



PEOPLE & CULTURE

# Equality & Anti-Discrimination

*Employer Activity and Reporting Duty (ARP)*

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REPORTING YEAR 2025

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PUBLIC STATEMENT

## ABOUT THIS STATEMENT

# Introduction

Isfjord Norway AS is subject to the employer activity duty under Section 26 of the Norwegian Equality and Anti-Discrimination Act.

This statement has been prepared in accordance with the Equality and Anti-Discrimination Act and the employer activity and reporting duty (ARP). It describes both the actual status of gender equality in the company and how Isfjord Norway AS worked to fulfil its activity duty during the reporting year.

The statement is anchored in the company's internal procedure for equality and anti-discrimination work, and the work has been carried out in accordance with the four-step method published by the Norwegian Directorate for Children, Youth and Family Affairs (Bufdir).

The work covers, in particular, recruitment, pay and working conditions, promotion and development opportunities, working hours and workplace adaptation, as well as the prevention of discrimination and harassment.

## How the work is organised

The Board of Directors has overall responsibility for ensuring that Isfjord Norway AS complies with the Equality and Anti-Discrimination Act. The Managing Director has operational responsibility, while HR/Administration is responsible for data collection, analysis and documentation, and for coordinating and following up measures.

The work is integrated into the company's ordinary operations and its HR and health, safety and environment (HSE) activities. Managers, safety representatives, employees and, where applicable, employee representatives are involved in mapping, risk assessments and follow-up of measures, in accordance with the requirement for systematic and collaborative work.

The work is based on data and assessments from sources including Simployer, input from employees and managers, employee surveys, and reviews of recruitment and personnel procedures.

## PART 1 ACTUAL STATUS

# Gender equality at Isfjord Norway

## Gender balance

Isfjord Norway has a relatively balanced overall gender distribution.

| Total employees | Women     | Men       |
|-----------------|-----------|-----------|
| 264             | 108 (41%) | 156 (59%) |

## Gender balance by position level

The proportion of women in management is lower than in Isfjord Norway overall.

| Level                          | Women | Men | Women (%) |
|--------------------------------|-------|-----|-----------|
| Level 1 - executive management | 3     | 5   | 38%       |
| Level 2 - middle management    | 3     | 6   | 33%       |
| Level 3 - other positions      | 119   | 169 | 41%       |

## Part-time and involuntary part-time work

The incidence of part-time work is very low, and there is no involuntary part-time work.

| Parameter             | Women | Men |
|-----------------------|-------|-----|
| Part-time employees   | 1     | 0   |
| Involuntary part-time | 0     | 0   |

## Temporary employment

There are no temporary employees at Isfjord Norway.

## Parental leave

| Parameter               | Women | Men |
|-------------------------|-------|-----|
| Number of employees     | 4     | 4   |
| Average number of weeks | 23    | 18  |

## Pay conditions (equal pay)

There are pay differences between women and men, particularly in management positions. The differences are smaller at production level.

| Group   | Women's pay as a share of men's pay |
|---------|-------------------------------------|
| Overall | 89.4%                               |
| Level 1 | 87.2%                               |
| Level 2 | 84.8%                               |
| Level 3 | 96.2%                               |

## PART 2 WORK UNDER THE ACTIVITY DUTY - FOUR-STEP METHOD

### Step 1 - Investigate and identify

Isfjord Norway has assessed the risk of discrimination and barriers to equality in the areas of recruitment, pay and working conditions, promotion and development opportunities, working hours and workplace adaptation, and the working environment and HSE. The assessment is based on analyses of HR and payroll data, reviews of existing procedures and practices, and management assessments.

### Step 2 - Analyse causes

The assessment identified several key factors. The company has a relatively balanced overall gender distribution, but a lower proportion of women in management positions. Pay differences between women and men were also identified. At the same time, the incidence of part-time and temporary employment is low, and the company has a structured recruitment practice.

#### Possible causes

| Area                | Type of cause                                 |
|---------------------|-----------------------------------------------|
| Gender distribution | Historical gender segregation in the industry |
| Management          | Recruitment patterns                          |
| Pay                 | Lack of structure in pay determination        |
| Pay progression     | Unclear criteria                              |
| Career development  | Shift work affects development opportunities  |

The causes are considered to be a combination of structural, process-related and organisational factors.

### Step 3 - Implement measures

The following measures were implemented in 2025:

| Measure                          | Purpose                     |
|----------------------------------|-----------------------------|
| Standardised interview processes | Ensure equal treatment      |
| Use of staffing agencies         | Professionalise recruitment |
| Review of job advertisements     | Use inclusive language      |
| Initiation of pay review         | Identify differences        |

### Step 4 - Evaluate results

Isfjord Norway considers that the work has produced several positive results, including a more systematic approach to recruitment and greater awareness of equal pay. The assessment has also helped identify pay differences between women and men. At the same time, the risks associated with part-time and temporary employment are considered low. Further improvement is nevertheless required, particularly in relation to pay structures and gender balance in management positions.

## Priority risk areas and further measures

| Area                      | Risk   | Objective                        | Measure                 |
|---------------------------|--------|----------------------------------|-------------------------|
| Equal pay                 | High   | Reduce differences               | Pay review and criteria |
| Leadership representation | High   | Increase the proportion of women | Mapping and development |
| Pay progression           | High   | Structure the practice           | Documented criteria     |
| Training and language     | High   | Ensure equal understanding       | Adapted training        |
| Recruitment               | Medium | Maintain balance                 | Maintain procedures     |

## Further work in 2026

Isfjord Norway will carry out a full pay review and follow up identified pay differences, particularly in management positions. The company will also establish clear criteria for pay progression, work to improve gender balance in management, and further develop its recruitment processes. In addition, it will ensure equal access to training for all employees.

### Privacy and data basis

Data is presented at an aggregated level to safeguard anonymity. Processing is carried out in accordance with applicable data protection legislation.

## Conclusion

Isfjord Norway AS has sound systems and stable operations, with particular strengths in recruitment and working conditions. At the same time, improvement areas have been identified in relation to equal pay, pay structures and gender balance in management. The company will continue to work on these areas in accordance with the requirements of the employer activity and reporting duty.

**Respect, responsibility and sustainability are at the core of how we work - for our people, our partners and the communities around us.**