

Mannaz Working Environment

Non-retaliation policy

February 2026

Mannaz

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, **where everyone can speak up without fear of retaliation**.

This means that you are protected when you:

- Report misconduct, harassment, discrimination, or legal violations in good faith
- Participate in investigations or compliance reviews

Any retaliation is prohibited, including but not exclusively:

- Termination, demotion, or reduction in compensation
- Exclusion from projects or any company activities
- Harassment or intimidation

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

1. Define our processes and procedures
 - a. How to report retaliatory behaviour and how we measure and follow-up
 - b. Disciplinary procedures

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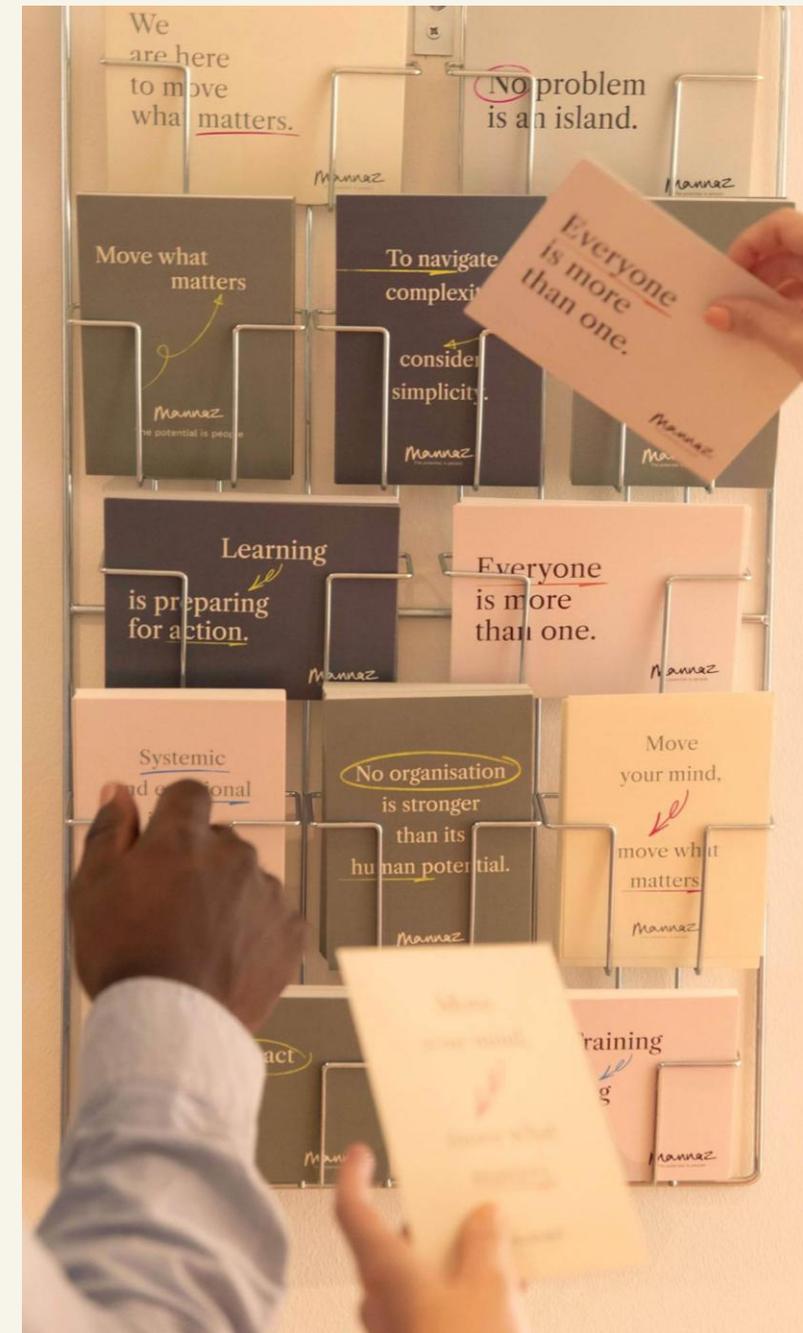
If you experience or witnesses any kind of retaliation...

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 Harassment policy for further details, including Mannaz Engagement Survey, Mannaz Whistleblower Scheme and Mannaz processes for handling and reporting offending behaviour.



Employee engagement survey and Mannaz Whistleblower Scheme

- Each year, Mannaz, in collaboration with our external partner Ennova, conducts the Mannaz Employee Engagement Survey or the Mannaz Engagement Spot Survey.
- Ennova ensures full confidentiality throughout the process.
- Mannaz has implemented a whistleblower scheme managed by an independent third party (Horten, a legal practice).
- We have established procedures and processes for handling incidents of offensive behaviour.

In all cases, Mannaz treats confidentiality with the utmost seriousness. Any incident involving offensive or inappropriate behaviour is handled strictly in accordance with our established processes and procedures.

For further details please refer to Mannaz's Harassment Policy



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.

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

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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The potential is people