



IT'S AUSTRALIAN FOR SEAFOOD™

*sustainably feeding tomorrow*

SUSTAINABILITY HIGHLIGHTS  
2023

**Cooke**

*Farmers of the ocean & land*



*Farmers of the ocean & land*



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*sustainably feeding tomorrow*

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**READ THE FULL  
REPORT HERE**

#### ACKNOWLEDGMENT OF COUNTRY

We acknowledge the Traditional Custodians of country and their connections to land, sea and community. We pay our respect to their elders past, present and emerging and recognise that Australia is one of the oldest cultural traditions in the world.

## CONTENTS

CEO message	03
Our footprint	04
Responsible Business Roadmap	05
Target progress highlights	06
People & communities	07
Planet	08
Animal welfare	09
Feed	09
Our brand	10
Governance	11

#### TASSAL GROUP LIMITED

Level 9, 1 Franklin Wharf  
Hobart TAS 7000  
1300 827 725  
[sustainability@tassal.com.au](mailto:sustainability@tassal.com.au)



## CEO message

**IT IS MY PLEASURE TO BE REFLECTING ON ANOTHER SUCCESSFUL YEAR AND FOR THE COMPLETION OF OUR 13TH SUSTAINABILITY REPORT. WE ARE NOW PROUDLY PART OF THE COOKE GROUP OF COMPANIES AND THIS ALLOWS US TO CONTINUE TO EVOLVE OUR BUSINESS AS AN EXPERIENCED AUSTRALIAN AQUACULTURE LEADER AND TO ALSO CHALLENGE OURSELVES TO BE A SIGNIFICANT PART OF A TRULY GLOBAL SEAFOOD BUSINESS.**

We bring together a robust, diverse, and multi-skilled workforce from the southern roots of Dover to the tropical coastlines of Far North Queensland and now to the remote and unique area of Cone Bay in Western Australia. With approximately 1,800 people contributing to various areas, we are proud to be the largest vertically integrated seafood producer in Australia with countless stories to tell.

Producing healthy and nutritious seafood comes with great responsibility. Whether we are farming on land or at sea, our commitment is to be a responsible seafood business. This means respecting our people and the environment and communities we operate within as we deliver our vision of sustainably feeding tomorrow.

What matters to our customers, consumers and the communities in which we operate, matters to us. Sustainably feeding tomorrow is not just a tagline; it is our vision that we take incredibly seriously. We carry this vision in everything we do, because we seek to surround ourselves with the best people, who strive for the best outcomes safely with passion and purpose and embracing a culture of no harm.

We are Australia's largest seafood producer and processor. Our people live in, love and support our regions. The seafood industry invests in regional communities and local people. We also know we play an important role in influencing our communities and surroundings in a positive and sustainable manner, and that is why we strive to give back and support wherever we can, seeking prosperous communities and healthy environments. We continue to strive to honour these commitments, despite whatever challenges, change or opportunities we are faced with.

We started our 2023 operations shortly after Cooke's acquisition of our business in late 2022. The change has been exciting, with Glenn Cooke and his team recognising and embracing the passion, innovation, determination, and can-do culture that defines Tassal. We are eager to

continue learning from Cooke's global operation while sharing our unique strengths and experience to help them grow.

This year also brought a new addition to our seafood range. Integrating barramundi into the Tassal brand is a positive step for us, which we will continue to see evolve. We have all relished the opportunity to connect with new staff and members of the local community, including the Traditional Owners of the land in which we operate in the beautiful Cone Bay, as we strive to further establish barramundi's reputation in the Australian market.

We were also thrilled to evolve the overall Tassal brand in 2023. We have completed a significant piece of work with both consumers and our customers to understand the value and power of our Tassal brand, and we are excited that it can stretch to become more than salmon. Building on this strategy, 2023 saw us celebrate and launch a new chapter as we switched from "Tassal, Tasmanian for Salmon" to "Tassal, it's Australian for Seafood."

Working with our industry peers continues to be a strong focus at Tassal. The Salmon Industry Thank You Day in 2023, initiated by Salmon Tasmania, stands as a testament to the strong unity and incredible people within our industry as

we continue to work together. The \$1.36 billion salmon industry supports over 5,000 Tasmanian jobs. It is a significant contributor to the state's economy and plays a critical role in supporting regional economies throughout Tasmania.

I sincerely thank everyone who has contributed in some way to our achievement and sustainability progress in 2023. The passion and expertise from our people and outstanding culture undoubtedly goes a long way in committing to continuing to proudly sustainably feed tomorrow.




**Mark Ryan**  
Managing Director & CEO



# Our footprint

## OUR FOOTPRINT: SEAFOOD & PRAWNS

- A. Northern Prawn Fishery - Xanadu
- B. Mission Beach QLD - Prawn farm, hatchery & processing facility
- C. Proserpine QLD - Prawn farm, hatchery & processing facility
- D. Exmoor QLD - Aquaculture development area
- E. Yamba NSW - Prawn farm & processing facility
- F. Lidcombe NSW - Seafood processing facility
- G. Cone Bay WA - Barramundi farm
- H. Kew VIC - Sales & marketing
- I. Hobart TAS - Head office & feed centre

## OUR FOOTPRINT: SALMON

### MARINE FARMING ZONES

1. Eastern Zone - Okehampton Bay & Port Arthur
2. Channel Zone - D'Entrecasteaux Channel
3. Southern Zone - Dover & Huon River
4. Western Zone - Macquarie Harbour
5. Storm Bay Zone - Nubeena & West of Wedge

### FRESHWATER HATCHERIES

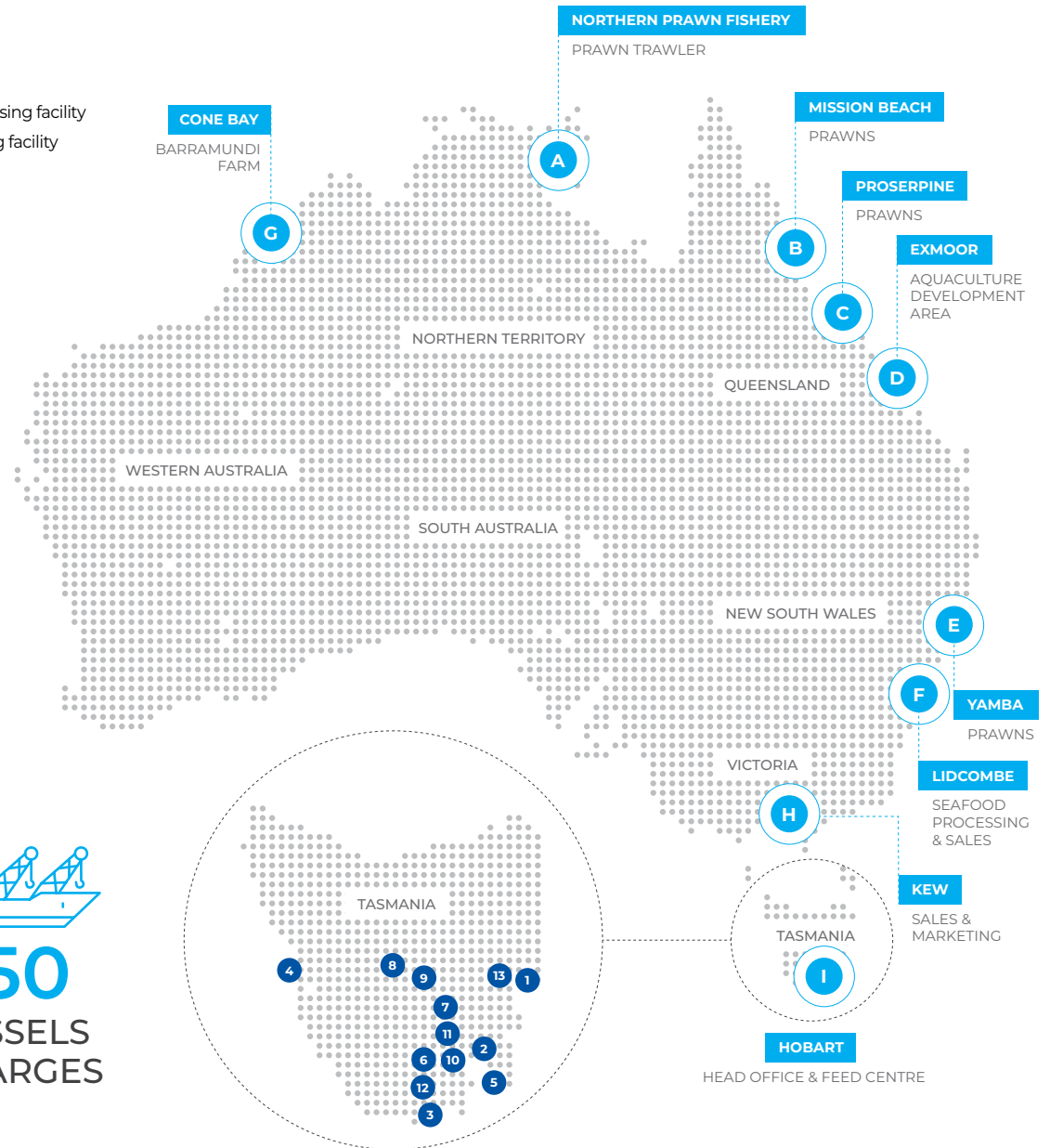
6. Rookwood - Ranelagh
7. Russell Falls & Karanja - Mount Field
8. SALTAS (industry hatchery) - Wayatinah
9. HRAS (future development) - Hamilton

### PROCESSING FACILITIES

10. Huonville - Salmon processing
11. Margate - Salmon processing
12. Dover - Salmon processing
13. Triabunna - Rendering facility



**150**  
**VESSELS**  
**& BARGES**



# Responsible Business Roadmap

OUR RESPONSIBLE BUSINESS ROADMAP PROVIDES OUR BUSINESS A DYNAMIC FRAMEWORK TO DELIVER MEANINGFUL IMPACT ACROSS OUR FIVE GUIDING PRINCIPLES: PROSPERITY, PEOPLE, PLANET, PRODUCT AND PRINCIPLES OF GOVERNANCE.

Across the business, our teams are focused on innovation and change practices and we have identified seven areas of acceleration: climate, waste, freshwater, animal welfare, people and communities, responsible sourcing and governance.

Our Responsible Business Roadmap guides the integration of environment, sustainability and governance into how we behave, think and measure our success in driving sustainable change.

**At Tassal, our purpose is sustainably feeding tomorrow.**

We believe in sustainably produced food, through responsibly harnessing our precious water resources and playing our part in ensuring a prosperous, healthy planet for future generations.



## Target progress highlights

### CLIMATE

- + Monthly emissions tracking in place across functional areas.
- + Identification of action areas and future project opportunities with emissions reduction roadmap in development.
- + Scope 3 emissions assessment completed for FY22.
- + Science Based Target initiative project group developed for 2024 submission.
- + Participated in a range of Blue Economy CRC climate action research and development projects including alternative power for vessels and MoorPower project.

### FRESHWATER

- + RAS feasibility assessment commenced for current and future hatcheries.
- + Freshwater data collated and analysed by the Freshwater Working Group, with key areas identified for optimisation.

### WASTE

- + Legacy farming waste disposal plans identified and implementation in action.
- + 91% diversion from landfill from Tasmanian processing plants.
- + Updated waste tenders implemented along with monthly tracking for all sites.
- + Australian Packaging Covenant Organisation (APCO) report developed and submitted.
- + IT e-waste recycling program implemented.
- + Packaging optimisation projects in place including soaker pad removal and polystyrene box replacement projects.

### ANIMAL WELFARE

- + HAPPYfish animal welfare modules developed, and Rise education platform engaged for delivery.
- + Marine mammal interactions continue to decrease with established exclusion technologies a key factor.
- + Macquarie Harbour Oxygenation Project implemented as proposed engineering solution to improve Macquarie Harbour oxygen levels.

### PEOPLE AND COMMUNITIES

- + No remuneration differences identified for like-for-like positions by experience or gender.
- + Zero Harm WHS program ongoing with Total Recordable Injury Frequency Rate (TRIFR) below levels.
- + Engagement survey complete with opportunities for development across functional areas in progress.
- + LEAP female leadership program initiatives developed and implemented.
- + Better Together grants program developed for local community engagement and support.

### RESPONSIBLE SOURCING

- + Feed strategy decision matrix developed to assess carbon footprint, performance, nutrition and biodiversity impacts by feed types.
- + GLOBALG.A.P. certification implemented across prawn and salmon operations.
- + 90% of purchased seafood accredited to a third-party sustainability standard with a pathway developed to achieve 100%.
- + Supplier assessments ongoing.

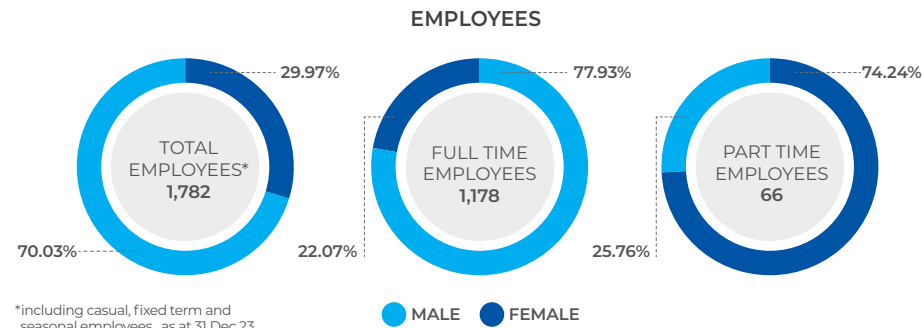
### GOVERNANCE

- + Ongoing participation across Environmental, Social and Governance (ESG) member platforms including United Nations Global Compact Network Australia (UNGCNA), Sustainable Agriculture Initiative (SAI) Platform Australia, Seafood Industry Australia (SIA) and Global Salmon Initiative (GSI).
- + Cross-functional accelerator work groups established driving future initiatives.
- + Participated in pilot program for the Taskforce on Nature-related Financial Disclosures (TNFD).
- + Responsible Business education sessions completed across the business.
- + Modern Slavery training program developed for 2024 roll out.



## People & communities

We are an Australian employer with a diverse national footprint spanning from Dover in the far south of Tasmania to Far North Queensland and remote Cone Bay/Yaloon in Western Australia. We value how we work just as much as what we achieve, striving for business excellence in everything we do. Our people each contribute in different ways, embracing our business values and harnessing our can do – safely culture with purpose and intent.



  
**97.09%**  
WHS COMPLIANCE  
SCORECARD

  
**APPROX  
1,800**  
EMPLOYEES  
ACROSS  
AUSTRALIA

### SUSTAINABLE DEVELOPMENT GOALS



TASSAL GROUP  
SUSTAINABILITY  
HIGHLIGHTS 2023

  
**8 SCHOOLS**  
ON SCHOOL BREAKFAST PROGRAM

  
**9,450**  
TOTAL NUMBER OF MEALS  
DONATED TO THE COMMUNITY

  
**16**  
COMMUNITY MARINE RESCUES  
AND ASSISTANCE PROVIDED

  
**2**  
MEMORANDUMS OF  
UNDERSTANDING SIGNED

  
**\$270,000**  
DONATED IN  
COMMUNITY  
SUPPORT

## Planet

Understanding the environmental values of where we operate, and the footprint of our supply chain is the keystone to responsible farming. We seek to continuously build on our knowledge base so that our environmental management and sustainability strategy always aligns with regulatory, community and social expectations.

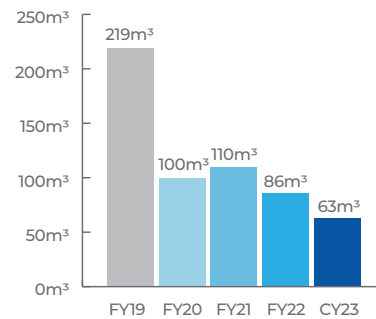
We implement contemporary, science-based monitoring programs and have robust environmental risk and compliance management systems, where potential impacts are continuously reviewed and mitigated.

### HEALTHY COASTS

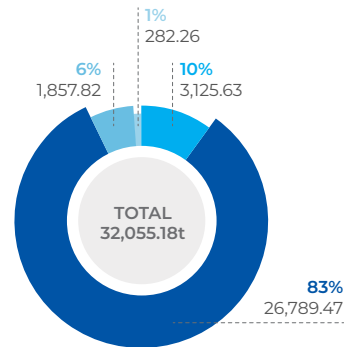
Keeping our oceans and coasts safe and clean is important to us. Our marine debris program is a key initiative to keeping our oceans and coasts clean.

### MARINE DEBRIS

Rubbish removal m<sup>3</sup>



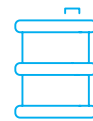
### GENERATED WASTE



- CONTROLLED WASTE LANDFILLED
- CONTROLLED WASTE RECYCLED
- GENERAL WASTE RECYCLED
- GENERAL WASTE LANDFILLED



**4.9%**  
OF MARINE DEBRIS  
COLLECTED ATTRIBUTED  
TO TASSAL



**89%**  
OF ALL WASTE  
RECYCLED

### SUSTAINABLE DEVELOPMENT GOALS



TASSAL GROUP  
SUSTAINABILITY  
HIGHLIGHTS 2023

### ENVIRONMENTAL COMPLIANCE

Compliance is calculated based on our performance against all conditions within respective site licenses.



**99%**  
SALMON  
HATCHERY  
COMPLIANCE



**99%**  
SALMON  
PROCESSING  
COMPLIANCE



**97%**  
SALMON  
MARINE  
COMPLIANCE



**99%**  
PRAWN  
OPERATIONS  
COMPLIANCE

**100%**  
NITROGEN CAP  
COMPLIANCE

**1,600**  
HOURS WALKING  
**538KM**  
OF SHORELINE

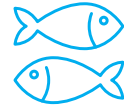


**ENVIRONMENTAL STEWARDSHIP  
AWARD RECIPIENT\***

\*AS RECOGNISED BY SEAFOOD INDUSTRY TASMANIA



## Animal welfare



**91%**

**SURVIVAL SALMON  
(MARINE)**



**REPORTABLE  
SALMON ESCAPES\***

\*loss of >500 species to the marine environment at any one time

**95%**

**REDUCTION IN  
SEAL DETERRENT  
USE SINCE FY19**

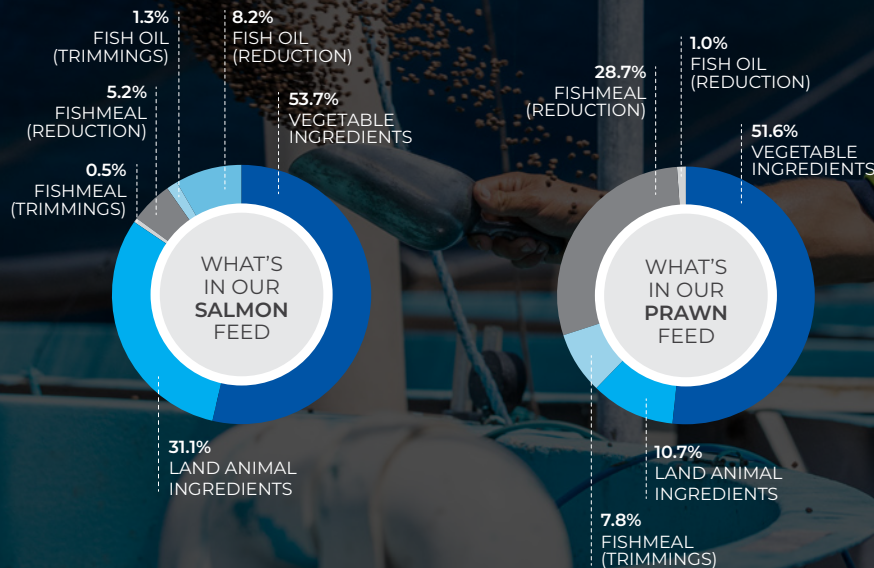
**88%**

**REDUCTION IN  
ANTIBIOTIC USE\***  
SINCE FY19

\*grams of antibiotic per tonne of salmon produced

## Feed

Feed ingredients play an important role in the efficiency of salmon and prawn farming and provides our livestock with all the protein and essential nutrients required for optimal health and growth.

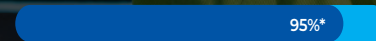


**0.7KG**  
OF FORAGE FISH  
FOR 1KG OF GROWTH



**100%**  
DEFORESTATION  
FREE SOY  
INGREDIENTS

Marine Certified Ingredients



\*marine certified ingredients in feed provided by our majority feed supplier

## Our brand

### SUSTAINABLE PACKAGING INNOVATION

We started our transition from polystyrene to fibreboard prawn cartons and commenced the removal of soaker pads to hydro lock tray technology.



NEW BARRAMUNDI



### NEW COOKE SEAFOOD BRAND INTRODUCED



### SUSTAINABLE DEVELOPMENT GOALS



IN 2023 WE HARVESTED

**36,123**

SALMON HOG TONNES  
AND

**6,024**

PRAWN TONNES

AUD

**\$684**  
**MILLION**

INVESTED IN AUSTRALIAN  
SUPPLIERS IN 2023

(96% of total supplier spend)



IT'S AUSTRALIAN FOR SEAFOOD™

**MOST TRUSTED AND POWERFUL  
PROTEIN BRAND IN AUSTRALIA<sup>1</sup>**

1. Tassal commissioned report by Kantar Brand Tracker. December 2023 measuring protein Proprietary brands.

**120**

**APPROVED SUPPLIERS**

THROUGH QUALITY APPROVED  
SUPPLIER PROGRAM



## Governance

### INDUSTRY PARTNERS



### THIRD-PARTY SUSTAINABILITY CERTIFICATIONS



UN GLOBAL COMPACT SIGNATORY AND PARTICIPANT OF THE UN GLOBAL COMPACT COMMUNICATION ON PROGRESS.

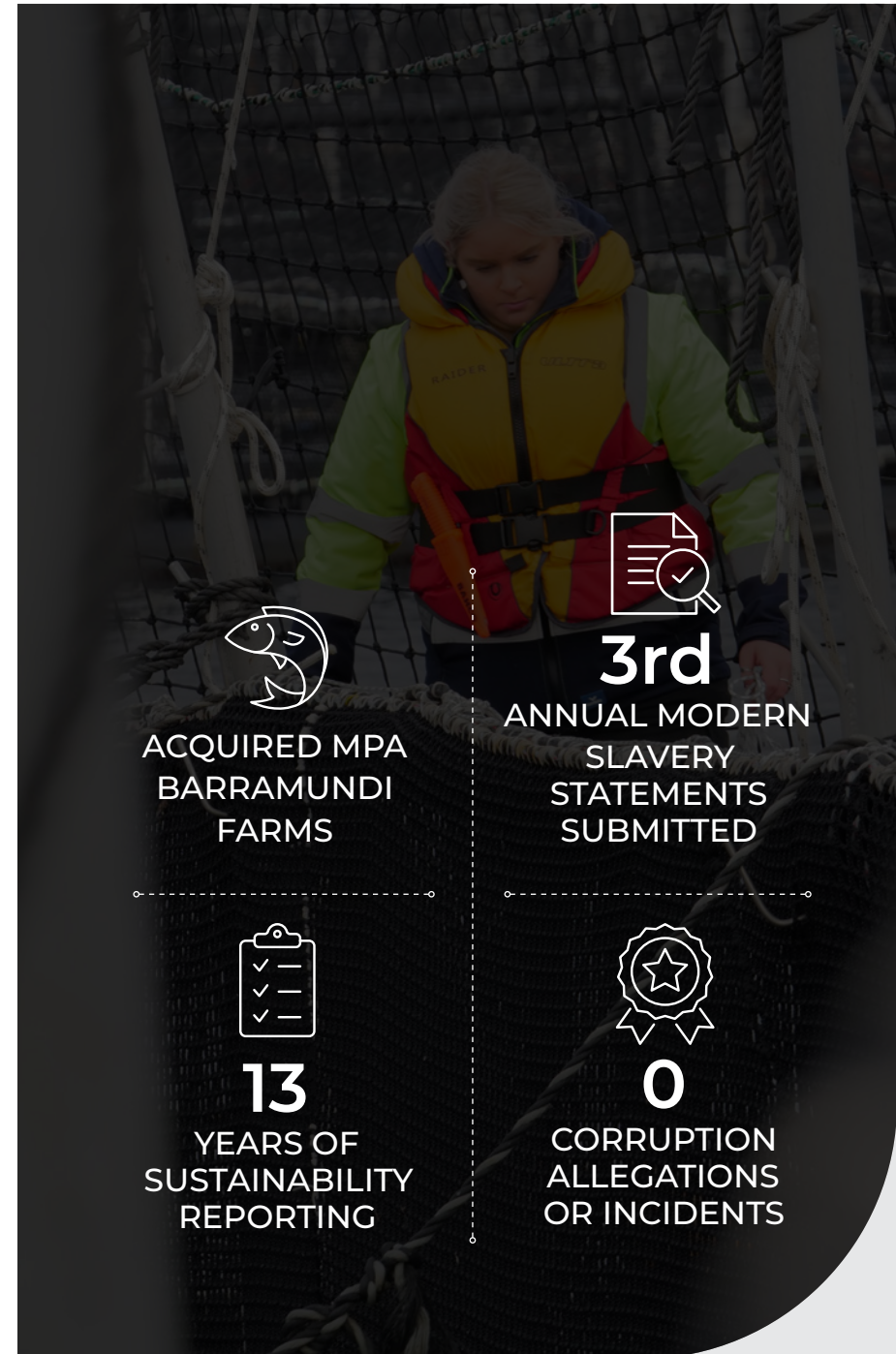


**Global Compact**  
Network Australia

### SUSTAINABLE DEVELOPMENT GOALS



TASSAL GROUP  
SUSTAINABILITY  
HIGHLIGHTS 2023



ACQUIRED MPA  
BARRAMUNDI  
FARMS

**3rd**  
ANNUAL MODERN  
SLAVERY  
STATEMENTS  
SUBMITTED

**13**  
YEARS OF  
SUSTAINABILITY  
REPORTING

**0**  
CORRUPTION  
ALLEGATIONS  
OR INCIDENTS



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#### GET IN TOUCH

##### SUSTAINABILITY

[sustainability@tassal.com.au](mailto:sustainability@tassal.com.au)

##### COMMUNITY

[community@tassal.com.au](mailto:community@tassal.com.au)

##### CONSUMER FEEDBACK

1800 620 685

[consumerfeedback@tassal.com.au](mailto:consumerfeedback@tassal.com.au)

##### CUSTOMER SERVICE

1800 652 027

[csc@tassal.com.au](mailto:csc@tassal.com.au)



#### TASSAL GROUP LIMITED

Level 9, 1 Franklin Wharf, Hobart TAS 7000

1300 827 725

[sustainability@tassal.com.au](mailto:sustainability@tassal.com.au)

[tassalgroup.com.au](http://tassalgroup.com.au)

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