

Blue Economy Case Study: Mowi

Founded in 1964, Mowi is one of the world's largest seafood companies and the leading producer of Atlantic salmon. Harvest volumes reached 559,000 tons in 2025, representing approximately 20% of the global market.

Mowi has established a significant global presence through its operations across multiple countries in Europe, North America, South America, and Asia. Additionally, the company has invested in extensive research and development (R&D) activities aimed at sustainable business practices and has implemented rigorous environmental, social, and governance (ESG) measures in its operations.

Mowi (formerly Marine Harvest) is involved in the complete salmon farming value chain, including hatcheries, feed production, fish farming, processing, sales, and distribution.

The company manufactures an extensive assortment of salmon products that include fresh and frozen whole salmon, fillets, smoked salmon, and value-added seafood products under various brand names. With operations in over 25 countries across the globe, the company's workforce exceeds 11,500 employees.

Sustainable Business: Strategy & Targets

Mowi's ambition is to embed social responsibility and environmental sustainability in every level of the business and is at the heart of its corporate culture; increasing the world's access to healthy and sustainable food from the ocean, while having a positive long-term economic and social impact.

The company's 'Leading the Blue Revolution' vision encapsulates its sustainability strategy. The ambition is to be a world-leading, integrated producer of seafood proteins, to unlock the potential of the ocean as a food source for present and future generations.

The Sustainability Strategy is centered around the guiding principles - Planet and People - and underpins commitments across its social and environmental performance through the value chain. These commitments are intended make the business future-proof and are aligned with the UN Sustainable Development Goals.

Value chain control lets the company set ambitious sustainability targets and make a positive impact on the planet. Practically, this includes sourcing sustainable feed ingredients, reducing greenhouse gas emissions, sourcing more electricity from renewable sources, and looking at plastic usage at every stage of the business. This is all underpinned by investment in robust research and development by teams across the entire Mowi value chain who continually look at how to innovate and be more sustainable moving forward.

Priority targets

- Produce food from the ocean in a way that respects the ocean's assimilative capacity
- Leverage seafood as a climate-friendly dietary option
- Transition to a low-carbon economy
- Reduce Scope 1, 2 and 3 carbon emissions
- Set science-based targets to reduce total GHG emissions
- Make the supply chain more climate-friendly both up- and downstream e.g.:
 - Use the best available climate-friendly feed raw materials
 - Reduce diesel usage at farming sites

- Increasing the share of renewable energy used during farming and processing
- Optimizing downstream transportation

Emissions

Mowi's targets on GHG emissions reduction are approved by the Science Based Targets Initiative (SBTi) and they have developed a low carbon transition plan using the RCP 2.6 climate scenario pathway.

The feed business area reduces GHGs by prioritising feed raw materials that reduce the group's GHG emissions without reducing fish performance and welfare; and, promoting sustainable capture fisheries as a source of fish meal and fish oil.

The farming business areas reduce GHG emissions by reducing feed conversion ratio (less feed equals less raw materials and less energy) and switching from diesel to onshore electrical power supply wherever possible.

Scopes 1, 2 and 3 are audited by independent third-parties on a yearly basis and reported publicly in the integrated annual report. Mowi has a global policy on climate change, internal standards on energy use, reporting and energy-saving initiatives and technical reports on energy use and GHG emissions.

Climate change is also identified as a material topic in Mowi's materiality and risk assessment. Risks and opportunities linked with climate change as well as climate strategy and performance are reported in the integrated annual, CDP and TCFD reports. Mowi has set science-based targets at the end of 2019 to reduce total GHG emissions.

The company has committed to reduce Scope 1 and 2 GHG emissions 50.6% by 2030 from a 2019 base year, and Scope 3 GHG emissions 27.5% within the same timeframe. By 2030 the company aims to achieve:

- zero solid waste to landfill from waste generated from direct operations (feed, freshwater farming and processing plants).
- 100% of offcuts from processing plants upcycled to new.
- 10% reduction on water intensity (m³/tonne of fish produced) at processing plants located in high overall water risk

Social

Mowi sees diversity as both a business-opportunity and necessity. Organisations with a diverse workforce, have higher employee engagement. They are in a better position to attract the right talent, and their financial performance is better. Mowi aims to attract, recruit and develop the best, independently of gender, age, ethnicity or other characteristics

The company aims to create a positive impact on local communities by providing employment opportunities and enabling their development by supporting local schools, sports and cultural activities.

It also promotes employees volunteering to local community programs and in this way leverage both local communities' well-being and learning and development opportunities for employees.

Governance and regulation

Third-party certification is key to Mowi's sustainability strategy. The target is to have 100% of yearly harvest volumes certified with a Global Seafood Sustainability Initiative (GSSI)-recognised standard: the Aquaculture Stewardship Council (ASC), Best Aquaculture Practices (BAP) or Global GAP.

GSSI works in close partnership with the Food and Agriculture Organization of the United Nations (FAO), and its member states, since its inception to operationalise and champion internationally agreed guidelines and instruments in the seafood sector. It is a recognised body that has developed a global benchmark tool to provide a formal recognition of seafood certification schemes that successfully complete a rigorous and transparent benchmark process, underpinned by the FAO Guidelines.

Mowi follows a similar approach in relation to food safety standards, also adhering to GSFI recognised standards.

Strategic partnership with Skretting/Nutreco

Mowi has formed a strategic partnership agreement with Skretting/Nutreco, producing feed based on Skretting's feed formulation to improve farmed salmon nutrition.

The partnership delivers more than EUR 55 million in annualised net cost savings through improvements in feed formulation and recipes, procurement and logistics.

Skretting, the aquaculture feed business line of Nutreco group, is a leading global aquafeed manufacturer and supplier with advanced nutritional expertise and R&D capabilities.

The partnership agreement builds upon Mowi and Skretting's existing long-term commercial relationship. Skretting makes available its proprietary know-how, R&D capacity, data and procurement capabilities.

Sources: Mowi & IMARC