DTU

Sustainability Report 2024

Sustainability – in daily operations

DTU SUSTAINABILITY REPORT 2024

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Environmental, Social and Governance

Climate change, biodiversity crises and energy supply crises underline the need for technical and scientific knowledge and solutions that meet people's requirements while respecting the planet's resources.

DTU's research in areas such as energy islands, wind energy, green fuels, carbon capture, and sustainable production is important to the green transition—nationally and globally. These are technology areas in which DTU has a strong research position. It is in the University's core services—technological and scientific research, education of engineers, development of innovative solutions in collaboration with companies and organizations, and advice to authorities—that DTU has the greatest impact in terms of making the world more sustainable.

But our ambitions also include acting sustainably in our daily activities in relation to our impact the environment, consume resources, create socially sustainable surroundings, and run our organization properly. DTU wants to set the standards in terms of sustainable university operations.

This report describes how we are 'putting our own house in order'. The report is inspired by the framework for sustainability known as ESG (Environment, Social, and Governance).

December 2024

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Focus areas and goals

Resource consumption with care

At DTU, we experience that both students and employees are aware of their own habits and want to act sustainably. We are therefore working to create a physical environment that allows students, employees, and all users of DTU's campuses to minimize their own resource consumption. Internally as well as in collaboration with others, we strive to develop circular solutions that minimize resource consumption. DTU owns the building stock at Lyngby Campus and Ballerup Campus. This provides a unique opportunity to adopt a long-term perspective and to work with holistic solutions that promote both sustainability and profitability. Therefore, DTU has decided that all new construction projects and major renovations must have a high sustainability standard. This also means that the University has decided that DTU's campuses and operations will function as living laboratories for technology development.

The work with responsible resource use is divided into focus areas concerning 'environmental impact from university operations', 'carbon emissions from energy consumption' and 'sustainable campus development and mobility'. These focus areas are elaborated on in the following based on the measuring points that DTU uses to monitor and assess its resource consumption.

1. Focus area:
Climate and environmental impact from university operations

1.1 Procurement

Careful consumption of resources includes establishing university operations that are based on responsible procurement which imposes sustainability requirements. That is why DTU has implemented a standardized procurement process in which sustainability is incorporated into all phases of a purchase. From identification of the need through the tender process, all the way to conclusion of the contract. In addition, DTU has implemented a Green Procurement Guide. It describes in detail how sustainability is incorporated into the procurement process.

In addition, Corporate Procurement has launched a project that aims to ensure that correct UNSPSC codes are used for all purchases. The initiative has two main purposes—to support DTU's climate reporting while also strengthening sustainability efforts in procurement. Improving the way DTU's purchases are categorized will support the calculation of CO_2 data within the various procurement categories. Increasing the accuracy of the assigned UNSPSC codes also improves the accuracy of DTU's climate accounts. CO_2 data broken down by procurement categories makes it possible to set specific climate impact reduction targets within a procurement category. UNSPSC categorization will ensure that DTU can follow up on the application of our framework agreements and see how much use is being made of DTU's framework agreements with sustainability requirements.

DTU seeks wide-ranging collaboration when it comes to sustainability and responsible procurement. We work towards responsible procurement in cooperation with other public contracting authorities, e.g. the Danish government's procurement service (SKI), Universities Denmark and the Partnership for Public Green Procurement (POGI).

Examples of measures

	Measures	Baseline	2025 objective
	Procurement		
1.1.1	orporate Procurement has launched a project to ensure that UNSPSC codes are used for all purchases, which will support and improve the quality of data in DTU's climate and environmental accounts—cf. the GHG Protocol.	Absence of UNSPSC codes and uncertain categorization.	To impose concrete climate reduction targets on procurement categories.
1.1.2	Continuing implementation of the *Green Procurement Guide* with training and consolidation.	Corporate Procurement's *sourcing model* must include sustainability in all phases of the sourcing process.	85 % of all project purchases and framework agreements over DKK 100,000 must comply with DTU's procure-ment process for sustainable procurement.
1.1.3	The sub-policy for sustainability in procurement will be merged with DTU's procurement policy.	Sustainability in procurement is currently a sub-policy of the procurement policy.	By integrating sustainability within the procurement policy, DTU can reduce its environ-mental footprint and strengthen its reputation in society.

1.2 Reuse

DTU has established an effective scheme on Lyngby Campus—mainly for the reuse of furniture and fittings, by creating a system of formal workflows and infrastructure. The positive experience of the reuse scheme has created increased demand, so it has been expanded to include more of DTU's locations.

By taking an investigative approach, DTU has learnt which furniture and fittings are suitable for reuse and which should be phased out. This knowledge forms the basis for standardization and quality assurance of the reused goods that DTU will stock in the future. Among the parameters determining whether furniture and fittings are reused is durability and the possibility of extending the life of the product through repair and modernization.

New purchases are also necessary, especially in connection with construction projects, major renovations or relocations. A guide has therefore been developed as well as specific guidelines for these situations. The hope is that it will become the norm at DTU to explore the possibility of reusing items from within the organization before buying new.

IT equipment has a significant climate impact, which is why DTU has introduced the RecycleIT project, in which end-of-life IT equipment is cleaned, repaired, and sent on to be reused. Of the equipment sent on in this way, 97 % is recycled. The experience from the project will be incorporated into future tenders for IT equipment procurement agreements.

Examples of measures

	Measures	Baseline	2025 objective
	Reuse		
1.2.1	Digital support for reuse activities, aimed at easing workflows and improving data and documentation. Also a focus on optimizing and planning a storage facility for reused furniture and fittings	DTU has developed a reuse scheme for furniture and fittings. Our experience means that DTU is ready to focus more on systematic and fundamental decisions that will streamline the efforts to reuse items at DTU.	A digital ordering system has been developed for reuse, and implementation has begun.
1.2.2	To reduce the climate impact, DTU has launched the RecycleIT project, in which used IT equipment is sold on to certified partners.	There used to be no fixed procedure for the disposal of IT equipment in a way that could reduce the climate footprint.	Greater awareness of collecting large quantities of used IT equipment at an earlier stage, while its value is higher.

1.3 Waste and recycling

DTU works to optimize the handling and processing of waste. DTU has an ambition to achieve a recycling rate which exceeds the national targets. DTU does not set targets for reducing the total amount of waste, as this fluctuates greatly over time depending on which activities are carried out in the years in question, e.g. renovations and environmental remediation.

More recycling requires continuous development of the University's physical infrastructure, good sorting behaviour among students and staff, and collaboration with the best collection and processing contractors. DTU has developed an action plan that describes the framework and the actions needed to achieve more recycling and improved operations.

DTU is continuously testing new solutions to improve waste management. Examples include an improved system for waste sorting during large events, digital portals to strengthen internal knowledge sharing, and support in the development of standard packaging requirements in tenders at DTU.

Examples of measures

	Measures	Baseline	2025 objective
	Waste		
1.3.1	Measures for behavioural change aimed at better waste sorting.	A test check from 2021 showed that 54 % of the residual waste was suitable for recycling, special processing, or landfill. The proportion of waste in the residual waste that could be sorted into its own fraction is used as an indicator of how well waste sorting is going.	2025: No more than 30 % of the residual waste must be waste that should have been sent for recycling, special processing, or landfill. 2030: No more than 15 %.
1.3.2	Requirements on suppliers to improve the way they process the waste and document the process.	46 % of all waste was actually recycled in 2022.	Targets for the actual recycling rate: 2025: 60 % 2030: 70 % 2035: 75 %
1.3.3	Focus on higher data quality.	The quality of waste data from waste collectors varies and does not always meet the latest requirements for data concerning actual processing.	100 % of waste data is based on the actual processing.
1.3.4	Tenders for waste collection and processing.	There are elements in agreements with suppliers on waste processing, logistics and finance that need to be refined in order to achieve our ambitious goals.	Tenders for hazardous waste and non-hazardous waste have been completed and implemented.

Historical development	2017-2019 (avg.)	2021	2022	2023
Waste volumes				
Waste volume (tonnes)[A]	3,025	2,513	2,708	2,040
Waste volume per student and employee (kg)[B]	216	166/149	173	128
Share of waste volume delivered for recycling	65 %	67 %	46 %	40 %
Waste volumes, broken down by actual processing (tonnes)				
Recycling	1,971	1,683	1,207	808
Combustion	865	597	1,082	909
Special processing	157	208	148	146
Landfill	-	24	170	143
Waste volumes, broken down by location (tonnes)				
Lyngby	2,381	2,174	2,132	1,680
Risø	348	175	378	227
Ballerup	175	97	65	98
Other	86	67	37	35

A) All waste volumes registered on all campuses
B) Decreases in 2021 are attributed to the COVID-19 pandemic and related reduced activity level on campus

2. Focus area:
Reduced carbon emissions

2.1 Air travel

In 2020, DTU developed a sub-policy for transport and meeting activities that encourages employees to choose the least carbon-intensive mode of transport for essential travel. Taking this policy as its starting point, combined with the desire for it to be translated into concrete, locally anchored initiatives, air travel is part of the Executive Board's annual dialogue with departments and centres. Each organizational unit must budget the number of kilometres flown and prepare action plans to reduce the climate impact of air travel. The initiatives must be measurable and visible. DTU calculates the number of kilometres flown and the resulting climate impact in order to track progress. The number of kilometres flown has bounced back from the reduced travel activity due to Covid-19, but is not yet at the same level as before Covid-19.

Examples of measures

	Measures	Baseline	2025 objective
	Air travel		
2.1.1	DTU will reduce the number of kilometres flown per FTE.	8,916 km flown per FTE, equal to carbon emissions of 1,450 kg per FTE (2019).	Number of km flown per FTE will be reduced by 25 %.

Historical development	2017-2019 (avg.)	2021	2022	2023
Air travel				
Total number of km flown (km)	53,866,261	5,910,049	25,516,654	37,062,013
Carbon emissions (kg)	8,230,962	1,125,875	4,912,305	5,336,367
Number of km flown per employee (km)	9,204	1,015	4,274	6,090
Carbon emissions per employee (kg)	1,406	193	823	877
Flight destinations				
The Nordics	2,815	1,067	2,921	1,408
Europe	13,265	2,851	9,718	13,939
Overseas	40,601	3,059	15,799	3,669

2.2. Energy consumption

There are several strands to DTU's energy-saving efforts: behavioural changes involving the building's users; efforts to reduce the buildings' energy consumption in technical facilities; and the development and implementation of an energy management system.

DTU has developed a dashboard that shows historical and current energy consumption at building level (in kWh and carbon emissions). Energy consumption data is made available to all university units so that they can monitor their own consumption and see the impact of energy-saving measures.

The data presented from the dashboard is also used to identify opportunities for reducing energy consumption in the individual building. As buildings and installations undergo maintenance and new technology is developed, DTU will implement technical improvements aimed at reducing carbon emissions from buildings.

Examples of measures

	Measures	Baseline	2025 objective
	Reduction of energy consumption		
2.2.1	DTU will reduce energy consumption per student and employee.	Energy consumption per student and employee: 9.7 MWh.	Target 2025: 5 % reduction Target 2030: 10 % reduction Compared to baseline (average of consumption in 2017, 2018 and 2019).
2.2.2	DTU will develop and implement an energy management system.	The preliminary analysis for the project has been completed.	Energy management system certified to ISO 50001 standard.

2.3 Renewable energy sources

DTU continuously examines the scope for purchasing more renewable energy with a view to changing energy agreements if new suppliers can document a significantly lower environmental impact.

In addition, DTU's campuses constitute an important framework for the University's activities and also function as living experimental laboratories for the development of sustainable solutions in sectors such as energy supply. DTU develops local solutions based on renewable energy sources and test facilities, aimed at researching technologies and solutions to achieve a more sustainable energy supply for the benefit of society.

Examples of measures

	Measures	Baseline	2025 objective
	Renewable energy sources		
2.3.1	DTU will reduce carbon emissions from energy consumption per student and employee.	Carbon emissions per student and employee: 0.9 tonnes. The national targets for reducing greenhouse gases: 70 % reduction of greenhouse gases in 2030 compared to the index year 1990 and a climate-neutral society in 2050.	Approved climate strategy and action plan, including targets for reduction of carbon emissions related to DTU's energy consumption. The target figures from energy consumption are part of DTU's overall climate footprint, and the overall goal is a reduction of the climate footprint.
2.3.2	Installation of experimental wind turbines on Risø Campus under the auspices of Risø Hybrid Power, which for example can test green energy production, storage and the systems that will control the supply of the future.	DTU's infrastructure ensures that basic research and materials research, development, and testing take place in the best possible conditions.	Energy production based on renewable energy sources corresponding to 100 households. First research projects started at DTU Risø Hybrid Power. Demo project for National Energy System Transition Facilities (NEST Facilities) completed.
2.3.3	Installation of solar cells on Lyngby Campus.	The facilities provide flexibility for the energy frameworks as new buildings are constructed and older ones are modernized.	Establishment of a solar cell system with a capacity of 125 MWh.
2.3.4	Installation of a heat pump on Lyngby Campus. On Lyngby Campus, a heat pump will be installed that can cover 35 % of DTU's annual, ongoing heating needs by recycling heating from the site's own remote cooling system.	The heat pump is expected to contribute to an annual reduction of carbon emissions of 180 tonnes relative to the existing heating supply.	The heat pump is now being installed with a view to commissioning in the spring of 2026. Prepared final statement for CO_2e savings.

Historical development	2017-2019 (avg.)	2021	2022	2023
Energy consumption per student/FTE				
Electricity consumption (MWh per student and employee)	4.6	4.5	4.3	4.2
Heating consumption (MWh per student and employee)	5.2	5.2	4.4	4.1
Total energy consumption (MWh per student and employee)	9.8	9.7	8.7	8.3
Carbon emissions (tonnes per student and employee)	1.6	0.9	0.6	0.7
Energy consumption (MWh)				
Electricity consumption (absolute electricity consumption, incl. electricity for research processes)	64,410	67,877	66,084	65,571
Heating consumption (absolute heating consumption, incl. heat for research processes)	72,493	78,481	68,193	68,412
Total energy consumption	137,353	146,358	134,277	133,984
Total carbon emissions from electricity and heating (tonnes)				
Carbon emissions from electricity	11,478	5,656	3,827	3,684
Carbon emissions from heating	11,484	8,323	5,081	6,955
Carbon emissions from total energy consumption[A] (electricity and heating) (tonnes)	22,962	13,979	8,908	10,638
Carbon emissions from electricity per location[B] (tonnes)				
Lyngby	8,190	7,329	2,850	2,656
Risø	2,247	1,906	703	776
Ballerup	301	206	82	89
Other	398	197	192	162
Carbon emissions from heating per location (tonnes)				
Lyngby	9,003	7,078	4,339	6,244
Risø	883	571	386	422
Ballerup	404	445	139	149
Other	534	229	216	140

A) All waste volumes registered on all campuses
B) Decreases in 2021 are attributed to the COVID-19 pandemic and related reduced activity level on campus

3. Focus area:

Sustainable campus development and operations

3.1 Campus, new construction, and building operations

DTU follows the voluntary certification scheme for sustainable construction, DGNB. This certification is not the end goal for DTU's initiatives for improving sustainability in existing and future buildings, but a method for creating a systematic and transparent approach as a way of imposing sustainability requirements on projects.

In the DGNB system, building projects or building operations are evaluated based on three qualities: environmental, social and economic. In urban areas, process quality and technical quality are also evaluated. In Denmark, the certification process is handled by the Green Building Council Denmark. It may be necessary to deviate from the DGNB criteria in particularly complicated research-intensive buildings. Such deviations are always verified by the Green Building Council Denmark.

Examples of measures

	Measures	Baseline	2025 objective
	Campus, new construction and building operations		
3.1.1	DTU will obtain certification according to 'DGNB for new buildings and extensive renovations'.	DTU obtained certification for the first buildings in 2021, see the DGNB manual for new buildings and extensive renovations.	All new buildings are certified to a minimum of DGNB Silver and Gold for all "dry" buildings. DTU aims for DGNB Diamond and Heart in relevant construction projects.
3.1.2	DTU will maintain DGNB plan certification of Lyngby Campus as an urban area by continuing to develop the campus in a more sustainable direction.	Lyngby Campus achieved DGNB plan certification at Gold level in 2021. Ballerup Campus is not certified as an urban area.	Maintenance of DGNB plan certification of Lyngby Campus at Gold level. Determine whether DTU's other self-governing campuses can obtain plan certification.
3.1.3	DTU has selected and is in the process of implementing the improvements that will systematize its efforts to make the operations in DTU's buildings more sustainable.	In 2022, three buildings were selected for a pilot project on mapping how DTU meets the criteria in the DGNB standard for buildings in operation.	Implementation of the areas that were identified and prioritized: energy management, water consumption, indoor climate and biodiversity.

Historical development	2021	2022	2023
DGNB certifications			
Urban areas	–	Preparations for recertification of Lyngby Campus were initiated.	Recertification process carried out and completed in 2024
New construction and extensive renovations	New construction: Building 374 certified at Gold and Diamond level Building 357 pre-certified at Gold level Building 112 pre-certified at Gold level	New construction: Building 313 pre-certified at Gold level Extensive renovation: Building 116 certified at Silver level Building 208 pre-certified for at Gold level	New construction: Building 357: Certified at Gold level Building 112: DGNB Diamond

3.2 Indoor climate

DTU has determined the extent to which and how DTU's work with indoor climate meets the DGNB standard for buildings in operation. DTU is now focusing on developing a structure for indoor climate monitoring and systematic follow-up (acoustics, air quality, lighting conditions, and thermal indoor climate). To support and document this work, digital indoor climate monitoring tools are being developed.

DTU's new building projects and major renovations are planned with particular attention to creating a good indoor climate with minimal climate and environmental impact.

Examples of measures

	Measures	Baseline	2025 objective
	Indoor climate		
3.2.1	DTU will strengthen its actions and initiatives aimed at ensuring a high-quality indoor climate with minimum environmental impact that concurrently supports a good study and working environment.	Work is being done to improve the indoor climate on an ad hoc basis and as required. New buildings have stringent indoor climate requirements.	Establish a system for ongoing assessment of and follow-up on the indoor climate in existing buildings. 80 % of DTU's classrooms are equipped with measurement systems that collect indoor climate data.

3.3 Biodiversity

DTU's campus areas have very varied natural surroundings, but since 2022, DTU has developed guidelines for promoting biodiversity on all campuses. The work has resulted in adjustments to operations and further training of staff in the practical work involved with biodiversity.

In the new guidelines, DTU requires that 90 % of the newly planted vegetation must be species that belong in a Northern European geographical context. None of the species on campus must be on the Danish Environmental Protection Agency's list of invasive species in Europe and Denmark. This applies both to new planting and landscape maintenance.

Cohesive green areas and more water reservoirs will provide the basis for robust natural surroundings with habitats for more species. The aim is to achieve greater biodiversity and site-specific biodiversity on DTU's campuses. Increased biodiversity must be done with respect for the landscape's cultural heritage and campus environment.

Examples of measures

	Measures	Baseline	2025 objective
	Biodiversity		
3.3.1	DTU will increase biodiversity in its campus areas.	Biodiversity on Lyngby Campus was mapped in 2021.	90 % of the newly planted vegetation on DTU's campuses are species that belong in a Northern European geographical context.
3.3.2	When trees are felled, lost trees are offset by new trees planted elsewhere.	DTU follows the Danish Construction Act and offsets trees felled during construction of the Østerild test centre for example. The Danish Nature Agency administers the agreement and is responsible for finding new areas for restoration.	To offset the forest area felled in Østerild, the replacement ratio is 1:6, in other words for every hectare cleared, 1.6 hectares of new forest is planted elsewhere.

3.4 Water consumption

DTU will increase the share of collected rainwater that can be used for irrigation of green areas on campuses and for cleaning of outdoor areas. On Lyngby Campus, water consumption can be monitored via a dashboard. Work is underway to develop a similar system for the other campuses. The dashboard allows systematic monitoring and follow-up of changes in water consumption.

Solutions are being developed to reduce water consumption. On Lyngby Campus, central steam production will be phased out and replaced by local solutions. The conversion from gas to electric power as well as local steam production in the relevant buildings will reduce both carbon emissions and water consumption significantly.

Examples of measures

	Measures	Baseline	2025 objective
	Water consumption		
3.4.1	DTU will reduce tap water consumption and increase the volume of collected water for use in outdoor areas.	163,319 m^3, corresponding to 10.7 m^3 per student and employee.	The consumption of tap water has been reduced by 10 % compared to baseline (average of 2017-2019).

Historical development	2017-2019 (avg.)	2021	2022	2023
Water consumption				
Consumption of tap water (m^3)	170,481	133,699	163,319	151,411
Consumption of tap water per student and employee (m^3)	12.2	8.8	10.7	9.7

3.5 Mobility

DTU has a goal of reducing the climate impact of transport to, from, and on campuses, for example by increasing the number of people arriving on foot, by bicycle, or by public transport. A number of facilities have therefore been established on Lyngby Campus that make it easier to combine public transport with cycling and walking, including new cycle paths, pavements, and safe crossings. To support the use of electric cars, charging stations are constantly being installed on the campuses. Overall, it must be easy for staff and students to move about on foot, by bicycle, by public transport and by electric car.

Examples of measures

	Measures	Baseline	2025 objective
	Mobility		
3.5.1	Encourage electric cars	100+ charging stations have been installed at DTU.	An interdisciplinary strategy and local action plans have been prepared for the installation of charging points for electric vehicles on all of DTU's campuses.
3.5.2	Encourage cycling, walking and public transport on Lyngby Campus	Mobility is a key theme in the strategic campus plans. The Greater Copenhagen Light Rail started building a light rail system on Lyngby Campus in 2021.	On Lyngby Campus, new infrastructure and facilities for pedestrians and cyclists have been created, making it easy and safe to travel to and around the campus, as well as to and from the light rail stops.
3.5.3	Reduce unnecessary car journeys on Lyngby Campus	Mobility is a key theme in the strategic campus plans.	Parking signs and dynamic information have been installed to indicate the number of available parking spaces in the main car parks, to stop people driving around looking for a space. The parking norm for cars has been reduced, and work has started on a new infrastructure for private cars, creating more space for pedestrians and cyclists.

Attractive place to study and work

DTU's believes that many of the challenges facing the world require engineers with a sustainability mindset. This is a big responsibility that we want to inspire all students and graduate engineers to pursue.

Sustainability is an integrated part of all DTU's study programmes, and all students will complete programme components intended to boost their competence in innovation and entrepreneurship. The social dimension of sustainability includes social responsibility and room for diversity in all matters (for example culture, ethnicity, and gender). Together with the PF student association, Polyteknisk Forening, the University runs a number of activities aimed at supporting student well-being.

A good working environment is also important to the University. We undertake a social responsibility to meet the objective of inclusiveness in public institutions, for example by focusing on an inclusive work environment where there is room for differences, and by creating a framework that encourages us to talk about how we are thriving. DTU is an international university, and equality between gender and nationalities is a matter of course. Integration of international employees is a high priority, so that the meeting with the University as a workplace and with Danish society is experienced smoothly and supportively.

DTU's work with the social dimension of sustainability is therefore grouped by focus areas that concern 'diversity, equality, and inclusion', 'well-being, health, and safety', as well as 'academic, professional, and social communities'. These focus areas are elaborated on in the following and based on the measuring points that DTU uses to assess and continuously improve its social capability.

4. Focus area:

An internationally recognized elite university

4.1 Internationalization

DTU ranks among the best technical universities in Europe and aims to keep it that way through excellent research, inclusive study and learning environments, and a culture characterized by values such as trust, co-responsibility, and respect for each other.

In recent years, DTU has seen a general increase in admissions of international MSc students, and 49 % of the University's MSc students had an international background in 2023. There has also been an increase in the number of international researchers employed at DTU over a number of years. At DTU, there are 107 different nationalities among the students and 105 among the staff.

DTU's international profile and network are important for the work on diversity and inclusion in DTU's research and innovation.

Examples of measures

	Measures	Baseline	2025 objective
	Internationalization		
4.1.1	DTU is an attractive place to study for international students.	2022: 47 % of DTU's students are international.	This percentage will be increased with special focus on admissions in globally oriented continuing education as well as self-paying students.
4.1.2	DTU is an attractive workplace for international researchers.	55 % of DTU's scientific staff are international.	The proportion of foreign talent must at least be maintained.

Historical development	2017-2019 (avg.)	2021	2022	2023
Internationalization				
Total MSc students	4,092	5,373	5,598	5,725
Share of MSc students with international background	40 %	46 %	47 %	49 %
Number of nationalities among the students	100	114	97	99

4.2 Talent in focus

DTU is for everyone who is able and willing. A diverse pool of students and staff gives DTU the opportunity to fulfil its ambitions in groundbreaking research and teaching at the highest level for the benefit of society.

Through DTU's educational structure and programme organization, the students' learning and development are supported. A high number of teaching hours combined with a very flexible structure mean that the students are challenged and stimulated to perform at their best. Particularly talented students are offered an honours programme.

In order to develop and stimulate each individual PhD student, supervisors are taught how to provide supervision with an understanding of bias, equality and inclusion.

The DTU tenure track scheme is an attractive and internationally recognized career path, which aims to promote the academic and professional development and independence of assistant professors and researchers at an early stage in their careers. In recent years, there has been a focus on strengthening the part of the tenure scheme that includes a mentoring programme to promote personal and professional development.

Examples of measures

	Measures	Baseline	2025 objective
	Talent in focus		
4.2.1	DTU's PhD supervisor programme	In 2021, DTU held a one-day mandatory PhD supervisor course and a 3-day voluntary PhD supervisor course.	DTU's new PhD supervisor programme has been implemented with a focus on supervisors as role models and culture carriers.
4.2.2	Graduates from DTU are attractive to the business community	DTU: 3.5 % (after (4-7 quarters) National figures for technology as the main field of study; without DTU 5.6 %, with DTU 4.5 %.	The graduate unemployment rate is 2.5.
4.2.3	Tenure track career path	Tenure track was introduced as a career path in 2019.	The scheme will be evaluated and adjusted in 2025 with a particular focus on creating inclusive and diverse career paths for researchers at DTU.

Historical development	2017-2019 (avg.)	2021	2022	2023
Young researchers				
Total researchers, FTEs	3,246	3,302	3,382	3,441
Total number of junior scientific staff positions (postdoc, researcher, assistant professor)	-	705	898	917
Number of open-ended junior scientific staff positions	-	148	160	168
Share of open-ended junior scientific staff positions	-	21 %	17.8 %	18.3 %

4.3 Accessibility

DTU wants to attract and retain all talents, and works to create physical, social, and educational accessibility for everyone, regardless of any disability or functional impairment. For example, DTU accommodates students with special needs through flexible study plans, easy access to guidance and support, the SPS scheme (Special Educational Support), and special arrangements for exams.

In addition, DTU works to provide educators with the competences to create better learning spaces for students with special needs. The goal for DTU is for individual students to feel that their special needs are not an obstacle to studying at the University. In 2023, 1010 students received support. This corresponds to 7 % of the total number of students.

DTU also focuses on staff with special needs, so for example it has targeted initiatives in the management of staff with neurodiversity and provides bias training for staff and managers.

Examples of measures

	Measures	Baseline	2025 objective
	Accessibility		
4.3.1	DTU must be physically, socially, and pedagogically accessible to everyone who is able and willing.	773 students with functional impairment receive support under the public scheme SPS (Special Educational Support), equal to 6 % of the total number of students.	100 % of students with identified needs receive support.
4.3.2	Staff and managers are aware of their own biases and privileges, and are trained to accommodate each individual's differences	Awareness of bias has been a priority since 2021. In 2024, gender-based bias and behaviour were highlighted in the Vive report.	All DTU's units have conducted well-being dialogues with a focus on inclusion.
4.3.3	Job advertisements are formulated with a conscious focus on inclusive language, so that DTU is perceived as accessible to everyone.	This has been an important consideration since the launch of DTU's Gender Equality Plan in 2021.	Progress is being made towards a more equal gender distribution among applicants for positions at DTU.

Historical development	2017-2019 (avg.)	2021	2022	2023
Accessibility				
Number of students with functional impairment receiving support under the public scheme SPS (Special Educational Support)	N/A	773	804	1010
Percentage of total number of students	N/A	6 %	6 %	7 %

4.4 Diversity, equality, and inclusion among students and employees

At DTU, we believe that diversity and inclusion are prerequisites for excellence in research, education, and innovation. That is why we work for a more equal gender balance at all levels.

Since 2018, the proportion of women admitted to BSc and MSc programmes has been around 32-35 %, whereas the intake of women in BEng programmes has increased from 23 % in 2018 to 28 % in the subsequent years. Over a 20-year period, the gender balance has changed from 20-21 % women to 32-34 % women. DTU wants to maintain and continue this development.

The average proportion of women in the intake in the BEng, BSc, and MSc programmes covers large differences between the individual study programmes. For example, the BSc programme in Electrical Engineering has 6 % women, as opposed to 64 % women in Architectural Engineering. DTU has held IT and Engineering Camps for female high school students to strengthen the recruitment work for the study programmes in IT, Electrical Engineering, and Mechanical Engineering.

But the gender balance among DTU's PhD students, researchers, and managers is changing only slowly. To speed up progress towards a more equal gender balance, we use bias-aware management, inclusive language and gender equality, which can improve the conduct and atmosphere in the workplace.

DTU's goal is that issues of diversity, equality, and inclusion become part of the UMV process, so that each department actively commits to its own goals and initiatives in the area.

Examples of measures

	Measures	Baseline	2025 objective
	Gender balance		
4.4.1	The gender balance among newly admitted BSc students must reflect the gender balance among high school students who meet DTU's admission requirements. About 40-45 % of them are women.	In 2021, there were 28 % women on the BEng programmes and 33 % women on the BSc programmes.	The proportion of women admitted to the BSc programmes is to increase by 1 % per year with up to 40 % women as a target.
4.4.2	Gender balance among PhD students	35 % women and 65 % men	Higher proportion of women
4.4.3	Gender balance among researchers in permanent positions	22 % women and 78 % men	Higher proportion of women
4.4.4	Gender balance among researchers with management and/or HR responsibilities	18 % women and 82 % men	The proportion of women is to increase by 1 % per year with 35 % women as a target.
4.4.5	Gender balance among permanent administrative and technical staff	49 % women and 51 % men	Maintaining the same level
4.4.6	Gender balance for administrative and technical staff with management and/ or HR responsibilities	45 % women and 55 % men	Maintaining the same level
4.4.7	Gender balance in DTU's University Leadership and Management Forum	19 % women and 81 % men	The proportion is to be increased with a target of 35 % women and 65 % men.
4.4.8	Gender balance in DTU's Board of Governors	40 % women and 60 % men	Maintaining the same level
4.4.9	IT and Engineering Camps targeted at female high school students	150 participants per camp	250 participants
4.4.10	Employees to experience an inclusive culture	-	A method is being developed to document inclusion.

Historical development	2017-2019 (avg.)	2021	2022	2023
Gender balance (share of women)				
Newly admitted BEng students	25 %	28 %	26 %	26 %
Newly admitted BSc students	35 %	33 %	33 %	33 %
Total student population	29 %	31 %	33 %	34 %
PhD population (DTU staff)	-	35 %	35 %	37 %
Permanent scientific staff	-	22 %	22 %	22 %
Management, scientific staff (managers with HR responsibilities)	-	18 %	19 %	19 %
Permanent technical/administrative staff	-	49 %	50 %	50 %
Management, technical/administrative staff (managers with HR responsibilities)	-	45 %	46 %	46 %
DTU's University Leadership and Management Forum	-	19 %	18 %	26 %
DTU's Board of Governors	-	40 %	40 %	50 %
Gender distribution in admissions to the BEng, BSc, and MSc programmes (share of women)				
Bachelor of Engineering (BEng)	-	28 %	26 %	26 %
BSc	-	33 %	33 %	33 %
MSc	-	33 %	38 %	37 %
Gender distribution in Faculty				
Professors, total	-	298	289	291
of which women	-	14 %	14 %	16 %
Associate professors, total	-	437	419	409
of which women	-	18 %	18 %	20 %
Assistant professors, total	-	80	101	96
of which women	-	34 %	30 %	27 %

5. Focus area:

Healthy and safe study and working environment

5.1 Student well-being

The Danish Ministry of Higher Education and Science conducts the Danish Student Survey biennially. The most recent survey, which was conducted in the autumn of 2023, shows that DTU's students generally feel very comfortable in their study programme. The students are particularly satisfied with the academic environment, the collaboration with their fellow students, and the academic enthusiasm they experience from the lecturers, just as they rate the social environment at DTU positively.

However, the survey also shows that many students feel great study pressure on a daily basis, and that some students feel lonely during their study period. The University deals actively with these themes in its well-being work. In 2024, DTU introduced a new study start with a focus on academic competency, the immediate learning environment, and the relationship with future fellow students. Around 90 % of new students participated in the new study start compared to around 55 % previously. The new study start is expected to lead to a significant improvement in the students' well-being and their experience of the learning environment.

DTU prepares three-year learning environment action plans that prioritize specific focus areas aimed at promoting student well-being. In 2022-2024, the focus is on well-being in the form of social affiliations, inclusion, equal treatment, sense of mastery, strengthened communication, as well as fast and flexible case handling. There is also focus on the learning environment, including AV and streaming, indoor climate, immersion spaces, and user-friendly outdoor environments, as well as well-functioning IT support.

Examples of measures

	Measures	Baseline	2025 objective
	Studentertrivsel		
5.1.1	DTU will have a learning environment that contributes positively to the students' well-being	The Danish Student Survey: DTU scores 3.9 on a scale from 1 to 5	DTU scores at least 4
5.1.2	DTU will make sure there is a strong educational environment that contributes to the students' well-being	The Danish Student Survey, question 1: The educational environment is good 91 % answer "agree" and "strongly agree" 3 % answer "disagree" or "strongly disagree"	The Danish Student Survey, question 1: The educational environment is good 90 % answer "agree" and "strongly agree" 2.5 % answer "disagree" or "strongly disagree"
5.1.3	DTU will ensure that the students think they will use what they are learning after they have finished their study programme—this contributes to the students' well-being	The Danish Student Survey, question 21: I think I will use what I am learning after I have finished my study programme 82 % answer "agree" and "strongly agree" 2 % answer "disagree" or "strongly disagree"	The Danish Student Survey, question 21: I think I will use what I am learning after I have finished my study programme 83 % answer "agree" and "strongly agree" 2 % answer "disagree" or "strongly disagree"
5.1.4	DTU will strive to ensure that students feel comfortable in their study programme.	The Danish Student Survey, question 24: I generally feel very comfortable in my study programme 79 % answer "agree" and "strongly agree" 6 % answer "disagree" or "strongly disagree"	The Danish Student Survey, question 24: I generally feel very comfortable in my study programme 83 % answer "agree" and "strongly agree" 5 % answer "disagree" or "strongly disagree"
5.1.5	Loneliness is a growing problem in society, and it is also seen among DTU's students.	The Danish Student Survey, question 27: How often have you experienced feeling lonely during your studies? 15 % answer "often" or "always"—19 % answer "never"	The Danish Student Survey, question 27: How often have you experienced feeling lonely during your studies? 16 % answer "often" or "always" 18 % answer "never"

Historical development	2017-2019 (avg.)	2021	2022	2023
Student well-being *Learning environment question: "I generally feel very comfortable in my study programme" on a scale from 1 to 5*				
DTU	-	3.93	-	4.12
Universities in Denmark	-	3.87	-	4.03

5.2 Employee well-being

DTU uses dialogue as a tool to maintain or improve the well-being of its employees. Well-being dialogues are conducted biennially. In 2022, the University received a visit from the Danish Working Environment Authority, which approved the dialogue-based approach in the efforts to improve well-being. At DTU, we constantly strive to give people the courage to speak out about difficult issues, as well as to increase insights and competencies in the organization to promote the inclusive environment.

There may be individual, structural, and cultural causes of poor well-being, and DTU implements initiatives at all levels. For example, the University is working to ensure greater employment stability for young researchers. In addition, the University offers researchers a dialogue with their own manager about flexible work organization, consultations regarding absence from work, and anonymous psychological counselling.

When this dialogue is not enough, DTU is prepared to deal with inappropriate behaviour among both students and staff.

Examples of measures

	Measures	Baseline	2025 objective
	Employee well-being		
5.2.1	DTU has an organizational culture that contributes to an increased dialogue on well-being.	The implementation of well-being dialogues was initiated in 2021. In addition to this, the University introduced leadership dialogues in 2022.	Well-being and leadership dialogues take place every 2 years in all organizational units, one at a time. In addition, the dialogue approach is integrated into new initiatives. The tool is supplemented with a DE&I perspective.
5.2.2	DTU offers psychological counselling and focuses on maintaining an inclusive working environment.	Psychologist consultation scheme established in 2021.	DTU will work to strengthen the offer of group courses. The intention is to be more proactive and to reach a larger target group.

Historical development	2017-2019 (avg.)	2021	2022	2023
Employee well-being				
Number of units that have conducted well-being dialogues	-	29 out of 30	-	29 out of 31

5.3 Physical working environment

DTU's working environment includes many different facilities and special environments, and DTU guarantees the health and safety of research environments and processes for employees and students moving around DTU, but also for the surrounding areas.

It is a legal requirement that all companies disclose and assess the state of their working environment in a workplace assessment (APV) at least every three years. As part of a preventive safety culture, DTU conducts a risk assessment every two years with a focus on the physical working environment and safety.

In addition, DTU's units are offered screenings of the physical working environment, where they receive help mapping the physical working environment, sparring and knowledge sharing about occupational health and safety, and the opportunity to take part in networks across DTU. Alongside the APV and screenings, central and local initiatives are planned at DTU to support health and safety while working and studying at DTU.

Examples of measures

	Measures	Baseline	2025 objective
	Physical working environment		
5.3.1	Every two years, DTU conducts a workplace assessment (APV) with a focus on the physical working environment and safety.	All university units complete an APV questionnaire with follow-up dialogue, action plans and initiatives.	All units continue to carry out APVs every two years, and then plan initiatives to continuously improve the working environment.
5.3.2	DTU offers screenings of the physical working environment.	All DTU's units are offered screenings of the physical working environment.	All DTU's units will continue to be offered internal screenings of the physical working environment.

5.4 Health offer

Opportunities for physical activity and social interaction support a healthy working and student life, and DTU offers a wide range of activities in the DTU Sport organization. In addition, there are opportunities for physical activity and socializing at the annual DTU Relay, the 'We cycle to work' campaign, virtual morning gymnastics, walk & talk routes, etc.

In 2023, a strategy and associated action plans were prepared for DTU Sport in collaboration with DGI. The strategy focuses on creating inclusive and broad communities at DTU and offering sports activities that include all students and employees, regardless of gender, age, cultural background, or physical ability.

Examples of measures

	Measures	Baseline	2025 objective
	Health offer		
5.4.1	DTU har tilbud til studerende og ansatte, som fremmer fysisk og psykisk sundhed og understøtter sociale fællesskaber.	DTU Sport har 17 klubber og 2 fitnesscentre. Herudover har DTU Sport aftaler med eksterne samarbejdsklubber. I 2023 var der i DTU Sport 5098 medlemmer.	DTU Sport har 5500 medlemmer DTU Sport har etableret en klub på campus i Sisimiut.

5.5. Safety at work

At DTU, the focus is on prevention so that illness, injuries, and accidents can be avoided as much as possible. In 2023, there was a slight increase in the accident rate from 0.96 in 2022 to 1.02 in 2023. Despite the slight increase, the accident frequency over the past 4 years has remained at a relatively low level.

DTU's Corporate Work Environmental Committee's strategic action plan contains various focus areas that contribute to promoting a preventive working environment culture. In 2023 in particular, the Workers' Guidelines were implemented, which are centred around a risk-based approach to service provision at DTU.

Examples of measures

	Measures	Baseline	2025 objective
	Accidents at work		
5.5.1	Promoting a preventive working environment culture, including the prevention of accidents at work.	2023: 1.02 accidents at work per million hours worked (LTIF). The Corporate Work Environmental Committee's action plan contains various focus areas that contribute to a preventive working environment culture and safe behaviour at DTU, e.g. the Safety Moment concept, a Health & Safety E-learning, and Workers' Guidelines.	DTU has less than 1 accident at work per million hours worked (LTIF).

Historical development	2017-2019 (avg.)	2021	2022	2023
Sickness absence				
Average number of sick days per employee, excluding sick child days	8.6	6.7	7.4	7.7
Health offer				
Members of DTU Sport and other club offers	4,229	2,897	4,041	5,098
Physical working environment				
Number of units that have completed a physical workplace assessment (APV)	32 out of 32	32 out of 32	-	Moved to 2024
Accidents at work				
Number of injuries with absence	26	18	11	12
Number of injuries without absence	43	35	51	60
Number of near-miss incidents	32	29	47	66
Number of injuries at work, students	8	4	6	12
Total	109	86	115	150
Total, excl. near-miss incidents	77	57	68	84
Lost Time Injury Frequency (LTIF) (number of accidents at work per million hours worked)	2.30	1.61	0.96	1.02

6. Focus area:
Academic, professional, and social communities

6.1 Communities for students

DTU wants to give all students a sense of belonging and community across disciplines, academic competencies, interests, locations and nationalities. All new students, regardless of their background and potential challenges, should feel welcome in their study programme and at the University in general. Therefore, DTU and Polyteknisk Forening (PF student association) have developed a new and inclusive study start with the aim of attracting a larger proportion of new students to participate. DTU's community-building initiative *Student Culture Hub,* which is aimed specifically at international students, was expanded in 2024 with more activities and events to choose from on Ballerup Campus.

At DTU, the students have ample opportunities to meet each other across disciplines, by virtue of the large freedom of choice in their education and courses spanning multiple study programmes, or in the interdisciplinary activities such as the *Green Challenge* student competition, *Roskilde Festival Powered by DTU students,* or projects such as the Blue Dot umbrella, where students work together to solve specific engineering assignments.

PF is an important part of the students' social life on campus. PF runs 15 student clubs and three organized communities as well as the S-huset buildings on Ballerup Campus and Lyngby Campus with cafés and student bars. PF has also partnered up with a number of national and international student organizations.

Examples of measures

	Measures	Baseline	2025 objective
	Communities		
6.1.1	DTU wants to strengthen communities among students through a number of community-building activities in the study programmes and through voluntary offers.	In 2024, the activities will be analysed for the purpose of developing activities for target groups that currently do not receive relevant offers.	All students will receive a relevant offer of participation in community-building activities.
6.1.2	DTU and Polyteknisk Forening (PF student association) work for a lively club and association scene focusing on academic and social development.	In 2021, there were approx. 30 student and alumni-run clubs, for example rocket construction, music, photography, motorcycle club, and SDG ambassadors.	Same level
6.1.3	DTU wants a study start that reflects the University's objective to offer the best engineering education in Europe. Through the study start, all new students are equipped to begin and complete their studies.	In 2023, 54 % of the new students participated in the study start in the form of introductory courses and fresher's trips.	At least 95 % of the new students participate in the study start. The composition of the participants reflects the diversity that the University contains.

6.2 Campus environment and art

DTU will create an attractive campus environment that makes students and staff want to be on campus. This is, for example, done by establishing meeting and recreation places on campus. The University also invites the outside world to use its outdoor campus environments, such as the running path and the Art Route on Lyngby Campus or the disc golf course on Ballerup Campus, or to experience the art.

Examples of measures

	Measures	Baseline	2025 objective
	Communities		
6.2.1	The campus environment must support social interaction.	DTU's strategic campus plans set the strategic framework for the development of the campus environment.	Create new communal areas, primarily green areas with high biodiversity and landscaped spaces that support interaction, peace of mind, and sociability. Develop communal areas in buildings to improve the campus environment, study environment, and learning environment.
6.2.2	Use art in research and technology communication.	The art programme 'Art, nature and technology' describes how art and science should inspire each other. Together with 'Guidelines for the design of communal areas', the art programme is used to integrate art into DTU's building and construction projects. The Art Route on Lyngby Campus is a guided tour past 14 works of art. DTU has received several awards for its art initiatives, including a lighting award for Building 116 and a colour award for Building 208.	Art will continue to contribute through relevant projects as a communication concept and identity marker for DTU's campuses. In 2025, some of the initiatives will focus on art for the new Nanolab and the light rail stops.

6.3 DTU as official host

DTU hosts many official visits and tours. Therefore, DTU focuses on making its campuses increasingly open and accessible to visitors, students, and staff.

DTU has a number of annually recurring activities, such as the Open House event, where potential students can acquire knowledge of DTU's many study programmes, and Science Day, where the University invites high school students to visit DTU for an inspiring day with focus on diversity in technology and natural sciences. DTU offers guided tours of Lyngby Campus for interested citizens.

The University also participates in a large number of collaborations with the outside world aimed at supporting general knowledge of and interest in technology and natural sciences. One example is the national communication project Space Travel, which was part of Huginn, ESA astronaut Andreas Mogensen's 2nd space mission to the International Space Station. This included exhibitions, events and teaching materials aimed at teachers and students in primary and secondary school.

Historical development	2017-2019 (avg.)	2021	2022	2023
Events and academic ceremonies (number of participants physically/virtually)				
DTU Commemoration Day	-	0/2,512	3,481/ around 3,000	2,907/ 1,417
Graduate receptions	-	815/41	942/99	1,038/ 1,612
PhD graduate reception	-	143/21	122/21	150/156
DTU ØrstedLecture	-	139/88	-	500/400
Professorial inaugural lectures	-	8/2	10/0	13
DTU Professor dinner	-	190	186	-
President's Alumni Evening	-	-	68	66
Outreach activities				
High-level visits and events (VIP visits), number of visits	60	23 (COVID)	79	79
Campus tours (incl. tours for DTU staff)	-	8	19	23
DTU Summer Science	-	-	263	254
Engineering Camp for girls	-	48	-	50
IT camp for girls (DTU Compute)	-	-	-	50
Open House	-	Covid–Open House was carried out as an online event.	2000	2200

6.4 Alumni network

More than half of DTU's current alumni are members of the University's alumni network, DTU Alumni. The alumni network is of strategic importance because—with their experience and commitment—the alumni contribute to the development of the study and research environment and create connections between DTU and the outside world.

During 2023, 95 alumni were members of employer panels and advisory boards, 163 alumni were mentors for students, and 5 alumni gave speeches for new graduates. In addition, the alumni are speakers at recruitment events in Denmark and internationally and are important links to DTU's start-up environment.

Examples of measures

	Measures	Baseline	2025 objective
	Alumni		
6.4.1	Being part of DTU's alumni network is regarded as attractive.	37,370 members of DTU's alumni network.	Increasing membership.

Historical development	2017-2019 (avg.)	2021	2022	2023
Alumni				
Number of members	-	37,370	40,388	42,474
Proportion of women	-	24 %	25 %	25 %
Proportion of men	-	76 %	75 %	75 %
Proportion with other nationality than Danish	-	27 %	22 %	24 %
Proportion residing in the Capital Region of Denmark	-	73 %	70 %	70 %
Alumni—Age composition				
Less than 25	-	4 %	4 %	4 %
25-34	-	32 %	33 %	35 %
35-44	-	21 %	21 %	21 %
45-54	-	16 %	15 %	15 %
55-64	-	14 %	14 %	14 %
65-74	-	7 %	7 %	7 %
75 or over	-	6 %	6 %	6 %

Governance with accountability and research integrity

The University regards good leadership at all levels as a key element in maintaining DTU's role as an internationally leading technical university. At DTU, good leadership is situational and targeted at individual identification and the establishment of a framework for maximum development of talent and creation of excellent results. There is an ongoing dialogue with the employees on goals, means, and task performance. All employees, including managers, have an annual employee development interview with their immediate manager. It is encouraged that the employee development interview (MUS) is supported by regular 1:1 conversations, so that both parties experience MUS as a natural extension of ongoing dialogues.

In Denmark, there is a consensus to safeguard academic integrity and freedom. The research is based on principles such as honesty, transparency, and accountability, see the Danish Code of Conduct for Research Integrity, and academic freedom is about universities safeguarding free thought and speech.

DTU's work with responsible management and research integrity is grouped by focus areas that concern 'management and organization', 'research practice and research dissemination', as well as 'data use and security'. These focus areas are elaborated on in the following based on the measuring points used by the University to assess the organization's management and compliance with relevant guidelines and standards.

7. Focus area:
Strengthening DTU's sustainability profile

7.1 Sustainability reporting

DTU wants to strengthen the University's overall sustainability reporting to create momentum and visible goals for our sustainability initiatives. DTU's new goal is to align the University's ESG reporting more closely with the new requirements for sustainability reporting in the EU's Corporate Sustainability Reporting Directive (CSRD) and the new Danish Financial Statements Act.

A number of climate initiatives have been launched. Selected climate goals have been incorporated into the strategic goals for the individual organizational units. In addition, DTU is striving to increase the availability and quality of operational data to support reporting. In collaboration with the other Danish universities, DTU is continuously working to optimize the way financial data and climate data are combined in the university sector. This partly means finding a common starting point for the compilation of climate data for laboratories and buildings, for example, across the Danish universities.

Examples of measures

	Measures	Baseline	2025 objective
	Sustainability reporting		
7.1.1	Improved data collection and processing to increase transparency and strengthen the quality of DTU's climate and environmental accounts.	The joint standard for Universities Denmark's climate accounts.	The climate and environmental accounts have been implemented and are being used to establish ambitions, goals, and targets for measures aimed at reducing DTU's overall climate footprint.
7.1.2	Set up a working group to prepare for CSRD-compliant reporting.	DTU is gathering knowledge about CSRD reporting, double materiality analysis, and is conducting a market analysis.	DTU has developed and tested a method for analysing how DTU affects the outside world and how the outside world affects DTU (cf. CSRD requirements for a 'double materiality analysis').

8. Focus area:
DTU—a university based on leadership

8.1 DTU's annual leadership cycle

The Board of Governors is responsible for DTU's strategy. The strategy is implemented through day-to-day management and through DTU's UMV process (Development Goals and Measures). In this process, management and the individual departments and centres vote on initiatives, measures, etc. in the context of DTU's overall strategy and mission.

Sustainability is one of the objectives of DTU's current strategy. Through the UMV process, all the University's units must engage with senior management and discuss how to contribute to sustainable development in research, education and operations. To strengthen this focus, a new dean's position was created in 2024 with responsibility for sustainability, diversity, equality and inclusion.

DTU's management principle is a "single point of responsibility", which means that it is clear to everyone who is responsible and who reports to whom. In addition, DTU has a flat organizational structure that enables quick and efficient decisions. It provides a high degree of flexibility and adaptability when decisions can be made closer to the staff and in accordance with specific needs in the units.

The organizational dialogue in the UMV process is supplemented by the annual employee development interview involving the employee and manager, and ongoing 1:1 meetings on well-being, assignments and performance.

DTU has its own manager programme, which approximately 600 managers have completed since 2010. The purpose of the manager programme is to make new managers familiar with the DTU Leadership Role and its importance for enabling the University to achieve its strategic goals.

Examples of measures

	Measures	Baseline	2025 objective
	Management and organization		
8.1.1	DTU's culture is characterized by dialogue, openness, and trust, where managers act as role models.		Strategic objectives are continuously incorporated as part of the UMV templates.
8.1.2	DTU has developed a concept for well-being and leadership dialogues to replace the workplace assessment (APV) for the psychological working environment.	The dialogue concept was introduced in 2022	All units prepare action plans based on well-being and leadership dialogues, which are documented on Safety-net.

9. Focus area:
Scientific integrity and research communication

9.1 Good scientific practice

Honesty, transparency, and accountability are a basic premise for all aspects of DTU's research activities. The requirements from international conventions and research ethics legislation are implemented and supplemented through competence building and information about good research, management, and communication practices. Since the 2017-2018 academic year, all students have signed an agreement at their study start declaring that they accept DTU's code of honour for exams and other academic activity.

To ensure fair conditions for the students and credible diplomas, all students' written submissions are checked for plagiarism using the antiplagiarism system Ouriginal.

DTU embraces the use of new technologies such as AI and continuously assesses how the applications of technology are used responsibly in relation to both research activities and teaching—including the exam situation.

In 2021, a whistleblower scheme was established. Suspected irregularities or unlawful actions can be reported confidentially under this scheme, which can be used by employees as well as external partners. DTU ensures that the University's whistleblower scheme is known and evaluated on an ongoing basis.

Examples of measures

	Measures	Baseline	2025 objective
	Good scientific practice		
9.1.1	DTU will increase its focus on ensuring a strong research culture based on principles of good scientific practice.	Requirement for mandatory courses on good scientific practice for all new staff working with research, including PhD students, postdocs and supervisors.	DTU handles cases where there is a suspicion of a breach of good research practice. The handling process is transparent and it is easy to report cases at DTU. Every year, DTU notifies the Danish Board on Research Misconduct of cases that have been decided.
9.1.2	All students have knowledge of and are subject to DTU's code of honour for exams and other academic activity.	The code of honour was implemented in 2017.	Continued focus on ensuring that all students are aware of and comply with the code of honour. DTU screens all students' written submissions for text similarity at the time of submission.

Historical development	2017-2019 (avg.)	2021	2022	2023
Good scientific practice				
Number of students reported for cheating	131	216	132	51

9.2 Risk-based approach to international collaboration

DTU has strengthened the collaboration with its alliance partners in Eurotech Universities Alliance and the Nordic Five Tech Alliance on issues relating to good research practice in international collaborations. This is done to ensure that international collaborations take place within the framework of responsible research practices.

Since 2020, DTU has had a question guide which must be used prior to the initiation of collaboration with international partners. The purpose of the question guide is to provide researchers and administrative staff with an overview of possible ethical, financial, and security risks that the collaboration may pose. The assessment of high-risk countries follows PET's assessment of the espionage threat to Denmark.

In addition, DTU is in the process of mapping particularly risky project collaborations, including critical research infrastructure and data. In connection with the ongoing mapping of risky projects, the focus is also on new and rapidly developing technologies that may have a high potential for abuse, but that are still only covered by the export control rules to a minor extent.

Examples of measures

	Measures	Baseline	2025 objective
	Risikobaseret tilgang til internationalt samarbejde		
9.2.1	DTU will strengthen its actions and initiatives in research security, see the Committee on Guidelines for International Cooperation (URIS) under the Ministry of Higher Education and Science.	Since 2020, DTU has increased awareness, with a focus on establishing strengthened and uniform procedures in this area. DTU has set up a coordinating committee for security in research and innovation activities (SiFI), which clarifies matters of principle and supports and prioritizes the development of a stronger security organization.	DTU has implemented procedures for risk assessment in connection with appointments, visiting researchers, and international collaborative projects. DTU's priorities are documented in SiFI's minutes and the list of security issues.

9.3 Dialogue with the outside world

DTU is a university where research, education, innovation, and research-based advice are conducted and provided in close dialogue and collaboration with the surrounding society.

Open and credible communication with politicians and civil servants, peers, companies, alumni, foundations, and other contributors, as well as students and employees (past, present, and future) is crucial when DTU talks about how new knowledge and technology for people can promote sustainable change in society and contribute to growth and prosperity locally and globally, and how DTU addresses global societal challenges.

Examples of measures

	Measures	Baseline	2025 objective
	Dialogue with the outside world		
9.3.1	Research strengths	From 2025, DTU's website and printed material will highlight selected strengths, where DTU makes a significant contribution to the sustainable development of society.	Each strength must be updated with new content twice a year, and each strength in dtu.dk must receive increasing visitor numbers from year on year.
9.3.2	Research communication	DTU publishes the magazine Dynamo four times a year and provides prioritized and targeted communication on the website and social media, detailing research results and their importance for the sustainable development of society.	At least 50 % of DTU's research communication in Dynamo reflects aspects of sustainability (E, S, or G).
9.3.3	Participation in public debates	DTU encourages all employees to contribute knowledge to public debates based on the academic areas they work in. DTU provides support with press and message training so employees can appear in traditional media and on social media with confidence and credibility. DTU helps the employees to communicate their research, for example, and to handle stories of a more critical nature.	At least 50 % of Dynamo's stories about sustainability must be published in external media.

Table continues next page

	Measures	Baseline	2025 objective
	Dialogue with the outside world		
9.3.4	Organizational sustainability	DTU wants to be a role model for sustainable development in terms of the environment and climate, social factors, and corporate behaviour. DTU selects and communicates stories from and about the University that show examples of sustainable initiatives or challenges.	50 % of the content of DTU's internal newsletter is based on sustainability (E, S, or G).
9.3.5	Diverse student recruitment	Through campaigns, open days, camps, talks at high schools, presentations of educational opportunities, and descriptions on the website, DTU addresses a wide and diverse group of potential students nationally and internationally.	DTU wants to steadily increase the proportion of female applicants for bachelor's degree programmes year on year, with a long-term goal of reaching 40 %.

Historical development	2017-2019 (avg.)	2021	2022	2023
Social media (number of followers)				
LinkedIn	-	140,000	160,000	178,000
Twitter	22,000	15,445	16,900	18,000
Facebook	29,833	38,500	40,300	42,000
Instagram	-	13,700	15,800	18,500
YouTube	-	14,700	17,900	19,000

10. Focus area:

Open research and information security

10.1 FAIR principles and Open Access

DTU's ambition is to conduct and promote open research while protecting the University's knowledge and the rights of its employees and partners. The University meets this ambition through competence development and information about responsible data management, responsible processing of personal data, and IT security procedures, as well as requirements for employees and students. Extensive work has been done to develop material, guides, guidelines, and e-learning on the FAIR principles*. In addition, research data management courses are offered.

To support the credibility and transparency of the conducted research, it is necessary to improve the processes and infrastructure that ensure that the underlying data can be found, understood, and reused by others (the FAIR principles). DTU's handling of research data is based on the FAIR principles that data must be as open as possible and as closed as necessary. DTU has set up a research data support function aimed at coordinating knowledge, actions, and initiatives regarding research data. The support function must qualify key actions and initiatives regarding research data. This is done in collaboration between the administrative offices and the research environments.

DTU supports the national Open Access strategy stating that, from 2025 onwards, there will be unrestricted access for everyone to all peer-reviewed research articles from Danish research institutions. The work with collection, checking of rights, and registration of Open Access publications is supported by DTU Library, while DTU researchers are responsible for submitting their post-prints to the library. At national level, the ability to achieve 100 % Open Access is supported through the negotiation of rights that ensure immediate Open Access. Without action both nationally and at DTU, the ambitious target for 2025 cannot be met.

Examples of measures

	Measures	Baseline	2025 objective
	FAIR principles and Open Access		
10.1.1	DTU wants research data to be processed in accordance with the FAIR principles.	Initiatives have been taken to ensure that all PhD students and new employees have received training in *Responsible Conduct of Research and in Research Data Management.* 36 % of DTU's 19 departments have prepared an implementation plan.	DTU's departments have an implementation plan for the Research Data Management policy.
10.1.2	DTU wants to ensure unrestricted access to all the University's peer-reviewed research articles.	81 % of DTU's publications are Open Access publications (national average of 75 %). 10 % of DTU's publications are blocked from Open Access by the publishers.	100 % Open Access for publications where DTU is the contact author in accordance with the national Open Access strategy.

**FAIR stands for Findable, Accessible, Interoperable and Reusable, and these are principles that are internationally recognized and encourage making research data open, transparent, and reproducible. For other information, see the National Strategy for Data Management according to the FAIR principles.*

Historical development	2017-2019 (avg.)	2021	2022	2023
Open Access				
Share of DTU publications in Open Access	65 %	74 %	77 %	77 %

10.2 Data and information security

The threat outlook for data and information security is changing significantly these years, and DTU is constantly adapting the University's approach to the field of information security accordingly. DTU uses an information security management system based on ISO standard ISO27001, which was updated in 2024 to attach more importance to a more specific, nuanced, and especially risk-based approach to this field. The diversity of DTU's activities is best handled in terms of security through a case-by-case assessment rather than simply following general rules.

Although the focus on information security is primarily a managerial responsibility, in practice, the individual employee's actions ultimately determine whether the security of our data and information can be maintained. Information security must therefore be a joint matter across DTU. Better IT technology is not in itself enough to tackle the challenges. Employees who often face specific threats should be supported in handling these.

The field of information security is complex and develops in parallel with the IT field. This means that special expertise is required. To ensure this expertise, DTU is establishing a stronger central organization in this field. This will support DTU's management at all levels in integrating data and information security in their management decisions. At the same time, DTU is working to improve the guidance and information provided to our employees in order to raise their awareness of information security.

Examples of measures

	Measures	Baseline	2025 objective
	Data and information security		
10.2.1.	New management system for information security (Information Security Management System - ISMS). The system was implemented in 2024 and the subsequent year (2025) is expected to be the first full annual cycle.	An evaluation of the old information security management system demonstrated the need for change as a result of an altered threat landscape and new demands from the outside world.	The Information Security Management System must be updated and implemented to achieve a better balance between delegated management responsibilities and a key academic foundation that can support processes more effectively.
10.2.2	An improved decentralized process for assessing and managing risks through a fact-based dialogue between those responsible at DTU's units and experts in information security.	The previous process did not provide a sufficient basis for a management-based and risk-based approach.	All DTU units have completed the first run-through of the renewed risk assessment and management process.
10.2.3	A new initiative to create an increased awareness of data and information security among DTU's employees.	Information security is a complicated topic that is currently thought to be insufficiently tangible for individual employees.	New employees will continue to be instructed on information security during DTU's Culture Day. The necessary processes relating to information security competence building for employees with formal roles (management, system and information asset owners, etc.) have been implemented in accordance with the information security policy

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