RETENTION POLICY – ALL ABOUT THE HUMAN

September 2026

IT'S ALL ABOUT PEOPLE

At Precision Technic Defence Group, we are committed to unlocking the full potential of every individual within our organization. We strive to create a framework that empowers and supports employees who take responsibility for the quality of their roles and contribute to the team's success.

We believe in providing employees with the freedom to maneuver within the boundaries of our corporate values, as well as the defined objectives and tasks. We believe that flexibility and responsibility are not just something you get, but also something you give and take.

Open and credible communication is a priority within our organization. We encourage curiosity towards others and actively seek to understand different perspectives. We promote direct communication within the team, fostering an environment where knowledge and insights are shared for the continuous development of the team. We communicate with each other, not about each other, and have a zero-tolerance policy towards harassment and gossip.

We firmly believe that there is always a solution to any challenge we may face. To tackle tasks and address shortcomings, we harness the collective intelligence of our team-of-teams, utilizing their expertise and support. When necessary, we actively seek collaborations with innovative and highly skilled specialists to address the challenges encountered.

Decisions are made in the best interest of the team, aligning with strategic objectives. We aim to separate personal feelings from common sense in the decision-making process and adopt a balanced approach to determine our course of action.

SOCIAL SUSTAINABILITY

At Precision Technic Defence Group, we acknowledge our responsibility in promoting social sustainability. As part of our commitment to social sustainability, we actively support UN Sustainable Development Goal 3, which focuses on promoting good health and well-being. We care for each member of our team and actively engage with our employees to ensure their well-being and to provide support when they encounter professional or personal challenges.

We strongly encourage a healthy lifestyle and promote a positive work environment. To foster well-being and a strong sense of camaraderie, we encourage sports and social activities both within and outside the team. We promote participation in the Defence Force Reserve and recognize the mutual commitment we share in safeguarding our values and freedom.

Annually, we organize a corporate event dedicated to reinforcing our values and culture and fostering high-performance teaming. Furthermore, each business entity is encouraged to host a social event twice a year, which includes employees and their spouses. In the case of teams with fewer than four members, they are invited to participate in events organized by the nearest larger team.

Our employees are our most valuable asset, and as such, we prioritize the recruitment of team members who align with our mindset, competence, and values. We understand the importance of a comprehensive and collaborative onboarding process to ensure smooth integration into our organization.

Aligned with UN Sustainable Development Goal 10, we are committed to reducing inequalities within our organization. We ensure that all employees, irrespective of gender, age, race, religious beliefs, or economic status, receive equal terms and conditions

We deeply value the contributions of our senior employees and recognize their knowledge, skills, and experience. To promote their continued growth and engagement, we have implemented an active senior policy that provides guidelines for their development and recognition.

Additionally, we strive to create local job opportunities within a global context and extend our support to the veteran community.

PERSONAL & PROFESSIONAL DEVELOPMENT

Individual development is essential to the growth of our company. We actively support the development of our team and its members to advance our strategic initiatives.

To achieve this, we:

- Encourage and support personal development and education.
- Ensure that all personnel are qualified and skilled for their positions.
- Are open for job rotation whenever feasible and beneficial for the team.
- Promote product knowledge and training sessions, both on-line and physical, while involving relevant team members to support opportunities and objectives.

PROMOTIONS & APPOINTMENTS

We acknowledge the commitment of our employees and show our appreciation by appointing senior titles to selected employees. The criteria for achieving a senior title include:

A. Business Development Manager:

- Experience: Satisfactory employment in the current role for an extented period.
- Qualifications and skills: Must meet the desired competency level as outlined in the “Competency Framework for Precision Technic Defence”.
- Performance: Employee performance in their current position, meeting or exceeding expectations, will be assessed.
- Behavior: Employee behavior in their current position, meeting or exceeding expectations, will be assessed.
- Potential and development: Demonstrated ability to take on greater responsibilities and leadership roles within the team will be considered.
- Previous work experience and relevant expertise may also be considered when making personnel appointments. In exceptional cases, the “extended period” criteria may be waived if a new employee joins the company from a position equivalent to Senior Manager level.

B. Other employee groups:

- Experience: Satisfactory employment in the current role for an extended period.
- Qualifications and skills: Must meet the desired competency level as outlined in the “Competency Framework for Precision Technic Defence” and hold personnel responsibility or a critical function within the company.
- Performance and behavior: Employee performance and behavior in their current position, meeting or exceeding expectations, will be assessed.
- Potential and development: Potential for growth and development within the company, including assuming greater responsibilities and leadership.

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MANAGEMENT TASKS & RESPONSIBILITIES

EXECUTIVE MANAGEMENT

The executive management is responsible for executing the company's overall corporate strategy and to ensure the synchronisation and implementation of corporate values and efforts through intrinsic motivation. They are responsible for knowledge sharing across the organisation and for promoting continuous learning and optimisation. To achieve this, we:

- Conduct corporate quarterly information meetings to discuss the corporate strategy, developments, key learnings, and 6-12 months goals.
- Provide corporate information meetings on financial status and activities.(Meetings include opportunities for questions and will be recorded for later sharing on SharePoint).
- Celebrate wins and achievements.
- Communicate information on corporate teaming and support

MANAGEMENT

The management level is responsible for supporting the company's strategy and corporate strategic initiatives. They are accountable for knowing and understanding the engagement and performance of the organisation as well as the market in which the team operates.

The management level ensures the synchronisation and implementation of corporate values and efforts through intrinsic motivation. They drive knowledge sharing and continuous learning across the organisation, striving for optimisation and uniqueness. Balancing operational efficiency and strategic development, they aim to ensure the company's progress and sustainable operation.

The management level ensures that the company has the right team and competencies to support the As Is and the To Be. We believe in constant development and progress through feedback and involvement.

The management level is responsible for designing and executing the salary package of the company, incorporating a balance of team KPI's and KBI's. The execution of the package follows a team-of-teams approach and operates within the financial framework set by the Corporate Board.

We acknowledge the importance of defining clear roles, tasks, responsibilities, and expectations for all employees. It is the responsibility of the management to define and describe goals and expectations and to communicate them across the organisation.

Mr. Thorbjørn Machholm
CEO, Precision Technic Defence Group

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