



marineharvest



CODE OF CONDUCT

OUR RESPONSIBILITIES

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marineharvest

A personal commitment

Marine Harvest is made up of individuals with different backgrounds, nationalities, cultures and customs. Our conduct – what we do and say each day – determines our ability to succeed, together as an organisation.

The Code of Conduct sets standards of behaviour which we can expect from one another, and which external parties can expect from us.

As a Marine Harvest employee, you are expected to make a personal commitment to follow the Code of Conduct. Questions and concerns about possible violations of the Code of Conduct should be raised as specified in this document.

Who must follow Marine Harvest policies

➔ **Marine Harvest employees, officers and directors**

The Code of Conduct applies to all employees worldwide, together with all officers and directors of Marine Harvest companies.

➔ **Subsidiaries and controlled affiliates**

Entities in which Marine Harvest owns more than 50 per cent of the voting rights, or has the right to control the entity, are required to adopt and follow the Marine Harvest Code of Conduct.

➔ **Non-controlled affiliates**

Non-controlled affiliates should be encouraged to adopt and follow the Marine Harvest Code of Conduct.

➔ **Third parties**

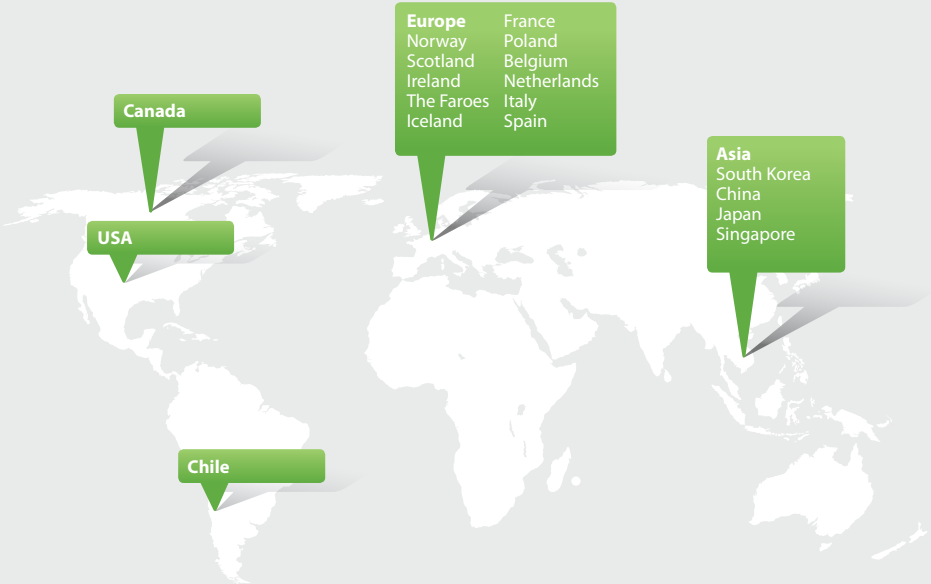
Marine Harvest employees working with third parties, such as suppliers, consultants, law firms, agents, sales representatives and contractors must:

- ensure that these parties agree to comply with relevant aspects of the Code of Conduct
- provide these parties with information about policy requirements
- take appropriate action, up to and including terminating a contract, after learning that such a third party failed to follow Marine Harvest's requirements

Marine Harvest worldwide

Marine Harvest is represented in 18 countries, six of which have farming. The company has 5,000 employees worldwide, is listed on Oslo Stock Exchange (:MHG) and has more than 16,000 shareholders. The head office is located in Oslo, Norway.

Where we operate



Our mission and principles

Our corporate mission of 'seafood for a better life' and four closely inter-related principles guide us on our journey and help us with all decisions. These 4P principles cover Profit, Planet, People and Product.

Profit

Our profits hinge on our ability to provide customer value from healthy, tasty and nutritious seafood, farmed both cost-effectively and in an environmentally sustainable way that maintains a good aquatic environment and respects the needs of wider society.

Product

We will not compromise on our ability continually to deliver assuredly healthy, tasty and responsibly produced seafood to our customers. Through this, our long-term financial solidity will be delivered.

People

Neither employee safety, nor our employees' self-respect and personal pride in their work can be compromised if we are to succeed as a company with good relationships with our communities.

Planet

All our operations and our long-term profitability ultimately depend on sustainable and environmentally responsible interactions with the natural environment. To maintain fish health, avoid escapes and minimise the environmental impact of our operations we need the best skilled people.

.....
**Attractive
financial results**



.....
**Safe and
meaningful jobs**



Seafood for a better life



.....
**Tasty and healthy seafood
providing customer value**



.....
**Sustainable and environmentally
responsible development**

What employees must do

➔ Employee responsibilities are as follows:

Understand the Marine Harvest Code of Conduct

- Gain a basic understanding of the requirements of the Code of Conduct
- Learn the details of the policies relevant to your job

Raise your concerns and questions

- Promptly raise any concerns or questions you have about the policies and potential violations
- Understand the different channels for raising concerns about potential violations
- Co-operate in any inquiries related to such concerns

Go to your manager, your 'grandfather' (your manager's manager), employee or union representatives, group management or Human Resources with any questions about the policies (see Raising questions on page 8).

What leaders must do

➔ **Leaders must actively promote the Code of Conduct, act as role models to create a culture where employees understand their responsibilities and feel comfortable raising concerns about ethics and compliance with the law. Employees should understand that business results are never more important than ethical conduct and compliance with Marine Harvest policies. Leaders need to:**

Prevent compliance issues

- Identify business and compliance risks, and communicate about them
- Ensure that such risks are addressed

Detect compliance issues

- Promote effective systems of compliance
- Ensure effective use of channels for raising concerns

Respond to compliance issues

- Take prompt corrective action to fix identified weaknesses, take appropriate disciplinary action, and make appropriate disclosures to regulators and law enforcement authorities

Raising questions

Marine Harvest has several channels for raising concerns. Use the channel that is most comfortable for you.

Raise concerns early

- The longer you wait, the worse it might become, and the more difficult it might be to fix the problem

Apply three practical tests of an ethical decision

- Is it legal? Will I be violating civil law, company policy, or 'standard practice'?
- Is it balanced? Is it fair to all involved today and in the long term?
Does it promote a solid relationship for the future?
- How would I feel about myself? Would I feel proud? Would I want my friends/family/colleagues to read about it in the newspaper?

Whom to address

Contact your manager directly

- The quickest and often most efficient option – the preferred option, but not your only one

Contact your 'grandfather'

- This is your manager's manager and is an alternative to approaching your manager directly
- Use this channel if you feel that you cannot go directly to your manager, or if your manager is not appropriately responsive to your concern

Contact an employee or union representative

- Marine Harvest actively follows up concerns raised by employee representatives

Group management or Human Resources

- Especially relevant if you cannot get satisfaction through normal line channels

Board of Directors

- You may report concerns about accounting, internal controls or auditing matters, as well as other concerns, directly to the Audit Committee of the Board, to employee representatives on the Board, or to the Chairman of the Board of Directors

Contact information:

Employee representatives

If you are not familiar with your employee representative, please contact local Human Resources for details.

Chairman of the Board and Audit Committee

Please see the Code of Conduct section on the Marine Harvest intranet. If you can not access the intranet, please consult local Human Resources.

Reporting violations

Responsibility to report

If you have a concern about compliance with Marine Harvest policy, you have a responsibility to raise that concern.

You may remain anonymous

However, if you identify yourself, we are able to follow up with you and provide feedback.

Confidentiality is respected

Your identity and the information you provide will be shared only on a 'need-to-know' basis with those responsible for resolving the concern.

Retaliation violates Marine Harvest policy

- Marine Harvest absolutely prohibits retaliation against anyone for raising or helping to address a concern about a violation of the Code of Conduct. Retaliation is grounds for sanctions, up to and including dismissal
- Situations where retaliation could potentially be a concern should be raised as early as possible at the level felt appropriate to the situation (see page 8, Raising questions).

Sanctions for violations

Marine Harvest acknowledges that the overwhelming majority of employees are honest, hardworking, and in no need of a policy to explain good and proper business conduct. Nevertheless, we do need a policy for clarity and any company policy needs to be accompanied by sanctions if it is violated.

The overall aim of applying sanctions is fairness and transparency

Local laws will apply

Where violations occur, the local legal authorities may take appropriate action, including criminal sanctions.

Where violations occur

- The extended 'grandfather' principle will be in effect; meaning that the manager two levels above the person concerned in the violation will decide the sanction
- Decisions as to sanctions will follow an appropriate process which may include involvement by additional managers, and which in any event complies with all applicable union agreements, employment laws, etc.

Severity of sanctions

The severity of the sanctions will be decided by the extended 'grandfather'. He or she can decide if the situation is gross negligence or accidental/no damage.

- Gross or willful negligence – where the business or the business reputation could be materially damaged, employee dismissal and a report to authorities may be called for
- Accidental/no damage – any simple or accidental ethical violation resulting from, for example, conflicting policies, standard operating procedures, or recent changes in law, etc. Sanctions range from recorded reprimand to verbal warning
- Other violations – it is assumed that all other violations will fall between accidental/no damage and gross or willful negligence. Sanctions should fall between the two extremes of verbal warning and dismissal and are left up to the appropriate management (i.e. the extended 'grandfather') to decide.

1

1.1 Compliance with laws and regulations

Comply with all laws and regulations applicable to Marine Harvest's business

1.1

Compliance with laws and regulations

Marine Harvest employees will comply with applicable laws and regulations governing our business activities, worldwide.



WHAT TO DO

- Know the specific legal and regulatory requirements of the country and region in which you work and that affect your business
- Understand who the key authorities are, and what are their regulatory priorities
- Promptly report any 'red flags' or potential issues that might lead to a breach



WHAT TO WATCH OUT FOR

- New and changing laws and regulations that might affect your business – maintain processes to alert you to this
- Marine Harvest is a global company subject to many legal regimes, and many countries have laws and regulations that affect activities beyond the territory of the country. Be alert for foreign laws that might nevertheless affect your business activities (e.g. health regulations in an export market; competition and trade laws; foreign corrupt practices act, etc.)



I take pride in what I do. I could not justify working for a company that does not comply with laws and regulations.

KJELLAUG SAMLAND

Site Manager, Marine Harvest Norway



2

- 2.1 Ethical conduct
- 2.2 Working with customers and suppliers
- 2.3 Information and business data
- 2.4 Improper payments
- 2.5 Supplier relationships
- 2.6 Compliance with competition laws
- 2.7 Money laundering prevention

**Be honest, fair
and trustworthy**

Marine Harvest is committed to the highest ethical standards in the conduct of our business worldwide.

**WHAT TO DO**

- Because the Code of Conduct cannot answer every questionable situation, exercise your good judgment and be guided by your conscience. If a situation feels wrong or unfair, do not ignore this feeling, but openly seek assistance and guidance from a higher management level and/or others
- Follow the ethical test:
 - Is it legal? Will I be violating civil law, company policy, or 'standard practice'?
 - Is it balanced? Is it fair to all involved today and in the long term? Does it promote a solid relationship for the future?
 - How would I feel about myself? Would I feel proud? Would I want my friends/family/colleagues to read about it in the newspaper?

**WHAT TO WATCH OUT FOR**

- Dilemmas that are false – based on choices between wrong behaviour that is nevertheless expedient, and proper conduct that creates a more difficult path
- Activities, situations or pressure from third parties to do (or not do) something that must be kept secret and cannot be openly discussed with colleagues

2.2

Working with customers and suppliers

Marine Harvest works at all times with customers and suppliers in a manner consistent with our reputation as a reliable, honest and trustworthy business partner.



WHAT TO DO

- Ensure that Marine Harvest's obligations in relation to customers and suppliers are clear, documented as appropriate, and understood by all concerned
- Ensure that expectations of our business partners are correctly aligned with Marine Harvest's intentions and representations
- Make no false or misleading statements in presentations or negotiations
- Take corrective actions immediately should misunderstandings arise that could affect Marine Harvest's business or reputation



WHAT TO WATCH OUT FOR

- Invitations to be or become complicit in false or misleading representations of events
- Exploitation of situations or misunderstandings for short-term gain which have the potential of hurting Marine Harvest's long-term reputation for honest commercial dealings
- Leading business partners to make assumptions which are clearly at odds with Marine Harvest's intentions, plans or the realities of a situation

.....

Marine Harvest provides full, timely and accurate information and business data to the public, our shareholders and business partners.

.....

**WHAT TO DO**

- Engage in public presentations and dialogue on the basis of objective and verifiable facts
- Ensure that Marine Harvest's accounts accurately reflect the transactions and accounts of our business
- Never falsify or manipulate information to reflect other than reality

**WHAT TO WATCH OUT FOR**

- Statements of opinions which cannot be verified or supported by verifiable data
- Omitting facts or important information which would change a picture in the overall context in which it is presented
- Alterations or amendments of any document or statement because it contains unpleasant facts or opinions with which Marine Harvest disagrees

2.4

Improper payments

Marine Harvest prohibits payments – giving or receiving – made improperly to gain advantage, in every country around the world, in either the public or private sector. Gifts or favours of a nominal value, made openly, might be acceptable.



WHAT TO DO

- Before giving a gift or making an expenditure, understand applicable rules, policies and customs
- Keep true records of such transactions
- Behave openly – discuss with a higher-level manager all expenditures or receipt of business favours of a value greater than NOK 500 (or local currency equivalent) – in advance if possible
- Never give or accept a business courtesy that might create the appearance of an impropriety



WHAT TO WATCH OUT FOR

- Background information, including reputation, etc., that indicates improper business practices, bribes, or other improper relationships
- Business courtesies at a level which cannot be openly reciprocated by Marine Harvest
- Any demand to receive payments, commissions, etc. in advance of business
- Any request to make payment in a country, private name, or otherwise not related to a transaction
- Any suggestion that business might be facilitated through a 'special relationship'

Supplier relationships

Marine Harvest's relationships with suppliers shall be lawful, efficient and fair.

- All businesses, large and small, majority or minority-owned, shall be afforded an equal opportunity to compete for business

Suppliers shall attach priority to safety and health.

- Good or improving safety and health performance shall be preferred
- Unacceptable safety and health shall disqualify a supplier

Supply to Marine Harvest shall be conducted in a sustainable manner, consistent with the needs of future generations.

Suppliers and supply management activities shall comply with the Marine Harvest Code of Conduct.



WHAT TO DO

- Know and follow the requirements of applicable laws and this policy
- Treat suppliers with courtesy and impartiality
- Select suppliers on the basis of an objective, documented rationale
- Provide all suppliers with a clear and impartial opportunity to compete for business
- Handle sensitive commercial and technical aspects of supply confidentially, with due care and proper consideration



WHAT TO WATCH OUT FOR

- Unsafe conditions in supplier facilities
- Supplier employees who appear under age or subject to coercion
- Apparent disregard of environmental standards in supplier operations
- Potential conflicts of interest, personal dependency or other improper relationships with a supplier
- Any circumstances with a supplier that cannot be discussed openly within Marine Harvest's daily operations



Trust is essential in building up a good customer relationship. None of our customers should ever have to doubt our honesty.



HECTOR OJEDA

Delifish QA Manager, Marine Harvest Chile

Marine Harvest will comply with all applicable competition laws.

Marine Harvest employees will not enter into any agreements or understandings with competitors, or engage in other conduct, that undermines competition.

**WHAT TO DO**

- Do not discuss (or enter into any agreement, tacit or other understanding) with a competitor or competitor's representative regarding: prices, bids, sales territories, customers, terms of sale, production or sales capacity or volume, costs, profits or market shares
- Avoid contacts with competitors regarding price, capacity, or other commercial issues – or where the appearance of collusion might result
- Consult with a higher level of management in the event of any activity that could raise competition law issues

**WHAT TO WATCH OUT FOR**

- Agreements or practices that effectively restrict customer choice of supplier or restrict free pricing or access to the market
- Information exchange or arrangements of a commercial nature with competitors – especially related to matters of price or sales volumes and conditions
- Requests for boycotts or other activities that would put customers or suppliers at an unfair disadvantage
- Exclusive arrangements which put selected companies at a disadvantage to their competitors

Marine Harvest will conduct business only with reputable customers and suppliers involved in legitimate business activities with funds derived from legitimate sources.



WHAT TO DO

- Comply with applicable laws prohibiting money laundering and that require reporting of cash or suspicious transactions
- Know your customer or supplier, and take reasonable steps to detect unacceptable or suspicious forms of payment
- Learn the types of payment that are suspicious (e.g. multiple money orders or third-party cheques)
- Document and report any suspicious circumstances around payments



WHAT TO WATCH OUT FOR

- Business partners who are reluctant to disclose complete information
- Cash payments or payments that have no apparent links to a business partner
- Unusually complex transaction structures
- Unusual fund transfers or locations, or payments through a different country than the one in which you are doing business
- Transactions structured to avoid record-keeping

3

- 3.1 Safety and health
– in everything we do
- 3.2 Marine Harvest's safety
management principles

Protect safety and health

3.1

Safety and health – in everything we do

For Marine Harvest, safety and health is primary in everything we do – and essential to our employees, their families, the community and our customers.

Marine Harvest requires that safety should not be compromised for any other business priority.

See the Marine Harvest Safety Management Principles.



WHAT TO DO

- Understand and follow the Marine Harvest Safety Management Principles
- Commit to taking responsibility for your own personal safety in everything you do
- Work for the safety of others – engage and communicate with those around you in support of safety related behaviours



WHAT TO WATCH OUT FOR

- Passivity in relation to safety – thinking that a safety issue might be too small to be a priority, or that a safety issue is ‘someone else’s’ responsibility
- Aspects of the environment (equipment, tools, housekeeping, etc.) or work practices that represent safety risks or can be improved and made safer

3.2

Marine Harvest safety management principles

- All sites shall establish annual safety targets with action plans (what, who, when)
- All sites shall have high standards of housekeeping
- All managers shall carry out safety walks (Walk – Observe – Communicate)
- All employees shall participate in safety meetings on a regular basis
- The use of personal protective equipment and life jackets shall be specified for employees, contractors and visitors
- A risk assessment with respect to safety shall be made for all jobs, equipment, and potentially hazardous materials, with an annual review made of those considered most critical
- A work permit system shall be in place, to include lock-out tag-out procedures and to safeguard work in confined spaces
- An approval system for contractors shall be in place
- All accidents and near-misses shall be reported and investigated, to include root-cause analysis, and with the subsequent implementation of corrective actions within the planned time
- An emergency response plan shall be in place and tested at least once every year
- All Business Units shall have a safety committee, to include site managers and other members, to reflect a safety focus throughout the organisation
- A programme for systematic and regular safety training shall be in place



One of my most important tasks is making sure no one ever gets hurt at work. We have to pay constant attention to safety in every single work operation we perform at the plant.



PETER BLONDEEL

Health & Safety Manager, Marine Harvest Pieters

4

- 4.1 Privacy
- 4.2 Non-discrimination
- 4.3 Right to organise
- 4.4 Compulsory and child labour

Practise fair employment

Marine Harvest is committed to respecting the privacy of individuals, and will handle personal data responsibly and in compliance with applicable privacy laws.

**WHAT TO DO**

- Understand and comply with applicable laws and regulations of the jurisdictions from which personal data is collected and where it is processed and/or used
- Collect, process and use personal data for legitimate business purposes only
- Use care to prevent unauthorised access to personal data
- If you learn of a breach of privacy, immediately notify your manager and follow up corrective measures

**WHAT TO WATCH OUT FOR**

- Inadequate security controls or routines for personal data, such as wide email distribution, leaving print-outs on a printer or photocopier
- Sharing personal data with third parties, such as vendors or suppliers
- Transfers of data between countries without considering applicable legal requirements

All Marine Harvest's activities shall be conducted without discrimination on the basis of race, ethnicity, national or other origin, disability, age, gender, sexual orientation, language, religion, or any other characteristic where a person is not treated as an individual.

**WHAT TO DO**

- Always show respect for individuals as individuals
 - do not treat people as members of a class
- Base employment decisions on the basis of job qualifications (e.g. education, prior experience) and merit
- Provide a work environment free from harassment and bullying
- If a conflict arises between this provision and the laws, customs or practices of a particular area, consult with higher-level management

**WHAT TO WATCH OUT FOR**

- A hostile work environment or situation in which any person feels excluded or unwelcome
- Violating any labour law
- Refusals to work, or otherwise co-operate with, certain individuals because of a general characterisation

4.3

Right to organise

Marine Harvest recognises the right of all workers and employees freely to form and join groups for the promotion and defence of their occupational interests, including the right to engage in collective bargaining.



WHAT TO DO

- Know and understand all local or applicable legal obligations in relation to labour and collective bargaining
- Engage in open and free dialogue concerning conduct of labour and labour relations in Marine Harvest



WHAT TO WATCH OUT FOR

- Pressure from outside interest groups or others who have a political agenda on labour and collective bargaining contrary to Marine Harvest policy
- Suggesting that activities or agenda cannot be part of an open dialogue with Marine Harvest employees on labour practices



I expect my employer to treat me as an individual based on my own merits. My ability to do my job as a farm technician is the most important thing.

LAUREN EDGAR

Farm Technician, Marine Harvest Canada



Marine Harvest is committed to the abolition of child labour, and all forms of forced or compulsory labour.

Marine Harvest considers the minimum age for employment as not lower than the age of completion of compulsory schooling as set by national law, and in any event not lower than 15 years of age.

**WHAT TO DO**

- Understand where Marine Harvest operations, suppliers or supply chain, due to local conditions, custom, practices or otherwise might represent a risk of having under-age workers or forced labour
- Understand and comply with all applicable laws and international conventions on labour practices to which Marine Harvest subscribes and supports
- Seasonal employment of workers (other than occasional experience by students on school holidays according to local custom) is included under this policy

**WHAT TO WATCH OUT FOR**

- Supplier employees who appear to be under age or working under coercion
- Suppliers who deliver through sub-suppliers whose operations they are reluctant to disclose, or open to visits and inspection

5

- 5.1 Conflicts of interest
- 5.2 Insider trading and stock tipping

**Avoid conflicts
between work
and personal
interests**

Conflicts, or the appearance of conflicts, between work responsibilities for Marine Harvest and free-time activities or personal interests and business must be avoided.



WHAT TO DO

- Disclose outside activities and financial interests that could potentially present a conflict, or appearance of a conflict, of interest with Marine Harvest's responsibilities
- Do not misuse Marine Harvest's resources for personal gain
- Do not take personal advantage of opportunities that are discovered through Marine Harvest
- Seek approval before accepting any outside board position which has the potential for conflicting with Marine Harvest's interests or work responsibilities



WHAT TO WATCH OUT FOR

- Personal investments of time or money in companies (for example, a customer or supplier) that have a relation to Marine Harvest
- Personal benefits which accrue due to your position or responsibility in Marine Harvest
- Personal relationships which affect conduct of your work responsibilities for Marine Harvest (for example, supplier selection involving friends or relations)

5.2

Insider trading and stock tipping

It is illegal to buy or sell securities on the basis of material, non-public ('inside') information. It is also illegal to communicate (or 'tip') inside information to others.

Marine Harvest follows all applicable requirements of Norwegian law and the Oslo Stock Exchange in relation to its securities, and in this regard maintains procedures which include notifying insiders of trading prohibitions, record keeping and notification requirements.



WHAT TO DO

- Know and follow the law on insider trading, and follow Marine Harvest's rules and notifications in relation to trading prohibitions
- Do not buy or sell the securities of Marine Harvest or any other company while you are aware of insider information
- Do not recommend or suggest to anyone else to do so
- Maintain confidentiality of company information



WHAT TO WATCH OUT FOR

- Discussing business with family and friends
- Investment activity in Marine Harvest's industry or those of suppliers or customers
- Talking about what you are working on or where you are travelling on company business or who visited the offices
- Buying or selling securities because you hear or learn of information that will affect the price when it becomes public
- Engaging in trading activity in a company around the time of any significant announcements by the company



In a small community like ours, bonds are usually tight. This is something we have to pay close attention to; I would never negotiate a deal with my brother's company.

BRIAN DOHERTY

Harvesting Manager, Marine Harvest Ireland



6

6.1 The Marine Harvest community

**Support
Marine Harvest's
open and
positive culture**

6.1

The Marine Harvest community

Marine Harvest aims to be an open, positive and supportive working community.



WHAT TO DO

- Show respect and support for individuals and our diverse cultures
- Voice opinions and bring disagreements into the open – in a respectful and solution-oriented manner
- Reward merit and encourage hard and meaningful work
- Support opportunities for development, training and education
- Address personal issues with discretion, care and support



WHAT TO WATCH OUT FOR

- Conduct that is clearly at odds with Marine Harvest's culture and aspirations, but where no one speaks up
- Behaviour that indicates that an individual feels excluded or treated inappropriately
- Behaviour that might indicate the presence of personal issues such as substance abuse or dependence, depression or overwhelming negative stress



In our office, everyone's allowed to voice their own opinion. I'm proud of our open culture, but it's important to be fair and show respect for your colleagues – even when you disagree with them.

HEDVIG LIMA

Senior Accounting Manager, Marine Harvest Corporate



7

- 7.1 Human rights
- 7.2 Community engagement
- 7.3 Adherence to global standards

**Help make
Marine Harvest
a positive
force in the
community**

Marine Harvest supports and observes the Universal Declaration of Human Rights in our operations.

Marine Harvest requires a similar commitment from our suppliers and participants in our supply chain.



WHAT TO DO

- Understand and comply with all applicable laws and international conventions on human rights to which Marine Harvest subscribes and supports
- Understand where Marine Harvest operations, suppliers or supply chains, due to local conditions, custom, practices or otherwise, might represent a potential risk of human rights violations
- Ensure that situations or allegations of human rights violations are investigated and followed up



WHAT TO WATCH OUT FOR

- Reluctant or otherwise unsatisfactory answers to questions from potential business partners
- 'Red flags' that suggest that a party might be avoiding an open and transparent view of their operations and/or conduct or that of their sub-suppliers

7.2

Community engagement

Marine Harvest aims for positive relationships in local communities where we operate, and to contribute to local development.



WHAT TO DO

- Pay attention to the views of local communities in respect to Marine Harvest's activities
- Engage in positive and open dialogue to find mutually beneficial or acceptable solutions to concerns
- Maintain an open attitude to diverse opinion
- Support local community and cultural activities through donations and support



WHAT TO WATCH OUT FOR

- Situations where Marine Harvest activities might cause nuisance through noise, odour or visual intrusion
- Opportunities to make positive contributions to local communities through sponsorship, donations (including contributions in kind) and volunteer engagement



As an employer, we are an important part of any local community. That's why we support local school and sports activities and encourage our employees to participate in charity fundraising.

VICKY FERGUSON

Human Resources Manager, Marine Harvest Scotland



Marine Harvest adheres to national and global standards of good corporate practice, including:

- The United Nations Global Compact
 - The OECD Guidelines for Multinational Enterprises
 - The Norwegian Code of Practice for Corporate Governance
-

**WHAT TO DO**

- Know of the general national and international policies adhered to by Marine Harvest and take these into account where relevant to our operations
- Work with group communications and staff to maintain open disclosure, accounting and audit of Marine Harvest's activities in relation to this policy
- Raise questions or concerns regarding specific applications of this policy to higher-level management

**WHAT TO WATCH OUT FOR**

- Activities or situations which might be inconsistent with Marine Harvest's policies and which are encouraged to be kept secret
- Discouragement of 'whistle blowing' or other restrictions on transparency in relation to Marine Harvest's business activities or operations

Information and contacts

Sustainability

For further information about our commitment to a sustainable business practice, please consult our website:

www.marineharvest.com

Contact – Code of Conduct

For contact information, please consult the Code of Conduct section on our intranet, or your local Human Resources.

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