

Health and Safety Policy

1. Objective

At Mowi, every employee and contractor have 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 to strive for zero accidents and promote an environment of continuous improvement.

Our objective is to ensure a safe and healthy work environment by preventing accidents, minimizing risks, and promoting measures that safeguard against work-related injuries and ill-health.

Our end goal is to have zero accidents and a healthy work environment.

2. Risk and Opportunity

Having clear guidelines on Health and Safety can reduce the risk of accidents, ensure regulatory compliance, lower insurance costs, enhance employee well-being and productivity, and strengthen our reputation as a responsible employer.

However, there are some risks, such as legal liabilities, regulatory penalties, increased insurance costs, and harm to company reputation.

Our blue-collar employees working in production for Feed, Farming and Sales and Marketing are more exposed to hazardous situation/environment compared to our white-collar workers in administration roles. The risk for health and safety incidents are significantly lower for our white collar/non-operational workforce.



3. Governance and Implementation

3.1 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:

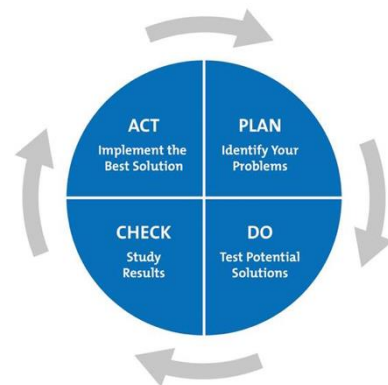
- Comply with all Health and Safety regulations and company requirements.
- Assess and manage work-related hazards with a focus on implementing effective controls to reduce the risk of injury to themselves or others.
- Speak up about safety improvement ideas, report unsafe work environments or practices 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.

3.2 Governance and Monitoring Process

3.2.1 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 uses those lessons learned to improve standards and communication to avoid future reoccurrence (Figure 1).

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



3.2.2 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.

4. Scope

The scope of Mowi's Health and Safety Policy applies to all Business Units in Mowi. All Mowi employees, including non-employees, contractors, and workers in the value-chain are expected to understand and comply with this policy. This Policy is to be implemented globally, with amendments as required by local law or regulations where these are more stringent.

Our Health and Safety targets are relevant to several of our stakeholders, including all employees, public policy officials (governmental bodies), local communities, investors, and suppliers.

5. Actions

5.1 Main Principles

5.1.1 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.

5.1.2 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.

Mowi prohibits young workers under the age of 18 from performing work that may jeopardize their health or safety.

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.

5.2 Global Health and Safety Principles

5.2.1 Safety Leadership Commitments

Our four 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 do not do and do not say.

Being a Mowi leader means we get safety rights and that we anchor the best approaches to our way of being 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 behaviours 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.

5.2.2 Legal Requirements

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



5.2.3 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.

5.2.4 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.

5.2.5 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). Necessary 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.

5.2.6 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, which 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.

5.2.7 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.

5.2.8 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.

5.2.9 Policies and Procedures

Management must report Lost Time Injuries (LTIs) monthly. Global HSE representatives will conduct a monthly share, within the Global HSE Network, including incident details, root causes analysis and corrective actions applied. Lost time incidents for subcontractors are reported if they occur on our premises. We gather and analyse ill-health data from our business units to enhance our ability to monitor health and safety risks and their impacts. While this process is still in its early stages, we anticipate gaining deeper insights as it progresses. These insights will help us establish clearer targets and implement more effective health and safety measures related to ill-health.

6. Targets and KPIs

Targets	KPIs
<ul style="list-style-type: none"> • 100 % completion on Health and Safety training (defined groups of employees) 	<ul style="list-style-type: none"> • Percentage of completed Health and Safety training (defined groups of employees)
<ul style="list-style-type: none"> • Absence < 4% 	<ul style="list-style-type: none"> • Yearly absence rate
<ul style="list-style-type: none"> • Year on year reduction in LTI per million hours worked. 	<ul style="list-style-type: none"> • Annual number of LTI per million hours worked
<ul style="list-style-type: none"> • 100% of incidents are investigated within defined timelines 	<ul style="list-style-type: none"> • Number of incidents investigated within defined timelines

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