

# Cooke



## Cooke welcomes Seajoy Seafood

Full story on page 10







# Cooke

COOKE FAMILY OF COMPANIES NEWSLETTER WINTER 2019



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#### On the Cover

Seajoy Seafood Corporation is one of the largest vertically integrated, premium shrimp farms in Latin America, and the newest member of the Cooke Inc. family of companies. Read more about Seajoy on page 10.



## Message From Glenn

### A focus on sustainable growth

This has been another very exciting year for the Cooke family of companies and for our people. Serving our customers while focusing on environmental stewardship remains at the forefront of our sustainable growth strategy.

In 2017 we welcomed Omega Protein to our family and now we are thrilled to have Seajoy join us. Seajoy’s entrepreneurial drive, industry knowledge and care for their communities has made them successful and are the reasons why we feel this is an incredible cultural fit for us. Seajoy also carries a brand synonymous with product excellence and environmental leadership. The acquisition of Seajoy is an important element in our focus on product diversification to meet our customers’ needs with the addition of value-added and organic Pacific white shrimp.

We are striving to build new markets while strengthening existing ones. Cooke now sells 17 core species, and ships fresh, sustainable True North Seafood branded products to over 67 countries. Our company’s biggest markets are the United States, France, United Kingdom, Israel, Japan, Taiwan, China and Brazil. Market and product diversification are critical to our sustainable growth – and we will continue to explore new markets for our farmed and

wild seafood such as India and other parts of Southeast Asia.

With growth comes new challenges and opportunities. It’s very satisfying to see how our people have stepped up to take on new or expanded roles. Recruitment in some areas such as truck drivers and processors remain difficult and we are ramping up our communications efforts to help fill positions. I encourage you, as a member of Team Cooke, to share our vacant positions with your friends and families – it means a lot when an employee refers someone.

Regardless of what country we operate in or sell to, we understand that our relationship with the environment is vital to our business and to producing top quality seafood. We view this as a significant component of our corporate social responsibility. There is always room for improvement – and we continue to try new techniques, implement new practices and test new equipment. We know the company depends on a healthy marine environment for growing and harvesting seafood.

For example, this year we are committed to further reducing and recycling more of our styrofoam and plastic waste from our operations and proactively tidying up ocean or shoreline debris. We are also investing in

new technologies to recirculate and filter water within our hatcheries and processing facilities and building more vessels for green sea lice treatments.

Additionally, caring for the communities where we operate is a big priority. Providing good jobs and contributing to the success of local communities is of personal importance to me and my family, and we will continue to do everything we can to support our people at work and at home.

This past year we supported a wide array of local organizations, individuals and groups who are working hard to improve the lives of so many – young and old. As a big extended family of over 9,000 people, we are truly blessed to be able to help, and I am very proud of the contributions you help us make every day.

On behalf of my family and the Cooke global leadership team, I thank each of you across all the Cooke family of companies, and to our broader network of colleagues, suppliers and science partners, for your ongoing commitment and dedication. Our dream is not done yet and we have lots of room to grow sustainably.

Glenn Cooke, CEO





## The Big Idea

# Cleanerfish

**T**hey may have funny names, but the lumpfish and cunner may be the future of dealing with sea lice in salmon farms up and down North America's east coast. Lumpfish and cunners are two species Cooke Aquaculture and its scientific research partners have been studying as "cleanerfish" and their efforts are paying off.

Cooke is taking the lead in Canada on an innovative and planet friendly way to deal with sea lice, as the first salmon farming company to explore the idea of cleanerfish – symbiotic fish that live with the farmed salmon and eat the sea lice off the salmon.

The project initially started more than seven years ago. Work with cleanerfish in Norway had inspired Cooke Aquaculture's Vice President of Research Dr. Keng Pee Ang.

In Norway and the UK, farmers were seeing amazing success with cleanerfish eating the sea lice off salmon and the cleanerfish were getting along just fine in cages full of Atlantic salmon.

"I started on the cleanerfish program after attending a cleanerfish workshop in Norway in 2009," says Ang. "I heard about the Ballan wrasse and other wrasses being deployed in salmon cages to graze on sea lice off the farmed salmon. I thought this was a great

idea so when I got back to Canada, I started looking for these wrasse."

He had high hopes wrasse would be found here.

"Unfortunately, I found out very quickly that we don't have any Ballan or any of the wrasse that were found in Norway and UK waters," he says.

What he did find was that North America has its own wrasse called cunners. While earlier researchers had concluded cunners were not suitable cleanerfish in North American waters, Ang decided to go with his gut.

"I decided to ignore this finding and





proceeded to buy some cunners from a local fisherman so I could conduct my own trial," he says.

Meanwhile in Newfoundland, as an academic, Danny Boyce was inspired by the same work across the pond.

"I saw what was happening overseas in Norway and the UK, I said, 'Oh maybe this is something in Atlantic Canada that may be a valuable tool for the industry.'"

Sea lice are a naturally occurring part of the ecosystem of the Atlantic Ocean and have become a growing concern for Atlantic salmon farmers around the world. These naturally occurring parasites can have a serious impact on farmed salmon if they're not taken care of properly. Since late 1990s, farmers have been looking for new ways to help control the parasite and have been looking for tools that go beyond chemicals. Cleanerfish fit the bill.

"This is not new in nature, it's just new for eastern Canada," says Boyce. "It's an algae eater in a fish tank, it's a bird on a horse."

The overall plan to control sea lice is referred to as Integrated Pest Management. And cleanerfish have an important role to play. They are natural predators of sea lice and they can live and co-exist happily and healthily with salmon to reduce sea lice numbers.

Cooke Aquaculture partnered with Danny Boyce at the Ocean Science Centre (OSC) at Memorial University to see if cleanerfish could work in the salmon farms in the waters off Newfoundland. "Collaborating with the OSC was a natural progression to intensify our program to develop this valuable 'green' technology," says Ang. Newfoundland became an important part of the research on cleanerfish on the east coast of Canada, as multiple teams worked towards researching lumpfish effectiveness

and production. They looked at how to domesticate the fish, grow it effectively and care for its health.

Sheldon George is the regional manager for Cooke's saltwater operations in Newfoundland and played a liaison role between the research and development team at the OSC and Cooke's commercial salmon production sites. He provided the information the research team needed for the ocean sites and would report back to the OSC as to how the cleanerfish were doing on the farms.

The researchers at the OSC incubate the lumpfish eggs which take around 300 degree days to hatch. The larvae are then raised in tanks using a pelletized diet. At about six months post-hatch the lumpfish are large enough to move to the salmon farms. At that time, they weigh about 20 grams. Researchers have discovered the ratio that works best is using 10-20 percent

of the population of the salmon farm. So for example, a farm with 700,000 salmon would need 70,000 cleanerfish.

"What I find most interesting is how both species of fish coexist in the cages and how this cleanerfish program is having positive benefits on both the environment and salmonid production," says George.

Using cleanerfish is considered a novel and green approach to reducing sea lice on farmed salmon. The cleanerfish used in Canada, while not the same fish used in Norwegian waters, are proving to be just as effective.

"This differs from traditional management in that you are using natural animals, just bringing them together to coexist for a positive effect on the environment. It is a natural management tool that is sustainable," says George.

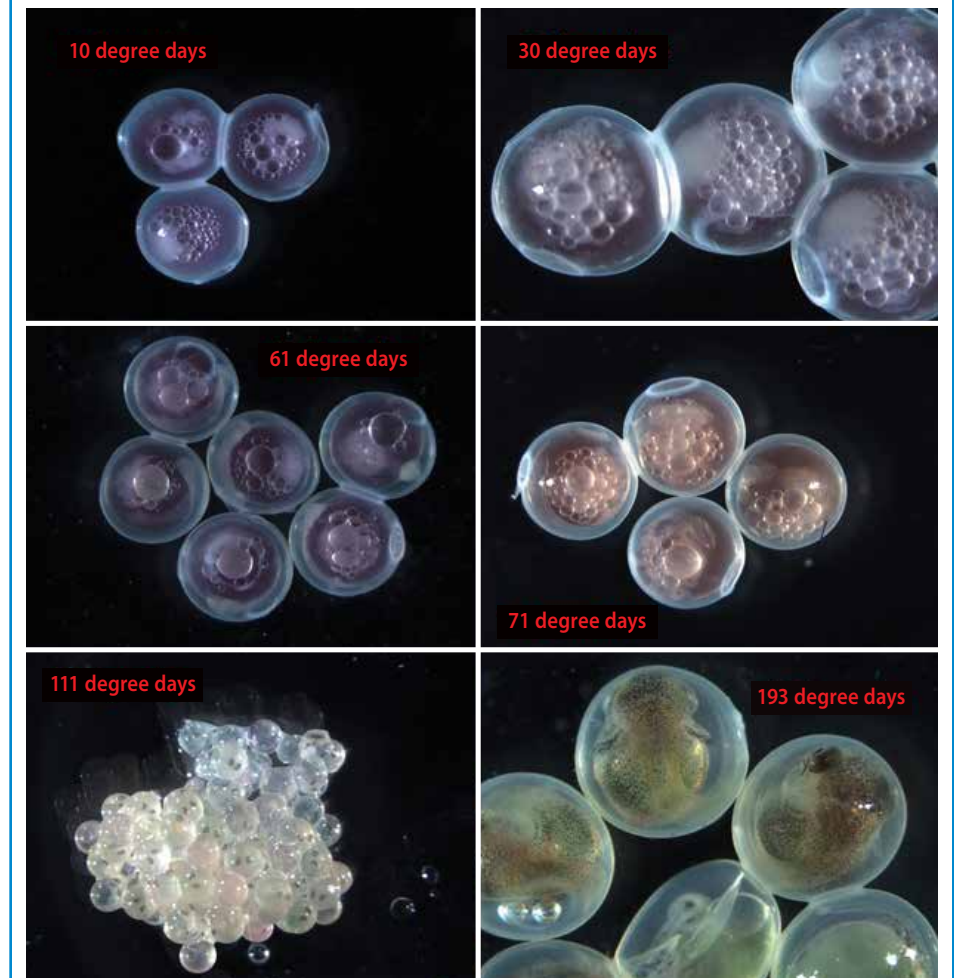
Lumpfish are native to waters up and down the east coast of Canada and the United States. These bottom dwellers have scaleless, stout bodies that grow up to 60 centimetres in length. They eat shrimp, small fish, amphipods and copepods. They are known for their caviar. And now in aquaculture they are known for their appetite for sea lice.

"They're cute and entertaining with a marine green color, shaped like small rugby balls with fins and bulging eyes," says Boyce when describing lumpfish.

Interestingly, researchers have discovered cleanerfish have their own needs that salmon farmers need to meet. Unlike salmon who enjoy swimming around in their sea cages, cleanerfish need to hide and rest



### Developing Lumpfish Eggs







most of the time. Because of this need for shelter, cleanerfish hides have been placed in all salmon sea cages for their marine roommates.

Research has also shown that cleanerfish do not like to eat the commercially formulated feed for salmon. They are fed their own special food along with any sea lice that need to be consumed. Salmon and cleanerfish also get along well. They show no signs of avoidance and enjoy swimming underneath individual salmon, as seen on underwater cameras.

“What I find exciting is how people react when you introduce a new tool to the operation based on its R&D success, and the production staff can see the actual benefits first hand,” says George. “It’s exciting when staff initially say, ‘This is not going to work.’ And then after a few months come and say, ‘Can we have more cleanerfish?’”

Over the years a number of funding partners have supported the cleanerfish research including Atlantic Canada Opportunities Agency, the province of Newfoundland and Labrador, Ocean Frontier Institute, Canadian Centre for Fisheries Innovation, the Department of Tourism, Culture, Industry and Innovation among others.

Danny Boyce says while the green tech that cleanerfish represent is promising, there is still a need for other sea lice tools such as chemical therapeutics, thermal delicer, lice skirts, and modified nets.

“It’s all around providing an innovative tool for sea lice on salmon,” says Boyce. “It’s one tool in the toolbox of others.”

Over the years a global network working on cleanerfish has developed that includes Canada, Iceland, Norway, the UK and Ireland. Boyce visits hatcheries and farms to see what others are doing.

In August 2018, the first cleanerfish workshop in Canada was hosted in Newfoundland and people came from all over the world from Norway, Iceland, the Faroe Islands and the UK, as well as Canada.

The interest in this natural sea lice control tool is immense. Sea lice is usually the top priority for all aquaculture companies and governments when it comes to research and development investment.

Cooke Aquaculture and Memorial University’s Ocean Science Centre partnership in cleanerfish work is being recognized, too. It was awarded Innovator of the Year at the Newfoundland and Labrador Aquaculture Industry Association 2018 Cold Harvest Conference.

“I feel very honored and was pleasantly surprised!” says Ang. “[I’ve] never won an award before! I think the award is recognition of Cooke’s commitment to investing in Frontline Innovative Research and in how much we value the expertise that’s available from educational institutions such as Memorial University (Ocean Science Center).”

Cleanerfish are now evolving from the research and development phase to commercialization. Cooke is using cleanerfish at all of its salmon farms in Newfoundland, and there is growing demand

within the salmon farming industry for the research Cooke is conducting. There are still some questions that need to be answered.

“A recent gap analysis activity identified knowledge gaps in areas such as timing of wild stock spawning, broodstock husbandry, broodstock selection, juvenile diets, fish transport, use of vaccines, fish welfare in cages, supplemental diets in cages, efficacy evaluation, post-use disposal, disease profile of wild-collected cunners, wild cunner populations and regulatory requirements for collection and use,” wrote Darrell Green, Research and Development coordinator for the Newfoundland Aquaculture Industry Association in the NAIA’s newsletter, The Cold Harvester, “Each of these knowledge gaps are significant in the context of cleanerfish production scalability.”

Danny Boyce hopes the next six months will see the cleanerfish go commercial. He’s excited to see research and development that took years come to fruition.

“I’ll be proud to be able to stand up and say I was part of that team.” ■





# Growth and Development



## Cooke acquires Seajoy Seafood

Cooke kicked off the new year by welcoming the business of Seajoy Seafood group, one of the largest vertically integrated, premium shrimp farming companies in Latin America, to the Cooke family of companies.

"The acquisition of Seajoy is an important element in our focus on product diversification to meet our customers' needs," said Glenn Cooke, CEO of Cooke Inc. "Seajoy is a world-leading shrimp producer utilizing the highest quality and food safety standards and newest available technology. This aligns

perfectly with our existing aquaculture and wild seafood fishery divisions. We feel Seajoy's entrepreneurial drive, industry knowledge and care for their communities has made them successful and a big reason why we feel this is an incredible cultural fit."

Seajoy Seafood group has a focus on producing value-added and organic Pacific white shrimp (*Litopenaeus vannamei*) and selling to customers in Europe, the Americas and Asia. The company runs world class operations from 'egg to plate' and has been an industry leader in evolving its operations in

order to meet increased demand for organic products.

Seajoy was founded by Peder Jacobson who started its operations in Ecuador in 1979 before expanding its operations to Honduras in 1985 and Nicaragua in 1997. "We founded Seajoy in Ecuador in 1979 just six years before the Cooke family started Cooke Aquaculture in New Brunswick in 1985," said Peder Jacobson, former CEO of Seajoy. "Our families' drive as pioneering entrepreneurs and our employees' determination over the years has resulted in two successful

independent seafood companies and now I am extremely pleased to have Seajoy join the Cooke family of companies."

Seajoy has more than 2,700 hectares of operational shrimp farms across its Honduran and Nicaraguan locations, including a processing plant, two hatcheries, a breeding program and related facilities. Many of the company's 1,400 employees have significant long-term experience in the industry, and the Seajoy brand is synonymous with product excellence and environmental leadership. It has





certifications for producing environmentally and socially responsible seafood from the GAA (Global Aquaculture Alliance), 4-star BAP (Best Aquaculture Practices), EU Organic, ASC (Aquaculture Stewardship Council), SMETA (social) and the UK BRC (British Retail Consortium).

The company has a longstanding tradition of environmental stewardship and participates in a number of programs related to the protection, conservation, rehabilitation and reproduction of flora and fauna of its coastal marine ecosystems. Seajoy launched its Sea Turtle Conservation Program in 2007 which

collects endangered turtle eggs, hatches and releases the young turtles into the ocean at its site in Nicaragua. To date, over 70,000 young turtles have been released and saved. The former owners of Seajoy also helped found the Global Aquaculture Alliance, a worldwide organization dedicated to advancing environmentally and socially responsible aquaculture.

Seajoy is also an industry leader in terms of its commitment to the communities in which it operates, and contributes through education, health, community support and social volunteering. ■







## Growth and Development

### Intro to Uruguayan Red Crab

Uruguayan Red Crab is a species that has a long history as a healthy and sustainable seafood option. It's used in Asia and North America as a snow crab alternative and in Europe as crab sections for retail and food service.

### Shoreland on the move

Many in our team work in the cab of a truck, traveling from one site or community to another, while others drive the highways for our trucking division. Shoreland Transport and Shoreland US continue to grow, including opening a new depot in Saint John, NB.

Shoreland has grown to over 90 trucks in 2018 with plans to add 50 more in 2019, strengthening our ability to deliver product to customers. Shoreland Transport and our logistics team is on track to move over one billion pounds of seafood, fish oil and fish meal in 2018.

### Entry to the shrimp fishery in Argentina

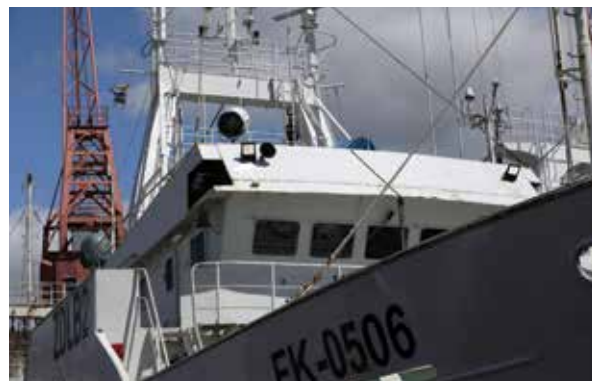
**ARGENTINA** – Cooke is entering the growing shrimp fishery in Argentina with the recent acquisition of the Messina, a shrimp and hake fishing vessel. The shrimp season runs from May to November each year, and is sold to markets in Asia, Europe and North America.



The Shoreland Transport depot in Saint John, NB.

### New vessel in Uruguay

**URUGUAY** – The fleet in Uruguay has growth with the recent acquisition of the Kalaxtori. This 60 metre vessel will provide Cooke Uruguay with its first fishing capacity for Hake. The Kalaxtori has just completed the reflagging process and will begin fishing soon.



### Salmon fillet lines in Bristol Bay lead to collaboration between Icicle's Wood River plant and Cooke for predicted record sockeye run

**BRISTOL BAY, AK, USA** –

By Sam Russell, Plant Manager, Wood River, Icicle Seafoods

As we approached the summer of 2018, we knew that Bristol Bay was facing one of the largest wild sockeye salmon return forecasts in history. The Icicle Seafoods Wood River plant is located in Dillingham, Alaska in Bristol Bay. With a year-round population of just over 3,000 people, Dillingham can present some unique logistical and staffing challenges.

In preparation for the 2018 sockeye salmon season, the Wood River plant was ready to go with a fully-staffed processing crew. We set our largest production goals and expectations in response to what we knew would be an intense season. This included the first major season run with our new fillet line that Cooke had helped push into install the previous year.

Understanding the massive sockeye run return and expectations of production volume, leadership in both Icicle and Cooke collaborated and sourced the right additional talent to send to Wood River to help support the team and quickly ramp up new staff arriving for the season. The need for additional start-up support in crew management, training, and mechanical expertise was recognized, and welcomed at Wood River.

Leadership at Cooke tapped three key staff from Machiasport to fly to Alaska with about 48 hours' notice. Production Manager Matt Harrington, Lead Fillet Trainer Bobby Browne, and Machinery Mechanic Rick Holmes spent a day flying to Wood River and got right to work with 'boots on the ground' for several hours that night before they even



Matt Harrington and Bobby Browne from Cooke on the Wood River fillet line.

unpacked their bags. With their willingness to jump right in, and positive attitude, they instantly felt like family to the team at Wood River.

The seasonal nature of Bristol Bay brings an annual challenge of training processing staff in a very compressed time with a high percentage of workers from across the globe, most of whom have never processed fish. These talented key staff members from Cooke were able to almost seamlessly go from zero to 60 with their three-dimensional approach to the fillet department.

There were many details and aspects of processing wild sockeye that the Machiasport crew needed to learn very quickly. They worked lock step with the key staff at Wood River to understand the complexity, challenges, uncertainty, uniqueness, details, quality, and overall unmatched pace of the wild Bristol Bay salmon season. With additional support on the fillet line, key Wood River staff was able to focus on overall throughput resulting in the production and shipping of more fillets than all the previous years combined. As if that wasn't awesome enough, Wood River also had a record overall pounds purchased.

The knowledge that the Machiasport crew gained about wild Alaska salmon this summer by spending time working at Wood River will no doubt come into play in the future and provide benefits to other teams within Cooke.

We hope that the Machiasport guys can come back every summer and we can all continue to learn from each other.

### Southern Star joining Uruguay fleet

The Southern Star is currently being refurbished at the Omega Yard in Moss Point, Mississippi to upgrade crew accommodations to include modern comforts, and incorporate the latest technology for frozen-at-sea crab processing. The Southern Star will begin her journey to Uruguay in early spring and start fishing shortly after arrival.







## People and Places

Doug Impagliazzo, Safety Manager at Icicle's Larsen Bay plant, poses with kids in Alakanuk. Doug is responsible for medical and occupational health and safety, as well as for much of the environmental compliance items. He is also a part of the Bethel Family Clinic's native village travel medical team and travels regularly throughout rural Alaska.



## Medical work in rural Alaska

### LARSEN BAY, ALASKA, USA –

By Doug Impagliazzo, Safety Manager - Larsen Bay plant, Icicle Seafoods

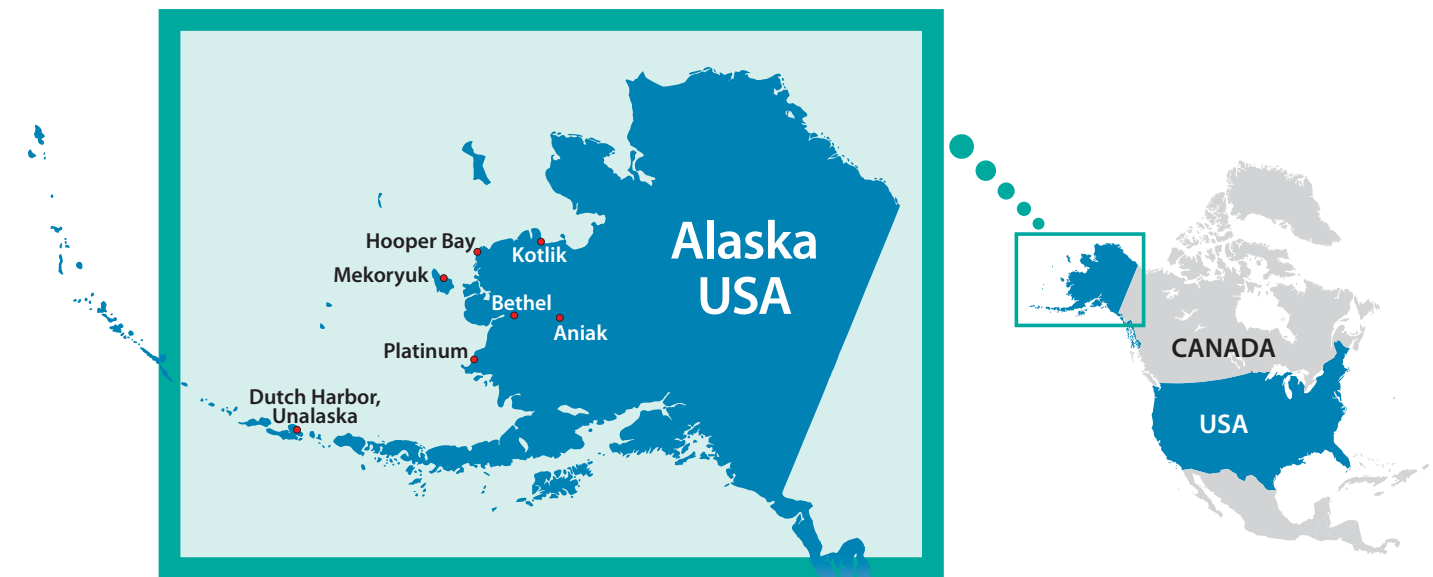
During the winter fishing seasons of 2011 and 2012, I acted as a liaison between Icicle's floating processing vessels situated in and nearby to Dutch Harbor, and the Iliuliuk Clinic, located in Unalaska/Dutch Harbor, Alaska. At that time, my name was added to a list of medical workers who could be of help to the Bethel Family Clinic's village trips. Since 2012, I have travelled throughout rural Alaska where medical care is either scarce or non-existent. These trips take place each fall (at the beginning of the school season) and again in early spring. We cover an area approximately equal to the state of Oregon, situated in the Yukon-Delta region of Alaska. The villages are comprised of Yup'ik and Cup'ik Alaskan natives.

While I travel in the villages, I work hand in hand with a physician's

assistant or a medical doctor getting exposed to a huge variety of medical issues and treatments. We focus on two main types of exams while in the villages. The School Sports Physicals which are for 3rd grade students up to 12th grade. The second is a Well Child Exam for the Head Start and Early Head Start. These children can range from infant to five years of age.

We travel in teams of three, where two of us are medical and the other manages registrations. Because of our small team size, I am able to support many medical procedures and treatment under the clinic's umbrella.

Each of the villages are amazing in their own way. Many are situated directly on a river, while others are on the coast. The population of



each village can range from 50 (Platinum, AK) to 2,000 (Hooper Bay, AK). The living conditions in many of the villages are considered third world, and unfortunately most Americans and even many Alaskans do not realize this fact.

We can travel to up to 40 villages a season between the travel teams, as far north as Kotlik, south to Platinum, west to Mekoryuk (on Nunivak Island) and east to Aniak and we cover most of the villages in between. I will spend from three to six weeks on average in the villages. We travel mostly by plane, boat and 4-wheeler (all-terrain vehicle). However, in the early spring trips we get to use snow machines for much of the travel once we have landed in a village and on the rare occasion for intervillage travel.

Due to remoteness, the local village clinics will only be staffed by a health aide or they are closed completely. There are a few regional clinics that are staffed by a P.A. and/or a M.D. but again intervillage travel can be quite a challenge. In some cases, we are the only medical visit each year.

The geography can vary from wetlands, to tundra fields, to mountains. Playing a game of tag with the kids on spongy permafrost is a blast! We pack all our supplies for each week including food, cots and sleeping bags and spend our nights sleeping in the school building. I really wish that more people could travel to any of these villages to see what I see and experience during these travels across Alaska. ■





## Summer safety at Larsen Bay

**LARSEN BAY, ALASKA, USA –**  
*By Doug Impagliazzo, Safety Manager -  
Larsen Bay plant, Icicle Seafoods*

Located on the back side of Kodiak Island, Larsen Bay is incredibly remote with a year-round population of around 80. The Icicle Seafoods salmon plant in Larsen Bay is the heart of the community; processing crew fly in from all over the world in the summer.

What I've learned in my time at Icicle is that crew morale is paramount to safety. A crew that feels good and knows that management cares about (and for) them are more likely to follow guidelines and regulations. Letting the crew know and feel that you are invested in them as individuals and as a family makes for a much safer work place. I can proudly say that we have the only movie theater in any Icicle plant that I know of – "The Pallet Theater" has a 16' x 9' screen, dual soundbar systems and pallet/mattress seating for 48 crew and has been a huge favorite of the Larsen Bay crew since 2014.

This past summer, we opened our crew exercise room with over eight different workout stations. The Larsen Bay plant is 109 years old and is 90% wood and 90% of its structure is over the water in a high tidal zone and with frequent earthquakes. However, it has also had the lowest number of work-related injuries in the company almost every single year since 2011. Developing a good safety culture is a slow process and can be fraught with constant pushback, but the rewards are worth it.







## Cooke Aquaculture celebrates another successful wild salmon release

### FUNDY NATIONAL PARK NEW BRUNSWICK, CANADA –

On a chilly but beautiful sunny October day, more than 650 wild Atlantic Salmon were released into the Upper Salmon River at Fundy National Park thanks to help from Cooke Aquaculture and the other Fundy Salmon Recovery Program partners. The annual program sees wild salmon returned to the river with help from the aquaculture industry.

Through the program, Cooke Aquaculture has contributed more than \$500,000 in resources,

labour and expertise to help restore the inner Bay of Fundy salmon to rivers in New Brunswick.

On Release Day dozens of people gather on the banks of the Upper Salmon River. They wait for helicopters to arrive with the wild salmon. Indigenous drummers play as students, ecologists, dignitaries and others wait for the fish to arrive for the release.

The annual Release Day is the culmination of hard work by stakeholders that make up the Fundy Salmon Recovery Collaboration: Parks Canada, Cooke Aquaculture, Atlantic

Canada Fish Farmers Association, Fort Folly First Nation, the Province of New Brunswick, Fisheries and Oceans Canada, the University of New Brunswick, the Atlantic Salmon Law Enforcement Coalition and the Village of Grand Manan.

The Fundy Salmon Recovery Program is seeing encouraging results, too. While many rivers have no inner Bay of Fundy Salmon anymore, this year more than 70 adult salmon returned to the Upper Salmon River to spawn. That's a 29-year high for the endangered species.

"The Fundy Salmon Recovery project is an

excellent example of wild Atlantic Salmon recovery that is working," says Susan Farquarson, Executive Director of the Atlantic Canada Fish Farmers Association. "That success would not be possible without the aquaculture industry working collaboratively with all levels of government, scientists and community stakeholders who understand the interdependencies that must be acknowledged especially when you are attempting single species conservation."

Release Day is the long-awaited payoff after years of hard work by the project partners.

Each fall, ecologists from Fundy collect juvenile salmon from the Upper Salmon River. The parr then spend the winter at the Mactaquac Biodiversity Facility, and in the spring they are moved to an ocean environment.

This year, more than 1900 wild and wild-exposed smolt were transported from the hatchery to the world's first wild Atlantic Salmon Marine Conservation Site in Dark Harbour, Grand Manan. At the site owned by the Grand Manan Municipal Council, the wild salmon are protected from poachers and cared for by experienced salmon farmers from Cooke Aquaculture.

While Dark Harbour is famous for its dulce (sun-dried seaweed) it also happens to be the perfect location for the one-of-a-kind salmon farm that raises these wild salmon. The harbour is affected by the bay's famous high tides, yet sheltered from more severe weather.

The wild salmon are raised in aquaculture cages that are specifically designed to accommodate the inner Bay of Fundy salmon. When ready, the mature salmon are brought back to the Upper Salmon and Petitcodiac Rivers to spawn.

This project helps a unique species of Atlantic Salmon. Usually Atlantic salmon leave their home rivers and travel across the Atlantic Ocean, then return to their home rivers to



## Success is going upstream.

Cooke Aquaculture is very proud to be a part of this successful collaboration that has resulted in a historic 29-year high in salmon returns to the Upper Salmon River in Fundy National Park in 2018.

The disappearance of wild Atlantic salmon poses a real environmental issue and threatens the culture, history, and economy of New Brunswick and First Nations communities. Survival of the species depends on human intervention, new thinking, and the collaboration of dedicated project partners.

Fundy Salmon Recovery is the first project in the world to collect endangered inner Bay of Fundy salmon that have spent their critical early life stages in the wild, and then care for them in an ocean environment at a dedicated marine farm site operated by Cooke. The fish are released back to naturally spawn the next generation of wild Atlantic salmon. The goal is to recover and preserve this species of salmon for future generations.

Learn more about the project at [fundysalmonrecovery.com](http://fundysalmonrecovery.com)







spawn. But the inner Bay of Fundy salmon doesn't travel far. It stays within the Bay of Fundy and Gulf of Maine all year.

Cooke Aquaculture CEO Glenn Cooke has praised the project.

"Wild Atlantic salmon are incredibly important to our region, to our environment, to our people and our culture," he said. "The Fundy Salmon Recovery collaboration is a perfect example of the positive impact we can have when we pool our knowledge and our resources toward a shared goal. Seeing these fish in their native waters is a tremendous payoff that we're all proud of."

Each fall, a team of biologists from the project partners surveys the salmon at Dark Harbour.

They identify which ones are mature and ready to make the journey to Fundy Park. When the time comes, the salmon are transported via truck, ferry and then by helicopter to the Upper Salmon River.

"We are proud to work with an incredible group of recovery partners," said Fundy Park ecologist Becky Graham. "This recovery model is only possible through the dedication and expertise of all the Fundy Salmon Recovery partners."

Many of the partners say Release Day is exciting, seeing the salmon in their native habitat. Scientist Kurt Samways is with the Canadian Rivers Institute at the University of New Brunswick in Fredericton.

"It's quite an emotional day, seeing everybody come together so seamlessly, all the partners working together. It's like, 'Wow, look what we've been able to do.'"

Now that this year's fish have been released, biologists and researchers from UNB and Fundy National Park will monitor the fish. They will gather data, track the fish, and monitor genetics and river nutrient levels.

"The Fundy Salmon Recovery partnership has been a personal highlight for me," said Glenn Cooke. "As the CEO of a global family company with deep roots in Atlantic Canada, as an avid salmon angler and salmon conservationist, and as a parent who wants his children and grandchildren to benefit from the beauty of our natural environment for generations to come." ■





## Omega Protein launches its largest vessel in Louisiana, F/V Vermilion

### ABBEVILLE, LA, USA –

Ocean Harvestors, which supplies fish exclusively to Omega Protein's Abbeville facility, is pleased to announce the launch of its newest and largest fishing vessel operating in Louisiana, the F/V Vermilion, to start the 2018 Gulf of Mexico fishing season. The Vermilion marks a significant upgrade to the company's fleet, with state-of-the-art technological and safety features that will improve worker safety and increase efficiency. It is the latest investment made by the company in its Gulf fishing communities.

The Vermilion was officially christened at a ceremony on Saturday, April 7 at Omega Protein's Abbeville facility. Louisiana Congressman Clay Higgins delivered the event's keynote speech. He was joined by guest speaker Jack Montoucet, the Secretary of Louisiana Wildlife and Fisheries, and Diane Broussard, the vessel's ceremonial sponsor, who is the Vermilion Parish Clerk of Court.

"The Abbeville processing facility and Omega Protein have been a foundation of the commercial fishing industry in Vermilion Parish for over 50 years," said Congressman Higgins. "The addition of the F/V Vermilion to its fleet is a strong sign of Omega Protein's commitment to doing business on the Gulf Coast."

The Vermilion, originally known as the Protector, was first launched in 1977 as a support vessel for the oil and gas exploration industry. The Company embarked on a \$5 million safety and sustainability upgrade to transform the Protector into a modern fishing vessel. The conversion installed an updated refrigeration system that will allow the Vermilion to land fresh and high-quality fish, and equipped the Vermilion with new features that will make loading and unloading fish both easier and safer for vessel crews.

"Omega Protein is committed to improving our operations for the benefit of our customers and our employees," said Monty Deihl, Vice President of Ocean Harvestors. "The investments made in the Vermilion streamline our operations, improve the quality of our product, and most importantly, ensure the continued safety of our employees."

"LDWF has always had a great working relationship with the menhaden industry and wishes to congratulate Omega Protein on its commissioning of a new vessel, which will harvest an important resource that has been a part of the fabric of Louisiana since the 1940s," said Secretary Montoucet. "The menhaden fishery is a great example of how a responsible commercial fishery can work with

scientists to provide crucial information to regulators so that the stock is protected while allowing an important fishery to operate sustainably."

Before entering Congress, Rep. Higgins served in law enforcement, taking on many roles including street cop, public information officer, and his current post as Reserve Deputy Marshal while simultaneously representing Louisiana's Third Congressional District, which includes Abbeville, in the U.S. House of Representatives.

Secretary Montoucet served in Louisiana's House of Representatives for eight years before accepting his role as Secretary of Wildlife and Fisheries. In 2004, Diane Broussard became the first female, parish-wide elected official when she was elected as the Vermilion Parish Clerk of Court.



## Atlantic Fish Specialties expansion

### CHARLOTTETOWN, PRINCE EDWARD ISLAND, CANADA –

St. Mary's River Smokehouses production of smoked salmon relocated from Sherbrooke, Nova Scotia to the Atlantic Fish Specialties Ltd. facilities in Charlottetown, Prince Edward Island at the end of June. The opportunity for increased operational efficiencies and utilizing more modern equipment at the Prince Edward Island facility were the primary reasons for this transition. There are now more than 80 people working at Atlantic Fish Specialties Ltd. in Charlottetown.

*From left:* Atlantic Fish Specialties General Manager Ivan Nowlan with Sean Casey, Member of Parliament for Charlottetown, PEI, November 2018.



## Fergus Ewing visits Scotland

### KIRKWALL, ORKNEY, SCOTLAND –

On Thursday, September 27th, the Scottish Government's Cabinet Secretary for Rural Economy, Fergus Ewing, visited Cooke Aquaculture's Orkney headquarters in Kirkwall to hear about progress made at the company's new high-energy salmon farming site at East Skelwick, North Sound, Westray.

The development of high-energy sites forms an important part of sustainably growing the Scottish aquaculture industry, allowing a controlled expansion into new locations and complementing the potential to increase capacity at existing sites. The experience gained by Cooke at the East Skelwick site is eagerly anticipated by the wider fish farming community.

The new site will consist of eight pens measuring 130 metres in circumference, the largest currently used in Scotland. Compared to existing farms, the East Skelwick site is in a more exposed location – 2.5km from the nearest landfall – and is equipped with durable, state-of-the-art technology that can withstand sustained exposure to high wind and wave loads.

The innovative new equipment includes a wave measurement buoy, a weather station incorporating hydrographic sensors, and real-time environmental sensors. They have been procured with assistance from the European Maritime and Fisheries Fund (EMFF), negotiated by the Scottish Aquaculture Innovation Centre (SAIC) with Marine Scotland.

Mr Ewing said: "Cooke is championing innovative approaches to sustainably growing the Scottish aquaculture industry, and are a fantastic example of what can be achieved in Scotland when there is a combination of vision and wider support. It was great to see yet another example of how the aquaculture sector is adapting and being innovative when thinking about sustainable growth, and I wish them all the best moving forward."

"To maximise the data gained from the new site, wind, wave and hydrographic conditions will be monitored in real-time, alongside

routine farm operational observations," said Colin Blair, Managing Director, Cooke Aquaculture Scotland. "This enables the resilience of cages and moorings, site accessibility and salmon performance to be correlated with the prevailing physical conditions, including any extreme weather events."

"We're delighted with the progress at Cooke's high-energy site, and with having helped generate EMFF funding for its equipment. We will liaise with Cooke Aquaculture to help ensure that the important data from these instruments is interpreted fully, allowing a more accurate assessment of site performance. This will give the industry good, usable information for these types of sites going forward," added Dr Robin Shields, Senior Aquaculture Innovation Manager at the Scottish Aquaculture Innovation Centre (SAIC).

The industry continues to work with agencies and universities to research and develop new and effective techniques to rear healthy fish and keep them safe. Salmon farming is a major contributor to the Scottish local and national economies. Farmed salmon is a key part of Scotland's world-renowned food industry, accounting for around 40% by value of Scottish food exports. It represents a huge Scottish success story and is an outstanding example of a 'good food', both in terms of its exceptional nutritional value and its standards of production. ■

*From left:* Christopher Webb (Cooke Scotland), Vicci Laird (Cooke Scotland), Stewart Rendall (Westray/East Skelwick), Fergus Ewing, Robert Peterson (Orkney Area Manager.)





## Happy 80th anniversary to A.F. Theriault & Sons

**METEGHAN RIVER, NOVA SCOTIA, CANADA** – The A.F. Theriault & Sons Ltd. Boatyard celebrated its 80th anniversary in September 2018.

A.F. Theriault has been family-owned and operated for 80 years in the small coastal community of Meteghan River, NS and has worked with Cooke for more than 20 years to build and maintain vessels. Premier Stephen MacNeil and Member of Parliament Sean Fraser were in attendance at the event, and both spoke to the importance of the Theriault family in building and maintaining the community keeping families together. Cooke staff were on hand to prepare and serve salmon skewers.

*From left: Scott Leslie, Jennifer Robinson, Jeff Nickerson, Jayne Wynot.*



## Cooke Seafood USA invests in its Suffolk, Virginia facility

**SUFFOLK, VIRGINIA, USA** – Cooke Seafood USA has announced additional capabilities, investments, and hires at its Wanchese Fish Company operation located in Suffolk, Virginia. The Wanchese Fish Company facility in Suffolk was purchased by Cooke Seafood USA in 2015 and has quickly become an important asset to the overall company and is providing new growth opportunities with expanded corporate roles and production responsibilities.

Over the next three years, Cooke plans to hire approximately 70 new employees at the Suffolk facility. These new positions include the establishment of the new corporate operations for Cooke Seafood USA and production jobs for new retail seafood production lines. These expansions will include over \$2,800,000 in investment at the Suffolk, Virginia location.

“We are excited to further expand our operations here in Suffolk as we solidify our position as a global seafood leader. This new investment will enhance our current capabilities but also provide us with

the opportunity for future growth,” said Cooke Seafood USA CEO Ross Butler. He continued, “We would also like to thank the Commonwealth of Virginia and City of Suffolk for its positive business environment that encourages investment.”

Since its acquisition by Cooke Inc. in 2015, Wanchese Fish Company has invested millions of dollars upgrading its facility in Suffolk to be able to process an increased amount of seafood coming into the facility from a variety of the Cooke family of companies around the world. As a result, the company continues to increase its exported products through the Port of Virginia and increased imports into the Port of Virginia from Cooke’s other South American businesses.

“Cooke’s investment in Wanchese and in Suffolk generates a tremendous amount of pride for our entire community,” added Mayor Linda T. Johnson. “It is wonderful to see the Suffolk facility and the people employed there become such a valuable asset to Cooke Seafood’s global footprint.”



Cooke vessel Colby Pierce at AF Theriault Shipyard

## Cooke Aquaculture Scotland launches its new catamaran

**SCALLOWAY, SHETLAND, SCOTLAND** – Cooke’s brand new catamaran, the Vaila Marie was launched recently at Scalloway, Shetland. The 14m x 7m vessel was built at Malakoff’s new boatbuilding facility in Lerwick, with a “sister” vessel currently under construction.

The Vaila Marie will be operating on our Walls and Aith sites and will be used for general farm duties, along with heavier mooring work.

David Brown, Shetland Seasite Manager, said “We are delighted to launch the Vaila Marie today. She has been designed and built to a very high standard. It is very pleasing that the work has been done in Shetland by a local company, and we thank Malakoff for all of their efforts throughout the building project. We are very happy with the boat and they should be very proud of the result.”

The boat was designed in house under the guidance of project manager Ryan Stevenson. It was based on some of the other boats that Malakoff had designed, but is bigger and has a larger capacity crane, more suited to the heavy mooring work it will be engaged in.

David’s four year old daughter, who inspired the boat’s name was on hand to cut the ribbon at the launch ceremony.

The boat is pictured here complete with Shetland and Canadian flags in honour of Cooke Aquaculture’s roots.



## New Culmarex vessel

**SPAIN** – Culmarex’s newest ship, the Terreros I, is 22m in length with 68 tonnes of storage capacity and features advanced on-board technology.





# Anchored in Safety



## Safety champions spotlight



### Andrew Duncan

Production Supervisor,  
Northeast Nutrition  
– Truro, Nova Scotia

Our crews are mixed with a diverse array of experience, skill sets and personalities, but above all, if there is any area where all our shifts and supervisors can be unified on, communicating safety is key. We try not to make it a point of a “work safe” on the job ONLY but a constant “live safe”

mindset as a lifestyle both in and out of the workplace. It seems a little corny, but it’s true, I don’t want other crews to work unsafe, so we make sure the next shift after us has no surprises that could harm them, it shows a level of basic human care that really should be at the core of every crew member.



### Sandra Gray

Fish Processing Labourer,  
TNS Processing Plant  
– Blacks Harbour, New Brunswick

“My motivation is my great coworkers that I care about and I want to see them all go home safely; we are just like family here! I take great pride and think it is very satisfying to be part of a safe work environment and see all my fellow coworkers go home safely every night.”



### Brenda McKiel

Housekeeping,  
TNS Processing Plant  
– St. George, New Brunswick

“Everybody must work together to make the workplace a safe environment, and my motivation for making safety a priority is that everybody has somebody to go home to.”



### Tracey Winsor

Production Manager,  
Cold Ocean Salmon, GMG  
– St. Albans, Newfoundland

“I’ve always felt that safety comes second to nothing at work. I’ve seen firsthand how a safety motivated employee, can promote safety, with something as simple as just wearing their PPE. I’ve watched one person put on their hard hat and within minutes the

person next to him did the same. I’ve always been a believer that if each employee would make it their goal to place safety the top priority at work, it would spread throughout the job site.”



### Scott Dougan

Production Supervisor, GMG – St. George, New Brunswick

“I like to encourage feedback from coworkers whether it be asking them for it or encourage them to use our safety suggestion box located at our safety board on the main production floor. Cooke as a whole has a great culture in safety and that also helps encourage safety here at GMG.”



### Doug Drysdale

Saltwater Equipment Labourer, Kelly Cove Salmon Saltwater  
– Shelburne, Nova Scotia

“I try to remind people of what could happen if they do not wear their safety gear or follow proper procedure. Everyone should remember that going home safely to their families is the most important thing.”

## Health & Safety on the road!

By Chalena Biggar, Health & Safety Specialist

Our corporate Health & Safety Team in Atlantic Canada has been hard at work putting together some new initiatives to enable our remote sites to have some one on one time with the safety team members. This past August our new Health & Safety Specialist in New Brunswick, Chalena Biggar and our Corporate Practical Nurse Dawn-Marie Glennie set out on the road to visit some of the sites and companies in Nova Scotia that are part of the Cooke team. They visited our feed plant Northeast Nutrition located in Truro to meet the team and tour the facilities. Next stop on the map was our fish market AC Covert located in Dartmouth. Finally, the last stop of the week-long trip was Kelly Cove Salmon Saltwater located in Bridgewater. Here the ladies were introduced to the team, attended a Joint Health & Safety Meeting, did a site tour of one of our saltwater farm sites and were even able to attend the Family Fun Day that was organized by the management team in appreciation of their employees.


The Health & Safety team is looking forward to future opportunities to get out on the road and meet many of our hard-working folks and address any safety concerns they may have.



# Cooke 2019

## From Small Family Company to Global Seafood Leader

 **17 SPECIES**  
harvested


 **9,000**  
Employees


 **25 PROCESSING**  
facilities

 **657 VESSELS**  
in operation




 **10 COUNTRIES**  
host operations

 **67 COUNTRIES**  
sold into

 **1 BILLION**  
Pounds of product  
shipped, equivalent to  
**65 EIFFEL TOWERS**

 **\$2.4 BILLION**  
in Revenue (CAD)



 @cookeinc  
 @cookeseafood  
 Cooke Inc.



# Marketplace

## Cooke growth in Asia

**TAIWAN** – In 2018, Cooke business has gained significant growth in Asia, especially in Taiwan where Johnson Seafood has made it to our global top 10 fresh salmon customer list. We are thrilled to continue business with them as we head into 2019. Sushi Express Taiwan, one of the largest sushi restaurant chains in Asia, has started sourcing fresh Atlantic Salmon and Sea Scallops from Cooke/True North Seafood.



Adam Day, Cooke Sales Manager with Ariel Chin, Seafood Buyer for Sushi Express.

## Website launch in China

**CHINA** – True North Seafood launched an official website in Mandarin in August 2018. The launch of the site is helping our Chinese consumers get firsthand information on our brands and products. Having a site dedicated to our customers in Asia will also help with on-line sales promotions by making Cooke/True North Seafood feel closer to home for the Chinese population who enjoy our product.

In addition to the website launch, True North Seafood has also registered a new account at Weibo. Weibo is one of the largest social media platforms in China today. It looks and functions similar to Twitter. This presence will increase Cooke/True North Seafood's brand visibility, by building relationships and communicating with potential consumers in the Chinese market directly.



## Fish Company update

**MIAMI, FLORIDA, USA** – This past summer, we established The Fish Company based in Miami, Florida. The Fish Company's predecessor, JC Seafood was a long-time customer of True North Seafood in the whole fish market, so, with the knowledge of the staff and presence in Miami, we gained an incredible opportunity to enter into a market that did not have a lot of exposure to True North Seafood.

Another opportunity that presented itself with this acquisition is the ability to sell more of our Cooke Chile Atlantic salmon into the USA through Miami. Distribution in South Florida will also bring Bandera Bronzini from our Culmarex operations in Spain to the large Spanish-community in this area. We would like to welcome everyone from The Fish Company to the Cooke family team.



## Get a taste of bite sized perfection

True North Seafood proudly presents a new line of Atlantic Salmon Cakes and Salmon Croquettes that was launched in October! The new product development and marketing teams are very excited about the launch of a convenient, better-for-you (yet still tasty) substitute to other products in the frozen section and are confident that consumers will fall in love with them. This brand-new product is now available nationally in Canada at all Loblaws, Sobeyes, and Metro stores with the US to follow in 2019.

Atlantic Salmon Cakes and Croquettes are packaged for ultimate consumer convenience and take the guesswork out of meal preparation. A variety of flavors sure to fancy all taste buds. Flavors include Delicious Salmon, Poquito Sofrito, and Mediterranean.





## Vigo highlights

### Conxemar 2018

**VIGO, SPAIN** – Cooke exhibited as part of the Canadian Pavilion at the International Frozen Seafood Exhibition (CONXEMAR) in Vigo, Spain, which took place October 2 to 4, 2018. Iccle Seafoods also exhibited in the Alaska Pavilion this year.

The show was a great success for the international Cooke team, which included members from Grupo Culmarex, Cooke Uruguay, Iccle, and True North Seafood. A testament to Cooke's global reach, this is another example of team members coming together from around the world to work toward a common goal.

*From left: Francisco Soto, Jean-Marc Soares, Pepe Morata, Juan-Carlos Zabala, Alessandro Giardino, Jessica O'Kane, Ana-Belen Blanco (not shown: Trevor Murakami, Ron Risher.)*



## Success at La Cage

**QUEBEC, CANADA** – La Cage – Brasserie sportive (part of Groupe Sportscene Inc.) is a regional casual dining concept in the province of Quebec with over 40 locations. With the recent acquisition of the licensing rights for P.F. Chang's in Quebec, along with two new concepts (a trendy brunch destination and a millennial-centered takeaway concept) and a planned retail launch, Groupe Sportscene Inc. is poised for significant growth through 2020.

True North Seafood has been supplying fresh Atlantic salmon to Cage since late 2017, when Cage started to implement an aggressive rebranding initiative. The refreshed concept has a new focus on local, fresh ingredients, with a heavy emphasis on provenance and supplier stories. In line with the rebrand, frozen salmon was phased out, while fresh salmon from True North Seafood was introduced. In a mere 6 months, fresh salmon sales increased from 8,000 lbs to 10,700 lbs per month. Currently, Cage has seven True North Atlantic salmon SKUs on the menu; not to mention, they are the #1 salmon tartare destination in Quebec by volume, selling over 22,500 servings per month!

Cage is at the forefront of digital innovation in the restaurant space, with a recent mobile loyalty app launch and an advanced social

media presence. On September 24, 2018, Cage launched a national campaign highlighting their 'freshness initiative'. Incidentally, Cage chose to build their campaign around True North Atlantic salmon. A 30-second TV spot featuring fresh salmon aired online and on major Quebec television channels from September 24 through October 29.

With continued growth projected for salmon sales at Cage, True North will continue to develop this strategic partnership. We will leverage the success and learnings we've had with Cage to work with other customers to create demand for fresh, local salmon on menus.



## SENA 2018 highlights

**BOSTON, MASSACHUSETTS, USA** – Seafood Expo North America (SENA) is North America's largest seafood exposition. Thousands of buyers and suppliers from around the world travel and attend the annual three-day exposition in Boston to meet, network, and do business. True North Seafood/Cooke has attended this world-renowned event for many years and this year you could say, we came in with a splash. In 2017 we presented our brand-new booth, and this year's updates helped us to further establish our premium, trend-setting position in the seafood industry.

Some key features include:

- Additional 200 square feet
- Semi-private meeting nooks equipped with TVs with videos rolling and available to play presentations
- New larger kitchen layout focused on sharing all of our products with our customers
- Brand new display coolers to showcase our product from every angle
- 2 LED towers rolling video content
- Lighted with the perfect ambience in mind
- A variety of seating areas/types for different meetings

*Below top, from left: Ivan Nowlan and Dave Frederickson.*

*Below bottom, from left: Amber Leavitt, Shaun Hennessey and Kristy Blanchard.*







## Bandera update

NEW YORK, NEW YORK, USA –

### Bandera NYC Launch

To celebrate the launch of Bandera, our Culmarex brand from Spain, an intimate lunch was hosted at Oceana in New York City on March 1, 2018.

The Bandera Bronzini launch proved to be a huge success with key members from both media and food service in attendance. The

Bandera brand and increased sales efforts have led to tremendous growth in the United States market. Plans are in place to double sales again in 2019.

### Bandera Sales Growth

Since the New York City Bandera launch in March 2018, sea bass and sea bream sales have steadily increased from month-to-month, from just under 60,000 lbs for March, to 140,000 lbs for August.



Guests included, chefs, food bloggers and influencers, seafood buyers and distributors.

## Upstream update – 2018 global sales meeting

ORLANDO, FLA, USA – Last year's Cooke global sales meeting took place September 18-20. The theme for this year's event was 'Upstream'. In going through the planning process for the week it was important that we chose a name that implied looking ahead and keeping the future in mind. Moving against the current isn't easy, but it's a journey worth taking. More than 70 members of our global sales team came together around three daily themes: "Who do You Play for?", "Working Together Wins", and "Charting the Course".

### Day 1 – Who Do You Play For?

The group, divided into nine teams of five, was tasked with defining the current state of our culture, along with defining the culture we want to achieve as a global sales team. Among the descriptors that were presented by each team, common themes across the board for defining our "current culture" were: ambitious, entrepreneurial, diverse, and passionate. In defining the "culture we want to work toward", common themes included: leaders, unified, accountable, and empowered.



Breakout groups identifying key words that describe the company and culture.

### Day 2 – Working Together Wins

The highlights of Day 2 revolved around food ... first, lunch – and by lunch we mean the Innovation Tasting Menu – featured new items championed by the New Product Development team, including Red Crab Dip, Salmon Croquettes, Keta Salmon Bites, Pumpkin Spice Hot Smoked Salmon, and Salmon Cakes. The major highlight of Day 2 was the True North Seafood Company MasterChef Competition, presided over by judges Andrew Young (SVP Marketing & Sales), Tony Locke (Director of New Product Development), and Brett Cooke (Supply Chain Manager). Eight teams competed in a high stakes cooking competition to prepare and plate the best salmon dish.



Sampling of the innovation menu.

### Day 3 – Charting the Course

The final day of Upstream 2018 saw the sales and marketing team come together to identify and commit to the next big business opportunities. Ultimately, everyone agreed

on an actionable plan to capture and leverage these opportunities, including an upcoming Martha Stewart co-branded retail launch, and increasing Bandera Bronzini sales in North America.



Groups during brainstorming session on future opportunities and planning.

While the week was action packed and non-stop the feedback has been extremely positive. This exercise allowed the team to come together face-to face and map out 'where we are, and where we are headed'. The group was able to set clear goals and objectives for the coming year in a way that will support the organization's growth through innovation and sales.

## Community



## Clean the Bay Day

HAMPTON, VIRGINIA, USA – Every May, Wanchese employees participate in Clean the Bay Day, where they donate a half day to clean up local shorelines. For the last two years the Wanchese team has cleaned up the beaches at Fort Monroe, which is located near the Wanchese docks in Hampton, VA. This year, the group ignored all signs of thunderstorms and lucked into a sunny, 100 degree day.



## Cooke Aquaculture sponsors "Skate with the ACES"

ST. STEPHEN, NEW BRUNSWICK, CANADA – Cooke Aquaculture is a sponsor of "Skate with the ACES". This program is a series of three free community skates with the St. Stephen ACES Junior A Hockey Club, and takes place in St. Stephen, Blacks Harbour and Grand Manan Island, NB over the course of the hockey season.

Skate with the Aces event in St. Stephen, NB. Photo by Mandi Milligan Photos



# Beach clean-ups

Over the course of the summer and fall, Cooke employees showed their commitment to the well-being of the marine environment and partnered with local organizations in their communities to participate in beach clean-ups.

## Shelburne, Nova Scotia, Canada

In July, a team of Cooke staff in Nova Scotia partnered with the Aquaculture Association of Nova Scotia and CLEAN NS to clean up three beaches in and around the Shelburne and Briar Island areas.



## Newfoundland, Canada

Summer student Reanna George, Health & Safety and Compliance Co-ordinator Julia Bungay, and HR Generalist Megan Strickland from Cooke's operations in Newfoundland participate in a beach clean-up this summer.



## San Rafael National Park, Chile

Cooke operates in the Laguna San Rafael National Park, which is internationally recognized as a "World Biosphere Reserve". To care for the environment that surrounds us, Cooke Aquaculture Chile conducts monthly visits and beach clean-ups.

This activity is led by the Department of Operations in collaboration with the workers of the Sea Water Production area.



## Deer Island, New Brunswick, Canada

On Wednesday, August 8, 2018 the Huntsman Marine Science Centre and Cooke took to the shorelines, with the help of volunteers from both organizations as well as Eastern Charlotte Waterways. The teams spanned out across Lord's Cove on Deer Island to clean up debris from around the low tide line; helping to get it out of the marine environment. Items like bottles, rope, tires, old fishing gear and metal nails were all taken out of the area, helping to prevent dangers like entanglements, pollution and habitat destruction. Multiple feed bags, trash bags and boats were filled with debris from the shoreline and taken to the waste disposal facility. Many thanks to all of the participants and volunteers!

Below, from left: Oliver Cull, Sarah Wright, Glen Stuart, Kingsley Pendleton, Robert Leslie, Josey Brown, Edward Rogerson.



Volunteers from Cooke, AANS and CLEAN NS.





## Wanchese partners with Healthy Suffolk

**SUFFOLK, VIRGINIA, USA** – Healthy Suffolk is a non-profit, 501(c)(3) organization that works to advance wellness and livability in Suffolk, VA, home of Wanchese Fish Company's processing plant. Healthy Suffolk works to implement policy change at the city and community level, and to create a culture of wellness and livability in Suffolk. This partnership complements internal healthy living initiatives that are underway at Wanchese – including a semi-annual invitation to all employees to walk or run a 5k event.

The Wanchese team taking part in two of Healthy Suffolk's 5km races.



## Cooke Scotland donations in Shetland

**SHETLAND, UK** – We all know the weather in Scotland can be wet so the Children at Sandness School in Shetland warmly welcomed some wet weather gear, donated by Cooke Aquaculture. Our Site Manager, Keith Leslie, is pictured here with the children in their new waterproofs and wellies.

Additionally, Cooke Aquaculture in Scotland made payments to four Shetland Playgroups. These were: Aith & Bixter Toddler Group, Walls & District Toddler Group, Yell Peerie Breeks Group, Unst under 5's Group. These donations came from Cooke employees and suppliers.



From left: Claire Tulloch from the Aith District Playgroup, Keith Leslie our Hoganess Site Manager and Jacqueline Brown from the Walls Playgroup.



## Cooke assists in NB flooding relief

**NEW BRUNSWICK, CANADA** – Cooke has a history of responding when disaster strikes. When flooding hit south western New Brunswick in the spring of 2018, the company stepped up once again to help. Three boats and personnel were dispatched to assist with flood relief efforts in the Grand Bay-Westfield and Kennebecasis Valley areas, along with a truck loaded with 10,000 sandbags. The three boats could hold a total of 36 people and were used to move people across flood areas, and to move goods and supplies to areas where flood waters had cut off access and to assist with the movement of emergency personnel.





## Charlotte County radiothon

ST. STEPHEN, NEW BRUNSWICK, CANADA – Cooke Aquaculture participated in the Charlotte County Hospital Foundation's annual Radio-thon fundraiser. Jennifer Wiper was on hand to present a donation from Cooke to Melanie Cameron, Secretary, Charlotte County Hospital Foundation. She was joined by Lisa Cobham from 98.1 Charlotte FM, and Steve Backman, President, Charlotte County Hospital Foundation.



## Coke supports maritime children's hospital

SAINT JOHN, NEW BRUNSWICK, CANADA – Cooke was proud to support the IWK Foundation during the 34th annual IWK Telethon for Children, which took place on June 3, 2018. Cooke employees raised more than \$11,000, to which the company donated an additional \$5,000.

In addition, Cooke employees were on hand during the telethon broadcast to answer phones at the Saint John location.

The telethon is the IWK Foundation's largest annual fundraising event, and this year raised \$6,580,266.71 for children and families that are cared for at the IWK. Funds raised this year will be used to

purchase equipment for cardiac surgery and photo therapy blankets for babies.

*Below top, from left:* Abe Gibbons and Kathy Winsor taking calls at the IWK Telethon.  
*Below bottom:* Dawn Clark presents donation on behalf of Cooke employees at the 34th annual IWK Telethon.



## Omega Protein's Reedville, Virginia facility continues tradition of supporting local food bank

REEDVILLE, VIRGINIA, USA – Employees at Omega Protein's Reedville, Virginia facility and the Heath and Science Center have a long history of supporting the community in Virginia's Northern Neck, dating back to the early 1900s. More recently, a great focus of Omega Protein in the community has been helping the Healthy Harvest Food Bank (HHFB), formerly known as the Northern Neck Food Bank.

The HHFB is one of only three food banks in the United States that has over 40% of its total donated products come from freshly grown produce. In most American farms, crops that don't meet top-grade quality are left to rot or be plowed under. The HHFB has reached an agreement where farmers donate unused crops to the food bank and the HHFB organizes volunteer groups to glean the produce. All produce that is gleaned can be kept by the HHFB and/or bartered between area food banks for other non-perishable items like bottled water or canned goods.

That is where Omega Protein and its employees come in.

Since 2014, employees of Omega Protein and their families and friends, have gleaned

nearly 10 tons of produce from farms in the Northern Neck, most recently gleaning 4,550 pounds of corn in June 2018. It has become a great volunteer activity for employees there. Our Senior Director of Refined Oils, Jane Crowther also serves on the Board of Directors of the HHFB.

"Omega Protein's Reedville employees are proud to continue to support the efforts of the HHFB through both financial contributions and organizing employee volunteers to glean vegetables from fields," said Crowther. "We are fortunate to live in an area where local farmers and land owners donate vegetables from their fields to help provide healthy meals for numerous food banks through the region. Omega's employees play a large part in delivering these goods by giving of their time to work in the fields and harvest these vegetables for the benefit of others."

In addition to the many volunteer activities, Omega Protein also supports the HHFB through charitable donations both financially and through food drives. Around Christmas, Reedville employees annually donate traditional holiday foods like hams and turkeys and other groceries to the food bank. Over the years, the Company has donated

well over \$10,000 to support the HHFB. In fact, Omega Protein is one of only five companies whose logo is placed on the side of the HHFB truck as it picks up and delivers food all around the region.

Omega Protein values each local community in which we operate. We see it as our duty to not only operate safe, productive and responsible operations there, but also to improve the lives of those in the area. In Reedville, working with the HHFB and other organizations is one charitable activity that we look forward to expanding in the future.



*From left:* Rick Rahn, Julie Dudley (former Executive Vice President Northern Neck Food Bank), Clinton Carter, Ashley Dawson, Corey Smith, Kenny Palmer, Stanford Maiden, Roy Gordon, Tom Cockrell, Charlie Knott, Laura Williams, Becky Robertson, Nancy Roman, Mark Hose, Jane Crowther.

## Coke Chile teams up for Family Run

CHILE – In August 2018, a team from Cooke Aquaculture Chile participated in a Family Run on the Peurto Varas waterfront organized by the Los Andes Compensation Fund.





# The Five

This year for the Cooke family Christmas parties in New Brunswick, our employees came together and contributed their team's time to the Cooke Christmas Give 2018.

This initiative encouraged Cooke teams to embrace the spirit of the season and come up with creative ways to make a positive impact in their communities over the course of two hours.

Videos that highlighted the projects each team's undertook were shared at our Cooke Family Christmas parties and to recognize our employees' efforts, Cooke Aquaculture Inc. made donations to the winning entries' community groups and causes.

Prizes were awarded in the form of \$15,000 in charitable donations from Cooke Aquaculture to a variety of worthy causes of our employees' choice.



- 1** *Romero House*  
True North Seafood Marketing Department donated to Romero House.
- 2** *Charlotte County Christian Academy*  
GMG Netting donated to the Charlotte County Christian Academy. – Troy MacNeill, Lisa Giesbrecht (Charlotte County Christian Academy) and Ronnie Gullison (GMG Netshop).
- 3** *We've Got Your Back*  
Accounting donated to the We've Got Your Back program. – Peter Groom and WGYB board members.
- 4** *St. George Elementary School Breakfast Program*  
Fundy Bay Drive Shift A donated to the St. George Elementary School Breakfast Program. – Marina Abbott and Diana Grant with staff and students from St. George Elementary School.
- 5** *Charlotte County Animal Shelter*  
Saltwater Office donated to the Charlotte County Animal Shelter. – Evie Gagne (Kelly Cove Salmon and SPCA) and Jen Wiper (Kelly Cove Salmon.)
- 6** *Operation Christmas Joy*  
True North Seafood Sales donated to Operation Christmas Joy. – Linda McGee (True North Seafood Sales and Operation Christmas Joy) with Chrissie Barry (True North Seafood Sales.)
- 7** *St. George & Area Food Bank*  
Fundy Bay Drive Administration and Management donated to the St. George & Area Food Bank.
- 8** *Eastern County Waterways*  
Human Resources donated to Eastern Charlotte Waterways.
- 9** *St. George Rural Cemetery Fund*  
GMG Polybox donated to the St. George Rural Cemetery Fund. – Dave Williams (GMG Styro) and Crystal Cook from the cemetery board.
- 10** *Backpack Blessing and Beyond*  
Fundy Bay Drive Shift B donated to the Backpack Blessing and Beyond program. – Debra Gillmor (Fundy Bay Drive) and Kim Sarchfield from the Backpack program.
- 11** *St. George YMCA After-School Program*  
GMG Retail donated to the St. George YMCA After-School Program. – Danielle Hannan (GMG Retail) Kaitlyn Hannan (YMCA After-School Program) and Troy MacNeill (GMG.)
- 12** *Outflow Men's Shelter*  
The Saint John Office donated to Outflow Men's Shelter.
- 13** *Pennfield Manor* (not pictured)  
GMG Plastics donated to Pennfield Manor in the form of new patio furniture for the spring.





From left: Linda McGee (Cooke Aquaculture), Seth Dunlop (Cooke Aquaculture), James Trask (Cooke Aquaculture), Len Stewart (Cooke Aquaculture), Peter Buck (Cooke Aquaculture), Glenn Cooke (CEO, Cooke Aquaculture), Danny Soberano, (CEO, Allseas Fisheries Corp.), Peter Groom (Cooke Aquaculture), Dwayne Stoddart (Cooke Aquaculture), Jocelyne Kespe (Cooke Aquaculture), Linda Matthews (Cooke Aquaculture), Joel Richardson (Cooke Aquaculture).

From left: Kevin Ladner (CEO and Executive Partner, Grant Thornton), Glenn Cooke (CEO, Cooke Aquaculture), Hon. Perrin Beatty (President and CEO of the Canadian Chamber of Commerce).



## Awards

# Cooke receives 2018 Private Business Growth Award



**TORONTO, ONTARIO, CANADA** – November 29, 2018 /CNW/ - The Canadian Chamber of Commerce and Grant Thornton LLP (Grant Thornton) are pleased to announce the 2018 Private Business Growth Award winner – Cooke Aquaculture Inc. (Cooke Aquaculture), a global seafood leader that delivers products and services while considering a sustainable footprint.

In its sixth year, the gala annually celebrates Canada's best private businesses who have accomplished outstanding successes in strategic, sustainable and holistic growth. An eight-person jury selected the winner, based on a variety of categories including innovation, market development, people and culture, strategic leadership and improvement in financial measures.

"My sincere congratulations goes to Cooke Aquaculture, a Canadian leader of the

seafood industry," said Kevin Ladner, CEO and Executive Partner, Grant Thornton. "It's an honour to recognize Cooke Aquaculture with the Private Business Growth Award, as they exemplify a business with a tenacious pursuit for innovation and growth."

Cooke Aquaculture was established in 1985, beginning with a single marine cage site containing 5,000 salmon. Four years later, the Cooke family realized that being innovative was essential to competing worldwide, they then embarked on an impressive plan for growth and strategic development. The business has since flourished and become a leader in the global seafood industry.

"By combining innovation, sustainability and high standards into their everyday practices, Cooke Aquaculture provides the very best the ocean has to offer," said the Hon. Perrin Beatty, President and CEO of the Canadian

Chamber of Commerce. "Their pursuit of economic growth while ensuring they protect the environmental integrity of our Canadian waters is one of the many reasons they make an exceptional choice for this year's Private Business Growth Award."

Cooke Aquaculture and fellow Top 10 Private Business Growth Award Finalists were recognized at a gala held at The Globe and Mail Centre in Toronto on November 28, hosted by TV personality, Rick Campanelli. To learn more about the Private Business Growth Award, visit [www.GrowthAward.com](http://www.GrowthAward.com).

**About the Private Business Growth Award**

The Private Business Growth Award recognizes Canadian-owned, privately-held businesses that have been in business a minimum of three years, have \$5 million or more in revenues and have demonstrated

outstanding strategic growth. The Private Business Growth Award is result of a partnership between The Canadian Chamber of Commerce and Grant Thornton and 2018 marks the sixth year this award has recognized and celebrated the successful growth of private businesses in Canada. A jury of high-profile Canadian business leaders select 10 finalists and one winning private business based on the following criteria: innovation, market development, people and culture, strategic leadership, and improvements in financial measures.

**About Grant Thornton LLP in Canada**

Grant Thornton LLP is a leading Canadian accounting and advisory firm providing audit, tax and advisory services to private and public organizations. We help dynamic organizations unlock their potential for growth by providing meaningful, actionable

advice through a broad range of services. Grant Thornton LLP is a Canadian member of Grant Thornton International Ltd, whose member and correspondent firms operate in over 100 countries worldwide. A listing of Grant Thornton offices and contact information can be found at: [www.GrantThornton.ca](http://www.GrantThornton.ca).

**About The Canadian Chamber of Commerce**

The Canadian Chamber of Commerce is the vital connection between business and the federal government. It helps shape public policy and decision-making to the benefit of businesses, communities and families across Canada with a network of 450 chambers of commerce and boards of trade, representing 200,000 businesses of all sizes in all sectors of the economy and in all regions. Follow us on Twitter @CdnChamberofCom. ■



## Congratulations to Alan Donkin

**ST. ANDREWS, NEW BRUNSWICK, CANADA** – At the Atlantic Canada Fish Farmers Association 2018 Forum, Alan Donkin, Feed Specialist at Northeast Nutrition received the 2018 Atlantic Canada Aquaculture Award for driving significant innovations in fish nutrition since the industry began 40 years ago.

*From left:* Matt Miller, General Manager, Northeast Nutrition, Alan Donkin, and Kris Nicholls, Chief Operating Officer, Cooke Inc.



## Cooke & MUN collaboration recognized by NAIA

**ST. JOHN'S, NEWFOUNDLAND, CANADA** – Cooke was recognized for its successful partnership with Memorial University's Ocean Science Centre on research and implementation of green solutions to manage sea lice. Cleanerfish are now on every site in Newfoundland, and Cooke is the first company in Atlantic Canada to take this step.

This collaboration was awarded Innovator of the Year by the Newfoundland and Labrador Aquaculture Industry Association at Cold Harvest 2018, the association's annual conference and trade show.

*From left:* Sheldon George, Dr. Laura Halfyard, Danny Boyce.



## BAP Certification in Chile's El Tepual processing plant

**EL TEPUAL, CHILE** – The processing plant in El Tepual successfully completed an audit as part of the Best Aquaculture Practices (BAP) certification process this summer. The key elements of the BAP certification audits are: the environment, social responsibility, animal welfare, food safety, and traceability. The team received official documentation accrediting the certification of the plant on August 27, 2018.



## Wanchese has achieved BAP certification



**SUFFOLK, VA, USA** – Congratulations to Wanchese Fish Company for achieving the Best Aquaculture Practices (BAP) Seafood Processing Standard. Best Aquaculture Practices is an international certification program based on achievable, science-based and continuously-improved performance standards for the entire aquaculture supply chains.

## Cooke tops SeafoodSource Top 25



**PORTLAND, ME, USA** – Cooke retained the top spot on the SeafoodSource Top 25 Seafood Suppliers in North America for the second year in a row in 2018.

Compiled annually since 1999, the SeafoodSource Top 25 Seafood Suppliers in North America List recognizes the largest seafood firms on the continent, based on annual sales totals. Encompassing suppliers, wholesalers, and distributors – companies with vastly different business models – the list reveals the diversity and vibrancy of the seafood industry in North America.

Cooke has been ranked every year since 2012.

## The Northern Victor has achieved BRC Global Standard

**DUTCH HARBOR, AK, USA** –

*By Collin Tippet,*  
Vice President - Process Improvement, Production/Operations

The British Retail Consortium (BRC) first introduced its GFSI (Global Standard for Food Safety) benchmarked standard in 1998. The BRC food safety standard provides the most rigorous framework to manage product safety, integrity, legality and quality, and the operational controls in the food and food ingredient manufacturing, processing and packing industry. Acquired in 1999 by Evening Star, Inc. and leased to Icicle Seafoods, the Northern Victor was permanently moored in Dutch Harbor in 2017. On top of that daunting achievement the management team, together with the quality team, achieved BRC Certification for its Pollack fillet block and roe production.

“Our processing sites have always put safety and quality at the highest priority, and the recent efforts taken to achieve BRC certification have been significant,” explained John Woodruff, Icicle’s Chief Operating Officer. “Offering BRC Certification to our customers is just another step in ensuring product safety for our customers, and the wider marketplace.”

Beyond fillet block and roe, the Northern Victor can produce 5,000,000 lbs of Individual Quick Frozen (IQF) fillets annually. Value added possibilities abound beyond IQF including fillet portions, surimi, or burgers. BRC certification allows us access to markets looking for those value-added products.







## Our People

### Global Accounting Summit

**ST. ANDREWS, NEW BRUNSWICK, CANADA** – Cooke’s finance team hosted a global summit in St. Andrews, NB, bringing colleagues from Accounting and Information Technology together to work on issues that are global in nature, and participate in team building activities. This is the third time a Summit has been held, and the 2018 edition included 80 people from different lines of business and parts of the world coming together.

*Pictured above are :* Alan Marshall, Gordie Peake, Deanna Tinker, Josh Little, Allison MacDonald, Heinrich Strelow, Gwen Borthwick, Starla Theriault, Steve Riddick, Juan Diaz, Dan Drew, Brian McCrossan, Erlend Grieve, Allison Buchanan, Sarah Robinson, Amanda Strongman, Sandra Cervantes, Susie Rideout, Ashley Creamer, Joe Lundberg, Emily Bogardus, Tammy Boudreaux, Shannon Keefe, Janice Lavigne, Sherri McLaughlin, Amy MacLean, Autumn Marley, Bill Orth, Clara Olmos, Alistair Walsh, Nieva Palmer, Andrew Noll, Peter Groom.

### Wanchese staff lunch

**SUFFOLK, VIRGINIA, USA** – On June 28, 2017, the Wanchese teams at the Suffolk and Hampton, VA and Wanchese, NC locations celebrated their employees with a special luncheon. Everyone was gifted with a Wanchese lunch bag and spent valuable time together eating BBQ and soul food sides.

### Sheldon George named President of NAIA

**ST. JOHN'S, NEWFOUNDLAND, CANADA** – Sheldon George, Cooke Aquaculture’s Saltwater Production Manager in Newfoundland, was named President of the Newfoundland Aquaculture Industry Association (NAIA) in September 2018. A 20-year veteran of the aquaculture industry and past recipient of NAIA’s Aquaculturist of the Year Award, Sheldon has participated in government reports, NAIA publications, media and community events, and has played a key industry advisory role on various boards and committees.

### Congratulations to Chris Webb!

**WEST HIGHLAND WAY, SCOTLAND** – Chris Webb, Cooke Scotland’s Environmental and Development Manager recently completed a “Highland Fling”. This isn’t just a vigorous Scottish Traditional Dance but an 85 Kilometre Ultra Marathon which takes in the first half of the West Highland Way. As if running this distance isn’t enough, it also takes in Conic Hill and a total ascent of 2,500 metres.

The last 50 metres of this run are on a red carpet with the encouragement and support of participants and spectators.

Chris completed this run in 12:49:26 and he hopes there will be many more years of running to come before he has to hang up his running shoes.

Well done Chris!





# Employee milestones

This year a number of our long-standing employees reaching milestones for 10, 15, and 20 years of service.

## NEW BRUNSWICK

**20 YEARS :** *Matthew Ingersoll, Michael Ingersoll, Denise Matheson, John Adam Legacy, Frederick Desaulniers, Michael Foreman, Mike Watson, Derek M Hatt*

**15 YEARS :** *Jeffery Frost, Robert Sharpe, Remi Ste Marie, John Hachey, Mark Foster, Joel Messer, Vincent Taylor, Laurence Trecartin, Victor Pitre, Jamie Ellis, Raymond Pitre, Lance Matheson, Marina Abbott, Richard Cogswell, Andrew Lord, Brian McGarrigle, Carson Noddin, Roderick Tatton, Tito Aparece, Peter Holland, Carol Turner, Jeannette Quick*

**10 YEARS :** *Tim L Doyle, Boris Isaev, Simona Mocanu, Lorraine McGuigan, James L Russell, Ion Albina, Camelia Anghel, Viorel Marian Andrei*

**Retirees :** *Donald Bourque, Christopher Banks, Jaqueline Flanagan, David Hooper, Stephen Tompkins*





# Employee milestones

## NOVA SCOTIA

**15 YEARS :** Dean Delucry

**10 YEARS :** Thomas Dykeman, Michelle Langille, Alan Donkin, Matthew Miller, Dennis Ryan, Wayne Knickle, Janice McDonald, Judith Molineux, Marilyn Peters, Wayne R Deveau, Michael O'Neil



## PRINCE EDWARD ISLAND

**15 YEARS :** Kevin Bernard

## NEWFOUNDLAND AND LABRADOR

**10 YEARS :** Albert Wade Skinner, Allison Baker, Craig Rose, Brian Engram, Kevin Simms, Rennie Simms, Stephen Davis, Victor Collier, Adam McDonald, Michael Linus Hunt, Greg Framp, Scott Organ, Hughie Skinner, Anthony Walsh, Sheldon George



## MAINE

**10 YEARS :** Donald Lee, Cherry Reyes, Brandon Colbeth, William Longstaff, Jeffrey Look, Matthew Harrington, Nathan Koehne

**Retiree :** Brian Jones



## Christmas party at Cooke Aquaculture Chile



## Training and education in Chile

Many colleagues at Cooke Aquaculture Chile participated in training and education sessions over the last number of months.

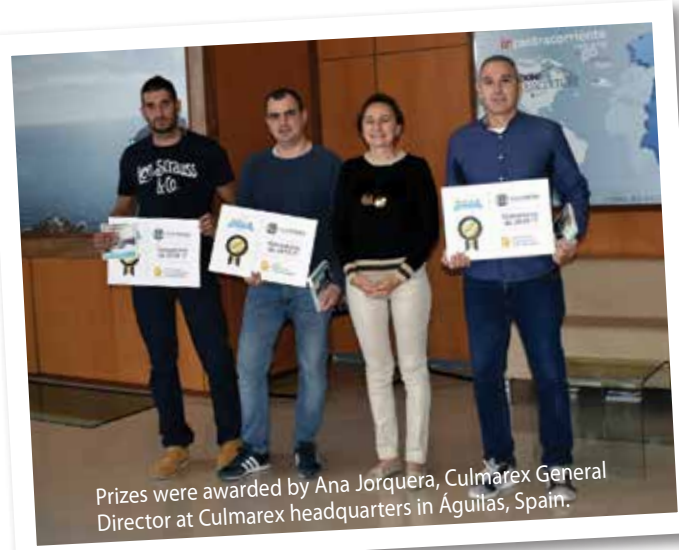
*Top row :* Members of the management team take part in training in labour legislation.

*Middle row :* SERNAPESCA (Chile's National Fisheries and Aquaculture Service) training for sea water professionals.

*Bottom row :* Processing plan personnel in El Tepual during first aid training.







Prizes were awarded by Ana Jorquera, Culmarex General Director at Culmarex headquarters in Águilas, Spain.

## Healthy Cities challenge

**SPAIN** – Culmarex was the winner of the 2018 “Healthy Cities by Sanitas” competition. The national competition, organized by the Spanish insurance company Sanitas, challenges participants from a number of companies in Spain to walk at least 10,000 steps a day over a three-month period.

This was the first time Culmarex participated in the challenge, which also aides in reforestation, with one tree planted for each step taken. The Culmarex team walked a total of 42,965 720 steps! The three team members with the most steps were awarded with a weekend at a spa hotel. Congratulations Culmarex!

1. **Javier Mula Román**, Production Assistant – 4,192,384 steps
2. **Jose Vicente De Jesús Moringo**, Feeding Assistant – 3,502,286 steps
3. **Miguel Eliseo Gracia García**, Packing Operator – 2,597,666 steps

## National first for John McCulloch

**UNST, SHETLAND, UK** – John McCulloch from Unst has become the first person in Britain to complete a ground-breaking professional development programme in Aquaculture Management developed by the NAFC Marine Centre UHI.

John completed the Technical Apprenticeship in Aquaculture Management just over 18 months after it was launched, whilst working as Assistant Site Manager at Cooke Aquaculture Shetland’s Quoy salmon hatchery in Unst. He said that he had found the apprenticeship programme extremely educational and interesting, and praised the professionalism of the NAFC staff who had supported him through the programme and the support of his employer: “I have no doubt it will allow me to continue in assisting Cooke Aquaculture in producing what I think is the best salmon on the market in what is such an important industry to the



Scottish economy, maintaining and supporting rural communities such as Shetland. I would recommend this apprenticeship to anyone who gets the chance to complete it.”

Course leader Stuart Fitzsimmons said that John’s completion of the apprenticeship marked an important milestone for the programme which was developed by NAFC and launched in March 2017: “Following the successful introduction of our Modern Apprenticeships in Aquaculture for new and experienced fish farm staff, we had a lot of interest from aquaculture companies in a training programme for their managers. The Technical Apprenticeship in Aquaculture Management was designed to meet that need and to provide a progression opportunity for staff who have completed Modern Apprenticeships. It allows senior aquaculture staff to gain a management qualification while working in the industry and building on their existing knowledge, experience and skills. The use of distance learning, supported by NAFC staff, means that people from anywhere in Scotland can undertake this training at times and places that suit them, without having to attend college classes.”

Stuart praised John for completing the apprenticeship to an excellent standard overall: “He has demonstrated competent management skills covering topics such as hatchery production, fish health and welfare, Health & Safety and human resources. John has been an excellent student to work with throughout his studies and I am delighted that he has completed the apprenticeship.”

Davie McMillan, manager of the hatchery where John works, said that he was delighted

for John: “He has put a lot of effort into this apprenticeship, as he has in all the courses he has undertaken. It will stand him in good stead when he takes over from me on my retirement. The apprenticeships provided by NAFC are a great plus to our industry, especially to the freshwater sector where a more technical and scientific approach is required from egg to smolt production, and the administration and support provided by NAFC staff is excellent. The provision of this training enables anyone coming into the industry the opportunity to progress within an ever expanding sector.”

The technical apprenticeship is aimed at experienced senior-level fish farm staff, enabling them to gain a degree-level qualification in aquaculture management while working in the aquaculture industry. The programme covers both technical aquaculture-related topics, such as the management fish farm production, the maintenance of fish health, and the maintenance of a safe, healthy and productive environment, as well as management topics such as financial management, personnel management and operational planning. On completion of the programme students receive a Lantra Technical Apprenticeship at SCQF Level 9 and an SQA Scottish Vocational Qualification at Level 4 (equivalent to an Ordinary Degree), plus additional short course certificates.

NAFC currently has 25 other senior aquaculture staff throughout Scotland enrolled in the Technical Apprenticeship in Aquaculture Management. A further 48 students are enrolled in the Centre’s Modern Apprenticeship’s in Aquaculture at Levels 2 and 3.

## Saltwater Data Entry team building

**TRURO, NOVA SCOTIA, CANADA** – The Data Entry team from across all areas of Saltwater Operations gathered in the Northeast Nutrition Inc. office in Truro, Nova Scotia for their second annual meeting. The group spent two days discussing common concerns, addressing questions and issues, discussing new procedures and plans, and taking part in fun team building exercises.

From left: Sherri Deveau, Myrna Pierce, Dawn James (New Brunswick Saltwater Operations), Nichole Robinson (West Coast Saltwater Operations), Kathryn McNutt (Northeast Nutrition Inc.), Annette Armstrong (Maine Saltwater Operations), and Charity Harnish (Northeast Nutrition Inc.). Missing from the picture is Jane Whynot of Nova Scotia Saltwater Operations.



## Culmarex launches “Talent School”

**SPAIN** – Culmarex Group has created a “Talent School”, an ambitious, high-performance program to detect and develop talent from within the Culmarex team. Talent School leadership used behaviour testing techniques to identify a cross-section of employees from across Culmarex’s different divisions and locations to participate in this professional development program. Congratulations to the first cohort!



## Sandy Claypool retires from Icicle Seafoods

**DILLINGHAM, ALASKA, USA** – By Warner Lew, Icicle Seafoods  
Sandy Claypool joined Icicle in 1981, and her career has spanned three generations of Bristol Bay fishermen and half a billion pounds of sockeye salmon. Sandy has been the face of Icicle to our Dillingham, Alaska fleet and they owe the success or at least salvation of their seasons to Sandy as she tracked down alternators for their boats, oil for their hydraulics, hauled their crewmen to and from the airport, and every day, brought order to the chaos of the season. Every Icicle processing vessel in the Nushagak district relied on Sandy’s logistical mastery for the endless helicopter flights, tender shuttles, and crew transfers. If a tender had to haul the processing crew from the Dillingham dock at 3:00 a.m., Sandy would be out there in the rain, barking directions and herding people. Icicle relied heavily on Sandy to make things happen and the high opinion of her is unanimous. Sandy set the gold standard for reliability, determination and steady dedication.

From left: Sandy Claypool and colleague Anna Borland-Ivy.



## Lucy Mendez retires from Wanchese

After 12 years at the front desk, Lucy Mendez retired from The Wanchese Fish Company. Her colleagues threw a luncheon in her honor prior to her retirement, and her warm greetings for everyone will be missed!





## Icicle's Jessie Keplinger named HANA's first female president

The team at Icicle Seafoods would like to congratulate Jessie Keplinger, Fresh Sales Account Manager, for her unanimous election as the first female President of the Halibut Association of North America (HANA). Formed in 1961, HANA now works to advocate for both American and Canadian halibut processors and buyers in the International Pacific Halibut Commission (IPHC) treaty process as well as the Alaska Seafood Marketing Institute (ASMI) process.

Jessie's election as President of HANA signifies that the organization is looking towards the future and values the input of Icicle and our long history of purchasing halibut. Jessie came to Icicle in January 2017 and was promoted to Fresh Sales Account Manager earlier this year. Not only is Jessie qualified to help lead HANA, she is also a highly valued and well respected member of the Icicle team. We are confident that she will do a phenomenal job representing not only Icicle but the halibut industry in this role.

Please join us in congratulating Jessie for this impressive achievement!



Jessie Keplinger at the Seaward Plant

## It takes a village

By Maureen Millier, Chief Talent Officer

It is a phrase we have all heard. It is one that elicits a feeling of community bonded together to raise a child, a mission, a cause, and in our case, a corporate culture. We work under different business names, speak different languages, live in different countries, and have different roles but we are in one village. Our village has gathered to raise an extraordinary company that was born 35 years ago and now has become our family.

I am often asked "Why Cooke? Why would I come to work here? Why would I commit my career here? What brought you here, and what keeps people here?" The answer is actually quite simple; it is our village. We work to grow a company, we work to grow ourselves, but most of all we work to grow each other. We share some common traits; fearlessness, boundless curiosity, a propensity for the seemingly impossible, and yet we know that together everything works in synergy.

In the Cooke culture humility is revered, ego is dimmed, action is respected, and creativity is core. We work together because we love our village and we want it to be successful for each other and for the future generations. We work because we have a common desire to change the world, to give back to our communities, and to honor the family who took the risks to allow this village to flourish.

It isn't perfect, and it shouldn't be perfect, as perfect is boring. The perfect is that each person is valuable and valued. Each role is needed to keep the community strong, and each of us is there for our own reasons and our village is respectful of our individuality.

It takes a herculean effort to build a global organization, but this story has only just begun. Together we will continue to strengthen our bonds, build our culture and enjoy the success that we have all come together to support. It absolutely takes a village, but I believe we found the village we want to live in. ■

# "Our incredible network of employees is the heartbeat of our family company and what makes us strong."

Glenn Cooke  
CEO, Cooke Inc.



# Cooke

To learn more about global careers with the Cooke family of companies visit [www.cookeseafood.com](http://www.cookeseafood.com)



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# IS DOUBLE-DIPPING EVER OKAY?

Before you answer, you should taste these dips – the perfect complement to our Atlantic salmon croquettes.

## HOMEMADE RANCH DIP

- 1 cup mayonnaise
- 3 tbsp. milk (for consistency)
- 1 tbsp. lemon juice
- 1 tbsp. dried parsley flakes
- 2 tsp. garlic powder
- 1 tsp. dried dill
- 1 tsp. onion flakes
- 1/2 tsp. pepper
- 1/2 tsp. salt

## COOL CUCUMBER DILL DIP

- 1 8-ounce package cream cheese, softened
- 1 cup mayonnaise
- 2 tsp. chopped fresh dill
- 1 large cucumber, peeled, seeded and chopped
- 1 tsp. dried minced onions
- 1 tbsp. lemon juice
- 1 tsp. Sriracha sauce
- 1/2 tsp. sea salt

## FETA & LEMON DIP

- 1 cup crumbled feta cheese
- 1 tbsp. grated lemon zest, plus more for garnish
- 2 tbsp. fresh lemon juice
- 1 garlic clove, minced
- 6 tbsp. extra-virgin olive oil, plus more for serving
- Pinch of red pepper flakes

## BLUE CHEESE DIP

- 1 cup crumbled blue cheese
- 1/2 cup sour cream
- 1/4 cup mayonnaise
- 1 tbsp. milk
- 1 tbsp. lemon juice
- 1/4 tsp. salt
- 1/8 tsp. pepper

## APRICOT DIP

- 1 cup apricot jam
- 2 tbsp. balsamic vinegar
- 1 tbsp. soy sauce
- 1/4 tsp. grated orange peel

## SRIRACHA DIP

- 4 tbsp. mayonnaise
- 4 tsp. honey
- 2 tsp. Sriracha (or to taste)

Our new Atlantic salmon croquettes are available in store now. Visit [truenorthseafood.com](http://truenorthseafood.com) for more recipes, tips, and inspiration. [#EatTrue](https://twitter.com/EatTrue)

