RELOCATION OF
THE EUROPEAN
MEDICINES AGENCY

Copenhagen offers the optimal conditions

The Government of Denmark

#EMA2CPH

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Foreword by the Prime Minister

In a few months' time, we will need to find a new home for the European Medicines Agency (EMA). Our decision on the location matters – not only to EMA itself, but to public and animal health in Europe. EMA needs a safe, new harbour that can deliver a smooth and seamless transition as well as the full functionality of the agency from day one.

Copenhagen is that harbour. Our top priority is to ensure business continuity. Denmark stands ready with a plug-and-play solution and a 360° transition plan covering all aspects of EMA's relocation. We have decided to reserve a building already – simply to be 100 per cent certain that EMA does not lose one day of operations when moving. Our transition plan will allow EMA to move from London to Copenhagen within the given timeframe and to be fully functional in its new facilities in Copenhagen by March 2019.

Our bid offers the ideal location for EMA in Copenhagen: Copenhagen Towers. The building meets all of EMA's requirements and is situated very close to public transportation and Copenhagen Airport – a regional hub in the Nordic-Baltic region from where all European capitals are accessible.

In Copenhagen, EMA will be situated in the heart of one of Europe's biggest Life Sciences clusters which includes Greater Copenhagen and Southern Sweden. The size and professionalism of the Life Sciences cluster also means that EMA will be able to draw on scientific expertise for its scientific committees and working groups and recruit new staff from the high-skilled, international talent pool, if needed.

Relocating EMA to Copenhagen also means that almost 900 employees and their families will move. Copenhagen has a lot to offer including excellent education facilities, dedicated relocation services and a wide range of job possibilities for partners and spouses. We will do our utmost to ensure a smooth settlement and make all employees and their families feel at home.

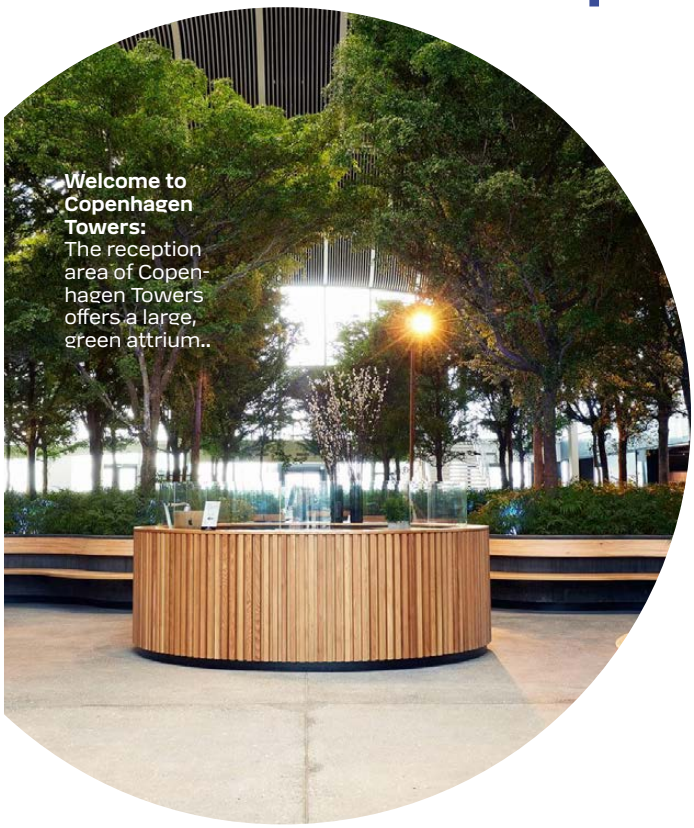
In short: Copenhagen has what it takes to ensure the optimal conditions for EMA during and after the transition phase. On that basis – and on behalf of the Danish transition team – I am proud to present the Danish bid for the European Medicines Agency (www.emacph.eu).

I hope that this material will convince you that Copenhagen is the safe harbour EMA needs to continue its high level operations to the benefit of European public and animal health.

Copenhagen stands ready to welcome EMA and make the relocation a success.

Lars Løkke Rasmussen
Prime Minister of Denmark

Copenhagen
offers the optimal conditions



Welcome to Copenhagen Towers: The reception area of Copenhagen Towers offers a large, green attrium..

Photo: Copenhagen Towers

Copenhagen stands ready with a plug-and-play solution – a 360° transition plan covering all aspects of EMA's relocation, including a modern building already reserved for EMA.
In Copenhagen, EMA will be fully operational from day one and EMA's employees and their families will be able to enjoy an attractive, green city with high quality of life. All in all, Copenhagen offers the optimal conditions.

Five reasons for choosing Copenhagen

1

Copenhagen stands ready with a transition plan, which will ensure business continuity during the relocation of EMA.

2

A new, modern and sustainable building with a superb location less than 10 minutes from the airport and 20 years of rent – free of charge.

3

High quality of life and dedicated relocation service for employees and their families.

4

Copenhagen offers support to IT transition in the last critical phase, support and counselling to EMA staff and families, and targeted talent attraction.

5

A strong Life Sciences cluster – across science, education and regulatory affairs – provides an ideal ecosystem for innovation and good recruitment opportunities.

For more information and video presentation of the Danish candidature visit **www.emacph.eu** and twitter **@ema2cph**.

A smooth transition

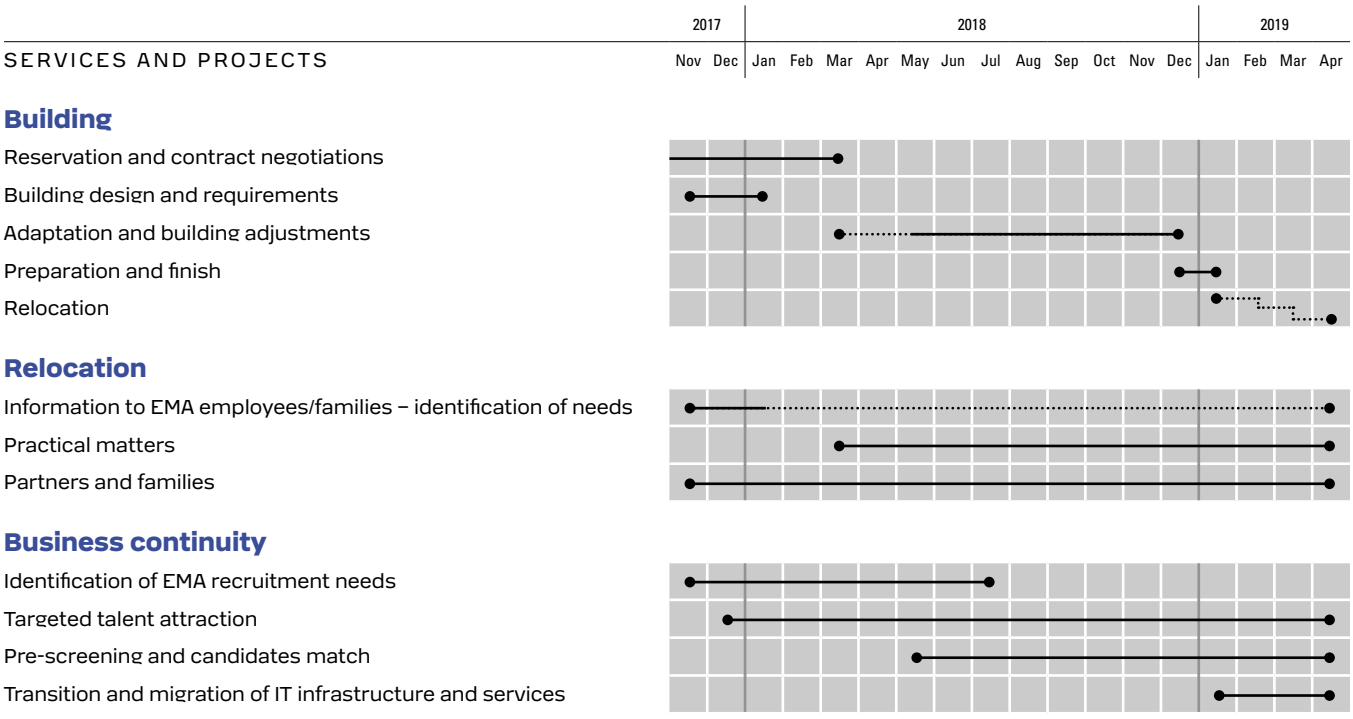
A well-functioning EMA is of utmost importance to public and animal health in Europe. Citizens and businesses cannot afford disruptions in the daily work of EMA, which is why a detailed transition plan for relocation to Copenhagen has been laid out. Business continuity of EMA must be a top priority and is at the core of the Danish candidature.

The transition plan covers three critical issues:
1) New building.
2) Relocation of staff.
3) Business continuity.

The transition plan ensures that EMA can be fully operational at its new location in Copenhagen by March 2019. Copenhagen provides the organisational strength to support EMA in the relocation process and will secure EMA's business continuity during the transition. Denmark has carefully handpicked a professional *transition team* that will work in close cooperation with representatives from EMA to ensure a smooth relocation and settlement.

Copenhagen has a track record of successfully hosting international organisations, including the European Environment Agency and 11 UN agencies, making Copenhagen the sixth largest UN hub in the world. Drawing on this long-standing experience, Copenhagen is able to offer attractive and customised solutions, which will address the needs and requirements of EMA as well as ensure a smooth relocation process.

An overview of the transition plan is shown in the figure below.



The transition plan is based on EMA's requirements for a new location, building specifications and the EU criteria for EMA host candidates. Activities are planned to ensure continuity for EMA's core activities during the transition. The plan would be set in motion as soon as a decision on the new location is made.

In order for EMA to be fully operational in Copenhagen by March 2019, the plan accounts for necessary office adaptions to be finalised by early 2019. Details will be finalised in negotiation with the landlord after a decision has been made.

Copenhagen – one of the most liveable cities in the world

The relocation of EMA to Copenhagen means that employees and their families will become inhabitants of one of the most vibrant and liveable cities in Europe. Copenhagen is a flourishing and diverse city. It is consistently ranked among the most liveable cities in the world[1], offering a

convenient and inspirational place to enjoy life and work. Copenhagen is a safe city – the safest capital in the EU[2].

By settling in Copenhagen, EMA's employees will live among the Danes – famously ranked as one of the happiest people in the world[3]. Perhaps this is because they enjoy high quality of life[4], high levels of social trust and, of course, the famous Danish concept of "hygge" ("cosiness").

An ideal location

Doing any kind of business requires a liberal, open and transparent environment with predictable and reliable supporting structures. In 2016, Denmark was once again named the least corrupt country in the world[5] and shares the honour with Norway[6] of being the most cyber-secure country. Denmark is a global leader and ranks best in the EU with regard to government effectiveness[7]. This will not only benefit EMA on a day-to-day basis, but will be an advantage for EMA employees, delegations and guests visiting the Agency.

Copenhagen is ranked number 1 among XL-cities by the European Commission in 'The Cultural and Creative Cities Monitor'[8]. As such Copenhagen offers excellent conditions also when measuring and identifying

- the cultural 'pulse' of a city in terms of cultural infrastructure and participation in culture,
- how the cultural and creative sectors contribute to a city's employment, job creation and innovative capacity,
- the tangible and intangible assets that help cities attract creative talent and stimulate cultural engagement[9].

The linguistic capabilities of Danes – among the best non-native English speakers in the world[10] – will also make working and living in Copenhagen convenient and attractive for employees of EMA and their families. English can be used in all aspects of everyday life. However to aid integration, expats living in Denmark are offered free access to 250 hours of teaching in labour market related Danish for up to 18 months[11].

Copenhagen is a green and clean city located by the sea. A wide range of outdoor activities are readily available close by: Copenhagen's main beach – Amager Beach Park – is within a few kilometres of the city centre. If you're not much of a beach fan, you can take a swim in the clean water of Copenhagen Harbour[12]. Copenhagen provides plentiful of parks, lakes and green spots ideal for a football match or a relaxing picnic[13].

A range of larger recreational areas are within easy reach. For example, 30 minutes by public transport will take you to Dyrehaven – home to 2,000 free-ranging deer and welcoming to families, joggers, dog walkers and nature-lovers of all kinds[14].

Copenhagen is a great city for families with children. On top of the great access to international schools, including a European School, Copenhagen offers many playgrounds and child-friendly attractions[15]. Tivoli Gardens in the centre of the city, a state-of-the-art Zoo, Northern Europe's largest aquarium and a playground for young science lovers are just a taste[16].

Photo: Scanpix/Christian Lindgren

Safety and tolerance: A nursery on a picnic in Fælledparken. The Danes are very focused on the wellbeing of their "youngest citizens".

1

Establishment

of EMA in Copenhagen

Copenhagen offers a strong and professional regulatory setting for EMA. To ensure that EMA is fully functional during and immediately after the transition, the Danish Government has reserved a new, modern, sustainable and accessible building that meets all of EMA's requirements and will be fully operational by March 2019. A dialogue with architects has already begun to visualise how the building can be designed and reconstructed according to EMA's specifications, needs and wishes. The building offers ideal conditions for EMA's staff who will be welcomed and treated in full compliance with Protocol no. 7 – based on the Danish Government's experience hosting the European Environment Agency.

Photo: Copenhagen Towers

Copenhagen – a strong regulatory setting for EMA

By locating to Copenhagen, EMA can tap into the benefits of a strong regulatory setting and a home of one of the European frontrunners of digitalisation[17]. This will be a crucial combination for EMA in the years to come.

Denmark has been an active player in European regulatory collaboration since the establishment of EMA. Experts from the Danish Medicines Agency have actively contributed to the day-to-day activities of EMA by sharing their knowledge in scientific committees, working parties and expert panels[18]. And the Danish Medicines Agency's role within EMA is increasing. As a consequence of Brexit, additional resources have been assigned to the Danish Medicines Agency in order to handle increased pressure on the remaining Member States. The proposed EMA location is only 5 kilometres away from the Danish Medicines Agency and will allow this close co-operation to flourish.

Denmark's strong regulatory setting, active role in the work of EMA and the strong Life Sciences cluster in Greater Copenhagen[19], which you will read more about in chapter 5, offer the optimal conditions for EMA to fulfil its mission to protect human and animal health.

Photo: Copenhagen Towers

A landmark building for EMA: Copenhagen Towers

A smooth transition for EMA is our top priority. The Danish Government has therefore already reserved a prestigious building – Copenhagen Towers[20] – and offers to lease the premises on EMA's behalf for a period of 20 years. Copenhagen Towers is a new, sustainable and modern building that meets all of EMA's requirements regarding meeting and conference facilities, IT, office space and accessibility. It can facilitate all of EMA's activities whilst being located close to transportation and accommodation in Ørestad – a newly-developed area close to the city centre, hotels, residential areas and the airport.

Copenhagen Towers is an environmentally and climate-friendly building, offering state of the art sustainable solutions. Copenhagen Towers business centre, opened in 2015, has the highest LEED certification possible (Platinum)[21], scores high on Corporate Social Responsibility (CSR) requirements and has pioneered the use of recycled materials[22]. Copenhagen Towers features a distinctive entrance and inspiring architecture, designed by the internationally renowned architects Foster + Partners. The entrance is through a spacious atrium with magnificent trees and vegetation, offering a distinctive but highly professional environment with lounge area, restaurants and coffee shop and bar. The top floor of the North Tower – possible location of the EMA Sky lounge – features what is probably the best 360° panoramic view of Copenhagen City, Ørestad and the Øresund bridge to Sweden.

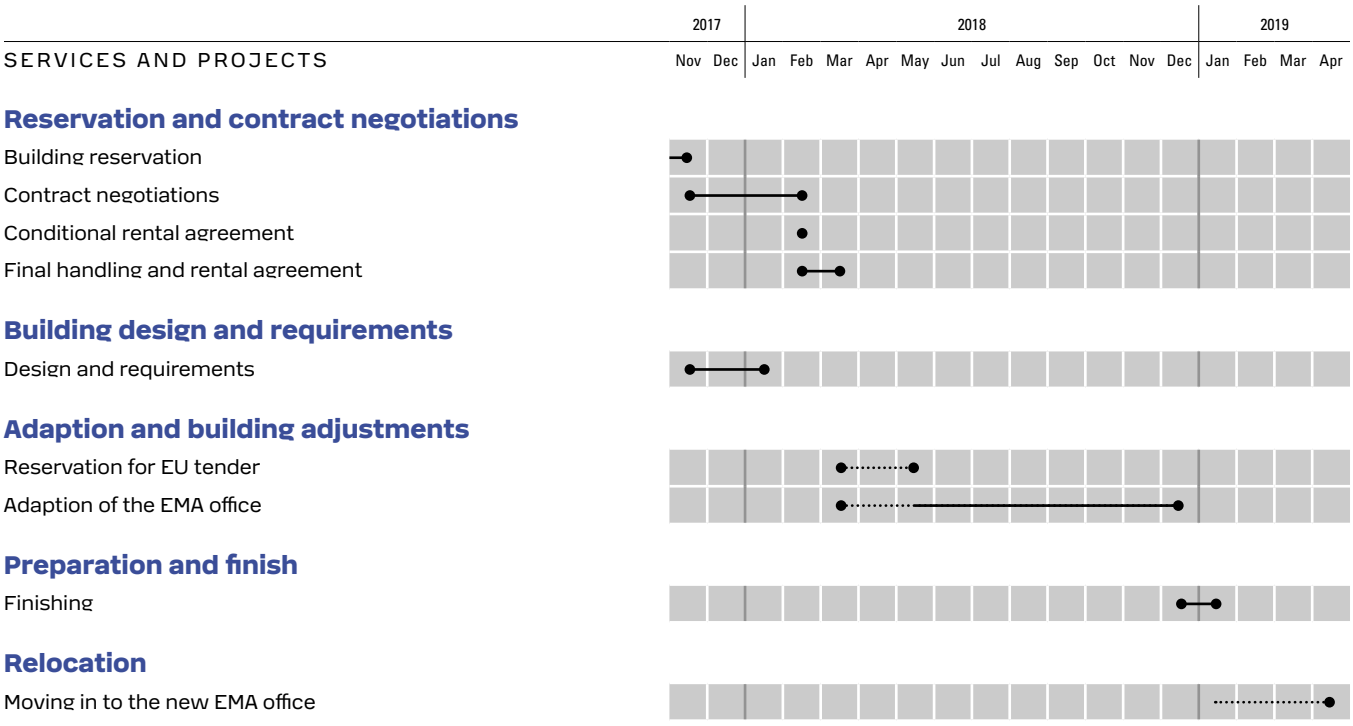
Depending on the needs of EMA with regard to the reconfiguration of the building, parts of the offices for the staff could be made ready earlier than the date of full operability (March 2019) allowing EMA to take early possession hereof thereby ensuring a smooth relocation with continuous operation throughout the transition. After the decision on the relocation of EMA has been made, the specifics will immediately be negotiated with the landlord. The Danish Building and Property Agency estimates that the process from designing Copenhagen Towers according to EMA's requirements to moving in would take up to 16 months. This includes three months for EMA to decide on the design and the precise fulfilment of the requirements, and a three months "buffer" in the tendering and adaption phase. To facilitate the process, a dialogue with the landlord and architects has already been initiated and drawings of the architects' proposal of the redesign of Copenhagen Towers have been made. See appendix *"EMA – Copenhagen Towers, Drawings and visualizations"* (A.01 – A. 15).

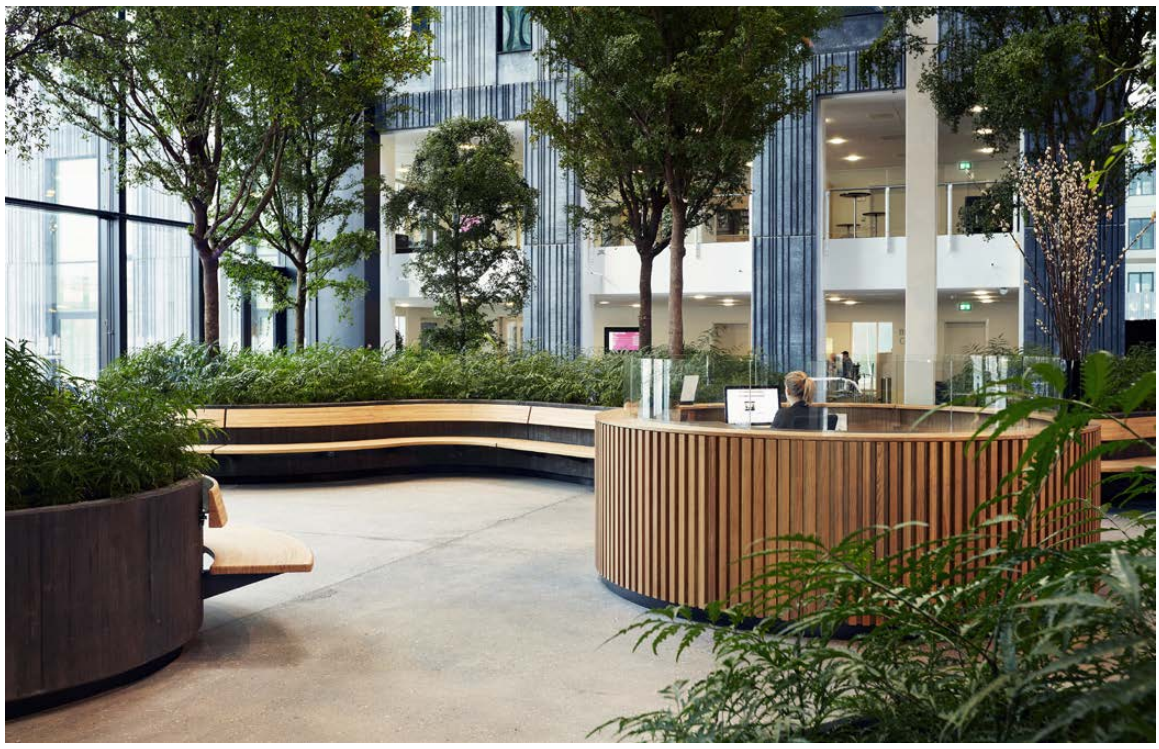
Overview of EMA's needs and how they will be met in Copenhagen Towers

Copenhagen Towers will meet all EMA's needs for a new location. The table below outlines those needs and refers to appendices with the full detail of how Copenhagen Towers fulfils EMA's requirements.

EMA NEEDS AND REQUIREMENTS	SPECIFIED NEEDS	SPECIFIC NEEDS MET IN COPENHAGEN TOWERS	DETAILS IN APPENDIX NO[23].
Overall 27,000 m² office space	Including 6,000 m² conference facilities and on-site archive room and filing rooms	✓	A.06-A.09
Sky lounge at floor 21	Extra option	✓	A.06, A.11
5 conference rooms with 70-120 seats	4G internet connection Audio and video facilities Broadcasting and recording equipment Voting system per seat	✓	A.07, A.10, A.13
2 conference rooms with 35 seats	4G internet connection Audio and video facilities Broadcasting and recording equipment Voting system per seat	✓	A.07, A.10, A.13
10 conference rooms with 4-24 seats	4G internet connection Audio and video facilities Broadcasting and recording equipment Voting system per seat	✓	A.07, A.10, A.13
250 m² reception area	Disability access	✓	A.Frontpage, A.01, A.04, A.08
1 lounge of 500 m²	Desk/workstations and storage facilities	✓	A.01, A.04, A.05, A.06
1 lounge for 50 persons	Desk/workstations and storage facilities	✓	A.07
1 auditorium for 300 people+		✓	A.03, A.08
18,500 m² offices and open plan	Capacity for 1,300 office workstations	✓	A.06, A.08, A.09, A.12, A.14, A.15
Internal meeting rooms	Adequate number of internal meeting rooms available in office areas	✓	A.06, A.08, A.09, A.12, A.14
Off-site network and data storage	Security and operational IT standards apply	✓	
Off-site archive 600 m², 9 m high	Capacity to store at least 34,000 boxes	✓	
Backup data center	For disaster recovery	✓	In connection with the reception area[24]
IT facilities	Centralised uninterruptible power supply, WiFi throughout the premises, technical rooms, main and secondary equipment rooms, IT build and IT store rooms	✓	
Security	CCTV and access control system	✓	

As illustrated below, the Danish EMA transition plan incorporates detailed consideration of building reservation and contract negotiations, design and requirements, adaption and adjustments, preparation and finish and eventually the actual relocation. The plan shows that staff can begin to move into the office parts of the building from January 2019.





Welcome to Copenhagen Towers: The green atrium of the Copenhagen Towers offers a distinctive and inviting reception area.

Photo: Copenhagen Towers

Copenhagen Towers – the overall layout

The proposed EMA facilities are divided into four wings/towers: The North Tower, The North Wing, The South Wing and the East Wing – all connected by a large, green atrium and a walkway on the first floor. The entire complex is accessible for people with physical disabilities. The EMA reception is located in the green atrium, close to the main entrance and with easy and secure access to all of EMA's facilities.

Distribution of the EMA premises across four wings/towers will facilitate the creation of different "zones", ensuring that meeting participants will have access appropriate to their level of clearance.

- **The North Tower** holds the industry lounge on the ground and first floor, six office floors and a sky lounge on the two top floors.
- **The South Wing** has a staff entrance lobby, an exclusive catering service area for approximately 390 persons and office floors.
- **The North Wing** has EMA conference facilities and the delegates lounge.
- **The East Wing** holds the EMA reception area with direct connection to the parterre, where the auditorium is located, upper floors provide offices and additional meeting facilities. EMA's facilities for large conferences (300+) are located at the parterre level in direct connection to the Atrium.

All office floors combine open plan workspaces, offices, quiet pods and internal meeting rooms. In connection to the facades, the open-plan workspaces are generally organized in groups of four – ensuring natural daylight for each work desk. EMA's facilities will enjoy natural materials and surfaces inspired by Nordic light and nature.

Archives – on-site as well as off-site

EMA will have on-site archive rooms of up to 250m² as well as filing rooms on office floors of 5m² each. Additionally, EMA can have access to a spacious, off-site archive of at least 600m² and up to 9m high. The best option for off-site archiving from the range of options available in Copenhagen will be identified in agreement with EMA, with assistance in lease negotiation from the Danish Building and Property Agency.

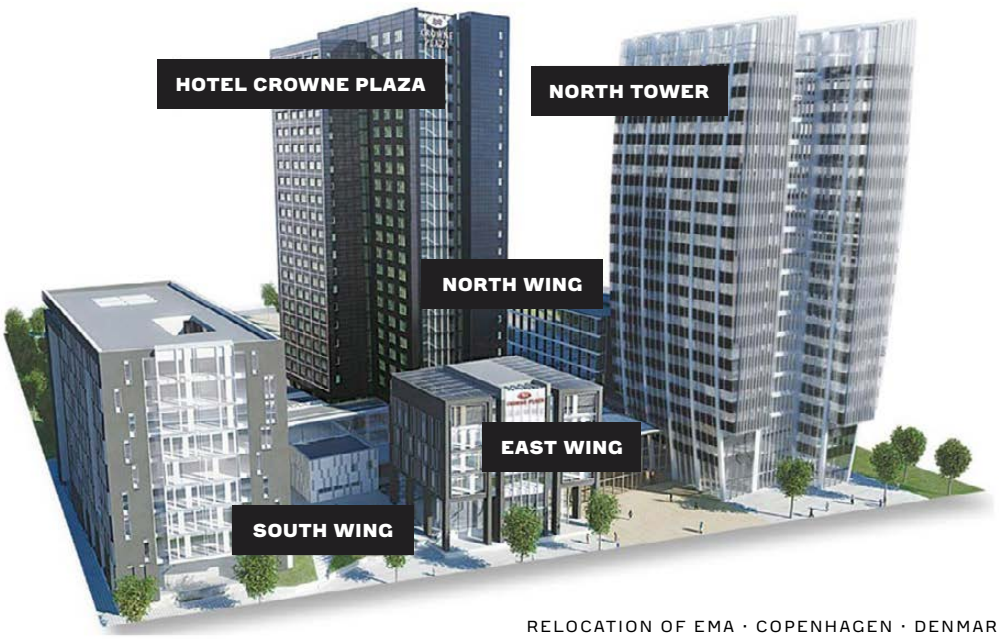
Technical requirements

All of EMA's technical requirements will be met in Copenhagen Towers. This includes cabling for workstations, telecommunications, networks, 4G, data storage, access control systems, closed circuit television (CCTV), voting system, audio and video conference facilities.

Costs and expenses in Copenhagen Towers

Denmark will defray the following costs and expenses:

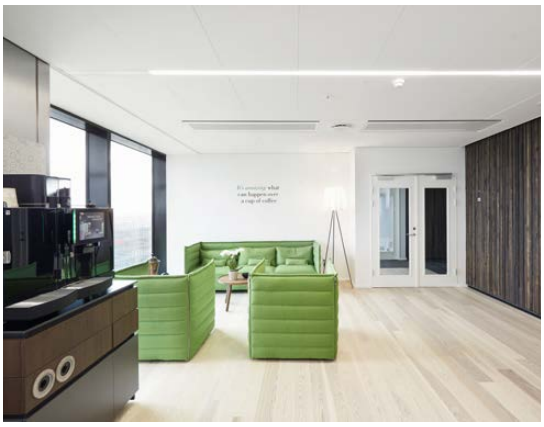
1. Payment of the consulting architect for preparation of the final requirements specification – taking into account EMA's needs and wishes.
2. Deposit to the lessor.
3. Rent, taxes and service fee for 20 years.
4. The lessee's share of running costs (electricity, water and heating), including in respect of facilities and areas shared with other lessees for 20 years.
5. Costs relating to remodelling of the premises in accordance with EMA's requirements.
6. Cabling of the premises.
7. Additional IT equipment (CCTV, audio and video conference facilities etc.).



Collaboration between the Danish transition team and EMA

EMA will be invited to actively participate in the relocation process, for example as regards:

- Preparation of the final requirements for the EMA offices and conference rooms interior design, layouts for the different flooring in the offices, etc. The requirement specification must be approved by EMA and will also be an appendix to the lease.
- Participation in steering group meetings regarding remodelling and preparing the building based on the requirements to ensure compliance with EMA's expectations and continuous operation.



Conditions for EMA staff moving to Copenhagen

In Denmark, EU officials get the best possible treatment. As the host country of the European Environment Agency, Denmark is experienced in welcoming and treating European Union Officials in full compliance with Protocol no. 7 on the privileges and immunities of the European Union. A headquarters agreement with EMA will be based on these conditions and privileges and with due respect to the Commission's guidelines for headquarters agreements of EU decentralised agencies.

Registration of EMA employees and their families in Denmark is offered either through the Protocol Department of the Ministry of Foreign Affairs or the State Administration and the local municipality as EU migrant workers with the rights granted to EU migrant workers. Both options entail full respect for the privileges and immunities granted in the EU Protocol and gives full and free access to the public Danish health-care system. As part of our offer to facilitate the transition to Copenhagen, Denmark will reach out to EMA staff before the move to provide information on living in Denmark (see more in *Chapter 5. Ready for the transition: Business continuity).*

Photos: Copenhagen Towers

Nordic light and wooden floors: Copenhagen Towers offers an inviting work-place for the EMA staff.

2

The accessibility
of the location

Copenhagen Towers is an ideally located building for EMA. Copenhagen Airport, less than 10 minutes away, offers access to all European capitals. Copenhagen offers plentiful hotel facilities to accommodate EMA's needs.

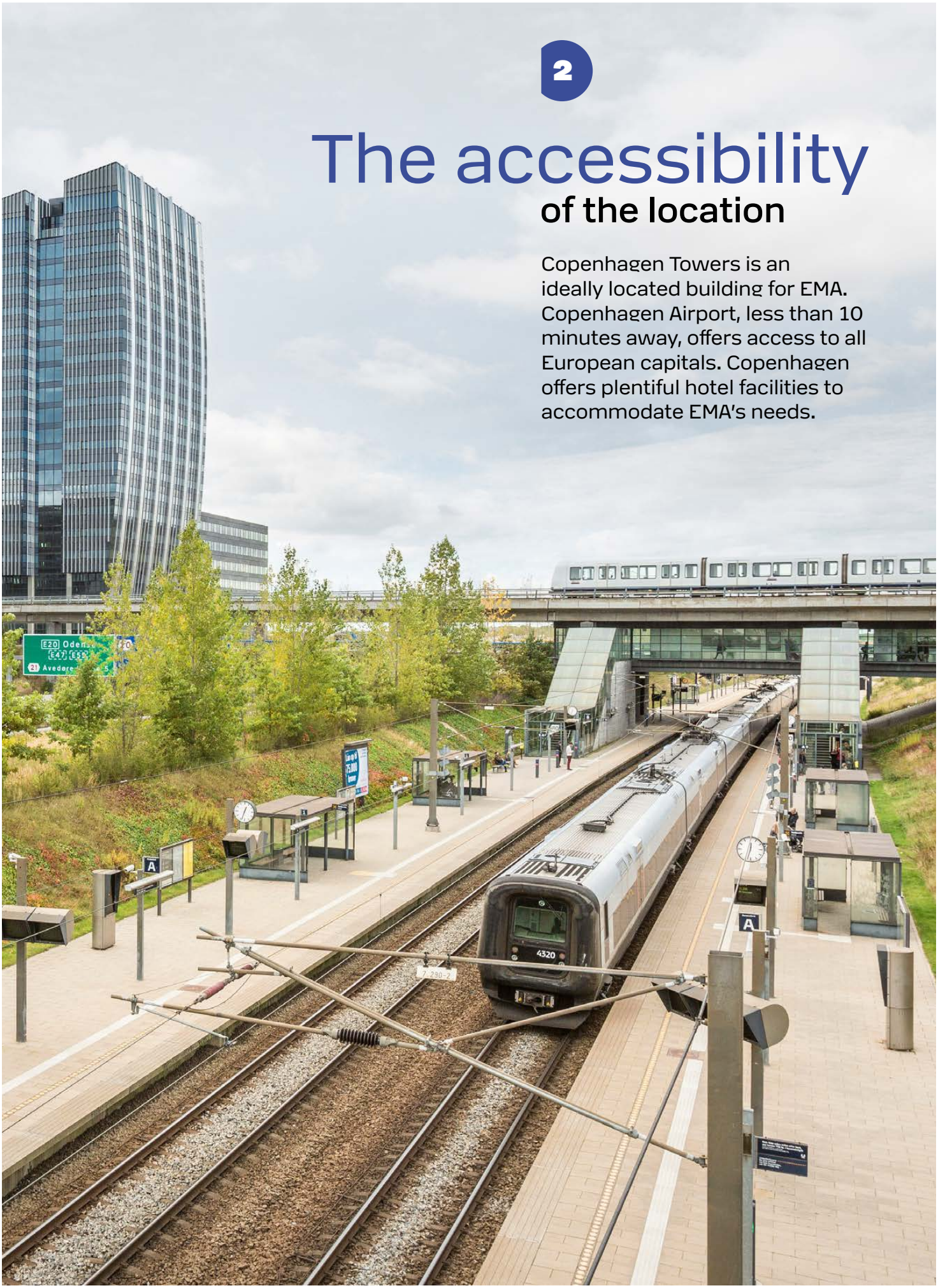
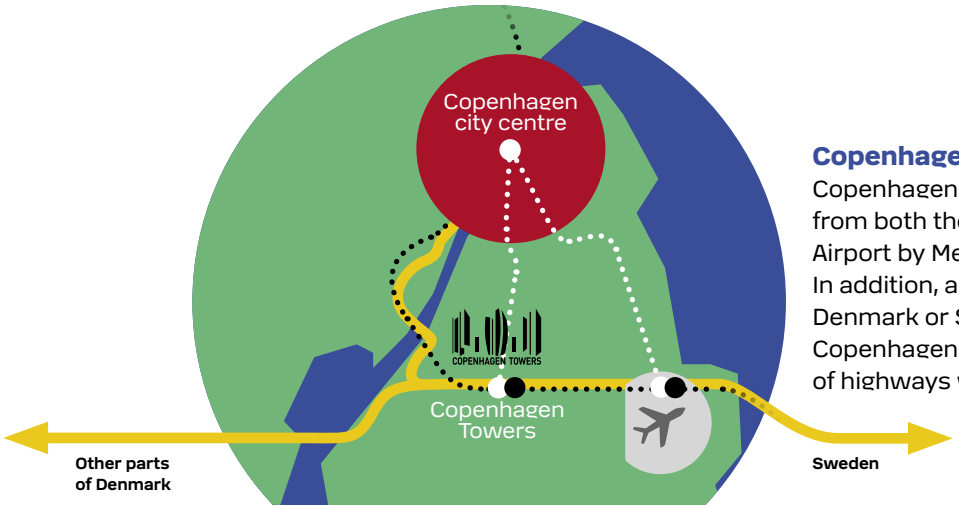


Photo: Copenhagen Towers



Copenhagen Towers

Copenhagen Towers is easily accessible from both the city centre and Copenhagen Airport by Metro, regional train or bus. In addition, access to other parts of Denmark or Sweden is easily reached from Copenhagen Towers due to an effective net of highways within close distance.

Transport to and from Copenhagen Towers

Public transportation in Copenhagen is modern and allows full access for people with physical disabilities – including all metro stations[25].

REGIONAL TRAINS

2 minutes' walk from Copenhagen Towers
Frequency: Every ten minutes from 6am to midnight and every 30 minutes from midnight to 6am.
Duration to and from the airport: 5 minutes.
Price: 3.25 euro for a two zone ticket.

METRO

2 minutes' walk from Copenhagen Towers
Frequency: The metro runs around the clock, every 4 minutes during rush hour from 07:00-09:00am and 2:00-6:00pm, every 6 minutes outside rush hour and weekends, Sun-Thu 00:00-5:00am every 20 minutes, Fri-Sat 01:00-07:00am every 15 minutes.
Duration to and from the airport: 30 minutes (changing of metro lines is needed).
Price: 4.85 euro for a three zone ticket.

The Metro is undergoing substantial expansion and when it is finalised, 85 per cent of people living in the centre of Copenhagen will have a metro or a railway station within 600 metres of their home[26]. The Metro line connecting Copenhagen Towers to the central parts of Copenhagen is already operational.

BUSES

1 minute's walk from Copenhagen Towers
Bus routes connect Copenhagen Towers with different areas in or surrounding Copenhagen.

SHUTTLE SERVICE

By the entrance of Copenhagen Towers
Shuttle service to and from the airport.
Frequency: Every half hour daily from 6am to 11pm.
Duration to and from the airport: 8 minutes.
Price: 2 euro.

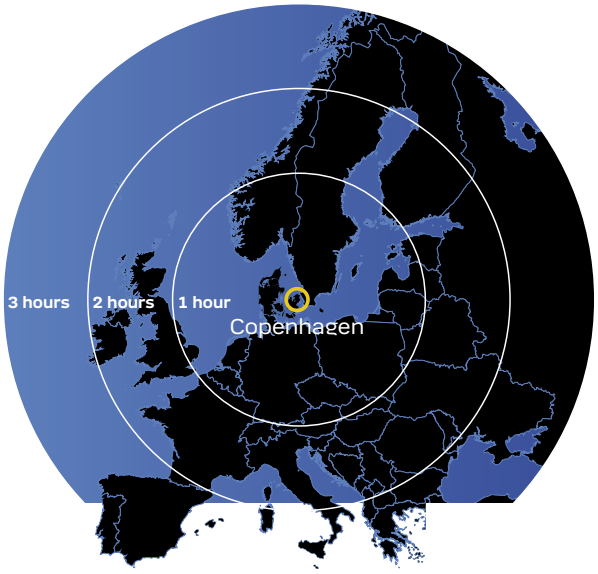
BIKING

By the entrance of Copenhagen Towers.
EMA staff also have the opportunity to join the 50 per cent of Copenhageners who commute by bike every day[29]. Approximately 400 kilometres of bicycling paths connect the different areas of Copenhagen, including almost 170 kilometres of "highways" for bicycles that takes you from one end of the city to the other with minimal stops[30]. One of these highways for bicycles passes close by Copenhagen Towers, connecting it easily and safely to the rest of Copenhagen and the surrounding areas.

PARKING

Copenhagen Towers has private underground parking for cars and bikes with direct access to the Tower.

Prices of public transport
Public transport in Copenhagen uses a common pricing and zone system. You can transfer freely between buses, trains and the Metro on the same ticket or card, provided that you do so within the time and zones in which your ticket is valid. You can either buy zone tickets or use the electronic "Rejsekort", which is the cheapest type of ticket[27] but should be ordered in advance. You can also use a "Pendlerkort" or commuter pass if you travel the same route many times a week[28].

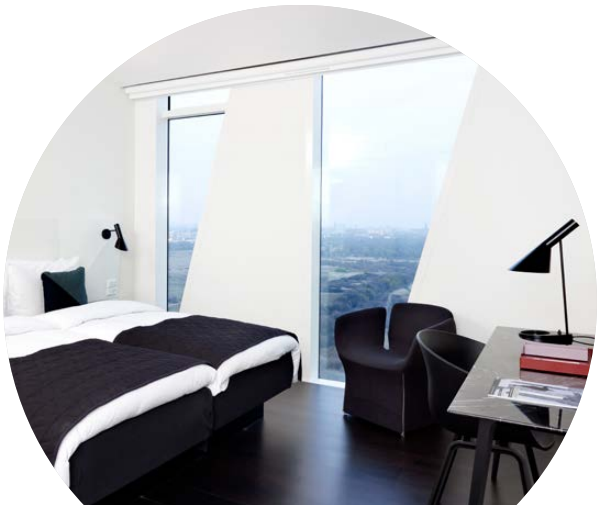


Copenhagen Airport

Copenhagen Airport is the largest hub in Northern Europe, with 165 direct international destinations – of which more than 100 are European. All capitals of the EU Member States, except Bratislava, are serviced by direct scheduled flights.

Below is a list of the availability, frequency and duration of flight connections from the capitals of the EU Member States. The list is based on the average number of arriving flights to Copenhagen Airport per week in the last 12 months[31].

COUNTRY	AIRPORT(S)	Operations per week	Duration (Min.)
AUSTRIA	Vienna (VIE)	27	105
BELGIUM	Brussels (BRU, CRL)	64	93
BULGARIA	Sofia (SOF)	3	169
CYPRUS	Larnaca (LCA)	2	258
CZECH REPUBLIC	Prague (PRG)	19	82
GERMANY	Berlin (TXL, SXF)	52	63
ESTONIA	Tallinn (TLL)	11	95
SPAIN	Madrid (MAD)	21	193
FINLAND	Helsinki (HEL)	60	100
FRANCE	Paris (CDG, ORY)	73	113
GREAT BRITAIN	London (LHR, LGW, LTN, STN)	170	130
GREECE	Athens (ATH)	12	200
CROATIA	Zagreb (ZAG)	7	125
HUNGARY	Budapest (BUD)	13	111
IRELAND	Dublin (DUB)	16	131
ITALY	Rome (FCO, CIA)	29	155
LITHUANIA	Vilnius (VNO)	17	87
LUXEMBOURG	Luxembourg (LUX)	11	105
LATVIA	Riga (RIX)	23	96
MALTA	Malta (MLA)	2	190
NETHERLANDS	Amsterdam (AMS)	74	81
POLAND	Warsaw (WAW)	35	86
PORTUGAL	Lisbon (LIS)	12	217
ROMANIA	Bucharest (OTP)	3	150
SWEDEN	Stockholm (ARN)	122	71
SLOVENIA	Ljubljana (LJU)	3	122
SLOVAKIA	Bratislava (BTS)	-	-



Accommodation

EMA will have no problem finding adequate hotel facilities at affordable prices for its 36,000+ visitors. Five hotels are located within 5 minutes' travel of Copenhagen Towers, with more than enough capacity to support the daily peak requirement of 350 rooms[32].

AC Hotel Bella Sky Copenhagen[33]

CATEGORY:
4 ****

NO. OF ROOMS:
812

CABINN Apartments[34]

(part of CABINN Metro)

CATEGORY:
Not classified[35]

NO. OF ROOMS:
530

CABINN Metro[36]

CATEGORY:
Not classified

NO. OF ROOMS:
708

Crowne Plaza Copenhagen Towers[37]

CATEGORY:
4 ****

NO. OF ROOMS:
366

Danhostel Copenhagen Amager[38]

CATEGORY:
Hostel

NO. OF ROOMS:
156 (540 beds)

Enjoy the view: From the bar on the top of AC Hotel Bella Sky you can enjoy the beautiful view of the Copenhagen skyline.

Photos: Visitcopenhagen

Copenhagen's range of hotels has grown significantly in recent years – and is expected to further increase by approximately 10 pct. in 2018, 18 pct. in 2019 and 26 pct. in 2020[39]. An overview of hotel capacity in Copenhagen can be found in Appendix B *(Appendix B: Hotel capacity in Copenhagen).*

3

Education facilities

for the children of agency staff

European School Copenhagen: A public international school with high academic standards. It offers a multicultural and multilingual, European-oriented education for nursery, primary and secondary students.

To make the transition from London to Copenhagen as smooth and easy as possible, special attention will be given to educational options for the children of EMA staff, including access to a European school. Given the multiple international schools, including a free, accredited European school undergoing expansion, Copenhagen will be able to meet the needs of EMA.

Illustration: Nord Architects and Vilhelm Lauritzen Arkitekter

Childcare facilities and guarantees

EMA staff will be able to enrol children from six months to six years in a childcare facility. Depending on age, specific needs and wishes, this can include day care, nurseries and kindergartens.

A *child-minding-guarantee* promises your child a place within two months after the child is registered on a waiting list. Places offered via the guarantee will be either day care places or places at a nursery within four kilometres from the child's home.

If the child is older than 2 years and 10 months, the child is guaranteed a place in a kindergarten within three months from the date of registration on the waiting list.

Approximate monthly costs of childcare/ nursery in the Copenhagen area:

- 460 euro with lunch.
- 380 euro without lunch.

Approximate monthly costs of pre-schools in the Copenhagen area:

- 340 euro with lunch.
- 275 euro without lunch.

Some childcare options are offered to parents who want their children to develop English language skills. EMA staff may also choose a childcare provider in a private home.

The new premises of the European School Copenhagen will be ready in 2018.

Illustration: Nord Architects and Vilhelm Lauritzen Arkitekter

European and international schools

As an internationally-oriented city Copenhagen offers a variety of international schools, including a European School which is free of charge. It is nevertheless also possible to attend a Danish public school locally and free of charge. With the availability of international schools in Copenhagen including the expansion of the European School Copenhagen, Copenhagen has plenty capacity to accommodate the current and future needs of EMA.

The European School Copenhagen

The European School Copenhagen is an accredited school under the internationally acknowledged system of European Schools[40]. It offers a multicultural and multilingual, European-oriented education for nursery, primary and secondary students. The school is new and welcomed its first students and parents in August 2014. It will move into its newly constructed and centrally located premises in 2018.

The European School Copenhagen includes two language sections – Danish and English – and will open a third language section (French or German) in 2019. The new school premises will be situated in the so-called Carlsberg area in Copenhagen close to metro, railway and bike lanes and near to the city centre.

The city of Copenhagen will supply day care and schooling facilities for all children of the Agency staff from the day they relocate to Copenhagen. Education at the European School is free of charge for children of staff of European agencies from nursery to the European Baccalaureate (EB).

International schools in Copenhagen

In addition to the European School, Copenhagen also offers a number of other international schools. Many of these schools have English as their primary language, while others teach primarily in German or French. Most lead to the International Baccalaureate and some follow the Cambridge curriculum.

The price level for most private schools in Copenhagen is around 4,000 euro per child per year. Exceptions include the Copenhagen International School, where school fees are around 17,000 euro per child per year. A full list of international schools in Copenhagen is attached as appendix C *(Appendix C: International schools in the Copenhagen area).*

Please visit chapter *5. Ready for the transition: Business Continuity* for further information on how the transition team in Copenhagen can assist EMA employees and their families with school registration and childcare enrolment.

Universities and higher education facilities

Danish higher education is well-known for its quality, high academic standards and highly internationalised programmes in innovation-driven environments. Danish higher education institutions are among the most internationalised educational institutions in Europe with a diverse staff and student body and offer more than 700 programmes and over 1,300 individual modules taught entirely in English[41]. Tuition at Danish public higher education is free of charge for Danish and EU/EEA students[42].

Copenhagen alone has two universities in EU27 top 10 of the 100 most innovative universities in Europe 2017[43], one of the best business schools in Europe as well as world-renowned schools for architecture, design and film. The 2017 ranking of the strongest institutions for advancing science and inventing new technologies puts University of Copenhagen and the Technical University of Denmark in 7th and 8th place among the EU27[44]. The QS 2017 ranking of Business and Management Studies ranks Copenhagen Business School as 13th in the world and 4th in EU27[45].

Through the State Educational Grant and Loan Scheme (SU), the Danish state provides financial support to all Danes over the age of 18 enrolled in a secondary or higher education programme. Foreign citizens have the possibility of applying for equal status with Danish citizens and thus being approved to receive SU, if for instance they arrived with their parents before the age of 20 or have lived in Denmark for a minimum of five continuous years. The State Educational Grant and Loan Scheme can even be used to support studies abroad. This can be combined with a special scholarship programme intended partly or wholly to cover the tuition fees at certain study programmes in other countries.

High academic standards: Knowledge sharing and cooperation are fundamental qualities in Danish study environments.

Photo: Scanpix/Marie Hald

4

Access to labour market, social security, housing and medical care

for both children and partners

The Danish labour market is known for being flexible, secure and dynamic while a healthy work-life balance is ensured. The medical care and social security is generous. International House Copenhagen offers a wide range of possibilities and counselling to the accompanying partner, including with regard to finding a job.

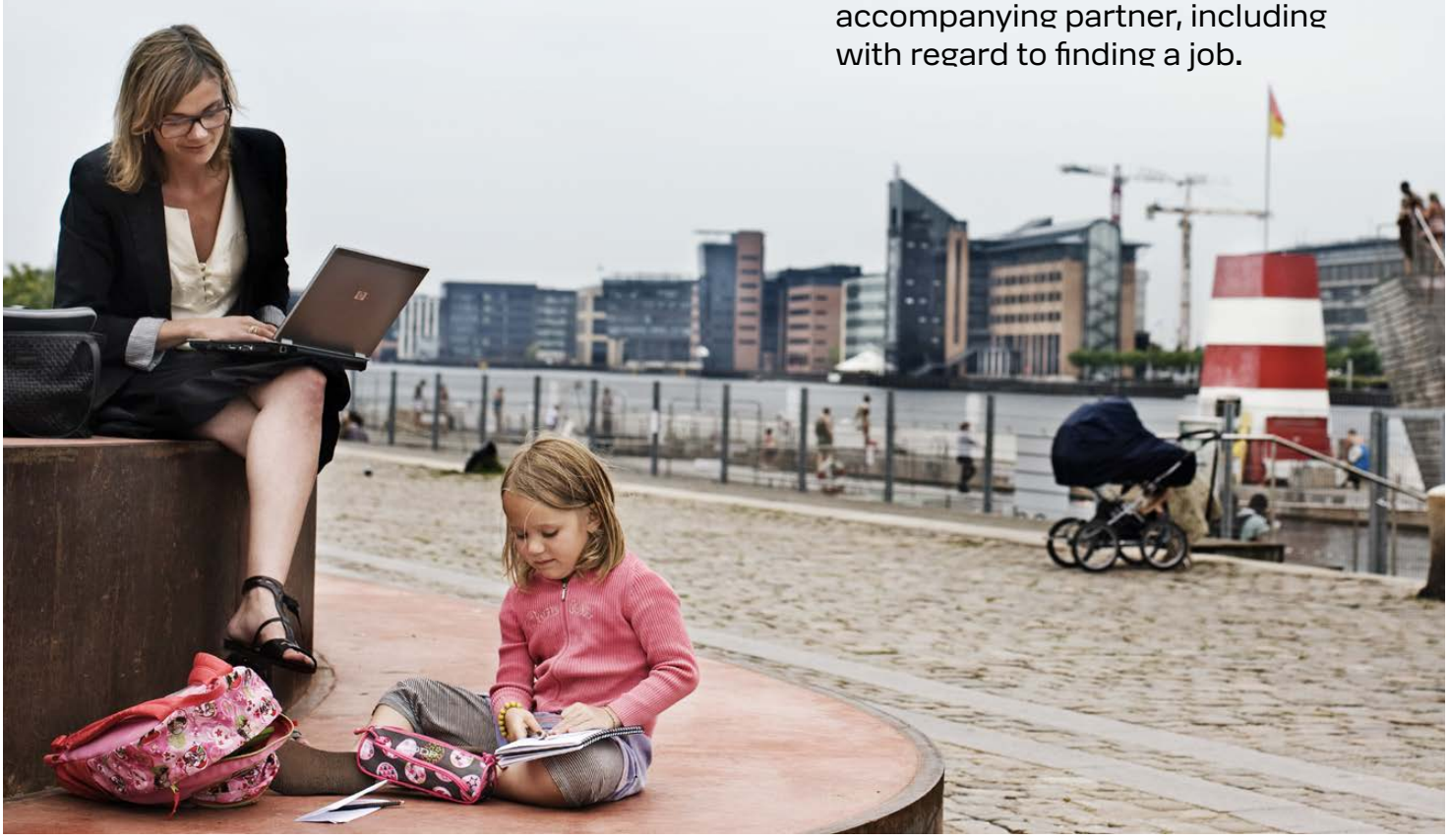


Photo: Visitcopenhagen

Thousands of expats come to Denmark every year to work and live. Many are attracted by the opportunity to combine professional challenges, comfortable living conditions and family-friendly working hours.

Access to the Danish labour market

Dependant family members who register with the Protocol Department of the Ministry of Foreign Affairs will have free access to the Danish labour market. Dependant family members who chose to register with the State Administration and the local municipality will have access to the Danish labour market in accordance with the rules governing EU migrant workers.

The Danish labour market is organised and regulated in a way that ensures productive, flexible and secure working conditions. The combination of flexibility and security means that the Danish labour market is the most dynamic in the EU[46] and that Danish employees have the highest job satisfaction in the EU[47]. And job satisfaction does not apply only to Danes: 80 per cent of the expats working in Denmark are satisfied with their job[48].

Photo: Scanpix/Bax Lindhardt

Finding a job in Denmark

The Danish labour market is highly accessible to expats. There are on average five hundred job vacancies in English in the Copenhagen area alone. English is the corporate language in six out of ten Danish companies operating internationally[49]. Via workindenmark.dk, a public employment service for highly qualified international candidates looking for a job, Danish employers are matched with foreign candidates. The 11 UN agencies/organisations with seats in Copenhagen are a good example of an international workplace where there are always plenty of open vacancies.

Starting your own business is also an option, particularly given that Denmark topped this year's EuCham study as the best for business[50].

Please visit *Chapter 5. Ready for the transition: Business continuity* for more information on the assistance offered to the partners of EMA employees wishing to find a job in Denmark.

Work-life balance

Denmark offers the best work-life balance in the world[51]. In most families in Denmark both parents have a job. The percentage of women with a professional career is among the highest in Europe, and only 3-4 percentage points lower than the male population[52]. This high level of equality is possible due to accessible and affordable high-quality public childcare facilities, flexible work arrangements and generous holiday and leave schemes.

Work-life balance and the flexible and secure labour market – in combination with one of EU's highest levels of participation in lifelong learning[53] – create the framework for a motivated workforce. The Danish workforce is in fact among the most motivated in the world, with the second highest employee motivation according to IMD[54].

A good work-life balance is something that Danes truly value. Copenhagen offers a variety of cultural and gastronomic experiences, ranging from Michelin Star restaurants[55] where you can get a taste of the famous new Nordic cuisine[56] to "street food" halls and restaurants where you can practice your "æ, ø and å" while enjoying "smørrebrød" – the world famous Danish open rye bread sandwich. Copenhagen's wide range of cultural activities include internationally acknowledged art museums, theatres, jazz bars and the Royal Danish Opera House[57]. A brand new concert venue, the Royal Arena, was inaugurated only this year[58].

Photo: Scanpix/David Trood

Access to free healthcare

Denmark has a very strong and renowned focus on patient safety and quality of care. EMA employees, and their family members who take residence in Denmark, will have free access to public healthcare. This means they can consult a doctor, have treatment at an accident and emergency department or public hospital and a number of other services such as home care, health visitor services and paediatrics free of charge[59].

Citizens in need of hospital care may, within certain limits, freely choose any public and some private hospitals.

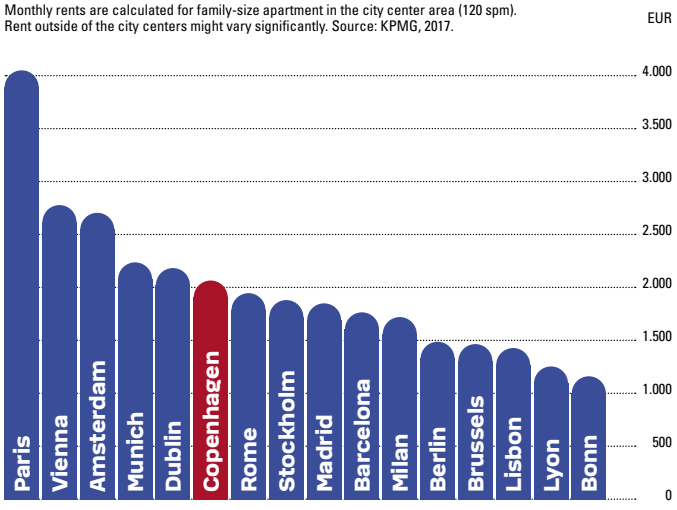
If planned treatment within the patient's region cannot begin within 30 days, the patient has the right to a so-called 'extended free choice of hospital'. This means that patients may choose to go to a private hospital in Denmark or to a public or private hospital abroad.

Ensuring equal access to high-quality medicines is important to the Danish healthcare system. All hospital medicines are paid for by the regions and all treatments in public hospitals, including medicines, are provided free of charge to the patient.

A comprehensive system entitles patients to reimbursement when they buy medicine from a private pharmacy. The scheme is needs-based, allocating public reimbursement to patients with the highest consumption of medicines and consequently those with the highest expenses.

Housing

Monthly rents are calculated for family-size apartment in the city center area (120 spm). Rent outside of the city centers might vary significantly. Source: KPMG, 2017.



Real estate, housing and cost of living

Copenhagen offers an accessible real estate market that is expanding year by year. New buildings are being constructed and older ones are being renovated. Plans are in place to construct more than 8,000 new houses or apartments in the city of Copenhagen during 2017[60]. The Copenhagen real estate market offers a good combination of houses, apartments and other properties to buy or rent.

The cost of living in Copenhagen is similar to that of other large European cities and rental prices are considerably lower than many – for example, London, Paris, Vienna and Amsterdam. Salaries in Copenhagen are the third highest in the world – surpassed only by Zürich and Geneva. Many welfare services that strain household budgets in other countries are either free or state-subsidised in Denmark.

5

Ready for the transition process:

Business continuity

Ensuring business continuity for EMA throughout the relocation process is a top priority for Denmark. Retaining existing staff, the ability to recruit highly qualified and competent staff and ensuring stable IT are all critical. Denmark's detailed transition plan and professional environment will ensure that the functionality of EMA is not decreased or damaged during the transition.

Photo: Visitcopenhagen

Ensuring business continuity of EMA and its core scientific activities can be divided into three essential supporting topics:

- Ability to *retain* current staff and assist them and their families in relocating.
- Ability to *attract* and *recruit* highly qualified staff either from other EU countries or locally from the pool of highly qualified individuals within the Life Sciences cluster.
- IT functionality during transition.

The Danish Life Sciences cluster – an asset for EMA

Denmark prioritises health sciences and is a world leader in R&D spending within the area[61]. Copenhagen therefore offers a world-class research environment where expertise and easy access to both researchers and professional research collaborations provide an excellent setting for the activities of EMA.

Denmark is also home to an innovative and vibrant Life Sciences industry comprising world leading pharmaceutical, biotech and medtech companies. These companies, both national and international, will provide a highly professional work environment and ensure that there is a highly competent and professionally skilled workforce for EMA to tap into.

The Danish Life Sciences cluster is constantly evolving, with new expertise and resources being added. For example, the Copenhagen Centre for Regulatory Science (CORS) was established at the University of Copenhagen in 2015, in cooperation with both authorities and industry. It aims to influence and conduct regulatory research and education with an international perspective to the benefit of patients, authorities, industry and other stakeholders. CORS will contribute to the scientific expertise necessary for the continued work of EMA, and could contribute new staff specialised in the relations between law and pharmaceutical science. The establishment of CORS is an example of the broad understanding and innovative approach to health and pharmaceutical research and collaboration which is characteristic of Denmark. This close collaboration between companies, universities and the public health sector provides an ideal ecosystem for innovation.

The Danish Life Sciences industry is world-leading:

- Denmark is ranked the Best Country in Europe for development of biotechnology[62].
- Pharmaceutical R&D accounts for approximately 21 per cent of total private research spending[63].
- Denmark has the highest global percentage of patents in biotechnology[64].
- Denmark ranks as number one[65] in Europe in number of clinical trials per capita.
- Approximately 130 million euro is spent on clinical research every year[66]. This fosters a powerful pipeline with around 400 compounds under research in Danish companies, placing Denmark third in overall commercial pipelines in the EU (2015)[67].
- Medical products are the single largest export category in Denmark, amounting to 12 billion euro annually[68] (14.3 per cent of the total Danish exports).

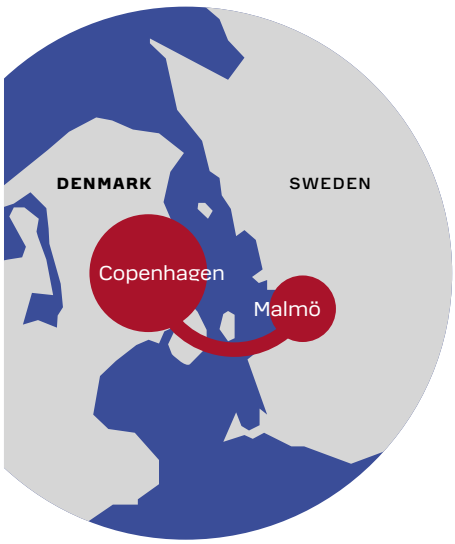
Denmark's long-standing excellence in health sciences has established a cluster of companies and research institutions in Medicon Valley, a cross-border cluster spanning over Eastern Denmark and Skåne in Southern Sweden.

Long-term experience in pharmacovigilance

Denmark was among the first nations in the world to implement an adverse event reporting system in the 1960s. This was followed by implementation of a system for patients to report suspected adverse events.

Through the common EU pharmacovigilance database, Denmark has been able to share its long-term experience with the rest of EU.

Furthermore, the social security number assigned to every Danish citizen at birth provides a unique resource for world-class pharmacoepidemiological research using data linkage between healthcare databases.



Medicon Valley in Greater Copenhagen

- 4 Life Sciences universities with 50,000 students enrolled in Life Sciences courses, producing 2,000 PhDs every year.
- 22 hospitals of which 11 are university hospitals.
- More than 150 biotech companies and 200 medtech companies with more than 40,000 employees.
- Leading researchers, clinicians and academics.

Photo: Johan Wessman

International House Copenhagen (IHC) has succesfully supported the relocation of several companies. IHC is there to make your settling in as smooth as possible.

Ability to retain current staff

The City of Copenhagen offers free of charge pre- and post-arrival services organised by International House Copenhagen (IHC). IHC is the region's *one-point entry* service to all international citizens in Greater Copenhagen, specialised in receiving and retaining international citizens. Resources will be dedicated to relocation services for EMA employees, ensuring sufficient capacity and high professional standards. IHC has successfully supported the relocation of several companies and their employees, supported the establishment of the UN City and eased the settling-in phase for international staff at Danish universities. EMA employees and families can rest assured that a well-functioning structure and experienced, helpful staff will guide them through the transition.

The transition plan below shows the three main tracks in retaining staff: Information and identifying needs, solving practical matters and assisting partners and families.

Information and identifying needs

Information is essential for EMA employees and families to get to know Copenhagen as a new home and how relocation can be made easy. IHC will therefore set up a local help desk at EMA in London and arrange introductory and information meetings for both EMA employees and their partners prior to the move. They will also assist in practical citizen services such as appropriate registration, healthcare access cards and insurance, residence and work permits etc. covering 31 municipalities in the Greater Copenhagen area. The help desk will be staffed by IHC employees and will be able to provide support on all type of relocation questions.

To ensure the best possible support, IHC will establish the needs of EMA staff and their families through interviews or questionnaires. Likely areas of concern will include housing, career opportunities for accompanying partners, childrens need for schools/day care, and residing in Denmark. This support process will be initiated immediately after a decision on the new location is made and maintained throughout the transition period – ensuring the same options are given employees whenever they make their relocation decision.

Solving practical matters
The professional consultants from IHC engage already prior to the relocation decision itself, maintaining contact and support for as long as needed. Some of the citizen services will be provided in advance to ensure the appropriate registration, healthcare access cards and insurance, residence and work permits etc. Some of the services IHC provides are shown below and cover all the counselling and help needed to make the relocation smooth.

As part of the relocation, Copenhagen offers EMA employees and their families help to choose schools for their children and/or have their children enrolled in day care.

Assistance will be provided to EMA employees and their families in timely registration for school and day care. For example, if a child is to commence at the European School in the autumn of 2019 registration must be complete by December 31, 2018. IHC will support and answer questions about registration through the entire transition period.

Furthermore, the City of Copenhagen offers EMA staff and their families a personal host-service upon arriving to Denmark. A volunteer citizen in Copenhagen will help settling in, with a focus on career guidance or an introduction to Copenhagen's cultural life and local community.

Assistance to partners and families
Copenhagen has prepared a range of free services to help partners find a job. For example, London information meetings for partners about job search and career opportunities in Denmark, matchmaking with local companies and job fairs in London with the participation of relevant companies in Denmark. Information meetings for partners can e.g. be held frequently during the first three months and thereafter every month during the transition period.

Topics in these meetings could include:
- Career opportunities and how to find a job in Greater Copenhagen.
- How to develop a personal network in Denmark.
- How to participate in voluntary work.
- Information on how to get foreign education approved in Denmark.
- How the municipality can support upon arrival.

The City of Copenhagen plans to kick-start the job search process for partners by holding at least two job fairs in London prior to relocation. Job fairs and matchmaking events will be arranged based on the profiles of partners. Further activities can, of course, be arranged after the relocation of EMA to Copenhagen. Upon arrival in Denmark, the partners of EMA staff will also gain access to job search courses, career counseling, Danish language classes, measures promoting employment such as internships with local companies, and job search and networking events etc.

Ability to recruit relevant human resources to compensate for any staff loss

Whilst retaining current staff is top priority, EMA might need to recruit new staff – either internationally or locally. According to the Global Talent Competitiveness Index 2017 Copenhagen is the best city in the world in terms of growing, attracting, retaining and creating attractive conditions for talent[69]. The Capital Region of Copenhagen has a unique global pool of talents and has built a large recruitment base of mobile international candidates with specialist skills in various fields. Recruitment possibilities are enhanced by the world-class Life Sciences cluster in Greater Copenhagen, which was presented earlier in this chapter.

International House Copenhagen offers
- Registration of social security number for EMA employees and each member of their family
- Tax registration
- EU Residence Permit

Counselling about e.g.:
- Housing from A-Z
- The Danish tax system
- Danish workplace culture
- Job search for accompanying partners
- Childcare and schools
- Trade unions and unemployment funds
- Welcome Fair – Volunteer Fair
- Guidance to culture and leisure life and volunteer work
- Learning about Danish traditions and the famous "Danish hygge"
- Danish news in English (CPH Post)
- Daily Banking & Insurance

Groundbreaking research: Copenhagen offers a world-class research environment with expertise and easy access to researchers and professional research collaboration.

Photo: Scanpix/Thomas Lekfeldt

In case of staff shortages EMA can draw upon this international and local talent pool, which primarily contains candidates within the following fields of research:

- Life Sciences: Pharmaceutical science, Clinical research/Medicine, Biochemistry and Biophysics, Molecular Biology and Genetics, Animal and Plant science, Nanoscience, Neuroscience, quality engineers, biostaticians, regulatory affairs and clinical trials.
- IT: Data Science, Back-end and Front-end development, system developers, healthtech and mobile developers.
- Business, Communications, legal and paralegal, engineering and much more.

Targeted talent attraction can help EMA in case of staff shortage

To ensure business continuity, the Capital Region of Denmark has prepared a number of activities (e.g. targeted talent attraction), which can assist EMA in finding relevant permanent and temporary staff, ensuring replacement resources can be recruited in case of staff loss. If this should occur, the Capital Region offers *a tailor made campaign* for EMA with:

- High level of national and international exposure.
- Increased traffic to job postings.
- Access to national and international candidates outside EMA's normal channels.
- Pre-screened candidates that match specific EMA recruitment needs.

Focus on attracting candidates to EMA can be maintained through the whole transition period to support EMA in a smooth transition from London to Copenhagen.

Activities during the transition period

The transition plan below indicates how activities can be distributed during the transition period to help EMA recruit resources in order to compensate for any staff loss. The transition plan shows the three main tracks in talent attraction: Identification of EMA needs, targeted talent attraction and pre-screening and match.

Identification of EMA needs and targeted talent attraction

Identification of needs will be done in close cooperation with EMA and focused on job profiles needed to substitute EMA employees who choose not to relocate. Tailor made campaigns targeted these job openings will be arranged in

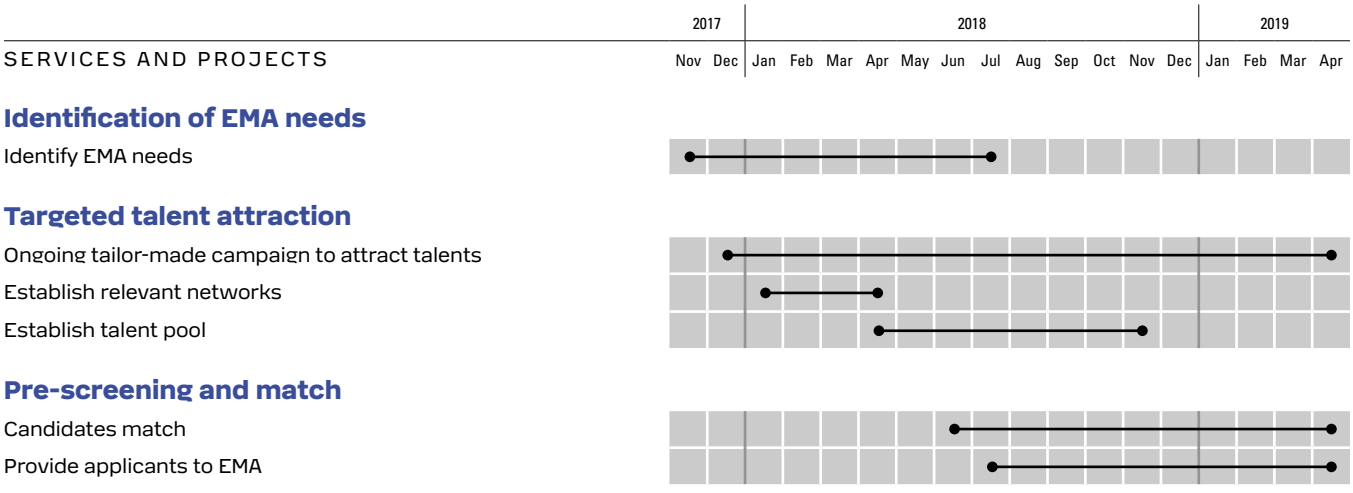


Photo: Visitcopenhagen

Job fairs: Copenhagen will hold job fairs in order to help the partners of the EMA employees to find jobs in Denmark.

order to support EMA with regard to attracting the right specialists.

Given the expectation of an increased workload for EMA during the transition period, pre-screening of candidates can be offered for maximum efficiency. Pre-screening can include assessment of applicant's qualifications, job experience, ability to work in an international environment etc.

IT continuity

EMA's core scientific activities rely on functional supporting IT applications. Modern IT services are a fundamental prerequisite for developing business services, optimising workflows and offering user friendly interfaces for the customers of EMA.

The preparation and transition of IT has to be done by specialists with in-depth knowledge of EMA's current IT landscape. It is therefore expected that EMA prepares and migrates the IT infrastructure throughout the transition period to ensure minimal planned service interruptions and ensure business continuity. In the final and critical phase in 2019, Denmark can support and assist:

	2017		2018											2019			
SERVICES AND PROJECTS	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Transition and migration of IT infrastructure and services to Copenhagen																		
Support and assistance															●			●

6

Geographical spread of EU agencies

Denmark acknowledges the importance of geographical spread of EU agencies across all of Europe. It is something the EU should ensure when deciding on the location of new agencies. However, relocating EMA is not to be considered a new agency. Continued functionality from day one should be the main objective when a new location is to be decided.

Photo: Scanpix/Christian Lindgren

Since 1994, Denmark has hosted the European Environment Agency – an agency consisting of 193 full time employees (2015) residing in central Copenhagen. While acknowledging the need to ensure a geographical balance of EU decentralised agencies, it should be noted that the December 2003 declaration is aimed at new agencies. The spirit of the declaration remains, but at the same time the operative needs of already functional agencies should be taken into account: EMA must be able to continue to deliver high quality work from day one in the new location. The EU and its citizens cannot afford disruptions in the work of EMA.

A relocation of EMA to Copenhagen would enable synergies with UN agencies currently located in Copenhagen[70] – in particular the UN WHO Regional Office for Europe.

A star in Copenhagen's habour: The UN City in Copenhagen is home to 11 UN agencies with more than 1,500 employees from more than 100 countries. The building is one of the most environmentally friendly in Scandinavia.

Photo: Adam Mørk

Endnotes

1 http://ec.europa.eu/eurostat/documents/2995521/7602753/1-07092016-AP-EN.pdf/ba7aedba-bec3-4ae4-a3c0-8207726ad141 and http://www.metropolismag.com/cities/the-best-cities-to-live-in/

2 https://www.numbeo.com/crime/region_rankings.jsp?title=2017&region=150

3 http://worldhappiness.report/wp-content/uploads/sites/2/2017/03/HR17.pdf

4 According to the Social Progress Index 2017, Denmark has the world's best quality of life. Denmark takes the top spot out of 128 nations based on scores in 50 indicators. Political rights, freedom of expression, a low level of violent crime and corruption and access to healthcare, water and sanitation are among the factors that rank Denmark as the world's number one country: http://www.socialprogressimperative.org/ceo-michael-green-on-the-2017-social-progress-index/

5 https://www.transparency.org/news/feature/corruption_perceptions_index_2016

6 https://www.cs.umd.edu/~vs/pubs/FDD-writeup.pdf

7 The World Bank: Worldwide Governance Indicators: http://info.worldbank.org/governance/wgi/index.aspx#home
Assessed in terms of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, Denmark ranks as number 5 worldwide and as the best among the EU counties.

8 https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/

9 https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/

10 http://www.ef-danmark.dk/epi/

11 http://international.kk.dk/artikel/free-danish-lessons-copenhagen

12 http://denmark.dk/en/green-living/copenhagen/swimming-in-copenhagen-harbour

13 http://www.visitdenmark.co.uk/en-gb/copenhagen/nature/parks-and-green-spaces-copenhagen

14 http://www.visitcopenhagen.com/copenhagen/dyrehaven-gdk414367

15 http://www.visitcopenhagen.com/copenhagen/sightseeing/copenhagen-kids

16 http://www.visitcopenhagen.com/copenhagen/sightseeing/fun-attractions-kids

17 https://ec.europa.eu/digital-single-market/en/news/digital-economy-and-society-index-desi-2017

18 Denmark is an active partner for EMA and contributes significantly to the scientific work coordinated by EMA. Denmark is an active rapporteur for evaluation of medicines for human and veterinary use both before and after their authorisation. The Danish contribution in that respect is much greater than the population size would indicate. Like all other Member States, Denmark has a seat in all EMA's scientific committees, in which we are fully engaged. Furthermore, staff of the Danish Medicines Agency and other Danish experts participate in approximately 50 working parties and expert panels pertaining to EMA. The Danish scientific expertise is acknowledged by the peers in the EU as Danish experts have the vice-/chairmanship of four of these working parties and expert panels.

19 http://www.copcap.com/set-up-a-business/key-sectors/life-sciences

20 Address: Ørestads Boulevard 114-118/ Hannemanns Allé, DK-2300 Copenhagen S

21 LEED is short for: Leadership in Energy and Environmental Design. The certification concerns five areas in which one defines and assesses the sustainability of a building; Land and location, water consumption, energy consumption, materials and indoor climate.

22 See link: https://vimeo.com/224968632 to video about the construction of Copenhagen Towers produced by the Danish Environmental Protection Agency. The video shows how e.g. old window frames have been used to make the panels, concrete waste has been used to make the floors in the Atrium, used carbon sails from American Cup shields the ventilation shafts, etc.

23 Please note that Appendix A is restricted and thus not a part of the electronically distributed version of the candidacy.

24 Is planned to be located at the reception area and in the basement underneath with technical room, main and secondary equipment.

25 http://www.visitcopenhagen.com/traveltrade/copenhagen/disabled/accessible-transportation

26 http://intl.m.dk/#!/about+the+metro/metro+expansion

27 The electronic travel card Rejsekort should be ordered in advance. This can be done online at https://www.rejsekort.dk/?sc_lang=en
Alternatively it can be bought at some points of sale of the National Danish Railway Service (DSB) including at the airport.

28 http://international.kk.dk/artikel/tickets-and-prices-public-transport

29 http://denmark.dk/en/green-living/bicycle-culture/copenhageners-love-their-bikes/

30 http://supercykelstier.dk/english/

31 Copenhagen Airport, CPH Traffic & SRS Analyzer, June 2017

32 Wonderful Copenhagen, June 2017

33 http://www.acbellaskycopenhagen.dk/english

34 https://www.cabinn.com/en/apartments/cabinn-apartments

35 Hotel classifications are not obligatory in Denmark, hence hotels have the option to certify.

36 https://www.cabinn.com/en/hotel/cabinn-metro-hotel

37 https://www.ihg.com/crowneplaza/hotels/us/en/copenhagen/rkecp/hoteldetail

38 http://danhostelcopenhagen.dk/en

39 Wonderful Copenhagen, June 2017

40 https://www.eursc.eu/en/Accredited-European-Schools/locations/map

41 http://ufm.dk/en/publications/2016/files/the_danish_education_system_pdfa.pdf

42 http://studyindenmark.dk/study-options/tuition-fees-scholarships

43 http://www.reuters.com/article/us-reutersrankings-europeanuniversities-idUSKBN17Z09T

44 http://www.reuters.com/article/us-reutersrankings-europeanuniversities-idUSKBN17Z09T

45 QS Top Universities 2017. Business and management studies
https://www.topuniversities.com/university-rankings/university-subject-rankings/2017/business-management-studies

46 http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_enewasn&lang=en

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Appendices

Appendix A: Drawings and visualisations

This appendix is classified as restricted.

Appendix B: Hotel capacity in Copenhagen

Accommodation in Copenhagen

Includes municipalities of Copenhagen, Frederiksberg, Tårnby and Dragør

	Number of accommodation by distance from Copenhagen city centre				Expected total number of rooms in Copenhagen			
TYPE	0-2 km	2-8 km	8-12 km	12+ km	2017	2018	2019	2020
Hostels	11	3	0	0	1.408			
2 **	5	3	0	0	1.417			
3 ***	21	4	0	1	2.669			
4 ****	11	4	0	0	4.758			
5 *****	3	0	0	0	758			
Not classified	31	17	1	1	7.129			
TOTAL	**82**	**31**	**1**	**2**	**18.139**	**19.920**	**21.416**	**22.896**

Please note that hotel classifications are not obligatory in Denmark, hence they have the option and not an obligation to certify.

Appendix C: International schools in the Copenhagen area

SCHOOL	AREA	CLASS	SCHOOL SYSTEM
Bernadotte skolen	Hellerup	6-15 years (Primary and lower Secondary)	
Bjørns International School	Copenhagen	6-15 years (Primary and lower Secondary)	Cambridge
Copenhagen International School	Copenhagen	Primary and Secondary	IB-School
European School Copenhagen	Valby	Nursery, Primary, Secondary	European Baccalaureate (EB)
NGG International School	Hørsholm	Primary + Secondary	Primary = IPC / Secondary = Cambridge
Rygaards International School	Hellerup	Primary + Secondary	COBIS + ECIS
Sankt Petri Schule	Copenhagen	Nursery, Primary, Secondary	Danish-German Baccalaureate
Østerbro International School	Hellerup	Nursery (3-4 years) Primary, Secondary	IB-School
Institut Sankt Joseph	Copenhagen	Nursery, Primary, Lower Secondary	Cambridge, International Bilingual
Sankt Josef	Roskilde	Nursery, Primary, Lower Secondary	Cambridge
Lycée Francais Prins Henrik	Frederiksberg	Nursery, Primary, Secondary	Danish-French Baccalaureate
Copenhagen Euroschool	Copenhagen	Nursery, Primary, Lower Secondary	
Nørre Gymnasium	Brønshøj	Upper secondary	IB-School
Birkerød Gymnasium	Birkerød	Upper secondary	IB-School