

The Global Salmon Initiative

What's the business case?



Business case: reputation is a commons

- **Increasing demand** for protein offers significant market potential
- But **licence to grow** is not keeping up
- Licence is a result of **sector reputation** rather than company reputation
- Therefore, **industry-wide approach** needed

Demand for protein is set to **double** by

2050¹



3.2 million tonnes

of farmed salmon is produced globally per year³



Farmed fish, like salmon, is a healthy choice—high in **Omega-3 fatty acids, protein and nutrients**^{6,7,8}

Global Salmon Initiative

Established 2013

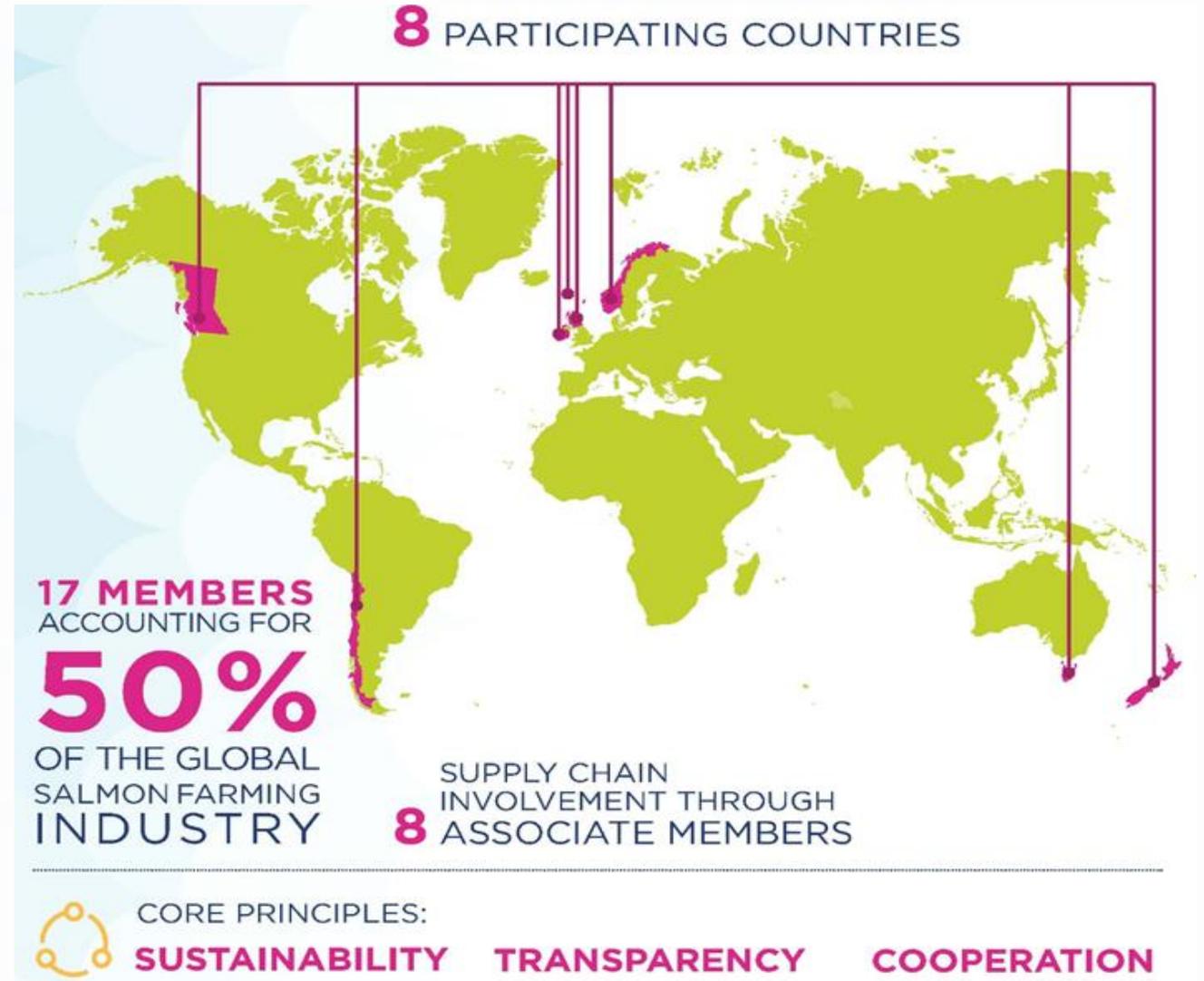
Lead by CEOs

A shared vision:

- Providing a healthy and sustainable source of protein to feed a growing population, while minimizing their environmental footprint, and continuing to improve their social contribution.

Company Commitments

- Cooperate pre-competitively to mitigate environmental impacts
- Transparency



Driving industry-wide change

What

ASC Standard

Sustainability Report

Collaboration

Why

Commitment to improvements

Transparency & trust

Speeds progress

Progress

40% of GSI farms ASC certified

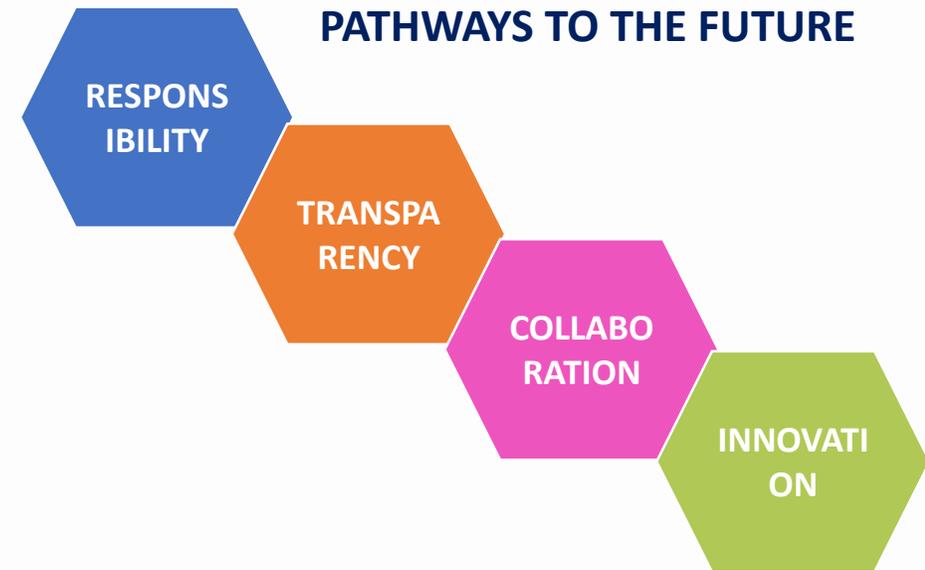
14 indicators
9 environmental & 5 social

Innovations in feed & biosecurity



Orienting the industry story

Shifting the focus to look to the future of sustainable salmon farming, and engaging our audience on the path we are taking to get there.



What have we learnt?

- **Ambition:** Commit to ambitious goals
- **Clarity:** Clear objectives, scope and boundaries
- **Listen:** Be open to new ideas
- **Honesty:** Speak honestly
- **Time:** Collectively design and commit to strategy and plans
- **Authority:** Cooperation mandated from the highest levels
- **Accountability:** Cooperative effort built into performance measurement
- **Social connection:** Companies come together for self interest, but group belonging and trust makes things more effective

“By agreeing to work pre-competitively to mitigate environmental impacts, GSI will help push the entire industry toward sustainability at a much quicker rate than would otherwise be possible”



gsi GLOBAL SALMON INITIATIVE **Jason Clay**
Senior Vice President of Market Transformation, WWF



Collaboration is key

- Promote knowledge exchange to accelerate speed of innovation
- Ensure greater breadth of adoption of improvements
- Increase impact as industry wide involvement

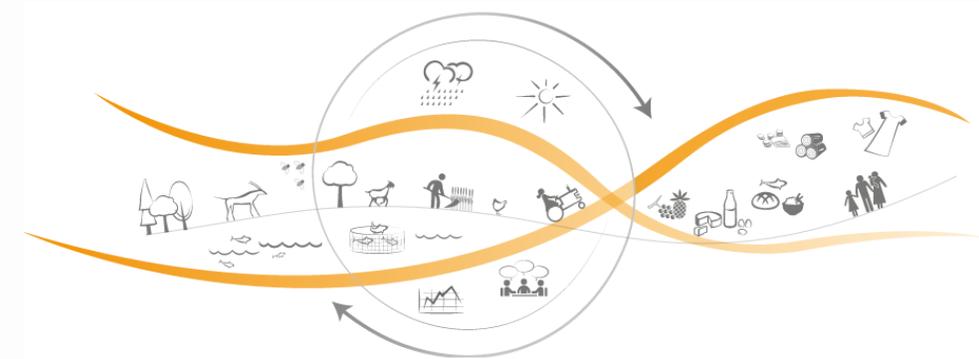


A paradigm shift in thinking – it is not about good and bad players, but about identifying technical barriers to good behaviour and helping everyone overcome them.

There will always be challenges

- Sustainability is not a goal, it's a path
 - Ever-moving benchmark
- Priorities shift across companies and across regions
- Progress doesn't happen quickly

However we continue to identify projects where collaborative work will allow us to make progress faster than working individually.



www.globalsalmoninitiative.org



@GSI_Salmon

