

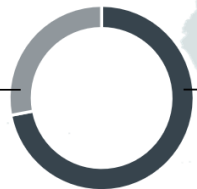
ANDREAS KVAME, CEO GRIEG SEAFOOD ASA

The Benefits of Leadership Diversity

Grieg Seafood at a glance

- 1. Rogaland
- 2. Finnmark
- 3. Newfoundland
- 4. British Columbia
- Grieg Seafood farms
- Sales
- GSF Headquarters

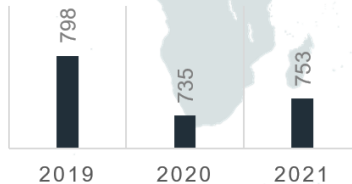
Gender Distribution



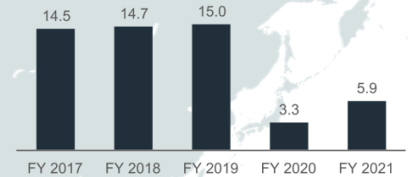
↑ Women
28% 2021
 24 % 2020
 23 % 2019

↓ Men
72% 2021
 76% 2020
 77% 2019

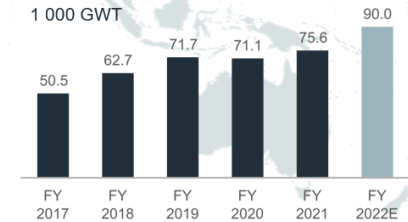
EMPLOYEES



EBIT/kg NOK



Harvest volume 1 000 GWT



Diversity creates better teams

- Diversity includes race, gender, age, background, education, mindset and more.
- By having diverse leaders you will get different viewpoints and better discussions.
- In Grieg Seafood gender equality is an important part of our diversity program.
- Bridging the gap is a long-term task and we need more women in our industry.



Why do we work on Leadership Diversity in Grieg Seafood?

- We know that companies with high diversity outperform companies with low diversity.
- Cultural diversified companies have a 35% higher probability to achieve greater economic results than those with low cultural diversity in the same market.
- Likewise, gender balanced companies have a 15% higher probability to perform better.
- When we commit to diversity, we will get results!



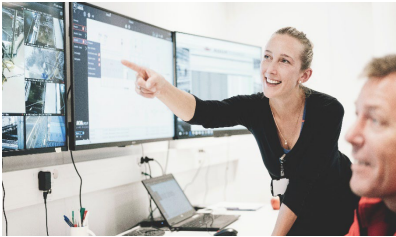
Commitment starts on the top!

- You have to be in front and take ownership of the process and policy.
- Our **Diversity Policy** states “Having a diverse workforce is crucial for our organization and is part of our company culture”
- By having unbiased recruitment ads and diverse interviewers when hiring, we saw changes happening.
- In 2021, 40% of Grieg Seafood’s new hires were women.



Training and learning

Unconscious bias needs to be addressed. It's important to actively coach, mentor and sponsor our employees that have different backgrounds in order to develop them.



- Code of Conduct
- Coaching program for managers and personnel



- 50/50 program with AFF
- Participating in public statistic – SHE Index



- Identifying pay gaps – KornFerry (Hay)
- WSI – International Organization for Women in the Seafood Industry

Diversity Scoreboard

The colors indicate
 Within target On track to meet our target Unsatisfactory result

What	Mission/Purpose	How	Status
Recruitment	Final candidates for a job should include both female and male candidates.	Ensure a diverse recruitment pool by using multiple avenues for ads.	
Board representation	A diverse board of directors, 60/40 split for women.	Nominations made by the nomination committee	
Code of Conduct	Enroll all employees in our values, beliefs and hold them accountable for any deviations.	Code of Conduct – Have senior management and line managers emphasize the importance of knowing our values.	
Great Place to Work	Collecting feedback on how the employees feel about their workplace in order to better the work environment.	Global survey for all employees via third party.	
Training	Ensure our employees knows our policy on gender equality.	Use e-learning to solidify our employee's knowledge on our policies.	
She Index	Hold ourselves to a global standard when it comes to closing the gender gap.	Using a third-party ranking survey to benchmark ourselves regionally and globally.	
Supporting initiatives	To communicate to the public about the diverse and rewarding careers in aquaculture	Take part in discussions, be speakers at events and give financial support to gender equality initiatives.	

Important benefits of diversity

THE ABILITY TO ATTRACT AND RETAIN TOP TALENT



Emerging leaders and top performers want to see themselves reflected at the top.

A STRONG COLLECTIVE OUTLOOK



Diversity means that experiences and backgrounds reflect the organization when taking decisions.

HIGHER ENGAGEMENT



Diversity creates more engagement and more energy and capacity for learning from others.



Inclusivity means not ‘just we’re allowed to be there,’ but we are valued. I’ve always said: smart teams will do amazing things, but truly diverse teams will do impossible things.

CLAUDIA BRIND-WOODY, IBM EXECUTIVE



ROOTED IN NATURE

Thank you

Andreas Kvame

Andreas.kvame@griegseafood.com

+4790771441