Cargill Aqua Nutrition is a world leader in aquaculture feed and nutrition. To deliver on our promise of healthy seafood for future generations, we commit to support the sustainable growth of the global aquaculture industry by enabling better seafood and helping farmers succeed.
PRESIDENT’S LETTER

Healthy Seafood for Future Generations

We work hard to be close to our suppliers and customers; providing transparency on how we produce feeds that meet the needs of fish, farmers and consumers; helping sustain the communities and planet we call home.

This report marks our tenth year reporting on Cargill’s salmon feed production. We saw significant changes to global aquaculture during this last decade, but the common thread has been the increasing focus on sustainable seafood. At Cargill, we never stop pursuing the tools that help produce the most sustainable seafood possible. We’re proud of this work, but we also know sustainability works best through collaboration. Through partnerships like Seafood Business for Ocean Stewardship (SeaBOS) and Global Salmon Initiative (GSI), we work with customers, suppliers, industry partners, and even our competitors, to keep advancing sustainability in our industry.

Sustainable feeds start with sourcing responsible raw materials. Through continued work with suppliers we now source more sustainable marine materials than ever before. We are making tremendous progress toward our 2025 target of 100% Marine Stewardship Council (MSC)-certified marine ingredients, with 2017–18 showing 43% MSC certified marine ingredients globally and 65% MSC-certified marine ingredients in Norway and Scotland. We are applying similar work on terrestrial ingredients and partnering with suppliers on scaling up production of new raw materials coming into our supply chain.

Sustainability is also about helping our customers be as productive as possible. We start with young fish nutrition, building stronger fish through feed that provides highly available nutrients, minimises waste to the environment and maximises performance. Our sustainable feeds also deliver healthy, thriving growth across the range of farming environments. And our digital tools, especially myEWOS, enable us to be closer than ever to customers’ needs to continue to improve performance.

The greatest challenge to aquaculture’s global growth is fish health and welfare. Our health feeds help customers meet this challenge. The latest addition, EWOS® Dermic, has already made a big impact, enabling fish to recover quickly and get back to healthy growth.

Our success is built on our business culture. Safety is always our focus and we strive to improve our inclusion and diversity across our team. We are proud to have more women in leadership than ever. We believe that welcoming diversity of thoughts will help us solve complex problems more efficiently. We are never satisfied – we never stop looking for solutions to the industry’s biggest challenges.

I look forward to what the next 10 years will bring, because together we will drive the changes to deliver sustainable growth of global aquaculture long into the future.

Adriano Marcon
President
Cargill Aqua Nutrition
Healthy Seafood for Future Generations

In order to feed a world population of 10 billion by 2050, we need to intensify food production while maintaining ecosystems and keeping within planetary boundaries. Here’s how we contribute through our salmon feed operations.

**Feeds for needs** to support fish health and welfare, and help farmers achieve success, sustainably.

**Nutritious seafood** rich in valuable protein, essential fatty acids, minerals and vitamins.

- **32.3%** of our marine ingredients were sourced from trimmings and fishery waste.
- **100%** of soy used in Norway and Scotland was certified ProTerra.
- **5.6%** Compared to 2017, GHG emissions were reduced by 5.6% per tonne feed made and freshwater used to make the feed was reduced by 14.8%.
- **100%** Grytviken feed was produced using sustainable feed ingredients.
- **1M** We delivered around one million tonnes of salmonid feed to customers worldwide.
- **>$10M** More than $10 million spent on internal R&D each year.
- **18.3%** Feeds to promote health for specific or generic challenges, without medicines, accounted for 18.3% of feed sales.
- **>10M** We spent more than $10 million on internal R&D each year.
- **Using eight billion tons** of fish feed each year.
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Helping Farmers Succeed
... with nutritional excellence that helps you address environmental & welfare challenges and grow your business

Core Nutrition Solutions
Animal Welfare & Wellness Solutions
Solutions that Help Manage Emissions
Sustainable Raw Materials
Reduced Environmental Footprint
Human Health Stewardship

Enabling Better Seafood
... by creating added value for your product with food service, retailers, and food manufacturers.

How we support the UN Sustainable Development Goals (SDGs)
As a major feed producer and contributor to food production – with operations worldwide – we want to inspire change and impact positively on the SDGs.

- We help to produce more nutritious food around the world.
- We help produce healthy seafood, rich in protein, essential omega-3 fatty acids, minerals and vitamins.
- We empower and protect our employees and support local communities wherever we operate.
- We foster innovation and bring knowledge to bear in seafood production worldwide.
- We strive for the best possible use of resources to support sustainable and even healthier seafood.
- We explore ways to reduce the carbon footprint of our operations, our feed and the seafood we help produce.
- We source our marine ingredients from sustainable fisheries and increase resource efficiencies of farmed fish.
- We partner with a range of stakeholders to drive best practices in aquaculture.

Aquaculture producers worldwide hold one of the keys to meeting the increasing global demand for healthy seafood for a growing population. Our sustainability strategy is geared towards helping farmers to produce more while using less and to stay competitive in a fast-changing marketplace.
Meeting global market needs locally

Cargill Aqua Nutrition is a world leader in aquaculture feed and nutrition. To deliver on our promise of healthy seafood for future generations, we commit to support the sustainable growth of the global aquaculture industry.

Cargill Aqua Nutrition operates within Cargill, a privately owned company which provides food, agriculture, financial and industrial products and services to the world. Together with farmers, customers, governments and communities, we help people thrive by applying our insights and 150 years of experience. Cargill has 150,000 employees in 70 countries who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where we live and work.

Starting with young animal nutrition to give a good start to life, we support thriving growth through health technologies and the use of big data to drive more efficient use of our feeds. By being close to the farmers in every locality we serve, we deliver the nutrition they need for their success.

Salmon
Our feeds help salmon farmers succeed on farm and support differentiation of their product to create value.

Shrimp
Our shrimp feeds help to improve healthiness and yield the highest weight gain in the shortest time.

Tilapia
We offer tilapia farmers feed solutions and technical support, helping our customers to thrive.

Marine Fish
Our feeds are tailored for the nutritional needs of a wide range of marine fish around the world.

EWOS®
EWOS® is a long-time leader in the aquaculture industry, with a well-earned reputation as a trusted feed supplier in all major salmon farming regions as well as in Vietnam offering feed for tropical fish species.

Purina®
The Purina® brand calls on more than 100 years of experience to provide a full program of easily digestible, high energy nutrition for shrimp and fish.

AQUAXCEL™
AQUAXCEL™ feeds combine superior nutrition and modern extrusion technology to match the needs of individual species, giving the young animals a great start to life; supporting farmer success.
We have a global reach, with a total of 40 facilities in 20 countries – and 20 of our facilities are dedicated to aqua feed production. We operate regional businesses in Chile, North Sea, North America, northern Latin America and Asia.

WHERE WE PLACE THE BAR

We support best practices in aquaculture through certification to three main seafood producers’ programs, according to local market needs.

GLOBALG.A.P. (Good Agricultural Practice)
We apply the GLOBALG.A.P. Compound Feed Manufacturing Standard (CFM) to meet needs of GLOBALG.A.P.-certified producers.

Best Aquaculture Practices (BAP)
We supply BAP-certified feed and participate in the feed standard development process.

Aquaculture Stewardship Council (ASC)
We supply feed to ASC-certified producers on request and participate in the development of the ASC feed standards.
“Protecting marine resources matters because healthy oceans support a diverse array of life, including our own. Cargill has a unique opportunity to incentivize sustainable ocean management with their 2025 commitment both to source more sustainable ingredients and to support the transition of source fisheries around the world.”

Carter Roberts
President and CEO, WWF-US
Aquaculture is a highly efficient way of producing nutritious food. Naturally high conversion rates of feed to seafood have been improved over the last two decades. Nevertheless, industry has an opportunity to meet consumer demands for more information about the food that they eat. As a major feed producer, we are mindful that our decisions affect the sustainability of the value chain and take steps to reduce the footprint even further.

This all starts with the feed raw materials and their origins. We work continuously with our suppliers to develop more sustainable sources of marine and plant-based raw materials, and we engage in projects and research to add novel ingredients into the mix. In 2018, we continued collaborations with our suppliers to achieve IFFO RS certifications for factories and MSC certifications for fishery sustainability. We also engaged in fishery improvement projects in Peru and worked with WWF on a major project to assess our sourcing of marine ingredients and identify areas for improvement (see sidebar).

The project with WWF also includes a transparency dimension, as we investigate ways to capture and track data to better assess the sustainability status of the marine raw materials we use. We are committed to transparency in our value chain and engaged with our suppliers and customers throughout 2018 to explore opportunities for real-time transparency through Blockchain and similar technologies. Through this work and our support for industry-wide voluntary standards emerging from the Global Dialogue on Seafood Traceability (GDST) we will better empower progress towards full traceability and transparency of aquaculture nutrition products.1 We aim to ensure our aquaculture products provide the sustainability insights necessary to earn the trust of consumers globally.

Enabling healthy seafood

Our aim to is support the aquaculture industry in the transformation towards more sustainable seafood production. We do so by providing innovative solutions that meet changing consumer values and help to protect the planet.

2018 SALMON PERFORMANCE

27.6% MARINE INGREDIENTS
In 2018, 27.6% of the ingredients in the salmon feeds we sold were from marine ingredients, down from 30.7% in 2017.

89.6% IFFO RS CERTIFIED
In 2018, 89.6% of the total marine ingredients we sourced came from IFFO RS certified factories. Our goal was 100%, but in 2018 we also used some materials from improvers’ programs to IFFO RS.

32.3% TRIMMINGS
Trimmings and fishery waste provided 32.3% of the marine meal and oil we used across our salmon feeds in 2018, similar to 2017.

Working with the WWF

CHALLENGE
To some, using fishmeal and oil sourced from wild fish to feed seafood is a paradox. However, by ensuring the stocks of the wild species we use in feed are carefully managed, we can help to preserve these excellent sources of protein, fatty acids and other nutrients.

SOLUTION
In June 2018, we started a global initiative with WWF to learn more about the sustainability of the wild fish stocks we source from and how they are managed. The initiative includes a review of our global 2017 sourcing of fishmeal and oil against our public commitment to sourcing more sustainable marine ingredients.

RESULTS
The initiative showed that in Scotland and Norway combined, we are already sourcing 65% of our total marine ingredients from MSC-certified fisheries, according to figures from 2017 and 2018. Globally, we are at 43%. Our 2025 goal is that all marine ingredients should come from MSC-certified fisheries, and we hope to continue our collaboration with WWF in pursuit of this goal.

Certified soy

Many consumers express concerns regarding the land use and forest protection practices in the soy industry. In 2018, our operations in Norway and Scotland were fully supplied with soy ingredients from ProTerra-certified suppliers: soy grown on farms in Brazil which underwent land conversion before 2004. We are committed to sourcing all soy products from responsible supply chains audited to ProTerra or other schemes benchmarked to the FEFACT soy sourcing guidelines.
To learn more about Cargill’s commitment to ending deforestation, see cargill.com/sustainability/deforestation

Policy for plastic

Ocean microplastics are rightly a growing concern. We are developing policies on marine plastic with our suppliers. The forage fisheries we source from are mainly based on purse seining or trawling, which respectively involve low and low to medium risk of ghost gear. Ghost gear can be a major source of marine plastics, so we are engaging our supply chain to improve their practices, despite the low risk, helping to keep the oceans clean. We are also looking at solutions for packaging our feeds, which remains our major use of plastic internally.

Fjord friendly distribution

CHALLENGE
In Norway, different vessels carrying feed from competing feed companies are sailing alongside each other, often underutilizing cargo capacity and sacrificing efficiency and emitting more GHG gases.

SOLUTION
Competitors Cargill and Skretting have joined forces to ship feed from both companies by the same vessels in Norway. The collaboration is named Fjordfrende – meaning ‘fjord friend’ in Norwegian – and will create a more efficient distribution system by avoiding parallel sailing and increasing the utilization rate of cargo capacity.

RESULTS
The Fjordfrende project will reduce emissions of greenhouse gases per tonne of fish feed transported by 20 percent, equivalent to removing 7,500 cars from the road each year. Over time, the project will increase service levels for salmon farmers and form a better basis for innovation and development.

31.8% BY-PRODUCTS IN SALMON FEED

Production of food creates many by-products which are full of nutrients, but may get lost from the food chain. Recapturing these is a core part of SDG12.3. In 2018, 31.8% of the materials used in our salmon feeds globally were from by-products such as these. Focus has been on trimmings from fish for direct human consumption and plant by-products. In Chile and Canada the well controlled use of animal by-products utilises more by-products than poor consumer perception enables in Europe.

RECAPTURING NUTRIENTS
We want to raise the bar for performance and forge new paths to sustainability by collaborating with others across and outside the aquaculture industry.

Everyone in aquaculture wants to nourish the world in a sustainable way, but no one can do it on their own. The industry faces a number of challenges that only collaborative efforts can solve. To this end, we work with a diverse range of stakeholders and engage in several initiatives to sustainably transform the industry and food systems.

Within the industry we have worked with our customers to promote sustainable feeds, particularly through the Global Salmon Initiative as well as through direct discussions and sharing data with customers. We have also worked precompetitively with our competitors to develop sustainable feed standards through ASC and BAP, as well as on projects such as the feed logistics solution in Norway and the Fishery Improvement Program (FIP) in Peru. Examples of broader stakeholder engagements are shown to the right.

In order to collaborate effectively, we need to work with a range of stakeholders to drive best practices in aquaculture.

**Partnerships and certifications**

**Feed trade associations**

By working with associations, such as FEFAC and IFIF, we are able to hear about concerns and potential solutions sooner, so we can apply that knowledge internally. 

[ffac.eu](https://ffac.eu)  
[ifif.org](http://ifif.org)

**IFFO – The Marine Ingredients Organisation**

We are a member of IFFO, which encourages members to engage in more sustainable fisheries and has developed a set of standards to demonstrate this. 

[iffo.net](http://iffo.net)

**Sustainable Fisheries Partnership (SFP)**

We continue our collaboration with SFP to monitor the overall progress of fisheries for fishmeal and oil. Our participation in their Ocean Disclosure Program provides further transparency of our performance. 

[sustainablefish.org](http://sustainablefish.org)  
[oceandisclosureproject.org](http://oceandisclosureproject.org)

**NGOs**

Cargill has a top to top level relationship with leading NGOs, such as the World Wildlife Fund and The Nature Conservancy. Through such relations, we achieve greater transparency and better prioritization of change in our value chains. 

[wwf.panda.org](http://wwf.panda.org)  
[nature.org](http://nature.org)

**Seafood Task Force**

We joined the Seafood Task Force in 2017. Working in Thailand, this initiative set up to focus on labor issues. 

[seafoodtaskforce.global](http://seafoodtaskforce.global)

**Food Reform for Sustainability and Health (FReSH)**

Cargill has participated actively, showing our developments and bringing information back to our own operations. 

[wbcsd.org/Projects/FReSH](http://wbcsd.org/Projects/FReSH)

**HATCH**

Cargill and HATCH have a common interest in supporting early-stage aquaculture nutrition start-ups that focus on innovative, scalable and sustainable products. 

[hatch.blue](http://hatch.blue)

**Seafood Business for Ocean Stewardship (SeaBOS)**

We engage in the SeaBOS initiative, which connects science to business, in a collaborative and CEO-led effort to enable a transition towards improved management of marine living resources and ecosystems. 

[keystonedialogues.earth](http://keystonedialogues.earth)

We partner with a range of stakeholders to drive best practices in aquaculture.
The Kampachi Company is an offshore producer of the marine fish Seriola rivoliana, also known as Kampachi or Almaco jack. Based in La Paz in Baja California Sur, Mexico the Kampachi Company aims to become the world’s most consistent, highest-quality producer of this fish.

www.kingkampachi.mx

“The importance of feed to our success is abundantly manifest in our brand attributes: sustainability, healthfulness and taste. We are pleased to collaborate with Cargill to demonstrate the benefits of offshore aquaculture.”

Neil Sims
Co-founder and CSO of the Kampachi Company and a Cargill customer
Helping farmers succeed

We work alongside farmers, bringing nutritional excellence to power their performance and help them succeed. Balanced nutrition and resource efficiency, fish health and welfare, and food safety are always priorities.

Cargill focuses on helping farmers succeed, and this starts with nutrition. Optimal nutrition is key for fish welfare and helps the fish deliver thriving growth and fight off diseases. Thanks to our nutritional expertise and innovative technologies, we can tailor formulations to individual species and local conditions and adapt to using local raw materials where possible. Our nutrition team works closely with local teams to support farmers and bring forward knowledge and best practices.

Cargill is constantly researching the balance of nutrients needed at different life stages for mainstream and developing species. These activities are centered around our Cargill Innovation Centers, and new solutions are tested in local Technical Application Centers to ensure that they perform in the field. Our focus on nutritional requirements is closely tied to our constant pursuit of sustainable raw materials. We have successfully reduced our dependence on marine raw materials – fishmeal and oil – in recent years but are mindful to ensure that key nutrients found in marine raw materials are delivered through other sources.

In addition to core nutrition, every pellet a fish eats is a chance for the farmer to administer additives that can help the fish cope with stress or disease – without resorting to medication. Our wide range of health feeds reflects our commitment to working alongside customers to understand the issues they face and help to solve them. One such solution is EWOS Dermic (see right), which we launched in 2018. Our health feeds, as part of integrated health management programs, have already played a major part in almost eliminating the use of antibiotics in salmon farming in Norway and Scotland.

2018 PERFORMANCE

1.33
FEED CONVERSION RATIO

The average economic feed conversion ratio (eFCR) for salmon was 1.33, up from 1.23 in 2017, based on results from selected customers over the year.

1.1%
ANTI-PARASITIC FEEDS

Sales of anti-parasitic feeds decreased from 1.7% in 2017 to 1.1% in 2018. This was mainly driven by the switch to physical treatments for sea lice.

97.8%
FEED ANTIBIOTIC FREE

Just 2.2% of total salmon feeds sold in 2018 contained antibiotics, down from 6.4% in 2017. All such feeds were made only on receipt of veterinary prescriptions. Norway was free from antibiotics again and Scotland almost free, reflecting the success of integrated health management, including health feeds. Chile, which faces more bacterial diseases for salmon, showed a drop of antibiotic sales of almost one third, reflecting better fish health for our customers.

EWOS® Dermic – first aid for fish welfare

CHALLENGE

Good husbandry procedures require regular handling of the fish. However, such handling can cause skin abrasions and expose fish to disease and cause loss of quality. This is a growing concern among salmon farmers due to the increased use of mechanical treatments for sea lice.

SOLUTION

Cargill’s research team drew on 15 years of trial results to develop a new dietary package that supports skin health and integrity through nutrition. The new solution is called EWOS® Dermic and enables the fish to recover quickly from skin damage.

RESULTS

Since its launch in 2018, EWOS® Dermic has already been put to use by most of our customers in Norway and Scotland. Customers are seeing rapid repair of skin damage and fewer downgraded fish at harvest. Trials indicate that the fish recover their appetites faster after handling, returning to their healthy growth patterns.
myEWOS connects farmers and big data

Accurate and available data means everything, both to our customers and to us. That’s why we have developed the myEWOS platform. MyEWOS is a flexible digital platform which enables us to build and deploy data or digital services for our customers, whatever the nature of the solution. Examples of this would be new ways to assist customers in planning of their production strategy and monitor as well as compare farm performance, or fish quality.

Customer data is stored in our SeaCloud database, which allows accurate analyses and feed recommendations based on big data from the production over 1.5 bn salmon. The myEWOS platform and SeaCloud are also key in developing new green solutions such as the ongoing work to deliver feed with a lower carbon footprint due to sensor & machine based optimizations of the supply chain.

Extruded shrimp feed – a gamechanger

CHALLENGE
Shrimp farms are transitioning to more sustainable practices. As automatic feeders and higher stocking densities are becoming widespread, new feed solutions must follow to help farmers grow more shrimp, more efficiently.

SOLUTION
Cargill’s innovation team is developing feed that meets the needs of new practices, based on our expertise in extruded feed. While most of the shrimp industry today uses pelleted feed, extruded feed provides better quality and nutrient availability to unlock productivity improvements.

RESULTS
Extruded feed works well with automatic feeders and better provides the nutrients shrimp need when growing in more intense stocking – resulting in higher growth and productivity. Furthermore, the use of extruded feed results in less feed waste in ponds, meaning less water pollution, higher feed efficiency and growth. In 2018, after our $70 million investment, Cargill opened the world’s most modern shrimp feed plant in Ecuador, which produces AQUAXCEL™ extruded shrimp feed.

Healthy gut, healthy fish

By acquiring Diamond V and entering a partnership with Delacon, Cargill has significantly strengthened its capabilities in micro nutrition. One key research area is enzymes in the gut of the fish, which supports more efficient digestion of raw materials and release of key nutrients for growth. Enzymes are particularly efficient in warm water species and will help to improve the feed conversion ratio of these fish globally. A healthy gut will also help keep the fish healthier in general and reduce losses of nitrogen (N) and phosphorus (P) to water.

Better nutrient management

Nitrogen (N) and phosphorus (P) are essential nutrients in food production. However, these nutrients must be carefully managed to deliver sustainable farming, as N and P losses to water can add to eutrophication, affect the environment in and around aquaculture installations or causes issues in increasingly popular recirculating aquaculture systems (RAS). This has spurred Cargill to find solutions to better manage N and P in aquaculture, focusing on the nutritional needs of different species and helping farmers to meet legislation on N and P discharges. Our aim is to help farmers make the best possible use of the total N and P in their feeds while minimizing impacts on local river and marine environments.
Being a Good Neighbour

Having the support of local communities for our activities and aquaculture in general is an essential part of maintaining a sustainable industry. Our operations can have an impact on our neighbours, but we work to minimise that and resolve complaints. Beyond that, we work in several countries with local schools, to build new facilities or repair existing ones. As an example, in 2018 we worked with 5 schools in Honduras with FUNDESUR, a foundation for the development of southern Honduras based on shrimp industry revenues. Chile has also launched their first Community Enrichment Report, focusing on education, economic development, and environment and the community.

Creating a Great Place to Work

Cargill Aqua Nutrition must be a great place to work for our employees. Together with our competitors in the feed industry, it has proven difficult to achieve a good gender balance, especially in production. But in the management and administration teams for our salmon feed facilities, we now have 31% female members – compared to 16% for all positions.

Provision of training and time to carry it out is essential and we have a wide range of solutions, from external to internal, with peers and on the job training. This helps us all to improve, allowing us to succeed in our own roles, to build success for the company.

Improving Factory Performance

Our factory environmental footprint is relatively small compared to that of our raw materials, but it is completely within our control. We have a continuous focus to reduce energy and water use as well as waste output. In 2018, we actually saw a slight increase in total energy, but due to changes in the energy types used, we demonstrated a reduction of greenhouse gases emitted per tonne of feed made of 5.6% (a total reduction of 0.34%) compared to 2017.

At the same time we reduced our total factory freshwater consumption by nearly 11% compared to 2017, or 14.8% less water per tonne of feed produced.

Our internal footprint is relatively small, but we work hard to reduce it.

Going Home Safely Every Day

Safety remains Cargill’s priority. Every Day we work to ensure that everyone goes home safely. Actions to reduce incidents in 2019 enabled us to show injury rates of 0.33 RIFR and 0.19 SIFR across the whole of CQN–1.00 and 0.17 respectively for our salmon facilities. Our Guayaquil plant in Ecuador was completed with no serious injuries, following close collaboration between Cargill and our suppliers to implement our safety focus throughout construction.

We can always do more to improve safety in the production and office environments and especially during travel, as road safety poses an increasing threat. Regular meetings and training is held for all employees, with a focus on identifying and reducing hazards.
Our reporting

COUNTRY FACT SHEET
Read more about our market presence.
www.cargill.com/
animal-nutrition/aquaculture

PERFORMANCE DATA REPORT
Read our report prepared in accordance with the GRI Standards; Core option.
www.cargill.com/
animal-nutrition/aquaculture

Abbreviations
ASC Aquaculture Stewardship Council
BAP Best Aquaculture Practices
eFCR economic Feed Conversion Ratio
GHG Greenhouse Gas
GSI Global Salmon Initiative
IFFO RS The Marine Ingredients Organization Global Standard for Responsible Supply
MSC Marine Stewardship Council
RIFR Reportable Injury Frequency Rate
SDG Sustainable Development Goal
SIFR Severe Injury Frequency Rate

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