



## **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: 27 May 2025**

**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 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  
Laboratory Technician, Majken Becker, DTU Nanolab, work environment coordinator  
Student, Anders Strøbæk, Polytechnic Association  
Student, Jacob Birkjær Marcussen, Polytechnic Association

#### **Corporate Work Environment Secretariat**

Section Manager, Lars Villadsen, CAS AB  
Development Consultant, Simone Clauwaert, CAS AB  
Consultant, Anders Jacobsen, Corporate HR

#### **Absent**

Head of Department, Malene Kirstine Holst, DTU Engineering Technology  
Department Secretary, Annette Frøhling, DTU Construct, Vice Chairperson of HSU, Observer



## Guests

- Dean of Sustainability, Diversity, Inclusion, and Talent Development, Camilla Rygaard-Hjalsted
  - Psychologist, Jan Wittrup Gundorf, Corporate HR
  - Special Consultant, Ditte Kirstine Andersen, APR
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## Agenda

### 1. **Welcome** by President Anders Bjarklev

- a. Approval of the minutes from the previous KAMU meeting

*Attachment 1: Minutes from the KAMU meeting on 03/03/2025*

The minutes from the previous KAMU meeting were approved without comments.

- b. Approval of the agenda

Item 4.c *DTU's Sustainability Report* was added to the agenda, which was then approved without further comments.

### 2. **Safety Moment** by Lars Villadsen, CAS AB

Lars informed about a ruling issued by the Supreme Court on May 2, 2025, regarding when working from home is covered by the Workers' Compensation Act.

An employee was working from home and, in connection with the work, the employee fell over a box. In a previous decision by the Board of Appeal, the injury was not considered a work injury, as the board emphasized that the employee had fallen over a box in their private home, which had no connection to the employee's work.

The Supreme Court found that the accident occurred at a time when the injured person was in the process of performing their work, and that the accident must be considered a work injury. It is stated in the Workers' Compensation Act that a work injury is understood as an accident that is a consequence of the work or the conditions under which it was carried out. The Supreme Court found that the fact that she fell over a private object in her home did not in itself provide grounds to deviate from this principle. The Supreme Court noted that the employer is responsible for the arrangement of the workplace and a healthy and safe working environment, even when the work takes place in the employee's home.

KAMU discussed the ruling, and at DTU all employees have the right to have a dialogue with their own manager, where they can discuss wishes for more flexibility in the working day, including opportunities for (but not the right to) working from home. Dialogue is an important part of a sustainable working life, where flexibility is balanced with consideration for work tasks and the collegial community.

Lars stated that a guide for dialogue between manager and employee regarding the arrangement and working environment at the home workplace can be found on [DTU Inside](#).

### 3. **News from the Chairperson** by President Anders Bjarklev

- a. The Bachelor of Engineering program will not be shortened  
A reform for future professional bachelor's degrees has been established. Politicians have listened to the universities and decided not to shorten the Bachelor of Engineering program. Society will continue to benefit from Bachelor of Engineering graduates with a 3.5-year education, as well as Master of Engineering graduates with a 5-year education.  
The President expressed great satisfaction that we can maintain the engineering programs without shortening, and that politicians have listened to good arguments and prioritized quality and competencies in future engineering education.
- b. The geopolitical landscape - collaboration opportunities EU/globally - USA researchers and DTU (DTU's strategy) - student exchange  
On May 21, the Minister of Education and Research, Christina Egelund, visited DTU to discuss research security with DTU's employees. Together with a representative from PET, the Minister of Research discussed the complex issue researchers face when navigating the intersection between excellent cross-border collaboration and the ever-changing geopolitical situation and the resulting security requirements and expectations. During the visit, there was a particular focus on the specific issues found at DTU.

In line with geopolitical developments, DTU has adjusted the rules for international collaborations and introduced guidelines for risk assessments regarding the recruitment of international employees. The President emphasized the importance of strengthening DTU's risk assessments for security reasons. It is DTU's mission to benefit Danish society, which means, on the one hand, that DTU must continue to collaborate at the highest international level. On the other hand, it is necessary to increase attention to information security and the protection of information to prevent unauthorized access, use, and disclosure. This can create a challenge for DTU more than before, but it can also be a challenge for individual employees/students.

KAMU and the President discussed the above, and going forward, there will be certain job functions and tasks at DTU that can only be performed by employees who have some form of security clearance. More than before, there will be controlled and limited access to data, but there will, of course, be access to relevant data as required by the work/study. The President emphasized that it is still possible to conduct research and teach, as well as pursue a career at DTU.

### 4. **News from the Corporate Work Environment Secretariat** by Lars Villadsen, CAS AB and Anders Jacobsen, Corporate HR

- a. Questions and comments on the information letter *DTU Work Environment Info*  
*Attachment 2: DTU Work Environment Info*

Lars provided an overview of the various topics covered in the latest edition of the info letter.

Corporate HR has developed an internal competence development program within the psychological work environment (more on this under item 4.e).

On May 13, the DTU Relay was held with over 1500 participants (employees and students), and KAMU praised the event.

DTU's Work Environment Award 2025 was presented by the President to Bodil Madsen at the DTU Annual Party on May 2, 2025. Bodil expressed that she is very honored and grateful for the award, and that the annual party and award ceremony were a great and unforgettable experience.

Following a successful election to DTU's Work Environment Organization, many of the new members of the work environment organization have enrolled and completed the mandatory work environment training offered internally at DTU.

Lars reminded that as a new member of the work environment organization, one must be aware that, according to the Work Environment Act, the mandatory work environment training must be completed no later than three months after being elected or appointed to the work environment organization.

KAMU was encouraged to pass on the info letter at their local university units via email, as well as in print it on tables/bulletin boards in lunch areas and common areas.

b. DTU's Occupational Health and Safety Conference 2025

DTU's Occupational Health and Safety Conference will be held on November 28, 2025. The overall theme is neurodiversity, which aligns with DTU's desire to accommodate and create a university for everyone who can and wants to participate. The conference will focus on knowledge, introduction to concrete tools, dialogue and discussions, as well as networking.

Anders briefly elaborated on the following concepts:

- Neurodiversity describes the variation of psychological and cognitive traits found among all people. We are all different and each have unique strengths and challenges, and neurodiversity encompasses the entire spectrum of human psychological traits.
- Neurodivergent refers to the diversity of individuals whose psychological traits deviate from the typical norm. This can include conditions such as autism, ADHD, etc. It can also manifest as strengths in the form of hyperfocus, creativity, and technical insight, but also challenges with concentration, structure, deadlines, and social skills.
- Neurotypical refers to individuals who fall within the norm and follow typical neurological development, and therefore do not suffer from developmental or behavioral disorders.

KAMU was encouraged to participate in the conference and reserve the day.

c. DTU's Sustainability Report

On May 22, 2025, CAS AB received an email with a very short deadline (June 2, 2025) to provide input for DTU's Sustainability Report. The framework is relatively fixed, with reporting on the same areas as before. CAS AB sent a draft regarding the physical work environment to KAMU on May 27, 2025. If KAMU members have any comments on the draft, they should be sent to Lars no later than June 2, 2025.

AHR will prepare a draft regarding the psychological work environment, and the reporting will also be on the same topics as before.

d. DTU Health & Safety E-learning

Lars provided an update on the development project DTU Health & Safety E-learning for employees, students, partners, and guests. The primary goal of DTU Health & Safety E-learning is to contribute to shared learning, knowledge, and understanding of a preventive work environment culture and safe behavior at DTU. The project was initiated based on the Corporate Work Environment Committee's action plan for strategic and cross-cutting efforts for the work environment at DTU.

A collaboration has been established with Rambøll, which has developed a digital platform for e-learning with various gamification options.

Lars informed that the e-learning is expected to be fully developed and ready for testing in a pilot (UAT) after the summer, and KAMU will be included in the test panel. In the second half of 2025, the e-learning is expected to be implemented at DTU.

e. Competence Development Program for Psychological Work Environment - Status

The project was initiated based on the Corporate Work Environment Committee's action plan for strategic and cross-cutting efforts for the work environment at DTU. The purpose of the development program is to achieve shared knowledge and strengthen competencies regarding the efforts for well-being and the psychological work environment at DTU.

The following topics are addressed during the program:

- AMO in change: Role and responsibility (HSU, KAMU, psychological APV, TR)
- Dialogue, collaboration, and conflict management
- Neurodiversity (knowledge and tools)
- Sexism (including a focus on how DTU handles offensive behavior)
- Work-Life balance (including proactive efforts for stress reduction)
- Inclusive culture (psychological safety - and what to do when it's lacking)

Anders mentioned that the first session (pilot) was held on May 8-9. There were 12 participants, including 2 members from KAMU, and there were positive experiences and feedback from the session.

The primary target group initially is the AMK members. In the long term, it will be offered to all interested parties within the entire work environment and collaboration organization, as well as HR partners.

The next session will be held on September 9-10, and the teaching and materials on DTU Inside will be developed and adjusted continuously.

f. Sub-policy on Offensive Behavior, Guidelines for Offensive Behavior, and Manual for handling offensive behaviour

At the meeting on May 23, 2025, the Cooperation and Joint Consultation Committee (HSU) approved an updated sub-policy on offensive behavior, guidelines for offensive behavior, and a manual for handling offensive behaviour.

In agreement with representatives from HSU & KAMU, the network on offensive behavior will be reactivated, where both HSU & KAMU will have two representatives in the network:

- 2 representatives from HSU (TR)
- 2 representatives from KAMU (AMR)
- 3 representatives from Corporate HR (covering management, psychological counseling, and HR Legal and policy)

KAMU decided that following the KAMU Q2 meeting, the employee representatives in KAMU will choose 2 representatives among themselves to participate in the network on offensive behavior.

g. Change in Corporate Work Environment Secretariat

Anders Jacobsen informed that Nina Fog from Corporate HR will participate in the DTU Work Environment Secretariat going forward, instead of Anders. KAMU thanked Anders for his efforts in KAMU.

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5. **News from the Work Environment Coordinator Network** by Majken Becker, DTU Nanolab

Majken informed that the AMK network would like to bring to KAMU's attention the traffic challenges on the DTU campus concerning the safety of pedestrians, and a request that representatives from work environment (AMK/AMO) be invited to relevant discussions regarding solutions to the traffic challenges.

KAMU discussed various traffic challenges on DTU campuses, where development and traffic changes are constantly occurring, and it is important to inform and continuously raise awareness about this.

A working group in CAS is continuously working to find solutions to the traffic challenges. As an initiative, CAS will invite representatives from the university units to collaborate and provide input on solutions.

#### **6. DTU's Upcoming Strategy** by President Anders Bjarklev

Ditte Kirstine Andersen (special consultant in APR) participated in this agenda item at the meeting to take minutes for the ongoing strategic work.

The President informed that in connection with the development of DTU's upcoming strategy, DTU's Board of Governors wants broad involvement of the organization in the strategic process. Therefore, the collegial bodies and external stakeholders should qualify parts of the summary from the Board of Head of Departments and DTU's Board of Governors' initial discussions and thus contribute with input to further strategic discussion at the university.

KAMU was thus asked to discuss the following 6 strategic ambitions, which are a summary of discussions in the Board of Head of Departments and DTU's Board of Governors:

- DTU as the most innovative technical university in Europe
- DTU as the best place for the greatest talents
- DTU as the most agile university
- DTU as a beacon in technical research and education
- DTU as a central player in Europe – a guarantor of the knowledge-based and democratic society
- DTU as a meeting place for a healthier planet and a safer society

It is important to emphasize that DTU's Board of Governors has not made final decisions regarding strategic ambitions. They will likely change in the process, new ones will emerge, and others may fall away.

KAMU discussed the 6 strategic ambitions, the challenges in realizing them, and the opportunities it could bring to DTU if the ambitions are achieved.

Additionally, KAMU discussed the following:

- What is unique about DTU's culture, and how does it contribute to DTU as a workplace?
- What significance does DTU's campus, study, and learning environment have for DTU's development, including attracting talent?
- What significance does diversity, including gender equality, have for DTU's development?
- How can the university meet the expectations and ambitions of future generations?

KAMU presented various inputs and points as important for DTU, including:

- Inclusiveness towards different personalities – making it pleasant to be at DTU
- Welcoming new employees and students
- Close connection between research and teaching (research is quickly integrated into teaching)
- Space and inclusiveness to explore and try new possibilities
- Collaboration and sharing of facilities, including laboratories
- Many interdisciplinary projects and opportunities to work across fields
- A flat organizational structure with open and direct communication, making it safe to be at DTU
- Good leadership is crucial for the strategy's success, e.g., the strategy development happens "from the bottom up"
- Gender equality and diversity are important for attracting the best talents
- Many students can become skilled engineers and do not necessarily have to become excellent researchers. DTU must ensure the balance between broad educational tasks and excellent research
- Challenge and develop how excellence is measured and expand the concept
- DTU must contribute to the knowledge-based and democratic societal development

The President thanked for the input to the upcoming strategy, and following the KAMU Q2 meeting, it is possible for KAMU to send additional input to [Ditte Kirstine Andersen](#).

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### 7. Sustainability at DTU in Relation to the Work Environment

by Camilla Rygaard-Hjalsted, Dean of Sustainability, Diversity, Inclusion, and Talent Development

The President and KAMU welcomed Camilla Rygaard-Hjalsted, who briefly introduced herself, her background, and her position and responsibilities as Dean of Sustainability, Diversity, Inclusion, and Talent Development.

Initially, Camilla informed that the world is facing significant challenges with rapid global environmental and climate changes, as well as shrinking biodiversity. DTU believes that the trend can be reversed, that there is an opportunity to act, and that a better and more sustainable future can be created.

DTU constantly aims to develop in a more sustainable direction, focusing on balancing sustainability in social, economic, and environmental dimensions.



Approximately 70% of publications from DTU relate to sustainability, and sustainability is an integrated part of how DTU educates engineers, as well as researches and develops new technologies.

DTU has an ambition to integrate sustainability into the university's academic activities, operations, and culture. Every year, a sustainability report is prepared, reporting on relevant aspects of DTU's efforts within environment, society, and governance. Leading sustainability at DTU is complex. It requires a systemic perspective and a cross-organizational approach. DTU's sustainability policy provides the framework and direction for the work, which is organized into three areas (see slide):

- Sustainability in research, innovation, and consultancy (strengths)
- Sustainability in education (Sustainability Charter)
- Internal sustainability within DTU's organization (ESG)

DTU's work on sustainability is anchored across disciplines in a cross-cutting "[Sustainability Committee](#)", consisting of representatives from DTU's university units. The purpose of this committee is to establish an advisory forum that contributes their collective knowledge and experience to ensure DTU's stronger position in society on the sustainability agenda.

DTU focuses on maintaining order within its own operations, and through its actions and culture, the university contributes to a sustainable transition. Recently, DTU's teaching building B208 at Lyngby Campus achieved the DGNB Platinum sustainability certification, along with two additional distinctions in construction.

Additionally, DTU has a range of other initiatives to maintain "order within its own operations" in terms of sustainability (see slide), such as:

- Environment - thoughtful resource consumption:
  - Sustainable procurement
  - Waste sorting
  - Focus on water consumption
- Social - attractive educational institution and workplace:
  - Equal access for all
  - Focus on employee well-being
  - Flexibility policy
- Governance - responsible leadership and research integrity:
  - DTU Leadership Programs
  - Dialogue culture
  - Research integrity

Camilla initiated a dialogue in plenum, and KAMU discussed various considerations and reflections regarding the sustainability agenda at DTU, including:

- Focus on clear storytelling regarding what we do and why.

- Focus on how we consume resources such as electricity, water, etc.
- Ongoing discussion of weighting and prioritization is very important.
- It can be complicated to discern what "green" is or not.
- Overconsumption is a general problem/challenge in society, but some research and studies at DTU require many resources, and it can be necessary.
- There are many good technical solutions, but human behavior can be difficult to influence.
- Behavior and culture go hand in hand, and good arguments can lead to taking the first step.
- Well-being among students remains important, and many factors play a role at personal and societal levels.
- Crises can sometimes stimulate development.
- The way new good ideas are articulated is super important.

The President and KAMU thanked Camilla for her presentation and dialogue.

## 8. Presentation of the Annual Report on the Work Environment at DTU 2024

a) Reporting from Psychological Counseling by Jan Wittrup Gundorf, Corporate HR

The President and KAMU welcomed Jan Wittrup Gundorf, who presented the results from the Psychological Counseling Annual Report 2024.

The purpose of the annual report is to compile and communicate data-based knowledge from the year's inquiries in a way that maintains confidentiality and anonymity. The report presents data and trends observed in Psychological Counseling, contributing to a better foundation for working on well-being at both central and local levels, where individual university units analyze and conclude on their own data.

Jan Wittrup Gundorf shared the following insights from the Psychological Counseling Annual Report 2024.

There were a total of 218 inquiries in 2024, a slight decrease from 225 in 2023, representing a 3% drop.

Stress remains the primary reason for most inquiries, ranging from initial symptoms while functioning at work to cases where employees are on sick leave, focusing on a suitable return to work.

A significant portion of inquiries come from Ph.D. students, with their experience largely depending on the relationship with supervisors/key stakeholders and ongoing communication and expectation alignment.

There were 4 inquiries about abusive behavior, including both sexual and other forms of harassment, involving both students and employees at DTU.



There have been no inquiries related to geopolitical concerns or climate-related issues. The focus is on well-being at DTU and, to some extent, overlaps with private challenges.

KAMU discussed the annual report, and many employees and students likely manage and resolve challenging situations on their own by talking and consulting with colleagues, fellow students, leaders, friends, and/or family.

**9. Any Other Business**

None for any other business.

The President thanked everyone for a good meeting and wished everyone a good summer. See you at the KAMU Q3 meeting on September 25, 2025.