Minutes

DTU's Cooperation and Joint Consultation Committee (HSU)

2 December 2025
Journal no. xxx
lins

Meeting participants

Management representatives: Anders Bjarklev (chair), Claus Nielsen, Jörg Hübner, Mette Wier, Pia Lyhne, and Søren Linderoth
Employee representatives: Jan Horne Hansen, Bastian Epp, Stine Work Brodersen, Nina Kjærgaard Hendel, Lene Knudsen, Anders Henry Nielsen, Mette Dyrdal, Peter Szabo
Observer: Jakob Brinkø Berg (Vice Chair of Corporate Work Environmental Committee (KAMU))
Secretariat: Lars Villadsen, Line Stavnsbo (keeper of the minutes)
Guests: Dean Camilla Rygaard-Hjalsted

Apologies

Annette Frøhling, Alireza Dolatshahi-Pirouz

HSU meeting held on 2 December 2025 at 12:30-16:00

Agenda

1. Approval of the agenda
2. Approval of minutes of ordinary meeting held on 2 September 2025
3. Emergency response at DTU—presented by Lars Villadsen
4. Discussion of DTU's draft Budget and Action Plan 2026
5. Finances—presented by Claus Nielsen
6. Salary negotiation round 2026
7. Subpolicy for workday flexibility—presented by the President
8. Follow-up on joint HSU & KAMU seminar on 20 October 2025
9. Sustainability Report 2025—presented by Dean Camilla Rygaard-Hjalsted
10. Briefing
11. Items from HSU to local cooperation committees (LSUs)
12. Any other business

DTU Corporate HR
Anker Engelunds Vej 101
Bygning 101
DK-2800 Kongens Lyngby
Tel. +45 45 25 25 25
Dir. +45 51 64 74 78
lins@dtu.dk
www.dtu.dk

The President welcomed everybody to the last HSU meeting of the year. Bastian Epp is standing in for the vice chair, who is absent.

Item 1. Approval of the agenda
The agenda was approved.

Item 2. Approval of minutes of ordinary meeting held on 2 September 2025
The minutes of the HSU meeting held on 2 September 2025 were approved.

Item 3. Emergency response at DTU—presented by Lars Villadsen
Lars Villadsen presented the principles behind DTU's emergency response plan and informed those present that SiFI approved the establishment of an Emergency Management Forum (EMF) at DTU in November 2025. Lars Villadsen began by explaining that the purpose of the plan is to establish a common framework for handling incidents that cannot be handled with ordinary resources and routines. The purpose of the plan is to ensure that DTU can save lives and assets, protect its reputation, continue performing its core tasks, and restore operations after a crisis, Lars Villadsen continued, and it applies to everyone at DTU's premises—students, employees, guests, partners, and tenants—and will be enclosed with all leases.

Lars Villadsen stressed that crisis management in some cases requires considerable resources, and that DTU adheres to the principle of unit responsibility, which means that crisis teams are composed based on the specific situation. Lars Villadsen highlighted that 24-hour emergency response services are provided by the CAS technical emergency response team, the CAS on-call technical assistance team, Securitas, and DTU's corporate emergency team, and recommended that everyone download the DTU Injury app, where the contact details of the emergency response teams are available.

The President noted that CAS has probably not been responsible for naming the crisis levels in the presentation, and proposed, together with Mette Wier, that internally they could simply be designated as levels 1, 2, 3, and 4. The discussion also touched on PLOV—in Danish an abbreviation for ongoing life-threatening and violent actions—and Lars Villadsen explained that DTU complies with the authorities' recommendations: escape if possible, seek shelter, and call emergency services. Claus Nielsen stressed that at DTU we do not hold PLOV drills as this could cause unnecessary concern.

Søren Linderoth asked for an overview of shelters and safe rooms, and Lars Villadsen said that the municipality is in the process of mapping them. Mette Dyrdal raised the question of emergency response in relation to the Light Rail, and Lars Villadsen replied that no separate emergency response plan has been prepared for the Light Rail, as the municipality and the Greater Copenhagen Light Rail are the responsible authorities. Lene Knudsen asked about prepping in shelters and safe rooms, and Lars Villadsen said that DTU is awaiting guidelines from the authorities. Anders Henry Nielsen and Jörg Hübner presented their respective views on challenges as regards capacity and clean-up of shelters and safe rooms. Claus Nielsen noted that the primary threat to DTU today is cybersecurity.

The presentation by Lars Villadsen provided insight into the key elements of the emergency response plan, including the risk-based approach that is taken, focusing on prevention, warning systems, competences, management, and crisis communication. It also described procedures for acute incidents, including the need to contact the corporate emergency team and registration in the DTU Injury app, as well as DTU alarm—a text message-based warning system for rapid communication. Finally, information was provided about shelters and safe rooms, of which DTU has approximately 300 with room for around 14,000 people, and about requirements for security and safety plans in connection with major events with more than 1,000 participants.

The President thanked Lars Villadsen for the presentation, who promised to share the material with the participants after the meeting. It was agreed that communication about the emergency response plan should focus on providing peace of mind and clarity, and that the efforts to register shelters and safe rooms will continue in dialogue with the municipality.

Item 4. Discussion of DTU's draft Budget and Action Plan 2026
First to speak was the President, who emphasized that DTU's Budget and Action Plan has been prepared before the final adoption of DTU's future strategy. The President explained that the strategy will be discussed at the Board of Governors meeting on 12 December, and the draft presented is therefore based on a bottom-up approach, where departments, centres, and offices have contributed their own action plans for 2026, and the purpose is to ensure that the activities planned within the seven focus areas identified so far cover all DTU's activities. The President said that the draft is the best we can do at the moment and expressed hope that the Board of Governors will allow adjustments to be made in the first half of the year once everything is clearer.

Bastian Epp asked whether the strong focus on large research grants may detract attention from other career paths, including those open to young researchers. Claus Nielsen explained that the Executive Board has a stronger focus on large research grants, which reflects our overarching strategic approach, but that this should not in any way detract attention from the general principle that we should apply for all relevant grants, but at the right level and strategically. The President added that the Board of Governors wants to promote career paths at all levels of the organization. Bastian Epp also noted an increase in the salary costs associated with external research funding. Claus Nielsen explained that this is due to a strategy whereby salaries are allocated to research projects to create room for manoeuvre. The President stressed that DTU's core competences must match society's needs.

Mette Wier stressed the importance of increasing the visibility of the next generation of researchers, among other things through Co-PI roles, which is also a focus for the Danish Council for Independent Research. Mette Wier stressed that this is the responsibility of management, and it could be a way of boosting women's visibility in research, to which Claus Nielsen added that the Young Investigator initiative has listened to these needs.

The working environment and well-being were also discussed extensively, with Anders Henry Nielsen saying that he thought the action plan needed a clearer focus on well-being, while Nina Kjærgaard Hendel and a number of union representatives expressed wonder that, in the action plan, it seems that DE&I is the overarching agenda in the working environment section. Nina Kjærgaard Hendel pointed out that the overarching working environment agenda should be well-being, and DE&I is one of our focus areas. The President made clear that DE&I should support well-being, not replace it, and Pia Lyhne explained that DE&I covers inclusion and diversity and not just gender equality. Working with inclusion and diversity is supportive of well-being, Pia Lyhne added. Pia Lyhne said that well-being and DE&I are still two important agendas, which HR continues to work on.

The discussion also touched on the need for skills enhancement in light of artificial intelligence, with Bastian Epp highlighting the need for social skills due to the increasing use of AI on the study programmes. Both the President and Claus Nielsen stressed that today's engineers must be able to ask ethical questions and navigate social contexts, and Mette Wier believed that DTU is perfectly able to integrate this into the study programmes. Anders Henry Nielsen called for greater concretization of the AI efforts in the action plan, to which the President replied that AI is a necessity and an investment, even though it is costly.

Bastian Epp asked about the building projects, including the stem cell facility and the impact on DTU's finances. Claus Nielsen stated that the tunnel work has almost been completed and explained that the facility is being built and is owned by Novo Nordisk Foundation (NNF) and will subsequently be operated by the Foundation. DTU is leasing the land to NNF, and will provide a number of services to the facility, primarily supplies, on market terms, and there will also be close research collaboration. Claus Nielsen confirmed that the change of strategy in a relevant company will not negatively impact DTU in connection with the facility.

Finally, financial highlights were presented. The 2026 budget shows revenue of DKK 7.1 billion, up DKK 260 million compared to 2025. The basic research funding contributes almost DKK 2 billion, the education area DKK 1 billion, and funded activities almost DKK 2.9 billion. Costs are DKK 7.1 billion, and a profit of DKK 5.6 million is expected. The investment and modernization plan covers project costs of up to DKK 8.9 billion between now and 2034, including new facilities, cleanrooms, modernizations, and strategic infrastructure.

Item 5. Finances—presented by Claus Nielsen

Claus Nielsen presented a status on DTU's finances after the third quarter and an assessment of the outlook for the rest of the year. Claus Nielsen began by saying that the financial statements are satisfactory, and that the outlook is close to expectations, even though a few areas require attention. After the third quarter, the operating profit amounts to DKK 76.2 million, which is DKK 2.8 million ahead of budget. Claus Nielsen emphasized that this is primarily due to higher state subsidies for education and lower operating costs for both ordinary operations and building operations. A negative impact is seen from other income items being lower and from increasing salary costs. For the full year, a profit of DKK 0.7 million is expected, which is DKK 3.3 million below budget, especially due to higher salary costs and depreciation.

Claus Nielsen stressed that funded activities are expected to reach DKK 2,765.5 million for the year, which is an increase compared to last year of just over DKK 200 million, and DKK 20.7 million above budget. After the third quarter, commercial income-generating activities are below budget at DKK 277.5 million, but the outlook for the year is DKK 404.6m, which is in line with the budget. At DKK 258.5 million after the third quarter, other income is lagging behind compared to a budget of DKK 324.9 million but is expected to be DKK 14.8 million above budget for the full year.

Finally, Claus Nielsen concluded that all in all the financial situation is satisfactory. The outlook for the year is close to expectations, even though the profit will be lower than budgeted. Trends for funded activities and commercial activities are positive, while other income and salary costs still need attention, Claus Nielsen concluded.

Item 6. Salary negotiation round 2026
Claus Nielsen began by explaining that the participants have received a memo setting out two framework proposals for the upcoming salary negotiation round. The first proposal involves a larger pool in 2026 with 1.0% for permanent salary increases and 0.4% for one-time bonuses, and a smaller pool the following year of 0.3% for one-time bonuses, and with no salary adjustment request round. The second proposal involves 0.5% for permanent salary increases and 0.2% for one-time bonuses. Claus Nielsen stressed that the proposals are based on experience gained over a number of years and the desire for a more flexible process, while DTU must be able to offer competitive salaries.

Bastian Epp said that it is positive that DTU is looking into the possibility of increasing the salary pool covered by the salary negotiations, and that the employee side would like the DKK 34–41 million to be included in the salary negotiation pool. Bastian Epp informed the meeting that the proposal has been discussed with the trade unions, which have unanimously rejected proposal no. 1, as it will mean that salary negotiations only take place every two years. Proposal no. 2 raises concerns as to whether it will be possible to retain skilled employees and pay the employees properly based on their competences as defined in the salary structures. Claus Nielsen asked whether this should be understood to mean ‘no’ to additional salary increases of up to DKK 41 million, which Bastian Epp confirmed, due to the employees’ right, as set out in the collective agreements, to actual salary negotiations each year and to the fact that we cannot make local agreements that do not comply with the collective agreements. In the view of management, proposal no. 1 is fully compliant with relevant agreements in that a pool is made available every year and there is nothing in the agreements to suggest that agreements cannot be made for two years at a time and with different-sized pools/processes for individual years. This view is not shared by the trade unions, and the employee side and the management side must agree to disagree on this interpretation.

Jörg Hübner expressed his frustration with the rejection of the proposal that the negotiations should cover two years, as this is a resource-intensive process for the entire organization. Stine Work Brodersen could appreciate the frustration, but the message from the trade unions is that the employees are entitled to annual salary negotiations.

Bastian Epp suggested that the employee representatives’ views on the two proposals described in the memo be shared in writing, which the President endorsed. Bastian Epp acknowledged the process is a cumbersome one and expressed his willingness to work for a smoother solution, but felt that no further progress could be made during this meeting. Anders Henry Nielsen was surprised that management raised the issue again, given that the trade unions had rejected it quite clearly on several occasions but said that they would like to contribute to designing a less resource-intensive process.

Pia Lyhne stressed that HR is doing everything it can to make the process as efficient as possible, and that it is not only a draw on HR's resources, but that the units and the union representatives are also spending many hours on it.

The President concluded the discussion by saying that the parties understand each other's perspectives, but that management is going to go for proposal no. 2.

Item 7. Sub-policy for workday flexibility—presented by the President
The President began by saying that it was getting late, and the item would therefore be dealt with briefly. The President then mentioned that the sub-policy was originally prepared during the coronavirus pandemic in collaboration with HSU, the intention being that it should be subject to regular follow-up.

The President stressed that there is no wish for a return to pre-pandemic arrangements, and the purpose of the sub-policy was to allow flexibility on three conditions:

1. That it adds to employee well-being.
2. That a balance can be struck between the wishes of individuals and the interests of the community.
3. That all employees should be entitled to have a dialogue with their manager on how to balance their wishes for flexibility with task performance.

The President said that unfortunately the policy is sometimes interpreted in ways that do not support the original intention of flexibility, which can give rise to challenges.

Nina Kjærgaard Hendel emphasized that the intentions behind the sub-policy should still be respected as extreme interpretations are seen in practice.

Pia Lyhne suggested that the issue be discussed by the Local Cooperation Committees (LSU) as an opportunity for dialogue.

HSU takes note of the comments. It was agreed to reiterate the intentions behind the sub-policy and recommend discussion by the Local Cooperation Committees (LSU).

Item 8. Follow-up on joint HSU & KAMU seminar on 20 October 2025—presented by Jakob Brinkø Berg and Bastian Epp
The President has agreed with Bastian Epp that the item will be postponed until the next HSU meeting in March 2026.

Bastian Epp took the opportunity to say that it had been a really good day. Pia Lyhne agreed and added that we should have more days like that.

Item 9. Sustainability Report 2025—presented by Dean Camilla Rygaard-Hjalsted
The President welcomed Dean Camilla Rygaard-Hjalsted.

Camilla Rygaard-Hjalsted began by giving a status on DTU's sustainability work and the latest report. She stressed that ESG reporting is now an integral part of DTU's operations, and that DTU is dedicated to matching technical solutions with organizational initiatives to create genuine improvements.
She highlighted that water consumption per student, and employee has been reduced by almost 28 per cent since the 2017–2019 baseline, which means that the goal for 2025 has already been met by a good margin. When it comes to flying, there has been an increase in activity after COVID-19, but the number of kilometres flown remains below pre-2019 levels. However, a slight increase in CO_2 emissions per employee was seen in 2024 compared to 2023, and DTU is talking to the travel agency to find out whether this may be due to errors in the data. For campus operations, significant progress was made in reducing energy consumption through technical improvements, user involvement, and data-driven management. Since 2022, biodiversity has been a priority area in campus development.

Camilla Rygaard-Hjalsted also talked about DTU's position as an attractive place to study and work. She highlighted the development of a PhD supervisor programme designed to strengthen the role of supervisors as cultural carriers and mentors. There is still a focus on equality and inclusion, and the gender balance in recruitment requires attention. The student community was highlighted as an area where positive results have been achieved as the study start programmes in 2024 and the winter of 2025 attracted a record number of participants.

On the issue of governance with accountability and research integrity, she stressed that DTU is strengthening its sustainability profile through improved data collection and the establishment of a working group on CSRD reporting. Research security and accountability in international collaborations is a key focus area, and DTU is working for open and credible dissemination of knowledge and technology to society.

Finally, Camilla Rygaard-Hjalsted briefed on future initiatives under the IMPACT heading. DTU works with the concept of Absolute Sustainability, and four PhD students are mapping DTU's climate, resources, biodiversity, and toxicity baselines. Focus is also on integrating knowledge of rebound effects into the design of green solutions on campus. DTU is in dialogue about a partnership with the World Climate Foundation with a view to being able to document DTU's societal impact going forward. Finally, it was mentioned that our sustainability reporting must be developed, and it must be decided whether it should be synchronized with the annual report and focus more on demonstrating real benefit for society.

The President thanked Camilla Rygaard-Hjalsted for coming.

Item 10. Briefing

- **Status of DTU's next strategy—presented by the President**
  The President said that the Board of Governors values the input received in connection with the recent consultation process. The President expects a process to start involving the further refinement of activities related to the new strategy.

  The President was pleased that in 2026 he will have the opportunity to visit all units to present the strategy and have a dialogue about it. The new strategy must be reflected in the upcoming Strategic Plan and Budget and Action Plans for the units.

  Finally, the President said that he is looking forward to seeing the final result and that feedback from the University Leadership and Management Forum has been positive as regards the degree of involvement in the process.

- **The Danish Government's strategic priorities for research and innovation 2026–2029—presented by the President**
  The President informed the meeting that he believes the Government's strategic priorities look good and that they now cover a period of several years. There are also a clear signal and a desire for greater focus on innovation, which is in line with the direction DTU would like to pursue, the President added.

- **ASCEND conference—presented by the President**
  The President informed the meeting that last week he participated in the ASCEND conference held at DTU. Many parties were involved in the conference, which was hosted by the Danish Ministry of Higher Education and

Science in collaboration with DTU, and the President is convinced that DTU's name stood out most clearly after the conference.

- **EngiRank—presented by the President**
  The President shared that he spent yesterday, 1 December 2025, in Brussels for the publication of the latest EngiRank ranking. For the third year running, DTU is no. 1.

  EngiRank—the European Ranking of Engineering Programs—is based on an analysis of research, innovation, internationalization, interdisciplinarity, and UN Development Goal SDG 9 on building resilient infrastructure, promoting sustainable industrialization and fostering innovation, and is a comparison of 365 universities, the President explained.

- **Working group on IT security and information security—presented by Bastian Epp**
  Bastian Epp informed the meeting that the working group is not yet up and running due to legal issues on the management side, but that he expects terms of reference to be ready for the next meeting.

- **LSU seminar on 23 September 2025—presented by Nina Kjærgaard Hendel**
  Nina Kjærgaard Hendel acknowledged that it had been a really good day. Nina Kjærgaard Hendel also said that there is a desire to strengthen cross-functional cooperation, and that a number of initiatives have been planned for this purpose. Nina Kjærgaard Hendel thanked the President.

- **The 'Impact in many ways—CoARA at DTU' programme—presented by Stine Work Brodersen**
  Stine Work Brodersen briefed the meeting on DTU's membership of the Coalition for Advancing Research Assessment (CoARA) and the ongoing work to develop a more holistic and responsible understanding of the way in which DTU evaluates and assesses the merits of research and researchers. DTU has committed to reviewing its own processes with a focus on broader impact, and a programme has been launched that brings together a number of initiatives under one umbrella. The programme includes projects on CoARA alignment, merit assessment, evaluation of the Tenure Track programme, and a new model for research evaluation.

  Pia Lyhne added that an evaluation of the Tenure Track programme was due anyway, and that there is a need to address merit assessment practices. Mette Wier raised a concern that DTU may be drawn into issues that primarily concern other universities, and asked for awareness of the draw on resources. Stine Work Brodersen stressed that focus is on DTU's own needs, but that broad involvement is necessary. It was also noted that Villum Foundation has a special focus on CoARA, which supports DTU's strategic direction.

Item 11. Items from HSU to LSUs
HSU decided that from this HSU meeting, focus will be on four items for the LSUs:

- Salary negotiation round 2026
- Sub-policy for workday flexibility

Item 12. Any other business
Anders Henry Nielsen informed the meeting about a TV feature announcing the introduction of free sanitary towels by the University of Copenhagen (UCPH). Anders Henry Nielsen asked why a similar scheme does not exist at DTU. Both Pia Lyhne and Mette Wier explained that this is currently handled at department level. Anders Henry Nielsen said that such a scheme could help attract students and suggested that the possibility of introducing the scheme in areas with a large numbers of students be investigated. HSU was broadly supportive of such a scheme.

Jan Horne Hansen concluded by saying that Stine Work Brodersen, David Frej Nielsen and he have participated in the working group on the salary negotiation round, and you can look forward to the new salary adjustment request form.