



IFFO
RS
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RESPONSIBLE SUPPLY

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*Driving responsible behaviour
for a sustainable future*

2017/8 IFFO RS ANNUAL REPORT



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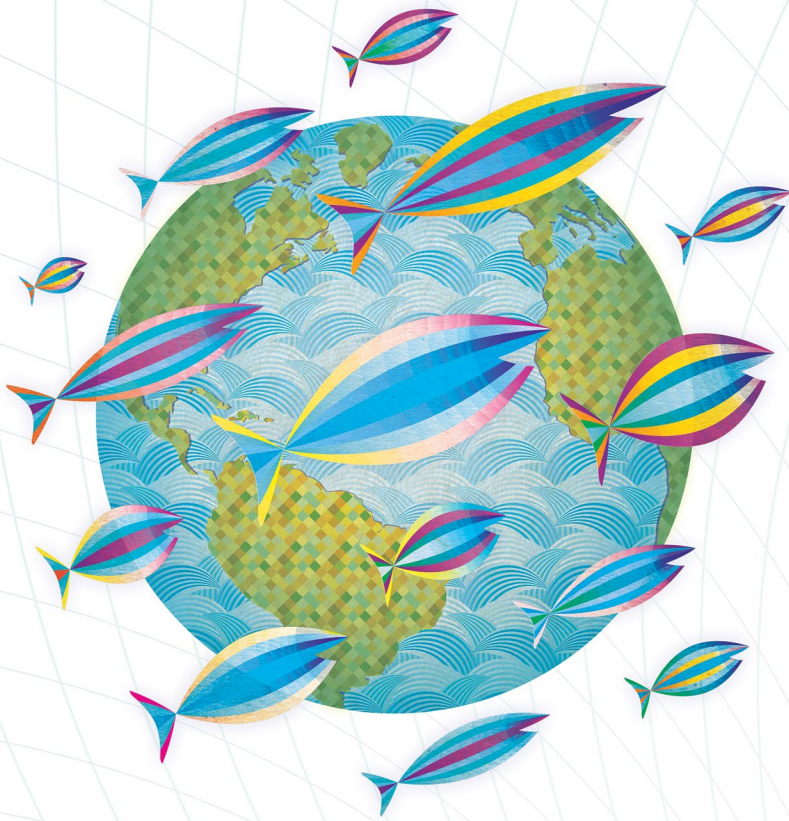
Dr Andrew Jackson

DIRECTORS FOREWORD

During the decade I worked as Technical Director of IFFO, a key area of my work focused on the need for the marine ingredients industry to be able to demonstrate its responsible attitude to sourcing raw material and converting into safe and nutritious finished products. My interest in this area came from the 20 years that I spent in the salmon farming industry and seeing the challenges they faced when demonstrating responsible practices, including in the area of what went into the feed. I was therefore very encouraged, when after working for 2 years with a dedicated multi-stakeholder group, we launched IFFO RS at the end of 2009.

Much has happened since its launch, IFFO RS has grown into a strong and now separate entity from IFFO in its own right. There is an excellent small team based in London led by

Francisco Aldon, who are focussed on providing a professional service to companies from many different countries wishing to make use of the standards that have been developed. Following my retirement from IFFO in 2015, I had the great honour of being asked to stay on as the Chair of the IFFO RS Governing Body. This group of dedicated individuals has helped steer the company to the strong position it is in today and following a recent strategy review we are developing a clear vision for the future. It therefore seems like the appropriate time to let someone else take the helm and the role of Chair and in Libby Woodhatch the Governing Body has chosen someone who has all the experience and qualities required to lead IFFO RS to even greater success in the years to come.



INTRODUCTION

A warm welcome to our very first IFFO RS annual report! Our aim in this report is to give stakeholders and interested parties a summary of the work IFFO RS does and has undertaken over the past year.

For those who don't know IFFO RS already, the IFFO Global Standard for Responsible Supply (IFFO RS) is a business-to-business, third party audited certification programme that assures stakeholders, including the animal feed, food and nutraceutical value chains that raw materials are both responsibly sourced and manufactured and enables an IFFO RS compliant factory to demonstrate this to the international market.

IFFO RS formally opened for applications in October 2009 after being developed by a multi-stakeholder group to address the continued growth of the global fishmeal and fish oil markets, and tackle the growing concern over the sustainability of reduction fisheries and the fight against Illegal, Unreported and Unregulated fishing (IUU). There was a growing need for the industry as a whole to be able to demonstrate their commitment to the responsible sourcing of fisheries raw

materials and the safe conversion into nutritious ingredients and supplements at well run factories.

Later in 2010, IFFO RS released a Chain of Custody Standard (IFFO RS CoC) to enable users of marine ingredients to demonstrate that the ingredients they use come from responsible factories. Applications were opened in October 2010 and the first company was awarded certification in April 2011.

Between then and now, the IFFO RS programme has gone from strength to strength and is now the leading independent business-to-business certification programme for the production of marine ingredients.

This first annual report hopes to give you an overview of what IFFO RS stands for, what IFFO RS does and most of all, what IFFO RS has been up to over the year in 2017 and the direction for the future. We hope that this report provides you with some insight and interesting information and we welcome any further questions, feedback or comments you may have.

To find out more, visit our website www.iffors.com/about and watch our introduction to IFFO RS video.

CERTIFICATION

Statistics

The number of certified sites under the IFFO RS programme has been on a steady increase since opening for applications in October 2009.

Over the course of 2017, IFFO RS was pleased to welcome the following 11 IFFO RS certified sites and 8 IFFO RS CoC certified sites:



RESPONSIBLE
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IFFO RS CERTIFICATION

Ecuador

- Tadel S.A

Chile

- Alimentos Pesqueros SPA

Morocco

- CIBEL

Norway

- Scanbio Ingredients AS

South Africa

- West Point Processors

Thailand

- Asian Alliance International Co., Ltd
- Jana Fish Industries Limited
- Thachin Fishmeal Industrial Company Limited

Vietnam

- Honoroad Vietnam Aquatic Feed Ingredient Processing Co., Ltd
- Thien Phat Processing Producing and Trading Limited Company – Branch 2
- Travel Investment & Seafood Development Corporation
- Huu Sang Co., Ltd



IFFO RS COC CERTIFICATION

France

- SEAFOODIA – France
- Olvea Fish Oils – France
- Ch. Daudruy Van Cauwenbergh

Greece

- Distral S.A

Morocco

- Maromega S.A

Norway

- Norsildmel

Thailand

- SPF Diana (Thailand) Co., Ltd
- Nutritech Co., Ltd

Vietnam

- United Seafood Packers Joint Stock Company.

With these new additions, IFFO RS boasts a total of 133 IFFO RS certified sites and 62 IFFO RS CoC certified sites, across 21 different countries worldwide. The production of IFFO RS compliant material from these certified factories represents around 45% of the world's production of marine ingredients.



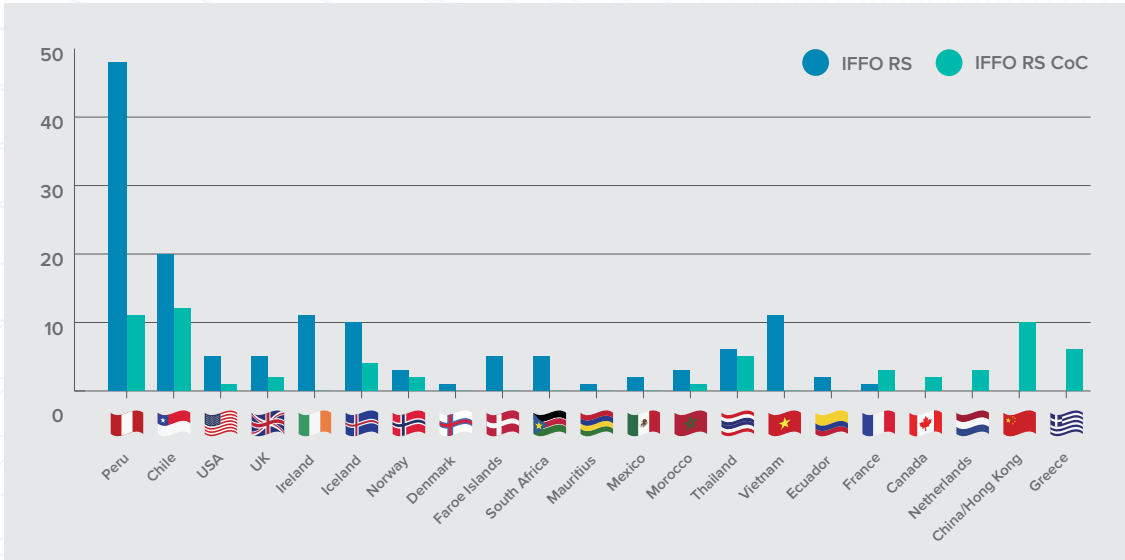
With the launch in July of version 2.0 of the IFFO RS Standard, discussed in the next section, an increase in the production of combined fishmeal and fish oil and number of certified plants is forecast by the end of 2018, which could represent up to an additional 4% of the world's marine ingredients.

This increase is anticipated to be associated with the improved accessibility to the IFFO RS standard due to; the removal of the prerequisite for GMP+ or equivalent certification and introduction of HACCP based GMP criteria within the IFFO RS standard itself. The GMP criteria introduced are specific and relevant to

the marine ingredient production for feed and direct human consumption. In addition the new fishery assessment methodology enables the evaluation of mixed fisheries by introducing a risk based-assessment approach and species categorisation, allowing for this type of fishery to be assessed in one report.

Currently, there are many more companies undergoing the certification process that hope to gain IFFO RS and/or IFFO RS CoC certification in 2018. IFFO RS very much looks forward to welcoming more companies to its ever growing certification programme.

GLOBAL REACH





Certification Process Timeline

A Factory Certification Tracker has been developed and implemented into the certification process that will give timelines of the process, in accordance to IFFO RS Quality Management System Procedures, to applicants that are seeking certification. This tool was developed as a way of providing information and assurance to the applicants, with the intention to be used as an effective action plan for the Certification Bodies and a checklist for the revision of Certification Body performance by the IFFO RS secretariat.

The Certification Process Timeline allows new applicants and current certified factories undergoing re-certification audits to see when key elements of the certification process will be completed in accordance with IFFO RS procedures. The Certification Process Timeline will also help certificate holders to plan next steps to maintain certification.

How does it work?

At the end of an initial or re-certification audit, during the closing meeting, applicants should ask their auditor to send their IFFO RS Certification Process Timeline. The auditor will login to the IFFO RS website and fill in your company name, site name(s), and date of audit and whether there were any non-conformances.

By filling in this information the programme will automatically calculate the dates that key activities should be completed, as follows;

The timeline will also provide dates for the next 2 surveillance audits due and when the applicant should submit their re-certification form to IFFO RS in preparation for their re-certification audit in order to ensure a timely and efficient process.

If you have any further questions about the certification timeline please feel free to get in touch with Laura the IFFO RS Standards Administrator at lshepherd@iffors.com



STANDARD DEVELOPMENTS

IFFO RS Standard Version 2.0

A large part of our work last year focused on the launch of the new IFFO RS Version 2.0 in July 2017. This new version of the standard ensures its continued development, following a full review of the previous Version 1.6. The aim of the RS Governance board in driving this change was not only that this was an important part of good practice, but also to increase relevancy of the standard, allow for recognition and to maintain, reinforce and raise credibility. The new IFFO RS Version 2.0 Standard upholds the values of Versions 1- 1.6 introducing enhanced strategic objectives.

Development Process

IFFO RS Standard Version 2.0 underwent a comprehensive standard development process which included 2 Public Consultations (the first being for 30 days and the second 60 days), to seek stakeholder input and to offer those directly and indirectly affected by the proposed new version the opportunity to provide feedback. A multi-stakeholder Technical Advisory Committee worked on the details of the new, Version which was then adopted by the Governance Board.

Some of the key developments for IFFO RS Standard Version 2.0 include:

- Enhancement of the IFFO RS Approval Criteria for whole fish (mixed and single fisheries) used as raw material in order to promote more responsible fisheries management.
- Introduction of criteria to assess good manufacturing practices in order to increase its relevancy and accessibility to the marine ingredient value chain. Certifications such as GMP+ and FEMAS will continue to be recognised by the new version
- Promote and create improved social and welfare benefits (taking into account International Labour Organisation (ILO) convention) for all workers employed within the marine ingredients producing factory.
- Develop the standard in order to allow harmonisation and recognition within other relevant fisheries and aquaculture standards.
- Expand and promote the further reduction of the environmental impacts in the manufacturing process.

Transition Period

As with all changes, there is a transition period where all new applicants must apply to the new version of the IFFO RS Standard 1 month after the launch date and current IFFO RS certified factories under Version 1.6 Standard will have a transition period. IFFO RS aims to have all IFFO RS certificate holders certified under Version 2.0 by 2019.



The launch of version 2 of our IFFO Responsible Supply of Marine Ingredients marks a major new milestone in development of the standard.

Andrew Jackson



The new version of the IFFO Responsible Supply (RS) standard is going to make a big difference to the fishmeal and fish oil industry, building on an already successful scheme, and is a very welcome upgrade.

Andrew Mallison

IFFO RS Chain of Custody

After the long-anticipated launch of Version 2.0, focus immediately turned to starting the development of Version 2.0 of the IFFO RS Chain of Custody Standard (IFFO RS CoC). The process of review and development of the standard has started with consultations, workshops and trial audits in Peru and Chile. Trial audits in Asia are planned to take place in May 2018. The Terms of Reference for the development of the new version of the IFFO RS CoC are planned to be developed and placed on public consultation for 30 days around August 2018.

Like the motivations for the development of V2.0 of the IFFO RS Standard, Version 2.0 of the CoC Standard is not only being carried out as a matter of good practice but to also increase its relevancy, allow further recognition and to maintain credibility.

The IFFO RS CoC V2.0 standard will cover all aspects of the traceability and integrity of the product. This new version will cover effective integrated management systems, subcontractors, labelling and logo control, personnel competencies, social and environmental aspects. It is planned to launch the IFFO RS CoC V2 Standard by the end of 2019.

IFFO RS Improver Programme

The IFFO RS Improver Programme (IFFO RS IP) has been in existence since 2014 and currently the only Fishery Improvement Project (FIP) that has been developed in accordance to IFFO RS IP criteria is the Panamá Pelagic Fishery. This FIP is used by two companies that have been accepted into the IFFO RS IP.

The rise in the importance of the aquaculture industry and the limited availability of compliant marine ingredients has increased the pressure in the market to find marine ingredient sources that are independently assessed towards a recognised standard, or, come from fisheries that are showing improvements towards responsible fisheries management in accordance to the FAO Code of Conduct for Responsible Fisheries. Awareness of the IFFO RS IP is increasing and being advocated, with countries such as Mauritania, Angola, Ecuador, India, Thailand and Vietnam showing great interest in the programme and working towards acceptance into the IFFO RS IP.

The IFFO RS IP is also gaining more interest from stakeholders and it is for this reason we have reviewed, refined and further developed the programme to enhance its robustness and recognition as a tool to drive improvement. The main objective is to allow recognition of other standards and to become aligned with current internationally recognised Fishery Improvement Project (FIP) guidelines to support organisations through a structured and credible improvement process.

The Improver Programme Application Mechanism (IPAM) is a set of procedures that will provide the necessary steps to implement a plan of improvement for reduction fisheries as required by the market. It has been revised in line with internationally recognised FIP guidelines such as Conservation Alliance for Seafood Solutions.

The IPAM has been developed to allow collaboration with FisheryProgress.org, an internationally recognised progress tracking tool for FIPs (see collaboration section). FisheryProgress.org currently benchmark solely against the Marine Stewardship Council (MSC) criteria. By aligning the IPAM, it is hoped FIPs could be benchmarked against IFFO RS criteria in addition to this.

One key change in the IPAM is the inclusion of a peer review process of the FIP to be conducted by an accredited Certification Body. Following the peer review, the Applications Committee will receive a report for consideration. Regular reporting in regards to applications will be provided to the IFFO RS Governance Board. This set of procedures was placed for Public Consultation for 30 days between September and October 2017 and was launched on 21st March 2018.

The IFFO RS Improver Programme is also a key component of the IFFO RS Monitoring, Evaluation and Learning system, to measure the improvements and impacts that IFFO RS is having within the global sourcing and production of marine ingredients, something discussed in more detail later in this report.

STRATEGY REVIEW



It has already been 9 years since IFFO RS launched with the original objective to become the leading marine ingredient standard that allows factories to demonstrate their commitment to responsible sourcing and production of marine ingredients. This objective has since been met.

At the end of 2016, the IFFO RS Governance Board recognised that this mission had been accomplished and discussion turned towards the need to undertake a strategic review in 2017 to determine the direction the standard should take, the goals that should be reached by 2025 and how exactly this would be done.

The strategy review was carried out by a third-party consultant throughout 2017 and the report was finalised in October 2017. The outcome of the review helped the IFFO RS Governance Board to make an educated and accurate decision on the direction to take towards the year 2025.

The IFFO RS Governance Board agreed that the efforts to become an ISEAL member should continue, as the benefits from its membership will enhance the credibility by allowing greater recognition by other schemes and international markets. In turn, this will boost the credibility of those certified or accepted under the standards programme.

It was also noted that IFFO RS should consider how to increase its presence in Asia, this will be enhanced by completing the development of a robust and credible multispecies criteria relevant to Mixed Trawl Fisheries. To deliver this, the proposed MTF component is being developed with the support of relevant fisheries data in South East Asia. A first draft has been peer reviewed by respected scientists in the field and the next step will be to send the experts recommendations to the Technical Advisory Committee for revision and discussion. A second draft will then be produced and it is hoped that the IFFO RS Governance Board will come to a decision on this matter at their meeting in October 2018.

In addition, the IFFO RS Improver Programme will boost the IFFO RS presence in other parts of the world, such as Africa and the Americas, by helping companies to adopt responsible practices to achieve IFFO RS Certification in an agreed period of time. With this in mind, the importance to further develop the Improver Programme was agreed to ensure it becomes a robust and recognised tool to drive improvement.

COLLABORATION

In the interest of progression and recognition of certification programmes in the seafood market, collaboration between different certification standards within the marine ingredient supply chain is essential. IFFO RS and other key standard holders in the seafood market such as MSC, ASC and BAP are working together to allow recognition of practices and to better communicate their different roles within the marine ingredient supply chain. This will benefit current and potential certificate holders by reducing unnecessary overlaps between standards, ensuring cost effective and time efficient certification services.

In addition, to help fisheries to demonstrate continual progress, IFFO RS is also working with recognised online Fishery Improvement Project (FIP) data and information repositories that offer transparency and visibility for fisheries that are making demonstrable progress. One platform we're working with is FisheryProgress, a recently developed resource that provides information on FIP progress. Collaboration between IFFO RS and FisheryProgress is useful because data around responsible environmental and social practices at the fishery level may facilitate the tracking of the fisheries' performance and, therefore, improvement against the relevant IFFO RS criteria.



ISEAL

IFFO RS formally applied for ISEAL membership and IFFO RS has received a review draft of our application and successfully undergone a public consultation period. Overall, feedback has been very positive with only some areas of improvement to comply with upon achieving ISEAL Associate Membership. IFFO RS hopes to hear news of Associate Membership in April 2018.

ISEAL is a membership organisation for environmental and social standard holders which has produced 3 different codes which its members must adhere to; Standard-setting Code, Assurance Code and Impacts code.

These ISEAL codes define open and transparent standard setting methodology, robust certification assurance and measurable short, medium and long term impacts in standards sustainability.

IFFO RS has been following the ISEAL codes for the development of Version 2 of the standard and has implemented the required procedures for a strong and credible assurance system as well as a robust monitoring and evaluation system to measure the improvements the certification programme is having with regards to the responsible sourcing and production of marine ingredients.



MONITORING, EVALUATION AND LEARNING SYSTEM

During the course of 2017, the IFFO RS Monitoring, Evaluation and Learning (MEL) system was significantly upgraded and developed using the ISEAL documentary guidance, specialist consultancy support and stakeholder consultation workshops.

Differing from ISEAL, rather than name this system Monitoring & Evaluation (M&E), IFFO RS uses the term Monitoring, Evaluation and Learning (MEL). This is due to the desire of IFFO RS, not only to monitor and evaluate the inputs, outputs, outcomes and impacts it has on the global sourcing and production of marine ingredients, but also hopes to learn from those findings in order to ensure continual development and that the desired improvements and impacts are achieved.

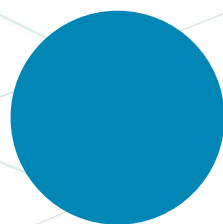
The IFFO RS MEL system is based on a Theory of Change developed from the overarching objective or Statement of Change 'Improved

global responsibility of the sourcing and production of marine ingredients' and takes into consideration the assumptions associated and possible negative and unintended outcomes.

The MEL system includes a detailed and concise MEL Plan that clearly sets out the indicators, baselines, targets, responsibilities and schedules, as well as the production of annual reports and subsequent stakeholder reviews.

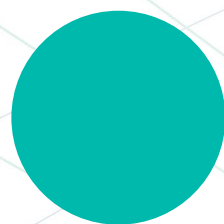
In 2018, IFFO RS will be releasing the Monitoring, Evaluation and Learning (MEL) baseline report, which aims to introduce the IFFO RS MEL system and explains how it will assist IFFO RS to realise its statement of change. This report includes an outline of the MEL system, the indicators that will be used to measure aspects of the company, initial baseline data and future targets in order for subsequent reports to effectively examine changes over time.

2017



100%

IFFO RS:
100% re-certified¹



100%

IFFO RS CoC:
100% re-certified¹



77%

Satisfaction
of current certified
users is 77%²



97%

97% of potential
applicants are aware
of the IFFO RS standard³

¹ IFFO RS & IFFO RS CoC re-certification does not include those plants not recertifying due to no longer being in production/ operation

² of the 44 current certified users who responded to the survey

³ of the 29 potential applicants who responded to the survey



EVENTS

Standards Meeting for the Marine Ingredients Value Chain

During the 2017 IFFO Annual Conference in Washington D.C., IFFO RS held its first Seafood Side Conference with the main aim to demonstrate to our stakeholders the importance of collaboration between standards and the efforts IFFO RS is making to consolidate this collaboration. This meeting provided a platform for the Standards, with representatives from the ASC, MSC, BAP as well as IFFO RS presenting an overview of their Standards, how they complement each other and potential areas where collaboration is possible.

This will not only help interested parties to understand, in general terms, their entry point and journey through the certification standard sector, but also benefit current and potential certificate holders by reducing unnecessary overlaps between standards, ensuring cost effective and time efficient certification services.ure aspects of the company, initial baseline data and future targets in order for subsequent reports to effectively examine changes over time.

V2.0 Training

IFFO RS V2.0 Auditor Training

IFFO RS held training courses for auditors in Lima, Peru and Seattle, USA in February and June 2017 respectively. The training consisted of the revised clauses, including the new fishery assessment methodology, and the new environmental and social sections. In order to maximise the understanding of the objectives of the new version, as well as the consistency and effectiveness of the IFFO RS audits, the courses were given entirely in the local language of the country's office, the first language of the attendees. Auditors from different Certification Bodies such as SAI Global and SGS Peru representing Peru, Chile, Ecuador and USA attended the courses securing greater accessibility to the standard.

IFFO RS Training to Accreditation Bodies

IFFO RS provided a training course on the new IFFO RS V2.0 Standard and the Quality Management System of the IFFO RS Certification Programme to the Peruvian Accreditation Body called Instituto Nacional de la Calidad (INACAL). With this, INACAL will be able to assess the technical competence and integrity of the certification bodies that offer IFFO RS evaluation services. Accredited certification demonstrates compliance to a management system standard which enables certification bodies to provide rigorous auditing services. This will give certificate holders greater assurance that the competence and impartiality of the approved IFFO RS Certification Bodies has been assessed and confirmed by an independent Accreditation Body. INACAL is in the process of assessing SGS Peru as part of their approval process to become a fully approved IFFO RS Certification Body.

Outreach

IFFO RS Improver Programme Workshop (Ecuador) – March 2017

In March 2017, IFFO RS held a second workshop on the IFFO RS Improver programme in Guayaquil, Ecuador with the objective of creating more awareness of the IFFO RS standard as a whole. The workshop also provided some guidance on how companies can start to produce a credible Fishery Improvement Project (FIP), the initial part of the acceptance process into the IFFO RS Improver Programme, with the end goal of becoming IFFO RS certified in a defined period of time.

IFFO RS V2.0 Workshop (Chile) – March 2017

IFFO RS held a workshop in March 2017 regarding the developments of the new IFFO RS V2.0 standard in Concepcion, Chile. The main objective of this workshop was to communicate to all stakeholders and interested parties about the progress of the implementation of the new version of the standard. The workshop encouraged in depth discussions with

participants giving their views and recommendations about the relevancy and practicalities of the new areas of the IFFO RS V2.0.

IFFO RS Fishery Improvement Awareness Workshop (Thailand) – April 2017

IFFO RS has been collaborating with NOAA in creating awareness surrounding the importance of improving the management of trawl fisheries used for the production of marine ingredients. Workshops were held in Thailand and Vietnam in 2016 and a further workshop took place at the end of April 2017.

The purpose of the 2017 workshop was to introduce and summarise international approaches and norms for multispecies and ecosystem management, and examine the reliability of a common approach to estimate Multispecies Maximum Sustainable Yield (MMSY) i.e. fitting aggregate species production models. The workshop also provided the opportunity to incorporate these approaches within the fishery management planning processes in Thailand, Vietnam and Myanmar with the objective to apply for IFFO RS IP recognition in the future.

IFFO RS participation in the SeaWeb Seafood Summit Seattle, USA – June 2017

At the Sea Food Summit in Seattle, Andrew Jackson participated in a panel led by Dan Lee of Global Aquaculture Alliance on 'The Effect of Aquaculture on World Fish Supplies - 20 years on'. An important review article in Nature, based on data up to 1997 and titled 'The effect of aquaculture on world fish supplies', noted that the aquaculture industry was expanding but asked what its net impact on world fish supplies was? Environmental concerns were highlighted (habitat damage, pollution, escapes) and the net contribution of carnivorous farmed species was questioned because of dependence on meal and oil from wild fisheries.

Andrew first gave a presentation titled 'Marine Ingredients in Aquaculture – the last 10 years'. This demonstrated that aquaculture had grown strongly in recent years but that the amount of marine ingredients used in aquaculture feed has remained at much the same level. This has been achieved by reducing the inclusion level and by marine ingredients becoming more expensive and were increasingly being used as strategic ingredients.

He then went on to show how the amount of whole fish being used to produce marine ingredients has been decreasing. The critical issue was, however, the quality of the management of the supplying fishery. In recent years this had been improved by the increasing uptake of IFFO RS. There then followed a wide-ranging discussion on the issues raised. Andrew also participated in a second panel titled 'Using Markets to broker fisheries reform in Asia', hosted by Duncan Leadbitter. This session was designed to explore the needs of fisheries in South East Asia and the role of marketplaces (both inside and outside the region) as a catalyst for change. It tried to identify what aspects of the sustainable seafood model can be brought across and what aspects require change to ensure engagement by the fisheries sectors in South East Asia.

The session promoted an inclusive approach that took into account the nature of fisheries in the region and the need to both take the long view and be adaptable when it comes to driving change. Andrew outlined how the IFFO RS standard was developed and how it

operates. He then went on to tell the audience how applicants can join the IFFO RS Improver Programme. This was followed by a discussion on the specific needs of complex, multispecies fisheries in Asia and how these must be addressed if sustainability in the tropics is to become a reality.

IFFO RS Updates, IFFO Conferences May and October 2017

Every year, IFFO RS provides a succinct update to all its main stakeholders during the IFFO meetings and conferences. In 2017, the IFFO meeting took place in Barcelona, Spain and the IFFO conference was held in Washington DC., USA. The update included latest certification and production of compliant material figures, latest standard developments and the certification programme representation in the value chain. In addition to the updates, various meetings were held with stakeholders and other interested parties regarding the IFFO RS Certification programme.



GOVERNANCE

Composition

The IFFO RS Multi-Stakeholder Governance Board has representatives from marine ingredients producers, traders, fish feed producers, fish farmers, fish processors, retailers, marine conservation NGOs and related standards.

The principal role of the Governance Board is to provide oversight of the process by which revision/updates of the IFFO RS standard are conducted, and to keep the IFFO RS standard relevant and in line with internationally recognised Best Practice in fisheries and

processing management. Other responsibilities include but are not limited to; Overseeing the Development, Revision and Interpretation of all Scheme Requirements for Certification Bodies (CBs), the Development, Revision and Interpretation of all rules covering claims and logo use by CBs and certificate holders, including applicants, development, revision and interpretation of all procedures to be followed in the management and operation of all the scheme's standards.

Leaving the IFFO RS Governance Board in 2017:

- Piers Heart - NGO
- Nils Christian Jensen – Marine Ingredient Producer
- Petter Arnesen - Aquaculture

Joining the IFFO RS Governance Board in October 2017:

- Eduardo Goycoolea – Marine Ingredient Producer
- Michiel Fransen – Standard Holder
- Estelle Brennan – Fish Processor
- Ernesto Godelman - NGO
- Neil Auchterlonie - IFFO
- Clarus Chu – NGO

Re-elected May 2017:

- Humberto Speziani – Marine ingredient producer
- Ally Dingwall – Retailer
- Andrew Jackson – IFFO RS Chair
- Blake Lee-Harwood – NGO
- Daniel Lee – Standard holder
- David Parker – Fish Processor
- Duncan Leadbitter – Independent Fishery Expert
- Frank Trearty – Marine ingredient producer
- Michael Lutz - Trader
- Neils Alsted – Feed Producer

To find out more about the IFFO RS Governance Board members please visit the [IFFO RS website](#)

THE TEAM

In 2017 it was announced that the IFFO RS Executive Chair of the IFFO RS Governance Board Andrew Jackson would be retiring in 2018 and that Libby Woodhatch, formally the Head of Advocacy at the UK industry authority Seafish, would take his place.

Andrew Jackson led the founding of the IFFO RS standard whilst in his post as technical director at IFFO, The Marine Ingredients organisation. His vital work has pioneered and accelerated the role of regulations in the sector, something which was echoed in 2015 when Andrew was awarded the SeaWeb 'Seafood Champion' for his work on the standard and for encouraging responsible production of fishmeal and fish oil.

Andrew has been an extremely valued and respected member of IFFO RS since taking up the role as Executive Chair upon the launch of the IFFO RS standard in 2009 and leaves behind admirable work that will continue to improve industry practice and in turn the attitudes of those in the industry, academia and marine conservation communities. IFFO RS extends great gratitude for all of his dedication and hard work over the years and welcomes Libby to lead the standard and support the continual success of IFFO RS.



I am delighted that Libby has agreed to take on this role for IFFO RS. Following on from last year's Strategic Review, we have arrived at an exciting and interesting time for IFFO RS. Libby has just the right qualities to lead the standard to even greater success over the coming years and provide an accessible, but credible, standard for marine ingredient producers to aspire to and achieve, in all regions of the world.



Andrew Jackson



I am thrilled to be offered this role, Andy is leaving behind a great legacy and I look forward to working with the Governing Body and team at IFFO RS to establish the standard further

Libby Woodhatch

In 2017, IFFO RS also welcomed a new member of the team, Nicola Clark, as the Monitoring, Evaluation and Learning Coordinator. Nicola joined IFFO RS having recently completed a 2 year postdoctoral position at the University of Nagoya in Japan, funded through a Japan Society for the Promotion of Science (JSPS) Fellowship.

Nicola has been excited to learn more about IFFO RS and the wider industry and is looking forward to the challenge of further developing the Monitoring, Evaluation and Learning (MEL) system while working with a diverse range of people to ensure it is reliable and robust.



I have found working with IFFO RS very fulfilling and have learned a lot since joining the team last year. I look forward to continuing to help with the future developments of the MEL system and the Improver Programme







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for a sustainable future*

IFFO RS Limited

Unit C, Printworks
22 Amelia Street
London
SE17 3BZ
United Kingdom

t. +44 2030 539 195
f. +44 2030 539 196
e. standards@iffors.com
w. www.iffors.com

