DIGNITY

# MINUTES OF DIGNITY BOARD MEETING JUNE 18, 2026

ON TEAMS

PARTICIPANTS: Lars Udsholt, Emil Kiørboe, Una Marquard-Busk, Maja Lærke Kielsholm, Nomfundo Mogapi, Lotte Leicht, Peter Vedel Kessing,

ABSENT: Manfred Nowak, Bettina Jæger, Marie Louise Nørredam

FROM MANAGEMENT: Rasmus Grue Christensen

GUESTS: Head of International and Clinical Research Tomas Max Martin and Linda Nordin at pt. 5 Research in DIGNITY

REFERENT: Mette Grimstrup

## 1. Approval of agenda of board meeting, June 18, 2026

Chairperson Lars Udsholt opened the meeting and welcomed members to the board's first fully online meeting, explaining that the format served both as a practical response to the refurbishment of DIGNITY's premises and as a pilot to explore future meeting formats. Cancellations were received from Manfred Nowak, Bettina Jæger and Marie Louise Nørredam. The agenda was approved.

## 2. Orientation from the Chairperson

The Chair informed the board that the Executive Committee had met since the previous board meeting to prepare the current agenda. He also noted that the Danish Medical Association has postponed the appointment of a successor to Anne Mette Nathan until August.

## 3. Orientation from the CEO

CEO Rasmus Grue Christensen informed the board that there had been no major developments since the previous meeting, which was considered positive given the current international context.

The CEO highlighted the publication of DIGNITY's recent report on the deportation of Ukrainian civilians from occupied territories, noting the significant attention it had received in Ukraine and Denmark. He also reported from Folkemødet and outlined the implications of Denmark's new government, noting that migration policy discussions are increasingly shifting from the national to the European level. This will require DIGNITY to strengthen its advocacy efforts at EU level.

Management continues to focus on operational delivery while exploring new funding opportunities. The refurbishment of DIGNITY's headquarters is progressing and requires considerable organizational resources but is expected to strengthen collaboration across departments in the longer term. The CEO also informed the board that Mauritania has approached DIGNITY regarding potential cooperation to strengthen human rights standards within its prison and migration systems.

The board congratulated the organization on the publication and favourable reception of the Ukraine report. Members also discussed opportunities for advocacy under the new Danish government. It was agreed that the shift from a national to a more European focus in migration policy discussions was important.

### 4. Disposition in the EC

The board was informed that the Executive Committee had approved two major funding applications since the previous meeting: A possible two-year strategic partnership with a Danish foundation to strengthen trauma rehabilitation for refugee children and young people in Denmark and Kenya. And a three-year continuation of DIGNITY's documentation and accountability work in Belarus under the IAPB programme.

### 5. Research in DIGNITY

Heads of International and Clinical Research, Tomas Max Martin and Linda Nordin, respectively, presented the current status of research activities and the ongoing work to strengthen research as part of the 2025–2030 strategy. The presentation included reflections on recommendations from earlier board discussions and outlined plans to sharpen research priorities, strengthen international partnerships, and improve integration between research and operational practice.

The board noted DIGNITY's unique research strengths, including interdisciplinary expertise, access to extensive clinical and programmatic data, and close links between research and implementation. Particular attention was given to the clinic's internationally unique database on traumatized refugees and the opportunities created through linkage with Danish national registers.

TM and LN described efforts to strengthen collaboration between the clinical and international research environments, including stronger coordination on funding, communication, and future research priorities. The board welcomed these developments and discussed opportunities for larger international research partnerships, implementation research, and stronger integration of research findings into programmes and practice. The importance of creating organizational cultures that support learning, including when research findings challenge existing assumptions or practices, was also highlighted.

The board welcomed the orientation and looked forward to continued dialogue on DIGNITY's research strategy and how to further sharpen our research profile.

## 6. Risk assessment 2026

RGC presented the annual risk assessment, noting that DIGNITY now operates in a significantly higher-risk environment than only a few years ago due to geopolitical developments, expanding international activities, and increased work on accountability and documentation. We have also, accordingly, increased the security work on all levels.

The board acknowledged the substantial investments made in security, risk management, and staff support to match the changing operating environment. Members welcomed the increasing emphasis on developing a stronger organizational security culture alongside compliance measures and highlighted the importance of staff wellbeing, digital security, and support for colleagues working under pressure in shrinking civic space.

The board suggested that future discussions could include practical case examples illustrating how the risk management framework is applied in specific situations. Management welcomed the suggestion and will incorporate this approach in future board discussions.

## 7. Status on AI work in DIGNITY

Management provided a brief update on the ongoing work exploring the role of artificial intelligence within DIGNITY. The organization is currently assessing both how AI can strengthen internal ways of working and how it may contribute to core activities such as documentation and rehabilitation.

The board confirmed the importance of approaching AI from a human rights perspective, emphasizing transparency, accountability, and meaningful human oversight. Members encouraged management to continue exploring the opportunities, while maintaining a cautious and principled approach. The importance of involving partners in these discussions was also highlighted.

RGC promised to keep the board informed as the strategic direction develops.

### 8. Budget revision 2026

RGC presented the revised budget for 2026. Revenue expectations have increased slightly, while the expected annual result has been adjusted downwards primarily due to extra provisions related to the refurbishment project. Administrative costs have returned to their normal level, and management noted that forecasting of clinic income has improved compared to previous years.

The board approved of the revised budget.

### 9. New financial advisor

The Chair informed the board that the Executive Committee proposes appointing Miriam Reventlow, Operations Director at Oxfam Denmark, as financial advisor to the board. Members welcomed the proposal and reiterated that responsibility for financial governance remains with the board as a whole. The Executive Committee will further clarify the role of the financial advisor and continue preparations for a future board training session on financial governance.

### 10. Status on Strategic Priorities 2026

Management reported that implementation of the 2026 Strategic Priorities is generally progressing according to plan. Two areas requiring continued attention were highlighted: implementation of the localization agenda, which is affected by external conditions, including increasing repression and shrinking civic space, and further integration of research and clinical practice, where additional funding will be required to sustain progress.

The board welcomed the positive overall status.

### 11. Annual wheel 2027

The board took note of the proposed annual meeting cycle for 2027.

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## 12. AOB

The board briefly evaluated the online meeting format. Members generally found the experience positive but most still preferred meeting physically. It was agreed that further experimentation with the hybrid meeting format would be valuable, e.g. meeting physically but joining online individually as well, in order to improve the online participants' meeting experience.

## 13. Board's 15 min (closed item)

Closed point.