



Enable People

2030

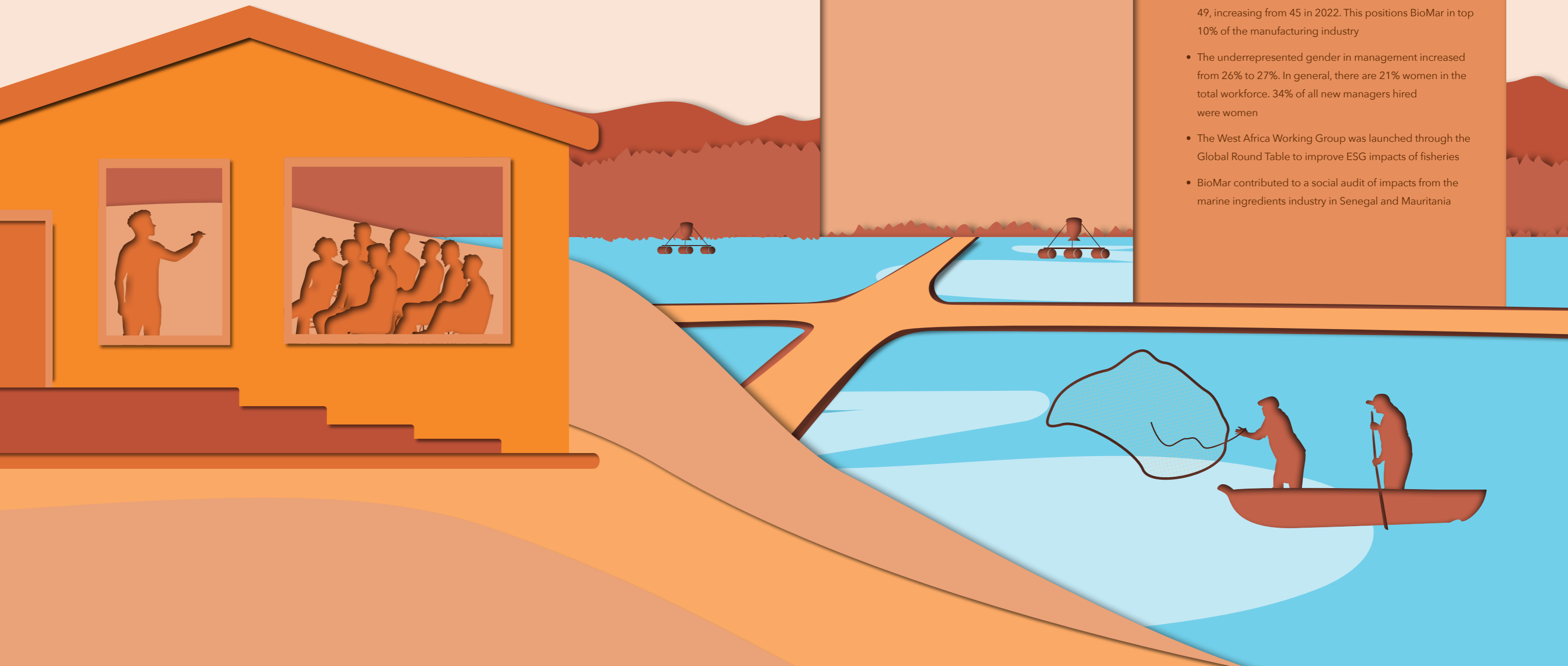
Our Targets

- 100,000 people directly and indirectly engaged in Capacity Building initiatives annually by 2030
- All salaries above living wage level
- 100% equal progression through career levels
- 100% equal pay

2023

Milestones

- More than 45,000 people were impacted by Capacity Building initiatives
- 97% of the workforce are paid at or above living wage level, slightly decreasing from 98% in 2022
- Among our employees, we have a net promotor score of 49, increasing from 45 in 2022. This positions BioMar in top 10% of the manufacturing industry
- The underrepresented gender in management increased from 26% to 27%. In general, there are 21% women in the total workforce. 34% of all new managers hired were women
- The West Africa Working Group was launched through the Global Round Table to improve ESG impacts of fisheries
- BioMar contributed to a social audit of impacts from the marine ingredients industry in Senegal and Mauritania



2023

Here's how we did this year

Fulfilling our purpose means looking critically at all aspects of our own business while innovating for a sustainable future, but also engaging in the public debate and enabling customers,

Lost-Time-Injury Rate

Our lost-time-injury (LTI) rate increased from 5.6 to 6.8 compared to 2022. Most incidents recorded were of a less serious nature. We have during 2023 strengthened our health and safety set-up in the business units, enabling a reinforcement of our preventive approach combined with a better root cause analysis. Safety is our priority, and we strive to ensure all employees return to their families without injuries.

Upskilling Towards Living Wage

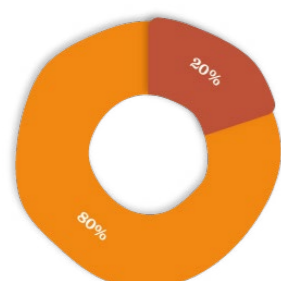
BioMar is committed to living wages and equal pay. With our ambition for Responsible Pay, we raise the bar far beyond what is required by legislation.

We believe every worker should be entitled to a fair wage based upon relevant criteria. A living wage level is what it takes to uphold a decent standard of living in any given country, while equal pay safeguards that all salaries are set without conscious or unconscious bias.

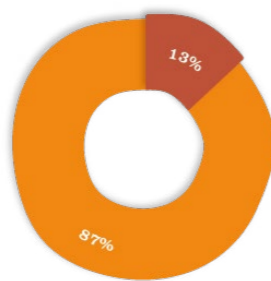
In 2023, 97% of BioMar employees were on or above living wages as measured by the family living wage standards of Wageindicator. In 2023, we analysed our paying practices for living wages in depth and found that we are paying living wages to almost all employees. Out of the 3% not being paid living wages, 2/3 of the employees were new employees subject to upskilling. We are committed to accelerating our upskilling and onboarding programmes to elevate these employees to salary bands that are above the living wage level.

For more information please read our Salary Policy on page 99.

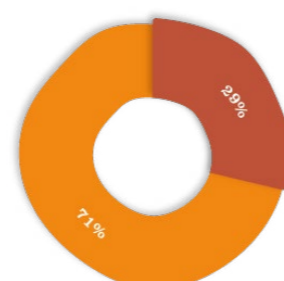
Gender Diversity Targets 2025



Board
Target 29%



Management Group
Target 20%



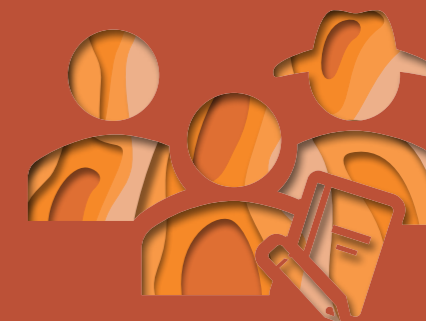
Other Management Levels
Target 35%

Capacity Building

In 2023, we enabled

45,009

people through Capacity Building initiatives.



Direct Capacity Building

Direct Capacity Building takes place when we engage in person with customers, employees, suppliers, community members and industry stakeholders worldwide. These engagements present opportunities of sharing knowledge to improve farm management, production methods, animal welfare or sustainable raw materials to deliver feed and seafood that cater to the responsible consumer.

2,086

BioMar Employees

Participating in formal development activities

2,026

Community Members

Participating in Capacity Building activities

1,127

Supplier Staff

Participating in Capacity Building activities

10,694

Conference Participants

Listening to BioMar speakers at conferences around the world

929

External Training

Attending BioMar Training (external stakeholder)

3,497

BioFarm

Attending knowledge sharing on improvement meetings with BioFarm

Indirect Capacity Building

In many parts of the world, sustainability is often not obtainable until certain basic conditions are met. Many of the world's fisheries and agricultural regions lack the knowledge, resources and capital to produce more sustainably or responsibly at scale. BioMar can help address these deficiencies by engaging in agriculture and fishery improvement projects in our supply chain. This "indirect" Capacity Building can facilitate entire industry shifts towards global, responsible and equitable fisheries and agricultural practices.

24,740

Development Programme Participants

Participating in Improvement Programmes with BioMar