

ESG CORPORATE GOVERNANCE FRAMEWORK

Our materiality assessment forms the foundation of our pillars. All material areas, as well as many significant ones, are covered by Group Policies, to ensure systematic improvement efforts across the Group.

PILLAR	MATERIAL AREA	COVERED BY GROUP POLICY	TARGET	REPORTING FREQUENCY
Profit & Innovation	Economic performance	Part of our Group strategy	12% Return on Capital Employed	Quarterly
Healthy Ocean	Fish health and welfare	Fish health of salmon and cleaner fish	93% survival at sea by 2022	Quarterly
		Fish welfare of salmon and cleaner fish	99.25% freshwater survival from 0.5 gram to sea transfer by 2022	Annually
	Antibiotic use	Use of antibiotics	No use of antibiotics	Quarterly
	Protecting wild salmon (escape and sea lice control)	Escape covered as part of policy for protecting biodiversity	Zero escape incidents	Quarterly
		Sea lice control	Average adult female sea lice below 0.5 in Norway / Average motile sea lice below 3.0 in BC	Quarterly
	Protecting biodiversity and marine ecosystems (local emissions, medicine use, wildlife interaction)	Protecting biodiversity	All production sites ASC certified or in compliance by 2023	Quarterly
			Environmental and social impact assessment performed for 100% of farms	Annually
		Local emissions covered as part of policy for protecting biodiversity	All sites restored between each generation of fish farmed	Annually
			No use of copper in nets	
		Medicine use covered as part of policy for sea lice control	Minimize use of pharmaceutical treatments	Quarterly
	Wildlife interaction covered as part of policy for protecting biodiversity	Zero dead marine animals and number of dead birds in compliance with ASC	Annually	
Sustainable Food	Safe and healthy food	Food safety	All operations 100% GFSI certified	Annually
			Zero medicine residue	
			Environmental contaminants and bacteria below set limits	
	Sustainable feed ingredients	Sustainable feed	All marine ingredients (forage fisheries) certified by MSC or MarinTrust (including Fisheries Improvement Programmes)	Annually
			FFDRo and FFDRm below ASC requirement. Both below 1 by 2030	
			All Brazilian soy protein concentrate certified according to ProTerra or segregated RTRS	
			Share of novel ingredients to 5% of feed volume by 2030	
Carbon emissions	Climate action	35% reduction of Scope 1, 2 and 3 by 2030	Annually	
		100% reduction of Scope 1, 2 and 3 by 2050		
Waste management	Waste management	Establish waste accounting in all farming regions by 2023	Annually	
		Biological waste will be re-used		
Plastic pollution	Ocean plastic	No plastics in the ocean	Annually	
Freshwater use	Freshwater use			

People	Human rights	Human rights	100% completion of Code of Conduct program Annual evaluation of compensation	Annually
	Diversity and equality	Diversity Gender equity	Employ more candidates from other countries, and the best candidates regardless of origin and culture 40% female representation in management positions and at level 2-4 by 2026	Annually
	Employee health and safety	Updated policy for HSE under development	Absence rate below 4.5%	Quarterly
	Responsible business conduct	Code of Conduct Supplier Code of Conduct Principles of Corporate Governance Anti-money laundering Anti-corruption	No incidents of non-compliance	Annually
Local communities	Indigenous relationships	Human rights	Good relationships with Indigenous Peoples in our areas	Annually