ekko

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DS GRUPPEN STAFF MAGAZINE



25 Years of Collaboration Celebrated with a Win

AND DON'T MISS...

- Torben Is Passing the Baton in Good Time
- Three Times C2C – and Still No Easy Task
- Young Eyes on the Volvo Construction Site

...and much more!



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

The DS Spirit in Practice

One of the things that makes an impression on me at DS is when our values become visible in practice. As something you can feel in everyday life, in our relationships and in the way we take on both tasks and responsibility.

Clearly, this is something we see in our long-standing collaboration with Hobro IK. Twenty-five years is a long time, and relationships like that do not happen by themselves. They are built on trust, strong local roots and a shared wish to contribute to something that reaches beyond ourselves. The fact that today, the collaboration is also linked to efforts to support young people's mental health and wellbeing says a great deal about the direction we want to help set.

Development Built Around People

At the same time, we are in a period where development is necessary. New tools, new workflows and new ways of bringing our competencies into play are taking up more and more space. That requires curiosity, professional expertise and the willingness to learn something new.

We are strengthening dialogue with architects and partners, and the same applies when we look at how technology and new opportunities can make us even better in our everyday work. Along the way, it is important that we hold on to both quality and consideration for people.

Change is always about people. That is why it is important that we continue to invest in culture, leadership and wellbeing, so we develop DS as a workplace at the same pace as we develop the business.

Here, People & Culture plays an important role in strengthening leadership, recruitment and the framework that helps people thrive and develop with us at DS.

We must be a company where there is room for ambition, socialising and doing things properly. That is not a contradiction to commitment and performance. It is a prerequisite for them.

A Strong Foundation for the Future

At the same time, we must remember to recognise those who have left a clear mark on our company. When a significant profile says goodbye after many years of dedicated effort, it also reminds us that development builds on the foundation others have helped create.

The most important thing is that we hold on to the values that make us strong: Humanity, responsibility, trust, commitment and pioneering spirit. When those values live in everyday life, we stand stronger. Not only as a group, but as a workplace and a team.

I would like to take this opportunity to say thank you for the effort that is made every single day across the whole of DS Gruppen.

Now the summer holiday is just around the corner, and I hope you will use it to relax, enjoy time with family and friends and recharge your batteries. Have a great summer.

Happy reading
with EKKO



25 Years of Collaboration Celebrated with a Win

There was something special in the air above DS Arena on Saturday, 14 March. Hobro IK welcomed their local rivals from AaB, while DS colleagues, their families and friends packed the stands to celebrate the day.

TEXT: SIGNE RAFAEL JENSEN
PHOTO: FIE BAUMANN

The orange anniversary shirts lit up the field and added colour to an otherwise chilly Saturday in March. Young and old were ready in the stands to cheer the team on. For some, it was their first experience at the stadium; for others, it was a familiar reunion with the local players from Hobro IK. Either way, this match was something special: It marked 25 years of collaboration between Hobro IK and DS.

Svend Had an Idea 25 Years Ago

The collaboration with Hobro IK began in teh autumn of 2000. It took a man with an idea that, in many ways, was ahead of its time. That man was founder Svend Møller Hansen, better known as the Steel King, who saw the potential in the local football club.

"When we are able to celebrate 25 years as a sponsor of Hobro IK this year, it is largely thanks to Svend Møller Hansen's many years of work and commitment to Hobro IK. Because he made the agreement with Hobro IK back in the autumn of 2000, he is the one who deserves the credit today," says Morten Kaad, Co-CEO of DS Gruppen and CEO of DS Stålkonstruktion.

The partnership, which predates many of the club's current players, has supported the club in many ways, including helping to build DS Arena 15 years ago, where the team continues to play its home matches.

Home Victory

Over the years, the collaboration between Hobro IK and DS Gruppen has given DS employees many great experiences. And the match on March 14th added another one to the list.

Early in the second half, Hobro IK got their chance. After a corner, Søren Andreasen picked up the ball outside the box. He struck it with power and hit the underside of the crossbar. The ball went in. 1-0 to Hobro IK, which also became the final result.

The victory was a fitting way to mark 25 years of collaboration.

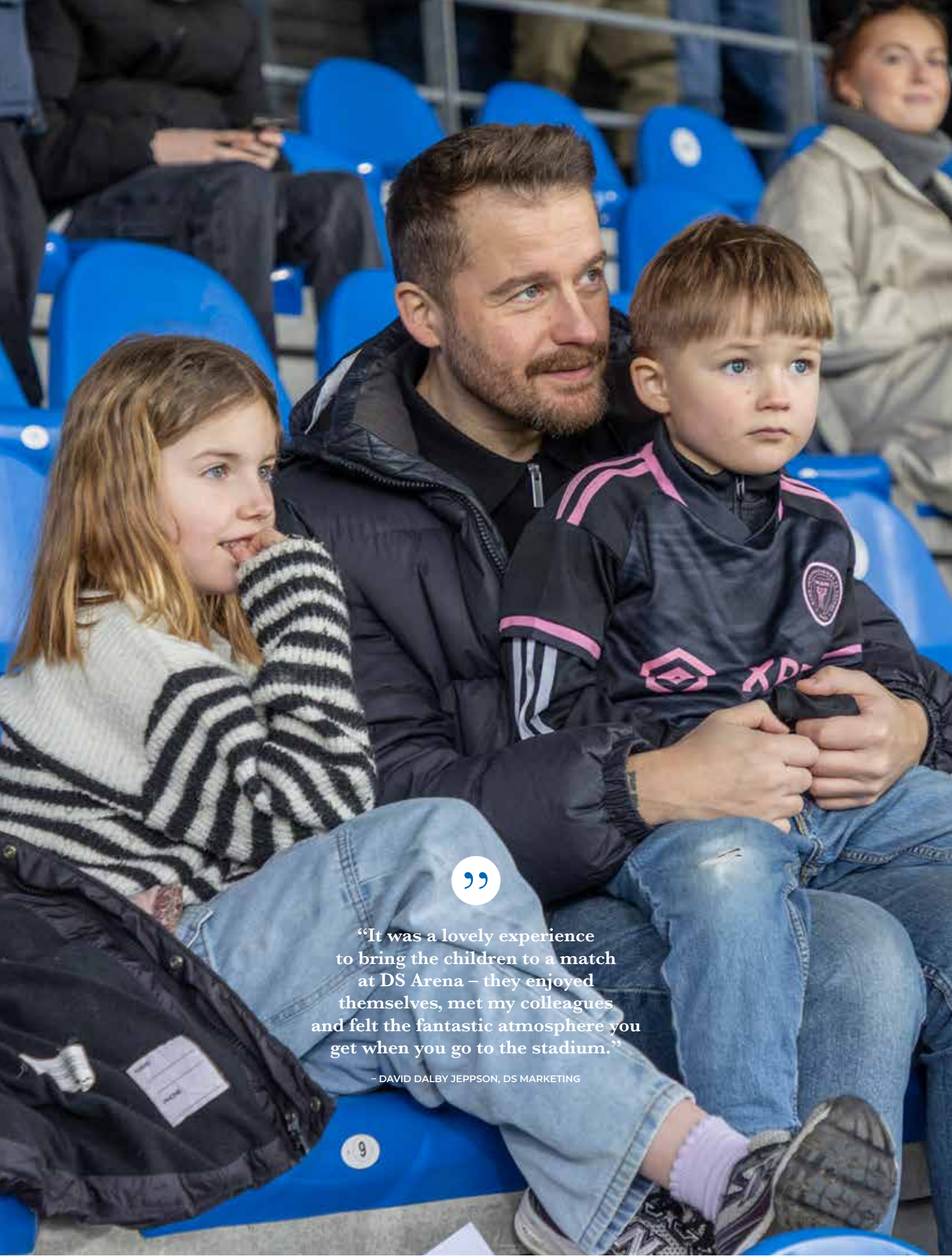
Safe Training and Wellbeing

25 years ago, the partnership grew out of a wish to support the Hobro area. Over the years, it has developed into something that reaches beyond the field and local roots.

Today, the partnership is also about young people's mental health and wellbeing, and about developing young talents in safe surroundings. That is why DS supports Hobro IK's football teams across all levels, because it is about making room for the individual so that everyone can thrive.

"DS Gruppen and Hobro IK share strong values centered on collaboration, inclusiveness and training in safe environments. That is something we can develop even further together," says Tina Woods, Head of Marketing & Communications at DS Gruppen.

The partnership has also recently developed into a trio with Headspace. Working to strengthen both coaches and employees in spotting young people who need support with their mental health and wellbeing. ■



“It was a lovely experience to bring the children to a match at DS Arena – they enjoyed themselves, met my colleagues and felt the fantastic atmosphere you get when you go to the stadium.”

– DAVID DALBY JEPPSON, DS MARKETING



A Special Chapter in The Memory Book

For young and old alike,
the match on Saturday, 14 March
became a special chapter
in the memory book.
The 25-year collaboration between
Hobro IK and DS was marked on home
ground with both support from
the stands and victory on the field.



"In the stand, several of us combined sponsor loyalty with a heart that beats for Aalborg, and that is exactly what community is all about."

NANA TEYMOURIAN,
DS STÅLKONSTRUKTION









"It was a super day with a really good atmosphere, and it was clear that the crowd were very pleased with the game result."

ANETTE AMDI CHRISTENSEN,
DS STÅLPROFIL



"It's always nice to watch football and share some matchday food with my better half."

– OLINE ERFURTH ESKEBJERG, DS GRUPPEN







"Our 25-year collaboration with Hobro IK has developed so that today it also includes Headspace and a shared focus on young people's mental health and wellbeing. Together, we are getting better at seeing when young people need someone to talk to."

– TINA WOODS, DS GRUPPEN



Søren Andreasen was named player of the match – here in full action wearing the match shirt, which was coloured DS orange to mark the anniversary.



Continued Focus on Young People

TINA WOODS FIE BAUMANN

DS Gruppen has extended its collaboration with headspace and will continue to support an initiative aimed at strengthening young people's mental health and wellbeing.

The partnership includes workshops at vocational schools, where students are introduced to headspace and the counselling options available to them. At the same time, the collaboration helps DS Gruppen become more visible to young people and shows that we want to make a positive difference – and be an attractive workplace.

DS is actively involved in the collaboration with the new agreement, we are building on an initiative that both supports young people on their way into working life and is a natural extension of our sponsorship strategy.

The photo was taken at our most recent meeting at headspace Hobro, where we discussed, among other things, the new partnership and collaboration. In the picture, you can see Birgitte Svejstrup and Tina Woods from DS Gruppen and Bente Kokholm from headspace in the middle.

The Paint Booth Is Back in Action

FIE BAUMANN

After a long and demanding period, with an extraordinary effort from many people, **the paint booth in production is finally back into operation.** DS Stålkonstruktion is delighted to once again be able to handle paintwork in-house.

Since the fire in October, many colleagues have helped rebuild, prepare and secure approval for the booth. The process has required patience, flexibility and a strong joint effort across departments and functions.

The management team would therefore like to extend a heartfelt thank you to everyone who, in their own way, has helped along the way.

The reopening is both a practical and operational victory – and clear proof of what collaboration, perseverance and the DS spirit can achieve when the challenges keep coming.

A Number-Crunching Addition to DS

SIGNE RAFAEL JENSEN FIE BAUMANN

In April, we welcomed **Louise Sejer Svendsen to DS Gruppen as Group Finance Business Partner.** Louise brings experience from similar roles in large manufacturing companies such as Marel, Kamstrup and DAFA.

At DS Gruppen, Louise will be responsible for group reporting, financial analyses and controlling across the companies. She will also be the companies' point of contact for insurance matters.

Louise quickly felt the North Jutland warmth among colleagues across the DS Group.

"I've had an incredibly warm welcome, and people have been very approachable. I'm looking forward to saying hello to even more colleagues," says Louise.





Three Months with a GOLDBECK Colleague in Marketing

SIGNE RAFAEL JENSEN FIE BAUMANN

Jessica Zacharias, Digital Marketing Manager at GOLDBECK, joined Marketing & Communications at DS Gruppen in the beginning of the year. She was part of the team for three months, during which she contributed to the relaunch of DS Gruppen's new website and the preparation of websites for the business units.

Jessica's German language skills were particularly valuable, as she translated and wrote texts that strengthen our presence in the German market.

"The flat hierarchy, the unique team spirit and the direct communication have made working with colleagues at DS easy. I have experienced a strong sense of collegiality, and my colleagues' calm approach and good humour were very infectious," she says.

When employees from GOLDBECK visit DS, they contribute both professional expertise and fresh perspectives. We send Jessica back to GOLDBECK with a big thank you for her contribution.

Successful Recertification Completed

SIGNE RAFAEL JENSEN

DS Stålkonstruktion has been recertified to ISO 9001, ISO 14001 and ISO 45001.
This means we continue to meet international standards for quality, environmental and occupational health and safety management.

QHSE Specialist **Nicolaj Andersen Hagengaard** says the process went very well, with a constructive review focusing on strengths and fresh perspectives for further development. The certifications help ensure quality, environmental performance and occupational health and safety, while keeping improvements and risk management firmly in focus.



DS Gruppen Extends Partnership with Hobro IK

TINA WOODS CHILI TAGMOSE JENSEN, HOBRO IK

After 25 years as a partner, the close local collaboration will continue for at least another four years, with a focus on community, wellbeing and safe surroundings. **The contract was signed at the season's final home match at DS Arena on May 30th.**

Today, the partnership is about more than football. Among other things, DS Gruppen and Hobro IK work together to put a spotlight on young people's mental health and wellbeing.

With the new agreement, we continue the close collaboration that creates value for the club, the local community and DS employees alike.

There was a real sense of celebration at both Hobro IK and DS Gruppen on May 30th at DS Arena, as we marked the extension of the partnership. From left are the representatives from DS Gruppen: Marius Kragelund, Morten Kragelund, Jens Skjellerup and Tina Woods, with Hobro IK CEO Mads Justesen in the centre of the photo.

Torben Is Passing the Baton in Good Time

After 26 years as Assembly Manager, Torben Larsen is passing on the baton with the same integrity and sense of responsibility that have characterised his entire working life. Now he is looking forward to retirement, with more travel, morning exercises at six o'clock and perhaps a motorhome in the driveway.

TEKST: SIGNE RAFEL JENSEN
FOTO: FIE BAUMANN

A year and a half ago, Torben Larsen went to his manager, Claus Rathmann Barnewitz, COO at DS Stålkonstruktion, with a clear message: "When I turn 62, I won't be in charge of the assembly department any more." After 26 years as Assembly Manager, it was important to Torben not to stop from one day to the next, but to gradually reduce his hours.

"I want to ensure a good handover, so the baton is passed on in a proper and responsible way," he says.

The fact that Torben chose to talk openly about his retirement plans well in advance says a lot about him. To him, it was simply the only right way to do it. Even now, as retirement approaches, he is still very much focused on his responsibility towards his colleagues and his wish to leave things in good shape.

"The fact that Torben came to us in good time and told us he wanted to retire is very much in keeping with the way he has always been. He doesn't only think about himself, but also about his colleagues and the department he has helped build over the years. It means a great deal that there is time to calmly and gradually pass on his experience, and that gives both colleagues and the company a sense of security. There is an enormous amount of knowledge in Torben's role, and that is not something you simply take over from one day to the next. Thanks to Torben's early announcement, we have already appointed his successor, who now has the opportunity to settle properly into the role," says Claus.

Torben will gradually reduce his hours as he moves towards his retirement.

"At DS, we know that needs change throughout a working life. That is why we try to find solutions that work well for both the employee and the workplace," Claus adds.

Colleagues Create the DS Spirit

The sense of doing things properly has characterised Torben's way of being Assembly Manager throughout his 26 years at DS Stålkonstruktion.

"Our operation is built on doing things properly. We treat our employees, customers and suppliers properly, and if there are conflicts, we resolve them. The company has always treated me well. That is why I also want to treat the company well by saying, that I want to retire, in good time," he says.

One of the things that has kept Torben motivated throughout his 26 years is the constant development at DS Stålkonstruktion.

"There are no boring days. There are always new markets, customers, challenges and, in particular, exciting projects," says Torben.

According to Torben, the special DS spirit at DS Stålkonstruktion has been built through long-standing relationships and collaboration. His colleagues and the management team in particular have meant a great deal to him during his time at DS. Several of the colleagues in assembly today





> “I don’t want to end up as a grumpy old man sitting at the head of the table, saying no to everything and holding back all development. So I’m stopping in good time.”
>
> – TORBEN LARSEN

were also there when Torben started in 2000, and many more good colleagues have since then joined. Some he has worked with for ten years, others for twenty. Torben also highlights the close collaboration with the service and electrical departments, as well as other colleagues, as something that has meant a lot to him.

“We have a strong sense of collegiality, and we show up for one another. That is worth staying for,” Torben emphasises.

Operations Are About People

For Torben, the role of Assembly Manager has been a way of life. Making sure day-to-day operations run smoothly has been especially important to him. The assembly workers, customers, production and equipment all need to work together, so people have the best possible conditions to do a good job.

“When problems arise late in the evening – for example, someone calling in sick, a puncture, a missing hotel room or a customer moving an assembly job – I have usually been the problem-solver,” Torben explains.

According to Torben, good working conditions and job satisfaction go hand in hand. That is why it has been important to him to ensure proper

equipment and quick solutions when employees need them in their everyday work. When people have the right conditions to succeed in their work, it creates motivation to keep going. It is a positive spiral, which Torben compares to sport:

"When you do sport, you get more energy, which means you can perform better. And when you perform better, that gives you even more motivation and energy," says Torben.

A Changing Industry

Although Torben's job title has remained the same, the industry has changed over the years:

"In the past, a hall with 100 tonnes of steel was a huge job, and we celebrated it with cake in the office. Today, we erect several 100-tonne cowsheds a week without batting an eye."

One project Torben looks back on with great pride is a site in northern Sweden, where the assembly team delivered and erected 15,500 tonnes of steel over the course of 12 to 13 months in 2025.

More and More Paperwork

Torben says the paperwork has become more complicated over the years:

"There are far more documentation requirements, notifications and documents to read through, even when, for example, a cowshed has to be erected. Today, there are almost more people in the office than out in the field," Torben points out.

The development can also be felt internally at DS Stålkonstruktion. When Torben started, there were around 30 salaried employees at the Christmas party. Today, that number is approaching 135.

A Proper Handover

For Torben, the decision to pass on the baton is also about knowing when it is time to take a step back.

"I don't want to end up as a grumpy old man sitting at the head of the table, saying no to everything and holding back all development. So I'm stopping in good time," he says.

Although Torben is leaving DS, he will always have orange blood in his veins and feel a responsibility towards the company and his colleagues.

"The company needs to have my knowledge of the steel industry before I walk out the door for the last time. Because that knowledge also belongs to the company," he says.

Exactly when Torben will walk out of the assembly department for the final time has not yet been decided.

The new Assembly Manager is Michael Theil Jensen, who will eventually take over from Torben. Michael started in the role on May 18th.

Wanderlust and Morning Exercises

Although Torben will miss his colleagues and the everyday pace of working life, he is also looking forward to a new chapter.

Over the years, he has visited around 45 to 50 countries, and his appetite for travel has certainly not faded.

"Every time I see a world map, I get itchy feet. There isn't anywhere I wouldn't like to go," he says.

Torben will soon turn 61. He lives in Assens and is married to Heidi, with whom he has two sons, Mads and David. Both sons have flown the nest, and although Torben still has some time left in working life, senior life is slowly beginning to appear on the horizon for him and his wife.

In June, he and his wife are off to Canada, where they will spend three weeks travelling around in a motorhome. And in August, Torben is heading off on his own by train to Switzerland and around the country. And who knows – perhaps we will see Torben driving around in his own motorhome one day, provided the trip around Canada goes well.

In addition to his travel dreams, Torben intends to hold on to his good habits. Morning exercises on the kitchen floor and an evening activity, such as going for a walk, using the cross trainer or spinning, have over the years been a good way to unwind while also doing something good for the body.

"I'm looking forward to no longer having to get up at five o'clock to do my morning exercises. I can quite happily move that an hour later to six," Torben concludes with a smile. ■



Michael Theil Jensen is the new Assembly Manager. He started on May 18th and will eventually take over from Torben.

A Warm Farewell to Anette Storm

FIE BAUMANN

On Thursday, **16 April 2026, a farewell reception was held for Anette Storm at Musikhuset Aarhus.** The day coincided with H.M. Queen Margrethe's birthday, so Anette was, with a twinkle in the eye, celebrated as the "Queen of Construction in Denmark".

In his speech, Mike Flörke thanked Anette for her great efforts, strong commitment and the positive mark she has left on DS Flexhal for almost 10 years. He also extended a warm thank you to the employees who had helped organise the event, as well as to the employees, customers and partners who showed up to give Anette a fitting send-off.

Anette is stepping down from her management roles at DS and will now use her experience in board work, as well as strategy and interim assignments. Until a new CEO for DS Flexhal has been found, Mike Flörke will take on the role.









Redesigned for Architect Meetings in Both Denmark and Germany

FIE BAUMANN

DS Stålprofil has a **brand-new design for its Architecture Portfolio**. Architect consultants **Anke Meyer** and **Michael Højgaard Jensen** are now ready to present the many impressive references featuring roof and facade solutions to architects in both Denmark and Germany.

The German version has already got off to a strong start. Anke Meyer has taken the portfolio with her on a visit to LRW Architekten in Hamburg, who are behind projects including the large and beautiful MorellenQuartier.

"The German architecture portfolio has landed, and I have already put it to use. The director at LRW was very pleased to receive it and asked whether he could keep it. He wanted to show it around the office, where they have more than 50 architects," says Anke Meyer.

With the portfolio in hand, DS Stålprofil now has an updated tool for dialogue with architects on both sides of the border.



Shared IT to Deliver Faster Support and Better Quality

CECILIE GRØNNING KRIEGER FIE BAUMANN

Morten Abildgaard Hansen joined DS Gruppen earlier this year as the **new Group IT Manager.** Among other things, he will help develop the shared IT function across the companies and establish a strong collaboration with GOLDBECK.

He brings many years of experience in IT management and has previously worked at the design company HAY. During his first period at DS Gruppen, his main focus has been on getting to know the organisation and the team properly.

"I think it's a motivated team, where people get on well and help eachother. That has been really positive," he says.

According to Morten, one of the strengths of a shared IT function is that specialist skills, such as network and security expertise, can be gathered in one place close to the business, so the same specialist competencies do not need to be duplicated across several companies.

He describes his start at DS Gruppen as both busy and exciting, and he looks forward to helping shape the development of the IT function in the years ahead.

"We need to earn people's support by creating value. That could mean faster support, better quality or solutions that fit better into everyday working life. And we need stable and secure operations," he says.



Three Times C2C – and Still No Easy Task

DS Stålprofil has been recertified as Cradle to Cradle Certified® at Bronze level. Behind the certification lies extensive work across the organisation – and a conscious choice to strengthen quality, documentation and market position.

TEXT: CECILIE GRØNNING KRIEGER
PHOTO: FIE BAUMANN

This is the third time the company has gone through the process of becoming C2C certified, and although the experience is there, it has not become any easier.

"It takes time. It's not something you achieve in your sleep," says ESG and Sustainability Manager Svanborg Guðjónsdóttir, who has been part of the working group behind the certification.

Cradle to Cradle stands out from many other certifications by setting requirements for the entire product life cycle and value chain. The focus is on both materials and intentions, as well as documentation across five areas: material health, circularity, clean air and climate protection, water and soil stewardship, and social fairness.

Architect Consultant Michael Højgaard Jensen is responsible for coordinating the recertification.

"We believe the certification signals transparency and shows that we have our processes under control," he says.

Why We Spend Time on It

The certification work requires many hours and involves several parts of the organisation. That also makes it relevant to ask: Why do we do it?

Part of the answer lies in the market. As far as the team knows, DS Stålprofil is the only company in the industry with this certification. That provides a strong starting point in dialogue with customers and partners and also makes it a competitive parameter in the German market. But the certification also has internal value. It says something about the way we work.

The certification sets requirements for documentation, transparency and responsibility. This closely reflects our own approach to quality and doing things properly – that we stand by what we deliver and work systematically to improve.

It Is Not Just One Department

Although the certification applies to DS Stålprofil's GreenCoat® products, the work is not limited to one area.

C2C requires documentation across the entire value chain. This means the work ranges from internal data and processes to collaboration with suppliers.

"One of the things that makes C2C demanding is that we depend on documentation from several parties," says Quality Specialist Mads Thirup Nielsen.

Mads has played a key role in the certification work, as he has been responsible for data and documentation. Equally important has been DS Stålprofil Purchasing Manager Kasper Schreiber-Jakobsen, who has acted as the link to suppliers – especially SSAB.

"We depend on other links in the chain. We need a great deal of data from our suppliers," explains Mads Thirup Nielsen.

In practice, this means the certification cannot be handled by one department alone. It requires collaboration across the organisation – and a shared



> “It is a reminder that we HAVE to improve our company and aim to become better and better.”
>
> – MICHAEL HØJGAARD JENSEN



understanding that quality, documentation and responsibility are closely connected in what we deliver.

The work could also not have been done without Svanborg Guðjónsdóttir, who has focused on the social conditions and policies behind the certification. At the same time, Michael Højgaard Jensen has maintained the overall overview and kept the process on track.

The Requirements Are Becoming Stricter

This time, the requirements have been stricter, and the manual has been updated with several additional subpoints. This means that even more needs to be explained, documented and verified.

“There is an expectation of improvement over time. That can be demanding. But it also helps push us in the right direction,” explains Michael.

The certification serves as an ongoing reminder that we cannot stand still. There is an expectation of development – and that keeps the focus on improving products, processes and collaborations.

Something We Actually Use

Cradle to Cradle is more than a certificate. It is a concrete tool in dialogue with customers and partners.

It provides a documented basis for comparing solutions and making decisions – without everything coming down to gut feeling.

At the same time, much of the data feeds directly into the ESG work that many are already engaged in.

What We Take Forward

Being recertified for the third time is a milestone. But perhaps even more important is what the work sets in motion.

“We believe that sustainability is here to stay,” says Mads with a smile.

It creates a continuous focus on improvements and on developing both products and processes. And it supports our ambition to deliver high-quality solutions, with respect for both people and the world around us. ■



The working group behind the recertification:
ESG and Sustainability Manager Svanborg Guðjónsdóttir,
Quality Specialist Mads Thirup Nielsen,
Purchasing Manager Kasper Schreiber-Jakobsen and
Architect Consultant Michael Højgaard Jensen.

Young Eyes on the Volvo Construction Site

The sun was high above the construction site by the motorway exit in Onsild on a spring day in April. The air was still cool, but spring was clearly on its way. At the edge of the site, with a view of large cranes, concrete walls and steel beams, around 30 school pupils from 6. to 9. grade moved curiously around in DS safety vests.

TEXT: CECILIE GRØNNING KRIEGER
PHOTO: FIE BAUMANN

Some of them hung back a little and observed quietly, while others followed the work from the edge of the construction site. For several of the pupils, it was the first time they had been so close to a building project. It was the first time they had seen how a construction site works in real life. How many different people and specialist skills come together to make a major project succeed.

And that was clear at the construction site in Onsild, where the new Volvo Truck Centre is currently taking shape close to the motorway.

A Modern Truck Centre Takes Shape

Volvo Danmark bought the site at Onsild in 2024 as part of the company's strategy to locate modern truck center close to the motorways and make them easily accessible for customers.

Construction is now well underway. The project includes a modern truck center with almost 1,800 m² of workshop space, 1,200 m² of administration facilities across two floors, storage facilities and around 13,000 m² of paving.

The building is being constructed by DS Flexhal as turnkey contractor, while DS Stålkonstruktion and DS Elcobyg are each contributing their specialist expertise.

For the pupils, the visit offered a look behind the construction site fence. It was also a meeting with the reality behind major building projects, such as coordination, collaboration and people who each contribute with their own expertise.

On site, work was in full swing. The concrete elements from DS Elcobyg were gradually in place, while the assembly team was preparing to raise the steel structures. Project Manager at DS Flexhal, Peter Stounberg, together with Project Manager from DS Stålkonstruktion, Amalie Lund Ofverlind Nielsen, showed the pupils around the site and talked about everyday life on a construction project, where safety, planning and trust are essential.

"It takes a great deal of respect for and trust in one another to work on a construction site where concrete and steel elements are lifted by cranes. They weigh several tonnes," Peter told the pupils.

Several of the pupils automatically looked up at the cranes as Peter continued to talk about the work on site and the many people who, every day, have to make everything come together.

Collaboration Started Long Before Construction

Although the pupils experienced the project in the middle of the busy construction phase, the collaboration on the Volvo Truck Centre began long before the first sod was cut.

Already during the tender phase, DS Flexhal worked closely with DS Stålkonstruktion, DS Elcobyg and the other partners to find the right solutions and ensure that the project could be carried out as planned. The





Amalie Lund Ofverlind Nielsen from DS Stålkonstruktion and Peter Stounberg from DS Flexhal were "schoolteachers" for a day.

close collaboration across the companies plays an important role throughout the project.

"We are a part of the same house, so we know each other. That creates greater trust, even though there may of course still be things that need to be adjusted along the way," says Peter about the collaboration.

Many Disciplines, One Shared Goal

Trust is also a recurring theme in several parts of the project. Not only between the companies, but also out on the construction site itself, where many different trades work side by side every day.

During the school pupils' visit, Project Manager from DS Stålkonstruktion, Amalie Lund Ofverlind Nielsen, explained that collaboration is not just something people talk about on a construction site. It is a necessity.

"Everyone has to take responsibility. Both for their own tasks and for one another," she said.

When asked about the project and the collaboration with DS Flexhal, she particularly highlights the early involvement.

"I generally enjoy doing projects with DS Flexhal, and that also applies to the Volvo project," she says.

"On the Volvo project, for example, there has been coordination around



the stability of the roof diaphragm, where the structural engineer from DS Flexhal, Johnny Meinhard Ramm, and I have had a really good ping-pong to find the best solution, that works for both of us."

When Collaboration Flows

At DS Elcobyg, the benefits of close collaboration are also clear. Project Manager Victor Rolighed Dalsgård says that quick sparring and clear answers make a big difference in everyday work.

"We experience a really good collaboration with DS Flexhal, especially because they respond quickly and provide clear answers," he says.

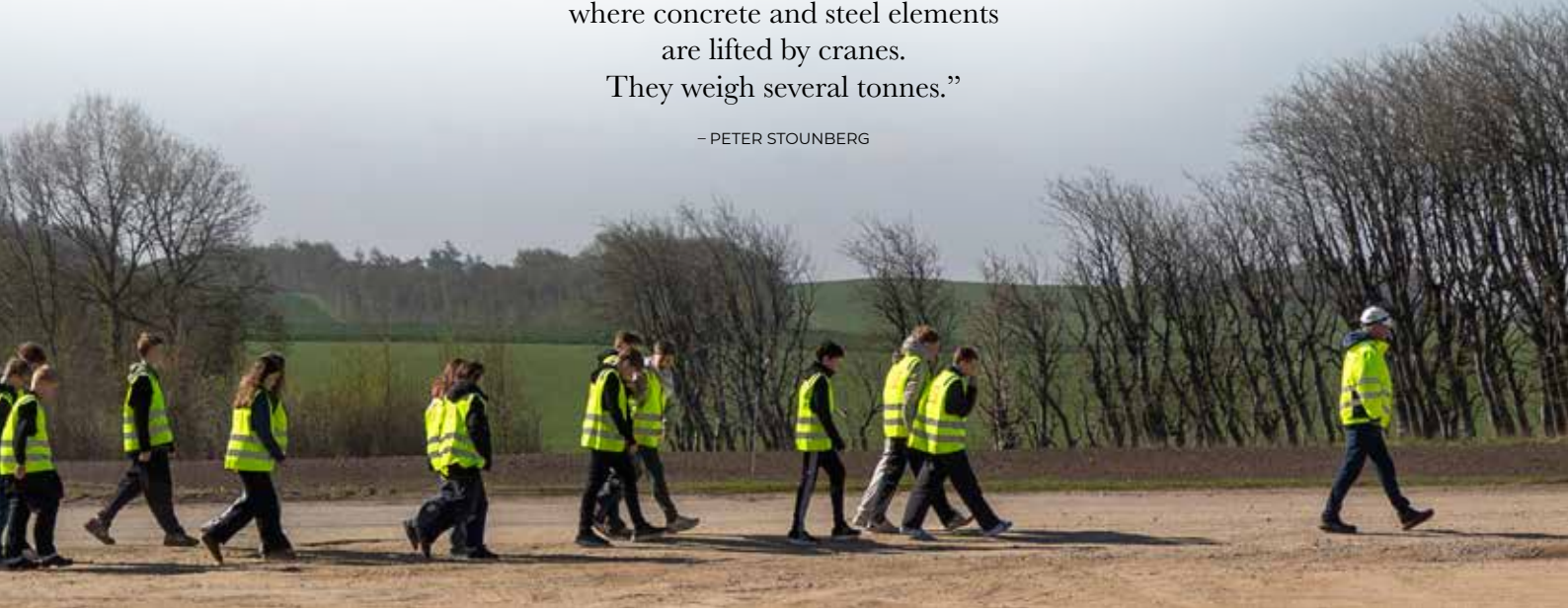
On the Volvo project, DS Elcobyg has supplied sandwich elements for the building, and Victor particularly highlights the strong willingness to collaborate between the DS companies.

"I can only say positive things about DS Flexhal's design office. They are really good at implementing changes on time, which can be a challenge with other turnkey contractors. When we come with adjustments or challenges, DS Flexhal responds almost immediately and is ready to find



"It takes a great deal of respect for and trust in one another to work on a construction site where concrete and steel elements are lifted by cranes. They weigh several tonnes."

– PETER STOUNBERG














On May 21th 2026, Volvo and DS Flexhal marked the topping-out ceremony for the new Volvo Truck Center in Onsild. In keeping with tradition, Lars Vinther Harbo ended his speech by smashing a glass with the words: "May this building stand for as many years as there are shards of this glass."



solutions. That makes the collaboration both very efficient and easy."

More than One Way Forward

The visit to the construction site was part of an effort to give young people a broader picture of their future opportunities. Marketing Manager Tina Woods explains that it is about showing that there are many different routes into working life, and that vocational education and the construction industry offer far more opportunities than many people might imagine.

For some of the pupils, the visit also sparked thoughts about the future. Others were mainly fascinated by the machines, the size of the elements and the high level of activity on site.

But what they all had in common were curiosity.

And perhaps that was exactly what the construction site in Onsild did for the pupils. It made something abstract more real. It showed that modern construction is not only about concrete, steel and drawings, but just as much about people, collaboration and shared responsibility.

A Milestone Along the Way

On May 21th, another milestone in the construction process was marked when Volvo and DS Flexhal invited to a topping-out ceremony at the site in Onsild.

Here, guests, craftsmen and partners gathered to pause in the middle of the busy construction process and recognise the work that already put into the project.

With the wreath raised above the building, the day became a visible marker that the Volvo Truck Centre had reached an important stage. As tradition dictates, the topping-out ceremony was also an opportunity to focus attention on the people who work on site every day.

Tender Manager at DS Flexhal, Lars Vinther Harbo, thanked Volvo, partners and craftsmen for their efforts and particularly highlighted the considerable work being done to keep the project safe and moving forward.

Volvo Danmark also expressed its thanks for the collaboration and praised the many people contributing to the project. Managing Director Peter Ericson and Service Market Director Joakim Bansholm Nilsson attended the topping-out ceremony and recognised the efforts being made on the construction site every day.

Although many months of work still lie ahead, the topping-out ceremony was a natural pause along the way. A moment when the progress of the build was marked, while the focus was also placed on community, collaboration and the people helping the Volvo Truck Centre take shape.

A Smaller Building with Great Significance

Construction of the Volvo Truck Centre began in January and is expected to be handed over in December. And although the project is a smaller build from a DS Flexhal perspective, that does not make it any less significant.

On the contrary, the project clearly shows how shared responsibility, coordination and knowledge of one another's competencies help ensure a good overall result. For the customer, the partners and the people working on site every day.

Perhaps also for some of the young people who were given the chance to get right up close to a construction site and experience how the future of construction takes shape in real life. ■

Lasse “LEANS” into Artificial Intelligence

Now it is time to meet a DS’er who wears the label “nerd” with great pride. Ever since he was very young, he has taken electronics apart to find out WHY they worked. And Lasse brings this built-in “nerd app” with him to work in the PTA department at DS Stål-konstruktion, where he automates routine tasks out of the way.

TEXT AND PHOTO: FIE BAUMANN

Lasse Veirum Larsen works in the PTA department, preparing drawings for production. Alongside his daily work, he geeks out on automation and AI, and he sees huge potential in removing routine tasks so there is more time for the work that requires human eyes, experience and specialist insight.

Lasse turns 40 this year. He is a Hobro lad, lives in Stoldalen with his wife Ilona and their children Liv, aged 10, and Ludwig, aged 6.

He trained as a blacksmith and describes himself, with a laugh, as “just an ordinary welder bloke”. And for Lasse, the journey from the welding workshop to the screens in the PTA department has been a completely natural development.

“Just because you’re a welder bloke, you can still end up doing something like what I do now, especially when you have a nerdy side. It’s brilliant”, Lasse laughs.

Lasse started at DS Stålkonstruktion almost 10 years ago. Before that, he worked in many different roles – as a blacksmith, personal assistant, service technician, maintenance technician and goods-in employee. Today, he works with the stage just before the steel is sawn, cut and processed in production.

From Drawing to Machine

In the PTA department, Lasse and his colleagues form the link between the drawing board and production.

“We basically take everything the draughtspeople have made and convert it for the machines, so the cutting programme can tell the machine how the steel needs to be cut”.

Once the programmes are ready, they are placed in a folder system so colleagues at the machines can find them. At the same time, papers are printed as the starting signal for production. The operators can then find the right order, retrieve the programme and start the machines.

The work is both about getting items through the system and optimising along the way.

“Our optimisation is what we take pride in. We constantly have to try to use as little steel as possible”.

That means several orders may be combined on the same plate, the positioning of the items is carefully assessed, or a larger item is split up so the material is used more efficiently. It may sound simple, but according to Lasse, the process requires overview, experience and a constant hunt for the smartest solution before the steel reaches the machine.

“There is a lot of thinking involved in constantly considering whether I can do this differently, and whether this is the best way”.

Tasks Must Not Depend on One Person

There are six employees in PTA, and broadly speaking, they can solve the same types of tasks. That is entirely deliberate. This approach makes the department less vulnerable.

“Our mantra is that we should all be able to take time off. If one person is





PTA Coordinator Brian Bagger Pedersen supports Lasse's curiosity and also sees AI as a tool for working smarter in production.

> "If we remove the step where we first have to put things into a programme before we can work with them further, we can save an absolutely insane amount of time in everyday work. If we can automate that whole step, it would be a huge leap forward".
>
> – LASSE VEIRUM LARSEN

not here, someone else still has to be able to finish an order".

But it also means that many tasks are repeated again and again. And it is exactly those repetitions that Lasse has spotted through his AI and automation glasses.

Repetitions Can be Automated

Lasse began looking at automation because he noticed the many small routines that repeat themselves in everyday work. It might be retrieving files, moving them to the right folders, opening programmes and preparing for the actual work.

"All the work involved in getting things into the programme before we can process them further is a necessary part of the process. But that is not where the professional expertise lies. If we can automate that part, we get more time for the work that requires our experience and specialist insight".

For Lasse, the solution is really about Lean in a modern version – automating the fixed steps that do not require professional assessment, so time can be spent where it creates the most value. He estimates that automation could remove 10-15 per cent of the department's daily workload.

"If we remove the step where we first have to put things into a programme before we can work with them further, we can save an absolutely insane amount of time in everyday work. If we can automate that whole step, it would be a huge leap forward".

Among other things, Lasse has worked with Power Automate, which can automate actions on the computer by recognising buttons, images and fixed sequences on the screen.

"You can take pictures and step your way through the whole task, and then actually get it to do the same sequences every time".

The Next Step

Automation is only the first part of Lasse's idea. The next step is to combine fixed automated flows with AI. He imagines a solution where AI can help close the gaps in the automated processes.

"If you can connect AI with automation, maybe we can gain another 10 per cent. Then we might be up to 25-30 per cent in efficiency gains, because there are tasks we no longer need to do manually", says Lasse enthusiastically.

A Digital Mate

Lasse sees particular potential for himself and his colleagues. AI can make it easier to build small tools, flows and automations without necessarily being able to code from scratch.

"It's almost like having your own private developer guy sitting right next to you".

For example, it could be an AI that moves XML files from emails to the right folder, creates calendar appointments, finds data in projects or builds small helper tools.

We Need to Work Smarter

PTA Coordinator Brian Bagger Pedersen, who is Lasse's day-to-day manager, also sees opportunities in the commitment Lasse brings to the department.

"Lasse shows great interest in AI, and I can clearly see that he is right when he says we can benefit greatly from this tool. As a manager, it is important to take responsibility for looking into the opportunities our employees show us. There is no doubt that AI is the way forward. AI in production

is about working smarter. It should be fun and positive to go to work, and if these opportunities can help with that, then yes please".

AI as a Help, Not a Replacement

When you talk about artificial intelligence and automation, one question quickly comes up: What happens to the jobs? Lasse makes no secret of the fact that he thinks about that too.

"It's not that we want to make ourselves redundant. But if AI can take over some of the repetitive tasks, we can spend our time on the things where we create the most value ourselves".

And development is a necessity. In the future, there will be fewer hands in the labour market, and that is why he believes companies need to work smarter.

"If we don't move forward, we will suddenly just become too expensive".

For him, it is about using technology wisely. Not uncritically, but not so cautiously that you stand still while others move ahead.

"If we don't do it, we suddenly lose. We'll be overtaken".

He has Killed the Butler Six Times

Lasse's interest in technology is nothing new. When he was younger, he took phones and computers apart, deleted operating systems and installed new ones, just to see what would happen. If something broke, he had to work out how to save it again.

"It's trial and error. That's everything I've ever done".

He uses the same approach with AI today. He builds, tests, breaks things and builds again. Sometimes it works. Other times it goes wrong, and then he has to roll back to an earlier version.

"I think I've killed James six times so far", says Lasse with a laugh.

James is Lasse's digital butler at home, and even though he occasionally collapses under Lasse's eager experiments, he can already help with quite a lot. For example, James can create calendar appointments based on email invitations, help Lasse's Lithuanian wife with Danish wording and answer his daughter's questions.

Lasse has even built clear boundaries into James. If his daughter asks something that is not suitable for a 10-year-old child, James is simply programmed to gently send her to mum and dad.

"That's what is so wild about it. You can actually build a digital helper that can solve practical tasks and know its own boundaries. And I simply want to find out what the technology can actually do – 100 per cent", says Lasse.

The Possibilities Need to Be Tested

When Lasse talks about AI in the workplace, it is not about throwing himself into the technology uncritically. Security has to be in place, and sensitive information must stay within DS. That is why he sees particular opportunities in local solutions, where AI is clearly limited and only allowed to do what it has been set up to do.

"If something is a DS secret, then it only lives here".

For Lasse, the next step is to explore the technology more purposefully in practice. Not as a finished answer, but as a development track where it is possible to test how artificial intelligence can make everyday work smarter in daily routines, also in other departments with many repeated processes.

"We need to move forward. We need to dare to explore the possibilities and make room to try some things out in practice", Lasse concludes.

And if anyone is still in doubt, one thing becomes quite clear after a conversation with Lasse – he is not the type to wait for the future to ring the doorbell. He has already taken the doorbell apart to see whether it can be automated.

Just before we finish, he also reveals that one of his big boyhood dreams is to build his own game. Because of course Lasse is a gamer. And here, just like at work, he sees AI as a tool that can make the journey from idea to reality a little shorter. ■



Lasse is not the type to wait for the future to to ring the doorbell..
He has already taken the doorbell apart to see whether it can be automated.

Do You Have an Idea for Using AI in Your Everyday Work?

Do you have questions about using AI, or do you have a task, process or repetition where AI or automation might be able to help?

Then get in touch with DS Gruppen's AI Coordinator, Sune Eghjort Schulze.

Sune collects ideas, answers questions and helps ensure that AI is used with respect for data, security and the frameworks that apply in DS Gruppen.

Write to: ai@ds-gruppen.dk

Employee Wellbeing Through Good Leadership

How do you make employees' development opportunities more visible, free up more time for leadership and strengthen the sense of community across the Group? For Birgitte Raunsgaard Svejstrup, the answer begins with more synergy and a shared ambition to succeed together.

TEXT: SIGNE RAFEL JENSEN
PHOTO: FIE BAUMANN

When Birgitte Raunsgaard Svejstrup started as Group HR Business Partner at DS Gruppen in January last year, her first task was to get to know the companies across the group. Today, she works with initiatives designed to make the opportunities within DS more visible, support wellbeing and give managers better support, so they can spend more time on employees and sparring.

Birgitte has more than 20 years of experience within People & Culture, and before joining DS, she worked at companies including NIRAS and Arla.

Employee satisfaction and wellbeing, employer branding, recruitment and talent development are some of the areas Birgitte works. Overall, she is responsible for the strategic part of People & Culture across the companies in DS Gruppen.

Although Birgitte's task is to develop and implement a shared People & Culture strategy for the entire group, it was important first to understand the culture and everyday life in the individual companies.

And one thing in particular was clear to her from the start:

"I experienced a great willingness to help across all the companies, and a genuine wish for us to succeed together. That is an incredibly valuable culture," says Birgitte.

The Aim Is to Strengthen the Companies

This wish to succeed together is the heart of Birgitte's strategy. It does not mean that the companies should all be the same. But in the areas where the companies have the same needs, shared functions in DS Gruppen can step in and support them across the board.

Shared functions are functions such as People & Culture, IT, Marketing & Communications or ESG & Sustainability, which support all of the companies. The idea is that shared functions contribute specialised knowledge and support the companies where needs cut across the organisation.

"We need to find the areas where we can do things together across the companies. This is where DS Gruppen's shared functions should contribute their professional expertise and support the companies. That way, we get as much value as possible from the initiatives we put in place," says Birgitte.

Development Must Be More Visible

An important part of Birgitte's strategy is about strengthening employees' development opportunities.

"We have examples of employees who need something new to happen, but who still want to develop within DS. They need to feel confident about going to their manager and saying that, and managers need to be able to give employees a clear picture of how their role can develop within the companies. I would like to make that clearer than it is today," says Birgitte.

It should be easier for employees to spot new opportunities within DS Gruppen – also if they would like to try something new in another com-



> “If we as a company want to grow, we need to develop our managers and become even better at attracting more employees. That is why the initial focus areas of the strategy are to support managers better in their everyday work and to raise the level of how we recruit.”
>
> – BIRGITTE RAUNSGAARD SVEJSTRUP

pany or another role. Shared principles across the group should also create greater clarity and reassurance for employees.

More Time for Leadership

When we make certain processes shared across DS, everyday life becomes easier for both employees and managers. Birgitte is working to develop a shared employee handbook covering the areas where the group has common principles and guidelines.

“In some areas, employees should experience more consistent onboarding and offboarding across the companies. At the same time, we need a shared language for what good leadership means at DS,” says Birgitte.

“If we as a company want to grow, we need to develop our managers and become even better at attracting more employees. That is why the initial focus areas of the strategy are to support managers better in their everyday work and to raise the level of how we recruit,” says Birgitte.

DS expects to recruit around 50 employees a year. To succeed, we need to become even better at recruitment. That is why Regitze Munk Thimsen joined DS Gruppen as Talent Acquisition Partner in April. Regitze, Nana Teymourian, HR Consultant, and Birgitte make up the People & Culture function in DS Gruppen.

Workday Is a Strong Foundation

Most of Birgitte’s first year at DS Gruppen has been spent launching the new HR system, Workday, which was implemented in 24 countries in April.

The task from GOLDBECK has taken up most of a full-time year, but Birgitte sees the system as an important foundation for the continued development of People & Culture.

“Workday is a shared system that gathers HR information and processes in one place. It is a fantastic foundation for data and measurement, which gives us a better overview of recruitment and development. For example, we can measure how many employees we lose. We do like making HR measurable,” says Birgitte with a smile.

Although most of Birgitte’s first year has been spent on Workday, she is looking forward to focusing more on the initiatives in the strategy and gradually seeing People & Culture develop and create greater value in everyday life.

“Employees will notice that, over time, small adjustments will be made in a number of areas. Some things will become easier, the quality will improve, and the opportunities will become more visible,” says Birgitte.

Networks Across the Group

Another important branch of Birgitte’s strategy is about strengthening relationships across the group. Here, Birgitte sees great potential in creating stronger networks between employees and managers working in the same areas.

“There is a lot of knowledge within the group that we can become even better at sharing with one another,” says Birgitte.

Ultimately, the goal is to support the culture Birgitte experienced when she joined DS Gruppen.

“We need to ensure that people at DS experience good opportunities, good conditions and a culture that makes them want to be here,” Birgitte concludes. ■

What Are Shared Functions?

Shared functions are joint functions in DS Gruppen that support the companies across the group. People & Culture, IT, Marketing & Communications, Finance and ESG & Sustainability are shared functions.

The purpose is to gather specialised knowledge in one place and support the companies with shared solutions where it makes sense.

You can read a little about **Louise Sejer Svendsen,** Group Finance Business Partner, on **page 10** and **Morten Abildgaard Hansen,** Group IT Manager, **on page 17.**



Nana Teymourian, HR Consultant, Regitze Munk Thimsen, Talent Acquisition Partner, and Birgitte make up the People & Culture function in DS Gruppen.

He Came with the Right Attitude

After almost 20 years in pig production, Regis changed industry and became part of the evening shift at DS Stålprofil. Today, he is an example of how a willingness to learn and good collaboration can make a big difference in production.

TEXT: CECILIE GRØNNING KRIEGER
PHOTO: FIE BAUMANN

When Regimantas Bliudzius, known as Regis, starts his evening shift at DS Stålprofil at 14:30, his working day rarely begins in the same place two days in a row. Some days he is at the folding machines. Other days, he helps with packing or works at the robot. And it is exactly that variety he enjoys.

"I'm a bit here and a bit there. It's very varied," he says in English, as Danish can still be a challenge.

Today he seems calm and at home in production, but the beginning was very different. Just seven months ago, he had never worked in steel production before. Everything was new. The machines, the tasks and the way of working.

"I was quite nervous on the first day. Everything was new," he says with a smile.

Today, he has become an important part of the team at DS Stålprofil. Not because he is the loudest or takes up the most space, but because he turns up with the same approach every day: A willingness to learn, a desire to help and a natural can-do attitude.

Employees Make the Difference

At DS Stålprofil, recruitment is a major focus. It has become more difficult to find employees, which means that experience, professional skills and other qualities all play a role.

"Employees are our most important asset. You can buy all the machines, trucks and materials in the world, but none of it becomes anything without employees," says Production Manager Rasmus Revsbæk Hansen.

That is why attitude and the ability to collaborate are at least as important as experience. And that is exactly what made an impression on Rasmus when Regis walked through the door.

"If we cannot find an employee with the right skills, we can train them as long as they come with the right attitude. And Regis certainly does," says Rasmus.

For the management team and his colleagues, it is especially his approach to new challenges that stands out.

"He doesn't see limitations, he sees opportunities," as his Team Leader Mikkel Thisted describes it.

From Lithuania to Denmark

Regis is 43 years old and originally from Lithuania. He moved to Denmark back in 2006. At the time, the plan was really just to try something new and gain some experience.

But life took a turn along the way. Family came along, and Denmark became home. Today, he lives in Vegger with his wife and their two children, a son aged 13 and a daughter aged 16.

The story of his wife is almost like something from a movie. They were in the same class in Lithuania for 12 years, before later finding each other again in Denmark.

"Then I came here, and somehow we found each other again," says Regis.

Naturally, it is also his family in Vegger that he spends his time with when





Regis and Production Manager Rasmus Revsbæk Hansen together in production, where Regis has shown great initiative and found a good way into the community.

> "If we cannot find an employee with the right skills, we can train them instead if they come with the right attitude. And Regis certainly does."
>
> – RASMUS REVSBÆK HANSEN

he is not at work. This summer, he also plans to start fishing with his son.

"My son is really into fishing, so I want to learn something about that too," he says.

A Major Career Change

Before joining DS Stålprofil, Regis worked in pig production for almost 20 years. It was a job he knew inside out. But after many years, thoughts of doing something new started brewing.

"It is hard physical work, so it can be difficult to keep doing it as you get older," he says about the job in pig production.

The opportunity to change industry came through his network. A former employee at DS Stålprofil knew Regis privately and made him aware of the job. The first time, the timing was not right, but later Regis took the initiative himself and stopped by the production site. Shortly afterwards, he was employed.

Regis' story is an example of the workplace and the culture around the workplace, because it gives an insight into how people collaborate, communicate and influence one another in everyday life.

"It is a good way to get your foot in the door when you show initiative," says the Production Manager.

A Steep Learning Curve

When Regis started at DS Stålprofil, he had never worked at a folding machine before. Today, he can operate most of them.

"It is incredible how well he has got the hang of it in such a short time," says Mikkel Thisted.

Regis himself is more modest about it. He does not describe himself as someone who talks much about his own achievements or makes a big deal of his progress. On the contrary, he almost seems a little shy when the conversation turns to what he is good at.

"I just try to do my best," he says.

But in everyday work, his colleagues clearly notice the development he is going through, because he is quickly becoming more confident in

his tasks, shows a willingness to learn new things, takes responsibility for his work and is not afraid to ask for help when there is something he is unsure about.

"If I have questions, I can ask anyone. Everyone wants to help," he says.

It also means a great deal to him that the collaboration works. The evening shift consists only of Regis and Mads Andersen, and the two have become a strong team.

"He is good company," Regis says about his colleague.

And collaboration is essential in production.

"The right employees and their internal collaboration make a huge difference," says Rasmus.

Danish in Everyday Life

Although the conversation with Regis is in English, Danish has become a natural part of his working day. In production, colleagues speak Danish together, and that has been an important part of Regis' development.

"When I worked in the pig sheds, we only spoke English. Here, we speak Danish, so I am learning Danish by being here," he says.

It is clear that he values the community and the tone between colleagues.

"People are very friendly, and we help each other. If help is needed, we help," he says.

Team Leader Mikkel also describes Regis as someone who likes to walk around and greet the day shift when he arrives, asking whether anyone needs help.

"I Help the Guys"

When you ask Regis himself what makes him a good colleague, he simply answers:

"I help the guys."

It sounds simple. But perhaps that is exactly what matters most in production; showing up, helping out and taking responsibility, so everyday work can run smoothly for everyone on the team.

Because sometimes it is not the biggest words that best describe a good colleague. It is what you do in practice. ■



Team Leader Mikkel Thisted has followed Regis' development closely and is impressed by how well he has got the hang of things in such a short time.

Flemming Hvidberg Madsen from DS Elcobyg and Morten Seberg Kristensen, Project Manager at A. Enggaard.

Strong Collaboration and Early Involvement

From supplier to partner in a construction project with high ambitions. Early involvement and strong relationships have been crucial in the project in Aarhus, where collaboration has strengthened quality, economy and sustainability.

TEXT: CECILIE GRØNNING KRIEGER
PHOTO: A. ENGGAARD

Aarhus is the setting for a project where A. Enggaard, together with DS Elcobyg and other consultants, has created solutions that are both sustainable and financially sound. Early involvement of specialist expertise has been crucial in that process. The aim is to develop a new and attractive district in Gellerup. Here, A. Enggaard is the developer and contractor on a major residential project, where DS Elcobyg has played a central role in the housing elements.

In the Phase 1, DS Elcobyg became involved when the project had already been fully designed and the solutions were fixed. In Phase 2, they were involved much earlier, and that made a noticeable difference.

"When we came into Phase 1, and a lot had already been planned, we could walk around and tease each other a little about why they had not done things one way or another. A kind of ping-pong. So it was great to be involved earlier in Phase 2, where we could help inspire the solutions and make sure things were done right the first time," says Flemming Hvidberg Madsen, Sales and Marketing Manager at DS Elcobyg.

From Supplier to Partner

In the project, DS Elcobyg has supplied complete element solutions for the residential buildings, including stairs, landings and walls. The collaboration has been just as important.

"It is important to us that we have partners who want to help move the project in the right direction, both financially and in terms of sustainability," says Morten Seberg Kristensen, Project Manager at A. Enggaard.

This also places demands on the way you enter into projects. Because collaboration often begins before a contract has been signed.

It requires a willingness to invest time and knowledge early in the process, without any guarantee of winning the contract.

"Today, sales are largely about optimising the entire process. We see the product we sell as our competencies. We want to look at the whole picture, even if that may sometimes affect our own turnover," says Flemming.

Morten calls it "partnering" and points out that it is the easiest way to create better, cheaper and more sustainable buildings.

Problems Solved Rather than Placed

Partnering and cross-disciplinary collaboration have been one of the cornerstones of the project.

Although A. Enggaard, as turnkey contractor, is formally responsible for coordination, the collaboration has been characterised by an open approach, with direct dialogue between the parties. Whether between DS Elcobyg and A. Enggaard or others involved.

The assembly workers were involved from the start, so the process could be optimised as much as possible. This has made it easier to find the right solutions quickly when adjustments have been needed along the way.

"We have had a strong collaboration, where everyone has been committed


VOLVO



to solving the challenges together," says Morten.

When mistakes occur, the starting point is not to find the cause, but to find the solution.

That approach creates progress in projects and strengthens relationships across the board.

That is why Morten also expected Flemming to go directly to the party he needed an answer from, rather than going through Morten. This made it possible to solve any issues more quickly, but it also requires trust.

Trust that comes from the strong collaboration, which clearly shines through when speaking to Morten and Flemming, who apologise for just how much they end up praising each other.

Sustainability That Makes Sense

The strong collaboration can also be seen in the approach to sustainability, which is important to both A. Enggaard and DS Elcobyg.

That is why sustainability has been an integrated part of the project right from the start. Not just as a standalone goal, but as something considered in both choices and trade-offs.

One approach has been to reduce material consumption without compromising on quality.

"When we reduce the amount of materials, we also reduce the climate impact. At the same time, we can create a product that, in some cases, is cheaper," Morten explains.

They have done this, by using 12-centimetre walls, which DS Elcobyg helped develop, and by converting some steel beams to concrete beams to improve the assembly process and reduce the number of interfaces.

All these decisions mean that DS Elcobyg may sell less concrete and steel, but they also show that collaboration and sustainability matter just as much as the financial side. And it is a good example of how sustainability and economy can go hand in hand when decisions are made early in the process.

A Shared Responsibility

The project in Aarhus shows what happens when collaboration works in practice. When all parties take responsibility for both their own delivery and the overall solution, the result is something that lasts in the long term.

It requires trust, openness and a willingness to work closely together.

But the benefit is clear: better solutions, fewer mistakes and a construction project where quality, economy and sustainability are connected from the start. As Morten Seberg Kristensen says: "Early involvement simply makes for better buildings." ■

Project Facts

Client and Turnkeycontractor: A. Enggaard

Project: Residential construction in Gellerup, Aarhus

DS Elcobyg's Role: Delivery of concrete elements for the residential sections

Deliveries: Stairs, landings and walls

Collaboration Model: Early involvement and cross-disciplinary dialogue

Focus: Sustainability, optimised material use and buildability

Competition

Good Luck

EKKO || 0126

DS Flexhal: Topping-Out Ceremony for BAUHAUS in Tilst

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.**





FIE BAUMANN

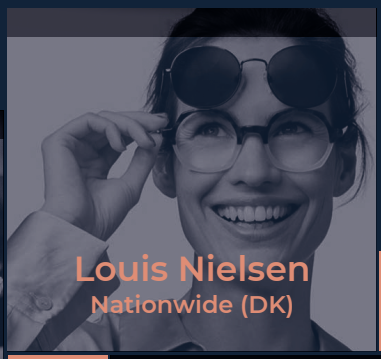
The winner of the competition in EKKO 0225 was:
Katrine Petersen,
DS Gruppen

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 September 21th 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: .....

STAFF **BENEFITS**

As an employee of the DS group, you have access to a wide range of **unique staff benefits and exclusive discounts** at a number of external partners. We have made it easy for you to explore these great offers – and make the most of them. All you need to do is scan the QR code for an introduction to the numerous exciting benefits. If you have colleagues who have difficulties with Danish, give them a hand so that they can enjoy the special offers as well. We regularly update the list with new agreements. Do you know of other agreements, or do you have some good hints to share? **Then contact DS Marketing.**



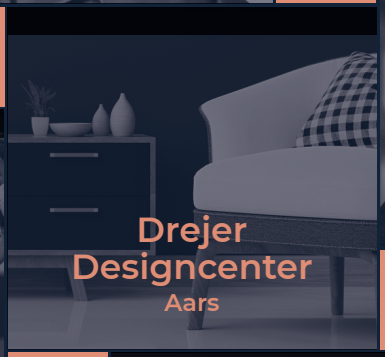
Louis Nielsen
Nationwide (DK)



Exclusive benefits and discounts at restaurants



Flügger Farver
Nationwide (DK)



Drejer Designcenter
Aars



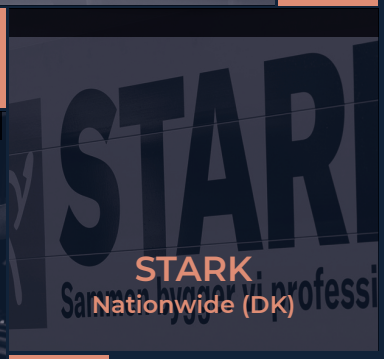
Exclusive discounts on football trips



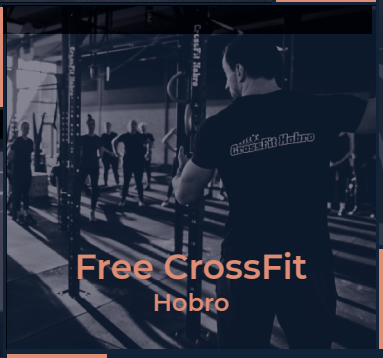
Hobro IK
Football tickets



Stamer&Hall
In-Store and Online Shop



STARK
Nationwide (DK)



Free CrossFit
Hobro



CMH Biler Hobro
Auto Services

Scan the QR code or find out more at
https://www.ds-gruppen.com/da-dk/personalefordele