

CHR HANSEN



Bring Your Full Self to Work

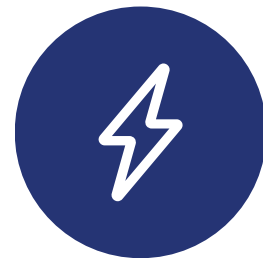
By Ema Krip, Pia Kauffmann & Neele Marie Schürmann



Agenda



CHR. HANSEN



INCIDENT



DISCUSSION



DECISION



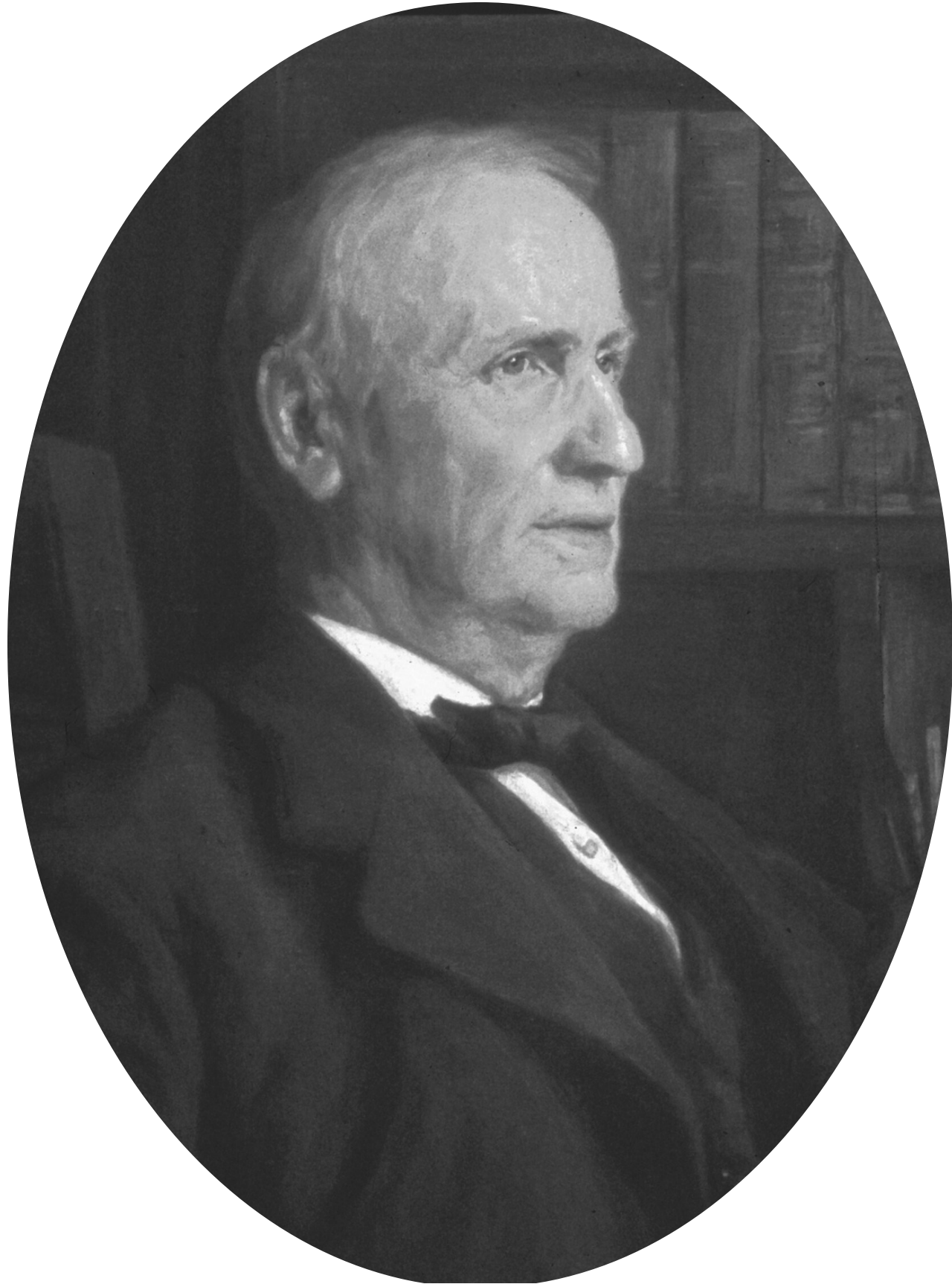
Chr. Hansen





Background & History

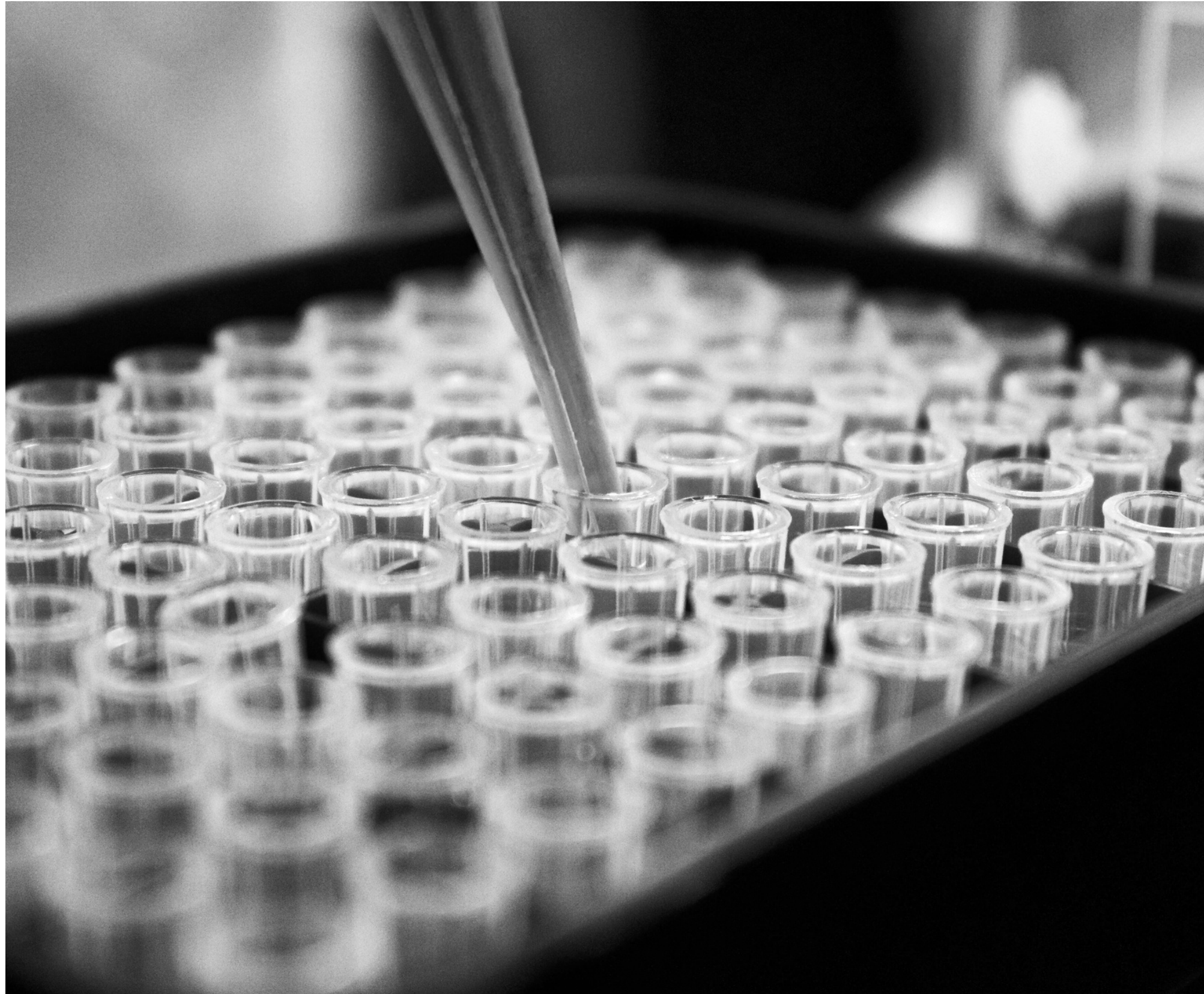
- Founded in 1987 by Christian D.A. Hansen
- Pioneering Danish bioscience company
- Based in Hørsholm (Denmark)
- Global Expansion
- Innovation & Scientific Roots
- Biotechnological Leadership
- Dedication to Research and Innovation





**At Chr.
Hansen, we
work to grow
a better world.
Naturally.**





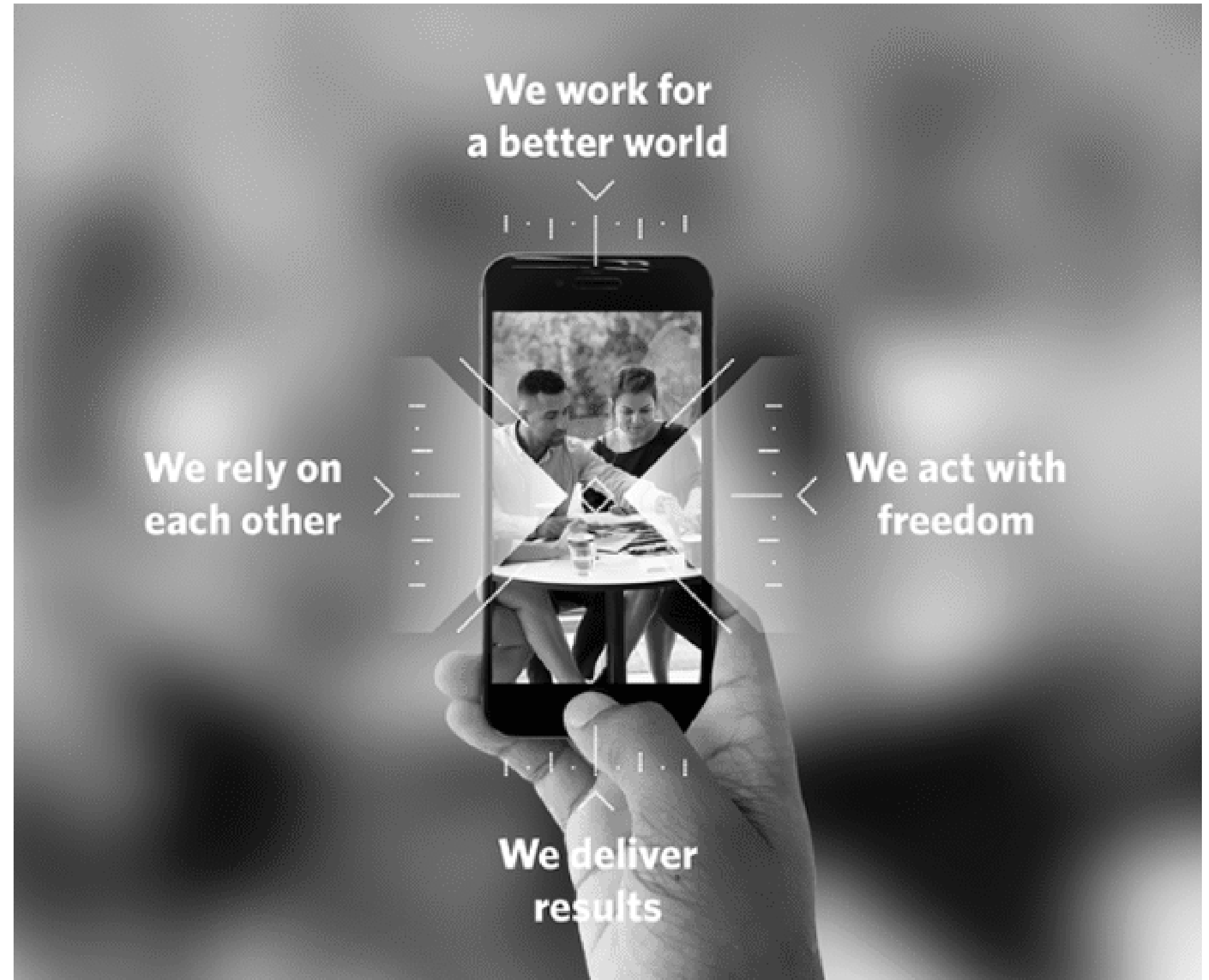
Diverse Solutions

- Food Cultures & Enzymes
- Plant Health
- Animal Health
- Human Health & Probiotics
- HMO (Human Milk Oligosaccharides)



Corporate Culture

“Over our almost 150-year history, we have been building our culture and that’s what makes it unique to us”





Diverse Workplace

DIVERSITY, EQUITY & INCLUSION

In 2022, the company chose to honor its diversity by launching its DEI movement.

PRIDE

Since 2022, Chr. Hansen celebrates and officially supports Copenhagen Pride



DENMARK'S MOST DIVERSE COMPANY

January 2023, Chr. Hansen gets awarded as Denmark's most diverse company

RAINBOW ALLIANCE

February 2023, the Rainbow Alliance is founded to help facilitate an inclusive workplace



Expanding the Business

- Since December 2022, Chr. Hansen has started a merger with Novozymes
- Merger is planned to be implemented end of 2023
- Novozymes echoes its dedication to LGBTQIA+ rights



CHR. HANSEN

Bioscience



NOVOZYMES

Biotech



The Incident



And we're proud to be a partner! 🙌

[Post übersetzen](#)

 **Copenhagen Pride** @CopenhagenPride · 11. Aug. 2022

Vi er stolte af at have @Chr_Hansen som partner 🌈 Chr. Hansen omfavner #diversitet, så du hver dag kan komme trygt på arbejde præcis som den, du er.

**Vi omfavner
diversitet, så
du hver dag kan
komme trygt på
arbejde præcis
som den, du er ❤️**

CHR HANSEN
Improving food & health

Proud Partner

“We are proud to have @Chr_Hansen as a partner 🌈 Chr. Hansen embraces #diversity so that you can come to work confidently every day just as you are.”

Pride Campaign



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chr.hansen It's the month for celebrating diversity and inclusion. Meet our colleague Sten Holmgaard Soerensen, who works as a Senior Technician in Fresh Dairy Tech Support, Global Application. He has just married his husband after almost 30 years together and we've asked him, what it means to him that Chr. Hansen is participating in Pride month and Copenhagen Pride later this summer.

"I think it's a fantastic idea that Chr. Hansen joins the Pride! Not only is it a really big thing that reinforces the family feeling in the company and further sustains the open and inclusive environment we're lucky enough to have in Denmark; it also strengthens our employer branding and helps to attract well-educated representatives from the LGBTQ+ community on a heated labor market. Now it's official: Chr. Hansen embraces employees to bring their full self to work every day, no need to lie or pretend, at the job interview or later. You are accepted as a whole person. That relieves a lot of stress which allows impacted colleagues to contribute even more."

Read Sten's full story in the link in bio 🌈🌈🌈🌈🌈

#Pride #PrideMonth #Diversity #Inclusion #Culture #Hansenites #Community #EmployeeStory #HappyPride #pridemonth #pride2022 #lgbtq

Bearbeitet · 85 Wo. · Übersetzung anzeigen



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chr.hansen We love how our colleagues in different parts of the world are planning activities to show their support for diversity, inclusion and equality for everyone 🌈🌈🌈🌈🌈

In Brazil for instance, our employees marked Pride month through weekly newsletters with educational content on different LGBTQ+ topics such as how to be a good ally, and yesterday they wrapped up the month by hosting a special coffee break for all employees with the opportunity to have a dialogue about how to show your support by using stickers and plaques with words like #Respect #Ally #DiversityMatters #Inclusion

At Chr. Hansen, we strive to have a diverse workforce where each employee's unique differences are valued. It's something we feel strongly about, and we must continue to strengthen our efforts around diversity and inclusion. We should all feel comfortable bringing our full self to work every day.

#PrideMonth #Hansenites #ProudToImprove #Diversity #Inclusion #LGPTQ #Pride

85 Wo. · Übersetzung anzeigen


♥️ 💬 🗹

Gefällt 158 Mal
29. Juni 2022

😊 Kommentieren ... Posten



Pride Recap



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Christian Davis • Stainless

chr.hansen What an event! 🇳🇵

Thanks to [@copenhagenpride](#) for an amazing Parade on Saturday, 20 August. More than 260 Hansenites including friends and family joined the fantastic parade in the sunny streets of Copenhagen.

It's definitely one for the books!
Here's a recap of some of the incredible moments from a cheerful and happy day.

#Pride #cphpride #employerbranding #diversity #DEI #copenhagen #inclusion #alliance #parade

Bearbeitet · 77 Wo. · Übersetzung anzeigen

♥️ 💬 📌

Gefällt 154 Mal
23. August 2022

😊 Kommentieren ... Posten



Rainbow Alliance

“The purpose [of the Rainbow Alliance] is to help facilitate an inclusive workplace where everyone can be themselves, be accepted, celebrated, and engaged. Similar employee resource groups exist or are in the making in other countries.”



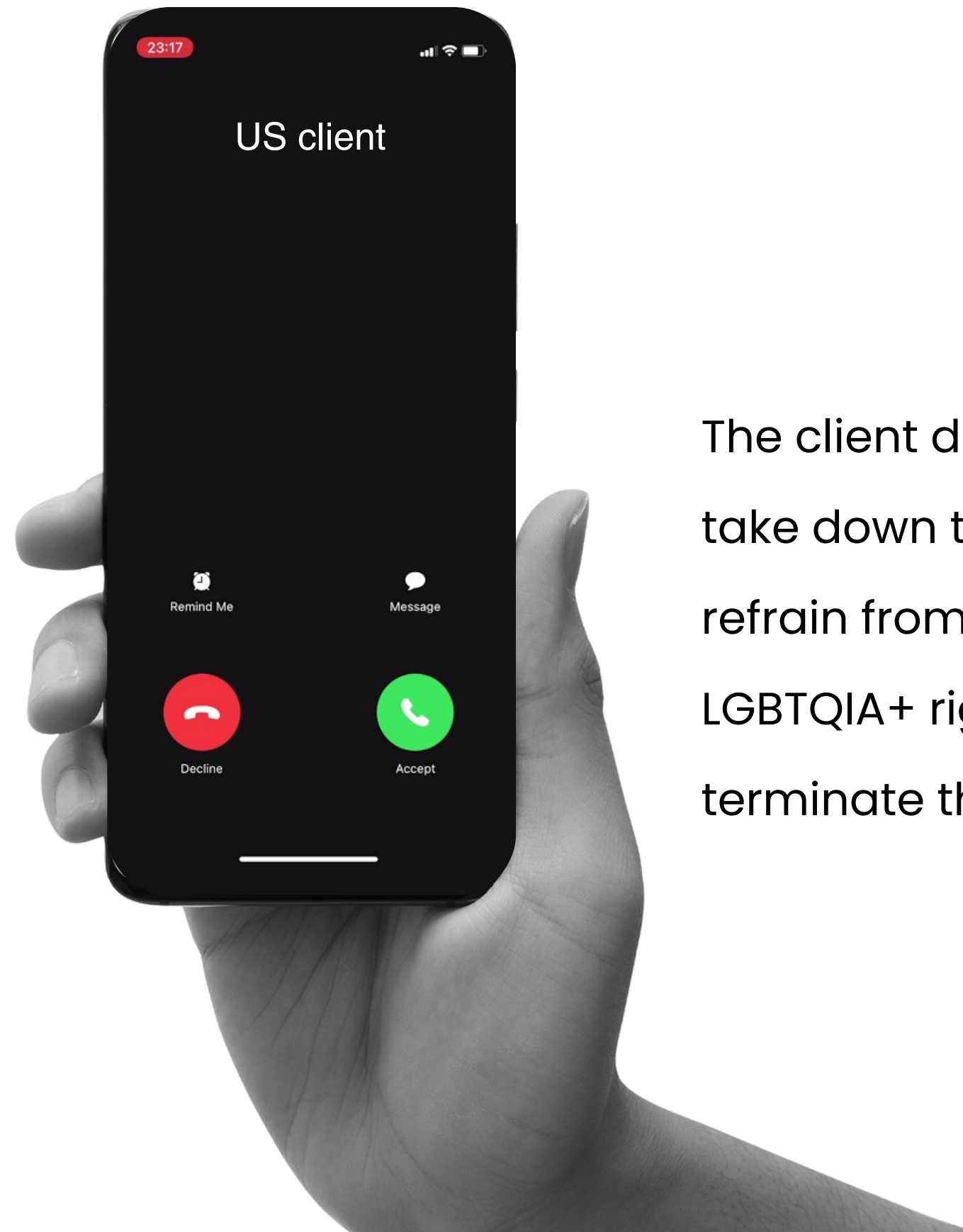
Javier Gines Galera

Commercial development manager, Enzymes
Rainbow Alliance



Unexpected Call

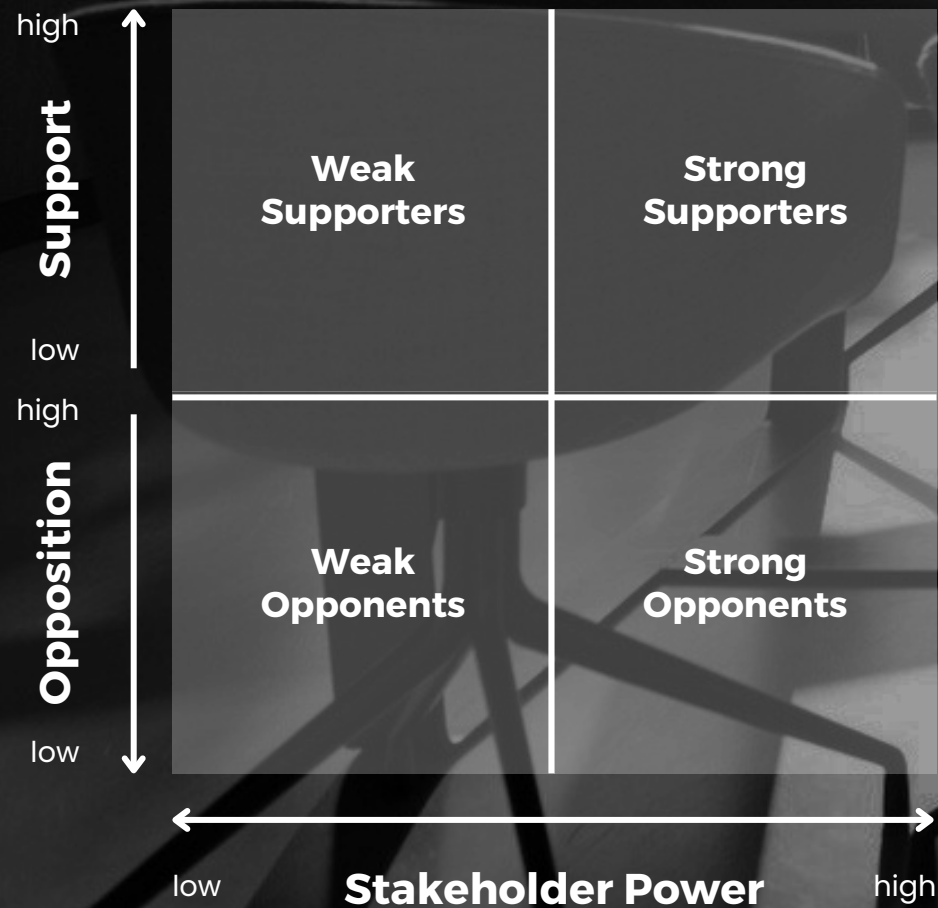
The sales director for North America receives a call from a customer, expressing outrage at the company's public advocacy for LGBTQIA+ rights.



The client demands Chr. Hansen to take down the campaign and refrain from any public support of LGBTQIA+ right and threatens to terminate their contract.



As a member of the Management team



Will you vote in favor of your current LGBTQIA+ campaign, or will you follow up on the customer's demand?

How would you explain your decision to the different stakeholders involved?



“**The business
of business
is business.**”



- Milton Friedman, 1970
American economist & statistician



Management Decision



The Management Group decided to **withdraw their partnership with Copenhagen Pride donating their partnership fee to the organization.**

The company **removed rainbow colors from its logo and any visible signs of LGBTQIA+ support from its website.**



**I definitely stand
by the difficult
decision. Our
employees and our
business were
under threat in the
Americas.**

- Chr. Hansen CEO Mauricio Graber





Internal Backlash

- 400 out of 3.800 employees signed a letter of protest, criticizing the management decision and asking for an internal discussion
- CPH Pride still invited employees to take part in festivities
- Employees received “Salmon of the Year”-Award

It is as if we have
sold our values
instead of standing
up to those who
threaten our
employees.



Salmon of the year



External Backlash

- Case spread across Danish and International Media leading to a debate about “Rainbow Washing”
- Public disappointment and outrage
- Large shareholders criticizing that Chr. Hansen needs to learn the lesson
- CPH Pride expressed loss of trust and reliability and insisted to welcome employees to Pride



Företag hoppade av som Pride-sponsor – nu hyr medarbetare

Anti-LGBTQ Threats in US Drive Danish Firm to Erase Rainbow Logo

- Chr. Hansen says its US employees were feeling unsafe
- Food ingredient maker also says it faced potential boycotts

Chr. Hansen-ansatte anklager ledelsen for røgslør og usand tale

Danish Firm Triggers a Double Backlash by Dropping Pride Symbols



Timeline

AUGUST 2022

Partnership
with CPH Pride
& Social Media
Campaign



JUNE 2023

Chr. Hansen
withdraws
Partnership
after threats
from the US



JUNE 2023

400
employees
signed a letter
of protest to
Management



AUGUST 2023

Employees
receive
Salmon of the
Year for their
courage



JANUARY 2024

Merger with
Novozymes



Evaluation

**What do you think about
the management decision
and its communication?**



Thank you.

Pia Kauffmann

pi6562ka-s@student.lu.se

Ema Krip

ema.krip.2075@student.lu.se

Neele Marie Schürmann

ne6852sc-s@student.lu.se

Teaching Note

Underlying Models & Theories

- Corporate Brand Identity Matrix (Urde, 2019)
- Corporate Reputation (Roper & Fill, 2012)
- Dimensions of Corporate Responsibility Messages (Roper & Fill, 2012)
- Vision-Culture-Image (VCI) Model (Hatch & Schultz, 2008)

Key Learning Objectives

- Bloom's Taxonomy

Teaching Suggestions

- Best-practice recommendations
- Time Plan
- Board Plan

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