

Nofima's Gender Equality Plan 2025 - 2027

Nofima actively strives to promote equal opportunities and diversity in all its operations. This is reflected in our ethical guidelines and personnel policy, and is documented through our reporting, both internal and external. Nofima's actions are designed to promote equal opportunities and diversity and to avoid discrimination, both systemic and in relation to individuals and groups.

Nofima's ethical guidelines make it clear that "No harassment, unwanted attention or discrimination will be tolerated, be it based on culture, ethnicity, gender, religion, sexual orientation, age or any other factor. Nofima expects employees to treat everyone they come into contact with through their work with courtesy and respect".

Nofima's Code of Conduct guidelines pertaining to bullying and harassment make it clear that employees are to be treated with respect and dignity. We have a zero-tolerance policy regarding harassment. Nofima defines harassment as an umbrella term encompassing any type of behaviour that individuals experience as being hurtful, humiliating and degrading.

Nofima wishes to be an organization characterized by an open culture and a climate in which it feels safe to speak one's mind. It is vital that matters which are perceived as censurable or illegal are reported and handled in a responsible manner via Nofima's whistleblowing routines.

Nofima arranges ongoing training and courses for employees within management, administration and the various disciplines. There is an emphasis on training and career opportunities for all personnel. The company's goal is to achieve gender balance at all levels of the organisation.

Nofima practices an equal pay policy and the internal procedures in Nofima's employee handbook describe the company's criteria for setting salaries.

HR reports annually to the Board and management team on gender balance in the organisation, the distribution of female and male managers at different levels, pay differences and the proportion of minority language speakers.

Responsibility and organisation

All of Nofima's managers have a responsibility to promote the work on equal opportunities and diversity.

The top management team has the overall responsibility for ensuring that no form of discrimination takes place. The top management team must ensure that reports will uncover systemic discrimination and that adequate training will be given to all leaders.

HR is responsible for monitoring recruitment, career development and salary setting. HR bears overall responsibility for implementing competency development, including career development, and must

ensure that everyone has equal opportunities irrespective of culture, ethnicity, gender, religion, sexual orientation, age or other factors. HR must ensure that this is reported on at an appropriate level so that discrimination can be detected. HR is responsible for updating this plan.

Reporting on the proportion of men and women in temporary positions, the proportion of men and women in part-time positions and the involuntary use of part-time positions is to take place annually, together with the Union representatives. Equal pay and levels of parental leave are discussed every other year.

This document is intended to help fulfil the activity duty of employers pursuant to section 26 of the Equality and Anti-Discrimination Act. Moreover, the document addresses the Equality and Anti-Discrimination Act's § 34 which requires that women and men in the same undertaking are to receive equal pay for the same work or work of equal value.

Competency Initiatives and Career Opportunities

Nofima gives high priority to competency enhancement for our employees. This has long been the case with regard to management, project leadership and individual plans for both scientific personnel, engineers and other technical-scientific personnel. An employee survey which was conducted in the autumn of 2025 indicates that Nofima's employees feel that they have good opportunities for development in the organisation. There was no difference in the answers with regard to gender. This suggests that men and women all feel that they have good opportunities for development in Nofima

Nofima Young is a network for all employees under 36 years of age and is coordinated by HR. Nofima Young is intended to help ensure that employees have the opportunity to get to know each other across Nofima, create networks, make young scientists more visible and support them with career guidance.

Nofima works systematically with leadership development and leadership training at all levels of the organization. Leadership development is mandatory for everyone with personnel responsibility, and is an offer for project managers.

The competence work will be further strengthened in the future, and work on different career paths will be made more visible. A program for late-career issues is being established in order to motivate more people to stay in work longer.

Gender Balance on Management Levels

It is important for Nofima to have a good gender balance at all decision-making levels. For this reason, Nofima has actively encouraged women to choose a career in management. The measures that have been implemented have been successful and the proportions of women are high at all managerial levels.

There are three managerial levels in Nofima. Level 1 is the senior management team, including the CEO. Level 2 reports to the divisional directors and level 3 consists of the other managers. However, the amount of data is limited, which means that small changes have a big impact on the final numbers

Status:

Management positions	Balance W/M 2025	Goal 2027
Level 1	50/50	50/50
Level 2	56/44	50/50
Level 3	36/67	50/50

Initiatives:

- Continue measures that have functioned as intended, including skill-enhancement and internal follow-up.
- Maintain the proportion of women at management levels 1 and 2 and increase the number of women at level 3.

Nofima actively seeks to identify employees who might enjoy leading complex processes and having personnel responsibilities. Education and training are offered to this group with the aim of developing good management candidates going forward.

Gender Balance Scientists and Advisers

It is important for Nofima to address gender balances and diversity among our scientists. Different perspectives contribute towards high quality, greater legitimacy, better results and more effective collaboration on our projects. We also want to develop in the right direction, so that we address the need for good gender balances in the future as well. This entails monitoring gender and age distribution in such a way that we are in a position to predict any potential imbalance in gender distribution and take relevant steps as soon as possible.

The recruitment base within Aquaculture and Seafood is male dominated, while in food science it is female dominated. For Nofima, this means that we also emphasise gender balance within the various fields.

Status of scientific positions:

Nofima has chosen to divide scientific staff into two categories:

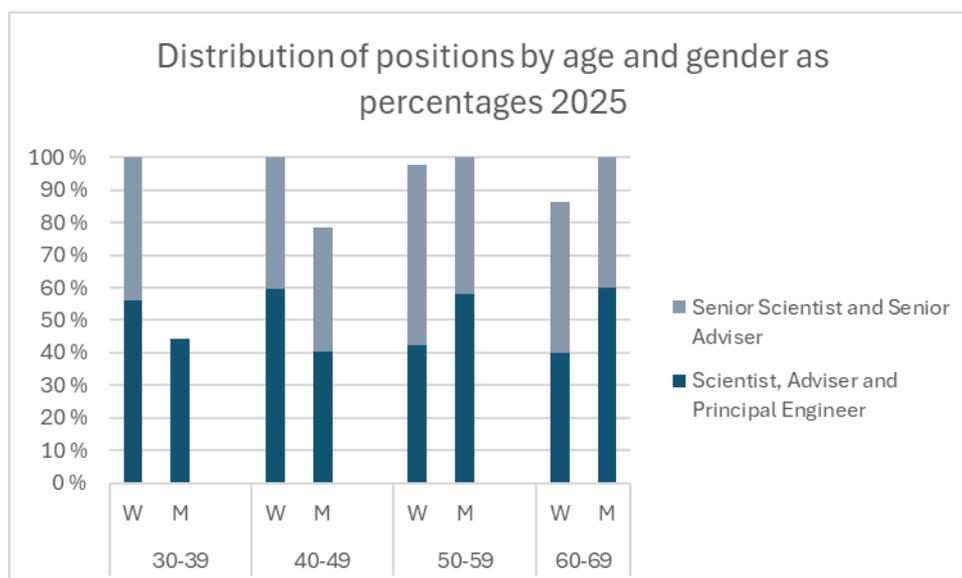
1. Scientists, advisers and Principal Engineers
2. Senior scientists and senior advisers

The division is based on qualification requirements, value creation and position level. Employees with a PhD will often be promoted to senior scientist or senior adviser as part of their research career as they gain more experience and greater expertise. It is important that this career development also reflects a good gender balance. Nofima has a good gender balance within scientific positions

Share	Balance W/M 2025	Goal 2027
Scientists, advisers and Principal Engineers	55/45	50/50
Senior scientists and senior advisers	53/47	50/50

Age distribution:

When we look at the age range, the distribution in the various age groups is very good and the balance between the genders when it comes to choosing careers in science shows that Nofima's measures have so far functioned as intended. With regard to the youngest age group, we see that Nofima has recruited a majority of female scientists. This reflects a trend in society. When Nofima recruits scientific personnel in higher age groups, we can see that the balance is more even.



Initiatives:

- Videreføre tiltak som har fungert etter hensikten, bla kompetansesatsinger og intern oppfølging.
- Følge utviklingen på kjønnsbalanse i rekrutteringen for å forebygge fremtidig ubalanse.

Doctorates (PhD)

The distribution of academic staff with a PhD by gender is an important indicator for predicting the future development of scientists' careers. Nofima also wants to achieve a good gender balance when it comes to the number of PhDs. Nofima currently has a slight preponderance of women with a PhD.

Share of doctorates	Balance W/M 2025	Goal 2027
Scientists/scientists with doctorates in leading positions in the institute	53/47	50/50

Nofima is responsible for supervising several PhD candidates. Some work for Nofima, while others are only doing part of their research fellowship with us. PhD candidates are an important resource for Nofima, and an important aspect of Nofima's contribution towards the development of scientists within relevant fields and for future recruitment. The gender balance among PhD candidates is therefore relevant when assessing the potential future access to candidates.

Initiatives:

- Continue measures that have functioned as intended, including skills enhancement and internal follow-up.
- Monitor the development of gender balance in recruitment to prevent future imbalances.

New Doctorates	Balance W/M 2025	Goal 2027
The number of new doctorates by people associated with the institute	83/17	50/50

Initiatives:

- Continue to monitor the gender balance in relation to new PhDs.

Engineers and other technical-scientific personnel

A significant proportion of Nofima's employees work in close practical collaboration with scientists. This applies to work in laboratories, pilot plants and on systems. It may be a challenge in the future that the vast majority of those trained in the main disciplines Nofima recruits to are women.

Share	Balance W/M 2025	Goal 2027
Engineers and other technical-scientific personnel	75/25	50/50

Initiatives:

- Review our procedures in order to assess what can be done to encourage more men to apply for these positions.

Administrative and technical operations personnel

This group largely consists of staff and support functions. In several of the staff areas, a majority of those who are qualified in these areas and choose this path are women. Within support functions, a

good gender balance is useful when it comes to being able to satisfactorily address managerial and employee perspectives.

Share	Balance W/M 2025	Goal 2027
Administrative og technical operations personnell	60/40	50/50

Initiatives:

- Review our procedures in order to assess what can be done to encourage more men to apply for these positions.

Work- life balance and organisational culture

Nofima is committed to facilitating a good balance between work and leisure for our employees. This is an important prerequisite for equality.

Nofima has flexible working hours and makes it possible for our co-workers to take time off In lieu of overtime. We do not expect employees to respond to emails or other messages from the employer after ordinary working hours or at weekends, unless they have a special role which requires them to be available in critical situations. With the exception of some trips abroad, Nofima does not demand weekend travel and works hard to minimize the total amount of time spent on journeys. Meetings rarely go past ordinary working hours. In cases of sickness, Nofima will pay the full salary for up to one year. This means that a salary above approximately NOK 780.000,- (6G) is covered by Nofima (salaries up to approximately NOK 780.000, - are covered by the Norwegian Labour and Welfare Administration by law). If an employee needs time off for shorter periods, for example in connection with introduction in kindergarten, first school day, meetings in school or kindergarten, pre- and post-natal appointments, death or funerals, we can give two weeks paid leave per year, or one month with half pay.

Nofima gives paid leave for breastfeeding for up to two hours daily until the child reaches the age of one year, provided that the mother works at least seven hours a day.

Adaptation

Employees will be in different phases throughout their lives and may have to face challenges that can affect both work and family life, and the interaction between these. The needs for adaptation will vary. Nofima's life phase policy will accomodate different needs for different phases of life. This can be the organization of tasks and working hours, adaptation of the workplace and the use of a home office.

Nofima wants as many people as possible to choose to work for as long as possible. From 1 January of the year an employee turns 65, they will receive 12 senior days leave per year, without a reduction in salary (on condition of it being a 100% position).

The aforementioned measures are not linked to gender, but to different phases of life.