

**MOWI®**

**Equality, Non-Discrimination  
& Gender Pay Report**

**2025**



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## 1. Introduction

This Equality, Non-discrimination and Gender Pay report is developed based on the requirements featured in the Norwegian Equality and Anti-discrimination act, including paragraphs §§ 26 and 34.

The report includes a gender pay analysis across all the roles and levels in Mowi Group, the proportion of women and men employed in each position category, assesses the pay of employees performing the same and different types of work, and identifies gender pay gap in roles dominated by a specific gender. The report further includes identification of risks, measures taken to address these risks, and their impact.





# 2 Mowi's equality and non-discrimination approach

## Code of Conduct

Mowi is committed to high ethical standards in our business dealings worldwide. Abiding by the principles of Code of Conduct is an essential element in our ability to engender trust and is an integral part of the Mowi Way. Our Code of Conduct guides what we do and say each day, it provides direction and guidelines and sets the standards of behaviour which we can expect from one another, and which external parties can expect from us.

The Code of Conduct includes a policy in chapter 5.2 on equality and non-discrimination, stating that all Mowi's activities shall be conducted without discrimination based on race, ethnicity, national or other origin, disability, age, gender, sexual orientation, gender identity and expression, language, religion, or any other characteristic where a person is not treated as an individual.

The Code of conduct includes in addition Policies and principles that may impact equality in separate ways, such as Safety, Fair Working Conditions, Culture, Human rights, Sustainability, and Whistleblowing. An example is the Code of Conduct chapter 6.1 stating that Mowi aims to be an open, positive, and supportive community, showing respect and support for individuals and our diverse cultures and chapter 7.1 on Human Rights stating that employees have the right to work in an environment that promotes diversity, equal opportunity, and non-discrimination.

Our Code of Conduct forms the overarching principles and framework of our OneMowi Operational Excellence program and Global policy framework.

## Policies

Our ethical standards and expectations are anchored in a framework of global policies with strong principles on equality that apply across our operations and supply chain. The policies guide our interaction with employees, suppliers, partners, and stakeholders.

ONE Mowi is Mowi's global system for Policies and procedures. The system aims to ensure that Mowi follows a one-company approach and acts in a consistent and responsible manner towards our stakeholders. Our Business Units have the obligation to implement the global policies locally, and to ensure alignment between local and Group policies and procedures.

Mowi has several policies and procedures covering and securing equality and non-discrimination. Our key policies are the policies of Human Rights, Health & Safety, Whistleblowing, Diversity & Inclusion, Recruitment, Salary, Bonus, Talent, and Performance Management. In addition, we have policies and procedures securing the privacy and personal data of our employees. Our framework of policies may be found at [mowi.com/sustainability](https://mowi.com/sustainability).

## Practical approach

Our commitment to equal rights is expressed in our business conduct, in policies and procedures, and in numerous

programs, projects, training, communication campaigns, and other initiatives in the Group.

On ethical business conduct, we run annual, mandatory training and testing on the Code of conduct. In our Learning portfolio we also offer training on Human Rights, unconscious bias, equality and non-discrimination, leadership principles, values, and health and safety. In our Leadership programs, elements on ethical business conduct are included.

We have a Human Rights Program, based on Mowi's commitment and approach to secure fundamental Human rights and decent working conditions in connection with our business. We run a Diversity & Inclusion program, aiming to increase diversity, and more specifically improve the gender ratio and increase female management, and a Health and Safety program aimed at keeping people safe and protected in all parts of our business. We conduct gender pay analysis and have created a Position Architecture base on consistent position grading across the group using a globally recognized method.

We safeguard our efforts through risk assessments, audits, position grading, employee surveys, and whistleblowing channels securing safe reporting of incidents and concerns.

## Risk Management

Mowi has an established risk management and internal control system, including ESG (Environmental, Social & Governance) risks. Risk management and internal control is an important enabler for the group to meet its strategic goals, forming an integrated part of the Group's decision-making processes as central elements in the organization. Risk management provides reasonable assurance to stakeholders that Mowi will achieve its goals, using the COSO enterprise risk framework. In Mowi, the number of female employees and female managers is significantly lower than the number of male employees. It is an important target for Mowi to improve the gender balance in the group, and we will continue our efforts in attracting and retaining female talents and female managers to the company.





Human Rights Due Diligence is a Risk Management tool applied to identify, assess, and respond to the most significant risks and adverse impacts within our operation, supply chain and business relationships. Assessment of risk in relation to equality is part of this Due Diligence Process where we aim to review risks including but not limited to country, sector, product, nature of work, type of workers, indirect causes, etc.

The foundation in Mowi on quality is solid, with our strong approach on Ethical Business Conduct, our Policy framework, our Risk Management process, tracking and communication of metrics and results, our learning efforts, and the collaboration with external stakeholders. The elements of our approach are implemented and secured as described in this report, including our Code of Conduct and Global Policies, Global Employee Surveys, Health and Safety programs, Privacy program, Diversity and Inclusion Program, Whistleblowing channel, and tracking of Fair Working conditions. In addition, we put emphasis on keeping a close collaboration with our Labour Unions, developing our extensive Learning portfolio, and engaging with local Communities.

On whistleblowing, 27 cases were reported through our whistleblower channel in 2025, a decrease from 42 in 2024. None of the whistleblowing notices were found to be a breach of Human Rights principles or policy.

All reported concerns received in the Mowi Group in 2025 have been followed up either centrally or locally in line with the recommendations proposed in the investigation reports.

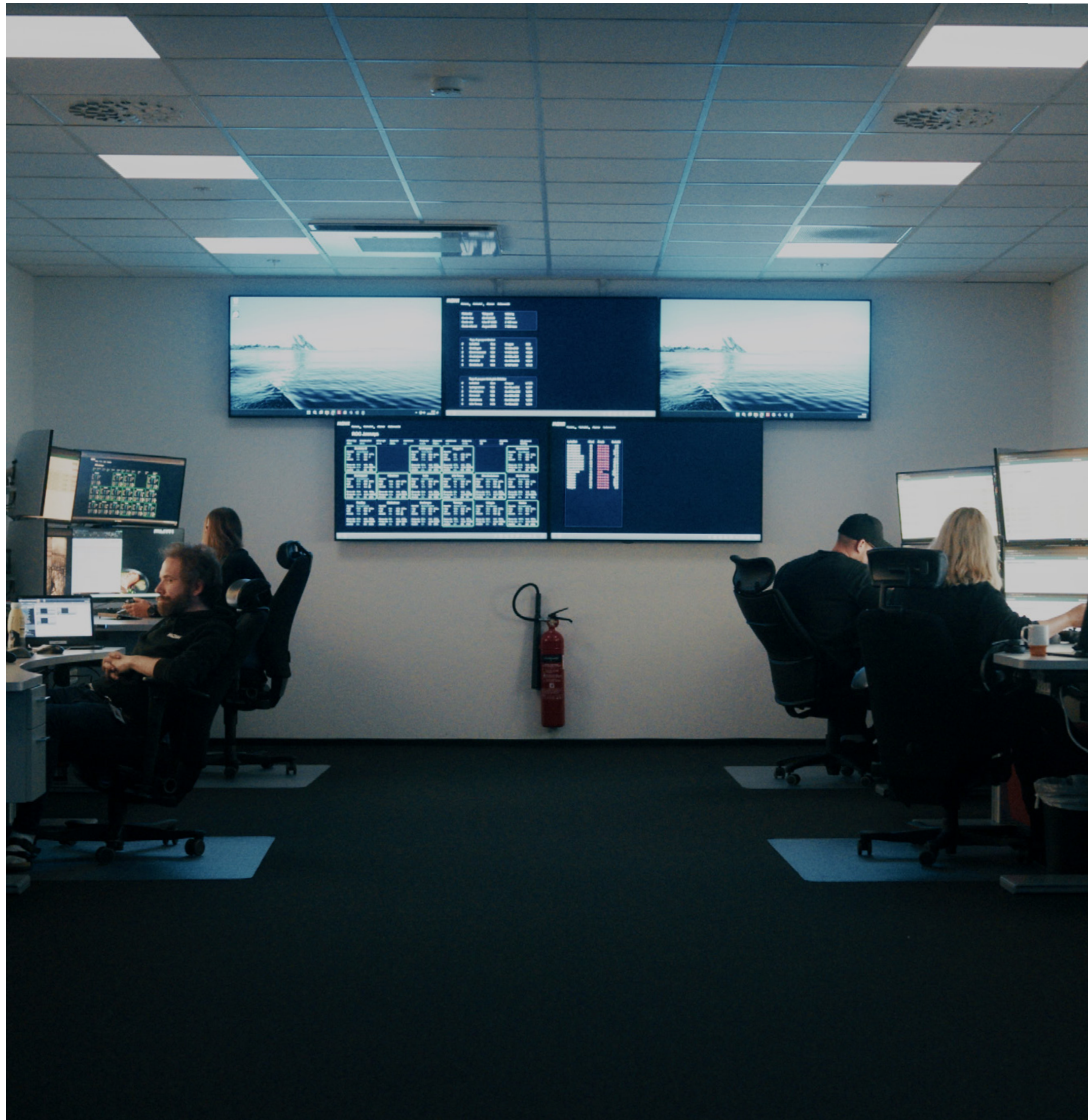
Examples of initiatives and actions taken as follow-up include training, leadership development, internal communications, audit, updating of policies and procedures, and delegation of authority.

## Approach going forward

Our approach is dynamic as our dedication to continuous development enables us to learn from and improve our current direction. We continue our work to strengthen our policy framework, our risk assessment, our learning program development, communication and collaboration with stakeholders and external partners.

We closely monitor the development of our initiatives and outcomes through structured HR dashboards and performance reviews. At the end of 2025, 26% of our managers were women, unchanged from 2024. We are working steadily towards our 30% target by 2030.

The process is a continuous journey, and results may take time to achieve. We believe, however, that we have the right approach and initiatives in place that will take us in the right direction.



# 3 Methodology

## Data methodology

The primary methodology for the Equal pay report is to categorise positions into position families, which serves as the basis for salary comparison. In Mowi, we currently operate with 21 position families. Within each family, however, there may be variation in role level and responsibility, which can affect the ability to compare positions of equal work or value.

The position families are categorized based on functions and roles that share similarities in work content, value, required skills, and competencies. This framework allows us to compare salaries both within and across position families and levels.

All positions and position families in Mowi have been mapped as part of the gender pay analysis. To maintain confidentiality and protect individual privacy, position families with fewer than five male and five female employees have been excluded. This exclusion does not materially affect the overall data.

A key limitation is that some position families encompass a broader mix of roles and responsibilities than others, which may reduce comparability. In such cases, comparisons across families of similar value may provide more meaningful insights. These instances are noted in the report where applicable. For missing data on age or year of hire, we have used the average for the respective country to ensure consistency across the dataset. The analysis also includes comparisons by employment type: permanent vs. temporary, and full-time vs. part-time contracts.

While salary negotiations at Mowi may be based on individual performance or conducted via collective bargaining, this distinction is not reflected in the dataset.

## Calculation methodology

The dataset comprises 11,507 employees (headcount), reflecting figures from 2025 as reported by business units. As of December 2025, the total number of employees in the Mowi group stands at 12,132 (headcount), encompassing both permanent and part-time staff. A small number of employees were excluded from the reported numbers from the local business units due to data missing such as zero full-time equivalent (FTE), inactive employees, limited data, or being considered outliers.

The employees are divided by non-manager and manager, categorized into position families, and further structured per country, which provides the basis of gender pay comparisons. Salary rates are converted from local currency to EUR by using average conversion rate for 2025. Aggregated female salary as percentage of male salary in the Group, is calculated as a weighted average per position family per country and summarized by the following computation.

$$\sum_n \left( \frac{\mu_{\text{Female salary}}}{\mu_{\text{Male salary}}} \times \frac{\text{FTEs position family in country}}{\text{FTEs position family Group}} \right)$$

# 4 Employees, gender balance, temporary and part time work and age distribution

Mowi is committed to having a diverse, inclusive and sustainable workforce across all business areas. The insight below reflects our current workforce composition and supports the ongoing development of our people strategy. We promote diversity and equal opportunity through proactive measures at all levels of the organisation. Mowi remain dedicated to improving gender balance and generational diversity through long-term, structured efforts.

## 4.1 Gender balance and employment type

- Mowi has a total of 12,132 employees included in the analysis, where 4,528 are women (37%) and 7,604 men (63%).
- While men currently represent a larger share of the workforce, we are actively working to improve gender balance through targeted recruitment, development, and retention initiatives.
- Among temporary employees, 35% are women and 65% are men, while 61% of part-time positions are held by women. We recognise the importance of flexible working arrangements and continued to develop inclusive policies that support work-life balance for all employees.

## 4.2 Age distribution across business areas

- The majority of employees across the Mowi Group are in the 30-50 age group (53%), which provides a strong foundation of experience and continuity.
- 19% of employees are under the age of 30. We continue to focus on attracting young talent to secure future growth and innovation.
- 28% of our workforce is over 50 years old, reflecting valuable expertise across the organisation. We are committed to facilitating knowledge transfer and succession planning.

Mowi	Gender Balance / Employees (all)	Temporary employees	Part time employees
Female #	4 528	282	181
Male #	7 604	531	118
Female %	37	35	61
Male %	63	65	39

Mowi Group employees per age group	Feed	Farming	Sales & Marketing	All
Age <30	23 %	16 %	16 %	19%
Age 30-50	48 %	53 %	57 %	53%
Age >50	28 %	31 %	48 %	28%



# 5 Gender pay analysis for Mowi

The equal pay analysis has been done for all employees in Mowi Group. Highlights and overall findings are presented below, with a more detailed presentation in section 5.2.

## 5.1 Overall findings

- **Overall Pay Equity:** Female salary is 95% of male salaries overall. When adjusted for seniority, the figure rises to 96%, effectively reflecting equal pay.
- **By level:** For non-managers, the female salary of male is 96% when not weighted for seniority, and 96% when weighted for seniority. For managers, the female salary of male is 91% when not weighted for seniority, and 95% when weighted for seniority.
- **Geographic coverage:** Majority (92%) of our employees are working in a country where we have gender pay equality.
- **Job Families:** Majority (97%) of our employees are in position families where we have gender pay equality.
- **Global Mobility:** No salary disparities were identified for employees working outside their home country.

## 5.2 Pay analysis

### Finding 1: Non-managers

For non-managers there is effectively gender pay equality, with female salary at 95% of male. When non-managers are weighted for seniority, female non-manager salary is 96% of male non-managers. This indicates stable gender pay equality for the non-manager population.

### Finding 2: Managers

For employees with manager responsibility there is effectively gender pay equality, with female salary at 91% of male. When employees with manager responsibilities are weighted for seniority, female managers salary is 95% of male managers. This gap is largely explained by the difference in average seniority: female managers have 11,1 years, while male managers have 13,5 years.

**Finding 3: All employees per position family**

When analysing the different position families, we find 13 families with effectively gender pay equality (90-110%). Within a position family there may be a span of level and responsibilities that impacts the ability to compare positions of equal work or equal value.

The majority (78%) of our employees are in position families Production (female salary is 98% of male salary) and Processing (female salary is 95% of male salary) and gender pay equality.

Manager / Non-manager	Female employees	Male employees	Female average seniority	Male average seniority	Female salary of male in % weighted for seniority	Female salary of male in % unweighted
All employees	4 528	7 604	7,92	8,48	96 %	95 %
Non-managers	4 145	6 658	7,63	7,76	96 %	96 %
Managers	383	946	11,06	13,52	95 %	91 %

**Finding 2**

**Finding 4: Managers per position family**

When analysing the different position families of managers, we find 4 families with effectively gender pay equality (90-110%), 6 position families are excluded due to limited incumbents. When weighted for seniority, 5 position families have a difference in favour of female management, 3 position family have a

difference in favour male management. Within a position family there may be a span of level and responsibilities that impacts the ability to compare positions of equal work or equal value.

Position Family	Female count	Male count	Female average of seniority	Male average of seniority	Female salary of male in % weighted for seniority	Female salary of male in % unweighted
Fish health	8	15	10,1	4,7	92 %	108 %
HR	38	18	7,4	6,0	107 %	108 %
IT	29	51	8,4	7,6	109 %	108 %
Logistics	132	510	9,8	8,7	104 %	103 %
Quality	218	77	8,5	8,2	100 %	99 %
Planning	36	30	13,1	13,2	99 %	98 %
Production	781	3 003	6,5	9,3	103 %	98 %
Admin, support, service	120	66	9,6	12,4	100 %	96 %
Processing	2 443	2 730	7,9	7,1	92 %	95 %
Engineering	46	490	5,2	9,0	104 %	94 %
Health & env	23	18	7,0	10,1	102 %	94 %
Purchasing	14	12	13,1	11,4	88 %	91 %
Sustainability	13	10	9,1	5,4	84 %	90 %
Finance	139	97	7,6	8,0	83 %	85 %
R&D	16	18	9,4	10,0	85 %	84 %
Sales	135	135	8,1	7,3	76 %	78 %
Prod. Development	26	5	9,6	5,8	56 %	61 %

**Finding 3**

Continues on next page →

**Finding 5: Non-managers per position family**

When analysing the different position families of non-managers, we find 13 families with effectively gender pay equality, 2 families excluded due to limited incumbents. When weighted for seniority, 8 of the position families have differences in favour

of female non-managers, while 8 of the families have a difference in favour of male non-managers. Within a position family there may be a span of level and responsibilities that impacts the ability to compare positions of equal work or equal value.

Position Family	Female count	Male count	Female average of seniority	Male average of seniority	Female salary of male in % weighted	Female salary of male in % unweighted
Quality	19	8	10,26	17,13	135 %	124 %
Admin, support, service	16	19	11,9	14,3	117 %	112 %
HR	16	10	9,19	7,70	112 %	108 %
Production	39	357	14,18	15,95	109 %	106 %
Engineering	8	52	9,0	12,4	112 %	102 %
Logistics	20	55	12,70	11,58	100 %	100 %
Finance	19	25	7,7	11,2	90 %	87 %
Processing	91	167	12,07	13,14	85 %	83 %
Sales	31	47	9,65	8,15	75 %	79 %

Finding 4

**Finding 6: Difference between countries in Group**

The majority (92%) of our employees are working in a country where we have gender pay equality. When analysing the employee data per country the analysis detected 6 countries with a gender pay difference with female salary of under 90% of male, and 2 over 110%. These numbers are not weighted for manager responsibility and seniority.

Position Family	Female count	Male count	Female average of seniority	Male average of seniority	Female salary of male in % weighted	Female salary of male in % unweighted
Fish health	7	9	10,71	2,44	110 %	135 %
IT	25	48	8,68	7,44	109 %	109 %
HR	22	8	6,05	3,88	102 %	108 %
Sustainability	9	5	6,00	5,40	103 %	104 %
Logistics	112	455	9,30	8,33	105 %	104 %
Planning	36	30	13,11	13,17	99 %	98 %
Heal & env	19	16	7,16	11,19	108 %	98 %
Quality	199	69	8,37	7,19	96 %	97 %
Production	742	2 646	6,11	8,36	102 %	97 %
Processing	2 352	2 563	7,74	6,76	93 %	96 %
Engineering	38	438	4,37	8,63	103 %	93 %
Admin, support, service	104	47	9,30	11,60	96 %	92 %
Purchasing	14	12	13,07	11,42	88 %	91 %
R&D	14	14	8,93	9,50	92 %	90 %
Finance	120	72	7,60	6,90	81 %	85 %
Sales	104	88	7,61	6,86	76 %	77 %

Finding 5

Continues on next page →

**Finding 7: Permanent, temporary, fulltime, part-time**

When analysing the employees per contract type, we have analysed job and not position family due to limited number of employees. The group of temporary employees have a significant lower seniority than permanent employees, because of this the seniority of temporary employees is important to take into consideration. We found 3 jobs where temporary-full time employees have below 90% salary of permanent full-time employees. Weighted for seniority we have pay equality between the two groups (temporary full-time salaries span from 99% - 120 % of permanent full-time employees).

In the category of part-time (permanent or temporary) we do not have sufficient data to compare.

**Finding 8 – Global Mobility**

When analysing the employee data by nationality, we distinguish between employees who have self-reported a local nationality (same as country they work in) and those with a different nationality than their working country.

This analysis was done across all roles, not by position family, due to limited numbers in some categories.

Foreign employees have on average, lower seniority (5 years vs. 10 years for locals). Foreign employees earn 99% of the salary of local employees, unweighted for seniority. When isolating managers, foreign employees earn 99% of local managers' salaries, while for non-managers the figure remains 99%.

These findings indicate overall pay equality between foreign and local employees, particularly when considering differences in seniority and role type. Mowi continue to monitor pay equality across nationalities to ensure fairness and inclusion throughout the organisation.

**Finding 9 – Average salaries**

Although there is a span of level and responsibility within each position family which makes it difficult to compare equal work or work of equal value, gender pay differences have been identified and these will be followed up further with local management.

Current job	Permanent count	Temporary count	Permanent average of seniority	Temporary average of seniority	Temp. salary of perm. in % weighted	Temp. salary of perm. in % unweighted
Cleaner	45	15	9,7	5,7	111 %	102 %
Manager	285	6	14,7	10,5	104 %	101 %
Specialist	40	5	7,7	3,6	114 %	99 %
Operator	697	87	11,4	2,1	120 %	97 %
Assistant	42	10	13,4	2	104 %	83 %
Coordinator	174	14	10,5	3,0	99 %	82 %
Technician	1420	457	9,5	2,6	99 %	81 %

Finding 7

Manager/ non-manager	Employees with other nationalities than working country	Employee with local nationality	Employee with other nationality than working country average of Seniority	Employees with local nationality average of Seniority	Employee with other nationality than working country salary of male in % unweighted
All	3185	5811	5	10	99 %
Non-manager	3081	5377	5	9	99 %
Manager	104	434	9	15	99 %

Finding 8

Position family	Female count	Male count	Female average of seniority	Male average of seniority	Female average salary (base salary)	Male average salary (base salary)
Managers at executive level	3	15	17,33	11,13	NA	208 219

Finding 9: Female data is not disclosed due to a limited number of incumbents.

# 6

## Summary of initiatives and actions

Areas	Background	Initiatives	Targets	Responsible	Status	Results
	Risk and barriers	Initiatives taken	Measuring success	Responsible for implementation		Results achieved?
<b>Recruit-ment</b>	Selecting candidates based on objective criteria.	<ul style="list-style-type: none"> <li>Implementing testing when recruiting.</li> <li>Training to avoid unconscious bias</li> <li>Policy, templates, and guidelines for recruitment process</li> </ul>	<ul style="list-style-type: none"> <li>Female applicants &gt;30%</li> <li>Increase diversity when selecting candidates for interviews.</li> </ul>	HR and local management	<ul style="list-style-type: none"> <li>Implementation done.</li> <li>Continuous work in progress</li> </ul>	Target for 2030: <ul style="list-style-type: none"> <li>Gender balance</li> <li>Female managers &gt;30%</li> <li>Female applicants &gt;30%</li> </ul>
<b>Talent management</b>	Talent mapping tools that enable managers to identify talents objectively	<ul style="list-style-type: none"> <li>Talent program</li> <li>Talent mapping</li> <li>Testing in selection</li> </ul>	<ul style="list-style-type: none"> <li>Gender balance in talent mapping</li> </ul>	HR and local management	<ul style="list-style-type: none"> <li>Implementation of program done.</li> <li>Mapping continuously in progress.</li> </ul>	Target for 2030: <ul style="list-style-type: none"> <li>Gender balance</li> <li>Female management &gt;30%</li> </ul>
<b>Compensation and benefits</b>	Salary structures based on position, not on person.	<ul style="list-style-type: none"> <li>Implementation and use of Korn/Ferry grades and positions</li> <li>Implementing a structured position architecture</li> <li>Gender pay analysis for group</li> </ul>	<ul style="list-style-type: none"> <li>Gender pay equality</li> <li>Female managers &gt;30%</li> </ul>	HR and local management	<ul style="list-style-type: none"> <li>Implementation done.</li> <li>Continuous work in progress</li> </ul>	Work in progress, results of 2025 gender pay analysis will be followed up with local management
<b>Healthy work environment</b>		<ul style="list-style-type: none"> <li>Brainsafe – health and safety program based on cognitive approach, raising awareness, and taking your 50%</li> <li>Employee Survey</li> </ul>	<ul style="list-style-type: none"> <li>Absence &lt; 4%</li> <li>Year-on-Year reduction in LTIs per million hours worked</li> <li>Engagement &gt; high performing</li> <li>Retention &lt; industry average</li> </ul>	HR and local management	<ul style="list-style-type: none"> <li>Implementation of program and survey done.</li> <li>Safety is a continuous work in progress.</li> <li>Survey: results communicated, actions in progress</li> </ul>	<ul style="list-style-type: none"> <li>Absence: 4,5</li> <li>Rolling LTI: 1,7</li> <li>Turnover: 20%</li> </ul>
<b>Harassment &amp; Gender based violence</b>		<ul style="list-style-type: none"> <li>Code of conduct training</li> <li>Policy implementation</li> <li>Communication</li> <li>Whistleblower policy</li> <li>Learning programs</li> <li>Audits</li> <li>Human Rights due diligence</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory training</li> <li>Incidents reported</li> </ul>	HR and local management	<ul style="list-style-type: none"> <li>Continuous work in progress</li> </ul>	<ul style="list-style-type: none"> <li>27 incidents reported in WB channel.</li> <li>No breach of Human rights identified</li> </ul>



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