Diversity, Equality and Inclusion Policy

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1. Objectives

Mowi is made up of unique people with different backgrounds, such as, but not limited to, cultures, languages, customs, competences, and ways of experiencing the world.

Diversity is a key factor in making us a great company, with our greatest value being the people who work here. Our continued success depends on our ability to attract, recruit, and develop a diverse and highly skilled group of employees.

We are a non-discrimination company, and everyone has equal opportunities. Diversity, equality and inclusion is embedded in the Mowi Way: From our vision, our values, our leadership principles to our Code of Conduct. Diversity, equality and inclusion are integral to our company's DNA, and we must ensure they are reflected in all our business and operational processes.

The objectives of the Diversity, Equality and Inclusion policy are:

- To promote and build a diverse workforce
- To promote an environment that is inclusive and serves the needs of all employees from diverse backgrounds
- To incorporate the benefits of diversity, equality and inclusion so that no potential is lost in achieving bottom-line organizational objectives
- To address the challenges faced by various workforce groups, including remote workers, employees with disabilities, and individuals from diverse ethnic and cultural backgrounds
- To ensure equal pay for work of equal value and to eliminate unjustified gender pay gaps.

These objectives are to ensure that all employees, regardless of their circumstances, are supported and valued in their roles, fostering a more inclusive and productive work environment.

Our end goal is to promote and build a diverse workforce and create an environment that is inclusive and serves the needs of all employees from diverse backgrounds.

2. Risks and opportunities

Implementing diversity, equality and inclusion into our operations enables the opportunity to strengthen our company's culture, attract top talent, foster innovation through diverse perspectives, improve our employee satisfaction and retention, and strengthen our company's reputation, making it more appealing to customers, investors, and partners.

However, lack of diversity in our company can lead to groupthink, limiting innovation and problem-solving. It can also result in missed market opportunities, reputational damage, lower employee morale, and difficulties attracting top talent. Lack of diversity may increase risks of bias, legal issues, and slower adaptation to change, ultimately impacting our long-term success.

3. Governance and Implementation

3.1 Roles and Responsibility

It is the responsibility of the Company and managers in all business units to develop diversity targets for their organization.

It is the responsibility of managers to build awareness and knowledge on diversity, equality and inclusion (DEI) in their organizations. Managers are owners of Diversity, Equality and Inclusion Plans and Training Programs that are developed, and they must act as role models.

It is the responsibilities of Human Resources to implement and drive the DEI Program and activity in the Company. This includes defining key "DEI Champions", defining and developing data to measure, track and drive return on investment (ROI) of DEI.

3.2 Monitoring process

It is the responsibility of Managers to ensure that Company activities are conducted without discrimination based on ethnicity, national or other, origin, disability, age, gender, sexual orientation, language, religion, or any other characteristic where a person is not treated as an individual.

If discrimination is detected, an immediate investigation is conducted, followed by corrective actions and appropriate disciplinary measures to prevent recurrence.

Regarding equal pay for equal work or work of equal value, Mowi conducts an annual gender pay gap analysis for each legal entity with 100 or more employees. Where an unexplained gender pay gap of 5% or more is identified in any pay category, a joint pay assessment must be conducted in cooperation with employee representatives to identify and remediate the root causes.

4. Scope

The scope of Mowi's Diversity, Equality and Inclusion Policy applies to employees and non-employees working on behalf of Mowi. Suppliers and workers in the value chain are expected to follow the Mowi Code of Conduct.

Our diversity, equality and inclusion targets are relevant to several of our stakeholders, including all employees, public policy officials (government bodies), local communities, investors and suppliers.

5. Actions

5.1 Global Diversity, Equality and Inclusion program

Our global Diversity, Equality and Inclusion program encompasses three strategic areas: (1) Seek diversity, (2) create inclusion, and (3) drive accountability.

Mowi recognizes the importance of understanding the specific needs and perspectives of vulnerable groups within our workforce, such as young workers, migrants, and people with disabilities. The integration of this global program ensures that all employees are treated with respect and given equal opportunities.

In Mowi, people should:

- Always show respect for each other.
- Base employment decisions on job qualifications, merit and organizational-fit.
- Provide a work-environment free from harassment, sexual harassment and bullying.

Consult with higher-level management, or report an incident as described in our Code of Conduct, if a conflict arises between this provision and the laws, customs or practices of a particular area.

Board Diversity, Equality and Inclusion

Mowi's board is composed of at least 40% of each gender and complies with the requirements and best practices set by the Norwegian Code of Practice for Corporate Governance.

5.2 Recruitment

At Mowi, we provide training to our hiring managers to equip them with the necessary skills and knowledge. This training emphasizes the importance of creating a work environment free from harassment, sexual harassment, and bullying. Hiring managers are also trained to base their employment decisions on job qualifications, and organizational fit, while demonstrating respect and fairness towards every candidate.

Each recruitment process follows a protocol to ensure fair and consistent practices. This protocol emphasizes the prevention of discrimination, the promotion of diversity, and the assurance that employment decisions are based solely on qualifications and organizational fit, free from personal biases. Pay transparency in the recruitment process is a tool for diversity and inclusion.

5.3 Training

At Mowi, the principles of diversity, equality and inclusion are built into our Code of Conduct – fair, respectful, and ethical treatment of others is core to who we are.

Mandatory training on equal opportunities, non-discrimination and personal bias remains integral to the onboarding program of every employee, as well as Code of Conduct training.

5.4 Diversity Day

Diversity Day is marked annually to emphasize the importance of a fair and inclusive workplace and to remind everyone of the benefits diversity brings.

Local commitments and initiatives are implemented to recognize and celebrate the differences that make each of us unique. Employees worldwide are encouraged to reflect on their individual responsibility in fostering a welcoming and inclusive workplace.

5.5 Communication

We have selected social media platforms to celebrate the unique contributions of our global workforce and emphasize the importance of an inclusive workplace. Local initiatives aim to inspire and educate our audience on the value of diversity, fostering a culture of inclusion both within and beyond our organization by sharing stories, achievements, and insights.

5.6 Engagement with vulnerable groups

Mowi recognizes the importance of understanding the specific needs and perspectives of vulnerable groups within our workforce, such young workers, migrants, and people with disabilities.

We continuously develop initiatives to gain deeper insights into the perspectives of vulnerable groups in our workforce. This includes establishing focus groups and engaging activities, alongside implementing local policies for migrant workers.

6. Targets and KPIs

Targets	KPIs
Employee Gender Ratio of 50/50	Percentage of female and male in own workforce
Management Gender ratio of 70/30 between female/male	Percentage of female and male in management
Under 5% unexplained gender pay gap	Unexplained gender pay gap (%) reported annually per legal entity with 100+ employees

Appendix – Definitions

Term	Definition
Diversity	Is everything that makes people unique. Is about the collective and can only exist in relationship to others. An individual is not diverse; diversity exists within groups of people with different backgrounds, experiences and perspectives.

Term	Definition
Inclusion	Is understood as a group of actions targeted to promote the incorporation of the diversity of people, so that everyone's well-being and performance are taken care of. Inclusion is the feeling of being welcomed, valued and involved.