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#0225
DS GRUPPEN STAFF MAGAZINE



A Close Collaboration Across Borders

AND DON'T MISS...

- THEME: Early Involvement With Architects and Consultants
- "Social Legacy" Passes from Foreman to Foreman
- "I Look Like I Belong on a Construction Site"

...and much more!



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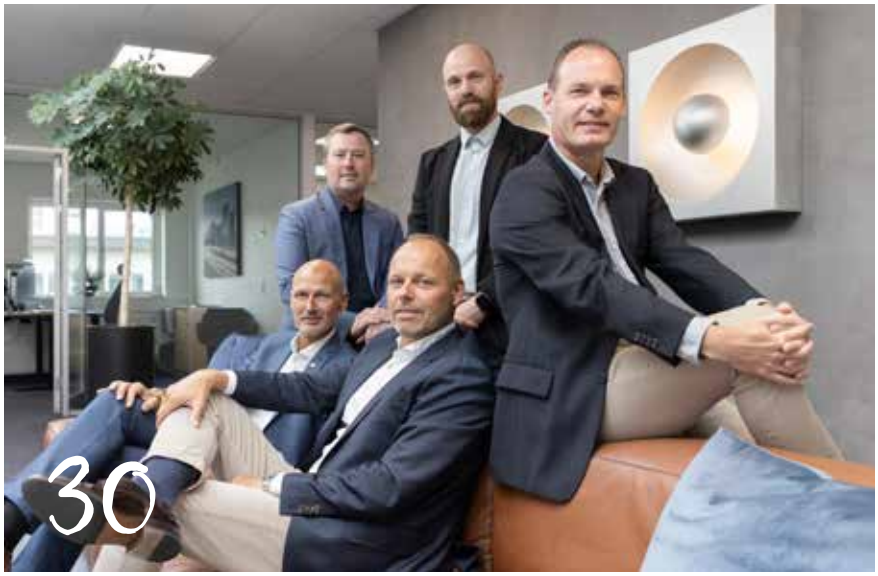
Contents...

3 Editorial
4 A Close Collaboration Across Borders
8 EKKO News
10 “Social Legacy” Passes from Foreman to Foreman
14 EKKO News

THEME: Early Involvement With Architects and Consultants

16 Marketing Met Architechts at Eye Level
18 Concrete Needs to Shake Off the Dust
22 Opening Doors Through Education
24 Early Involvement Secured the Paper Mill
26 EKKO News
28 Fire in the Paint Booth Proved the DS Values
30 New Organisational Set-Up to Strengthen DS Stålprofil
34 EKKO News
36 “I Look Like I Belong on a Construction Site”
39 EKKO Competition
40 Staff Benefits

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EDITORIAL: MORTEN KAAD
EDITOR-IN-CHIEF, CO-CEO of DS GRUPPEN
and CEO of DS STÅLKONSTRUKTION

Strength and Team Spirit

We are operating in a challenging market, but with shared values and united strength, we continuously explore new opportunities to continue our growth journey. In this issue of EKKO, we focus on increasing order intake through early engagement with architects and consultants.

Architects often draw the very first lines of future buildings, and across our companies, collaboration with architects and consulting engineers opens up new opportunities. When we bring our expertise into play early on, we can help create solutions that combine functionality, aesthetics and responsibility.

That's why we are making tools available to architects and consultants. Our companies are developing solutions to make collaboration easier while strengthening our market position. DS Stålkonstruktion updated the general EPD earlier this year, making it more accurate, alongside a stronger focus on project-specific EPDs. At DS Stålprofil, BIM objects and specification texts help architects incorporate products into their drawings. DS Flexhal has launched an LCA landing page to help customers work with LCA in construction. DS Elcobyg has a broad catalogue of detail drawings available, and this year they took part in a promising research project aimed at reducing the CO_2 emissions from concrete.

We must acknowledge that we are working in a challenging market. The construction industry is characterised by a lower order book and fierce competition. But we are keeping calm and staying the course. We know that our strength lies in our community, our ability to adapt, and our long tradition of creating value through quality and collaboration. Our growth journey is not stopping – we will continue step by step, with our eyes on the future.

I would like to emphasise our confidence in you – the employees of DS Gruppen. Your commitment, professional expertise and willingness to deliver even on complex projects are the foundation of our entire business. Every single day, you show how skill and perseverance can push boundaries. And at the same time, in our day-to-day work we feel the mutual respect and consideration for one another that makes DS a workplace where we can both perform and thrive.

Most recently, in connection with the fire in the paint booth at DS Stålkonstruktion, we saw how colleagues dropped everything they were doing to help in an extremely pressured situation. Everyone lived out our values, especially humanity and responsibility. For that, you have our sincere thanks.

Christmas is just around the corner. I would like to thank everyone for your efforts over the past year. On behalf of the management team, I wish you and your family a Merry Christmas and a Happy New Year. Use the time off to relax, enjoy time together and recharge your batteries. You have earned it.

Happy reading with EKKO

A Close Collaboration Across Borders

DS Stålkonstruktion and its daughter companies deliver more than 1,000 projects a year. As one unified technical department, employees collaborate from three locations – Hobro, Ljubljana and Wrocław. Tasks, tools and knowledge flow across borders. It takes trust, close communication and a strong common mindset: One Team, One Company.

TEXT: OLINE ERFURTH ESKEBJERG
PHOTO: FIE BAUMANN

More than a thousand a year. That is how many different projects DS Stålkonstruktion's technical department handles. Not from a single office in Denmark, but from three locations that share tasks, tools and everyday workflows: the headquarters in Hobro, DS Skanding in Ljubljana, Slovenia, and DS Engineering in Wrocław, Poland.

DS Engineering was founded by DS Stålkonstruktion in 2019. And DS Skanding originally started as an independent company that was hired as a subcontractor to support projects, until DS Stålkonstruktion eventually acquired the company.

From the outside, it may look like a well-oiled machine – and today it is. But those involved know that it has taken years of training, trust and a substantial amount of communication to get there.

From Subcontractor to Integrated Part of DS

When two Slovenian colleagues visited Denmark in November, EKKO's editorial team took the opportunity to talk to them about how the collaboration between the three locations works. And for both the Slovenian and the Danish colleagues, one thing stands out: it feels like one shared office – simply spread across three countries.

"We are not a subcontractor anymore. We are like an extended arm of the mother company, an office outside the headquarters. We do the same work, use the same programmes and are integrated into the same systems. The only difference is the location and the nationality," says Matej Janič, Managing Director at DS Skanding.

From Two to 31 Colleagues

When the collaboration began, DS Skanding was an independent company that DS Stålkonstruktion outsourced tasks to.

"In the beginning it was Matej and another colleague, who were the first we started working with, doing a couple of projects for us. Slowly we used them more to help us," explains Michael Esko Nielsen, Team Leader and responsible for Tekla.

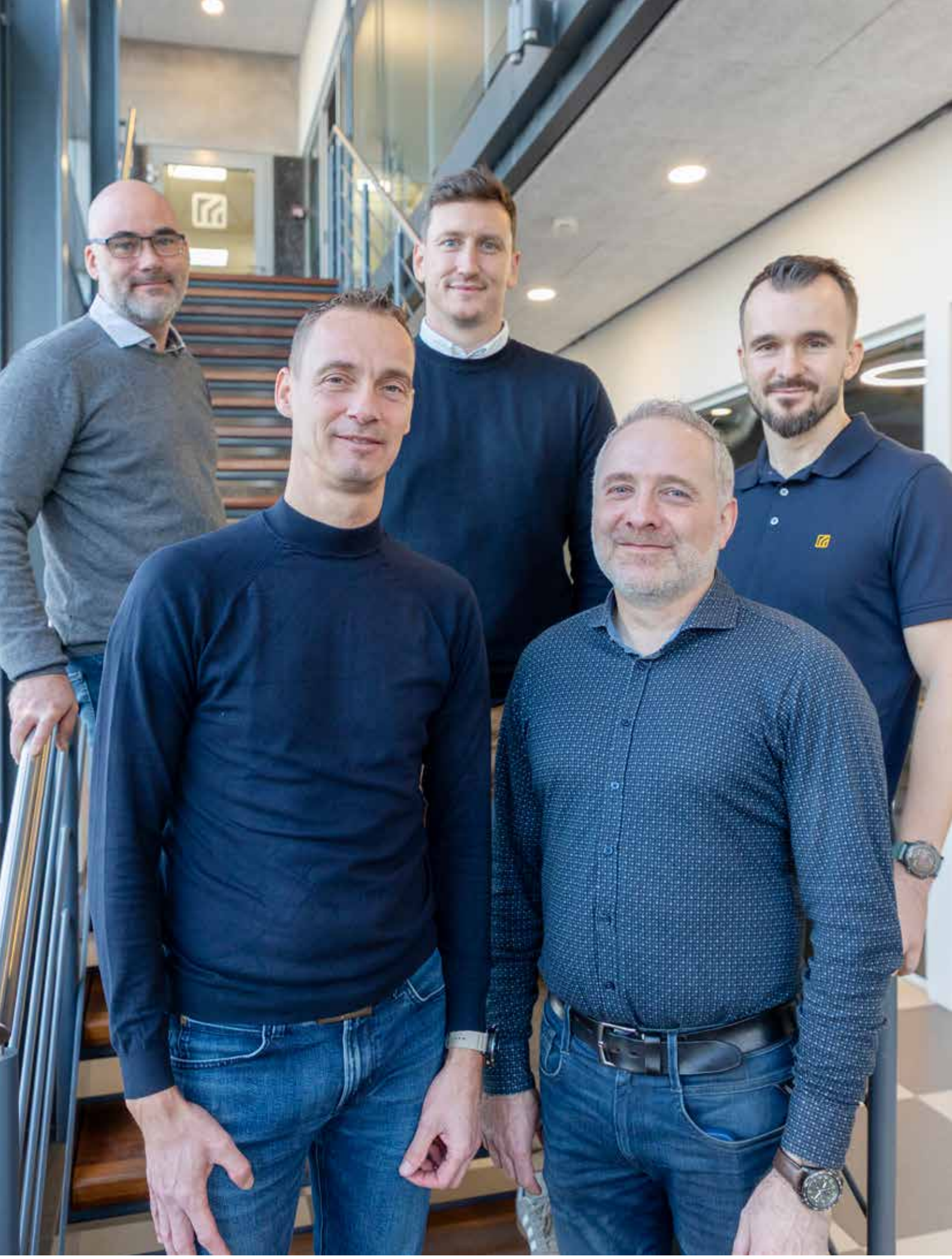
At that time, DS Skanding worked for several different customers. But it soon became difficult to overlook both how skilled they were and how closely they aligned with DS Stålkonstruktion's way of solving tasks. Today, DS Skanding is fully integrated, and the department has grown to 31 employees.

For comparison, DS Engineering has also grown very quickly. From 2019, when the company was established, until now, it has expanded from just one employee to 50 colleagues.

Three Offices, One Department

DS Skanding is no longer "just" a project office. They are part of one unified technical organisation.

"In DS Stålkonstruktion we have one technical department, and it is spread across three locations: Hobro,



Ljubljana and Wrocław. The three locations work completely the same. We work on the same projects, share tasks and speak together daily," explains Mirza Ahmetagić, Team Leader for Statics.

This requires both coordination and structure.

"We have fixed meetings every day. A morning meeting with the team leaders and a joint statics/drafting meeting. We go through the plan, tasks, deadlines and the need for help across locations," says Michael.

Marko Jovanovski, Team Leader for the engineers in DS Skanding, describes the day-to-day rhythm in Ljubljana: "We start with coordination, spreading the resources, who is going to do what, deadlines, what we are missing. If we are on time and if we have all the information to work on the project. We have newcomers and experienced colleagues, and we spend quite some time sharing knowledge, answering questions and helping when someone gets stuck."

One Unified Team

Today, all colleagues refer to One Team, One Company. But the mindset did not appear by itself. As both DS Skanding and DS Engineering grew, a shared direction was needed – and Technical Manager Jens Hald set it.

"When Poland grew a lot, and Slovenia was also developing, there could naturally be worries about whether some departments would have to close or move. Jens made sure we held meetings, found a direction and got everyone aligned," says Michael.

For the colleagues outside Denmark, the mindset was easy to adopt.

"We already shared the same values and ways of working. The culture was very similar," says Matej.

Today, the mindset is deeply rooted – and it shows in the work they deliver together: "You can't see the difference between where a case is made, whether it's Poland, Slovenia or Denmark," says Michael.

Communication Is the Foundation

When tasks move back and forth between three countries, shared language and clear communication are crucial.

"I don't think everyone is always aware of how much it takes to make it work. Our colleagues in Slovenia and Poland sit far away from the everyday life in Hobro, so they need all communication continuously, otherwise things fall apart," explains Michael.

The view is the same in Slovenia.

"We talk on a daily basis, maybe multiple times a day. We do that because we have so many tasks that need synchronisation," says Marko.

English is therefore the natural shared language.

"When you come to a job interview with us, you are not necessarily prepared for one of the first questions to be 'Can we do the interview in English?' It's just our way to see if the candidate understands and can explain themselves," says Matej.

Dark Humour and Temperament

Cultural differences also play a part.

"One example is the Danish dark humour. Sometimes our foreign colleagues misunderstand the tone and might think we are angry. But it is just the way we speak," says Michael.

Likewise, the Hobro team has had to adjust.

"In Slovenia they are a bit more temperamental, but in a positive way. You notice it most at parties and teambuilding – but they are ex-

DS Skanding i Ljubljana, Slovenien

- Started as an independent company in 2011.
- Acquired by DS Stålkonstruktion in 2016.
- Grew from 10 employees in 2016 to 31 in 2025.

DS Engineering i Wrocław, Polen

- Established by DS Stålkonstruktion in 2019.
- Grew from one employee in 2019 to 50 in 2025.



Mateusz Siwiaszczyk, Managing Director of DS Engineering, which was established in Poland in 2019.



From left: Marko Jovanovski, Team Leader for the engineers at DS Skanding; Jens Hald, Technical Director in Hobro; Matej Janič, Managing Director of DS Skanding; Michael Esko Nielsen, Team Leader and Tekla Coordinator in Hobro – on the far right is Mirza Ahmetagić, Team Leader for Structural Analysis in Hobro.

tremely professional," says Michael with a smile, and Marko agrees: "We are southern. More volume and a bit more temperament," he says.

Not Enough Hands in Denmark

The reason for using additional offices is not cost. It is capacity.

"When a new colleague wonders why we have offices abroad, the answer is simple: the demand is too high to handle from one location," says Mirza, and Michael adds: "And labour. On the drafting side we can hardly find anyone here. We might get one candidate for a position. In Poland, for example, we get seven candidates for one position – and all seven are good."

The level in Poland and Slovenia is consistently high, and DS receives far more qualified applications there than in Denmark.

"We reject people down there who we would have been hired immediately here. There are just not enough candidates in Denmark," says Mirza.

Collaboration Is Also Social

Even though coordination and technical processes take up much of the day, relationships form a crucial part of the foundation.

Polish and Slovenian colleagues visit Hobro only a few months after joining, and the Danish team leaders travel regularly to both Ljubljana and Wrocław.

"The social aspect means a lot. It makes a difference to see the production, the building sites and the colleagues. Just meeting people in person makes a difference," says Mirza.

Michael experiences the same: "Our job is to make sure they feel they are part of us. When they walk through the door in Hobro, it should feel like their own office."

And Matej puts it simply: "I have travelled to Denmark for over 10 years. I don't feel like a guest. I feel at home at the mother company, and that is how I generally feel all the time." ■

> "I have travelled to Denmark for over 10 years. I don't feel like a guest. I feel at home at the mother company, and that is how I generally feel all the time."
>
> – MATEJ JANIČ





Amount raised in DKK

566,900

for Foreningen Hobro IK and Julemærkehjemmet in Hobro



Carsten from DS Montage





Head of Marketing Tina Woods with the headspace women Julie Nissen Henriksen and Marianne Holst Nielsen



Stine, Jeppe and Rune from DS Stålprofil



Jakob from DS Montage



Reception Helle with sister

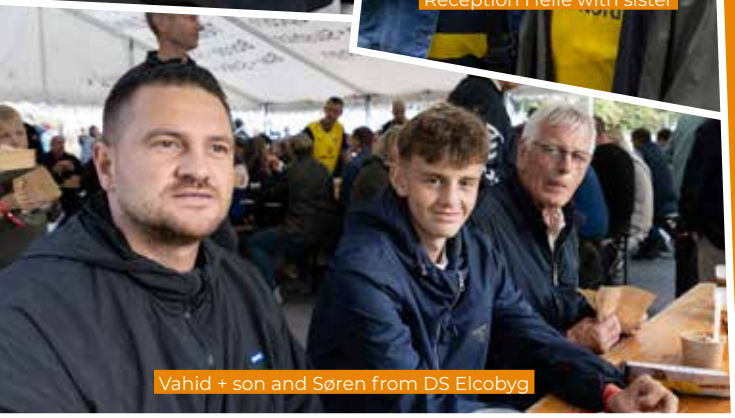
FIE BAUMANN

DS Gruppen was the event sponsor of Hobro IK's annual cycling event on 11 September 2025. The purpose was to raise money. Ten cyclists were sent off and had to bike as many laps as possible.

Tina Woods from DS Gruppen, Marianne Holst Nielsen and Julie Nissen Henriksen from headspace Danmark, as well as Mikkel Højbo from Hobro IK, spoke before the match about the collaboration between the organisations.



Heidi from DS Elcobyg



Vahid + son and Søren from DS Elcobyg



Michael from DS Stålkonstruktion + son



Blacksmith apprentice Frederik + friends



Oline from DS Marketing with her husband and friends



Thomas
from DS Montage
+ son



Morten
from DS Flexhal



Blacksmith apprentice Zian + friends



Henning from DS Elcobyg
+ son

DS Gruppen was also a sponsor of the day's football match against Lyngby. DS'ers and their family and friends were therefore invited to join in the stands. Below, you can see the celebration of the match's first goal, which unfortunately also turned out to be HIK's only goal. Lyngby won the match 4-1.



Communications intern
Heidi with dad Morten
from DS Stålkonstruktion



Blacksmith apprentice Andreas + friends





Blacksmith apprentice Emil + friends

Foremans Bjarne K. Andersen and Vahid Kasumovic.

PORTRAIT OF VAHID KASUMOVIC

"Social Legacy" Passes from Foreman to Foreman

Vahid Kasumovic, who is a foreman in Hall 2 at DS Elcobyg, is to be trained in the craft that Bjarne K. Andersen has "developed" for young FGU students on their way into the labour market.

TEXT AND PHOTO: FIE BAUMANN

The concept of "social legacy" is often associated with the negative influence parents can have on children's lifestyle, patterns and choice of job or education. But at DS Elcobyg, we can talk about a positive social legacy. Here, Vahid Kasumovic will "inherit" the extraordinary social commitment to young people's wellbeing from Bjarne K. Andersen ("Father Figure..." in EKKO 0124).

"Vahid is a responsible foreman who takes our young colleagues' wellbeing very seriously. I am both happy and proud that he wants to follow in my footsteps and get involved in helping young people get off to a good start in adult working life. We have a really good collaboration around the young people and share many of the same values," says Bjarne.

Vahid Kasumovic is a foreman in Hall 2. He has worked at DS Elcobyg for 11 years. Vahid started in Hall 3 and has since tried most "stations" in production, but five years ago he was offered the position of foreman for Hall 2.

"I actually worked as a building painter, but I was missing the main course and had got a bit tired of painting. When they were short-staffed at Fårup Beton, where my big brother worked, I got the chance to start there. I was there for seven years before my brother and I agreed to give DS Elcobyg a try. It was Bjarne who hired both of us. We interviewed on Friday and were due to start on Monday, and we've been here ever since. It's a really good workplace, and we've never regretted it," says Vahid.

Vahid's brother is called Muharem Kasumovic, but is better known as "Muggi". He works as a mould stripper on the night shift in Hall 5.

Patience and Dialogue

"We are very happy to employ young people. Many who come here have had a difficult start in the education system or the labour market. But they need to know that there is a need for them too. And they can do it! When they get the chance, they take it," says Vahid.

"Some of them need a little push. I usually say: if you want work, you can have it. It's up to you. We want to help you."

For Vahid, it is deeply satisfying to see young people succeed.

"It's great when you feel that they've got onto the right track and took the chance. When they realise: 'Hang on, I can actually do this', then it all makes sense. Of course, some students learn faster than others, but with patience and dialogue they grow with the task. There are actually many skilled young people from FGU. They can do it - but they may have got a bit stuck, and then we're ready to help them get going again."

Right now, DS Elcobyg has three young FGU students employed. Some have moved on to other jobs, and Vahid sees that only as a positive thing.

"For example, we had one who moved to Frederikshavn because he



"I think DS Gruppen is a good role model for other companies. We are particularly good at helping young people and putting their wellbeing front and centre."

wanted to try something else. Now he works in a timber merchant's and drives a forklift. It's great that we can also be a springboard to new opportunities for the young person," says Vahid.

Proud to Work for DS

"I think DS Gruppen is a good role model for other companies. We are particularly good at helping young people and putting their wellbeing front and centre. It's great that we can give them a chance and help point them in the right direction. We are good at that at DS Elcobyg and across DS Gruppen. I can also see there is a focused effort with apprentices at DS Stålkonstruktion. That is something we can be proud of," says Vahid.

DS Gruppen supports the organisation headspace, and through that, Vahid was offered a course along with several colleagues across the Group.

"We talked about supporting young people. It was a really great and informative course. I encourage our young people to talk to us about anything, but it's also reassuring to know that we can refer them to headspace if they have something they can't talk to us or their own network about. There are many young people who are not doing well today."

Collaboration with Bjarne

"I work closely with Bjarne, and in the longer term the idea is that I will take over his role, but right now we are a duo. We share an office and talk every day, especially about the young people, because new issues keep coming up all the time. Then we support each other and find solutions together."

"Bjarne is really good, with the huge experience he has. He's been here for 40 years - I can learn a lot from him. He's great at giving people a chance. In the rebar team, for example, we have many women, and I actually think we are the concrete element company in Denmark with the most women in production. When I talk to colleagues in other companies, they have almost no women, while we have around 12. We also have many different nationalities from, for example, Africa, Poland, Romania, Belarus and Syria. It creates a special workplace culture that I am proud to be part of. I come from Bosnia myself."



Vahid and Anton Madsen, who is one of the young FGU students you could also read about in the article "Father Figure...", is still thriving at DS Elcobyg.

Fled to Denmark as a 4-Year-Old

Vahid is a Bosnian Muslim. He was born in the town of Gradiška in Bosnia, close to the Croatian border.

In the early 1990s, the former Yugoslavia collapsed, and a series of bloody wars spread from Slovenia and Croatia to Bosnia and later Kosovo. After Tito's death and the fall of the Eastern Bloc, the communist state disintegrated, and nationalist tensions, particularly between Serbs, Croats and Bosniaks, grew explosively. In Bosnia, where several ethnic groups had otherwise lived side by side, the conflict developed from 1992 into a brutal war marked by ethnic cleansing, massacres and systematic violence against civilians.

Under Prime Minister Poul Nyrup Rasmussen, Denmark sent around 8,000 soldiers to the UN peacekeeping force UNPROFOR from 1992. But for a long time, the international forces failed to stop the violence, and hundreds of thousands had to flee their homes.

In 1994, at just four years old, Vahid fled with his parents and three older siblings from Gradiška. At the time, the town was under Serb con-

trol, marked by a military presence, insecurity and increasing pressure on the Muslim population. Like many other Bosnian Muslims, the family left their home out of fear of abuse – with no certainty about the future.

"I don't remember much, but I've been told that my father decided he wanted to bring our family to a safe distance from the atrocities taking place in our country. It was a difficult time, and we didn't know where we were going, but we could choose to 'jump' on some buses heading to Germany, Sweden or Denmark. Those were the countries that accepted refugees. Today, the whole family is happy that my father, by chance, chose the bus to Denmark," says Vahid.

During the first three months in Denmark, Vahid and his family lived at an asylum centre in Copenhagen, after which they were moved to a centre in Herning. Later, they spent around a year at the asylum centre in Hald Ege before they were able to move out into Danish society. The family chose to settle in Hobro, where they all still live.

"When we arrived in Denmark, we were very relieved and happy. We were treated well, got asylum quickly, and the whole family is still happy to live in Hobro. Today I am 35 and live in Hobro with my partner Elma, who is also a Bosnian refugee. She came to Denmark in 1991. We have two boys, Ismail, who is 15, and Ilhan, who is 10. We all feel that Hobro has become our home," says Vahid.

The Bosnian Legacy

In July 1995, Bosnian Serb forces captured the UN-declared safe area of Srebrenica in eastern Bosnia. In the days that followed, more than 8,000 Bosniak boys and men were separated from women and children, systematically executed and buried in mass graves, while tens of thousands, mainly women, children and the elderly, were forced out of the area. International courts have since determined that the killings and the expulsions constitute genocide and the most serious massacre in Europe since the Second World War.

"We have bought and renovated our old house in Gradiška, and we try to go there every other year so our children learn about their language and their Bosnian heritage. We talk openly about the atrocities that have happened in our home country, and 11 July – the anniversary of the genocide in Srebrenica – is an important day of remembrance for us, which we commemorate solemnly. Today, former friends and enemies live side by side in the town, but a heavy shadow still hangs over the place. You still find bone remains of missing people, and just three years ago they found the remains of my partner's grandfather, who was identified using DNA."

The war in the Balkans gradually ebbed away in the second half of the 1990s. In Bosnia, the fighting formally ended with the Dayton Peace Agreement in 1995, which set out the country's current state structure under the name Bosnia and Herzegovina.

A Safe Life in Denmark

Although Vahid's story begins in war and flight from Bosnia, today it is first and foremost the story of a life that has found its place in Denmark. From the early years in asylum centres to a safe family life in Hobro, he has built a daily life with work, colleagues and community.

"I've been in Denmark for 31 years, and I'm happy about that. I have permanent residence. I just need to pass the test before I can get citizenship, but it's very difficult – I need to pull myself together for that. My partner has passed it, and I have both her word and Bjarne's that it's not something you can do in your sleep. Bjarne has tried it too," says Vahid with a smile.

"I'm happy with my job at DS Elcobyg – both as a foreman and as a trusted person for the young FGU students. When you are a foreman, it's a 24-hour duty, you are available for the young people. I don't only have a leadership relationship with them, we are also sort of friends. It's great. I want them to trust that they can tell me anything. I really do want to help – we all do up here. And there is nothing better than seeing a young person that no one really believed in suddenly break through. It's worth the effort. And I'm proud that Bjarne sees me as his successor in that work," Vahid concludes. ■



If you have TV2 Play, you can watch the series **"Ingemann og Balkan i flammer",** which tells the story of the brutal war in the former Yugoslavia.



From the left: Bjarne Foldager, Everllence Denmark; Anette Storm, DS Flexhal; Gunnar Stiesch, Everllence; Hardy Brennecke, VW Immobilien; Uwe Lauber, Everllence; Tomas Breddam, Roskilde Municipality; Martin Oetjen, Everllence; Rainer Seidl, Everllence; Ingrid Rieken, Everllence; Meno Requardt, VW Immobilien.



Back row, in light shirts: Flemming Christensen, Martin Mortensen and Christian Møller, alongside Project Director Morten Kragelund.



Hans-Jörg Frieauff (GOLDBECK), Morten Kragelund, Anette Storm, Jonas Bang Eriksen and Mike Flörke.

Groundbreaking Ceremony for "The Valley" in Roskilde

OLINE ERFURTH ESKEBJERG FIE BAUMANN

In September, DS Flexhal and Everllence broke ground on a modern, future-focused headquarters for Everllence (formerly MAN Energy Solutions). The project is called "The Valley Campus" and is an ambitious development that will bring together Everllence's activities in Denmark and support progress within climate-neutral shipping.

The groundbreaking was marked by speeches from Everllence CEO Dr Uwe Lauber, Volkswagen Immobilien Managing Director Hardy Brennecke, Everllence Head of Two-Stroke Business and Country Manager Denmark Bjarne Foldager, Mayor of Roskilde Tomas Breddam, and DS Flexhal CEO Anette Storm.

The project is being delivered by DS Flexhal and is a joint venture between Everllence and Volkswagen Immobilien, the Volkswagen Group's property division. "The Valley Campus" has been designed and planned in close collaboration with Arkitema and COWI, with a focus on integrating solutions that save energy and improve well-being for the people who will use the building every day. DS Flexhal is aiming to achieve DGNB Gold for the project.

"The Valley Campus" is being built in a former gravel pit 40 km west of Copenhagen, and will consist of a 70,000-square-metre building complex with office facilities providing at least 1,500 workstations, a training academy, a meeting centre and a Social Hub.

DS had a strong turnout for the ceremony. From DS leadership, DS Board Member from GOLDBECK Hans-Jörg Frieauff attended alongside Co-CEO Mike Flörke, while CEO Anette Storm and Sales Director Jonas Bang Eriksen represented DS Flexhal. Morten Kragelund attended in his role as Project Director, and they were also joined by Christian Møller, who is responsible for the day-to-day management of the office building; Martin Mortensen, who is in charge of the production and warehouse building; and Flemming Christensen, Project Manager for the research centre, to celebrate the day.

DS Flexhal Has Moved to Roskilde

OLINE ERFURTH ESKEBJERG FIE BAUMANN

As August turned into September, DS Flexhal changed its address from Albertslund to Roskilde. A combination of lack of space and premises that were no longer fully up to date meant that DS Flexhal began looking for a new office. The choice fell on Lykkegårdsvej 17 in Roskilde.

DS Flexhal now has more desk space, newer premises and larger rooms for colleagues in Zealand. At the same time, the office is conveniently located next to the former gravel pit where DS Flexhal is now building The Valley Campus for Everllence.

There's already a lot of history in the area, as DS Flexhal has built both office developments and logistics centres for DSV on the opposite side of the road. Strategically, the location is therefore a good one, also if more construction opportunities arise in the area going forward.





(DGNB) Gold Rain over Baronessens Kvarter

OLINE ERFURTH ESKEBJERG JAKOB LERCHE

The logistics development at Baronessens Kvarter, which DS Flexhal has built for Taulov Dry Port, has officially achieved DGNB Gold.

The project covers 97,700 square metres and has been created with flexibility in mind, as it can be leased as a whole or in parts. It also includes a 930-square-metre administration building - which had already been leased with two warehouse halls before the first sod was even turned. In total, there are 18 buildings of 5,000 square metres each, and the location in Taulov is strategically well placed in relation to the Danish road network.

Baronessens Kvarter is the fourth logistics and administration development that DS Flexhal has delivered for Taulov Dry Port.



Marketing Met Architechts at Eye Level

Marketing attended Architect@Work in Hamburg and returned with insight into architects' needs and decision-making processes – knowledge that will strengthen the whole organisation's efforts to get involved earlier in projects.

TEXT: OLINE ERFURTH ESKEBJERG
PHOTO: FIE BAUMANN

Armed with school German and good spirits, Tina Woods, Marketing Manager, and Fie Baumann, Art Director, travelled to Architect@Work in Hamburg, where DS Stålprofil had a stand. The trip was about supporting DS Stålprofil at the fair, but just as much about gaining a better understanding of architects as a target group. Understanding them is crucial if, as an organisation, we are to succeed in getting involved earlier in projects.

Handpicked by Architects

Architect@Work is a special format, because all content is handpicked by architects and interior designers. That means what you encounter at the fair genuinely reflects what architects themselves see as relevant, innovative and valuable. This makes it an ideal place to get a sense of what matters to them and which criteria they work from in their projects.

"We need that insight in Marketing. The better we understand architects' needs and the way they make decisions, the earlier we can make contact through targeted, professionally relevant communication," says Tina Woods.

Architect@Work is a major international concept with 32 exhibitions across 13 countries, and it is precisely the professional, curated setting that makes it a place to be inspired as well as getting an honest glimpse of what architects expect. Marketing takes that knowledge home and uses it actively to reach the target group even better – and even earlier in the process – going forward.

Success for DS Stålprofil

The days in Hamburg also provided a concrete insight into which solutions DS Stålprofil present in their dialogue with architects. DS Nordic Click Seam in COR-TEN® steel was presented as a product launch at the stand, which was staffed by Sales Consultant Günter Reichenberg, Architect Consultant Anke Meyer and Sales Manager Arne Jargstorff.

"Architects play an important role because they often decide which materials will be used in a construction project. An architect consultant must be continuously involved in the process – from the initial design phase right through to completion. And when the architect is satisfied with our high-quality materials and our service, we automatically gain more projects," says Anke Meyer.

The experience from Hamburg will be followed up when DS Stålprofil attends Architect@Work on 3 and 4 December 2025 in Düsseldorf.

"Architecture Students"

The trip was something of a "study trip" for Marketing's representatives.

"We had a really good opportunity to see how our own efforts work, and we helped support an initiative that generated an impressive number of leads for DS Stålprofil. It shows that insight, presence and close collaboration really can create results," Tina concludes. ■

Architect@Work
Hamburg 2025 in numbers

184 exhibitors
2,525 visitors
612 approved innovations
93% visitor satisfaction score
90% exhibitor satisfaction score
40.05% Architect
20.57% Interior Designers
8.00% Designer
5.30% Shopfitters
5.00% Engineers
0.40% Urban Planners
0.80% Government Agencies
2.00% Property Developers
7.00% Students
5.89% Others (building industry)
4.99% Others





Concrete Needs to Shake Off the Dust

Architects won't touch concrete with a bargepole. Concrete is like tobacco or black oil. Cement is a swear word. It's not easy selling concrete in a construction industry that has branded the material a sinner when it comes to sustainability and CO_2 emissions. That is why the concrete industry faces a major task in changing its image – especially among architects and ordinary people.

TEXT: OLINE ERFURTH ESKEBJERG
PHOTO: FIE BAUMANN

The Danish concrete industry is in the middle of what you could call a revolution. Behind the scenes, the industry is finding a new path in a construction landscape where concrete has become a dirty word and cement is downright taboo. Flemming Hvidberg Madsen, Sales and Marketing Manager at DS Elcobyg, feels that every day when he meets architects who would rather build in anything but concrete.

In 2019, the Danish concrete industry came together and decided that by 2030 it would cut its CO_2 emissions by 50% compared to 2019 levels. Just a few years later, it was clear that the target had been met. The industry therefore adjusted it to 70%. And in January 2026, the target will be raised further to 90%, because the cement industry is increasing its ambitions so that concrete as a product can have an even lower footprint. The Danish concrete industry is ambitious on the planet's behalf and is testing, among other things, alternative binders to cement.

Even so, concrete has become the construction industry's black sheep.

"As concrete people, we unfortunately rank at the bottom with architects. If they can choose another material, they do. They see us as tobacco or black oil," Flemming says.

The Industry Must Eradicate Misunderstandings

The task is not only to communicate to ordinary Danes what kind of material concrete is. The task is also to influence some of the industry's players to take concrete more seriously. Architects in particular, Flemming believes, have a negative view of how concrete can be used in buildings, and the material is most often associated with brutalism and social housing developments from the 60s and 70s, such as Gellerupparken in Aarhus.

"We've ended up with a skewed perception of concrete because the concrete industry hasn't branded itself towards the ordinary Dane in the same way the timber industry has, for example," Flemming explains.

"It's a major task for the industry."

Flemming points out that the industry has been too reserved in its communication for many years. At the same time, the industry is full of people with a technical focus who need to have everything straight before communicating.

"We're engineers and nerds. Before we say anything, we need to be completely sure we haven't put a comma in the wrong place. But we haven't branded ourselves well enough," Flemming says.

That is why it is also one of the points in Dansk Beton's strategy towards 2030: to eradicate myths and misunderstandings and create a better reputation.

Early Involvement Is Crucial

That does not mean concrete should be branded as the best solution for every type of building. On the con-


DS Elcobyg

> "We need more hybrid structures in the future. We mustn't think selfishly and that each of us has to sell more in the industry. We need to think in terms of circular economy and alternative forms of growth. And we need to find methods to reuse our own materials."

trary, Flemming sees it as one of his tasks to advise and guide both architects and consultants on how best to use concrete for the individual project.

Early involvement is crucial here.

"The place where we deal with architects is in the early stages. That's where we can explain how our product can be used in the best possible way," Flemming says.

And it is actually a shift compared to how he himself has acted in the industry in the past:

"Ten years ago it was perhaps mostly about selling the product, and I am a sales manager too. But today it's more about me being able to see that my product has been used in the right way in that particular building."

For Flemming, it is important that concrete should not automatically be chosen over everything else. Because he is passionate about taking care of our planet and using materials in the right way.

The Pioneering Spirit in Concrete

Earlier this year, a report was published on a major project across the Danish concrete industry, where several major producers carried out full-scale trials with alternative binders to cement. Cement is the big swear word in concrete because of the high CO_2 emissions. This is due to the energy-intensive process in which minerals are heated to very high temperatures, and the calcination process that occurs when limestone is transformed and releases CO_2. That is why the industry is looking for new ways to produce strong concrete.

The result was that there are many ways to reduce the amount of cement, for example by using moler as a replacement for part of the cement. The trial went so well that the solutions are already ready to be used in construction projects. But it requires open-mindedness.

"Unfortunately, it will probably be us who have to go out and push the new solutions by influencing architects and consultants and telling them that this is an option. We need to get out there and explain the opportunity," Flemming says.

However, communication alone cannot solve concrete's image crisis. The industry has to lead the way and show how collaboration can create innovative solutions. Early involvement is where concrete specialists, architects and engineers can find common ground and learn from each other, so materials are used wisely.

"We need more hybrid structures in the future. We can't think selfishly and that each of us has to sell more. We need to think in terms of the circular economy and alternative forms of growth. And we need to find methods to reuse our own materials," Flemming elaborates.

In the end, for Flemming it isn't just about convincing architects and consultants, but also about winning back the trust of ordinary people.

"Go out and ask in your neighbourhood: what is concrete? People will say they would rather have timber because it's 'healthier'. We haven't branded ourselves well," he says.

And perhaps this is exactly where early involvement and cross-industry collaboration can make a difference: by showing that concrete doesn't have to be black. When the industry leads the way and thinks holistically, circularly and openly, it doesn't just affect construction. It also changes how the outside world views the material.

"Part of the solution is also that we need to look back at how we built in the 1990s, before the tightened standards came in. In my opinion, they don't create value – on the contrary, they create greater material consumption in the construction industry," Flemming says, and concludes:

"Have we actually asked 'why?' Or have we all just accepted that this is how it is?" ■



Dansk Beton's Climate Targets

- In 2019, the Danish concrete industry decided to cut CO_2 emissions by **50%** by 2030, based on 2019 levels.
- The target was reached faster than expected, and the industry therefore raised its ambition to **70%.**
- From January 2026, the bar will be set even higher with a new target of a **90%** reduction, driven by rising ambitions in the cement industry.
- The industry is actively working on new solutions, including alternative binders to cement, to develop concrete with a significantly lower climate footprint.

After the article deadline, Social- og Boligstyrelsen announced that the certification scheme for structural engineers, which has been criticised for creating unnecessarily high material consumption, is to be revised in mid-2026.



Early involvement and advice pave the way for DS Elcobyg to create the right solutions for the project.

Read the article about Flemming in EKKO 0123 **”It Wasn't Like This in the 90s”**

Opening Doors Through Education

We can actually help shape projects so that we are brought in early to optimise the CO_2 footprint. That is why DS Stålkonstruktion visit customers and share knowledge about CO_2-optimised steel solutions, so requirements are set at a point where we can genuinely make a difference.

TEXT: OLINE ERFURTH ESKEBJERG
PHOTO: FIE BAUMANN

Requirements for CO_2 footprint are playing an increasingly large role in major projects. Most tenders now come with fixed frameworks for the emissions associated with materials, and that of course also applies to steel. But the later those requirements reach us as a supplier, the harder it becomes to find a solution that both meets the requirements and makes practical sense. That is why customers need to know what to ask for – and when to ask.

"If we are only involved late in the process, it can be difficult for us to help the customer meet specific climate requirements without affecting time and cost," explains Nicolaj Andersen Hagengaard, QHSE Specialist at DS Stålkonstruktion.

Education Is Key

That is why QHSE, in collaboration with DS Stålkonstruktion's Special Structures Department, has developed a presentation that makes it much clearer for customers what takes time, what can be adjusted, and which options disappear if requirements are set late. Alongside a representative from the Special Structures Department, Nicolaj visits major customers and consultants to deliver the presentation and provide a clear picture of how DS Stålkonstruktion can contribute, provided involvement happens in time.

"It's about telling the industry how to set the requirements – but also when to set them. The more knowledge customers have, the better they know when and how to set requirements for us," says Nicolaj.

That is why the "training" has now become part of DS Stålkonstruktion's communications strategy. It is intended both to demystify CO_2 requirements and to give customers a clearer picture of what is realistically possible when it comes to steel. Many assume the solution is sitting on the shelf, and that an EPD is just a document they can pull up as needed. But it rarely works that way. Each solution depends on the choice of profile, delivery times, design requirements, and which types of steel can actually be sourced within the time frame.

"Customers might think they can set a requirement, and there will be an EPD at exactly that level. But the requirement may need to be set earlier, so we can make a project-specific EPD to meet the requirements," Nicolaj says.

When customers gain insight into the options, it changes the dynamics of the collaboration. Much of the solution lies in the earliest choices.

"The earlier we are involved in the procurement phase, the greater our chance of influencing it," Nicolaj says. "The earlier we do it, and the earlier we agree, the greater the chance that we can buy the steel that meets the requirements."

Procurement, in particular, is a time-critical factor. Many product types are produced in batches months apart, which means both price and availability depend on when we are



informed of the requirements. It creates entirely different opportunities if requirements are clearly defined before the project is locked in. This is where the training can be the lever that makes the difference. In recent months, Nicolaj and Morten Riise Dam Nielsen, Project Director, and Simon Stensøe Sterndorff, Department Manager, have therefore stepped up visits to customers and consultants. In addition, Nicolaj and Morten also gave a presentation at Dansk Ståldag on 13 November to highlight the challenges facing the industry.

The response to the presentations has been clear, and several have already come back with specific questions. And that is the most important first step: opening the door so that very early involvement becomes more the rule than the exception.

"It's a win-win. For both the customer and us," says Nicolaj. ■

"Customers might think they can set a requirement, and there will be an EPD at exactly that level."

Early Involvement Secured the Paper Mill

Being involved early in a construction project can be decisive. At DS Stålprofil, they see this clearly, and contact with architects is often the key to whether the products end up in the finished building. But getting into projects is rarely straightforward. It takes relationships, visibility and a strategic focus on marketing.

TEXT: OLINE ERFURTH ESKEBJERG
PHOTO: FIE BAUMANN

A new district is taking shape in Odense these days. Dalum Papirfabrik will become a link between both nature and history, as the district is being developed on an old industrial site that, until 2012, was home to Denmark's oldest paper mill. The entire district has been designed by C. F. Møller Architects – including a community house, "PM1", built within the hall that once housed the factory's first paper machine. Today, the community house stands as a meeting point in the new district – and it has even been fitted with an acorn-brown roof made of rib sheets from DS Stålprofil.

"We helped at an early stage to find a solution covering ventilation, underlay and roofing felt, and that solution has held all the way through to the main contractor," says Michael Højgaard Jensen, Architect Consultant at DS Stålprofil.

"It's a great example of why early involvement matters. When we are involved from the start, it increases the likelihood that our product will also be the one used in the end."

Relationships Beat Cold Outreach

For DS Stålprofil, "early involvement" means being designed into the build from day one. Architects play a crucial role in ensuring DS products are ultimately selected. You might think that direct outreach makes the difference. But most often, it doesn't.

"Architects reach out to us. It's rare that I make the first move. Most times it works the other way round. We engage them through marketing, references, photos and our supplier network," Michael explains.

The network – or the "mini-network", as Michael calls it – consists of other material suppliers whose products complement DS Stålprofil. Together, they organise small pop-up showcases at architects' studios, and it is one of the methods that works best.

"What's interesting for architects is that they can compare materials one-to-one. That's why my approach has been that we show up for the architects' benefit. They need to be able to see material combinations based on the need, rather than us turning up to push specific solutions," Michael says, and elaborates:

"Architects get to know us and what we can help with. They also get to know the products better, so they understand the expression they can create. It's very relationship-driven, and you need to know which route gets you in."

When DS Stålprofil already know the architects, it makes it much easier to start the conversation. For example, Michael now knows several architects at C. F. Møller Architects after working with them on a thin sheet solution for the community house in Dalum Papirfabrik. That gives him a different way in the next time there is a need to reach out.

But even with relationships and visibility, there are no guarantees. Tenders, regulations and price always come into play. That is why it is about

"When we are involved from the start, it increases the likelihood that our product will also be the one used in the end."

- MICHAEL HØJGAARD JENSEN,
ARCHITECT CONSULTANT, DS STÅLPROFIL





staying present throughout the process.

"The best starting point is if we are in the tender documents because the architect chose us early. But we still need to influence things along the way if we are to be selected in the end. There are no guarantees here, but we can support our external sales team through marketing across different channels, as well as follow-up along the way," Michael concludes. ■



Pink snapshot from the canteen in Hobro



Pink lady from DS Marketing

Many DS colleagues went all in on pink for PINK FRIDAY 2025 Festive outfits, sweets, soft drinks and food in shades of pink helped draw attention to the "Støt Brysterne" campaign. Thank you for your contributions!





Ulf is absolutely mad about pink! – he sends his unreserved support from Sanne Ammitzbøll's home office





Sweet, pink receptionists from DS Stålkonstruktion



DS Elcobyg, Genner





DS Flexhal, Hobro



DS Elcobyg, Hobro

Breaking News... and Cash Cast into the Foundations

HEIDI FLINDT PEDERSEN

DS FLEXHAL

DS Flexhal is currently building a new warehouse for BAUHAUS Næstved. On Friday 24 October 2025, DS Flexhal took part in the time capsule ceremony.

To mark the start of construction, BAUHAUS traditionally hosts a time capsule ceremony. It is a festive event where a tube containing the day's newspaper, building drawings and a coin is cast into the building's foundations. The day was also marked by speeches from the Mayor of Næstved, Carsten Rasmussen, and BAUHAUS Managing Director, Mads Jørgensen. DS Flexhal was also represented by Sales Director Jonas Bang Eriksen, who also gave a speech on the day.

The project will cover 11,000 square metres and include a drive-in, a large garden centre and a wide range for tradespeople and private customers.

The store is expected to be completed in summer 2026.





"I'm really looking forward to meeting the others on the new IDC group and learning even more about the organisation. It will be exciting to learn from each other, but also to visit GOLDBECK construction sites across Europe."

– MATHIAS WENZEL KRUSE



The Baton Is Passed On in IDC

HEIDI FLINDT PEDERSEN GOLDBECK

In September, GOLDBECK's International Development Circle (IDC) 2023 held its closing event, marking a strong conclusion to the third IDC round. From DS, Flemming Hvidberg Madsen, Sales and Marketing Manager at DS Elcobyg, took part in the network.

"As someone who has been with DS for many years, it was exciting for me to take part in IDC 2023. I've really expanded my network with colleagues across GOLDBECK," says Flemming.

He has now passed the baton on to Mathias Wenzel Kruse, Project Manager at DS Flexhal, who has been selected for the IDC 2025.

Over the next two years, he will meet up with the other participants ten times at GOLDBECK locations around Europe. They will take part in workshops, group work, social events and more.

Mike Flörke, Co-CEO of DS Gruppen, has been a mentor for the IDC 2023 participants, and he says the IDC network is important for building a shared understanding across the organisation.

"IDC matters because it brings together people from all over Europe who are ready to grow both personally and professionally. It creates a space for sharing experience, cultural understanding and joint development. For our organisation, IDC is important in finding a shared European direction, driven by colleagues who embrace diversity and take responsibility," says Mike.

Claus, Anna, John and Erik are just some of the many employees who are part of the "reconstruction team".

Fire in the Paint Booth Proved the DS Values

When a fire broke out in the paint booth by Hall B on D S Industrivej during the night between 12 and 13 October, only the booth itself was damaged - no one was injured, and production is up and running again. In record time, a strong DS team restored operations and set the work on a new paint line in motion, while responsibility, commitment, humanity and trust clearly showed what our values mean.

Many of you have probably already heard that a fire broke out during the night between 12 and 13 October 2025 in the paint booth by Hall B in DS Stålkonstruktion's production on D S Industrivej. Fortunately, no one was injured.

The current situation is that only the paint booth at Hall B was damaged. The rest of production is operating almost as normal. Work is progressing at full speed to establish a new paint line.

The Values in Action

When we face unexpected and serious incidents like this, the DS values face their biggest test. And here, it was clear that our values are strong and genuinely make a difference. That was evident already on the night the fire broke out, and it has only become even clearer as we've seen how many have stepped in to help since.

All our values have played a part, but responsibility, commitment, humanity and trust have been especially visible in all employees, and they have remained in focus from the moment the fire broke out to today, where most operations are running normally again. It is remarkable to see the values shine through across the entire DS organisation.

Employees Stepping Up

We would like to give a huge thank you to all the strong DS forces who, since the fire, have taken on enormous responsibility and ensured that we quickly returned to production. Many have responded incredibly fast and adapted to temporary solutions so we could keep things moving. Without your efforts, we would not have come this far, this quickly.

An equally big thank you goes to everyone who has worked hard on the parts of the reconstruction process that are not always visible: documentation, insurance, permits, technical clarifications and coordination across departments. It takes overview, patience and persistence to make all ends meet. You have delivered and continue to do so.

Many people have been involved – in production, maintenance, technical support, administration, planning and management – and every single effort has made a difference. The collective commitment has meant that we can once again focus on our customers and tasks, while the work on the new paint line is well underway.

Production Running

Finally, we want to thank everyone across our entire staff group and all teams affected by the fire for your patience.

We have helped each other find solutions and ensured that our production was up and running again quickly. You all deserve a huge pat on the back for that.

Morten Kaad, CEO
and Claus Barnewitz, COO



CSO Tonny Køhler Simonsen and Claus Bach Roed, Sales Manager in Denmark.

New Organisational Set-Up to Strengthen DS Stålprofil

In September, DS Stålprofil presented a new organisational set-up. The changes are intended to strengthen the company's position in the market, while also developing and future-proofing the strong collaboration with dealers, contractors and architects.

TEXT: HEIDI FLINDT PEDERSEN
PHOTO: FIE BAUMANN

Tonny Køhler Simonsen is now Sales Director at DS Stålprofil. In this role, he has the exciting responsibility of further developing the company's sales strategy and market relationships, and he brings extensive experience and insight into the market and customer needs from his 23 years with DS. He is looking forward to the role and the new challenges and goals it entails.

"It is a great pleasure to continue finding new goals and means for our business. I still enjoy being part of a large Group that continues to create closeness between colleagues. The company's original entrepreneurial spirit and set of values remain intact, which for me personally is a major source of motivation," says Tonny.

Need for Increased Leadership Capacity

At the same time as Tonny has taken up his new position, Claus Bach Roed has been promoted to Sales Manager in Denmark.

"A growing pace in customer wishes and requirements has created a need for increased leadership capacity. I am pleased that it has been possible to recruit a new Sales Manager internally within the organisation, and I am sure Claus will also benefit from his many years of experience and strong insight into customer needs and market conditions," says Tonny.

Oskar Mogensen is taking over Claus' previous position as Sales Consultant in North Jutland. Oskar has a long track record as an external sales representative from previous roles, and he is looking forward to becoming part of DS Stålprofil.

"In my new role as Sales Consultant, I look forward to being close to customers and being out on the road in North Jutland. Personally, I place great value on open dialogue, strong relationships and commercial flair. I enjoy creating value through sparring, professional expertise and a good conversation. I thrive in an environment with a strong culture, integrity and good collaboration – and that is exactly why I am looking forward to joining the team at DS Stålprofil," says Oskar.

New Department with Expertise

Premium products are a major part of DS Stålprofil's focus in the coming years. A brand-new department has therefore been established, made up of specialists within premium products. This has been made possible, among other things, because DS Stålprofil has highly skilled employees with extensive knowledge and experience within this product group. Steel is trending in both Denmark and Germany, and the establishment of the new department makes it possible to expand the range of exclusive products.

DS Stålprofil's strategy of building even stronger relationships with architects, engineers and clients aligns with the growing trend in the construction industry towards aesthetics, durability and solutions





Stine Nørgaard started as a trainee, became a permanent internal sales representative and has now made the move into the role of Project Coordinator.

> "It's a completely new role in the company that needs to be built from the ground up, and I'm part of shaping it – of course within a framework."
>
> – STINE NØRGAARD

that meet increasing LCA requirements.

The company will therefore invest in new production methods, market development and capability building in the coming years, to ensure that both customers and partners receive the best solution.

"We want to be a leading player in steel and metal cladding – not just today, but also in the years ahead. We are ready to take on the challenges – and to create even greater value for our customers and partners," says Tonny.

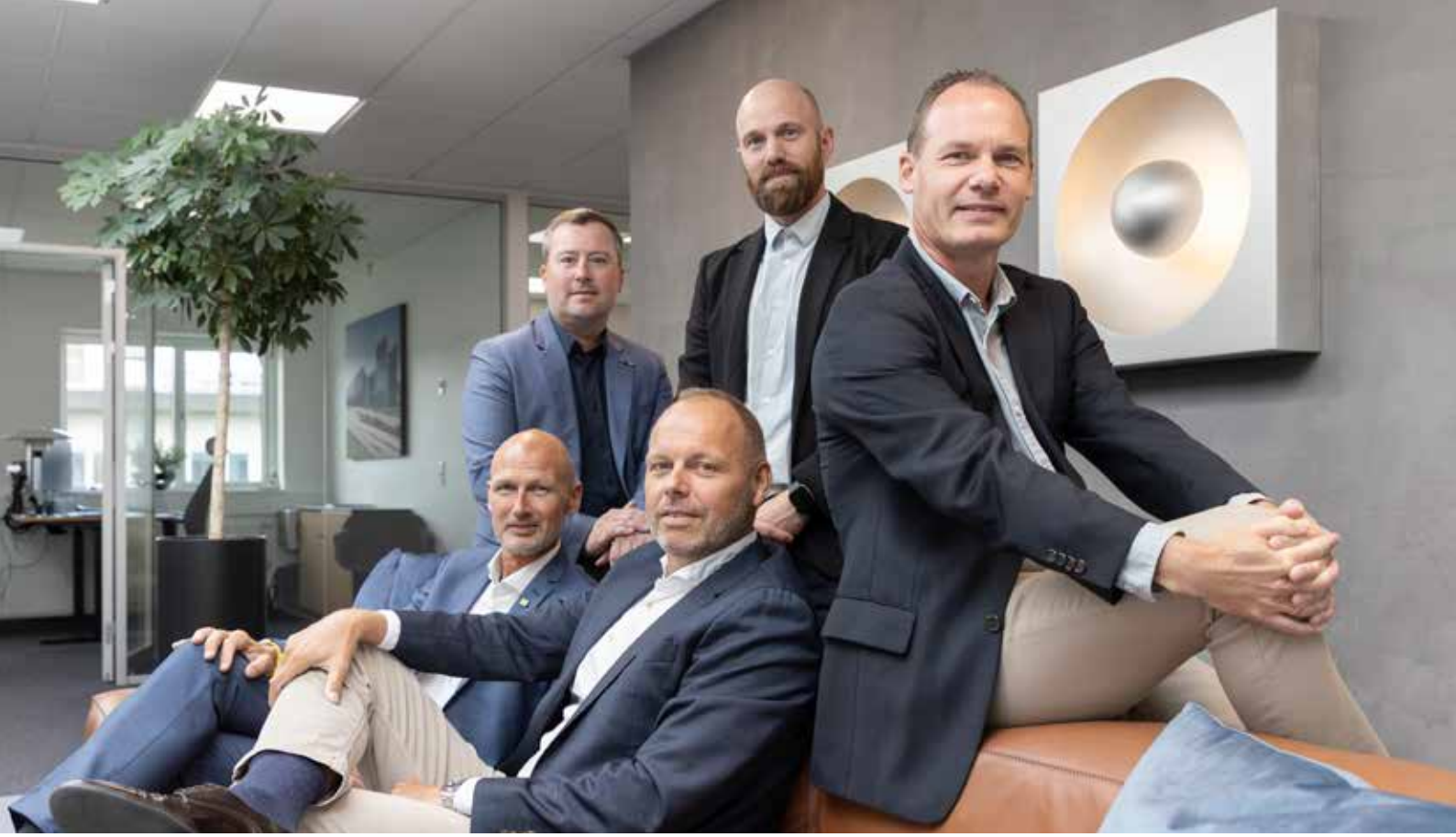
Opportunities for Employees

The organisational changes bring new opportunities for employees. Stine Nørgaard has experienced this first-hand. Stine joined DS Stålprofil in the summer of 2019 as a commercial trainee in internal sales. She has an upper secondary qualification from EUX Business, which she chose to combine with a two-year trainee programme at DS Stålprofil. And when she completed her training in 2021, she was offered a permanent position as an internal sales representative.

Since joining DS Stålprofil, Stine has gained extensive experience and insight into the company and its customers. When a position as Project Coordinator opened in the newly established project sales department, Stine seized the opportunity. She wanted development and more responsibility, and after a series of good interviews she got the job.

"It's a completely new role in the company that needs to be built from the ground up, and I'm part of shaping it – of course within a framework," says Stine.

Alongside her role as Project Coordinator, Stine is studying part-time



Leadership Team 2025. Left to right: Sales Director Tonny Køhler Simonsen and CEO Thomas L. Rasmussen. Back row, left to right: Procurement Manager Kasper Schreiber-Jakobsen, Production Manager Rasmus Revsbæk Hansen and Finance Manager Thomas Linnemann.

for an academy degree in sales and marketing.

Stine took the initiative for the programme herself because she wanted new and additional skills that she can use in her daily work at DS Stålprofil.

"I can really use what I learn on the programme in my job as Project Coordinator. Right now I have a module that covers market information and data, which I can use in relation to how we work with data and how we can use it constructively at DS Stålprofil," she says.

In her new role, Stine also works closely with the external sales team. The programme gives her supplementary skills, so she gains a strong understanding of sales psychology and how salespeople work. This supports better collaboration and shared understanding across teams.

Further Education

It is of great value to DS Stålprofil that there are opportunities to develop internally within the organisation. This can, for example, be through continuing and further education, as Stine is doing. But it can also be for employees who are ready for new tasks and areas, where an internal move can be a strong opportunity.

"We have many really good and capable employees in the company, and we naturally want to keep them for as long as possible. But it is also only natural that some want to try something new after a few years in the same role. It is important that we try to accommodate them. We therefore look at opportunities to change roles and grow internally within the company, so employees can take on new areas," Tonny Køhler Simonsen concludes. ■



New hire Oskar Mogensen takes over Claus Bach Roed's former position as Sales Consultant in North Jutland.








Laser Party in the Production

FIE BAUMANN

On Thursday 14 August 2025, DS Stålkonstruktion celebrated the installation of a new laser cutter, along with an expansion of the production hall.

The laser cutter from IP Maskiner is one of the most powerful machines in Denmark. The upgrade has delivered a significant boost in both quality and speed. In addition, the machine has greatly reduced energy consumption compared with our previous cutting machine.

COO Claus Barnewitz says: "I am very impressed with the new machine. It has raised our technological level and, from day one, exceeded our expectations on every parameter, helping to secure our competitiveness going forward."

The inauguration was duly celebrated with grilled sausages and sides.

Apprenticeship of the Year – Again

FIE BAUMANN

For the second year in a row – and for the third time in just two years – DS Stålkonstruktion has been named Apprenticeship of the Year. This time, the award is presented by Techcollege in Aalborg, where the prize is awarded across more than 30 vocational education programmes.

The nomination for the award comes from our apprentices, Frederik Brøndum and Jens Christian Ebdrup Have Vernersen. The award is a recognition of all the colleagues who, every day, help and support our apprentices in their day-to-day work. A special thank-you goes to Apprentice Coordinator Nuun Ebert Nielsen and the entire team led by Claus Barnewitz, who work tirelessly to give apprentices a solid education and ensure they feel like a natural part of the DS community.











DS Leadership Day Brings New Energy Across the Organisation

TINA WOODS

On 30 October 2025, leaders from all DS companies came together for an engaging leadership day with a shared direction and goal: to strengthen relationships across the Group and, together, create “Denmark’s Best Workplace”.

Anette Storm, CEO of DS Flexhal, kick off the day. The programme then got under way with a status update from Group Management, where Morten Kaad and Mike Flörke shared an updated picture of DS’ overall position and direction – both in terms of the market situation and the ambition of becoming “Denmark’s Best Workplace in the industry”. This ambition was also referenced in the short updates from the companies, after which the shared functions delivered an update on values and status.

The Baton Has Been Passed On

After the first part of the programme, Anette Storm officially passed the "leadership day baton" on to Birgitte Svejstrup, Group HR Business Partner, who will take over planning and delivery going forward. As a lead-in to the afternoon guest talk, Birgitte shared some key insights about the job market, employees and values, which also set the scene for the following conversations about how we can address the challenges in the current market situation.

The day concluded with an excellent guest talk by Dennis Nørmark on good leadership and followership, offering fresh, practical perspectives and plenty of food for thought – a fitting end to an educational and inspiring day filled with leadership insights, good energy and a strengthened group spirit across the company.

FROM DS ELCOBYG TO DS FLEXHAL

"I Look Like I Belong on a Construction Site"

Even though career ambitions evolve over time, it doesn't have to mean saying goodbye to DS. Frederik Nøddebo Jensen knows that. In September, he officially made the leap from managing projects from a desk at DS Elcobyg to working on site for DS Flexhal – a change that was possible because his leaders listened.

TEXT: OLINE ERFURTH ESKEBJERG
PHOTO: FIE BAUMANN

Frederik Nøddebo Jensen describes himself as someone who looks like he should really be walking around a construction site day to day. Even so, in May 2024 – as a newly qualified Architectural Technologist and Construction Manager – he secured a permanent role in a desk-based job as a Project Manager at DS Elcobyg.

Frederik is 26 and now lives in Spørring, but he was born and raised in the Risskov area near Aarhus. He spends his free time with family and friends – unless, of course, he's out on the golf course.

He had no experience of working in a manufacturing company before joining DS Elcobyg. On the Architectural Technologist and Construction Manager programme, students are, broadly speaking, only introduced to what it is like to work for a design or consultancy firm. But Frederik said yes to the job because it sounded like a great opportunity.

"It was really exciting because I didn't know much about concrete. I got training that was probably a bit unusual, because I was allowed to 'climb around' on the casting tables out in production for a couple of days, so I could learn what production is like, and I also spent time in the design office. That prepared me well to become a Project Manager in the concrete field," he says.

Don't Be Afraid to Ask

As time went on, however, the Project Manager realised he was more drawn to site work than a desk-based role. The construction site was calling to him.

"What I realised along the way was that the amount of energy I have is too much for such a sedentary job. And I missed the coordinating element in construction management," he explains.

It's something Frederik believes others could see from the very start.

"I think my manager at the time, Flemming (Hvidberg Madsen, ed.), could already tell back then that I might be better suited to a construction site," he says.

But Frederik was nervous about how it would be received. So, to begin with, he didn't approach his direct manager. Instead, he contacted Anette Storm, CEO of DS Flexhal, whom he had met while job-hunting as a newly qualified Architectural Technologist and Construction Manager.

"I asked her if she could keep a secret, because I was afraid to say it at Elcobyg. Imagine if I'd got a dismissal letter. Anette encouraged me to speak to Flemming, and I was met with open arms. I felt a huge sense of relief when I spoke to him, and he said it didn't matter whether Flexhal needed me now or in six months – I still had my position at Elcobyg," Frederik says.

On 1 September this year, Frederik therefore started his new role at DS Flexhal as an Assistant Project Manager. He has been thrown straight onto a construction site in Sydhavnen



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in Aarhus, where DS Flexhal is building the multi-storey car park Kulhuset. Already, he knows that for him, the best thing about being on site is that you never really know what you will be walking into when you turn up for work. And he is happy to be part of solving the challenges that arise on site.

Small Adjustments Help Everyone

Frederik's time at DS Elcobyg was both educational and positive. And he has also got to know the company really well. That is something he expects will benefit both DS Elcobyg and DS Flexhal going forward – even though he hasn't been in the new job for long.

"Knowing each other's processes can save resources at both ends. You can anticipate each other's challenges in certain areas. And from the start, I know exactly what the design office at Elcobyg needs for their process to run smoothly. When I later get involved earlier in the design phase of projects, that is something I can really use," he says.

Even now, he can already see where this dual perspective is paying off.

"Now I know what it's like to sit on the other side of the table. Just being able to take the element layout plan out on site, now that we're doing finishing work and handover on the elements, means I can give Elcobyg the exact element number if there are any notes. The more precise my notes are, the easier and more efficiently it can be handled when Elcobyg needs to send someone out to do finishing work," Frederik says. ■



Competition

Good Luck

EKKO || 0225

DS Elcobyg and DS Flexhal: T. Hansen, Middelfart

Ten things are missing in the bottom picture.
Can you find them all?

FIND 10 mistakes
and enter the prize draw for **1 gift voucher worth DKK 2,500.**





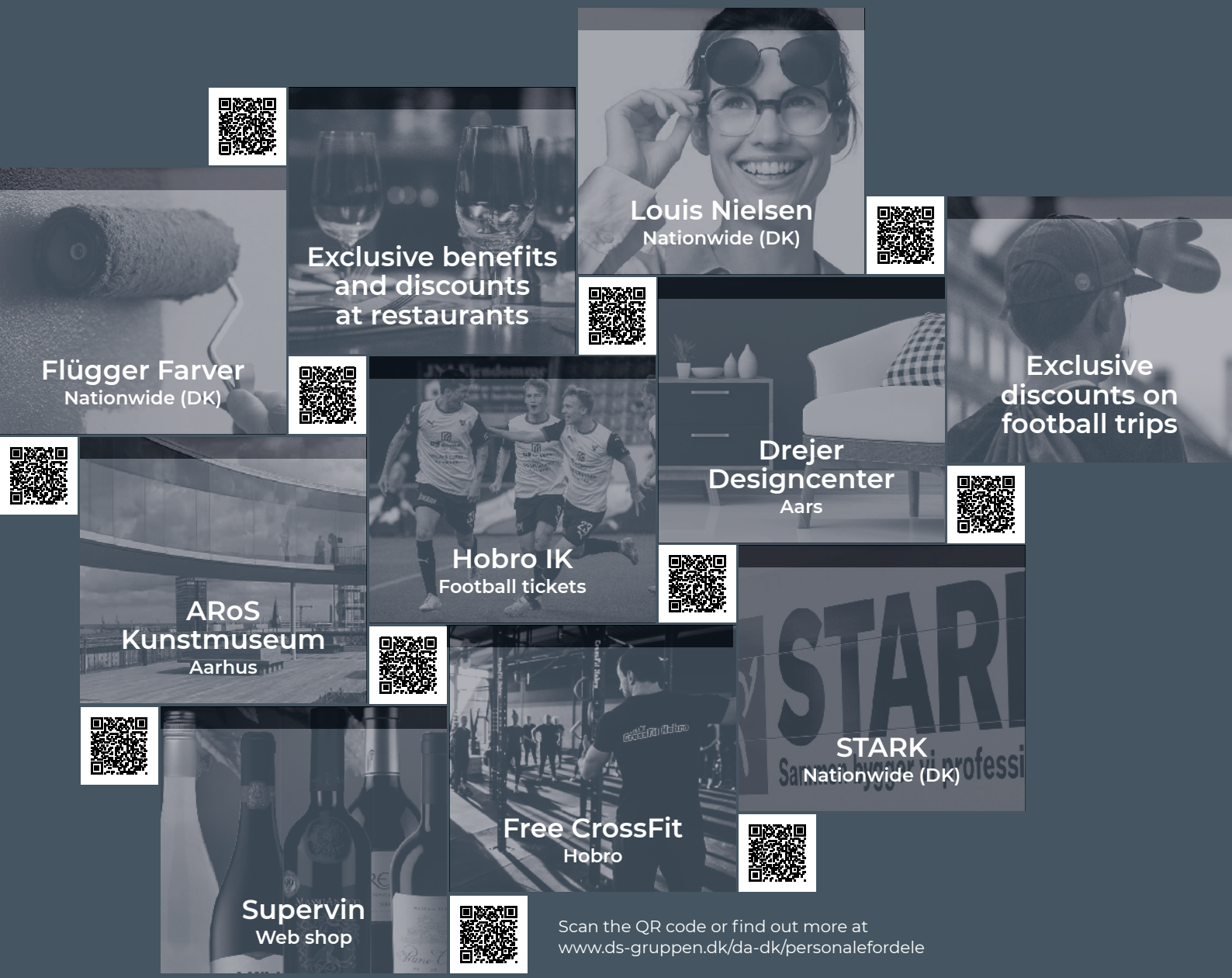
The winner of the competition in EKKO 0125 was:
Annika Maria Braasch,
DS Stahl

Clearly mark the ten missing things on the bottom photo, fill in your name/company and send this page to **avb@ds-gruppen.dk no later than 20 March 2026.**
Correct entries will be entered in a prize draw for a GoGift gift card worth DKK 2,500. The winners will be notified directly and announced in the next edition of EKKO.

Name and company: .....

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