

DECEMBER ISSUE

THE SCOOP

MOWI[®]

New CEO

Ivan Vindheim has been appointed our new CEO. He succeeds Alf-Helge Aarskog who leaves the company after almost ten years at the helm. An internal appointment, Ivan represents continuity and brings with him a strong commercial track record.



Ivan knows the business inside out having been Chief Financial Officer (CFO) since 2012. Speaking about his appointment Ivan said: "I am honoured to be given the opportunity to lead Mowi together with more than 14,500 highly competent colleagues. It is with humbleness I take on this task."

"Mowi is the leading global aquaculture company and we have many opportunities ahead of us. The Board's strategy for Mowi of being a leading integrated seafood provider remains unchanged, and together with the rest of the organisation I look forward to continuing to make Mowi a stronger company and execute on our strategy. Alf-Helge has been a great leader and colleague over the years and I would also like to take the opportunity to thank him for making such a valuable contribution."

Alf-Helge Aarskog was a driving force behind the Blue Revolution and under this leadership the company enjoyed sustained growth. Some of the milestones introduced by Alf-Helge include producing our own

feed, developing the value-added processing side of the business and tripling the workforce from around 5,000 employees to 15,000.

He was described as a "true salmon farmer" who has "spread enthusiasm and passion for salmon throughout our global organisation" by Chairman of the Board Ole-Eirik Lerøy.

In a message to all staff Alf-Helge said: "I would like to thank all of you for your passion and inspiration. It has truly been a privilege to be the CEO of this fantastic company for so many years. I know I couldn't have done it without you."

Project Ownership wins safety awareness prize



As part of Mowi's commitment to safety, the team from Blar Mhor kicked off 'Project Ownership' in October 2019.

Stemming from TalkSafety sessions, the key idea of the project was to increase staff awareness of their safety, both at home and in their work environment, and follows other initiatives around the world.

Previous campaigns to identify ways to improve health and safety include TalkSafety: Be Innovative, in which 60 sessions were held with over 700 attendees in Scotland throughout 2018. Most recently, a global safety training and e-learning module was created as part of our BrainSafe programme.

Project Ownership saw a team of volunteers from the Blar Mhor processing plant take part in specially created scenarios, designed to give knowledge of first aid, manual handling and fire safety. Participants were

also encouraged to take ownership of their own safety and a quiz tested their knowledge.

Fun activities were also included in the event, with groups participating in archery and Segway rides at Glencoe Activities Centre.

The team activities and combination of training and fun proved a real success. Participants gained a new understanding of how much really depends on each individual, hence the name of the project – 'ownership'.

Project Ownership was so successful it was voted the winning project of all the completed TalkSafety projects so far. The prize will see the team take a trip to another European business unit to roll it out over there.

Well done and congratulations to the organising team – Patrycja Haincz, Kamil Haincz and Renata Wasniewska. And a big thank you to everyone who took part!

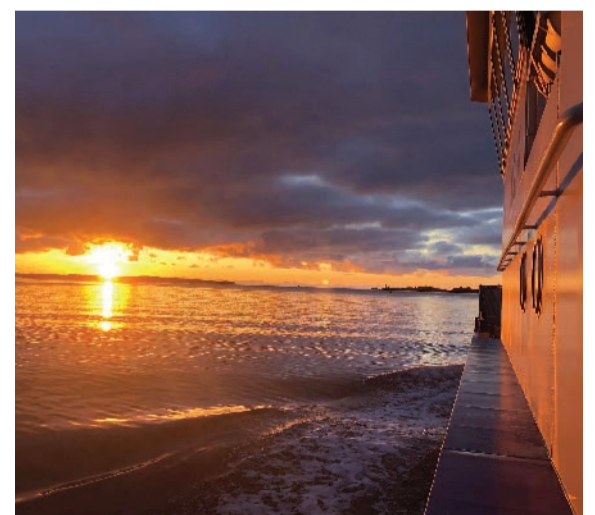


Photo of the month

On board the Beinn Dearg leaving Stornoway, heading for North Shore

Taken by Jamie A Maclean



Photo credit: Aidan Woods Photography

A great year for shinty

We have supported shinty for over 33 years. Shinty is such a big part of the community in all the areas where we have a presence and we are proud to have supported the game for so long.

There have been so many highlights in 2019. At the start of the year, it was a great moment to see our new branding reflected on the strips. It has also been a brilliant year for women's shinty. The level of support and the atmosphere in the crowd at the finals for the MOWI Valerie Fraser Camanachd Cup and the MOWI Challenge Cup were unforgettable. The drive to encourage more women into shinty mirrors our mission to inspire women to consider aquaculture as a career.



Photo credit: Aidan Woods Photography

Of course, the annual MOWI Shinty-Hurling International is always a highlight and this year did not disappoint with Scotland producing a convincing victory for the fifth time in a row. 2019 has seen a real growth in participation and popularity of the sport amongst young people. We have seen it ourselves as many of our staff take their children to training and matches and we know from the Camanachd Association that there has been an increase.

Derek Keir CEO, Camanachd Association: "The support from Mowi is simply invaluable for shinty. The development in our sport that I have seen during my term as CEO has been in no small part due to the investment that we receive from Mowi. Mowi has shown unwavering faith in supporting shinty over a colossal 33-year period, for this we are extremely thankful. Shinty supports active people in rural communities right across Scotland, in areas where social exclusion is a huge factor, Mowi enables us to help battle against it and enhance quality of life for our most rural communities."

We continue to support the Children and Young Persons Development Fund, supporting shinty clubs in their development and enhancing opportunities for children and young people.

Clubs we have supported this year include Kingussie, Fort William, Lochaber High School, Ballachulish, Strathspey Camanachd, Grantown Grammar, Skye Camanachd, Glenurquhart, Lewis Camanachd, Lochaber, Beaully, Lovat, Uddingston and Strathglass.

We are always honoured to be part of the annual Mowi National Shinty Awards, as Jayne MacKay explains: "You can see how much it means to the players when you present the awards. We are looking forward to a great year in 2020."



Festive salmon

This month we are delighted to feature a festive recipe from chef Ken Loades. Ken has been instrumental in the success of the Salmon Wagon in its first year, creating the menu and cooking for hundreds of people visiting the Salmon Wagon at events across Scotland.

Here's what he'll be serving this Christmas.

You will need:
 Mowi side of salmon
 200g garlic
 3 red chillies
 400g mixed herbs, parsley, dill, basil
 250g bacon lardons
 500g breadcrumbs
 Brussel sprouts
 Baby potatoes
 Olive oil
 Rock salt

Method:

Prepare the salmon, trim the side and square it off. Place the fish on greaseproof paper. Place all the herbs, garlic, chilli and olive oil into a blender, blitz to a smooth paste. Season with salt and pepper. Sauté the bacon lardons, add the herb mix to the lardon pan and cook for 1 minute on a high heat. Take out and mix with the breadcrumbs. This should be a rich green colour.

Place the crumb mix on top of the salmon and bake in the oven @185°C for 25 minutes. Serve with roasted sprouts and baby potatoes.

Mowi's graduate programme

We caught up with our latest recruits to Mowi's graduate programme, Connie, Hillary and Shannon to find out what inspired them to join Mowi and how the reality compares to the theory.



Photo credit: Fish Farmer Magazine

Shannon's love for aquatics actually began in her local pet shop! She explains: "I had experience in the care and maintenance of aquatics in the local pet shop where I used to work. I really enjoyed this part of my previous job and was determined to dive deeper into the aquaculture industry. I started with Mowi passionate to learn more about aquaculture and develop my skills further."

For Hillary, coming from the small island of Berneray, aquaculture represented an opportunity to combine her degree whilst continuing to live in the region she loves: "I have witnessed first-hand the importance of fish farming to the fragile economies in remote and rural areas of Scotland. I saw the graduate programme as an opportunity to marry together my Biology degree, management experience and love of where I now live."

For Connie: "What attracted me most to this continuously evolving industry was its growing importance, both globally and at home in Scotland. Innovation is key in the sustainable growth of the sector, and the potential to influence this is of great interest to graduates like myself."

To qualify for Mowi's graduate programme, you require a degree of at least BSc standard. All three graduates joined Mowi with different academic interests. Shannon has a BSc Hons in geography, Hillary holds a degree in biology and Connie graduated in environmental science. A stint as a fish vaccinator in Norway also provided the perfect training for Connie wishing to start a career in aquaculture.

As part of the programme at Mowi all three have a focus on continued professional development. Shannon has now completed various training days including the Aquaculture Innovation & Industry Engagement Programme with the Scottish Aquaculture Innovation Centre (SAIC) based in Stirling. She has also been enrolled on a CPD Aquaculture Management course that will begin in the new year.

Asked about what has surprised them the most about theory versus practice in aquaculture, Hillary is fascinated by the way that sites can be run so differently: "I think it is very easy to imagine or create in your head an idea of how sites are

run but in reality, it is very different. Each site has its own problems and issues and needs to be run specifically."

Shannon has enjoyed getting stuck in: "I much prefer the practical work compared to the theory, but I've learned that if you keep ahead of the theory side you will be able to work out on the farm more often. Some tips that have been given to me are to spend at least a day a week on paperwork and always keep on top of your emails!"

For Connie, studying nutrition and feed formulation is no match to understanding fish behaviour when feeding in an industry setting. She explains: "Analysing feed response and behaviour for optimising growth and performance of a site is definitely something which I look forward to gaining more experience in."

Connie, Hillary and Shannon are passionate about Mowi. Shannon is enjoying being part of such a large international company: "Mowi is such a large company that there are so many farms spread around the country and even the globe! I am lucky to get the opportunity to visit the majority of these farms which are all located in the most beautiful, remote locations."

Hillary appreciates the focus on training: "As part of the graduate programme we are fortunate that Mowi has allowed us to attend lots of courses and training. These are fantastic opportunities to further our skills whilst making lots of contacts within the industry."

Connie welcomes the opportunity to learn from so many experienced colleagues within Mowi: "The scale of Mowi operations across Scotland allows graduates to gain an extremely varied experience during the programme. This also comes with the opportunity to meet and obtain knowledge from many experienced professionals in each aspect of the company which is extremely beneficial."

A warm Mowi welcome to Connie, Shannon and Hillary!

Rosyth site maintains BRC grade AA+

This month, our Consumer Products UK factory in Rosyth had an unannounced BRC (British Retail Consortium) audit.

After three days of auditing, the site was recommended for an AA+ grade for the second year running. This is the top grade available. Only four minor non-conformances were recorded, which is a great result for a site of the size and complexity of Rosyth. This result was only possible due to the knowledge and skills of all of our staff. The auditor was most complimentary about the people she met during the audit. Well done Team Rosyth!



Mowi in the news



BBC Radio 4's Farming Today

Stephen MacIntyre, head of environment, participated in an interview with Nancy Nicolson from the Farming Today programme at Radio 4. The interview took place at our farm on the Isle of Rum. Everything was challenging that day – even the weather! The focus that week on Farming Today was 'Farming the sea' and the week concluded with a panel discussion broadcast on the Saturday.

It is interesting to note that since the broadcast of Stephen's interview on 13th September, the BBC has issued an apology for bias shown towards the Scottish salmon industry. The apology can be read here <https://www.fishfarmermagazine.com/news/bbc-says-sorry-for-salm-on-sector-bias/> and relates to comments made by Nicky Campbell on Radio 5 Live. Although unrelated to Stephen's interview, it is a reminder of the challenge salmon farmers face to ensure balance in reporting from journalists at the BBC who are far removed from the fish, farms, communities and people that contribute to our sector.

Stephen did a great job dealing with questions about recent mortalities stemming from the challenges posed by rising sea temperatures, as reported in The Scoop last month, whilst making and explaining the case for offshore tidal farms such as Rum. Listen to him here <https://www.bbc.co.uk/programmes/m000b5m1>



Successful open day at Kyleakin

Around 50 people attended an open day organised by the Mowi Feed Mill team in November. The event attracted a broad mix of local people, including young families, keen to understand more about the Feed Mill. Over 40 people took the opportunity to take a tour of the Feed Mill. Speaking about the event, Claes Jonermark, operations director, Mowi Feed, said: "We were delighted to meet so many people. We have worked hard to implement measures to address concerns that people have experienced since we started production. It was a good opportunity for us to explain exactly what we have done and for us to find out if these measures have made a positive difference."

Oceans of knowledge

Mowi Scotland's Director of Communications, Ian Roberts, was in London last month presenting to members and guests of the Institute of Marine Engineering, Science and Technology - the international professional body and learned society for all marine professionals. Ian's presentation at 'Oceans of Knowledge 2019' focussed on what shared technologies will be required to enable sea farmers to dive deeper into the ocean to produce seafood whilst also supporting many of the United Nation's Sustainable Development Goals.

Community news



Mowi Live Lounge

A lot of our staff tune into Nevis Radio and we are delighted to fund and sponsor the new Mowi Live Lounge at the radio station.

Last year Nevis Radio realised they needed a better understanding when dealing with live music, along with the need for extra studio space for the DJ academy and NC Music and DJing courses. The Mowi Live Lounge means that Lochaber now has a facility to broadcast, play and record any form of audio whether it be a band, solo artist, DJ, radio drama or discussion. Not only can this all be recorded, but also broadcast live and live streamed on YouTube.

Local artist Keir Gibson was the first to try out the Live Lounge, performing his latest single 'Hollow'.



New minibus for Minginish

We are delighted to make a donation towards a new community minibus for Minginish.

Bumper year for visitors

On average, more than one tour took place each week with more than 60 tours hosted over the course of the year; from politicians, academics and retailers to trade bodies and Mowi employees from business units around the world. Visitors hailed from countries including Italy, Norway, France and Japan.

The largest delegation came from an international university, with 38 attendees, followed by the University of Stirling (34 attendees) and Scotland's Rural College (21 attendees).

Visitors headed to different sites including the Blar Mhor processing plant, Inchmore hatchery and our Loch Leven farm.

Tours are hosted by staff, including director of communications for Scotland, Ian Roberts. Ian said: "2019 has been a busy year for tours at Mowi and this is an area that we have really developed to make it as informative and enjoyable as possible. From the viewing platform at Inchmore, specifically designed to facilitate tours, to the VR goggles we have now allowing visitors to virtually visit some of our most remote areas of the business. We are able to provide a comprehensive insight into aquaculture."

A huge thank you to everyone who has been involved with the organisation of tours throughout the year. Those interested in touring our sites can find details at <https://mowiscotland.co.uk/tour-policy/>