



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: 29 September 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 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, Jacob Birkjær Marcussen, Polytechnic Association

Department Secretary, Annette Frøhling, DTU Construct, Vice Chairperson of 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

Head of Department, Erling Halfdan Stenby, DTU Chemistry
Head of Department, Malene Kirstine Holst, DTU Engineering Technology
Student, Anders Strøbæk, Polytechnic Association



Guests

Leadership and Organizational Consultant, Line Stavnsbo, Corporate HR

Agenda

1. **Welcome** by President Anders Bjarklev

- a. Welcome to a new member of the Work Environment Secretariat
The President welcomed everyone to the meeting and to Nina Fog from Corporate HR, who, going forward, will participate in the Work Environment Secretariat instead of Anders Jacobsen.
- b. Approval of the minutes from the previous KAMU meeting
Attachment 1: Minutes from the KAMU meeting on 27/05/2025
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 a preliminary update on DTU's incidents statistics for 2025 (LTIF), and also informed about the development in DTU's incidents statistics from 2018–2024 (see slide).

LTI indicates the number of incidents that resulted in absence beyond the day of the incidents, and LTIF (Lost Time Incident Frequency) indicates the number of work-related incidents with absence per million working hours (incidents frequency).

The goal is an incidents frequency of 1 or below, and the vision is always zero incidents.

So far, 7 incidents with absence have been registered at DTU in 2025. The cause of 3 out of the 7 incidents is falling.

The incidents statistics have also been discussed in The Work Environment Coordinator Network, with a focus on, among other things, the message: "Use the stairs when you walk on stairs."

KAMU discussed the importance of being attentive when moving around. This applies both to using stairs and to being particularly cautious on slippery roads and sidewalks, especially in autumn and winter.

The President encouraged everyone to help prevent incidents, so that no one gets hurt, through polite reminders and everyday awareness.

KAMU emphasized that it is important to report both incidents and near-miss incidents. The information is used, among other things, to support learning in preventive work environment efforts.

Each year, DTU's Corporate Work Environment Secretariat prepares an Annual Report on the working environment at DTU, which is presented to and approved by KAMU.

The annual report includes detailed incident statistics, and DTU's LTIF is at a reasonable level compared to other large organizations.

The President thanked for the safety moment and emphasized the importance of maintaining a strong focus on safety going forward.

3. News from the Chairperson by President Anders Bjarklev

a. Geopolitical Situation

In response to geopolitical developments, DTU has adjusted its rules for international collaborations and introduced guidelines for risk assessments related to the recruitment of international staff.

The increasing geopolitical instability affects which countries DTU can engage in research collaborations with and admit students from.

Likewise, DTU students are also experiencing consequences regarding which countries they can go to for study abroad opportunities.

The geopolitical situation continues to evolve and will require ongoing attention.

b. Experience Gathering Related to DTU's Dialogue Concepts

As agreed between HSU and KAMU, HR has facilitated an experience-gathering process over the summer regarding DTU's dialogue concepts. KAMU will have the opportunity to contribute to this experience gathering under agenda item 6 at the current meeting.

The experience gathering is also on the agenda for the joint HSU/KAMU seminar on 20 October 2025, where further work will be done on shared agreements regarding practices, tools, and support for follow-up.

c. Strategy Process

DTU's Board is discussing and continuing work on DTU's upcoming strategy, including at the seminar held on 30 September 2025.

The final strategy will be presented to DTU after New Year.

Each year, a status report is prepared regarding DTU's strategy and objectives, which is submitted to DTU's Board.

KAMU encouraged that the annual strategy status also be communicated to DTU's employees.

d. International Students

Recently, there has been criticism of several universities' admissions of international students, particularly from Bangladesh.

Roskilde University (RUC) has been especially criticized. In 2024, one in six master's students at RUC was from Bangladesh, and in many cases, they have not been active in their studies or lacked the necessary qualifications to complete the program.

DTU does not face this challenge, as there has been continuous attention

to students' performance and academic qualifications. DTU admits students from a wide range of countries, but always with a focus on academic qualifications and the ability to complete a master's degree.

e. Flexible Work Arrangements

DTU's Sub-policy for working day flexibility gives all employees the right to a dialogue with their manager to discuss wishes regarding flexible work arrangements.

Flexibility must be balanced with work tasks, as well as the professional and collegial community.

Flexible work arrangements do not equate to fixed weekly work-from-home days, and it is very important to remain accessible when working from a location other than the usual workplace on campus.

Another large company in Denmark has recently tightened its approach in this area and adopted the same arrangement as DTU.

The President and KAMU discussed various aspects of flexible work arrangements, including:

- It is important to call in sick when you are ill and not work from home. The focus should be on taking care of your health and recovering.
- Flexibility in the workday can help attract and retain talented employees.
- Flexible work arrangements can better accommodate and support employees' diverse needs, for example in relation to neurodiversity.
- Online meetings can also increase accessibility.
- It is difficult to describe and document the most effective work arrangement, and this will depend on:
 - Job type and work functions
 - Industry and type of organization
 - The organization's history and culture
 - The individual employee's preferences and needs, which may change throughout their working life.

The President expressed satisfaction with the sub-policy and emphasized the importance of ongoing discussions about the opportunities it provides, as well as avoiding misunderstandings.

4. News from the Corporate Work Environment Secretariat by Lars Villadsen, CAS AB and Nina Fog, Corporate HR

a. Questions and comments on the information letter *DTU Work Environment Info*

Attachment 2: DTU Work Environment Info

Lars provided a general overview of the various topics covered in the latest edition of the info letter, including the internal competence development program on psychological work environment.

Several members of KAMU have participated in the program and shared



positive experiences.

The competence development program is part of the KAMU action plan through 2027, and HR looks forward to expanding the offer to participate across the organization.

b. DTU's Occupational Health and Safety Conference

DTU's Occupational Health and Safety Conference will be held on 28 November 2025.

The overarching theme is neurodiversity, which aligns with DTU's ambition to be an inclusive university for everyone who can and wants to contribute. The conference will focus on knowledge sharing, introduction to practical tools, dialogue and discussions, as well as networking.

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

In addition to DTU's occupational health and safety organization, union representatives will also be invited.

Information including access to the conference program and registration options will be sent out soon.

c. Sub-policy on Offensive Behavior

The updated sub-policy on offensive behavior has been approved by DTU's Executive Board and discussed in HSU in May 2025. The update focused on refining language and terminology in the policy.

Experience shows that incidents involving offensive behavior are best investigated and handled as close as possible to where the experience occurred.

Many cases can be managed within the university units by the parties involved, possibly with support from union and work environment representatives (TR and AMR). This may, however, require competence development.

If contact and action options have been discussed with a local AMR, TR, or one's own manager, and the issue is not sufficiently addressed, it is possible to contact Corporate HR.

KAMU noted the importance of being aware of role differences, where AMRs (work environment representatives) and TRs (union representatives) have a duty of confidentiality, but not a duty to act. In contrast, managers and work environment coordinators do have a duty to act.

The President and KAMU also discussed the importance of recognizing that DTU includes many different nationalities and cultural backgrounds, which can influence perceptions of what constitutes offensive behavior. What is considered acceptable collegial behavior by one person may be perceived as offensive by another. Offensive behavior can take different forms depending on culture, situation, and context.

d. Influenza Vaccine Offered in 2025

DTU is once again offering free influenza vaccinations to all employees during weeks 43, 44, and 45 at the Ballerup, Risø, Lyngby, and Hirtshals

campuses, as well as at the research facilities in Silkeborg and Nykøbing Mors.

Students can also take advantage of the offer for a co-payment of 149 DKK.

The vaccinations will be administered by Danske Lægers Vaccinations Service (DLVS), who will visit DTU.

More information is available on [DTU Inside](#), where it is also possible to book an appointment for vaccination.

e. **Joint Seminar for HSU and KAMU**

A joint work environment seminar for KAMU, HSU, and all HR partners will be held on 20 October 2025 in the Glass Hall.

The theme will focus on DTU's dialogue concepts.

The overall purpose and focus of the seminar is to increase awareness and understanding of each other's responsibilities and roles in relation to work environment, and to support and optimize collaboration and networking across the organization going forward.

f. **Health & Safety E-learning**

The overall purpose of DTU's Health & Safety E-learning is to contribute to shared learning, knowledge, and understanding of a preventive occupational health and safety culture and safe behavior at DTU.

The project was initiated based on the KAMU's action plan for strategic and cross-organizational efforts related to the working environment at DTU (see slide).

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

Lars informed that the e-learning is expected to be fully developed and ready for pilot testing soon, and KAMU will be involved in the test panel.

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

The most recent Work Environment Coordinator Network meeting, held on 9 September, focused on experience gathering related to DTU's dialogue concepts.

There were no points of attention from the Work Environment Coordinator Network to KAMU.

6. **Experience Gathering Related to DTU's Dialogue Concepts** by Nina Fog and Line Stavnsbo, Corporate HR

All university units have gained experience working with dialogue-based approaches, either related to well-being, leadership, or both. In 2025, the focus is on collecting experiences with DTU's dialogue concepts.

The experience-gathering process is designed to allow various stakeholders, including KAMU, to provide input (see slide).

In August, open workshops were held where anyone interested could come and share their own experiences. Additionally, HR has visited a wide range of actors within the work environment and collaboration organizations.

[The background of DTU's Dialogue Concepts](#) is that DTU aims to use dialogue as a method to strengthen collective well-being. DTU Well-being Dialogues are based on the principle that we can only act on what we have the courage to say out loud. Therefore, a primary goal of DTU Well-being Dialogues is to train everyone in the organization to engage in safe and trust-based conversations about well-being.

DTU Well-being Dialogue is used as a method to meet the legal requirement for a psychological workplace assessment (APV) and replaces the previous well-being survey (MTU). When conducting an APV, there is legal flexibility in the choice of method, but there is a requirement for written documentation that the APV has been carried out.

DTU has developed a guide and template to meet the documentation requirement for APV ([documentation of DTU Well-being Dialogue - psychological APV](#))

KAMU was divided into three groups, each tasked with discussing experiences with DTU's dialogue concepts in relation to one of the following areas:

- Purpose and Leadership Support
Topics included DTU Inside, "Why Dialogue," film resources, and checklist.
- The Process
Focused on the four phases of the process and the next step (summary of the day).
- Documentation and Follow-up
Covered documentation (APV) and follow-up cards (next steps).

The group work was concluded with a brief summary, during which the following points were shared in plenary:

- Dialogue as a method needs to be practiced and tested, and we continuously improve at it.
- It is important to identify how it works best for each university unit (as the units differ).
- It is essential to follow up on the action points identified. It must not stop at just talking.
- The process works best when everyone participates.
- It is also important to maintain ongoing dialogue (not only when DTU Well-being Dialogues are held).

Notes from the group work were passed on to HR, and the President thanked for the presentation and the dialogue in plenary.

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7. **Representatives for the DTU DEI Community** by Jakob Brinkø Berg, CAS DPP
Camilla Rygaard-Hjalsted, Dean of Sustainability, reached out on behalf of DTU's Executive Board to invite KAMU to appoint 1-2 representatives to join the DTU DEI Community.

The DTU DEI Community meets 1-2 times a year, and the President asked for interested candidates.

After a brief discussion in KAMU, Henrik Jensen (AIT) and Jakob Brinkø Berg (CAS DPP) were selected as representatives for the DTU DEI Community.

8. **Discussion of KAMU's Action Plan** by Lars Villadsen, CAS AB, and Nina Fog, Corporate HR

- a) Status on KAMU's Action Plan 2025

KAMU was presented with a status update on the KAMU Action Plan 2025 (see slides), and the descriptions under all focus areas will be updated. For example, the description under the initiative "Development of measures that promote greater diversity and inclusion among DTU's employees" will be updated to:

Ensure that the cooperation and work environment organization has knowledge and tools related to diversity and inclusion topics.

- b) Input for KAMU's Action Plan 2026

Input for KAMU's Action Plan 2026 has been discussed in The Work Environment Coordinator network, which proposed the following suggestions:

- Make work environment work accessible to everyone (language)
- Strengthen communication between KAMU/AMK/AMO at DTU (possibility to communicate directly with work environment representatives)
- Workplace assessment (APV) every 3 years - physical APV, DTU Well-being Dialogues (psychological APV), and DTU Leadership Dialogues in a 3-year cycle.

KAMU discussed the proposals from The Work Environment Coordinator network, as well as a proposal from KAMU regarding an initiative to address the reporting of psychological work-related incidents at DTU.

9. **Roundtable Discussion**

KAMU mentioned the following points of information and areas of attention:

- Updating and developing work environment procedures at the university unit.



- Providing information about the psychologist scheme and student chaplain to new employees at DTU Culture Day is important.
- Recommendation for internal competence development within psychological work environment.
- Planning two full days in the university unit focused on psychological work environment allows for deeper engagement.

10. Any Other Business

No items under Any Other Business.

The President thanked everyone for a good meeting.