



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: 1 December 2025

Time: 13.00-15.30

Location: LY101, meeting room 5

Attendees

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

Senior Executive consultant, Steen Larsen, DTU Chemical Engineering, work environment coordinator

Student, Anders Strøbæk, Polytechnic Association

Associate Professor, Bastian Epp, DTU Health Tech, HSU, Observer

Corporate Work Environment Secretariat

Section Manager, Lars Villadsen, CAS AB

Development Consultant, Simone Clauwaert, CAS AB

Consultant, Anders Jacobsen, Corporate HR

Absent

President, Anders Overgaard Bjarklev, Chairperson

Head of Department, Malene Kirstine Holst, DTU Engineering Technology

Student, Jacob Birkjær Marcussen, Polytechnic Association

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

Organizational Consultant, Nina Fog, Corporate HR

Agenda

1. **Welcome by Vice Chairperson Jakob Brinkø Berg, CAS DPP**
 - a) Welcome to new representative from the Work Environment Coordinator Network Steen Larsen, DTU Chemical Engineering, was welcomed to KAMU as a new representative from the Work Environment Coordinator Network. KAMU and the Corporate Work Environment Secretariat conducted a brief round of introductions. Afterwards, Steen gave a short introduction of himself and looks forward to the collaboration in KAMU.
 - b) Approval of the minutes from the previous KAMU meeting
Attachment 1: Minutes from KAMU meeting on 29.09.2025
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**

Safety moment concerning slippery conditions and winter preparation (see slide). When frost sets in, sidewalks, paths, and roads become slippery. Campus Service clears snow and salts early in the morning, but every year many people fall at DTU and get injured. Nationwide, around 3,000 work-related injuries are reported annually to the Danish Working Environment Authority due to slippery conditions. To avoid falls and accidents, it is important to be extra cautious when walking, cycling, or driving. KAMU discussed the safety moment with a recommendation to share this locally within the university units. Several examples of safety moments can be found on [DTU Inside](#) (in Danish/English).

3. **News from the Chairperson by Vice Chairperson Jakob Brinkø Berg, CAS DPP**
 - a) DTU's Strategy 2026–2031 under consultation
The President and the Board of Governors thank you for your feedback and contributions to DTU's upcoming strategy. The new strategy will be adopted by the Board of Governors at its December meeting and will take effect from January 1, 2026. During the spring, the President will visit all university units to provide more information about the new strategy and the upcoming work to translate it into initiatives and actions.

4. **News from the Corporate Work Environment Secretariat by Lars Villadsen, CAS AB og Anders Jacobsen, 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 info letter, topics included slippery conditions and winter preparation, the DTU Occupational Health and Safety Conference, general advice on preventing infection, experience sharing on DTU's dialogue concepts, DTU Health & Safety e-learning, relocation of the ergonomics showroom to building LY101, and flexible work arrangements.

The sub-policy for working day flexibility gives all employees the right to a dialogue with their manager to discuss wishes for flexibility in work arrangements. Flexibility

must be balanced with consideration for work tasks as well as professional and collegial collaboration.

Flexibility in work arrangements is not the same as fixed weekly days working from home, and it is important to remain accessible when working from a location other than your usual workplace on campus. DTU recommends that fixed days working from home are not scheduled or agreed upon, as this may limit the flexibility that the organization aims to promote through the current sub-policy for working day flexibility.

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

b) DTU Health & Safety E-learning

DTU Health & Safety e-learning has now been fully developed and launched as a pilot with approximately 80 employees and students, including KAMU.

The e-learning is based on a digital learning platform with various gamification options. It includes a series of different 3D environments reflecting DTU's campus setting, and each environment contains multiple scenarios with tasks and information that are important for shared knowledge and understanding of safe behavior and a preventive occupational health and safety 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 specific/local training and instruction, which will continue to be handled within the university units.

DTU Health & Safety e-learning can be accessed as an app on mobile or tablet. It takes approximately 15-20 minutes to complete, with the option to pause along the way. The e-learning will be translated into English and is expected to be implemented at DTU after New Year.

c) DTU's Occupational Health and Safety Conference 2025

DTU's Occupational Health and Safety Conference was held on November 28, 2025. The overall theme was neurodiversity (including neurodivergence), which aligns with DTU's ambition to embrace and create a university for everyone who can and wants to participate. The conference focused on knowledge, introduction to practical tools, dialogue and discussions, as well as networking.

In addition to DTU's work environment organization, ergonomics ambassadors, union representatives, and other partners were also invited to the conference.

KAMU discussed the conference, and there was positive feedback regarding both the overall theme and the speakers, as well as the message and the ambition to create the best possible framework for employees and students at DTU.

d) DEI Conference 2025

On November 7, 2025, DTU DEI DAY was held, primarily reserved for the DTU DEI Community, but other stakeholders also had the opportunity to participate. The DTU DEI Community is a network where members from university units, various networks, and committees come together around the shared interest in and work



on diversity, equity, and inclusion (DEI) at DTU. Henrik Jensen and Jakob Brinkø Berg represent KAMU in the DTU DEI Community.

The main theme of DTU DEI DAY was neurodiversity, which is the same overarching theme as DTU's Occupational Health and Safety Conference, and the planning groups for the two conferences coordinated presentations and perspectives on the topic.

Several KAMU members participated in both events and discussed various considerations and reflections in plenary, including:

- It is important to have openness and knowledge at DTU so that it is not solely up to the individual employee/manager to figure out what DTU offers or does not offer.
- It is important to allocate the necessary resources to ensure the frameworks and opportunities that DTU wishes to provide.
- It is important that decisions are balanced, as resources are not unlimited.
- The principles of good leadership for neurodivergent individuals are good leadership for everyone.

DTU DEI DAY is held twice a year at DTU, and the next event will take place on March 12, 2026, with the main theme "Women in Research."

e) Internal Competence Development in Psychological Work Environment - Upcoming Courses

The purpose of the competence development is to achieve shared knowledge and strengthen skills related to promoting well-being and the psychological work environment at DTU.

During the program, several topics will be addressed, including:

- AMO - roles and responsibilities
- Dialogue, collaboration, and conflict management
- Neurodiversity (knowledge and tools)
- Work-life balance (including proactive measures for stress reduction)

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

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

The course can be accessed via [DTU Inside](#) and is offered to all interested parties across the work environment and cooperation organization, as well as HR partners.

The competence development program is an initiative included in the KAMU action plan through 2028, and the model for conducting future courses is under development. The topics in the course program may also be further developed.

f) Kemibrug

Kemibrug is a system that supports universities in managing and maintaining an overview of chemicals in the workplace, as well as providing information about individual chemicals and their hazards. The administration of Kemibrug is physically located at DTU, but the system is developed in collaboration between DTU, the University of Copenhagen (KU), the University of Southern Denmark (SDU), and Aalborg University (AAU), which jointly operate Kemibrug.

A project has been launched to develop a new Kemibrug application - Kemibrug V2. The purpose is to modernize and optimize the system, with a strong focus on user involvement.

Lars Villadsen is a member of the Kemibrug board, and Maj-Britt Kryger Stærfeldt represents DTU and Kemibrug in the steering committee for the project. In addition, there are four representatives from DTU in the reference group, and several others are on a contact list (see slide).

After extended negotiations, a new cooperation agreement has been concluded and signed within Kemibrug between DTU, KU, SDU, and AAU.

In addition to supporting universities' overview and administration of chemicals, Kemibrug also sells licenses to others, and there are currently about 30 other external customers.

g) Influenza Vaccine 2025

This year, DTU once again offered free influenza vaccinations (in weeks 43, 44, and 45) to all employees at Ballerup, Risø, Lyngby, and Hirtshals campuses, as well as the research facilities in Silkeborg and Nykøbing Mors.

Students were also able to take advantage of the offer for a co-payment of DKK 149. The vaccinations were administered by Danske Lægers Vaccinations Service (DLVS).

It is still possible to use the offer until December 31 at DLVS's own clinics, which are widely distributed nationwide.

In 2025, a total of 2,178 employees and students at DTU have been vaccinated so far, which is 176 more people compared to 2024.

Pause

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

The Work Environment Coordinator Network (AMK Network) held the following in Q4:

- A theme day on, among other things, offensive behavior, clarifying roles and responsibilities in handling such cases.
- A quarterly meeting covering topics such as KAMU's action plan for 2026, inspiration for network collaboration from FVA (Forum for Vice Directors and Administra-

tive Managers), safety/protection rooms at DTU, annual fire inspection at DTU (requires follow-up), Kemibrug, and the transport of dangerous goods by air. There were no overall points of attention from the AMK Network to KAMU, but several individual members raised concerns and suggestions regarding updating the Sub-policy for Senior Employees and developing a disability policy.

Bastian Epp informed that, regarding the Sub-policy for Senior Employees, a working group has been established under HSU.

6. **DTU's Emergency** by Lars Villadsen, CAS AB

DTU's Emergency Management Plan is the overarching governance document for emergency management across DTU. The purpose of the plan is to create a common framework for handling incidents that cannot be managed using normal resources and routines. The focus is on saving lives and assets, preserving DTU's reputation, continuing DTU's core activities, and restoring DTU after an incident.

DTU's Emergency Management Plan includes the expectation that the organization maintains, develops, and sustains competencies and capacity for crisis management. This is supported through, among other things, the newly established Emergency Management Forum (EMF) and SIFI (Coordinating Committee on Safety in Research and Innovation Activities).

The Emergency Management Plan applies to (see slide):

- The entire DTU organization - i.e., all employees and students regardless of location within or affiliated with DTU.
- All external partners and guests who are present on DTU premises.
- Tenants are generally also covered by the Emergency Management Plan concerning the leased building areas.
- Employees and students located on other organizations' premises must generally follow the local instructions applicable at their affiliated site.

DTU's Emergency Management Plan describes the organization of DTU's emergency response, roles, and responsibilities for handling incidents at different crisis levels. With a risk-based approach, DTU has frameworks and initiatives focused on preventing crises and/or incidents, as well as frameworks and initiatives focused on recovery after crises and/or incidents. This includes, for example, classification of crisis levels, a crisis management plan, a crisis team, and a plan for continued operations (see slides).

In the event of a dangerous and acute emergency, an emergency instruction and an assessment form for acute incidents have been prepared (see slide).

On [DTU Inside](#), you can read more about DTU's emergency work, including emergency instructions, the safety plan for large events (over 1,000 participants), and DTU Alarm - an SMS-based alert system. It is recommended that employees and students register their mobile phone number in the DTU database to receive alerts from DTU Alarm.

As part of CAS Emergency, a process has been initiated to map the current status of all safety rooms at DTU (approx. 300 rooms), and the data is being recorded in Dalux FM. Safety rooms are built according to the same requirements as shelters, but they have not yet been fully prepared as shelters. The municipalities are responsible for the operation of

these safety rooms, and nationwide inspections of their condition are currently being carried out.

Safety rooms can be used for purposes such as bicycle storage or storage rooms without compromising their protective function, provided they can be cleared and prepared within a short timeframe.

All university units at DTU are encouraged to tidy up their associated safety rooms, and for further questions regarding safety rooms at DTU, please contact [Mads Madsen](#).

7. **Joint Work Environment Seminar for KAMU and HSU**

by Jakob Brinkø Berg, CAS DPP

A joint work environment seminar for KAMU and HSU was held on October 20, 2025, in the Glass Hall, and HR partners were also invited. The theme of the seminar focused on DTU's dialogue concepts - that DTU works with dialogue-based leadership and well-being.

The overall purpose and focus of the seminar were to increase awareness and understanding of each other's areas of responsibility and roles regarding work environment, as well as to support and optimize collaboration and networking across the organization going forward.

Possible joint themes for KAMU and HSU in the future could include:

- Well-being
- Stress management
- Smoking policy
- Flexible work arrangements

KAMU and HSU should take the lead in strengthening collaboration between the work environment organization and the cooperation organization across DTU. The aim is to create collaboration, dialogue, and mutual understanding of each other's tasks, responsibilities, and strengths so that, together, we can work to create the best possible conditions for employees and students at DTU.

KAMU discussed future collaboration opportunities with HSU (see slide), including the following considerations and viewpoints:

- It is important to have clarity on which areas of responsibility are placed in which committees.
- It is important to know which areas of responsibility are shared and which are not.

Several KAMU members expressed that the joint work environment seminar on October 20 was held in a positive atmosphere and with a shared commitment to working toward a good university environment for employees and students at DTU.

8. **Approval of KAMU's Action Plan 2026-2029** by Lars Villadsen, CAS AB og Anders Jacobsen, Corporate HR

Appendix 3: KAMU's Action Plan 2026-2029 for Cross-Organizational Work Environment Initiatives

The draft of KAMU's action plan for 2026 includes two changes in focus areas:



- DTU Health & Safety e-learning will be removed
- A model and process for reporting psychological work-related incidents at DTU will be added

The President approved the KAMU action plan at a preliminary meeting on November 24, 2025.

KAMU discussed the action plan for 2026-2029 and emphasized the importance of clarifying the definition of a psychological work-related incident. This may be a complex area, highlighting the significance of the new initiative.

KAMU's action plan for 2026-2029 was subsequently approved by KAMU.

9. **Roundtable Discussion**

KAMU mentioned the following points of information and observations:

- For major organizational changes, a workplace assessment (APV) must be carried out - often it can be beneficial to wait a bit and allow time for the changes to settle.
- A new DTU sign at LY101 in Lyngby might invite some to climb on it - Jakob B. Berg will take this input back to Campus Service.
- When reports are submitted in DTU Injury, it would be appropriate for the work environment coordinator to also be informed of the report.

10. **Any Other Business**

Nothing under this item.