



CHANGE THE STORY OF SEAFOOD

A how-to guide for a more sustainable future




“If there is no future for fish,
there’s no future for seafood
business. That’s a fact the entire
industry must face head-on.

“If we want to have a viable future
for people and the planet, the
time to act is now.”

CAROLINE TIPPETT

Vice President of Ocean Markets, WWF-US



33%

OF GLOBAL
FISH STOCKS ARE
OVERFISHED

The story today

The seafood industry and environmental organizations face a common problem: Demand for fish keeps rising, while fish populations keep declining.

In fact, currently one-third of our global fish stocks are being fished beyond the level at which they can replenish themselves. And as aquaculture has grown to address this ever-rising demand, new problems have grown with it. Forced and child labor and habitat destruction in seafood supply chains are bringing additional threats to fishing communities and ocean health.

All of this is bad news for the ocean—and the future reputation and well-being of the seafood business.

That means we also face a common cause.

If we want to turn this around—if we want to keep both the ocean and the fish stocks that keep business going healthy and safe for the long term—then we need to forge a new direction forward together.

We need leaders like you to help change the story of seafood.

This guide shows you how to set a course for your company to do just that.

“What good is investing in our business and equipment and plants and vessels if there’s no product to process?”

“It’s sound business to practice a sustainable model.”

RAFAEL BRU

President, Tequesta Bay Foods

WWF FIP Participant



Unsustainable practices are harming the industry

Whether your business deals in wild-caught or farmed seafood, or both, it's no secret that the old way of doing things is no longer working—or safe for your company's future.

Fishing fleets keep sending out more boats, with more sophisticated technology, to deeper and more dangerous waters, yet they still catch fewer fish. Supply volatility grows, and product shortages abound. Pricing fluctuations become more erratic, and profitability is ever more unpredictable. Farmed seafood is helping to fill some of the demand gaps, but additional environmental and social issues can arise if farms and feed production aren't managed responsibly or efficiently.

In short, things are now dangerously imbalanced. And one thing is certain: If nothing changes, the situation will only get worse.

Thankfully, though, there is an answer to this problem—one that can future-proof your business while making the ocean and the planet healthier.

That answer is a more sustainable sourcing strategy.



ANNUALLY,
GLOBAL LOSSES
FROM ILLEGAL
FISHING COST THE
INDUSTRY UP TO

**\$36.4
BILLION**



SEAFOOD HARVESTS
WOULD BE

13%

HIGHER AND WORTH
\$85 BILLION MORE IF
THEY WERE MANAGED
MORE SUSTAINABLY

You can be part of the solution with a sustainable seafood sourcing strategy

The best solution for ensuring long-term supply, profitability, and reputational safety is a well-developed and well-implemented sustainable seafood sourcing strategy.

Creating such a plan allows you to put systems in place that will help identify problem areas and iron out imbalances, inefficiencies, and illegality in every part of your supply chain, significantly reducing risk. And by implementing this type of balanced, self-reinforcing system, you can help ensure that there will always be enough seafood in a healthy and thriving ocean to allow business to thrive. A smart strategy can also bring in more income, attract more consumers, and satisfy investors who are increasingly demanding that companies' seafood is more sustainably and responsibly produced.



The formula for success: key elements, tailored to your business's needs

One of the first things to know when coming up with a sustainability strategy is that while creating one can help any business, there is no one-size-fits-all plan for every business.

Each company has their own particular way of operating and their own unique set of challenges, and each may be in a very different stage of their journey. So we find that the best way for your business to plan effectively is for you to look carefully at where you are now and where you still need to go in four key areas:

- 1 Know What You Buy ▶**
- 2 Improve Your Sourcing ▶**
- 3 Unite to Transform the Industry ▶**
- 4 Share Your Success ▶**

Within each of these areas, there are a variety of proven tools and techniques that you can use to help you set up the right plan to match your needs. We'll go into each of those in the next sections.



“If knowledge is power, there is no greater force for seafood sustainability than supply chain transparency. If we want to be confident that we’re selling customers what we promise them, we have to commit to traceability as an industry.”

STEPHEN FISHER

Sustainability Director, Sea Delight

WWF FIP Participant and Member of the GDST

1

Know What You Buy

You can't build a smart strategy if you don't first get a full picture of what you're facing. You need to know where your best opportunities are for transitioning your supply chain effectively toward sustainability. You also need to be able to identify crucial issues in your supply chain that could expose your business to potential danger and censure, ranging from health and safety risks from incorrect labeling to serious illegality such as unsafe working conditions, forced labor, or even human trafficking.

These steps can help you do just that →

MORE THAN

85%

OF GLOBAL FISH STOCKS
ARE AT SIGNIFICANT RISK OF
ILLEGAL, UNREPORTED, AND
UNREGULATED FISHING



Conduct a Supply Chain Assessment



A supply chain assessment gives you a broad view of your company's current sourcing risks and sustainability opportunities.

To start, gather all your sourcing data, and look across it to distinguish as much of the who, what, where, and how as you can for all of the seafood products in your portfolio. WWF can provide a list of common and feasible data elements as a starting point for this assessment. This process allows you to discover where there are gaps or inconsistencies in information. Knowing this will help you assess the current sustainability of your products, and identify associated risks, so that you can develop an action plan to improve and transition your supply chain.

Get Traceability Systems Up and Running



Knowing what you buy requires the use of robust traceability systems.

These allow you to obtain reliable, consistent, and transparent information on where your products are coming from. Companies should be able to track seafood products to their point of origin: to the fishing vessel, or at least to the fishery (for wild-caught products) or the farm location (for aquaculture products). It is then critical that sourcing information can easily flow between points across a company's supply chain. Working to ensure common data element collection across supply chain actors and system interoperability are important ways to help ensure this information transfer. The Global Dialogue on Seafood Traceability (GDST), an international, industry-led forum that WWF cofounded, is working on tools to help companies execute this and has created a set of universal data elements and interoperability standards to help companies navigate setting up effective traceability systems.



“As one of the largest grocery retailers in the world, Kroger believes we can advance meaningful positive impacts for people and our planet by helping develop a more resilient global food system, including more sustainable fisheries and marine ecosystems. This is a significant undertaking, and it wouldn’t be possible without a partner like WWF.”

“WWF helped us think through a strategy to transform our seafood supply chain through our public commitment and action plan. Today, WWF’s global team and 20 years of experience in ocean conservation continue to help us bring more sustainable and fresh seafood options to US customers.”

KEITH DAILEY

Chief Sustainability Officer, The Kroger Co.

WWF Seafood Sustainability Partner, 10+ years

2

Improve Your Sourcing

Once a company has zeroed in on which sustainability challenges and risk factors they need to address in their supply chain, it's critical to move quickly to mitigate these threats to supply and cost stability. To do that, companies should create an action plan and make a public, time-bound commitment to improve the sustainability and responsibility of the fisheries and farms from which they source. A strong action plan/public commitment will help you achieve these goals, as well as demonstrate to your stakeholders and customers how you are moving your business toward the most responsible best practices—where a company has minimized risk and is sourcing responsibly throughout their supply chain.

Depending on the environmental and social challenges discovered in your assessment, there are several different approaches you can take to make progress toward improving your sourcing →



25%

OF WILD-CAUGHT FISHERIES ARE
ON A PATH TO SUSTAINABILITY
THROUGH MSC CERTIFICATION OR A
FISHERY IMPROVEMENT PROJECT



42%

OF FARMED SALMON IS
NOW ASC CERTIFIED

Eliminate High-Risk Areas



Abolish Labor Abuses

Because labor and human rights violations are widespread concerns in seafood supply chains, companies must conduct appropriate due diligence to identify and eliminate inappropriate practices, child labor, and forced labor from their supply chains. Companies can take advantage of many open-source tools to help do this. One such tool is the guidance for addressing social challenges found in the Conservation Alliance for Seafood Solutions' Common Vision for Sustainable Seafood. Following this guidance can ensure that products are produced responsibly and in line with corporate values, minimizing legal and reputational risk as well as adverse impacts on local communities.



Another growing legal and reputational risk to brands happens when it is uncovered that a seafood business's operations **are contributing to the destruction of important wildlife life habitats, such as mangroves**. You can avoid running into this problem in your supply chain by using conservation standards such as those found in the Accountability Framework Initiative and advanced geolocation technologies and traceability apps. These offer tested, science-based guidance on how to source from habitat-conversion-free farms and how to ensure that the feed being used in your supply chain is responsibly produced and conversion-free. The standards also offer guidance to help suppliers transition to more responsible production practices and become conversion-free.

Remove Endangered Species

Companies face significant legal, business, and reputational risk from sourcing or selling endangered species as seafood. You can effectively respond to this concern by using WWF's Endangered Seafood Guide, which provides recommendations regarding at-risk species as identified in the IUCN Red List as Endangered or Critically Endangered as well as those listed in CITES Appendix I or II. This easy, user-friendly tool helps buyers stay on top of which species are currently at risk and offers guidance on how to make the most responsible purchasing choices for each. It also provides solutions ranging from how to source from certified farms and fisheries to advice on what can't be safely procured.

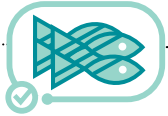
Transition Your Source Fisheries and Farms

A crucial step in sustainability planning is to steer your source fisheries and farms toward more sustainable and responsible practices. You can accomplish this by **engaging them in Fishery Improvement Projects (FIPs) or Aquaculture Improvement Projects (AIPs)**. Companies can find verified and continually improving FIPs to engage in and support at FisheryProgress.org. These step-by-step programs provide supply chain managers with a pathway to increasing the environmental performance of their fisheries and farms and improving ocean health and economic security for local fishing and farming communities. The aim is to help them perform to the level of the Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC) standards.

160+

FIPs now cover 10% of global catch, across 77 countries

Source More Responsible Seafood



Source Credibly Certified Seafood



The third-party certification provided by the MSC and ASC helps your company ensure that the fisheries and farms that you're sourcing from are meeting globally recognized benchmarks for environmental performance. **Companies should prioritize sourcing from fisheries and farms that are certified to the MSC or ASC standards** and should encourage other source fisheries that are already performing at the required level to get certified.

Get Verification

To provide your consumers and stakeholders with a reasonable assurance of responsible practices, your company can apply for certification to the MSC or ASC Chain of Custody (CoC) standards. CoC certification helps assure there is accountability throughout the supply chain and that certified seafood products are separated from non-certified, from fishery to final sale. It also provides additional assurance that the seafood you are sourcing is truly from a certified fishery or farm. Companies that secure CoC certification are eligible for product ecolabeling or making product-specific claims. A partnership with the MSC and/or ASC must be formalized before you can use the ecolabels or make consumer- or product-facing claims.



“In the seafood industry, we are all facing similar sourcing and supply chain challenges. Pre-competitive platforms create a space where we can find solutions to those shared problems for the collective interest of all parties—business, government, and civil society.

“In 2014, we cofounded the Seafood Task Force, one of the few platforms that is working simultaneously on social and environmental issues in seafood supply chains, to move the industry as a whole.”

KEN KIMBLE

Food & Sundry VP/GMM, Costco Wholesale Corp.

WWF Seafood Sustainability Partner, 10+ years

3

Unite to Transform the Industry

As your company transitions its systems toward sustainability, you may find that there are some larger-scale problems that can't be solved by just one company on its own.

At that point, it's time to connect with others in the industry →

WORLDWIDE,
THERE ARE OVER

25

INDUSTRY-BASED
PRE-COMPETITIVE
PLATFORMS WORKING
TO DRIVE A MORE
SUSTAINABLE
SEAFOOD INDUSTRY

Pre-Competitive Roundtables and Forums



There's power in numbers, and you can expand your company's impact in the seafood sustainability arena by becoming part of a pre-competitive forum. For instance, the Seafood Task Force and the Global Tuna Alliance both bring buyers and sellers together to target collective action on environmental and social issues in their supply chains. The Global Salmon Initiative brings CEOs together to pursue more responsible farmed salmon production. The Global Dialogue on Seafood Traceability offers another key opportunity to engage on the standards for demonstrating supply chain traceability, and the International Seafood Sustainability Foundation provides leadership in fisheries science and tuna vessel practices. These efforts are active around the world, and you can participate in one or several that are geared toward your particular company's focus or fishery work. You can use your combined leverage to build demand for adopting sustainability approaches in the wider industry—to protect the ocean, its seafood stocks, and the communities the industry employs.



GLOBAL DIALOGUE
on Seafood Traceability





“At Royal Caribbean, we have both the responsibility and opportunity to protect the health of the oceans. As part of that commitment, we are working to ensure that the seafood we serve onboard is sustainable, and we’re engaging our guests in that journey with us.

“WWF has been a critical partner in both transforming our seafood procurement and communicating with guests about why it matters.”

MARIO A. FUENTES

Sr. Procurement Manager, Royal Caribbean Group

WWF Seafood Sustainability Partner, 6 years

4

Share Your Success

Getting the word out about your commitments and the successes that have resulted from your sustainability work can have significant effects. It gives you a chance to show your shareholders and customers where and how you are sourcing, demonstrating that you have strong oversight of your supply chain. It also reinforces that you care about the environment and the fishing and farming communities whose livelihoods sustainable fisheries and responsible farms can help protect for the long term. And it indicates to the wider industry that this isn't just a trend—it's the wave of the future, and your company is a part of that wave. Seeing that respected companies like yours are getting on board and committing to sustainable, responsible, and traceable seafood influences others to do the same.

When getting the word out about your work, be sure to keep these principles in mind →

IN 2016, GROWTH IN
SALES OF CERTIFIED
SEAFOOD WAS

10x

THAT OF CONVENTIONAL
SEAFOOD



Report Progress, Prioritize Transparency



Publicly announce your sustainability commitments for your seafood products, encompassing both environmental and social goals.

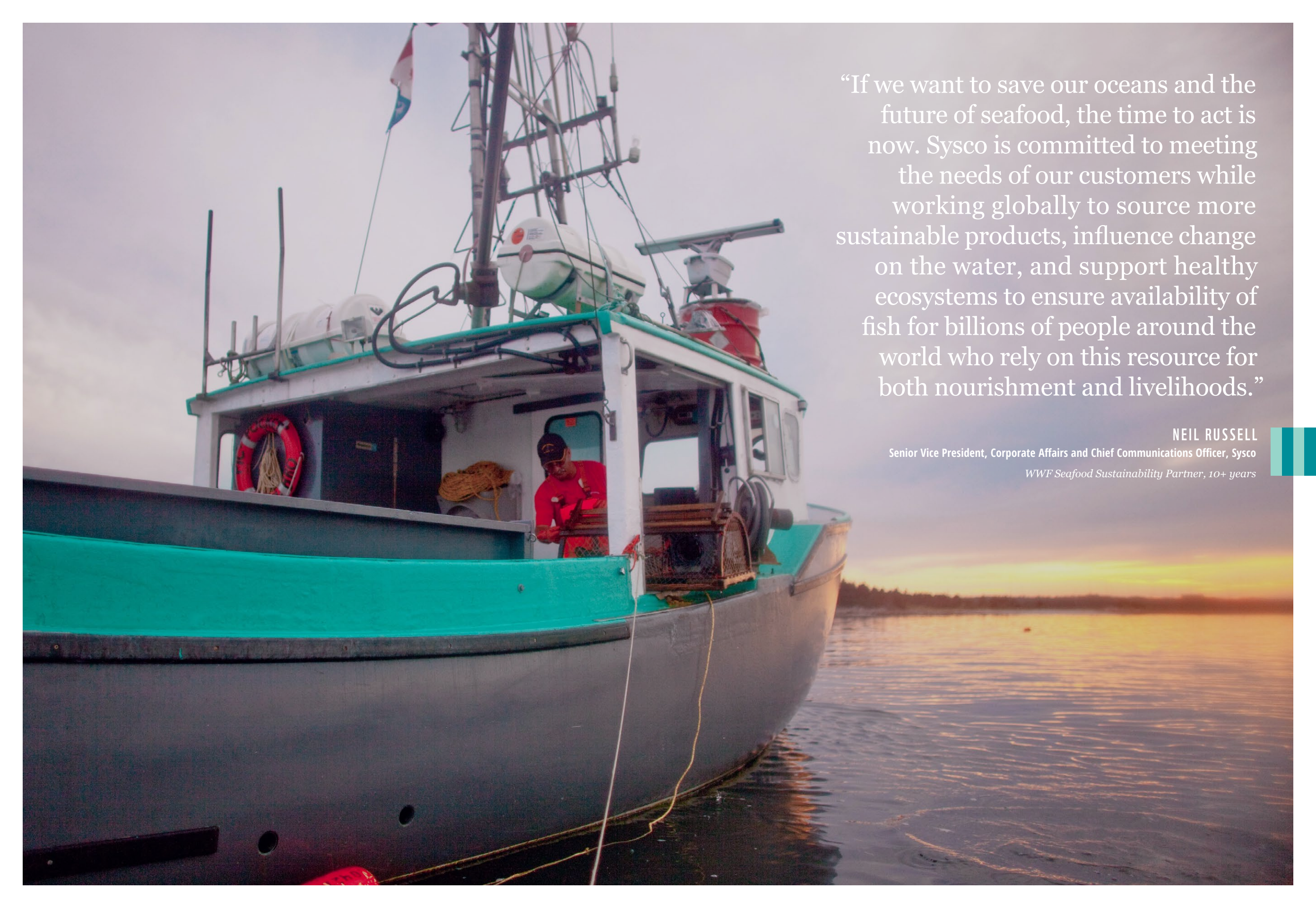
Be transparent about which standards qualify for commitments, the goal date for achieving the commitment, which products and operational locations are covered by the commitment, and how commitment progress will be verified. Report all this annually to credibly communicate progress. Always be fully open when reporting on your progress, covering both successes and areas that still need adjustment or improvement. When you publicly acknowledge accountability, it can substantially influence and improve the performance of all actors across the supply chain.

Educate Your Internal and External Stakeholders



Communicating through your company's website, social media, newsletter, and blog is great. But don't stop there.

Find and use other communications platforms that will allow you to reach industry players, investors, consumers, and NGO partners along with their members. And remember to use creative in-store and digital marketing to promote your efforts and the benefits of more sustainable, responsible sourcing.

A photograph of a fishing boat with a teal stripe and a person on deck, set against a sunset background. The boat is white with a teal stripe along the gunwale. A person in a red shirt is visible on the deck. The background shows a calm body of water reflecting the orange and yellow light of the setting sun.

“If we want to save our oceans and the future of seafood, the time to act is now. Sysco is committed to meeting the needs of our customers while working globally to source more sustainable products, influence change on the water, and support healthy ecosystems to ensure availability of fish for billions of people around the world who rely on this resource for both nourishment and livelihoods.”

NEIL RUSSELL

Senior Vice President, Corporate Affairs and Chief Communications Officer, Sysco

WWF Seafood Sustainability Partner, 10+ years



How the story continues is up to us

The choices we make today about sustainability will influence the story of what happens to the ocean, the marine life that lives in it, and, by association, the seafood business.

When you choose to go sustainable, it not only protects your business's future, it makes a powerful statement to your customers, your investors, your industry, and the world.

It says you're taking action, because you're not going to let the story of seafood come to an end.

It says that you care about the integrity of your product and the future of the planet and the coastal communities who support your industry. It shows that you're committed to making the changes that need to be made now so that for generations to come there is health, well-being, and prosperity for the ocean and for all who rely on it for their livelihood and nourishment.

And when it comes to a bottom line, there isn't one more impressive than that!

Let's change the world—and the future of your business.

Join the seafood revolution

Leaders from around the industry are already making and expanding sustainability plans. For instance, nearly 80 industry partners are working with WWF-US to transition their seafood supply chains to become more sustainable, responsible, and traceable. In fact, WWF has the most private-sector seafood partnerships of any NGO. Each of those partners has developed their own unique plan to reach their goals, guided by the formula outlined in this brochure.

In the US, our corporate partners’ sustainability commitments encompass more than 550 fisheries worldwide—adding up to more than 30% of all global wild catch.

Join us today.
info@seafoodsustainability.org

WWF-US SEAFOOD PARTNERSHIPS

BUYERS

Avendra
Cargill
Costco Wholesale
Hilton Worldwide
Hyatt Hotels
Loblaw
Marriott International
Mars Petcare
Red Lobster
Royal Caribbean Cruises Ltd.
Sodexo
Sysco Corporation
The Kroger Co.
Walmart

SUPPLIERS

AFFCO Trading, Inc.	Frigolab San Mateo	Pescanova USA
Alimentos Industriales de Nicaragua, S.A. (ALINSA)	Frigolandia S.A.	Princes Limited
Altamar Foods	Hartswater LTD	PRODUPEC
ANABAC/OPTUC	Hilo Fish Company, Inc.	Propemar S.A.
Anova Food	IncredibleFish Inc.	SAMPER S.A.
Arista Industries	Indian Ocean Fish Management Services	Sea Delight LLC
ATUNSA	Industria Armatoriale Tonniera	Seafood Imports, Inc.
Beach Fishing LTD	Inland Seafood	SEAFROST
Beaver Street Fisheries, Inc.	Inpesca Fishing	Seattle Fish Co.
Binca	INTERATUN	SERCOSTA
CFTO	Isabella Fishing	Servigroup
Chicken of the Sea/Thai Union	Jardan Group	Spring Valley Fruit S.A.C. and Agropesca Peru S.A.C.
Coinrefri	Mai Shi Group	Tequesta Bay Foods, Inc.
Confremar USA LLC	MiCal Seafood, Inc.	Thai Union
Coral Sea Fishing	Netuno USA, Inc.	The Fishin’ Company
D&E Import LLC	NIRSA	Thunnus Overseas Group
Darik Enterprises Inc.	Norpac Fisheries Export	Transcontinental Food Company
DEXIM	Ocean Products Seychelles LTD	Transmarina C.A.
Dongwon Industries	Oceano Seafood	Tri Marine
Eurofish	OPAGAC	Western United Fish Co., DBA Annasea Foods Group
FEDERPESCA	Orthongel	
Fisholg	Peruvian Seafood	
Fresh Fish del Ecuador Cia. Ltda.		

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“We gain our livelihood from the ocean.
We must take care of it.”

MIA ISAACS President, Bahamas Marine Exporters Association



seafoodsustainability.org

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For the sources of facts and statistics found in this brochure,
please contact info@seafoodsustainability.org.