MOWI ONE
DIVERSITY & INCLUSION

Diversity

-as a business enabler

NASF 2022

Why diversity is important

1. Taking responsibility

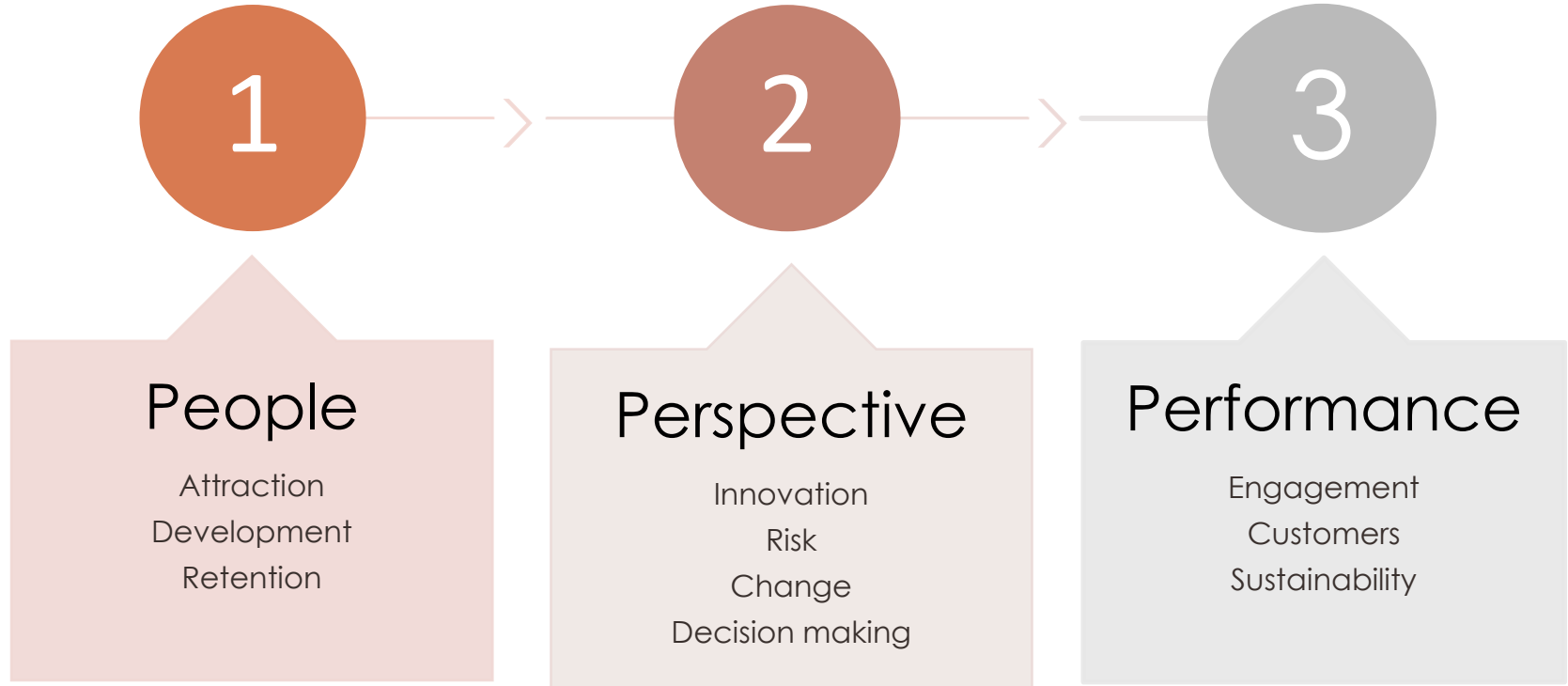| Basic human rights	Ethical business conduct	Sustainability
«the right thing to do»	Making commitment	Making impact

MOWI

Why diversity is important

2. Enabling business

| 1	2	3
People	**Perspective**	**Performance**
Attraction	Innovation	Engagement
Development	Risk	Customers
Retention	Change	Sustainability
	Decision making	

MOWI

Ethical business conduct

Ethical business conduct

- Ethical business conduct is a core element in our ability to engender trust and is an integral part of the Mowi Way

Our strategy

- ✓ continue our efforts to ensure full compliance with the Code of Conduct
- ✓ maintain an open and transparent culture, emphasizing good and timely communication
- ✓ promote reporting of concerns and incidents with regard to potential compliance matters
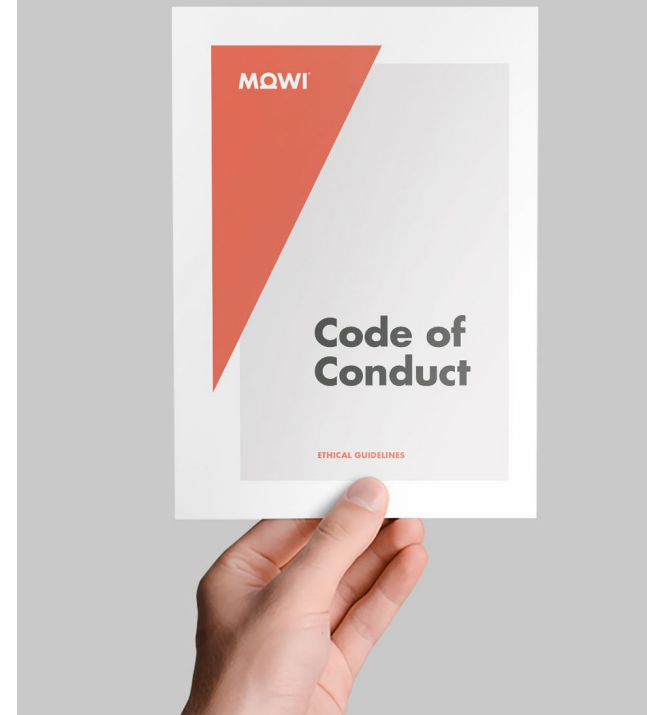
> Mowi's Code of Conduct

Learn more about our ethical business conduct:

TARGETS

> **Full compliance with the Code of Conduct by employees and suppliers**

KPIs

> **% of employees trained and tested on CoC**
> **# of whistle-blower cases raised and followed-up**

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

MOWI®

Diversity & Equality

Our strategy

✓ Focus on three areas: *Seeking diversity, Creating inclusion and Driving Accountability*

✓ Driving the Diversity agenda is a responsibility of management, as a part of our leadership vision, where you lead being a role-model of openness and respect

✓ Aim to get the basics right and create new solutions that support our diversity culture

✓ Track progress: the success of our strategy is measured by the biennial global employee engagement survey and by compliance reporting

TARGETS

> **30% women in leadership roles by 2025**

> **50/50 employee gender ratio by 2025**

> **No significant differences between genders in Global Employee Engagement Survey**

KPIs

> **% of women in leadership roles**

> **Employee gender ratio**

> **Employee survey results per gender**

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

MOWI

> **Full compliance with the Code of Conduct by employees and suppliers**
> **30% women in leadership roles by 2025**
> **50/50 employee gender ratio by 2025**
> **No significant differences between genders in Global Employee Survey**

Diversity goals tracking

Whistleblowing categories

18%
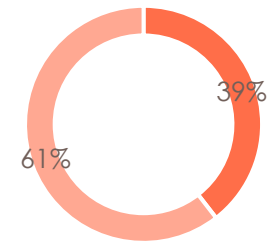35%
47%
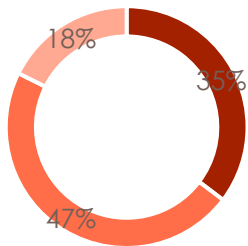
- Harrassment
- Breach of policy
- Breach of law

Leadership

25%
75%
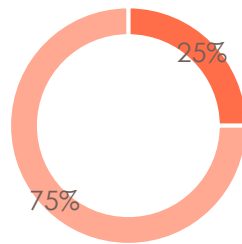
■ Female ■ Male

Engagement

4   4.1
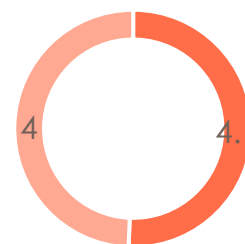
■ Female ■ male

Gender split

39%
61%

■ Female ■ male

MOWI

Diversity approach

Foundation

Capacity building

Integration
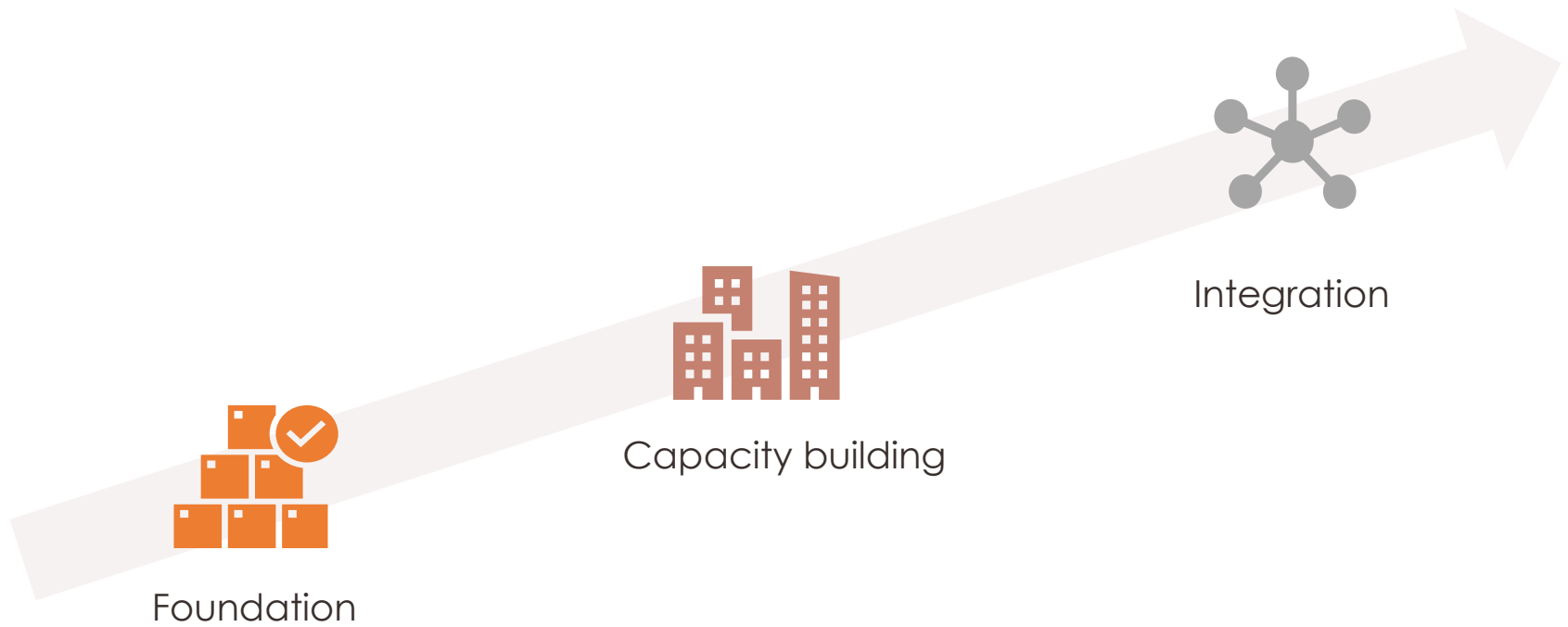
MOWI

Diversity Program & initiatives

Setting KPI's   Communication   Learning   Global task force   Recruitment   Development   Tracking Data

Thank you