



Equality, non-discrimination and gender pay report

2025

Lerøy Seafood Group ASA and subsidiaries



Our people are our greatest strength – and diversity makes us stronger. At Lerøy, we are committed to building a fair, inclusive and engaging workplace where everyone has equal opportunities to grow and succeed. Through collaboration, competence, learning and continuous development, we strive to create an environment that brings out the best in our people.

It is particularly pleasing to see an increase in the number of women applying to the fishing industry, something we have actively worked on. Since 2020, we have doubled the number of women in Lerøy Havfisk. We see that the proportion of women studying for the fishing industry is now around fifty percent, so the development is moving in the right direction.

At the same time, we recognise that there is still work to be done to ensure equality throughout the Group.

- Siren Grønhaug, CHRO Lerøy Seafood Group ASA



Introduction

Lerøy is committed to genuine equality, and all employees are entitled to the same opportunities regardless of gender.

Lerøy Seafood Group ASA has 6 773 employees in permanent and temporary positions, in addition to on-call substitutes. Of these, 943 are contract workers. At the end of 2025, the Group's workforce comprised of 36% women and 64% men, based on our own employees.

We strive to ensure a safe, inclusive and empowering working environment built on the Group's core values. At Lerøy, diversity and inclusion mean that each employee is treated equally, irrespective of gender, origin, ethnicity, language, sexual orientation and identity, religion or personal philosophy. One of Lerøy's priorities is to provide a workplace free of discrimination on the grounds of functional ability, and we will make the necessary individual adjustments wherever possible to accommodate employees and job seekers with functional disabilities.

The Group has always emphasised the importance of individual skills, performance and responsibility in its recruitment policy. Personal development is therefore one of our strategic priorities. Furthermore, the Group always ensures equal employment opportunities and rights for all employees, both women and men. Lerøy has an international working environment and employs people of many different nationalities. Several of our companies have multinational workforces.

This Equality Report is divided into two parts and covers the Group's Norwegian entities:

- Part 1:** The status of gender equality at Lerøy
 - Part 2:** Our work to promote equality and combat discrimination
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Part 1

The status of gender equality in Lerøy's Norwegian companies

Gender balance

Lerøy's Norwegian companies have 4 174* employees in permanent and temporary positions, of which 230 are contract workers.

At the end of 2025, the Norwegian companies' workforce comprised 30% women and 70% men.

The Group's target is to have 35% women in leadership positions by 2030. In 2025, women filled 27% of management roles with personnel responsibility in the Group's Norwegian companies. For the entire Group, the corresponding share was 26%.

*Unless otherwise stated, subsequent sections of the report are based on data from the Group's Norwegian companies with more than 50 employees, in accordance with the reporting requirements of the Activity and Reporting Obligation (ARP).

Gender balance in the Groups Norwegian companies with more than 50 employees

Company	Employees Numbers		Temporary employees Numbers		Actual part-time Numbers		Involuntary part-time Numbers (2024)		Parental leave Average numbers of weeks	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Lerøy Aurora AS	142	371	26	60	19	26	0	0	23	10
Lerøy Austevoll AS	80	144	0	3	3	3	7	2	19	31
Lerøy Fossen AS	59	71	1	0	9	12	0	0	0	3
Lerøy Midt AS	209	521	13	22	25	70	0	0	22	11
Lerøy Norge AS (incl. Sirevaag)	16	91	0	2	2	16	0	0	0	15
Lerøy Havfisk AS	49	400	13	75	3	0	0	0	0	0
Lerøy Havbruk Service AS	8	123	2	5	4	24	0	0	0	11
Lerøy Norway Seafoods AS	205	358	7	7	35	108	0	0	23	11
Lerøy Seafood AS	90	82	6	1	10	10	0	0	25	13
Lerøy Seafood Group ASA	126	141	13	7	6	8	0	0	17	15
Lerøy Sjøtroll (incl. Kjærelva & Lerøy Vest)	150	373	53	64	46	47	0	0	21	11
Sjømathuset AS	56	79	8	6	7	8	2	1	20	11
Total Norwegian Companies	1190	2754	142	252	169	332	9	3		

Parental leave

As an equitable employer, Lerøy aims to give women and men the same opportunities to take parental leave. We encourage our male employees to take parental leave in the same way as our female employees. The table above shows a breakdown by gender of the average number of weeks of parental leave taken in 2025 at our Norwegian companies.

As an initiative to promote equality, Lerøy has introduced two weeks of paid parental leave for fathers/co-mothers at all Norwegian companies. Lerøy has also introduced payment of parental benefits in advance, provides full pay compensation over 6G, and offers full holiday pay accrual for all those who take parental leave at its Norwegian companies. This embodies one of our core values, "responsible", and aims to ensure that no one suffers financially if they take parental leave.

Use of part-time employment and involuntary part-time employment

At Lerøy's Norwegian companies, 13% of the workforce works part-time. Of those working part-time, 34% are women and 66% are men. Some part-time positions reflect a reduced need for full-time work or have been adjusted to accommodate the wishes and needs of the employees concerned. A large proportion of the part-time positions at Lerøy are auxiliary roles and are filled by students. This gives students an opportunity to gain practical work experience alongside their studies.

Breakdown of part-time staff and involuntary part-time staff at Norwegian companies	Women	Men
No. of people working part-time	169	332
No. of people working part-time involuntarily (2024)	9	3

Norwegian companies identified involuntary part-time work through conversations with employees in 2025, discovering that a small proportion of part-time work was involuntary. Every part-time employee who is available for and wants to work more hours has the opportunity to discuss the situation with their immediate manager or with a representative from HR. The mapping of involuntary part-time work is performed every second year. As a rule, all vacancies are advertised internally in line with internal procedures. We encourage our employees to apply for internal career opportunities.

Use of temporary employment

Temporary employees account for 10% of the Norwegian companies' workforce. Most of the temporary positions are seasonal and fluctuate with demand, such as the Norwegian Arctic Cod fishing season. Lerøy also has a pool of on-call workers employed on an as-needed basis to cover fluctuating demand for resources throughout the year. In addition, some are employed temporarily in connection with leave, absence and specific projects.

Breakdown of temporary employees at Norwegian companies	Women	Men
No. of people in temporary position	142	252

Preferential right in case of downsizing in the Group

In connection with any reorganisation and restructuring, Lerøy's Norwegian companies have a duty and actively work to offer an alternative suitable position to our employees. This is in line with employee protection and preferential rights, which were further strengthened from 1 January 2024, pursuant to the Norwegian Working Environment Act. This extended preferential right applies correspondingly to temporary employees, except for those engaged as temporary replacements.

The preferential right to re-employment and the duty to offer suitable work in other Norwegian companies within the Group are «secondary,» meaning that the right will only apply in cases where other suitable work cannot be offered within the employee's existing company.

In connection with the digital transformation, the Group has acquired a new shared HR and payroll system for all companies in Norway. The shared HR and payroll system has improved our opportunities for coordination and our procedures for calculating seniority across companies within the Group.

Gender Pay Analysis

The Group conducted a gender pay analysis in 2024 covering all Norwegian companies in the Group with more than 50 employees. A corresponding analysis will be conducted in 2026.

Lerøy has defined five job grades as part of our efforts to combat discrimination and promote equality. The individual positions have been allocated to the different job grades based on similarities in the positions' work content or value, pursuant to section 34 of the Norwegian Equality and Anti-Discrimination Act.

- Example of equal work: two operating technicians in the same or different departments/companies
- Example of work of equal value: head of a support function and a production manager
- Example of other considerations: former managers who have taken a lower position but retained their previous pay are counted as managers

The tables below show women's income as a percentage of men's earnings. To protect employee privacy, the number of job grades in the breakdown is set at five for companies with more than 100 employees, and three for companies with fewer than 100 employees.

Description of job grades and pay

The definition of the job grades is based on existing job categories at Lerøy and an assessment of which job categories fit into the different grades. Some of the companies use additional grades, but five grades have been defined to ensure that the data is not identifiable and that there are at least five

persons of each gender at each level. Employee representatives and/or safety representatives are involved in pay negotiations.

Job grade

Grade 0: Group management

Grade 1: Company management, including general manager

Grade 2: Heads of staff/department managers

Grade 3: Other managers with personnel responsibility, technical specialists

Grade 4: Administrative staff/functionaries

Grade 5: Production workers, cleaning staff, positions that do not require higher education

Main findings from the pay analysis:

- A large proportion of the companies in the Group offer pay in accordance with collective bargaining agreements, under which men and women receive equal pay.
- There are significant difference in gender ratios across the companies and across different job grades. This makes it impossible to disclose pay data for grades where there are fewer than five persons of each gender.
- The pay analysis is reported at company level. Lerøy has a complex organisational structure, with many different types of jobs. Although some positions are grouped into the same grade, pay levels are not directly comparable because differences relating to specialisation, years of service, qualifications/certifications, shift work, responsibility etc. are

not taken into account. The pay analysis would have given a more correct basis for comparison with respect to the differences in pay per gender and per job grade if it had been divided into trade specialisations within the Group's collective agreements and individually negotiated pay agreements, rather than by subsidiary company. Since the tables show women's share of men's wages as a percentage, the percentage will exceed 100% where women earn more than men, even if the ratios are small.

Differences in pay and gender breakdown per job grade 2024

Women's earnings are presented as a percentage of men's earnings

Lerøy Seafood Group ASA

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 0	1	4	-	-	-	-	-	-	Too few employees at this level.
Grade 1	8	10	79%	79%	-	78%	-	100%	Special expertise with different requirements for the position.
Grade 2	19	18	76%	84%	-	73%	26%	100%	Special expertise with different requirements for the position.
Grade 3	20	26	92%	100%	-	84%	32%	100%	Fixed salary is equal. Variations in salary are due to overtime and bonuses.
Grade 4	49	57	95%	98%	-	98%	60%	100%	Fixed salary is approximately equal. Variations in salary are due to overtime and bonuses.
Grade 5	1	2	-	-	-	-	-	-	Too few employees at this level.

Lerøy Seafood AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	1	4	-	-	-	-	-	100%	Too few employees at this level.
Grade 2	8	13	79%	86%	-	69%	44%	100%	Seniority.
Grade 3	7	4	105%	102%	250%	106%	71%	100%	Fixed salary is approximately equal. Variations in salary are due to overtime and bonuses.
Grade 4	69	48	102%	101%	138%	92%	92%	100%	Fixed salary is approximately equal. Variations in salary are due to overtime and bonuses.
Grade 5	8	10	103%	101%	-	-	124%	-	Seniority.

Lerøy Norge AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1, 2, 3	1	16	-	-	-	-	-	-	Too few employees at this level.
Grade 4	8	20	103%	98%	95%	-	172%	100%	Affected by long-term sick leave of men and temporarily more overtime for women.
Grade 5	4	49	-	-	-	-	-	-	Too few employees at this level.

Lerøy Aurora AS

The table below reflects employees in Lerøy Aurora AS and Lerøy Aurora Sjø AS.

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	6	7	74%	72%	0%	79%	0%	24%	Different job descriptions and areas of responsibility.
Grade 2	5	25	94%	95%	74%	93%	0%	54%	Different job descriptions and areas of responsibility.
Grade 3	15	29	92%	96%	71%	85%	13%	54%	More men are employed in the business area and women in the support function.
Grade 4	32	157	79%	86%	71%	57%	34%	35%	Pay according to collective agreements, but men have longer seniority than women, and work more overtime. This level contains different job categories where there have traditionally not been many women.
Grade 5	52	106	102%	96%	172%	97%	66%	0%	Pay according to collective agreements, but men have longer seniority than women, and work more overtime.

Lerøy Havbruk Service AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	0	1	-	-	-	-	-	-	Too few employees at this level.
Grade 2	0	4	-	-	-	-	-	-	Too few employees at this level.
Grade 3	1	1	-	-	-	-	-	-	Too few employees at this level.
Grade 4	4	103	-	-	-	-	-	-	Too few employees at this level.
Grade 5	2	2	-	-	-	-	-	-	Too few employees at this level.

Lerøy Midt AS

The table below reflects employees in Lerøy Midt AS and Lerøy Midt Sjø AS.

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	2	8	-	-	-	-	-	-	Too few employees at this level.
Grade 2	10	46	90%	91%	0%	95%	23%	33%	Different job descriptions and areas of responsibility.
Grade 3	31	63	97%	103%	56%	93%	43%	252%	Different job descriptions and areas of responsibility.
Grade 4	88	290	92%	97%	71%	98%	69%	107%	Most at this level are paid according to collective agreements. In addition, technical personnel and some staff functions are included.
Grade 5	62	81	87%	94%	19%	91%	37%	130%	Salary according to the collective agreements. Differences due to seniority and overtime.

Lerøy Sjøtroll AS

The table below reflects employees in Lerøy Vest AS, Sjøtroll Havbruk AS, Lerøy Sjøtroll Kjærelva AS, Lerøy Vest Sjø AS and Sjøtroll Havbruk Sjø AS.

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	3	5	-	-	-	-	-	-	Too few employees at this level.
Grade 2	6	29	93%	93%	0%	225%	0%	0%	Predominance of men. Variation in salary is due to seniority and type of position.
Grade 3	23	25	86%	86%	197%	62%	189%	54%	Variation in salary is due to seniority and type of position.
Grade 4	108	317	85%	94%	34%	35%	47%	20%	Predominance of men. Variation in salary is due to seniority and type of position.
Grade 5	12	19	93%	92%	99%	123%	121%	0%	Variation in salary is due to seniority and type of position.

Lerøy Fossen AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	2	2	-	-	-	-	-	-	Too few employees at this level.
Grade 2	1	4	-	-	-	-	-	-	Too few employees at this level.
Grade 3	1	1	-	-	-	-	-	-	Too few employees at this level.
Grade 4	3	7	-	-	-	-	-	-	Too few employees at this level.
Grade 5	57	60	107%	104%	0%	-	152%	-	Seniority affects each employee, due to differences between women and men - collective agreement/qualifications, etc. Women work more overtime than men.

Sjømathuset AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	3	2	-	-	-	-	-	-	Too few employees at this level.
Grade 2	2	2	-	-	-	-	-	-	Too few employees at this level.
Grade 3	1	1	-	-	-	-	-	-	Too few employees at this level.
Grade 4	11	16	44%	99%	3%	-	31%	98%	Men work more shifts (3 shifts) and overtime at this level than women.
Grade 5	35	55	75%	102%	23%	-	96%	100%	Men work more shifts (3 shifts) and overtime at this level than women.

Lerøy Austevoll AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	2	3	-	-	-	-	-	-	Too few employees at this level.
Grade 2	1	5	-	-	-	-	-	-	Too few employees at this level.
Grade 3	3	4	-	-	-	-	-	-	Too few employees at this level.
Grade 4	9	29	79%	90%	38%	-	46%	102%	The level includes the technical department and team leaders. These employees work a lot of overtime and weekends.
Grade 5	55	71	95%	101%	69%	-	69%	0%	The level has women with long seniority, but there are fewer women than men who take on other roles that provide irregular allowances. The group also includes industrial cleaners who have more supplements.

Lerøy Bulandet AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	6	2	-	-	-	-	-	-	Too few employees at this level.
Grade 2	-	-	-	-	-	-	-	-	No employees.
Grade 3	-	-	-	-	-	-	-	-	No employees.
Grade 4	2	2	-	-	-	-	-	-	Too few employees at this level.
Grade 5	19	15	89%	96%	122%	-	59%	79%	Approximately equal fixed salary for women and men. Men have more overtime,

Lerøy Noway Seafoods AS

	No. of women	No. of men	Cash benefits					Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Irregular supplements	Bonuses	Overtime payments	Total taxable benefits in kind	
Grade 1	5	10	99%	100%	-	86%	-	102%	Equal fixed salary for women and men.
Grade 2	11	27	96%	102%	42%	-	39%	98%	Different job categories, as well as men working more overtime.
Grade 3	10	14	90%	96%	1%	-	28%	81%	Different job categories, as well as men working more overtime.
Grade 4	13	44	93%	104%	2%	-	11%	83%	Different job categories, as well as men working more overtime.
Grade 5	233	417	100%	102%	43%	-	84%	58%	Salary according to collective agreements. Deviations in allowances and compensations are due to additional qualifications, where there are mostly men.

Main findings from the pay analysis for fishing vessels (2024)

Separate job grades have been defined for fishing vessels to facilitate a comparison between different positions on board the vessels. All crew members are paid in accordance with collective agreements between the Vessel and the Norwegian Seafarers' Union (Norsk Sjømannsforbund), the Norwegian Union of Marine Engineers (Norsk Maskinistforbund) and the Norwegian Maritime Officers' Association (Sjøoffisersforbundet). Men and women receive the same pay. Since few women work aboard fishing vessels, it is not possible to disclose pay details for the different grades.

Job grade – crew members fishing vessels

Grade 1: Skipper

Grade 2: Officers

Grade 3: Department heads

Grade 4: Deputy department heads

Grade 5: Trade certificate holders

Grade 6: Support staff

Grade 7: Employees in training

Lerøy Havfisk (crew members on fishing vessels)

The table below reflects employees in Finnmark Havfiske AS, Hammerfest Industrifiske AS and Lerøy Havfisk AS.

	No. of women	No. of men	Cash benefits		Benefits in kind	Comments on discrepancies
			Total cash benefits	Agreed pay/ fixed pay	Total taxable benefits in kind	
Grade 1	0	20	-	-	-	Too few employees at this level.
Grade 2	2	58	-	-	-	Too few employees at this level.
Grade 3	2	58	-	-	-	Too few employees at this level.
Grade 4	0	46	-	-	-	Too few employees at this level.
Grade 5	3	130	-	-	-	Too few employees at this level.
Grade 6	16	0	-	-	-	Too few employees at this level.
Grade 7	8	42	100%	-	-	Male dominated

Lerøy Havfisk AS (administration)

	No. of women	No. of men	Cash benefits	Comments on discrepancies
			Total cash benefits	
Grade 1	1	5	-	Too few employees at this level.
Grade 2	2	2	-	Too few employees at this level.
Grade 3	4	5	-	Too few employees at this level.
Grade 4	3	1	-	Too few employees at this level.



Part 2

Our work to promote equality and combat discrimination

Promote equality and combat discrimination

In our work on equality and non-discrimination, Lerøy has focused on the following personnel areas: recruitment, pay and working conditions, promotion and development opportunities, workplace adaptation and work-life balance.

Principles, procedures, and standards for equality and against discrimination

Lerøy's equality work is embedded in the Group's various strategies, tools and guidelines. Detailed descriptions are available in the sustainability library at leroyseafood.com, as well as in internal documents, such as the Group's Code of Conduct, internal knowledge base, personnel handbook and company regulations and procedures.

Examples of principles, procedures and standards:

- Lerøy's Code of Conduct concerns human rights and decent working conditions
- Policy for Diversity and Inclusion
- Policy for Human Rights
- Lerøy's whistleblowing policy, procedures and reporting channel have been communicated and made available to all employees within the Group
- Equality and non-discrimination considerations are included in the Group's personnel policy in general

How we work to ensure equality and non-discrimination in practice

Lerøy is a major player in the seafood industry, which has historically been highly male-dominated. Lerøy has over several years worked actively to increase the proportion of women in the Group, as we believe that diversity has a positive impact on the workplace. An analysis of Lerøy's social reporting concludes that there has been a steady increase in the proportion of women in recent years, while there is still a clear majority of men in the Group's workforce. In 2025, women made up 36% of the Group's entire workforce and 30% in the Norwegian companies listed in this report.

Equality and diversity are important parts of Lerøy's corporate culture and are prioritised in the Group's activities. As part of a digital transformation, the Group has acquired a new shared HR and payroll system for all its companies, starting with Norway. In 2025 the Group continued the global implementation of the HR system. This will provide better underlying data and an opportunity to perform more detailed analyses than previously possible. The increased insights will enable us to reinforce our efforts with respect to equality and diversity going forward.

Corporate culture, equality and diversity are areas we will focus further on this in 2026, especially in preparation to EU Pay Transparency Directive. Lerøy has started to standardise employee-related processes and is working constantly to improve and equalise practices. We see great value in standardising practices across companies as much as possible to ensure equal treatment across our value chain.

Code of Conduct

Lerøy's Code of Conduct incorporates a shared set of principles and rules that apply to all employees and contractors in Lerøy Seafood Group and its subsidiaries. The guidelines reflect the values of the Group and provide our employees with guidance on how to act and what to consider in the day-to-day work. The Code of Conduct are intended to give employees an understanding of what is right and wrong and provide them with knowledge of the channels to use in case of a potential breach of the Group's guidelines.

The Code of Conduct addresses human rights and decent working conditions. It states that "all forms of discrimination or harassment at work based on ethnicity, religion, age, language, disability, gender, marital status, sexual orientation, trade union membership or political beliefs are strictly prohibited.

All employees are responsible for familiarising themselves with the Code of Conduct. To help employees make the right decisions, the Group has created an e-learning course on the Code of Conduct. New employees in Norway are required to complete the e-learning course as part of their mandatory onboarding training. All managers in the Group are responsible for ensuring that all employees are familiar with the Code of Conduct, relevant laws, regulations and framework, including whistleblowing. The principles set out in the Code of Conduct are included in the Group's leadership standard and management handbook.

Whistleblowing

Lerøy's overarching goal is to maintain a corporate culture that fosters a good and constructive climate for freedom of expression. The whistleblowing regulations are designed to enable both employees and third parties to speak out and express concerns without risking any form of reprisals or negative reactions. Internal procedures have been drawn up for how reports received from third parties and employees are to be dealt with. These are available in the Group's internal control system.

Employee survey

Lerøy conducts an annual survey of all employees across the group in partnership with Great Place to Work (GPTW). This anonymous and voluntary survey, available in 18 languages includes targeted questions on equality and discrimination to assess workplace experiences. The response rate for the employee survey conducted in early January 2026, measuring experiences from the last 12 months, achieved an 87% response rate across the Group.

The results of the survey can be filtered by demographics, such as gender, age and job grade, to identify disparities in employee experiences. The survey addresses workplace bullying and harassment, and discrimination based on age, gender, sexual orientation, culture and ethnicity. Open-ended questions allow employees to share additional feedback.

The employee survey is an effective tool for assessing workplace conditions and provides Lerøy with valuable insights for continuous improvements. Engaging employees in follow-up actions at both company and department levels has proven beneficial, and Lerøy remains committed to this approach.

Attractive employer

Lerøy actively works to make the seafood industry a more attractive place to work. Part of this is done in collaboration with the seafood industry cluster, NCE Seafood Innovation. Recent initiatives include refining job advert language and imagery to appeal to a broader talent pool, showcasing workplace diversity in marketing materials, and increasing participation in educational fairs and student presentations to promote career opportunities in the seafood industry. In addition, Lerøy publishes employee interviews on leroyseafood.com with a special focus on highlighting women in traditionally male-dominated roles.

The Group is committed to further enhancing diversity and inclusion by refining existing initiatives, improving recruitment training to eliminate bias and strengthening internal career mobility. A key focus going forward will therefore be to expand opportunities for in-house career growth to support employees at all levels.

Leadership development

Leadership is one of the Groups strategic priorities, and an important aspect of the Lerøy corporate culture and vital to realization of the Group's goals for equality and diversity ambitions.

Lerøy focuses on value-based and future-oriented leadership, based on the Group's values and business strategies. Our managers shall lead by example, set directions, and focus on achieving results as a team. Being a manager in Lerøy is a vote of confidence that carries significant responsibility. The Group has created a management handbook, leadership standard, and leadership development programs to ensure that our managers fulfil their roles in a responsible and proficient manner.

In 2025, Lerøy strengthened its leadership and competence development efforts through several key initiatives. A new leadership program for first-line leaders, Leading in the Field, was introduced, accompanied by the certification of 26 internal trainers through structured Train-the-Trainer sessions. A dedicated network for subject-matter specialists was established, and the Lerøy Learning Community on Engage was launched to provide systematic visibility of learning and development opportunities across the organisation and a new competence page - Lerøy Learning.

During the year, the Competency Steering Group convened for the first time and defined the strategic priorities for 2026. In total, 85 leaders completed leadership development programs in 2025. For 2026, it is anticipated that approximately 150 leaders will participate in various programs.

Pay and working conditions

As an employer, Lerøy aims to be an inclusive workplace for all our employees. Most employees in Norway do not work in administrative positions in an office, but have physical tasks related to industry, fishing vessels, or aquaculture. These positions often include shift work and fixed working hours, making it difficult to facilitate work-life balance to the extent desired for this group. For employees in administrative positions, we aim to facilitate with the use of home office, flexible working hours, and core time as much as possible, making it easier to combine work and family life for those who need it.

In the employee survey, there are several specific questions on this topic, providing us with valuable insights to work on. One of the initiatives will be to develop Lerøy's life phase policy and raise awareness among leaders and employees about different needs employees may have throughout various life phases, from newly graduated to retirees.

A large percentage of Lerøy's workforce is paid in accordance with collective agreements, with equal pay irrespective of gender. On average, men have more years of service than women across the Norwegian companies. This is naturally a result of the seafood industry historically being a male-dominated sector. The introduction of a new shared payroll system for the Norwegian companies in 2023 has provided a better basis for comparison across the Group's companies, which could strengthen this effort.

A preliminary project has introduced job levels in the new HR and payroll system, with similar categorisation underway in other segments. Standardisation of job titles and classifications will enable more detailed pay analyses across roles and disciplines, improving company and Group-level comparisons to support equal treatment.

Compared to 2022, we see a positive change in the number of women per job level at levels 1-4 in the Norwegian companies in the Group. There are also more women undergoing training for vocational certificates or certification degrees on fishing vessels. However, we still see a majority of men in management positions and higher job levels in Lerøy, indicating a need to continue working on measures to improve gender balance both in the industry and internally at Lerøy. Lerøy has set a goal that the proportion of women in management positions should be 35% by 2030.

In 2026, the Group will establish a standardised job architecture with an associated job level framework, to be implemented across all Group companies in accordance with new requirements related to the EU Pay Transparency Directive (EU PTD).



Breakdown of gender balance per job grade in the Norwegian companies

	2022					2024					Change in the number of women per level
	Total	Women	Women %	Men	Men %	Total	Women	Women %	Men	Men %	
Grade 0	5	1	20%	4	80%	5	1	20%	4	80%	0%
Grade 1	71	25	35%	46	65%	91	38	42%	53	58%	7%
Grade 2	179	40	22%	139	78%	236	63	27%	173	73%	4%
Grade 3	319	119	37%	200	63%	295	113	38%	182	62%	1%
Grade 4	916	211	23%	705	77%	1 486	396	27%	1 090	73%	4%
Grade 5	1 216	470	39%	746	61%	1 427	540	38%	887	62%	-1%

Breakdown of gender balance per job grade in the fishing fleet

	2022					2024					Change in the number of women per level
	Total	Women	Women %	Men	Men %	Total	Women	Women %	Men	Men %	
Grade 1	24	1	4 %	23	96 %	20	0	0 %	20	100%	-4%
Grade 2	64	1	2 %	63	98 %	60	2	3 %	58	97%	2%
Grade 3	60	2	3 %	58	97 %	60	2	3 %	58	97%	0%
Grade 4	57	3	5 %	54	95 %	46	0	0 %	46	100%	-5%
Grade 5	138	6	4 %	132	96 %	133	3	2 %	130	98%	-2%
Grade 6	14	14	100 %	0	0 %	16	16	100 %	0	0%	0%
Grade 7	50	1	2 %	49	98 %	50	8	16 %	42	84%	14%



Lerøy wins award for equality and the working environment

Equality at Lerøy is about more than just gender. We are committed to ensuring diversity and inclusion also in terms of age, ethnicity and cultural background. With employees from over 80 different nations, we know that diversity is a strength for our business.

Workwear adapted for women and pregnant employees

In 2023, Lerøy was named "Maritime Company of the Year" for challenge the supply industry to produce workwear suitable for women and pregnant employees, resulting in the supplier Ahlsell now offering workwear tailored to the female body. The reason given by the jury for the award was: "This year's award goes to one of Norway's largest seafood companies, Lerøy Seafood Group. The company receives the award for its efforts and commitment to creating a safe, inclusive and innovative working environment. Women will now be able to get workwear they feel comfortable in. This is a victory for equality and the working environment, which others in the industry can emulate." The initiative was created in connection with the "Women at Sea" event, where Lerøy held an internal workshop to identify potential barriers and create opportunities to strengthen efforts in equality and diversity, where employees and employee representatives from the entire Lerøy value chain participated. Several of the suggestions from the workshop have been included and implemented as measures to strengthen Lerøy's diversity and equality efforts.

Diversity business of the year

In 2021, Lerøy Norway Seafoods' Melbu facility was named "Diversity Business of the Year" at the annual conference of the Directorate of Integration and Diversity (IMDi). Around 120 people are employed at the factory where 70% are from immigrant backgrounds and most of the team leaders are non-Norwegian. Management aims to enable all employees to have equal opportunities. The factory hosts Norwegian language courses and provides additional coaching by a dedicated

teacher, to give as many as possible the language proficiency needed to obtain trade certifications. This is a benefit to both the company and the employee. Another initiative has been to increase the use of process visualization, which makes training easier for those whose first language is not Norwegian. Similar activities were also carried out in other parts of the Group. Language is an important aspect of workplace and social inclusion and, as an employer, we see great value in helping our employees learn the local language. In 2024, 56 employees took language courses organized by Lerøy. Additionally, the Group has improved our internal communication channels with text in both Norwegian and English.

Internal and external celebrations of equality and diversity-promoting activities

An important aspect of Lerøy's work is to communicate the Group's approach and ambitions for equality and diversity both internally and externally. Lerøy actively uses the Group's intranet, social media channels and website for such information. Some of the activities that have received particular attention in recent years include:

- Proud sponsor of Brann Kvinner, the first Norwegian women's team in the Champions League
- Article promoting women in business: "From apprentice to leader – with Lerøy's support"
- Winner of the "Maritime Company of the Year" in 2023
- Winner of the "Diversity Business of the Year" in 2021
- Pride
- International Women's Day
- Pink Ribbon Race
- The equality conference "Change at Sea"
- Annual National Telethon
- Articles featuring stories from Lerøy employees
- UN Sustainable Development Goals

Action plan to promote equality and prevent discrimination

Lerøy is constantly working to promote equality and diversity throughout the Group. We still have a way to go to fulfil our ambitions and goals in this area level. One important aspect of the work going forward will consist of standardizing processes and implementing measures at all the Group's companies based on best practices. So far, this effort has largely been driven by HR. Going forward, we aim to be more agile and involve the organization, taking a more cross-disciplinary approach.

List of measures and action plan

Personnel area	Background for the measure	Description of the measure	Goal for the measure	Responsibility	Status	Result
Recruitment	Increased diversity in all job grades. Objective assessment of candidates.	Increased diversity in the career portal Standardised processes Training in interview techniques and unconscious bias Recruitment strategy	Increase the percentage of female applicants Increase the percentage of women called for an interview Increase the percentage of minorities called for an interview	HR and managers	Ongoing Planned activities in roadmap	Increased proportion of minorities and female employees
Promotion and development opportunities	Highlight internal development opportunities for all employees	Leadership training Development plan Internal mobility Lerøy mentoring programme Increased implementation of Lerøy Way*	Increase level of internal mobility Increase percentage of women applying for management positions	HR and managers Lerøy Way Office	Ongoing Planned activities in roadmap	Increased score on GPTW** Increased percentage of women in management positions
Pay and working conditions	Pay based on job grade and job category	Standardised processes Standardisation of job grades and job categories in preparation to EU PTD	Equal pay irrespective of gender	HR and managers	Ongoing Planned activities in roadmap	Equal pay irrespective of gender
Facilitate and enable a good work-life balance	Some differing perceptions of work-life balance in the companies	Standardised processes Uniform life-phase policy Flexitime for those positions where this is possible Opportunities to work from home for positions where this is possible	Facilitate inclusion	HR and managers	Ongoing Planned activities in roadmap	Increased score on GPTW
Bullying, sexual harassment and gender-based violence	Certain unwanted incidents related to bullying and harassment.	Group-wide e-learning courses in: - Code of Conduct - Equality and diversity - Whistleblowing procedures - Standardised processes - Leadership development - Communication	Mandatory training Use of internal whistleblowing channel	HR and managers	Ongoing Planned activities in roadmap	Increased score on GPTW
Working environment	Difference in employee experience in the companies	Employee survey Standardised processes Equality and diversity are a fixed item on the agenda at Working Environment Committee (AMU) meetings Information provided in Norwegian and English on the intranet	Reduction in the sickness absence rate Increase employee satisfaction	HR and managers	Ongoing Planned activities in roadmap	Increased score on GPTW Reduction in the sickness absence rate Reduced turnover

* Lerøy Way is training, courses, and forums to promote uniform working methods and principles within the group.

**Annual Lerøy Group employee survey among all employees in collaboration with Great Place to Work.



Lerøy Seafood Group ASA

Thormøhlens gate 51 B
N - 5006 Bergen

leroyseafood.com