Handbook for employees in Ducky

«A guide to know what you should do when no one tells you what you have to do»

1. Introduction

To create solutions that **impact the world positively** we must first build a workplace that **fosters kindness**. Ducky will be a workplace where you can contribute with your whole self and have fun along the way. Ducky's objectives are important, but more important are the ideas, creativity and dedication of each employee working to achieve those objectives.

Ducky's employee philosophy is based on the fundamental principle that people want to help if they have the opportunity to do so, and that we all are equally valuable. At Ducky it is vital not to strengthen your own ego and power, but to contribute as best you can to make your colleagues the best possible and thus strengthen the **organization** and the **unity**. Ducky works as an **ecosystem** where the individual is open to new ideas and opportunities, ensuring **dynamic growth**, based on choices that feels right. In an ecosystem some directions will fail, while others will spread quickly. In Ducky it is therefore regarded as positive to leap even though it can lead to failed attempts.

2. About Ducky

2.2. Our purpose

To motivate individuals to live sustainably

2.3. Our main values

1. **Integrity** - the alignment between our job decisions and personal values give us a guideline in difficult ethical decisions. Transparency, trust and honesty are important pillars in showing our integrity in everything we do.
2. **Courage** - is the foundation of integrity. We are not afraid to share new ideas and strive to stay humble to continuously learn and evolve our ideas.
3. **Ducky -** The word Ducky translates to being kind. We strive to be generous with ourselves and others, foster collaboration and measure our success based on social, environmental and financial value.

2.4. What are we trying to achieve?

Sustainability entails social, economic and ecological conditions. It is important to remember that these aspects are closely linked together and that the best solutions promotes all three elements of sustainability. Ducky works to contribute to good solutions that lead to a happy nature, happy people and an economy that ensures the necessary resources for the long term.

2.5. How will Ducky as an organization find the good solutions?

Ducky explores alternative ways to organize the daily operation of the company. This is done to create an ideal workplace with an organizational culture that promotes values we want to find in a sustainable society. A culture where employees have the opportunity to reflect on and influence their work in line with a common, sustainable purpose.

Through freedom, influence and available resources Ducky employees are able to evolve in many directions. Ducky facilitates great opportunities to develop solutions for individuals, businesses, schools, governments, global trade and more if initiated.

3. Important to know when working in Ducky

3.1. Principle 1 - We are lead by the purpose

Our purpose of contributing towards a sustainable planet gives us a direction of what we want to do and achieve. Detailed directions cannot be taken purely by our purpose, but it ensures that all co-workers have a common set of main values which again gives us a set of principles which we can use for everyday collaboration and decisions.

3.2. Principle 2 - The whole you at work

In Ducky we want to avoid that employees wear a mask to work to hide something. Examples of working masks are pretending to be competent in every situation, being invulnerable and do the job perfectly every time our colleagues pass us by. We never do things that are contrary to our inner sense of right and wrong, and we are happy to share good and bad experiences and feelings with our colleagues.

If you want to evolve as a person, you have the opportunity to take classes, get coaching, learn about self reflection and meditation, or other ways to get to know yourself and your colleagues better. We must be aware of what is important, both in life and in Ducky. For large and costly courses you should consult with your colleagues and argue why this is good for the organizational purpose.

You are also encouraged to participate in and gladly initiate team-building/activities that causes us to become better acquainted with ourselves and each other.

3.3. Principle 3 - All leaders

In Ducky we are empowered to follow up on our initiatives, work on the tasks that we are passionate about and obtain the knowledge we need to be the best version of ourself. We always work in teams and seek advice when we make decisions.

3.4. Decision-making in Ducky

As you are a leader in Ducky you can and should make decisions that you perceive as good. Decisions are normally made by consent, meaning that you can make a decision as long as none of your colleagues has a good argument for why it is a bad idea. If so, the suggestion could be improved together or you can then decide that it is not a good idea to follow up on.

For smaller decisions you should ask the ones that you feel are affected by your decision. If the decision has a larger impact on the organization you should put it on the strategy board. All strategic decisions can be divided into four main areas:

- **Support**: financial and community - We must be financially viable to further develop our services and organization as well as gaining support from the community in which we operate in.
- **Adaptation**: external and internal - Ducky must adapt to the laws and regulations in force and stay current (trends, business models etc.)
- **Access**: tech-know-lodgy and collaboration - Which markets, partners, expertise, technology, etc., do we need access to in order to carry out our plans?
- **Incubation**: Teambuilding and practices that make work more fun and rewarding. : How can we create an environment where ideas flourish and the organization grows?

For the idea to move through the model it requires that an employee or several employees push it through because they believe in it. As decisions and the flow through the model is made by consent the naysayers will have to argue why this isn't a good proposal because a simple "no" just isn't enough. If the decision has gone through the strategy board it should be transformed into one or several actions for one or several locations.

If an idea has gone through the process and you didn't agree, this is your aha-moment. You have to actively involve yourself to argue why this is or is not a good idea. If you do not, your colleagues will push them through or leave them behind. This is why the ideas are transparent, so that you still have the participation right.

Alternatively or in addition you can explore the idea with experts and the employees affected. If you want to implement an idea you can seek advice on how this is best implemented and if it is considered a good suggestion among the affected employees the proposal can be implemented.

To implement ideas in this way leads among other things to:
- Learning from and teaching more people
- Employees feel appreciated and involved
- Good decisions are made by those working closely with the issue and with responsibility for the outcome
- Ownership of the decision
- A fun and engaging process
- Possibility for everyone to initiate key processes. If anyone sees new opportunities that match our purpose they can pursue these ideas. To achieve dynamic growth and innovation that does not require organization by any leader.

3.4. Responsibility for colleagues

Employees should ensure that Ducky have enough finances to further develop the services and organization. All employees share this responsibility for a financial framework and have to be done in accordance with the founding values that Ducky is built on.

All employees have a responsibility to promote the social aspect at work, and should seek to take their entire personality to work. You therefore have a responsibility to share both good and bad sides of yourself and try to understand your colleagues. If you want to succeed with this you should begin by understanding yourself, explore your own values and why you react the way you do. This should be done in dialogue with your colleagues.

3.5. Type of positions in Ducky

Many people start their involvement in Ducky as a **volunteer**. This is to explore how new people thrive with us, and whether they match the team or not. To become a **temporary employee**, **team member** or **employee** it must be approved by employees in the office. Becoming a team member is equivalent to the temporary employment in a "traditional" company, but you are likely to experience greater freedom than in most other jobs.

Employee in Ducky
Ducky has a flat organizational structure, where all are leaders. You can together with your colleagues set the course for Ducky and explore how best to promote the organization's mission.

3.6. How do I know what to do?

Ask! Talk to your colleagues! There is always something that needs to be done, and with colleagues that know what your are good at, what you care about and what you're interested in, there will always be a project that fits you.

As an employee you have a responsibility to continuously determine where you can be most useful.

To find out what you should work with it may help to ask yourself:
- What area or project needs my contribution the most right now?
- Which project is the most useful for Ducky or for our clients? How can I contribute to this project?
- Should Ducky do something that is not being done today?
- What is interesting? What is rewarding? How can I best utilize my strengths?
- How can I work with something I'm interested in and passionate about?

In addition, Ducky has clipboards in Github showing ongoing projects and which ones that needs to be completed in the near future. This is a good tool to find new working tasks.

3.7. Structure and roles

Structure in the office and in projects will always occur informally. Some might become "project leaders". It doesn't mean that he or she is in charge of the project, but this person may hold project information and customer contact in order to coordinate the project. Ducky has no fixed job titles defining responsibilities and limitations that a person has. In Ducky there is a dynamic hierarchy in which the role of a person may change from one project to another or from day to day, depending on what is the most appropriate. All companies must have employees who take responsibility for projects, finances, programming, sales, design, food and other things that are important. These roles can also be shared and distributed jointly among employees.

3.9. Resolving conflicts

Ducky will explore methods of conflict resolution on the individual level. If you have a feeling that employees don't act in line with our values or employment it should be discussed with the person concerned before it turns into a problem.

This can be done in the following way:
1. Resolve the conflict individually
2. Ask a mediator in Ducky. You can ask a neutral colleague you both trust or engage one of our coaches
3. Appoint a panel of relevant employees

It's important that the whole process is confidential. This is to prevent spreading rumours and misunderstandings to those that aren't involved.

3.10. Information flow

All information should be available to all employees as we are all leaders and need the information available. Transparency is one of our most important values and essential to create the trust required in our employee-governed company.

3.11. Trust network

Ducky can't save the world alone, but we will facilitate it so it's easier for people to work towards the same purpose. It's therefore important to transmit our values to our partners and build trust networks among others who want to work towards a sustainable world.

Our trust network is a personal matter and not something we share publicly. We should seek to build trust with our customers, partners, users, organizations and others we work with.

We also need to have the confidence in ourselves to realize that what we do has great value. This means that if we go into partnership with others it should preferably be a win-win situation, and it should always feel right. Do you have a sense that we, for example, are being exploited, then we most likely are.

4. Training and development

4.1. Expertise

At Ducky you will work with talented people in a multidisciplinary team. The best way to develop yourself is to listen and learn as much as possible across the many disciplines. You are free to acquire the knowledge you need to complete the projects you're working on. It is also important to remember that one needs to be an expert to do a job. Most of the time it's best to say yes to new challenges, and you will receive the help needed when asking.

4.2. Employee appraisal

Once a year you should evaluate your overall work effort compared to our values and the responsibilities you have as an employee. The evaluation must be made with two colleagues who work fairly close to you. Your colleagues will comment on your evaluation before all of you jointly find the potential for future work and development. It's great to combine this exercise with a nice dinner. You are responsible for arranging this with your colleagues.

4.3. Coaching

Coaching is essential to succeed as an employee-governed organization when all the problems and challenges that emerge in a workplace is based around ourselves and there is no one that automatically takes responsibility for our challenges. It is therefore important to explore how we can become the best version of ourselves, and learn to deal with how we handle different situations, feedback, misunderstanding, conflict, criticism and praise. An important aspect of coaching is that we also learn how we can help others have a better everyday life.

Everyone has different problems in their every day, and it is solely positive to work with these through coaching.

Remember that employee appraisals and conversations with your colleagues in your everyday life is also an important form of coaching if you choose to be open and talk about things that matter.

"We all have issues, and we will always have coaching options available."
– Bonnitta Roy

5. Salaries, working hours and more

5.1. Working hours

At Ducky it's important to maintain balance in your life, including between work and leisure. This means that working a little extra is sometimes needed, but overtime and excessively long hours is not normal at Ducky. For the sake of a stable and efficient workday it helps to communicate what resources you need on a specific project and have a realistic view of how long it will take. Your work is more efficient when you're not working around the clock.

Your wellbeing is important. It is therefore valued to spend some time during the day getting fruit and coffee for yourself and your colleagues. You're also encouraged to make use of amenities such as the sofa, hammock, hiking areas and more. An engaged and happy employee is our most valuable resource.

Ducky recommends a 7-hour efficient work day including lunch, where you can't wait to come to work and make a difference. Recommended hours are between 09-15, but that's mostly because you get to meet all your colleagues who are there at the same time. In addition to the 7 hours, 1 hour should be spent working on self-realization, updating yourself on social debates, training, relaxation/meditation/hiking or to make it pleasant for your colleagues and others.
In Ducky we don't have paid overtime, because we don't want employees to work excessively long hours and because you're deciding your own salary depending on personal economic needs.

5.2. Where do I work?

You will work at the place you think is best suited to solve your tasks. It is completely accepted to work outside the office such as at home, at a café or out with a customer.

5.3.Part-time/full-time positions

It is desirable that employees work full-time (100%). You are free to reduce the percentage your work during specific periods or permanently, but if this is the case it needs to be clarified with your colleagues in advance.

5.4. Salaries and benefits

At Ducky we are all equal and nobody is entitled to higher salaries than others. We are all in different stages of our lives and have different motivations for working in Ducky as well as economic needs.

You can choose your yearly salary ranging from 250.000 to 550.000 NOK. Your choice needs to be discussed with your colleagues and reasoned by personal financial needs, Ducky's economy and your contribution to Ducky.

5.5. Deferred payment

We are in a start-up phase and it's desirable that part of your salary is paid out when the financial framework is more favorable to the organization. You can together with your colleagues decide the amount of your salary paid out immediately and the amount paid at a later date. Outstanding wages will increase at a rate of 5% per year and is paid when it's considered prudent by both employees and the board.

5.6. Holiday

As an employee in Ducky you are entitled to 25 days of holiday per year. You can freely choose when, but we strongly recommend that you clarify this with your colleagues in advance.

5.7. Pension

If you are a full-time employee at Ducky you will have a defined contribution pension plan with Storebrand, currently 2% of your salary. This is the minimum requirement and will be increased in line with a more stable economy.

5.8. Insurance

If you are a full-time employee at Ducky you will have a occupational injury insurance at Storebrand. (This should also include volunteers and temporary employees to avoid too high of a risk of liability for Ducky if something were to happen to these employees during work hours - Ingrid)

6. Ducky's business model

6.1. An ideal organization

Ducky is registered as an ideal corporation. This means that it has the rights as a normal stock company, but the statutes resembles a foundation. Important paragraphs from our statutes are as follows:

§ 6.0 Profits and dividends
All profits generated by the Company shall promote further development and realization of the Company's objectives and will be managed by the Company within its approved purpose.
§ 7.0 Sale of shares
Shares in the company have limited transferability and cannot be mortgaged, sold or otherwise

transferred to others than the existing shareholders. Assignment sum cannot be greater than the relevant shareholders input value of the stock(s) (cost price). If several shareholders wish to acquire the shares they will be allocated proportionately among the interested parties based on their proportionate stake in the company.

§ 8.0 Dissolution of the company

In case of dissolution of the company, company funds accrues purposes as described in §3.0 or related purposes.

6.2. The employees decide

Co-determination in Ducky will most likely work well up to a size of around 15 to 25 employees. If more than this, we will together find solutions for how groups naturally can be split up in virtually self operating units. This can be organized in many ways and must ensure that all units share key support systems such as sharing knowledge, marketing and finance.

One way to handle this is described under growth and locations.

6.3. Advisory Board

The advisory board may consist of 4-8 people with expertise that is useful for the organization and has no legal power, but can act as a mentor service.

Normally, we will seek advice from experts or have experiences from similar tasks. Nevertheless, we must be careful not to give an advisory board too much power, because:

1. They may think that they know more than us
2. They are often people used to power and influence, which can prevent our employees from gaining influence in Ducky.
3. They can act as a "shadow"-government and thereby try to negotiate increased power, which in turn can result into something unhealthy.
4. Marketing with an advisory board is only effective if they really care about the people in the organization. It might be smarter to involve Ducky's own employees in a trust network.

At this time Ducky has a number of contacts that we ask for advice, and they serve as an unofficial advisory board. These individuals have contributed positively as ambassadors and counselors. In the future we can be even better at inviting experts to give lectures and share their knowledge and inspiration.

6.4. Board and general assembly

The board and general assembly will act as one unit and consists only of the founders. The board has no practical function except that it is required by Norwegian law. This means that they

must approve yearly report etc.

When the company has multiple locations and employees see it advantageous with a more active board it will be determined by employees choice.

Potential tasks for a board in the future might be:

- Setting the overall framework for daily operations
- Ensure an economically viable operation. Suggest limits for budget, working hours, number of employees, framework for salaries and approving major strategic decisions each year
- By internal conflicts that employees can not solve themselves, or in violation of this Agreement, the Board break into and in special cases implement measures such as layoffs.
- Can initiate support measures to facilitate employees' daily operations of tasks if required from employees.

6.5. Other benefits of being an ideal organization

We are not driven by the pursuit of profits, but on creating solutions for society and thus contribute to a sustainable society. This gives us room to spend time and resources to:

- Create a good culture
- Learn from mistakes and share experiences from every project
- Work in teams, although it's not always efficient
- Conduct courses, coaching and team-building
- Perform in other aspects that feels right, but doesn't necessarily provide income directly

7. Locations and growth

7.1. What is a location and why do we have them?

The word locations derives from Bonnitta Roy who is helping us with our organizational structure. Her model is called OPO (open participatory organization). A Location is very similar to a team or a department, but the word is softer in the sense that the area described is more like the kitchen of a house. It's a place that's easy going, and where you would like to have one or more focus areas, but not necessarily working with the entirety of the "house".

To operate efficiently Ducky's employees should have ownership and influence over their projects. This also creates the need for the decision-making process to be as efficient as possible. To ensure this,

A location will work in line with Ducky's core values and purpose, but they will most likely have their own values, working methods, standards etc. that is determined at each location.

We currently have only one main location, but are now working on dividing us into internal environmental challenges and customer engagement (which are the customers of our clients).

7.2. Cooperation between locations and resources in a location

The locations must cooperate closely as it is important that Ducky emerges as a global and uniform business. This can be done by forming professional networks that meet/communicate regularly across the locations.

Examples of grouping such a professional network can be:
- Designers
- Programmers
- Sales and marketing
- Climate data and environmental consultants
  Supporters
- Economists/administrators

Each location should ideally have these fields represented, but it's not a requirement as it's determined by the employees in each location. Each field prepares their own strategy. For example, the designers will agree on tools, color palette, courses, meetings etc.

7.3. How will Ducky grow?

Ducky will grow organically as needed within each location and employees in one location considers the need for additional resources and decide who will become new volunteers, team members and employees.

7.4. When and how will new locations start?

New locations should be created as early as possible. This is to give those who are starting a new location ownership of the solutions that are created or offered in that location. Ideally some of those starting up a new location will come from existing locations, so that culture amongst other things can be transferred in a good way. It's also important that those who start up has a strong internal motivation for starting a new location.

Those starting up a new location must be given the freedom to experiment and fail on their own, and they should have available mentors in all disciplines that can help them when they want and need support. For example, a new designer in a new location could have a mentor both inside and outside a particular location.

A new location ideally starts up with 4 people and no locations should grow to be larger than 16 people.

7.5. Recruitment process

For Ducky to function aligned with the organizational structure described, the most important thing we do is to hire the right people.

Recruiting volunteers:
An employee at a location can engage a volunteer if he/she sees that it's needed for a specific task, and in addition finds the necessary resources to follow up during the volunteering period. One must also have a clear feeling that this person can fit well into the existing environment at the location and aim for a long-term cooperation.

Recruiting team member/employees:
All employees at a location have the right to veto against hiring a new person as a team member or employee. This is done because we employ our own bosses, making it necessary that you get along with your colleagues.

Questions to ask in a recruitment process:
As you work in Ducky you will be considered for new positions. Full-time employees at the location will then assess you within 3 areas:
- How well does he or she fit into our team?
- Is the candidate independent and do we have confidence in him or her and the work getting done?
- Does the candidate have good professional skills and/or learn quickly?

Regardless of the way forward candidates will receive good feedback based on the internal evaluation.

Other questions we could/should ask ourselves before we hire new employees:
- Does he or she have the right values and attitude?
- Would I have wanted the candidate to be my boss?
- Can he or she grasp and solve problems?
- Does he or she have the ability to self-examine and self-criticize?
- Is he or she open about who he or she is (no work mask)?
- Will he or she fit into an environment with high degree of freedom?

If the answer to these questions are a clear "yes", it's a positive sign that he or she will be able to do a good job at Ducky. An important aspect when hiring new employees is to not lower our standards. For Ducky to work with the desired form of organization it's important that everyone working in Ducky has the ability and willingness to work this way.

If we are in need of urgent help in shorter periods of time it's better to make use of temporary and project-based employment rather than hiring the wrong employees.

7.6. Economy and operating locations

A location should be profitable within a few months of starting, or have a clear plan for how they should be financed. If a location isn't profitable for a longer period of time it will have to cease and employees should be moved to other locations if possible.

7.7. Shared services for the locations

The following services should be operated jointly between locations:
- Intranet and file sharing
- Website
- Superior economy

7.8. Identity at the location

Each location should answer the following four questions to define what it's like to work at the location. All employees at the location should agree roughly on these questions and answers can be changed over time.

1. What are we working on here?
2. What makes a good working environment?
3. How do we maintain a good working environment here?
4. What are our values?

The same questions can/should be addressed on appraisals and when queried on an individual level ensured correlation between the individual and the location.

8. Our locations

8.1. Ducky platform:

What is happening here?
- Continuous development of platform with improved content, coding and design
- Continuous maintenance of platform to keep code clean and interface simple
- User testing to find bugs, motivations and solve real needs/problems
- Customize content to some campaigns.
- Create customer reports (automatically when possible)
- Education to create engagement before campaigns
- User support

- Sales and marketing
- Finance

What do we do to make good work here?
- Pair programming, and teamwork even if it might seem efficient to work alone
- Monday meetings, weekly strategy standups, weekly team-building
- User test as much as possible
- Plan and integrate tasks together (Get a common understanding of what is going on)
- Participate in social scene, and seek rewarding networks (feel-good)
- We try to be fun and engaging both in real life, and in our service (lead by example)
- Update business plan for growth, improvement and stability.
- Share engaging insights and experiences. E.g from user testing or support or customer meetings.

What does good work look like here? (Measurable)
- Progress towards milestones: epics and issues
- Our community grows and shares on SOME
- User feedback shows a high participation rate, a high level of engagement and satisfaction
- Low degree of big bugs and stress before launches
- Clients commit to long-term service
- Same service can be sold to several clients
- Ducky employees communicate well (also remotely)
- Ducky employees have the feeling of both personal and professional growth

What values best suit good work here?
- Same as global values

What can we learn here?
- Front end development
- Backend development
- Interaction Design
- User testing and service design
- Sales and marketing
- Interpersonal communication
- Engagement concepts both virtual and physical
- Running workshops

8.2. Climate data made simple and available

What is happening here?
- Calculate climate actions and input/output for climate calculator
- Simplify climate data and develop Ducky translate

- Program climate calculator back-end and Ducky translate
- Support Ducky platform location with climate data, climate actions and translations
- Develop and maintain Ducky API for calculator
- Consultancy to help companies set up API in order to influence their customer engagement. Including what clients products/services save.
- Develop calculator widget and/or application that can be sold to clients
- Sales and business plan for sharing of climate data
- Continuously expand trust network (researchers, ngo's, politicians, companies)

What do we do to make good work here?
- Pair programming, and teamwork even if it might seem efficient to work alone
- Monday meetings, weekly strategy standups, weekly team-building
- Work closely with Ducky platform location
- Develop API and widgets with good documentation, few errors and a good client experience
- Design good user journey for each client when possible
- Update calculations based on latest research and client needs
- Seek to expand climate knowledge and stay updated on latest research
- Playing with translations and user test content
- Optimize for each client how they can inspire their customers to make sustainable actions based on the climate data provided. E.g. cheaper loans, tips, support, network, comparisons.
- Make sales packages that can be resold
- Share engaging insights, knowledge and experiences. E.g from user testing, research or expertise.

What does good work look like here?
- We are considered national experts
- Clients inspire customers to reduced emissions, and provide added value to their customers
- Clients are content with support and API/application uptime
- We are confident that climate data/translations are correct
- Standardized contracts/solutions make it easy to deliver fast
- Clients enter long term contracts, and numbers of clients grow.
- End users are engaged by our services, and increase understanding of their footprint and importance of their actions.

- Research based content
- Contribute to a shift where climate data is Integrated seamless into customers lives making it part of daily life.
- Team work
- Exceed world expectations.
- Simple data structures to make difficult data easy to understand and handle

- Prioritize work-tasks based on what "matters most". (Not only to customers, but follow up on initiatives, good ideas, and what brings energy.)

What values best suit good work here?
- Personal and collaborative impact.
- Trust
- Ducky
- Transparency
- Creative and fun

9. Health, environment and safety

An engaged and happy employee is our most valuable resource, and includes having a strong health, a good environment and being safe. For Ducky it's important that you are just as healthy leaving work as you were coming to work.

9.1 What happens if I get sick?

What you write in the private channel on "slack" is confidential and must not be spread to people outside of the organization or become gossip amongst employees. However, if this were to happen it must be taken up with the person regarded, and consequences follows aligned with the size of the problem. It's equally important that you realize who and how many people read what your write and take considerations for yourself.

We encourage openness if the illness in any way is due to the working environment because it's experienced as unsatisfactory or a direct result of your daily work. This is because we can learn of your experiences and build a better culture from it. If there are any colleagues you feel more safe talking to than others, this can be a good way to open up.

9.1.1 Notify your colleagues

In Ducky's internal communication platform, "slack", you'll find a channel called "imsick". If you're unable to work due to illness, this is where you let your colleagues know, and every location must have such a method for communicating absence due to illness. The private channel allows you to quickly and easily inform all of your colleagues that you can't make it to work and working tasks you'll have to postpone or hand over as a result. You elaborate as much about the illness and its duration as you feel comfortable with.

9.1.2 Egenmelding

The following paragraphs are based on the provision on egenmelding governed by Folketrygdloven §§ 8-23 to 8-27.

Egenmelding, or self-notification, means that the employee reports to the employer about incapacity to work due to illness or injury without presenting a doctor's declaration.

An employee is entitled to sick pay during the employer period on the basis of a written or oral self-notification in accordance with the provisions governed by Folketrygdloven §§ 8-23 to 8-27.

9.1.2 Employment requirements

As an employee, you must have worked at Ducky for at least 2 months, to have the right to use "egenmelding". In case of re-employment within two weeks, previous employment is considered.

9.1.2

The right to use egenmelding is trust-based and may be withdrawn in cases where the employer no longer has the necessary confidence of the employee's assessment of incapacity to work.

The right to use egenmelding can be withdrawn if:

- The employee has had at least 4 egenmeldinger during the last 12 months.
- The employer has reasonable reason to assume that the absence is not due to illness.
- The employer has reason to suspect that egenmelding is used as a form of action in a labor dispute.

9.2 Preventative work

Ducky wants a positive working environment for all locations: physically, psychosocially and ergonomically. We know that workload in different variations and as a result of bad organizational work conditions often disclose itself in the long term. It's therefore important that we find the good solutions together. New ideas and old experiences from all employees are considered important in the preventative work and the solvation of problems when and if they occur.

9.2.1 Strain injury

If you or several employees experience physical strain injuries as a result of bad working methods and -positions it's important to tell your colleagues as soon as you become aware of it. This is because to prevent further development of the injury your workday must be facilitated accordingly. Measures may involve offering variations in work assignments, adapting working hours and/or working methods, getting the right treatment and share experiences. Cooperation is important to understand both individual and holistic needs.

9.2.1.1 What can I do to prevent strain injuries?

We want a workplace that prevents musculoskeletal injuries, but it also requires that you as an employee is aware of what you need to do yourself:

At the office you will have the opportunity to work in a **standing position**. We advise you to alternate between standing and sitting positions during the workday, especially if you feel your energy level drop. To stand triggers your blood circulation and increases your energy level. To boost your energy it's also recommended to take a walk (fresh air), make frequent breaks from your chair, walk around the office and talk to your colleagues, run the stairs, stretch your body (arms, legs, back etc.) or do simple exercises (squats, push-ups etc.). Ducky will continuously look for solutions and inventory that enhances your workday and benefits your body.

Our main tool is our **computer** and everything that comes with it. In addition to your laptop you have the opportunity to work with an extra, height regulated screen at the office. Make sure that the screen is correctly adjusted to avoid strain on your neck, sight and overall position. As a heavy computer user you're amongst other things at risk for developing a **mouse arm**. It's an injury that can result in pain in your neck, shoulder, overarm, underarm, wrist or fingers due to the repetitive movements of using a computer, tablet, keyboard and mouse. Follow these tips to prevent mouse arm:
- If you feel that the workload is too big and you find yourself constantly stressing to get things done - seek help by talking to your colleagues to reduce the stress and relieve some workload. It's important to listen to your body and the signals it's sending you.
- Make sure that your work space is adjusted to your needs when you start your day. This includes sitting position, screens, lightning, desk etc.
- Make sure you have the computer tools you need, use it correctly and learn the hotkeys.
- A varied workday is important. Maybe you could initiate gymnastics during a break or activities after work?
- Is the pain still there? Seek professional help! Take the time to see a physical therapist/doctor.

9.2.1.1 Psychological influence
If you notice that one or more of your employees are dispirited, often sick in shorter periods of time or make mistakes he or she normally wouldn't do, it's encouraged to talk to the person concerned. As a colleague and a friend you'll analyze the situation and choose the right approach. Ask how your colleague is doing and what he or she needs to have a good working environment. What he/she do themselves to better the situation? And what can Ducky as a working place do to solve the situation?

There are several factors that can lead to psychological impacts, such as: workload (responsibility and stress), external factors that affects your entire life situation, one time incident anr/or occurring incidents.

9.2.2 Openness and safety

It's crucial that all employees feel that they work in an open and safe organization. If you or your colleagues feel threatened, either internally or externally, the working environment must be facilitated so that you can talk to your colleagues about what you are going through.

We have a zero tolerance for violence and threats in any shape or form occurring associated with your job in Ducky, also when you're in contact with clients and third parties. Measures we take to reduce the risk of violence and threats are training new employees, reducing stress by ensuring adequate resources, fostering a culture that doesn't tolerate violence and designing a workplace that reduces the risk.

Ducky follows up on all violence and threatening situations happening associated with the job, and have a clear overview of the existing risk factors. Every location is encouraged to build on Ducky's overall safety measures as they may vary. Together with your colleagues you will also decide whether the incident is to be reported to the police or not.

9.3.1 A clean and calm office

Every employee using the office on a daily basis is responsible for maintaining a clean office. It's important to take notice if only one person or a smaller group of people are the ones constantly tidying the office space. Make sure you leave the room the way you would have wanted it to be found.

Keeping the noise at a comfortable level for everyone is important when you work in an open spaced office. Consider the people around you when you take a phone call, booking a meeting room, having a noisy computer etc.

9.3.2 Suggestion box

We have a suggestion box centrally placed at the office, so that every employee can suggest improvements and further development. Examples can be team-building, equipment at the office etc. The box will be opened once a month at each location, and discussed openly. The team will together decide what to do.

9.3.3 Training for new employees

At the time in Ducky we hire employees who have acquired the skills needed and who fit well into our team. We know that we can learn a lot from you, even though you're new. Training includes you getting familiar with the organization (culture, working methods, values etc.) and your colleagues. If you're working with a specific task you're not familiar with, you'll get the necessary training in advance. We also encourage you to ask. Someone will always help you! A new volunteer will be informed about the following on their first couple of days at Ducky:

- Who everyone is and what they are currently working on

- A short intro about working culture at the office (everyone is free to sit and work where they want, there is usually beers on friday afternoons etc)
- How the kitchen works and our lunch arrangements (shared lunch which is paid for by a small deduction in everyone's monthly salary)
- Invitation to Slack
- Invitation to shared documents at Google Drive
- Invitation to shared documents at Dropbox
- A personal email @ducky.no