, talent and innovation of our people. When a company continues to grow so does the need for new talent and we will fill almost 10,000 positions worldwide, across many disciplines. Every one of our new hires, and of our existing employees, will contribute to achieving our mission.

## **Global products and businesses need a global mindset**

Although our headquarter is placed in the US, global companies with location all over the world find that every location has a work force from many countries. For a number of reasons, we have recently identified a growing need to distribute software development and build intellectual capital outside the US. The shrinking number of Computer Science graduates in the US, and the restrictions on US visas for international hires have helped broaden our thinking.

In addition, we have realized the benefits of locating product development in or near major markets, in our efforts to deliver customer-focused solutions that meet more local needs. In Europe, for example, we have significant development centers in Germany, Israel, Ireland and, of course, in Denmark – where we have our largest development center outside the U.S. We have also invested in R&D in the UK and recently launched new development centers in Portugal, Serbia and Poland. The benefits of having this presence are quite clear – we are closer to our European customers and we are adding diversity of language capability and local knowledge. These different perspectives help us make our products better, and our teams more innovative.

Navision and Axapta are two great examples of innovative products for businesses that are developed by Microsoft Dynamics in Denmark. And our work force in Denmark is truly diverse, with approximately half of

all employees coming from outside Denmark.

The business imperative is very clear for us: We need talented, highly skilled employees who can operate globally. To find them, we look for great talent across Europe and across the world.

## **Realising potential – seeking top technical talent in Europe**

It is well recognised that there are large pools of technology talent in India and China, and we are growing significant development centers in both of those countries. It is perhaps less well recognised that Europe continues to be an essential source of technology talent. The EU has a higher proportion of Science & Technology graduates per capita than the US, for example (12.3 per 1000 population, compared to 10.9 in the US). And with a population of 459 million people across the EU, that is significant! We are actively recruiting across the EU for great techni-

cal talent – from campus hiring to experienced industry hires to senior technology leaders. We have teams interviewing students from all over Europe for summer internships at Microsoft headquarters in Redmond. We are very excited about the quality of the applicants and about the potential they bring to Microsoft. We intend to keep building our brand as the 'employer of choice' for great technologists across Europe.

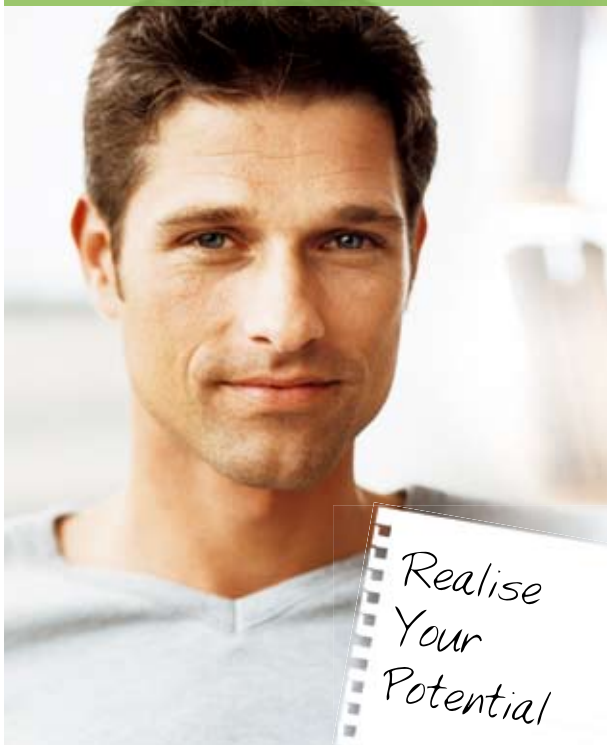
Implications for the Øresund region Denmark and Sweden are both above the EU average for Science & Technology graduates and have an

increasingly significant IT sector. The economic vitality, high productivity and political stability of the region all position it very well to continue to develop influence and competitiveness. Continued investment in R&D and education will be absolutely critical to maintaining the region's advantages, as will maintaining an environment that is attractive for the best talents from around the world. This will also benefit Microsoft as we are currently actively recruiting for our Microsoft Dynamics development center in Vedbæk (Microsoft Development Center Copenhagen) from within the Øresund region and

internationally.

The traditional Nordic combination of technical and domain skills has proven value in our business application solutions. And on top of that a small European country has built in the drive and capability for world wide localization as a demand for growth. This is one reason why ERP-systems have been fostered and are growing out of Sweden and Denmark. We strongly encourage the region to secure the talent mobility across Øresund. All our experience tells that this is the most critical factor to secure the growth and the prosperity of the region.

## Microsoft wants you



### About Us

Microsoft Development Center Copenhagen is Microsoft's largest development center in Europe. We have an international community of 850 software passionates from 40+ nations, with the expertise and resources to develop cutting-edge software.

From our scenic location north of Copenhagen, Microsoft Development Center Copenhagen develops a range of business management systems for customers worldwide.

The aim of the development center is to become the world's leading software development center for business solutions. We focus on securing a continuous innovative and focused development and product management of the ERP-solutions: Microsoft Dynamics AX, Microsoft Dynamics NAV and Microsoft Business Solutions C5.

### Our Recruitment Efforts

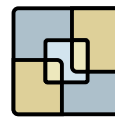
We are continuously in search of talented program managers, software developers, software test engineers and other profiles to sustain our growth. Regardless of position, our offer to potential job candidates is to join a company that gives them the freedom to explore their ideas – and the support to bring them to life.

As a highly international workplace we provide foreign employees with a lot of practical assistance, such as relocation issues and tax advice. Furthermore we are planning to launch a cultural awareness program and networking activities for employees so they can be even better integrated in Denmark.

In order to attract the very best talent in the market we also try to make it beneficial for our current employees to be ambassadors of the recruitment efforts. Thus, we have an Employee Referral Program which awards employees who have attracted new talent to the development center.

For more information about the Microsoft Development Center Copenhagen, please visit [www.microsoft.dk](http://www.microsoft.dk) or call the Recruitment Department at: +45 4567 8000.

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# Recruiting

All companies need new recruitment and in recent years it has become more difficult to find new employees on the ICT-market. Economic growth combined with a changed demographic composition of the workforce indicates that it may still be difficult to find new employees in the years to come.

## Quality of recruiting

It may not always be possible for companies to find new employees exactly when needed. Consequently, a recruitment strategy and an awareness of having enough staff to meet future demands are imperative. Therefore recruiting is becoming more essential and the lack of the right strategies can pose a threat to the growth of companies. That is why companies need to focus on the effectiveness and the quality of the human resource departments.

Recently StepStone conducted a survey among people looking for employment. The survey showed that 70% of the companies never replied to the applicants and that 75% of the companies did not reply if the job was given to someone else, delayed, cancelled or other. Nearly all who participated in the survey explained that they would probably

not apply to these companies again, and many said that it affected their opinion about the company. This is just one example of low quality in companies' recruitment processes and how companies could miss a lot of potentially good employees if they do not pay close attention to their recruitment strategies.

One reason for these mistakes could be the increasing number of irrelevant applicants that many companies experience. To develop a more effective recruitment process and to improve the results, companies must be more aware of the specific profile they want to recruit. Describing the needed profile precisely, not only for a single position but also for a whole group, would make job ads more focused on what the company is looking for and thereby get the right applicants to apply for the position.

## The Øresund Region

Because of the increasing difficulties in recruiting, many companies could benefit from the opportunities of the Øresund jobmarket. The survey conducted by StepStone showed that 87% would like to work on the other side of Øresund, but only 36% had actually applied for a job on the other side of Øresund. Danish

and Swedish IT companies could, by using the Øresund job market, increase the number of job candidates and the chance of finding the best candidates. The potential of a fully integrated region is great, but still not realised. Many companies have already taken the first few steps and are actively recruiting from the other side and these companies' experience with recruiting and integrating foreign employees is likely to give them a competitive advantage on the regional and global arena.

Many companies expect the number of staff to increase in the next years and an increasing number of companies find it hard to fill the vacancies in IT and Telecommunications. In Europe and in the Øresund region the ICT sector will continue to be in shortage of skilled people and competence and this emphasises the need to increase the quality and effectiveness of the recruitment processes.

Then, how can the quality of the recruitment process be improved?

This chapter gives a few answers by highlighting the do's and don'ts when recruiting in the Øresund region.



# Øresund Recruiting

AN ARTICLE BY MORTEN HEUING, CEO, STEPSTONE

## When to start recruiting

The Øresund job market is characterized by severe bottlenecks. Denmark, in particular, has some of the largest bottleneck problems in Europe whereas the situation is not quite as bad in Sweden. Consequently, it makes good sense to recruit employees across the Sound.

Many companies do not take into account the bottleneck situation on the job market, and do not start to recruit before an employee has actually left. In job markets with high growth and low unemployment this is a poor strategy as it can be very hard to replace or find a new candidate. This is often further accentuated by unrealistic expectations by potential candidates. In short, we very often see that companies un-

derestimate the time, the costs and difficulties involved in finding highly skilled employees.

Many companies, start recruiting too late in comparison to their employment needs. It is necessary to be aware of future demands and take this into consideration when planning the overall strategy of the business. For companies with a large employee turnover this is of particular importance but generally all companies need to build a pipeline of job candidates.

An important issue to consider when recruiting in the Øresund Region is whether the position is in Denmark or Sweden; if it is going to stay there or eventually move to the other side. If it is crucial for a company located

in Denmark to have Swedish employees for certain jobs, the amount of job candidates has to be realistic. It is a geographically limited area, if people have to commute over the bridge, which also narrows down the target group for recruitment to the Copenhagen area.

At StepStone we have gained some experience of our own recruiting and hiring people from the Øresund Region. Until recently we had 7-8 Swedish sales people servicing Southern Sweden from our Copenhagen Office.

Unfortunately, it was not possible to get enough qualified candidates who were willing to commute to Denmark so we were forced to move this part of the office to Stockholm.

“Many companies do not take into account the bottleneck situation on the job market”

“Every recruitment is different and all companies have their own way of handling it”

“Highly experienced and qualified candidates are harder to find, but are more willing to commute”

#### **How to recruit**

Every recruitment is different and all companies have their own way of handling it. Nevertheless some general points can be observed and there is a course of action, which makes sense to take into consideration.

Today many large businesses post vacant positions on both sides of the Sound; furthermore the recruitment does not only take place in the Øresund Region, but in all of Scandinavia and sometimes in all of Europe.

In a typical recruitment situation a company will contact a media bureau or job board like StepStone, in order to source candidates. A good supplier will take care of posting the listing, matching it with CV databases and even assist in the choice of other advertising channels. Some companies have recruitment agencies working for them, and in these cases the media bureau may work together with these during the process. When a number of relevant candidates for a position has been found, the media bureau's job is over. The recruitment

agency, or the company itself, will pick out the people they want to interview.

An essential part of recruiting is to make sure that the people who would be most qualified for the position are aware of the opportunity. Therefore the combination of different media is crucial. It is often not enough to advertise online only, because that would limit the search to those actively looking for a new job, and not include those who do not know that they may want to change jobs.

The consequence is that printed media still has an important part to play. Good online job boards can today offer combined packages of online & print advertising that are integrated.

#### **Some differences**

The overall course of the events involved in recruitment does not differ much between Denmark and Sweden. The public sector is a little more visible in Sweden and officially all jobs are to be posted through “Arbetsförmedlingen”.

However, the most important difference is still the current market situation. The Danish side of the Øresund Region has a strong demand and the Swedish side a higher supply of IT labour. More specifically there are some differences in the channels that are being used, and the market shares of the different media also differ.

In Sweden the internet is widely used and the printed media has not fully taken advantage combining the digital and printed media. The Internet based companies have a relatively stronger position on the market.

The Danish online job advertising market is slightly more mature than the Swedish, due to higher competitive pressure in recent years. This has forced Danish printed media into adopting the online space more efficiently.

#### **E-recruitment systems**

In both Sweden and Denmark we see an overall trend for e-recruitment systems being applied to the recruit-

ment process. Instead of waiting for a vacant position to appear and then start the time consuming and very costly process of filling the position through external suppliers, more and more companies choose on an ongoing basis to source candidates on their own.

For this purpose companies power their websites with e-recruitment tools that collect all relevant information from potential candidates visiting the site for job opportunities. The system enables the companies to efficiently search, sift and screen their internal "talent pools". It also automates the communication with job candidates and speeds up the time-to-hire significantly.

### **Recruiting and commuting**

When a qualified job candidate has been found, and the person is living

on the opposite side of the Sound, the biggest challenge is to motivate the person to commute over the bridge. This is much easier for executive and/or high end jobs with highly experienced and qualified candidates. These candidates are harder to find, but are more willing to commute as they are more interested in the job than where it is geographically located.

### **Denmark and Sweden are not the same**

A number of companies have had bad experiences trying to do business on the other side of the Sound because they had not seen to the necessary preparations.

Companies that make the mistake of assuming that it does not make any difference if an office is on one side or the other, will encounter many

problems, especially if both Swedes and Danes need to be employed. First of all there are recruitment challenges.

Moreover, having the two nationalities working together presents a number of practical and cultural challenges. Furthermore, the language can present a serious challenge when Danes and Swedes start working together.

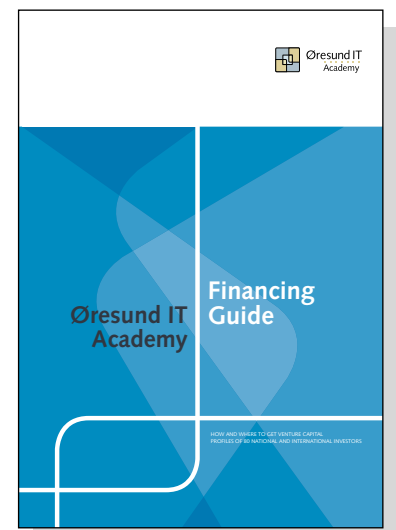
Companies need to be prepared when doing business across the Sound and take into account the cultural differences and differences in management style.

### **FINANCING GUIDE**

Øresund IT Academy's main object is to facilitate an integration of the ICT-sector in the Øresund Region to create more growth. An area which needs assistance is entrepreneurship and therefore Øresund IT Academy published its Financing Guide.

This guide provides hands-on advice on how to obtain venture capital as well as contact info, profiles and key figures of 80 investors within ICT.

Contact Øresund IT Academy to receive a copy.



# Opening the portal to the human-tech region

With Øresund IT, business has never been easier



The Øresund Region's 3.5 million inhabitants share not only similar lifestyles, heritages and cultures but also a vibrant IT and telecom sector.

The Region has more than 100,000 employees in 12,000 IT and telecom companies, and almost 500 full time researchers and 6,700 students at IT and telecom programmes.

Øresund IT opens the portal to the Region for international companies and investors. Through Øresund IT, a shared identity is being built up and

marketed both regionally and globally. The goal is to strengthen Øresund Region's position as one of the world's most attractive regions where IT, telecom and high-tech meet human values to create the human-tech region.

Øresund IT is carried out by Position Skåne, Copenhagen Capacity and Øresund IT Academy.

Learn more about Øresund IT at:

[www.oresundit.com](http://www.oresundit.com)

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## A Small Step on the Way to Sweden

AN INTERVIEW WITH MORTEN POULSEN, CEO, AND THERESE STACKEBO, SWEDISH COMMUTER, FROM TECTURA DENMARK

Tectura has 110 employees in Denmark and are looking to increase the number of consultants to keep up with the growth they have experienced in recent years.

Even though Tectura currently only has three employees from Sweden they are looking to expand this number in the future.

### **How did you find your current Swedish employees?**

It was quite a coincident that we first hired employees from Sweden. We are in very close contact with our business partners and we have a great cooperation with a number of Swedish businesses. On some occasions we meet people that are interested in changing jobs and we are always willing to hire competent consultants looking for new challenges. As a result our first three Swedish employees were hired due to the large network our existing consultants have from working in Sweden.

It does not matter where people are from if they have the right qualifications and actually we consider the southern part of Sweden as a part of our local market.

It has been a very positive experience to have Swedish employees, so we are now focusing much more on recruiting from Southern Sweden. We are in an area of business where we have a very small segment of qualified candidates within our technical platform, and if we can benefit from the extended labour market we have more candidates to choose from.

### **How else does Tectura recruit?**

The people we search are roughly divided into three different groups, which are experienced consultants, industry specialists and newly educated candidates. We have many different ways to recruit our new employees and we try, as often as possible, to manage the recruitment by ourselves. Our consultants' network is a big part of our recruitment but

we also use job ads in newspapers and web media in both Denmark and Sweden.

In Denmark the job fairs are quite good for finding the newly graduated candidates, we each year bring in to train ourselves. However, we do not believe that we have the know-how to train newly graduated Swedes yet. There is a much more social responsibility when hiring people fresh out of university and we have to be certain that we can support Swedish trainees in their development, both professionally and personally. This is an opportunity we see coming since Tectura as of 1st May has opened offices in Malmö, Stockholm & Umeå with a wide group of experienced Swedish consultants.

Even though we prefer to recruit ourselves there are times where we use recruiting bureaus to find needed, specific specialists. Search & Selection Bureaus have a

"It does not matter where people are from if they have the right qualifications and actually we consider the southern part of Sweden as a part of our local market"

different approach and wider surrounding network. Furthermore, the Bureaus also keep the headhunting professional. Our use of Search & Selecting Bureaus is only in Denmark where the labour market is very competitive.

However, recruiting agencies help us find interesting candidates in both Denmark and Sweden. We also use a selection of CV databases that we have found contain the profiles we are looking for, and which we search frequently for interesting candidates. Locating these CV databases was quite an effort and it demanded extended research to find which worked best for Tectura.

#### **Why do people choose to work for Tectura?**

When you work for Tectura you are part of an international company and very often our employees will have international clients to work for. I believe that our staff appreciates the opportunity to have an interna-

tional career and work on the more extended projects that this offers. When we hire people from Southern Sweden we do not present ourselves as a Danish or Swedish consultant house, but as an international one, where you get international challenges and opportunities. The idea of an international house also makes it a lot easier for foreign employees to settle in because our staff is used to working with different nationalities.

#### **Therese, why did you choose to work in Denmark?**

I, and many of my friends, work in Copenhagen because of the better opportunities for finding a job within a large or international company. The fact that the salary is higher in Denmark than in Sweden is a secondary reason for working here. A company like Tectura gives me an opportunity to work with projects that I find interesting and most importantly are the future opportunities the job gives me.

Of course, there were some difficul-

ties involved with starting a job in Denmark, and I have spent quite some time getting the information and help I needed. When dealing with Danish contracts I contacted Øresunddirekt in Malmö and they helped me in evaluating the salary, pension, currency difference and other aspects you have to take into consideration when accepting a Danish contract. Also the Danish tax department helped a lot, but still you need to know where the help is available and how to get it. It is quite a bit of work to get through, but it is all worth it.

The biggest problem with working in Denmark is that it is harder to get a correct first impression of the people you meet. When you meet someone from your own country you automatically know a lot about them, from the way they talk and how they behave. This is not as easy with foreign people and it takes longer to get to know them. But this is usually just a matter of time and again the

really important thing for me is that I like my job and I like to work with my Danish colleagues.

### **What are the differences between recruiting in Denmark and Sweden?**

We have or have had employees from USA, England, Sweden, Iceland etc. and there is not a great diversity in recruiting among different nationalities. When we recruit the candidates, they are evaluated based on their competences, industrial knowledge, academic education and finally social abilities. Whether the candidates are from USA or Denmark, we concentrate on getting the right skills and less on small obstacles, such as language.

Again it is a big advantage for us

that we work in an international market with international clients who want international solutions. Being international makes it a lot easier to use foreign employees and it is an advantage to have many nationalities among your employees if you have international ambitions.

Recruiting from Sweden is not that different from any other recruitment, but, of course, it is easier to recruit from Sweden than from USA, as well as it is easier to recruit from Denmark than from Sweden. Even though there are few problems involved with recruiting from other countries, it is very important to be aware of the differences, both cultural and legal, that are present when hiring personal from other countries. This is espe-

cially so if the employees live in their homeland, as the situations often is with employees from Skåne. In this case there are a lot of practical issues to relate to, e.g. how to compare the salary, how to deduct transportation, switching unemployment insurance funds and much more.

We have found a lot of this information from Øresunddirekt, but we also had to go elsewhere to seek information. We even found some counter dictions in information about taxation and it would be nice if we could find the correct information in one place. Both employees and employers would have great use of a guide that could contain all of the information

## Grænseløse muligheder

Tectura er den førende leverandør af forretningsløsninger baseret på Microsoft. Vi har hele verden som arbejdsplads og tiltrækker både medarbejdere og kunder på tværs af grænserne.

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**Se de aktuelle stillinger i Tectura Danmark på [www.tectura.dk/job](http://www.tectura.dk/job)**

*Tectura er repræsenteret i 19 lande i Europa, Mellemøsten, USA og Asien, og servicerer virksomheder i flere end 60 lande. Vi leverer ERP-løsninger baseret Microsoft Axapta og Microsoft Navision, som kan integreres med f.eks. Supply Chain Management, Business Intelligence og CRM - leveret lokalt og med global rækkevidde.*



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## One Region – Two Sets of Rules

Commuting across Øresund has trebled since the Øresund Bridge opened in the summer of 2000. Around 12,500 people lead a Swedish/Danish existence living in one country and working one or more days a week in the other. This means that 9,400 commuters cross the Øresund Bridge every day by car or train in order to get to work. Commuters are split almost evenly between cars and trains. Every four car crossing the Øresund Bridge during 2005 had a commuter at the wheel.

In 2015, the Øresund Bridge expects that four out of ten cars will be a commuting vehicle. An early morning on the Øresund Bridge leaves no doubt as to the commuters' destination. Nine out of ten Øresund commuters live in Skåne and commute to the Danish side of Øresund.

People in the Øresund Region are mobile and see the possibilities created by the two labour markets of the region. The combined labour market is not only twice as big for employees but also a great opportu-

nity for employers to find the competence they need for their business. Therefore more and more employers choose to recruit new staff on the other side of the Øresund, and consequently the demand for information about employment conditions increases.

Two countries with different backgrounds, cultures and traditions meeting can become bewildering for those who don't have enough information about the employment conditions in Denmark and Sweden. There can be questions relating to anything from company policies and social norms to more practical issues about tax, labour legislation and social insurance. This type of information is equally important to both employers and employees.

So if you look for work or wish to recruit staff in Denmark and Sweden at [www.oresunddirekt.com](http://www.oresunddirekt.com) you can find over 1,200 pages with information about, among other things, employment of staff, tax and social security in both Danish and Swedish. You can also find contact details here

for whom to contact to get more information. Each month [www.oresunddirekt.com](http://www.oresunddirekt.com) has 45,000 visitors.

With the appropriate knowledge employers and employees can avoid facing common misunderstandings and pitfalls when employing people from the other side of the Sound. Even though the Danish and Swedish systems have similarities it is important to be aware of the differences, which can become more complex by having employees living in one country and working in the other. Therefore this chapter will point out some areas that need consideration and furthermore provide information on where to obtain more specific and detailed information depending on the need of companies and employees.

## Differences to Consider - Regulation and Policy

AN ARTICLE BY ØRESUNDDIREKT

Øresunddirekt is a Danish/Swedish information service that aims to help the people, companies and authorities in the Øresund Region. Our mission is to aid Danes and Swedes who want to work, study, move to or start up a business in either country. We can give advice about the laws and regulations that apply in Denmark and Sweden, which authorities to contact and what you need to think about when moving. Øresunddirekt provides information to the public in four ways – the web, personal service, telephone and e-mail.

Below an overall view of what you need to consider when recruiting from Denmark or Sweden is presented. First we explain where you can find staff, and then we highlight the most important points that you as employers need to know about when recruiting in order to be able to inform your new employees. Øresunddirekt has put together this information in cooperation with both Danish and Swedish authorities, as well as KPMG, solicitors Magnusson, Wahling, Qvist, Stanbrook in Copenhagen and Malmö, Danske

Bank, Swedish Trade Council and Nutek. Finally, we list links to some of the authorities and organisations that can provide further information.



### DANISH EMPLOYERS RECRUITING SWEDISH STAFF



#### Where to find staff

Swedish companies are obliged to post their vacancies with the Swedish job centre, Arbetsförmedlingen. Danish employers can also advertise vacancies on Platsbanken, their web site ([www.ams.se](http://www.ams.se)). In addition to Arbetsförmedlingen, recruitment of new staff is often done through advertisement in national and local newspapers. More and more, as in Denmark, private recruitment agencies and web sites have become common. Contact details for these agencies can easily be found at the back of this Guide in the index or through the yellow pages, Gulasidorna ([www.eniro.se](http://www.eniro.se)).

At Øresunddirekt in Malmö, AF-Øresund can assist with recruitment in Sweden. This includes, for example, both general information about Swedish employment conditions and more specific information relating to your line of business. By setting up a meeting with the Swedish authorities available at Øresunddirekt employers can quickly get a good idea of the differences between the two countries.

If you are looking for manpower with particular skills, the recruitment agencies and their staff can help you to get in touch with agencies specialising in IT and culture. Different career fairs are arranged, for example by Lund University and Malmö University.

In Sweden it is not common to send in an application showing interest in a vacancy or job, therefore Arbetsförmedlingen is a convenient way for both employers and employees to get in touch.

If you need to validate your Swedish degree in relation to the Danish edu-

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cational system assistance is available from CIRIUS / [www.cvu.dk](http://www.cvu.dk)

What to think about before hiring  
The Danish and Swedish income tax systems are different. As their employer it is vital to know that your employees earn their social insurance in the country in which they work and pay tax. Consequently everything that involves for example parental leave and sick leave comes under Danish rules and regulations.

## Social security and tax

Understanding the different tax legislations in both countries could help you as an employer not only during salary negotiations, but also when recruiting new staff. Your Swedish employees will be used to a system in which a major part of the social security fees is paid for by employers, known as 'sociala avgifter' which add up to 32,7%. It is therefore crucial to inform employees that in Denmark social security is mainly paid for by employees, and that this partly explains the higher wage level and taxation. Social security is based on the total income and is currently 8%

of the gross pay.

As commuters between Denmark and Sweden your employees can choose between partial tax liability (begränsat skattskyldig) or to be taxed according to the specific rules of 'gränsgångarregeln'. If employees choose partial liability they are only allowed a basic allowance deduction (grundavdrag) for gainful employment during a whole calendar year. Employees can in addition also deduct union fees, travel costs as well as a basic allowance deduction for spouses provided they don't have incomes in Denmark. In order to be entitled to taxation according to 'gränsgångarregeln' 75% of employees' gainful employment must be in Denmark. If so, they have the right to the same tax deductions as Danish residents, however, the Danish tax authority can only tax what is earned from their gainful employment in Denmark. For more information contact SkatØresund ([www.skat.dk](http://www.skat.dk)).

## Social insurance

Employees who live in Sweden and work in Denmark will need a par-

ticular health insurance card showing that they are entitled to Danish health care. The health insurance card is issued by the registrar's office in the council where they work. The card has to be renewed yearly.

Swedish employees will be used to one qualifying day before being able to claim benefit when ill, a strong social insurance and labour legislation. For this reason it is of vital importance that you inform employees that employers have the right to make redundant employees who are absent due to illness for more than 120 days, according to the Danish system. It is also crucial that you describe the company health care plan to Swedish employees.

The conditions for temporary parental benefit when taking care of a sick child also differ in Sweden where parents have the right to stay home with pay 60 days per year until the child is 12 years old. Therefore inform employees that they can only stay home for one day with pay after which they cannot claim temporary benefit for taking care of a sick child.

However, inform them of the company policies regarding this.

### **Unemployment insurance and union membership**

Swedish employees will be used to a system in which they are ensured strong labour legislation by law. Make sure you clearly explain not only the rules related to the agreements that apply to your company but also Danish labour legislation. Advise your new employees to contact the Danish unemployment insurance agency (A-kassa) and the appropriate union to get information about Danish rules and regulations. Swedish employees can, of course, keep the membership in their Swedish union when working in Denmark, but inform them that Swedish unions can't influence the work situation in Denmark.

If Swedish employees wish to enrol in the Danish unemployment system they need to apply as soon as they start working in Denmark or they risk losing the unemployment insurance if made redundant. The application should be in writing. Inform your employees of the importance of not cancelling their Swedish unemployment insurance before transferring it to the new one in Denmark. If so, the employees can't include their previous unemployment insurance. For more information contact the Unemployment agencies in Denmark and Sweden.

### **What to consider when signing the employment agreement**

It is crucial that employers carefully go through the employment contract with their new employees. There are many matters that will be obvious to you as Danish that your Swedish employees will not be aware of. Remember that Swedish labour legis-

lation is strong by law and therefore do not assume that Swedish employees know about Danish labour legislation.

### **Work hours**

Work hours are shorter in Denmark than in Sweden; 37 hours/week in Denmark compared to 40 hours in Sweden.

### **Holiday**

In Denmark and Sweden employees have five weeks guaranteed holiday a year. The difference is, however, how the time off work is planned. At many Danish workplaces it is customary to take only three weeks at a time. To avoid misunderstandings inform your new employees of the company policy. Also inform them that employees with a monthly salary are entitled to paid holiday and get 1% of their salary added to the holiday pay, which is taxed when paid. Furthermore, Swedish employees are used to having paid vacation from when they start working. Let them know that this is not the case in Denmark where you have to save up for the first year before you can get paid holiday.

### **Pension plan**

In Sweden 18,5% of employees'

salary is paid go towards a state pension by the employer (this is part of the 32,7% paid in social security fee), whereas in Denmark this is not always the case. Inform your new employees of the pension plans your company offers and how much of the salary is supposed to go towards a private pension plan. You also need to inform them that there are two pension plans in Denmark, the state pension (folkepension) and the pension plan applicable to those who are between 16 and 66 and who work at least eight hours/week in Denmark (ATP).

### **Parental leave**

It is crucial to make clear that when working in Denmark employees are only entitled to Danish social insurance with regard to temporary parental leave and benefits. Your employees can't claim parental leave with benefits in Sweden. Again in order to avoid misunderstandings, the rules regarding parental leave for commuters are important to know about for employers. The parent that works in Denmark has the right to claim parental leave for 52 weeks. The parent that works in Sweden, on the other hand, follows Swedish rules and can claim parental leave for 480 days. See also next chapter.

**"It is vital to know that your employees earn their social insurance in the country in which they work and pay tax"**

## **Working from home and company car**

Employers need to be aware of the rules that apply to employees who work from home, i.e. in Sweden. You and the employee need to apply for exemption for employees who live in Sweden and work in Denmark but who will work partly from home. Without exemption employees' social insurance will be transferred to Sweden and Danish employers will be required to pay social security to the Swedish state. For more information and how to apply for exemption contact Sociale Sikringsstyrelse / [www.dss.dk](http://www.dss.dk)

If Swedish employees that work in Denmark have a company car particular conditions, rules and fees apply. It is therefore best to contact Skat / [www.skat.dk](http://www.skat.dk) first for more information.

What to think about after employing Swedish staff

When employing Swedish staff in a Danish company, the employees need a Danish civic registration number, a CPR number (personnummer). It is provided by the registrar's office in the council where the company operates from or by SkatØresund. Employees need to bring their ID and the contract of employment. With the CPR number employees can get an estimate on the preliminary tax (forskudsopgørelse) and an income tax notice (skattsedel) from SkatØresund. Employees also need to bring their final income tax notice from Sweden, as well as other bank details such as interest and foreign accounts. The income tax notice should be handed over to the employer well before the first salary is paid. If the employers have not received the information about the employees' tax deductions 60% will be taken as tax.

Swedish employees will be used to receiving their pay between 25th and 27th every month, whereas in Denmark the salary is paid at the end of the month. In order to receive their salary immediately it is now possible for frontier workers to open a commuter account with most major Danish banks. It will mean that the salary is transferred to Sweden on the same day it is paid into the Danish account. There is a list of banks that offer commuter accounts on the Øresunddirekt web site ([www.oresunddirekt.com](http://www.oresunddirekt.com)).

## **Useful links**

ØRESUNDDIREKT  
[www.oresunddirekt.com](http://www.oresunddirekt.com)  
SKATØRESUND  
[www.skat.dk](http://www.skat.dk)  
DEN SOCIALE SIKRINGSSTYRELSE  
[www.dss.dk](http://www.dss.dk)  
ARBETSFÖRMEDLINGEN, PLATSBANKEN  
[www.ams.se](http://www.ams.se)  
ØRESUNDINFO  
[www.oresundsinfo.org](http://www.oresundsinfo.org)  
ENIRO  
[www.eniro.se](http://www.eniro.se)



## **SWEDISH EMPLOYERS RECRUITING DANISH STAFF**

### **Where to find staff**

The best way to recruit staff in Denmark is through the unions and their specialist press. In Denmark it is also common to advertise vacancies in newspapers and many companies use private recruitment agencies and web sites. There is a good overview on [www.job-guide.dk](http://www.job-guide.dk). At career fairs arranged by, for example, the

universities companies can recruit new staff.

If you need to validate a Danish degree in relation to the Swedish educational system contact the appropriate authority. For more information on which authority to contact get in touch with Högskoleverket ([www.hsv.se](http://www.hsv.se)) or see the index at the back of the Guide

What to think about before hiring  
The Danish and Swedish income tax systems are different. As the employer it is vital to know that your employees have their social insurance in the country in which they work and pay tax. Consequently everything that involves, for example, parental leave and sick leave comes under Swedish rules and regulations.

## **Social security and tax**

Understanding the different tax legislations in both countries could help you as an employer not only when negotiating the wages, but also when recruiting new staff. Danish employees will be used to a system in which much of the social security is paid for by the employees themselves. It is therefore crucial to inform employees that in Sweden employers are liable to pay most of the social insurance fees, which partly explains the lower wage level in Sweden. Employers need to inform their Danish employees that the social insurance fees, or payroll tax (arbetsgivaravgift), currently 32,7%, will be added to their gross salary as well as other taxable fringe benefits. The payroll tax goes towards paying, for example, a general health insurance, pension contribution, occupational injuries and parental leave. Just like Swedish employees Danish employees have to pay towards a general pension plan which is 7%

of the gross salary but maximum 23,900 SEK.

As Danish frontier workers in Sweden your employees can choose to pay exemption tax (särskild inkomstskatt, SINK) which is currently 25%, but this means they are not entitled to any further tax deductions. As commuters between Denmark and Sweden employees can also choose to be taxed according to 'gräns-gångarregeln', meaning some tax deductions related to, for example, transport and travelling, unemployment insurance and tax relief on interest. For more information contact Skatteverket ([www.skatteverket.se](http://www.skatteverket.se)).

#### **Social insurance**

Danish employees will not be used to one qualifying day when on sick leave and will also be used to full pay during the whole period of sick leave. It is important that you inform them about the Swedish rules regarding one qualifying day and 80% of the salary, maximum 295,000 SEK per annum (2006). On the other hand, the same benefits apply for temporary leave when taking care of a sick child without the one qualifying day. It is also worth mentioning that in Sweden employees are entitled to 60 days for temporary leave when taking care of a sick child up to the age of 12.

#### **Unemployment insurance and union membership**

Danish employees are used to a labour market that is mainly controlled through agreements. They will not be used to the comprehensive labour legislation that exists in Sweden. Please see chapter 4 for further information.

Make sure you clearly explain which rules apply with regard to your cur-

rent company agreements, and not least what is included in the labour legislation. Also advise your employees to contact the Swedish unemployment benefit agency (A-kassa) as soon as possible in order to get information about Swedish laws and rules.

Danish employees can, of course, keep their membership in the Danish union even if they work in Sweden, but inform them that Danish unions can't influence the work situation in Sweden. If Danish employees wish to enrol in the Swedish unemployment system they need to apply as soon as they start working in Sweden or they risk losing unemployment insurance if made redundant. Inform your employees of the importance of not cancelling their Danish unemployment insurance before transferring it to the new one in Sweden. To transfer the membership they will need to fill in form E301 which can be collected from the Danish unemployment agency (A-kassa).

#### **What to consider when signing the employment agreement**

It is crucial that employers carefully go through the employment contract with your new employees. There are many matters that will be obvious to you as Swedish that your

**“In Denmark the employees themselves pay towards both a general and private pension, however, in Sweden it is completely different”**

Danish employees will not be aware of. Remember that Swedish labour legislation is strong by law and therefore do not assume that Danish employees will know about Swedish labour legislation.

#### **Work hours**

In Sweden work hours are usually 40 hours/week, whereas in Denmark they are usually 37 hours.

#### **Holiday**

In Denmark and Sweden employees have five weeks guaranteed holiday a year. The difference is, however, how the time off work is planned. Inform your employees that at many Danish workplaces it is custom to take only three weeks at a time, but that in Sweden there is no such tradition. Also inform employees that their holiday pay, which is 12%, is based on their income during the whole tax year. This is taxed when paid.

#### **Pension plan**

In Denmark the employees themselves pay towards both a general and private pension, however, in Sweden it is completely different. Inform your employees about the Swedish pension plan system, which means 18,5% of all gainful employment is paid by the employer yearly

to the Swedish state (this is included in the 32.7% social security fee). In Sweden it is possible to claim pension from the age of 61.

### **Parental leave**

It is crucial to make clear that when working in Sweden employees are only entitled to Swedish social insurance with regard to temporary parental leave and benefits. Your employees can't claim parental leave with benefits in Denmark. Again in order to avoid misunderstandings, the rules regarding parental leave for commuters are important to know about for employers, too. The parent that works in Sweden follows Swedish rules and can claim parental leave for 480 days. The parent that works in Denmark has the right to claim parental leave for 52 weeks (364 days).

### **Working from home and company car**

Employers need to be aware of the rules that apply to employees who work from home, i.e. in Denmark. You need to apply for exemption for employees who live in Denmark and work in Sweden but who will work partly from home. Without exemption employees' social insurance will be transferred to Denmark and Swedish employers will be required to pay social security to the Danish state. For more information and how to apply for exemption contact Försäkringskassan / [www.fk.se](http://www.fk.se)

If Danish employees that work in Sweden have a company car particular rules and fees apply. It is therefore best to contact Vägverket / [www.vv.se](http://www.vv.se), Centralregisteret for motorkøretøjer / [www.politi.dk](http://www.politi.dk) and Skatteverket [www.skatteverket.se](http://www.skatteverket.se) first for more information.

### **What to think about after employing Danish staff**

When employing Danish staff at a Swedish company they will have to apply for a civic registration number. It is provided by the tax department (Skatteverket) in the council where they work and when applying employees need to bring their ID or passport. This is also where you apply for exemption tax (särskild inkomstskatt, SINK). In Denmark a health insurance card is needed but not in Sweden. For more information contact Skatteverket ([www.skatteverket.se](http://www.skatteverket.se)) and Försäkringskassan ([www.forsakringskassan.se](http://www.forsakringskassan.se)).

Danish employees will be used to receiving their pay at the end of the month, whereas in Sweden the salary is paid between 25th and 27th every month. In order to receive their salary immediately it is now possible for frontier workers to open a commuter account with most major Danish banks. It will mean that the salary is transferred to Sweden on the same day it is paid into the Danish account. There is a list of banks

that offer commuter accounts on the Øresunddirekt web site / [www.oresunddirekt.com](http://www.oresunddirekt.com)

### **Useful links**

ØRESUNDDITEKT  
[www.oresunddirekt.com](http://www.oresunddirekt.com)  
SKATTEVERKET  
[www.skatteverket.se](http://www.skatteverket.se)  
FÖRSÄKRINGSKASSAN I SKÅNE  
[www.skane.fk.se](http://www.skane.fk.se)  
LÄNSSTYRELSEN I SKÅNE  
[www.m.lst.se](http://www.m.lst.se)  
ØRESUNDINFO  
[www.oresundinfo.org](http://www.oresundinfo.org)  
JOBGUIDEN  
[www.job-guiden.dk](http://www.job-guiden.dk)

This web site [oresunddirekt.com](http://oresunddirekt.com) offers, besides from information, a chat room where commuters can discuss, ask questions and share experiences. This can give you a good idea of what it is like to work and live in the Øresund Region.

If you don't find the information you need on our web site, it is possible to contact us by visiting, calling or e-mailing. You can also visit Øresunddirekt web group to get answers to miscellaneous questions. They are available at HC Andersens Boulevard 5A in Copenhagen, telephone +45 33 91 10 49 or e-mail [redaktionen@oresunddirekt.com](mailto:redaktionen@oresunddirekt.com).

If you wish to contact us in person you are welcome to visit the information centre Øresunddirekt at Stortorget in Malmö. Here you can get answers to questions relating to Øresund by people from five Swedish authorities, Skatteverket, Försäkringskassan, Arbetsförmedlingen, Region Skåne and Länsstyrelsen.

You can contact the centre:  
PHONE +46 40 17 64 00  
EMAIL [malmo@oresunddirekt.com](mailto:malmo@oresunddirekt.com).

**“Understanding the different tax legislations in both countries could help you as an employer”**



## Experiences of a Commuter

AN INTERVIEW WITH FLEMMING BORUP, DANISH COMMUTER WORKING FOR SVEP DESIGN CENTER AB IN LUND

Flemming Borup is one of the commuters who has taken advantage of the opportunities that the extended job market the Øresund Region represent.

### **What has been your experience with working in the Øresund Region?**

I have been employed in Sweden in two jobs and under different circumstances. The first time I was employed in Sweden I chose to move to Sweden with my family. When both living and working in Sweden some of the practical issues are not present, however, some challenges still remain.

When getting organized in Sweden I had to have a CPR. number and you need some who can testify to your identity to get that. I had the advantage of having my grandmother in Sweden, who could vouch for me. Another option is to have an employer to verify one's identity.

An additional issue in getting settled in Sweden was in regards to banking. It is not possible for Swedish

banks to access your credit rating from Denmark, so you need to bring a statement from your Danish bank so that you can open an account in Sweden and vice versa. This is a little long-winded, as a lot of processes, but it worked out.

Furthermore, when you work in Sweden you can stay in your Danish union for a while, but then you need to become member of a Swedish union, no matter where you live. It is important to always have a union membership to keep your seniority, so never cancel one membership before you have another.

After living in Sweden for a couple of years my family and I moved back to Denmark. When I started a new job in Sweden I had to find a way to deal with the challenges involved in working in one national part of the Region and living in the other.

### **What challenges did your living in Denmark and working in Sweden bring in regards to your contract?**

It brought new challenges, but

concerning my contract there are not a lot of differences between the one I have in Sweden and others I have had in Denmark. When I started my present job I was employed under a project contract, in the sense that I was only employed for a predetermined amount of time. When that contract expired my employers decided to prolong my employment. The most noteworthy difference surrounding contracts is the salary, which is quite a bit lower in Sweden than in Denmark.

### **How is it possible to deal with the salary and tax differences?**

I think the best approach is to have knowledge of the salary level in a job in Denmark and then calculate different options, taking into account the variables that your situation presents. There are different tax options that can be applied when calculating your salary and the option that will work best for you differs depending on deductibles, among others. The goal for me was to find an option that would supply me with the same salary in Sweden as I would have received in a similar job in Denmark. I found that

“I really like my job and all the practical issues are becoming easier over time. I have opportunities and responsibilities in this job that I could not have in a similar job in Denmark”

the SINK tax was the best alternative for me, and my employer agreed to this.

To find the information I needed to make a decision about which tax option to use I have been in contact with a number of different tax offices in both Denmark and Sweden. When I first moved to Sweden and just needed information on the Swedish system, the tax office in Helsingborg was a big help. Later when I lived in Denmark and worked in Sweden, I found that only one person at “Grænsegængercenteret” within Skat og Told in Denmark could answer most questions. It was, however, not easy to come about this information and a lot of time and energy was used finding which alternative that would be the most useful.

**Are there other things that one needs to be aware of when working in the Øresund Region?**

I was employed in my present job to establish SVEP Design Center in Denmark and therefore I spent some of my working days in Denmark.

This is an area that also needs attention for a couple of reasons. First of all, the SINK taxation can only be used if your primary workplace is in another country than the one you live in. Secondly, if you have a company car which is registered in Sweden, because your employer is in Sweden, it cannot permanently be in Denmark. For one thing, it has to be in Sweden a certain amount of days each month. There are a number of other rules around company cars which makes it very difficult to have a Swedish company car in Denmark.

So, when living and working in the Øresund Region one has to be aware not only of the different tax systems in the region, but also the rules that apply to this taxation. These rules also influence future

employment of Danish employees. If SVEP Design Center decides to employ people to work full time in Denmark, it makes more sense to open an APS in Denmark to avoid some of the challenges that taxation, social benefits, pension etc. involve.

**How do you like working in Sweden?**

I really like my job and all the practical issues are becoming easier over time. I have opportunities and responsibilities in this job that I could not have in a similar job in Denmark.

Since I started, it has also become easier for SVEP to hire people from Denmark, both in dealing with the practical dimension and the mindset around employing Danes.

“The most noteworthy difference surrounding contracts is the salary, which is quite a bit lower in Sweden than in Denmark”



## The Øresund Labour Market

The labour market in the Øresund Region has many similarities with the Nordic labour market. The regulation for commuting in the Nordic countries has been coordinated through a convention established by the Nordic Council and the regulation of the Øresund Region follows the same rules. However, due to the increase in commuting across Øresund, a need for further regulation became necessary. Therefore Denmark and Sweden entered bilateral agreements concerning taxation, which is still being regulated according to demand. It was possible to establish both convention and bilateral agreements due to the likeness in the labour market in the Nordic countries.

The Nordic labour market is characterised by a high degree of unionisation of the labour force and organisation among the employers. The basis of the Nordic labour market is furthermore defined by collective agreements between trade unions and employer organisations. Unlike most other European countries, the labour markets in Sweden and Denmark are regulated primarily by agreements rather than by law. Agreements are negotiated collectively between employer organisations and unions

for the different branches of trade or within each individual company.

By European standards, the laws and agreements on the Nordic labour market are highly flexible, for instance with regard to working hours, overtime and – especially in Denmark – hiring and firing of personnel. This means that mobility is higher on the Nordic labour market than on the European market on average. In return for their high level of flexibility, Nordic employees are guaranteed a relatively comprehensive social security in times of unemployment, illness or occupational injury. The right to unemployment benefits is based on an individual insurance system, while social security in general is guaranteed by law.

Even though the Nordic labour market, in comparison with the rest of Europe, is quite similar there are still some differences between Denmark and Sweden which need some attention, e.g. hiring and firing of staff.

### Researcher and Key employees

A very important part of the labour market in the Øresund Region is the research sector covering the public research institutions, universities

and the private sector. The research sector is experiencing increased attention because of the political aspirations in Denmark and Sweden to focus on research and development in order to move the countries to the forefront of knowledge based economy. The possibilities of doing research and business on both sides of the Sound are increasing and companies and researchers alike, need to be more aware of the increasing opportunities.

Universities, researchers, companies and students co-operate in the Øresund Region in form of higher region integration of education and joined research projects. Students in the Region can freely sign up for educations or courses in the whole Nordic region and even Ph.D. educations are available for all students in the region. Students can find more information about education and studying on [www.studygateway.org](http://www.studygateway.org).

The European Commission has launched the European Researcher's Mobility Portal, which is a gateway for researchers and organisations wishing to recruit the most talented European and non-European researchers. The portal is based



on two databases which contain researchers' CVs and job vacancies from the public research institutions, universities and the private sector. The databases can be used to find research opportunities or interesting researchers. The address of the European Researcher's Mobility Portal is <http://europa.eu.int/eracareers>.

#### Industrial PhD

In both Denmark and Sweden universities and businesses have the opportunity to cooperate with research education (PhD). The Danish initiative is called "ErhvervsPhD" while in Sweden the same education is called "Industridoktorander". In the initiative, the researchers work at a company that pays their salary. The company gets a wage subsidy as well as subsidies for many other expenses like courses, travels abroad and moving expenses for foreign PhD students. The subsidies run over all three years of the PhD and do not have to be repaid if the course is finished.

The Industrial PhD initiative is an opportunity for companies to evolve research and development within the regions' industry by being part of educating researchers to get an insight

into the business aspect of research and development. Furthermore, the initiative promotes the development of personal network for exchanging knowledge and experience between companies and Danish or Swedish universities/research institutes. The goal is to make the regions' industries prosper from the opportunities within research and innovation.

Much is done by the public sector to promote the development and the number of approved applications for Industrial PhD increases every year. Since 2002 the number has increased with 70 %.

See the index for links and contact information.

This chapter will look at some issues described for above. The first article will among other things look at differences in contracts and salaries that can influence employing staff from the other side of the Sound.

The second article will consider some of the areas of the labour market that has a different type of legislation from the rest of the described areas and tricky situations one has to aware of. One example is that Denmark and Sweden have special tax schemes for researchers and key

employees. These schemes can be of particular relevance when looking for foreign IT experts. How and where to watch out is further elaborated and explained in the article.



# Agreements, Salaries and Contracts

AN ARTICLE BY ULF BENGTSSON, CHAIRMAN OF THE SWEDISH ASSOCIATION OF GRADUATE ENGINEERS AND LARS BYTOFT OLSEN, CHAIRMAN OF THE DANISH SOCIETY

Collective Agreements and Salaries  
Danish and Swedish labour market law has the same roots, but while the Swedish labour market is very much regulated by collective agreements – even among engineers and other academics – Danes are not covered by collective agreements to the same extent, at least not in the ICT industry where salaries usually will be individually negotiated with the. In Denmark salaries are in general some 15 to 25 per cent higher than in Sweden.

Each year IDA and CF issues a recommended minimum monthly salary for newly graduated engineers seeking employment within the private sector in their respective countries. The recommended salaries are based on the annual statistics issued by our organisations and they include any eventual - non statutory – pension plan contribution made by the employer, as well as the value of other benefits made available to the engineer; e.g. a mobile telephone, a company car etc.

In 2006 the suggested minimum

salary for a newly graduated M.Sc. is set at 29.900 DKK in Denmark and 26.400 SEK in Sweden, while the suggested minimum salary demand for a B.Sc. is 28.500 DKK in Denmark and 24.700 SEK in Sweden. Newly graduated members will usually obtain the recommended salaries.

In Sweden, however, employers will pay an additional 33 per cent of the salary to social security etc., whereas in Denmark employers support the social security system with a modest 2-3 per cent of the salary. In both countries the employees also contribute to the social security systems. Please see chapter 3 for further information.

Our members have access to in depth statistics concerning engineers' salaries at [www.ida.dk](http://www.ida.dk) (concerning Denmark) and [www.cf.se](http://www.cf.se) (concerning Sweden).

## Applicable laws

Most employees in Sweden – even engineers and other academics – are covered by collective agreements, like the Employment Protection Act (Anställningsskyddslagen) along with

the Vacation Act (Semesterlagen) and the Act on Parental Leave (Föräldraledighetslagen) that define some legal standards to be observed. In Denmark collective agreements are not so widespread and it is therefore even more important to observe the principles stated in the Salaried Employees Act (Funktionærloven), the Holiday Act (Ferie-loven) and the Equal Treatment Act (Ligebehandlingsloven).

## The employment contract

Collective agreement or not – the legal foundation of every employment is the written contract which according to laws, applicable in both Denmark and Sweden, must at least stipulate the following:

- Names and addresses of the employer and the employee
  - The situation of the place of work
  - Duties and title of employment
  - The commencement date of the employment
  - Permanent or temporary employment
  - The salary and other benefits if any
- Working hours (usually stated per week) and overtime issues

## “Most employees in Sweden – even engineers and other academics – are covered by collective agreements”

- Vacation issues
- Termination of the employment (notice periods etc.)
- Applied collective agreements.

These minimum requirements are often followed by articles concerning pension plans, health insurances, bonus plans, business travel and secondary issues, intellectual property rights, loyalty obligations, jurisdiction etc.

Although contracts should be written in the language of the country where it is to be executed we see a lot of agreements concerning white-collar jobs in both Denmark and Sweden written in English and that does not seem to cause any problem.

Working hours are usually stipulated between 37 and 40 hours per week but on average engineers work 42 hours per week. Some engineers accrue overtime, which can either be paid or taken as time off – most, however, do not. Among non-academic staff overtime is usually compensated according to a collective agreement.

In both Denmark and Sweden staff is by law guaranteed at least five weeks paid holiday per year. However, most employees are entitled to six weeks either by a collective agreement or by an individual agreement.

### **Different types of employment**

In both Sweden and Denmark permanent employment (either for an indefinite period or until the employee reaches an age at which he or she is eligible for pension) is the general rule. However, in both countries a probationary period is often agreed on in the employment contracts, thus giving both parties the right to terminate the employment at a short notice – typically of 14 days – and for no particular reason. In Sweden a probationary period may be as long as 6 months while in Denmark it can only be 3 months.

In both Sweden and Denmark temporary employment with a fixed date of termination is not uncommon. Due to the more transparent dismissal regulations in Denmark, you may also enter into project employments

where the parties agree that the employment will cease when a certain project has been finished. However, the employees may at their own discretion still give up the employment giving notice defined by law. Likewise the employers must respect the termination period required by law – even when the project is about to close down.

If an employment is to be terminated, the requirements in Sweden are more protective towards the employees than the ones in Denmark. This applies both to the causes for the dismissal, the prescribed dismissal period, the right for the dismissed to be re-employed and to the level of compensation in case of an unjustified dismissal.

### **Maternity leave – paternity leave**

In Denmark female employees are entitled to 4 weeks pregnancy leave, 14 weeks maternity leave (both with half pay from the employer) and 32 weeks parental leave (which may be shared with the father but without pay from the employer). The father is

entitled to 2 weeks of paternity leave and he may have a share of the 32 weeks parental leave (but neither is compensated by his employer). Thus childbirth in Denmark may cause up to 52 weeks of absence from work to be shared between the parents, mainly financed by the social system. The employer of the mother will have to pay half her salary during a total of 18 weeks, although that will be partly reimbursed by the public social system. However, it is not uncommon that local agreements within a company or collective agreements entitle the employees to extended leave or extra remunerations during parental leave.

In Sweden parents are entitled to a total of 480 days leave altogether, each parent is entitled to at least 60 days. 390 days are reimbursed with up to 19,847 SEK per month (2006) by the Social Insurance Office, while the remaining 90 days are reimbursed by a modest 60 SEK per day. The father is entitled to temporary parental benefit for ten days at the time of the baby's birth. There is also a temporary parental benefit when a child under 12 falls ill. Collective agreements supplement the common parental benefit, bringing the total compensation up to 90 per cent of the actual salary for one to four months. Parents are entitled to shortened working hours – down

to 75 per cent of full time – until the child reaches the age of eight or completes the first year at school.

### **Union membership in the Øresund Region**

Engineers have always been eager to use their technical skills on foreign playfields, and currently some 2,000 of IDA's members and 1,500 members of CF work abroad. It is estimated that as many as 30 per cent of the young engineers will work abroad for a period during their career.

Since living on one side of the Øresund and working on the other is getting increasingly popular, trade unions are also evolving. CF and IDA along with our sister organisations all across Scandinavia offer a free guest membership to all members of other Nordic engineers' societies living and working in another Scandinavian country than the one from which they originate. Thus engineers all across the Øresund Region can obtain the same assistance, learning opportunities etc. as their colleagues associated with the national engineers' society.

### **The Danish Society of Engineers, IDA and The Swedish Association of Graduate Engineers, CF**

The Danish Society of Engineers, IDA, is a modern, professional as-

sociation for engineers and other specialist groups working within engineering and technology – technical knowledge workers. IDA has around 62,000 members. IDA's vision is to help technical knowledge workers set the agenda via competence development, network establishment and political influence.

The Swedish Association of Graduate Engineers, CF, represents graduate engineers and protects the interests of its members in three different ways; as a professional association, in labour negotiations and as an advisory body to its members. Engineering and education have a significant importance to the development and prosperity of society. Engineers therefore have an important role to play in society as ambassadors and caretakers of technical competence. CF encompasses more than 100,000 of Sweden's graduate engineers.



# CivilingenjörersFörbundet

## ØRESUND SCIENCE REGION

Øresund Science Region is an alliance between four regional and bi-national network organisations: Medicon Valley Academy, Øresund IT Academy, Øresund Food Network and Øresund Environment Academy.

The main purpose of ØSR is to promote innovation and growth through co-operation.

Øresund Science Region has a solid base for development and unique possibilities globally speaking for success. We have 140.000 students and 10.000 researchers at the fourteen Øresund University institutions; a large number of successful high-tech companies, small start-ups as well as major international companies; a number of science parks and an innovation oriented public sector.

### MORE INFORMATION AT

[www.oresundscienceregion.org](http://www.oresundscienceregion.org)

[www.mva.org](http://www.mva.org)

[www.oresundit.org](http://www.oresundit.org)

[www.oresundfood.org](http://www.oresundfood.org)

[www.oresund-environment.org](http://www.oresund-environment.org)



## Tax benefits/pitfalls across the Sound

AN ARTICLE BY SANNE KILDEDAL, DELOITTE

### As good as it gets

Is this the way to start an article about tax issues?

Probably not, considering that Denmark and Sweden have some of the highest tax rates in the world.

The Øresund Region is not integrated tax wise and is a quite difficult area to operate in because there are a lot of pitfalls. There are many formalities to observe and more administration is involved when employing people across the border.

However, it is also important to point out that there are tax opportunities to benefit from when recruiting people from the other side of Øresund.

The main emphasis in this article is on Danish employers employing people from Sweden. We will also mention some of the pitfalls.

Please note that this is a rough description of various tax issues, not a complete guide ready to use.

### Danish 25% tax

Denmark has a special 25% tax system which can be used for 3 years. It is applied to cash remuneration and, if applicable, to the value of compa-

ny cars. The total tax/social security burden – if covered by Danish social security – is 31%.

The 25% system can be applied if there has been no tax liability to Denmark for the last three years prior to starting the employment. A number of other conditions have to be fulfilled, the most important being that the employer must be a Danish company, the majority of the work must be performed in Denmark and the employees must not have certain kinds of links to the company in which they are employed (ownership, prior assignment etc.).

For “ordinary” employees (key employees) there are two further conditions. They must take up residence in Denmark when the employment begins, and they must have a minimum salary of 63,778 DKK (2006) before deduction of social security charges. Special regulations apply if covered by foreign social security. This means that foreign employees with a fairly high salary can pay 25% tax on their whole income earned instead of the ordinary tax by a marginal tax rate of 59%.

### Researchers/teachers

For researchers there is no minimum salary level, and they do not have to be fully tax liable while working here. Researchers/scientists are approved for 25% tax, if they have a PhD degree and do research. This also applies to certain teachers at institutions of higher education. Researchers/scientists have to be approved by both the Ministry of Science Technology and Innovation or the relevant institute of education and SKAT.

The fact that no minimum salary and no full tax liability apply widens the recruitment possibilities. A Swedish PhD employed to carry out research at a Danish company can continue to live in Sweden (this is normally cheaper than living in Denmark) and benefit from the low Danish tax for the first 3 years.

The employees remain fully tax liable to Sweden, but pay no Swedish tax on the Danish income. Thus the Danish tax is the final tax on the income earned.

### Swedish 25% tax (SINK)

Sweden also has a 25% tax system. It is applied to people who do not

## “The Øresund Region is not integrated tax wise and there are a lot of pitfalls”

live in Sweden and who do not regularly spend their time in Sweden. It is a flat rate and applies to all remuneration including benefits of all kinds. The system can be used by people from Denmark commuting to Sweden on a daily basis. It is only beneficial to the employees, if they are covered by Swedish social security. If so, they pay tax in Sweden on the income earned and no Danish tax is to be paid. However, the income earned in Sweden has progression effect on the taxation of any other Danish income.

The employer pays Swedish social security contributions, but the employees do not pay the normal employee contribution when using the SINK system.

### **Swedish expert tax**

Another Swedish tax scheme can be applied to employees with special skills. In principle it can only be applied if no other person already living in Sweden can be employed instead. Consequently, the approval process is very case specific. Many conditions apply (no prior tax liability, Swedish employer, must live in Sweden).

When using the expert tax scheme in Sweden, only 75% of the income earned is taxed. Thus 25% is tax free, and total taxable income is lowered “from the top”, i.e. from the top tax bracket depending on the income level.

An additional benefit is that social security contributions are also made on only 75% of the income.

Hiring out of labour

Hiring out of labour across the border is a special tax definition, but it covers quite ordinary situations.

Sometimes a Danish company is in need of temporary assistance. Such assistance can be required from a Swedish company. If the employees remain employed by the Swedish company and is hired out to the Danish company in the same way as a temp, with the Danish company being in charge of the daily management/instructions, the set-up is likely to be considered as hiring out of labour taxwise. This means that the Danish company must withhold Danish tax on the salary paid in Sweden and social security contributions, if covered by Danish social security. This can be considered an adminis-

trative burden, but if the supplier is a Swedish affiliated company and the best assistance is to be supplied in this way, the upside is that the tax in Denmark is a flat rate of 30%. The employees are not taxed in Sweden on the income earned in Denmark. This is normally tax beneficial to the employees and therefore enough incentive for them to accept the temporary position in Denmark. The employees cannot live in Denmark and use the 30% flat rate.

### **Free brobizz**

A brobizz (a pass used when crossing the bridge) provided by a Danish company and primarily used for transport to and from the employment in Denmark is not taxable income for the employees. However, they cannot claim deduction for bridge fees. The fact that transportation paid by the employer is not taxed is not a special Øresund issue, but as the fee for crossing the bridge is quite high, it is especially relevant for employees living in Sweden.

Free housing

In Denmark free housing as a benefit in kind is subject to a very favourable

taxation. The taxable value is quite a lot lower than the actual rent paid. Employees living too far north in Sweden to commute to Denmark on a daily basis needs a place to stay from Monday to Friday. If they have to pay the rent themselves, it is paid with net, i.e. taxed money. If the employer provides free housing (compensated through lower salary), the tax is reduced substantially. This gives the employees a higher net without increased costs for the employer. It will also be possible for the employer to cash in on the tax gain by paying an even lower gross salary. Of course, such issues should be decided on before the contract is drawn up and presented to the future employees.

Free housing can naturally also be provided for full time use. If combined with e.g. Danish 25% tax, it is even more beneficial.

### **Company car**

A Swedish company providing a company car to a person living in Denmark but working in Sweden has so far had to pay the high Danish registration fee. A new Act has been proposed due to an EU ruling. Depending on the use of the car, it will be possible to provide a company car with Swedish number plates and thus at a lower cost to the company.

The taxable value of the car will still be based on the Danish value, i.e. for the employees there is no change if taxed in Denmark.

A Danish company providing a company car to a Swedish person working in Denmark should consider giving a cash allowance rather than providing a company car. This is because Swedish employees are allowed to drive their Swedish car in Denmark. A Swedish car is cheaper, and it is therefore more beneficial to receive cash, even if taxed in Denmark, and then have the fairly low private cost of a car.

### **Nasty surprises**

#### **Hiring out of labour**

Hiring out of labour is described above as a way of obtaining a low tax rate in Denmark – which is a good thing.

However, it must be stressed that hiring out of labour as defined by tax law is not very well known by employers. They sometimes do not realize that they in fact have ended up in a situation which is qualified as hiring out of labour and that consequently the Danish company has an obligation to withhold tax.

A Danish employer, who has employees employed from a company abroad and pays the foreign

company for the assistance, might be subject to withholding obligations, even though there is no formal employment contract directly with the Danish company.

### **The social security trap**

For the employer, Danish social security contributions are much lower than Swedish social security contributions. Therefore the determination of social security status is very relevant in the Øresund region. If a Danish company has employees, who are covered by Swedish social security, the employer must pay more than 32% of the gross salary in social security contributions.

Employees from Sweden, who work all the time in Denmark, are normally subject to Danish social security.

If the employees sometimes work from home, they must apply for a special form (E 101) in order to stay covered by Danish social security. This is normal procedure and will cause no problems.

If, however, the employees have an extra job in Sweden, e.g. as a paid coach for a basketball team twice a week, the employees are covered by Swedish social security, and it is not possible to obtain exemption. Even if the Danish employer did not know about the second job, they are liable for payment of the 32% Swedish social security contributions.

### **Labour law**

There are major differences in Danish and Swedish labour law. An agreement between the employer and the employee regarding choice of law is not always binding, as some rules cannot be deviated from, to the disadvantage of the employee. If the employees work all their time in the employer's country, normally the laws of that country apply, but in other situations it could well be

**“It is always advisable to obtain help when recruiting across Øresund”**

the laws of the home country of the employees.

#### **Just do it ...**

Above the benefits as well as the pitfalls with "crossing" Øresund have been described from an employment point of view. Some of it regards special situations and some of it even simple set-ups.

In any case it is important to remember that in all "Øresund situations"

there are issues to consider that are not usually relevant. It might be that the employees are not accustomed to the rules and regulations of the employer's country or that unexpected obligations arise for the employer. It is always advisable to obtain help when recruiting across Øresund. The Danish and Swedish authorities have set up special information offices for the Øresund region, and all major accountancy firms have tax advisors

specialised in Øresund tax issues. Please note that the authorities normally just answer specific questions, i.e. they do not provide advice about the most beneficial set-up in each individual case.

The opportunities for recruiting employees are much better when you consider the whole Øresund region – tax beneficial set-ups can be made in some cases – and pitfalls can be avoided – so JUST DO IT.



## Velkommen til Øresundsuniversitetet

Øresundsuniversitetet är ett samlande namn på fjorton universitet i Öresundsregionen och beteckningen för allt samarbete över Öresund som skapas mellan dessa universitet.



**ØRESUNDSUNIVERSITETET**  
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Københavns Universitet  
Lunds universitet  
Malmö högskola  
Roskilde Universitetscenter  
Sveriges lantbruksuniversitet/Alnarp



## Why Choose the Øresund Region?

AN INTERVIEW WITH NICOLAI MORESCO, NORDIC SALES DIRECTOR AND HEIDI THERKILDSEN, HR MANAGER FROM DELL A/S

Dell Computers has located their Nordic Sales and Call-center in Ørestaden. They have 570 employees of whom more than 150 are Swedish. Dell has learned valuable lessons on how to recruit and take advantage of the Øresund labour market.

### **What were your considerations for Dell's location?**

As a Nordic office, the Øresund Region was an obvious choice. Our current location, close to the Øresund bridge, the Metro, the railway station and highway, is of particular importance for our Swedish employees, whereas the city of Copenhagen is an important asset for our Norwegian employees who enjoy living and working in an international city.

Where do you find your candidates? We use all possible channels; recruitment agencies, printed and web media etc. We find many of our employees at job fairs, recruitment days etc. on the other side of Øresund and have a good cooperation with the education fairs in Malmö, that

are in very close contact with new candidates. Being strongly represented at these events allows us to make the initial contact and have initial interviews. Dell recruits larger groups a few times a year so we need to have a constant pipeline of candidates. We use our intranet and have developed a "friend for hire" service. We also receive a constant inflow of general applications. No matter the "channel", all candidates are being led through the same system.

### **How do you compare Swedish and Danish candidates?**

Most often it is Swedish team leaders recruiting Swedes in cooperation with the recruitment team, so we do have the basic knowledge of the Swedish market and the aspects that need to be considered in a Swedish CV. On the research and educational level we do not have detailed knowledge and information on the different institutions, but for the kind of profiles we are hiring this is not a problem. We rarely need to compare Danish and Swedish candidates as they are applying for different jobs.

### **What does the Øresund Region offer in terms of competences?**

Most of our employees have shorter formal educations and are quite young, as we have a lot of sale and support functions. Management, finance and marketing are a relatively small part but have generally longer educations. In our sales and support functions, we put strong emphasis on personal qualifications and are looking for rather homogenous profiles, irrespective of nationality. We experience a lot of cultural differences between our employees but with our current set-up our Swedish employees are supporting the Swedish market and the Danes the Danish market.

If we compare the Nordic Dell Office with other regional offices we are best in class on most indicators. In general, our employees are very innovative, independent and like constant challenges, change and new ways of doing things. This profile is quite different from what is seen in Southern Europe and other regions where implementation of new deci-

sions and change management can be somewhat more difficult. The quality of our employees is very high compared to other regions, but it is also a lot more expensive. The challenge for Dell Nordic with a very high cost location is to constantly perform better. If we outsource it will only be low end jobs that can be cheaper and better done elsewhere. Dell Nordic also remains somewhat restricted by the language requirement and many sales and support functions cannot be placed elsewhere. The 8-year long history of Dell in Denmark has also shown a constant increase in attractive high end jobs.

**What do you offer non-Danish employees and how do you make Dell an attractive place to work?**

We offer the same basic conditions to everybody. All our employees are working under Danish laws and Danish contracts and we have no contacts or relations with Swedish or other non-Danish labour unions. It is primarily the higher salaries in Denmark that attract our Swedish employees but also the challenges and possibilities of working in an international company abroad. For many young people Copenhagen is often considered as an interest-

ing alternative to Stockholm. The Norwegian salaries are higher than the Danish and taxes are lower so it is obviously harder to attract candidates from Norway.

During the recruitment process we offer advice and guidance about the Danish tax law, pension schemes and holiday regulations etc and the implications for the individual candidate. Dell is currently following the rules and regulations but in an ideal world we would have the knowledge and resources to advise our employees on how to optimize the system and ultimately change it. Having hired a new employee from abroad we help with practicalities on how to go about in the Danish system, we provide a place to live the first months and economic support for moving here. On a daily basis we have some practical issues, such as different national holidays but internal planning solves this.

We are generally very focused on making Dell an attractive place to work. We want people to stay for more than just one or two years and give them a place to develop their competences and career. Dell cannot afford that our employees are leaving after one year, so we have a number of activities and career programmes

that very early gives our employees responsibility and management tasks. A call-center is generally associated with a high personnel turnover but we have managed to reduce our loss of personnel significantly through better recruitment processes. We are very performance oriented and our employees have certain deliverables that must be achieved. We have experienced that a focus on finding the right profiles and assuring that our employees are comfortable with their job have reduced the personnel turnover considerably.

**What do you consider the biggest challenge and opportunity for the Øresund labour market?**

It has become much easier to work in Denmark and live in Sweden. Infrastructure is, of course, an important part of this and many of our Swedish employees have a shorter and easier way to work than the Danes. The deduction of the transport costs and many other efforts have been made to make it more attractive, but much more still needs to be done. As soon as our employees are on maternity leave or leave of absence because of sickness, we experience a lot of barriers and problems. These problems still need to be solved in order to have a fully integrated and functioning Øresund Region.

“During the recruitment process we offer advice and guidance about the Danish tax law, pension schemes and holiday regulations etc and the implications for the individual candidate”

## Culture also Matters in the Øresund Region

There are many practical issues to be aware of when recruiting in the Øresund Region, but it is important not to disregard the cultural challenges that can be involved in having staff and managers from both Denmark and Sweden.

Denmark and Sweden have close geographical and historical similarities, but still it is a mistake to assume that the two nationalities are the same. There are very different approaches to many business areas, e.g. management and decision making, and the way of thinking and acting are not necessarily the same. However, as long as there is cultural awareness this does not have to be an issue that hinders recruitment and cooperation.

This chapter will present a number of relevant cultural issues when recruiting and doing business in the Øresund Region, as experienced by the executive search agency Alumni AB and Ericsson Mobile Platforms who recruit staff from all over the world to the Øresund Region.

The Øresund development  
Since the bridge was build many international companies have merged

their Danish and Swedish activities to one location. Others have taken advantage of the geographical proximity to the Baltic Sea and placed a Scandinavian headquarter in the Øresund Region. Danish managers are recruited to Swedish companies and vice versa. This has meant combining the ways of thinking in the two countries. Some have had unfortunate experiences because they have assumed that everything is the same in the two countries, which caused misunderstandings.

### Management style and decision-making

Different management styles can be observed in different companies and these of course vary from person to person. However, some general characteristics can be observed. The Danish management style is often more hierarchic than Swedish management. Danish managers have a greater tendency to make decisions without involving or consulting all the people which may be involved. The decision making process is often very fast and can be changed as things progress. Danish managers can be defined as a “do'er” and often discussions are take place after

the decisions have been made.

Swedish managers are more likely to seek consensus among a large group of employees before action is taken. Long discussions and analyses may take place before a final decision is taken, but then the team will stick to the plan. This style of management is more time-consuming but the involved parties have a complete understanding of the reasons for what is happening. For an employee used to the Danish management style, this may be considered as weak leadership and control with many discussions back and forth without getting to the point.

Employees that are used to work for a Swedish manager may consider the Danish style as inconsiderate and hasty. They may get the impression of not being involved in the decision making and that decisions are not respected as they can be changed several times during a project. It is interesting to note that these differences can be traced back to the different industrial structures of Sweden and Denmark. Being rich in natural resources, Sweden tended to foster large infrastructural companies in areas such as mining and forestry,

which put a premium on long term relationships and strategic planning. Denmark on the other hand had fewer natural resources and instead evolved as a trading country where the ability to spot a good deal, make a rapid decision and perform a good negotiation was critical for success. However, if these differences are known to managers and employees

working in an inter-cultural environment they can be turned into advantages. When combining the management styles of Swedish and Danish managers, the ideal manager may emerge. This would be a manager with the ability to take the better of the two worlds and effectively run successful businesses in Denmark, Sweden and internationally.



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# Executive Search across Cultures

AN ARTICLE BY ALUMNI

## The changing market

At this point there is a need for the integration of the Øresund Region labor markets as companies experience a shortage of skilled IT candidates. Companies are now more open-minded and motivated to change and also more likely to recruit across the Sound.

Alumni opened its office in 2000 with the ambition of being an Øresund Executive Search agency, but at that point Danish candidates were not interested in working in Sweden. The integration of the labor market has improved during the last couple of years and especially Danes have started to notice the possibilities that exist in Sweden, whereas Swedes have been more open towards the idea earlier on.

## Øresund manager

In the past it has been harder to employ Danish managers in a Swedish company due to the differences in management style. Today many

businesses want Scandinavian managers with the ability to combine the Danish way of making decisions and being energetic with the Swedish way of creating teams and reaching agreements. There is also an increasing demand of international managers where differences between Danish and Swedish management style are less important.

A few years ago we assisted in hiring a Swedish manager to a Danish company and the combination of the two cultures worked out very well. The important thing is that the starting point of an employment is culture. Furthermore, the cultural awareness of the employees and of the company hiring a new manager should be taken into consideration. The cultural dimension must be clear for all of the involved parties, and it is especially important for the company to have a clear cut profile and awareness of the values it represents. With this knowledge, finding the right employees and managers becomes

easier as the awareness of personality and values is just as important as professional abilities.

## Executive search and hiring managers

When a company wants to hire a new manager the first step is to analyze the needs of the company. In this analysis it is essential to understand the overall strategy of the business and how the company is organized. This includes areas such as; how modern the company is, what characterizes the future challenges, is it a company which needs a turn around or is massive growth to be organized. All of this has an influence on the kind of manager that is needed.

Moreover, the personal and professional competence of the management team should be defined so it is evident what a new manager can add to the team. In many cases companies make the mistake of hiring someone who is similar to

the one who left, even though the requirements for the business do not coincide with this profile. Companies should hire based on the actual demands, which may be a completely different profile than the person who left.

In the process of analyzing the cultural framework, the management team, the board and the employees who will be working with the new manager should have the opportunity of being heard. This provides the best background for hiring the right person and at the same time it makes everyone more adaptable to a new manager.

When all these issues have been resolved a job description should be created, with the more specific work areas and responsibilities, the authority the person will hold, as well as the consequences this may have.

### **Relevant candidates**

Having decided and agreed on the criteria and profile of a job candidate the actual search for a candidate can start. We map out companies that may employ potential candidates and in this process Denmark is a natural part of the search area.

In some areas, however, most Danish candidates would not be applicable, e.g. a HR manager, because this

would require a substantial knowledge of the Swedish job and labor market. But in most cases it does not matter to companies if a candidate is Danish or Swedish, as long as they get a Scandinavian manager.

The geographical search area in Denmark and Sweden is in big cities such as Copenhagen, Gothenborg and Stockholm. It is often easier to move people from a city than from a small town.

When the relevant candidates have been identified, they are contacted and even though they already hold good positions, most are interested when they are given an interesting job offer. An interview is conducted and on the basis of this, the persons with the right attitude and values for the job are picked out.

Every person is different, but as a rule of thumb, if the candidate is Danish, more attention is paid to leadership style and experience from Scandinavian or international company. Even though the integration of the job market has improved, it can be hard for a manager from a traditional Danish company to adapt to a traditional Swedish company and vice-versa.

Many companies want to employ "do'ers", who possess the ability to

make things happen, are energetic and can make fast decisions. This is a profile that relates to Danish candidates. On the other hand, if a Danish company needs a change of culture, a Swedish manager can be an appealing choice.

**Recruiting in the Øresund Region**  
When the Øresund Region as a whole is used for recruiting, more potential candidates are available, and this increases the chances of finding the right person for the job. In Skåne the number of potential international managers is limited, and does not reach the demand. When the greater Copenhagen area is added to the search area, it becomes somewhat easier to find qualified managers.

Large international businesses who choose to place their Nordic headquarter in Copenhagen also use the whole region, and sometimes the rest of the Nordic countries for recruiting and doing business.

There is a close connection between Denmark and Sweden and the similarities outnumber the differences. However, employers still do not have the required knowledge about recruiting in the Øresund Region. There are cultural differences that one has to be aware of and act according to, if recruiting in the Øresund Region is to be a success.

**"There is a close connection between Denmark and Sweden and the similarities outnumber the differences"**



# Technical Qualification Is more Important than Culture

AN INTERVIEW WITH SUZANNE NIDEBORN, HEAD OF HUMAN RESOURCES AT ERICSSON MOBILE PLATFORMS

## **What kind of organization is Ericsson Mobile Platforms?**

The organization was first established in 1994 within Ericsson, but in 2001 the mobile phone business within Ericsson was split up into Sony Ericsson, a joint venture between Sony and Ericson, and Ericsson Mobile Platforms, a business unit within Ericsson.

Today, Ericsson Mobile Platforms have around 1,800 employees worldwide. About 900 of the employees are located in Lund, with an addition of about 350 consultants. 17% of the employees in Lund are not Swedish. Only a few percentages of the employees in Lund are from Denmark and the rest of Europe, but most of them are from countries outside of Europe.

We are not interested in where people are from. What matters is that they have the right qualifications and the appropriate education; therefore we just follow the talent. Since the corporate language is English and everything written is in English, com-

munication is not an issue and does not influence who is hired.

## **What influence does culture have?**

The culture at Ericsson Mobile Platforms is very much technical in the sense that we work with cutting edge technology and that is what the employees are focused on. People are engaged in their job more than their surroundings. The goal is to find the best solutions and the nationality of the person who comes up with it does not matter.

The engineers work on their tasks and cultural background is not a concern; however, we do notice the cultural differences at our other sites in the world.

As with the rest of Ericsson, Ericsson Mobile Platforms has operations in other countries. One can see the difference between how the organizations are structured according to their culture. However, in my experience people adapt internally to whatever culture they are working in. When people come from other countries to

work here in Lund, they are given a small flyer about what it means to work in Sweden, but like in all countries, it is through experience and trial and error you learn how things work in the country you are in.

## **How do you make sure that new employees understand the culture?**

When new employees first start here in Lund, we conduct an introductory seminar where an overall presentation of the company and its values is given, both from the CEO, Human Resource Manager and managers of the departments. The message I send as an HR Manager is Ericsson's core values, Respect, Perseverance and Professionalism, and what that means to us at Ericsson Mobile Platforms. This gives the employees an insight into what is expected of them.

Furthermore all tasks have a number of mile stones so that a project manager can keep track of the progress that each employee is making. Within Ericsson an annual summary

“The culture at Ericsson Mobile Platforms is very much technical in the sense that we work with cutting edge technology and that is what the employees are focused on”

is written about each employee each year. If someone is not performing as expected it is possible to detect this early on and find out why, and then work out what the problem is.

When employees come to Sweden misunderstandings do occur, Swedish management is very different from management styles in other countries, e.g. sometime an interest in the opinion of the employees is mistaken for a lack of direction.

#### **How do you compare applicants?**

When looking for talents more than anything else you learn to extract the important parts of an application and focus on whether or not a person has the needed qualifications. It does not matter what age the applicant is or whether the person is male or female. However, we are trying to employ more females because they are greatly outnumbered.

In an interview situation it is important to be aware of and adapt to both cultural and personality differ-

ences in candidates. Some people are extroverts and find it easy to verbally present themselves, whereas others are introverts and are quieter even though they might be very talented. Nevertheless, the qualifications become clear once the technical manager starts asking questions.

When comparing, for example, Danes and Swedes, we have seen a tendency that it is easier for Danish applicants to tell about their qualifications than it is for Swedish. Swedes are usually, due to cultural reasons, more hesitant to talk about their qualifications. There are also differences in management styles between our two countries.

#### **What challenges are involved in recruiting?**

The biggest challenge for Ericsson Mobile Platforms in Lund is to find the people who have the qualifications needed, and therefore recruitment takes place all over the world depending on the position that needs to be filled. Recruitment is done both through local media and through

recruitment agencies and executive search agencies. For some positions within in the company we know it is not possible to find Swedish staff because the profile we want does not exist in Sweden. Then an international recruitment agency takes over and we can manage to find qualified candidates. However, getting them to move to Sweden is another matter, or even from Stockholm to Lund is not easy.

Over the years, Ericsson Mobile Platforms has also made an effort to recruit from Copenhagen. A year and half ago a number of managers, both technical and within HR, went to Copenhagen to try to recruit for 30 open positions, but with no luck. People didn't want to work in Lund.

In conclusion, culture is not the most important variable when we employ staff, their technical qualifications are. Furthermore, I think that in a high tech world as the one of Ericsson Mobile Platforms operates in, people are engineers before they are Danish, Swedish or any other nationality.

## **Index for Danish and Swedish Job Search Engines and Recruiting Agencies**

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**Mobility  
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# Index

JOB DATABASES / RECRUITING AGENCIES / ADDITIONAL INFORMATION

# Index

This part of the Guide provides an overview of relevant actors and information when venturing into the Øresund job market. First a list of job search engines and recruitment agencies which are active in the region. Contact information, key figures and a profile is provided for x job search engines and x recruitment agencies and links to additional x agencies.

Next is a list of universities which provide education within the ICT

sector in the region and the titles the graduated candidates receive. The purpose is to make it easier to compare Danish and Swedish titles and clarify how long the educations behind the different titles are. Last is a list of contacts which are relevant when starting to take advantage of the whole Øresund labour market. Some of these organizations, authorities etc have been mentioned through the Guide, but is here presented with a profile and contact information.



## Job-Support International Ltd.

	Roskildevej 414 DK-2640 Hedehusene	Solna Strandväg 78 SE-171 54 Malmö	
PHONE	+45 70 222 562	+46 (0)8 50 52 11 50	
WEB	www.job-support.dk / www.job-support.biz	www.job-support.se	
CONTACT	info@job-support.dk	Info@Job-Support.se	
NO. OF CVs	+100,000	N/A	
NO. OF ADS	+2,000	N/A	
USER HITRATE	185,000 visits/month	N/A	
LOCATION	Denmark, Sweden and worldwide		
MARKET SEGMENT	All		
COMPANY PROFILE	<p>Job-Support International Ltd. operates some of Scandinavia's leading online job boards focusing on quality solutions as well as complete online recruitment solutions for enterprises.</p> <p>The different online job boards operated by Job-Support International Ltd. are visited by thousands of people every day, and they offer recruiters a full-service concept through a wide range of products and services to help fill their vacancies with quality people, in a quick and efficient manner.</p>		

## Monster

	H.C Andersens Boulevard 49 DK-1553 København V	Hangövägen 29 SE-115 75 Stockholm	
PHONE	+45 33 32 30 32	+46 (0)8 506 523 00	
WEB	www.monster.dk	www.monster.se	www.monster.com
CONTACT	salg@monster.dk	kund@monster.se	
NO. OF CVs	54,245	288,125	
NO. OF ADS	2,044	3,488	
USER HITRATE	105,301 visits/month	375,205 visits/month	
LOCATION	Denmark, Sweden and worldwide		
MARKET SEGMENT	All		
COMPANY PROFILE	<p>Monster Denmark and Sweden are part of Monster®, the leading global online careers and recruitment resource. Monster was founded in 1994 and is headquartered in Maynard, Massachusetts, USA. Monster has 25 local language and content sites in 23 countries worldwide. Monster is known for connecting quality job seekers at all levels with leading employers across all industries and offers employers innovative technology and superior services that give them more control over the recruiting process.</p>		

## Stepstone A/S

Islands Brygge 57  
DK-2300 København S.

PHONE +45 72 25 15 25  
WEB [www.stepstone.dk](http://www.stepstone.dk)  
CONTACT [stepstone@stepstone.dk](mailto:stepstone@stepstone.dk)

NO. OF CVs 13,571  
NO. OF ADS 2,192 ads in Denmark  
USER HITRATE N/A  
LOCATION Denmark, Sweden and worldwide  
MARKET SEGMENT All

## Stepstone Jobb Sverige AB

Drottninggatan 110  
SE-113 60 Stockholm

+46 (0)8 200 111 333  
[www.stepstone.se](http://www.stepstone.se)  
[stepstone@stepstone.se](mailto:stepstone@stepstone.se)

44,290  
2,291 ads in Sweden / 48,592 ads in Europe

**COMPANY PROFILE** StepStone is Europe's leading supplier of online career services and recruiting solutions StepStone is represented in 13 European countries and focuses on fast and effective offering of qualified candidates for companies. StepStone's site has currently over 1 million registered candidates and has more than 3 million users every month. Through the partners in StepStone Network they offer online recruiting across 23 European countries.



## IT jobbank A/S

Kanonbådsvej 4  
DK-1437 København K

PHONE +45 70 22 93 00  
WEB [www.it-jobbank.dk](http://www.it-jobbank.dk)  
CONTACT [info@it-jobbank.dk](mailto:info@it-jobbank.dk)

NO. OF CVs 36,000  
NO. OF ADS 500  
USER HITRATE N/A  
LOCATION Denmark  
MARKET SEGMENT IT

**COMPANY PROFILE** IT jobbank is for IT people and is today Denmark's largest specialised IT job database. They keep Denmark's largest specialised IT job database.

## Jobeasy

ncom publications as  
Dortheavej 59  
DK-2400 København NV

PHONE +45 70 23 35 00  
WEB [www.jobeasy.dk](http://www.jobeasy.dk)  
CONTACT Job consultant Stefan Freitag - [stf@ncom.dk](mailto:stf@ncom.dk)

NO. OF CVs N/A  
NO. OF ADS N/A  
USER HITRATE 150,000 visits/month  
LOCATION Denmark  
MARKET SEGMENT IT

**COMPANY PROFILE** Jobeasy.dk is a wide collaboration across the IT-market's strongest trade media, including IT-avisen, ComON, Sam-Data, udviklingere.dk, jobnet.dk, mithk.dk, Computer Reseller News, IT2U.dk and many more. It is a wide portfolio of niche media, which get to IT candidates far better than broad media. Jobeasy's network includes more than 150,000 unique users every month.

## Jobindex A/S

Holger Danskes Vej 91  
DK-2000 Frederiksberg

PHONE +45 38 32 33 55  
WEB [www.jobindex.dk](http://www.jobindex.dk) / [www.jobsafari.se](http://www.jobsafari.se)  
CONTACT [info@jobindex.dk](mailto:info@jobindex.dk)

NO. OF CVs > 30,000  
NO. OF ADS > 10,000  
USER HITRATE > 100,000/week  
LOCATION Scandinavia  
MARKET SEGMENT All

**COMPANY PROFILE** Jobindex has been online since February 1996 and offers the most complete overview of vacant job opportunities in Denmark. Jobindex is a search engine, which searches for job vacancies in more than 500 jobsites and private companies and websites across Denmark. This includes the large job databases like OfiR and Jobnet (the public job employment service). With more than 10,000 job ads and 30,000 active CV's every day and 100,000 unique users a week, Jobindex is Denmark's largest job market.

## Jobnet

AF-Storkøbenhavn  
Vesterbrogade 123  
DK-1620 København V

PHONE +45 35 28 81 00  
WEB [www.jobnet.dk](http://www.jobnet.dk)  
CONTACT [jobnet@ams.dk](mailto:jobnet@ams.dk)

NO. OF CVs 270,000  
NO. OF ADS 10,400  
USER HITRATE 2 million.visitors/year  
LOCATION Denmark,  
MARKET SEGMENT All

**COMPANY PROFILE** Jobnet is a free online service for people searching for a job or employers all over Denmark. Jobnet is developed by Arbejdsmarkedstyrelsen (Danish employment service).  
At Jobnet you can find information about how to look for jobs, education and searching for new employees. You can also use the database with vacancies and CV's to find new employees or a new job. Jobnet contains all public vacancies from Denmark, private companies and even the Øresund Region.

## Jobselect

Hvedemarken 9  
DK-3550 Slangerup

PHONE +45 46 91 80 80  
WEB [www.jobselect.dk](http://www.jobselect.dk)  
CONTACT [info@jobselect.dk](mailto:info@jobselect.dk)

NO. OF CVs N / A  
NO. OF ADS 2,952  
USER HITRATE 70,000 visits/month  
LOCATION Denmark  
MARKET SEGMENT All

**COMPANY PROFILE** Jobselect is Denmark's new inexpensive jobsite. Companies can create low-cost ads that also are very easy to search in our CV database.

## Jobworld

Carl Jacobsens Vej 25  
DK-2500 Valby

PHONE +45 77 300 123  
WEB [www.jobworld.dk](http://www.jobworld.dk)  
CONTACT Media consultant Jørgen Nimb - [j.nimb@idg.dk](mailto:j.nimb@idg.dk)

NO. OF CVs 2,450  
NO. OF ADS 190  
USER HITRATE 43,750 page references and 7,500 unique users/week  
LOCATION Denmark  
MARKET SEGMENT IT

**COMPANY PROFILE** Jobworld is Computerworld's job database, which focuses on the Danish IT job market. Job vacancies and CV's entered in Jobworld's database get the most attention possible and every week current jobs are listed in Denmark's most read IT newspaper. Computerworld's newsletter has links to current jobs and is sent out twice a day in more than 36,000 copies. Furthermore, links to current jobs from Computerworld.dk, PCWorld.dk and IDG.dk are published.

## JobZonen

St. Regnegade 12, 4. sal  
DK-1110 København K.

PHONE +45 33 95 90 00  
WEB [www.jobzonen.dk](http://www.jobzonen.dk)  
CONTACT [jobzonen@jobzonen.dk](mailto:jobzonen@jobzonen.dk)

NO. OF CVs N/A  
NO. OF ADS 4,818  
USER HITRATE N/A  
LOCATION Denmark  
MARKET SEGMENT All

**COMPANY PROFILE** JobZonen A/S is one of Denmark's leading job services and posts vacancies from Denmark's leading national, regional and local newspapers. Berlingske Tidende, Jylland-Posten, Urban, ErhvervsBladet, Århus Stiftstidende and Jyd-skeVestkysten are a few of the newspapers that have joined the collaboration.  
JobZonen A/S works to ensure companies effective recruiting and to help individuals develop their career and general job situation. They join all processes involved in recruiting, job searching, employee management and hiring.

## OfiR Job

Gldsaxe Møllevej 26  
DK-2860 Søborg

PHONE +45 39 57 78 00  
WEB [www.job.ofir.dk](http://www.job.ofir.dk)  
CONTACT [info@ofir.com](mailto:info@ofir.com)

NO. OF CVs 30,000  
NO. OF ADS 7,575  
USER HITRATE >100,000/week  
LOCATION Denmark  
MARKET SEGMENT All

**COMPANY PROFILE** OfiR is one of Denmark's oldest providers of Internet based services and offers jobseekers a comprehensive job database with the opportunity of creating their own CV in the CV database. Furthermore, employers have the opportunity to create job ads as well as a web based HR solution and independent recruitment manager product that can manage everything from publishing vacancies on both OfiR/Matchwork, their own web site and in external medias, their own CV database, electronic candidate management and much more.



## Chefsjobb.se

Höjdrodergatan 5  
SE-212 39 Malmö

PHONE +46 (0)40 29 85 70.  
WEB [www.chefsjobb.se](http://www.chefsjobb.se)  
CONTACT [info@chefsjobb.se](mailto:info@chefsjobb.se).

NO. OF CVs N/A  
NO. OF ADS Between 250 – 400. Only executive managers.  
USER HITRATE 20,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT Executive positions

**COMPANY PROFILE** Chefsjobb.se gathers all vacant executive positions in one site. The purpose is to make it easier for candidates to search executive positions. They offer fast, simple and free job search. They also want to make it simpler for companies to recruit executives and therefore they offer efficient job advertising for free. All vacant executive jobs are published on this site including private companies and public institutions, local authorities and organisations. Searching can be done by area and profession.

## CSjobb

IDG, International Data Group  
SE-106 78 Stockholm

PHONE +46 (0)8 453 63 00  
WEB [www.csjobb.idg.se](http://www.csjobb.idg.se)  
CONTACT [csjobb@idg.se](mailto:csjobb@idg.se)

NO. OF CVs 5,800  
NO. OF ADS 300  
USER HITRATE 75,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT IT

**COMPANY PROFILE** CSjobb is Sweden's leading recruitment site within IT and is a part of Computer Sweden – Sweden's leading IT newspaper published three times a week. They are available online all day where you can advertise vacancies, search CV-databases and create banner advertisements.

## DN Jobb

Gjörwellsgatan 30  
SE-105 15 Stockholm

PHONE +46 (0)8 738 10 00  
WEB [www.dn.se](http://www.dn.se)  
CONTACT [jan.wifstrand@dn.se](mailto:jan.wifstrand@dn.se)

NO. OF CVs 13,928 in Sweden / 139,909 international  
NO. OF ADS 4,041  
USER HITRATE N/A  
LOCATION Sweden  
MARKET SEGMENT All

COMPANY PROFILE DN Jobb is the Swedish newspaper DN's jobsite. DN.Jobb has more than 4,000 active job ads and 13,000 Swedish CVs. It is easy to use and covers all of Sweden.

## Eniro Jobbsök

Gustav III:s Boulevard 40  
SE-169 87 Stockholm

PHONE +46 (0)8 55 33 11 62  
WEB [www.jobb.eniro.se](http://www.jobb.eniro.se)  
CONTACT [enirojobb@Eniro.com](mailto:enirojobb@Eniro.com) / [elisabeth.adler@eniro.com](mailto:elisabeth.adler@eniro.com)

NO. OF CVs N/A  
NO. OF ADS 15,629  
USER HITRATE 320,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT All

COMPANY PROFILE Eniro Jobbsök has the most available vacancies in Sweden. They gather jobs from other sites in one place

## Jobbet.se

Bredgränd 6  
SE-753 20 Uppsala

PHONE +46 (0)18 100 112  
WEB [www.jobbet.se](http://www.jobbet.se)  
CONTACT [kundtjanst@jobbet.se](mailto:kundtjanst@jobbet.se)

NO. OF CVs 57,000 (150 - 200 new CV's every day)  
NO. OF ADS 15 – 20 new ads/ day  
USER HITRATE 130,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT All

**COMPANY PROFILE** Jobbet.se offers marketleading online recruitment for both large and small employers. Through the website [www.jobbet.se](http://www.jobbet.se) it is easy to get into contact with job seekers from all over the country. You choose the exact profile for the candidates that you what to contact.

## Jobbexpressen.se

Sibyllegatan 30 Stockholm

PHONE +46 (0)8 411 81 08  
WEB [www.jobbexpressen.se](http://www.jobbexpressen.se)  
CONTACT [jan.berglin@jobbexpressen.se](mailto:jan.berglin@jobbexpressen.se)

NO. OF CVs 45,000 registered users  
NO. OF ADS 1,500 including sub pages  
USER HITRATE 550,000/month  
LOCATION Sweden  
MARKET SEGMENT All

**COMPANY PROFILE** On [jobbexpressen.se](http://jobbexpressen.se) every kind of employer can search for employees. They offer online solutions or advertisement in printed media. To date [jobbexpressen.se](http://jobbexpressen.se) has helped to fill more than 1,100 companies vacant positions ranging from low level jobs to CEO's. They have comprehensive competences within online recruiting, printed and other media channels and are expanding fast in order to become the obvious online choice when it comes to recruitment advertising.

They cooperate with [www.expressen.se](http://www.expressen.se), [www.kvp.se](http://www.kvp.se), [www.gt.se](http://www.gt.se) as well as [www.tv3.se](http://www.tv3.se) in order to create as many opportunities to advertise their vacancies on these sites.

## Jobbguiden

Högbergsgatan 18  
116 20 Stockholm

PHONE +46 (0)8 661 14 90  
WEB [www.jobbguiden.se](http://www.jobbguiden.se)  
CONTACT [info@jobbguiden.se](mailto:info@jobbguiden.se)

NO. OF CVs 65,000  
NO. OF ADS 1,000  
USER HITRATE 130,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT All

**COMPANY PROFILE** Jobbguiden.se is one of Sweden's leading career and recruitment sites with focus on high qualified jobs. They are a strong recruiting channel towards both the newly educated and more experienced academics and they specialise in finding the best candidates. Through their wide network they guide companies' ads towards the right group of candidates for the position. The result is more qualitative applications. With a 'Jobbmail' advertisers can reach every registered candidate who is interested in a new job within the specified categories in Jobbguiden's database. Job ads within IT/Data/Technology are also posted at Sweden's largest IT-forum [www.what.se](http://www.what.se) and [www.pellesoft.se](http://www.pellesoft.se).

## KarriärGuiden

Svensk Internetrekrytering AB  
Birger Jarlsgatan 6B  
SE-114 34 Stockholm

PHONE +46 (0)8 67 87 420  
WEB [www.karriarguiden.se](http://www.karriarguiden.se)  
CONTACT [info@karriarguiden.se](mailto:info@karriarguiden.se)

NO. OF CVs N/A  
NO. OF ADS 1,500-2,000  
USER HITRATE 160,000 visitors/month  
LOCATION Sweden  
MARKET SEGMENT All

**COMPANY PROFILE** KarriärGuiden.se is Sweden's leading jobsite with more than 60,000 people monitoring the jobs in the site. More than 2,000 businesses have confidence in KarriärGuiden.se and its network when advertising for employees online.

Teknikjobb.se is part of KarriärGuiden and offers employers fast, easy and cost-efficient way to reach the right target group when recruiting employees within teknik and Data/IT.

## Teknikjobb.se

Svensk Internetrekrytering AB  
Birger Jarlsgatan 6B  
SE-114 34 Stockholm

+46 (0)8 67 87 420  
[www.teknikjobb.se](http://www.teknikjobb.se)  
[info@teknikjobb.se](mailto:info@teknikjobb.se)

N/A  
175-250  
42,000 visitors/month  
Sweden  
Teknik and Data/IT

## Nordicjob

Staffansgränd 6  
SE-222 23 Lund

PHONE +46 (0)46 240 01 90

WEB [www.nordicjob.se](http://www.nordicjob.se) / [www.nordicjob.dk](http://www.nordicjob.dk) / [www.nordicjob.com](http://www.nordicjob.com)

CONTACT Stefan Börger / [stefan@nordicjob.se](mailto:stefan@nordicjob.se)

NO. OF CVs 11,737

NO. OF ADS 80

USER HITRATE 18,829 visits/month

LOCATION Sweden, Denmark, Norway and Finland

MARKET SEGMENT All

**COMPANY PROFILE** NordicJob is a modern meeting place for companies and people looking for employment, where the right competences can be matched with the right position

## Platsbanken

Jörgen Kocksgatan 1B  
SE-201 24 Malmö

PHONE +46 (0)40 17 20 10

WEB [www.platsbanken.ams.se](http://www.platsbanken.ams.se)

CONTACT [lansarbetsnamnden-skane@lanm.amv.se](mailto:lansarbetsnamnden-skane@lanm.amv.se)

NO. OF CVs 150,000

NO. OF ADS 14,748

USER HITRATE 600,000 visits/month

LOCATION Sweden

MARKET SEGMENT All

**COMPANY PROFILE** The Employment Services' Platsbank is Sweden's exceptional best and most often used service for job vacancies. Platsbanken has 3 million visits and 600.000 unique users every month. The site is updated every day which means that expired ads are removed and new ones are added. The ads are sorted with the latest additions first. The ads are free and you can include logos, as you like. You can easily see how many users have read your ads in Platsbanken.

## Recruit

Gällaryd Kyrkbacken  
SE-330 15 BOR

PHONE +46 (0)31799 57 20  
WEB [www.recruit.se](http://www.recruit.se)  
CONTACT [info@recruit.se](mailto:info@recruit.se)

NO. OF CVs 1,138  
NO. OF ADS 5,425  
USER HITRATE 20,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT All

COMPANY PROFILE Recruit.se offers both employers and employees a unique combination of recruiting services.

## Towork

Grevgatan 56  
SE-114 51

PHONE +46 (0)8 500 00 970  
WEB [www.towork.se](http://www.towork.se)  
CONTACT [info@towork.se](mailto:info@towork.se)

NO. OF CVs N/A  
NO. OF ADS 670  
USER HITRATE 200,000 visits/month  
LOCATION Sweden  
MARKET SEGMENT All

COMPANY PROFILE At Towork.se candidates can quickly and easily search among Sweden's best vacant jobs within every profession.



## Adecco

	Falkoner Allé 1 DK-2000 Frederiksberg	Södergatan 15 SE-211 34 Malmö
PHONE	+45 38 88 94 00	+46 (0)40 667 53 00
WEB	www.adecco.dk	www.adecco.se
CONTACT	adecco@adecco.dk	pernille.borjesson@adecco.se
LOCATION	Denmark, Sweden and Worldwide	
NO. OF STAFF	240 in Denmark	N/A
RECRUITING SEGMENT	All segments	
NO. OF RECRUITMENTS	N/A	N/A
COMPANY PROFILE	<p>The Adecco global workforce of 33,000 colleagues is focused every day on finding the right person to support their clients - wherever they have needs and wherever they are located. With over 50 years of experience, they know that no two companies are identical. They offer a flexible approach to solving companies' requirements and support in the development of companies' human capital.</p>	

## Cosmos Group A/S

	Holger Danskes Vej 91, 4. DK-2000 Copenhagen F	Torggatan 4 SE-211 40 Malmö
PHONE	+45 38 32 57 00	+46 (0)40 10 35 65
WEB	www.cosmos.dk	www.cosmos.se
CONTACT	Leif Törnblad / let@cosmos.dk	Heidi Hardenberger / hh@cosmosgroup.se
LOCATION	Denmark and Sweden	
NO. OF STAFF	20	
RECRUITING SEGMENT	All segments	
NO. OF RECRUITMENTS	250/year	
COMPANY PROFILE	<p>Founded in 1990. Cosmos Group A/S is a Scandinavian consultancy house with offices in Copenhagen, Vejle and Malmö.</p> <p>They deal with business development, strategy, organization development, search &amp; selection and recruiting within both the public and private sector.</p> <p>Their principal task is to perform professionally and thus create visible results for our customers.</p>	

## Cultivator

	Christianshusvej 183 DK-2970 Hørsholm	Engelbrektsgatan 12 SE-211 33 Malmö
PHONE	+45 70 13 34 00	+46 (0)40 579 200
WEB	www.cultivator.dk	www.cultivator.se
CONTACT	hoersholm@cultivator.com	sverige@cultivator.com
LOCATION	Denmark, Sweden and Norway	
NO. OF STAFF	60 employees in Denmark	14 employees in Sweden
RECRUITING SEGMENT	Search & Selection management and employee development	
NO. OF RECRUITMENTS	5 - 7 recruitments/month	
COMPANY PROFILE	<p>Cultivator is the leading company when recruiting, instructing and developing managers and employees. They have offices in Denmark, Sweden and Norway and their market position gives them experience a wide range of customers from every trade and industry</p> <p>Cultivator Search &amp; Selection focuses on more than just finding the appropriate candidate for a job because it is just as important to focus on the company's ability to attract the best candidates. In the evaluation process they work with a well documented and qualified method. Their experience and method give the good results and are developed to secure the right decisions for both company and candidate.</p>	

## Elan IT Resource

	Skagensgade 33 DK-2630 Taastrup	Malmö Börshus SE-211 20 Malmö
PHONE	+45 45 90 28 00	+46 (0)40 665 61 40
WEB	www.elanit.dk	www.elanit.se
CONTACT	info@elanit.dk	info.malmo@elanit.se
LOCATION	55 offices in Denmark, Sweden and worldwide	
NO. OF STAFF	Denmark 15	Sweden 60 650 worldwide
RECRUITING SEGMENT	IT & Telecom	
NO. OF RECRUITMENTS	Over 2,000 IT-specialists/year	
COMPANY PROFILE	<p>Elan is the world's leading IT&amp;T Recruitment specialist. By providing IT professionals to over 10,000 companies worldwide, and with over 5,000 contractors and thousands of permanent staff currently on client premises, Elan has built a reputation for quality delivery of IT personnel in all technologies and disciplines on a contract, permanent and managed service basis.</p>	

## Heidrick & Struggles

	Hammerensgade 1 DK-Copenhagen K, 1267	Sveavagen 24-26 SE-111 57 Stockholm
PHONE	+45 33 37 76 00	+46 (0)8 406 7100
WEB	www.heidrick.com	
CONTACT	Hanne Sølling / hsolling@heidrick.com	asandqvist@heidrick.com
LOCATION	Denmark, Sweden and Worldwide	
NO. OF STAFF	18 in Denmark	14 in Sweden
RECRUITING SEGMENT	Executive search	
NO. OF RECRUITMENTS	N/A	N/A
COMPANY PROFILE	For more than 50 years, Heidrick & Struggles has specialized in chief executive, board member and senior-level management and search assignments for a wide variety of clients, including multinational corporations, mid-cap and start-up companies, nonprofit entities, educational institutions, foundations, associations and governmental units. They serve their clients in a broad leadership advisory role, offering complementary services including executive assessment, coaching and professional development to senior management teams.	

## Horton International

	Indiavej 1, 1. DK-2100 Copenhagen	Mässans gata 18 SE-402 24 Gothenburg
PHONE	+45 33 12 0133	+ 46 (0)31 83 69 90
WEB	www.horton.dk	www.horton.se
CONTACT	Henrik Aarre / aarre@horton.dk	gullberg@horton-intl.com
LOCATION	Denmark, Sweden and Worldwide	
NO. OF STAFF	16 in Denmark	N/A
RECRUITING SEGMENT	Executive search	
NO. OF RECRUITMENTS	N/A	N/A
COMPANY PROFILE	Horton International focuses on the value added to clients having the most vital and strategic positions filled correctly. Based on analysis and dialogue with the client, they identify candidates who exactly match this.	

## Hudson Global Resources

	Kompagnistræde 13 DK- 1208 København K	Carlskatan 12A SE-211 20 Malmö
PHONE	+45 70 27 77 33	+46 (0)40 699 82 80
WEB	www.hudson.dk	www.Hudson.com
CONTACT	dk@hudson.dk	sweden.info@hudson.com
LOCATION	Denmark, Sweden and worldwide	
NO. OF STAFF	5 in Denmark	2 in Malmö , 10 in Stockholm / 3,700 worldwide
RECRUITING SEGMENT	All segments	
NO. OF RECRUITMENTS	180/year	250/year
COMPANY PROFILE	The services of Hudson Global Resources span over the entire recruitment process, from job advertising to executive search. They can help in every step of the way, from needs analysis to interviews, personality assessment and reference checking. They work on all levels within a company, from trainee to VP. The shape and extent of their services are tailored to suit the position you need filled.	

## Manpower

	Rådhuspladsen 75 DK-1550 København V	Studentgatan 4 SE-211 20 Malmö
PHONE	+45 70 20 10 00	+46 (0)20 376 376
WEB	www.manpower.dk	www.manpower.se
CONTACT	manpower@manpower.dk	info@manpower.se
LOCATION	Denmark, Sweden and World Wide	
NO. OF STAFF	85 in Denmark	
RECRUITING SEGMENT	Office & administration Economy	
NO. OF RECRUITMENTS	Customer service and Sales Industry & store Engineering 100/month	
COMPANY PROFILE	<p>Manpower, Manpower Professional, Right Management and Elan IT Resources cover all aspects of customers' needs for optimising of their human resources. They offer everything from evaluating development and involvement to relocating and career counselling.</p> <p>With 50 years of experience in recruitment and more than 40 offices all over the country Manpower is Sweden's leading recruiting company. Today they are a full service company with recruiting solutions within everything from management to office employees.</p>	

## Mercuri Urval

Philip Heymans Alle 5  
DK-2900 Hellerup

Karlavägen 104  
SE-114 83 Stockholm

PHONE +45 39 45 65 00  
WEB [www.mercuriurval.com](http://www.mercuriurval.com)  
CONTACT [contact.dk@mercuriurval.com](mailto:contact.dk@mercuriurval.com)

+46 (0)8 506 450 00  
[www.mercuriurval.com](http://www.mercuriurval.com)  
[contact.se@mercuriurval.com](mailto:contact.se@mercuriurval.com)

LOCATION Denmark, Sweden and Worldwide  
NO. OF STAFF 140 Denmark 100 Sweden / 1,000 worldwide  
RECRUITING SEGMENT All All  
NO. OF RECRUITMENTS N/A N/A / 50,000 worldwide

COMPANY PROFILE Mercuri Urval matches key people with the strategic needs of their clients. They work with you to identify, develop and acquire the capabilities needed to make your strategies work.

## Poolia

Rådhuspladsen 16, 2. sal  
DK-1550 København V

Baltzarsgatan 31  
SE-211 36 Malmö

PHONE +45 70 27 37 47  
WEB [www.poolia.dk](http://www.poolia.dk)  
CONTACT [danmark@poolia.com](mailto:danmark@poolia.com)

+46 (0)40 661 25 00  
[www.poolia.se](http://www.poolia.se)  
[malmö@poolia.se](mailto:malmö@poolia.se)

LOCATION Denmark, Sweden, Norway, Finland, Germany, Great Britain  
NO. OF STAFF 2.000 at more than 20 offices  
RECRUITING SEGMENT IT, technique, life science, banking & finance, economy, HR, law, office, sale & marketing, health care.  
NO. OF RECRUITMENTS N/A

COMPANY PROFILE Poolia helps businesses and organisations to find the competence, which temporarily or permanent, meet their demand for qualified employees.  
This means that they specialise in recruiting and hiring out staff within IT, technique, life science, banking & finance, economy, HR, law, office, sale & marketing, health care.

## Proffice - Danmark

Vesterbrogade 82, 1  
DK-1620 København V

PHONE +45 70 10 91 00  
WEB [www.proffice.dk](http://www.proffice.dk)  
CONTACT [info@proffice.dk](mailto:info@proffice.dk)

LOCATION Denmark, Sweden, Finland and Norway  
NO. OF STAFF 50 employees  
RECRUITING SEGMENT All  
NO. OF RECRUITMENTS 150/year

**COMPANY PROFILE** Proffice is the largest Nordic recruiting business. They are strongly locally rooted and are represented in most large and middle large areas in Sweden, Denmark, Norway and Finland. The customers are among the public sector and private businesses of all sizes.

## Proffice - Sverige

Lilla Nygatan 7  
SE-211 38 Malmö

+46 (0)40 660 77 70  
[www.proffice.se](http://www.proffice.se)  
[kundtjanst.mlm@proffice.se](mailto:kundtjanst.mlm@proffice.se)

210 employees  
All  
450/year

## Randstad

Copenhagen  
Gothersgade 45  
DK-1123 København K

PHONE +45 70 10 13 12  
WEB [www.randstad.dk](http://www.randstad.dk)  
CONTACT [randstad@randstad.dk](mailto:randstad@randstad.dk)

LOCATION Denmark, Sweden and worldwide  
NO. OF STAFF 60  
RECRUITING SEGMENT All / until middle management  
NO. OF RECRUITMENTS 600/year

Stockholm  
Rosenlundsgatan 9  
SE-104 62 Stockholm

+46 (0)8 693 94 00  
[www.randstad.se](http://www.randstad.se)  
[stockholm@randstad.se](mailto:stockholm@randstad.se)

20  
All/ Until middle management  
300/year

**COMPANY PROFILE** Randstad is one of Denmark's leading agencies for recruitment and temporary staffing. They are part of the Randstad Group, an international supplier of human resource solutions. The company is active in Europe, North America and Asia. Randstad is one of the largest temporary and contract staffing organizations in the world, employing on average 254,400 people every day. Areas of expertise include recruitment of personnel for jobs within: information technology, office and administration, sales and marketing, accounting, engineering and technical services.

## Ray & Berndtson A/S

	Nyhavn 63 C DK-1051 Copenhagen K	Sveavägen 17, 17 tr SE-111 57 Stockholm
PHONE	+45 33 14 36 36	+ 46 (0)8 662 55 15
WEB	www.rayberndtson.com	www.rayberndtson.com
CONTACT	rayberndtson@rayberndtson.dk	info@rayberndtson.se
LOCATION	Denmark, Sweden and worldwide	
NO. OF STAFF	27	N/A
RECRUITING SEGMENT	All including executives	
NO. OF RECRUITMENTS	N/A	N/A
COMPANY PROFILE	Ray & Berndtson is an executive search firm characterised by a collaborative approach to client service. Ray & Berndtson professionals are skilled to deliver top executive talent to clients who require a customized global approach that value cultural dimension and compatibility. Ray & Berndtson has with 51 offices in 32 countries on five continents. Their professionals deliver leadership to most industries including the ICT, e-business and technology industries	

## Russell Reynolds Associates

	Østergade 1, 1. DK-1100 Copenhagen K	Biblioteksgatan 6-8 SE-111 46 Stockholm
PHONE	+45 33 69 23 20	+46 (0)8 545 074 40
WEB	www.russellreynolds.com	www.russellreynolds.com
CONTACT	Jens M. Howitz / jhowitz@russellreynolds.com	Monica Lagercrantz / mlagercrantz@russellreynolds.com
LOCATION	Denmark, Sweden and worldwide, 35 offices	
NO. OF STAFF	16 in Denmark	9 in Sweden / More than 900 worldwide
RECRUITING SEGMENT	Executive search	
NO. OF RECRUITMENTS	325 in Denmark	310 in Sweden
COMPANY PROFILE	Through a global network of 35 offices, Russell Reynolds Associates' professionals provide recruiting services for public and private organizations of all sizes. Founded in 1969 and dedicated exclusively to providing executive recruiting and assessment services of the highest quality. Staff 900+, including more than 275 recruiting professionals. More than 3,200 assignments conducted annually.	

## TRANSEARCH Denmark

Lyngbyvej 20  
DK-2100 København Ø

PHONE +45 70 21 69 00  
WEB [www.transearch.dk](http://www.transearch.dk)  
CONTACT [christian.enghave@transearch.com](mailto:christian.enghave@transearch.com)

LOCATION Denmark, Sweden and Worldwide

NO. OF STAFF

8

RECRUITING SEGMENT Executive Search

NO. OF RECRUITMENTS N/A

## TRANSEARCH Sweden

Engelbrektskatan 28  
SE-411 37 Göteborg

+46 (0)31 708 12 95  
[www.transearch.se](http://www.transearch.se)  
[info@transearch.se](mailto:info@transearch.se)

8

Executive Search

N/A

**COMPANY PROFILE** TRANSEARCH International is a world leading executive search company with 56 offices in 35 countries. They advise companies across all industries on search and employment of executives, while assisting them in designing management and corporate structures matching their actual requirements. TRANSEARCH International provides professional, systematic and transparent work, helping clients to achieve pragmatic and long-term solutions.



## Amrop Hever

Christians Brygge 24  
DK-1559 Copenhagen V

PHONE +45 33 14 01 55  
WEB [www.amrop.dk](http://www.amrop.dk)  
CONTACT [peter.christiansen@amrophever.com](mailto:peter.christiansen@amrophever.com)

LOCATION Denmark  
NO. OF STAFF 25  
RECRUITING SEGMENT Executive Search  
NO. OF RECRUITMENTS +100/year in Denmark

**COMPANY PROFILE** The Amrop Hever Group is an international executive search group with more than 80 offices in some 50 countries throughout the world. The various Amrop Hever offices collaborate on international searches which enable them to serve global companies with a need for new executives worldwide.

The Danish Amrop Hever office was established in 1993 in Copenhagen where it holds a leading position concluding more than 100 search assignments per year.

## Causa Consulting A/S

Ehlersvej 7  
DK-2900 Hellerup

PHONE +45 39 40 41 90  
WEB [www.causaconsulting.dk](http://www.causaconsulting.dk)  
CONTACT Jan Bach Schjølín / [jbs@causaconsulting.dk](mailto:jbs@causaconsulting.dk)

LOCATION Denmark  
NO. OF STAFF 10 in Denmark  
RECRUITING SEGMENT Executive search  
NO. OF RECRUITMENTS 200< in Denmark

**COMPANY PROFILE** An important strategic area for all companies in the future is to be able to attract and keep talent. The companies which are able to continuously sustain a critical mass of talent will be ahead in the race for the best results. Causa Consulting has years of experience of finding the most optimal matches, whether it is executives, board members, managers or specialist which are needed.

## Compass Human Resources Group A/S

Strandgade 12  
DK-1401 København K

PHONE +45 70 20 12 75  
WEB [www.compass.dk](http://www.compass.dk) / [www.compass.se](http://www.compass.se)  
CONTACT [copenhagen@compass.dk](mailto:copenhagen@compass.dk)

LOCATION Denmark  
NO. OF STAFF 22  
RECRUITING SEGMENT Recruiting of specialists  
NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** Compass helps companies with recruiting, searching, employee assessment and HR-management. If you need a sparring partner within the whole HR area or just a single recruitment, it is an investment in the company's "increase of value". Compass focuses on the human resources. It is often the social skills and the ability to communicate that determent if a person is qualified for the specific job as well as for the business life in general.

## Dahl & Kjærgaard

Gersonsvej 33  
DK-2900 Hellerup

PHONE +45 70 20 44 80  
WEB [www.dk-hr.dk](http://www.dk-hr.dk)  
CONTACT Lea Fichtmann / [lf@dk-hr.com](mailto:lf@dk-hr.com)

LOCATION Denmark  
NO. OF STAFF 7  
RECRUITING SEGMENT Search & selection  
NO. OF RECRUITMENTS Coaching  
Business coaching  
HR support  
10-15/month

**COMPANY PROFILE** Dahl & Kjærgaard is a HR-consultant house founded by experienced consultants in 1999. Their goal and vision are to maintain an innovative and dynamic environment where the key focus is quality. They work daily with competence and coaching oriented management.  
Dahl & Kjærgaard specialise in recruiting and in the development of the human resources in companies, organizations and associations. They work for both companies as well as individual persons.

## Flensby & Partners A/S

Hermodsgade 8  
DK-2200 København N

PHONE +45 70 109 309  
WEB [www.flensby.com](http://www.flensby.com)  
CONTACT [post@flensby.com](mailto:post@flensby.com)

LOCATION Denmark  
NO. OF STAFF N/A  
RECRUITING SEGMENT Executive Search  
NO. OF RECRUITMENTS 150/year

**COMPANY PROFILE** Flensby & Partners' core competences include executive search and management consulting for boards of directors, CEOs, business directors and senior managers.

Through executive the exact candidate, who can and will make a difference to the development of the company, is found. They make much of their sparring with the company to precisely understand how the candidate can make a difference. They also tailor make the headhunting process to the individual company and the particular job.

## Holbech Management

Lyngbyvejen 317  
DK-2820 Gentofte

PHONE +45 33 26 33 06  
WEB [www.holbech-management.dk](http://www.holbech-management.dk)  
CONTACT Anne-Mette Holbech / [ah@holbech-management.dk](mailto:ah@holbech-management.dk)

LOCATION Denmark  
NO. OF STAFF N/A  
RECRUITING SEGMENT IT  
Finance  
Administration  
Sales and management  
NO. OF RECRUITMENTS 1-4/month

**COMPANY PROFILE** Holbech Management's area of expertise is IT-specialists and they 10 years experience in the IT-business with good knowledge of the business, technical terms and practices. They also cover personnel in sales, marketing and administration and management.

Their primary tool is their extensive database of candidates, each of them individually interviewed and screened. In addition to the recruitment activities, they undertake coaching and outplacement counselling as well as inspirational seminars.

## JMI

Executive Search Aps  
Gothersgade 103  
DK-1123 København K

PHONE +45 33 32 26 01  
WEB [www.jmi.dk](http://www.jmi.dk) / [www.ema-partners.com](http://www.ema-partners.com)  
CONTACT [info@jmi.dk](mailto:info@jmi.dk)

LOCATION Denmark and worldwide  
NO. OF STAFF 3 consultants  
RECRUITING SEGMENT Industry  
Trade  
Service in hiring board members  
Executive officers and specialists  
NO. OF RECRUITMENTS 3-6/month

COMPANY PROFILE JMI Executive Search solves recruiting assignments by approaching directly potential candidates, who have competences corresponding to the job demands.  
JMI Executive Search works locally in Denmark as well as internationally through our partnership in EMA Partners International, which has 57 offices worldwide.

## Jobdk

Københavns afdeling  
Lersø Parkallé 44, 1. sal  
DK-2100 København Ø

PHONE +45 39 20 23 11  
WEB [www.jobdk.dk](http://www.jobdk.dk)  
CONTACT [kbh@jobdk.dk](mailto:kbh@jobdk.dk)

LOCATION Denmark  
NO. OF STAFF 17  
RECRUITING SEGMENT Employment service  
Relocation and courses.  
NO. OF RECRUITMENTS 100/month

COMPANY PROFILE Jobdk wants to deliver durable results within employment services, relocation and organisation development by focusing on:

- Job candidates' professional and personal competences
- Local, regional and national companies' needs
- Labour market legislations, policies and opportunities

## Job-link

Strandvejen 169-171  
DK-2900 Hellerup

PHONE +45 39 46 03 30

WEB [www.job-link.dk](http://www.job-link.dk)

CONTACT [info@job-link.dk](mailto:info@job-link.dk)

LOCATION Denmark

NO. OF STAFF 4, increasing

RECRUITING SEGMENT Media, sales, marketing, accounting and many more

NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** Job-Link is a recruiting agency, which hires employees for permanent positions on all levels in the private sector. Many of the candidates are found through their candidate database, which is free for all candidates. Furthermore, they work with headhunting and advertisement on enquiry.

## Krüger Search

Strandvejen 183  
DK-2900 Hellerup

PHONE +45 33 11 33 80

WEB [www.kruger-search.com](http://www.kruger-search.com)

CONTACT [info@kruger-search.com](mailto:info@kruger-search.com)

LOCATION Denmark

NO. OF STAFF N/A

RECRUITING SEGMENT IT

Telecommunication

Graphic design

Media

Service

NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** Krüger Search offers executive search and recruiting solutions to permanent as well as project employment within large and small companies in the private and public sector. They work in both Denmark and the Øresund Region where candidates, based on top professional selection procedures and systematic analysis of the company's needs, are found.

## PersonaleBørsen

Nørre Voldgade 11  
DK-1358 København K

PHONE +45 33 11 01 57  
WEB [www.personaleborsen.dk](http://www.personaleborsen.dk)  
CONTACT [post@personaleboersen.dk](mailto:post@personaleboersen.dk)

LOCATION Denmark  
NO. OF STAFF 28  
RECRUITING SEGMENT IT  
Office  
Accounting  
Sales  
Store  
Production  
NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** PersonaleBørsen is a Danish HR and employee agency and recruit employees on most organisational levels. Furthermore, they solve other HR related assignments like outplacement, employee analysis and customer and employee testing.

PersonaleBørsen has 10 offices in Denmark, which means they can solve HR and employee assignments all over Sjælland, Fyn and Jylland. All of PersonaleBørsen's consultants put great professional pride in giving a professional and customer-oriented service.

## Professional Search A/S

Slotsmarken 18  
DK-2970 Hørsholm

PHONE +45 33 15 42 06  
WEB [www.prof-search.dk](http://www.prof-search.dk)  
CONTACT [ps@prof-search.dk](mailto:ps@prof-search.dk)

LOCATION Denmark and worldwide  
NO. OF STAFF 7  
RECRUITING SEGMENT Executive search of executive and specialists with income >500.000/year  
NO. OF RECRUITMENTS 5/month

**COMPANY PROFILE** Professional Management conducts professional headhunting and recruitment globally, in Scandinavia and locally across Denmark.

## Recruiters A/S

H.C. Andersens Boulevard 37, 2 th.

DK-1553 København V

PHONE +45 33 17 98 98

WEB [www.recruiters.dk](http://www.recruiters.dk)

CONTACT [info@recruiters.dk](mailto:info@recruiters.dk)

LOCATION Denmark

NO. OF STAFF 6

RECRUITING SEGMENT Specialists and management within: IT, sales and marketing, management and project management, logistics and supply chain, product development, pension, economics, human resources and communications

NO. OF RECRUITMENTS +100/year

COMPANY PROFILE Since 1998, Recruiters has delivered effective and flexible recruitment solutions to Danish and international companies. They cover a vast range of areas and have filled more than 800 specialist and management jobs. The recruitment process varies from assignment to assignment and is established in co-operation with our clients in order to match the job profile, the given market conditions, the time aspect and a number of other conditions which, altogether, give every recruitment assignment its special character.

## Scandinavian Staffing

Larsbjørnsstæde 3

DK-1454 København K

PHONE +45 3930 3730

WEB [www.staffing.dk](http://www.staffing.dk)

CONTACT [info@staffing.dk](mailto:info@staffing.dk)

LOCATION Denmark

NO. OF STAFF N/A

RECRUITING SEGMENT IT

NO. OF RECRUITMENTS N/A

COMPANY PROFILE Scandinavian Staffing has more than 10 years experience with recruiting solutions. They recruit middle managers, specialists and employees to permanent employment within IT and promote professional freelance consultants for projects and temporary assignments.

## Senior Service & Search & Selection

Nørre Farimagsgade 13  
DK-1364 København K

PHONE +45 33 14 42 34  
WEB [www.seniorservice.dk](http://www.seniorservice.dk)  
CONTACT Olaf Bredaghl Sørensen / [bredahl@seniorservice.dk](mailto:bredahl@seniorservice.dk)

LOCATION Denmark  
NO. OF STAFF 5  
RECRUITING SEGMENT Top and middle managers age 45+  
NO. OF RECRUITMENTS +100

COMPANY PROFILE For more than 35 years client companies have benefited from the service of Senior Service Search & Selection when filling vacancies at top and middle management level – in Denmark or abroad – permanent or temporary.

## Skandinavisk Computer Rekruttering

Hans Edvard Teglers vej 7, 1  
DK-2920 Charlottenlund

PHONE +45 70 23 43 53  
WEB [www.scrgruppen.dk](http://www.scrgruppen.dk)  
CONTACT [rekruttering@scrgruppen.dk](mailto:rekruttering@scrgruppen.dk)

LOCATION Scandinavia  
NO. OF STAFF 10  
RECRUITING SEGMENT IT  
NO. OF RECRUITMENTS N/A

COMPANY PROFILE Skandinavisk Computer Rekruttering A/S is a Danish company with offices in Charlottenlund and Århus and has worked with IT recruitment since 1986. SCR's target group is every company with its own IT department as well as IT suppliers and consultant houses to whom SCR offers recruitment of IT managers, system developers, project managers, specialists, network administrators, supporters, account managers, presales support and much more. SCR's vision is to be a specialist within employment service in IT and the company goal, within the IT area, is to be known as an all-round supplier of human resource services to large and middle large companies in Denmark.

## The GlobeSearch Group A/S

Indiakaj 10  
DK-2100 København Ø

PHONE +45 70 25 08 25

WEB [www.globesearchgroup.dk](http://www.globesearchgroup.dk)

CONTACT Mette Orelund / [mo@globesearch.dk](mailto:mo@globesearch.dk)

LOCATION Denmark

NO. OF STAFF N/A

RECRUITING SEGMENT IT

Telecom

Media

Consulting

NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** The GlobeSearch Group in Denmark has specialised in search/headhunting of innovative people within IT, Tele, Media and Consulting.

The GlobeSearch Group consists of three companies - each with a special focus - enabling them to offer a "Full Service Concept", covering clients' entire need for recruitment.

## TimeWork

Valkendorfsgrde 13, 3  
DK-1151 København K

PHONE +45 70 20 30 64

WEB [www.timework.dk](http://www.timework.dk)

CONTACT [timework@timework.dk](mailto:timework@timework.dk)

LOCATION Denmark

NO. OF STAFF 3

RECRUITING SEGMENT IT

NO. OF RECRUITMENTS 5-6/month

**COMPANY PROFILE** TimeWork recruits IT employees to permanent employment. They specialise in recruiting specialists and educated candidates with deep technical insight.

## Wingmanager A/S

Slotsmarken 11  
DK-2970 Hørsholm

PHONE +45 7015 0160  
WEB [www.wingmanager.dk](http://www.wingmanager.dk)  
CONTACT [osp@wingmanager.dk](mailto:osp@wingmanager.dk)

LOCATION Denmark  
NO. OF STAFF 18  
RECRUITING SEGMENT Recruitment  
NO. OF RECRUITMENTS 150

## Lisberg

Slotsmarken 11  
DK-2970 Hørsholm

+45 7015 0160  
[www.lisberg.com](http://www.lisberg.com)  
[osp@lisberg.com](mailto:osp@lisberg.com)

Denmark  
Executive Search

**COMPANY PROFILE** Wingmanager provides recruitment of executives, managers and specialists. Their services include: executive search, file search and advertised recruitment. They have offices in Copenhagen and Århus. Internationally they cooperate with Korn/Ferry Futurestep and Kienbaum.

Lisberg Executive Search provides executive search, file search and advertised recruitment. They have offices in Copenhagen and Århus. Internationally they cooperate with Korn/Ferry Futurestep and Kienbaum. Lisberg was founded in 1959, and is the oldest and most experienced search and selection company in Denmark. Through all the years Lisberg has been a highly respected and the name is perceived as a "brand" in the areas of top management Search & Selection in the Danish market. In 2005 Lisberg was acquired by Wingmanager A/S.



## Academic Search International AB

Gustav Adolfs Torg 12  
SE-211 39 MALMÖ

PHONE +46 (0)40 750 40

WEB [www.academicsearch.se](http://www.academicsearch.se)

CONTACT [info@academicsearch.se](mailto:info@academicsearch.se)

LOCATION Sweden, Stockholm, Göteborg, Malmö

NO. OF STAFF 20 employees

RECRUITING SEGMENT Executives, specialists and young academics

NO. OF RECRUITMENTS 150 recruitments/year and additional outplacement.

**COMPANY PROFILE** Academic Search's core business is recruitment and hiring of executives, specialists and young academics. We also outplace students to assignments at different levels of competences. They also offer services within raising companies profile towards young academics and help to improve employees' situation with mentors and coaching programs. They aim to follow candidates from university to an executive position.

## Alumni AB

Kärleksgatan 2A  
SE-211 45 Malmö

PHONE +46 (0)40 35 48 70

WEB [www.alumni.se](http://www.alumni.se)

CONTACT [tanja.jibrandt@alumni.se](mailto:tanja.jibrandt@alumni.se) / [lars.naveus@alumni.se](mailto:lars.naveus@alumni.se)

LOCATION Sweden

NO. OF STAFF 42 including both Stockholm and Malmö office

RECRUITING SEGMENT Executive officers, boards

NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** Alumni is the leading actor within executive search, audits, management review & development and HR effectiveness. They are located in Stockholm, Gothenborg, Malmö and internationally through the network Globe Search Group. They believe that it is the people who work for a company who are its greatest competitive advantage by far. Hence, work on HR issues is a strategic and critical issue for every management team, board of directors and owner constellation.

## **Berg & Partner Rekrytering AB**

Stora Södergatan 25  
SE-222 23 Lund

PHONE +46 (0)46 540 41 40  
WEB [www.berg-partner.se](http://www.berg-partner.se)  
CONTACT [info@berg-partner.se](mailto:info@berg-partner.se)

LOCATION Sweden  
NO. OF STAFF 5 employees  
RECRUITING SEGMENT All  
NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** Berg & Partner Rekrytering AB has offices in Lund, Kristianstad and Hässleholm and are part of Berg & Partner Gruppen that work with recruiting, temping and outplacement.  
The recruiting consultants at Berg & Partner help customers recruit at all levels in the organisation and take care of parts of or the whole recruitment process.

## **Fairchild Nordic AB**

Region South  
Carlskgatan 12 A  
SE-211 20 Malmö

PHONE +46 40 699 84 92 / +46 70 324 72 71  
WEB [www.fairchild.se](http://www.fairchild.se)  
CONTACT [peter.eek@fairchild.se](mailto:peter.eek@fairchild.se)

LOCATION Sweden, Norway, Denmark, Finland  
NO. OF STAFF 10  
RECRUITING SEGMENT IT  
Telecom  
Life science and much more  
NO. OF RECRUITMENTS 80 - 100

**COMPANY PROFILE** Fairchild Nordic AB is a company that works with executive search & specialist recruitment. The company has been on the market since 1986 and operates from offices in Stockholm, Gothenburg and Malmö. There are also strategic partners in Helsinki, Oslo and Copenhagen.

## IT Resurs AB

Per Weijersgatan 4  
SE-211 34 Malmö

PHONE +46 040-660 11 10  
WEB [www.itresurs.se](http://www.itresurs.se)  
CONTACT [kontakt@itresurs.se](mailto:kontakt@itresurs.se)

LOCATION Sweden  
NO. OF STAFF 300  
RECRUITING SEGMENT IT  
NO. OF RECRUITMENTS 150 last year

**COMPANY PROFILE** IT-Resurs AB is one of the leading temporary staffing companies in the IT-sector in Sweden. We work within the following areas: temporary staffing, recruitment of IT competence, consultants broker services and staff relocation projects.  
IT-Resurs AB has an annual turnover of approximately 200 million Swedish crowns and has approximately 300 employees throughout Sweden. IT Resurs is a part of the Resurs group, one of the fastest growing company groups in Sweden, together with Resurs Bemanning AB and Resurs Care AB. Read more on our website on [www.itresurs.se](http://www.itresurs.se).

## Lernia Bemanning

Box 1181,  
Kungsbron 1, E5 (World Trade Center)  
SE-111 91 Stockholm

PHONE +46 (0)8 725 91 50  
WEB [www.lernia.se](http://www.lernia.se)  
CONTACT [bemanning@lernia.se](mailto:bemanning@lernia.se)

LOCATION Sweden  
NO. OF STAFF N/A  
RECRUITING SEGMENT Consultants in industry  
NO. OF RECRUITMENTS Technology  
Logistics  
N/A

**COMPANY PROFILE** Lernia Bemanning is a temp and recruiting agency and the largest niche agency. Very year they hire around 4000 consultants within industry, technological and logistic companies.

## Lisberg

Sankt Gertrudsgatan 3  
SE-211 25 Malmö

PHONE +46 (0)40-664 29 00

WEB [www.lisberg.se](http://www.lisberg.se)

CONTACT [info@lisberg.se](mailto:info@lisberg.se)

LOCATION Sweden

NO. OF STAFF 17

RECRUITING SEGMENT Executive search

NO. OF RECRUITMENTS 50 to 75/year

**COMPANY PROFILE** Lisberg is a Swedish consultancy firm, owned by partners, that have been locating and developing managers for the past 20 years. Their expertise is within two major business areas – executive search and people & business development.

You find their offices in Malmö, Helsingborg, Gothenburg and Stockholm. They work with large and medium-sized companies and organizations both within and outside of Sweden. They are a member of IMD, an international global network, among the 15 largest in the world.

## MRI WorldWide

Vidéum Science Park  
SE-351 96 Växjö

PHONE + 46 (0)470 77 86 40

WEB [www.mriww.se](http://www.mriww.se)

CONTACT [info@mriww.se](mailto:info@mriww.se)

LOCATION Sweden and World Wide

NO. OF STAFF 5 employees

RECRUITING SEGMENT Executive search

NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** MRI Worldwide is a recruiting company specialised in executive search. MRI has in more than 40 years offered service to companies who search the best employees. They have the resources, knowledge, method and network.

The office in Växjö is part of MRI's large international network with 1,200 offices in 27 countries and with 5,000 recruitment consultants who complete 45,000 assignments a year. Their employees have profession specific competences, i.e. IT/Telecom/Electronics

## Neuhauser & Falck

Humlegatan 1  
SE-211 27 MALMÖ

PHONE +46 (0)40 15 91 90  
WEB [www.neuhauser-falck.se](http://www.neuhauser-falck.se)  
CONTACT [michael.hallner@neuhauser-falck.se](mailto:michael.hallner@neuhauser-falck.se)

LOCATION Sweden  
NO. OF STAFF 7  
RECRUITING SEGMENT Executive search  
NO. OF RECRUITMENTS 50/year

COMPANY PROFILE For 25 years Neuhauser & Falck has assisted companies and organizations within all industries in Sweden - and in the rest of the world with the help of our international network.

## PAf Rekrytering

Sehlstedtsgratan 7  
Box 27097  
SE-102 51 STOCKHOLM

PHONE Malmö +46 (0)40 44 10 21  
WEB [www.pafrekrytering.se](http://www.pafrekrytering.se)  
CONTACT Malmö: [birger.larsson@pafrekrytering.se](mailto:birger.larsson@pafrekrytering.se)

LOCATION Sweden  
NO. OF STAFF 25 employees  
RECRUITING SEGMENT All  
NO. OF RECRUITMENTS 150

COMPANY PROFILE PAF Rekrytering AB was established in 1993 with the vision to become one of Sweden's most interesting recruitment businesses. They recruit in all levels, mostly executives and specialists within technique, IT/Data, marketing/sales, economy/finance, logistic administration and service.

## Rubino Rekrytering AB

Karlavägen 100 A, 5 tr  
SE-103 63 Stockholm

PHONE +46 (0)8 411 60 80  
WEB [www.rubino.se](http://www.rubino.se)  
CONTACT [info@rubino.se](mailto:info@rubino.se)

LOCATION Sweden  
NO. OF STAFF 6 consultants  
RECRUITING SEGMENT Sales and marketing  
NO. OF RECRUITMENTS 100 / year

COMPANY PROFILE Experience has shown them that the best recruitments come from a trust relationship between them and their clients. In other words: the more they know about your company the better our co-operation will turn out. Through specialising in sales and marketing they are a good collaborator when recruiting.

## SIMS

Hamngatan 4  
SE-211 22 Malmö

PHONE +46 (0)40 723 25  
WEB [www.sims.se](http://www.sims.se)  
CONTACT [info@sims.se](mailto:info@sims.se)

LOCATION Denmark, Sweden and Worldwide  
NO. OF STAFF 11  
RECRUITING SEGMENT Executive search  
NO. OF RECRUITMENTS N/A

COMPANY PROFILE Signium International, a global network of retained executive search consultants, traces its roots to 1951, when the vision of H. Wardwell Howell create one of the first executive search partnerships. Their new name, Signium, denotes significance, prestige, leadership, quality and dynamic, personalised service-oriented professionals.

## Supreme Recruit

Sturegatan 23, 3 tr  
SE-172 31 Stockholm

PHONE +46 (0)8 624 08 22  
WEB [www.supreme.se](http://www.supreme.se)  
CONTACT [info@supreme.se](mailto:info@supreme.se)

LOCATION Sweden  
NO. OF STAFF 6  
RECRUITING SEGMENT All  
NO. OF RECRUITMENTS Approx. 60/year

**COMPANY PROFILE** Supreme can quickly find what you are looking for, no matter what market, what position and what country. They use their own personal commitment and broad international network of contacts to achieve success. A 10% finder's fee for information leading to the employment of a candidate helps, too.

## Thulin Rekrytering

Djäcknegatan 31  
SE-211 35 Malmö

PHONE +46 (0)40 30 31 62  
WEB [www.thulin.se](http://www.thulin.se)  
CONTACT [office@thulin.se](mailto:office@thulin.se)

LOCATION Sweden  
NO. OF STAFF 4 employees  
RECRUITING SEGMENT Executive search  
NO. OF RECRUITMENTS N/A

**COMPANY PROFILE** With a comprehensive and creative search process, an accurate requirement analysis and a well-developed selection-evaluation their objective is to recruit the best employees for their customers

## WassermanSearch

SE-211 20 Malmö

PHONE +46 (0)40 120 150

WEB [www.wassermansearch.com](http://www.wassermansearch.com)

CONTACT [info@wassermansearch.com](mailto:info@wassermansearch.com)

LOCATION Sweden

NO. OF STAFF 3

RECRUITING SEGMENT Electronics

IT

Telecom

Life science and more

NO. OF RECRUITMENTS 40/year

COMPANY PROFILE WassermanSearch is a recruiting company with quick and serious results.



## Additional Job Search Engines and Recruiting Agencies

DANISH



Active Selection  
[www.ttas.com](http://www.ttas.com)

Assist Search & selection  
[www.assist-search.dk](http://www.assist-search.dk)

Bloom ApS  
[www.bloom.dk](http://www.bloom.dk)

Bondo & Schultz ApS  
[www.bondo-schultz.dk](http://www.bondo-schultz.dk)

CoreSearch Vision  
[www.coresearch.dk](http://www.coresearch.dk)

CV-Searcher.dk  
[www.cv-searcher.dk](http://www.cv-searcher.dk)

ET consult  
[www.etconsult.dk](http://www.etconsult.dk)

Excellent Match A/S  
[www.excellent-match.dk](http://www.excellent-match.dk)

Frameworker  
[www.frameworker.net](http://www.frameworker.net)

harton & rosenkilde  
[www.harton-rosenkilde.dk](http://www.harton-rosenkilde.dk)

House of Humans  
[www.houseofhumans.dk](http://www.houseofhumans.dk)

Human Capital group Scandinavia  
[www.hcg.dk](http://www.hcg.dk)

J E Consult ApS  
[www.jeconsult.dk](http://www.jeconsult.dk)

Jobbank  
[www.jobbank.dk](http://www.jobbank.dk)

Job Inspire  
[www.job-inspire.dk](http://www.job-inspire.dk)

Klint Bergh Konsult AB  
[www.klint-bergh.com](http://www.klint-bergh.com)

Kluge og Partners A/S  
[www.kluge-partners.dk](http://www.kluge-partners.dk)

Matchmaker  
[www.matchmaker.dk](http://www.matchmaker.dk)

MPS Denmark A/S findes også i Sverige  
[www.mpsdenmark.dk](http://www.mpsdenmark.dk)

PersonaleBureauet  
[www.personalebureauet.dk](http://www.personalebureauet.dk)

Personale-Service A/S  
[www.personale-service.dk](http://www.personale-service.dk)

Schou Larsen & Partners Executive Search  
[www.sl-p.dk](http://www.sl-p.dk)





Abrielle AB  
[www.abrielle.se](http://www.abrielle.se)

Accentus Management  
[www.accentusmanagement.se](http://www.accentusmanagement.se)

Accord Group Executive Search AB  
[www.accordgroup.se](http://www.accordgroup.se)

A-Search AB  
[www.asearch.se](http://www.asearch.se)

A W D Personalutveckling AB  
[www.awd.se](http://www.awd.se)

Axadana Executive Search  
[www.axadana.com](http://www.axadana.com)

Bohmans Nätverk AB  
[www.bohmans.com](http://www.bohmans.com)

Confidera Syd AB  
[www.confidera-syd.se](http://www.confidera-syd.se)

Creative Search  
[www.creativesearch.nu](http://www.creativesearch.nu)

C Tre  
[www.itsv.com](http://www.itsv.com)

Dufwa Ledarskap Syd AB  
[www.dufwa.com](http://www.dufwa.com)

Effect Management Search AB  
[www.effect.se](http://www.effect.se)

Experienca AB  
[www.experienca.se](http://www.experienca.se)

Humanpro  
[www.humanpro.se](http://www.humanpro.se)

Human Search HS AB  
[www.humansearch.se](http://www.humansearch.se)

Personal Direkt AB  
[www.personaldirekt.se](http://www.personaldirekt.se)

Personova AB  
[www.personova.se](http://www.personova.se)

Recruitment International AB  
[www.recruitment.se](http://www.recruitment.se)

Resurs Bemanning AB  
[www.resursbemanning.se](http://www.resursbemanning.se)

Retention Group AB  
[www.retention.se](http://www.retention.se)

Säljpoolen i Sverige AB  
[www.saljpoolen.se](http://www.saljpoolen.se)

SEARCH IT  
[www.searchit.se](http://www.searchit.se)

Spencer Stuart  
[www.spencerstuart.se](http://www.spencerstuart.se)

Svennek Bemanning AB  
[www.svennek.com](http://www.svennek.com)

Teamett Rekrytering Uthyrning Utbildning AB  
[www.teamett.se](http://www.teamett.se)



# List of Info-Organisations

Arbejdsformidlingen i Danmark  
Arbetsförmedlingen i Sverige  
CIRIUS  
Den Sociale sikringsstyrelse  
EURES - European Job Mobility  
Portal  
Försäkringskassan i Skåne  
Grænsegængercenter SkatØresund  
Högskoleverket  
Job Guide  
Länsstyrelsen i Skåne  
Industrial PhD initiative  
Researchinsweden.se  
Skatteverket  
The Researcher's Mobility Portal  
The Øresund Labour Market Council  
Workindenmark.dk  
Workshopping  
Øresunddirekt  
Øresundskomiteen  
Øresundsuniversitetet  
Øresundsutveckling

## Arbejdsformidlingen i Danmark

- WEB [www.af.dk](http://www.af.dk)
- PROFILE Arbejdsformidlingen is the Danish Unemployment Service through which candidates and companies can find information about employment in Denmark.

## Arbetsförmedlingen i Sverige

- WEB [www.ams.se](http://www.ams.se)
- PROFILE Arbetsförmedlingen is the Swedish Unemployment Service through which candidates and companies can find information about employment in Sweden.

## CIRIUS

- WEB [www.cvu.dk](http://www.cvu.dk)
- PROFILE CIRIUS is an agency under the Danish Ministry of Education with the aim to support the internationalisation of education and training in Denmark. Students can find help with studying abroad and companies can find help when assessing foreign candidates.

## Den Sociale sikringsstyrelse

- WEB [www.dss.dk](http://www.dss.dk)
- PROFILE Den Social Sikringsstyrelse is the National Social Security Agency which is an agency of the Ministry of Social Affairs. It is responsible for the consideration of applications and appeals in certain social areas. The acts which are relevant to the work include: the Social Pension Act, the Social Service Act, the Activation Act, the Child Benefit Act, the Housing Benefit Act and the Daily Benefit Act.

## **EURES / European Job Mobility Portal**

- WEB** <http://europa.eu.int/eures>
- PROFILE** EURES (EUROpean Employment Services) brings together the European Commission and the public employment services of the countries belonging to the European Economic Area and Switzerland. Other regional and national bodies concerned with employment issues are also included, such as trade unions, employers' organisations, as well as local and regional authorities.

The purpose of the EURES network is to provide services for the benefit of workers and employers as well as any citizen wishing to benefit from the principle of the free movement of persons. This involves three types of service provision: information, advice and recruitment/placement (job-matching).

## **Försäkringskassan i Skåne**

- WEB** [www.skane.fk.se](http://www.skane.fk.se)
- PROFILE** Försäkringskassan is the Swedish social insurance department in Sweden, which is an integrated part of the social security system in Sweden.

## **Grænsegængercenter SkatØresund**

- WEB** [www.skat.dk](http://www.skat.dk)
- PROFILE** The Grænsegængercenter offers information about taxation to people who want to or already commute from their home in Sweden to work in Denmark.

## **Högskoleverket**

- WEB** [www.hsv.se](http://www.hsv.se)
- PROFILE** The Swedish National Agency for Higher Education is the central agency that deals with issues affecting universities and higher education institutions in Sweden. The Agency supports many activities but also provides information on higher education and encourages student recruitment.

## Job Guide

WEB [www.job-guide.dk](http://www.job-guide.dk)

### PROFILE

On Job Guide you can find information about the job market including statistics, job databases, recruiting companies and much more.

## Länsstyrelsen i Skåne

[www.m.lst.se](http://www.m.lst.se)

WEB

### PROFILE

Länsstyrelsen i Skåne is the administrative board in Skåne. In Sweden, each county has an administrative board, a governmental body working in direct and continuous contact with the people it serves.

The county administrative board has a unique position in Swedish democracy. It is an important link between people and municipalities on the one hand, and the government and central authorities on the other. The work of the county administrative board is led by the county Governor.

WEB

### PROFILE

## Industrial PhD initiative

[www.erhvervsphd.dk](http://www.erhvervsphd.dk)

WEB

### PROFILE

This site is an all-round description of the Industrial PhD Initiative, which is aimed at enhancing research and development in the Danish business sector by:

- Training researchers to gain insight into the business related aspects of research and development;
- Building personal networks of knowledge between companies and Danish or foreign universities/research institutions.

The Industrial PhD secretariat arranges several information meetings about the Industrial PhD Initiative together with universities, relevant organisations, trade unions etc.

## Researchinsweden.se

WEB

### PROFILE

[www.researchinsweden.se](http://www.researchinsweden.se)

The Mobility Centre will give on-line information and practical assistance for mobile researchers to and from Sweden. A network of Swedish universities, research institutions and the business community is formed in order to provide researchers with the best possible assistance. In Sweden we decided to have only one Mobility Centre, like in other Nordic countries, whereas in Europe it is common to have several Mobility Centres in each country.

## Skatteverket

WEB  
PROFILE

[www.skatteverket.se](http://www.skatteverket.se)

Skatteverket is the Swedish tax department, who can assist regard questions about Swedish taxation. They also have personal who are specialized in dealing with issues concerning the Øresund region.

## The Researcher's Mobility Portal

WEB  
PROFILE

<http://europa.eu.int/eracareers>

The purpose of this Portal is to create a more favourable environment for career development job vacancies for researchers in the European research area.

WEB  
PROFILE

The Portal offers the following services:

- Research organisations may advertise their research job vacancies and search for suitable candidates to recruit. The service is completely free of charge;
- Researchers may submit their CVs to the Researcher's Mobility Job Database;
- Practical information about administrative and legal issues when moving from one country to another;
- The European network of mobility centres offer customised assistance to researchers and their families in all matters concerning their professional and daily lives;
- Access to the National Researcher's Mobility Portals.

The Portal provides access through links to a selection of international, European, national and regional web resources covering:

WEB  
PROFILE

- General information about research fellowships and grants;
- Research job vacancies and job offers published by the different actors within the European research community (universities, industry, research organisations, foundations etc.);
- General information about research policies relevant to the career development of researchers in Europe.

## The Øresund Labour Market Council

WEB  
PROFILE

[www.oresundsinfo.org](http://www.oresundsinfo.org)

This site is hosted by The Øresund Labour Market Council which consists of members from the boards governing the Public Employment Service in the different administrative counties in the region. They are the labour market partners - the employers' association and the employees' associations - as well as representatives of local and regional communities.

On this site you will find information about the transnational labour market and the initiatives to facilitate the integration across the border in the Øresund Region.

## **Workindenmark.dk**

[www.workindenmark.dk](http://www.workindenmark.dk)

The homepage [workindenmark.dk](http://workindenmark.dk) is created to make it easier for foreign knowledge workers to gather information on moving to and working and living in Denmark. The homepage also contains information directed at Danish businesses and research institutions.

## **Workshopping**

[www.workshopping.com](http://www.workshopping.com)

Workshopping gather, evaluate, rank and inform about both international and Swedish actors within employment service, recruiting, manning and headhunting. Our ambition is to be a efficient tool and the leading information source about the market supply of actors.

## **Øresunddirekt**

[www.oresunddirekt.dk](http://www.oresunddirekt.dk)

This website provides public service information from the Swedish and Danish authorities in the Øresund region, which consists of Southern Sweden and in Denmark the Copenhagen region.

The purpose of Øresunddirekt is to assist Swedish citizens in understanding Danish society and its laws, and, vice versa, to help Danes understand the Swedish system. Differing government and local government rules can be a barrier to those wishing to move, work, study, or start a business on the other side of Øresund. Øresunddirekt aims to make these rules intelligible to the region's citizens and businesses, thus facilitating the process of integration.

## **Øresundskomiteen**

[www.oresundskomiteen.dk](http://www.oresundskomiteen.dk)

The Øresund Region is one of the most integrated crossborder regions in Europe. Since 1993 politicians from both sides of the border have been working together trying to break down barriers and stimulating integration in the Øresund Region.

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[www.oresundskomiteen.dk](http://www.oresundskomiteen.dk)

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## **Øresundsuniversitetet**

[www.uni.oresund.org](http://www.uni.oresund.org)

Øresund University is a consortium of fourteen universities and university colleges on both sides of the Sound (Øresund) in the Swedish province of Skåne (Scania) and the Danish province of Zealand (Sjælland). This consortium of universities is based on the geographical proximity and a long common history and culture. Aiming at becoming a significant science region, the consortium increases quality and efficiency among the participating institutions by opening up all courses, libraries and other facilities to all students, teachers and researchers. All involved in Øresund University are to have easy access to “the other side” of the region. The education and research of both countries thus complement each other in making Øresund a scientific and educational stronghold.

## **Øresundsutveckling**

[www.oresundsutveckling.dk](http://www.oresundsutveckling.dk)

Øresundsutviklingen offers assistance to small and medium companies to find business opportunities. Danish companies can receive advice about the business situation in Skåne and Swedish companies about the one in Denmark. It is a free service offered to all businesses in the Øresund Region.



# Danish Universities

## Introduction

In Denmark the system for the university education is regulated by the university law. University degrees are split up into two parts, a 3 year Bachelor degree and a 2 year Master degree. The duration of a Master education is therefore 5 years.

A year is calculated as fulltime study and equals 60 European Credit Transfer System (ECTS credits).

Bachelor of Science  
3 years (180 ECTS credits)

Master of Science  
2 years (120 ECTS credits), total 5 years (300 ECTS credits)

Different university and departments provide different educations within computer science, which can mean that they offer a number of combination options. Not all these options have not been included below.

The engineering degrees differ somewhat from other university degrees because students can either study to become diplomingeniør (Bachelor of Engineering, B Eng) which is 3½

years of study or civilingeniør (MSc in Engineering) which is 5 years of study. However, from 2004 The Technical University of Denmark changed the civilingeniør education. It used to be 5 years but is now divided into 3 years for a Bachelor degree and additional 2 years for a Master degree. A diplomingeniør education also provides the necessary admission requirements to study to become civilingeniør. The following list is of engineering degrees:

Bachelor of Engineering (Diplomingeniør)  
3½ years (210 ECTS credits)

Bachelor of Science in Engineering  
(Bachelor part of Civilingeniør)  
3 years (180 ECTS credits)

Master of Science in Engineering (Master part of Civilingeniør)  
2 years (120 ECTS credits), total 5 years (300 ECTS credits)

However there is no direct correlation between the degree one receives and the departments at the Technical University of Denmark because the university operates with programs which go across the different departments.



# Swedish Universities

## Introduction

In Sweden a large reform, according to the Bologna process, is taking place. Both the new and the soon-to-be-old system will be explained.

Listed below are different degrees from the different Swedish universities and as a simple key to understand the length of the education see the below list.

University Diploma in Science or Social Science or Arts  
2 years (80 credits/120 ECTS credits)

Bachelor of Science or Social Science or Arts  
3 years (120 credits/180 ECTS credits)

Master of Science or Social Science or Arts  
4-5 years (160-200 credits/240 - 300 ECTS)

A Bachelor degree must have at least 40 credits/60 ECTS credits in a major subject. A Master degree must have at least 60 credits/90 ECTS credits in a major subject

It should be remembered that there is quite a large difference between a Bachelor and Master when it comes to Swedish engineering students. These are two separate educations, one of 3 years and one of 4 1/2 years. Students with a Bachelor of Science in electrical engineering cannot study another 1 1/2 years and receive a Master of science. The students would have to study for another 3 years because they can only accredit 1 1/2 years of studies despite the BSc. Remember that this is only a case for Swedish engineering students. Knowing these facts makes it easier to compare the value of different degrees. These rules apply to any Swedish university that educates engineers. In the region there is only one Swedish university that educates engineers at a Master level, namely Lund University

It could be useful to know that Swedish engineers with a Master are called Civil. Engineer (Civilingenjör) in Sweden because engineer used to be a military title. Civil. Engineer should not to be confused with engineers that work with infrastructure who are usually called road and water construction engineers.

On the next pages we present different Swedish educations and degrees from regional universities that also are common in High-Tech companies. The first 17 are engineering educations. There are, of course, many other degrees and titles but these are probably the most common and relevant.



UNIVERSITET / UNIVERSITY	INSTITUTION / DEPARTMENT	DEGREE <sup>o</sup>	TITLES IN DANISH AND ENGLISH
Københavns Universitet Copenhagen University	Datalogisk Institut Department of Computer Science	Bachelor	BSc i datalogi / BSc in Computer Science
		Masters	Cand.scient. i datalogi / MSc in Computer Science
Handelshøjskolen Copenhagen Business School (CBS)	Institut for Informatik Department of Informatics	Bachelor	HA (dat.) / BSc in Business Administration & Computer Science
		Bachelor	BA in Information Management
		Masters	Cand.merc.dat. / MSc in Business Adm. & Computer Science
Handelshøjskolen Copenhagen Business School (CBS)	Institut for Datalogivistik Department Computational Linguistics	Bachelor	BA i Sprogteknologi og Engelsk / BA in Language Technology and English
		Masters	Cand.ling.merc. / MSc in Information Managem
Roskilde Universitetscenter Roskilde University	Institut for Kommunikation, Journalistik & Datalogi Department of Communication, Journalism and Computer Science	Bachelor	Bachelor i datalogi / BSc
		Masters	Cand.Scient. / MSc (or Cand. comm if combined with communication)
Ingeniørskolen i København Engineering College of Copenhagen	Retninger Programmes  Elektroteknik og Informationsteknologi Electronic and Information technology	Bachelor degrees (3½ years)	IT-Diplomingeniør / BSc of Engineering
TU / IT Universitetet IT University	Digital Design og Kommunikation Digital Design and Communication  E-business / E-Business  It til organisationer IT for Organizations  Medieteknologi og spil Media Technology and Games  Softwareudvikling og -Teknologi Software Development and Technology	Masters degrees	Cand.it / Master of Science in Information Technology

UNIVERSITET / UNIVERSITY	INSTITUTION / DEPARTMENT	DEGREE	TITLES IN DANISH AND ENGLISH
<b>Danmarks Tekniske Universitet</b> Technical University of Denmark	<b>Diplomingeniør Retninger</b> Programmes <b>Elektro / Electrical and Electronic</b> IT / IT <b>Teknologi og Økonomi</b> Technology and Business Economy	<b>Bachelor degrees</b> (3½ years)	<b>Professionsbachelor i ingeniørvidenskab</b> Bachelor of Engineering, B Eng <b>Diplomingeniør i Elektro</b> Bachelor of Engineering, Electrical and Electronic Engineering <b>Diplomingeniør i IT</b> Bachelor of Engineering, IT Engineering <b>Diplomingeniør, Softwareteknologi</b> Bachelor of Engineering (B Eng), Softwaretechnolog <b>Diplomingeniør i Teknologi og Økonomi</b> Bachelor of Engineering in Technology and Business Economy
	<b>Civilingeniør</b>	<b>Bachelor degrees</b> (3½ years)	<b>BSc i Tekniskvidenskab</b> BSc. in Engineering
		<b>Civilingeniør</b> Masters degrees	<b>Cand.polyt.</b> MSc in Engineering
	<b>Institut for Informatik &amp; Matematisk Modellering</b> Department of Information & Mathematical Modelling <b>Institut for Kommunikation, Optik &amp; Materiale</b> Department of Communications, Optics & Materials <b>Institut for Mikro- og Nanoteknologi</b> Department of Nano and Micro-technology <b>Ørsted DTU / Ørsted DTU</b> <b>Institut for Matematik</b> Department of Mathematics	<b>Bachelor degree</b>	<b>BSc Eng, Softwareteknologi</b> BSc. Eng, Software Technology <b>BSc Eng, Kommunikationsteknologi</b> BSc. Eng, Communication Technology <b>BSc Eng, Fysik og Nanoteknologi</b> BSc. Eng, Physics and nnnNanotechnology <b>BSc Eng, Elektroteknologi</b> BSc. Eng, Electrical Engineering <b>BSc Eng, Matematik og teknologi</b> BSc. Eng, Mathematics and Technology
		<b>Masters degree</b>	<b>Cand.polyt. i Informatik</b> MSc Eng, Informatics <b>Cand.polyt. i Telekommunikation</b> MSc Eng, Telecommunication <b>Cand.polyt. i Fysik og Nanoteknologi</b> MSc Eng, Physics and Nanotechnology <b>Cand.polyt. i Anvendt matematik</b> MSc Eng, Computational and Applied Mathematics
			DEGREE LOREM IPSUM YEARS ○

UNIVERSITET / UNIVERSITY	INSTITUTION / DEPARTMENT	DEGREE	TITLES IN DANISH AND ENGLISH
Lunds Universitet, Lunds Tekniska Högskola Lund University, Lund Institute of Technology	Institutionen för datavetenskap Department of Computer Science	Bachelor	Högskoleingenjörsexamen i datateknik 120p BSc in Computer Science and Engineering
		Masters / 4,5 years	Civilingenjörsexamen i datateknik (Civ.ing Data) 180p MSc in Computer Science and Engineering
Lunds Universitet, Lunds Tekniska Högskola Lund University, Lund Institute of Technology	Institutionen för informationsteknik Department of Information Technology	Only Masters / 4,5	Civilingenjörsexamen i informations- och kommunikationsteknik 180p MSc in Information and Communication Engineering Technology
Lunds Universitet, Lunds Tekniska Högskola Lund University, Lund Institute of Technology	Informationsteknik Department of Information Technology	Only Bachelor / 3	Högskoleingenjörsexamen i multimediateknik, 120p BSc in Multimedia Engineering
Lunds Universitet, Lunds Tekniska Högskola Lund University Lund Institute of Technology	Institutionen för elektrovetenskap Department of Electroscience	Bachelor / 3	Högskoleingenjörsexamen i elektroteknik, 120p BSc in Electrical Engineering
		Masters / 4,5	Civilingenjörsexamen i elektroteknik 180p MSc in Electrical Engineering
		University Diploma / 2	Högskoleingenjörsexamen i elektroteknik, 80p University Diploma in Electrical Engineering
Lunds Universitet Lunds Tekniska Högskola Lund University Lund Institute of Technology	Fysicum Engineering Physics Department of: Atomic Physics Combustion Physics Mathematical Physics Nuclear Physics Solid State Physics	Only Masters / 4,5	Civilingenjörsexamen i teknisk fysik 180p MSc in Engineering Physics
Lunds Universitet Lunds Tekniska Högskola Lund University Lund Institute of Technology	Matematikcentrum Centre for Mathematical Science	Only Masters / 4,5	Civilingenjörsexamen i teknisk matematik 180p M Sc in Engineering Mathematics
Lunds Universitet Lunds Tekniska Högskola Lund University Lund Institute of Technology	Alla / All	Only Masters / 5	Valfri utbildning ovan med avslutning industriell ekonomi 200p Any of the above with Industrial Economy
Lunds Universitet Lunds Tekniska Högskola Lund University Lund Institute of Technology	Alla / All	Only Masters / 5	Valfri utbildning ovan med avslutning Technology Management 200p Any of the above with Technology Management
Malmö Högskola Malmö University	Teknik och samhälle Technology and Society	Only Bachelor / 3	Högskoleingenjör i data och elektronik 120p BSc in Computer Science and Electrical Engineering
Malmö Högskola Malmö University	Teknik och samhälle Technology and Society	Only Bachelor / 3	Högskoleingenjör i datateknik 120p BSc in Computer Science

UNIVERSITET / UNIVERSITY	INSTITUTION / DEPARTMENT	DEGREE <sup>○</sup>	TITLES IN DANISH AND ENGLISH
Malmö Högskola Malmö University	Teknik och samhälle Technology and Society	Only Bachelor / 3	Högskoleingenjör i datateknik och bildanalys 120p BSc in Computer Science with Imaging processi
Malmö Högskola Malmö University	Teknik och samhälle Technology and Society	Only Bachelor / 3	Högskoleingenjör i programvaruteknik 120p BSc in Software Engineering
Malmö Högskola Malmö University	Teknik och samhälle Technology and Society	Only Bachelor / 3	Högskoleingenjör i elektroteknik 120p BSc in Electrical Engineering
Högskolan Kristianstad Kristianstad University		Only Bachelor / 3	Högskoleingenjör i data och elektronik 120p BSc in Electronics and Computer Engineering
Lunds Universitet Lund University	Institutionen för datavetenskap Department of Computer Science	Bachelor / 3	Fil. kandidatexamen i datavetenskap 120p BSc in Computer Science
		Masters / 4	Fil. magisterexamen i datavetenskap 160p M.Sc in Computer Science
Lunds Universitet Lund University	Institutionen för informatik Department of Informatics	Bachelor / 3	Fil. kandidatexamen i informatik 120p Bachelor of Social Science in Informatics
		Masters / 4	Fil. magisterexamen i informatik 160p Master of Social Science (M.Soc) in Informatics
Lunds Universitet Lund University	Matematikcentrum Centre for Mathematical Science	Bachelor / 3	Fil. kandidatexamen i matematik 120p BSc in Maths
		Masters / 4	Fil. magisterexamen i matematik 160p M.Sc in Maths
Lunds Universitet Lund University	Fysicum Department of: Atomic Physics Combustion Physics Mathe- matical Physics Nuclear Physics Solid State Physics	Bachelor / 3	Fil. kandidatexamen i fysik 120p BSc Physics
		Masters / 4	Fil. magisterexamen i fysik 160p M.Sc in Physics
Lunds Universitet Lund University	Institutionen för lingvistik Department of Linguistics and Phonetics	Bachelor / 3	Fil. kandidatexamen i datorlingvistik 120p Bachelor of Arts (BA) in Computational Linguistics
		Masters / 4	Fil. magisterexamen i datorlingvistik 160p Master of Arts (MA) in Computational Linguistics
Lunds Universitet Lund University	Institutionen för filosofi Department of Philosophy	Only Masters / 4	Fil. magisterexamen i kognitionsvetenskap 160p Master of Arts (MA) in Cognitive Science

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