Recruitment Policy

1. Objective

People are the key to our success. "People" is one of our guiding principles for sustainable growth from environmental, social, and economic perspectives. Leading a revolution requires engaged and passionate people who share our common vision and values.

The Mowi Recruitment Policy defines common principles and guidelines for recruitment to attract and select people:

- With the required qualifications and competencies
- With diversity of competencies, age, cultural background, and gender
- Whose values and behaviours align with the Mowi Way
- Who contribute to achieving Mowi's vision and strategic objectives
- Who strengthen and challenge the organisation through diverse perspectives

The policy also aims to ensure that our recruitment processes are handled in a legal and appropriate manner.

Our end goal is to attract, select, and retain top talent who align with Mowi's values and contribute to our long-term success.

2. Risks and Opportunities

Having clear guidelines in our recruitment process can ensure fair and consistent hiring practices, attract top talent, enhance diversity, reduce turnover, and strengthen the company's reputation as an attractive place to work.
However, risks involve potential biases in hiring, which can lead to discrimination or a lack of diversity. There is also the risk of poor hires if the process is not thorough, which can impact team morale and productivity. Additionally, inefficient recruitment processes can lead to high turnover rates and increased costs associated with hiring and training.

3. Governance and Implementation

3.1 Roles and Responsibilities

The Local Managing Director is responsible for implementing the Mowi Recruitment Policy. The HR Manager of each Business Unit is responsible for ensuring the implementation of the recruitment policy, making job announcements accessible, and ensuring that all hiring managers follow the established recruitment guidelines.

3.2 Governance and Monitoring Process

Group Management defines and approves the recruitment policy and scope. The policy is to be implemented globally.

4. Scope

The Mowi Recruitment Policy applies to all recruitment activities across the Mowi Group. This policy reflects the minimum standards set by the EU Pay Transparency Directive (2023/970/EU). Stricter requirements under applicable national legislation take precedence.
Our recruitment 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 All Candidates

- Design announcements according to Mowi brand profile
- Use gender-neutral language and job titles in all job announcements
- All vacant positions should be announced in our global recruitment system
- Publish all announcements internally
- Conduct at least one formal interview
- Do not ask candidates about their current or previous salary or pay history at any stage of the recruitment process.
- The applicable salary range for the position must be disclosed to all candidates during the interview process. The pay range must be based on objective, gender-neutral criteria and aligned with Mowi's salary framework.
- The candidate must be informed of any applicable collective bargaining agreements.
- Obtain copy of the candidate's ID where required by local processes or legislation.
- Obtain Next-Level Approval
- Check offers and contracts with HR prior to submission
- Ensure compliance with Mowi policies, local laws, and regulations

- For Management positions, check compensation and benefits with HR prior to submission
- Ensure compliance with Mowi policies
- Perform reference checks
- Delete data on non-qualifiers
- Candidates shall not be charged any fees in connection with recruitment or employment.

5.2 For Senior Management positions

- The recruitment process for senior management positions should normally follow the Basic Recruitment Principles, but deviations may be made if necessary to secure the process.
- Compensation and benefits levels should be checked with HR prior to submission
- Ensure compliance with Mowi policies

5.3 Internal Candidates

Internal recruitment promotes in-house development, career opportunities and retention. It is efficient in terms of cost, time to hire and training.

- Ensure all internal candidates receive feedback on the outcome of the recruitment process
- Invite internal candidates for an interview if they meet the requirements for the position
- Ensure candidates are informed if they are not selected.
- Determine pay for internal moves or promotions based on the role's salary band and objective, gender-neutral criteria in accordance with Mowi Salary Policy.

6. Targets and KPIs

Targets	KPIs
• 100% of all vacancies published internally	- Percentage of vacancies published internally
• Female/male applicant ratio 50/50	- Percentage of female and male applicants
• Female/Male hires 50/50	- Percentage of female and male hires