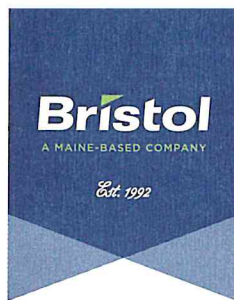


Monday, August 02, 2021

Fiona Wilson  
Deputy Chief Sustainability Officer, University of New Hampshire  
Director, Sustainability Institute  
107 Nesmith Hall  
131 Main Street  
Durham, NH 03824



*Thank you!*

Dear Fiona,

I am writing to thank you for Bristol Seafood's participation in the UNH B Impact Clinic this past spring semester.

My team and I have been immensely impressed by our student team, peer mentor, and faculty mentor. B Corp certification is a natural next step for us. We believe seafood can be a force for good. We know that eating more seafood has the power to improve health, reverse trends contributing to climate change, and preserve our freshwater resources. At Bristol, we consciously and transparently source quality seafood, responsibly producing it in Maine and bringing consumers convenience and flavor. We serve all of our stakeholders, including our people, community, environment, suppliers, and customers. We believe all seafood we eat should be sustainably sourced. Our products are sustainably and responsibly harvested, verified by the Marine Stewardship Council, Fair Trade USA, or the Aquaculture Stewardship Council. We believe in treating people fairly and with dignity and respect. We set our starting wage higher than minimum wage and provide our workers with benefits, training, and advancement opportunities. We are the first Fair Trade Certified seafood company in the United States. Diversity, equity, and inclusion are at the bedrock of who we are and how we operate.

However, as a company pursuing B Corp certification for the first time, the complexities and rigor of the B Impact Assessment can be overwhelming. The UNH student team helped our staff here at Bristol Seafoods navigate the process with calm and confidence. They were supremely knowledgeable but also efficient, organized, and highly professional at all times. It was clear that students weren't doing this to "check the box" but were enthusiastically participating in this program. As a result of participation in the Clinic, we increased our score on the BIA from 52 to 83. And with a bit of extra work this summer by an intern, I am pleased to report that will officially submit for B Corp certification this month. With time and investment we would likely have achieved this eventually on our own, but participating in the B Impact Clinic undoubtedly helped accelerate our ability to submit for certification. We were inspired by the students' enthusiasm and benefitted in countless tangible ways from their expertise and project management skills.

I have great admiration for this program. It is a great model of 21<sup>st</sup>-century education. You are giving UNH students to participate in a hands-on way to building the kind of economy they want to buy from, work for, and invest in. You are helping students from a wide range of majors understand that business can be a force for good (contrary to the opinions of many students of this generation!) and you are helping them develop a nuanced and rigorous understanding of the practices that make a company "sustainable". You are also helping these students grow their professional networks, and grow their skills in communication in professional settings, project management and data analysis. These are skills that are so valuable at companies like ours, but so rarely taught in undergraduate education programs.

Your B Impact Clinic is also providing a valuable service to the local business community. As you know there is growing interest by entrepreneurs, and leaders of larger companies, to explore B Corp certification, or to become more sustainable. But for many companies like our own we lack the time,

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money and expertise to take action. Your well-trained, well-supported student teams are bridging that gap. We also found great value in meeting the other clients in your Clinic, helping us grow our community of like-minded sustainable businesses that we know will benefit us in multiple ways in the future.

Lastly, I am also delighted to let you know that we have recently hired Cloud (Alexis) Bogart as a full time member of the Bristol Seafood's team. It was an unexpected, but very welcome, outcome of our participation in the Clinic. Alexis was a standout member of the team working with us, and through her engagement with us this semester we were able to not only come to appreciate her passion for sustainable business, but also her expertise and her characteristics. In effect, the B impact Clinic was like an extended interview, and allowed us to get to know Cloud, and for her to get to know us. Cloud will be a very welcome addition to our team and we are so grateful that we could meet her through this program, especially at a time when the demand for outstanding talent is more fierce than ever. Your B Impact Clinic program is providing a wonderful pipeline of motivated and well-trained young graduates for the local sustainable business community.

With thanks and gratefulness,

A handwritten signature in blue ink that reads "Peter Handy". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Peter Handy  
President & CEO