CORPORATE WORK ENVIRONMENT COMMITTEE (KAMU)

MEETING MINUTES

Notice: An AI solution has been used to translate the following meeting minutes. The meeting minutes are not approved. At any time, the approved Danish meeting minutes available on DTU Inside will be applicable.

Date: 2 March 2026
Time: 13.00-15.30
Location: LY101, meeting room 5

Attendees

President, Anders Overgaard Bjarklev, Chairperson
Technical project manager, Jakob Brinkø Berg, CAS DPP, Vice Chairperson
Head of Department, Claus Helix-Nielsen, DTU Sustain
Head of Department, Erling Halfdan Stenby, DTU Chemistry
Head af Department, Malene Kirstine Holst, DTU Engineering Technology
Head of Administration, Søren Siggaard Knudsen, DTU Wind
Laboratory Technician, Bodil Madsen, DTU Food
Coordinator, Henrik Jensen, AIT
Head of Secretariat - NEST, Malte Marcussen, DTU Wind
Senior Executive consultant, Steen Larsen, DTU Chemical Engineering, work environment coordinator
Student, Hans Christian Maturell Henriksen, Polytechnic Association

Senior Executive consultant, Nina Kjærgaard Hendel, DTU Health Tech, HSU, Observer

Corporate Work Environment Secretariat

Section Manager, Lars Villadsen, CAS AB
Development Consultant, Simone Clauwaert, CAS AB
Organizational Consultant, Nina Fog, Corporate HR

Absent

Student, Anders Strøbæk, Polytechnic Association
Associate Professor, Bastian Epp, DTU Health Tech, Vice Chairperson of HSU, Observer

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Agenda

1. **Welcome** by the President Anders Bjarklev
   a) Welcome to the new KAMU member and the new observer from HSU - brief round of introductions.
   The President and KAMU welcomed Nina Kjærgaard Hendel, who at today's meeting was stepping in for Bastian Epp as an observer from HSU. In addition, Hans Christian Maturell Henriksen from Polyteknisk Forening was welcomed as a new member of KAMU, and KAMU conducted a brief round of introductions.
   b) Approval of the minutes from the previous KAMU meeting
   Attachment 1: Minutes from KAMU meeting on 01.12.2025
   The minutes from the previous KAMU meeting were approved without comments.
   c) Approval of the agenda
   The agenda for the current KAMU meeting was approved without comments.

2. **Safety Moment** by Lars Villadsen, CAS AB
   Lars gave an overall presentation of DTU's incident statistics for 2025 (LTIF) and informed the committee about the development in DTU's incident statistics from 2018-2025 (see slide). LTI indicates the number of incidents that have resulted in absence beyond the day of the incident, and LTIF (Lost Time Incident Frequency) indicates the number of work-related incidents with absence per million working hours (incident frequency).
   In 2025, a clear positive trend can be observed, with a lower number of absence days following work-related incidents (LTI), and the incident frequency remains relatively low.
   In 2025, 11 work-related incidents with absence were reported at DTU, leading to a total of 42 absence days. This results in an LTIF of 0.9, which is below the target of 1. The long-term vision is zero incidents.
   In 2024, 12 work-related incidents with absence were reported at DTU, resulting in a total of 178 absence days.
   Compared to previous years, where a few serious incidents resulted in many absence days, 2025 did not see incidents of similar severity.
   Among the 11 reported work-related incidents in 2025, almost half were falls.

   The total number of registered near-miss incidents at DTU has increased compared to 2024.
   In 2025, 98 near-miss incidents were recorded, compared to 66 in 2024. The increase is due to a stronger focus within the university units on reporting such incidents.
   There are no publicly available figures from the other universities, but according to statistics from the Confederation of Danish Employers (DA), DTU has a lower LTIF compared to other sectors (see slide).

   KAMU discussed work-related incidents and the reporting of near-miss incidents at DTU. The increase in the reporting of near-miss incidents is viewed positively, as it reflects a more mature reporting culture with a stronger focus on prevention, although there is still significant room for improvement.
   It is encouraging that the LTIF remains low - particularly given that DTU handles many different high-risk processes and that many new students start at the university each year. It remains essential to maintain strong awareness to ensure that no employees or students are involved in an incident.

   In addition to focusing on incidents and near-miss incidents, it is also important to pay attention to absences not related to incidents. A proactive dialogue about creating a safe,

healthy, and inclusive work environment can have a positive impact on well-being and help reduce absence.

The President expressed sincere thanks to everyone who contributes to maintaining a safe and healthy work environment. It is important that DTU continues to prioritize preventive efforts, including learning from incidents and near-miss incidents in order to prevent future incidents.

3. **News from the Chairperson** by the President Anders Bjarklev
   - **a)** DTU's new Strategy
     DTU's new strategy was approved by the Board of Governors at its meeting in December 2025 and took effect on 1 January 2026. During the spring, the President will visit all university units to provide more detailed information about the new strategy and the upcoming work to translate it into concrete initiatives and actions. The President looks forward to these dialogues across the university units, and subsequently, the Board of Governors will receive feedback on how the strategy has been received.

   - **b)** The geopolitical situation
     There is no information indicating that DTU employees or students are currently staying in the newly war-affected areas in the Middle East. However, some employees and/or students may be affected by the situation if family members and/or friends are located in these areas.
     DTU has a campus in Sisimiut, Greenland, where employees and students are present on a daily basis. In this context, emergency response groups have been established to monitor the political developments concerning Greenland and to manage the situation on an ongoing basis.
     DTU remains aware that war- and crisis-affected regions in various parts of the world may impact and affect DTU employees and students. Appropriate care and consideration should be exercised based on specific, situation-dependent assessments.

   - **c)** Risø and students
     A new Bachelor of Engineering (Beng) programme in Industrial Technology will start at Risø this summer. Preparations are well underway, and an information meeting will be held in the near future.

   - **d)** Study Environment Committee
     The Director of AUS, Ulrik Bak Nielsen, has informed that the work on the study environment is currently being reorganized. KAMU will be updated when there is new information.

4. **News from the Corporate Work Environment Secretariat** by Lars Villadsen, CAS AB og Nina Fog, Corporate HR
   - **a)** Questions and comments on the information letter *DTU Work Environment Info*

     Attachment 2: DTU Work Environment Info

     In the latest edition of the information letter, there is an article about the Corporate Work Environment Committee's Action Plan 2026, candidates for DTU's Working Environment Award, DTU's focuses on neurodiversity, DTU's Health & Safety E-learning, and safe rooms at DTU.

The municipalities are administratively responsible for the safe rooms, and a nationwide inspection of the condition of these rooms has been initiated. Lyngby–Tårnby Municipality has progressed more quickly with mapping the rooms than Roskilde Municipality and Ballerup Municipality, from which DTU has not yet received any inquiries.

KAMU was encouraged to share DTU Work Environment Info locally within the university units.

b) Status of the DTU Health & Safety E-learning project

The DTU Health & Safety E-learning is fully developed and has been piloted with more than 70 employees and students, including KAMU (see slide).

The e-learning is based on a digital learning platform that offers various gamification options. In the e-learning, a number of different 3D environments have been developed to reflect DTU's campus setting, and each environment contains several scenarios with tasks and information that are important for building shared knowledge and understanding of safe behavior and a preventive work environment culture at DTU.

The e-learning is aimed at employees, students, and guests, and provides an overall introduction to a sustainable work and study environment at DTU. It does not replace concrete/specific training and instruction, which will continue to be provided locally at the individual university units.

DTU Health & Safety E-learning is accessed as an app on mobile/tablet. It takes approximately 15-20 minutes to complete, with the option to pause along the way. The e-learning has been translated into English and will be implemented at DTU during the spring - first for employees, followed by students and guests. Introductory information meetings are being held for the Work Environment Coordinator Network, where the implementation plan is presented (see slide). Information about the e-learning is also available on DTU Inside, including a guide on how to download the app and a Q&A section.

All employees are encouraged to complete the DTU Health & Safety E-learning as well as DTU's evacuation video (DTU Emergency Response), which is available in the same app. However, the decision lies locally with each university unit director. After the summer, KAMU will receive feedback on how many people have completed the e-learning.

c) Establishment of the Emergency Management Forum (EMF)

The general developments in society reinforce the expectation in DTU's emergency management plan that the organization must maintain, develop, and uphold competencies and capacity for crisis management. This includes building knowledge and experience in crisis response, as well as strengthening collaboration across DTU's organization.

To support this, DTU's Safety Committee (SiFI – Safety in Research and Innovation Activities) has established an Emergency Management Forum under the leadership of CAS Health, Safety & Emergency.

The purpose is to bring together and train relevant individuals who can be part of a pool of future contributors to crisis management, from which DTU's management can recruit. The forum is composed of representatives from the corporate functions expected to be involved in crisis management.

Comprehensive emergency planning fundamentally operates within nine central areas that provide a structured framework for effective emergency management (see slide).

d) Psychological Emergency Management

DTU is aware that the world is changing and becoming increasingly complex. DTU focuses on both physical and psychological emergency management, and this work will continue within the EMF.

Regarding psychological emergency management, DTU recognizes the importance of anchoring it within the management chain. A key task in psychological emergency management is to create calm and transparency, for example by helping to:

- reduce anxiety and open dialogue about what creates insecurity.
- put words to what we fear - often (irrational) emotions and/or the reactivation of minor traumas.
- prevent insecurity from spreading (by bringing employees together in communities, since isolation reinforces feelings of insecurity).

KAMU discussed the handling of various incidents (including the communication aspect), for example in connection with teaching. When possible, it would be useful if a common DTU practice could be developed. However, individual incidents can differ greatly and require a situation-specific response.
This underscores the importance of DTU establishing an emergency management setup with different resource personnel who know how to act, and which levels to activate, in different scenarios.

e) DTU DEI Day

Twice a year, DTU DEI DAY is held with inspirational presentations and workshops. The theme changes each time. In November 2025 the theme was neurodiversity, and on 12 March 2026 the next DTU DEI Day will take place with the theme "Gender Diversity."
Members of the DTU DEI Community have priority access to the event - however, one month beforehand registration will open for any remaining spots (for those who are not members of the DTU DEI Community).

The DTU DEI Community is a forum where members from the administration, units, departments and centres, HSU, and various networks and committees come together around a shared interest in and commitment to diversity, equity, and inclusion (DEI) at DTU.

f) Internal competency development in psychological work environment

A good psychological work environment is a shared responsibility for everyone, and the purpose of the internal competency development in psychological work environment is to build common knowledge and strengthen competencies related to wellbeing and psychological work environment efforts at DTU.

During the programme, several topics are addressed (see slide), including:

- AMO in transition - roles and responsibilities (HSU, KAMU, APV, ASU, etc.)
- Dialogue, cooperation, and conflict management
- Neurodiversity (knowledge and tools)
- Offensive behavior (and language that supports an inclusive culture)
- Stress (including tools for prioritisation and better balance)
- Sexism and DEI

There have generally been positive experiences and feedback from the training courses held in 2025, and new courses are planned for 2026:

- 16-17 March 2026
- 22-23 September 2026

The course can be accessed via DTU Inside and is offered to everyone in DTU's work environment organization, as well as interested members of the local collaboration committees.
The competency development programme is an initiative included in the KAMU action plan through 2028. KAMU serves as the steering group and project owner, and AHR is the lead on the programme.

Pause

5. **DTU's dialogue concepts** by Nina Fog, Corporate HR

DTU works with a dialogue-based approach to leadership and wellbeing because:

- we can only act on what we say out loud
- people thrive best when we talk about how we are doing
- research shows that wellbeing supports performance
- through dialogue, we practice listening, asking questions, and giving and receiving feedback

In 2025, DTU conducted a review of its dialogue concepts, during which many stakeholders were consulted and provided feedback.
The review showed that dialogue requires time, trust, and practice. Directors and senior management are important role models, and when it comes to dialogue about wellbeing, there are no "clear-cut answers," as people are different - including in terms of what supports their wellbeing and performance.

Other inputs from the review of DTU's dialogue concepts (see slide):

- Support for dialogue (even when it is difficult)
- Managers do not know the tools
- Difficulty distinguishing between concepts and navigating the different years

What can be improved:

- Clarify that it is not an HR concept
- Strengthen the HR partner / facilitator role
- Strengthen DTU's work environment efforts (shared responsibility for the WPA)

How to move forward:

- Make it simpler (especially regarding the different years)
- Provide ongoing training in dialogue and feedback
- Establish a more structured follow-up process

A working group with representatives from KAMU, HSU, CAS, and HR has continued working with the inputs from the review and has provided recommendations on how the concepts can be strengthened. The recommendations were presented to a steering group (consisting of Claus Nielsen, Pia Lyhne, Ander B. Møller, and Malene Kirstine Holst) on 20 February 2026, and the further recommendations will be discussed with the Executive Board in March 2026. The measures that Executive Board decides to implement to strengthen DTU's dialogue concepts will be communicated and rolled out through the management chain, the work environment organization, the AMK network, supported by the HR partners and in collaboration with KAMU and HSU.
The recommendations are expected to be translated into concrete organizational initiatives in autumn 2026.

KAMU discussed various considerations and reflections in plenary regarding DTU's dialogue concepts, including for example:

- A clearer and simpler structure is important.
- Follow-up and feedback are crucial.
- Dialogue and surveys are good methods to combine in the WPA (DK=APV) - they complement each other constructively.
- DTU strengthens the WPA (DK=APV) work by ensuring a better interplay between qualitative and quantitative input going forward and continues to base the process on ensuring that all inputs are followed up with dialogue.

6. **News from the Work Environment Coordinator Network** by Steen Larsen, DTU Chemical Engineering

Topics at the most recent quarterly meeting of the Work Environment Coordinator Network included, among others:

- DTU's incident statistics 2025
- DTU's sickness absence - with the following remarks:
    - DTU's sickness absence is below the average according to public statistics (figures from 2024).
    - Technical-administrative staff (TAP) register absence more frequently than academic staff (VIP) - this may be due to various factors, such as differences in registration practices.
    - There is significant variation in how absence is registered across DTU.
- Joint seminar between HSU and KAMU
- Review of DTU's dialogue concepts - with the following remarks:
    - A simpler model is preferred (a 3-year cycle: physical WPA / psychological WPA / leadership evaluation).
    - Good follow-up is essential.
    - Everyone has a role and a responsibility.

7. **Approval of the Annual Report for The Working Environment at DTU 2025**
   a) General presentation by Lars Villadsen, CAS AB and Nina Fog, Corporate HR
   Appendix 3: Annual Report for The Work Environment (the report from the Psychological Counselling service will follow later)

KAMU was presented with the Annual Report for the Work Environment at DTU 2025.
The final approval of the report will take place at the KAMU meeting on 28 May 2026.

Lars presented DTU's incident statistics for 2025, where 11 occupational incidents with absence were reported, resulting in a total of 42 lost workdays. This corresponds to an LTIF of 0.9, which is below the target of 1.
In 2024, 12 incidents with absence were reported at DTU, resulting in a total of 178 lost workdays.
Compared with previous years, where a few serious incidents resulted in many lost workdays, 2025 did not see incidents of similar severity.

Below are some of the incidents and causes that are particularly prominent in the incident statistics for 2025:

- 22 fall incidents (approx. one-third), with and without absence, were reported - almost the same level as in 2024. The causes included slippery roads/surfaces, differences in floor levels, inattention when walking on stairs, and tripping over objects.
- The number of lacerations/cuts during handling of items continues at the same level as in previous years (approx. one-third). In total, 20 incidents of this type were reported.
- The total number of registered near-miss incidents at DTU increased in 2025 compared to 2024.
  In 2025, 98 near misses were registered, compared to 66 in 2024. The increase is due to a stronger focus within university units on registering near-miss incidents.

KAMU discussed the statistics and the importance of reporting near-miss incidents, which increased by approximately one third in 2025. Near-miss incidents can have a broad focus on addressing and preventing risky situations and may relate to both the physical and psychological work environment.
It is important to communicate positively about near-miss incidents, with an emphasis on learning and prevention, without "blaming" anyone. Those who report near-misses - employees as well as students - should experience positive communication and feedback and should know that their report will be followed up locally within the university unit (in AMU/ASU).
The President emphasized the importance of focusing on safety and prevention, so that we all return home healthy and safe from work/study.

8. **DTU's Working Environment Award 2026 - selection of the winner**
   by Lars Villadsen, CAS AB
   Appendix 4: Nominations for the DTU's Working Environment Award 2026

KAMU discussed the nominated candidates for DTU's Working Environment Award 2026 and selected a winner. The winner will be announced and honored at the Annual Celebration on 24 April 2026, where the award will be presented by the President.
The remaining candidates will be recognized at the KAMU meeting on 28 May 2026.
Next year, KAMU wishes to place additional focus on the psychological work environment in the communication about DTU's Working Environment Award.

9. Roundtable Discussion

- Suggestion that KAMU describes criteria for nominations for the DTU's Working Environment Award
- Power outage in the 2nd quadrant lasting several hours without prior notice - it is important that building users are informed.

10. Any Other Business

From time to time, rocket engine tests are carried out on the DTU campus, where DanSTAR has conducted appropriate risk assessments for the activity in collaboration with the emergency services of Lyngby-Taarbæk Municipality.