

Health and Safety Policy

At Mowi, every employee and contractor has the right to work in a safe and healthy environment. It is essential to our families and global communities where we operate.

This Policy establishes the global fundamentals for Health and Safety commitment, standards and expectations at all Mowi business units in an effort to strive for zero accidents and promote an environment of continuous improvement.

Vision

At Mowi, we care about our people. We believe that the health and safety of employees, their families, our communities, our customers, contractors and visitors are essential to guarantee a meaningful life, and produce healthy and safe food for our customers.

Our number one priority is the safety of our employees, with the ambitious aim of zero harm. We believe that operational Health and Safety is our primary responsibility, it is essential to our employees, our families, our communities, our customers, contractors and visitors.

We work together to create a safe working environment in a spirit of continuous improvement. Mowi requires that safety should not be compromised for any other business priority.

Ultimately, each of us works safely to invest in our MyLife priorities, by maintaining and building a strong safety culture throughout the company.



Commitment

Mowi is committed to providing and maintaining a healthy and safe working environment for all employees, contractors and visitors. We believe that all incidents can be prevented if work is properly planned, risks are assessed and controlled, and continuous improvement efforts are discussed, reviewed and implemented.

Our activities will be organized and carried out in a proper and safe way so that nobody's health and safety are compromised. Tangible assets such as infrastructure, tools and equipment are safeguarded and administered from damage.

At Mowi, we foster a culture of trust and accountability; every employee is responsible for their own safety and that of their peers by owning their 50%.

- We empower our employees to be vocal and to share health and safety ideas.
- We define Health and Safety goals in our Key Performance Indicators (KPIs).
- We believe in change and encourage continuous improvement in all activities.
- We ensure that every employee understands the work to be performed and the potential risks involved.
- We identify and assess potential risks, and ensure preventative measures are taken to prevent personal injury and illness, for the protection of employees, contractors, customers and visitors.



- We meet or exceed local Health and Safety regulations, as well as company requirements.
- We share and communicate efforts to improve safety and operational activities.

Global health and safety principles

Our 4 safety leadership commitments represent how we believe leaders can influence and foster a thriving safety culture at MOWI and guide our journey to an injury-free workplace, both physically and mentally. As safety leaders, we influence MOWI's culture, not only by what you do and what you say – but also by what you don't do and don't say. Being a MOWI leader means we get safety right and that we anchor the best approaches to our way of being as committed safety leaders.

Inspire People

- Promote our safety vision and champion the use and support of MOWI safety programs to see people succeed and create winning teams.
- Recognize and reward behaviors that reflect the MOWI safety culture and build talent for the future.
- Motivate our employees to work safely for themselves, their co-workers, and their families.

Make it Happen

- Coach people to understand safe work practices, clearly communicate expectations and challenge existing thinking.
- Encourage our people to speak up to share safety concerns and new ideas, and be a motor for change & innovation.
- Seek feedback to learn from mistakes, maintain a continuous learning environment and share best practices.

Live the Values

- Role model appropriate safety expectations and encourage our employees to do the same.
- Treat everyone with dignity and respect.
- Get to know our people and engage stakeholders in meaningful conversations.

Think and Act

- Align the operational priorities and safety priorities to foster a culture of safe production.
- Foster a culture of trust that integrates safety in everything you do, for the short and the long term.
- Engage with and listen to our people and act on what you hear.

Safety Culture Roles and Responsibilities

Executive Leaders are expected to:

- Visibly and vocally exhibit a genuine commitment to employee Health and Safety.
- Prioritize safety as a key function to MowI's overall success.
- Dedicate the necessary resources to ensure operational support for Health and Safety compliance and initiatives.



- Monitor and track the progress of Health and Safety KPIs.
- Hold operational managers accountable for safety at their facilities.

Operational Managers are expected to:

- Role model safe working practices as primary leaders of Health and Safety.
- Promote Health and Safety initiatives through employee engagement.
- Provide the necessary training and resources for employees, contractors and visitors for effective risk management.
- Champion the implementation of all Mowi Health and Safety-related requirements.
- Ensure employees implement all safe work practices.
- Conduct all necessary audits and inspections.
- Ensure operations are informed of all relevant Health and Safety regulations and company requirements.

Health and Safety Professionals are expected to:

- Support the Operational Managers to ensure operations are informed of all relevant Health and Safety regulations and company requirements.
- Provide safety expertise to assess, control and mitigate hazards.
- Monitor operational compliance with all requirements.
- Lead injury and incident investigations with root cause analysis and corrective action implementation.
- Conduct all necessary audits and inspections.
- Facilitate training to ensure all employees understand Health and Safety requirements, work-related hazards, and control measures.
- Support executive and operational managers with the management and implementation of health and safety requirements.

All Mowi Personnel are expected to:

- Comply with all Health and Safety regulations and company requirements.
- Assess and manage work-related hazards with a focus on implementing effective controls to reduce the risk of injury to themselves or others.
- Speak up about safety improvement ideas, report unsafe work environments or practices and request support from peers and leadership before continuing work.
- Own his or her role in ensuring a safe working environment for all employees, contractors and visitors by being accountable and holding others accountable.

Legal Requirements

All Mowi operations must identify relevant and applicable local Health and Safety regulations, and aligned with this Health and Safety Policy. Operations must apply the most stringent requirements, and local regulations must be, at minimum, satisfied.

Mowi's Life Saving Rules

The Mowi Life Saving Rules were developed to identify and mitigate the potential for serious injuries or fatalities. All Mowi operations will comply with the Life Saving Rules included in Appendix A. In addition to these rules, each business unit will be responsible for creating and complying with business unit-specific Life Saving Rules.



BrainSafe

BrainSafe is Mowi's psychologically-based approach to empowering our team members to take greater control over their safety and their lives. Mowi employees are expected to embrace and use the following core principles:

- **Be Safe:** The reasons we make safe choices are so that we can continue to enjoy all of the things that make up MyLife.
- **Be Aware:** Maximize attention to identify and manage hazards.
- **Be Responsible:** Consciously choosing our attitudes and using helpful attitudes in relation to safety.
- **Be Vocal:** Consciously influencing the safety culture in which we work.

Risk Management

Mowi operates under a systematic approach to hazard and risk management, including hazard identification, analysis of the potential risk, and mitigation strategies under the hierarchy of controls starting with elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE).

Necessarily elements to support this process include:

- Reporting of all hazards, dangerous work environments, near misses, incidents and accidents.
- Including all stakeholders in risk analysis including subject matter experts, end-users, leadership, and safety personnel.
- Conducting regular audits and inspections.
- Effective root cause analysis for any incidents.
- Regular and reoccurring safety training.
- Implementing safety communication methods across functions, levels and business units with opportunities for feedback loops.
- Understanding of the employee's right to refuse unsafe work.

Continuous Improvement

We apply the **Be Innovative** process as a way for us to have focused conversations about how to continually improve our safety culture. Our **Be Innovative** process is interactive and employee-driven so that everyone has a voice in this conversation and is encouraged to share.

Mowi management will set annual Health and Safety KPIs, regularly measure performance against these objectives, and is expected to take corrective actions for deviations. All Mowi employees are obligated to honest reporting of Health and Safety key performance indicators.

Mowi draws on lessons learned from incidents and injuries, and use those lessons learned to improve standards and communication to avoid future reoccurrence.

Figure 1: The Plan-Do-Check-Act Cycle



Contractor and Supplier Management

Mowi has a large and diverse extended supply chain, and we recognize the critical role our suppliers play in helping us to source responsibly and sustainably. Our health and safety principles and expectations apply to the workers and businesses in our extended supply chain. We will only work with suppliers who comply with our Health and Safety Policy, whatever the suppliers' geographical origin may be.

Mowi holds Contractors and onsite Suppliers to the same safety standards as all Mowi employees. In order to manage potential risk, Contractors and Suppliers must follow internal procurement steps:

- Conduct a pre-risk assessment, identify necessary controls, equipment, and permits to work.
- Define safety-related specifications in work order forms.
- Evaluate equipment certifications or permits.
- Provide records of acceptable safety training.
- Participate in Mowi onboarding training or review Mowi contractor onboarding materials.
- Include in the on-site risk assessment of the installed equipment or service.

Emergency Preparedness

Each Mowi location must identify applicable requirements for emergency preparedness based on local requirements. At a minimum, operations should:

- Develop and implement a Crisis Management Plan with a supporting team, that is aligned with the Global Policies of Mowi Incidents and Crisis Management,
- Identify potential emergencies including, but not limited to: fires, serious injuries, epidemics/pandemics, natural disasters such as hurricanes, floods, and earthquakes.
- Identify plans and allocate resources in the event of each emergency.
- Conduct regular drills to assess the effectiveness of the emergency preparedness plans.

Training and education

Local Management and HSE Representatives will identify the required Health and Safety training. Management will be committed to providing the required training and ensuring and tracking employee training progress. HSE Representatives will ensure all the work-related hazards are included in training elements.

All Mowi employees will participate in BrainSafe training within 6 months of becoming a Mowi team member.

Incident Management

All safety-related incidents and injuries must be reported to local management, regardless of severity or fault. Incidents and injuries will be assessed with a process-driven root cause analysis process and corrective actions identified to avoid future reoccurrence.



Management must report Lost Time Injuries (LTIs) on a monthly basis. Global HSE representatives will conduct a monthly share, within the Global HSE Network, including incident details, root causes analysis and corrective actions applied.

Policies and Procedures

All business units will have their own written policies and procedures to comply with this policy and local regulations. These policies and procedures will be owned and supported by the Business Unit Managing Director, and must be reviewed annually.

