



The Youth Panel's vision for 2040



Small Great Nation

September 2020

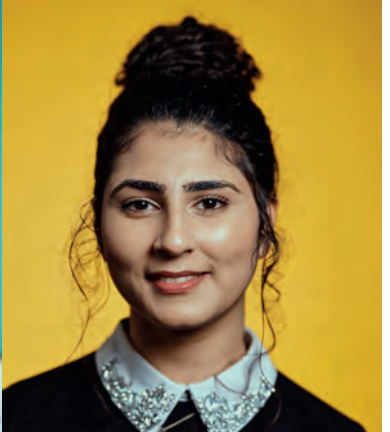


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Preface

About Small Great Nation

In 2018, the professional services firm Deloitte Denmark and think tank Kraka joined forces and established the Small Great Nation initiative. The purpose of Small Great Nation is to identify the long-term strengths and potential of Denmark from both a local and global perspective. We combine Kraka's research-based analyses and Deloitte's global insight and experience across industries to examine how the future growth, welfare and cohesion of Denmark can be ensured.

Small Great Nation is independent of political ideologies and economic interests. The goal of the initiative is to create a fact-based dialogue about Denmark's future based on data and analyses. For this, we utilise both existing research-based knowledge and contribute with new, independent analyses that result in evidence-based proposals for creating a better Denmark.

However, this report is slightly different from our usual reports. It is not based on data or analytically heavy but rather formulated by the Small Great Nation Youth Panel. Therefore, the result is not an analysis, but a vision for the Denmark that the young people want in 2040. It is largely their future that we address in Small Great Nation, and, therefore, young people should also have a voice and a platform.

About the Youth Panel

Small Great Nation's Youth Panel was established in January 2020 following an idea that emerged from Small Great Nation's Advisory Board. During the first two years of the Small Great Nation initiative, we gathered perspectives on Denmark's future from economists, politicians and top executives. But what do young people think? It is their future that we discuss and it is the young people who must realise Denmark's future. Hence, we decided to establish the Youth Panel – a panel with the purpose of thinking innovatively and visionary without the usual limitations - both real and illusionary - that decision-makers are usually subject to. We, therefore, asked the Youth Panel to formulate a vision for Denmark's future - a vision for the Denmark they want in 2040.

Composition of the Youth Panel

When we assembled the panel, we searched for young people from all over the country with different backgrounds and profiles. By putting together a diverse group, the goal was to ensure broad representation as well as to have as many different perspectives and ideas as possible. The candidates also had to demonstrate a genuine interest in our society. The Youth Panel's 42 participants, aged 20-28, were carefully selected based on a number of parameters, including their application, employment, education, cultural background, gender, ethnicity and place of residence. Common to them all is that they have demonstrated that they are passionate about Denmark's future. The result is a unique group with a high degree of diversity.

Purpose and limitations

This report is the Youth Panel's vision, and it aims to define areas and ideas that the panel believes should be given higher priority in the future. It is important to emphasise that the Youth Panel's task was to formulate an ambitious vision for Denmark - not to account for its implementation or financing. On the basis of this vision, we will invite experts to contribute to a dialogue on how the Youth Panel's vision for 2040 can best be realised.

The vision is not exhaustive; therefore, it does not necessarily mean that other areas should not be prioritised. Nor does it mean that the visions put forward must be implemented regardless of costs.

The visions are the product of five workshops, which you can read more about in the method section on page 49.

Geography

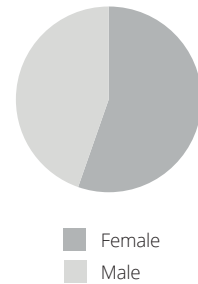
The Youth Panel comes from all over Denmark



Ethnicity

- Danish
- American
- Moroccan
- Spanish
- Albanian
- Greek
- Serbian
- Tyrkish
- Afghan
- Zambian
- Somalian
- Vietnamese
- Filipino

Gender



Thanks to the Youth Panel

On behalf of Kraka, Deloitte and the entire Small Great Nation initiative, we would like to congratulate the entire Youth Panel on this vision and thank you for your enormous commitment and excellent work. The Youth Panel's 42 members are:

Amina Bulic, Anna Jørgensen, Anna Lundholm, Annemarie Mai Andersen, Anne-Sophie Hoffman, Camilla Julie Andersen, Cathrine Sofia Lundblad, Christian Daugaard Mikkelsen, Claudia Chantal Berger, Cynthia Chinemelum Okikaa, Daniel Asger Caceres Larsen, David Larsen, Deina Kellezi, Dorthea Bülow, Ella Yar, Emilie Helene Klausen, Emma Terreni, Hong Nhi Nguyen, Johan Skov Bundgaard, Kirstine Eltved Rasmussen, Lasse Pagh, Lauritz Overvad, Line Maigaard Iversen, Marek Azoulay Skjødt Jørgensen, Meriam Abdi, Mie Hagenbo, Mohamed Ibrahim, Nazo Rafiqi, Nicolaj Viet Hoang, Osman Sari, Peter Brixskov, Shantel F. Mbulo, Shawis Ismail, Shezeen Ahmed, Signe Cecilie Hulgaard, Simone Reyes Andersen, Sofie Frederikke Lau-Jeppesen, Therese Aunbirk Jeppesen, Thomas Mikkelsen, Tor Alexander Elmelund, Yamanda Boukmakh and Zaklina Rajovic.

A special thank you goes to the following panellists for their work on gahtering the Youth Panel's visions in this report: Christian Daugaard Mikkelsen, Anne-Sophie Hoffman, Hong Nhi Nguyen, Johan Skov Bundgaard, Mohamed Ibrahim, Therese Aunbirk Jeppesen and Tor Alexander Elmelund.

Happy reading!


 Anders Dons
 Nordic CEO, Deloitte


 Peter Mogensen
 CEO, Kraka



The Youth Panel's Manifesto

We are a generation shaped by crises. We have lived our childhood and adolescence in the shadow of the financial crisis, and with COVID-19, we are now in the midst of the biggest global health crisis since the Spanish flu. Reputedly, we are the last generation that can do something about the climate crisis. Therefore, we are facing a great task.

The fact that we have been shaped by crises has only made us more resourceful and determined to overcome society's challenges. Being in a time of crisis only makes this vision more relevant. The COVID-19 crisis has turned our everyday lives upside down, but it has also shown us that we can adapt quickly. Therefore, Denmark and the rest of the world now have a unique opportunity to re-think our society and our approach to the challenges that we face today and in the years to come. COVID-19 continues to smoulder, but the world was already in turmoil before the pandemic, and we are seeing an increasing degree of polarisation while the climate is suffering. It is no longer enough just to articulate these issues. We need a new direction and a new vision for society that respects the limitations of the climate and social differences. Our generation must pave the way.

The youth panel represents a generation that is ready to stand together and to act. Now. We want to create a sustainable society where there is room for everyone. A society where we take care of each other and not least our fragile planet and its limited resources. The way our society has functioned up until now has exceeded its expiration date. We, therefore, want to build a society that is socially, economically and environmentally sustainable. Equal opportunities must be paramount in the Denmark of the future. Therefore, we are on a mission to make Denmark a better society for future generations. What you are about to read, is our vision for Denmark in 2040.

Main points of the vision

1. The education system should promote equal opportunities and lifelong development

In order to give Denmark and the Danes the best prerequisites to meet society's greatest challenges, we must start with the education system. This is where we develop, mature and prepare for adulthood and the labour market. Therefore, it is essential that the education system of the future creates equal opportunities, so that all Danes have the possibility to live out their full potential.

In primary and lower secondary school, classes in life skills, mentoring schemes and pedagogues, must support this. Primary school teachers carry out a very important societal task. Therefore, they should be acknowledged through an increase in competences and salary. These measures should ensure that all children attain a strong academic and social ballast, regardless of their socioeconomic background. Finally, sustainability must be an overarching theme in the primary and lower secondary school curriculum.

A strong link must be established between education and the labour market. The challenges of the future are complex and interdisciplinary, and the choice and range of subjects offered in the education system should reflect this. Students need to have greater flexibility in how they combine their curriculum. The education system should also contribute to enabling people to continually update and improve their skills and develop their potential so that no one is made redundant as the needs of the labour market change.

2. The labour market should be significantly more equal and adapted to the individual

In 2040, the Danish labour market must be adapted to our lives - not the other way around. It should be characterised by a high degree of flexibility that takes the individual's changing needs and life situation into account. Individualised contract terms and flexible retirement schemes should help to ensure optimal working conditions.

It is a prerequisite for Denmark's competitiveness that Danish companies have access to a sufficient and qualified workforce. Unfortunately, that is not the case today. The government should introduce new legislation to make it easier to attract highly educated foreign labour. By making Denmark a more attractive country to live and work in, we minimise the risk of companies moving their activities abroad.

Finally, a rethinking of the recruitment process and an increased focus on preventing bias should eliminate gender and ethnic inequality in the labour market within both salary and management composition. This must be achieved by, among other things, the introduction of gender-disaggregated salary statistics and diversity requirements in the application process.

3. Denmark should be climate neutral already by 2040

Denmark should be climate neutral by 2040. The gradual introduction of significantly higher CO₂ taxes will contribute to this. The proceeds from this will be used for research in sustainable technologies and solutions. However, to achieve this ambitious goal by 2040, it is necessary to put our eggs in more than one basket.

Agriculture, for example, is a major climate culprit, which, by exploiting vertical agriculture and genetic engineering, must be rethought for the benefit of the climate, biodiversity and economy. By 2040 the construction industry should be based on circular economy principles that focus on sustainable design as well as increased reuse and recycling.

Furthermore, the highly polluting transport sector must be made CO₂-neutral by abolishing all means of transport that run on fossil fuels by 2040. Through economic incentives, Danes should be motivated to make more sustainable transport choices, while food waste should be reduced considerably. These initiatives will contribute to making Denmark the world's most resource-efficient nation by 2040.

4. A world-class research environment should turn Denmark into a green Silicon Valley

By 2040, Denmark should be a leader in the development and export of sustainable technologies. This should be achieved through close collaboration between researchers and the industry, where the establishment of innovation centres and business clusters will facilitate a rich innovation culture.

A greater degree of research across the public and private sectors must be undertaken in order to achieve optimal knowledge-sharing and synergy effects. At the same time, improved employment conditions with long-term research contracts and a more holistic assessment of the value created by researchers will result in better working conditions and, ultimately, in better research.

A national investment fund for climate and sustainability will finance Denmark's large green venture. This should assist both startups and medium-sized companies with capital for market development and research projects with a focus on sustainable innovation.

5. A green mobile task force and a climate court should enforce climate law

Denmark's efforts to fight climate change must be future-proof and independent of the shifting positions and priorities of changing governments. Therefore, the climate rights of Earth must be enshrined in the Danish constitution. This is to support cultural and behavioural change, where individuals and businesses understand and live up to their climate and environmental responsibilities.

To ensure that the climate agreements are complied with, a national and international climate court needs to be established. In addition, Danish companies must submit a climate impact report as part of their annual report. A mobile task force should be established to enforce climate law and verify the climate impact reports as well as to advise businesses on how to further minimise their climate impact. It should also be possible to impose fines on companies for significant overproduction.

A new CO₂ labelling system should be introduced so that products are labelled with clear and transparent information about the CO₂ emissions throughout the product's life cycle. This is both to help consumers make more sustainable choices and to create increased competition among producers, which will, to a greater extent, make CO₂ emissions a competitive parameter.

6. The healthcare system should be digitised and tailored to the individual

By 2040, we must have a highly digitised healthcare system, where prevention and ongoing monitoring will strengthen both public health and the perceived quality of treatment. We must have a healthcare system where patients do not feel that they receive a standardised treatment but a treatment that is tailored to their body and wishes.

Increased collection and use of health data should make it possible to prevent disease and tailor treatments. A highly digitised healthcare system should also minimise the time that patients spend on treatment and allow for more treatment in the patient's home. It should also contribute to the elimination of national health inequality.

By 2040, we should also have broken the trend so that mental health and lifestyle illnesses occur much rarer. Therefore, there must be an increased focus on mental health, and psychiatry must be strengthened so that we are able to prevent and treat mental illness to a much higher extent. Children must learn more about healthy eating habits in primary school, and it should be more expensive to choose unhealthy foods so that the individual has the right knowledge and incentives to lead a healthy lifestyle.

7. An expanded and green infrastructure should create balance in society

The Danish infrastructure should be developed and expanded to bind the country together better and support equal development of economic, cultural and social activities across the country. The transport sector should be more competitive through innovation and liberalisation, while there must be greater economic incentives to choose green transport solutions.

An expanded and green infrastructure should, among other things, be realised through an increase in public-private partnerships. We must invest in high-frequency and high-speed technology and, thereby, create a more resource-efficient public transport system. As such, all public transport must be driverless by 2040.

Several urban areas must be completely or partially car-free. This will be supported by parking facilities outside the car-free areas as well as car-share fleets. In addition, the mileage tax relief must be reduced in favour of higher tax relief for transport by bicycle or public transport.

8. The tax system should be transparent and reward green investments

Well-functioning institutions that the population trusts are vital for the Danish society to function optimally. Therefore, we need a more transparent and sustainable tax system. It must be simple to understand, and green investments and consumption must be supported.

The value-added tax on green consumer goods must be reduced, and returns on green investments must be taxed at lower rates. Capital gains from the sale of real estate must be taxed according to the same model as capital gains from shares. This will help slow the increasing prices in the housing market and create a better balance between the regions.

In addition, a portion of the funds in the national budget must be democratised by allocating a small part of the annual tax revenue according to directly democratic principles. This will be realised in an annual referendum, where all Danes of legal age can vote on how these funds are spent.



1. The education system should promote equal opportunities and lifelong development

Problem

Increasing digitalisation and automation as well as the impending climate crisis are dominant agendas that constitute both major challenges and great opportunities for Denmark. The labour market of the future will be largely automated. Up to 40 % of the Danes' current working hours can be automated using existing technology alone – and the majority of this could be automated already by 2035.¹ At the same time, the climate crisis will place great demands on our innovativeness to enable us to develop new solutions that can reduce our CO₂ emissions. It is no longer enough just to articulate these issues. For our society to be able to set the right priorities and act accordingly, a reorganisation of our workforce will be necessary.

The labour market needs a more interdisciplinary approach to society's biggest problems, as the solution to these often requires collaboration across sectors, industries and professional groups. To have a strong labour market, we need a strong primary and lower secondary school system: a school system that can provide the students with the qualifications that allow them to succeed in the labour market of the future. However, our education system continues to educate young people according to the social structures and challenges of the past.

The primary and lower secondary school system lacks resources and skilled, motivated teachers who can properly prepare the employees and leaders of the future.² When a teacher does not have the necessary resources to meet the individual student's needs for learning and motivation, the quality of teaching is negatively affected. For the students, this means that many are not given the opportunity to explore and reach their full potential, and this increases the inequality of opportunity.

Inequality of opportunity already arises before children start school. This is reflected, for example, in the increasing differences between children's language skills in the transition from day care to school.³ Despite the fact that Denmark has the world's highest social mobility⁴, the individual's chance of being well educated and prepared for the labour market still depends too much on factors such as the socio-economic background of one's parents.

Vision

By 2040, the education system should create equal opportunities for all citizens, to give everyone the possibility to live out their full potential. The quality of education must be raised, and the education system must enable us to meet society's greatest challenges. In addition, the education system must contribute to enabling each individual to continually update and improve their skills so that no one becomes redundant as the needs of the labour market change.

¹ McKinsey & Company (2017).

² Small Great Nation (2019a).

³ Boisen, L. A. (2019).

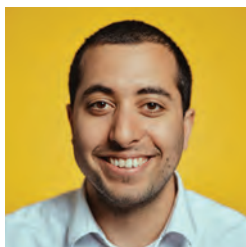
⁴ World Economic Forum (2020).

Goal 1

Life skills classes and global perspectives should prepare young people for adulthood

To ensure that everyone gets the opportunity to develop their skills, everyone should have access to high-quality education, just as all young people should have the opportunity to be offered extra support both before and during education. The quality and content of education, both in primary and lower secondary school, should ensure that young people are prepared to meet society's needs in relation to the increasing digital and green transition. This is to be achieved by expanding the range of practical subjects within innovation and STEM subjects (science, technology, engineering and mathematics).

In addition, a 'life skills' subject must be created, where students are taught personal finances, digital etiquette, citizenship and basic legal knowledge. This should better prepare young people for the labour market and adulthood by giving them the tools to manage healthy personal finances, as well as to understand their legal rights. The goal of teaching young people how to avoid debt at an early age is to give them a better financial start on adulthood. Good personal financial management can also provide more opportunities in the form of further education and investment in professional and personal development. By creating the framework for everyone to have a good starting point in society, inequality of opportunity can also be reduced.



"By 2040, we should have a society in which the majority lives a meaningful life with equal opportunity to become what they want."

Shawis Ismail

Finally, it should be made more attractive for students in higher education to spend one or more semesters at a foreign university. Experience abroad can not only expand their global outlook and understanding of other cultures, it can also translate to attractive qualifications in the labour market. We propose that this is implemented through state-funded study abroad scholarships and the establishment of more university partnerships across countries.

Success criteria: STEM subjects, innovation and life skills subjects are taught at all Danish primary and lower secondary schools. In addition, the state-funded scheme for study abroad scholarships is extended worldwide in addition to the European EU-funded Erasmus scheme.⁵ Finally, the number of partnerships with foreign universities is increased by 30 %.

Goal 2

Sustainability should be taught in primary and lower secondary school

Social, economic and environmental sustainability should be included in the curriculum of primary and lower secondary schools by creating a sustainability subject that will teach children about the necessary sustainable transformation of society. The subject must include interdisciplinary projects that go across all school subjects and teach students how all the different disciplines and societal challenges (including the UN's Sustainable Development Goals) are connected and what it takes to solve them. The sustainability subject must, however, prevent the emergence of climate anxiety in children and adolescents, while at the same time teaching them about the consequences of continuing unsustainable consumption, and not least, teaching them how they can challenge the status quo and contribute to creating behavioural changes in society.

⁵ European Commission (n.d).

The sustainability subject should also bring nature into schools and students should be taken out of the city and into nature more often. Here, the focus should be on learning, mental well-being and appreciation, so that nature is no longer perceived as a resource that should be utilised, but rather a resource that we should respect and cherish.

The subject should be taught from 6th grade onwards and include a minimum of two annual trips where the students are brought into nature as part of the teaching. To prepare teachers for the subject, they must attend a course that equips them to answer climate-related questions. The subject's teaching material should be prepared at a national level in collaboration with leading Danish climate companies, researchers and lecturers to ensure that the syllabus is always updated with the latest facts.

Success criteria: The sustainability subject has been implemented in all primary and lower secondary schools and has significantly increased students' knowledge of sustainability in everyday life and at the societal level. In addition, the subject has increased students' interest in STEM education as a result of a growing interest in taking action on climate change.

Goal 3

Flexibility and lifelong development should ensure everyone's relevance to the labour market

A report by McKinsey (2017) shows that up to 300,000 employees may find it difficult to keep up with the transition to a more automated labour market.⁶ Jobs are constantly evolving and new jobs are emerging, but this also means that the jobs we know today will not necessarily exist tomorrow. The labour market of the future will place great demands on employees' skills and not least on society's ability to leave no one behind. To ensure every individual's ongoing relevance to the labour market, all labour market-ready individuals in Denmark should have access to lifelong development and thus better opportunities for retraining. This should help the individual acquire the skills that the labour market demands, and thereby reduce unemployment. Education should be offered as part of workers' gross salary. For those outside the labour market, the state should finance 50 % of the cost. To support the scheme, a national centre for lifelong development should be established and should collaborate with the country's educational institutions to develop and offer further education to the Danish workforce.

In addition, the education system needs to be more flexible. This can be achieved by making higher education a hybrid build-yourself-education, where individuals can combine their own subjects from different educational institutions and fields based on their own professional interests. In order to get the subjects approved, the individual must be able to argue for the subject's relevance in relation to the field of study, the profile they want to build and the challenges of society. This will ensure that we educate young people with a high level of commitment in their field and that they meet the needs of the labour market. There should also be a focus on reducing graduate unemployment, as this indicates how well the supply of the newly qualified labour force matches the labour market demand.

Success criteria: By 2040, a national centre for lifelong development is established. In addition, 35 % of the students in higher education programmes will have composed their own course of study. This means that graduate unemployment, which stands at 20.5 % (2018)⁷, will fall by 10 percentage points. In addition, the unemployment rate of the total workforce should be reduced from 5.5 % in 2020⁸ to a maximum of 3 % in 2040.

Goal 4

Stronger links between education and the labour market should reduce inequality of opportunity

In order to create more clarity about future educational opportunities and access to relevant career guidance, an annual 'what-can-I-become' theme week for the oldest lower secondary students should be introduced. The theme week will include visits to businesses to introduce students to various job functions as well as career presentations by e.g. parents and former students.

⁶ McKinsey & Company (2017).

⁷ Pihl, M. D. (2019).

⁸ Statistics Denmark (2020a).

Mentoring schemes should also be set up for classes in primary, lower secondary and upper secondary schools and at universities in order to democratise access to role models from businesses etc. This can be realised by forming alumni networks with former students, involving senior citizens and establishing mentoring schemes that match students with mentors in the labour market.

In addition, role models from businesses etc. should be included in the teaching in order to give the students practical examples of real issues. Students in higher education should also be given greater encouragement to gain work experience while studying by e.g. undertaking an internship. This can be formally supported by making internships a permanent part of the educational process.

Success criteria: Each initiative that bridges the education system and the labour market should, on average, give every student information about at least three new possible career paths. Everyone who completes lower secondary school should have had the opportunity to participate in a minimum of four of these types of bridge-building initiatives.

Goal 5

Innovation of the teacher education should strengthen primary and lower secondary education

Primary and lower secondary school teachers undertake one of the most important social and educational tasks in our society. Therefore, teacher education deserves a boost in terms of prestige, remuneration and professionalism. Therefore, teacher education should be upgraded to a university degree-level education, where the content of the education is still adapted to the grade levels that student teachers want to teach at and the subject clusters they want to teach in (e.g., science or language). In addition to increased pay, the changes should encourage more of the most talented students to apply for teacher education and thereby enabling the primary and lower secondary system to retain the most talented teachers. Upgrading the education to a university degree will also raise the educational quality of teacher education programmes and better equip the school teachers to carry out the major social task for which they are also responsible.



“Denmark should have an education system that delivers up-to-date, high-quality education with a focus on well-being and humanity.”

Signe Cecilie Hulgaard

These measures should ensure that primary and lower secondary school teachers can give all children an educational and social boost; thus, creating more equal opportunities for all children to achieve their full potential. Furthermore, in addition to a permanent class teacher, a permanent pedagogue should also be attached to all primary and lower secondary school classes. This will ensure coherence in the curriculum and improved learning and well-being, as a pedagogue can support and strengthen the individual student's learning. This should be done by the use of methodological tools, which are to be implemented in collaboration with the class teacher.

Success criteria: Primary and lower secondary school teacher education has been upgraded to a university degree, and primary and lower secondary school teachers should be remunerated with the same salary grade and progression as university graduates employed in the public sector. In addition, the average score from the annual evaluation of how well students are thriving in primary and lower secondary school should increase from the current level of 3.79 to 4.5 out of 5.

⁹ Ministry of Children and Education (2020).



2. The labour market should be significantly more equal and adapted to the individual

Problem

The Danish labour market is already relatively flexible, but it has not kept up with the increased flexibility that we experience in many other aspects of life – e.g. in travel, entertainment and leisure activities. The modern individual prioritises a greater work-life balance, where, to a greater extent than in the past, time competes with money. Flexibility can be a means of achieving a healthy work-life balance. On the other hand, flexibility is not exclusively positive, as stability and certainty can also create a sense of security for some. However, the Danish labour market is not sufficiently characterised by flexibility. This applies both during the recruitment process and while employed, as well as at the end of one's working life.

Furthermore, it is a prerequisite for Denmark's competitiveness that Danish companies have access to a sufficiently qualified workforce. This is not the case today;¹⁰ which could be due to e.g. a tarnished image abroad as a result of the immigration debate and rigid immigration policies.

When it comes to gender equality in the labour market, there is also room for improvement. According to the latest report from the World Economic Forum, Denmark is placed 14th in gender equality, where we lag far behind our Nordic neighbours.¹¹ For example, Danish men still earn 8-13 % more than women for the same work,¹² and only a quarter of the country's leadership positions are occupied by women.¹³

Lifelong development should also be central to the labour market of the future, as mentioned on page 13.



Vision

By 2040, the Danish labour market should be equal and adapted to our lives - not the other way around. We need a more pragmatic and flexible labour market that takes the individual's changing needs into account by allowing work hours to be adjusted differently throughout life. Denmark should be considered an attractive country for highly educated and qualified foreign labour. Finally, neither gender nor ethnicity should affect opportunities, which is why, by 2040, we must have eliminated inequality in income and management and achieved real equality in the labour market.

¹⁰ Danish Business Authority (2019).

¹¹ World Economic Forum (2019).

¹² Confederation of Danish Employers (2019).

¹³ Jeppesen, L. S. (2019).

Goal 1**Flexible working conditions should characterise future employment**

By 2040, we should have the possibility to organise our working life ourselves in the form of individualised employment contracts to a greater extent. This could be, for example, in the form of flexible working hours in relation to season, life events, working from home or geographical location of work. Therefore, it is our mission that all employees across professional groups are offered employment under a flexible contract which is negotiated with the employer in the same way as salaries are negotiated today.

It is not atypical for workers in some professions to have a second job, such as when lawyers sit on boards, or doctors work part-time in a clinic or in research. These extra jobs can be taken on for personal interest, or because it may be attractive to have some variety in one's working life. Therefore, by 2040 it should be easier to have more flexible working conditions, including e.g. a part-time job with two different employers. This should be facilitated through legislation that makes it attractive for employers to employ people on such schemes. The employee will thus have the opportunity for greater variety, and the workplaces will ideally have a more committed employee who brings new knowledge to the workplace.

Success criteria: By 2040, at least 90 % of the those surveyed feel that they have flexible and individualised terms of employment. In addition, there are concrete models for part-time schemes, where the individual employee has the opportunity to have several employers at the same time, to the benefit of both employee and employer.

Goal 2**Withdrawing from the labour market should be more flexible**

The transition from employment to retirement can be abrupt, which is not always desirable for the individual. This applies both to the many Danes who are worn out and may need an earlier retirement, as well as to those who want and have the opportunity to stay in the labour market beyond retirement age. A survey by Forsikring & Pension shows that 25 % of all Danes want to retire from the labour market earlier than the national pension age. However, the survey also shows that 33 % of the retired Danes would like to have worked longer.¹⁴ This indicates that there is a great demand and need for increased flexibility in retiring from the labour market.

By 2040, retirement from the labour market should be more flexible and adapted to the needs and preferences of each individual. A partial pension is currently available, but is being phased out, and in any case, it ceases when the recipient reaches the state pension age.¹⁵ Therefore, it should be made possible to switch to partial pension schemes¹ with the option of part-time or a gradual retirement, which may consist of carrying out different tasks, such as supervision, training etc., both before and after the state pension age. The scheme should allow tailoring to the needs of each individual and may involve adjustment of e.g. working hours and tasks, and of course also a corresponding salary adjustment to make it attractive for the employer. This should help retain the older citizens who are able and want to stay longer in the labour market. These senior citizens can also be offered other roles in society, e.g. as helpers in day care institutions or schools.

Greater flexibility in withdrawal from the labour market has great potential for the Danish economy, because the possibility for those who need early retirement can be strengthened by allowing some groups to stay longer in the labour market. At the same time, it will benefit the Danes who want to stay in the labour market longer than the state pension age, because they can adapt their retirement to their own abilities and needs.

¹⁴ Ransby, K. (2020).

¹⁵ Danielsen, F. (2019).

Success criteria: By 2040, everyone should be offered a partial-pension scheme when transitioning into retirement, which will enable a more flexible and gradual retirement from the labourmarket.

Goal 3

A new narrative about Denmark is needed to attract talents and retain businesses

Denmark's ability to attract foreign labour is of crucial importance to Danish companies and the Danish labour market. But in a European context, Denmark is far from the country that attracts the most foreign labour. In a number of countries, foreign nationals make up a larger share of employment - for example in Germany, the United Kingdom and Austria.¹⁶ Denmark's strict immigration legislation makes it difficult to attract the best brains and specialised competencies to Danish companies so that companies can innovate, grow and become more competitive.

The past years' negative debate about foreigners has also contributed to tarnishing Denmark's image, and this has made it more difficult for Danish companies to recruit highly qualified foreign labour.¹⁷ The lack of qualified labour cost Danish companies DKK 10 billion in 2019, which corresponds to 0.4% of the Danish GDP.¹⁸ If Danish companies cannot recruit in Denmark, we risk that they move their activities abroad. This will cost jobs, tax revenue and invaluable know-how.

Therefore, we believe that there is a need for a new narrative about Denmark as a country that is at the forefront of sustainable change, digitalisation and good educational opportunities, and which is a safe society for all. This narrative is crucial to attract foreign talents to Denmark for work. One place to start is to change the requirements so that it becomes easier for qualified people and their spouses to get work permits. In continuation of this, we need to change the political discourse on foreigners and foreign labour. Finally, we can strengthen diplomatic relations, so that Danish businesses become more visible in the countries from which we want to attract qualified labour.

Success criteria: By 2040, Denmark is at the top among European countries in terms of attracting qualified foreign labour. In addition, Denmark is considered a country that is attractive for foreigners to live and work in.

Goal 4

Gender equality should start in the application process

Research shows that there are clear differences in how the language used in job advertisements appeals to men and women. In many cases, this prevents female candidates from applying for certain positions.¹⁹ By 2040, job advertisements must therefore appeal to all genders. To achieve this, awareness of bias in labour market recruitment must be increased, including how workplaces can appeal equally across genders in their job advertisements. In addition, to increase awareness of differences in the recruitment process, managers must attend a mandatory course in how language bias in the recruitment process can deter certain groups from applying.

Ethnicity can also lead to discrimination in the application process and in the workplace. A survey shows that applicants with Middle Eastern names must send 52 % more job applications to be called for a job interview than people with ethnic Danish names – even though they have the same qualifications and education on paper.²⁰ Therefore, by 2040, all applications should be anonymised and contain no personal information such as gender and ethnicity. This should ensure that applicants are called for interview based solely on their competencies and qualifications. Experiments in other countries show that such an approach minimises discrimination and increases the likelihood that the employer will hire the best qualified applicant.²¹

¹⁶ Ministry of Social Affairs and the Interior (2018). ¹⁹ Berlingske (2020).

¹⁷ Berlingske (2018).

²⁰ Lund, K. & Pedersen, P. Aa. (2016).

¹⁸ PwC (2019).

²¹ Krause, A., Rinne, U. & Zimmermann, K. F. (2012).

Success criteria: By 2040, all Danish companies should check job advertisements for gender bias and anonymise applications in the recruitment process.



"My vision is to achieve equality across ethnic backgrounds and religions."

Mohamed Ibrahim

Goal 5

Inequality in income and management must be eliminated

When the job type, the industry and the sector as well as experience etc. are taken into account, males earn, on average, 4.6 % more than females. This corresponds to DKK 15 per hour.²² What's more, Danish males earn 8-13 % more than females for the exact same work.²³ Even though part of the salary gap can be explained by differences in working hours and occupations as well as individual priorities, the salary gap emphasises a significant degree of inequality. In order to create greater transparency regarding salaries, gender-disaggregated salary statistics should be introduced in all Danish companies with more than 35 employees and at least 10 females and 10 males with the same job function. The gender-disaggregated salary statistics must be available both to the public and internally within the company.

Looking at the proportion of females in management, the figures also reveal a considerable inequality. In 2017, there were 14,233 women employed in management positions, while correspondingly there were 45,006 men in management positions.²⁴ The large underrepresentation of women is a problem that particularly top management must take responsibility for changing. It is also in their interest, as several studies show that innovation increases and the bottom line grows when you have both males and females in management.²⁵ However, the legislation in this area is relatively soft, as it simply requires companies to have a policy to increase the proportion of the underrepresented gender in management. However, companies are not penalised if they do not meet their targets. If the trend continues at this pace, we will achieve an equal gender distribution in top management in 73 years.²⁶

To accelerate this, all managers with employee responsibilities and board members should attend courses on unconscious gender bias at least every third year. In addition, it must be a requirement that for every male applicant called for an interview for a management or board position, a female with the same or approximately the same qualifications is called. This places requirements on the selection of the candidates called for interview, but not on the choice of the specific applicant. In purely practical terms, digital recruitment systems should support the process by drawing attention to any gender inequality among the candidates selected for interview, and then proposing relevant applicants from the underrepresented gender.

Success criteria: By 2040, the salary gap between males and females has been eliminated, and the gender distribution of management and board positions has been equalised so that the overrepresented gender makes up max. 65 % in each company.

²² Confederation of Danish Employers (2019).

²³ Confederation of Danish Employers (2019).

²⁴ Boisen, L. A. (2019).

²⁵ Larsen, R. W. (2016).

²⁶ Weiss, K. (2019).

3. Denmark should be climate neutral already by 2040

Problem

By signing the Paris Agreement and subsequently passing the Danish climate law, we have set ourselves a binding target of reducing CO₂ emissions by 70 % by 2030 compared to the level in 1990. The official target is for Denmark to be climate neutral by 2050. However, in recent years climate change has developed more dramatically than many scientists had predicted.²⁷ Hence, no one knows for sure whether climate change will accelerate even faster than currently forecast, so we should take action today rather than tomorrow. If we are to achieve the 70 % reduction goal, we have to focus on reducing the climate impact - especially from the most CO₂-emitting sectors. Today, sectors such as transport, agriculture and construction especially emit large amounts of CO₂.²⁸ Therefore, these sectors are key for Denmark to be climate neutral by 2040.



Vision

Denmark must be climate neutral by 2040. This must be achieved by gradually introducing significantly higher CO₂ taxes. In addition, we must rethink agriculture with a focus on more vertical farming, increased use of gene technology and convert more land to nature and forests. We should phase out fossil fuels within transportation and increase incentives that promote sustainable transport habits to ensure that we have a climate-neutral transport sector. Finally, the construction sector must be restructured on the basis of circular economy principles. These measures should all contribute to making Denmark the world's most resource-efficient nation by 2040.

²⁷ Oreskes, N., Oppenheimer, M. & Jamieson, D. (2019).

²⁸ Aarhus Universitet – Danish Centre for Environment and Energy (2019).

Goal 1**CO₂ taxes should make the sustainable choice the cheapest**

Higher taxes on greenhouse gas emissions give the business community an incentive to switch to more climate-friendly production. In addition, taxes should encourage households to change their behaviour by making the climate-friendly alternatives cheaper. This can for instance be in the form of a more plant-based diet, as CO₂ emissions from plant foods are generally lower than animal products. The CO₂ tax must be gradually raised from the existing level of approximately DKK 170 per tonne CO₂e²⁹ (hereinafter CO₂) to e.g. DKK 1,000 per tonne by 2025, DKK 1,250 per tonne by 2030 and finally between DKK 1,500 and DKK 2,000 per tonne by 2040 - as proposed in Small Great Nation's Climate Report.³⁰ The gradual phasing-in ensures that companies and individuals can adjust production and consumption.

However, as with other taxes, there is a risk that the phasing-in of CO₂ taxes will have a social downside, where the tax increases will have a greater effect on the consumption of low-income groups compared with the high-income groups. A possible solution could therefore be to introduce a progressive CO₂ tax in the style of our progressive income taxation so that the most climate-damaging consumer goods are taxed at a higher rate. As an alternative to the progressive model, the personal allowance can be increased, which would particularly benefit the low-income groups.

Revenue from the CO₂ taxes must be used to promote research in sustainable energy, energy storage technologies, biofuels, digitalisation of agriculture and gene technology.

Success criteria: By 2040, the current total greenhouse gas emissions of 47.9 million tonnes of CO₂³¹ must be reduced to 0 million tonnes of CO₂.

Goal 2**Agriculture must be rethought for the benefit of the climate, environment, biodiversity and the economy**

Despite our small geographical size, Denmark is today a true high-tech agricultural giant with a well-functioning co-operative model.³² Agricultural land occupies a large part of the total Danish land area, with almost 60 % of the land area cultivated and used for food production.³³ Danish agricultural exports play a significant role in the Danish trade balance, and the Danish agricultural sector is expected to grow by 1.8 % annually until 2040. Agriculture therefore plays an enormously important role for the Danish economy. But agriculture also accounts for a growing share of total Danish CO₂ emissions, which in 2017 was 22.4 %, corresponding to DKK 10.6 million tonnes of CO₂.³⁴ By 2040, it is therefore important that we have an environmentally friendly and resource-efficient agricultural production. This requires a rethinking of the way we farm today. There are several potential solutions to ensure a sustainable outcome.

Denmark can advantageously convert a larger part of the agricultural production from traditional agriculture to so-called vertical agriculture, where produce is grown in layers without the use of soil and natural sunlight, making it possible to produce crops using less space and water and fewer pesticides. It is thus a more sustainable and efficient way of farming that is currently primarily used for fast-growing crops, such as herbs and leafy greens. It is not yet possible to use it in the same way for slow-growing crops, such as cereals. Enormous sums are already being invested in vertical farms abroad.³⁵ If Denmark is not to lag behind, then massive investment will also be required, along with increased research to exploit the potential of vertical agriculture, including investment in precision technologies and the digitisation of agriculture. In addition to being more sustainable and resource

²⁹ CO₂e stands for CO₂ equivalent, ie. not only a tax on CO₂, but also on methane and nitrous oxide, calculated according to their climate impact.

³⁰ Small Great Nation (2020a).

³¹ Danish Energy Agency (2020).

³² The Economist (2014).

³³ Statistics Denmark (2017).

³⁴ Lund, S. R. (2019).

³⁵ Elgaard, C. Y. H. (2019).

efficient, vertical agriculture also has the advantage that more land can be returned to nature. This will benefit biodiversity, while more nature and larger forest areas will also be able to absorb more CO₂.

Success criteria: By 2040, CO₂ emissions from Danish agriculture have been reduced to 2.5 million tonnes of CO₂, corresponding to a reduction of approximately 75 % compared to today. By 2040, the agricultural area only constitutes 40 % of the total land area (compared to 60 % today), and at least half of the freed-up area has been returned to nature and forest areas.

Goal 3

The construction industry should be based on circular economy principles

By 2040, the construction industry should be based on circular economy principles, such as waste reduction, sustainable design and increased reuse and recycling. At the EU level, up to 60 % of CO₂ emissions from the construction industry can potentially be saved if the industry is converted to a circular economy model.³⁸ From a Danish perspective, a circular economy building and construction sector also has enormous potential. From a climate and sustainability perspective, the construction industry today has three overall challenges. Firstly, today it accounts for almost 40 % of the total CO₂ emissions worldwide.³⁹ Secondly, non-renewable natural resources, such as gravel, sand, clay and lime, are essential ingredients in the production of many building materials. Denmark is currently self-sufficient in sand, gravel and stone, but a report from the Danish Regions Environment and Resources concludes that the demand for gravel is expected to increase by more than 50 % by 2040. This means that Denmark could run out of raw materials unless new places to extract the resources are found.⁴⁰ Hence, there is a risk of having to import these raw materials to a greater extent in the future. Thirdly, the construction industry as a whole accounts for more than 1/3 of the waste produced in Denmark, with a waste volume of approximately 4.5 million tonnes in 2017. The majority of the waste is used as crushed material to replace primary materials for road filling and the like, which is why the environmental and economic potentials are not utilised optimally.

The transition to a circular economy construction sector requires that the right incentives and frameworks are put in place for the industry so that it is financially better to build sustainably and think long-term, as well as to reuse and recycle materials rather than crush them. The transition must be market-driven, where actors across the value chain collaborate on the circular solutions. At the same time, greater requirements must be set on sustainable design in the building regulations to make it easier to reuse and recycle building materials.

One place to start would be to change the way we regard and treat construction waste. Instead of talking about waste, we should talk about resources. As is well known, words create reality; therefore, the 'waste hierarchy'⁴¹ must be renamed the 'resource hierarchy'. The production of building materials alone accounts for approximately 11 % of the total CO₂ emissions worldwide, which is why increased recycling of building materials can contribute to a significant reduction in CO₂ emissions, while also reducing the consumption of non-renewable raw materials.

Another initiative is to introduce manufacturer requirements, so that the manufacturers are responsible for the building material throughout the entire life cycle of the material, including after a possible demolition. Today, stone wool is the only well-functioning market for used building materials, because the manufacturer - Rockwool - takes responsibility for recycling of the material after demolition.⁴² If requirements for manufacturers were introduced as part of the building regulations, this would automatically create an incentive for them to think sustainably and long-term.⁴³

³⁶ Sjøgren, K. (2017).

³⁷ Gade, C. (2014).

³⁸ Rambøll (2020).

³⁹ The Danish Construction Association (2019).

⁴⁰ Danish Regions Environment and Resources (2017).

⁴¹ The waste hierarchy is a concept in Danish waste policy that describes priorities in how waste is treated, cf. Ministry of Environment and Food of Denmark (n.d.a).

One of the biggest barriers to the reuse and recycling of building materials today is the increased time and thus costs associated with demolition work. Demolition for reuse and recycling is more time consuming than for crushing.⁴⁴ One possible solution is to invest in the development of robotic technology that could be used during demolition and thus reduce costs. This could be an obvious project for one of the companies in the world-leading robot cluster in Odense.

Success criteria: CO₂ emissions from the construction industry have been reduced by 70 % compared to today. Reuse and recycling of building materials is widespread, and Denmark is a world leader in the development of technologies to carry out this task.



"We should play an active role in the international community to build a green and socially sustainable Europe."

Marek Azoulay Jørgensen

Goal 4

Fossil fuels should be phased out of the transport sector

Overall, the transport sector accounts for the largest share of CO₂ emissions at 28 % of Denmark's total CO₂ emissions.⁴⁵ Hence, the transport sector is an obvious place to start when we need to reduce Denmark's CO₂ emissions. Therefore, by 2040, it should no longer be possible to buy or use any means of transport, including both passenger vehicles and trucks, that are powered by fossil fuels. The transition will take place gradually, so that the ban on new sales will come into force no later than 2030. This measure must be supported by research into and grants for the development of alternative green fuels and green technologies (including batteries) as well as higher CO₂ taxes on vehicles with diesel and petrol engines (until they are phased out completely in 2040).

Success criteria: By 2040, the transport sector is CO₂-neutral. In addition, 100 % of the car and truck fleet is powered by green fuels.

Goal 5

Green commuters should be rewarded financially

By 2040, a technological solution should give Danes the financial incentive to choose the bicycle and public transport over the car. The technological solution should be supported by the liberalisation of transport data so that private providers can compete on designing the best solution. The basic idea behind the model is that, by using nudging, people's transport habits can be changed in favour of consumer goods. The user could e.g. earn points for choosing green and public transport. The points would be converted into discounts on e.g. groceries, experiences, restaurant visits etc. Companies would be able to sign up for the platform and bid with goods or services at discounted prices, which users could buy once they have saved up the required points.

This has health benefits for the individual user if they choose to cycle, and increased use of bikes or public transport will reduce CO₂ emissions from the transport sector. At the same time, it supports increased consumption and can give companies more customers, which contributes to increased growth.

It will of course be up to individuals whether they will make use of this solution. A crucial prerequisite for the implementation of the solution is high personal data security, and that the solution makes it easy to measure and register each individual transport activity.

⁴² Danish Transport, Construction and Housing Authority (2020).

⁴³ Producer responsibility in the field of electronics was already adopted in 2005 in the EU, see, e.g., Miljø- og Fødevarerministeriet (n.d.b).

⁴⁴ Ministry of Environment and Food of Denmark (2020).

⁴⁵ Aarhus Universitet – Danish Centre for Environment and Energy (2019).

Success criteria: By 2040, 30 % of all Danes will use the technological solution, and twice as many Danes cycle to work compared to today. In addition, public health has improved measured by the proportion of overweight Danes, which must have fallen from 51 % today⁴⁶ to less than 30 % by 2040.

Goal 6 **Household food waste should be minimised**

Households are the biggest food wasters, accounting for 36 % of the annual food waste in Denmark,⁴⁷ which is an unfortunate statistic. Every Dane throws out an average of 47 kg of edible food every year. In total, food waste costs Danes DKK 13.5 billion per year. Reduced food waste and thus better utilisation of food is therefore a key prerequisite for sustainable food consumption by 2040.

The reduction needs to be achieved through initiatives against food waste, for instance in connection with use-by date labelling and by establishing a national food waste fund that supports researchers and interest groups etc. who work for the prevention and reduction of food waste. A number of good initiatives have already been implemented, but we are still far from the goal. Therefore, initiatives that can change the behaviour of households must be intensified. By 2040, we should also increase the proportion of non-edible food waste from households that is used for e.g. biogas and fertilizer.

Success criteria: By 2040, every Dane throws out a maximum of 20 kg of edible food per year on average.



"My vision for Denmark in 2040 is that we develop into a real green pioneer country, both in terms of our energy sector and our attitude as a society."

Peter Brixskov

Goal 7 **The state must take the lead with public procurement**

By 2040, Denmark should be a world leader in sustainability and one of the countries that the rest of the world looks to for innovative solutions to the global challenges, especially in relation to climate change and the environment. Therefore, the state should take the lead in sustainable public sector procurement to create demand for sustainable and circular economy products and services. As a pioneering country, Denmark should calculate its economic development in a green national account that recognises the costs of resource consumption and environmental changes. This work is already underway, but by 2040 it must be fully developed and implemented.

Success criteria: By 2040, 80 % of all public procurement must be characterised as sustainable, and traditional national accounts have been replaced by green national accounts.

⁴⁶ Tobberup, R. (2020).

⁴⁷ Nationalt Videncenter om Madspild (n.d.).

⁴⁸ Stop Spild af Mad (n.d.).



4. A world-class research environment should turn Denmark into a green Silicon Valley

Problem

International research is essential for developing new solutions to existing and future challenges. Denmark ranks high compared with other countries - both in terms of research and innovation.⁴⁹ Despite this leading position, Denmark lags behind other countries when it comes to successfully commercialising research and bringing new products to the market.⁵⁰ In addition, the current research environment in Denmark is characterised by suboptimal conditions, including the lack of female researchers, problems with retaining researchers, lack of employment stability and limited collaboration between public and private researchers.



Vision

By 2040, Denmark should be the green version of Silicon Valley. We should be a leader in sustainable technology as a result of a close collaboration between researchers and businesses. Through innovation centres and business clusters, we should establish a rich innovation culture that is world leading in commercialising innovation. Research must, to a greater extent, be carried out across the public and private sectors, while improved employment conditions and holistic performance evaluations must provide researchers with optimal working conditions.

⁴⁹ Small Great Nation (2020b).

⁵⁰ Small Great Nation (2020b).

Goal 1**Research and knowledge sharing across the public and private sector**

The universities are widely regarded as being the engine of Danish research, but the private sector also makes a significant contribution. Unfortunately, it is often the case that the two parties are not sufficiently able to share knowledge or develop value-creating collaborations. In several research environments, pure academic research at universities is considered the ideal, and contact with the private sector is minimal. Universities should instead regard business as an active partner in the pursuit of developing and disseminating knowledge. If Danish research is to continue to be at a world class level in 2040 and a cornerstone in developing an innovative and sustainable society, a stronger bond should be established between universities and businesses. The business PhD scheme is an excellent initiative that promotes development and innovation in the Danish business community, but it is only offered to younger researchers. By 2040, we should have schemes that offer senior researchers joint research employments at universities and in businesses in order to create synergy between the two sectors. It must be acknowledged to assist and provide research contributions at both universities and in businesses, and junior and senior researchers must have the possibility of working across both research environments. The Innovation Fund will be an obvious choice to drive such a project.

Success criteria: A minimum of 20 % of all research funding goes to research partnerships between universities and businesses.

Goal 2**Employment stability should promote more thorough research**

The academic world is widely characterised by the constant search for new funds to finance the continuation of temporary employment contracts, while permanent employment can seem like a mirage. By 2040, the 'publish or perish' mentality with its focus on a high publishing quantity in order to maintain one's position must have ceased. The research environment must be less rigid. Although shorter appointments may be beneficial to both parties in some cases, employment stability should be paramount in order to make undertaking research attractive and give incentives for deeper analyses as well as to attract and retain future researchers. At the same time, this will increase the proportion of females in Danish research, as particularly women view precarious employment conditions as a barrier to their research careers.⁵¹

Success criteria: There should be a sensible balance between short-term and longer-term employment contracts. In addition, a survey should be conducted in the research environment, and the majority should not respond that they spend a significant part of their research time securing their next employment contract or on publishing minor articles simply to maintain a constantly increasing number of publications on their CV.

Goal 3**Researchers' performance should be assessed on the basis of a more holistic merit system**

Researchers today are evaluated on two things in particular: the number of articles published and the number of citations of these articles. In total, this gives the researcher a so-called H-index score. This results in a system where there are more opportunities to publish than there are good articles. The researcher's most important task is to promote and share knowledge, which is why we should evaluate researchers in a more holistic way. By 2040, we should assess researchers in areas such as data sharing, interdisciplinary collaboration, knowledge dissemination, review activity, supervision of future researchers and research influence - for which the number of citations is not always a good proxy. This should lead to greater recognition of researchers who contribute in these other areas. Therefore, an overall score of a researcher's contribution does not necessarily have to be made, as it is almost impossible to quantify. Instead, there must be a cultural change in which other areas have a greater influence on the assessment of the researcher's performance.

Success criteria: By 2040, the H-index has been abolished and replaced with a more holistic system that values a researcher's entire contribution - not just the number of publications.

⁵¹ The Danish Centre for Studies in Research and Research Policy (2011).

Goal 4 **Citizens should be able to provide input to research**

Some of the research funding comes from us Danes - either through public research funding - or from companies or private foundations. Therefore, Danes should also have the opportunity to be involved in the research that is relevant to them, for instance in medical science and general health. By 2040, Danes should therefore have greater opportunities to express their opinions in the areas where they can contribute to the applicability of the research. In medical research, the patient should e.g. be involved in which outcomes of a given treatment the patient wants, and thereby contribute to the assessment of how various treatment options should be weighed against each other. In all research environments, consideration should be given to whether user involvement may be relevant. Therefore, by 2040, an online platform should be developed where citizens securely and anonymously get the opportunity to provide input on what researchers need to investigate. At the same time, the subsequent research process with interim results and conclusions should be available so that citizens can stay up to date.

Success criteria: By 2040, there is an online platform that allows citizens to provide input to potential research areas. During a survey, a minimum of 50 % of the participating citizens should state that they have had an influence.

Goal 5 **Decisions made within the public sector should be research-based**

By 2040, significantly more societal and governmental decisions should be made based on objective research - also called 'evidence-based policy'. This is not the same as technocracy, but rather means that decisions should increasingly be made based on information and evidence compared with today - with the reservation that some decisions should still be made at the political level. Therefore, in all relevant research fields, a council should be set up to define the societal challenges on which researchers need to focus their attention, so that policy decisions to a much greater extent can be made based on the evidence-based solutions developed during the research.

This must also bring researchers and their research out of the university and closer to society and the citizens, thus breaking down inappropriate 'ivory tower' thinking and bringing researchers into the real world of users.

Success criteria: By 2040, all societal decisions must be made on the basis of the latest research and after the involvement of independent experts.

Goal 6 **Denmark should be a green Silicon Valley**

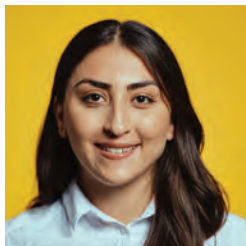
To become a pioneer in green technology, Denmark should aim to become the green version of Silicon Valley. This must be achieved by strengthening collaboration between the business sector, research institutions and the public sector. Among other things, it should involve the exchange of knowledge, ideas, skills and experience. This cross-sectoral collaboration is an important step in increasing the scalability of technologies. It is difficult to gain insight into what different actors are researching and innovating in, which makes it difficult to locate potential collaboration opportunities that could benefit from shared knowledge and input of others' resources and skills. That is why we want increased and formalised transparency between the various innovation and research clusters.

Denmark should also be better at fostering a rich innovation culture through innovation centres and business clusters at home and abroad that function as network hubs, where the networking activities should cultivate green ideas among Danish startups.

To achieve this, we should also have a clear direction for which sectors to invest in. To contribute to the green transition, we should be leading innovators and exporters in the fields of renewable energy, energy storage technologies, water, circular economy, biofuels and digitised agriculture. Efforts in these sectors should be significantly strengthened, which will make Denmark ready to use more renewable energy and ultimately achieve CO₂ neutrality. Strengthened efforts will not only improve

our position in the green transition, but also improve our competitiveness in the global market and create demand for Danish expertise and know-how.

Success criteria: To achieve a sustainable transition, 2 % of Denmark's GDP should go to research by 2040, which is a doubling of the current level.⁵² Half of the funds should be invested in green innovation, and it should be distributed equally between the environment, energy and transport technology.



"By 2040, we should invest at least 2 % of our GDP in independent research and innovation that makes us competitive and able to maintain Danish welfare at a high level."

Nazo Rafiqi

Goal 7

Innovation laboratories should transform ideas into innovative products and solutions

We need to be better at leveraging our leadership in research and innovation to create business innovation that will enable us to transform ideas into commercial products that address society's challenges. To achieve this, the Danish ecosystem within innovation, which primarily includes startups, should be expanded to involve more of the established business community, as they have risk capital to invest in innovative solutions. Here, more partnerships should be created between larger companies and startups to accelerate the commercialisation of innovative solutions. This can be done by, among other things, companies setting up special "innovation laboratories", where they invite startups to come and generate ideas with the company - an approach that for instance Danske Bank, Leo Pharma and IKEA have successfully used.

In addition to these innovation laboratories, such collaborations should also be supported by programmes that bridge the entrepreneurial environment and businesses. Such programmes could for instance be financed by the Innovation Fund Denmark and the Growth Fund (Vækstfonden). If we establish such valuecreating collaborations across startups and the business community, it will presumably strengthen Denmark's reputation and thereby attract more international investors, which can facilitate the generation of ideas with great commercial potential. In order to contribute to more commercialised Danish research - with the intention of creating growth and employment - far better advice must be offered in research environments about e.g. patents and basic business understanding, so that companies have the right tools to commercialise their innovative ideas.

Success criteria: Companies' investments in startups should increase by 25 %.

⁵² Statistics Denmark (2020)



5. A green mobile task force and a climate court should enforce climate law

Problem

The climate is a fundamental precondition for us to be able to live on the earth. A healthy environment and climate are prerequisites for a sustainable economy and a sustainable society. We are already seeing how man-made climate change has serious consequences around the world. Even for a small prosperous country like Denmark, climate change will change our everyday lives, and we will experience more extreme weather in the form of intense rainfall, more frequent floods, rising sea levels, changes in biodiversity and ecosystems, and higher average temperatures. These are changes that can have major consequences and be a costly affair for society. Climate change also means that in the future, basic rights such as the right to life and access to healthcare, housing, food and water will be infringed to a greater extent worldwide.⁵³

In 2015, the 175 member countries of the United Nations Framework Convention on Climate Change (UNFCCC) concluded a legally binding climate agreement - the so-called Paris Agreement.⁵⁴ The agreement must ensure that global temperature increases are kept below 2°C, and member states must therefore strive to limit the temperature increase to 1.5°C. Although the Paris Agreement indicates that these 175 nations take the problems around climate change seriously, there is still a long way to go before we reach our goal.⁵⁵ Therefore, drastic measures are needed. We thus believe that we should focus on climate rights, and the consequences of us humans abusing them.



Vision

By 2040, the earth's climate rights should be enshrined in the Danish constitution. This will support a cultural and behavioural change in which individuals and companies understand and live up to their climate and environmental responsibilities to a greater extent. To support this and ensure compliance with both national and international climate targets, a climate court should be established, and companies should be held accountable for their climate impact.

Goal 1

The climate should be enshrined in the constitution

Denmark's efforts to fight climate change should be future-proof and independent of the shifting positions and priorities of changing governments. By enshrining in the constitution that the earth has climate rights that must be observed through a respectful and sustainable use of natural resources, the politicians of the future will be bound to pursue a more long-term climate policy across ideologies. Inspiration for this can be taken from Norway's constitution, Section 112.⁵⁶ A constitutionally secured climate will strengthen the nature's fundamental rights and ensure that national obligations to the environment and the climate are complied with so that we do not reach the so-called 'tipping point' where climate change has escalated and crossed a line, after which the process is impossible or incredibly difficult to reverse.

A solid political climate foundation will also support Denmark's continued goal of translating the Paris Agreement and the UN's Sustainable Development Goals into ambitious policies so we can take the lead in the fight to avoid a worsening of the climate crisis.

Success criteria: By 2040, the rights of the climate are defined and enshrined in the Danish constitution.

Goal 2

Companies should report on their climate impact annually

To ensure transparency about whether businesses comply with their climate commitments, Danish companies should include a climate impact report in their annual report. This will help ensure that these key figures, which describe how sustainable the company is, are viewed as just as important as the company's key financial figures. Thus, sustainability becomes a core part of the business. The climate impact report should include the company's climate impact, resource consumption, initiatives to reduce the company's climate impact and an updated and long-term climate strategy for the company. The purpose of the report is to give the public access to information on the developments in a company's environmental and climate efforts and to encourage companies to work actively on their sustainability. The report should be prepared based on a standardised reporting system, which is to be developed in collaboration with the industry in question and which contains sector-specific national objectives and criteria that are revised annually. This should ensure adequate and accurate reporting of companies' climate impact. The sector-specific objectives should also contribute by giving companies the necessary tools to reduce their climate impact.



"By 2040, sustainability should be an integral part of all companies' business strategy."

Kirstine Rasmussen

To control and help companies with reporting, and to identify areas where they can improve, a green mobile task force should be set up. The mobile task force should carry out inspections to ensure the authenticity of the companies' reports and advise the companies on how to further minimise their climate impact. Just like in the food industry, a 'smiley' system should be developed for the mobile task force to use to assess the companies' efforts. Companies that have improved their climate footprint three years in a row and are better than the industry average can then achieve an elite smiley. In addition, the mobile task force should be able to impose fines on companies that 1) have cheated in their reports, 2) have not improved their climate footprint or initiated any climate

⁵⁶ Kongeriket Norges Grunnlov (2020).

measures over the last three years or 3) have worsened their climate footprint by more than 10 % compared to the previous year. The size of the fine should depend on the size of the company, its climate footprint and previous fines.

Success criteria: The climate impact report is required for all companies that are already required to compose an annual report. The climate impact reports show that at least 50 % of companies have improved and live up to the set climate targets.

Goal 3

A climate court should enforce climate requirements

Danish companies must live up to the national and international climate agreements, and as a pioneer in the development of green technological solutions, Denmark should take the lead in the fight to enforce these requirements. This should be done by establishing a national climate court where cases against companies and organisations operating in Denmark can be tried if they exceed the emissions permitted in the sector in question. In Denmark, convicted companies should pay a fine of 5 % of the company's profits, which should be used to co-finance the previously mentioned national investment fund for climate and sustainability. At the same time, a public list of companies that have emitted more than permitted should be published annually. The permitted greenhouse gas emissions for each sector should be determined by the government in cooperation with the industry, and it should be an ambitious stepwise plan that ensures a gradual reduction without degrading the competitiveness of Danish companies.

The Danish climate court should also form the basis for an establishment of an international climate court that should be able to try countries and multinational companies for non-compliance with existing climate rules, agreements and conventions. Although the international climate court would not have the power to apply economic or legal sanctions, the court should ensure that breaches of climate agreements by companies and nations are documented and published. Both the Danish and the international courts should publish an annual list of countries and multinational companies that do not live up to the climate agreements. It should create transparency and a sense of global peer pressure. The international climate court should include all the countries that have signed the Paris Agreement and/or the UN's 17 Sustainable Development Goals. The climate court should support the global responsibility of all countries in the world to ensure that international climate goals are met.

Success criteria: By 2040, both a Danish and an international climate court should be established. These should publish an annual list of the companies that have the greatest impact on the climate, including an assessment of how they are actively working to minimise this impact.



"By 2040, Denmark's CO₂ footprint from overproduction must be reduced by 70 % through ethical use of data, artificial intelligence, IoT and Blockchain."

Shantel Fikile Mbulo

Goal 4

Fines should minimise overproduction

The Danish throw-away culture is both harmful to the climate and a waste of a large number of resources. Therefore, a fine for surplus consignments of consumer goods (e.g. in the fashion industry) should be introduced in Denmark. This idea is inspired by the 'all-you-can-eat' concept of sushi restaurants where customers are charged extra if they order more food than they can eat in order to stop food waste and overproduction. A similar concept should be introduced on surplus consumer

goods to reduce overproduction. The concept thus entails a fine for companies that significantly overproduce goods, including clothing, electronics etc., and who are unable to sell their goods due to overproduction. The concept should make particularly the clothing and fashion industry change its purchasing and production patterns, which have for instance led to the burning of large quantities of clothing because it could not be sold. If they have to pay fines for overproducing, they are forced to better adapt their production to demand and for instance produce limited batches with a longer expiration date. This will reduce the high resource consumption associated with clothing production, clothing waste and the associated garbage disposal. In determining the fine, the turnover of the company should be taken into account, and the fine should be determined according to the extent to which the company has overproduced, as well as whether it is a recurring pattern.

Success criteria: By 2040, we have reduced the surplus production that is incinerated or otherwise discarded because it cannot be sold by more than 50 %. For many industries, the extent of this waste is unknown, e.g. in the textile industry⁵⁷, so the amount of overproduction must be identified in the first instance.

Goal 5

Goods should be CO₂-labeled

In the style of existing product labels that verify that a product is e.g. green, ecological, environmentally friendly etc., a CO₂ label that goes across product types such as food, clothing, electronics, etc. should be introduced. The CO₂ labelling scheme should indicate the total CO₂ emissions of the product in question, including production, packaging and transport based on calculations of the entire product life cycle – also called the Life Cycle Assessment. The goal of such CO₂ labelling is to increase consumers' focus on resource consumption in the production of various products. This labelling should help consumers make informed and more sustainable choices.

In addition, producers should make it possible for climate-conscious consumers to be involved in companies' sustainability efforts, so that it becomes clear to consumers that changed shopping habits can reduce their environmental impact. Companies should therefore engage and inspire with simple advice that promotes the sustainable choice. As consumers, we should be able to see what the company's sustainability goals are and how they work towards them, as well as how the company or its products are more sustainable than competing products. It should also be clear to consumers how they can become part of this sustainability journey.



My vision is that by 2040, we have an inclusive Denmark, where everyone has access to the resources needed to unleash their full potential, and where sustainability is an accessible option for everyone."

Hong Nhi Nguyen

The increased transparency of product sustainability should also create increased competition among manufacturers to minimise their CO₂ emissions so that it also becomes a competitive parameter. In e.g. the clothing industry, this could increase the incentives to produce smaller but longer-lasting collections of better quality and with better recycling possibilities.

Success criteria: By 2040, all consumer products have a CO₂ label that makes it easy for the consumer to make sustainable choices.

⁵⁷ Ministry of Environment and Food of Denmark (2014).



6. The healthcare system should be digitised and tailored to the individual

Problem

Medical science has extended the average life expectancy, but this also has a number of consequences. Many individuals with chronic illnesses spend a significant portion of their time on nursing care and hospital visits, but the increase in years of life does not necessarily result in a correspondingly increased quality of life. Today, far too many people suffer from psychological problems and mental illnesses that, unlike the physical ones, often cannot be seen. In addition, with the increasing proportion of elderly people in the population, we need more hands to care for them as well as doctors to treat them. This increases the cost of the healthcare sector, which, at its current level, is not sustainable. The solution probably lies in both staff recruitment and particularly in innovation and a rethinking of our approach to health.



Vision

By 2040, we should have a highly digitised healthcare system, where prevention and ongoing monitoring will strengthen both public health and the perceived quality of treatment. We must have a healthcare system where patients do not feel that they receive a standardised treatment, but rather feel that the treatment is tailored to their body and wishes. By 2040, we should also have reversed the trend so that mental health and lifestyle illnesses amongst the population are much rarer. Therefore, the psychiatry must also be strengthened so that we are able to prevent and treat mental illness to a much greater extent.

Goal 1**Treatments should be tailored to the individual**

The current 'one-size-fits-all' treatment model does not provide the most optimal treatment for the individual Dane. By 2040, Denmark should be a world leader in personal medicine tailored to the individual patient in the form of an algorithm-driven healthcare system, where evidence-based treatments are implemented more quickly for the benefit of the patients. This can be realised using an intelligent medical record system that retrieves many types of data from different sources to provide a better overall picture of the patient with a focus on genetics and to avoid overtreatment. Sharing of health data must also be individualised. Some citizens may want to share less data, whereas others want to share more data to e.g. contribute to research. In addition, it is not necessarily the best outcome to have our oldest citizens spend their last precious time in a hospital bed while every possible medical treatment is applied. The more personalised treatment approach should therefore also be based on the patient's own wishes - not just the available treatment options.

Success criteria: By 2040, 80 % of the patients surveyed feel that they have received a treatment that is tailored to them. A high degree of data use should contribute to this.

Goal 2**Healthcare professionals should be systematically educated in digitisation**

The potential of digitalisation in the health sector is extensive, but unfortunately, the technological development exceeds the speed of implementation and the digital skills of employees to keep up with it. This for instance applies to the increased use of 'wearables' (electronics you wear on the body), which healthcare professionals should understand and advise on. By 2040, Denmark should be at the forefront of digital development by prioritising digital education for future as well as existing employees in the health sector. Therefore, future employees in the health sector should be systematically educated in digital health at universities, vocational colleges and other educational institutions.

Success criteria: By 2040, all healthcare professionals are technologically skilled and can advise patients on the proper use of 'wearables' and the like.



"We should focus on public health and take action where we have the opportunity to prevent diseases, especially now that the average age of the population is increasing."

Cynthia Okikaa

Goal 3**From a snapshot of health status to real-time monitoring**

Visits to the doctor today provide a snapshot of the patient's condition but rarely knowledge of what the health parameters look like between visits. By 2040, we should follow patients on an ongoing basis to a greater extent, so that diagnoses are not based exclusively on a snapshot, but take place continually by e.g. increased use of home diagnostic tools. This should enable healthcare professionals to respond earlier using medical technology, for instance by summoning patients before they show symptoms. Therefore, there should be a higher focus on prevention, but of course without compromising data security.

Success criteria: Data from home monitoring devices in high-risk individuals are widely used and incorporated into patient records in real-time.

Goal 4 **Health inequality must be eliminated**

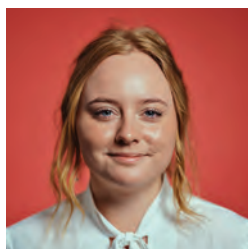
In Denmark we have a public health service with equal access for all citizens. Despite this, there is still significant inequality in health. This is for instance reflected in the large differences in average life expectancy across the country's municipalities. According to Statistics Denmark, there is a 5.7-year difference in the average life expectancy between the municipality with the longest life expectancy and the municipality with the shortest life expectancy.

However, statistics on life expectancy cannot stand alone as they say nothing about psychological health. To reduce health inequalities, behavioural changes – especially in the form of lifestyle factors (diet, smoking, alcohol and exercise) – are important. There should be a greater focus on changing basic living conditions, including a healthy environment without particulate pollution and noise, good working conditions, strengthened social networks that reduce loneliness and good housing conditions. Here, it is obvious to prioritise children to prevent bad habits from forming and being carried into adulthood. Therefore, a standardised quality of life index must be introduced, where the perceived quality of life must be uniform across geography and social position.

Success criteria: By 2040, there should be a maximum of one year's difference in average life expectancy among the country's municipalities.

Goal 5 **There should be an increased focus on preventing mental illness, and psychiatric care should be improved significantly**

By 2040, mental health should be given higher priority as it is essential for a good life. Despite high prosperity and a society that supports us financially and health-wise, we for instance still see increasing levels of stress in Denmark.⁵⁹ This should be considered a problem for society, as it involves both personal and societal costs, such as lost joy of life and production ability as well as treatment costs. In addition, mental disorders should be generally recognised, prevented and treated on equal terms with physical illnesses.



"My vision is that by 2040 we live in a society that is mentally sustainable - end the unhealthy performance pressure."

Dorthea Bülow

According to the Psychiatric Foundation (Psykiatrifonden), psychiatric disorders constitute the greatest disease burden in society with 25 % of all cases of illness. In comparison, cancer accounts for 17 %.⁶⁰ Mental illness affects both health and quality of life, and it can lead to comorbidities and higher mortality. The vast majority of the costs associated with mental illness are from knock-on effects in connection with sick leave, early retirement, reduced working capacity etc.⁶¹

In addition to the fact that we do not know enough about the causes and effective treatments of psychiatric disorders, there is also a lack of resources and the necessary political prioritisation of the

⁵⁹ Small Great Nation (2019b).

⁶⁰ The Psychiatric Foundation (2019).

⁶¹ The Psychiatric Foundation (2019).

⁶² Although this is the focus of the research project iPSYCH, there is a need for political solutions that can create a better framework for psychiatry. iPSYCH is one of the world's largest studies of genetic and environmental causes of mental illness and employs more than 150 researchers in psychiatry, genetics and registry research, cf. iPSYCH

area.⁶² The current social democratic government has launched a 10-year plan for the psychiatry, and funding for the psychiatry has just been included in the government's budget.⁶³ It is a start, but more is needed. Solutions must be found to overcome the shortage of psychiatrists, including the fact that younger doctors deselect the psychiatric area of specialisation and that it is difficult to retain specialists. Both are results of poor working conditions.⁶⁴ A partial solution may be special training of more psychologists who can help in the treatment of the mentally ill, as per the Norwegian model.⁶⁵ However, this must not dilute the psychiatric area of specialisation, which should be made more attractive for trainee doctors, just as it should be made more attractive to work as a specialist in the psychiatry. Furthermore, the problem of too many patients with mental illnesses being discharged prematurely must be solved.⁶⁶ In addition, general practitioners and health professionals in both the primary and secondary health sectors must be better trained to detect and monitor physical illnesses in psychiatric patients.⁶⁷

Success criteria: The psychiatry has been strengthened, and by 2040 there will be no shortage of psychiatrists. We have become better at preventing mental illness, so a maximum of 10 % of all Danes have problems with mental health in a year compared with 20 % today.⁶⁸

Goal 6

The chronically ill should spend less time on disease handling

Both mental and physical illnesses can take up a lot of time for citizens, and this is especially the case for patients with chronic illnesses. This time includes stays in the hospital, but also transport to and from the hospital. Developments in the healthcare sector are moving towards fewer and shorter admissions, where patients have more tools to examine themselves - diabetic patients can for instance already monitor their own blood sugar levels.

By 2040, a larger proportion of the contact between patients and the health service will take place in the patients' own homes and preferably without the physical presence of a healthcare professional. This includes both diagnostics, monitoring and treatment. This should save both patients and healthcare professionals time and allow patients to stay in the comfort and safety of their own environment.

Therefore, time-saving solutions such as telemedicine should be introduced and be fully implemented by 2040 and combined with the development of medicine with higher dosing intervals.

Success criteria: The chronically ill should reduce the time they spend on disease management by 25 %. In addition, there should be a significant growth in research funds allocated to the area.

Goal 7

Healthy lifestyles should be rewarded

In Denmark, underweight and especially overweight as well as unhealthy dietary increasingly pose a threat to the public health. The consequences of poor nutrition for the individual Dane include lower energy and concentration levels as well as an increased risk of lifestyle diseases such as diabetes, COPD and cardiovascular disease. For society, poor nutrition has major economic and social consequences in the form of direct costs for the treatment of lifestyle diseases as well as lost labour due to sick leave and reduced ability to work.

We do not believe that the universal health model should be replaced with e.g. full or partial user payments for the treatment of lifestyle diseases. Looking at the American model, such an approach does not provide an incentive for a healthier lifestyle or better diet, or reduced alcohol abuse or

⁶³ The Danish Government (2019).

⁶⁴ The Danish Medical Association (2018).

⁶⁵ Beltoft, P. K. (2019).

⁶⁶ Hansen, S. M. (2018).

⁶⁷ The Psychiatric Foundation (2019).

⁶⁸ The Psychiatric Foundation (2019).

smoking. Part of the explanation probably lies in the fact that, as an individual, it is difficult to see the long-term consequences of the dietary choices that one makes on a daily basis.

In our opinion, the incentive to live a healthier lifestyle should instead be found in and strengthened by tax changes, so that it becomes relatively more expensive for the individual to maintain unhealthy eating and lifestyle habits, including overconsumption of sugar, fat, alcohol and cigarettes. At the same time, it should become relatively cheaper to lead a healthy lifestyle with more fruit, vegetables and lean meats. We therefore propose increased taxes on alcohol, sugar and cigarettes for the ultimate purpose of improving public health - even if it will adversely affect the state's revenue from taxes. The public health is most important. The lost tax revenue from lower consumption will probably pay off in the longer term in the form of lower healthcare costs and a generally strengthened ability to work.



"By 2040, Denmark should be in better balance and more equal in terms of education, income, housing conditions, health and quality of life."

Christian Daugaard Mikkelsen

In order to increase the population's incentives and desire for a healthier lifestyle, a mandatory healthy and green food scheme should be introduced in day care institutions and primary and lower secondary schools. It should ensure that all children receive at least one healthy and varied meal per day, which contributes to both nutrition and learning. This should also teach them healthy habits as early as possible, in that the children, as part of the home economics teaching, should take turns participating in the preparation of the meals served at school. This should ensure that children learn about healthy and nutritious food as well as how to reduce food waste.

These missions will mean that by 2040, there will be a decrease in the number of overweight Danish children and adults, while an increasing proportion have healthy eating habits - defined as a moderate to high intake of fruit, vegetables and fish and a low to moderate intake of fat.⁷⁰

Success criteria: The proportion of the population that is underweight or overweight has been significantly reduced from 51 % in 2020⁷¹ to below 30 % by 2040.

⁷⁰ Danish Cancer Society (2020).

⁷¹ Tobberup, R. (2020).



7. An expanded and green infrastructure should create balance in society

Problem

There is a big difference in accessibility of education and job opportunities depending on where one lives in Denmark. There are also large differences in local government services across the country's municipalities in the form of childcare, education and elderly care. This imbalance is perpetuated by infrastructure imbalances, which make it increasingly more attractive to live around the largest cities, while many regional areas are experiencing negative population growth. In addition, 'ghettos' have emerged at both ends of the spectrum - from the wealthy ghettos in North Zealand to the socially disadvantaged residential areas in e.g. Aarhus, Odense and Copenhagen.

We increasingly live and socialise with people who are similar to ourselves. This manifests itself as large social and economic differences both between and within parts of the country that damage the cohesion of the Danish society.⁷² Today, the disparity across Denmark is reinforced by an infrastructural favouring of the most populated areas. The rail and road network is single-stranded rather than multi-stranded to a large extent, which creates congestion around the large cities and low mobility in the outlying areas.

According to the government, the current level of public investment in infrastructure is at a high level, which could hinder further major infrastructure investments. In order to meet the future needs for the continued development of the infrastructure, rather than the usual taxpayer-funded investment, non-traditional financing models need to be considered. Such alternative forms of organisation and financing that should be considered to a greater extent include e.g. a higher degree of user charge and more Public-Private Partnerships (PPPs). However, initiation of new infrastructure projects should take into account the economic situation in Denmark as far as possible.



Vision

By 2040, the infrastructure should be developed and expanded with the goal of improving cohesion and creating a more balanced Denmark. The expanded infrastructure should support the equalisation of differences in social and economic living conditions across regions, and it should be made more competitive through innovation and liberalisation. At the same time, incentives to choose greener transport solutions should be increased so that the green choice becomes more attractive.

⁷² Hoe, S. (2018).

⁷³ The Danish Government (n.d.).

Goal 1**An expanded infrastructure should strengthen cohesion**

By 2040, we must have an expanded multi-stranded and network-based rail and road network, which should ensure a better balance across parts of the country. The infrastructure should facilitate uniform development across Denmark, so that the increasing polarisation and centralisation of economic, cultural and social activity can be reversed. The Parliament should formulate a long-term infrastructure plan for how we physically link the different parts of Denmark better. The plan should detail the necessary infrastructure investments and initiatives that will strengthen cohesion and the green transformation of the transport sector.

An example of infrastructure investments could be new, fixed connections between Western and Eastern Denmark as alternatives to the Little Belt and Great Belt connections, which today appear as vulnerable bottlenecks in the Danish infrastructure. Another example is investments in high-speed rail and the associated upgrading and expansion of the existing railway network so that travel times from east to west and north to south are shortened, especially for peripheral areas such as South and West Jutland, South Zealand and South Funen. The shortened travel times by train would enable greater commuting distances between the home and the workplace and thus reduce the pressure on the housing market in the largest cities and ensure a more dynamic and mobile workforce for the benefit of both workers and workplaces. This will increase the competitiveness of rail travel relative to driving a car or taking domestic flights and thus support the transition to a more sustainable transport sector.

However, this requires a broadening of the current criteria that the political decisions on prioritising investment in new infrastructure are based on. The criteria today have a narrow focus on ensuring a socioeconomic internal rate of return of at least 4 %.⁷⁴ In the future, this should be expanded to include a social as well as a climate and environmental dimension, so that more emphasis is placed on social, economic and environmental sustainability in the basis for decisions.

Success criteria: By 2040, Denmark will be more homogeneous in terms of a more uniform population growth, migration patterns and trends in housing prices across the country. The municipalities have more uniform basic conditions measured by the reduced necessity for state and municipal equalisation. Transport activity is more widespread, so congestion in and around the largest cities is 50 % lower than today measured by waiting times in traffic. Finally, there are significantly lower travel times between regions.



"Denmark should have cities that are climate-friendly and where a sharing economy is a prerequisite for settling there."

Simone Reyes Andersen

Goal 2**More areas should be car-free**

By 2040, more areas, particularly in the larger cities, should be completely or partially car-free so the focus of the infrastructure in these districts is on micro-mobility, e.g. cycling and public transport. The intermediate goal is that the cars do not dominate the cityscape to the same degree as today and dictate the design of the cities. This should be achieved by creating better conditions for cyclists and users of public transport. This should be supported by large parking facilities outside the car-free

⁷⁴ The Danish Ministry of Finance (2017).

⁷⁵ Statistics Denmark (2020c).

districts and car share fleets. However, for these measures to succeed, huge changes in the Danes' transport habits are required.

The latest figures from Statistics Denmark show that 62 % of Danish families own at least one car, and this portion has increased slightly over the past 5 years.⁷⁵ However, car ownership varies greatly across the country with the lowest car ownership being in Copenhagen municipality (29 %), where many students live and where there are good conditions for cyclists and public transport. The highest car ownership is found in municipalities in Jutland, such as Rebild, Favrskov, Hedensted and Skanderborg (approx. 80 %). As we become richer, the number of car owners will presumably continue to increase. Therefore, it is necessary to give incentives that make it attractive for the individual to choose the bicycle, train, bus or light rail over the car.

To accelerate this development, one could start with a reorganisation of the tax rules for transport and car travel deductions, so that the deduction for driving a car is reduced in favour of a higher deduction for transport by bicycle or public transport. This will reduce the amount of congestion in the morning and afternoon rush hours in and around the largest cities, especially the Greater Copenhagen area.

Success criteria: The number of cars in Denmark has halved compared with today measured by car ownership and use. In addition, the number of Danes who use a bicycle or public transport as their primary means of transport has doubled compared with today.

Goal 3

Public transport should be driverless, high-frequency and more competitive

Public transport infrastructure should be strengthened through investments in driverless, high-frequency and high-speed technology. By 2040, all public transport must be driverless, and increased competition should be created by liberalising most parts of the public transport system. The advantage of driverless technology is that it enables a more resource-efficient operation of public transport. In addition, liberalisation should help to ensure increased competition, so that the quality of the transport supply increases, while the price of public transport decreases.

In addition, alternative forms of organisation and financing of the road infrastructure should be used to a greater extent, including an increase in public-private partnerships, e.g., in the form of PPP projects. In Denmark, cooperation between the public and the private sector is strong and well developed, and there are many good examples of successful PPP projects. However, compared with other countries, Denmark is near the bottom of the list when it comes to the amount of PPP investments per capita, which since 1990 has been DKK 2,000 per capita. In comparison, the investment level is DKK 18,000 per capita in the UK, where PPP projects are most prevalent.⁷⁶

Thus far, PPPs in Denmark have primarily been used in public construction projects such as schools, hospitals, courthouses etc.⁷⁷ Historically, the Danish state and municipalities have financed most transport infrastructure projects such as roads, bridges and tunnels through classic turnkey contracts, where the public sector acts as the developer.⁷⁸ The low level of PPPs in Danish infrastructure development is supported by a statement by Axcelfuture from 2019, which shows that transport investments organised as PPP projects only accounted for 14 % of the total amount invested in PPPs in Denmark since 1990 - corresponding to approximately 9.2 billion. In comparison, investments in the transport sector account for an average of 56 % of the total PPP investment sum in other EU countries. Therefore, there is great potential in increasing the use of PPPs for the organisation and financing of transport infrastructure.

⁷⁶ Næss-Schmidt, S. & Henriksen, J.J. (2019).

⁷⁷ Næss-Schmidt, S. & Henriksen, J.J. (2019).

⁷⁸ Significant exceptions, however, are resp. The Great Belt and Øresund Bridge, where the road users are responsible for the final financing.

Success criteria: All buses and trains are driverless (preferably also taxis). The average fare for public transport is more than halved compared with today. The PPP investment amount in the transport sector is at least at the level of the rest of the EU countries measured by the share of the total investment amount.

Goal 4

New common payment platform should be used for all types of transport

By 2040, it should be possible to order tickets and book transport in one place for all types of transport, including carpooling, buses, shared cars, bicycles, electric scooters etc. This can for instance be in the form of a common digital payment platform, which makes the use of several payment and booking systems superfluous. The common platform makes the transition between types of transport smoother, and it makes it easier for tourists to travel around the country when on holiday in Denmark. The platform must be developed and financed through formal collaboration between public and private actors, including the owners of the infrastructure, transport operators and industry organisations. In areas with international borders (e.g. the Greater Copenhagen area), the platform should be cross-border, so that it is possible to book transport across the Danish-Swedish border on the same platform. The platform should be available as an app.

An alternative to a common booking platform would be to allow access to data in public systems through data liberalisation so that it becomes possible to order a ticket via Google Maps or other private providers. This will increase the competition to create the best platform for handling transportation.

Success criteria: All Danes use the platform to book and pay for transport.

8. The tax system should be transparent and reward green investments

Problem

Well-functioning institutions are vital for a democratic state governed by the rule of law to function effectively and appropriately. In addition, the population's trust in these institutions is essential for Denmark's economic growth.⁷⁹ Danes lie at the absolute top when it comes to trust in public institutions.⁸⁰ However, recently this trust has been challenged by an increasing number of high-profile criminal cases in e.g. the tax authorities, Social Services Department and Defence Department as well as in other key public institutions. These coincided with an intensifying debate about the fact that the Danish tax system in many respects is opaque, complex and inappropriately structured.

Efficient and transparent tax collection is a prerequisite for being able to afford a welfare sector that undertakes a wide range of tasks for the benefit of all Danes – both now and in 2040. In order to ensure broad support for the high Danish tax burden in the future, trust in the taxation system is, therefore, a prerequisite.

Economic inequality is primarily due to wealth inequality, as well as the fact that our capitalist economy rewards owners of capital more than employees.⁸¹ This helps to concentrate capital in fewer hands and contributes to economic and social distortions. The problem is not as big here in Denmark as in other parts of the world. However, a significant exception is the Danish housing market. The large geographical differences in housing prices therefore lead to large differences in capital gains. However, unlike other assets, capital gains from property sales are not taxed, which means that the Danish housing market is currently very inequitable. Therefore, the Danish tax system must be rethought from A to Z so that it supports an economically and socially balanced society.

Vision

By 2040, transparency and social and environmental sustainability must be absolute basic principles underlying the Danish tax and excise system. It should be easy for everyone to understand their taxes, green investments and consumption should be supported, and a proportion of the tax revenue should be distributed according to direct democratic principles. The elephant in the room should also be addressed; housing tax. By 2040, a larger share of taxes should come from taxation of capital gains from housing sales, while the tax on labour should be lowered so that the total tax burden does not increase. Finally, confidence in the tax system needs to be restored.

⁷⁹ Small Great Nation (2017).

⁸⁰ European Social Survey (2014).

⁸¹ Piketty, T. (2014).

Goal 1**An appropriate and comprehensible tax system should restore confidence**

The Danish tax system is complex and opaque. It consists of a jumble of different tax rates and tax deductions. By 2040, we want it to be as easy as possible for everyone who pays tax in Denmark to understand their tax payments. This should be supported by lessons in personal finances - including taxes - at the primary and lower secondary school level as part of the life skills subject, as discussed on page 12. These lessons should supplement the complete reform of the tax system. Therefore, an expert commission consisting of top public servants, economists and other experts should be set up as soon as possible to prepare proposals for transforming the current system into a modern, transparent, sustainable and simplified tax system. Ongoing citizen involvement should be a crucial part of the process to ensure optimal user-friendliness. The new tax system should be fully developed and implemented by 2040.

A reformed tax system should also ensure that confidence in the Danish tax system is restored by 2040. Through increased security and transparency, Danes should have broad confidence that their tax payments are made and managed correctly. This supports the general trust in public institutions in a broader sense.

Success criteria: By 2040, the vast majority of all Danes are able to submit accurate self-assessments for their expected income so that at the end of a year, provisional tax payments are significantly more accurate than today. In addition, 80 % of all Danes indicate that they have great or very great confidence in the tax system - according to a Megafon survey, this figure was 18 % in 2019.⁸²

Goal 2**Capital gains from housing sales should be taxed**

To support a socially and economically balanced housing market, housing taxation should look different by 2040. Today, many Danes own their own home, which is why the wealth of Danish households is said to be concentrated primarily in bricks and mortar.⁸³ A reorganisation of the inequality-creating housing tax will thus affect the majority of Danish voters, thereby making it difficult for political parties to take a stand against the housing tax system. But there is a need to address the problem. In recent years, housing prices have risen considerably in some areas, particularly around the largest cities (especially in and around Copenhagen), while they have mostly stagnated or fallen in many rural and regional areas. This means that some homeowners have been rewarded for simply sitting in their homes while others have lost money.

When housing wealth and capital gains are released at the time of sale, the capital gains are not taxed like other assets. If you invest DKK 1 million in shares that give a return of 5 % the following year, then you have to pay 27 % in tax on the return. If you instead invest the money in a home that you sell the following year at a price that is 5 % higher, then you do not have to pay tax on your gain.⁸⁴ This creates a distortion where it becomes less attractive to invest in e.g. shares rather than housing. In addition, it creates fertile ground for geographical inequality.

This inequality-creating effect can be solved by taxing capital gains on housing sales at the same rate as other assets. This will also help to slow down price rises in the housing market. What's more, it will also make it possible to compensate homeowners through a reorganisation of the tax system, for instance with lower income tax both at the bottom and at the top.

Success criteria: By 2040, capital gains from housing sales must be taxed according to the same model as returns on share.

⁸² Josevski, A. (2019).

⁸³ Danmarks Nationalbank (2020).

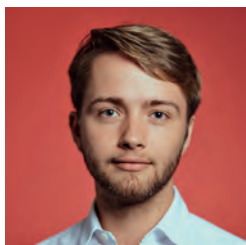
⁸⁴ Cevea (2016).

Goal 3

Green consumption should trigger rewards

Taxes and excise duties are powerful incentive tools.⁸⁵ Therefore, by 2040 the tax and excise system should be structured to promote green investments and green consumption - as introduced on page 21. This should be implemented through differentiated VAT and deduction rates, particularly on green consumer goods, which are to be subject to a reduced VAT rate. This could for instance include purchases of circularly produced goods, expenses for public transport and carpooling, sustainable renovations, service and repair expenditure on existing goods rather than buying new, etc. In addition, returns on green investments must have a higher deduction rate. This could for instance include returns on investments in companies that meet a number of sustainability requirements, such as having significantly reduced their CO₂ emissions over a certain number of years.

Success criteria: The VAT on sustainable consumption has been reduced to 15 %, and companies are eligible for a tax deduction of up to 25 % on green investments.



"By 2040, Denmark should still be a pioneering country in legal rights, and trust in public authorities and institutions must be ensured through education and transparency."

David Bagge Larsen

Goal 4

A portion of the government budget should be democratised

To ensure confidence in a democratic government it is crucial that citizens feel listened to, including when it comes to managing the economy. Therefore, by 2040 approximately 0.15 %, corresponding to DKK 1 billion, of Denmark's annual tax revenue should be allocated according to direct democratic principles, where all Danes entitled to vote can participate in an annual referendum in connection with the parliamentary budget negotiations. This would correspond to democratisation of a small fraction of the budget.

In practical terms, a pool of funds can be allocated, and public and private actors can nominate various purposes for these funds, which will be put forward for shortlisting. Suggested purposes could for instance be for the development of the aforementioned app for ticket purchases in public transport, or a bonus for healthcare professionals after the COVID-19 crisis. The decision about which purposes end up on the ballot paper would be made by the Parliament, after which the citizens would vote on the final selection. Alternatively, this could occur through a direct democratic channel, in the style of www.borgerforslag.dk, (citizen's suggestions), where citizens themselves can nominate and support proposals.

Success criteria: By 2040, more than 60 % of eligible Danes participate in the annual referendum.

⁸⁵ Small Great Nation (2020a).

Method

The structure

In order for the Youth Panel to create a vision for how Denmark and the Danish society should look by 2040, it was initially defined what is meant by 'a society'. For this, the UN's 17 Sustainable Development Goals (SDGs) were used. The goals embrace all the social, economic and environmental societal challenges that the world faces. Therefore, they have served as a framework for the project to ensure that the Youth Panel was introduced to a wide range of societal challenges and equipped to create a nuanced vision for the Danish society they want in the year 2040.

The project's three physical workshops were therefore divided according to the three themes embraced by the SDGs: the social, economic and environmental. The project's structural model was named the 'S-E-E model'. Each workshop focused on one of these themes in relation to Denmark in 2040 and was based on the associated SDGs.

Due to COVID-19, two virtual workshops focusing on societal crises were also held.

The method behind the three workshops

Each of the three workshops was conducted over two days and was based on the well-known idea development technique: divergence and convergence. Therefore, the panel started generating ideas on the first day of each workshop, where the panellists' creativity was stimulated through inspiring presentations from some of the country's leading business leaders, professors, members of the Danish Economic Councils etc. On the second day, the panel was to translate the acquired knowledge into concrete visions and missions during the active part of the workshop. It was based on a customised board game called 'Visionopoly', which created the framework for the participants' discussions of the significance of the SDGs and the development of their missions and visions.

Depending on the focus of the workshop, the elements of the board game changed to ensure optimal societal relevance and dialogue. Among other things, the elements consisted of quiz cards related to the given theme, and brainstorming cards that sparked discussions about challenges facing society. Each group of panellists explored each SDG in-depth and composed a vision for 2040 for each of the given SDGs. Finally, these visions were combined into overall social, economic and environmental visions for Denmark in 2040. The three overall visions were gathered and compiled by a group of selected panellists into one final vision for Denmark in the year 2040. In addition to the vision, concrete missions for achieving the vision were formulated along with criteria for measuring success in reaching the vision's goals.

The image shows the board game Visionopoly and the structure of each workshop showing an example of the first workshop focusing on a social vision for Denmark in the year 2040.



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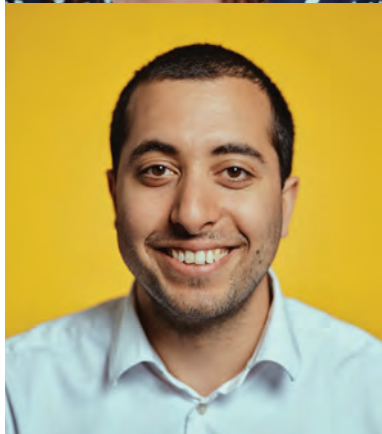
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