

Equality and Non-discrimination in Mowi Markets – 2025

1. Introduction

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

This report describes Mowis approach to Equality and Non-discrimination. Equal pay analytics are conducted every two years, and next analysis will be done for the year 2026. However, approach, actions and other data points are updated annually and are based on end-of-year 2025 figures. For the latest information on gender balance, temporary and part-time workers, please refer to Section 4.

This report is shared with the labour union representatives.

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 One Mowi 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, as well as local operating procedures. The policies and procedures guide our interaction with employees, suppliers, partners, and stakeholders.

Mowi has policies and procedures covering and securing equality and non-discrimination. Our key policies in this area 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 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, training, communication campaigns, and other initiatives.

Related to 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, bullying and harassment and health and safety. Several of these trainings are done as class-room trainings as well, to facilitate additional discussions and sharing. 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 a Health and safety program aimed at keeping people safe and protected in all parts of our business. Every second year we do a throughout gender pay analysis and have created a job architecture base on consistent job grading across the group using a globally recognised method.

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

Female networks are established in our business units, where local management and human resources team discuss challenges and solutions to recruitment and wellbeing.

Risk management

Mowi has an established risk management and internal control system, including ESG (Environmental, Social & Governance) risks. Risk management and internal control are an important enabler for the company to meet its strategic goals. 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, 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 by Mowi 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 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.

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 have set specific targets on Diversity, as an example, where we aim for an increase of female management to 30% within 2030. Therefore we have targeted a number of our recruitment campaigns and employer branding campaigns towards female and towards the younger generation that are deciding on

which direction they set for their careers and studies. Based on targeted recruitment campaigns, we are able to reach more women but it does take time to change the overall numbers.

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. Equal pay analysis

The main methodology for the equal pay report for 2025 has been to categorise jobs and job families, as a base for salary comparisons. The method has been applied for both individually negotiated salaries and collective negotiated salaries. There is a greater variety of job families within the individually negotiated salaries. Within a job family there may however be a span of level and responsibilities that impacts the ability to compare jobs of equal work or equal value.

Jobs with individually negotiated salaries are categorized into job families, and then into different jobs. The job families are categorized based on functions and jobs that are related to each other in terms of work content, value, skills, and competency needs. Job family and jobs categorization enables a comparison of salaries within the same job family, across different job families, as well between jobs and job level.

Jobs with collective negotiated salaries have been categorized into different collective agreements. Within different agreements, different jobs, job families and seniority levels have been compared.

All jobs and job families in Mowi Markets have been mapped as part of the gender pay analysis, however, jobs and job families with less than 5 male and 5 female incumbents have been excluded in this report to ensure employee confidentiality and privacy.

On an overall level, the data is not affected by this reporting method. For some jobs, job families, and levels in the organisation, such as differences between management and non-management it affects however our ability to conclude and report, due to a lack sufficient data. The data is included and will be visible on an overall level, for the business unit.

A limitation in the data is that some job families contain a more mixed group of jobs, functions and organizational level, than others when it comes to level or responsibility, which impacts our ability to analyse gender pay within the family.

The 2025 analysis showed the following results:

- The gender pay analysis of all salaries, show a female salary of male of 97,4 %. As this figure is not weighted for managers/non-managers or seniority, it has limited informative value. Weighted for seniority, female salary of male salary is 102,1 %, hence Mowi Markets has gender pay equality.
- The number of employees with a collective negotiated salary is below 5 and there isn't sufficient data to report on gender pay for this group.
- For individually negotiated salaries of non-managers, the female salary of male is 99% when not weighted for seniority, and 102,4% when weighted for seniority.

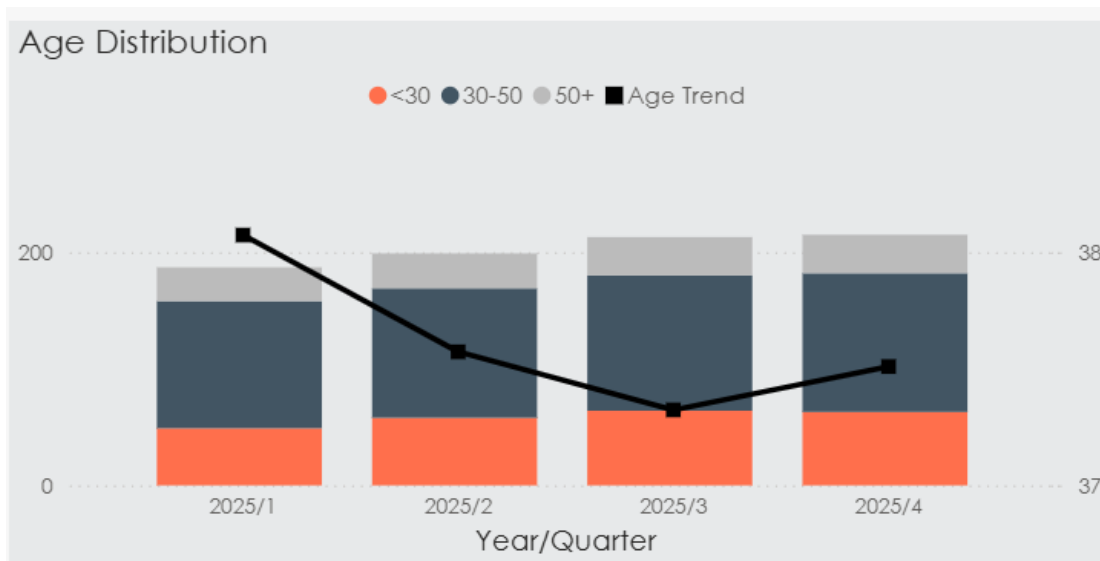
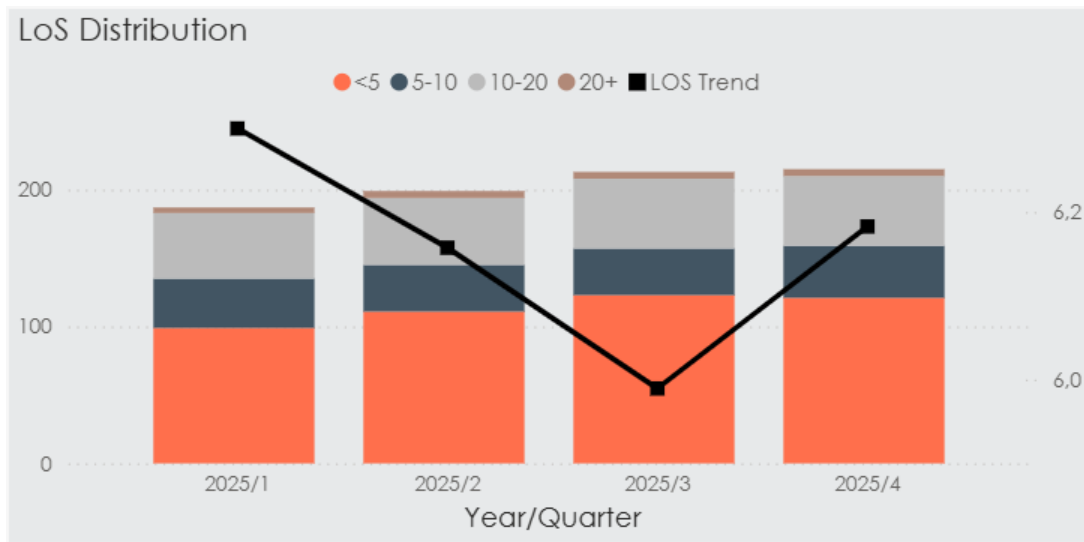
With this as a starting point, we have guided managers on how to perform performance management conversations and pay adjustments in a fair and non-discriminatory way.

4. Employees, gender balance, parental leave, temporary and part time work

There are 23% female employees in Mowi Markets in 2025, a small reduction from 2024 when we were at 24 %.

We will continue to increase efforts to increase the gender balance in the company. Numbers are in headcount per end of year 2025.

Mowi Markets	FTE	Leaders
Female FTE#	44	6
Male FTE#	150	20
Total*	194	26
Female %	22,7%	23,1%
Male %	77,3%	76,9%



Temporary and Part-time employees and Parental leave

Mowi Markets	Temporary Employees	Part time Employees	Parental Leave (average weeks*)
Female # FTE	2	0,4	25,5
Male # FTE	18,5	13,6	20
Female %	9,8%	2,9%	56%
Male %	90,2%	97,1%	44%

5. Summary of initiatives and actions

Mowi's approach to ensuring equality also includes equality and non-discrimination based on age, background, gender, sexual orientation and ethnicity. This is founded in our Diversity and Inclusion policy, Human Rights policy and Health and safety policy.

Through regular employee surveys, global and local surveys, Mowi tracks employee wellbeing, wellness, discrimination and whether they feel safe at work. These results are discussed with employee representatives and safety representatives, and they are included in action planning.

Based on feedback from female networks in Mowi, and feedback from seminars and meetings with employees above 55 years old, we do see the need to track and implement actions to create and maintain a good and safe working environment for all employees regardless of gender, age and similar. One example here is the wardrobe facilities at our sites. We have a target to establish a common standard for how our wardrobe facilities must be to meet the needs and demands of all our employees. The employee safety representatives will play a key role in this.

To increase gender equality and diversity in the workplace, we are working on different types of recruitment campaigns, and managers have been through training in non-discrimination and unconscious bias. This is an ongoing focus, and we have therefore included this training as mandatory for all managers and staff functions.

There is a limitation in data regarding discrimination based on ethnicity and sexual orientation, but all complaints will be handled according to our procedure, and we are simultaneously working to create a safe and good working environment for all employees.

The Global Employee Engagement Survey 2026 will give us updated information about employees engagement, well-being and areas for improvement.

Areas	Background	Initiatives	Targets	Responsible	Status	KPI
	Risk and barriers	Initiatives taken	Measuring success	Responsible for implementation		Desired state
Recruitment	Selecting candidates based on objective criteria.	<ul style="list-style-type: none"> Testing available when recruiting. Training to avoid unconscious bias Policy, templates, and guidelines for recruitment process 	<p>Female applicants</p> <p>Female hires</p> <p>Female promotions</p>	HR and local management	<p>Testing and training implemented</p> <p>Continuous work in progress</p>	<p>Target for 2030:</p> <p>Gender ratio: 50/50 female and male</p> <p>Female managers >30%</p> <p>Female applicants >30%</p>
Talent management	Talent mapping tools that enable managers to identify talents objectively	<ul style="list-style-type: none"> Talent program Talent mapping Testing in selection 	Gender, background, age, seniority balance in talent mapping	HR and local management	<p>Implementation of program done.</p> <p>Mapping continuously in progress.</p>	<p>Target for 2030:</p> <p>Gender ratio: 50/50 female and male</p> <p>Female managers >30%</p>
Compensation and benefits	Salary structures based on job, not on person.	<ul style="list-style-type: none"> Use of job grades and jobs Implementing a structured job architecture Gender pay analysis for group and local business units 	Equal pay for equal jobs	HR and local management	<p>Implementation done.</p> <p>Continuous work in progress</p>	Gender pay gap < 5
Healthy work environment		<ul style="list-style-type: none"> Brainsafe – health and safety program based on cognitive approach, raising awareness, and taking your 50% Employee survey 	<p>Engagement score on global engagement survey</p> <p>LTI rate</p> <p>Absence rate</p> <p>Retention rate</p>	HR and local management	<p>Implementation of program and survey done.</p> <p>Safety is a continuous work in progress.</p> <p>Survey: results communicated, actions in progress</p>	<p>Absence < 4%</p> <p>Rolling LTI < 3.8</p> <p>Engagement > high performing</p> <p>Retention < industry average</p>
Harrassment Gender based violence		<ul style="list-style-type: none"> Code of conduct training Policy implementation Communication Whistleblower policy Learning programs Audits Human Rights due diligence 	<p>Mandatory training</p> <p>Incidents reported</p>	HR and local management	Continuous work in progress	No human rights breach