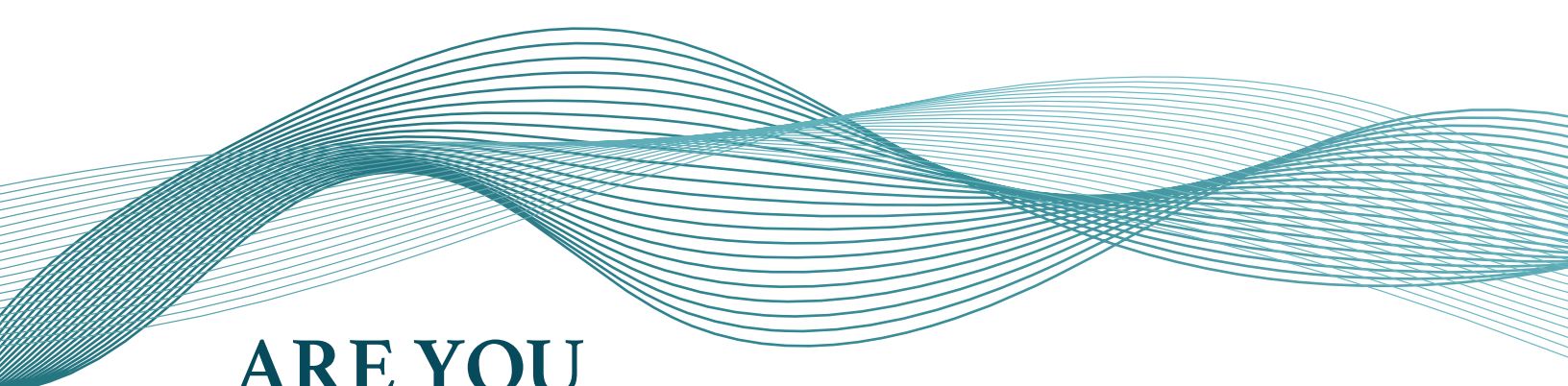




ARE YOU A FUTURE LEADER?

Since its launch in 1998, the **National Seafood Future Leaders Program** has empowered emerging seafood industry professionals through meaningful networking opportunities, leadership development, and unique industry experiences. With a vision of connecting the next generation of leaders to the National Seafood community, the program has grown to include more than 700 alumni. Today, many graduates of the program hold senior leadership positions, including CEO roles at some of the nation's leading seafood companies. The Future Leaders Program equips participants with the skills, knowledge, and experiences needed to advance their careers and lead with confidence. Equally important, it fosters lasting professional relationships, helping participants build a strong network of industry peers and mentors that supports their continued growth and success.

Host cities are carefully selected to showcase the breadth and diversity of the U.S. and global seafood industries. Selection criteria include the region's significance to the seafood sector, the presence of National Seafood Association member companies and other industry stakeholders, and opportunities to highlight key segments of the supply chain, including imports, aquaculture, and domestic production. Cities are also chosen for their ability to demonstrate how seafood moves from harvest to market and to provide participants with unique experiences and perspectives on the industry. A cornerstone of the program is a visit to Washington, D.C., where participants gain firsthand insight into the National Seafood Association's advocacy efforts and its role in shaping policies that impact the seafood industry.

The 2027 Future Leaders Program will begin with an orientation breakfast in Boston on Sunday morning before Seafood Expo North America, followed by four immersive two-day sessions held between May and August. Designed to develop both industry expertise and leadership capabilities, the program provides participants with firsthand exposure to key areas of the seafood business, including government relations, production, sales, marketing, and broader industry operations. As part of the 2027 experience, Future Leaders will travel to Williamsburg, Virginia/Washington, D.C.; Los Angeles, California; Providence, Rhode Island; and Seattle, Washington. Each session offers unique opportunities to engage with industry leaders, explore diverse segments of the seafood supply chain, and gain insights into the challenges and opportunities shaping the sector. The program culminates with recognition at the 2028 Global Seafood Market Conference in Hollywood, Florida, where participants are celebrated as graduates of the National Seafood Future Leaders Program.



**NATIONAL SEAFOOD
ASSOCIATION**

Science, Education & Advocacy since 1945



@nationalseafood



National Seafood Association



@nationalseafood

[aboutseafood.com](https://www.aboutseafood.com)

What to Expect

The seafood industry is exceptionally diverse, encompassing a wide range of disciplines, business models, and market sectors. **The Future Leaders Program is designed to provide participants with broad exposure to these many facets of the industry while fostering meaningful connections with their classmates and industry peers.** A key component of the program is networking and collaboration. Prior to the final session, class members elect a president who will represent their cohort within the Future Leaders Alumni community. Participants also work together on a class project that extends from May through December, encouraging teamwork, leadership development, and continued engagement beyond the scheduled sessions. In addition to facility tours and educational programming, each class enjoys exclusive, one-of-a-kind experiences that offer unique perspectives on the seafood industry and its impact. Participants should be prepared for full days that often begin early and include a packed schedule of learning, discussion, and networking opportunities. The commitment is significant, but the experience is equally rewarding, providing lasting professional relationships, valuable industry insights, and personal growth.

What is Expected

National Seafood is proud to offer the Future Leaders Program, a premier leadership development experience with a distinguished network of more than 700 alumni. As representatives of both their organizations and the seafood industry, participants are expected to uphold the highest standards of professionalism, integrity, and conduct throughout the program, including during travel and any after-hours social activities. **Future Leaders are expected to treat their classmates, hosts, and all industry colleagues with respect, courtesy, and consideration.** Successful participants arrive prepared, are punctual, actively engage in program activities, and maintain a professional demeanor throughout each session. National Seafood also expects all participants to comply with their employer's policies and code of ethics, including policies related to harassment and workplace conduct. To support a safe, respectful, and inclusive environment for all participants, a copy of the National Seafood Anti-Harassment Policy is included in the program materials.

Applying

Tuition is \$4,500 for National Seafood Members and \$6,500 for non-National Seafood Members. Participants are responsible for hotel, travel, and some meal expenses, as well as the cost of any additional activities. The class size is limited to 40; National Seafood Members have priority. To apply:

- 1. Complete** the attached application form.
 - 2. Attach** a one-page written bio on yourself, your seafood experience and why you would like to be a Future Leader.
 - 3. Include tuition payment** made payable to National Seafood Association (\$4,500 for members / \$6,500 non-members). *Please note there is a 3% surcharge for credit cards.*
 - 4. The deadline for applications is December 18, 2026.** If you are selected to be in the Future Leaders class of 2027, you will be notified no later than January 22, 2027. In the event that you are not selected, your tuition payment will be refunded. There will be no refunds allowed after attending one or more sessions: 75% refund if the class has been announced (after January 22). 50% refund if less than 30 days prior to the first session.
-



@nationalseafood



National Seafood Association



@nationalseafood

aboutseafood.com

FUTURE LEADERS CLASS OF 2027

Dates and Preliminary Curriculum

ORIENTATION BREAKFAST: Boston, MA | MARCH 7, 2027 (optional)

Join the Class of 2027 for an Orientation Breakfast on Sunday morning prior to the start of Seafood Expo North America. *Note: Not required for those not attending SENA.*

SESSION I: Williamsburg, VA/ Washington, D.C. | MAY 17-20 | 3 nights/4 days

The itinerary includes:

- Overview of Regulatory Agencies
- Day on the Hill
- Communications Training
- Networking Event

Arrival: Monday, May 17 by 5:00pm

(Recommended airports: Richmond International Airport (RIC) and Norfolk International Airport (ORF))

Departure: Leave for airport no earlier than 8:00am on Friday, May 21
(Recommended airports: Ronald Reagan Washington National Airport (DCA) and Dulles International Airport (IAD))

SESSION II: Los Angeles, CA | JUNE 15-17 | 2 nights/3 days

The itinerary includes:

- Sushi Class
- Port Tour
- Networking Event
- Processing Plant Tour

Arrival: Tuesday, June 15 by 5:00pm

Departure: Leave for airport no earlier than 3:00pm on Thursday, June 17

SESSION III: Providence, RI | JULY 20-22 | 2 nights/3 days

The itinerary includes:

- Titan of Industry Presentation
- Networking Event
- Cold Storage Facility Tour
- Distributor and Wholesaler Tour

Arrival: Tuesday, July 20 by 5:00pm

Departure: Leave for airport no earlier than 3:00pm on Thursday, July 22

SESSION IV: Seattle, WA | AUGUST 17-19 | 2 nights/3 days

The itinerary includes:

- Safety at Sea Survival Training
- Community Service Project
- Networking Eventt
- Shellfish Farm Tour

Arrival: Tuesday, August 17 by 5:00pm

Departure: Leave for airport no earlier than 3:00pm on Thursday, August 19



@nationalseafood



National Seafood Association



@nationalseafood

aboutseafood.com

FUTURE LEADERS KEY DATES 2027

Application Process Opens

OCTOBER 15, 2026

Application and Payment Deadline

DECEMBER 18, 2026

Future Leaders Class of 2027 Announced

JANUARY 22, 2027

Orientation Breakfast: Boston, MA

SENA (*optional*)

MARCH 7, 2027

Session I: Williamsburg, VA/ Washington, DC

MAY 17-20, 2027

Session II: Los Angeles, CA

JUNE 15-17, 2027

Session III: Providence, RI

JULY 20-22, 2027

Session IV: Seattle, WA

AUGUST 17-19, 2027

GRADUATION

Global Seafood Market Conference

JANUARY 16-20, 2028

Diplomat Beach Resort

Hollywood, FL



@nationalseafood



National Seafood Association



@nationalseafood

aboutseafood.com

FUTURE LEADERS CLASS OF 2027

Application

Name _____

Company _____

Position/Title _____

Years in the Seafood Industry _____

Business Mailing Address _____

Business Phone _____

Cell Phone & Email _____

Sponsoring Member _____

(for Non-National Seafood Members)

Emergency Contact and Phone _____

If accepted into the Future Leader Class of 2027, I agree to attend and actively participate in each session, from start to finish. I commit to conduct myself professionally and with integrity, treat all with respect and consideration, and be prompt.

Applicant's Signature _____ Date _____

Supervisor's Signature _____ Date _____

Tuition

National Seafood Members: \$4,500

Non-National Seafood Members: \$6,500

Please indicate shirt size:

Woman _____ Man _____

Send Application, Biography and Payment by DECEMBER 18, 2026 to:

NATIONAL SEAFOOD ASSOCIATION

Attention: Hannah Mayers

1900 Campus Commons Drive, Suite 160

Reston, VA 20191



@nationalseafood



National Seafood Association



@nationalseafood

aboutseafood.com



NATIONAL SEAFOOD ASSOCIATION

Science, Education & Advocacy since 1945

Policy Regarding Harassment & Discrimination

THE NATIONAL SEAFOOD ASSOCIATION FULLY SUPPORTS THE RIGHT OF ALL PEOPLE TO SEEK, OBTAIN AND HOLD EMPLOYMENT without being subject to harassment or discrimination based on any legally protected class such as race, color, creed, religion, national origin, sex, age or disability. The Association is specifically committed to maintaining a work environment free of inappropriate and disrespectful conduct and communication of a sexual nature. Toward that end, the National Seafood Association adopts the following policy:

- No employee may harass another. Anyone who violates this policy will be subject to disciplinary action up to, and including, discharge.
- Any employee or supervisor who learns of harassment and fails to take corrective action pursuant to this policy will be subject to disciplinary action up to, and including, discharge.
- It is the policy of the Association to encourage employees who feel that they have been subjected to discriminatory treatment or harassment, including sexual harassment, to bring these problems immediately to the direct attention of management.

DEFINITION

Sexual harassment is defined as unwelcome advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; and
- such conduct has the purpose or effect of substantially interfering with a person's work performance or creating an intimidating, hostile or offensive work environment.

Prohibited acts of sexual harassment can take a variety of forms ranging from subtle pressure for sexual activity to physical assault. Examples of the kinds of conduct included in the definition of sexual harassment are:

- threats or intimation of sexual relations or sexual conduct which is not freely or mutually agreeable to both parties;
- unwelcome continual or repeated verbal or physical abuses of a sexual nature including graphic commentaries about the person's body, sexually suggestive objects or pictures placed in the work area that may embarrass or offend the person, sexually degrading words to describe the person, or propositions of a sexual nature; and
- threats or insinuations that the failure to submit to sexual advances may affect a person's employment, wages, promotional opportunities, assignments, or other conditions of employment.

These examples are by no means all-inclusive of the types of conduct that can constitute sexual harassment.

ENFORCEMENT PROCEDURE

1. Any employee who believes he or she has been the subject of discrimination or harassment should report the alleged act immediately to the president or senior authority.
2. If a complaint involves the president and CEO, or, if for any reason, the employee is uncomfortable bringing the complaint to the attention of the president and CEO or senior authority, then he or she shall file the complaint with the Association attorney.
3. The Association will handle all complaints in a timely manner. The Association will endeavor to maintain the complaint and the investigation as confidential as circumstances reasonably permit. The Association will not release information concerning a complaint to third parties or to anyone within the organization who is not involved with the investigation. Nor will the Association allow anyone involved in the investigation to discuss the subject outside of the investigatory process. The purpose of this provision is to protect the confidentiality of the employee who files a complaint and to encourage the reporting of any incidents of discrimination or harassment.
4. Investigation of a complaint will normally include conferring with the parties involved and any named or apparent witnesses. Employees shall be guaranteed impartial and fair hearing.
5. The Association will make its best efforts to protect all employees from coercion, intimidation, retaliation, interference or discrimination for filing a complaint or assisting in an investigation. The purpose of this provision is to encourage the reporting to management of any incidents of discrimination or harassment.
6. If the investigation reveals that the complaint is valid, the Association will take appropriate disciplinary and/or remedial action designed to stop the discrimination or harassment immediately and to prevent its recurrence.

Name _____

Signature _____ Date _____