

Making Waves



An overview of key projects
in the year to end March 2026





Opening Statement

2025-26 started off with a bang in Barcelona: Seafood Expo Global launched the year with great success. We continued to build global connections, attend trade shows in key international markets and work hard to expand the demand for our premium Scottish seafood overseas.

We spent the year fostering vital partnerships, sharing knowledge and inspiring the next generation of seafood professionals.

This edition of Making Waves highlights just some of the activities that made the past year so memorable and exciting for Scottish seafood.



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A Message From Our CEO



It has been an incredible year for the Scottish seafood sector, kickstarted by an exceptionally successful Seafood Expo Global 2025. There was a real buzz around the event, and we were joined by Scottish and UK Government ministers, who witnessed the official launches of two significant initiatives: Scottish Quality Langoustine and the Scottish Ocean Cluster (SOC).

The Cluster places us amongst a global movement which seeks to extract more value from our seafood sidestreams and encourages collaboration across some of Scotland's major industries to secure the future of Scotland's blue economy. We are proud to lead this in partnership with Aberdeenshire Council, the Industrial Biotechnology Innovation Centre (IBioIC), Opportunity North East and Zero Waste Scotland. Within just 10 months of launching, we secured funding for a much-needed project manager and saw demand for SOC services grow rapidly – a clear sign of both demand and ambition across the sector.

While the year hasn't been without its challenges, we have taken every available opportunity to work more closely with existing markets and explore new opportunities to ensure the outstanding quality of Scotland's seafood is recognised more widely. We exported record volumes of salmon, produced a record number of farmed mussels and saw demand for Scottish mackerel surge across Asia. Some of Japan's and Korea's largest retailers signing new supply deals is a powerful endorsement of the quality of our product.

At Seafood Scotland, we are proud to have supported the industry through – and, in some cases, helped drive – these successes.

Scotland consistently punches well above its weight in its willingness to innovate, modernise and adopt best practice. That strength comes from the people working across the industry. It is our collective passion and commitment that has earned Scotland global recognition.

As ever, my team has gone above and beyond to support this success. With the unwavering backing of our board and support of Mairi Gougeon, Cabinet Secretary for Rural Affairs, Land Reform and Islands, they have opened new markets, created meaningful business opportunities, identified seafood ambassadors and delivered wide-ranging support – from attracting talent to helping businesses navigate an increasingly complex regulatory landscape.

Donna Fordyce,

Chief Executive





A Message From Our Chair



Following on from our 25th anniversary year in 2024 – a time of reflection as well as momentum – Seafood Scotland has spent 2025 building on that significant milestone and, alongside many trusted partners, challenging itself to look to the future of the industry. The past year has brought volatility and change at a rapid pace but has also shone a light on the adaptability and resilience of Scotland’s seafood industry as it pivoted and responded to a range of challenges – from uncertainty around tariffs to the continuing legislative changes off the back of Brexit.

Throughout 2025, the team continued its drive to promote Scottish seafood at home and in key markets abroad, strengthening the ties of existing relationships and seeking out opportunities in new and emerging export markets. Their tireless work maintains – and indeed builds on – the outstanding reputation of the fish and shellfish sourced from and produced in Scottish waters.

I am also proud of the fact that Seafood Scotland has been leading the charge on some of the industry’s new and most innovative initiatives, such as the Scottish Ocean Cluster and Scottish Quality Langoustine – both of which were officially launched on the global stage at Seafood Expo Global 2025. The positive response and support given to both was incredibly heartening – and proof that there is an appetite to sustain the future of an industry that is so firmly embedded in our heritage, and vitally important to Scotland’s wider economy.

It also speaks to the trusted reputation the company has established across all sectors of the industry. People are confident in the expertise our team offers, and Scotland’s hardworking fishers, producers and processors are willing and able to support our efforts to future-proof their beloved industry – just as we support them with advice, market exposure and in overcoming challenges.

So, while the focus in 2025 has been on steadying the ship for Scotland’s seafood industry, there have been huge strides made to ensure we are fit for the future and continue maximising the benefits of our valuable resource in a profitable and sustainable manner. That work would not be possible without several key partners, including our funders Marine Fund Scotland and Scotland Food & Drink, to whom we extend our thanks for their continued support.

Kevin McDonell,

Chairman



History of Success

For over 25 years we have worked to improve the performance and reputation of Scotland's seafood sector. The industry is vital for our nation's economy, but also a key part of our cultural identity. Its success leads to economic, social and environmental benefits for stakeholders and rural communities.

Building the reputation of Scottish seafood, at home and abroad, based on provenance and quality.

Working with schools and other organisations to encourage more consumption of seafood and attract new entrants to the sector.

Fostering a culture of deep appreciation and collaboration throughout the supply chain.

Collaborating with chefs, influencers and media to increase awareness and demand.

Delivering market-relevant projects to create stronger demand for Scottish seafood in key markets around the world.

Driving ambition and encouraging technological advancement across the industry.

Being a positive but realistic voice for the industry, to drive further backing for our world-class industry thus ensuring seafood is a leading component of wider food and drink policy and strategy.





Building Business Confidence

While we often engage with many organisations at trade shows, we also provide tailored support and counsel for individual organisations. This includes smoothing the path behind the scenes, providing a guiding hand or expert advice, or sharing vital insight into a particular market or species.

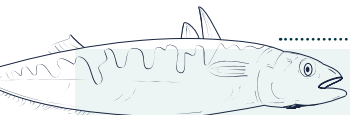
Set piece events are the most visible part of what we do. Given this, it's vital that the promotion of Scottish seafood is sufficiently funded and adaptable to respond to market forces at home and in key markets across the globe. We have identified six focus areas where we believe we can make the biggest positive impact on behalf of the sector:

- **Trade Development:** Expanding into new markets while sustaining and further developing existing opportunities – driven by market dynamics, industry trends and a focus on premiumisation.
- **Industry Awareness:** Highlighting stories throughout the supply chain where provenance, quality and responsible practices take centre stage.
- **Investment and Innovation:** Supporting the industry to embrace and invest in innovations that drive productivity and profitability, such as automation.
- **People and Skills:** Building the reputation of the sector as an attractive and accessible career option for people at all levels of experience.
- **Sustainability:** Unlocking value and reducing waste by promoting sustainable fishing methods, creating new 'sidestreams' and learning from other countries such as Iceland.
- **Communities:** Championing coastal and rural communities for their vital contribution and raising awareness of the health benefits of eating seafood to support the industry at large.



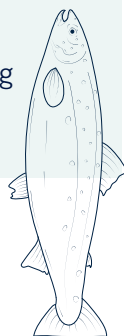
Scottish Seafood in Numbers

Scottish vessels landed **561,000** tonnes of seafood in 2024, valued at **£756 million**.

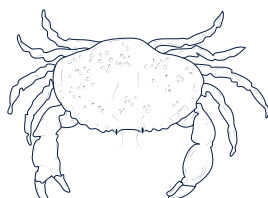


Mackerel remained the most valuable species in 2024, worth **£286 million** – or **38% of the total value**.

In the year ending **June 2025**, **Scottish salmon** exports reached a record-breaking **£941 million**.



Scotland lands over **65 species** of seafood annually, with



80% of our catch **exported**.

There are **1,998** active Scottish-based vessels, **76%** of which are under **10 metres long**.



A record-breaking **11,690** tonnes of **Scottish mussels** were farmed in 2024, worth **£12.3 million**.

Challenges and Opportunities

We continue to use feedback from producers and suppliers to strengthen our understanding of the challenges they face, ensuring our activity is closely aligned with where support is needed most. Many of the ongoing and emerging pressures facing the sector have been tied to:

- Tariffs, which continue to impact competitiveness in key export markets and influence route-to-market decisions for Scottish seafood businesses.
- EU IUU regulations and ongoing SPS checks, creating additional administrative and operational burdens within the sector – and reinforcing the need for clear guidance and support.
- Quotas, which affect supply and planning across parts of the sector. This is part of the reason we launched the Scottish Ocean Cluster, to improve the value of the fish we are allowed to land and process.
- Funding and investment challenges, particularly in the face of rising costs, where financial support is critical to support innovation, sustainability and growth.

We have been working to address these over the years; Donna Fordyce sat on the most recent Food and Drink Export Council, helping to advise the UK Government on how best to advance the sector's interests in future trade agreements.

And, while our key focus remains trade marketing at home and abroad, we are also dedicated to encouraging deeper understanding, rebutting misinformation and misunderstandings, while encouraging consumers to eat more Scottish seafood and to be aware of its nutritious qualities and premium taste.



Market Development: UK



Within the UK, we have maintained a clear strategic focus on England – London in particular – as a priority market for growth. While Scottish seafood is widely recognised and celebrated across Scotland, there remains a relative disconnect in England’s highly competitive hospitality sector, where we compete not only with other UK regions and nations such as Cornwall and Wales, but also with strong international suppliers including Norway, the Faroe Islands and Alaska.

The UK remains a highly competitive and costly market to operate in and, while the opportunity on our own doorstep is significant, our ability to fully capitalise on it is inevitably shaped by available resource. This makes it even more important that our activity is targeted, strategic and focused on areas where we can deliver the greatest impact.

London’s diverse hospitality landscape, from Michelin-starred restaurants to a vast network of hotels, restaurants, pubs and cafés, presents significant potential to grow market share and drive value for Scottish seafood. Crucially, London also acts as a gateway to international influence, with many of the world’s most celebrated chefs choosing to establish restaurants in the city. Through our work, we have engaged with globally-renowned chefs such as Mauro Colagreco, Hélène Darroze and Simon Rogan, extending the reach and influence of Scottish seafood far beyond the UK market.

Strengthening awareness and demand at home is essential to long-term industry success. By championing Scottish seafood within the domestic market, we ensure it is recognised, requested and valued across supply chains.

To support this, we have developed a targeted, chef-led programme, working with respected chefs and industry partners to showcase Scottish seafood in real kitchen environments – building credibility, demonstrating versatility and influencing purchasing decisions at scale. Alongside this, a key strategic pillar for us is supporting young people: helping to educate and inspire the next generation of chefs and food professionals about Scottish seafood lets us take a longer-term view in building knowledge, confidence and future demand within the sector.

Adam Wing

Sally McColl, Tobermory Fish Co.: “Seafood Scotland has been an incredible support to us at the Tobermory Fish Company. Through their guidance and connections, they’ve helped showcase our smoked fish to some of the UK’s most respected chefs and venues. A couple of real highlights for us have been seeing our product featured at the three Michelin-starred Sketch, and served at a world-class event at Claridge’s. These have been proud moments for our small, family-run business on Mull. Their support has played a key role in helping us grow our reach beyond the island while staying true to our craft, and we’re very grateful for the opportunities they continue to create for Scottish producers like us.”

Michelin



As part of our engagement around the Michelin Guide Great Britain & Ireland Awards, we brought a group of leading chefs together in Dublin for a pre-ceremony lunch, creating space for genuine connection rather than a formal or transactional activation.

Working with the team at two Michelin-starred Chapter One, Chef Nathan Lane prepared a five-course menu that put Scottish seafood at the centre of the experience, including a Kari-Gosse glazed Scottish lobster that really showcased the quality and versatility of the product.

We welcomed around 30 chefs to the table including John Williams, Brett Graham and Marco Zampese. The intention was simple: to spend time with the people who influence menus and purchasing decisions at the highest level, in a way that felt considered, collaborative and rooted in shared values around quality and craft.

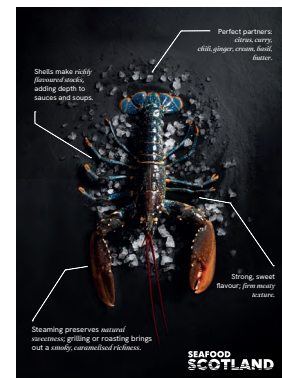
Moments like this are an important part of how we work. Rather than focusing purely on promotion, we look to build long-term relationships with chefs, giving them the opportunity to experience Scottish seafood in context and engage with it on their own terms. That's where we see the greatest impact over time.

Chef and Restaurant Magazine

We continued our longstanding partnership with the UK's leading publication for chefs and restaurateurs with a monthly article and two pages of advertisements, cementing the Seafood Scotland team as a valuable source of support and information.

Every month, we provide an article of up to six pages covering a topic relevant to the audience. Where possible these articles include chef-led content – quotes, images or interviews – to show that Scottish seafood is seen as a premium product in professional kitchens. We also promote and celebrate activities which are important to chefs, such as Bocuse d'Or and other key annual events.

We've also developed a range of tools including species guides featuring flavour profiles, pairings and seasonality insights. These are used on our advertisement pages to help chefs enhance their service, drive innovation, embrace sustainability and ultimately boost profitability.



Bocuse d'Or

The Bocuse d'Or is widely regarded as the most prestigious culinary competition in the world, attracting elite chefs competing at the highest level of international gastronomy. Since 2022, we have been a committed sponsor of Team UK, recognising the platform as a strategic vehicle to position Scottish seafood at the forefront of global fine dining. In 2025, this commitment deepened with Adam Wing succeeding Andreas Antona as Chair, enabling closer alignment between competition strategy and wider market development objectives.

This involvement goes beyond sponsorship. It represents a deliberate investment in influence by placing Scottish seafood directly into the hands of chefs operating at the very highest level, where standards are uncompromising and visibility is global.

In November 2025, we supported the Bocuse d'Or UK President's Gala Dinner at Claridge's, supplying premium Scottish species including trout, cockles, oysters, lobster and wild turbot. These ingredients were showcased across a seven-course menu prepared by some of the most respected chefs in the industry including Jean-Philippe Blondet, Alex Rothnie, Kim Ratcharoen, Alain Roux, Clare Smyth, Daniel Stucki and Marco Zampese. It was a high-impact platform to demonstrate the quality, versatility and consistency of Scottish seafood to an audience of influential chefs, partners and industry leaders.

In March 2026, Team UK – led by Oliver McGeorge – competed at the European Selection in Marseille and secured a strong seventh place finish in an exceptionally competitive field. Scottish seafood was embedded throughout the team's culinary approach, with dishes featuring Arbroath smokies and Scottish lobster; earlier development work included training with Scottish gurnard to refine both technique and product understanding ahead of the competition.

By integrating Scottish seafood into the Bocuse d'Or ecosystem – from elite competition to high-profile industry events – we are not only increasing global visibility but actively positioning it as a product of choice for the world's leading chefs. This approach aligns with a broader strategy of influencing top-tier culinary opinion, recognising its downstream impact on trends, purchasing behaviour and market demand.



Oliver McGeorge: "Working with Scottish seafood gave us a real point of difference. The quality is exceptional, but more importantly it allowed us to tell a story on the plate – one that felt authentic to who we are and where we come from."

Young National Chef of the Year

This prestigious annual competition, delivered by the Craft Guild of Chefs, is widely recognised as one of the most demanding platforms for young chefs and chefs in training, with entry by invitation only.

In recognition of its value in engaging high-calibre emerging talent, we supported the competition by supplying Scottish mussels and monkfish, ensuring participants had the opportunity to work with premium seafood in a competitive environment.

The programme extended beyond the competition itself, with the winner, Keira Carolan, and the two runners-up invited to Scotland for an immersive seafood experience. This provided first-hand insight into the industry, from source to plate, and helped build a lasting connection with Scottish seafood at a pivotal stage in their careers.

Young Restaurant Team of the Year

As part of Skills for Chefs, we also supported Young Restaurant Team of the Year, working with teams representing leading culinary colleges from across the UK. Each team, made up of two chefs and a front-of-house professional, was tasked with creating a dish centred around lemon sole alongside other Scottish seafood species.

Adam Wing presented The Best Use of Seafood Award to the team from University College Birmingham, recognising both technical execution and thoughtful use of the product. The overall winner was the team from the Simon Rogan Academy at Kendal College.

Through both this competition and Young National Chef of the Year, we continue to invest in the next generation of talent, ensuring Scottish seafood is embedded early in chefs' careers and remains front of mind as they progress within the industry.



Chef HQ at HRC: Industry Engagement and Next Generation Focus

In March 2026, we sponsored Chef HQ at the Hospitality, Restaurant & Catering (HRC) show, using the high-footfall platform to engage directly with chefs, operators and decision makers from across the UK.

The programme centred on chef-led demonstrations that brought Scottish seafood to life. Kim Ratcharoen of Restaurant Gordon Ramsay presented the restaurant's signature lobster ravioli, featuring Scottish salmon, langoustines and lobster, while Oliver McGeorge and Stella Harris delivered a Bocuse d'Or-themed demonstration showcasing the range of seafood used during their European campaign.

Adam Wing also took part in an on-stage discussion focused on our commitment to supporting the next generation of chefs. He highlighted initiatives such as Bocuse d'Or UK, the Royal Academy of Culinary Arts, Young Restaurant Team of the Year and the Seafood Scotland Young Chefs' Toolkit.

The event combined product demonstration with meaningful industry engagement, positioning Scottish seafood with both established chefs and emerging talent.



Royal Academy of Culinary Arts

Seafood Scotland was accepted as an Associate Member of the Royal Academy of Culinary Arts, the UK's leading professional association for chefs and hospitality professionals.

Membership provides a valuable platform to engage directly with an influential network of chefs, educators and industry leaders and helps position Scottish seafood within a respected professional framework. It also gives us a voice within the Academy, enabling open and constructive dialogue with members on key issues such as sustainability in a trusted, peer-led environment.

As part of this relationship, we are proud to sponsor the Master of Culinary Arts (MCA). This flagship initiative takes place every four years and is widely regarded as the most prestigious accolade a chef can achieve in the UK, comparable in stature to France's MOF. The 2026 MCA was launched this year and will continue into the next fiscal period, culminating in a grand awards gala in October 2026.

This involvement aligns closely with our long-term focus on education and excellence, ensuring Scottish seafood is embedded within the highest levels of professional development and recognised by those shaping the future of the industry.



Young Chefs' Toolkit

In March 2026, we finalised the development of our Young Chefs' Toolkit ahead of its planned launch at Seafood Expo Global in April. This new resource has been designed to support chefs at the early stages of their careers, while also serving as a practical reference point throughout their progression in the industry.

The toolkit brings together essential knowledge on Scottish seafood, including species identification, seasonality, fishmongery techniques and practical kitchen guidance. It is designed to be both accessible and functional, supporting chefs in building confidence when working with seafood whether during training, in competition settings or while developing menus in a professional kitchen.

Expanding on our relationship with Bocuse d'Or UK, the toolkit also features insights and guidance from members of Team UK, offering a direct link to chefs operating at the highest level of the profession. This not only reinforces best practice but also serves as a clear signal to emerging talent that Scottish seafood is trusted and used by the UK's leading chefs.

The toolkit represents a longer-term investment in skills, education and industry engagement, ensuring that Scottish seafood is better understood, more confidently handled and more widely used by the next generation of culinary professionals.

Market Development: USA



The United States continues to represent a highly valuable and strategically important market for Scottish seafood and remains our second largest export market globally. It is a market that rewards consistency, quality and strong provenance, with buyers placing significant emphasis on product integrity and reliability of supply. From my perspective, there remains considerable opportunity to further strengthen Scotland's position, not only through buyer engagement but also by increasing awareness of what Scotland has to offer among both established chefs and the next generation of young, up-and-coming culinary talent.

In my role, I focus on developing these opportunities through direct market engagement, supporting Scottish exporters, delivering targeted trade events and building partnerships that enhance visibility and commercial outcomes. This combination of market development, relationship management and strategic promotion is central to ensuring Scottish seafood remains competitive and well-positioned within the US market.

Matthew Hurst

Private Label Manufacturers Association



The Private Label Manufacturers Association (PLMA) US trade show in Chicago provided a strong platform to engage with retail buyers and private label stakeholders. The event highlighted continued growth in private label, with retailers focused on differentiation, premiumisation and value-added products rather than price alone.

From a seafood perspective, buyers showed clear interest in high-quality products supported by strong provenance and consistent supply. There was clear recognition that origin, product integrity and overall eating quality remain key drivers for retail decision-making, aligning closely with the strengths of Scottish seafood.

Attendance also enabled valuable networking, with over 25 commercial leads identified and passed back to Scottish value-added producers for follow-up. Overall, the event delivered useful market insight, strengthened visibility and supported ongoing trade development objectives.

Global Seafood Market Conference

In January 2026, we attended the Global Seafood Market Conference (GSMC) in Florida, hosted annually by the National Fisheries Institute.

The conference provided valuable market insights around economic forecasts and trends, helping us identify opportunities for Scottish seafood in the US. It also deepened our understanding of macroeconomic factors affecting seafood pricing, demand and logistics, which will inform future strategies.

Alongside this, we held a series of meetings with key buyers across the US retail sector, ranging from national chains to regional operators, giving us a clearer picture of current buying requirements and where Scottish seafood can add value.

Attending GSMC strengthens the relationships we've built up over time with key US buyers, distributors and professionals across food service and retail. It also serves as a precursor to Seafood Expo North America (SENA), allowing us to encourage more traffic to the Scottish Pavilion, thereby actively drumming up interest during conversations and setting the scene for follow-up meetings.

In many cases, these early discussions help convert initial interest into tangible opportunities and sales at the show itself. Furthermore, our collaboration with Zack Ahrens from Scottish Development International (SDI) has been invaluable in positioning Scottish seafood and setting up follow-up discussions.



Seafood Expo North America

SENA in Boston is a key event in the seafood calendar, and our team was honoured to represent the Scottish seafood sector on a global stage. Companies exhibiting on the Scottish Pavilion included JK Thomson, Thistle Seafoods, Loch Duart, Wester Ross Fisheries and Lunar Freezing. Several other Scottish companies also walked the show and used the Scottish Pavilion as a base for meetings and engagement.

Across the duration of the show, hundreds of business meetings were carried out in the Scottish Pavilion, reinforcing its role as a focal point for buyers looking to engage directly with Scotland's seafood sector and as a showcase of all corners of our industry, from salmon producers to whitefish, shellfish and added-value products.

Our stand served as a vibrant hub for business, networking and discussions. It was complemented by a dedicated tasting area with food prepared by Scotland's National Chef Gary Maclean and students from the Culinary Institute of NY, who together created 14 different dishes to showcase our wonderful Scottish seafood.

Scottish seafood companies were able to meet with current customers, strengthening and improving existing relationships and making many new connections.



Ryan Scatterry, Thistle Seafoods: "Thistle Seafoods has attended the Boston show for a number of years now, as this is an integral part of our North America strategy. With sales climbing year upon year, we thank Seafood Scotland for supporting us on this journey."



Paul Thomson, JK Thomson: "Attending Boston 2026 was vital to maintaining relationships with existing customers, as well as meeting potential new contacts. Being able to see people face to face helps to build trust in the relationship, which is key to doing business in the US. We are also able to showcase our quality and range of products on the stand and from Chef Gary on the Seafood Scotland Pavilion. This brings a first point of contact and makes us stand out in the crowd. SENA is vital for our continued growth in the US, and we are very grateful for Seafood Scotland's continued support."

StarChefs

We continued our partnership with StarChefs in the US, providing salmon, trout, langoustine and scallops as premium ingredients for the chefs to use at various events. The partnership puts us at the centre of key US culinary markets, connecting Scottish seafood with influential chefs and restaurateurs across major cities including Seattle, Houston, Washington DC and Las Vegas. Each city focused on a different species, demonstrating to young chefs the wide range of seafood on offer in Scotland.

Supporting these events also gives us the opportunity to engage with chefs on a personal level, discussing what makes Scottish seafood so great. It provides the chefs shaping high-end menus with direct exposure to, and samples of, Scotland's premium seafood and fosters long-term supplier relationships.



StarChefs Inward Visit

As part of our relationship with StarChefs, we hosted its managing director Nicole Borden on an immersive tour of our world-class seafood sector. As with all our inward visits, she got first-hand experience of the skill and care required by Scottish fishers by going out on a langoustine boat as well as touring salmon and trout farms to understand Scotland's aquaculture expertise. Along the way, we also stopped in at some of the leading seafood restaurants across Oban, Skye and beyond – giving her delicious insight into the way some of Scotland's own chefs use local fare.

The trip was initially a reward for the winner of StarChefs' competition, in which 500 chefs put forward a recipe, with 70 finalists competing to win the trip of a lifetime. However, the winner was unable to travel so we refocused the itinerary for Nicole. Her visit helped strengthen the relationship between Scotland's seafood industry and the US culinary community, showcasing the quality, traceability and stories behind Scottish seafood.

Nicole Borden, StarChefs: "My trip completely changed the way I think about seafood, by showing the care, skill and stewardship required to work in Scotland's waters. Just as impactful were the people and their generosity, pride and willingness to share their craft. The education, cultural exchange and human connection made me deeply appreciative of how Seafood Scotland and its farmers, fishers and producers support chefs locally and abroad, and the global seafood supply as a whole."

Miami Seafood Showcase

Delivered in partnership with SDI, this event was a valuable platform to showcase Scottish salmon, langoustine and scallops to a targeted audience of buyers and industry stakeholders. The format encouraged direct engagement, product sampling and high-quality commercial discussions around practical opportunities for menu integration and supply potential.

Buyer feedback was highly positive, with clear appreciation for the quality, provenance and versatility of the products shown. Discussions with the Florida Restaurant & Lodging Association were particularly productive and we are now exploring opportunities to work together on a number of projects going forward.

Overall, the event strengthened visibility, reinforced key product strengths and generated tangible relationship-building opportunities within an important regional market.



Los Angeles Seafood Showcase

This event, delivered in partnership with SDI, was a valuable continuation of recent US market engagement activities. It was a focused platform to present Scottish seafood to buyers and influential industry stakeholders within a premium, quality-led setting.

Responses from attendees closely mirrored the positive reception seen at the Miami Seafood Showcase, with a clear appreciation for the quality and provenance of the seafood – reinforcing the consistency of Scotland’s messaging across multiple markets. Conversations centred on commercial opportunities, product application and future collaboration.

Conversations with the James Beard Foundation were particularly encouraging, and we identified potential joint initiatives aimed at increasing awareness and visibility of Scotland’s seafood offering.

Overall, the event reinforced market interest, strengthened key connections and contributed positively to ongoing trade development efforts.

Market Development: Europe



Europe remains an important market for us. Each country has its own culinary traditions, but by engaging directly with local trade we've found Scottish seafood has a natural place. French and Spanish consumers are renowned for valuing quality and craftsmanship – qualities our product offers in abundance. Germany, as the second destination for Label Rouge salmon, presents major growth potential. And while the Netherlands was historically dominated by local suppliers, it's showing increasing interest in premium products from abroad.

Across all markets, our activity is tailored to local opportunities but united by a common goal: establishing a strong foundation for future growth and strengthening Scotland's presence across Europe.

Marie-Anne Omnes

Germany

Fischwirtschafts-Gipfel



In 2025, Scotland was the guest country at Fischwirtschafts-Gipfel – Germany's largest seafood conference, managed by industry publication Fischmagazine. Marie-Anne Omnes was one of three guest speakers invited to represent the Scottish seafood industry. Dr Stefan Hilger, director of Scottish Import Finefood GMBH – the largest importer of Scottish seafood in Germany – and Kenny Coull, fisheries policy officer of the Scottish White Fish Producers Association, were also invited to discuss commercial opportunities with fishmongers, smokehouse owners, journalists and other importers.

Seafood Scotland had a stand at the event, joined by Scottish Quality Salmon to highlight Label Rouge Scottish Salmon through Mowi. We had a great response from attendees and received three commercial enquiries immediately following the event. Local media covered the event, further raising awareness of opportunities with Scottish seafood in Germany.

Dr Stefan Hilger, Scottish Import: "Over many years, Scottish Import has built a strong and trusted relationship with Seafood Scotland. As one of the largest German importers of Scottish seafood for more than 30 years, we value the close collaboration – from sourcing support in Scotland and customer visits to joint initiatives such as the Seafood Scotland Masterclass in 2025 in Bremerhaven."

Netherlands

Shellfish Mission

In January 2026, Marie-Anne Omnes accompanied 10 Scottish shellfish industry professionals to Zeeland in the Netherlands. Over the course of one week, the group learned about the local industry, challenges and opportunities and the scale of operations in one of Europe's main shellfish producing countries. Representatives from Isle of Mull Oysters, Blueshell Mussels, East Voe Shellfish, The Roslin Institute, Loch Fyne Oysters Ltd and Kelly Wright, Scottish shellfish ambassador, visited several local shellfish companies and attended the annual shellfish conference by the Schelpdierconferenties foundation.

This mission offered attendees opportunities to discuss farming techniques, trends and best practices as well as giving Scottish stakeholders a platform to source new equipment and strengthen commercial links with local businesses.



Gordon Turnbull, Isle of Mull Oysters: "The Netherlands trip was an excellent opportunity to visit trade shows and farms while also building camaraderie with Scottish colleagues. Each trip I've taken with Seafood Scotland has provided tangible business benefits; from the Netherlands, I've recently ordered some equipment after seeing it in action on a farm. The oyster industry is so niche, there's so much to learn from other nations. With Marie-Anne's careful organisation, it's easy to relax and get a lot out of the trip."



QMS and G&B Surf and Turf

Organised by importers G&B Yerseke BV in partnership with Quality Meat Scotland and Seafood Scotland in September 2025, this event put high-quality Scottish produce – prepared by Michelin-starred chefs – in front of 100 key buyers and restaurateurs in the region. The lunch and networking offered a stage for the Scottish salmon, scallop and langoustine we provided.

This was Seafood Scotland's first major project in the region and allowed us to establish strong contacts with local buyers and importers. It also strengthened our relationship with G&B, one of the largest importers in the country.

France

King's Birthday Party



Every year at the end of spring, the British Embassy invites more than 3,000 stakeholders and VIPs to celebrate the UK at an evening reception in the residence garden. We are the sole provider of seafood for this event, providing the perfect opportunity to highlight Scottish seafood to the embassy's most important contacts, media professionals, politicians, key business partners and more. Our ambassador chef in France, Emilien Rouable, created canapés including gin fizz langoustine and crispy Label Rouge salmon bites to overwhelming success: all canapés were eaten in under two hours, with many guests approaching us to discuss the quality of the seafood.

Emilien Rouable, L'Inattendu restaurant: "Being Seafood Scotland's ambassador in France is far more than a title, it is a real source of pride. It means standing behind a vision and values I wholeheartedly share: a land and seas, a people, an authenticity and exceptional produce. I am proud to work with them in my own way, to pass on best practices with enthusiasm and, above all, to serve them in my restaurant."

FERRANDI Masterclass

In February 2026, we were proud to host a masterclass at FERRANDI Paris, founded more than 100 years ago and one of France's leading professional gastronomy and hospitality management training schools.

With the support of Harriet Bernot, Scottish Development International (SDI), and our French ambassador chef Emilien Rouable, we joined the full week of food supply chain workshops and talks with the 84 trainees of FERRANDI Paris' professional retraining programme ("CAP Cuisine") for people of all ages and backgrounds with a passion for gastronomy. We showed how the Scottish seafood industry combines provenance, storytelling and flavour and gave students and teachers the opportunity to taste some of our flagship products. We have already begun discussions to continue these masterclasses in 2026/27.



St Andrew's Reception and Scottish Week

A beloved November annual event, the St Andrew's Reception at the British Embassy in Paris in 2025 saw more than 300 people celebrate Scotland and enjoy Scottish cocktails and canapés. Attendees came from a wide range of sectors and included diplomats, journalists, influencers, buyers and more.

The theme chosen for the year was "fusion" and our ambassador chef, Emilien Rouable, created incredible dishes including spicy Caribbean scallops and curry, coriander and chilli whelks. Each canapé highlighted Scottish species and bolstered our country's reputation for producing top quality seafood; it was also the first time whelks were served at the St Andrew's Reception.

We are already in discussions about next year's event – which is likely to be focused on seafood – with plans to invite more key journalists and buyers.



Inward Visit: Shetland



To continue highlighting the whole of the Scottish seafood industry to media contacts in France, we worked with our press and public relations agency in France, Cap&Cime, to arrange a media trip to Shetland.

We invited three journalists from French trade publications focused on the retail and food and drink sectors for an up-close look at the industry, with visits to the Shetland Seafood Auctions, QA Fish, Shell-volution, Blueshell Mussels, Hand-Made Fish Co and Scottish Sea Farms.

From shellfish to salmon aquaculture, processing to wholesaling and large-scale operations to one-man-band projects, the journalists gained an appreciation of the diversity and importance of the seafood sector in Shetland; they aim to share those perspectives with their readers in the next couple of months.

Spain

Seafood Expo Global

A flagship event in our diary, Seafood Expo Global (SEG) is the world's largest seafood tradeshow, attracting over 35,000 international trade customers and buyers from 152 countries. In partnership with SDI, we supported the Scotland Pavilion, hosting 14 exhibiting companies and creating a significant presence on the global stage.

A highlight was our Seafood Bar, where media and industry professionals tasted a diverse range of Scotland's finest, sustainably-sourced seafood. Head Chef Thomas Leatherbarrow and his team served close to 200 lunches. They created a variety of dishes from traditional Cullen Skink to globally-inspired whipped mackerel beignets and crab and avocado financiers; live cookery demonstrations were also a crowd favourite.

Throughout the event we spoke with many members of the media from global seafood publications. A number of high-profile stakeholders also visited our stand including Daniel Zeichner, the UK Minister of State for Food, Farming and Fisheries and Mairi Gougeon, Scottish Cabinet Secretary for Rural Affairs, Land Reform and Islands who helped us announce the launch of Scottish Quality Langoustine [see page 47].

During the event, we also launched the Scottish Ocean Cluster [see page 41] and Community Catch's Social and Environmental Standard for Small-Scale Fisheries.



Carlos Barril Moreno, Fripozo: "Seafood Scotland's support with companies' visits and introductions allowed us to secure large orders of seafood products, including new species. We are very satisfied with the quality of the products, and we are gradually strengthening our relationships with these suppliers. Seafood Scotland's help has been extremely valuable to us, and we hope to continue working together in the future."

GASMA Culinary School

As part of our partnership with GASMA in 2024/2025, we hosted two masterclasses at the school to increase students' seafood handling skills and allow them to taste Scottish seafood. Chef CJ Jackson led the activities and talked the students through techniques to prepare and showcase seafood while also highlighting why Scottish provenance is so important.

The future chefs also had the opportunity to taste products including salmon, brown crab, langoustine and megrim, and were highly enthusiastic about its taste and quality. We saw a clear increase in their knowledge of and taste for Scottish seafood after the masterclasses.



Partnership with Mercabarna



Spain is a key market for seafood, and consumers there have a growing appetite for Scottish products. To capitalise on this, we partnered with Mercabarna, one of the largest wholesale markets in Europe for fresh food.

The partnership will strengthen trade links, building a bridge between Scottish suppliers and Spanish buyers to improve our understanding of consumers' preferences. The insight shared will ensure products are tailored to meet local demand.

We are also sponsoring Mercabarna's Interactive Fish Centre, building on our commitment to inspiring the next generation of seafood lovers. Each year more than 5,000 pupils participate in its Creix amb el Peix ("Grow with Fish") programme, which promotes seafood, sustainability and healthy eating. Scottish seafood will be highlighted throughout the programme, emphasising our commitment to responsible seafood consumption.

Market Development: Asia



Asia is a rapidly growing market for Scottish seafood, with increasing opportunities across retail and foodservice. This year saw the delivery of several new initiatives, including expanded listings with Homeplus in Korea and Food Gallery in Thailand, helping to increase the visibility and availability of Scottish seafood in key markets.

By working closely with retail partners, buyers and influencers, we continue to build awareness of Scottish seafood's quality, provenance and versatility, supporting long-term growth and strengthening Scotland's position across the region.

Adam Wing

Singapore Seafood Expo Asia



We strengthened our presence in South East Asia through targeted activity in Singapore, delivered in partnership with Scottish Development International (SDI).

At Seafood Expo Asia, Adam Wing spoke on a panel addressing regional seafood market trends, highlighting the growing global demand for seafood and the particular opportunity within South East Asia, supported by favourable tariff conditions. He reinforced Seafood Scotland's chef-led approach to marketing, positioning chefs as key influencers in driving demand – a view shared by fellow panellists, including Nicolas Brossard of Ocean Consult.

We also supported SDI's presence at the show through a trade stand, ensuring Scottish seafood was well represented and enabling direct engagement with buyers.

The programme concluded with a prestigious reception at the British High Commissioner's residence in Singapore, attended by around 40 buyers from across the region. A curated range of key Scottish species was showcased, alongside messaging on the opportunities to source Scottish seafood and how Seafood Scotland and SDI can support market access.

This coordinated activity combined market insight, trade engagement and relationship building to support growth in South East Asia.



Greater China Market Engagement: Qingdao, Hong Kong and Macao

We continued to strengthen our presence across Greater China through a focused programme of activity spanning mainland China, Hong Kong and Macao, combining trade show participation with targeted in-market engagement.

A key anchor point was participation in the China Fisheries & Seafood Expo in Qingdao, one of the largest and most influential seafood trade events globally. Working alongside partners including Seafish, the Department for Environment, Food and Rural Affairs and the Department for Business and Trade within the UK Pavilion, we supported Scottish companies exhibiting at the show and engaged directly with buyers actively seeking premium seafood for the Chinese market. The event provided a valuable platform to reinforce Scotland's reputation for quality and provenance, while identifying new commercial opportunities and strengthening existing relationships.

Building on this, we undertook a market visit to Hong Kong and Macao in partnership with SDI and in-market stakeholders. We visited seafood markets, retail outlets and specialist suppliers; we also met with buyers and gained deeper insight into consumer preferences, product positioning and route-to-market dynamics. This intelligence ensures Scottish seafood remains competitive and aligned with the expectations of these highly sophisticated markets.

The visit culminated in two high-level events in Hong Kong and Macao, engaging over 50 buyers and industry stakeholders. A wide range of Scottish species was showcased, including lobster, razor clam, langoustine, scallop, salmon, trout, monkfish and haddock, demonstrating both the breadth and versatility of our offering. These events provided a prime platform for direct, relationship-led engagement between suppliers and buyers, helping to translate market interest into tangible commercial opportunity.

This programme reflects a strategic approach to Greater China, combining market insight, trade engagement and targeted activation to support long-term growth and create meaningful opportunities for Scottish seafood businesses.





Japan

World Expo Osaka Trade Mission

In April 2025, we partnered with SDI to support a targeted programme of in-market activity across Tokyo and Osaka, delivered during the Osaka World Expo period. The mission, led by SDI, provided a high-profile platform to showcase Scotland's food and drink offer on a global stage; we ensured a strong and visible seafood presence and helped create specific commercial opportunities for the sector.

Our role focused on embedding Scottish seafood within the wider programme, aligning activity with both government engagement and market-facing opportunities. Scotland's Minister for Business, Richard Lochhead, supported the visit, reinforcing the importance of Japan as a priority market and signalling continued commitment to strengthening bilateral trade relationships.

A key outcome of the visit was the formalisation of a new partnership with the World Sushi Skills Institute, the globally-recognised authority on authentic sushi training. Signed at the British Embassy in Tokyo, this partnership creates a strategic route to market through Japan's highly influential sushi community, supporting the integration of Scottish seafood into professional training, education and long-term advocacy within the sector.

We also collaborated with SDI to deliver targeted retail activation through a campaign with Aeon, Japan's largest supermarket chain. This activity focused on Scottish mackerel, building on strong recent growth and aiming to further increase visibility and consumer recognition in-store. The campaign was part of a broader effort to translate long-term market development into tangible commercial outcomes for Scottish exporters.

The programme also included a high-level reception at the British Embassy in Tokyo hosted by the British Ambassador to Japan, bringing together key buyers, industry stakeholders, media and government representatives. This provided an opportunity to showcase the quality and versatility of Scottish seafood through a curated menu featuring salmon sushi, smoked salmon, mackerel and tempura langoustines, reinforcing Scotland's premium positioning within the Japanese market.

Across both Tokyo and Osaka, the mission enabled direct engagement with key trade and industry contacts, strengthening existing relationships while opening new avenues for collaboration. By partnering with SDI to deliver seafood-specific outcomes within a broader national programme, we could ensure that the sector was strongly represented during a period of significant international focus, laying the groundwork for continued growth in Japan.

Japan International Seafood & Technology Expo

2025 marked the 10th anniversary of Seafood Scotland leading Scottish companies to the Japan International Seafood & Technology Expo – a decade of sustained investment in one of the world's most sophisticated and high-value seafood markets. We marked the milestone with an expanded programme of activity, reflecting both the maturity of the market and the scale of the opportunity ahead.

We led a delegation of seven Scottish seafood companies to Tokyo, joined by the Parliamentary Under-Secretary of State for Scotland, Kirsty McNeill. The Minister's presence reinforced the importance of Japan as a priority export market and provided valuable support across a programme of targeted engagement.

Activity centred around the UK Pavilion, delivered in partnership with Seafish and the Department for Environment, Food and Rural Affairs (Defra), alongside a series of strategic engagements designed to maximise visibility and deepen relationships.

This included a roundtable with the All Japan Chefs Association, bringing together senior chefs and industry representatives to explore collaboration opportunities and strengthen long-term trade links.

To further elevate Scotland's presence, we sponsored the International Sushi Cup. This put Scottish salmon, trout and mackerel directly into the hands of elite sushi chefs competing on a global stage, providing a powerful demonstration of quality and suitability within one of the most exacting culinary disciplines.

Alongside this, a buyers' reception at the British Embassy in Tokyo, delivered in partnership with SDI, created a valuable platform to engage key trade contacts and showcase Scottish seafood in a premium setting. A collaboration with Japanese influencers amplified the activity, helping to inspire both chefs and consumers and extend reach beyond traditional trade audiences.

This programme reflects a long-term, strategic commitment to Japan, combining trade engagement, culinary influence and government support to strengthen Scotland's position and drive continued export growth.



Kirsty McNeill MP: "Scottish companies already export £484 million of goods and £475 million of services annually to Japan and there is scope for so much more. The UK-Japan partnership is closer than it has been for decades... Trade missions such as this help foster even greater collaboration and I look forward to promoting the very best of Scotland in Japan and embedding Scottish produce, such as seafood, in Japanese gastronomy."

Scottish Development International Asia Buyers Visit

In March 2026, we supported an inward visit led by SDI, welcoming buyers from China, Hong Kong, Taiwan and Japan as part of a wider programme to strengthen trade relationships and showcase Scotland's seafood sector.

During the visit, we hosted an evening of Scottish seafood at ONE SeedPod in Aberdeen in collaboration with acclaimed chef Orry Shand. We presented a curated range of species in a live culinary setting, allowing buyers to experience the quality, versatility and provenance of Scottish seafood first-hand.

The evening played an important role in connecting buyers more closely with the product and the people behind it, supporting stronger relationships and creating a more tangible link between source and market.



Indonesia

In partnership with SDI, we supported activity to showcase Scottish seafood on MasterChef Indonesia, one of the country's most widely viewed culinary programmes.

Contestants were challenged to cook with Scottish salmon, using it as the centrepiece of their dishes while highlighting the quality and characteristics of cold-water seafood. The format provided a strong platform to demonstrate versatility and performance in a highly visible, consumer-facing setting; provenance, quality and handling were discussed throughout the programme.

The broadcast achieved a solid TV rating of 1.5 and a share of 6.3 – meaning more than 1.3 million viewers tuned in to watch the episode on the day. This reflects high audience interest and demonstrates the effectiveness of the collaboration in reaching a wide national audience.

This activity helped extend awareness of Scottish seafood beyond traditional trade audiences, reinforcing its premium positioning while engaging both aspiring chefs and consumers in a growing and increasingly influential market.



Korea

In February, we partnered with Defra and the British Embassy in Seoul to deliver a UK seafood showcase in South Korea, creating a valuable platform to engage directly with key importers and decision-makers from across the Korean market.

The event brought together a highly targeted audience of buyers, providing an opportunity to promote the strength, quality and reliability of Scottish seafood. Adam Wing spoke to guests about the provenance of Scottish fish and shellfish, underpinned by the export expertise and supply chain integrity that define the sector.

We showcased a curated range of Scottish species, including mackerel, whelk, salmon, crab and haddock, demonstrating both premium quality and versatility. The team at the Four Seasons Hotel Seoul delivered the menu, with a series of refined dishes that brought the product to life in a contemporary setting.

The showcase also built on ongoing commercial activity in the market, including support for a private-label Scottish mackerel listing with Homeplus, and continued collaboration with in-market partners on future trade promotion. Through our membership of the British Chamber of Commerce in Korea, Seafood Scotland remains closely aligned with market developments and consumer trends, ensuring activity is informed and responsive.



Market Development: Middle East



The Middle East is an increasingly important market for Scottish seafood, with strong demand for premium products and growing opportunities across both retail and foodservice. Through participation in major international trade events and close collaboration with in-market partners, we continue to support business growth and position Scottish seafood as a trusted, high-quality choice in the region.

More recently, the ongoing conflict involving Iran has had a direct impact on exports to the Middle East, with disruption to both sea and air freight routes affecting the movement of goods into the region. The situation has also impacted exports to Asia, where key air cargo corridors traditionally route through Middle Eastern hubs. Airspace closures, flight cancellations and rerouting have significantly reduced cargo capacity, particularly from passenger aircraft, while increased fuel costs and operational pressures have driven a sharp rise in freight rates.

In response, Seafood Scotland has supported companies with market insight and practical guidance to help navigate these challenges. We will continue to monitor the situation closely into the new fiscal year and adapt our approach accordingly, ensuring activity remains responsive to evolving market conditions once stability returns.

Adam Wing

Middle East Trade Mission: Qatar, Saudi Arabia and UAE



We participated in a Middle East trade mission led by Scottish Development International (SDI), covering Qatar, Saudi Arabia and the UAE, with a focus on building market knowledge, gathering insight and strengthening relationships with key contacts across the region.

Throughout the programme, we ensured Scottish seafood was prominently featured, particularly at evening receptions in Qatar and Riyadh; menus were designed to showcase the quality and versatility of our products in a premium hospitality setting. These events allowed us to bring the product to life for buyers and stakeholders, reinforcing Scotland's position as a trusted source of high-quality seafood.

The mission also included a series of meetings and market visits, enabling direct engagement with buyers and partners while deepening our understanding of route-to-market dynamics, consumer preferences and opportunities for growth across these key markets.

Gulfood

We supported SDI in leading a Scottish delegation to Gulfood in Dubai, one of the world's largest and most influential food and drink trade events, to promote Scotland's premium food and drink offering with a strong focus on seafood.

The programme began with targeted market visits and buyer engagement, including meetings with key retail and hospitality operators such as Spinneys, Choithrams and Sofitel Dubai Downtown. These interactions provided valuable insight into market dynamics while strengthening relationships with established and prospective partners.

At the exhibition itself, Scottish companies engaged directly with international buyers, using the platform to build new connections and progress commercial opportunities. Activity culminated in a reception hosted by Deputy First Minister Kate Forbes and Adrian Gillespie, CEO of Scottish Enterprise, where Scottish products were showcased – with seafood taking a prominent role.

Seafood Scotland supported participating companies throughout the programme, with Donna Fordyce and Adam Wing on the ground, ensuring strong representation of the sector and reinforcing Scotland's position within this important and growing market.





Industry Leadership



As the only organisation that represents the entire Scottish seafood sector, our role includes sharing a range of views in many different settings. We:

- Sit on Scotland Food & Drink's Policy and Regulation; Sustainability; Supply Chain; and Net Zero and Environment groups.
- Issue newsletters to a growing stakeholder database.
- Host PISCES, our forum for the seafood industry (alongside seafood industry colleagues).
- Facilitate the Scottish Nephrops Programme Board.

In addition, Donna Fordyce is the programme sponsor for the People and Skills Advisory Group within Scotland Food & Drink's 10-year strategy, **Sustaining Scotland, Supplying the World**.

Seafood Scotland Partner Organisations

- Aberdeenshire Council
- Defra
- Department for Business & Trade
- Food and Drink Federation Scotland
- Highlands & Island Enterprise
- Industrial Biotechnology Innovation Centre
- Interface
- Marine Directorate
- Opportunity North East
- Salmon Scotland
- SAOS
- Scotland Food & Drink
- Scottish Development International
- Scottish Enterprise
- Scottish Fishermen's Federation
- Scottish Government
- Scottish Seafood Association
- Scottish Seafood Training Network
- Seafish
- Skills Development Scotland
- The Scotland Office
- UK Government
- Zero Waste Scotland



Industry Engagement



West Coast Industry Visit

The Seafood Scotland team travelled west to meet with seafood producers across Oban, Fort William and the Isle of Mull. We visited suppliers throughout the seafood chain including the Falls of Dochart Smokehouse, Kames Fish Farming, Blas na Mara Seafood Shack, Tobermory Fish Shop and Inverlussa Mussel Farm.

Whether meeting people for the first time or reconnecting with longstanding contacts, these industry visits are a cornerstone of our work. They offer valuable opportunities to strengthen relationships with exceptional businesses, gain insights into sector challenges and deepen our appreciation of the diverse seafood Scotland has to offer.

Norwegian Student Visit

We met with participants of NCE Seafood Innovation's Seafood Trainee Programme to provide an overview of Scotland's seafood sector, highlighting the diversity of our wild capture, shellfish, processing and export industries, as well as discussing key opportunities and challenges facing the sector.

We also organised a site visit to processor JK Thomson in Musselburgh to give trainees practical insight into how Scottish seafood is prepared for market and enable them to better understand the role processors play in the seafood value chain.

Through visits like these, we help strengthen international collaboration, showcase the strengths of the Scottish seafood industry and contribute to the development of the next generation of seafood leaders.





UK Seafood Consumption Conference

We helped organise this conference at Fishmongers' Hall in London to discuss how industry, government and partners can collaborate to raise the profile of seafood within the UK. Other collaborating partners were Marine Stewardship Council, UK Seafood Federation, Seafish, The Fishmongers' Company and Ocean Fish Ltd.

Jeni Adamson spoke about Seafood in Schools and engaging young people with the sector; other topics discussed included making seafood a larger part of the UK diet, sustainability and the sector's importance to our economy. We also gained insight into consumer trends and discussed opportunities for collaboration across the supply chain.

We played a key role in developing the programme, allowing us to position ourselves as a leader in the conversation in front of the entire UK. This not only enhanced our visibility within the British seafood sector but also generated actionable insights to inform future Scottish initiatives in marketing, education and policy engagement.





Supporting Events

Throughout the year, we supported and attended a number of industry conferences, awards and events, showcasing our dedication to the Scottish seafood sector and working to raise its profile among key stakeholders.

Included amongst these were:

- Sponsoring the Fish and Seafood Product of the Year category and judging the Young Talent of the Year and Employer of the Year categories at the Scotland Food & Drink Excellence Awards.
- Sponsoring the gala dinner and partner to the Shellfish Association of Great Britain Conference.
- Presenting at the Scottish Seaweed Industry Association conference discussing the Scottish Ocean Cluster.
- Presenting at the Institute of Water annual conference about the effects of climate change on the industry.
- Sponsoring and judging the MSC and ASK UK Awards in Edinburgh.
- Highlighting the importance of ingredient knowledge and sustainability to attendees at the Skills for Chefs Conference.

Scottish Government's Annual Diplomatic Corps Reception

We were proud to be invited to the annual Diplomatic Corps Reception, hosted by First Minister John Swinney and attended by international diplomats based in Scotland.

Throughout the evening, we held meaningful conversations with the First Minister, diplomats from around the world and senior Scottish Government ministers about the opportunities, ambitions and incredible potential of the seafood sector. A major topic of discussion was how we create connections and build international partnerships through global trade.

It was a fantastic opportunity to forge new relationships and strengthen existing ones while showcasing some of Scotland's world-renowned seafood, including salmon, mackerel and crab.





Association of Scottish Shellfish Growers Conference



The theme of this year's event, held in Oban, was Scottish Cultivated Shellfish: Planning for the Future, focusing on science and innovation. Donna Fordyce's presentation, Making the Most of Scottish Shellfish, further highlighted our visibility and credibility in the sector and demonstrated our commitment to sustainability.

Our presence strengthened our relationships with growers and people throughout the supply chain; we also gained fresh insights into sector priorities such as seed supply, market development and consumer perception.

Marie-Anne Omnes also spoke about our ongoing industry engagement and shared details of our shellfish mission to the Netherlands, developed following discussions with shellfish growers [see page 23].

The connections and learnings from the event will help inform future collaboration, marketing activity and advocacy to support the continued growth and recognition of Scottish shellfish.

From Nets to Networks

This day-long workshop hosted in collaboration with Sustainable Aquaculture Innovation Centre (SAIC) at the National Robotarium explored the challenges and opportunities for AI, automation and robotics in fisheries and aquaculture.

It was an eye-opening and impactful day that showcased the power of cross-sector collaboration and the importance of knowledge exchange and transfer. We were inspired by the robotics on display and gained valuable insights into how others are approaching innovation. The workshop highlighted how connecting across disciplines can unlock new opportunities and accelerate progress in efficiency, sustainability and workforce challenges.





Scottish Ocean Cluster

In the UK, approximately 33% of each fish (fillets) is used for food products, with the remaining 67% classified as by-product or sidestream product. These are commonly sold at low value for animal feed or discarded at sea.

The Scottish Ocean Cluster (SOC) – announced in March 2025 – seeks to transform this model by unlocking high-value opportunities from seafood sidestream products including food, nutraceutical, biomedical and biotechnological applications. This would also support a strategic response to quota reductions coming in 2026 and aims to secure greater economic value, sustainability and resilience for the seafood industry.

Seafood Scotland sits at the helm of a steering group which includes Opportunity North East, Aberdeenshire Council, Zero Waste Scotland and the Industrial Biotechnology and Innovation Centre (IBiolC). More than 125 additional organisations have also affirmed their support and expressed interest in working with the Cluster.

In the year since its launch, the Cluster has secured an initial round of funding from Zero Waste Scotland and Marine Fund Scotland. This has allowed it to progress its work and hire Dr Tracy White as a dedicated project manager.



Donna Fordyce: “The funding and interest we’ve seen in the Scottish Ocean Cluster so far is a clear indication of the appetite across some of Scotland’s key sectors to embrace innovation and secure a sustainable future for our coastal rural fishing communities. As one of the world’s largest producers, our seafood sector has the potential to help Scotland live up to its reputation for forward-thinking innovation.”



Spotlight on Dr Tracy White

In a significant milestone for the SOC, Dr Tracy White was appointed the organisation's first full-time project manager in November 2025.

Tracy studied marine science before obtaining a PhD in pharmaceutical microbiology and has built a career combining the seafood and biotechnology sectors. Her previous experience includes serving as Head of Science at CuanTech, specialising in the extraction of chitin from langoustine shells. In that role, she led the development of an efficient extraction process and successfully advanced it to a commercially relevant scale. Most recently, she worked as a Scientific Consultant at Dalriada Biosolutions, further strengthening her expertise in circular economy approaches and marine biotechnology applications.

"My career so far has been rooted in the marine, seafood and biotechnology sectors, as an advocate for utilising products as much as possible. There is so much potential for additional value extraction across the seafood sector that has yet to be realised, as there are sidestream products that could feed into several sectors operating across Scotland and the UK, from construction to cosmetics.

"The Scottish Ocean Cluster recognises this and has taken on the crucial role of conduit between businesses. I've seen first-hand – and navigated – the barriers throughout the process of valorising seafood side stream products, and the Cluster represents exactly what has been missing in terms of support."



Workshops



In January 2026, the SOC delivered a series of stakeholder workshops in Glasgow, Fraserburgh and Oban, bringing together seafood businesses, processors, academia, biotech innovators and investors to explore how Scotland can maximise the value of seafood sidestream products.

Across all three sessions, participants highlighted the importance of a joined-up approach, noting that the workshops helped them understand where they fit within a future cluster model and how collaboration across the supply chain can unlock new opportunities for growth.

Dr Alexandra Leeper of the Iceland Ocean Cluster provided international insight, demonstrating how trust-based networks and shared ambition have driven Iceland's 100% Fish successes while reinforcing that Scotland's pathway must reflect our own strengths and context.



Learning Journey to Iceland

Also in January 2026, SOC representatives Dr Tracy White and Jeni Adamson travelled to Reykjavík for an intensive learning journey hosted by the Iceland Ocean Cluster. The visit formed part of a growing partnership between the two clusters, building on Iceland's globally recognised success in the 100% Fish model and its approach to maximising value from marine resources.

Over several days, the team met with a range of Icelandic organisations – including innovative processors, biotech companies and ocean-focused entrepreneurs – to understand how Iceland has transformed heritage, research and resourcefulness into world-leading marine innovation.

While there they explored how Iceland integrates collaboration, commercialisation and sustainability across the seafood value chain. Discussions centred on how Scotland could adapt similar practices, particularly around sidestream product utilisation, cross-sector partnerships and the creation of high-value markets linked to biotech and blue economy growth.

The visit reinforced a powerful message: innovation thrives when it is rooted in culture, memory and place. Scotland's own coastal heritage mirrors many of Iceland's strengths, and the lessons learned in Reykjavík will directly inform the SOC next phase of development.

Together, these insights now underpin the SOC ambitions for 2026/27 – driving a more connected, innovative and resilient future for Scotland's blue economy.





Future Workforce

At Seafood Scotland, we believe that an appreciation for high-quality, sustainable seafood begins early. By providing opportunities for junior chefs and consumers to see, touch, prepare and taste premium Scottish seafood, we aim to inspire the next generation of Scottish seafood ambassadors.

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Seafood in Schools

In 2024/25, we undertook extensive research to understand how the Broad General Education (BGE) curriculum could best support meaningful engagement with young people. This research informed the development of a comprehensive suite of classroom-ready lesson plans and supporting resources designed to help teachers introduce students to the health benefits of seafood, the importance of sustainability and the diverse range of career opportunities across Scotland's seafood sector.

With the resources complete, our focus in 2025/26 shifted to testing and rolling out delivery through 'Teach the Teacher' training sessions. We began with a pilot session in Glasgow, working closely with a small group of educators to test the approach, gather feedback and refine the format. We then rolled out two further sessions with teachers in North Berwick and Perth, ensuring we captured perspectives from different regions and school settings.

To support the next generation of educators, we also delivered a dedicated 'Teach the Teacher' workshop for PGDE Home Economics students at the University of Strathclyde, equipping trainee teachers with the confidence and practical skills to prepare and cook seafood with young people.

At each session, participants were given access to the full suite of learning materials developed in 2024/25 – including lesson plans, worksheets, classroom posters and presentations – enabling them to deliver engaging, curriculum-linked seafood lessons with confidence.

To complete our learning resources, we finalised our suite of five short careers videos this year. The final film, focusing on a fisherman's career pathway, rounded off the set we began last year. Together, the videos introduce pupils to opportunities across catching, processing, logistics, sales and food service, and provide teachers with engaging tools to spark career conversations in the classroom.





Scottish Seafood Ambassadors

Following the launch of our Scottish Seafood Ambassador scheme last year, our focus in 2025/26 was on developing a comprehensive Ambassador Toolkit to support safe, engaging and inspirational interactions with young people. To ensure the toolkit reflected real need, we conducted an online workshop with Ambassadors to explore common challenges and identify the most valuable practical resources.

Scottish Food & Textile Teachers' Conference

In May 2025, UHI Perth hosted over 60 home economics and textiles teachers and teaching trainees for a sustainability-themed conference. Jeni Adamson gave a presentation on Seafood in Schools, encouraging participants to include seafood in future lessons and facilitated practical workshops to explore the programme in more depth – complete with seafood tastings.

Since the event, a number of attendees have requested additional classroom resources to support lessons.

Royal Highland Show

A standout event every year, our presence in 2025 was focused on engaging young people with Scottish seafood. Working with suppliers, we brought top-quality seafood to the Discovery Centre, offering tasting sessions of family-friendly dishes like haddock goujons and honey soy salmon bites, alongside interactive 'Come Dine with Me' style seafood tasting sessions to school groups.

Scavenger hunts, seafood-themed games and hands-on activities added a fun twist to an educational display showcasing what makes Scottish seafood world-class. It was a fantastic opportunity to engage directly with teachers and pupils on seafood and career opportunities within the sector.



Lou Rooney, Notre Dame High School: "Sustainability is a key aspect of our curriculum, but it can be hard to translate that into tangible experiences. Seafood Scotland's training empowers teachers to move beyond theory and deliver engaging, skills-based learning. It has a real and lasting impact on our teaching: when we feel confident about working with seafood, we're far more likely to include it in our classroom."



Powering Futures Schools Qualification

For the first time, we took part in the Powering Futures Schools Qualification as a challenge setter, asking students to design creative ways to encourage more Scots – particularly younger shoppers – to choose Scottish seafood.

Around 1,600 students across Scotland took part in the programme, with our challenge proving the most popular in the competition. Over 110 groups selected it, generating a wide range of imaginative and practical ideas that gave us plenty of food for thought.



The students demonstrated not only creativity, but a clear understanding of how to connect with consumers in accessible and engaging ways. Their proposals included:

- A Seafood Scotland festival van, travelling to events with interactive games and opportunities to speak directly with industry representatives.
- A seafood-focused podcast aimed at younger audiences to share stories, recipes and career pathways.
- Seafood meal boxes delivered to homes, complete with simple recipes and vouchers to encourage purchasing from local fishmongers.

With Donna Fordyce, Jeni Adamson, Matthew Hurst and Marie-Anne Omnes participating as judges at the live panel events, we saw first-hand the enthusiasm and innovation of young people who may one day shape Scotland's seafood industry.

Participants bridged the gap between education and business, using creativity and problem-solving to devise solutions to real-world challenges – all while earning a SCQF Level 6 qualification, sitting at the same level as a Scottish Higher.

David Reid, Powering Futures: “Jeni and the team at Seafood Scotland had a huge impact on the success of this year's Schools Qualification – from setting the 'Fish Tales' challenge and mentoring students in the classroom to attending several of our students' live presentations as panellists. The commitment they've shown in supporting young people to develop the skills they will need to in taking their next steps beyond school has been outstanding. And the fact that Seafood Scotland's challenge was one of the most popular with students speaks volumes.”



Scottish Quality Langoustine

The Scottish Quality Langoustine (SQL) scheme was officially launched at Seafood Expo Global in Barcelona in May 2025, following years of development and collaboration with fishers and processors. SQL is a membership-based programme designed by the industry to enhance the consistency and overall quality of Scottish langoustine.

Backed by Scottish Producers' Organisations (POs) with an interest in langoustine fishery, the scheme sets a new standard for best practice in handling, processing and traceability. Its aim is to ensure Scotland's langoustines retain premium status in global markets while recognising and rewarding those in the supply chain who commit to maintaining the highest standards.





Festivals

“Backing local festivals is an important way to connect communities, support coastal livelihoods and share our seafood story with a wider audience – one delicious dish at a time.” **Jeni Adamson**

Tarbert Seafood Festival

Tarbert’s annual two-day festival celebrates the exceptional fish and shellfish landed from the waters of Loch Fyne. The harbourside comes alive with stalls offering local delicacies, while chefs take to the quay for demonstrations showcasing the best of regional seafood.

This year we supported the event by bringing Mike Warner and CJ Jackson to Tarbert, where they delivered interactive cookery demonstrations and engaged audiences in discussions on seasonal cooking, sustainable fishing and the vital contribution of coastal communities to Scotland’s economy.



SeaFest Peterhead

After a year’s hiatus, 2025 saw the return of this community event near Europe’s largest whitefish port with Seafood Scotland as a headline sponsor. Twenty thousand attendees – double the previous event – enjoyed a range of activities including cooking demonstrations and a dedicated seafood village to celebrate the industry. People were able to buy seafood fresh off the boat and speak with fishermen at the heart of the community.

We proudly sponsored the Fisherman’s Pier, with exhibitors offering visitors hands-on experiences such as exploring a working trawler, mending nets and even captaining a vessel through a wheelhouse simulator – bringing the realities of Scotland’s fishing industry to life.



Stranraer Oyster Festival

This annual festival celebrates Scotland’s shellfish heritage, particularly the local oyster industry, through a combination of food, culture and community activities. Our ongoing sponsorship – including the ever-popular #ShuckOff – helps ensure the festival continues to champion local seafood culture while contributing to education, community engagement and wider industry promotion.

Our attendance each year allows us to maintain strong relationships with organisers and industry partners, champion regional priorities and demonstrate our continued commitment to supporting coastal communities.



Communications

Our social media channels help us engage a wide range of audiences, from industry professionals to policymakers, by providing valuable insights and timely updates. Our presence on LinkedIn ensures we remain visible and connected to key conversations, while our Instagram content strengthens relationships with chefs and restaurateurs.

This data snapshot offers an overview of our social media performance over the past year, showcasing the progress we've made in building a stronger community around Scotland's world-class seafood sector.

Social Media Stats: April 2025 - March 2026

LinkedIn

Impressions:

179,443

Engagements:

7,158

Posts:

203

Net new followers:

1,176

Instagram

Impressions:

692,861

Engagements:

14,112

Posts:

196

Stories:

309

Net new followers:

888

Noteworthy followers:

→ **Royal Academy of Culinary Arts**
@royalacademyofculinaryarts

→ **Kim Ratcharoen**
@chef.kim.ratcharoen

→ **Josh Cutress**
@joshcutress

→ **Tom Kitchen**
@tom_kitchen

→ **Ajay Kumar**
@ichefajaykumar

→ **Tom Aikens**
@tomaikens



Social circles

Digital communication is key to creating awareness and a deeper understanding of our work.

For industry and B2B engagement, our primary channel is LinkedIn, with Instagram appealing to a slightly different audience:



LinkedIn: Providing insight into our work and highlighting strategic shifts and key trends for trade audiences. The **what, why** and **how** we do things.



Instagram: A visual-led platform to engage with chefs, restaurateurs and everyone who loves seafood – with video content especially popular.

We also distribute a fortnightly e-newsletter, which reaches a database of over 220 contacts.

With these methods, we keep stakeholders, policymakers and industry players informed of key developments, market opportunities and relevant trends within the sector.



A Scottish heart with a global mindset, we're proud to be Seafood Scotland



Donna Fordyce

Chief Executive

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APRIL 2026

