

Equality, Non-discrimination and Gender Pay in Mowi Feed AS – 2025

1. Introduction

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

This report describes Mowi Feed AS approach to Equality and Non – discrimination and Gender pay.

This report is shared with the labour union representatives.

2. Mowi's equality and non-discrimination approach

Code of conduct

Mowi Feed AS 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 Feed AS 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 Feed AS 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. 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.

Monthly meetings with our safety and union representatives are established in our business unit, where local management and human resources team discuss challenges and solutions to safeguard employees 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 Feed AS, the number of female employees and female managers is significantly lower than the number of male employees. It is important target for Mowi Feed AS 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 Feed AS 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 Feed AS 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 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 takes 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.

We closely monitor the development of our initiatives and outcomes through structure HR dashboards and performance reviews. At the end of 2025, 36.4% of our managers were woman.

3. Reporting methodology for equal pay analysis

The main methodology for the equal pay report 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 Feed AS 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.

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

There are 22.7% female employees in Mowi Feed AS in 2025, and we will continue to increase efforts to increase the gender balance in the company. Numbers are in headcount per end of year 2025.

Mowi Feed AS	Gender Balance	Temporary	Part time	Total
	/ Employees (all)	Employees	Employees	Employees
Female #	21	1	0	22
Male #	66	4	0	70
Total	92	5	0	97
Female %	22.8%	20%	0%	22.7%
Male %	77.2%	80%	0%	77.3%

Usage of parental leave in 2025

Type of leave	Number of employees with leave
Parental Leave Father 100%	3
Parental Leave father 80%	0
Parental Leave Mother 100%	0
Parental Leave Mother 80%	0

5. Equal pay analysis for Mowi Feed AS

The gender pay analysis has been done, as an entity with more than 50 employees. Highlights and overall findings are presented below.

The 2025 analysis showed the following results:

5.1 Overall findings

- The gender pay analysis of all salaries, including collective and individually negotiated salaries, show a female salary of male of 87%. 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 88%.
- For collective negotiated salaries, equal gender pay N/A.
- For individual negotiated salaries for managers, the female salary of male is 78%, and 78% weighted for seniority i.e.
- For individually negotiated of non – managers, the female salary of male is 89% when not weighted for seniority, and 90% when weighted for seniority.

When including weighting for non-managers and seniority in the salary analysis, the gender pay ratio changes. Details on weighted numbers are found in section 5.2.

Salaries and positions are categorized into positions families where positions are comparable. The categorization gives important insight into areas of gender pay equality as well as gender pay differences, which will enable a targeted approach in following up on gender pay going forward.

In Mowi Feed AS, the number of female employees and female managers is 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.

5.2 Collective negotiated salary

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.

5.3 Individually negotiated salary

The gender pay analysis of all salaries, including collective and individually negotiated salaries, show a female salary of male of 87%. In the analysis, positions are also weighted for management responsibilities and seniority as and when relevant. Weighted for seniority, we has gender pay equality with female salary of male of 88%. In addition, salaries and positions are categorized into position families where positions are comparable.

Finding 1 – managers

For salaries of managers, the female salary of male is 78% when not weighted for seniority, and 78% when weighted for seniority. Although there is a span of level and responsibility within each position and level 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.

Finding 2 - non-managers

For Non-manager jobs, a gender pay difference with female salary at 89% of male. Weighted for seniority there is gender pay difference with female salary at 90% of male.

Action

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.

6. Mapping of involuntary part time

Mowi Feed AS do not currently have any employees in this category, but we have a procedure in place for mapping, if relevant.

Methodology:

Employees in all Norwegian Business Units with a permanent job less than 100% will be invited to participate and give their feedback in a survey mapping involuntary part time.

The employees will be invited to share their view on their current work situation as part-time workers, and if they wanted to work more than their current percentage and/or to work full time.

Employees could answer a digital form, or by paper. The survey will be anonymous, however employees are provided with an opportunity to state their name if they want local management or HR to look into their work situation.

As employees are offered to respond anonymously, the results will be reported for all Norwegian entities combined. The results of a survey to be followed up by local HR or Management.

7. Summary of initiatives and actions

Mowi Feed AS` 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 Feed AS 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.

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 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 & barriers		Measuring success			
Recruitment	Selecting candidates based on objective criteria's.	<ul style="list-style-type: none"> Implementing testing when recruiting Training to avoid unconscious bias Policy, templates and guidelines for recruitment process 	Female applicants Increase diversity when selecting candidates for interviews	HR and local management	Implemented	Target for 2030: Gender ratio: 30/70 female and male
Talent management	Talent mapping tools that enables 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	Implementation of program done. Mapping continuously in progress	Target 2030: Gender ratio: 30/70 female and male
Compensation and benefits	Salary structures based on job, not on person	<ul style="list-style-type: none"> Use of job grades and job implementing a structured job architecture. Gender pay analysis for group and local business units. 	Equal pay for equal jobs Female managers >30%	HR and local management	Continuous work in progress	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 	Engagement score on global engagement Survey LTI rate Absences rate	HR and local management	Implementation of program and survey: done Safety is a continuous work in progress Survey: results communicated,	Absence < 4% Engagement: High performing

			Retention rate		actions in progress	Retention < industry average
Harassment Gender based violence (group)		<ul style="list-style-type: none"> • Code of conduct training • Policy implementation • Communication • Whistleblower policy • Learning programs • Audits • Human Rights due diligence 	Mandatory training Incidents reported	HR and local management	Continuous work in progress	No human rights breach