

SFP @ 15

2006-2021



Sustainable Fisheries™
PARTNERSHIP

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Message from our **CHAIR**

SFP is celebrating its 15th anniversary this year, and I am marking my 5th anniversary as a member of SFP's Board of Directors. As we look back and celebrate these milestones, I also want to look at where we are going in the future.

First, though, let me take a moment to talk about COVID-19. For the second year in a row, we are compiling this annual report in the midst of a global pandemic. When the outbreak began early last year, and lockdowns and quarantine became part of our daily vocabulary, we first made sure that everyone at SFP was safe and gave staff time to take care of their families and communities. Then we reached out to donors and partners to ensure they were safe and reassure them that our work would continue.

As we got weeks and months into the pandemic, it became apparent that we would not be back to business as usual any time soon. The complete halt to travel and in-person meetings was disruptive, but it also offered a chance to take a step back, focus on SFP's global strategy, and re-envision our roadmap to the future.

This process coincided with an important phase of evolution for SFP's Board of Directors. In 2020, we welcomed five new Board members – representing a full half of the Board. With these new additions, the Board is now much more diverse in terms of gender, race, and geographical representation.

This global balance is important. SFP is focused on working with all stakeholders in the seafood supply chain, from industry to government to NGOs to fishing communities – and now these groups are all present on our Board.

The increased expertise and global reach of the Board means that we can now be more engaged and active in supporting strategy development at SFP. In early 2021, we began regular Staff-Board interaction sessions with senior SFP staff, to discuss the different strategies and areas of focus for SFP over the next five years.

I am personally very excited by our expanding Advisory Services work, where we are tailoring new and existing tools to the specific needs and situations of individual companies, to help them more effectively assess their source fisheries, calculate their progress, and demonstrate how they are working toward seafood sustainability.

This last year, living through the pandemic, has highlighted more than ever that we do not live only in our own towns and countries. We must think globally, and this is reflected in SFP's expanded emphasis on small-scale fisheries, aquaculture, and national policy in developing countries.

SFP has made important strides in our first 15 years, fundamentally changing the landscape of seafood sustainability. If we want to get to a world where 100 percent of seafood is produced sustainably, we need to accelerate that progress and scale-up our impact. The five-year strategy that we are developing this year is targeted toward that objective, so that by our 20th anniversary, we can report that we are even closer to our goals.

Jean-Louis Meuric
Dieppe, France



Message from our **CEO**

I started SFP 15 years ago with one major goal in mind: get national and local governments to implement current best practices in fisheries management and ocean protection.

Why national and local governments? Well, 90 percent of the world's fishing takes place close to shore, under the jurisdiction of individual countries, provinces, or districts. That means that national and local politicians and regulators determine how much funding goes to fisheries management and conservation. They decide the laws and rules that dictate how much fish should be caught, and where, how, and by whom.

The *only* way to increase funding for marine conservation and reduce the impact of overfishing is to get their attention and change their minds. There is no shortcut or alternative option.

And thankfully we don't need a miraculous technological breakthrough to save the oceans; all the tools we need are already to hand. Many fisheries that were depleted between the 1950s and 1980s, before governments took full control of their waters, have since recovered under well-established fisheries management best practices.

So, the key question I asked when I started SFP was "How can we engage officials around the world, and get them to apply existing best practices?" And the answer was, figure out who matters to them. Unsurprisingly, in every country, we found that they listen to representatives of their local fishing industries and to the CEOs of major local seafood processing and exporting companies.

That's why, 15 years ago, SFP set out to build pro-conservation voices among locally influential seafood industry leaders. And the way we got the attention of those seafood industry leaders was through questions from their biggest and most important customers – the world's leading retailers, restaurants, and foodservice companies. No business wants to lose a reliable account from an important customer. They will definitely return that call and take that meeting.

Big markets like the United States, Europe, and Japan import most of the seafood they consume. The biggest retailers in these markets have significant global reach

and influence, and their supply chains had already successfully persuaded thousands of fisheries around the world to meet their product specifications and their food safety and quality assurance requirements. That's why we work with these retailers and their supply chains to improve fisheries management and protect ocean wildlife in fisheries around the world.

Fifteen years later, SFP's main goal has not changed. We still want to convince national and local governments to implement best practices. But what has evolved over the last decade and a half is the approach we take to get there.

We first started with demonstration fishery improvement projects (FIPs) in a few fisheries, to show how fishery stakeholders could work together to promote improvements.

Then, about ten years ago, SFP established industry leadership of FIPs as the new norm, and we got out of the business of leading FIPs.

In the last several years – through our Target 75 initiative – we have aligned supply chains to focus on the goal of ensuring that 75 percent of world production in 13 key seafood sectors is making regular, verifiable improvements in formal FIPs or certifications. Although we haven't yet hit our Target 75 goal, in terms of the number and size of fisheries reached, there has been tremendous progress.

FIPs to date have now influenced more than 290 fisheries worldwide, accounting for approximately 25 million tonnes of landings annually. Those FIPs involve 73 countries, including all of the world's main fishing nations, and total landings from those 73 countries account for more than 80 percent of world wild production.

In the past year, working mostly remotely due to the pandemic, we've worked with our partners and their suppliers to set improvement targets for the next phase of Target 75. Our hope is that industry

will launch FIPs in new fisheries and ensure that existing FIPs and certifications succeed in persuading governments to implement best practices. As part of this industry leadership development, we're working with our partners to recognize and reward the mid-supply-chain companies who have done the most to create FIPs and ensure their success.

We've also launched three new initiatives to focus retailer and supply chain minds on critical issues that commonly block fisheries from becoming sustainable.



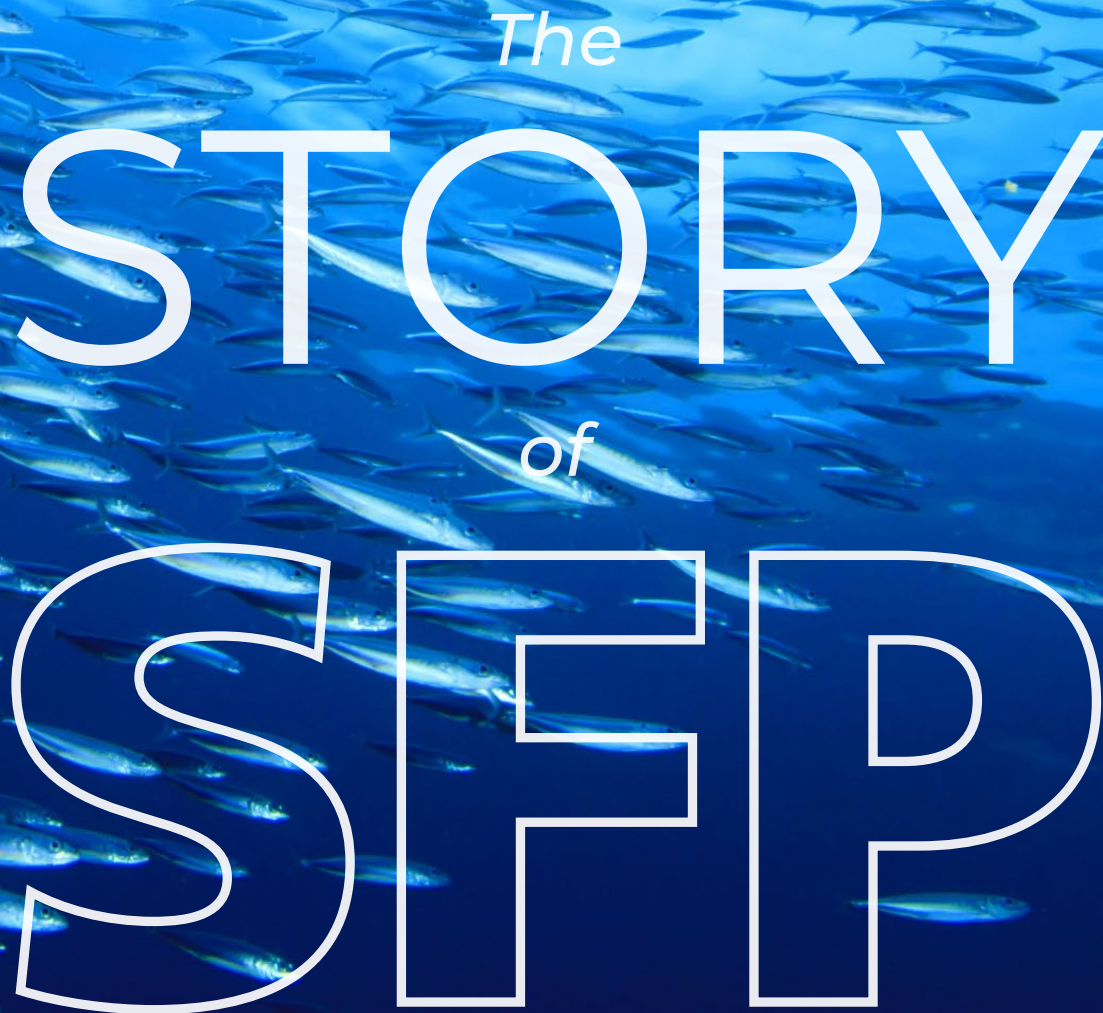
Our *Protecting Ocean Wildlife* initiative gets fisheries to reduce the numbers of sharks, sea turtles, seabirds, and marine mammals harmed and killed as “collateral damage” in fisheries.

Our *Supporting Small-scale Fisheries* initiative is organizing and empowering small-scale fishers to participate in fisheries management and decision making. And our *Improving Fisheries Management* initiative is increasing attention on fisheries where governments have not yet succeeded in stopping overfishing or illegal fishing.

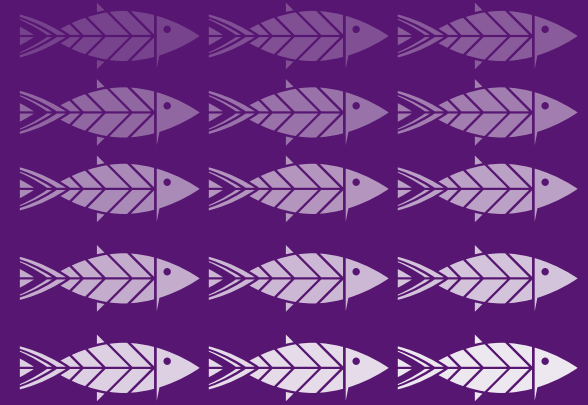
Read on for more details on these new initiatives and our other recent work. If we’ve learned anything from the past couple of years, it is that the future can be hard to predict. But one thing I know for sure, SFP will continue to closely track the impact of our work and continue to innovate and improve how we work with seafood companies to make fisheries and aquaculture sustainable.

Jim Cannon
Honolulu, Hawaii





The STORY of SFP



SFP's founder and CEO Jim Cannon got his first exposure to fisheries policy in the mid-1990s, observing the North Sea ministerial meetings on marine protected areas (MPAs). What he saw was that the fishing industry "was very well-organized and opposed to the MPAs." And thus, the environmental community lost the battle. "I learned there that politics and influence is what drives conservation – not biology, not ecology," he says.

A few years later, Cannon was working for Conservation International (CI) in Papua New Guinea, trying to establish a conservation project in Milne Bay. And once again, he ran into politics. In Milne Bay, the problem was illegal fishing practices. Local fishing companies were willing to support conservation only if the government would do something about the illegal operators. "I realized then that, if you want to win, you have to have policy change," Cannon remembers. "If you want to have policy change, you need local industry support. And if you want to have local industry support, you have to figure out what the benefit is to them."

“ I realized then that, if you want to win, you have to have policy change ”

The final piece of the puzzle – how conservation benefits industry – began to take shape in 2002, when Cannon, still at CI, was working with McDonald's on a strategy to green its seafood supply chain. At the time, McDonald's was running into supply chain constraints because of the global collapse of whitefish fisheries. "So, their desire to green their supply chain had not only a corporate social responsibility argument, but also a clear business argument," Cannon says.

In his work with McDonald's, Cannon developed the approach that would shape SFP. "What we wanted was for the local supply chain companies to get us meetings with anyone who had political clout, such as the fisheries ministers in the key countries where they operated," he says. "And in order to reach the local operators, we turned to McDonald's, which was worried about its supply chain. They could ask the right questions and make those meetings happen."

Cannon's work with fisheries supply chains expanded to Walmart in 2004, and it soon became clear that achieving fisheries sustainability on a global scale would require working in a lot of countries where CI did not have a presence. So Cannon decided to set up his own organization to focus strictly on fisheries.



The Birth of SFP

One of the first people Cannon talked to about his idea was Purbasari (Sari) Surjadi, whom he had worked with at CI on marine protected areas in Indonesia. At the time, Surjadi, who is now SFP's Chief of Staff, was at a crossroads, trying to decide if she wanted to stay with CI or move on to something different. In the fall of 2006, on a trip to London to visit with Cannon and his wife, Wendy Tan, who had also worked at CI, Surjadi spent many hours talking with Cannon about his idea to set up a new NGO.



Jim Cannon with Sari Surjadi

"The way he described it at that time was that it would be very focused on working with industry in a way that had never been done before – a real partnership, not like a traditional NGO," Surjadi recalls. "Come work with me, Sari, just the two of us," he offered. "We're going to have fun."

Surjadi left London and promised Cannon she would think about his proposal, giving herself a deadline of deciding by Christmas. Weighing her other options, she decided she wanted a change. "So, I resigned from CI and called Jim and said, 'I'm in!'"

“ The way he described it at that time was that it would be very focused on working with industry in a way that had never been done before – a real partnership, not like a traditional NGO ”

She wasn't totally convinced, though, particularly after she asked Cannon if there was any money and he said that funding was a work in progress. "At that time, I had two kids, life was chaotic, and I wasn't looking for a new challenge," she says. "But I was also bored." She was also intrigued by the idea of working with industry.

And eventually the funding materialized as well. The Packard Foundation and the Walton Family Foundation became the first two funders of the new organization. Both foundations continue to support SFP today.



Assembling SFP's FIRST TEAM

Cannon and Surjadi remember the first days of SFP as exciting, but exhausting.

"I started SFP on a credit card, and built up a fair amount of debt in those first few months, traveling constantly from one project site to another, and to meetings with partners and donors," Cannon says. "I basically lived out of a suitcase."

As 2006 became 2007, Cannon and Surjadi began to assemble a team for their new organization. "Having been at CI almost my entire professional life, I started recruiting from the CI Indonesia team," Surjadi says. "I'm lucky to still be surrounded by many of them." One of the first people they called was Dessy Anggraeni, who had worked closely with Cannon as part of CI's resource economics team.

"It was perfect timing for me," says Anggraeni, who is now SFP's Indonesia Program director.

"I was commuting at least two-and-a-half hours a day and had a new baby. So I was looking at other opportunities that would allow me to do work from home. Jim called me and said he was creating an organization to work on fisheries, and he said I could work from home, as long as I had an internet connection." She began working with SFP in February 2007.

Cannon also reached out to Merul Patel, whom he had known since their university days. Patel, now SFP's Chief Information Officer, remembers Cannon asking him about using the internet to help with fisheries management in the mid-1990s. And then, "that was the last I heard about it for 10 years, until 2006, when he came looking for help in creating a website to post fisheries profiles."



In the first year, the small team worked hard and all pitched in wherever they were needed. "In the early days, we were all multitasking," Patel says. "In the beginning, there were only a few of us, and we did everything ourselves," adds Anggraeni.

SFP has always been a virtual organization, with staff members working from their homes all around the world. As such, the Annual General Meeting (AGM) has become an important opportunity to bring everyone together once a year.

Today these AGMs span more than a week and can involve nearly 100 people. But the very first AGM, in London in early 2007, was a more subdued affair that included -- in addition to Cannon, Surjadi, Anggraeni,

and Patel -- Brad Warren, who worked on communications and led an early effort to raise industry awareness of the impact of ocean acidification on fisheries, Ernesto Godelman, who led SFP's early fisheries improvement work with local industry in South America, and Howard Johnson, who led SFP's work to partner with US retailer and supplier partners. Also at the meeting was Blake Lee-Harwood, who was just observing but would return to SFP many years later, eventually becoming the organization's Chief Program Officer.

The team was so small that they didn't even need to rent meeting rooms. "We just met in Jim's hotel suite," Anggraeni says. "I think we met for a day and then went to a pub," Patel adds.

A Focus on INFORMATION

From the beginning, SFP was designed to fill a void in the sustainable seafood movement that was driven by a lack of information.

Cannon understood that the end goals of marine conservation aligned with those of seafood buyers, which wanted to help their supply chains improve their practices to ensure the health of ocean habitats and thus the sustainability of their seafood supply. But seafood companies did not have information about their source fisheries, which they needed to understand where improvement was needed.

SFP's earliest product was the development of a database of fisheries profiles, which companies could use to learn more about the sustainability of their source fisheries. As Patel created the website, Anggraeni and Warren's first task was developing fisheries profiles for the database, starting with some key whitefish fisheries. The team was in a hurry to get the database up and running, because Cannon wanted it available before he introduced SFP to the seafood industry at the 2007 Brussels Seafood Show, the world's largest seafood trade show.

The first set of seven fisheries profiles, which became SFP's FishSource database, went live online "about an hour before" Cannon's presentation, Patel says. The database, which began with profiles of just a handful of whitefish fisheries, now has more than 4,000 entries.

Soon after the successful introduction of FishSource, the team used the information in the database to develop SFP's Seafood Metrics system, which provides seafood companies with a customized analysis of the sustainability of their specific seafood sources.

"Getting Metrics off the ground was very interesting," Patel says. "What really intrigued me is, if you have information about where retailers are getting their fish from, then you could do interesting number crunching" to figure out which retailers and suppliers to engage in a specific fishery, to lead improvement efforts to deal with problems like overfishing or illegal fishing.

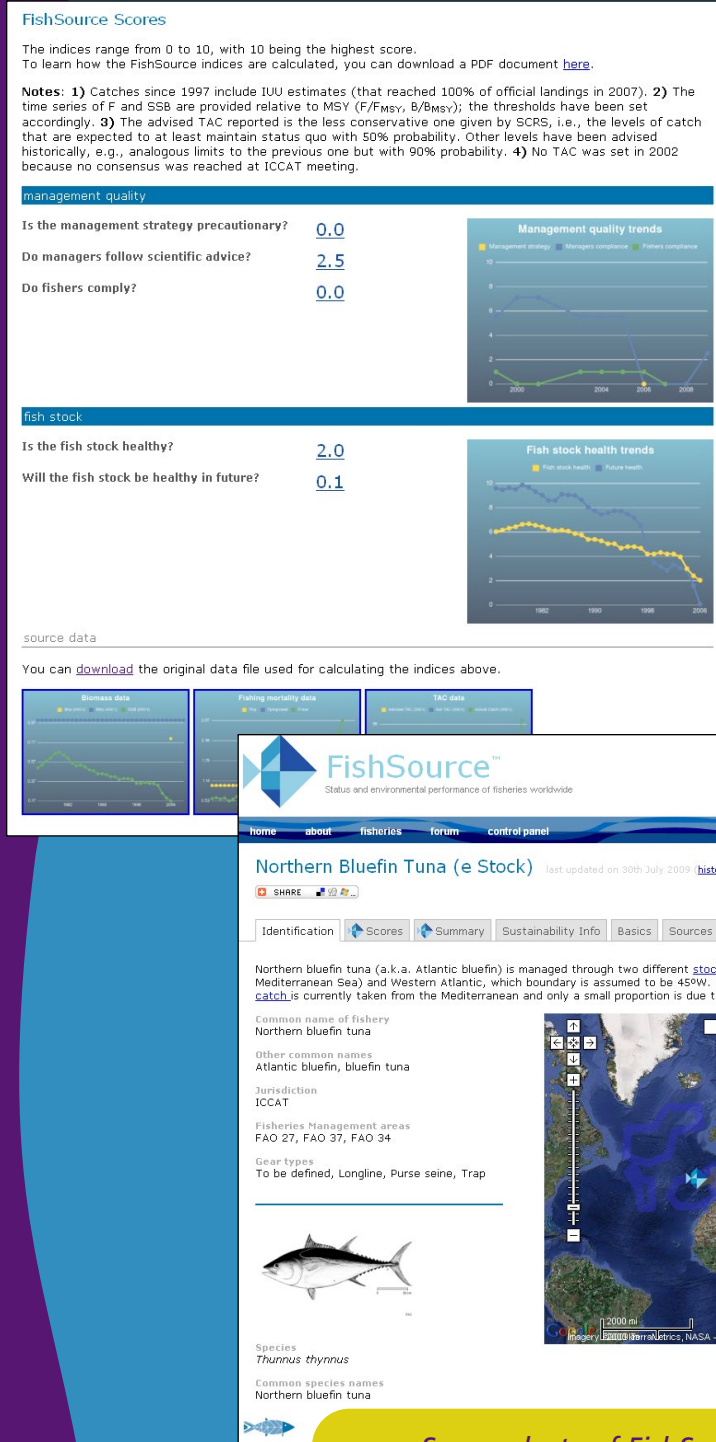


Merul Patel working at first Annual General Meeting

Stick to the SCIENCE

Anggraeni says of her early work developing FishSource that she “was concerned at first, because I’m not a fisheries scientist,” adding that when Cannon first described the project, with his distinctive Scottish-Aussie accent, she thought he was talking about making fish sauce! Luckily, there was a lot of available online information on the whitefish fisheries, from European countries and international fisheries management agencies.

Still, Anggraeni was relieved when the organization started to bring on more fisheries scientists in the following years, including Pedro Sousa and Doug Beveridge. Sousa, a Portuguese fisheries scientist who joined SFP in 2008 to lead FishSource, then recruited a network of fellow scientists to help write fisheries profiles for FishSource, worked with Patel to build the FishSource and Metrics programs, and led SFP’s efforts to systematically record and evaluate the progress of fisheries improvement efforts worldwide.



Screenshots of FishSource at launch

Beveridge, who is now a consultant to SFP, remembers his introduction to SFP: “Jim and I knew some of the same people and worked in similar circles.” The two met up in a hotel bar in Edinburgh and discussed common ground.

At the time, Beveridge was working with the catch sector and the seafood supply chain in the UK and Europe. “It was very political,” he recalls. “The fishermen would say that there are lots of fish in the sea, and the NGOs would say the opposite, that there’s no fish in the sea. And the supply chain was stuck in the middle, hearing conflicting viewpoints.”

“Jim promised that SFP would be nothing but objective, evidence-based, straight down the line, tell them how it is without fear or favor,” Beveridge says. “What he wanted to do was analyze fisheries and give advice based on objective truth. That was attractive to me.”

The idea of getting the market more engaged also made sense to Beveridge as a scientist. “It stood to reason that those who were involved directly and indirectly in the mismanagement of fisheries should help fix them.”

“ Jim promised that SFP would be nothing but objective, evidence-based, straight down the line, tell them how it is without fear or favor, What he wanted to do was analyze fisheries and give advice based on objective truth. That was attractive to me. ”

As a scientist, and throughout his career working with the fishing sector, NGOs, and the supply chain to improve fisheries management, Beveridge had always found that it was important to be objective and “stick to the science.”

And the timing was good. “It was just after an era of collapsing fish stocks, and there was a lot of media and scientific coverage of global fisheries in crisis,” he says. “It was fairly obvious that we needed a new kind of approach.”



A new approach to **FISHERY IMPROVEMENT**

At first, the whitefish work that had begun with McDonald's formed the backbone of SFP's work. The dialogue between the company and its suppliers about promoting shared responsibility along the supply chain led to the establishment of SFP's first fishery improvement project (FIP), the Barents Sea Cod and Haddock FIP.

SFP pioneered the use of FIPs to bring together multiple members of a fishery supply chain to promote improved fishing practices and management. The first several years were focused on using the whitefish model to assemble a portfolio of demonstration FIPs around the world in a variety of fisheries and sectors, with the idea of inspiring others to follow suit.

As SFP's reach expanded around the world, so too did the team's roles. Beveridge, who originally joined SFP to run FIPs, began to do supply chain engagement throughout the UK and Europe and soon found himself working on the Russian pollock fishery, an important source fishery for the UK. This rapid expansion further emphasized the value and effectiveness of SFP's approach, and its applicability around the world.

“It was all very familiar territory to me, and I knew that it was an area that SFP and I, personally, could contribute to.”

“We spent a lot of the early years trying to understand what was working and what wasn't in FIPs, what approach was reliable and what wasn't,” Cannon says. Often the most advanced solutions, such as high-end satellite surveillance of fishing boats, were not the answer. “There was no market for it,” Cannon says. “I've always said I'm in the game of making sustainability a mass-market issue, not a boutique high-end product.”

Beveridge remembers his first days of working in Russia: “It was quite an intimidating landscape; the culture and way of working were very different,” he says. But once he “put [his] headphones on” and listened to the translation of what the Russian scientists and industry representatives were saying, he found that their observations and the challenges they were facing “weren't much different from what I'd been hearing in Brussels” at EU fisheries meetings. “It was all very familiar territory to me, and I knew that it was an area that SFP and I, personally, could contribute to.”



Challenging the **STATUS QUO**

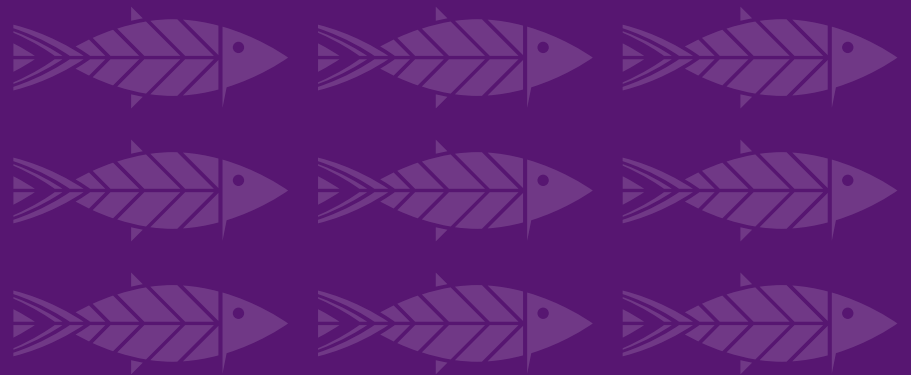
One challenge in the early years was getting both the conservation world and the seafood sector to understand and accept SFP's approach. The idea of working with the supply chain to improve fisheries was seen as "a direct challenge to the consumer-centric, boycott-based consumerism of the sustainable seafood movement," Cannon says. "Retailers had been told for years 'buy this, don't buy that,' and we came along and said, 'no, don't boycott it, keep buying and fix it'."

“There was a huge learning curve in the beginning, especially for those of us from traditional conservation organizations,” Surjadi says, “It was not always easy to adapt our thinking.” But she was pleasantly surprised at the positive and fast acceptance of SFP, in Indonesia and abroad. “SFP was a completely new model. I thought it would be a hard sell, that people would question our strategy and our motives, but as we started introducing ourselves, it became clear that people in industry did get it,” she says.

SFP’s approach caught on rapidly among seafood businesses that wanted to improve the sustainability of their supply chains. After five years, the organization had 17 corporate partners, including many of the major seafood retailers in the UK and the US. Today, SFP has 33 corporate partners in North America, Europe, Latin America, and Australia.

“A big turning point was at an international seafood summit just a few years in, when I realized that just about every session had some references to FIPs and fishery improvement. FIPs had become common language, common currency, an accepted and understood term.”

And in just a few years, the SFP team noticed a change. At first, “no one had heard of a FIP,” Beveridge says. “For me, a big turning point was at an international seafood summit just a few years in, when I realized that just about every session had some references to FIPs and fishery improvement. FIPs had become common language, common currency, an accepted and understood term.”



Bigger but STILL THE SAME

From just two employees in 2006, SFP expanded rapidly, growing to 24 employees in the first three years. Today, there are about 60 employees based in 11 countries, and nearly 100 consultants and contributors around the world.

Yet, though the organization has grown, those who were there at the beginning say they still see much of what made SFP unique from the start.

"SFP has always had to keep adapting to a changing environment and circumstances, but by and large we are still doing the same work and still have the same goals," Beveridge says. "We've managed to maintain our objectivity and our basis in science quite well."

"Like all start-ups, you have a fixed arrow. You know there's a problem to solve, and you think you know the solution. As you progress, you realize it's far more complicated," Patel says. "So, as we've moved

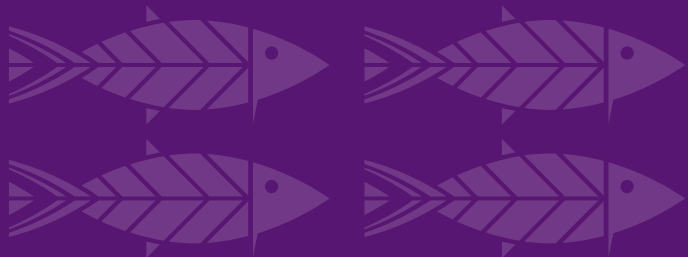
forward, that single arrow has split into a lot of smaller arrows going in different directions, but they're all more or less parallel. We still have the same goals, but what we do and how we do it has changed."

SFP has also managed to maintain its focus on supporting its employees to have a good work-life balance and give them the flexibility to grow, Surjadi says. "SFP is a very egalitarian, very transparent organization. That was true at the beginning and I still genuinely believe that it is true," she says. "This was particularly obvious to me having come from a big organization. It's not every organization where anybody can call the CEO and talk about their work, but that was true at the start of SFP and it is true now."

Growth has also brought clarity and definition to people's roles and responsibilities, a change from the early days where "everyone did everything," as Beveridge notes.

"Though we're not as big as many other NGOs, everything is much clearer now," says Anggraeni. "We have a good structure of teams with specific specialties, a clear strategy and goals, and the capacity to meet those goals."

Another thing that's nice is that "people have heard of us," says Anggraeni. "In the beginning, it was hard to explain what SFP was. We tried comparing ourselves to other conservation NGOs that people knew about, but we were so different," she says. "But now I can say I work for SFP, and people are quite aware of who we are and what we do."





Sustainable Fisheries Partnership (SFP)

is dedicated to protecting marine and aquatic ecosystems and delivering a secure seafood supply through the creation of a responsible seafood economy.

We are working toward a world where the oceans are healthy and abundant, all seafood is produced sustainably, and everyone has access to sustainable seafood.

This includes ensuring seafood production does not threaten fish populations and marine and aquatic environments, preventing harm to ocean wildlife from fishing activities, and enabling small-scale fishers to effectively participate in fisheries management.

To achieve these goals, we engage the most significant retailers, brands, and foodservice companies to influence their global supply chains and drive actions to rebuild depleted fish stocks, reduce the environmental impacts of fishing and fish farming, protect ocean biodiversity, address social issues in fishing, and advance economic opportunities for fishers and their communities worldwide.

WHO WE ARE

2006



Jim Cannon creates Sustainable Fisheries Partnership (SFP).



McDonald's, Walmart, and Sam's Club are SFP's first partners.

2007



SFP receives its first philanthropic grants from the Packard Foundation (December 2006) and the Walton Family Foundation. These "founding funders" become SFP's longest and most significant supporters.

2009



Jim Cannon is named the "Intrafish Seafood Person of the Year."

2010



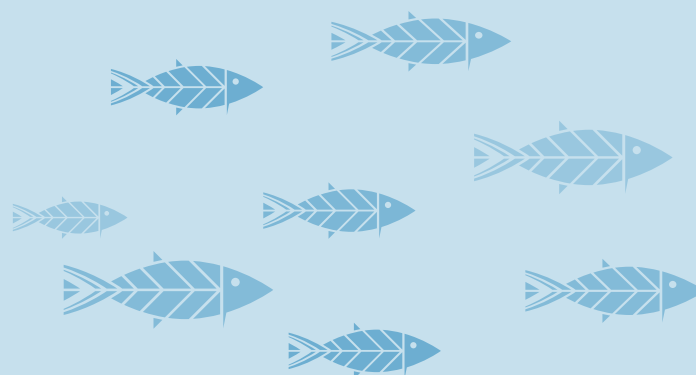
SFP becomes an official U.S.-registered charity.



SFP has 11 corporate partners in the United States and United Kingdom.



18 staff members



2011



SFP has 17 corporate partners in the United States and United Kingdom.



40 staff members and collaborators

2014



SFP wins grants from the United States Agency for International Development (USAID) and United Nations Development Programme (UNDP).



SFP has 29 corporate partners in North America, Europe, Latin America, and Australia.

2016



Nearly 90 staff members and collaborators

2017



SFP receives funding from the Global Environment Facility (GEF), the world's largest multilateral trust focused on the environment.

2019



SFP becomes a partner of the United Nations Sustainable Development Goals (SDGs) program, citing the significance of its Target 75 initiative to SDG 14 Life Underwater.

2020



SFP creates a widely used COVID-19 resource page with information on how to protect fishers and seafood workers.



SFP unveils a new strategy focusing on the “tough” areas that improvement efforts have not effectively addressed, including marine biodiversity, small-scale fisheries, fishery management, and aquaculture.



SFP has 33 corporate partners in North America, Europe, Latin America, and Australia.



More than 150 staff members and collaborators

SFP's Approach to

SUSTAINABLE SEAFOOD

We take a broad, global approach to achieve the largest impact possible, by:

-  **Mobilizing** improvements in as much of the world's production as fast as possible
-  **Creating** leadership on sustainability by the seafood industry, producers, and others with a principal stake in the future of the world's fisheries and fish farms.
-  **Producing** as many examples of improvement efforts as possible, rather than being limited to a few with exceptionally good practice.

Our approach has the following key advantages:

-  **It reassures** the world's largest seafood buyers that change is coming at a scale commensurate with the size of their global businesses, and gives them confidence to stay the course.
-  **Success** in key sectors enables partners to make firmer and more public commitments over time.
-  **Working** at a global scale has attracted more of the supply chain to participate, as the business payoffs of doing so have been demonstrated.



How we get **RESULTS**

SFP focuses on the root causes of fisheries management problems to create a path to long-term viability and productivity.

Unlike traditional advocacy approaches that ask buyers and consumers to avoid seafood from poorly managed fisheries or fish farms, our partners **actively drive change by using their leverage to mobilize improvements within their existing supply chains.** This includes requiring their suppliers to engage the entire supply chain, down to the fishers and fish farmers, to develop and implement fishery improvement projects (FIPs) and aquaculture improvement projects (AIPs).

SFP utilizes a unique and proven set of methods and tools to achieve our goals, and has continually created and mainstreamed new ways to advance seafood sustainability.

When SFP was first founded, we worked with stakeholders to establish, implement, and manage **FIPs** and then **AIPs**. Our goal in those first years was to demonstrate that the FIP model worked and could successfully lead to improvements in fishery management. As FIPs and AIPs became more widely understood and used around the world, we shifted our focus to transferring FIP leadership to industry, and became less directly involved in FIP implementation.

During this time, SFP innovated the concept of **Supply Chain Roundtables (SRs)** in response to the need for enhanced industry cooperation created by the proliferation of FIPs and AIPs, and the multitude of supply chain companies engaged in sustainability initiatives. This started our focus on scaling-up for global reach and policy impact, through SRs and our **Target 75** initiative.

Looking to the future, we are working closely with the industry, NGOs, and other stakeholders to address the **tough challenges** that remain as obstacles to fully achieving sustainable seafood production. These priorities include protecting marine biodiversity, combating illegal, unreported, and unregulated (IUU) fishing, and improving national policy and management, especially for small-scale fisheries and aquaculture.



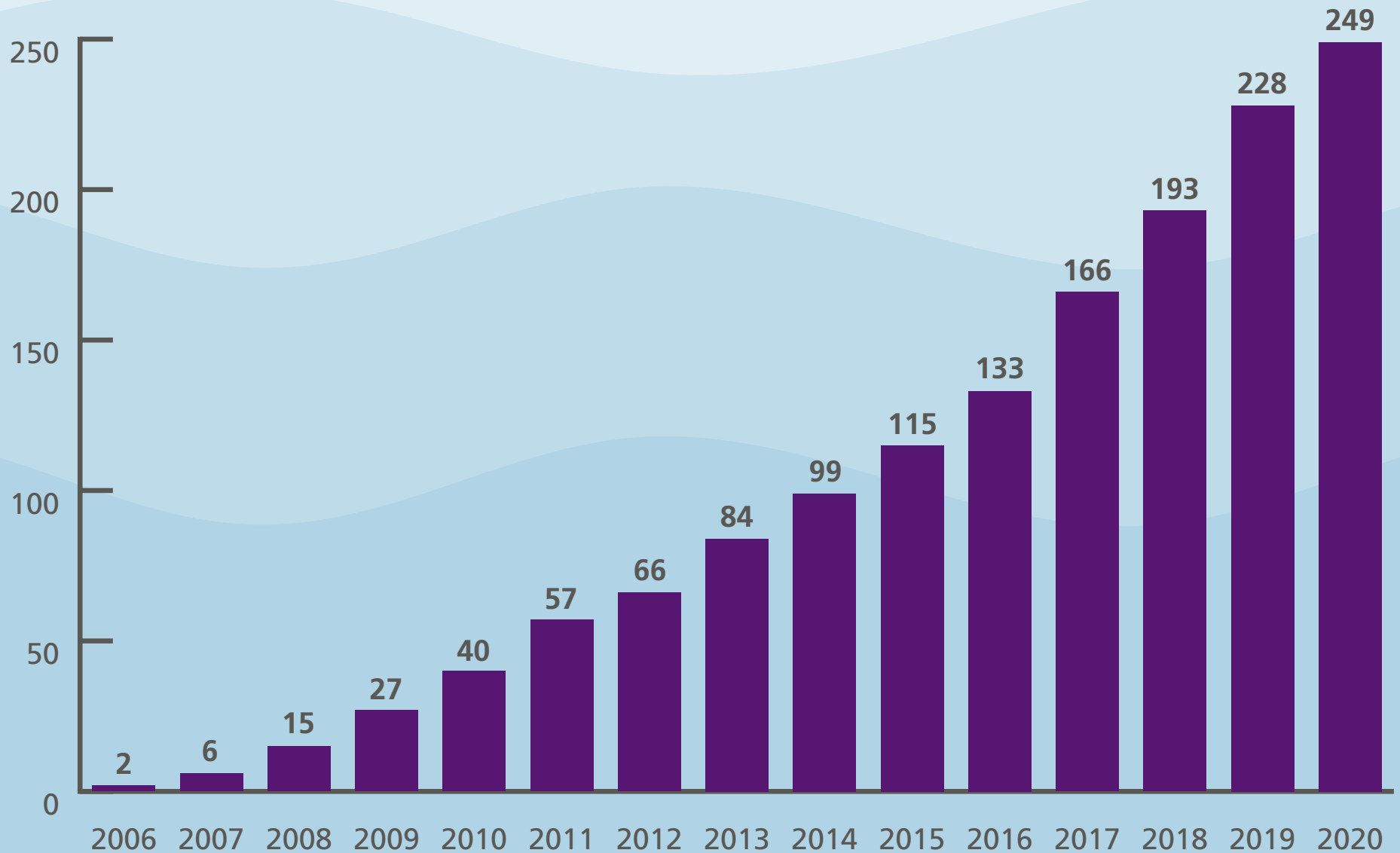
FISHERY IMPROVEMENT PROJECTS

SFP pioneered the use of fishery improvement projects (FIPs) to address environmental challenges in marine fisheries.

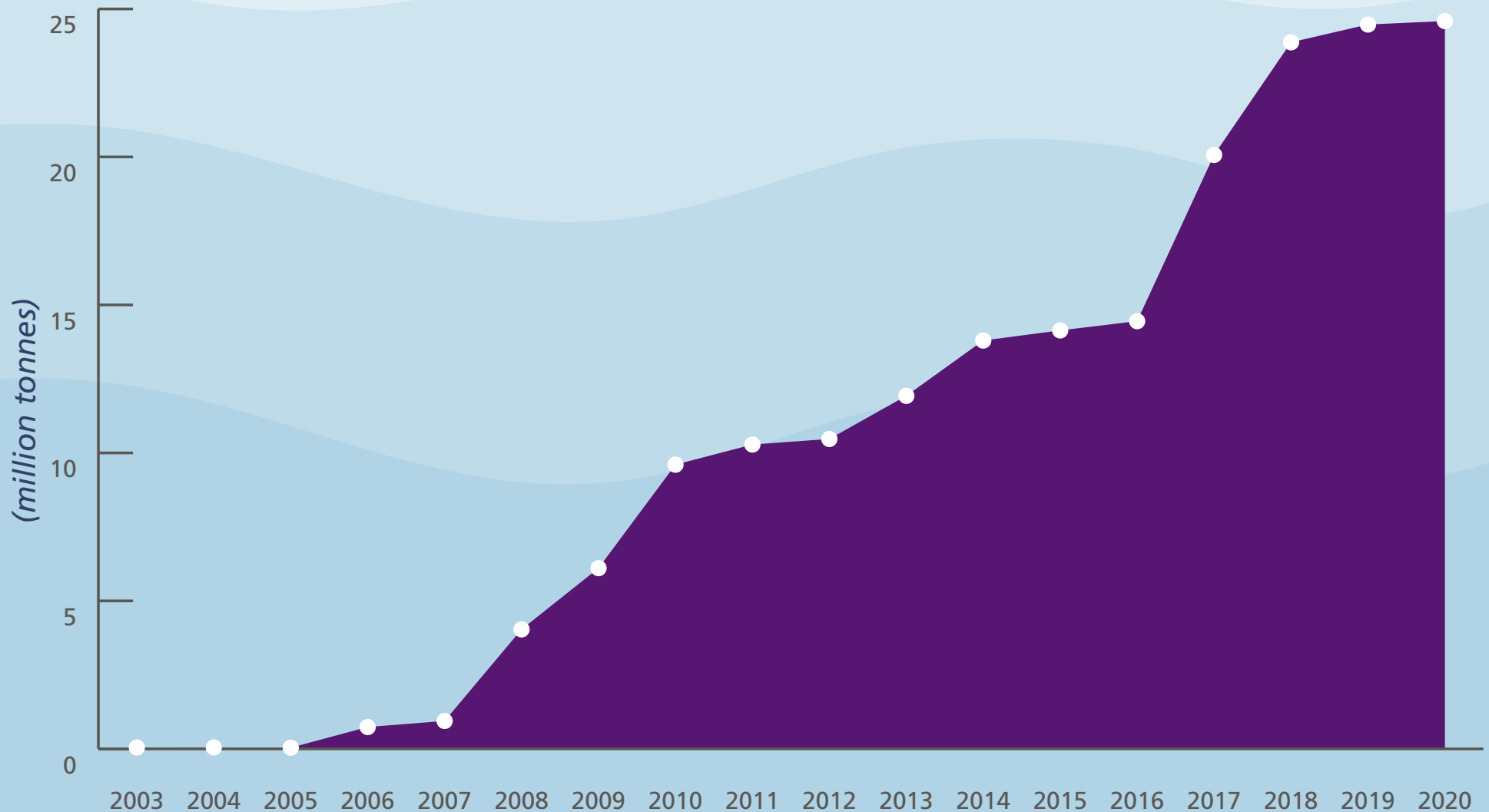
A FIP brings together retailers, processors, producers, and fishers to demand and leverage better management of marine resources. The FIP identifies the environmental issues that need to be addressed, sets the priority actions that should be undertaken, and oversees the action plan adopted by the participants.

SFP has been a strong proponent of industry leadership in fishery improvement efforts. **Today, more than half of the world's FIPs are industry-led.**

Cumulative number of FIPs established through 2020



Cumulative production from stocks associated to all FIPs, current and historical





Updated Database Provides Essential Information for Fishery Improvement

As fishery improvement projects have expanded around the globe, reaching new sectors, regions, and markets, data on what works and what doesn't is vital to supporting better management and FIP design and implementation. This is where the Fishery Improvement Projects Database (FIP-DB) comes in.

A joint project of SFP and the Hilborn Lab at the University of Washington, the FIP-DB is the most comprehensive database of its kind, with historical time series data on FIPs reaching back to 2003, when the first FIPs were established.

In February 2021, SFP and the Hilborn Lab released an improved version of the FIP-DB, including data on all 249 FIPs known to have been publicly launched. The database has been modernized and features interactive graphics with key descriptive statistics.



DRIVING NATIONAL-LEVEL CHANGE IN INDONESIA

Three different national-level fishery improvement projects (FIPs) in Indonesia seek to offer economies of scale for fisheries improvement and national-level implementation, to more effectively leverage government investment in fisheries management.

Since its launch in early 2020, the national-level Indonesian tuna fishery improvement project has more than doubled participation and expanded to include more species. The industry-led project, which is implemented by the Indonesian Longline Tuna Association (ATLI), began in January 2020 with 14 fishing company participants and a focus on albacore, yellowfin, and bigeye tuna.

Today, the FIP has more than 30 Indonesian fishing and processing companies, representing nearly 350 vessels, and has been renamed the Indonesia Indian Ocean and Western Central Pacific Ocean Tuna and Large Pelagics – longline FIP, to reflect its expansion to include swordfish, in response to interest from buyers.

Two national-level FIPs are actively promoting improvements in the Indonesian snapper and grouper fishery. This includes a FIP launched in 2019, composed of Indonesian companies and US buyers, and a FIP launched in 2020 with SFP support and led by the Indonesian Demersal Association (ADI). This industry-led FIP includes nearly 20 Indonesian exporters and processors.

Both FIPs are focused on national-level priorities to develop harvest strategies, improve data collection, avoid catching juvenile fish, and introduce co-management approaches within the small-scale component of the fleet. The FIPs are now collaborating on shared objectives, such as data sharing on the life history of snapper and grouper species to inform harvest strategy development and increase understanding of how to shift international market demand away from smaller, juvenile snappers.





BRINGING SUSTAINABILITY TO THE CANNED TUNA MARKET

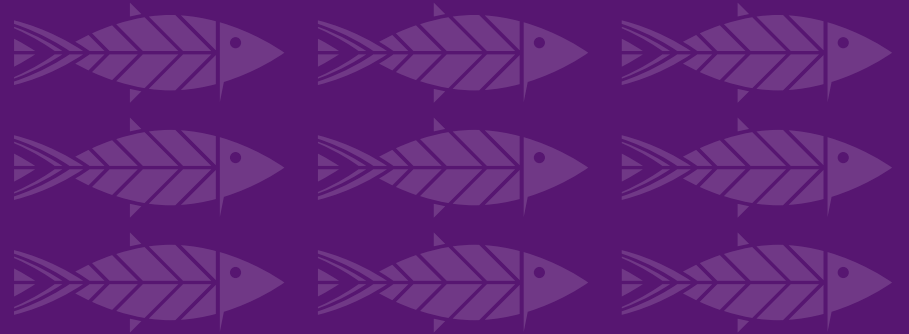
Canned tuna is the second-most popular seafood product in the US (after shrimp), with Americans consuming about 1 billion pounds of canned and pouched tuna each year.

Six new fishery improvement projects (FIPs) focused on fisheries that supply the canned tuna market launched in 2020, reflecting an evolution in commitments by seafood industry players. While most SFP partners first implemented sustainable seafood commitments in their fresh and frozen supply chains, in the past few years, those commitments have expanded to include tinned or canned tuna.

For many retailers, “shelf-stable” tuna is a completely separate department from fresh and frozen tuna, with different buyers. That meant that promoting sustainability commitments in this area required starting the process from the beginning, educating buyers on environmental impacts and sustainability, collecting data in Seafood Metrics for these fisheries, and identifying fisheries that do not meet the same standards that a company may have for fresh and frozen seafood.

Armed with this information, many of our partners set up meetings and calls with their canned tuna suppliers to ask for progress in advancing sustainability of these fisheries, and more and more retailers have been engaged in advocacy with Regional Fisheries Management Organizations (RFMOs).

In the past year, two SFP retail partners, US retailer Walmart and UK retailer Tesco, announced new commitments for their tuna sourcing policies. Walmart announced that 100 percent of its canned tuna would come from MSC-certified fisheries or active fishery improvement projects by 2025. Tesco’s new goals include sourcing 100-percent MSC-certified tuna by 2025 and promoting the long-term goal of 100-percent observer coverage on tuna vessels.



6 new FIPs

focused on fisheries that supply the
canned tuna market launched in 2020

FIP Evaluation Program and Progress Ratings

For more than a decade, SFP has been a leader and innovator in evaluating fisheries improvement through our FIP Evaluation Program.



2017

The FIP Directory is transitioned to FisheryProgress, an independent site hosted by the Conservation Alliance for Seafood Solutions (SFP is a member) and FishChoice.

SFP creates standardized progress templates for FIP reporting, in collaboration with WWF and Ocean Outcomes.

2016

SFP launches the FIP Evaluation Program and the FIP Progress Ratings system.

2014

FIP rating methodology revised to include time benchmarks and requirements.

The FIP Directory is unveiled, an online platform for FIP progress. Nearly 80 FIPs report.

2011

SFP creates first-ever methodology and prototype for rating FIPs.

2007

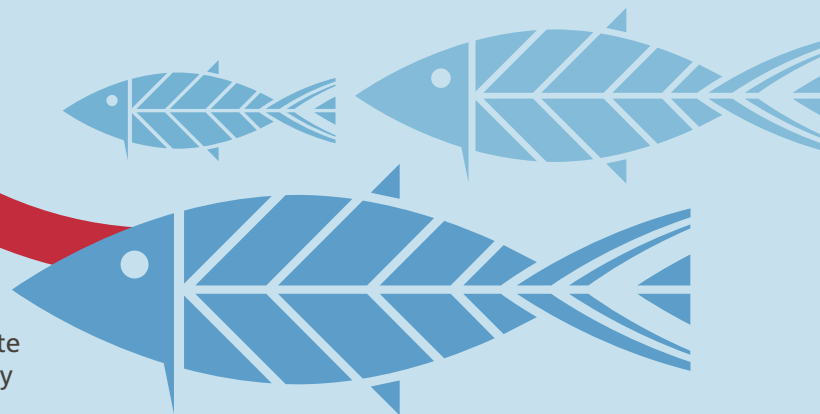
SFP defines five "stages" to evaluate progress and achievement in fishery improvement projects (FIPs).

2021

Fourth major revision of the FIP Evaluation Tool.

100 percent of SFP's partners only source from FIPs with "passing" grades or have made commitments to do so.

FIP evaluation and progress ratings timeline



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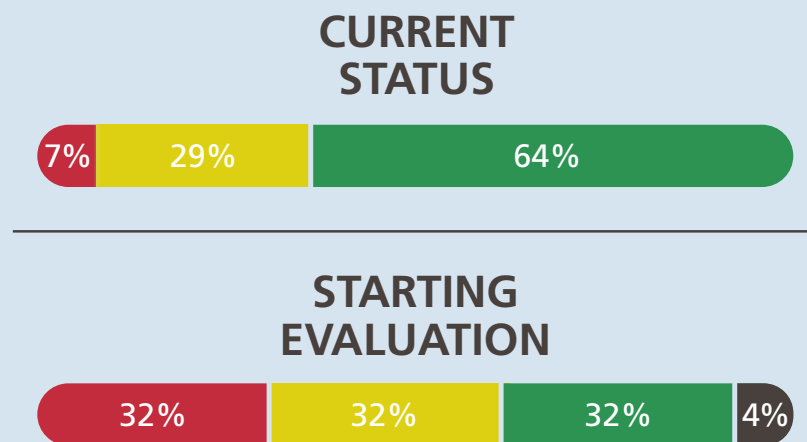
SFP's **FIP Evaluation Tool** defines and assesses fishery improvement projects (FIPs) against six stages of achievement, including development of the FIP structure (*Stages 1 and 2*), implementation (*Stage 3*), improvements (*Stages 4 and 5*), and Marine Stewardship Council (MSC) certification (*Stage 6*).

Our **FIP Progress Ratings** system is the first and only methodology that applies time benchmarks to quickly understand the rate at which a fishery is improving and assign a related letter grade. Each FIP receives a rating, ranging from an "A" grade of Exceptional Progress to an "E" grade of Negligible Progress.

SFP's progress ratings is the lead metric of FisheryProgress.com, the online platform where FIPs

are publicly reported and reviewed. Our FIP progress ratings are also widely used by the seafood industry and factor into their decision making; for example, some companies will only buy seafood from a FIP with a "C" grade or higher. In turn, this influences and drives further improvements in specific fisheries.

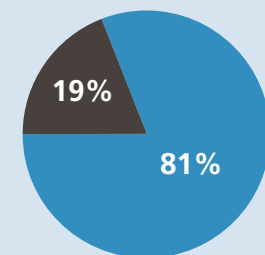
In 2021, SFP and FisheryProgress rolled out a major update to the FIP Evaluation Tool, following a multi-year review and consultation process that looked at lessons learned and ways to increase the Tool's contribution to sustainable fisheries. The update clarified guidelines, improved accountability, and more explicitly identified the connections between FIP actions and fishery improvements.



PROGRESS RATING

A

ACTIONS COMPLETE



● Complete ● Incomplete



DRIN Lutchman

Program Director, FIP Evaluation
and External Relations

 Clackmannan, Scotland
United Kingdom



What most excites you about your current work with SFP?

SFP has been a front runner on FIPs and seafood sustainability initiatives. Our solid evidence base and our influence and collaboration with the seafood industry continues to expand. Our credible approach and position in the sustainable seafood movement means that we will continue to be able to leverage improvements and influence toward sustainability goals. We are operating and leading around the world. I find this all very exciting.

What is your most memorable SFP experience?

I remember coming to my first SFP annual general meeting. I was not even fully on board yet, and met an amazing group of people in Annapolis, Maryland. I had expected to meet US-based colleagues, but this was a cohesive bunch of people who work all over the world remotely but click together like a good puzzle when they meet up. Work hard, play hard!

I would like to see sustainable seafood available around the globe...

What does the sustainable seafood world look like 15 years from now?

I would like to see sustainable seafood available around the globe, not just in developed countries, but in poorer countries that face more urgent demand for protein and access to resources. I'd also like to see a higher level of education across the globe about seafood and what it takes to make sustainable seafood a reality — from diversifying consumer and buying practices to acknowledging the natural cycles of marine ecosystems that fish are a part of and rely on. And that humans fully understand their role and responsibility to conserve these resources!

What is your favorite sea creature?

Seahorses! They are tiny, fun, stately, and there's a stunning variety of them. I have had a fascination with them since I was very young and saw a kit advertised in a comic book to grow seahorses in a bowl of water. As a student and biologist assistant in Bermuda, I spent hours snorkelling in Castle Harbour looking for these progressive beauties! They are monogamous, have captivating "romantic rituals," and are one of the rare species where the males carry the burden of pregnancy. Anywhere I can swim with seahorses, temperate or tropical, I will be there!

Aquaculture Improvement Projects

SFP has also been a champion of aquaculture improvement projects (AIPs), multi-stakeholder efforts to address environmental challenges in aquaculture production.

Like fishery improvement projects, AIPs leverage the influence of the seafood sector to incentivize positive changes toward sustainability and make these changes endure through policy change. **AIPs operate at scales greater than the farm level to drive necessary change**, focusing on policies requiring sustainable practices and improved government management.

SFP AND AQUACULTURE IMPROVEMENT PROJECTS

2010

The Vietnam Pangasius Aquaculture Improvement Project (AIP) is announced, making it one of the world's first formal aquaculture improvement efforts.

2012

SFP appoints its first aquaculture director.

The Chinese Tilapia AIP establishes the producer organization Hainan Tilapia Sustainability Alliance.

2014

Launch of the Cau Mau Shrimp AIP.

2011

SFP and local tilapia farmers in China launch a regional, industry-led AIP, which ultimately includes dozens of farmers and a formal code of good practice.

2013

Launch of the East Java Shrimp AIP.

2015

Launch of the Thailand Surat Thani Shrimp AIP.

2018

SFP releases *Best Practices for Aquaculture Management*, in collaboration with Conservation International and the University of California, Santa Barbara.

2020

SFP creates the Aquaculture Improvement Project (AIP) Directory. It launches with five active AIPs covering three countries, China, Indonesia, and Thailand, and two species, shrimp and tilapia.

SFP, the Aquaculture Stewardship Council, and Monterey Bay Aquarium Seafood Watch Program integrate their approaches, leading to pilot AIPs in Indonesia and Vietnam.

AIP Directory expands to include two more projects in Indonesia and one in Vietnam.

2019

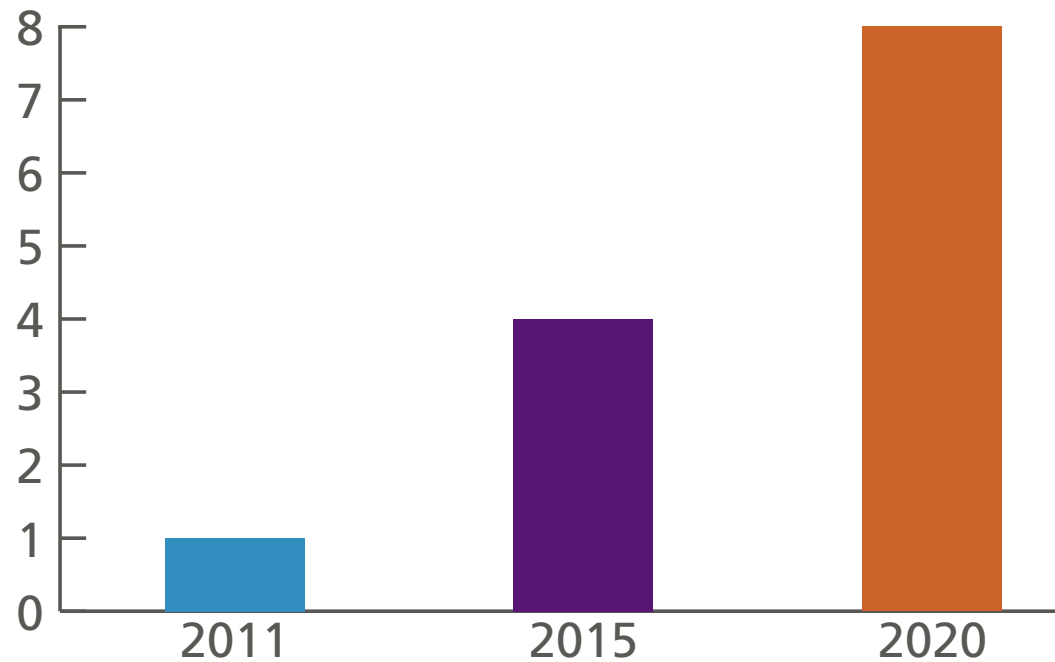
SFP launches the Introduction to Aquaculture Improvement Projects (AIPs) report and the Aquaculture Improvement Project toolkit.

2021

The AIP Directory begins publishing semi-annual updates on project highlights and achievements.



Growth in Aquaculture Improvement Projects



Note: These are AIPs that match SFP's definition of an AIP, principally that they operate at the zonal scale or beyond. There are other projects by other organizations called AIPs, but they operate at the farm level.



AIP DIRECTORY EXPANDS ACROSS ASIA

SFP's all-in-one website for information sharing on aquaculture improvement projects (AIPs), the **AIP Directory**, now includes eight different AIPs covering shrimp and tilapia farming in four countries: China, Indonesia, Thailand, and Vietnam.

New additions to the directory include three AIPs led by or involving local seafood processors in Indonesia and Vietnam that aim to verify farmers to the **Asian Seafood Improvement Collaborative (ASIC)** Shrimp protocol and adopt a coordinated approach to disease prevention and control.

All registered AIPs have been reporting steady progress, despite the impacts of COVID-19. Total production represented in the AIP Directory increased from 102,000 tonnes at its launch in 2020 to more than 172,000 tonnes.

The AIPs focus on policy change and include tools to help farmers, such as mobile apps to improve disease management and reduce risks. The Directory's new **AIP Outputs** page features many of these tools.

Bringing the Seafood Industry TOGETHER

From our earliest years, SFP has believed that it is important to bring industry players together, pre-competitively, to share ideas on how to improve fisheries management and collaborate on ways to ensure both a steady supply of product and healthy ocean environments. To this end, we have hosted a series of annual forums that bring together industry, government, and NGO actors to share experiences and lessons learned.

Our first forum, in Orlando, Florida, brought together our partners from the UK and North America for the very first time. In subsequent years, we separated the Forums by region, to focus on topics and priorities specific to different regional seafood industries.

In 2019, we hosted our first global forum, a format that we hope to resume once travel becomes feasible again. In 2020 and 2021, we hosted and participated in numerous online events so fisheries stakeholders could continue to communicate and learn from each other.

2012

First Fisheries Forum,
in Orlando, Florida.

2013

First European
Fisheries Forum, in
London, England.

2014

North American
Fisheries Forum in Las
Vegas, Nevada.

European Fisheries
Forum in Amsterdam,
the Netherlands.

2015

European Fisheries
Forum in Madrid,
Spain.

2016

North American
Fisheries Forum in
Miami, Florida.

European Fisheries
Forum, in Dublin,
Ireland.



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2017

First Americas Fisheries Forum outside of the United States, in San Jose, Costa Rica.

First Indonesia Fisheries and Aquaculture Forum, in Jakarta, Indonesia.

European Fisheries Forum in Vigo, Spain.

2018

First SFP Latin American Fisheries Forum, in Mexico City, Mexico.

European Fisheries Forum in Eiche, Spain.

2019

First Global Target 75 Fisheries and Aquaculture Forum, in Miami, Florida.

2020

SFP and Sea Pact host online event about the future of Target 75 and how industry and NGOs can work together to solve the tough challenges that remain.



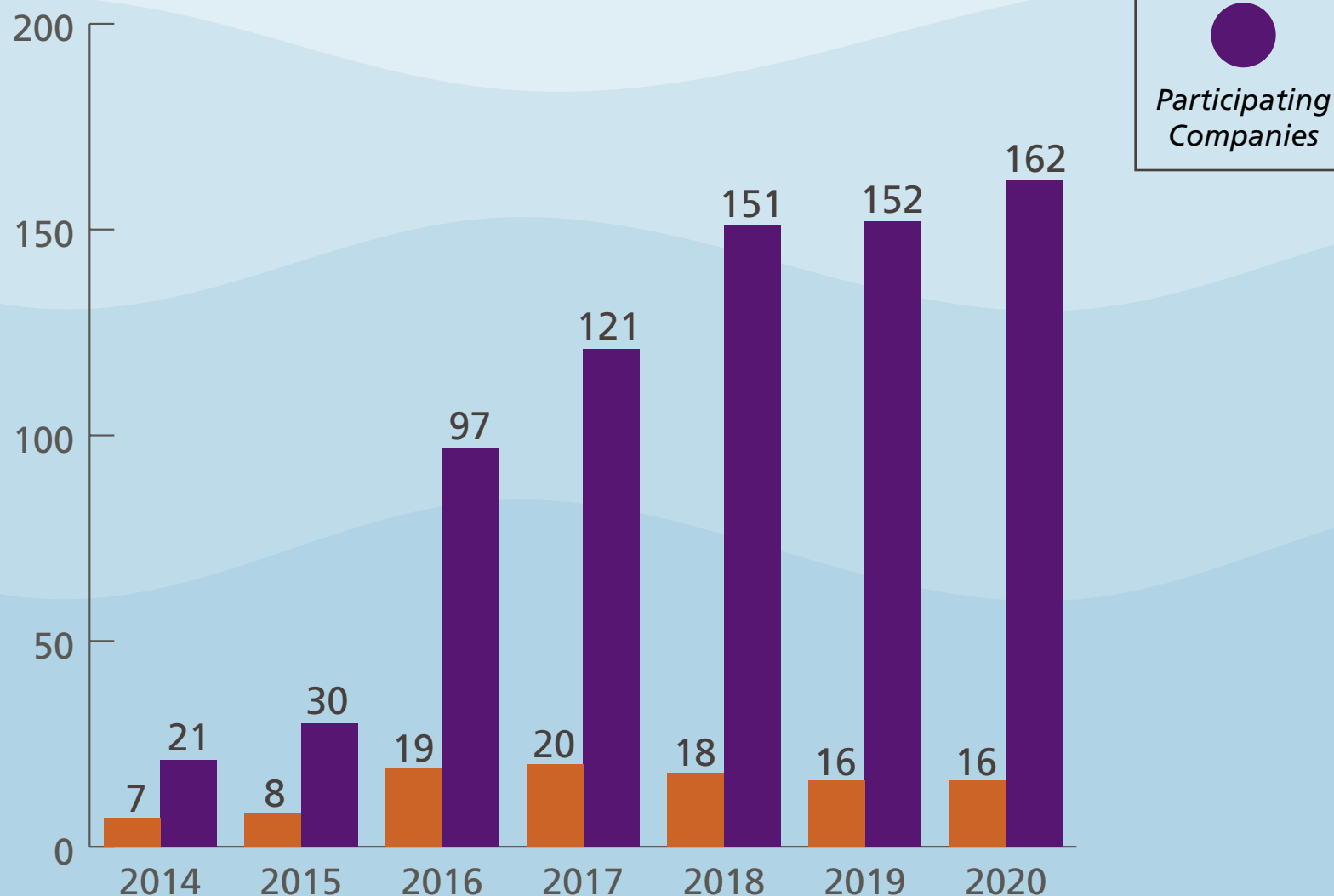
Supply Chain Roundtables

SFP innovated and established Supply Chain Roundtables to address the major challenges in achieving successful fishery improvement projects -- scale and effective public policy.

Supply Chain Roundtables bring together major buyers and importers of seafood in a particular sector to work together pre-competitively to scale-up individual fishery or aquaculture improvement efforts and jointly advocate for better fisheries policy and management with governments, regulators, and resource managers.

We ask our partners to encourage their suppliers to actively participate in SRs, to amplify change across sectors, countries, and regions, and to be leaders in improving fisheries globally.

Growth in Supply Chain Roundtable Participation



Note: The decrease in number of SRs reflects merging of some SRs for efficiency.

SUPPLY CHAIN ROUNDTABLES

2012

First Supply Chain Roundtable (SR) is launched, for Central American mahi.

Launch of the Russian Far East Crab SR.

Although the first structured Supply Chain Roundtables were launched in 2012, SFP began bringing industry players in specific sectors together even earlier. Beginning in 2009, we pilot-tested various approaches with whitefish and fishmeal/fish oil buyers, before settling on the current name and model in 2012 and beginning to systematically launch SRs across many other sectors and regions.

2013

Launch of the Northwest Atlantic Cod SR.

2014

SFP shifts its strategy from FIP-level work to Supply Chain Roundtables.

SFP hosts the first major convening of Supply Chain Roundtables, including the Farmed Shrimp SR, Gulf of California Shrimp SR, Northwest Atlantic Cod SR, Gulf of Mexico Shrimp SR, and Gulf of Mexico Reef Fish SR.

Launch of the Asia-Pacific Squid SR.

Launch of the European Sustainable Fishmeal SR.

2015

The Central American Mahi SR is expanded to create the Eastern Pacific Ocean Large Pelagics SR.

The Gulf of Mexico Reef Fish SR is expanded to create the Americas Snapper and Grouper SR, covering North, Central, and South America.

2016

The South American Squid SR is formed by Spanish and French squid importers.



2017

The Global Squid SR is created, combining the Asia-Pacific and South American Squid SRs.

Launch of the Global Octopus SR.

SFP merges SRs for shrimp, snapper, and grouper into the Mexican Seafood SR, to pilot a national policy change approach.

2018

The Global Fresh and Frozen Tuna SR and the Indonesia Tuna and Large Pelagics SR combine forces.

2020

Inaugural meeting of the Global Whitefish SR, consolidating the Northwest Atlantic Cod, South American Whitefish, and Russian Far East Whitefish SRs into a single industry forum.

2021

SFP and IFFO (the Global Marine Ingredients Organization) create the Global Marine Ingredients SR, bringing together reduction fisheries industries in Asia, Europe, and Latin America.

The Mexican Seafood SR becomes the Mexican Shrimp SR for Pacific fisheries, and the Mexican Snapper and Grouper SR for Gulf of Mexico fisheries.

The Global Fresh and Frozen Tuna SR becomes the Global Longline Tuna SR, to better reflect its focus on longline fishing issues.





MEGAN Westmeyer

Senior Improvements
and Strategy Manager



El Paso, Texas
United States

What most excites you about your current work with SFP?

The opportunity to help wild warmwater shrimp fisheries attain sustainability. While shrimp themselves are incredibly resilient little creatures, they usually are harvested with gears that can have substantial negative impacts on the ocean ecosystem. But I firmly believe that these negative impacts can be minimized and that wild warmwater shrimp can provide a sustainable, healthy, and tasty source of food around the world.

What is your most memorable SFP experience?

A few years ago during Seafood Expo North America, SFP was able to publicly announce some significant conservation actions taken by members of the Mexican Seafood Supply Chain Roundtable, a group I coordinate, to protect the critically endangered vaquita porpoise. Afterward, a former colleague, whom I deeply respect, told me he was proud of me for what I had done with the Roundtable, helping them to come together to address that shared conservation challenge. That sort of external validation, that what I had helped the industry do was truly meaningful, helped me to step back and see the big picture instead of getting stuck in the minutiae of everyday work.



What do you think makes SFP unique?

Pragmatism. SFP is, at its core, a conservation organization, but we recognize that fish is food, and that there is a need to balance environmental needs with the socioeconomic needs of fishers and suppliers.

What does the sustainable seafood world look like 15 years from now?

I believe the sustainable seafood world will shift to new geographies and new fisheries, where problems will still remain. But we will have so many more historical success stories to refer to, so many more tools in our toolbox, and so many more people collaborating to sustain fisheries and aquaculture.

What is your favorite sea creature?

The triggerfish. Besides the fact that it's probably one of the tastiest fish in the sea, I love the fact that its incredibly spiny dorsal fin is set up with a built-in safety – the first spine stays erect until the second smaller spine, the trigger, is lowered.

CREATING INDUSTRY LEADERSHIP OF SUPPLY CHAIN ROUNDTABLES

In 2020, SFP began to recruit individuals from participating Supply Chain Roundtable (SR) companies to be SR industry co-chairs. This process is the first step toward SFP's ultimate goal of transitioning SRs to industry leadership.

Industry co-chairs work closely with SFP leads to set priorities for the SRs, drive progress, recruit additional participants, seek funding opportunities, and strengthen industry leadership within the SRs.

We welcomed the following industry co-chairs this year:





SEAFOOD SERVICES

SFP offers access to innovative tools and services to help businesses drive change in their seafood supply chains and advance their own sustainability goals, while working with SFP to improve the overall sustainability of global seafood and health of the world's oceans.

SFP recently instituted an advisory services model so we can work with and help many more companies than before. Our services and tools are available through several means, including single projects, monthly retainers, and annual contracts. More than a dozen new companies took advantage of this opportunity in 2020, with geographic representation in Asia, South America, Europe, and North America.

Species Common Names	Latin Name	Fishery Stock & Management Authority	Country Vessel Flag	Fishing Gear	MSC/FIP (Rating-Stage)	Seafood Metrics Risk Rating	FishSource Low Score
Albacore	<i>Thunnus alalunga</i>	Albacore - North Pacific	United States	Trolling lines	MSC	6.0	
Pacific bluefin tuna	<i>Thunnus orientalis</i>	Pacific bluefin tuna - Pacific	Mexico	Purse seines		6.0	
Queen crab	<i>Chionoecetes opilio</i>	Queen crab - NW Atlantic	Canada	Pots		5.9	
Pollock	<i>Polachius pollachius</i>	Pollock - Celtic Sea and West of Scotland	United Kingdom	Hooks and lines (not specified)		6.0	
Goldstripe sardinella	<i>Sardinella gibbosa</i>	Goldstripe sardinella - Thailand	Thailand	Gillnets and entangling nets (not specified)		5.8	
Tarakihi	<i>Nemadactylus macropterus</i>	Tarakihi - Eastern Australia	Australia	Single boat bottom otter trawls		5.88	
American lobster	<i>Homarus americanus</i>	American lobster - Georges Bank and Off-Shore Nova Scotia	Canada	Pots		6.0	
Argentine red shrimp	<i>Pleoticus muelleri</i>	Argentine red shrimp - Patagonian	Argentina	Bottom trawls (not specified)		6.0	
Atlantic mackerel	<i>Scomber scombrus</i>	Atlantic mackerel - NE Atlantic	Faroe Islands	Midwater trawls (not specified)		6.0	

Our seafood tools and services are based on the following programmatic pillars, to help meet businesses where they are at and develop tomorrow's leaders in seafood sustainability:

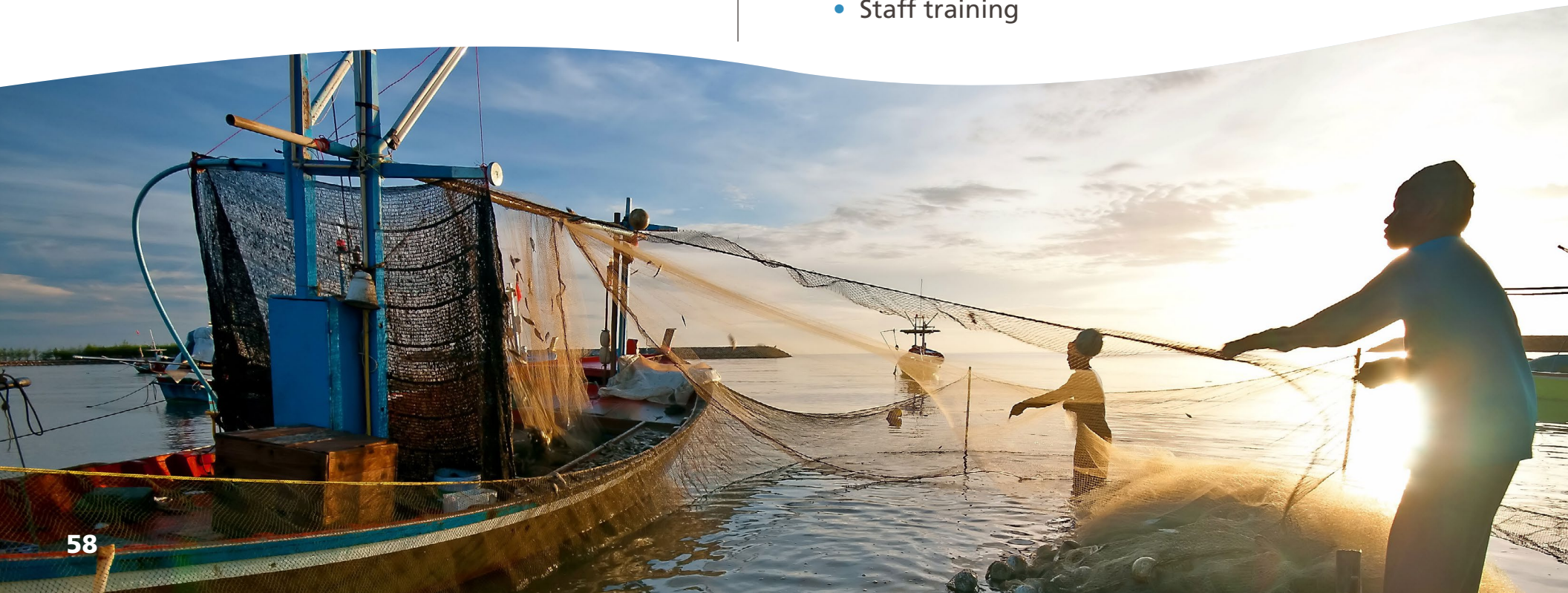
- Science-based approach
- Industry-led engagement
- Data-driven decision making
- Monitoring and evaluation
- Trust and communication

BUSINESS-MINDED SOLUTIONS

We provide companies with objective and credible scientific data to inform and guide decision making, and mechanisms for the voluntary disclosure of sustainability performance.

Key areas of this work include:


- Sustainable seafood policies and commitments
- Inventory risk assessment and analysis
- Corporate responsibility reporting
- Engagement opportunity advice
- Staff training





JUSTIN Boevers

Advisory Services Director

 Olympia, Washington
United States

What most excites you about your current work with SFP?

The sustainable seafood movement needs to reach a broader base of businesses. Providing businesses with services and tools that are usually only available to our partners should help attract new businesses for the long run.

The way SFP works with the seafood industry is a creative and dynamic balance of supporting businesses while keeping them on the hook to drive improvements in seafood production.



What is your most memorable SFP experience?

Attending an SFP meeting in Las Vegas. What happens in Vegas...

What do you think makes SFP unique?

The way SFP works with the seafood industry is a creative and dynamic balance of supporting businesses while keeping them on the hook to drive improvements in seafood production.

What does the sustainable seafood world look like 15 years from now?

By circumstance or by choice, the diversity of what we eat from wild fisheries and aquaculture will be more varied, and I expect less fresh seafood and more frozen and canned seafood.

What is your favorite sea creature?

The steelhead trout. They have evolved to live in both rivers and oceans, two places I equally find myself most content.



SFP created and maintains the FishSource database, a one-of-a-kind public online resource with profiles on thousands of fisheries.

FishSource offers major seafood buyers timely, impartial, and actionable information on fisheries and the improvements they need to make to become sustainable.

FishSource is a publicly available online resource that compiles scientific and technical information about the status of fisheries, fish stocks, and aquaculture -- and puts it into an easily interpretable form. Starting in 2021, FishSource also includes environmental impact scores.

FishSource includes information on both stocks and the fisheries within the stocks.

Stock profiles are structured around a stock of a single species, when the biological stock structure is known, or at the scale at which scientists conduct stock assessments. If this information is unavailable or unknown, a stock profile is structured at the management level.

Fishery profiles are defined narrowly as the combination of one flag country using one fishing gear and operating within a single management unit on a single stock. Multiple fishery profiles may overlap with a single stock profile. The fishery level is the scale at which sustainability can be most fairly and practically evaluated.

FishSource covers nearly 40 percent of global landings and an estimated 80 percent of what is sold at retail in North America and Europe.



SFP launches FishSource.

2007

2010

FishSource 2.0 launched, with updated and expanded profiles, improved search engines, and a comprehensive FAQ section.

FishSource 3.0 launched with even greater accuracy and flexibility. Human rights risk levels are added.

2016

SFP releases a comprehensive revision of its FishSource environmental scoring.

SFP publishes socioeconomic scores for selected FishSource profiles.

2017

FishSource Aquaculture launched, with profiles representing aquaculture regions in 10 countries.

2018

2021

FishSource environmental scoring methodology v3 is launched.



FishSource Profiles

	#STOCKS	#FISHERIES	AQUACULTURE PROFILES
2007	20		
2008	310	30	
2009	350	100	
2010	380	240	
2011	490	830	
2012	590	1080	
2013	620	1240	
2014	700	1,500	
2015	740	1,740	
2016	1,100	2,790	35 (10 countries)
2017	1,200	3,340	57 (11 countries)
2018	1,290	3,710	58 (11 countries)
2019	1,360	3,990	57 (11 countries)
2020	1,410	4,270	58 (11 countries)



SFP's Seafood Metrics allows companies to more fully understand the level of risk in their source fisheries, including both wild-caught and farmed seafood. Metrics uses FishSource data to provide businesses with a customized analysis of their seafood portfolios, utilizing more than 25 indicators of sustainability.

Metrics aggregates and tracks information on governance quality, target stock health, human rights risks, and environmental impacts in a company's source fisheries. This helps businesses evaluate the sustainability of their seafood, understand the effectiveness of existing improvement efforts, and identify the most important priorities for improvements.

Until 2020, Seafood Metrics was only available to SFP's partner companies. However, as part of our new Advisory Services portfolio, **Metrics is now publicly available to any business interested in understanding more about its source fisheries.**



2007

SFP creates a system for Walmart to evaluate the level of risk in its source fisheries, which would later become Seafood Metrics



SFP launches Seafood Metrics

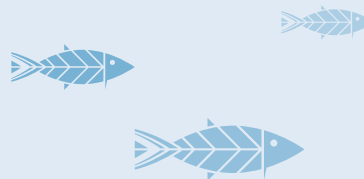
2010

2015

A human rights rating tool is added to Seafood Metrics

SFP makes Seafood Metrics widely available

2020





Ocean Disclosure Project

An essential element of SFP's work is that industry must be transparent about seafood sourcing and improvement efforts and publicly report performance, so that stakeholders, such as investors and consumers, can monitor the accuracy of corporate claims.

To facilitate transparency in seafood sourcing, SFP created the Ocean Disclosure Project (ODP). This web-based disclosure platform helps companies publicly disclose their seafood sourcing, along with information about the sustainability of those sources and about their corporate seafood sourcing policies or commitments.

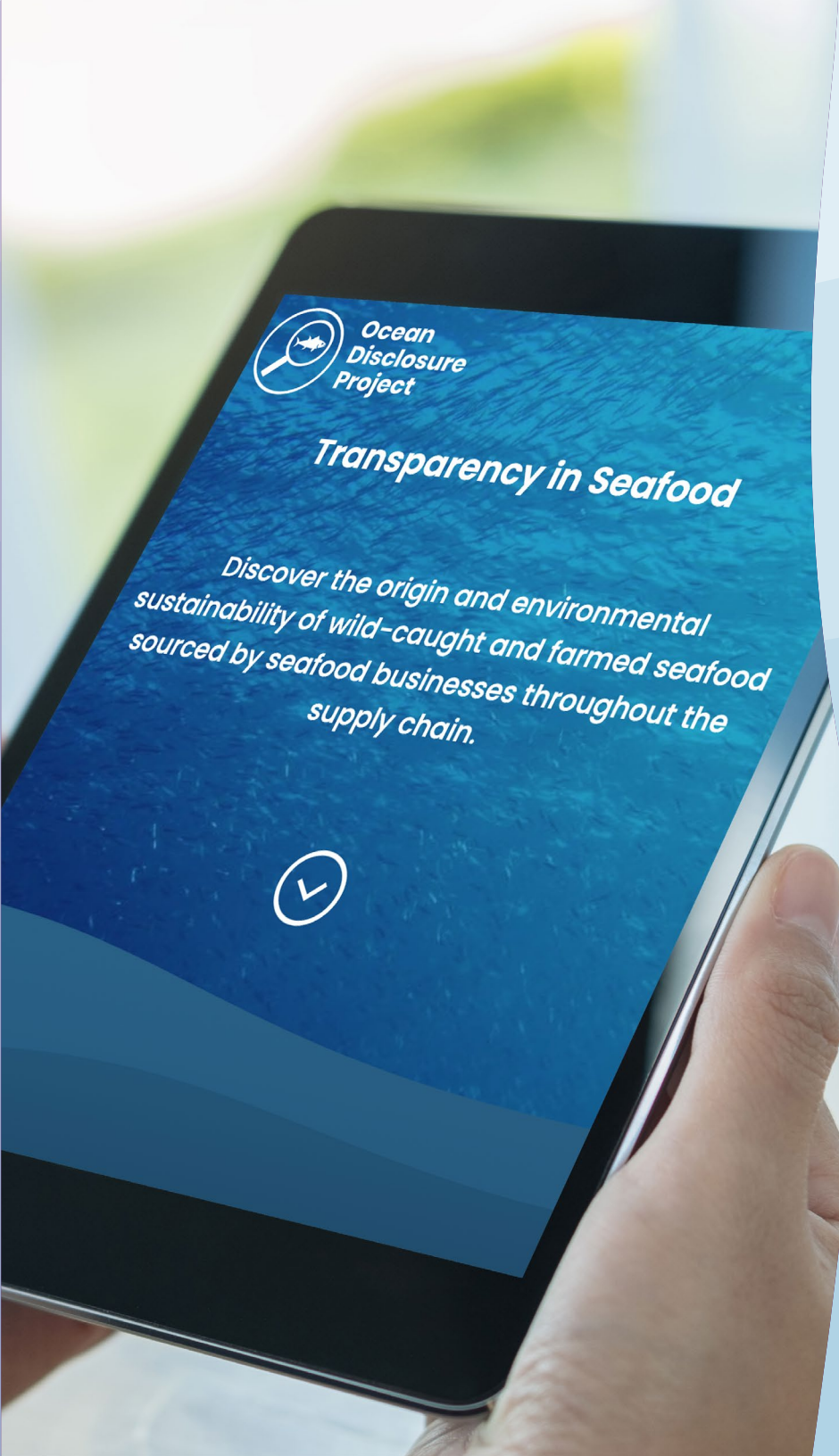
In 2020 and first quarter 2021, the ODP published disclosures for 13 new participants, bringing the total of companies from around the world who have disclosed through the ODP to 36.



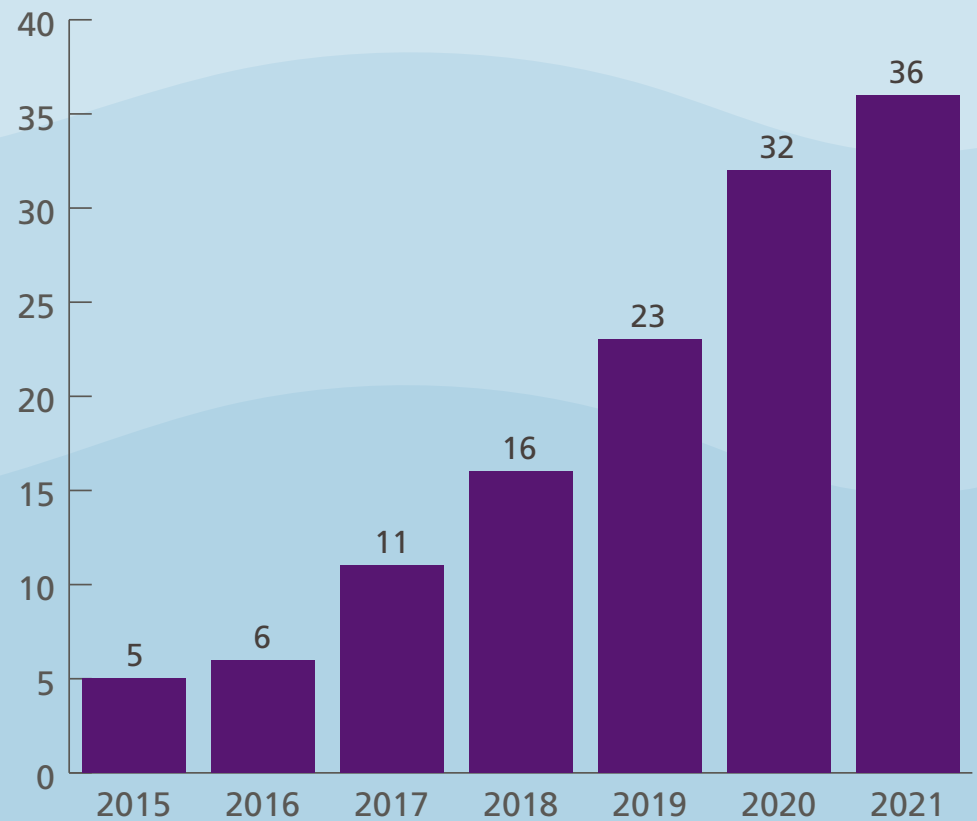
These included North American processor High Liner Foods; US supplier Beaver Street Fisheries; US retailers Food Lion, Hannaford, Giant Food, The Giant Company, Sam's Club, and Stop & Shop; US meal-kit company Blue Apron; UK retailers Lidl IE and NE and Waitrose; UK supplier Hilton Seafood; and global supplier Thai Union Group.

In 2020, more companies began disclosing both their wild-caught and farmed seafood sources. Companies are also increasingly disclosing key performance metrics regarding the environmental sustainability of their sourcing.

SFP also made substantial progress this year toward making the ODP financially self-sustaining, by transitioning the project from a foundation-funded enterprise to an industry-funded model.



Total number of companies that have participated in the ODP



SFP pilots a new transparency initiative with UK retailer Asda.

2014

UK seafood supplier Joseph Robertson joins the ODP.

2016

2015

SFP launches the Ocean Disclosure Project (ODP) with five founding participants: UK retailers Asda, The Co-operative Food, and Morrisons, and aquaculture feed manufacturers Biomar and Skretting.

2017

The ODP launches an independent website with expanded profiles.

Publix becomes the first US retailer to participate in the ODP. Walmart soon follows.

North Atlantic, Inc. is the first US supplier to participate in the ODP.

Davigel is the first French company to participate in the ODP.

Fish-feed manufacturer Cargill joins the ODP.



Ocean Disclosure Project

Seafood supplier Albion Farms & Fisheries is the first Canadian company to participate in the ODP.

UK retailer Lidl GB, US retailers Giant Eagle and Meijer, and US seafood supplier Tradex Foods join the ODP.

2018

UK retailers Waitrose and Lidl IE and NE, North American seafood processor High Liner Foods, US seafood supplier Beaver Street Fisheries, and US retailers Food Lion, The Giant Company, and Sam's Club join the ODP.

More companies disclose their farmed sources of seafood, in addition to wild-caught sources.

2020

2019

The ODP incorporates seafood ratings from the Monterey Bay Aquarium Seafood Watch program, OceanWise, the Marine Conservation Society's Good Fish Guide, and the NOAA Fish Stock Sustainability Index, in addition to SFP's FishSource.

SFP joins with FishChoice on data sharing. New ODP program recognizes eligible companies in FishChoice's supplier program.

Aldi Australia is the first Australian company to participate in the ODP.

UK Retailers Aldi UK & IE and Tesco, UK seafood supplier JCS Fish, North American retailers Aldi USA and Walmart Canada, and Faroese salmon producer Bakkafrøst join the ODP.

Asda is the first company to disclose vessel data in the ODP and the first to disclose its farmed seafood sources.

Some companies begin disclosing performance metrics in the ODP, including the volume of their seafood sourcing from certified or improving fisheries and fish farms.

2021

UK seafood supplier Hilton Seafood, UK retailer Sainsbury's, US retailer Stop & Shop, US meal-kit company Blue Apron, and global seafood supplier Thai Union Group join the ODP.

Almost every UK retailer participates in the Ocean Disclosure Project, covering more than 80 percent of seafood sold in the UK.



TARGET 75

SFP launched the Target 75 (T75) Initiative in 2017, as a benchmark on the way to our ultimate goal of 100-percent sustainable seafood. T75 seeks to create the large-scale change and momentum needed to achieve that goal.



The initiative aims to ensure that 75 percent of seafood (by volume) in 12 key sectors is either sustainable or making regular, verifiable improvements. The sectors include small shrimp, large shrimp, coldwater crab, swimming crab, tuna, salmon, whitefish, mahi-mahi, red drum fisheries, snapper and grouper, squid, and octopus.

Together, the T75 sectors cover most of the main types of seafood consumed in North America and Europe, and a significant portion of what is consumed in Japan.



Target 75 Champions

Industry leadership is a crucial part of our Target 75 Initiative. This is exemplified by the companies that have become T75 Champions, pledging their support by name and through sponsorship of the initiative.

We thank our Target 75 Champions for their continued support and commitment to sustainably produced seafood.

Beacon Fisheries

Beaver Street Fisheries

Fish is Life

Fortune International

Grupo Unión Martín

Nestlé

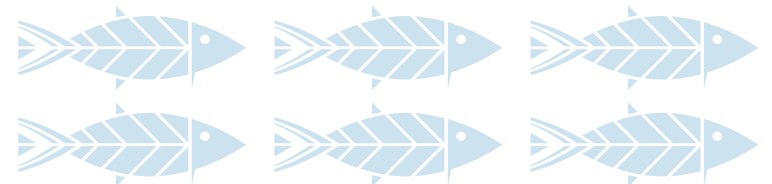
Olvea

PanaPesca

Santa Monica Seafood

Seattle Fish Co.

The Fishin' Company





PEDRO Veiga

Senior Scientist



Faro, Portugal



What most excites you about your current work with SFP?

Target 75 (T75) marries well with the overall vision and mission of SFP. It's like a temperature check, with a very concrete objective and very concrete goals that makes it easier to focus our work. The data geek in me likes initiatives like T75, because they give us a better sense of how we are doing in terms of seafood sustainability. The more data you have, the better job you can do.

What do you think makes SFP unique?

While some other organizations may see industry as the opposition, we see them as an ally to help us do our job better. Involving industry in our approach gives companies a sense of belonging to the process and educates them about sustainable seafood. And it helps them understand why they are a critical piece of the puzzle and gives them reasons to participate.

The more data you have, the better job you can do.

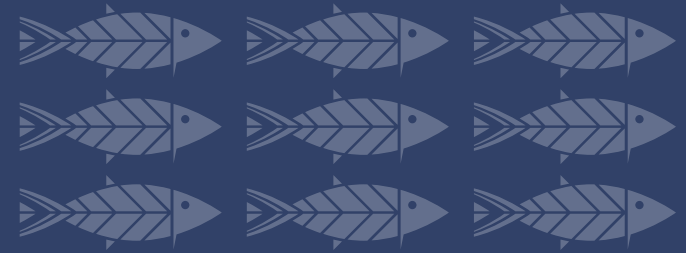
What does the sustainable seafood world look like 15 years from now?

Much of the sustainable seafood work in the past has been about addressing bad fishing practices and ensuring continued seafood production. But, looking forward, I think we will have a broader perspective. We need to pay more attention to social issues, such as ensuring that the people who catch the fish earn decent wages, and to sustainable development of small-scale fisheries and the wider ecosystem impacts of fisheries and aquaculture. We also need to be increasingly focused on reducing waste, which remains a serious issue in seafood sustainability. Continued efforts to increase transparency and traceability in seafood production will also play an important role.

What is your favorite sea creature?

I love them all! I'm a scuba diver, and I love to see the interaction of all sea creatures, from the really tiny ones to the largest. Each sea creature is unique, and they all play a critical role in the ecosystem. Even if they're not pretty or well-known, our job is to make sure they're protected.

The Science Behind TARGET 75



SFP's science team has done extensive analysis on the current sustainability status of the T75 sectors, gathering, analyzing, and organizing data to make it accessible and useful to industry stakeholders. The outcomes from these analyses provide not just a snapshot on how each sector is doing, but also support the development of roadmaps for which fisheries to target in order to achieve the 75-percent goal.

These tools and products include sector briefs for each seafood sector, as well as interactive visuals on

progress to date in reaching the 75-percent target and on global trends in fishery improvement projects. This information is available to the public through dynamic Tableau dashboards (see *below*).

Our science team continues to explore ways to better present the results and underlying analyses, so that these can properly inform industry and other key stakeholders in making informed decisions to move together toward 75 percent.



Increasing Industry LEADERSHIP IN TARGET 75

Our focus over the last year has been on supporting and enabling greater industry leadership of Target 75. What began as an NGO-led initiative has evolved into a framework, guiding dialogues, policies, commitments, and progress throughout the sustainable seafood movement.

SFP has promoted industry leadership in the global sustainable seafood movement since our founding 15 years ago. The most prominent outcome of this strategy has been the emergence and acceptance of industry leadership of fishery improvement projects (FIPs) as the norm worldwide.

Now we are focused on using our lessons learned and the experiences of our Supply Chain Roundtables (SRs) to support the growth of industry leadership to a level of collaboration that can truly address sustainability issues at a global scale. This includes building industry leadership for T75 and formally adopting industry chair positions in our SRs.

In addition to guiding the work plans of many Supply Chain Roundtables, T75 has informed the goals of a range of other pre-competitive collaborations created by the seafood industry to address challenges that are too big to be faced by single companies.



“ I say to industry: We are an NGO. The sustainability of seafood is our concern, but it's your responsibility. ”

*Jim Cannon
Chief Executive Officer
Sustainable Fisheries Partnership*

These include SeaPact, a group of leading North American seafood companies working together to drive sustainability throughout the global seafood supply chain; and SeaBOS, a collaboration between scientists and leading seafood companies seeking to lead a global transformation toward sustainable seafood and healthy oceans.

SFP is working with these collaborative efforts to help participants think strategically and long term about sustainability, lead proactively in addressing emerging issues, and set and manage their own goals and targets.





SAM Grimley

Markets Engagement Director

 South Kingstown, Rhode Island
United States

What most excites you about your current work with SFP?

The willingness by a number of industry members to lead on sustainability efforts. We are starting to see a shift, particularly in the middle of the supply chain, with companies being more proactive in how they address seafood sustainability, rather than just reacting to market and consumer pressure. I think we are at a tipping point in terms of industry leadership on sustainable seafood.

What is your most memorable SFP experience?

About seven years ago, several North American squid importers came to us looking for help on sustainability. We had a first meeting in Massachusetts and out of that grew a truly industry-driven initiative to develop the Asia-Pacific Squid Supply Chain Roundtable (SR). At the same time, European companies were developing a South American Squid SR. This was before Target 75 launched and before SFP was even focusing on the squid sector, and it demonstrated a huge willingness by these companies to proactively address these issues. Seven years later, the two SRs have merged into one Global Squid SR with nearly 30

“

member companies – with many of those members working to establish squid FIPs over the years. This experience really demonstrated to me the power of pre-competitive collaboration and industry leadership.

What does the sustainable seafood world look like 15 years from now?

Mid-supply-chain companies, those that are 100-percent dependent on seafood, are leading and driving pre-competitive collaborations to address any remaining social and environmental issues. Labor abuse has been largely eradicated in the seafood industry, and the majority of global fisheries are well-managed. Fisheries around the world are economically viable not just for buyers, but for the entire supply chain, including producers. And major aquaculture producing countries have implemented robust national frameworks to ensure responsible production.

What is your favorite sea creature?

The great white shark. They are absolutely incredible creatures.



The future of **TARGET 75**



Through participation in SRs and other pre-competitive collaborations, the seafood industry will have a much greater leadership role in the next phase of T75, continuing to push toward the 75-percent goal, by sector and geography.

As progress continues, this enhanced collaboration will tackle a set of common obstacles that often prevent fisheries from achieving true sustainability,

and can even lead to backsliding in sustainability, such as the “bycatch” of non-target species; inadequate management, especially in small-scale fisheries; and illegal, unreported, and unregulated (IUU) fishing.

SFP is now focusing on how we can help the seafood industry better achieve the goals of T75 by addressing some of these obstacles to seafood sustainability. The following pages feature several new SFP initiatives to address these challenges.

An underwater scene with a vibrant blue background. Sunlight rays filter down from the top right. At the bottom, there is a detailed coral reef. Several small fish are visible swimming in the water. The title text is overlaid on the left side of the image.

NEW DIRECTIONS: MAKING SEAFOOD TRULY SUSTAINABLE

Over the past 15 years, SFP has fundamentally changed seafood production and institutionalized seafood sustainability among the world's largest and most influential retailers, foodservice providers, and seafood companies.

We are making meaningful progress toward the goal of 100-percent sustainable seafood through our Target 75 initiative.

A core priority in SFP's strategy through 2025 is to ensure that fishery and aquaculture improvement projects (FIPs and AIPs) working toward Target 75 make good progress under local industry leadership, with strong and engaged support from international markets.

However, FIPs and AIPs to date have not consistently addressed some important problems, including:



Protecting marine biodiversity, particularly endangered, threatened, and protected species



Engaging governments to control illegal fishing, stop overfishing, and improve fishery management



Introducing effective (co)management in small-scale fisheries and empowering fishers for participation and decision making



Engaging governments to control the environmental impacts of aquaculture through effective planning and management.

We are undertaking new, dedicated initiatives to tackle these tough issues, with a focus on increasing industry capacity and leadership on these challenges. SFP will demonstrate solutions in a few fisheries and countries, and then build capacity to advance these approaches around the world.


You can read more about our **Protecting Ocean Wildlife, Supporting Small-scale Fisheries, Improving Fisheries Management, and Promoting Sustainable Aquaculture** initiatives on the following pages.

We are undertaking new, dedicated initiatives to tackle these tough issues, with a focus on increasing industry capacity and leadership on these challenges.



PROTECTING OCEAN WILDLIFE



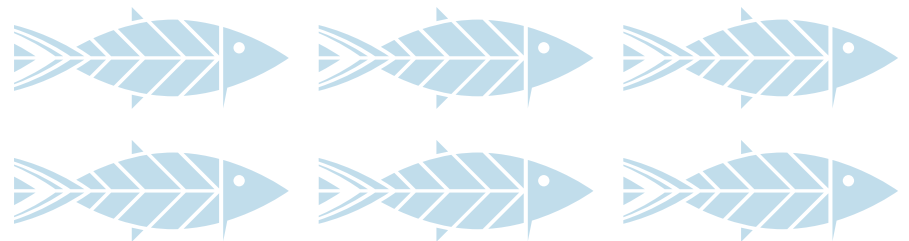


SFP is leading an industry-focused, international effort to protect vulnerable ocean wildlife. This first-ever initiative engages and mobilizes retailers, the seafood industry, and the entire supply chain to reduce the worldwide bycatch of sharks, seabirds, marine mammals, and sea turtles.

While there are already many programs being delivered by other NGOs on biodiversity issues, these are largely focused on certain species, specific geographies, or individual fisheries. SFP seeks to enhance and magnify the impacts of existing efforts globally and at scale, by leveraging our wide network across the seafood industry and our many partners who care about marine biodiversity.

Bycatch, the unintended capture of non-target species, is one of the most significant challenges to achieving sustainable fisheries. Sharks, seabirds, marine mammals, and sea turtles, all of which are ecologically important in ocean habitats, are highly vulnerable to capture and harm in commercial fisheries.

Many of these species are distributed across large geographic areas and have a significant overlap with fisheries. The catch of these species is of great concern, because many populations are at very low levels. In addition, many of these species have life-history characteristics that make them especially vulnerable to fishing-related mortality, such as long reproductive cycles and production of small numbers of offspring.





79 SHARK SPECIES

are listed as threatened, according to the International Union for Conservation of Nature (IUCN), ranging from Critically Endangered (10) and Endangered (29) to Vulnerable (49).



GREEN SEA TURTLES & KEMP'S RIDLEY SEA TURTLES

are listed as Endangered and Critically Endangered, respectively.

15 of the 22 SPECIES OF ALBATROSS

are threatened with extinction,
with fishing bycatch identified
as a key risk factor.



11 of the 13 CRITICALLY ENDANGERED WHALE, DOLPHIN, & PORPOISE POPULATIONS

are declining due to bycatch in gillnets.



PROTECTING OCEAN WILDLIFE

Our goal is to achieve

The widespread adoption of best practices to reduce bycatch of endangered, threatened, and protected species, including sharks, sea turtles, marine mammals, and seabirds.

100-percent observer coverage in fisheries where there is a risk of harm to endangered, threatened, and protected species, including the major expansion and implementation of electronic monitoring systems.






STRATEGIES AND ACTIVITIES

Key strategies of our initiative include:

-  Research to identify the most urgent ocean wildlife bycatch issues and associated supply chains, including the linkages between company sourcing and the risks to biodiversity
-  Support for retailers to adopt procurement specifications requiring the fisheries they source from to avoid unnecessary impacts on marine wildlife
-  Use of fishery improvement projects (FIPs) as the template for producers to broadly resolve bycatch problems.

Using our proven approach, SFP will leverage action down the supply chain to achieve broad protections for ocean wildlife, including:

-  Getting fleets to voluntarily adopt best practices for bycatch mitigation and observer coverage
-  Mobilizing seafood producers and suppliers in target countries to advocate for government policies to protect vulnerable marine species and provide high levels of observer coverage
-  Organizing stakeholders to persuade regional fisheries management organizations (RFMOs) to implement measures to reduce bycatch and increase observer coverage.

PROTECTING THE NORTH ATLANTIC RIGHT WHALE

in Lobster and Crab Fisheries

Protecting the Critically Endangered North Atlantic right whale must involve adoption of new fishing technologies that substantially reduce the risk of entanglement for the whales. This is the key takeaway in an Expert Brief, commissioned by SFP, that examines the threat posed to the whales from North American lobster and crab fisheries, and the potential for ropeless gear to eliminate this threat.



The brief, which was written by Hannah Myers of the University of Alaska Fairbanks, finds that entanglement in fixed fishing gear, such as lobster and crab pots/traps, and vessel strikes are the leading causes of human-related mortalities and serious injuries for North Atlantic right whales. These whales are one of the world's most endangered species, with a population of only about 350 individuals and current mortality rates that are too high to allow this species to recover.

alternative to the extensive and often unpredictable time-area closures currently used by Canadian and US fishery managers to protect right whales. Time-area closures are effective at preventing entanglements in targeted locations, but can disrupt product supply and lead to unpredictable pricing, particularly when the timing of closures is based on real-time whale detections.

Retailers can play an important role in encouraging the uptake of this gear among fishers by indicating

“ The use of ropeless or breakaway gear types that use traps but avoid static vertical lines in the water can reduce this risk of whale entanglement and offer an alternative to the extensive and often unpredictable time-area closures currently used by Canadian and US fishery managers to protect right whales. ”

Citing concerns about right whale entanglements, the Marine Stewardship Council (MSC) suspended its certification of the Canada Gulf of St. Lawrence snow crab fishery in 2018 and the US Gulf of Maine lobster fishery in 2020. These fisheries are some of the most valuable wild-caught fisheries in Canada and the United States.

The use of ropeless or breakaway gear types that use traps but avoid static vertical lines in the water can reduce this risk of whale entanglement and offer an


interest in ropeless-caught lobster and crab and preferentially purchasing ropeless-caught product.

The first commercial fishing with ropeless systems took place in 2020, when snow crab fishers in Canada's Gulf of St. Lawrence used fully ropeless trawls in an area that was otherwise closed to protect right whales. The SFP Expert Brief suggests that, with the support of major buyers, ropeless gear can advance through continued field trials and pilots in the next several years.



ALEXIA Morgan

Global Marine Wildlife
and Tuna Manager

 Belfast, Maine
United States



What most excites you about your current work with SFP?

Working on bycatch issues in fisheries can be tricky, because there can be a lot of friction between fishermen who may be incidentally capturing vulnerable species and the managers trying to maintain their populations. I'm excited to work on this issue through the SFP mode of using the supply chain to engage and lead change, a key factor that has often been ignored in the bycatch sphere of work.

What is your most memorable SFP experience?

All of our division retreats. Working remotely has many limitations, including not being able to interact daily with colleagues. The retreats are always a great time to see colleagues, discuss our work, and have lots of fun times outside of meetings!

What does the sustainable seafood world look like 15 years from now?

I suspect and hope it will include a lot more collaboration between fishermen, scientists, and the supply chain. A lot of changes, such as warming oceans, are pretty much out of our hands, but impact everyone involved in sustainable seafood. I think collaboration will be the way forward. I also think the integration of technological improvements like electronic monitoring over the next decade will help foster a larger supply of sustainable seafood.

What is your favorite sea creature?

Sharks, because they are awesome.

I think collaboration will be the way forward. I also think the integration of technological improvements like electronic monitoring over the next decade will help foster a larger supply of sustainable seafood.

BYCATCH

Audits

Retailers and the seafood supply chain have a key role to play in addressing bycatch and reducing their impacts on ocean wildlife.

A bycatch audit helps companies identify their source fisheries that pose the greatest risk to sharks, sea turtles, marine mammals, and seabirds and identifies actions to reduce these risks.

While most retailers have already committed to not buying any species on the IUCN Red List of endangered species for their main supply, bycatch presents an additional challenge, especially if endangered, threatened, and protected species are being caught during fishing activity.

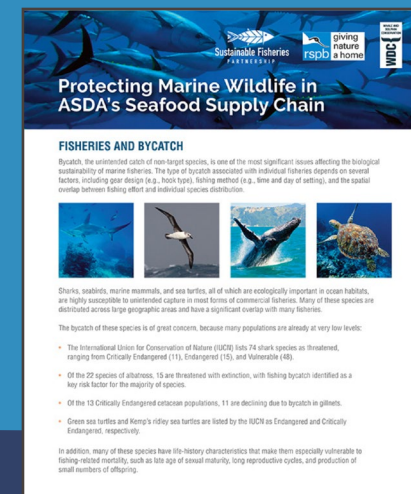
For retailers with seafood sustainability commitments, sourcing from fisheries that harm non-target marine species will breach these commitments. In addition, these practices will generate public attention and negative reactions from consumers and civil society toward retailers, seafood companies, and producers.





ASDA PROTECTS OCEAN WILDLIFE

in its Seafood Sourcing



In September 2020, SFP released the first-ever bycatch audit of a major retailer, assessing the bycatch risk in fisheries that supply seafood to UK supermarket chain Asda.

SFP conducted the audit with Birdlife International and Whale and Dolphin Conservation, with the cooperation of Asda.

The audit identified serious risks to sharks, seabirds, sea turtles, and marine mammals from several of Asda's source fisheries. The report recommended actions to deliver changes in those fisheries, including changing fishing equipment or techniques, avoiding certain baits, and increasing observer coverage on fishing vessels.

Using the results of the report, Asda announced in February 2021 that it was making a commitment to address issues of bycatch, particularly in longline tuna fisheries. Asda's specific commitments related to tuna fisheries include strict requirements around catch technology, best practices in mitigation, observer coverage on fishing vessels, and treatment of sharks.

For all seafood products, Asda adopted a procurement policy that requires best practices to reduce bycatch and increase observer coverage, a presumption against sourcing seafood products caught with gillnets whenever possible, and support for technological innovation in reducing accidental harm to ocean wildlife.





Supporting **SMALL-SCALE FISHERIES**

Small-scale fishing is central to the well-being of millions of households, especially in developing countries, and plays an important part in poverty reduction. An estimated 52 million fishers and fishworkers rely on fishing at sea for their livelihood around the world.




Yet, many of these fisheries are overfished and poorly managed – putting the social, economic, and physical well-being of millions of people at risk and threatening the marine environment.



SFP is undertaking a new global effort to stop overfishing and improve management in some of the world's most important small-scale fisheries, by introducing effective "co-management" systems that integrate fishers into the decision-making processes that govern how fisheries operate. If fishers are empowered to have a clear role in managing their fishing resources, they will help shape effective rules, and abide by them, as they have the greatest stake in achieving a sustainable fishery.

This initiative is the first time that the seafood industry has organized to promote the engagement of fishers in fishery management. This initiative will strengthen SFP's existing model and leverage the international supply chain to drive change and advance co-management in target small-scale fisheries.

Key components of our strategy include:

-  **Training suppliers** to lead and support fishery improvement projects (FIPs) in small-scale fisheries
-  **Promoting co-management** through fisher- and industry-led national policy dialogues
-  **Coordinating in-country support** for co-management that includes fishers, supply chain participants, civil society organizations, and other stakeholders.



ENRIQUE Alonso

Global Fisheries Director

 Vigo, Spain



What most excites you about your current work with SFP?

The opportunity for innovation. It is obvious that mainstream fisheries governance is not working in small-scale fisheries, so there is a need to be creative and inclusive, ensuring that the seafood industry acts responsibly toward both the ocean and the people whose livelihoods depend on it.

What do you think makes SFP unique?

Our capacity to turn the private sector, from producers to retailers, into agents of change. We are at the forefront in developing new tools and approaches to make supply chains into proactive advocates of sustainability.

What does the sustainable seafood world look like 15 years from now?

I would like to see a more inclusive sustainable seafood movement that recognizes and tackles the multidimensional nature of sustainability, and develops meaningful solutions for small-scale fishing communities in the Global South.

What is your favorite sea creature?

I don't have a favorite, but I know what my least favorite sea creatures are - plastic bags!

We are at the forefront in developing new tools and approaches to make supply chains into proactive advocates of sustainability.



The background image shows a fish processing facility. Numerous long, thin fish, likely sea bream, are hanging vertically from metal racks. The fish are arranged in rows, and their silvery scales are visible. The facility has a wooden structure with beams and a corrugated metal roof. A person in a blue and white striped shirt is partially visible on the left side of the frame. The overall scene depicts a large-scale artisanal fish processing operation.

LATIN AMERICAN FISHERIES

Industry-led associations of seafood producers and members of SFP's Supply Chain Roundtables are driving important progress in fisheries sustainability, including in one of the world's largest artisanal fisheries.



Ongoing progress in **LATIN AMERICAN SQUID FISHERIES**

In February 2020, the South Pacific Regional Fisheries Management Organization (SPRFMO) announced the enactment of the first-ever conservation and management measure (CMM) for jumbo flying squid in international waters. The approval of this CMM was a sign that two years of efforts by the Committee for the Sustainable Management of Southern Pacific Jumbo Squid (CALAMASUR) were paying off.

With the support of SFP, artisanal fishers and the squid processing sectors from Chile, Peru, Ecuador, and Mexico created CALAMASUR in 2018 to promote science-based management and address illegal, unreported, and unregulated (IUU) fishing in the jumbo flying squid fishery in the South Pacific. SFP now provides technical and scientific support to this industry group.

Improving the sustainability of the jumbo flying squid fishery requires better management of the high seas as well as the fisheries occurring in national exclusive economic zones (EEZs). In view of this, key leaders from the Peru processing sector involved in CALAMASUR have been working to address the most pressing sustainability challenge in the fishery: the informal operation of the national fleets.

Formalization of the fleet (i.e., the legal registration of vessels permitted to operate) is needed to ensure sustainable resource use and preserve the well-being of the thousands of Peruvian families that depend on the harvesting and processing of squid.

Formalization is also a key step in stopping IUU fishing. In 2020, twenty major buyers of jumbo flying squid from the United States and Europe, all members of the Global Squid Supply Chain Roundtable, raised the need to address this challenge in a letter to the Peruvian government.

Aware of the risks, the Peruvian Ministry of Production (PRODUCE) teamed up with SFP and local NGO Sociedad Peruana de Derecho Ambiental (SPDA) to launch the transparency portal pescaformal.pe. It contains tutorials, templates, and materials to educate fishers in registering their vessels with the authorities and provides help desk services operated by extension workers from PRODUCE and legal advisors from SPDA. The portal also contains a publicly available registry of vessels eligible to request a fishing license and shows their progress towards completing the process.

Before this, processing plants did not have any way to know if the vessels providing raw material were part of the formalization program and if they were advancing in the process. [Pescaformal.pe](https://pescaformal.pe) now enables plants to check if their supplying vessels are registered or progressing in their formalization.

As a result of this public-private, multi-stakeholder initiative, one-third of the fleet (more than 1,150 vessels) have received their vessel licenses in just a few months.

Combating IUU fishing IN SQUID FISHERIES

IUU fishing is not only a challenge in the South Pacific squid fishery. In recent years, there have been reports of irregular forays by foreign, long-distance squid fishing fleets into the jurisdictional waters of the South Atlantic, such as the EEZ of Argentina.

In July 2020, CALAMASUR signed a Memorandum of Understanding with Argentina's Organization for the Protection of Resources in the Southwest Atlantic (OPRAS), with the goal of working together to disincentivize IUU squid fishing in both the southern Pacific and southern Atlantic oceans.





Improving **FISHERIES MANAGEMENT**

SFP is launching a global initiative to support the reform of fisheries policy in specific countries and at the regional level, to create better fisheries governance, with stronger environmental protections and enforcement, more sustainably managed stocks, and greater benefits for fishing communities.



While individual fishery improvement projects (FIPs) can make good progress through voluntary measures, they are often limited in scope and unable to influence national policy. SFP views the formalization of voluntary measures into policy as a critical step toward long-term sustainability. Through this initiative, we will coordinate complementary FIPs to work together to positively influence fisheries policy and management.

A key focus of our work is addressing the persistent challenges of illegal, unreported, and unregulated (IUU) fishing. We will align seafood supply chain players, from international buyers to domestic processors to fisher organizations, to press for policies that address IUU at the national and regional levels, and educate governments on the merits of the proposed reforms.



PROGRESS IN ECUADOR'S SMALL PELAGICS FISHERY

The sustainability of Ecuador's small pelagic species, including chub mackerel, thread herring, and frigate tuna, continues to improve. These species are mostly used for fish feed and are one of the largest industrial fisheries in Ecuador.

Much of the progress in this multispecies fishery is due to the efforts and advocacy of the industry-led Ecuador Small Pelagics Sustainability Fishery Improvement Project (SPS-FIP). The SPS-FIP is led by Ecuador's National Chamber of Fisheries, with the support of the Global Marine Commodities (GMC) project and the technical backing of SFP.



When the SPS-FIP was established in October 2018, all of the six small pelagic stocks in the region were overexploited and half were overfished (2017 data).

In October 2020, new stock assessments showed a one-third reduction of the stocks that are overexploited and none of the stocks as overfished (2019 data). These improvements resulted from the implementation of voluntary management measures, including extended fishery closures, developed by the SPS-FIP.

small pelagics, but also mahi-mahi, mollusks, crabs, and shrimp.

The first concrete result was achieved in March 2021, when Ecuador's Undersecretary of Fisheries Resources approved the first management plan for the small pelagic fishery. This plan was developed through the Small Pelagic Dialogue Platform (SPDP), an intersectoral decision-making platform that includes representatives from government, industry, academia, and fishers.

The small pelagic fishery is the first national-level fishery to have established objectives, goals, and management measures agreed upon by stakeholders through a participatory and inclusive decision-making process. It is a major milestone in Ecuadorian fisheries management.

The SPS-FIP also worked to ensure that fisheries management plans are included in Ecuador's new national fishing and aquaculture law. The new law, adopted in February 2020, includes a stipulation that management plans will be developed for fisheries that are not regulated by Regional Fisheries Management Organizations (RFMOs). This includes





BRAD Spear

Global Policy Director



Bethlehem, Pennsylvania
United States



What most excites you about your current work with SFP?

There is growing awareness about the need to improve national fisheries policies, especially to eliminate illegal, unreported, and unregulated (IUU) fishing. At the same time, the suite of tools being used to make these improvements is also expanding. I'm excited for the greater impact SFP and its partners can have in this quickly changing space.

What is your most memorable SFP experience?

My first SFP annual meeting in Bali, when I and several other SFPers agreed to hike up a volcano with our CEO. The trek up was fine. The monsoon that hit us while we were at the top turned the steep trail down into a raging river. By the time we made it down, it was pitch black. And I had my first encounter with land leeches!

...we keep debating until our best decisions are reached. It's a lot of work, but it's fun.

What do you think makes SFP unique?

Many of us call it SFP's "special sauce." The way I think about it is: we crave data and intel on sustainability issues, supply chain dynamics, and socio-political conditions around the fisheries and aquaculture production we are trying to improve. We are tenacious in our analysis. And, to make sure we have impact, we keep debating until our best decisions are reached. It's a lot of work, but it's fun.

What does the sustainable seafood world look like 15 years from now?

Bigger. More companies will be engaged and leading. More national governments will be investing in improvements. More funds from development agencies and multilateral organizations will support our work. And more issues will emerge (which means, I'll still have a job!).

What is your favorite sea creature?

The octopus. They are intuitive, graceful, and strong. What an amazing creature.



SPOTLIGHT ON REDUCTION FISHERIES

Reduction fisheries mainly catch smaller species, such as anchovy, sardines, and menhaden, that are then reduced to produce fishmeal and fish oil.

Much of this product is used for aquaculture and animal feed. But it can also be found in pet food, baby formula, health supplements, and other products. SFP takes a wide view of reduction fisheries. This includes targeted fisheries for marine ingredients; fisheries that produce products for multiple uses, including human consumption, reduction, and other purposes; and the use of seafood by-products (unused parts from fish and shellfish processing for human consumption).

For more than a decade, SFP has been the leading environmental NGO helping to shape the development of sustainable marine ingredients for aquaculture feed and other uses. We organized the feed industry and helped to set performance standards, catalyzed improvement efforts, and generated support in all parts of the seafood supply chain for procurement specifications requiring sustainable feed in aquaculture production.

And these efforts are working. SFP's broad approach is producing measurable results. According to annually collected data, there has been continuous progress in the management of fisheries that supply more than half of the world's fishmeal and fish oil - with a clear and significant trend of improvement over the last 10 years.

NEW GLOBAL MARINE INGREDIENTS SR IN THE WORKS

In 2021, SFP and IFFO (The Marine Ingredients Organization) began working with a range of stakeholders to explore how to scale-up our work on marine ingredients to best deliver improvements at scale.

We will be phasing out the three existing reduction fisheries Supply Chain Roundtables - the Asian Reduction Fisheries SR, the Latin American Reduction Fisheries SR, and the European Sustainable Fishmeal SR - to build a new Global Marine Ingredients SR that also includes other important regions, such as Northwest Africa.

The new SR will create a global pre-competitive platform to drive environmental and social improvements in fisheries supplying marine ingredients (fishmeal and fish oil) and will include participants from across the supply chain, including feed companies, retailers, standards, producers, pet food manufacturers, nutraceuticals, and other producers and users of marine ingredients.





MIXED-TRAWL FIP IN THAILAND

becomes the first accepted into multispecies pilot project

In November 2020, the Gulf of Thailand mixed trawl fishery improvement project (FIP) was accepted into the MarinTrust Improver Programme's multispecies pilot project, representing the first FIP to be recognized under the program. This success represents more than a decade of work by Thai and international stakeholders, including SFP, which has provided guidance and advice to the project.

MarinTrust's pilot project recognizes the particular complexities of multispecies fisheries like the trawl fisheries in the Gulf of Thailand and throughout Southeast Asia. These fisheries catch hundreds of

species of fish that are utilized for direct human consumption as well as for marine ingredients like fishmeal. Acceptance into this program is the first step toward certification by the MarinTrust, an independent third-party audit and certification program for marine ingredients.

Implemented by the Thai Sustainable Fisheries Roundtable, the FIP aims to ensure more sustainable management of the Gulf of Thailand's fisheries, as well as help the Thai fishmeal industry be recognized globally for greater traceability and product quality.



SFP REDUCTION FISHERIES REPORT

In 2010, SFP created and published the world's first global analysis of the sustainability of reduction fisheries, the first in what would become an annual series, with an updated report released each year.

This report reviews the health and management of the fisheries that provide the majority of fishmeal and fish oil to global aquaculture feed, identifies the obstacles to their sustainable management, and describes how these can be overcome. The report has become an annual resource used by leading feed manufacturers to guide their purchasing decisions and sustainability efforts.

The 2020 edition of the report found that, although overall sustainability performance in the reduction fisheries sector has continued to decrease slightly since 2018, industry leadership and commitment to responsible sourcing remains solid. These findings are based on an analysis of 20 of the leading European and Latin American fisheries used for fishmeal and fish oil.

Of the total volume in analyzed fisheries, 36 percent was in fisheries that were at least “reasonably well-managed.” This represents a drop from last year, principally because this year’s analysis was hindered by delays in stock assessments due to COVID-19, which meant that 42 percent of the fisheries volume was not scored.

The report also underscores the ongoing and still critical need for environmental and social improvements in hotspot areas, including Southeast Asia and Northwest Africa. It also raises important questions around the sustainability of novel marine ingredient replacements, in particular if the widespread adoption of novel alternatives would have any net conservation benefit for fisheries.

INDONESIAN FISHMEAL STEERING COMMITTEE

SFP's work with the Indonesian government to improve the sustainability of the country's fishmeal and fish feed sectors hit a major milestone in March 2020, when the Indonesian Director General (DG) for Aquaculture signed a decree formally creating a fishmeal steering committee within the Ministry for Marine Affairs and Fisheries (MMAF).

The committee includes the director generals of relevant branches of the Ministry (including Aquaculture, Feed, and Product Competitiveness), SFP, and important trade associations. These associations include the Indonesian Feedmill Association (GPMT), Indonesian Fishery Product Processing and Marketing Association (AP5I), Indonesian Fishmeal and Canning Association (APTIKI), National Independent Feed Association (APMN), and Indonesian Aquaculture Society.

In January 2021, SFP presented a webinar on reduction fisheries and MarinTrust certification, hosted by MMAF and attended by about 70 industry stakeholders. We are now working with industry stakeholders to explore potential FIPs for the sector. The steering committee was renewed by MMAF in April 2021.





DAVE Martin

Director of SRs and Social Issues

 Portland, Oregon
United States



What most excites you about your current work with SFP?

What excites me most about working on reduction fisheries is the challenge, particularly looking at hot spots like Southeast Asia. We are dealing with complex multispecies fisheries that are in bad shape; there is limited science and data, limited market awareness, and poor visibility into the fisheries.

We don't even have consensus on what good management looks like, and some of the fisheries are rife with human rights abuses and social challenges.

Around the globe, reduction fisheries are under attack from NGOs, for these problems and also just because some think fish should not be used in aquaculture feed. Put that all together, and the opportunity to work collaboratively to help people and planet is enormous and inspiring.

What is your most memorable SFP experience?

It was during my second week on the job, in January 2012. I had just been hired to lead SFP's work on Pacific salmon, and had talked my way into attending the first SFP Fisheries Forum, for what I expected would be a great crash course in everything SFP. But I ended up getting more than I bargained for! During one of the forum sessions, news broke that the Alaskan industry was pulling salmon out of the MSC program.

As the story broke, you could literally see people pointing others to their phones to read the news. So, my new job put me in the heart of a global controversy.

That kicked off an intense year of active private and public engagement with SFP partners, industry, NGOs, and others. At our second forum, a year later, I was blown away when a senior industry person quoted something I had said about salmon during the forum as an example of the value of the SFP approach.

The opportunity to work collaboratively to help people and planet is enormous and inspiring.

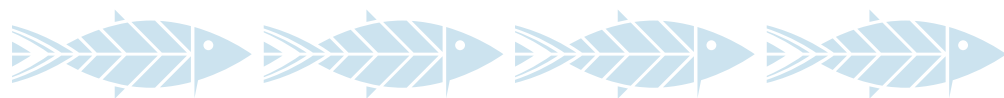


What do you think makes SFP unique?

Our commitment to quality analysis and honesty, and how that plays out in our work. We share the same analysis – “warts and all,” as we say – with trusted partners, friendly and less-friendly NGOs, scientists and managers, and anyone else that asks. We never spin our message for what we think an audience might want to hear, and as a result we are respected and trusted even by folks who don’t agree with us.

What does the sustainable seafood world look like 15 years from now?

I hope that we will see significant progress toward the goal of everyone around the world having access to sustainable seafood. In particular, that significant progress has been made in eradicating human rights abuses from the seafood supply chain, and that fisheries and aquaculture support small-scale producers and healthy communities while advancing sustainability.



What is your favorite sea creature?

I’m torn on this one. I am in awe of whales of all types; these majestic animals have family and social groups similar to humans, have language and even dialects specific to those groups, feel emotions, and have so much to teach us. But I also love sea otters. They love to play and are making a remarkable recovery here in Oregon and across the US West Coast. Plus, who wouldn’t want to hang out floating on a bed of kelp and munching fresh seafood?



PROTECTING WORKERS AND PROMOTING SOCIALLY *RESPONSIBLE* SEAFOOD



Social responsibility is an important topic in sustainable seafood, one that impacts all parts of SFP's work. Our work to promote socially responsible seafood ranges from helping businesses identify and address the risk of human rights abuses to ensuring that fishers have a proper role in management and local communities benefit from fishing and aquaculture.



We have been particularly focused on protecting workers on fishing vessels in the last year. Numerous NGO reports have highlighted human rights abuses on vessels, especially against vulnerable migrant workers. In September 2020, the US Department of Labor included fish from both China and Taiwan on the annual List of Goods Produced by Child Labor or Forced Labor, drawing particular attention to distant-water fishing fleets that comprise a large portion of global fishing capacity in sectors such as tuna, mahi-mahi, and squid.

SFP serves on the Social Advisory Committee for FisheryProgress.org, which in May 2020 published the first draft of a human rights and social responsibility policy for FIPs (launched formally in May 2021). We serve on a similar body shaping the human rights strategy of the Conservation Alliance, a global organization that facilitates coordination and communication among leading conservation groups working to promote sustainable seafood. We also participate in the Seafood Task Force, an international group of retailers, brands, and their supply chain partners working to address human rights and environmental issues in Thailand.


SFP has also been helping our partners understand the global pervasiveness of human rights abuses and the risks they pose to business, including legal liabilities and supply chain disruptions. Over the past year, we collaborated with the Monterey Bay Aquarium Seafood Watch Program to produce a series of risk profiles examining the relative risks of forced labor, human trafficking, and hazardous child labor in global tropical tuna supply chains, using the Seafood Slavery Risk Tool that was developed with Seafood Watch and other organizations.

Just as we champion industry leadership of FIPs, SFP has been encouraging the seafood industry to take the lead in pushing for improvements in measures to support workers and fishing communities, anchored in long-term policy change. We issued briefings for our partners and Supply Chain Roundtable (SR) participants on emerging issues, and are enhancing Seafood Metrics to include human rights risk indicators for fisheries and supply chain mapping tools (both key early steps in a robust human rights due diligence process). We are also working to highlight the nexus of illegal fishing and human rights abuses, which often go hand in hand.



JENNA Stoner

Aquaculture Program Director

 Squamish, British Columbia
Canada



What most excites you about your current work with SFP?

Farmed fish continues to be the fastest growing food commodity in the world, and aquaculture now accounts for over 50 percent of seafood consumed globally. This rate of growth means that this industry is ripe with unique, complex challenges. The challenges can be daunting at times, but the diversity and innovation of solutions are what motivate me day-to-day.

What do you think makes SFP unique?

Hands down what makes us unique is our core focus on enabling the market to lead and deliver the change that is needed. We know that we can't be at the center of the solution -- if we are, it means that solution won't be durable in the long run.

What does the sustainable seafood world look like 15 years from now?

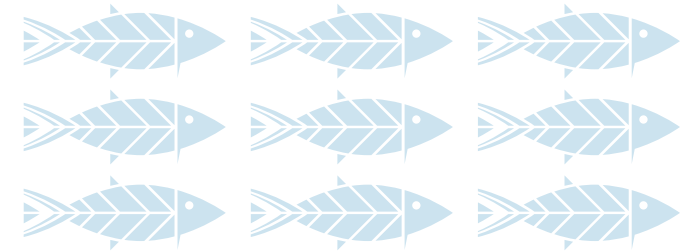
Ideally, it doesn't exist, and I've reached early retirement somewhere on a sunny beach because all seafood available in all markets is produced in an environmentally sustainable way and creates fair and equitable value for all actors along the supply chain... although that might take a bit longer than 15 years! As a more realistic vision, I do hope that in 15 years the industry has reduced seafood waste through the supply chain to less than 2 percent -- in some supply chains, seafood waste can be as high as 20 percent or more from dock to plate!

What is your favorite sea creature?

Orcas! They are beautiful animals, and their social structures and behaviors are fascinating.

This rate of growth means that this industry is ripe with unique, complex challenges. The challenges can be daunting at times, but the diversity and innovation of solutions are what motivate me day-to-day.

Promoting **SUSTAINABLE AQUACULTURE**



Aquaculture is, and will continue to be, an important source of protein and livelihoods throughout the world.

Farmed seafood currently accounts for more than 50 percent of human seafood consumption (by volume) and more than 60 percent of global fish production by value. In the last 30 years, aquaculture production increased more than 500 percent, while wild-capture fisheries production increased by less than 15 percent.

In addition to playing a vital role in food security for a growing global population, aquaculture has a relatively low carbon footprint, making it an important source of animal protein in relation to climate change.

But with this rapid growth has come an equally rapid increase in challenges and threats from aquaculture production. This includes poor management of aquaculture that can lead to environmental degradation and frequent disease outbreaks that have devastated aquaculture producers.





SFP's Promoting Sustainable Aquaculture initiative

recognizes the importance and opportunity of a growing global aquaculture industry and seeks to establish management models and regulatory frameworks that will ensure growth can be achieved sustainably.

Our work focuses on developing flexible and measurable pathways of improvement so that aquaculture industries can achieve environmentally sustainable production, ensure a reliable and safe supply of nutritious seafood, and improve the livelihoods of millions of people who are involved in aquaculture, many of whom are small-scale producers in developing countries.

Implementation of this initiative will focus initially on five priority countries in Asia - China, India, Indonesia, Thailand, and Vietnam. These countries all have significant aquaculture industries, and were selected based on Target 75 goals. In these countries, we are working with producers, NGO partners, industry, and governments to establish new frameworks and tools that drive aquaculture policy and management changes, engage international markets, organize the middle of the supply chain, and empower fishers and local communities.






Aquaculture Improvement Showcase:


BANYUWANGI, INDONESIA

Following the successful publication of *Best Practices for Aquaculture Management: Guidance for implementing the ecosystem approach in Indonesia and beyond* in 2018, SFP teamed up again with Conservation International (CI) to bring those guidelines to life.

Our collaboration led to the launch of an aquaculture improvement project in Banyuwangi Regency, East Java, Indonesia, in 2019. We worked with IDH, Longline Environment, and Yayasan Sustain Aquaculture Indonesia, who each had relevant projects underway in the area, to bring them all under one banner and provide a coordinated, multi-faceted approach to the improvement project.


The project aims to transform the shrimp aquaculture industry toward more sustainable production by taking a regional approach to:

 **Optimize** communication between farmers, supply chains, and government

 **Provide** carrying-capacity analytics and instruments to improve water quality management

 **Develop** an effective regional management strategy

 **Increase** investment in the sector.

 **Improve** capacity on shrimp disease mitigation

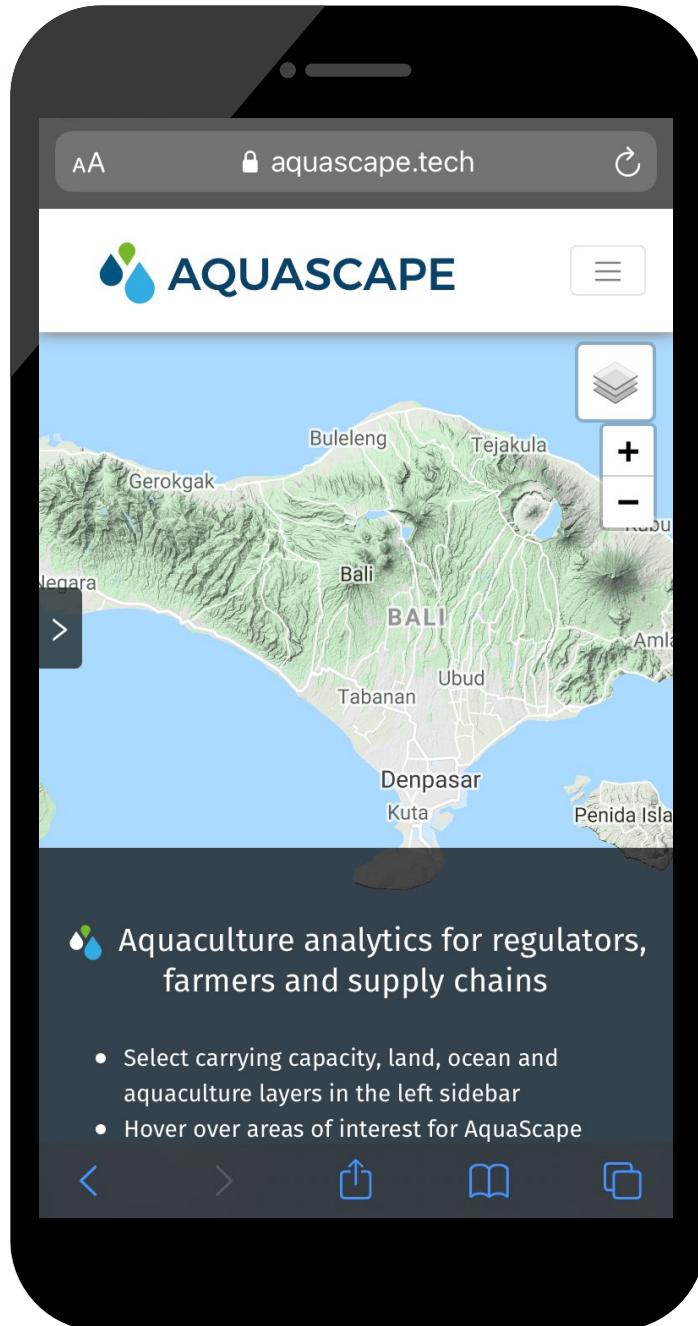
Although there were some delays in project delivery in the early phases of the COVID-19 pandemic, the project partners worked nimbly to ensure ongoing buy-in and relationship building with farmers. This resulted in some good wins, namely the development of a project Roadmap, co-created with local stakeholders, including the Shrimp Club of Indonesia – Banyuwangi, government agencies, processors and packers, and academic institutions. This Roadmap outlines goals, activities, and roles for further improvement efforts over the next five years.



New Tools to Support **ZONAL AQUACULTURE MANAGEMENT**

SFP has long advocated for zonal aquaculture management – a comprehensive approach, rooted in FAO’s Ecosystem Approach to Aquaculture, that ensures the industry is well-integrated with other users in the coastal zone and that cumulative impacts are managed.

One of the obstacles to implementing this management approach has been a lack of tools to support area-based management. SFP has partnered with leading companies to develop data-driven tools to help fill this gap.



ZONAL AQUACULTURE MANAGEMENT TOOL

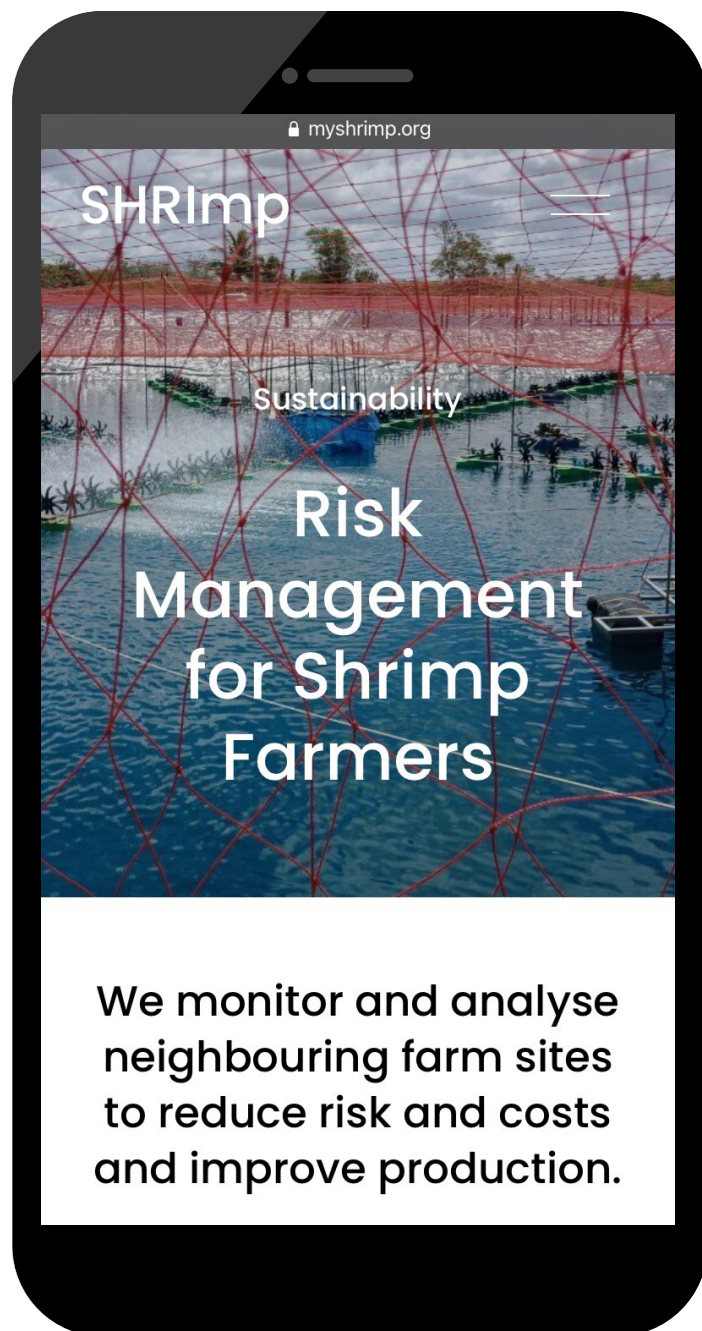
Aquascope

(<https://www.aquascope.tech/>)

Aquascope is a digital platform that allows users to monitor and map aquaculture ponds, their direct environmental footprint, and relative impact across a region. The platform brings together publicly available data, including information on agriculture and natural organic loading, with the results of farm surveys (in the form of data tags). Aquascope then uses this information to provide analytics on the environmental carrying capacity of a given area or waterbody. The information from Aquascope can be used by farmers and regulators to improve industry planning, licensing, management, and enforcement.

Aquascope was developed by Longline Environment in collaboration with the Shrimp Improvement Program AIP in Banyuwangi, East Java, and the Shrimp Health Resource Improvement Project in Thailand. The platform currently covers about 500,000 shrimp ponds in Indonesia, as well as about 265,000 ponds across Thailand.





ZONAL AQUACULTURE MANAGEMENT TOOL

My SHRImp App

(myshrimp.org)

The My SHRImp app helps farmers minimize the risk of disease outbreaks in aquaculture production, which is crucial for securing investment and reducing disruption to supply. The app builds upon the informal information-sharing practices that already exist among farmers, by allowing them to confidentially submit farm-level information digitally. In return, they receive local disease, production, and harvest forecasts, as well as prices from daily shrimp markets.

The app, which is free to farmers, was developed by FAI Farms under the three aquaculture improvement projects (AIPs) operating as part of the Shrimp Health Resources Improvement Project (SHRImp) in Thailand. Training and rollout of the tool continues across three provinces in Thailand, but it is applicable to any users who want to reduce the guesswork, risk, and uncertainty from shrimp farming and plan more effectively. The tool is currently available in Bahasa, English, Thai, and Vietnamese.





Asian Farmed Shrimp SR members **ADVOCATE FOR DISEASE CONTROL**

In August 2020, SFP and more than 25 major retailers and seafood companies, many of which are members of the Asian Farmed Shrimp SR, called on the governments of China, India, Indonesia, Thailand, and Vietnam to take increased and immediate action to address the continued outbreak and emergence of new diseases in shrimp farms.

The five countries are the world's top producers of shrimp. Given the major supply chain disruptions and massive economic losses caused by diseases that spread rapidly across Asia in 2012 and 2013, the companies strongly appealed to governments to get ahead of the situation this time, particularly with the added market and supply chain disruptions resulting from the COVID-19 pandemic.

KEEPING SFP SAFE AND HEALTHY

As the COVID-19 pandemic intensified around the world in 2020, and continued into 2021, the SFP team, like all businesses worldwide, faced the interruption of our regular business systems and practices.

Although we are, and have always been, a virtual organization, with no central headquarters and all staff members already working from home, the unique case of the pandemic brought new challenges. Throughout this time, our Human Resources team made sure to offer additional support and resources to help staff members navigate the disruption.

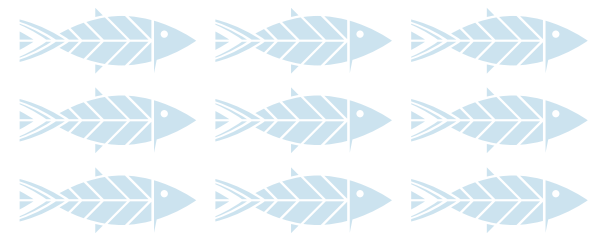
We asked Chantel Semitara from SFP's Human Resources team to help us better understand the challenges to our people and organization, and these difficult times.



What did HR do to support staff during the pandemic?

We supported staff in various ways during the pandemic. From March to June 2020, we partnered with our Division Heads Team (DHT) to implement an Emergency Response Paid Leave Policy, to compensate employees whose normal work schedules were reduced as a result of disruptions caused by the emergency situation. We encouraged individuals to use their vacation and sick time if they needed to, and worked with employees who had to temporarily reduce or change their level of effort.

We conducted periodic "How Are You Doing?" engagement surveys to get a pulse on how staff members were faring in general. We also organized several fun "brain-break" virtual watercooler activities following all-staff webinars and CEO updates, to allow staff to socialize and stir up some fun conversations.





What were the challenges of keeping staff connected and positive?

It was strange – even though SFP is a virtual organization and staff have always worked remotely, COVID-19 still had an impact and people felt more isolated. It was challenging for many to continue to work and monitor their workload in the face of prolonged outside and personal distractions.

For me, personally, I find it hard sometimes to express exactly how I'm feeling overall or to pinpoint what type of support I exactly need. The "How Are You Doing?" surveys gave staff an opportunity to voice their concerns anonymously, while the frequent webinars and virtual watercooler sessions helped maintain connection among staff who no longer had a chance to meet face-to-face at meetings and events.

What are some of your favorite memories of the virtual watercooler sessions?

I loved seeing the drawing skills of the SFP team during our Pictionary watercooler games!

I think SFP is unique because we are so resilient. I admire our ability to adapt quickly.

Will the experiences of the past year change SFP's business practices moving forward?

Moving forward, we will be looking at what travel is really essential. SFP will support staff in their choices in regards to travel, and we are adjusting the guidelines as needed. Feedback from the staff surveys will be taken into consideration, and we're working on an action plan going forward.

What do you think makes SFP unique?

I have always been so proud to work with such brilliant colleagues! Besides the obvious benefit of being a culturally diverse, virtual organization, I think SFP is unique because we are so resilient. I admire our ability to adapt quickly.

What is your favorite sea creature?

The Hawaiian Honu (green sea turtle). They look so gentle and majestic, and I miss seeing them in the Pacific Ocean since I moved from Honolulu to Las Vegas.



CHANTEL
Semitara

HR Assistant



Las Vegas, Nevada
United States

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University of Rhode Island
Coastal Resources Center

Walmart Foundation

Walton Family Foundation

The Waterloo Foundation

Become an SFP SUPPORTER

SFP works toward a future where all seafood worldwide is sustainable and ocean ecosystems are thriving. But we can't do it alone. We have long benefited from the generous support of a number of private foundations and international development agencies, all with an eye toward a sustainable future.

As a registered nonprofit, our success depends on like-minded individuals. If you or your organization are interested in contributing to our work, contact SFP at info@sustainablefish.org.



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Aldi Australia	Morrison's
Aldi UK & Ireland	Nestlé Purina
Aldi US	Nuevo Pescanova
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Giant Eagle	Walmart Chile
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Join SFP

Does your company have an interest in improving sustainable seafood sourcing? Do you know of a fishery or aquaculture region that might benefit from an improvement project?

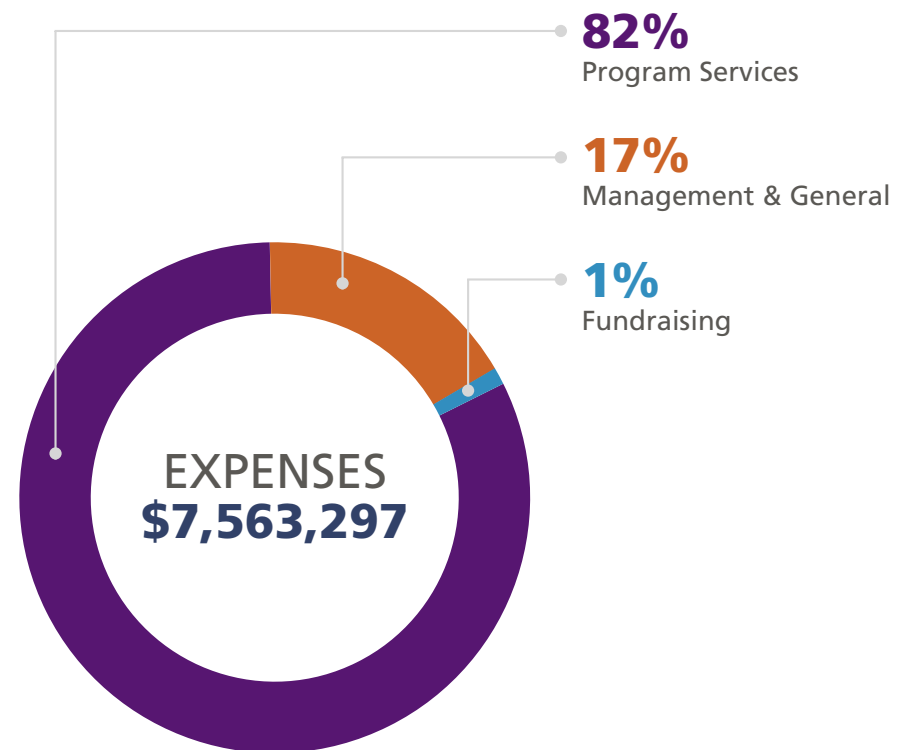
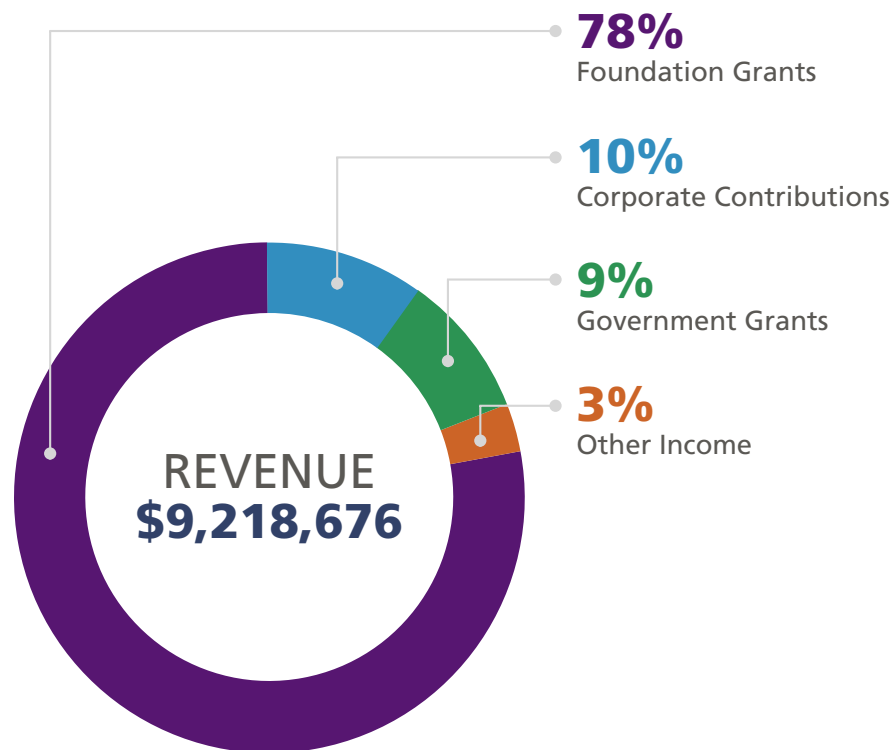
Our partnerships with industry leaders are vital to our ongoing mission of building a more sustainable global seafood industry. SFP partners share our interest in long-term seafood sustainability, are committed to the continuous improvement of fisheries and fish farms, and encourage supplier participation in our Supply Chain Roundtables.

SFP partner companies have access to resources to support their commitments, including SFP's Seafood Metrics system to assess supply chain risks and track sustainability progress, as well as partner-only briefings, webinars, forums, and key opportunities to network with industry thought leaders.

Contact us at info@sustainablefish.org.
We look forward to hearing from you!

Financials

2020



Statement of Activities

Year Ended December 31, 2020

SUPPORT AND REVENUE	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
Foundation and government grants	\$ 375,000	\$ 7,664,372	\$ 8,039,372
Corporate grants and sponsorships	715,468	225,674	941,142
Contracts	183,253	-	183,253
Contributed services	54,189	-	54,189
Other contributions	190	-	190
Registration fees and other income	530	-	530
Net assets released from restrictions			
Expiration of time restrictions	1,575,000	(1,575,000)	-
Satisfaction of purpose restrictions	5,079,196	(5,079,196)	-
Total support and revenue	7,982,826	1,235,850	9,218,676
EXPENSES			
Program services	6,166,280	-	6,166,280
Supporting services			
Management and general	1,301,594	-	1,301,594
Fundraising	95,423	-	95,423
Total expenses	7,563,297	-	7,563,297
Change in net assets	419,529	1,235,850	1,655,379
NET ASSETS			
Beginning of fiscal year	1,022,770	4,025,421	5,048,191
End of fiscal year	\$ 1,442,299	\$ 5,261,271	\$ 6,703,570

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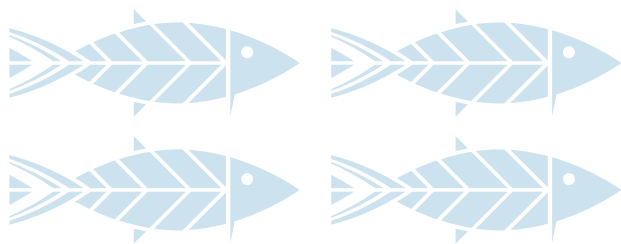
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