



Optimar

Valderøyvegen 1129
6050 Valderøya, Norway

info@optimar.no
www.optimar.no
Phone: +47 70 10 80 00

Sustainability Report 2021

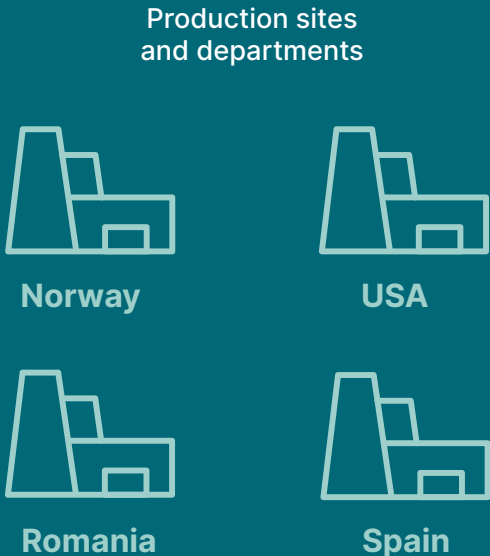


Optimar today



Who we are

Optimar is a global leader for automated fish processing systems for use on board fishing vessels, on land and in the aquaculture sector. Aside from its headquarters and manufacturing facility in Ålesund, on Norway’s west coast, Optimar operates other facilities in Norway, the United States, Spain and Romania. The company delivers to international customers in more than 40 countries.



Our tCO₂ footprint
(scope 1&2)

477

- This year we have been working on defining our baseline tCO₂ footprint for scopes 1&2, and partly scope 3.
- In 2022 we will continue to develop scope 3, and find the right actions to reduce our overall carbon footprint.

Workforce made of
more than

20

nationalities

- We strive to be an inclusive employer with a diverse workforce, and do not discriminate on the grounds of nationality, gender, religion or other personal characteristics.

LTI in 2021

4

- This year we have been focusing on building greater safety awareness in the organization through information and training.
- We have reduced LTIs from 9 in 2020 to 4 in 2021.
- Our target is always 0.

+40

Countries served

YES

UN Global Compact
Signatory (since 2020)

10

Identified SDGs where
our business has the
greatest impact



Sustainability Report 2021

- Statement from CEO
- Our value statement
- Our responsibility
- Optimar sustainability strategy
 - People*
 - Sustainable Operating Platform*
 - Sustainable and profitable growth*
 - Additional sustainability topics*
- Our social responsibility

Statement from the CEO

At Optimar we take our purpose seriously – fish handling with care. This also means caring for people and planet, and creating value for the next generations. There is a growing sense of ownership at Optimar to drive this forward which enables us to continue to take big steps forward each year. I believe we continued to do that in 2021, driving changes in our mindset and in key parts of our business.

Making the shift to become a more sustainable business is a team effort; everyone is involved at Optimar. We try to include all 40 nationalities and all functions across the transformation. We have a dedicated leadership team that takes ownership to drive this in the company as well as partnering externally to promote Sustainability, Diversity, Leadership and Lean topics across the industry and region. We all face similar challenges, being open and teaming up is a great way to address these issues.

As mentioned in our previous report, a sustainable business is one that works in the right way – where we do business, how and with whom we do business is integral to how we operate as a company is at the core of our behaviours and values.

Our industry is positively changing, we continue to see a pull for much higher levels of automation and solutions to improve fish welfare, quality and efficiency. For a company like Optimar that can deliver both products and fully integrated factories, this means we

need to go even deeper in terms of systems thinking and engineering to solve quality and productivity challenges. This is clearly a learning journey that we are on together with our customers, and we find new opportunities every day. It's inspiring to see the level of passion, engagement and commitment to solve these challenges.

Being more sustainable is fast becoming the way we work and not something additional. We feel a really sense of ownership to take this forward, and we are committed to continue to make big steps.

Thank you

Al Ghelani.



A few key highlights

- Sustainability is rapidly becoming part of our culture. There is a lot of awareness now and we are starting to integrate this into how we work. This can be through a Lean improvement approach or by the way that we engineer and deliver our products and system. It's good to see that this is taking hold and we drive both small and large improvements at all levels of the business.
- Safety is paramount, and we continue to build a better Safety culture – this requires a daily focus combined with training and hands on leadership. Last year we were able to reduce serious Safety incidents by 50%.
- We are building a more sustainable and scalable business by partnering with companies to secure production and services. We also baselined our CO₂ emissions as a company and developed a clear view, with steps already taken to improve our footprint and position. We have aligned on an ambitious target of 50% reduction of our emissions by 2025.
- We have started the process of benchmarking our products, developing a clear and objective view on how sustainable they are – this includes upstream, in use and downstream lifecycle assessments, scores and improvement recommendations. This is a key initiative which enables us to connect better with the substantiality requirements of our customers. We are working towards 70% of our portfolio based on Sustainable products by 2025.
- Training and development are key enablers to work towards our goals – we continue to invest in different areas which include Sales, Safety, leadership and Lean. Over 70% of our employees were involved in training last year.

“We have an obligation, not only to the planet but to our employees, customers and owners to take a leading role and stance in the effort to drive sustainability across the industry.”

Al Ghelani, CEO at Optimar

Fish handling with care

This is the core of what we do at Optimar and how we fulfil our company mission - we improve the sustainability of food production by enabling our customers to process fish more effectively, safely and with higher quality.

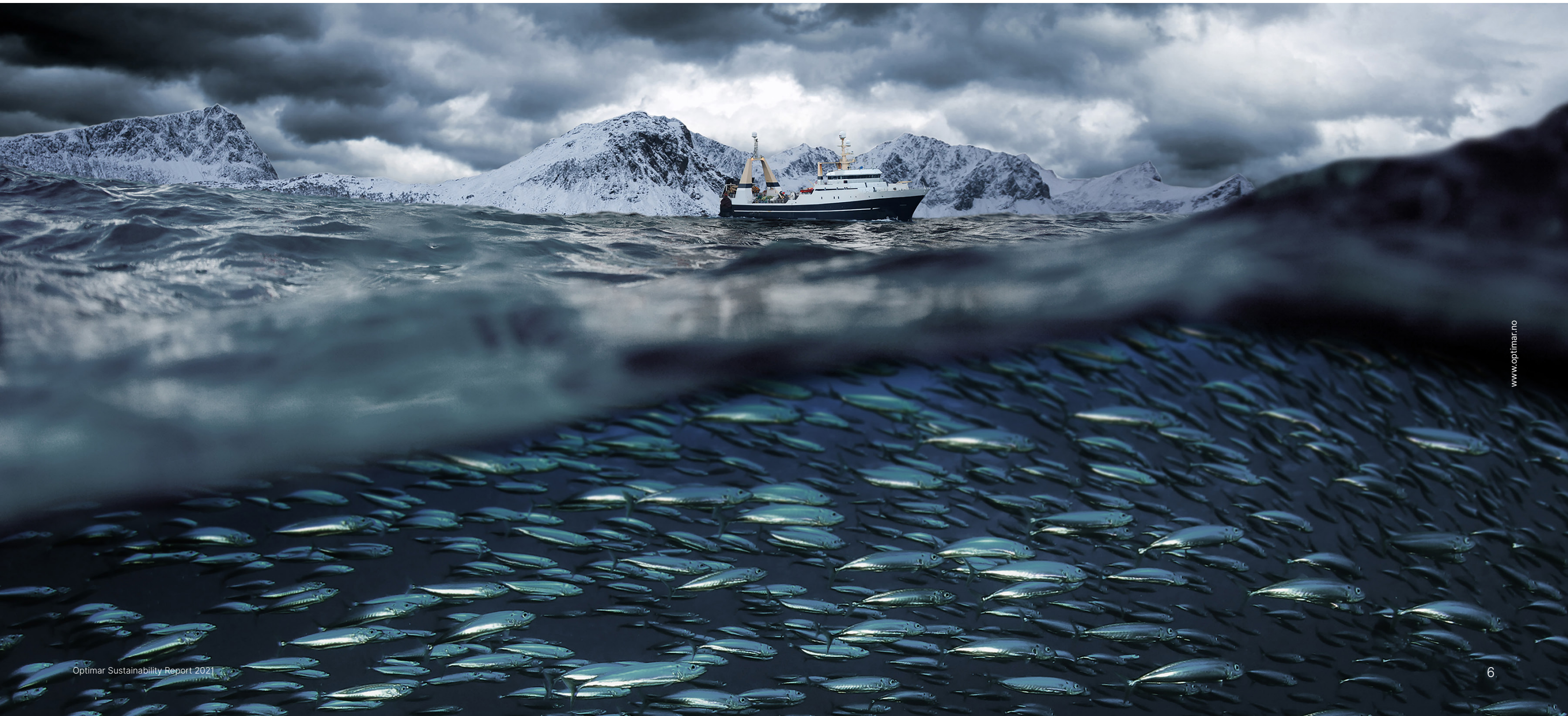
Our customers demand high-capacity solutions that process and utilize raw materials consistently and uniformly, without deviations or defects, and that are safe both for fish health and for the employees that manage the systems.

Caring for animals and the operators

We design and manufacture equipment that ensures good fish health and the most gentle handling possible. Our processing solutions are designed to provide factory operators with a safe and functional working environment without risk of stress and injuries.

Caring for the planet

Animal health and welfare, human working conditions, raw material utilization, energy consumption, and limiting carbon emissions are important considerations in sustainable food production. Consumer awareness of and emphasis on these considerations is changing how our industry operates. The reputations of our customers is, to some extent, our responsibility.



Why are we here

Fish handling with care is why we are here and through improving the sustainability of food production we are enabling our customers to process the fish in the best way. For us, to raise the standard, is our leading star.

Purpose

Fish handling with care

Mission

We improve the sustainability of food production by enabling our customers to process fish more effectively, safer and with higher quality.

Vision

We RAISE THE STANDARD for automated fish processing and handling solutions.



Our Values

Our culture is built on our company values. These values help define our purpose, improve team cohesion and foster a sense of commitment among the workforce. Our culture and values also inform our business strategy.

Trust

Listen and be open to ideas, concerns and questions. Consider the impact of your decisions broadly enough. Value the perspective of others and seek advice.

Honesty

Act with clear intent and transparency – address uncertainty early. Avoid harm to you and others. Speak up and voice your concerns.

Courage

Stand up for your (and our) convictions. Put the customer first – with integrity. Make a positive difference.

Responsibility

Own your decisions and defend them – but also be able to course-correct. Treat others as you would like to be treated. Put the team before yourself.

Integrity

Play by the rules. Do the right thing, always. Take the decision that is fair, ethical and consistent with our value system.

Reliability

Do what you say, but also say what we will not do. Know your own strengths and competences. Be a partner to rely on.



Our Core Behaviours

Our core behaviours define and explain the expectations for every employee in their daily work. They underpin our drive for continuous improvement and act as the basis for regular performance evaluation, recognition and placement decisions.

Think Customer First

Easy to do business with, don't be complicated, get to the point, see things from the customer's perspective.

Empower others

Support others in delivering the goal, stop micromanaging, let go by trusting others and reducing hierarchy.

Take ownership

Show a bias for action, don't wait, start, instigate, learn from your failures and successes, drive to win.

Improve every day

Get out of your comfort zone and stretch for more, don't rest on past achievements, be relentless for improvement and better results.

Compete for Success

We are determined to win with a clear drive to reach our goals. We have the courage to make difficult decisions.



Our Leadership Principles

Optimar's leadership principles underpin and set clear expectations for our leaders. These principles are closely related to our Core Behaviours. Dedicated leadership is the key to driving engagement and development, and to reaching our goals.

You own the result

You identify and develop each team member's potential and establish goals and action plans for each team member and for the team; you support and operationalize the company's long-term and strategic goals within your department.

You focus on the customer

We are only as good as the value we provide to our customers. To generate value, we need to focus on the customer through the whole value chain. It does not help if Sales do an excellent job if we lose focus in subsequent phases. By switching to a team-based organization, we involve, facilitate communication and build a shared understanding. This enables us to see the target and the customer through the whole process.

You are a role model

Ethical guidelines are integrated in your leadership, honesty and integrity are common sense for you. Your decisions are made based on this. You work closely with other leaders to create a positive, engaging and supportive work environment.

You are a bridgebuilder

You act and communicate in a way that builds confident and good relationships. Listen. Strive to understand. Be open and respectful of the opinions of team members. Value diversity.

You create development

Strive to continuously improve and develop. Lead the way. Communicate in a manner that fosters a mind-set of curiosity and discovery to create avenues of potential to improve our products, our production methods, and how we work together. Work to improve every day. Facilitate a work environment that is based on constant learning, take and give feedback. If necessary, evaluate the need for additional training in this area. Think and act as "One Optimar" – it's not about you and your department, it's about us.

You create commitment

See opportunities. Be positive. Know there is room to fail – and learn from these instances. Challenge employees to seek development opportunities within the department, in Optimar or in some of the other companies in Haniel. Be open, trusting and committed. Success happens when we work together as a team. Inspire and encourage.

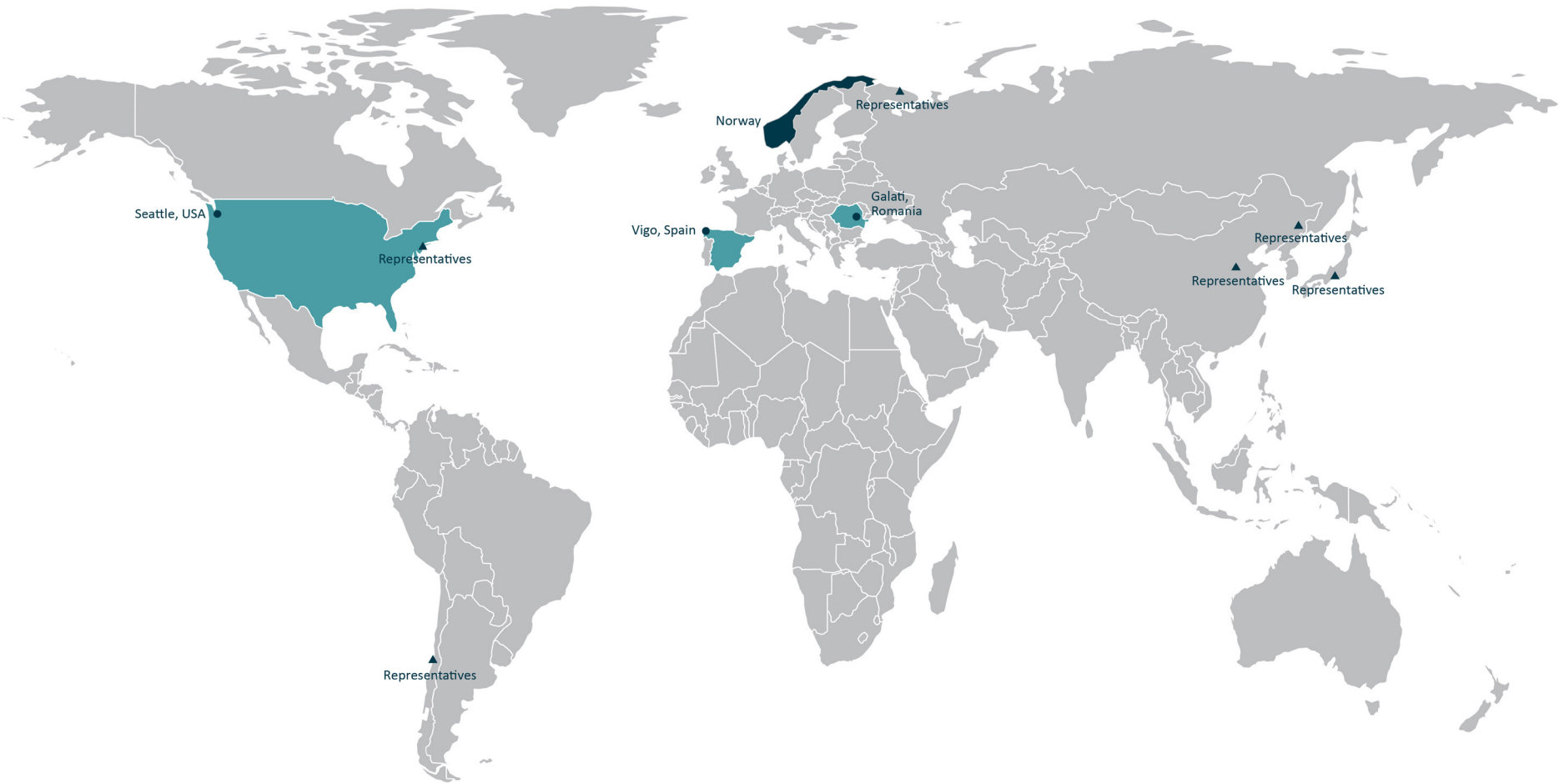
You are dedicated

Actively contribute to the decision-making process in an honest and positive way. When the decision is made, then own the decision and support the decision-maker. Be a model for the team by committing to be the best on a daily basis.



Our Responsibility

Optimar is a global leader for automated fish processing systems for use on board fishing vessels, on land and in the aquaculture sector. Aside from our headquarters and manufacturing facility in Ålesund, on Norway’s west coast, Optimar operates other facilities in Norway, the United States, Spain and Romania. The company delivers to international customers in more than 40 countries.



Fish handling with care - our purpose, drives how we design and manufacture our systems. In this endeavour, fish welfare, food safety and safe working conditions for operators are always of primary importance.

Optimar believes there is a strong correlation between long-term profitability and responsible business practices. This attitude is reflected in the company’s Environmental, Social and Governance (ESG) Standards. We expect our suppliers to also adhere to these standards. Apart from compliance with regulations, Optimar emphasizes loyalty, cooperation, openness, and involvement. Each employee is encouraged to develop and expand their expertise and apply Optimar’s ESG standards in their daily work.

Environmental focus
Optimar supplies products and solutions that promote sustainable fisheries. With a clear focus on product development to reduce waste and enable reuse of resources, Optimar helps the industry to utilize every part of the fish. Its products are also designed to have a better environmental footprint, for example by reducing energy consumption and eliminating the use of chemicals to remove sea lice from farmed fish.

Community contribution
For Optimar, contributing to society is a strength. The company therefore plays an active role in the local communities in which we operate. Optimar aims to be a responsible company and is always considerate of local community interests. This includes environmental, cultural and religious aspects. In particular, we focus on the important role education and training play as a means of social development and economic advancement. Optimar supports local initiatives and organizations, with the focus on children, culture education and health.

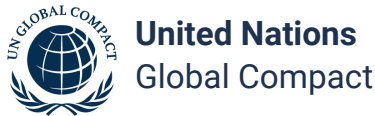
Human rights
Optimar supports internationally recognized human rights, such as the UN Declaration of Human Rights and the standards promoted by the International Labor Organization (ILO). We strive to ensure that all our activities worldwide are conducted in accordance with these basic human rights.

Examples of important human rights related to the business are:

- Freedom of speech.
- Freedom of association and collective bargaining.
- Labour standards, including prevention of forced labour, child labour and discrimination.

Corruption
Optimar is vehemently opposed to all forms of corruption and works actively to ensure that this does not occur within the company. Corruption is not tolerated at Optimar, and violations will lead to disciplinary action. As a part of its anti-corruption efforts, Optimar has developed a code of conduct for all employees, including management. This code helps the organization to make the correct decisions day to day. Optimar has also implemented a whistleblowing procedure to enable unethical behavior to be reported. All employees go through an annual e-learning course on Optimar’s ethical guidelines and code of conduct.

Our Sustainability Strategy



In 2020 Optimar became a signatory to the United Nations Global Compact. This is a voluntary commitment to adopt sustainable and socially responsible business policies and report on their implementation. We are committed to upholding the Global Compact’s ten principles, which cover human rights, labour rights, the environment, and anti-corruption. We are also engaging in collaborative projects to advance the broader development goals of the United Nations, including its global Sustainable Development Goals.

In 2021, we established a sustainability team with participants from the global workforce, whose members have different experience and backgrounds. Our sustainability strategy is built into the company’s overall business strategy.

The sustainability team has been working with some main projects: Our CO₂ footprint, Enkelfähig products – assessment of products, Waste and Marketing & Branding. This is our first year of reporting the footprint of our business.

We became a member of United Future Lab Norway in November 2020. United Future Lab Norway is part of the UN’s United for Smart Sustainable Cities

implementation programme. The Future Lab has partnerships with actors from private business, academia and the public sector. The objective is to help realize the UN’s Sustainable Development Goals.

Together with United Future Labs Norway we engaged a cross-section of our employees and our owners, Haniel, in evaluating and prioritizing the SDGs where Optimar can make a meaningful contribution.

View our letter of commitment to the UNGC principles

Our Sustainability Targets

- Enkelfähig revenue > 70%
- Future Worth Living (FWL) score from 2.2 to 3.2
- CO2 reduction - 50%



SUSTAINABLE DEVELOPMENT GOALS

The UN's 17 Sustainable Development Goals (SDGs) provide a framework for achieving the agenda and targets set by UN Member States. Together, the SDGs signpost what needs to be done to end extreme poverty, fight inequality and injustice, and protect our planet. We have mapped our sustainability priorities against these goals, 10 of which are highly relevant to our stated ambitions.

We have linked these 10 goals to our overall strategy. Partnership and collaboration are fundamental to how we will achieve our targets. We strive to contribute to reduce our footprint and enable our customers to do so as well. We have three different focus areas where we would like to make a difference: People, Scalable Operating Platform and Sustainable and Profitable Growth. See the figure at right:



Goal 2

End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Goal 3

Ensure healthy lives and promote well-being for all at all ages.



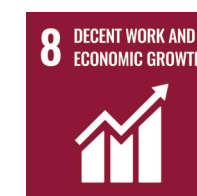
Goal 4

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Goal 5

Achieve gender equality and empower all women and girls.



Goal 8

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Goal 9

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Goal 12

Ensure sustainable consumption and production patterns.



Goal 13

Take urgent action to combat climate change and its impacts.



Goal 14

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Goal 17

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

We create an industry that cares for **people**

People are at the heart of what we do. Their health, safety and wellbeing are therefore the key to making our shared planet a little better. Through training and development, we can ensure that both our teams and our clients operate safely.

Our work on creating an industry caring for people, contributes to the following SDGs:



Our people are our most valuable resources. It is our responsibility as an organization to ensure that our employees have opportunities to develop through training, coaching and new challenges. For people to be receptive to development, it requires a good balance between work, private life, and health. Good mental health, safety and physical activity are important.

Twice a year, we measure employee satisfaction through an eNPS survey. We use the result to improve and develop the organization, and to continue building an attractive workplace.

In the autumn of 2021, we surveyed our employees to find out how they would like their workplace to be post-pandemic, and what kind of Optimar they envisage in the future.

Diversity and Inclusion

We believe that diversity and inclusion are important factors for growing our business and our results. People with genders, backgrounds, cultures and experiences give our organization a balance of voices and thoughts.

At the end of 2021, we had a total of 363 employees, of whom 56 (16%) were women and 307 (86%) were men.

	Number of woman	% woman	Number of men	% men	Number of non-binary	% of non-binary	Total
Level 1	0	0%	1	100%	0	0	1
Level 2	2	40%	3	60%	0	0	5
Level 3	3	13%	20	87%	0	0	23
Level 4 with personnel responsibility	9	41%	13	59%	0	0	22
Level 4 without personnel responsibility	5	17%	25	83%	0	0	30
Level 5	37	13%	245	87%	0	0	282
Total	56	15%	307	85%	0	0	363

Table: Percentage of individuals in the organizations divided in gender and percentage (GRI 405 – 1)

In general, we see a stronger gender balance at the management level (24%) than in the other levels (13%).

We strive to establish a more equal gender balance in the company and the industry. To be able to do that we need to be attractive. In 2021, sexual harassment in the Norwegian fishing industry was widely discussed. It is an issue we have been working on internally and with the industry in general. We also made our position clear to our customers.

We need to continue this work, there is still a long way to go.

For the first time, we included “non-binary” as an option in our employee survey. This prompted some discussions, while giving us an opportunity to show the direction of how we would like to build our business.

	Age <30	Age 30-50	Age 50+	Sum
Level 1	0	1	0	1
Level 2	0	4	1	5
Level 3	0	12	11	23
Level 4 with personnel responsibility	0	19	3	22
Level 4 without personnel responsibility	1	19	10	30
Level 5	57	157	68	282
Total	58	212	93	363

Table: Age composition per position level and stated in percentage (GRI 405 - 1)

To work on gender pay gap is important to be attractive and to foster a culture of diversity. In for example level 5 it is a broad distribution of different professions and competence fields, and it is useful to look into the gaps in each field to get the numbers more insightful.

Optimar follows the regulations related to parental leave in each country we operate in. In the numbers we also see the impact of the regulations in the different countries.



	% women	Women's pay as a % of men's pay
Level 2	37%	89.34%
Level 3	8%	80.55%
Level 4 with personal responsibility	8%	90.24%
Level 4 without personal responsibility	18%	91.87%
Level 5	12%	78.41%

Table: Women's pay as a percentage of men's pay in a 100 per cent position at different position levels (GRI 405 - 2). Numbers are based on the Norwegian workforce.

"To drive diversity, it's important for us to give people the ability to have a more equal share of the parental leave."

Norway 2021		
Taking parental leave	Total number of days	As percentage of own gender
Men	454	7%
Women	264	5%
Total	718	12%

Spain 2021		
Taking parental leave	Total number of days	As percentage of own gender
Men	28	2%
Women	54	17%
Total	82	19%

Romania 2021		
Taking parental leave	Total number of days	As percentage of own gender
Men	279	4%
Women	389	18%
Total	668	22%

Table: Use of parental leave in total number of person-days and as percentage of own gender (GRI 401 - 3)

“People from more than 20 nationalities work in our organization, enriching our teams with a variety of different cultures and perspectives.”

We focus on recruiting staff with the right mindset and competence. A blend of backgrounds, genders, ages, competence and mindset will enable us to successfully develop the organization.

	Total number	Age <30	% men	% women	Age 30-50	% men	% women	Age 50+	% men	% women
Norway	22	6	83%	17%	12	83%	17%	4	50%	50%
Spain	2	1	100%	0%	1	100%	0%	0	0%	0%
Romania	7	1	3%	0%	6	12%	6%	0	0	0
US	2	0	0%	0%	1	100%	0%	1	100%	0%
Total	33	8			20			5		

Table: Total number and rate of new employee hires during the reporting period, by age group, gender and region (GRI 401-1a).

In mid-2021, we closed one of our sites in Romania, making approx. 50 employees redundant.

	Total number	Age <30	% men	% women	Age 30-50	% men	% women	Age 50+	% men	% women
Norway	22	6	83%	17%	10	90%	10%	6	83%	17%
Spain	9	1	100%	0%	6	67%	33%	2	100%	0%
Romania	56	3	9%		31	82%	12%	22	60%	6%
US	8	1	100%	0%	4	100%	0%	3	100%	0%
Total	95	11			51			33		

Table: Total number and rate of employee turnover during the reporting period, by age group, gender and region (GRI 401-1b).

	Norway	Spain	Romania	US
Permanent full- time employees	282	42	31	11
Permanent part-time employees	6	0	1	0
Total employees	288	42	32	11
Temporary employees	19	6	0	2

Table: Employee contracts

As a global company we have been working on how to bring more of our teams closer together. When they work together, we see that they grow competencies, ideas and innovation.

Optimar is a strong engineering company and one of the main focuses in the 2021 was to foster closer collaboration among the engineering teams

in the different countries. We have established weekly global engineering management meetings for Products & Engineering. In addition, the Mechanical and Automation Engineering managers have regular collaboration meetings across the sites. We look at the SQCDP at department levels; delivery; work environment, etc.We have created an open and visual work en-

vironment. In week 17 2022, we plan to hold a global engineering workshop for the Mechanical and Automation engineering managers in Vigo to work on how to increase cross site collaboration & understanding. We plan to establish cross country meetings also at lower levels during 2022.





Globally in
2021

4

LTI

Work-related
sick leave

5

Recorded in
Norway in 2021.

NB: Absence due to the reported
LTIs are included in this figure.

Health, Safety and Environment

- Safety First

Promotion of good health and prevention of injuries require the organization to demonstrate continuous commitment to workers' health and safety. This is one of Optimar's top commitments and areas of focus. We are a global company with activities ranging from administration, production, installation aboard vessels at shipyards, onshore facilities and factory testing during sea-trails. We are well aware that our employees face a range of potential risks.

In 2021, we had a strong focus on Safety First. Optimar is a global company, and our focus is on building a global safety culture in every level of our business.

We believe in building a safety culture through involvement. We therefore focus on involving our employees in risk assessments and training in safety topics. We always focus on safety information at general staff meetings, and aim to commence global cooperation on a common HSE platform in 2022.

Optimar has an internal HSE management system led by our global HSE manager. The system contributes to our continuous improvement as a company by focusing on employee safety, health conditions and the prevention of adverse impacts on our environment.

Our annual HSE plan contains repeated activities for continuous improvement. Safety inspections, generic risk assessments and fire safety training sessions are all activities where hazards are revealed and countermeasures are implemented to reduce the risk of impact.

Covid and safe working environments

In 2021 we continued working under the threat of the Covid-19 pandemic. We focused on minimizing the risk of virus transmission by restricting employee movement between administration and productions sites unless critically needed, we supplied our employees with face masks and Covid-tests and we encouraged employees with symptoms to stay at home. It has not always been easy for our field service engineers to protect themselves against the virus when they are

working in different workplaces and countries with other mindsets than our own.

We sought the advice and approval of local health services with regard to our handling of the pandemic and response when employees tested positive for Covid-19.

We adjusted our work based on location-specific risk exposure, and for some periods, a significant portion of the workforce worked from home.

Lost time injuries

Our goal is to have zero lost time injuries (LTIs) during a year. Unfortunately, we experienced four LTIs that led to absence from work for one day or more in 2021.

Example of local focus

In Romania, Optimar has had a safety minute each week with varying HSE topics, to increase awareness of risks and possible consequences. In 2022, we wish to take this initiative one step further and establish a Safety Minute handbook for production workers, field service engineers, installation managers, etc, who are working in our factories or out on site.

Acid leak

In 2021, we experienced an acid leak at one of our sites in Norway. In conjunction with local authorities, we limited the health and environmental consequences of the incident and will continue to continuously improve our routines and emergency response plans. Employees exposed to acid fumes were sent for medical examination. No harm to their health was identified. An external consulting company concluded that the acid leak had caused no major environmental impact.

We know that our HSE management framework is not fully developed and implemented, and we will continue to build a solid HSE foundation and a Safety Culture in our company in 2022.

We suspect that not all injuries or near misses at work are reported. In consequence, we will create and implement a new way of reporting HSE incidents for 2022. We will conduct training on how and what to report, which will lead to more reported near misses in 2022. When the threshold is low and the systems are intuitive and easy to use it is possible to obtain more accurate data. Precise figures will tell our HSE team where to focus our risk-reduction efforts.

Optimar strives to achieve a low level of sick leave. Our target is a monthly global sickness absence rate of less than 3%, and we follow up both managers and employees to track performance in this area. If we exceed our target for two consecutive months, we perform a systematic root-cause analysis. The results are then used as the basis for appropriate countermeasures.

A physically and psychologically safe working environment, is important for all of us to be able to grow and develop. Last autumn, we asked our employees in Norway what factors were important for them in the workplace and how well Optimar fulfils their expectations as an employer. We scored highly in some areas, which shows how we have improved. In other areas, however, we still have some work to do.

Optimar Academy - focusing on our people's development and growth

It is our responsibility as an organization to ensure that our employees have the skills, training and certification they need to perform their work. We wish to offer our employees opportunities to grow and develop through training, coaching and new challenges. Building new skills is important to deliver the quality we strive for, both for our products and our work environment. Optimar Academy aims to support employees' efforts to develop their skills and competence.



We have a duty to ensure that we develop our people and enable them to be part of the the company's future

We have our own academy that ensures our employees receive both mandatory training and professional development courses. Lifelong learning is important, and we aim to build a culture that promotes knowledge sharing, a desire to acquire new insights and an understanding that our changing environment also requires increased knowledge and competence.

Lifelong learning is central to people's development and Optimar Academy offers a variety of virtual and classroom courses. The Covid-19 pandemic has forced us to rethink how we conduct courses and some of our classroom courses have been converted into digital events. Unfortunately, there was a decrease in the number of courses held in 2021 compared to 2019 and 2020, mostly due to the ongoing pandemic and periods when employees were temporarily furloughed.

Giving people the right tools, experi-

ence, and training to do a proper job is important.

In 2021, we had a strong focus on our Certified to Operate (CtO) programme, where Safety knowledge is maintained through repeated training. By having a structured overview of training and certification for each employee, it is easier to find the right person for a job and to follow up where training is needed. We reached our goal of 70 % compliance for our Field service Engineers based in Norway. By the end of 2021, we had achieved our target of 70% compliance for our field service engineers. Our goal is for a 90% maintained level of compliance with the CtO programme. In 2022, the CtO programme will also be aligned with the training programme established for our resources in Spain. By the end of the year, we will have a global overview of who is Certified to Operate at both our own and our customers' sites.

In 2022, we are focusing on establishing a CtO programme for our production workers in Norway.

I feel I have opportunities to learn and develop in Optimar

My personal and team goals are clear

We openly and regularly discuss performance and take appropriate actions to improve

I get feedback and recognition on my work

Every year, we employ 5–10 apprentices in different fields. Collaborating closely with high schools, vocational colleges and universities is important for developing talents, keeping a close contact between academia and relevant businesses to have targeted education and to recruit new employees.

Collaboration with academia and students not only contributes to the developing established talents, promoting business-aligned courses of study and facilitating the recruitment of qualified employees.

Collaboration with academia and students not only contributes to the development of individuals, but also enables the organization to stay at the forefront of developments in our field.

We regularly appraise employee performance through our global Optimar Talent programme. Our goal is to conduct one appraisal interview per year and goals are set for each employee, both personal and strategic, in the same process. Each manager is responsible for following up their employees between

each appraisal. It is recommended that they do so at least once a month. The Optimar Talent programme is the same for all employees, irrespective of their category or gender.

In 2021, all our employees were invited to an appraisal interview with their line manager, with 73% completed by the end of the year. We target a 100% completion rate for annual appraisal interviews. To reach this goal, we are focusing on leadership development in 2022.

Twice a year, each employee is invited to participate anonymously in a four-question survey focusing on Growth and Development. The survey results are used by line management to identify focus areas for developing their employees' careers and performance.

The questions are scored from 1-6 (Disagree Completely-Agree Completely). Our KPI for 2021 was a weighted average of 4.2, and we achieved an annual result of 4.3.

"We strive to give employees a good journey from onboarding, through their employment period to and offboarding. Every second year, we hold a meeting with the Norwegian Labour and Welfare Administration (NAV) to ensure that all employees aged 60-70 receive the pension-related information they need to plan for a good retirement."

André Farstad, HSE & Development Manager at Optimar

Sustainable operating platform

By reducing our operational footprint, we reduce the footprint of the products out to our customers. Our common responsibility is something we take seriously and work hard to improve.

Our work on creating a sustainable operating platform, contributes to the following SDG:



The whole fishing industry has a responsibility to manage our global fish resources in the best way. At Optimar, we always focus on making products and systems that ensure a high-quality end product, with as little waste as possible. For Optimar, it is important not only to manage our operations in a sustainable way, but also to help customers with their footprints. We always focus on our customers and the quality of the end product.

To reduce our CO2 footprint as effectively as possible, we need to understand our present situation. In the autumn of 2021, we engaged Cemasys to help us report and analyse our data. We report on scopes 1 & 2 as well as parts of scope 3.

Since 2020, we have continued to implement a Lean philosophy and roll out Lean tools in the organization. In our experience, Lean thinking directly supports our sustainability goals.

Through our sustainability team, we have engaged in a project to reduce waste matter at our sites. Our main focus has been on waste sorting, reducing the use of plastic and paper cups, and reusing equipment held in stock.

Our ICT strategy has focused on migrating more processes to cloud-based infrastructures and systems. We participate in the GotITLoop programme supplied by our primary ICT partner, Atea.

Our Climate Footprint

Optimar started calculating its CO₂ footprint for the first time in 2021. 2021 will form our baseline for future assessment of our CO₂ emissions. Because we do not have previous years’ figures to compare with, we can comment only on the aspects that we believe might have affected our baseline in 2021.

Emissions from our global business in 2021 in tonnes of CO ₂ equivalents (tCO ₂ e)	
Scope 1	257
Scope 2	220
Total tCO ₂ e	477



Scope 1 includes all direct emission sources. This includes all use of fossil fuels for stationary combustion, transportation by our company cars (both leased and owned) and process emissions.

Emission factors per fuel type are based on assumptions in the IEA methodological framework.

Scope 2 includes indirect emissions related to purchased energy; electricity and heating/cooling where Optimar has operational control. The electricity emission factors used in Cemsys are based on national gross electricity production mixes from the International Energy Agency's statistics (IEA Stat).

Key Figures GHG Emissions Scope 1 & 2			
Category		Unit	2021
Scope 1			
Stationary combustion			
LPG	tCO ₂ e		120,7
Diesel, stationary	tCO ₂ e		34,7
Natural gas	tCO ₂ e		39,5
	tCO ₂ e		194,9
Transportation			
Petrol	tCO ₂ e		8,6
Diesel (NO)	tCO ₂ e		48,1
Diesel	tCO ₂ e		5,2
	tCO ₂ e		61,9
Scope 1 Total		tCO ₂ e	256,8
Scope 2			
Electricity			
Electricity Nordic mix	tCO ₂ e		67,3
Electricity Spain	tCO ₂ e		26,9
Electricity Romania	tCO ₂ e		26,2
Electricity US/NWPP	tCO ₂ e		99,6
Scope 2 Total		tCO ₂ e	219,9

CEMAsys is Optimar's system partner for carbon accounting. This report provides an overview of Optimar's greenhouse gas (GHG) emissions, which is an integrated part of our climate strategy.

The input data is based on consumption data from internal and external sources, which are converted into tonnes CO₂-equivalents (tCO₂e). The carbon footprint analysis is based on the international standard; A Corporate Accounting and Reporting Standard, developed by the Greenhouse Gas Protocol Initiative (GHG Protocol).

The GHG Protocol is the most widely used and recognized international standard for measuring greenhouse gas emissions and is the basis for the ISO standard 14064-I.

tCO ₂ e per country unit						
Category		Unit	Norway	Romania	Spain	USA
Scope 1						
	Transportation	tCO ₂ e	48,1	4,6	7,5	1,6
	Stationary combustion	tCO ₂ e	155	39,7	-	0,3
	Scope 1 Total	tCO ₂ e	203,1	44,2	7,5	1,9
Scope 2						
	Electricity	tCO ₂ e	67,3	26,2	26,9	99,6
	Scope 2 Total	tCO ₂ e	67,3	26,2	26,9	99,6

Scope 3: Indirect emissions from value chain activities					
Category		Unit	2019	2020	2021
Business travels					
	Business travels from Norway units	tCO ₂ e	788,3	302,6	349,6
Waste Norway					
	Residual waste	tCO ₂ e	24	17	17
	Plastic waste	tCO ₂ e	16	25	29
	Unorganic acid waste	tCO ₂ e	16	26	233
	Wash water	tCO ₂ e	-	173	-
	Oil polluted mass	tCO ₂ e	-	-	155
	Process water	tCO ₂ e	-	-	24
Scope 3					
	Scope 3 Total	tCO ₂ e	844,3	543,6	807,6

Comment on CO₂ emission from waste in Norway in 2021

In June 2021, there was an acid leak at our site in Valderøya, Norway. The cleanup operation led to a 412 tonne increase in waste-related CO₂ emissions compared with the previous year.

Emissions from plastic waste are high. This is one of the improvement areas we will be taking a closer look at in 2022.

We will endeavour to reduce our residual waste by implementing waste storing stations in administrative offices at our Norwegian sites.

In 2020, we invested in a water treatment plant that recycles the wash water used in the acid treatment process in Norway. The recycling of wash water has reduced our CO₂ emissions by 173 tCO₂e.

Supply Chain

We work continuously with our suppliers to find solutions for sustainable products of high quality.

Next Steps

- Set clear minimum requirements for our suppliers.
- Help suppliers to become more sustainable.
- Find sustainable suppliers.



Implementing Lean philosophy to continuously reduce waste

Optimar uses the Lean philosophy to drive efficiency and quality in everything we do, and the various Lean tools directly supports Optimar’s sustainability ambition. Implementing Lean is a long journey, and the focus in 2021 was to build a foundation for Lean working.

Lean is a way of thinking about creating value with fewer resources and less waste. Lean involves continuous experimentation to achieve perfect value with zero waste. Lean thinking and practice occur together.

Our first step on this journey was to train our employees to see waste where it occurs, enable everyone to take action where appropriate and solve problems on their own. In addition, we had to teach management how to coach and support local improvement initiatives. Throughout 2021, we certified 14 Continuous Improvement Practitioners, whose role is to support their department with Lean initiatives. Furthermore, we conducted several large scale Kaizens (workshops where implementation is done during the workshop) to redesign business processes.

By the end of 2021, we had built the necessary knowledge and structures to implement Daily Performance Management across the organization. A part of this is to establish daily environmental targets for every department in Optimar.

Standard products

Our standardization programme for products and systems is reducing waste in many of our processes and ensures that the quality of the equipment is at the right level.

Next Steps

- Implement daily performance management system.
- Focus on quality – enable organization to continuously identify the root causes of deviations and implement countermeasures to prevent repetition.



ICT & Digitalization

We have started the journey to utilize cloud-based infrastructure and systems (IaaS, SaaS, PaaS) and the movement from a hybrid cloud environment to cloud for all major applications. This centralization will optimize power usage and reduce total power consumption/footprint. Our target is to utilize the cloud for all major applications in 2023.

Operational/ administrative ICT

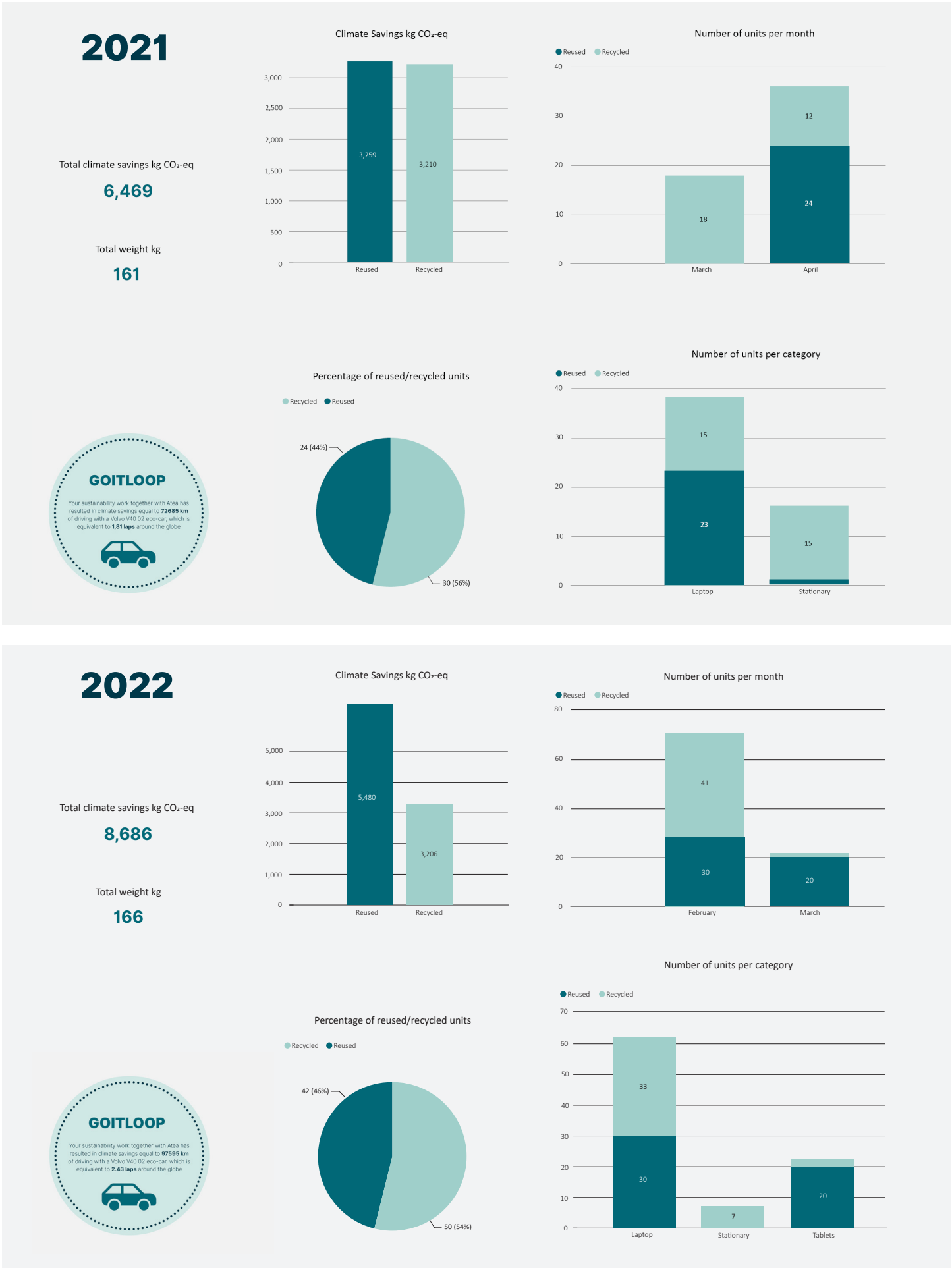
Utilize cloud-based infrastructure and systems (IaaS, SaaS, PaaS) and move from a hybrid cloud environment to cloud for all major applications by 2023. Centralization will optimize power usage and reduce total power consumption/ footprint .

Client equipment

All equipment no longer in use is being recycled with Atea’s green loop recycling process. Atea collects all equipment from their customers, from keyboards and harddrives to PCs and servers. By participating in Atea’s recycling scheme, we reduce our CO2 emissions, while Atea is able to extend the lifespan of products and conserve resources. Our contribution to this:

Next Steps

- Implement cloud based ERP, Invoice processing, Planning, time & attendance (reduction in on-site server infrastructure).



Sustainable and profitable growth

Climate change, overfishing and pollution threaten marine life – and us. The ocean provides a living for more than a billion people. As the world's population grows, more and more people need to be fed by what the ocean can provide. In principle, fishing is a renewable industry, but only if we manage the resources in the right way.

Our work on creating a sustainable and profitable growth, contributes to the following SDGs:



The whole fishing industry has a responsibility to manage our global fish resources in the best way. At Optimar, we always focus on making products and systems that ensure a high-quality end product, with as little waste as possible. For Optimar it is important to manage our operational footprint in a sustainable way but also help the customers with their footprint. The quality of the end product and our customers will always be in focus.

To do a better job in reducing our CO2 footprint it has been important for us to build and understand where we are today. Autumn 2021 we got into a partnership with Cemsys for helping us report and get an insight into our numbers. Scope 1&2 are reported out and parts of scope 3.

Since 2020 we have continued to implement Lean philosophy and lean tools into the organization. We see that the lean thinking directly support our sustainability ambition.

Through the sustainability team we have run a project for reducing physical waste in our sites. Mainfocus has been on waist- sorting station, reducing use of plastic and paper cups, and reuse old machinery on stock.

In our ICT strategy there have been a focus on work against a more cloud - based infrastructure and systems. With Atea as our main partner on ICT we take part of their program GotITLoop-program.



“The electrical stunning system allows for more humane slaughter than the traditional method of chilling in ice slurry without pre-stunning and also has product quality benefits”.

Geir Asle Dyrkorn, VP Products & Engineering at Optimar

Sustainable products for our industry

Sustainable products from Optimar will support the development of a sustainable fishing industry. Wild catch and aquaculture have gained a reputation for rough handling, overfishing and pollution. By constantly challenging the status quo, we will help to drive change for the better.

Optimar’s main strategy is to create systems and products that will take the fishing industry into a sustainable future. Optimar is in a position to do so by creating solutions that focus on fish welfare and efficiency. The Norwegian authorities are leading the way with regard to sustainable governance of the fishing industry, since the country is a leading global actor. Other nations and authorities look to Norway and follow the way the industry is regulated. Optimar is working closely with the Norwegian authorities and fishing industry to create solutions to identified problems. At the same time, Optimar is creating

effective automated solutions whose efficiency brings such obvious financial benefits that industry operators are more than willing to select the sustainable solutions.

In 2021, Optimar has had two main areas of focus with respect to sustainable products. Focus number one has been to improve cooperation with the Norwegian Food Safety Authority and create solutions that support fish welfare. The Norwegian Food Safety Authority is responsible for food safety and animal welfare in the Norwegian farming industry.

Focus number two has been to invent efficient solutions that maintain fish welfare and at the same time deliver increased efficiency and profitability for the actors in the fishing industry.

Cooperation with the Norwegian Food Safety Authority also extends to producing the required documentation of fish welfare when creating new equipment used for live fish handling. This is in accordance with guidelines issued by Norwegian Food Safety Authority and laws issued by the Norwegian government related to animal welfare. In 2021, Optimar has documented the process of

introducing new equipment and using existing equipment on new species of fish to ensure fish welfare is always in focus.

Over the years, Optimar has also established good connections with research organizations such as Nofima in Norway. This is to obtain third-party documentation that fish welfare is maintained when Optimar products are used. In 2021, the focus has been on the products Electric Stunner, Optilize, Optiflush and Stun & Bleed systems for use on farmed cod.

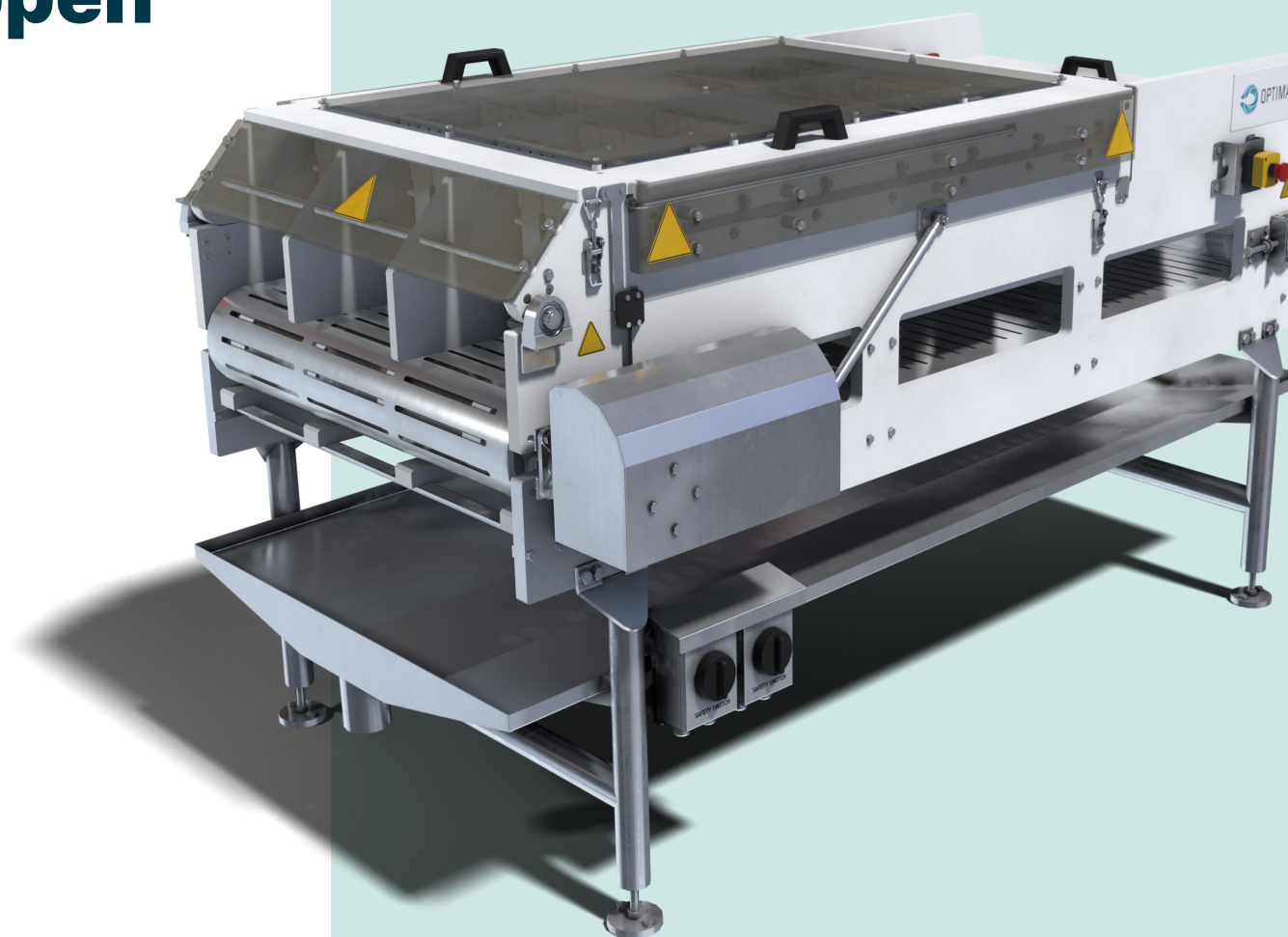



When we all pull in the same direction - good things happen

As a part of Tesco's commitment to higher welfare standards, they published an aquaculture standard in 2013, which required all sea bass and sea bream to be stunned prior to slaughter by 2016.

After testing our electrical stunner, the company said:

The electrical stunning system made by Optimar can be used as part of a commercially viable slaughter system. The system allows for a more humane slaughter than the traditional method of chilling in ice slurry without pre-stunning and also has product quality benefits. The system can also be operated with less staff and is easier to use in bad weather conditions.



[View the full Tesco report here](#) 

R&D efforts for better fish welfare

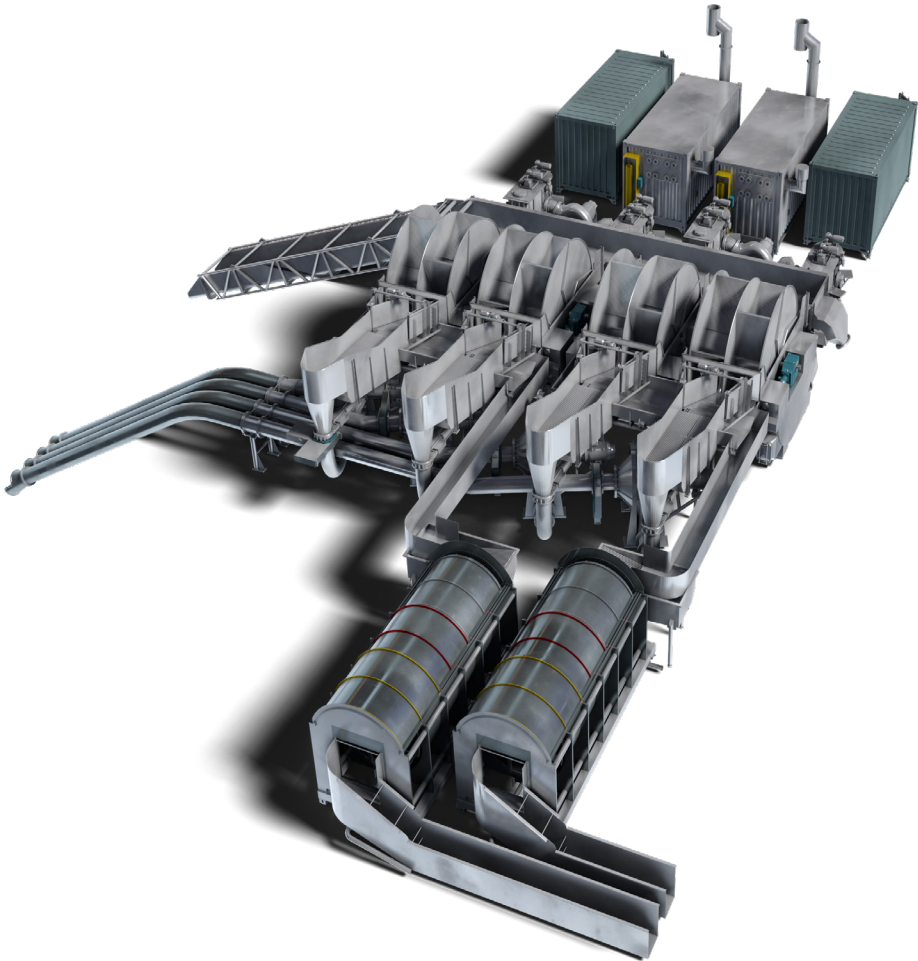
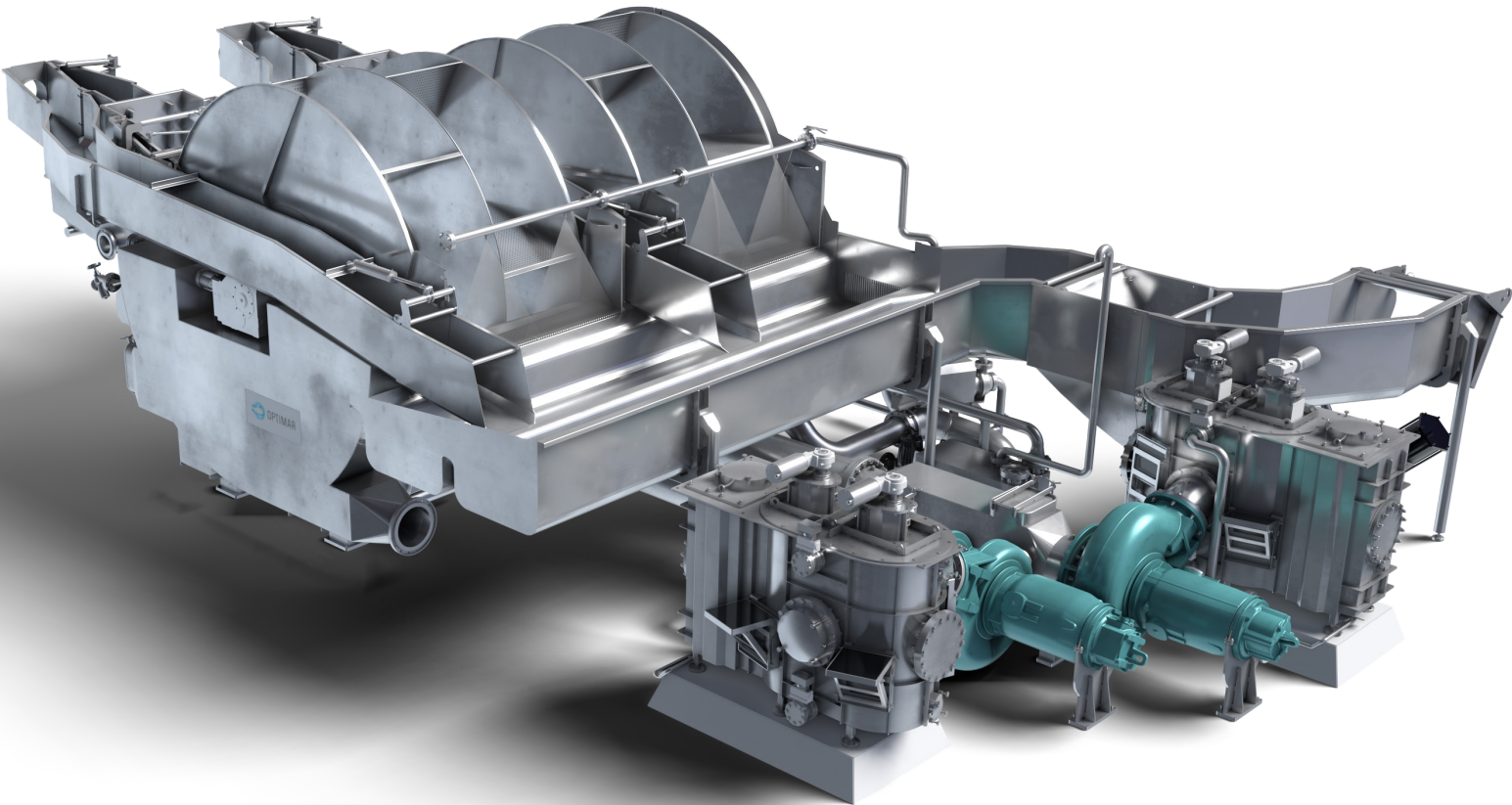
Research and development are at the heart of what we do at Optimar. We constantly challenge not only ourselves, but our customers, partners and academic institutions. Through a focus on fish welfare, automation and safe working conditions, our R&D department strives to drive the industry forward. In 2021, one of our greatest achievements focused particularly on fish welfare.

We have developed a method to lower the temperature for delousing operations, while keeping the delousing rate/percentage at the same level as with higher temperatures.

Farmed salmon and trout must be periodically deloused to meet government regulations regarding the maximum number of lice per fish.

Our Optilice solution provides a non-chemical method of delousing. Instead of chemicals or medication, this gentle method uses warm water. It has been documented to remove 98% of all sea lice up to temperatures of 36°C. In 2021, we improved this process still further by developing a 360° flushing system. The Optimar Optiflush system can be installed after any thermal lice treatment.

This new solution reduces CO₂ use on the vessel since the temperature can be decreased. It also benefits fish health through less exposure to high temperature water. An independent research institute has assessed the system and concluded that flushing causes no harm or stress to the fish.



Reduction of temperature

1-3 °C

Correlates to a reduction in needed energy to heat water, and consequently a reduction in marine oil consumption on the vessel.

Next Steps

Release the product on the market, both as a combination method and a stand-alone treatment method.



Optilice - improving fish welfare

"Our focus is to help our customers to deliver more sustainable products, of a higher quality and at a better profit."

Robert Sætre, VP Project Manager Aftermarket



Optimar Commander - Sustainability Documentation on Fisheries



Optimar Commander is a digital platform for gathering and sorting information from every machine in your factory, including third-party equipment. The live data helps our customers understand the bigger picture and equips them with the insight they need to make decisions with certainty.

In close collaboration with our customers and the increasing demands for control of emissions, we see that our software will be able to support customers, government, and end consumers with valuable data on the vessel's total emissions

Gathering data on operations is a key function of the Commander application. With sensors on each machine in the factory, the right data can be collected and sorted into a sustainability report for the vessel.

Recently, Optimar has consulted customers about extending these solutions to document environmental data. This will enable the logging of data such as fuel usage, as well as CO₂, NO_x and SO_x emissions from fishery operations. By gathering the data on each fishing trip, the end product's environmental impact can be properly documented.

This may be expressed as XXX kg CO₂/kg fish.

Remote support and Service agreement to reduce waste of time and reduce carbon footprint.

When vessels are far out at sea, they are difficult to reach for service and repair. For customers who have installed Optimar Commander, we can provide effective assistance via digital connections and real-time data sharing, remote support. This supports our focus on reducing our waste, both the time it takes to travel, the time our customers have to wait for support, and the emissions generated by travelling.

With Service Level Agreements (SLA's) we can serve our customers in a more structured way and can identify the need for service and repairs before they experience downtime and challenges at sea.

For example, bringing big trawlers back into port for routine maintenance creates a substantial carbon footprint. With remote monitoring and more frequent servicing, we reduce the risk of downtime and the need to spend unproductive periods in the dock undergoing repairs.

Customer documentation

Each product (machine or factory) that Optimar delivers to our customers is accompanied by a comprehensive user manual. This document includes technical information, drawings, instructions and guidelines. It also contains some information relating to sustainability, specifically the recycling of materials.

In addition, Optimar's customer contracts also include a section relating to ethics. In 2022, Optimar will expand the sustainability-related information we send to customers.

In 2022, Optimar will define what additional sustainability-related information it will include in customer documentation and how it will be presented. Specifically, Optimar is considering the inclusion of topics such as ethics, personal safety and recycling. The aim is to include information on those areas which are important for Optimar and for the world as a whole.

Including this information in the documentation we send out explains where Optimar stands on the issue of sustainability and gives a strong indication of our goals. We want our customers to know that we take sustainability and our common future seriously.

Next Steps

- In 2022, Optimar will define what additional sustainability-related information it will include in customer documentation and how it will be presented.



Our Social responsibility

For Optimar, contributing to society is a strength. The company therefore plays an active role in the local communities in which we operate. Optimar supports local initiatives and organizations, with the focus on children, culture, education and health.

Supporting young people

As a company, we are an important part of the society around us.

Together we create a good place to stay, live and work. Every year, we support initiatives with a focus on children and young people - in culture and sports. Such activities bring joy and self-confidence in a way which make participation meaningful.

In 2021, we have sponsored a number of sport clubs and societies:

- Ravn IL.
- Vatne Sogelag.
- Godøy IL.
- Norges Handikappforbund.
- Stranda Fotball.
- Redningsselskapet.
- Skodje IL.
- Herd IL.
- Ålesund Seilforening.
- Ålesund Sportsdrill
- Stranda IL.
- Giske IL.
- Skodje IL.
- Brattvåg IL.
- Vigra IL.
- Giske Motorsportklubb.
- Handikappede barns foreldreforening.
- Giskespelet.
- Emblem IL.
- Valder IL

Partnership



To be open and transparent is important for our company, we are sure that together we are stronger and can reach longer. We are members in different constellations that focus on industry cooperation and development, trade cooperation, research and more. We see partnerships as a win approach to deliver on our overarching goals related to People, Building a sustainable operating platform and delivering Sustainable and profitable growth.

We became member of United Future Lab Norway in November. This is a great opportunity to be part of a community with focus on our common future, and work together with others to reach the goals.

Through our membership in NCE Blue Legasea we work together with different companies, academia and research institutes in an innovative cluster to drive development and sustainable solutions for the marine industry.

As a member in Next Digital we participate in various projects where we can develop our ability to digitalize our operations and use digital solutions to create benefits for ourselves and our customers.



www.optimar.no

Spesialistbedriften

Spesialistbedriften is a firm which uses tools from the business world to solve problems related to social and societal issues. They employ young people with Asperger's syndrome, and provide them with a safe and developing workplace. Optimar AS is one of the shareholders in Spesialistbedriften.

Cleaning up the past -for the future

Every minute 15 tons of plastic end up in the ocean. As a market leader in the fishing industry and a part of the global food chain, it's our responsibility to create value for the next generations.

This mindset followed us to the Kalvøya island outside Ålesund. Together with the Norwegian voluntary organization Plastfritt Hav, we invited our employees and their families to help clean the shores. This is a commitment Optimar has signed up to through the Keep Norway Clean ("Hold Norge Rent") scheme, where you adopt a part of Norway and commit to clean the shores from plastic litter.

A common responsibility

"It's about the bigger picture. At Optimar we involve our employees and take action. We all share the responsibility and together we make a difference," SVP HR & Organization Lene Flem Debess explains. – Preserving life below water is crucial to our existence. What we saw on Kvaløya was generations creating value for

generations. It shows that it's possible for everyone to take part in saving the ocean, Debess adds.

Marine litter

It is estimated that between 8–12 million tons of plastic end up in the world's oceans every year. After a shore cleanup done in Norway in 2020, it was stated that 46% of the marine litter found in Norwegian shores came from fisheries and aquaculture. 77% of the litter originated from Norway. It is clear that our industry has been in part of littering the sea, which is why we also have to be at the forefront of cleaning it up.

- Fish handling with care also includes caring for people and planet. We want to create value for the next generations.



"Our shared responsibility is to manage resources in ways that ensure we create value for the next generations."

Lene Flem Debess, SVP HR & Organization at Optimar





Optimar

Valderøyvegen 1129
6050 Valderøya, Norway

info@optimar.no
www.optimar.no
Phone: +47 70 10 80 00