

Gender Equality Report 2022

A biennial assessment of SalMar's remuneration and gender equality practices



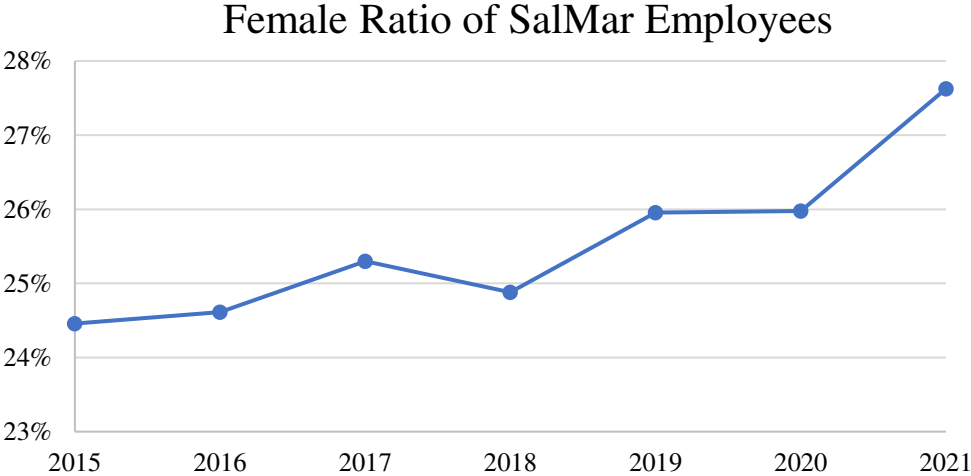
Introduction

Gender equality is a widely discussed topic, with companies worldwide pledging to practice and promote this. Gender equality is promoted by four key ILO Conventions, including the Equal Remuneration Convention (No. 100), the Discrimination (Employment and Occupation) Convention (No. 111), the Workers with Family Responsibilities Convention (No. 156) and the Maternity Protection Convention (No. 183). Furthermore, the Norwegian Equality and Anti-Discrimination Act of 2018 aims to protect the right to not be discriminated against on the basis of gender. A basic labor right is that equal pay is given for equal work, meaning that two individuals carrying out the same work, should be remunerated equally. SalMar works to always maintain this practice and supports the principles of the mentioned ILO conventions and the Norwegian Equality and Anti-Discrimination Act.

In 2021, SalMar employed 1,828 full-time equivalents in Norway from more than 40 different countries. The workforce was made up of 505 women and 1,323 men.

	Female	Male	Female Ratio	Total
Employees (FTE)	505	1,323	28%	1,828
Part-time employees (FTE)	11	12	49%	23
Temporary employees (FTE)	34	85	30%	116

The female ratio has continuously increased in the last years in what has traditionally been a male dominated industry. SalMar works actively to recruit women and our goal is to exhibit the vast opportunities for women in all parts of the industry. This is done by actively targeting potential future employees (in schools, universities etc.) and having female representatives speak about SalMar as a workplace.



In 2022, SalMar published its Non-Discrimination and Equal Opportunities Policy describing our approach to promoting and practicing anti-discrimination work and equal opportunities for all, regardless of race, ethnicity, national or other origin, disability, age, gender, sexual orientation, language, religion, or status. The full policy can be found [here](#).

The intention of the following report is to gain and share insights into SalMar’s practices concerning gender equality and to promote transparency. The report is twofold and includes a remuneration analysis as well as a mapping of involuntary part time employments.

Approach

When conducting the remuneration analysis, SalMar's intention has been to identify possible discrepancies from the company's target of gender pay equality publicly stated in our Non-discrimination and Equal Opportunities Policy, to evaluate and remedy these.

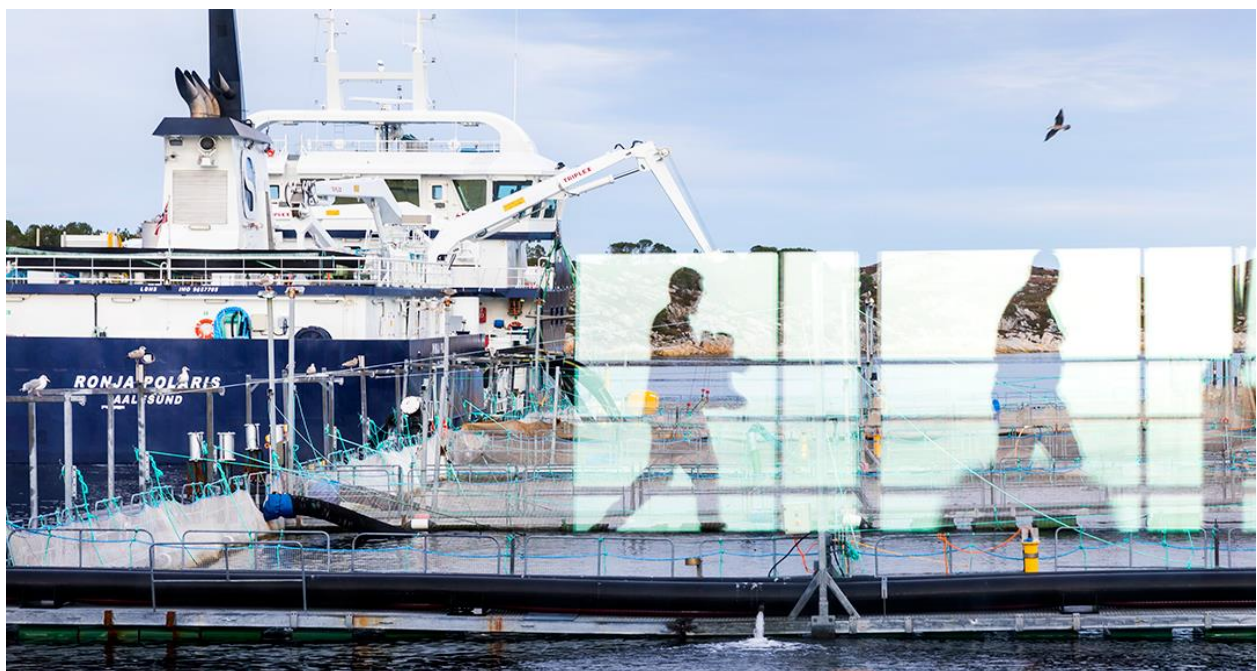
SalMar's approach has been to separate the company's employees on collectively negotiated agreements from those with individually negotiated agreements, before breaking down the employees into *work groups* based on their professional title, aligned with the company's organizational chart. This allows for analysis of equal or close to equal work among employees in each work group.

SalMar has been very concerned with protecting its employees' privacy during this analysis. As advocated by the Norwegian Equality and Anti-Discrimination Act through the regulation on companies' activity duty and duty to issue a statement, no work groups with less than five female employees or less than five male employees have been included in this disclosure.

Furthermore, SalMar has been concerned with presenting as strong data as possible but are aware that certain work groups contain individual differences within the same professional title. This is due to two individuals with the same job title sometimes having different responsibilities, education, expertise, seniority level or skill set.

The aquaculture industry has historically been male dominated. A consequence of this is that the average seniority level of male employees at SalMar is higher than for female employees. As seniority usually correlates with increased remunerations, the results of the remuneration analysis will be weighted for seniority for fair comparison.

In the mapping of involuntary part time employments, SalMar identified all employees on part time agreements and invited them to participate in a short questionnaire to provide feedback on their current work situation. The employees were asked whether they wanted to increase or decrease their work percentage or whether they were satisfied with their current situation.



Results of the Remuneration Assessment

Collectively Negotiated Agreements

SalMar identified four work groups within the group of collectively negotiated agreements that had five or more female and male employees respectively. The results of the remuneration analysis are presented in the table below.

Work Group	No. of Employees		Avg. Seniority		Female Remuneration of Men ¹
	Female	Male	Female	Male	
Smolt Fish Farmer	13	42	5.4	6.6	100 %
Fish Farmer at Sea	34	343	3.0	6.1	100 %
Production Worker	248	374	5.6	4.7	100 %
Biology Controller	5	7	5.3	9.8	100 %

Individually Negotiated Agreements

SalMar identified one work group within the group of individually negotiated agreements that had five or more female and male employees respectively. The results of the remuneration analysis are presented in the table below.

Work Group	No. of Employees		Avg. Seniority		Female Remuneration of Male	
	Female	Male	Female	Male	Unweighted	Weighted ²
Sales Assistant	7	5	4.5	3.8	100.4 %	99.6 %

Discussion

From the results, we can see a complete gender pay equality among the employees on collectively negotiated agreements. This is natural as the collective agreements are negotiated for the employees by an independent third party and are the same regardless of gender.

For employees on individually negotiated agreements, only one work groups fulfilled the requirements for inclusion in this disclosure. This is due to that the job titles and responsibilities of employees on individually negotiated agreements vary significantly. The insight provided on our overall remuneration practices is naturally limited by the number of work groups but following the Norwegian Equality and Anti-Discrimination Act's recommendations for anonymity and focusing on finding groups that can be said to carry out the same work, only one work group was evident. The work group "Sales Assistant" showed a 100% gender pay equality rounded to the nearest whole percentage.

The analysis was performed with the inclusion of union and company representatives.

¹ Includes all payments made to the employee

² Weighted for seniority only, done by using the average value of seniority as reflected on the total remuneration

Mapping of Involuntary Part-Time

The mapping of involuntary part-time work was initiated on the 15th of September 2022. The mapping was done by identifying all part-time employees at SalMar and sending them a survey with questions relating to their work situation. 33 part-time employees responded to the survey. Note that the number of part-time employees is higher than what was presented in the Introduction. This is due to the values presented in the Introduction being for end of year 2021 for the purpose of the remuneration analysis and SalMar employing additional part-time employees during 2022. The results of the mapping are presented below.

	Female	Male	Total
Part Time Employees	17	16	33
Wanted to work less	0	0	0
Wanted to work more	3	12	15
Satisfied with current situation	14	4	18

From the 33 part time employees that participated in the mapping, 15 desired to work more than they currently are. No employees wanted to work less. The management teams of all employees unhappy with their current work percentage will be notified of these discoveries and are required to follow up on this.