

THE BOOKLET 2023

THE WAY WE WORK



AARHUS SYMPOSIUM

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WELCOME TO AARHUS SYMPOSIUM

Dear participant,

We are incredibly excited to welcome you to Aarhus Symposium 2023. This year's theme, 'The Way We Work', seeks to discuss the challenges and opportunities the workforce faces today and how leaders navigate within this. We wish you a pleasant and inspiring experience at Aarhus Symposium 2023.

On behalf of the Organising Committee,

DITTE SKJELMOSE

KRISTIAN STORM

MATHIAS GISLASON

Ditte Skjelmo

K. Storm

M. Gislason

The Steering Committee of Aarhus Symposium 2023

THE WAY WE WORK

THE THEME OF AARHUS SYMPOSIUM 2023

The modern workplace is akin to a complex ecosystem where diverse elements coexist, thrive, and evolve in response to an ever-changing environment. Just as the intricate balance of an ecosystem is essential to its survival, the interplay of key factors in our professional world shapes our everyday work. Work that is done in a rapidly transforming landscape. A landscape that is carried by a universal workplace ecosystem based on digitalisation, flexibility, and skills for the future.

Digitalisation has become the lifeblood of our professional ecosystem, streamlining processes, facilitating remote collaboration, and enabling organisations to remain agile in constant change. Meanwhile, flexibility has emerged as a driving force for adaptability, empowering individuals and companies to adjust to new challenges, accommodate diverse needs, and embrace innovative working environments. Today's organisations are responsible for our social welfare, the supply of our basic needs, and our planet's survival. It is a burden that demands the right set of skills.

Investing in skills for the future ensures that our workplace ecosystem remains vibrant and responsive as individuals develop the expertise needed to harness emerging technologies, address complex problems, and foster a culture of continuous learning and growth.

Navigating the constant innovation of these interconnected pillars is essential to sustaining a thriving, adaptable, and forward-looking workplace ecosystem. As we continue to confront unprecedented challenges and opportunities in our world today, the question arises: how can we cultivate and enhance our performance, ensuring our professional ecosystem remains robust and resilient?

This year's Aarhus Symposium invites leaders to delve into this critical question and share their insights on the factors contributing to the modern workforce. We encourage you to join us as we reveal this year's theme, "The Way We Work," and embark on an exploratory journey into the essential pillars that support our collective success and shape the future of our workplace ecosystem. We encourage you to join this discussion on November 3, 2023.



AARHUS SYMPOSIUM

PROGRAMME OF THE DAY

12:00 | ARRIVAL WITH ARLA

UPPER S-BUILDING & THIRD FLOOR S-BUILDING



13:00 | WELCOME TO AARHUS SYMPOSIUM 2023

LOWER S AUDITORIUM

13:30 - 14:30 | SESSION 1

14:30 | BREAK WITH LIDL

M-BUILDING, UPPER S-BUILDING & THIRD FLOOR S-BUILDING



15:10 - 16:10 | SESSION 2

16:10 | BREAK WITH MFT

M-BUILDING, UPPER S-BUILDING & THIRD FLOOR S-BUILDING



16:50 - 17:50 | SESSION 3

18:00 | THE AARHUS SYMPOSIUM AWARD

LOWER S AUDITORIUM

18:30 | A BITE TO EAT & NETWORKING

UPPER S-BUILDING & THIRD FLOOR S-BUILDING

TRACK 1



M3 AUDITORIUM



M3 AUDITORIUM



LOWER S AUDITORIUM

TRACK 2



LOWER S AUDITORIUM



M2 AUDITORIUM



LOWER S AUDITORIUM

TRACK 3



LOWER S AUDITORIUM



LOWER S AUDITORIUM



M3 AUDITORIUM

TRACK 4



M2 AUDITORIUM



LOWER S AUDITORIUM



M2 AUDITORIUM

PRESENTING THE SPEAKERS



KRISTIAN JENSEN
CEO, GREEN POWER
DENMARK



METTE KAAGAARD
CEO, MICROSOFT
DENMARK & ICELAND



LARS SANDAHL SØRENSEN
CEO,
DANISH INDUSTRY



JACOB AARUP-ANDERSEN
CEO, CARLSBERG
GROUP



STINA GLAVIND
CEO, FDM



NIMA ASTANEHDOST
CEO, RANDSTAD
DENMARK



NIELS DUEDAHL
CEO, NORLYS



LONE FØNSS SCHRØDER
VICE CHAIRMAN,
VOLVO CARS
&
MORTEN ENNGAARD RASMUSSEN
EVP PEOPLE, SUSTAINABILITY & BRAND,
NOVOZYMES



RICHARD MOORE
CEO & PARTNER,
MERCURI URVAL

KRISTIAN JENSEN

CEO,
GREEN POWER DENMARK

GREEN SKILLS – GETTING READY FOR
THE MOST IMPORTANT TASK OF THE
GENERATION



DID YOU KNOW?

KRISTIAN JENSEN...

- Kickstarted his political career, as he was elected to the Danish Parliament at the age of 26.
- Is the standard-bearer of a world with more sustainable solutions, which he practices through the Ministry of Foreign Affairs, the Ministry of Finance, and as chairman of the Danish Parliament's cross political network for sustainability.
- Has completed several courses in board work since he left as a minister. Today, he serves as Board Member in several Danish companies.

GREEN POWER DENMARK...

- Is Denmark's green business organisation, and together with its members, it works to ensure that Denmark is electrified with green electricity as soon as possible.
- Has approximately 1,500 members and represents both the energy industry, large and small owners and installers of energy technology, as well as the companies that operate the Danish electricity grid and trade in energy.
- Was founded on March 23, 2022, by a merger of Dansk Energi, Wind Denmark, and Dansk Solkraft.

METTE KAAGAARD

CEO, MICROSOFT
DENMARK & ICELAND

HOW DO WE ENSURE THAT AI ARE
CREATING ETHICAL AND SUSTAINABLE
SOLUTIONS FOR MODERN BUSINESS?



1986 – 1991

MASTER'S IN
MECHANICAL
ENGINEERING,
TECHNICAL
UNIVERSITY OF
DENMARK

2008 – 2015

CEO, SCHULTZ
HOLDING

2015 – 2020

EVP, KMD

2020 – 2021

MANAGING DIRECTOR,
CONSCIA DENMARK

2021 – 2022

MANAGING PARTNER,
RISK ADVISORY,
DELOITTE DENMARK

2022 – TODAY

CEO, MICROSOFT
DENMARK AND
ICELAND

DID YOU KNOW?

METTE KAAGAARD...

- Works to increase diversity in Danish business life. She has chosen to help female entrepreneurs on their way with their start-up business.
- Has overall responsibility for leading Microsoft's commercial activities in Denmark. She is also an active voice in the public debate, where she particularly deals with topics such as digitalisation, cyber security, and diversity.
- Has more than 20 years of experience in management, digitalisation, business transformation, and technology, and she was previously a Partner and Head of Deloitte's Danish Risk Advisory department.

MICROSOFT...

- Has been represented in Denmark since 1989. When Microsoft Denmark opened its first office, there were two employees. Today, Microsoft has a strong presence in Danish society.
- Was founded with the belief that people and businesses can achieve extraordinary things through technology, and its vision is to enable every person and organisation on the planet to achieve more.

LARS SANDAHL SØRENSEN

CEO, DANISH INDUSTRY



EMPLOYERS OF TOMORROW: WHAT DO YOU WANT? WHAT CAN YOU OFFER? AND HOW DO YOU MEET WHATS IN DEMAND



DID YOU KNOW?

LARS SANDAHL SØRENSEN...

- Is an internationally experienced CEO and Senior Executive with substantial results in leading strategic growth and transformation in highly competitive environments and businesses. Extensive non-executive Board Member experience gained over time internationally and nationally.
- Is highly active in pushing forward the global economic sustainability agenda, which is global green transformation based on free market drivers.

DANISH INDUSTRY...

- Is the largest employer and business organisation in Denmark. Danish Industry is committed to improving the conditions for doing business in Denmark, Europe, and globally.
- Operates on behalf of 20,000 Danish companies covering manufacturing and service industries across all business sectors and advocates that companies play an essential role in maintaining the prosperity of Danish society and in achieving societal goals.

JACOB AARUP-ANDERSEN

CEO,
CARLSBERG GROUP

THE WORKPLACE OF THE FUTURE
- MORE OR LESS FLEXIBILITY?



DID YOU KNOW?

JACOB AARUP-ANDERSEN...

- Joined Carlsberg Group as the new CEO in September 2023, coming from a position as CEO of the global service company ISS since 2020.
- At ISS, Jacob has led a significant financial turnaround. Here, he led more than 360,000 employees across the globe in one of the world's largest employers.
- Leadership style is known to have been formed by a near-death experience in London at the age of 29.

CARLSBERG GROUP...

- Is a well-known Danish brewing company founded in 1847 by J.C. Jacobsen. The Carlsberg Group is one of the world's leading brewers, with more than 140 brands being sold in more than 150 countries.
- Is, every year, reinvesting 30% of its dividends back into society, especially into science and culture, by the Carlsberg Foundation.

STINA GLAVIND

CEO,
FDM



DIGITAL TRANSFORMATION - A BALANCING ACT



DID YOU KNOW?

STINA GLAVIND...

- Has more than 20 years of Retail and FMCG experience, including management, commercial, HR, and supply chain competencies.

- Is educated Cand.merc from Copenhagen Business School.

- Was the fourth person from Denmark and the first and only Danish woman to climb "The seven Summits." (the highest mountains on each of the seven continents). On top of this, she has a helicopter certificate.

FDM...

- Is both a business and an association with 274,000 members and was founded in 1909. The core service of FDM is representing the motorists' interests through advocacy within areas such as increased mobility, easier transition to electric vehicles, road safety, and consumer protection.

- Has several business areas, including insurance, roadside assistance, travel, car tests, MOT and the car-sharing app Ta'Med. The members enjoy legal and technical counselling and new knowledge through the magazine, Motor, and podcasts.

- Is heavily influenced by the green transition. 19% of Denmark's CO2 emission comes from passenger cars, and FDM has made it a key priority to push and assist both drivers and Denmark through the demanding but necessary transition.

NIMA ASTANEHDOST

CEO,
RANDSTAD DENMARK

FLEXIBILITY OF EMPLOYMENT IN
THE FUTURE



DID YOU KNOW?

NIMA ASTANEHDOST...

- Started as a student worker at Randstad Denmark and has since had a remarkable career in the successful recruitment bureau.
- Is a Board Member of Dansk Erhverv and The Denim Project.
- Has a deep knowledge of how various talents, solutions, and delivery models come together and add value to businesses.
- Came to Denmark at ten years old as a refugee from Iran in 1990. He has built an inspiring business career and has a more impressive CV than most.

RANDSTAD...

- Is one of the most extensive global HR services and staffing solutions providers. They offer various services, including recruitment, temporary staffing, permanent placement, and HR consulting.
- Was founded in Holland over 60 years ago and has existed in Denmark for 25 years.
- Exist in 5 continents and 38 markets with over 4,700 offices around the world. They combine knowledge and high-tech solutions to guide people forward towards their full potential.

NIELS DUEDAHL

CEO,
NORLYS



THE FUTURE OF WORK:
HOW TECHNOLOGY AND DIGITALIZATION
ARE CHANGING THE GAME



DID YOU KNOW?

NIELS DUEDAHL...

- As a child and young man, he dreamed of becoming a farmer - just like his grandfather.
- Today, he is the CEO of the largest energy and telco company in Denmark and spends some of his spare time at the family farm.
- Has a great passion for leadership and the ability to create companionship. He uses these competencies in every aspect of his professional life.
- Has earlier possessed a range of leading positions at the top of TDC and LEGO. For the past 14 years, Niels Due Dahl has been the head of Norlys, forming the Norlys Group to be an attractive workplace and a competitive business.

NORLYS...

- Is the largest energy and telecommunications company in Denmark.
- Provides energy solutions to both private consumers and businesses in Denmark.
- It also offers high-speed internet and television services through its fibre optic network, contributing to Denmark's digital infrastructure.
- Is involved in sustainable energy initiatives and focuses on renewable energy sources and green solutions. The company aims to be a responsible and environmentally conscious player in the energy and telecom sector.

LONE FØNSS SCHØDER

VICE CHAIRMAN,
VOLVO CARS

TALENT AGILITY, AS WE ARE HEADED
INTO A CENTURY OF UNPREDICTABLE
CIRCUMSTANCES



1982 - 2004

SENIOR VICE
PRESIDENT,
MAERSK GROUP

2019 - 2023

CEO,
CONCORDIUM

2010 - TODAY

VICE CHAIRMAN,
VOLVO CARS

2015 - TODAY

BOARD MEMBER,
IKEA

2022 - TODAY

BOARD DIRECTOR,
IKANO BANK

2023 - TODAY

STRATEGIC BOARD
MEMBER,
AKER GROUP

DID YOU KNOW?

LONE FØNSS SCHØDER...

Has had multiple international top executive positions in her impressive career. Among

- others, she became Maersk's Air Cargo Airline CEO at 28 years old, and was a part of the esteemed export canon committee in 2013.

Led the government-appointed committee that revised the Danish construction agreement system and is the strategic brain behind Stockholm-listed Volvo Cars.

IKEA, AKER GROUP, MAERSK...

IKEA shapes experiences and strategy for

- 180,000 employees, 460 stores, and 100 design studios globally.

Aker Group is on a green evolution. Since

- 2003, the Norwegian conglomerate has been steering towards sustainable energy.

In the global shipping giant Maersk, Lone

- stood tall as the top-ranking woman for 21 years.

MORTEN ENNGAARD RASMUSSEN

EVP PEOPLE, SUSTAINABILITY & BRAND,
NOVOZYMES



TALENT AGILITY, AS WE ARE HEADED
INTO A CENTURY OF UNPREDICTABLE
CIRCUMSTANCES



DID YOU KNOW?

MORTEN ENNGAARD RASMUSSEN...

- Has held various senior leadership positions at Vestas since 2009 and continues his impressive work at Novozymes. He strongly believes in open dialogue, and collaborative, and consensus-driven approaches.
- Is responsible for driving important initiatives to ensure employees work for a cause and not just a company. He has played a pivotal role in aligning Novozymes' refreshed strategy with ambitious targets to nurture a diverse, inclusive, engaging and thriving working environment.
- Has a master's degree from Aarhus Business School and has worked for three years in Singapore.

NOVOZYMES...

- Is a world leader in BioSolutions. They create new, visionary products that can shape markets and benefit society. Their game-changing bio solutions solve some of the planet's biggest challenges.
- Consists of more than 6,700 people driven by a compelling purpose: Together, we find biological answers for better lives in a growing world.
- Is one of the first companies in the world to have its net-zero target validated by the Science Based Targets initiative.

RICHARD MOORE

CEO & PARTNER,
MERCURI URVAL

HOW CAN YOU DEVELOP THE SKILLS AND
MINDSET NEEDED TO BECOME A SUCCESSFUL
LEADER OF TOMORROW?



DID YOU KNOW?

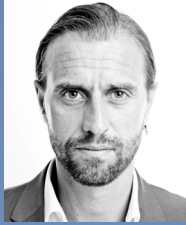
RICHARD MOORE...

- Is an experienced consultant and executive in the leadership recruitment and development industry.
- Has almost twenty-two years at Mercuri Urval - the Nordics' largest and leading global Executive Search and Leadership Advisory firm.
- Has worked with and learned from outstanding leaders within Mercuri Urval and its clients, ranging from Vestas to the European Commission.
- Actively contributes to advancing science-based practices in leader selection and development.
- Richard holds a master's degree in Psychology and remains a practising Mercuri Urval assessor, coach, and leadership team coach.

MERCURI URVAL...

- Is a global pioneer in science-based Leadership Recruitment, Selection and Development.
- Mercuri Urval's experts help leaders succeed at work, and organisations outperform wherever in the world they operate.
- Is the only global Executive search and leadership Advisory firm headquartered in the Nordics, with a large and diverse international team of experts worldwide.

THE OPENING SPEAKER



MORTEN ALBÆK

PHILOSOPHER, CEO &
FOUNDER, VOLUNTÅS

THE MODERATORS



SIGNE FERSLEV PEDERSEN

ESG EDITOR & PODCAST HOST,
FINANS (MAY 2023 - TODAY)

FORMER OCCUPATIONS

- Investigative team at Finans and acting Editor covering companies (2020 - 2023)
- Editor, Watch Media (2017 - 2020)
- Business Journalist, Berlingske (2013 - 2017)
- Ghostwriter and Journalist on a Freelance basis (2012 - 2014)



ULRIK HAAGERUP

FOUNDER & CEO, CONSTRUCTIVE
INSTITUTE (2017 - TODAY)

FORMER OCCUPATIONS

- Executive Director of News, Danmarks Radio (2007 - 2017)
- Editor-in-chief, NORDJYSKE Medier (2002 - 2007)
- Editor-in-Chief, Jyllands-Posten (1994 - 2002)



MICK KRISTENSEN

LEADING NEWS EDITOR,
FINANS (2022 - TODAY)

FORMER OCCUPATIONS

- Leading News Editor, Finans (2020 - today)
- Journalist and news editor, Finans (2017-2020)
- Advisory board-member, JP/Politikenshus A/S (2018-2019)
- Freelance Journalist, Jyllands-Posten (2013 - 2016)



NINA MUNCH-PERRIN

NEWS ANCHOR,
DANMARKS RADIO (2018 - TODAY)

FORMER OCCUPATIONS

- Director of Communications, Finans (2015 - 2018)
- Chief Business Correspondent, Danmarks Radio (2012-2015)
- Financial Reporter, Børsen (2012 - 2012)
- Financial News Anchor, TV2 News (2006- 2011)



MARIA KEHLET

EDITOR, FINANS (2018 - TODAY)

FORMER OCCUPATIONS

- Journalist, Finans (2014-2018)
- Communication advisor, Danish Venture Capital & private Equity Association (2010- 2014)



DAVID GULDAGER

INDEPENDENT JOURNALIST
(2020 - TODAY)

FORMER OCCUPATIONS

- Anchor, Go' morgen Danmark, TV2 (2017 - 2021)
- Editor, Beep.tv2.dk, TV2 (2008 - 2018)
- Digital trend communicator, TV2 (2009 - 2017)
- Journalist, Magasinet Digitalt (2006 - 2009)



THE ORGANISING COMMITTEE

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Lasse Nielsen
Daniel Toft
Cecilie Bak

BUSINESS DEVELOPMENT

Cecilie Armose Jensen

THE STEERING COMMITTEE OF AARHUS SYMPOSIUM 2023



STEERING COMMITTEE

Ditte Skjelmose
Kristian Storm
Mathias Gislason

Ditte Skjelmose

K. Storm

M. Gislason



AARHUS SYMPOSIUM

BECOME AN ORGANISER

ARE YOU INTERESTED?

Do you want to join a social network of fellow dedicated students? Are you interested in developing your skills and gaining invaluable practical experience? Now is your chance to join the Organising Committee of Aarhus Symposium 2024!

Aarhus Symposium is organised by a team of approximately 40 volunteer students, and various positions are available for 2024.

THE APPLICATION DEADLINE IS NOVEMBER 19

Submit your application to mail@aarhus-symposium.org, containing a short motivational letter and your CV (a maximum of one page each).

Qualified applicants will be invited for an interview in the following weeks. We look forward to receiving your application!

Sincerely,
The Steering Committee of Aarhus Symposium 2024



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LEADERS OF TODAY CONNECTING WITH LEADERS OF TOMORROW

NOVEMBER 3, 2023

WWW.AARHUS-SYMPOSIUM.ORG