

Our scoreboard

The colours indicate

● Within target ● On track to meet our target ● Unsatisfactory result

PILLAR	KPI	TARGET	2016	2017	2018	2019	STATUS	REFERENCE
HEALTHY OCEAN	Survival rate*	93%						
		Rogaland	93%	91%	92%	93%	●	page 64
		Finnmark	94%	95%	96%	96%	●	
		Shetland	83%	89%	83%	89%	●	
		British Columbia	90%	93%	88%	88%	●	
	Use of antibiotics (g per tonne LWE)	No use of antibiotics						
		Rogaland	0.0	0.0	0.0	0.0	●	
		Finnmark	0.0	0.0	0.0	0.0	●	
		Shetland	0.9	1.7	13.9	29.2	●	
		British Columbia	126.9	18.3	151.3	87.0	●	
	Sea lice treatments** (g per tonne LWE)	Minimize use of pharmaceutical treatments						
		Rogaland	5.2	0.2	1.1	0.0	●	
		Finnmark	0.2	1.0	0.8	0.3	●	
		Shetland	2.5	5.9	3.2	2.0	●	
		British Columbia	0.3	0.1	0.3	0.5	●	
	Use of hydrogen peroxide** (kg per tonne LWE)	Minimize use of pharmaceutical treatments						
	Rogaland	18.5	10.8	3.5	11.9	●	page 69	
	Finnmark	42.4	13.4	14.5	0.0	●		
	Shetland	76.0	82.7	32.6	12.2	●		
	British Columbia	0.0	9.2	5.8	6.0	●		
Escape incidents	Zero escape incidents							
	Rogaland	0	0	0	0	●		
	Finnmark	1 (200 fish)	0	0	0	●		
	Shetland	2 (1 446 fish)	0	2 (22 212 fish)	2 (4 500 fish)	●		
	British Columbia	0	0	0	0	●		
SUSTAINABLE FOOD	Carbon emission (kgCO₂e per tonne GWT)	30% reduction (from 2017) in emission/tonnes GWT by 2030	na	421	459	514	●	page 94
	High quality product	93% superior share						page 84
		Rogaland	88%	81%	74%	75%	●	
		Finnmark	89%	78%	86%	86%	●	
		Shetland	93%	93%	94%	94%	●	
	British Columbia	76%	81%	84%	86%	●		
PROFIT & INNOVATION	Return on capital employed	12% p.a.	33%	24%	22%	19%	●	page 107
	Farming cost per kg (NOK)	37.90 in 2020	39.7	43.4	43.1	43.5	●	page 113
	Harvest volume (tonnes GWT)	100 000 tonnes in 2020	64 726	62 598	74 623	82 973	●	page 113
PEOPLE	Absence rate	Below 4.5%						page 149
		Rogaland	3.4%	3.2%	4.7%	3.5%	●	
		Finnmark	6.1%	4.4%	5.4%	4.9%	●	
		Shetland	2.7%	3.2%	2.3%	3.4%	●	
		British Columbia	1.6%	0.9%	1.8%	2.0%	●	
	Harassment	Zero harassment cases	0	0	0	0	●	page 138
Workplace culture	Above average score in Great Place to Work survey	na	na	89% (Norway)	79% (global)	●	page 144	
LOCAL COMMUNITIES	Reputation amongst stakeholders	Good stakeholder reputation	-	-	-	Improving	●	page 38-39
	Support our local communities	Collaborate and contribute to local community	yes	yes	yes	yes	●	page 154-161

* Survival rate calculated according to the GSI standards. ** Amount of active pharmaceutical ingredients (APIs) used (gr/kg) per tonne of fish produced (LWE).