
ANNUAL REPORT 2015



Sustainable Fisheries
PARTNERSHIP



CONTENTS

DEDICATED TO PROMOTING RESPONSIBLE SEAFOOD PRODUCTION WORLDWIDE	2	OUR PARTNER COMPANIES	20
A MESSAGE FROM THE CEO	3	McDonald's	20
A MESSAGE FROM THE CHAIRMAN OF THE BOARD	4	High Liner Foods	21
SFP: THE FIRST 10 YEARS	5	Walmart	22
HOW WE DID: A LOOK AT 2015	9	Nestle/Purina	23
LOOKING FORWARD	11	Sobeys	24
WHAT IS A FIP?	12	Congalsa	25
WHAT IS AN AIP?	13	Asda	26
HOLISTIC MANAGEMENT THROUGH SUPPLY CHAIN ROUNDTABLES (SRS)	14	BECOME A PARTNER	28
SUCCESS STORIES	15	FINANCIALS	29
INFORMING THE INDUSTRY	19	BECOME A DONOR	30
		WHO WE ARE	31



DEDICATED TO PROMOTING RESPONSIBLE SEAFOOD PRODUCTION WORLDWIDE



Millions of people worldwide depend on seafood as a staple protein in a healthy diet. As a result, the people who produce the world's finfish, mollusks, and crustaceans represent a growing multibillion-dollar industry – an industry that provides a livelihood and economic stability for villages, cities, and even entire nations.

But it is not an easy industry to maintain. Over the past century, advances in technology meant to help fishermen and seafood farmers have, on occasion, led to disastrous results.

Fisheries have provided bountiful harvests for centuries but some are threatened by overfishing. In some parts of the world commercially valuable species are being exploited at unsustainable levels and fishing

livelihoods are being placed at risk. Other concerns include bycatch and related unintended side effects on the surrounding environment. Today's global fisheries need to pay more attention than ever to the critical balance between the worldwide demand for seafood and the need to allow ocean life to naturally replenish itself and maintain a rich marine biodiversity.

With more than 50 percent of the world's seafood provided by aquaculture today, it is clear that fisheries are not alone in the task to ensure a sustainable seafood supply. Farmers of all types of marine products need to be equally vigilant. The outbreaks in recent years of diseases such as infectious salmon anemia (ISA) in Chilean salmon farms and early mortality syndrome (EMS) in shrimp farms in Southeast Asia are proof of the danger of unchecked and unmonitored

growth, and the potential impacts of a pen or pond on nearby indigenous species, indeed the environment itself, must not be taken lightly.

Sustainable Fisheries Partnership is dedicated to promoting responsible seafood production worldwide through creating both formal and informal partnerships directly with the seafood industry. We understand that the vast majority of the seafood industry wants to protect the oceans and the seafood that underpins their business but lacks the tools to tackle the problems it faces. SFP is an organization made up of experts in fisheries science and commerce working together in partnership with the global commercial seafood industry to help guide the way toward seafood production that is both healthy for the environment and robust enough to support the world's growing food needs and the people who make their living from the sea.

A MESSAGE FROM THE CEO AND FOUNDER



This is SFP's first annual report. We decided to publish one to help us keep everyone – our donors, our partners, the general public, and other interested stakeholders – in the loop on what SFP has been doing over the past year.

It's also our 10th anniversary this year, so we've included a short review of our history, explaining where and why we got going and how our partners and we have evolved over the decade. When I started SFP I was talking to the founder of another NGO, which was just turning 10 years old at the time, and remarked I'd be amazed and delighted if SFP got that far. And looking back now, that's just how I feel – amazed at how it's worked out so far and delighted with the growth in partners and the results we've achieved together.

Three of SFP's core beliefs that differentiate us from many NGOs are: (1) industry needs to lead this improvement work, not SFP or other NGOs; (2) the models of change we promote should be realistic and as efficient as possible; and (3) SFP itself also needs to be as lean and highly targeted as possible, including where we try and attract new partners.

In 2015 we expanded our partner base farther beyond retail, welcoming a number of processors and distributors who share our sustainability goals. We also launched expansions into Spain, holding our European Fisheries and Aquaculture Forum in Madrid and partnering with both a major processor and a large hypermarket chain there. With the sustainable seafood movement just getting started in that country, we're looking forward to being a part of the movement's growth there, which is essential to improving key fisheries, especially in octopus, squid, and tuna.

Perhaps most importantly of all, however, we've encouraged the industry to take a more proactive approach to improvement projects and sustainability efforts. SFP may have started out as the architect of a number of fishery improvement projects (FIPs), but it has always been our goal to see the industry itself take

on the responsibility of starting and maintaining such projects. Starting in 2015, we have strongly promoted the use of Supply Chain Roundtables (SRs), and I'm happy to report a number of our partners have gotten on board. I'm convinced the use of SRs will become a vital tool to facilitate the industry-driven approach we hope to see more of in the coming years.

I regularly thank our partners for all their leadership and effort, but this report provides me with the opportunity to thank the team at SFP. I'm incredibly proud of the talent SFP has attracted over the years, and the fact that so many of them are still with SFP and all working so hard. Thank you team SFP!

Jim Cannon

A MESSAGE FROM THE CHAIRMAN OF THE BOARD



On behalf of my fellow board members, welcome to the first Sustainable Fisheries Partnership annual report. It has been another fascinating year of growth and challenges for us and we hope you find the detail in this report interesting.

SFP has of course been active for some years and our efforts in making the world's seafood industry sustainable have been widely reported. We are already well known, and hopefully well regarded, within the seafood sector, but as our areas of activity and capabilities to operate increase we feel that, in the interests of transparency, annual public reporting is appropriate.

It's been yet another great year for SFP and the ongoing efforts of our retail partners to transform the world's commercial seafood supplies to sustainable practices. One of the operational highlights was the launch of the Ocean Disclosure Project in the summer of 2015. This project has begun with five of our key partners – Asda (part of Walmart), Morrisons, Co-operative Food, Biomar, and Skretting – each publicly disclosing the full list of fisheries they use

for sourcing supplies, along with data on stock sustainability. It's an act that says a lot about the commitment our partners have to the mission and the cooperation, indeed trust, that exists between SFP and our corporate partners.

Our work is dependent on two critical inputs in addition to our ambition and commitment to this critically important cause. Those are of course the extraordinary continued and generous support from our patrons and donors and the phenomenal dedication and competency of all the people that work on staff or as consultants with us around the world.

We are immensely grateful to the David and Lucile Packard Foundation, the Walton Family Foundation, and the Gordon and Betty Moore Foundation for their long-standing and mission-critical commitments.

We would also like to acknowledge the significant contribution of the Rockefeller Foundation in particular this year, as their new grant will allow us to assist the ongoing Indonesian Blue Swimming Crab Fishery Improvement Project at a much higher level than before. This work is essential, given the importance of Indonesian fisheries worldwide and the strategic importance of this FIP. I would like to acknowledge the increasing financial significance of the contributions we are now receiving from many of our retail and other commercial partners. These contributions are not only vital to fund our work; they also show to us that private-sector commercial players are increasingly valuing our efforts.

Absolutely nothing is achievable without our team, these 63 people work on projects from Hawaii to Alaska, from Southeast Asia to South America, working alone

and in teams. At any time you choose, some of our team are working on fisheries sustainability projects somewhere in the world – the sun truly never sets on SFP's endeavors. We have been fortunate this year in being able to attract a number of key hires to SFP and now our team of scientists and strategists, client managers and planners are making a difference in fisheries transformation all over the globe. They have shown on countless occasions an ability to coordinate, network, and execute SFP's day-to-day business with an efficiency and skill that is nothing less than extraordinary.

Thank you for your support and attention.

Andrew G K Donaldson

SFP: THE FIRST 10 YEARS

SFP founder and CEO Jim Cannon first conceived of the idea for an organization that promoted change through supply chains and industry collaboration while working for Conservation International (CI) to protect coral reefs in Papua New Guinea in the 1990s.

The leading seafood processor had a quarter-century history in the region, had invested deeply in its business and the local community, and was keen to protect the marine resources its business relied on, but it had to compete against buyers looking to make a quick profit, often against regulations. With government enforcement weak, and customers accepting any product “no questions asked,” it was pointless for the processor to take unilateral action. Any product it refused would simply go to competitors that were already breaking the rules, hence changing nothing while enriching illegal competition. What was needed was widespread customer support to refuse products their suppliers produced illegally and deeper collaboration with regulators and enforcement agencies.

“There was no silver bullet; instead, I could see that partnerships throughout the industry were needed. One responsible supplier could not stop illegal fishing on its own.” Cannon said.

Later, still with CI, Cannon was further inspired by his involvement on a team challenged to work with McDonald’s to green its supply chain. Here, he focused on sustainable fish supplies, with fisheries management being his strong point and the subject of his Master of Philosophy in Fisheries Economics. One major challenge was the lack of government support for policy changes to support individual supplier sustainability. The answer was to engage in dialogue with decision makers from McDonald’s and their fish suppliers and to promote shared responsibility along the supply chain to effect change.




 2006

- **Jim Cannon leaves Conservation International and sets up SFP**
- **Trust for Conservation Innovation (TCI) approves SFP as a program, and serves as Fiscal Sponsor**
- **Walmart requests that all its source stocks are put through sustainable certification**
- **Barents Sea Cod and Haddock FIP begins**
- **McDonald's, Walmart become SFP partners**


 2007

- **First two grants secured from Packard Foundation**
- **FishSource launches at European Seafood Exposition**
- **Started developing Metrics for Walmart**


 2008

- **First grant from Walton Family Foundation**
- **SFP working in 15 countries with a staff of 20**
- **Introduction of AIPs**


 2009

- **First Grant from Oak Foundation**
- **Jim Cannon presented with "IntraFish Seafood Person of the Year" award**
- **Gulf of California Shrimp FIP begins**
- **Sobeys becomes SFP partner**

This approach worked in the Baltic, where a complex FIP was put in place for cod. Here, the seafood processing industry provided two local jobs for every one job in fishing, but if local fish supplies dried up, then those processing jobs would need to be relocated to lower-cost countries. By showing local politicians that healthier local fisheries meant protecting processor jobs and thus more votes, the door was opened for policy change.

The experience of working on the Baltic Sea Cod FIP underlined the need to help buyers and governments understand the consequential economic losses they faced if they did not achieve sustainability. It also highlighted the assistance that suppliers, major buyers, and governments needed to understand the wider implications of seafood sustainability.

In 2006, Cannon also became the seafood sustainability advisor to Walmart and continued with the focus he had developed with McDonald's. He reasoned that change was most effective if it involved supply chains where businesses were already sourcing, such as Russia and Chile where there were fisheries of great strategic importance that needed significant improvement.

In February 2006, Cannon went to the board of Conservation International to explain that CI needed to put improvement programs in place in countries that it had not worked in before. At the time, the organization was based in the tropics undertaking biodiversity work and had little field presence in those countries that supplied the bulk of seafood. Seeing the need for a specialist NGO working with industry on improving fisheries and aquaculture, and sensing the

opportunity the work of McDonald's and the Walmart commitment created, Cannon set off on his own and created his own NGO, aiming to work with major retailers and their supply chains on seafood sustainability.

CREATING A GLOBAL ORGANIZATION

In its first three years of operation, SFP's staff increased from two to 24, with efforts underway in more than 30 countries. As the organization grew, it became obvious that the structure needed to change, and a team-based approach was adopted with groups of experts formed around specific issues on an as-needed basis. An experienced senior team was put in place to oversee particular aspects of the organization.

Doug Beveridge was brought on board to manage the European side of the organization. Beveridge had experience in setting up fisheries science partnerships for a national organization and was impressed with Cannon's vision of changing fisheries through improvement projects.

"It was incredibly hard work to start with and there was much to be done to win over hearts and minds, because people did not understand what we stood for and what we were trying to achieve," Beveridge said. "We also had to put infrastructure into place where it did not exist, for example in Russia, where we persuaded the pollock catchers that they needed an association to engage with a united voice. It was not an easy task dealing with people who had always done their own thing and gone their own way, but we tried to be pragmatic rather than judgmental and patience won out in the end."



Tita Nopriyana / SFP

Purbasari (Sari) Surjadi has been with SFP since the start, initially as COO, then as Director of Monitoring and Evaluation, and recently as Chief of Staff, co-managing the senior team with Cannon.

“When I started with SFP, I remember Jim wooing me with the promise that the organization was not a ‘sexy’ one and that it might attract controversy, but his clear vision of changing the seafood industry by working from the inside out appealed to me,” Surjadi said. “We were both fed up working for large NGOs with their cumbersome structures, and Jim argued that it was time to make an organization that we wanted and could be proud of. The goal was to be neither complicated nor political. He achieved the second aim, but I am not sure about the first!” Surjadi remained in Indonesia, managing grant money and interviewing and hiring people to fill different roles, many of whom were friends from her work with Conservation International (Indonesia).

BUILDING THE TEAM

In order to build an organization as quickly as possible, SFP needed to work through individuals who were already known and trusted by the relevant fishing and seafood companies and other stakeholders. The catch sector and seafood supply chain is neither a trusting nor an open environment; it takes new entrants several years of hard work and proven results to earn trust and credibility.

New recruits to SFP in the early years were a unique mix of scientists and people from NGOs and industry, all with one thing in common; they were entrepreneurs, pragmatic, ambitious, and able to work on their own. No one had seen ex-fish buyers and green campaigners working together in a common project before, but with typical SFP determination, it was made to work. Another side effect of SFP’s preference for recruiting established experts is that SFP has a mature staff profile by NGO standards – there are few idealistic young enthusiasts and many experienced old hands.



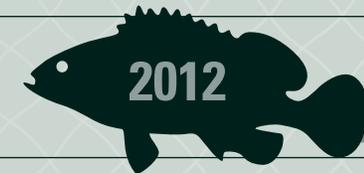
- SFP registers as a 501(c)(3) and officially becomes a US-registered charity
- High Liner becomes SFP partner



- Reorganization of SFP



- Hainan Tilapia AIP begins
- First grant from Gordon and Betty Moore Foundation
- Asda becomes SFP partner



- First grant from Margaret A Cargill Foundation
- First grant from Rockefeller Foundation



- Nestlé Purina becomes SFP partner



- Congalsa becomes SFP partner

Staff members remember the first few years as being a frenetic time, with everyone having a wide range of responsibilities and flying round the world to explain who the organization was, what it did, and how it could help companies improve the sustainability of the fisheries they sourced from.

One of the issues discussed on a regular basis is the need for staff to understand when to compromise and when to push industry for more, without damaging the cause. This comes down to a “best guess” and an individual judgment call and relies on the experience of the staff.

SFP has never taken the “safe path” and staff members are urged to keep pushing for better results, for more fisheries to be involved, and for retailers to keep pressing their supply chains. At times the way the organization operates can be misconstrued as over-assertive, but this is more about passion and a desire to achieve change.

Starting with one customer and just a handful of part-time staff in 2006, SFP has since grown in stature and success, and today employs more than 60 experts worldwide, with retail and food service partners in nine countries.

The organization has an annual budget of around \$6 million and has implemented or supported field projects, including FIPs and AIPs, in more than 25 countries.

During an establishment phase of business development between 2006 and 2011, SFP engaged with 17 major retailers, developed its FishSource and Metrics tools, and set up 44 FIP projects to pilot the FIP approach and develop examples to serve as models of success for industry to copy. Since 2012, the organization has been in an expansion phase, refining and standardizing its proven model of fishery and aquaculture improvement, organizing suppliers into Supply Chain Roundtables to efficiently support FIPs and AIPs, encouraging industry leadership of FIPs and AIPs, and scaling up efforts to enter new markets and extend the global reach.

TRANSPARENCY – A CORE PRINCIPLE

Sustainable Fisheries Partnership has adopted transparency as a core working principle since the organization was founded. It is a basic requirement that environmental data used by SFP must be in the public domain and open to scrutiny by anyone. Fishsource and the associated Metrics program are exclusively based on public fisheries data and those sources are always fully referenced. SFP actively encourages regulatory authorities to publish fishery data and associated analysis whenever possible.

SFP also encourages the seafood industry to be as transparent as possible regarding seafood. For instance, SFP has created a reporting platform – the Ocean Disclosure Project – where companies are invited to publish details of the seafood that they sell and SFP provides accompanying information on management, environmental impact and improvement activities.

A VIRTUAL ORGANIZATION

From the beginning, SFP has operated as a virtual organization, with its entire staff operating out of home-based offices. There is no principal headquarters, nor has there ever been. Engaging and coordinating staff around the world as a virtual network has sometimes been a Herculean task, but one that has worked well and allowed the organization to be flexible in its approach to working with partners and the supply chain.

Management of a complex network of more than 60 staff requires sophisticated software, dedicated reporting systems, and a means to ensure that everyone is accountable for their work and actions. It would be very easy for someone working remotely on the other side of the world to become isolated and to take decisions or a path that was not necessarily the right one for SFP.

In the early days, individuals were all trusted senior experts in their own right and their effectiveness was maximized by giving them as much room to operate as possible. For the organization to be effective, staff needed direct lines of communication between one another, to the experts working to engage retailers and major buyers, and to the leadership of SFP.

To these ends, SFP used Web 2.0 project management and information exchange tools and developed additional systems to enable SFP’s senior experts to fulfill necessary management roles in the minimum time possible, while encouraging the flow of ideas and lessons learned.

One positive factor of not having an HQ and of having staff working around the world is that the organization is truly global. This international perspective provides an important complement to the activities of industry partners who source seafood from every corner of the planet. However, it has been important to ensure that SFP has a common position globally on every issue, despite the dispersed nature of the personnel.

There are pros and cons about SFP’s structure and informality, but the organization could not have covered so much ground if it were structured differently. It still does not have a global HQ, but prefers to spend funds on putting field staff on the ground.

HOW WE DID: A LOOK AT 2015



It's been a busy year for SFP. Among other accomplishments, we spent 2015 expanding our presence into some new sectors, developing our Supply Chain Roundtable (SR) concept, and adding a new criterion to our system for evaluating seafood suppliers. Here are some of the highlights of SFP's work throughout 2015:

SFP could not function without the help of its industry partners, and last year we not only added more, but we added partner companies from the supplier/distributor sector, welcoming Beaver Street Fisheries, Beacon Fisheries, and North Star Seafood. Relying on more sectors than just retail will help in our work immensely, and we see our new partners as a welcome shift in this direction. We also hope these partners will enable more direct work with suppliers. These forward-thinking suppliers/distributors see the value in being proactive in meeting their customers' commitments as well as

ensuring the sustainability of the resources their businesses depend on. All three companies are involved in Supply Chain Roundtables and have started (or are at the planning stages of) FIPs.

One of SFP's overall goals is to encourage the industry to take a more proactive approach, running and even starting FIPs and similar projects on its own, with SFP taking an advisory role. Over the course of the past year, we have seen much more industry acceptance and engagement in Supply Chain Roundtables, which we see as an encouraging step in this direction.

Some of this is due to our partners pushing their suppliers to participate, but it is also recognition on the part of industry that they need to work together – pre-competitively – to achieve the scale of improvements necessary. SFP’s direct work with our partners’ suppliers to educate them on improvement needs has helped them to be more comfortable and trusting of SFP and willing to try out approaches like the SRs. What started as three suppliers struggling alone to start a Chinese squid FIP has now led to the Asia-Pacific Squid SR, with 12 participating members now actively collaborating to drive improvement efforts in China. Other examples this past year are the former Gulf of Mexico Reef Fish FIP broadening its scope to become the Americas Snapper and Grouper SR and the Mahi Mahi SR participants wanting to expand to include other large pelagics in the new Eastern Pacific Ocean Large Pelagics SR.

SFP held its third European Fisheries Forum in Madrid in February 2015. There were 98 participants, 70 percent

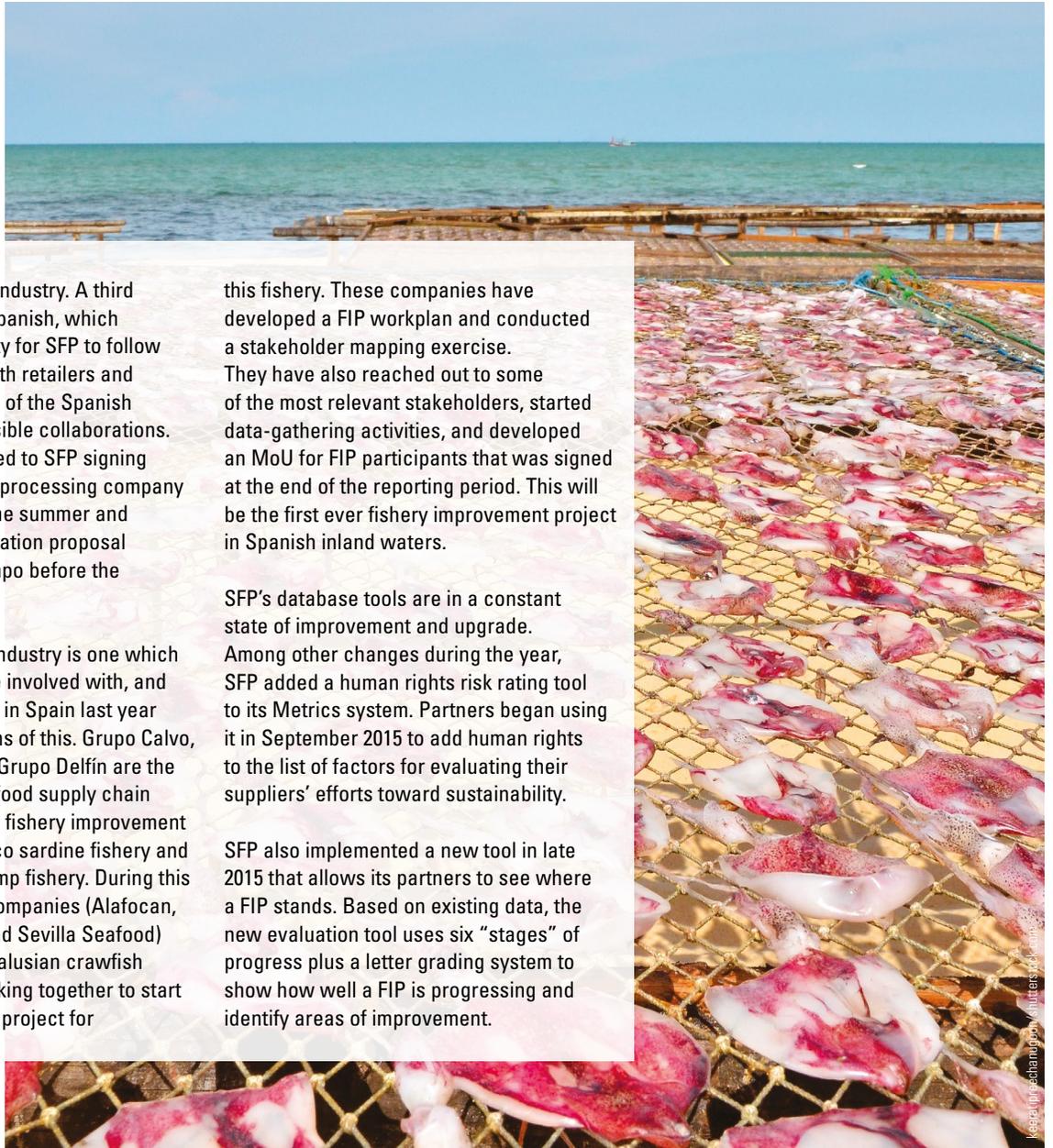
of which represented industry. A third of participants were Spanish, which provided an opportunity for SFP to follow up in conversations with retailers and processing companies of the Spanish market to explore possible collaborations. These conversations led to SFP signing a partnership with the processing company Lumar Seafood after the summer and agreeing on a collaboration proposal with the retailer Alcampo before the end of the year.

The Spanish seafood industry is one which SFP is keen to be more involved with, and many other successes in Spain last year showed promising signs of this. Grupo Calvo, Grupo Iberconsa, and Grupo Delfin are the first-ever Spanish seafood supply chain companies engaged in fishery improvement projects of the Morocco sardine fishery and the Argentine red shrimp fishery. During this period, four Spanish companies (Alafocan, Emfacar, Pescacial, and Sevilla Seafood) sourcing from the Andalusian crawfish fishery have been working together to start a fishery improvement project for

this fishery. These companies have developed a FIP workplan and conducted a stakeholder mapping exercise. They have also reached out to some of the most relevant stakeholders, started data-gathering activities, and developed an MoU for FIP participants that was signed at the end of the reporting period. This will be the first ever fishery improvement project in Spanish inland waters.

SFP’s database tools are in a constant state of improvement and upgrade. Among other changes during the year, SFP added a human rights risk rating tool to its Metrics system. Partners began using it in September 2015 to add human rights to the list of factors for evaluating their suppliers’ efforts toward sustainability.

SFP also implemented a new tool in late 2015 that allows its partners to see where a FIP stands. Based on existing data, the new evaluation tool uses six “stages” of progress plus a letter grading system to show how well a FIP is progressing and identify areas of improvement.



LOOKING FORWARD

SFP's first 10 years have seen the organization establish itself as an NGO that wants to improve the state of the marine and aquatic ecosystems worldwide, yet at the same time one that understands the need for fishermen, seafood farmers, processors, and other parts of the global seafood industry to make a living. Today, SFP has become a trusted part of the industry's ongoing efforts to become more sustainable.

Another major goal for SFP's future is to reinforce the need for industry-driven sustainability efforts. We understand that no one knows the industry better than industry players themselves, and while SFP has often gladly taken the wheel with ongoing FIPs and AIPs, we look forward to being more of a guide to the industry as it takes its own collective step forward.

Indeed, the industry is already taking some of those steps. The US-based

National Fisheries Institute's Crab Council, an organization made up of US buyers, processors, and other stakeholders, is an ideal model SFP hopes to see emulated with its own partners. The concept of overarching Supply Chain Roundtables (SRs) is not a new one, but SFP will encourage its partners to make wider use of SRs going forward, to ensure that industry leaders continue to work together to preserve both their business model and the robust global marine environment.

WHAT IS A FISHERY IMPROVEMENT PROJECT (FIP)?

SFP has an ongoing interest in multiple projects worldwide dedicated to improving the sustainability of fisheries, which we refer to as fishery improvement projects (FIPs).

FIPs involve an alliance of seafood buyers, suppliers, and producers. These stakeholders work together to improve a specific fishery by pressing for better policies and management, while voluntarily changing purchasing and fishing practices to reduce problems such as illegal fishing, bycatch, and habitat impacts. These industry leaders work both together and also with the governments of the fisheries' respective countries to improve or create fishery-related regulations and ensure compliance with those regulations. These projects are predominantly led by industry and other third parties, with SFP providing technical support and expertise at a variety of levels. SFP still directly coordinates a few FIPs in fisheries that face very significant challenges but transitions these projects to industry as soon as practically feasible.

Once a fishery is identified for improvement, negotiations and discussion proceed between fishery leaders and the buyer/processor stakeholders to create guidelines for improvement.

FIP participants then develop a workplan, which will include implementation of new methods. This can include gear changes, such as a different type of net; monitoring, such as GPS systems aboard vessels; or training and guidance to prevent fishing vessels from entering restricted areas or fishing beyond quotas.

Costs for new equipment, training or other interventions should be covered by the stakeholders who purchase and benefit from the fishery. The idea is that the stakeholders see this as an investment in a stable business model for years to come, which makes for stable prices both for the stakeholders and their customers.



WHAT IS AN AQUACULTURE IMPROVEMENT PROJECT (AIP)?

Seafood farming has grown exponentially in the past four decades to produce more than half the world's seafood. This rapid growth has provided its own challenges such as environmental impacts, social challenges, and disease management disasters.

While a number of certification standards have emerged, these standards do not address structural issues in industry planning and management or the cumulative risks and impacts of aquaculture seen in many major producing countries. They also do not actively engage the poorest performers or smaller-scale producers, although some, more inclusive, group certification approaches have been developed.

SFP coordinates and assists with aquaculture improvement projects (AIPs) in the same way it does FIPs. SFP's principal philosophy here is to advocate a zonal approach to aquaculture management. The zonal approach views the management needs for sustainable aquaculture differently from many current approaches that give a core focus to the role of individual farms.

The zonal approach recognizes that farms are interconnected with each other – that one good farm can still

suffer from the impact of poorly run farms around it. In any one zone (or area), the total amount of production needs to be regulated so that the cumulative impact of wastes is minimized and the risk of disease transfer from one farm to the next is controlled. Individual farms still have a duty to operate according to best practice, but there is a need for broader regulatory, industry, and scientific oversight to ensure aquaculture develops in a sustainable way. The more farms that use best practice, the greater the total amount of production that could be sustainably produced from one zone.

Aquaculture relies on good quality water for effective seafood production, but in some areas where too many pond farms have developed independently situations can develop where the inlet of one farm is right next to the outlet of another. If too many cages are in any one area of the sea, or a lake, there can be similar problems with too many nutrients going in to the environment. The lack of zonal planning

for aquaculture development often occurs because many smaller operations fall below the level where environmental impact assessments are required. The result is that many small farms end up creating the same impact as one big farm, and with all the associated risks.

When a disease occurs, a farmer's first reaction is to treat the symptom rather than the cause, often leading to greater use of drugs than is necessary. While inspections are in place to ensure this does not affect human health, SFP believes it would be better to treat the original symptom with good planning and coordination between the industry and regulators, with producers and processors taking responsibility for understanding their impact on the environment and taking actions to ensure this is minimized. We work with the industry, regulators, and scientists through zonal AIPs, National Aquaculture Policy Platforms (NAPPs), and Supply Chain Roundtables (SRs) to ensure this happens.

Small-scale producers are typically the hardest hit when any industry has a problem. If regulators and industry associations manage aquaculture development effectively, then small-scale producers should be able to operate with confidence that their investments will not be lost so readily. In aquaculture zones all producers should have a say in local management.

We understand that it will be many years before the majority of the world's aquaculture production is certified and that current certification does not generally reward collaboration with other farmers to overcome zonal impact issues. We continue to work with the major certification bodies to understand how zonal-level improvements could be recognized and rewarded within the certification process. Presently, the Global Aquaculture Alliance Best Aquaculture Practices program is developing a zonal management standard.

HOLISTIC MANAGEMENT THROUGH SUPPLY CHAIN ROUNDTABLES (SRS)



A Supply Chain Roundtable (SR) is a forum for processors, importers, and others that buy directly from a specific seafood sector to work together in a pre-competitive environment to achieve improvements in fisheries or aquaculture. Retailers and other stakeholders can also be participants, but primary producers generally only contribute as implementers of specific improvement projects.

The roundtables work to support existing improvement projects and help those that are struggling to make progress, as well as identifying areas where new projects are needed.

In essence, a roundtable is a mechanism for the supply chain to promote improvements in fishing and fish farming for a particular seafood sector in a specific area. A roundtable provides a valuable role in coordinating and encouraging improvement activities and helps projects share skills and experience. The participants in a roundtable may only meet once a year

in person, but they hold regular meetings by teleconference along with technical briefings when required. SFP provides the administrative, technical, and logistical support for roundtables and supplies important data around fishery evaluations and improvement progress ratings.

While this concept is not a new one – SRs in one form or another have been a part of fishery and aquaculture improvement projects from the start – SFP now believes that the SR model is the key to making future projects much more manageable, especially for our partners.

As CEO Jim Cannon said earlier this year, “It’s just not possible for a busy seafood executive to go to five or 10 separate FIP meetings and still maintain a commercial schedule, and this could become a bottleneck for creating the hundreds of FIPs required in the future.”

SRs are part of the industry-driven approach, which SFP believes will be necessary to create true sustainability in the seafood industry.

SUCCESS STORIES

SFP's model of using FIPs, AIPs, and SRs to improve sustainability has produced real results over the past 10 years. Here are just three examples of how SFP has helped the industry to make a difference.

GULF OF CALIFORNIA SHRIMP FIP

The shrimp fishery occupying the 62,000 square mile Gulf of California (GoC) in Mexico and part of Mexico's northwest Pacific coast is considered the most important fishery in the country. From September to March, the fishery uses bottom trawls to catch yellowleg shrimp (*Farfantepenaeus californiensis*),

Pacific blue shrimp (*Litopenaeus stylirostris*) and whiteleg shrimp (*Litopenaeus vannamei*). The fishery lands some 40,000 tonnes of shrimp each year, with a first sale value of around \$260 million. The fishery sells 70 percent of its catch to the US in frozen 5-pound blocks, and the rest, either fresh or as frozen 4-pound blocks, to domestic markets.

The main GoC shrimp importers invited SFP to start a dialogue on the stock and environmental status of the fishery in 2009, following reports that decades of bottom trawling had exacted a heavy toll on the environment and the Gulf habitat.

"The fishery had become very wasteful, with high levels of bycatch and discards of more than 600 marine species. It was also causing the deaths of globally endangered sea turtles, totoaba (which are a type of sea bass found only in the Gulf of California) and seahorses," said Juan Manuel García Caudillo, SFP's Deputy Fisheries Director, who represented SFP in the FIP.

"Heavy trawl doors dragging along the seafloor have greatly impacted sea life and there were 1,350 bottom-trawl vessels working the area, along with 16,000 smaller vessels. One trawl pass can remove 25 percent of all seabed life and a dozen passes can remove 70 to 80 percent," he added.

The dialogue kick-started a FIP, with partners including importers Meridian Products, AquaStar, and Deep Sea Shrimp Importing Co, and distributors Santa Monica Seafood, Seattle Fish Company, and Fortune Fish Company.

"We feel that it is the right thing to do. Not just for our business but for the communities and fishers who depend upon a strong resource. We are going to continue to ask all of the global fisheries and farms that we source from to strive to be more responsible and we will do what we can to help support their efforts," said Rick Martin of Meridian Products.

Producers' organizations and government departments were constantly informed about the FIP, including Cámara Nacional de la Industria Pesquera y Acuícola (CANAINPESCA), Unión de Armadores del Pacífico, Comisión Nacional de Acuicultura y Pesca (CONAPESCA), Instituto Nacional de la Pesca (INAPESCA), Sinaloa State Government, and Sonora State Government.

The FIP aimed to promote the use of gear that diminishes environmental impacts, promote full compliance with the Mexican Official Standard regulations for no-take zones and use of turtle excluder devices, develop traceability from source, and promote robust regulatory enforcement and transparency of reporting by the fishery agency CONAPESCA through use of control documentation.



Roman Kurokov/shutterstock.com

The FIP contributed to the reduction of bycatch through the use of a larger mesh size, a limit on net size to 120 feet, and use of reduction devices such as the fisheye. The FIP also organized a series of workshops on how to install, use, and maintain the new gear for more than 360 fishermen representing 278 vessels and 94 fishing companies.

Today, thanks to a voluntary retirement program implemented by the Mexican government, the fleet has been reduced by 50 percent, and now there are only around 750 bottom-trawl vessels working in the Gulf of California, which has reduced the overall impacts of the fleet while improving its economic performance.

Since the FIP started, recovery trends in the stock status have been noted in west coast Baja California Peninsula, improving on its previous overexploited state. The Upper Gulf and Sonora continues to be fished at maximum sustainable yield (MSY), but Sinaloa-Nayarit remains overexploited.

“There is much work still to do, especially on the timely reporting of enforcement and regulatory violations, and greater uptake of control documentation, but we now have a good foundation to work from,” Caudillo said.

HAINAN CHINESE TILAPIA AIP

One of SFP’s first AIPs focuses on Chinese tilapia and it is serving as a blueprint for SFP’s creative zonal management approach. China has been the world’s leading tilapia-farming region for nearly two decades, producing more than 1.45 million tonnes

in 2012 alone, or 38 percent of global production. Farmers exported around 350,000 tonnes that year, with the US taking a 76-percent share of the market worth \$652 million. Other important destinations for Chinese tilapia include Europe, South America, and Africa.

More than 90 percent of Chinese tilapia is grown in four provinces in South China: Guangdong, currently the leader, followed by Hainan, Guangxi, and Fujian. Several different species are cultivated in intensive and semi-intensive ponds, cages, and reservoirs. The main species is *Oreochromis niloticus*, with smaller volumes of *Oreochromis mossambicus* and other species.

“Our interest and involvement in this species began back in 2007, when SFP was asked to advise some of our key corporate partners on their tilapia procurement policy and sourcing protocols,” said SFP Aquaculture Director Anton Immink.

“Four years later we set up the Chinese Tilapia AIP and work is ongoing to make it a success. We have taken a new approach to aquaculture sustainability, which looks at the way in which everything interacts in order to achieve improvements across an entire zone. This is taking time to bed in with all the different organizations and stakeholders involved, but progress is now speeding up and real improvements are being seen on the ground,” he added.

Like all improvement projects, SFP worked on this AIP in cooperation with a number of Chinese companies, and welcomed the collaboration of U.S.-based buyer



The Fishin’ Co., which has provided real market connections to keep this project moving forward.

Han Han, former SFP China Program Manager, started working with the AIP at SFP and has since set up a Chinese NGO that is continuing the work. She said production has more than doubled over just 10 years, with steady growth each year thanks to improvements in breeding techniques and culture technology. “The Chinese government is supporting an ongoing R&D program to breed new hybrids of *O. niloticus*, aimed at improving growth potential and disease resistance,” she said.

However, with fast growth of the industry came issues related to sustainability, environmental management and disease control, and poor rankings by NGOs in their fish guides.

Given the importance of this fish, and following their initial investigative work for their partners, SFP saw an ideal opportunity to set up an AIP. “The aim was to help the supply chain to address these issues through zonal management, improving working practices, strengthening sustainable sourcing of feed, and minimizing impacts on biodiversity,” explained Immink.

The first step was to undertake audits on farms in China and other countries to compare and benchmark the three international certification schemes run by GlobalGAP, the Global Aquaculture Alliance's Best Aquaculture Practices (GAA/BAP), and the International Standard for Responsible Tilapia Aquaculture developed by the World Wildlife Fund (ASC/ISRTA). This study compared the three programs and highlighted areas for improvement, which SFP believed could be addressed through the collaborative zonal approach.

The second step was to study the Chinese tilapia supply chain and to identify the challenges it would face on the road to sustainability.



Key tilapia farmers, processors, and feed and seed producers from Hainan Province, along with major seafood buyers from North America, formed an Aquaculture Policy Roundtable in September 2012, marking a major step forward for the AIP. The aim was to formalize the Chinese Tilapia AIP and to establish a roadmap for SFP to pilot zonal management.

Among other steps, the roundtable agreed to set up the Hainan Tilapia Sustainability Alliance, which would use zonal management to address many sustainability issues.

Companies signed up to the Alliance include: ProGift Tech, a key breeder and hatchery; Tongwei Aquatic, the largest aqua-feed producer in China and a major fish processor; Xiangtai Fisheries, the largest tilapia processor in Hainan; Sky-Blue Ocean Foods, a subsidiary of GroBest, one of the leading feed producers in Asia; and Kingwin Aquaculture, a service provider, feed seller, fish buyer, and provider of training and water management services.

Regular meetings of the Alliance and roundtables with farmers at the county level resulted in the Alliance establishing its own Code of Good Practice as a starting point for unifying management approaches for tilapia production across Hainan.

SFP also began collaborating with technical institutes, NGOs active in the area, regulatory bodies, and global buyers to help them understand the aquaculture improvement process and encourage them to get involved in the project.

"At state level, we have been working closely with the China Aquatic Product Processing and Marketing Alliance, discussing sustainable development of tilapia at forums and conferences and advising key Chinese policy makers to improve their regulations and standards," said Han.

Han said AIPs are still at an early stage compared with FIPs, which are now well established. "A lot of our work in the first few years was spent in preparing the ground, building trust in SFP, helping people to understand what an AIP was, and how involvement of the entire supply chain would help to bring about measureable improvements."

"It has also been difficult to get major buyers on board, as an AIP doesn't focus on a single farm from which they might purchase their fish. Instead, it encourages all related businesses in a region to collaborate on environmental and industry improvements, so the immediate benefit is not always obvious to buyers if their supplier already meets one of the international standards," she said.

However, it appears that SFP's efforts are being rewarded in the Chinese Tilapia AIP. "We are now beginning to hear from suppliers that the message is filtering down through the supply chain, and for the first time they are being approached about AIP involvement, so we must be doing something right!" Han said.

BARENTS SEA WHITEFISH FIP

Cod (*Gadus morhua*) and haddock (*Melanogrammus aeglefinus*) are two of Europe's iconic species and command a large market share in both the retail and foodservice sectors.

The Barents Sea, located between Russia and Norway, is a significant source of supply for both species. According to the EU Fish Processors and Traders Association (AIPCE-CEP), Barents Sea cod is the largest global cod fishery, while the Barents Sea cod and haddock TACs are equivalent to the total European Union TACs for both species.

Fleets from several countries prosecute these fisheries in the Barents Sea; Faroe Islands, France, Germany, Norway, Russia, and the UK fish for cod and haddock, and Spain holds quota for cod. Both species are caught using seine nets, trawls, gillnets, longlines, and hooks and lines.

The Barents Sea fisheries were one of the first tackled by SFP at the request of the market, for which they hold great significance. In 2006, SFP identified a number of common issues to be addressed, including illegal landings pushing the total harvest over quota by 35 percent; shortcomings in monitoring, control, surveillance, and enforcement; loopholes in catch documentation; and reporting failures by importing nations. There were also concerns about the level of fishing of bycatch species and the impact on benthic communities.

Following an SFP-initiated roundtable, a FIP was set up with major branded suppliers and global fast food trade buyers involved as stakeholders. SFP agreed to assist with the scoping and initiation phases of the project, then stepped back to provide ongoing technical and analytical advice to the market.

FIP participants aimed to get the fisheries back into a healthier state by supporting TACs set in line with scientific advice and an agreed management plan, pushing for a reduction in the environmental footprint of the bottom trawl fishery and tracking and monitoring levels of illegal, unreported and unregulated (IUU) fishing. For all fisheries, the short-term goal was Marine Stewardship Council (MSC) certification.

According to Doug Beveridge, who leads improvement efforts at SFP, the FIP was unusual in being market driven with little participation by the catching sector, and in having a number of MSC units of certification, with the client groups playing a leading role. "Their aims were simple; the Barents Sea was a major source of supply but increasingly the supply chain found they could no longer purchase from there and meet customers' sustainability requirements as the stocks were heavily associated with

IUU fishing. By taking control, they were able to reverse this process and secure valuable seafood supplies for the future," he said.

The FIP proved to be the catalyst for a number of supplier- and country-led projects all working toward the sustainability of the fisheries and all feeding back into a roundtable.

Initially, the seafood purchasing companies and the governments of Norway, Russia, and the EU took steps to remedy weaknesses in post-harvest tracking of the catch, including virtual elimination of reefer vessels flying flags of convenience. They also committed to importing products only through reporting ports, and to verifying their legality before buying. An agreement by the Joint Russian-Norwegian Fisheries Commission allowed for joint inspections to take place and removed distrust between the two countries.

These actions were assisted in 2007 by the introduction of a comprehensive control documentation scheme (CDS) for the Barents Sea, which was developed by AIPCE-CEP in consultation with DG Fish (the EU authority) and DEFRA (the UK authority). It covered goods delivery, fishing and transport vessels, port registration, control procedures for importers, purchase of finished product, and common chain-of-custody methodology.



Such was the effectiveness of the CDS that the measures it contained were largely reflected in the recent EU IUU Regulation, which acts to prevent IUU product entering the market.

The efforts put in by FIP stakeholders to improve fisheries in the Barents Sea have resulted in healthy cod and haddock stocks, with biomass well above target levels and a significant reduction in illegal fishing.

This is confirmed by the six units that have been certified by the MSC as sustainable and well managed fisheries: Norway North East Arctic cod; Norway North East Arctic haddock; Barents Sea cod and Barents Sea haddock; Comapêche and Euronor cod and haddock; Faroe Islands North East Arctic cod and haddock; and UK Fisheries Ltd/ DFFU/Doggerbank North East Arctic cod, haddock, and saithe.

INFORMING THE INDUSTRY



In addition to directly working with our partners, SFP has two online tools for collecting and distributing data relevant to sustainable seafood. These tools allow our partners to see for themselves just how well a particular improvement project is doing and what, if anything, they can do better.

FishSource is an online compilation of data on the status of various fish stocks and fisheries worldwide. Major seafood buyers can use it to get up-to-date, impartial, actionable information on a particular fishery. It is designed to answer key questions such as: How is the fishery managed overall? What is the level of bycatch? What are the trends of biomass, fishing mortality, catch, recruitment, and other important variables?

SFP's Metrics system allows our buyer partners to check up on themselves, with current information about fisheries they buy from. They can link up to FishSource and ask about a specific fishery or look at their own individual suppliers. The data are displayed in a series of simple, easy-to-understand dashboards that display volumes supplied, ratings, and more.

OUR PARTNERS

SFP has “Partnership” built into its name for a reason – none of our successes over the years would have been possible without the help of our partner companies. They include household names in retail and other well-known buyers and producers of the world’s seafood. Here are just a few examples of who our partners are:

SFP CEO Jim Cannon’s relationship with McDonald’s goes back to 2002, before SFP even existed. He has been working with the restaurant giant ever since on developing a sustainable supply of fish for its fish products, including the well-known Filet-O-Fish sandwich.

“From the start, Jim’s ideas on how we could improve our sourcing made sense,” said Keith Kenny, Corporate Vice President of Sustainability at McDonald’s. “In 2006, we were more than happy to partner with SFP to build on our earlier successes, and SFP’s advice has been just as practical for us ever since.”

McDonald’s didn’t waste time getting on board. Within a year of first meeting the future SFP CEO, the chain began a process that would eventually include mapping and guidelines for a “fish scorecard,” along with work on FIPs together with SFP to vastly improve the company’s sources.

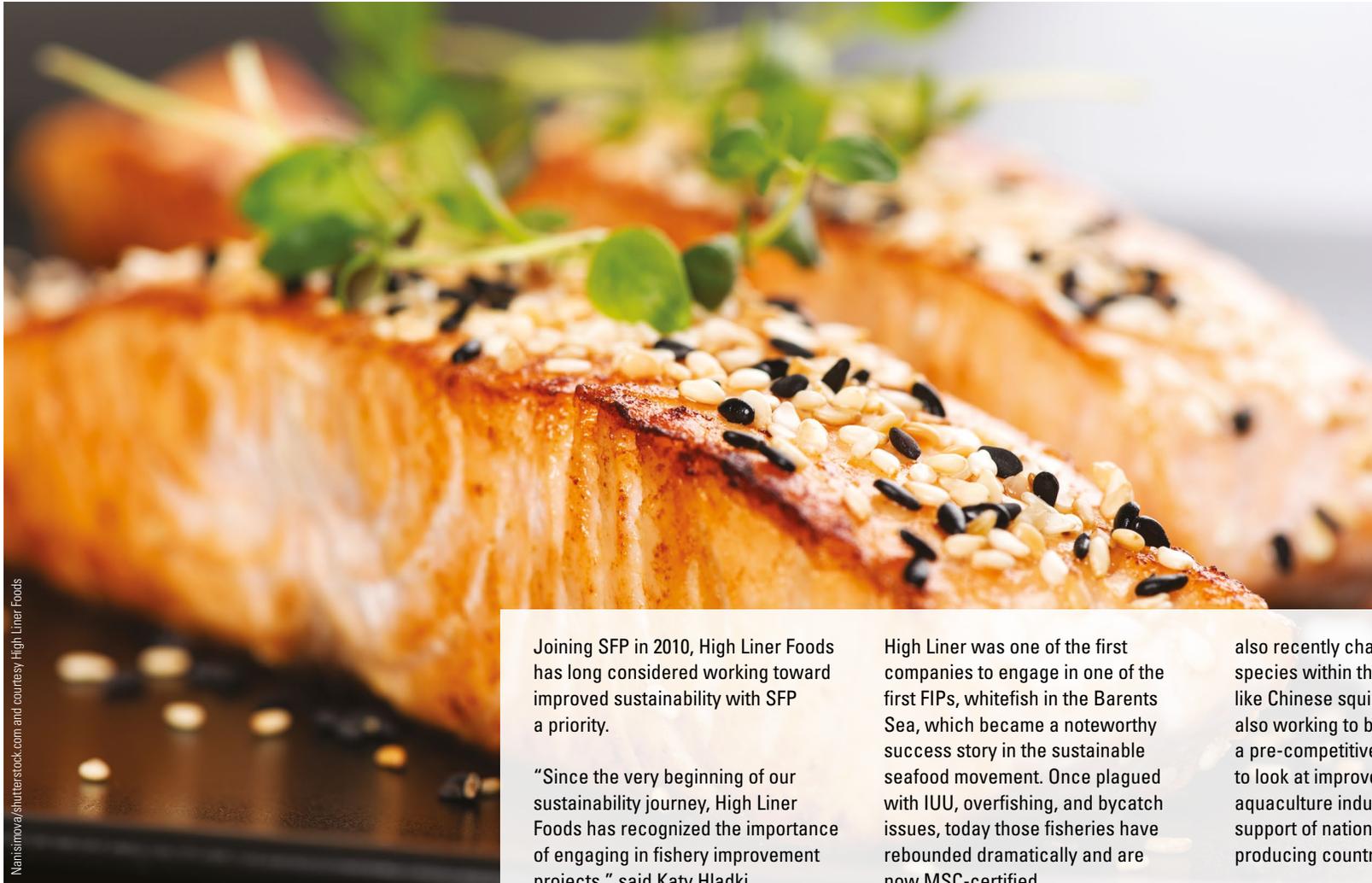
“Of the fisheries certified in the last decade, 61 percent by volume

of landings (1.15 million tons) are a result of fishery improvement projects initiated by SFP in which McDonald’s suppliers played a critical role in stimulating improvement efforts, enabling them to meet MSC requirements,” Cannon said.

The chain is still working to further improve its sourcing. In January of 2013, McDonald’s announced plans to display the MSC eco-label on all its fish products, becoming the first national restaurant chain in the United States to do so; and in November 2015, McDonald’s Spain announced it would be the first restaurant chain to include MSC-certified Pacifical skipjack tuna on its national menu.

“McDonald’s commitment to source sustainably by improving sources, rather than just switching to ‘good’ sources, has transformed the whitefish sector, reversing decades of overfishing, rebuilding fish stocks and quotas, and paying handsome dividends to all whitefish buyers worldwide,” Cannon said.





Nanismovala/shutterstock.com and courtesy High Liner Foods

Joining SFP in 2010, High Liner Foods has long considered working toward improved sustainability with SFP a priority.

“Since the very beginning of our sustainability journey, High Liner Foods has recognized the importance of engaging in fishery improvement projects,” said Katy Hladki, Sustainability Manager at High Liner. “True sustainability is not just about sourcing from the top 10 percent of fisheries but about working with the entire industry to drive real change on the water and to protect our oceans for the future.”

High Liner was one of the first companies to engage in one of the first FIPs, whitefish in the Barents Sea, which became a noteworthy success story in the sustainable seafood movement. Once plagued with IUU, overfishing, and bycatch issues, today those fisheries have rebounded dramatically and are now MSC-certified.

Even though 99 percent of the seafood High Liner buys now meets its sustainability commitment, the company remains a leader in pushing for improvements. Determined to meet 100 percent, the company has

also recently championed FIPs for species within that last 1 percent, like Chinese squid. High Liner is also working to bring together a pre-competitive industry roundtable to look at improvement in the global aquaculture industry by engaging the support of national governments in producing countries.

“It’s great to work with a company that is so forward thinking and consistently leading the discussion around ensuring the long-term sustainability of seafood resources,” said Kathryn Novak, Director of Buyer Engagement at SFP.



HIGH LINER FOODS

Walmart partnered with SFP back when FIPs were still a new idea, and there were less than half a dozen established FIPs worldwide.

“It really must have been a leap of faith at that time to commit to improvement projects, since there wasn’t the same process and awareness of FIPs as we have today,” said Kathryn Novak, Director of Buyer Engagement at SFP. “But it took a company like Walmart to believe in the improvement approach to make it happen and now the term ‘FIP’ is an accepted part of seafood industry vernacular.”

In 2006, Walmart became one of the first retailers to establish a sustainable seafood sourcing policy and to make it

public. Their policy changed the game because it was grounded in the reality that many of their seafood products were going to take time to get to the point where they could be certified as sustainable. Knowing that, in 2010 Walmart and Sam’s Club updated their policy to encourage their suppliers to get involved with FIPs.

“We made a commitment to work with our suppliers to improve fisheries, with the ultimate goal of increasing the amount of sustainable seafood available globally,” said Bob Fields, Senior Merchandise Director, Meat and Seafood, Walmart US.

Walmart reported in their 2016 Global Responsibility Report that, in the US,

100 percent of Walmart and Sam’s Club fresh and frozen, farmed and wild seafood is sustainably sourced in accordance with their policy. Of this, 53 percent reported certification by the Marine Stewardship Council or that they are managed in a program in accordance with the Principles of Credible Sustainability Programs developed by the Sustainability Consortium. In addition, 98 percent of their farmed supply chain reported certification by Best Aquaculture Practices, with 2 percent of farmed suppliers committed to obtaining certification within the year. Additionally, 47 percent of their suppliers reported involvement in FIPs, with plans in place to achieve sustainable certification.

Walmart 





Nestlé PURINA

Nestlé Purina's partnership with SFP proves that sustainable seafood production doesn't just apply to what people eat. The company's pet food division has worked closely with SFP since 2013 to ensure the seafood that goes into its products is sustainable.

"SFP is helping us to track an often murky supply chain and then to assess the health of identified fisheries," said Jack Scott, Nestlé Purina's Director of Sustainability. "They have the expertise to guide us and their many other partners along this path and to make recommendations for continuous improvement going forward."

Nestlé Purina has worked with SFP on aquaculture in particular, piloting a project in 2015 to assess fish farms.

That work led to new efforts by SFP this year to introduce 11 draft aquaculture profiles onto FishSource, marking the first time FishSource has offered aquaculture profiles in its system. The company also continues to monitor its supply of whole fish and fish byproduct, a total of 153 separate wild fisheries.

"Having Nestlé Purina as a partner shows that sustainability can extend to the whole seafood industry," said Sam Grimley, SFP's Director of Buyer Engagement Strategic Initiatives. "Working with companies that use seafood for something other than human consumption is just as important as working with companies that produce fillets and frozen products for people to eat. Nestlé Purina gets that, which makes them a valuable partner for SFP."





Courtesy of Sobeys, Inc.

Sobeys' partnering with SFP in 2009 allowed SFP to count one of Canada's largest grocery retailers among its partners. Getting on board was easy for Sobeys, according to Shawn McMurter, the company's Director National Procurement, Fresh.

"We share the same view of not just wanting to buy products with sustainability certification, but to make changes on the water," McMurter said. The company recognized that the constructive approach SFP advocates was ideal for working with its seafood suppliers to make their practices more sustainable.

"The best way to do that is to work with them instead of simply shutting them out because they aren't certified," McMurter said.

Sobeys has proven its commitment to sustainable seafood sourcing, serving as a longtime participant in the Northwest Atlantic Cod SR, collecting sourcing data from more than 120 different seafood vendors, and using that data to identify sourcing from more than 300 source fisheries. The company also conducts monthly webinars with vendors to discuss sustainability issues and plans to use SFP's FIP Progress Ratings system to monitor FIP sourcing.

"Sobeys is one of SFP's longest-standing retail partnerships, and has embraced the improvement approach to seafood sustainability since the early days," said Sam Grimley, SFP's Director of Buyer Engagement Strategic Initiatives. "Sobeys has been fundamental in engaging its supply chains and pushing for improvements in their seafood sourcing."



Spanish frozen and value-added seafood producer Congalsa is one of SFP's newest partners, starting with SFP in January 2014, and represents a major segment of Spain's seafood industry. Established in the 1990s, the company is currently listed by Nielsen as the No. 1 producer of frozen and precooked fish and seafood in the country.

"We now monitor sustainability differently," said Julio Simarro, co-owner and Purchasing Director at Congalsa. "We know what we buy and where it comes from, and our decisions are affected by this new angle. Being with SFP also helped

us to meet some fantastic companies that are already making huge sustainability progress. This is a great inspiration for Congalsa."

Despite being a new partner, Congalsa has hit the ground running, working on the engagement of the Spanish industry in improving South American squid fisheries and leading the establishment of the South American Squid Fisheries SR. Congalsa is also pushing other stakeholders to publicly announce their involvement in a FIP for the Peruvian jumbo flying squid fishery.

And Congalsa's partnership with SFP has already led to changes within

the company. Chief among them, Congalsa now has a full sustainability policy, monitoring 90 to 95 percent of its purchases through SFP's Metrics system.

"Right now, the Spanish seafood industry is just beginning the sustainability journey," said Pedro Ferreiro, Deputy Director of Buyer Engagement at SFP. "Congalsa is working with SFP because it understands today how much the demand for sustainable product will grow in the years to come, and its position as a leader in the Spanish retail sector means others are sure to follow its example."





Asda is one of the largest supermarket businesses in the United Kingdom and a subsidiary of Walmart. The company has played an important role in pushing forward the sustainable seafood debate in the UK and regularly reviews its sources of fish and shellfish for improvement opportunities. Asda has been a partner of SFP since 2011 and regularly supports SFP events.

“Just as Walmart’s leadership in the United States makes the company a valuable partner there, Asda also leads the way for sustainability in the UK,” said Emma McLaren, Director of Innovative Solutions for SFP’s Buyer Engagement division. “From the beginning, Asda has understood the value of sustainable sourcing and how it can realize those sustainability goals by partnering with SFP.”

Asda was the first company to participate in the Ocean Disclosure Project and publish a list of all of the wild fisheries used by the business to source seafood. This commitment to total transparency has given Asda one

of the most credible positions in the market place in terms of sustainable sourcing and gives consumers, activists, and investors a complete overview of how the business conducts a sustainable seafood sourcing policy.

Asda has also been active in supporting work around ecosystem-based fisheries management where fishing activity is regulated according to the needs of the entire marine ecosystem. This is particularly relevant in “small pelagics” fisheries like anchovy, sardine, and herring where the species can be a critical source of food for many other marine creatures.

“We have been a partner of SFP for many years and the relationship is central to how we meet our commitments to sustainable seafood,” said Chris Brown, Senior Director of Sustainable Business at Asda. “The information and analysis that SFP provides the business helps inform our purchasing and involvement in improvement projects while providing a route map of the journey ahead.”

LIST OF PARTNER COMPANIES



BECOME A PARTNER



SFP regards the connections it makes to the industry as vital to its ongoing mission of building a more sustainable global seafood industry. We invite all industry leaders who share our concerns about long-term sustainability to consider partnering with us.

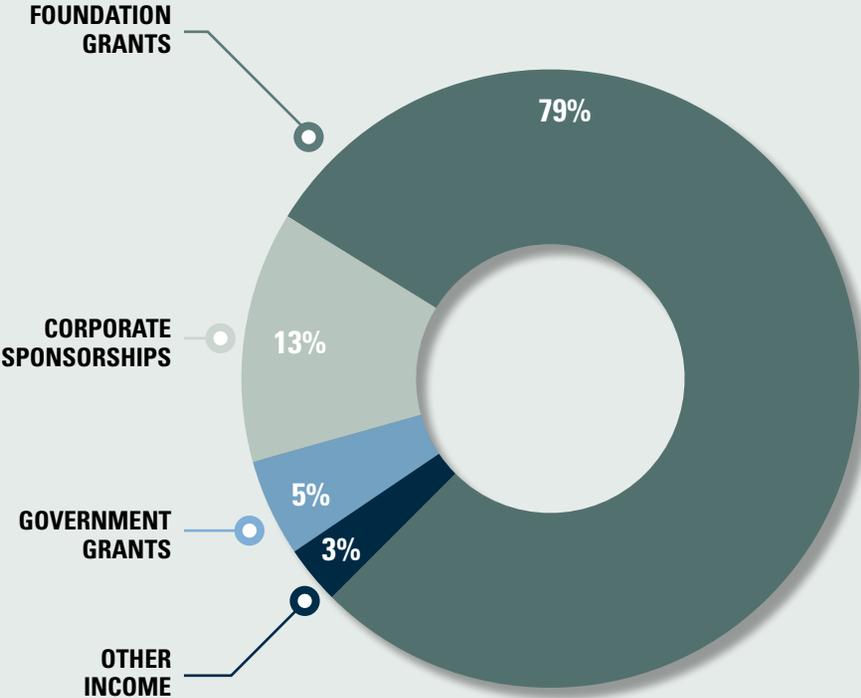
SFP partners:

- Have access to key fisheries and aquaculture improvement projects that can directly impact their business
- Can use SFP's Metrics system to track the progress of their company or their suppliers as they work toward more sustainable supplies of seafood
- Can join supply chain roundtables that monitor and work with multiple fisheries or aquaculture operations all at once, making it easier to follow work in multiple sectors
- Receive invitations to exclusive, partner-only forums featuring presentations from and opportunities to network with industry thought leaders.

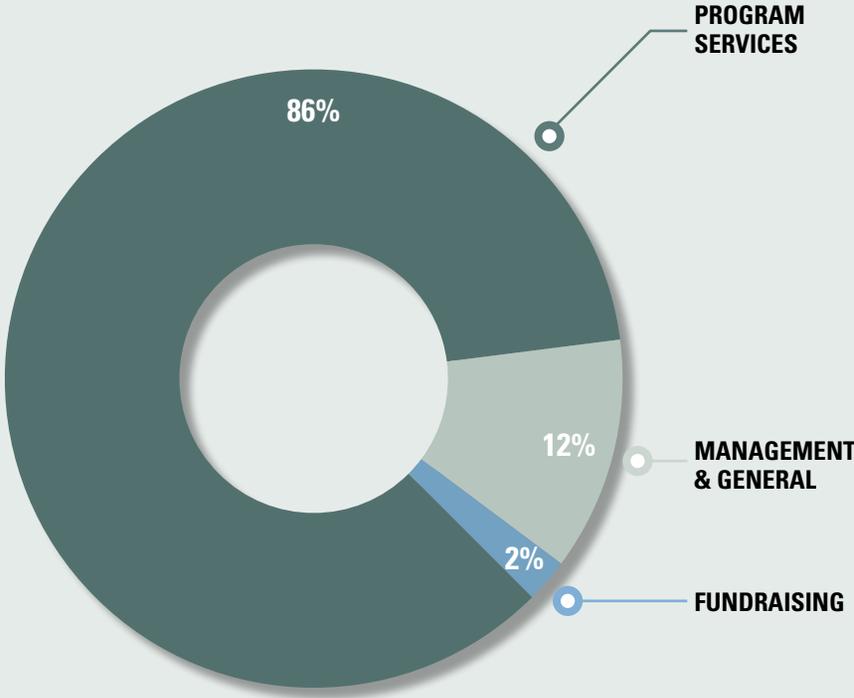
Does your company have an interest in improving sustainable sourcing? Do you know of a fishery or aquaculture operation that might benefit from an improvement project? Contact us at info@sustainablefish.org
We look forward to hearing from you!

FINANCIALS

2015 REVENUES AND SUPPORT



2015 EXPENSES



SFP works toward a future where all seafood worldwide is sustainable, but we can't do it alone. SFP has long benefited from the generous support of a number of private foundations, all with an eye toward a sustainable future. As a registered nonprofit, SFP's success depends on like-minded individuals, so if you or your organization are interested in contributing to SFP's work, contact SFP at info@sustainablefish.org

LIST OF DONORS FOR 2015-2016:

- Margaret A. Cargill Foundation
- The Mitsubishi Corporation Fund for Europe and Africa (MCFEA)
- Gordon and Betty Moore Foundation
- Oak Foundation
- The David and Lucile Packard Foundation
- Resources Legacy Fund
- The Rockefeller Foundation
- Starwood Foundation
- Walmart Foundation
- Walton Family Foundation

DEVELOPMENT AGENCY FUNDERS:

- IDH, The Sustainable Trade Initiative
- United Nations Development Programme
- The Global Environment Facility

BECOME A DONOR

WHO WE ARE

LEADERSHIP

Jim Cannon	Chief Executive Officer
Chisa Woodley	Chief Financial Officer
Andrei Klimenko	Chief Operating Officer
Purbasari Surjadi	Chief of Staff
Doug Beveridge	Improvement Projects Director
Pedro Sousa	Chief Scientist
Chuck Burg	Development and Government Relations Director
Blake Lee-Harwood	Strategy, Communications and Analysis Director
Anton Imminck	Aquaculture Director
Kathryn Novak	Global Director, Buyer Engagement
Braddock Spear	Systems Division Director
Jose Parajua	Fisheries Director
Geoff Tingley	Fishery Technical Director

2016 BOARD OF DIRECTORS

Andrew Donaldson	Chairman and Treasurer
Betsy Ward	Vice Chair
Francis Beddington	
Dan Cao	
Lafcadio Cortesi	
Harald Ekman	
Manish Kumar	
Jean-Louis Meuric	
Marc Stuart	

STAFF

Aneita Ahuna
Enrique Alonso
Patricia Amorim
Dessy Anggraeni
Lani Asato
Kris Balliet
Jessica Beels
Amy Brillault
Juan Manuel Garcia Caudillo
Rahmat Dani
Eka Darma
Allwyn D'Costa
Rizki Dwinanto
Pedro Ferreiro Velasco
Amalia Firman
Sam Grimley
Christo Hutabarat
Nur Indah
Wilis Juharini
Isidora Katara
Gayatri Reksodihardjo-Lilley
Linh Nguyen Thanh
Indrani (Drin) Lutchman
Kris Marchu
Elisa (Maria) Martinez
Emma McLaren
Marina T Mendes
Katie Mihalik

Ernesto (Jack) Morales
Alexia Morgan
Sean Murphy
Ananta Murti
Nguyen Ba Thong
Tita Nopitawati
Pamudi
Merul Patel
Priyanka Pathak
Ian Rolmanis
Eugene (Evgueni) Sabourenkov
Mariana Sánchez de Bock
Christiane Schmidt
Susana Segurado
Jenna Stoner
Bryan J Szeliga
Mio Uchida
Pedro da Veiga
Megan Westmeyer
Jack Whalen
Putu Widyastuti

AFFILIATES

Chotirot Chalaruk
Han Han
Dearg Stobie
Brad Warren

FURTHER INFORMATION

www.sustainablefish.org

For additional information please contact us at:
info@sustainablefish.org



Sustainable Fisheries

PARTNERSHIP
