

## **MINUTES OF DIGNITY BOARD MEETING APRIL 23, 2026**

AT DIGNITY, Bryggervangen

PARTICIPANTS: Lars Udsholt, Emil Kiørboe, Anna Mette Nathan, Bettina Jæger, Una Marquard-Busk, Maja Lærke Kielsholm, Marie Louise Nørredam,

ON TEAMS: Nomfundo Mogapi (from 16.00), Lotte Leicht

ABSENT: Peter Vedel Kessing, Manfred Nowak, Nomfundo Mogapi (till 16.00),

FROM MANAGEMENT: Rasmus Grue Christensen (on teams)

GUESTS: CFO Kåre Månsson, Mark Nielsen & Søren Alexander, PwC at pt. 5.  
Head of Clinic Nikolai Cerisier Roitmann at pt. 6.

REFERENT: Mette Grimstrup

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### **1. Approval of agenda of board meeting, April 23, 2026**

Chairperson Lars Udsholt (LU) opened the meeting and noted that we had received cancellations from Peter Vedel Kessing and Manfred Nowak, while Nomfundo Mogapi would join us later during the meeting.

The agenda was approved.

### **2. Orientation from the Chairperson**

LU informed the board that the Executive Committee had held one meeting since the January board seminar. He also noted that he would later provide a short update from the annual CEO development interview.

### **3. Orientation from the CEO**

CEO Rasmus Grue Christensen (RGC) informed the board that there were no major developments since the last meeting, which under the current circumstances was considered positive.

Internationally, work continues on extending current IAPB funding, which expires during the summer. The ICC has opened a criminal case based in part on material from the platform established through the programme. More broadly, the organization experiences a significantly more unstable



international environment, with reduced US engagement, weakening international frameworks, and increasing bureaucratic obstacles on the ground. According to RGC, this is increasingly becoming a permanent operating condition.

Two approved projects with a combined value of approximately DKK 15 million are currently awaiting the formation of a new Danish government. Management expects this to be a formality once the ministry resumes normal operations.

Financially, the organization remains stable. Organizationally, preparations are underway for a major renovation of DIGNITY's premises during the summer, which will require additional resources and increased remote work for a period.

The CEO also highlighted increasing cross-departmental collaboration through shared staff positions across units. Management is furthermore exploring the role of AI within the organization, including both opportunities and risks, and plans to dedicate time to the topic during the next staff day.

The board thanked management for the update and discussed the implications of shrinking civic space, funding uncertainty, and the organization's increasing use of country offices as an operational model.

The board also discussed the Belarus platform and broader accountability work. Management confirmed that fundraising efforts for Belarus-related activities currently appear relatively positive. Questions were also raised regarding whether DIGNITY's accountability profile may contribute to increasing political pressure in some contexts. Management noted that there is no clear evidence of a direct link but agreed that lessons learned should be reviewed systematically.

The Chair concluded that while there are clear concerns related to shrinking civic space and increasing unpredictability, DIGNITY has demonstrated considerable pragmatism and adaptability across very different contexts. At the same time, he emphasized the importance of maintaining the stability necessary to continue addressing the sensitive and politically difficult issues that DIGNITY work with. If this stability becomes too fragile, it might be worth reassessing the current balance between resources, operational complexity, and strategic impact.

#### **4. Disposition in the EC**

Projects above 4 mio. DKK approved by the Executive Committee (EC):

The board was informed that the Executive Committee had approved a project concerning a pressing humanitarian situation in the Middle East.

## **5. Approval of annual accounts and review of audit**

CFO Kåre Månsson presented the 2025 annual accounts, which show another solid financial result and generally healthy finances. Revenue reached a new record level at just below DKK 248 million, representing a slight increase compared to 2024, while operating surplus remains stable at approximately DKK 1.3–1.5 million.

Administrative and capacity costs increased during 2025, primarily due to extraordinary investments in GDPR compliance, IT security, new financial and time registration systems, and consultancy support related to renovation and leadership development. Despite this, administrative costs remain relatively low at around 6%, and management emphasized that costs are expected to decrease again over time. The transition to new financial systems has required significant organizational resources, including migration of ten years of accounting data to ensure compliance with legal requirements. Some weaknesses related to approval flows in the former financial system have been addressed in the new setup.

The auditors presented a positive audit and highlighted the finance department's efficiency and strong collaboration.

The board thanked for the review. Questions were raised regarding oversight of local controllers and partner auditors, diversification of international income streams, and the organization's equity level in a more uncertain operating environment. Management confirmed that diversification remains an ongoing focus area and emphasized that strong liquidity provides important operational flexibility.

The board further discussed the Ministry of Foreign Affairs' recommendation regarding financial governance competence on the board. The organization had sought to address this through an external financial advisor, but he unfortunately had to withdraw. The Executive Committee therefore proposed strengthening the board's financial governance capacity through targeted training while continuing to explore options for external advisory support.

The board approved the 2025 annual accounts and thanked management and the auditors for the positive results and review.

## **6. Status from the Rehabilitation Clinic**

Nikolai Cerisier Roitmann, Director of DIGNITY's Rehabilitation Clinic, presented a status update from the clinic.

The clinic currently employs approximately 30 staff members corresponding to around 20 full-time positions. The board discussed the difference between referral levels and actual treatment capacity. Management explained that capacity constraints and the framework agreements with the regions currently define the number of patients the clinic can treat, and that the clinic reached its maximum capacity during the previous year.

Treatment durations typically range from six to eight months, with some shorter group-based interventions and a maximum treatment duration of one year. Waiting times are currently approximately four months, with around 40 people on the waiting list.

The board discussed staffing challenges, including the difficulty of recruiting psychiatrists in Denmark. Management noted that the current setup with part-time medical specialist functions quite good.

Questions were also raised regarding digital and online treatment models. Management explained that online solutions have been considered several times, but that many patients lack the resources and technical conditions required for more digitally based treatment formats, at least for now.

A significant part of the discussion focused on the Danish healthcare reform and the future regional structure.

The board praised the significant development of the clinic in recent years and highlighted the strong leadership and overall progress achieved by the clinic team

## **7. Follow-up from seminar**

As a follow-up to the board seminar in January, the Executive Committee proposed establishing an annual meeting between the board and the Advisory Board as part of the board seminar programme.

This year's meeting primarily focused on introducing the two boards and creating a basis for future dialogue. Going forward, the ambition is to use these meetings for more thematic discussions on issues of shared relevance to the Board and the Advisory Board.

The board agreed, and it was noted that the board members would also be interested in visiting the Advisory Board meetings when relevant.

The board continued its discussion on hybrid meeting formats and the participation of international board members. There was broad agreement on the importance of improving conditions for online participation and



ensuring a more equal meeting experience across physical and virtual attendance.

As part of this effort – and also due to the upcoming renovation of DIGNITY’s premises, which will limit access to meeting facilities during the summer – the next board meeting on 18 June will be held fully online as a pilot. The experience will subsequently be evaluated, and if useful, the Executive Committee may propose establishing one fully online board meeting annually going forward.

The board agreed to continue the discussion after the June meeting, while reaffirming that maintaining an international board remains a key priority.

#### **8. AOB**

The meeting also marked Anne Mette Nathan’s final board meeting. The board expressed its appreciation for her contribution, engagement, and willingness to engage deeply with the organization’s work and governance.

#### **9. Board’s 15 min (closed item)**

Closed point. The board was presented with feedback from the annual CEO development interview.