

# Mannaz Working Environment

Harassment policy

February 2026

Mannaz

# Content of Mannaz' harassment policy

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- ② Code of conduct
- ② Our process for addressing offending behaviour
  - ② Mannaz whistleblower scheme
- ② Grievance process
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- ② How we work with the culture in Mannaz
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- ② Mannaz employee engagement survey

# The psychologically safe working environment we want to create

**We care about each other and want to make each other better by cooperating and supporting each other.**

At Mannaz, we believe in **equality, equity, diversity, and inclusion**. This means that there is space for everyone regardless of age, gender identity, race and ethnicity, nationality, religion and spiritual beliefs, sexuality, education, and socio-economic background.

Any form of aggression, transgression, bullying or harassment is unacceptable and we all have a responsibility to stop such behaviour if we come across it. Behaviour that is in any way racist, sexist, homophobic or otherwise hateful, violent, derogatory and/or discriminatory is unacceptable and may be illegal and will result in disciplinary consequences.

At Mannaz, we believe that everybody meet in at work with good intentions.

We encourage you to be curious to understand your colleagues. Speak more with than about your colleagues when they are in the centre of a challenge or solution.

The **PURPOSES** of this document are to:

1. State our shared obligations (code of conduct)
2. Define our processes and procedures
  - a. Reporting offending behaviour
  - b. Grievance and disciplinary procedures
3. Offer clarification and options of further information

# Roles and responsibilities for a psychologically safe and secure work environment



*ALL EMPLOYEES* have a role and a responsibility.

In addition, there are different people who each have a specific role and responsibility.

# Code of conduct

Our non-negotiable shared obligations and commitments

# Code of Conduct

In Mannaz we believe in making each other better by cooperating and supporting each other...



**THEREFORE**

## Care for each other

Mannaz is old Norse for “human being” –caring for our clients and colleagues is at the heart of our business. In our daily work, we take time to understand the needs of others, we listen without judgement, and work in partnership with others to create impact

- We make sure all our work is conducted in accordance with internationally proclaimed human rights – as a business operating internationally, we take precautions to ensure we do not engage in forms of forced labour, child labour and human trafficking
- Everyone we work with is contractually required to meet these standards
- Physical and verbal abuse is not tolerated in any form. If this behaviour is witnessed in the workplace, we strongly encourage all individuals to speak up and report the information or observation to an appropriate executive in Mannaz, ensuring those in positions of responsibility take necessary action
- We care about the wellbeing of our people and their development, helping them grow professionally while striking a healthy balance between working and personal life

## Be respectful

- Respecting other’s perspectives, opinions and ideas is at the core of our relationships at Mannaz. We recognise this is the most effective way to foster innovation and create impact
- Mannaz does not tolerate any discrimination on the basis of race, physical appearance, gender, age, religion, sexual orientation, gender identity, disabilities, visible, hidden and protected characteristics.
- We wish to promote and celebrate diversity in Mannaz and recognise that the key to a sustainable future is understanding the strength of diversity and inclusion. In practice, this means bringing diverse teams to our client initiatives, welcoming ideas that challenge the status-quo, listening, practicing curiosity, and embracing new perspectives
- We respectfully challenge preconceptions, and ensure dialogue and exchange is at the heart of our work, to create the right conditions for impactful work
- Feedback is encouraged and incorporated as standard practice in all initiatives, to support continuous progress. We empower each other and our clients to request and provide feedback regularly in a constructive and respectful manner
- We encourage colleagues, clients, stakeholders and partners to be curious and seek to understand others. This means speaking with rather than about others when a situation is challenging

## Act sustainably

- We are committed to ensuring sustainability is at the core of what we do and how we work, and it is our responsibility to think and act sustainability at an individual and organisational level
- We promote sustainable development solutions with our clients
- We provide others with the skills to create impact through activities such as coaching, talent development
- We encourage blended solutions, with the aim of promoting great environmental responsibility. As a member of the UN Global Compact, we measure and report our progress in creating a sustainable business as individuals, we strive to identify new ways of working which support these goals
- At Mannaz, we aim to work with suppliers who support our commitment to act sustainably and limit our engagement with those who do not meet this standard
- We are committed to supporting NGO’s and ensuring our services are inclusive

## Work with Integrity

Mannaz works to maintain strong business ethics and we expect our people to demonstrate the highest level of professionalism. In practice, this means:

- All our services are secured by a contractual agreement, and we commit to meeting our obligations as outlined in our agreed terms and conditions
- Mannaz is ISO 9001 certified, the international standard for a quality management system. This symbolises our commitment and focus on quality in our work and internal processes
- We engage in dialogue around our fees and services transparently. We deliver on our promises and provide value to our clients
- We commit to equal pay and a fair wage
- Confidential information is used only in accordance with applicable laws and as explicitly permitted from the outset. Our suppliers and associates agree to protect client confidentiality and sign Non-Disclosure Agreements when working with sensitive information
- All forms of bribery are strictly prohibited, and we must not solicit, accept, offer or pay bribes when carrying out our work
- In situations where an individual is in the position to benefit personally from work in a professional capacity, we are obliged to declare these conflicts of interest.

# Code of Conduct – supporting documents

The Code of Conduct furthermore consist of several supporting documents describing concrete action points and behaviour. These are to be found in the below links:

**Mannaz Inclusive Language and Communication guideline.** [Mannaz - Inclusive Language \(05.11\).pptx](#)

*(To be updated)*

**Procurement Policy including Anti-Corruption Policy.** [Procurement \(sharepoint.com\)](#)

All colleagues are obliged to read and follow the supporting documents

# What to do if....

Our process for addressing offending behaviour

# If you **experience** harassment or discrimination...

If you perceive a colleague's behaviour as harassment or discrimination you have the following options:

- 1. Give feedback to the colleague** immediately if it feels safe enough to do so. Or do it later when you have found a way to address it directly to the person.
- 2. Raise the issue with your leader.** Your leader must take the problem seriously and act to solve it as quickly as possible.
- 3. Raise the issue with HR, CFO or the CEO** who will subsequently take care of the matter

If you experience harassment or discrimination from a client, participant or other partner, please raise it immediately when it feels safe. Do it later. Or take it with your leader, HR, CFO or CEO for them to help tackle the situation.

# If you witness harassment or discrimination

If you witness a colleague being subjected to any form of harassment or discrimination you have the following options:

- 1. Give feedback to the person concerned** immediately, making it clear you're acting on behalf of your colleague, if it feels safe enough to do so
- 2. Talk later with your colleague and suggest that your colleague gives feedback** or speaks to their leader, HR, CFO or the CEO
- 3. Share your observations** and inform your leader, HR, CFO or the CEO

If you witness a colleague/and or participant experiencing harassment or discrimination from a client, participant or other partner, please raise give feedback to the offender and/or raise it with your leader, HR, CFO or CEO

If you hear about harassment or discrimination from a colleague/associate towards a client or other partner, please raise it with your leader, HR, CFO or CEO.

# Mannaz Whistleblower Scheme

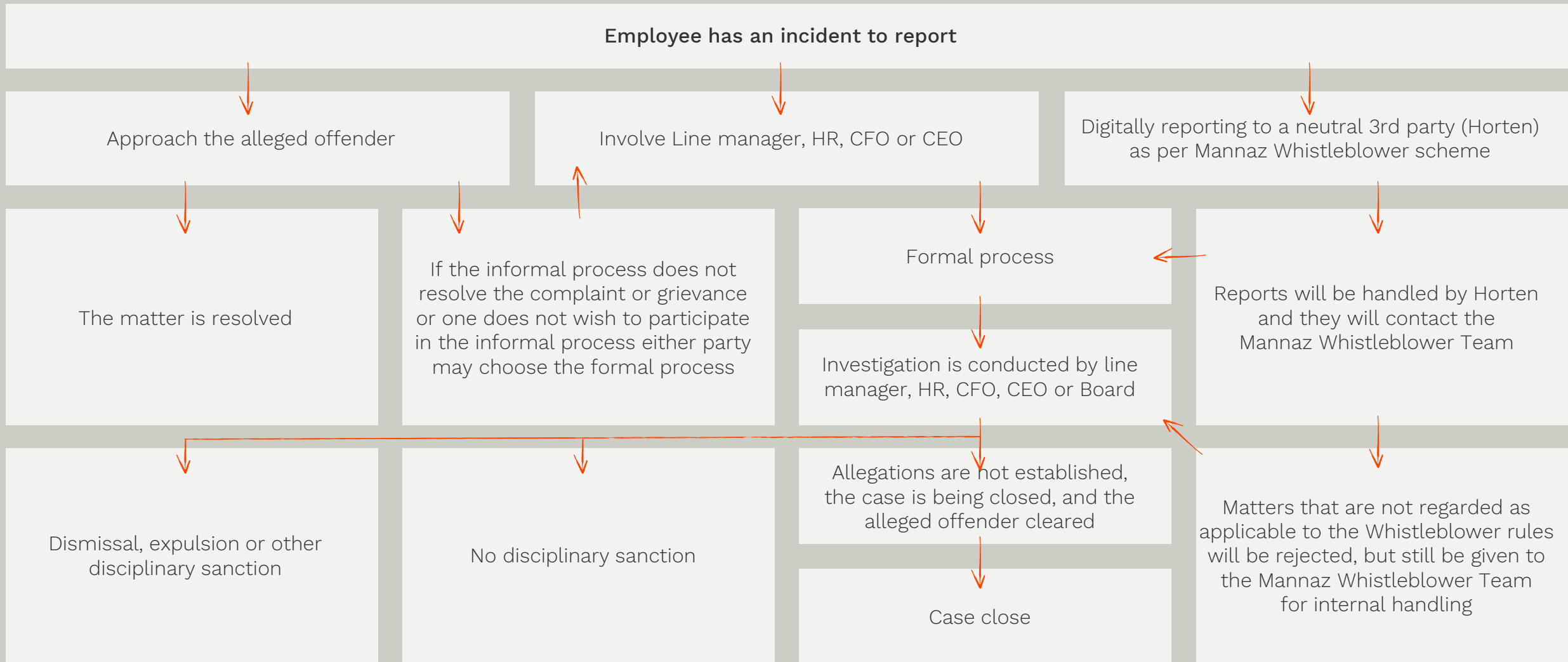
If you experience or observe any form of behaviour or conduct that you consider illegal and you feel unable to talk about it use (or do not wish to be identified)

You can make an anonymous report using our Whistleblower Scheme via our intranet: [Mannaz A/S' whistleblower scheme \(sharepoint.com\)](#)

- Reports are managed by a neutral 3rd party (Horten, a legal practice)
- You can report incidents including:
  - Violations of legislation originating from EU law
  - Violations of other legislation
  - Other serious matters (please note if you raise a concern that is not a legal matter, you will be asked by Horten to take the matter up yourself)
- Reports will be managed and investigated by Horten who will inform the Mannaz Whistleblower Team who will act on the results of the Horten investigation
- The Whistleblower Team are:
  - Head of HR Marianne Bondo Nielsen
  - Head of Finance Karolina Wodyk
- Matters that are not regarded as applicable according to the Whistleblower rules (By Horten) will be rejected and the reporting party is encouraged to contact the Mannaz Whistleblower Team for internal handling. The Mannaz Whistleblower team will be informed that a report has been filed but anonymity will be preserved. Therefore, we encourage the reporting party to contact the Mannaz Whistleblower Team.
- Harassment complaints should go to your immediate superior, Head of HR, CFO, CEO or a trusted colleague (who will then bring the matter forward)

# What to do if someone experiences an incident...

Flowchart for addressing cases of harassment or discrimination



# Grievance process

# Grievance processes

## Grievance procedures

The continued success and future growth of Mannaz depend to a large extent on our ability to attain high standards of performance, cooperation, and discipline from the employees.

The procedures outlined below aim to give employees the opportunity to improve their conduct or standard of performance, should it fall below the standards expected by Mannaz. It also sets out the consequences of failing to achieve the required standards.

**All reports are handled confidentially.**

## Purpose:

The disciplinary procedure aims to ensure consistent and fair treatment for all in case of investigating and dealing with allegations of unacceptable conduct or performance.

The procedures are designed to establish the facts quickly and to deal consistently with disciplinary issues.

The procedures and processes are designed to support those who may face particular barriers (e.g. language, minority status).

No disciplinary action will be taken against an employee until the case has been fully investigated.

# Grievance processes

During the grievance process, the nature of the incident will be assessed, and transparent and effective remedial procedures will be implemented with the following steps:

## **1. The severity of the violation is assessed, and action will match the seriousness:**

*(impact on the victim, recurrence, intent etc. in consideration)*

- Documentation throughout the grievance process and remediation actions agreed will be saved in the respective individual HR folder and document

## **2. Communicate process and timelines:**

- During the grievance process, employees involved in an incident will be informed about steps, expected duration, and at the same time share what remedial actions will be implemented. All in respect of ensuring confidentiality and privacy throughout the process

## **3. Follow-up on remediations**

- Line manager, HR, or CEO will, during 1:1 meetings, follow up and ensure that the victim, after resolution of an incident, perceives Mannaz as a psychologically safe place to work and thrives.

For the grievance processes in detail, please refer to the following slides.

# Policy in United Kingdom

Informal action will be considered, where appropriate, to resolve problems.

For formal action, the employee will be advised of the nature of the complaint against them and will be given the opportunity to state their case before any decision is made at a disciplinary meeting.

Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary meeting.

At all stages of the procedure, the employee will have the right to be accompanied by a work colleague or an assessor of their own choice.

The employee will have the right to appeal against any disciplinary action.

All cases of disciplinary action under the procedure will be recorded and placed in Mannaz' records but will be disregarded for disciplinary purposes after a period of twelve months subject to achieving and sustaining satisfactory conduct or performance. The employee will be supplied with a copy of the disciplinary records upon request.

## **Disciplinary Steps**

The following steps will be taken, as appropriate, in all cases of disciplinary action:

Please note that the procedure may be implemented at any stage if the employee's alleged misconduct warrants this.

**Step 1.** Investigations

**Step 2.** Disciplinary hearing

**Step 3.** Decision

**Step 4.** Final written warning

**Step 5.** Dismissal or other sanction

**Step 6.** Appeals

Please see below for Link to people handbook for further details on the different steps:

[10 Disciplinary Procedure \(sharepoint.com\)](#)

# Policy in Denmark and Sweden

If an employee's behaviour or performance falls below the standards expected by Mannaz, Mannaz can give the employee a verbal or written warning or any other sanction depending on the severity of the performance such as expulsion or dismissal.

A warning gives Mannaz the opportunity to correct an employee's behaviour or performance. At the same time, the warning gives the employee clarity on what the consequences are if they don't improve their behaviour or performance.

Informal action will be considered, where appropriate, to resolve problems.

For formal action, the employee will be advised of the nature of the complaint against them. An action plan with a focus on improving the behavior or performance is prepared in collaboration between the employee and employer. Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary meeting. Those involved will be kept informed of the progress of the investigations.

All cases of disciplinary action under the procedure will be recorded and placed in Mannaz' records but will be disregarded for disciplinary purposes after a period (as listed in the warning) subject to achieving and sustaining satisfactory conduct or performance.

Depending on the circumstances, psychological counselling or the similar can be offered to those involved.

## **Disciplinary Steps**

The following steps will be taken, as appropriate, in all cases of disciplinary action:

Please note that the procedure may be implemented at any stage if the employee's alleged misconduct warrants this and depending on the severity of the misconduct.

**Step 1.** A verbal reprimand

**Step 2.** Verbal warning or written warning (a verbal warning can lead to a written warning)

**Step 3.** Action plan & Follow-up dialogue meeting

**Step 4.** The conclusion. Depending on the severity of the incident expulsion or dismissal can be the conclusion.

Please see below for Link to people handbook (in Danish)

[8 Politikker \(sharepoint.com\)](#)

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# If you experience or witnesses any kind of retaliation...

If you experience or witness any form of retaliation behaviour, after reporting inappropriate behaviour at Mannaz we recommend:

1. **Raise the issue with HR, CFO or the CEO** who will subsequently take care of the matter
2. **Make an anonymous report using our Whistleblower Scheme via Mannaz intranet**

[Mannaz A/S' whistleblower scheme \(sharepoint.com\)](#)

Please refer to Mannaz Non-retaliation policy for further details.



Visibility and awareness of code of conduct, harassment policy and grievance mechanism internally and externally

# Communication...

**Onboarding:** All new employees are introduced to:

- Mannaz Code of Conduct
- Mannaz Harassment Policy, including grievance procedures and Mannaz whistleblower scheme, both via e-learning module and an introduction to HR.

**Annual Training:** Every employee is required to complete Mannaz's annual e-learning modules on harassment, which includes details on grievance procedures and Mannaz whistleblower scheme and Mannaz Code of Conduct.

**Transparency:** After an annual "A cool place to work – Mannaz Engagement Survey", the overall results are presented to the wider organisation, including:

- Reported incidents of harassment
- Resolution status: Whether incidents are resolved, in progress, or unresolved

**Stakeholders:**

For all stakeholders, Mannaz Code of Conduct can be found on the Mannaz Website, including information on what to do if they experience non-compliance regarding Mannaz Code of Conduct, including a direct link to the Mannaz Whistleblower scheme.

[Code of Conduct - Mannaz –](#)

A link to Mannaz Whistleblower scheme is also to be found on the Mannaz Website in the footer.

Annual cases are reviewed to identify patterns and strengthen policies, training, etc., if relevant.

**All reports are handled confidentially.**

*Mannaz*

# Appendix 1

## What is harassment....

# Overall definition of harassment

Harassment is the collective term for **any unwanted and/or discriminatory behaviour, such as psychological, physical and/or verbal (including direct and indirect suggestions) behaviours and actions that make a person feel uncomfortable, humiliated, distressed, discriminated against and/or violated.**

Harassment can also be a **failure to act and/or displays of passive aggressive or exclusionary behaviour(s) (e.g. not greeting one another, ignoring/freezing out someone etc.)**

It is not relevant what the intention(s) were, whether the behaviour(s) are from a place of thoughtlessness/ignorance or whether there was a deliberate intent to offend. **It is the victimised person's experience of the offensive/discriminatory behaviour(s) that will be the outset for the further actions / dialogues.**

Depending on local laws, the definition and boundaries for what's considered harassment may vary slightly.

In Mannaz, we always follow the guidelines and definition of harassment as defined by:

Arbejdsmiljø loven and guidelines in **Denmark**: [Krænkende handlinger, herunder mobning og seksuel chikane - Arbejdstilsynet \(at.dk\)](#) and <https://at.dk/arbejdsmiljoe/psykisk-arbejdsmiljoe/kraenkende-handlinger/>

Diskriminerings Ombudsmannen in **Sweden**: <https://www.do.se/> or [https://www.riksdagen.se/sv/dokument-och-lagar/dokument/svensk-forfattningssamling/lag-2003307-om-forbud-mot-diskriminering\\_sfs-2003-307/](https://www.riksdagen.se/sv/dokument-och-lagar/dokument/svensk-forfattningssamling/lag-2003307-om-forbud-mot-diskriminering_sfs-2003-307/)

The local Government Association in **United Kingdom**: [Definition of harassment, abuse and intimidation | Local Government Association](#) and ACAS working for everyone [What bullying is - Bullying at work - Acas](#)

# Definition of discrimination and harassment

## Harassment

Harassment refers to any unsolicited/unwanted physical and/or verbal behaviour that offends, humiliates and/or degrades you. Harassing behaviours can be a severe/direct one-time act and/or repetitive micro-actions over time.

These behaviours include inappropriate verbal and written communication and/or behaviours/actions that leave anyone from feeling uncomfortable to feeling violated, as well as behaviours/actions that create an intimidating, hostile and/or offensive environment for the victimised person.

## Discrimination

Discrimination refers to the unjust and prejudicial treatment of people and groups based on their characteristics and identities.

This includes behaviour such as psychological, physical and/or verbal actions that make a person feel uncomfortable, humiliated or distressed.

Discriminatory behaviour and/or actions (direct and/or indirect) based on age, disability, gender identity, race & ethnicity, religion and/or sexual orientation (the protected six) is categorised as discrimination.

# Harassment is the umbrella term

Types of behaviour that is categorised as harassment

**Bullying** involves repetitive exclusion, verbal/physical humiliation, denigration and intimidation over time.

**Aggressions** verbal, written or physical, that are intimidating & threatening toward others.

**Sexual harassment** is unwanted/inappropriate sexual attention/actions (verbal, pictures, written or physical).

*ALL 6 PROTECTED GROUPS IN THE EU ANTI DISCRIMINATION LAW*



## Gender and Gender Identity

Includes biological sex, social gender & gender identity (man, woman, queer, transgender, non-binary etc.)

## Age

Includes all generations.

## Religion

One's set of spiritual/religious beliefs

## Ethnicity and race

Includes cultural and social origin (ethnicity), and actual/perceived phenotypical characteristics (race)

## Sexual orientation

The sexual, romantic, and/or physical attraction a person feels e.g., homosexuality, heterosexuality, bisexuality, transsexuality etc.

## Disability

Includes physical, intellectual and mental impairments that disables people to fully and equally participate in society

# Elaborated definitions of discrimination and harassment

**Bullying** is repetitive exclusion, verbal and/or physical abuse, hurtful teasing and ridicule, discomfort, coercion and threats, aggressive domination or intimidation etc. of a person or group perpetuated by a person or group over a prolonged period of time.

This can be displayed through actions such as hurtful and/or condescending comments; backstabbing or exclusion from the social or professional community; unfair reprimands and punishments; public/private ridicule and humiliation; manipulation and gaslighting; and disparagement of job, performance, and/or capabilities.

Bullying can be explicit through face-to-face interactions, in writing, over the phone or by email, as well as implicitly through exclusion tactics such as deliberately and repeatedly ignoring someone's presence, greetings, inputs, verbal and written communication etc.

**Aggressions** are acts of aggressive behaviour towards others in an impulsive, instrumental, threatening, physical, verbal, relational, and passive-aggressive way.

**Sexual harassment** is when one or more people are subjected to unwanted actions of a sexual nature by one or more people that they perceive as offensive. The perception of the propriety of the interaction(s) is often dictated by, but not limited to, power dynamics.

Sexual harassment includes but is not limited to, **unsolicited/inappropriate/ verbal and written communication, unwanted touching and suggestive requests** such as:

- Unwanted talks, and/or jokes about sexual topics (personal sexual activities, etc.)
- Suggestive requests for romantic/intimate meetings both in and outside of work settings
- Requests for sexual interactions/intimacy/intercourse, and displays of unwanted attention such as gestures, name-calling, staring, touching, caresses, hugs, kisses, groping etc.
- Suggestive/unsolicited messages and photos on internal (emails, texts, teams chat) and external communication platforms (message and SoMe apps)
- Unsolicited/inappropriate comments about physical looks and flirting

# Elaborated definitions of discrimination and harassment

**Ableism discriminating behaviour** against people with physical, cognitive, visible and invisible **disabilities**, as well as people who are neurodivergent or struggle with their mental health.

Discrimination can show up as not hiring people who are public with their (dis)abilities/are seen as too difficult to deal with due to their (dis)abilities; infantilisation and disempowerment; attributing everything – behaviour, needs, opinions, ideas - to someone's (dis)ability/neurodivergence

**Gender discrimination/Sexist behaviour** happens when one or more people discriminate or demean individuals based on their gender identity. It encompasses attitudes, beliefs, and actions that perpetuate gender stereotypes, and unfairly treating people based on their gender, gender identity/presentation.

Sexist behaviour can manifest in various ways, such as exclusion from opportunities/promotions, offensive comments, stereotyping, gender degrading décor etc.

**Racial discrimination** is discriminatory behaviour based on ethnicity and race. Racial discrimination covers behaviour that perpetuates stereotypes, hierarchies, barriers, racial profiling, structures and systems etc. that discriminate against historically marginalised people/groups.

This includes; exclusion from the majority group; lack of opportunities etc. based on ethnicity and race.

Racial discrimination also includes jokes based on stereotypes, origin, skin tone, language and religion (“casual” racism/”hygge” racism). denigration, dehumanisation of other cultures; threats of physical violence.

**Religious and cultural discrimination** is discriminatory behaviour also including jokes based on the lack of respect and consideration for culture and religion.

## **LGBT+ discrimination**

**Transphobic behaviour** is also included under gender discrimination, which involves disrespecting the gender, e.g the names and pronouns of trans people.

**Homophobic behaviour** is discrimination based on sexual orientation. This includes e.g. not wanting to socialise with LGBTQ+ people, name-calling and slurs, jokes based on homophobic stereotypes.

**Other types of discrimination** include discrimination based on:

- Nationality and language proficiency
- Ageism - not getting opportunities and being underestimated based on (perceived) age
- Socio-economic background and marital status – discrimination based on wealth and singlehood/parenthood/non-traditional relationships
- Lookism - discrimination based on body type (like fatphobia), hyper-feminine expression/appearance, non-conforming to societal beauty standards, piercings and tattoos etc.

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# Appendix 2

## How do we measure...

# How do we follow up, document & measure...

## Mannaz Employee Engagement Survey

### Old Survey 2013

#### May 2021 – A Cool place to work – Mannaz Employee Engagement Survey 2021

- Ennova 32 standard questions
- Mannaz defined questions based on input from Company Days January 2020
- UN Global Compact membership questions
- Harassment questions

**Overall focus areas:** **1:** Clarified purpose and strategy (longer term) **2:** Improving - Working conditions **3:** Improving - Reputation – proud of Mannaz '

#### August 2022 – A cool place to work – Mannaz SPOT engagement Survey 2022

- 12 questions from our Engagement Survey in 2021, that we like to nurture or improve

**Overall focus areas:** **1:** Mannaz has a good brand **2:** The company has clear processes and tools enabling me to carry out my job effectively **3:** It is clear to me where I need to develop in my job

#### August 2023 – A Cool place to work – Mannaz Employee Engagement Survey 2023

- Ennova 32 standard questions
- Mannaz defined questions based on input from Company Days January 2020
- UN Global Compact membership questions
- Harassment questions



# How do we follow up, document & measure...

## Mannaz Employee Engagement Survey

**June - August 2024** – A cool place to work – Mannaz SPOT engagement Survey 2024

- 13 questions from our Engagement Survey in 2023, that we like to nurture or improve plus questions on Harassment

**Overall focus areas:** **1:** Learning and Development environment & Psychological Safety **2:** Job Content & Personal mastery **3:** The overall satisfaction **4:** The company has clear processes and tools enabling me to carry out my job effectively **5:** Harassment questions

**August 2025** – A Cool place to work – Mannaz Employee Engagement Survey 2023

- Ennova 32 standard questions
- Mannaz defined questions based on input from Company Days January 2020
- UN Global Compact membership questions
- Harassment questions



Everyone  
is more  
than one.

Mannaz  
The potential is people

Mannaz

# How do work with the result...

## Mannaz Employee Engagement Survey

- Unit/Team reports is sent to line managers
- Line Manager invite the team for a first follow-up meeting in their business unit /team
- Result at company Level presented at Mannaz Company Days
- The line manager invite the team to additional follow-up meeting(s) - purpose:
  - discuss how to improve immediate manager feedback
  - to reflect and define areas for development
  - action plans for selected areas for improvement prepared
  - all linked to our strategy
- Follow-up on actions and plans at team and company level presented at Mannaz Update meetings.

### About the survey

#### REPORTING

13 org. reports have been delivered - of those 8 team reports.

#### CONFIDENTIALTY

All responses are confidential

At least 4 answers to create a report for a team

### Response rate in 2025

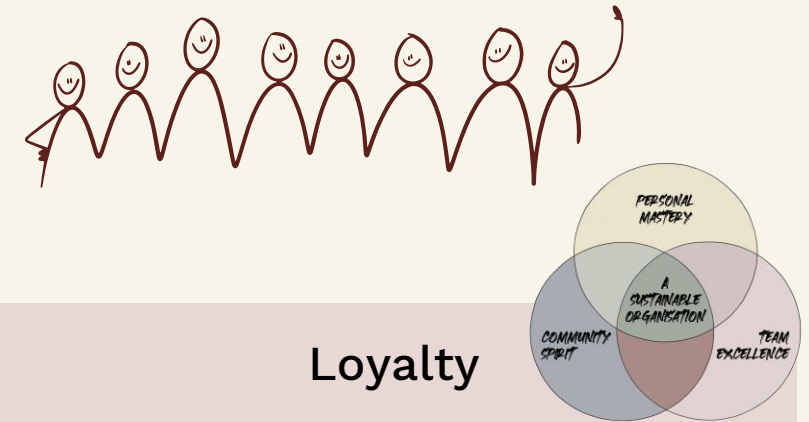
86% [+2]  
75 / 87



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# Three focus areas and key actions

Drive higher engagement in Mannaz



## Senior Leadership

Bring leadership closer  
Increase visibility and strengthen trust

- Increase MGT presence across locations and units
- MGT to be invited to team meetings across BUs to stay close to daily operations, narrow distance and strengthen collaboration
- Maintain transparent communication and keep explaining strategies, key decisions and also uncertainties
- MGT to be even better role models also in our micro behaviours

Your feedback to us as leaders is highly appreciated!  
Also, in everyday life in Mannaz

## Feedback culture

Empower an even stronger Feedback culture  
Increase constructive feedback from both line managers and colleagues

- Autumn 2025: Launch of the Feedback e-learning module
- **Role of line manager**
  - In everyday working life. During 1:1s, team meetings and PCI dialogues, managers are to give, ask for and receive feedback to support learning, development and well-being
- **Role of colleagues**
  - Strengthen a culture of respect and recognition of everyone's contribution - between colleagues, from managers to employees, and from employees to managers.
  - Give - at least - weekly recognition!
  - Give structured feedback on occasions after projects, deliveries together, etc.
  - Build stronger awareness of good teamwork

In Mannaz we talk more **with** than about those who are at the centre of a challenge or solution

## Loyalty

Building long term loyalty and strengthen our position as an attractive employer

- **Personal Mastery:** Ensure that everyone in Mannaz thrives and unfolds their potential by prioritising 1:1s, PCI dialogues and continuous recognition and feedback
- **Team Excellence and Community Spirit:** Strengthen belonging to Mannaz by working together across countries and business units, building positive energy and sharing experiences – inspiring each other, celebrating achievements
- Balancing priorities to maximise impact, growth, innovation, and individual thriving for a **sustainable organisation**

**Acknowledge** achievements. Appreciate effort. Don't take each other for granted

# Questions asked in Mannaz Employee Engagement Surveys

## Wellbeing at work

Within the last 12 months, have you been subjected to unwanted sexual attention whilst working on behalf of Mannaz?	Yes (If yes is answered the subsequent questions unfold...)	Has your situation been resolved?	Yes, my situation has been resolved
	No		My situation is being resolved
	Refuse to answer		No, my situation has not been resolved
What best describes the unwanted behaviour you have been subjected to in connection with your work in Mannaz? (you can cross multiple boxes if you wish)	Unwanted touching	Why did you not tell a senior employee, a work environment representative or HR about the incident? (you can cross multiple boxes if you wish)	Refuse to answer
	Unwanted verbal suggestion for sexual intercourse		I was unsure what was the right thing to do
	Vile jokes and comments		I was afraid that it would have negative consequences for me (e.g. revenge from the person / persons, consequence for my employment, etc.)
	Irrelevant inquiries about sexual topics		I did not want the person / persons to get into problems
	Other		I did not think it would lead to anything
From who? (you can cross multiple boxes if you wish)	Refuse to answer	Do you wish to be contacted by CEO Marianne Egelund Siig or Head of HR & Executive Support Manager Marianne Bondo Nielsen?	Refuse to answer
	Colleagues		Yes, I want to be contacted by Marianne Egelund Siig, CEO
	A manager		Yes, I want to be contacted by Marianne Bondo Nielsen, HR & Executive Support Manager
	Subordinates		No, I do not want to be contacted
	Customers / course participants / external partners		
Has it happened more than once?	Refuse to answer		
	No		
	Yes, twice		
	Yes, more than twice		
Have you talked to anyone about it? (you can cross multiple boxes if you wish)	Refuse to answer		
	Yes, friends and/or family		
	Yes, my immediate manager		
	Yes, my colleagues		
	Yes, relevant within HR and/or working environment representative		
	No, I have not talked to anyone about it		
	Refuse to answer		

**All questions are answered anonymously**  
 No one within Mannaz will get any information on who answered what in the Mannaz Employee Engagement Survey **unless** one approves of being contacted HR/CEO.

# Questions asked in Mannaz Employee Engagement Surveys

## Wellbeing at work

Within the last 12 months, have you been subjected to bullying whilst working on behalf of Mannaz? (Bullying means repetitive, unpleasant or degrading treatment)	Yes (If yes is answered the subsequent questions unfold...)	Have you talked to anyone about it? (you can cross multiple boxes if you wish)	Yes, friends and/or family
	No		Yes, my immediate manager
	Refuse to answer		Yes, my colleagues
What best describes the unwanted behaviour you have been subjected to in connection with your work in Mannaz? (you can cross multiple boxes if you wish)	Within the last 12 months, have you been subjected to bullying whilst working on behalf of Mannaz? (Bullying means repetitive, unpleasant or degrading treatment)	Has your situation been resolved?	Yes, relevant within HR and/or working environment representative
	Downgrading of job, work effort or competencies		No, I have not talked to anyone about it
	Downgrading due to, for example, age, gender identity, sexual orientation, disability, ethnicity or religious beliefs		Refuse to answer
	Slander or exclusion from the social and professional community	Why did you not tell a senior employee, a work environment representative or HR about the incident? (you can cross multiple boxes if you wish)	Yes, my situation has been resolved
	Unpleasant teasing or hurtful remarks		My situation is being resolved
	Other		No, my situation has not been resolved
	Refuse to answer		Refuse to answer
From who? (you can cross multiple boxes if you wish)	Colleagues	Do you wish to be contacted by CEO Marianne Egelund Siig or Head of HR & Executive Support Manager Marianne Bondo Nielsen?	I was unsure what was the right thing to do
	A manager		I was afraid that it would have negative consequences for me (e.g. revenge from the person / persons, consequence for my employment, etc.)
	Subordinates		I did not want the person / persons to get into problems
	Customers / course participants / external partners		I did not think it would lead to anything
	Refuse to answer		Refuse to answer
Has it happened more than once?	No		Yes, I want to be contacted by Marianne Egelund Siig, CEO
	Yes, twice		Yes, I want to be contacted by Marianne Bondo Nielsen, HR & Executive Support Manager
	Yes, more than twice		No, I do not want to be contacted
	Refuse to answer		

All questions are answered anonymously No one within Mannaz will get any information on who answered what in the Mannaz Employee Engagement Survey **unless** one approves of being contacted HR/CEO.

# Questions asked in Mannaz Employee Engagement Surveys

## Wellbeing at work

Within the last 12 months, have you been subjected to aggression, threats or violence whilst working for Mannaz? (Threats means aggressive and threatening behaviour, eg threatening messages, threats of abuse / violence, being shouted at, etc.)	Yes (If yes is answered the subsequent questions unfold...)	Have you talked to anyone about it? (you can cross multiple boxes if you wish)	Yes, friends and/or family
	No		Yes, my immediate manager
	Refuse to answer		Yes, my colleagues
Which of the following best describe the unwanted behaviour you have been subjected to in connection with your work in Mannaz? (you can cross multiple boxes if you wish)	Written threats of violence in direct message (eg text message, email or paper)	Has your situation been resolved?	Yes, relevant within HR and/or working environment representative
	Threatening or aggressive comments on social media or common digital platforms		No, I have not talked to anyone about it
	Verbal threats of violence		Refuse to answer
	Aggressive shouting and / or aggressive physical reactions	Yes, my situation has been resolved	My situation is being resolved
	Physical assaults, pushes, kicks, restraints, etc.	No, my situation has not been resolved	Refuse to answer
	Other	Why did you not tell a senior employee, a work environment representative or HR about the incident? (you can cross multiple boxes if you wish)	I was unsure what was the right thing to do
	Refuse to answer		I was afraid that it would have negative consequences for me (e.g. revenge from the person / persons, consequence for my employment, etc.)
From who? (you can cross multiple boxes if you wish)	Colleagues	Do you wish to be contacted by CEO Marianne Egelund Siig or Head of HR & Executive Support Manager Marianne Bondo Nielsen?	I did not want the person / persons to get into problems
	A manager		I did not think it would lead to anything
	Subordinates		Refuse to answer
	Customers / course participants / external partners	Yes, I want to be contacted by Marianne Egelund Siig, CEO	
	Refuse to answer	Yes, I want to be contacted by Marianne Bondo Nielsen, HR & Executive Support Manager	
Has it happened more than once?	No		No, I do not want to be contacted
	Yes, twice		
	Yes, more than twice		
	Refuse to answer		

All questions are answered anonymously No one within Mannaz will get any information on who answered what in the Mannaz Employee Engagement Survey **unless** one approves of being contacted HR/CEO.

# Questions asked in Mannaz Employee Engagement Surveys

## Witness to offensive behaviour

Within the last 12 months, have you witnessed colleagues being subjected to offensive behaviour whilst working on behalf of Mannaz?	Yes (If yes is answered the subsequent questions unfold...)	Have you talked to anyone about it? (you can cross multiple boxes if you wish)	Yes, friends and/or family
	No		Yes, my immediate manager
	Refuse to answer		Yes, my colleagues
What best describes the offensive behaviour you have witnessed whilst working on behalf of Mannaz? (you can cross multiple boxes if you wish)	Unwanted sexual attention	Has your situation been resolved?	Yes, relevant within HR and/or working environment representative
	Bullying		No, I have not talked to anyone about it
	Aggressions, threats or violence		Refuse to answer
	Other		Yes, my situation has been resolved
	Refuse to answer		My situation is being resolved
From who? (you can cross multiple boxes if you wish)	Colleagues	Why did you not tell a senior employee, a work environment representative or HR about the incident? (you can cross multiple boxes if you wish)	No, my situation has not been resolved
	A manager		Refuse to answer
	Subordinates		I was unsure what was the right thing to do
	Customers / course participants / external partners		I was afraid that it would have negative consequences for me (e.g. revenge from the person / persons, consequence for my employment, etc.)
	Refuse to answer		I did not want the person / persons to get into problems
Have you witnessed this more than once	No	Do you wish to be contacted by CEO Marianne Egelund Siig or Head of HR & Executive Support Manager Marianne Bondo Nielsen?	I did not think it would lead to anything
	Yes, twice		Refuse to answer
	Yes, more than twice		Yes, I want to be contacted by Marianne Egelund Siig, CEO
	Refuse to answer		Yes, I want to be contacted by Marianne Bondo Nielsen, HR & Executive Support Manager
			No, I do not want to be contacted

All questions are answered anonymously. No one within Mannaz will get any information on who answered what in the Mannaz Employee Engagement Survey unless one approves of being contacted HR/CEO.

# Employee Engagement Survey 2021

## HARRASMENT

*Remember - a survey  
is not a warning  
system..*

2021 results

THERE WERE NONE

- not even in 'refuse to  
answer'

According to this survey

# Employee Engagement Survey 2023

## 2023 HARASSMENT SURVEY

*In Mannaz we have no tolerance for offensive behaviour (bullying, sexual harassment or other)*

*We encourage you to report incidents according to our reporting structure.*

*Please see Mannaz Handbook [Mannaz - Psychical and Psychological working environment Policy](#) for Mannaz policy and reporting structure.*

*This will enable us to act to mitigate future and/or continued offensive behaviour.*

*Moreover, we will introduce an additional external reporting possibility (whistleblower scheme), where it will be possible to report both by name and anonymously.*

2023 results

**IN 2023 WE HAVE  
HAD FOUR WHO  
REPORT THAT THEY  
HAVE EXPERIENCED  
OFFENSIVE BEHAVIOUR  
IN MANNAZ.**

**2 of these report that the  
issue has been resolved,**

**2 report that the issue is  
being resolved.**

# Employee Engagement Survey 2025

## 2025 HARASSMENT SURVEY

In Mannaz we have no tolerance for offensive behaviour (bullying, sexual harassment or other)

We encourage you to report incidents according to our reporting structure.

Please see Mannaz Handbook [Mannaz - Psychical and Psychological working environment Policy](#) for Mannaz policy and reporting structure.

This will enable us to act to mitigate future and/or continued offensive behaviour.

Moreover, we will introduce an additional external reporting possibility (whistleblower scheme), where it will be possible to report both by name and anonymously.

2025 results

Unwanted sexual attention	Within the last 12 months, have you been subjected to unwanted sexual attention in your workplace?		
	Yes	1%	1
Bullying	Within the last 12 months, have you been subjected to bullying in your workplace?		
	Yes	1%	1
Threats of violence	Within the last 12 months, have you been subjected to threats of violence in your workplace?		
	Yes	0%	0

This is a zero-tolerance area, and employees are therefore encouraged to seek support from a health and safety representative or a union representative. 0 out of 2 employees have expressed a desire to do so.

THANK YOU