



Global Tuna Alliance Annual Report

2023

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View from:

Cassie Leisk

Chair, Board of Directors



As we reflect on the past year and look ahead to the future, I am filled with a profound sense of optimism and pride for what we, the Global Tuna Alliance (GTA), have achieved together. Our journey, rooted in a shared commitment to sustainable tuna fisheries, has seen remarkable progress, and it's a journey that I am honored to lead as your Acting Chair.

Our collective efforts have not only strengthened our alliance, but have also amplified our voice in advocating for the responsible management of tuna stocks worldwide. The challenges we face are complex, with the intricacies of global tuna fisheries demanding innovative solutions and steadfast collaboration. Yet, it is precisely these challenges that have united us, driving forward our mission with unwavering determination.

The past year has been a testament to the power of collective action. With the addition of new Partners from diverse geographies, our alliance has grown stronger and more inclusive, reflecting the global nature of the issues we tackle. This expansion is a clear indication of the trust and credibility we have built within the seafood industry and beyond.

Looking forward, our focus remains steadfast on leveraging our collective influence to advocate for change. The road ahead will require us to be bold, think creatively, and push the boundaries of what is possible through advocacy and engagement. We are at a pivotal moment in our journey, with the opportunity to shape the future of tuna fisheries for generations to come.

As we embark on this next chapter, I am inspired by the passion and dedication of our Partners and stakeholders. Together, we hold the power to drive meaningful change, ensuring the sustainability of tuna stocks and the health of our oceans. Let us continue to work hand in hand, with a shared vision and a united voice, to achieve our goals.

Thank you for your continued support and commitment to the Global Tuna Alliance. Here's to a future where sustainable tuna fisheries are not just an aspiration, but a reality.

View from:

Daniel Suddaby

Executive Director



As I reflect on the past year at the Global Tuna Alliance (GTA), I am immensely inspired by the progress we have made and the Partnerships we have deepened. Stepping into the role of Executive Director, I was met with the significant challenge of steering our collective efforts through a period of intense transformation and pivotal growth. However, my familiarity with many of our Partners and prior engagements in the tuna governance space provided a strong foundation from which to advance our shared ambitions.

The first three months of my tenure were dedicated to immersing myself in the intricacies of GTA's value proposition and understanding the perspectives of our Partners. These conversations not only enriched my understanding, but also helped shape our Phase Two strategy, marking a deliberate pivot towards enhanced change management practices, which are highlighted in this report.

2023 was a year where our collective resolve was tested, but ultimately proved resolute. The most inspiring aspect of our work remains the potential of GTA to effect meaningful management change within the Regional Fisheries Management Organizations (RFMOs) and the tuna supply chain. This year, more than ever, our ability to align our powerful consortium of Partners towards a singular vision has demonstrated that we are on the brink of transforming tuna fisheries management for the better.

Looking ahead to 2024, the foundation we have built is robust. Our team is stronger, backed by a cadre of dedicated Partners who are equally committed to our mission. The upcoming year promises not just continuity, but an escalation of our efforts to foster sustainable fisheries management. This is not just our goal—it is our duty and our promise to future generations.

It has been an immense honor to lead the GTA through this transformative period. As we continue to navigate the challenges ahead, I am confident in our ability to maintain the agility and momentum that have become the hallmarks of our initiative. Together, we will continue to strive for excellence and impact, driven by a mission that is both urgent and imperative.

Thank you for your unwavering support and commitment to our shared vision. Let us continue to drive change, not just within our waters, but across the global stage, for a sustainable and equitable future.

About the Global Tuna Alliance

The Global Tuna Alliance (GTA) is a pre-competitive collaboration of international supply chain companies with a shared interest in improving the environmental and social performance of tuna fisheries.

The GTA was established as a concept in 2017 following many unilateral efforts to shift tuna interests to more sustainable management of these multinational, globally shared tuna stocks. The founding members, chiefly UK retailers and their suppliers, recognised that tuna was a recurring common factor preventing them from meeting their public commitments to sustainable seafood. Exploration of the basis for this revealed it was chiefly a result of ineffective management, not in line with the precautionary approach or best practice measures (e.g., harvest strategies).

The retailers and suppliers, supported by their NGO Partners, concluded that a collective, pre-competitive approach would be needed.

The GTA was formally launched in September 2019 through a 100% grant from the World Economic Forum (WEF). The collaborative agreement between the World Economic Forum and GTA required the GTA to implement the delivery of the Tuna [2020 Traceability Declaration](#). This grant ended on December 31st, 2020.

Five years later, the GTA's retail and supply chain Partners span five continents. Internal research conducted in 2021-2022 found that GTA Partners purchased \$2.3 billion worth of tuna. To put this into perspective, it suggested that almost a third of all tuna caught passed through GTA Partners, making it one of the largest networks of seafood businesses worldwide.

The GTA takes a dual approach to achieving its vision.

The first approach involves pooling the commercial leverage of its Partners to collectively advocate at Regional Fisheries Management Organisation (RFMO) meetings to administer tuna fisheries more responsibly. This includes petitioning for the implementation of precautionary, comprehensive harvest strategies, the expansion of observer coverage, and improvements to labor standards for vessel crew, among other measures.

The second approach encompasses the direct action undertaken by its Partners to implement supply chain improvements, ensuring that, for example, its sourcing policies are robust enough to avoid tuna products caught by vessels employing Illegal, Unreported, and Unregulated (IUU) fishing practices. A comprehensive set of guidance for Partners is included in the [Global Tuna Alliance's 5 Year Strategy](#), launched in 2021, which set out a series of paths for businesses to follow to ensure the optimal environmental and social performance of their business operations to an aligned industry standard.

The dual approach ensures that on the one hand, Partners are taking individual accountability over the responsible operation of their supply chains, while on the other, the collective advocacy seeks to bring in measures that would create a level playing field, ensuring those self-regulating are not put at a disadvantage.

More about the GTA can be found on the organization's website: www.globaltunaalliance.com.



2023 Highlights

GTA Governance & Steering Committee:

In 2023, the Global Tuna Alliance took significant steps to reinforce and modernize its governance structure.

Recognizing the need for a foundation that could sustain the next phase of growth and challenges, we initiated a comprehensive review of our governance framework. This review aimed to ensure our operations were not only compliant with Dutch regulations, but also fostered transparency, equity, and greater engagement from our Partners across all levels of our organization.

Key outcomes from this review included the drafting of a [new charter](#) and the revision of our [Articles of Association](#). It also included the recruitment of Robert Wiltshire, a new board member, and Andrew Lazenby, our new non-executive director.

These changes were designed to enhance our organizational agility and responsiveness, setting a robust foundation for future developments and partnerships. The updated governance structure was crafted to support our ambitious goals for environmental sustainability and social responsibility in the tuna industry.

The GTA's new non-executive board members, Andrew Lazenby and Robert Wiltshire, are included here alongside their professional bios.



Andrew Lazenby is currently the CEO of BASIS Reg Ltd, a registered charity which seeks to raise professional standards across food production and land management in pesticide, fertilizer, and associated sectors.



Robert Wiltshire has over 30 years of experience in the food industry and has been the Buying Director for LDH (La Doria) Ltd, a leading grocery product supplier to major UK supermarkets, since 2007.

External Funding:

2023 saw a strategic expansion in our funding and financial management systems. The review of our governance structure was complemented by a focused effort to enhance our financial health, ensuring that our fundraising and financial strategies are well-equipped to support our long-term objectives. This year, we strengthened our ties with key U.S. foundations, which have shown a growing interest in the sustainable initiatives led by the Global Tuna Alliance.

We are especially grateful for the continued support from the [Walton Family Foundation](#), which has been instrumental in the GTA's continued growth over the last two and a half years. In 2023, we worked closely with them to define and secure additional resources, ensuring the sustainability of our operations into the future.

The enhancements in our Partner fees system have also laid down a solid financial groundwork, enabling the GTA to commit more resources to a program of ambitious projects and campaigns in 2024 and beyond.

Looking Forward:

As we move into the next year, the Global Tuna Alliance remains committed to leading the charge towards a more sustainable and responsibly managed tuna industry. With our strengthened governance framework and secured external funding, we are better equipped than ever to face the challenges and opportunities that lie ahead.

Communications:

In 2023, while we continued to see growth on our social media platforms, the growth rate was slower than in 2022, particularly on X/Twitter, where changes to the platform have impacted engagement across the industry.

Moving into 2024, the Global Tuna Alliance is exploring new social media platforms to branch out to, connecting with our key audiences who are active on different sites.

The GTA's social media communications continue to be supplemented by robust engagement with the press. In 2023, 10 press releases were issued and one opinion piece was featured in [SeafoodSource](#). There were also several references to the GTA in other press articles, including a quote from our Executive Director in support of a collective call to pause deep-sea mining, which was picked up by [the Guardian](#).

The Global Tuna Alliance also continued to step out of the digital sphere by carrying out creative, on-the-ground communication activities at Seafood Expo North America and at the 20th Session of the Western-Central Pacific Fisheries Commission. We delve into these activities in more detail in the following section.

Regular communication with Partners continued to be largely facilitated by virtual newsletters in 2023, with an average open rate of 39.6%, slightly up on the 37.4% rate from 2022. Partners also received daily updates during RFMO meetings in 2023, which saw a 44% open rate.

Social Media & E-Newsletter:

Throughout 2023, our social media following increased significantly on all channels. Our average reach and engagement per post declined on Twitter, but increased massively on LinkedIn. These trends may be the result of differential effort by platform or broader trends in platform usage across industries. The figures for percent change from January - December 2023 are listed below:

Platform	Followers	Avg post impressions	Avg post engagements
LinkedIn	+27%	+289.9%	+571.4%
Twitter	+6%	-51.8%	-20%

GTA's virtual newsletter engagement increased significantly throughout 2023 as well.

The average open rate for subscribers grew 32.8% over the course of the year, culminating in a 52.7% open rate for the final newsletter sent out in October. MailChimp's average open rate for email campaigns across industries is 21.3%*, indicating a significantly above-average level of audience engagement with GTA email communications.

*According to MailChimp's article, "Email Reporting Metrics Every Business Should Monitor"

RFMO Summary

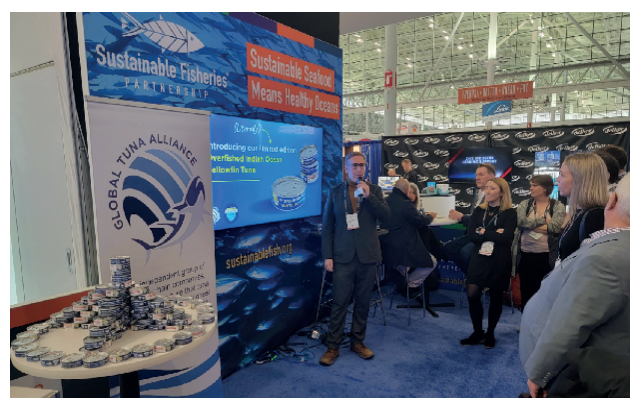
IOTC:

The [27th Session of the Indian Ocean Tuna Commission \(IOTC\)](#) took place May 8-12 in Mauritius. Prior to the meeting, the GTA was part of a notable [campaign](#) with the Tuna Protection Alliance (TUPA) and WWF, advocating for a rebuilding plan for yellowfin tuna (subject to overfishing since 2015) and a revision to the IOTC Treaty to update [the objections mechanism that had previously obstructed a rebuilding plan](#). The campaign mobilized each collaborator's market partners, who issued [unique statements](#) suggesting they may be forced to review their sourcing in the Indian Ocean unless progress was made.

The failure, yet again, to agree on a rebuilding plan for yellowfin was the primary headline of the session. Several proposals on the table from Tanzania, Kenya, and the E.U. would have impacted the management of the yellowfin stock. However, the only successful proposal came from the host country, Mauritius. Still, revisions meant that the plan was purely voluntary, severely limiting its potential to rebuild the stock. [A summary of the outcome of each proposal](#) can be found on the GTA website.

Another significant outcome from IOTC included a failure to agree, after months of pre-meeting negotiations, on a management measure for dFADs. An adopted proposal from South Korea, however, means a Working Group on FADs will now be meeting annually (since being set up in 2015, it had only met three times) boosting hopes of reconciliation on this contentious issue.

Other successes included the adoption of an Australian proposal to direct the IOTC Scientific Committee to develop and agree on electronic monitoring minimum standards for implementation in 2024. Finally, a resolution from Japan was adopted, establishing catch limits for bigeye tuna. This aimed to ensure that the total allowable catch (TAC), recommended for the stock by the Scientific Committee, is upheld.



The campaign included the inception and ensuing production of the GTA's own brand of "Overfished Indian Ocean yellowfin tuna", featuring 100 fake cans that were launched at Seafood Expo North America. Ahead of the meeting, the cans were posted to each IOTC delegation.

The cans tipped typical marketing lines about product sustainability on their head, conveying the impossible job that GTA Partners and other tuna sellers have in marketing Indian Ocean yellowfin tuna to an increasingly eco-conscious consumer base, when the stock has been overfished for many years.

IATTC:

The [101st Session of the Inter-American Tropical Tuna Commission](#) took place from the 7th to the 11th of August in Victoria, Canada.

This meeting was particularly special as it involved the attendance of the largest GTA contingent at an RFMO meeting to date, including the GTA's Director of Outreach and Engagement and representatives from three American GTA Partners. Collectively, they helped to make the GTA's presence known in Victoria.

The GTA's campaign revolved around the tagline "IATTC: manage your albacore," mirroring the twin asks from the NGO Tuna Forum to adopt harvest strategies for both Northern and Southern Pacific albacore.

Alongside publishing a [position statement](#) and providing a [verdict on the proposals on the table](#), the GTA also issued two press releases that were picked up by 5 different commercial seafood outlets, including [SeafoodSource](#) and [Undercurrent News](#). In convening discussions between the market and decision-makers, a roundtable organized by the GTA enabled three U.S. seafood suppliers to speak to the 15 delegates in attendance on the critical importance of sustainable tuna to their businesses.

Keeping Partners informed, the GTA also interviewed Guillermo Morán from the IATTC's Electronic Monitoring Working Group about the challenges of reaching alignment over minimum standards for an electronic monitoring (EM) program, to help boost observer coverage in the region.

At the meeting, the adoption of an amendment to the Northern Pacific albacore harvest strategy, which saw the addition of harvest control rules (HCRs), set the stage for an unprecedented pan-Pacific harvest strategy. The Western-Central Pacific Fisheries Commission (WCPFC) signed off on a similar proposal at their meeting in December.

However, Ecuador's proposal to implement fishing controls across the whole of the Pacific for the Southern Pacific albacore stock was withdrawn following a lack of support, meaning the southern stock continues to lag behind its northern neighbors in the race for management measures.

Another of Ecuador's proposals to improve observer coverage onboard longline vessels from 5% to 100% by 2027, aligning with the GTA's 5 year strategy, also failed for a second year running, despite the GTA issuing a public statement to the meeting floor and with PEW endorsing the proposal.



A fantastic core group of GTA staff and Partners attended the 101st Session of the IATTC in Canada.

From left to right: Hamish Walker, former Chief Operating Officer and Chief Sustainability Officer at Seattle Fish Company; Stacy Schultz, Director of Marketing & Sustainability Coordinator at Fortune Fish & Gourmet; Peter Adame, Director of Communications and Sustainability at Lusamerica Foods; and Albert Arthur, former Director of Outreach and Engagement at GTA

ICCAT:

The [24th Session of the International Commission for the Conservation of Atlantic Tunas \(ICCAT\)](#) took place in Cairo, Egypt from the 13th to the 20th of November.

The GTA's campaign was centered around the ICCAT adopting a tri-annual tropical tuna conservation measure, to replace an interim one that was adopted in 2021 and rolled over in 2022. The proposal was underpinned by the market's call for lasting conservation efforts of key tropical tuna stocks to enable long-term sourcing commitments.

Discussions around the tropical tuna conservation measure focused on catch allocations and TACs, with the outcome that delegates agreed to roll over the measure for the second consecutive year. However, an inter-sessional meeting was agreed to in order to iron out persistent issues.

An important success from the ICCAT meeting was the adoption of minimum requirements and technical standards for electronic monitoring systems (EMS) in longline and purse seine fisheries. Despite implementation of EMS being optional onboard fishing vessels, this is a considerable first step to improving transparency, complementing the work done by human observers.

As part of our ICCAT campaign, the GTA published a series of [comprehensive asks](#). We followed this up at the conclusion of the meeting with a '[key takeaways' document](#) to summarise where progress had been made and where there were missed opportunities.

At a [roundtable discussion](#) organized by the GTA before the meeting, two GTA Partners and U.S. distributors demanded that the 22 ICCAT delegates in attendance make progress on advancing sustainable fisheries in the Atlantic.

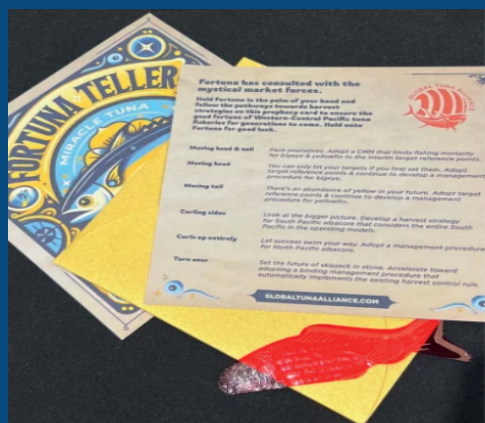


A creative social media campaign saw the GTA play on the idea that “recycling” (typically seen as a sustainable activity in most contexts) an interim conservation measure each year consumes too much time and does not provide the long-term security tuna buyers need for determining their sourcing. The point is that making a “plan to last”, in the form of a tri-annual conservation measure, is the sustainable choice the market is looking for.





There was less favorable news for bigeye and yellowfin, as again delegates fell short of adopting permanent TRPs for the stocks, leaving them in danger of falling behind other tropical tuna stocks in terms of adequate management. And while progress was made on adopting interim TRPs for southern albacore – a first step toward adopting a full management procedure – new data from the Scientific Committee painted a potentially troubling picture for the future of the stock, with its biomass dipping midway through this decade. This may be the first sign of the commission failing to secure the stocks with harvest strategies before they fall out of the green.



GTA Progress Report for 2022 Growth

2023 saw the release of the second [GTA Progress Report](#), an anonymised self-assessment undertaken by individual Partners which evaluates their progress towards a series of KPIs set out in the GTA's 5 Year Strategy. The open reporting of progress is, itself, an important action towards improving the transparency of each business. 34 out of 50 (68%) of Partners participated in the 2022 survey, which saw improvements across all three workstreams. These workstreams coincide with the GTA's three pillars of: Transparency and Traceability, Environmental Sustainability, and Social Responsibility.

Transparency and Traceability:

- » The highest scoring KPI in the Transparency & Traceability work program was endorsing GDST standards, with 76.5% of Partners achieving this. This was also the highest scoring KPI in the Transparency & Traceability work program in 2021.
- » The lowest performing KPI was risk assessing ports for compliance to Port State Measures (PSM). This score actually decreased from 23.8% in 2021 to 17.6% in 2022.
- » The highest improvement was seen in the KPI on implementation of GDST standards for at least 80% of tuna products sold by volume. Zero Partners achieved this in 2021, but 38.2% did in 2022.

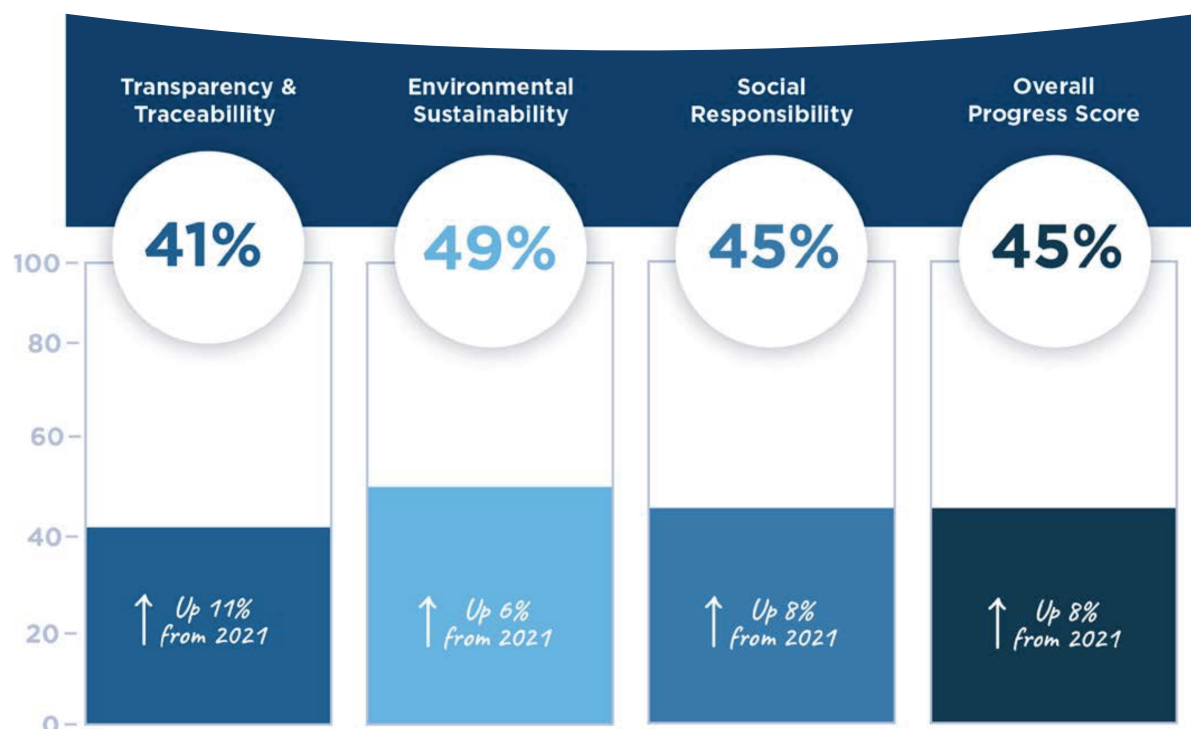
Environmental Sustainability:

- » The highest scoring KPI in the Environmental Sustainability work program was on commitments to sourcing 100% of tuna products from fisheries with a GSSI-recognized certification, or on a pathway to sustainability. 79.4% of Partners achieved this, representing an 11.8% increase from 2021.
- » The least progress was made on incorporating better FAD Management into Partner operations, though we did see a 40% increase for this goal from 2021.
- » The largest increase was seen in the time-bound commitments for Fins Naturally Attached requirements, with a 73% increase in the number of Partners achieving this KPI.

Social Responsibility:

- » The highest scoring KPI in the Social Responsibility work program was Partners publicly sharing company policies on human rights, with 79.4% achieving this.
- » The lowest amount of progress concerned commitments on sourcing tuna from fisheries with mandatory observer safety reforms, though this KPI also saw the largest improvement from 2021 with an 85% increase in adoption.

You can explore all the findings from the 2022 report on the [GTA website](#).



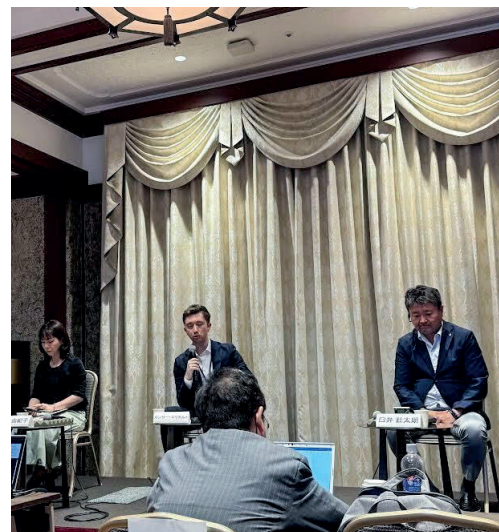
Sewing the Seeds of Sustainability: GTA's First Year in Japan

Gunther Errharlt, Japan Outreach Manager, GTA

2023 marked a pivotal year for the Global Tuna Alliance (GTA) as we extended our outreach to one of the world's largest and most iconic tuna markets—Japan.

As the newly appointed Japan Outreach Manager, I had the privilege of spearheading this initiative, faced with a unique blend of challenges and opportunities.

We are excited to be sharing the journey of our first full year in Japan, reflecting on our progress, the obstacles we encountered, and the promising future ahead.



Setting the Stage:

桃栗三年柿八年

Starting in early January 2023, our initial focus was to establish GTA's presence and build relationships with key stakeholders. Early conversations with Seafood Legacy, a Japanese fisheries NGO, were instrumental in shaping our approach. Together, we crafted a three-step program aimed at increasing GTA's visibility and engagement within Japan's seafood industry.

By March, we had launched a survey within Seafood Legacy's newsletter to gather insights from Japanese stakeholders about their views regarding GTA's goals and mission. This feedback was crucial in tailoring our strategies to better align with local interests and concerns. As the Japanese say, "根を張る": we had "planted roots".

Building Connections:

一期一会

From this foundation of valuing time in discussion, we began our engagement. One of the highlights of our initial months was securing media coverage and encountering and fostering partnerships with influential organizations. Interviews with media groups such as Kyodo News, Hokkaido Shinbun, and NHK, alongside a feature in Seafood Source, raised awareness about GTA's activities. While the interview in the Seafood Source feature was in English and, as a consequence, had limited reach within Japan, it still set the stage for future engagements.

In parallel, we connected with potential partners, notably Tuna Scope, an innovative company using AI technology to certify tuna quality. Their positive response emphasized the potential for collaborative efforts in promoting sustainable tuna practices.

Engaging the Industry:

七転び八起き

Initially, outreach was difficult, with a handful of dead-end leads. A significant milestone, however, was the hybrid event co-hosted with Seafood Legacy in June 2023. This was the 'stand up' moment for GTA in Japan. The event, attended by over 50 stakeholders including representatives from Aeon Food Supply, Nissui, Toyo Reizo, and Mitsubishi, showcased the benefits of GTA

Partnership. Presentations by Cassie Leisk from New England Seafood and Wakao Hanaoka, CEO of Seafood Legacy, emphasized the GTA's role in combating Illegal, Unreported, and Unregulated (IUU) fishing practices and promoting safer supply chains.

The workshop also provided an opportunity to present the GTA's 5-year strategy, followed by an interactive session where attendees assessed the feasibility and importance of various strategic aspects. The positive feedback and keen interest expressed during the event indicated strong potential for future collaborations.

Another notable workshop took place during the Tokyo Sustainable Seafood Summit in October, exploring transparency and the role of electronic monitoring (EM) as a means for increased sustainability and stability of high seas fisheries. Four representatives from the workshop – Hong Kong-based international seafood company Luen Thai Fishing Venture, Japan-based sustainable seafood group Seafood Legacy, Korea-based TNS Industries Inc., and the GTA – added their names to a joint-statement of support calling upon international fisheries managers to prioritize EM at upcoming meetings.

This workshop happened at a critical point just prior to the WCPFC meeting in Rarotonga, Cook Islands, in which the Japanese delegation holds a high degree of influence.

Breaking New Ground:

継続は力なり

As the year went on, the GTA's consistent approach began to bear fruit. In December, we celebrated a significant achievement—the signing of a groundbreaking Partnership with Meiho Co. Ltd. This Partnership marked the first formal engagement of a Japanese company with GTA, symbolizing a major breakthrough in our outreach efforts. Meiho's commitment to sustainable tuna fishing serves as a beacon for other Japanese companies, encouraging them to join the movement towards responsible seafood practices.

Reflecting on this accomplishment, we are filled with optimism about the future. Meiho's decision to join GTA not only highlights their leadership in sustainability, but also signals to the broader Japanese market that our voices are being heard and valued in the global supply chain.

Looking Ahead: 石の上にも三年

As we look ahead to 2024, the foundation we have built this year provides a strong platform for further growth. The support from key industry players and organizations like Seafood Legacy has been invaluable, and we are confident that more Japanese businesses will follow Meiho's lead. Our continued efforts to educate and engage stakeholders will be crucial in expanding GTA's influence and promoting sustainable practices in Japan's tuna industry.

The journey of establishing GTA in Japan has been both challenging and rewarding. The positive reception and growing interest from Japanese stakeholders affirm that we are on the right path. We are excited about the opportunities that lie ahead and remain committed to driving sustainability and responsible practices in the global tuna sector.



Gunther Errhalt participates in a panel discussion at the Tokyo Sustainable Seafood Summit in October 2023

GTA Growth in 2023

After a year of unprecedented growth in 2022, the Global Tuna Alliance's rate of expansion slowed in 2023. Instead, the organization turned its focus inward, consulting extensively with existing Partners and laying down the foundations for a new framework for its partnerships, which prioritized developing deeper relationships.

That said, the GTA secured two new Partners in 2023, both at pivotal moments for the global tuna industry.

Green Fish Company



The Green Fish Company is a tuna processor committed to sustainable sourcing and minimising the carbon footprint of their products. Based on the remote island of St. Helena, this relatively new business, only founded in 2022, joined the GTA at a timely moment, with the attention of the tuna industry fixed on the Atlantic Ocean during the 24th Session of the ICCAT.

Choosing to join the GTA at such a critical moment for the future of Atlantic tropical tunas [sent a powerful message](#) to the delegates who were negotiating in Egypt.

At the time, GTA Executive Director, Daniel Suddaby said:

"As we participate in the ICCAT meeting this week, we carry with us the voices of retailers and seafood supply chain companies from around the world, now including St. Helena's Green Fish Company as well. In doing so, we advocate for policies that resonate from the remote Atlantic to the world's largest fishing nations."

Malcolm Williams, Founder and CEO at The Green Fish Company added:

"Our partnership with the Global Tuna Alliance at this critical juncture, as ICCAT convenes, is a testament to our shared belief that local sustainability can shape global conservation efforts. From the isolated shores of St. Helena, we are influencing international discussions on tuna management with other like-minded companies."

Meiho Ltd.



2023 was capped off with a milestone achievement, as the GTA secured its first-ever Partner from Japan. Meiho Ltd, a seafood processor which started in 1991 in Shigoma City, had already established itself as a leader in sustainability when it became the first company in Japan to be accredited with a Marine Stewardship Council certification for skipjack in 2006.

[Meiho's accession to the GTA was a breakthrough the alliance had been pushing for](#) since its inception, recognising Japan's position as one of the largest tuna-catching nations and the largest market for the consumption of tuna worldwide.

The aspiration going into 2024 is that more companies in Japan follow Meiho's suit, enhancing the alliance's influence among decision-makers in the region.

As well as the efforts of Gunther Errhalt, GTA's Japan Outreach Officer, in bringing this to fruition, another hugely important contribution was made by Culimer USA, another GTA Partner who had a pre-existing relationship with Meiho. Tomo Matano, Culimer's COO, said:

"Japan has long been the inspiration for harvesting and handling seafood, and sushi has become a global food. It is a core American food today, and we have made it our own. We are so proud to work with Meiho Foods Company, the first Japanese company to join the Global Tuna Alliance, and represent the ideals of tuna sustainability and excellence.

This partnership symbolizes a shared commitment to sustainability and leadership. Meiho pursued and won MSC certification for skipjack tuna in 2006, the first company to do so. Their commitments to MSC, the Global Tuna Alliance, traceability, and all such make it possible for us to successfully introduce Meiho products to North American customers. This commitment is key for the clients we work with, including some of North America's top supermarkets. Together, we are set to make impactful strides towards a sustainable future."

Treasurer's Financial Report

In 2023, the Global Tuna Alliance increased its earnings both in Partnership income and grants from supporting foundations.

This coincided with a rise in costs, in part due to our commitment to expanding our capabilities, which included: additional staff, organizational costs, communication, advocacy, and IT investment. These strategic investments are designed to strengthen our foundation, ensure long-term stability, and promote the central mission of the Alliance.

This year, the GTA has taken significant steps to enhance its financial health and governance, introducing robust procedures that provide a clear picture of our financial status alongside our cost control mechanisms. These measures ensure transparency and financial integrity.

With solid administrative and financial procedures now in place, together with grant renewals and Partnership income, the GTA is able to look ahead to 2024 with renewed energy and focus.

All costs in GBP:

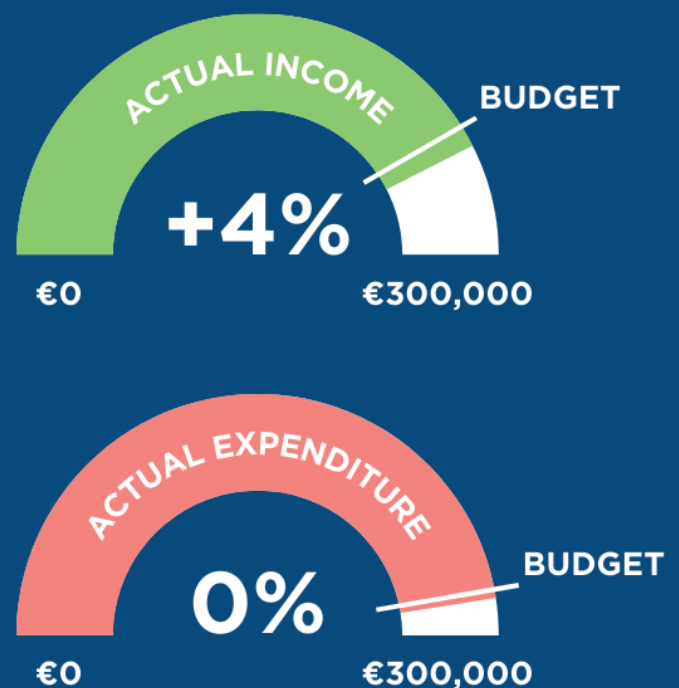
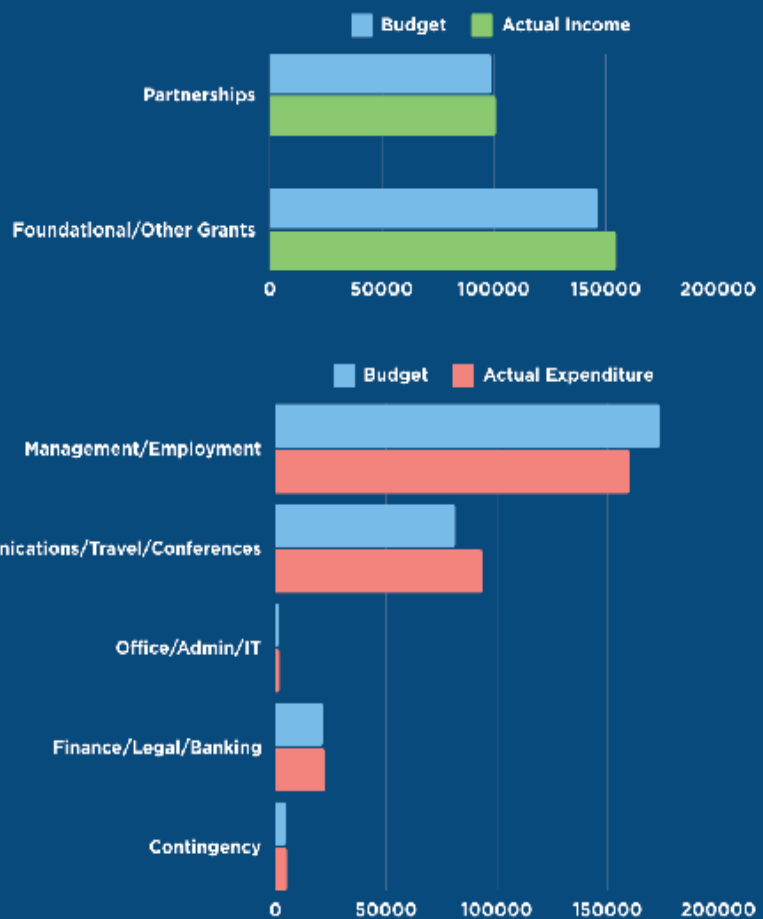
Category	Budget (£)	Actual (£)	Variance
Partnership Income	99,000.00	101,035.00	+2%
Foundational/Other Grant Income	146,611.82	154,713.00	+6%
TOTAL INCOME:	245,611.82	255,748.00	+4%
Management/Employment Costs	173,797.68	160,012.00	+8%
Communications, Travel, & Conferences	81,380.41	93,761.00	-15%
Office, Administrative, & IT Costs	1,500.00	1,947.00	-30%
Finance, Legal, and Banking Costs	21,500.00	22,566.00	-5%
Contingency	5,000.00	5,357.00	-7%
TOTAL EXPENDITURE:	283,178.09	283,643.00	0%

In order to visualize the GTA's 2023 financial data presented on the previous page, we compiled the following charts.

The bar graph to the right shows projected 2023 budget versus the actual income brought in and expenditure sent out. Most line items were very close to the budget target, with only slight variations above or below.

The bottom chart depicts budget versus total income and expenditure across all line items. Overall, the GTA brought in 4% more income than expected, and spent a negligible amount (0.16%) more than was originally budgeted for.

In 2024, we hope to increase the gap between anticipated and actual income, while maintaining a level spending record.





A Year of Transformation and Renewal in Phase II

In 2023, the Global Tuna Alliance entered a transformative Phase II: a period marked by pivotal changes and strategic renewal. While navigating transformational challenges, we reinforced our commitment to driving impact in sustainable tuna fisheries management. This year's theme of change was essential; progress often requires major change to evolve.

Embracing Change in Phase II - Enhancements in Governance & Strategy:

Recognising the necessity for evolution, 2023 was dedicated to comprehensive governance restructuring and strategic realignment under GTA Phase II. These changes were instrumental in enhancing our operational agility and ensuring a robust organizational structure.

By revamping our governance frameworks, we have laid a solid foundation for more effective and transparent decision-making, positioning GTA as a leader in industry-led global advocacy for sustainable tuna management.

Strengthening Foundations - Securing Sustainable Funding:

Change also permeated our financial strategies, with 2023 marking significant advancements in securing and diversifying our funding sources. Through strategic partnerships and renewed funding initiatives, we ensured the long-term sustainability of our operations. These efforts reflect our proactive approach to financial health, enabling us to pursue ambitious goals without compromise.

With the strategic groundwork laid in 2023, our focus for the upcoming years includes:

» Expanding Partner Value Proposition:

Aimed at increasing engagement and providing enhanced value to our partners, this initiative is a direct result of the evolving needs identified in Phase II. It represents our commitment to supporting our partners in their efforts to improve their tuna supply chains through more personalized and impactful resources.

» Launching Targeted Advocacy Campaigns:

These campaigns, designed to harness the collective power of our network, aim to change policy and practice within the global tuna fisheries management arenas.

» Redefining Our Goals:

We are also looking forward to working in an iterative manner with key stakeholders and our dedicated Partners to revise and define our focus as an organization. This strategy review process will help us deliver impactful change both on the water and in management.

To Conclude:

2023 has been a year of profound change and promising rebirth for the Global Tuna Alliance as we pushed forward with Phase II. As we transition into 2024, we are energized by our renewed structures and invigorated by the support of our partners.

Together, we are set to drive forward our mission of ensuring sustainable management and protection of global tuna resources.

For more information on our transformative journey and how you can be part of our future, please visit our website or contact our executive team.





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