

2024

ANNUAL REPORT



GLOBAL TUNA
ALLIANCE

Forward from the Board Chair



“As Board Chair, I am proud to reflect on what has been a transformative year for the Global Tuna Alliance. In 2024-2025, we have not only strengthened the foundation of our Alliance but also laid down bold new pathways for the future of sustainable tuna.

One of our most significant milestones this year was the development and adoption of a new strategic plan - a clear, ambitious roadmap that sets out our shared vision for the years ahead.

This strategy is the product of open dialogue, deep reflection, and the unwavering commitment of our partners to drive real, lasting change in global tuna supply chains.

We also took important steps to improve and strengthen our governance, ensuring that the GTA is well-positioned to deliver on its mission with transparency, accountability, and effectiveness. These changes enhance our ability to represent our partners' voices, while aligning our operations with the values we advocate for across the seafood sector.

Most importantly, this year has underscored the power of our partners - retailers and supply chain companies - who continue to lead by example. Their active engagement, leadership, and willingness to collaborate have been central to our progress. Whether through collective advocacy, policy engagement, or driving accountability in sourcing practices, our partners remain at the heart of the GTA's impact and momentum.

Thank you to our Secretariat, our partners, and my fellow Board members for your dedication and leadership. Together, we are showing what's possible when industry stands united for the future of our oceans.

I look forward to what we will achieve next.”

— **Cassie Leisk, Chair of the Board**

Note from the Executive Director

"2024 was a big year for us. Not just because of what we did, but how we did it: together. This was my first full year as Executive Director. It was also my first ICCAT meeting. Walking into that room, I felt the support and weight of representing our partners, our mission, and the push for real change.

Early on, I knew 2024 would be a turning point. We didn't just grow the team, we grew the alliance. We brought in new people, new partners, and more capacity to do the work. We welcomed companies from France and Japan. We expanded what we could do on communications, advocacy, and outreach.

At the same time, our partners stepped up. They launched new ideas. They helped shape our strategy. They challenged us in good ways. Together, we built something stronger. Our internal team and our partner network grew side by side.



Carrefour showed real leadership this year, as did many others. And our first in-person Partners Meeting in London proved what we already knew: this isn't just a group of companies, it's a global team.

This year we also launched the new Module Complémentaire in France. We built tools to track progress. We agreed to a new five-year plan. These things help us do more, with more focus.

But we still face real challenges. At ICCAT, IOTC, and other meetings, progress was slow. Big decisions got delayed. Still, our network held strong and our voice grows louder.

Thank you to everyone who contributed to the successes of 2024. Our tireless board, my team, partners, funders, and allies—you all played a part. We now have a solid base. In 2025, we must start building on it. Let's keep moving, together."

— Daniel Suddaby, Executive Director

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About Us

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. The GTA was formally launched in September 2019 through a 100% grant from the World Economic Forum (WEF). Five years later, the GTA's retail and supply chain partners span six continents.

The GTA takes a dual approach to achieving its vision:

- ① The first approach involves pooling the commercial leverage of its partners to collectively **advocate at Regional Fisheries Management Organisation (RFMO) meetings** to manage tuna fisheries more responsibly.
- ② The second approach encompasses the **direct action undertaken by its partners to implement supply chain improvements**. A comprehensive set of guidance for partners is included in the Global Tuna Alliance's 5-Year Strategy, which sets 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.

This dual approach ensures that partners are taking individual accountability over the responsible operation of their supply chains, while also engaging in collective advocacy to bring in measures that would create a level playing field, ensuring that those self-regulating are not put at a disadvantage.



More about the GTA can be found on our website:
www.globaltunaalliance.com



Our Vision

Global tuna fisheries and ecosystems are healthy and resilient as a result of responsible supply chains and best practice management.

Our Mission

To transform global tuna fisheries through the implementation of innovative and sustainable solutions that protect marine ecosystems and enhance the livelihoods of all stakeholders involved.



2024 Highlights

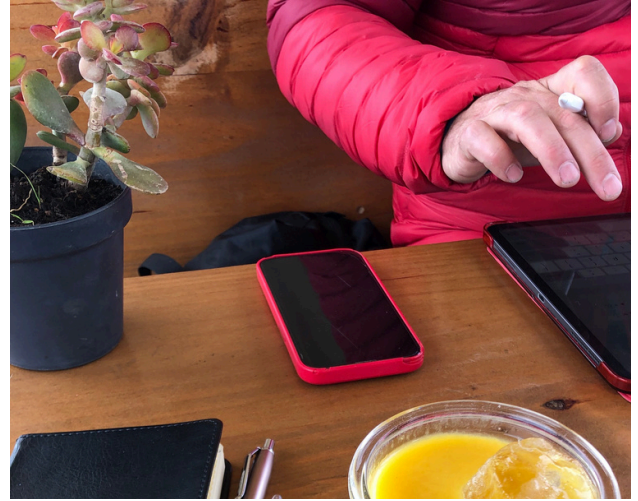
This past year was one of dynamic progress and renewed energy for the Global Tuna Alliance. From policy advocacy to global storytelling, GTA achieved several milestone accomplishments that strengthened our coalition, elevated our visibility, and deepened our impact on sustainable tuna practices.

One of our most memorable events was the success of the **inaugural GTA Partners Meeting**, which brought together stakeholders from across continents for a full day of strategic co-creation. This event not only laid the groundwork for our new five-year strategy, but also solidified our identity as a partner-led alliance committed to tangible change on the water.

Externally, GTA's presence at **key international events**, including advocacy moments tied to RFMOs and global seafood forums, provided opportunities to spotlight partner commitments and amplify shared priorities. Content produced during these events often ranked among the most engaging of the year, with several achieving double-digit engagement rates on social media.



From launching a **new bespoke module in France**, to onboarding new partners and expanding our internal team, GTA entered a new era in 2024—one defined by agility, inclusion, and measurable progress. As we now look toward 2025, these foundations will be crucial as we activate our **new 5-year strategy** and continue to drive systemic change across global tuna supply chains.



In parallel, GTA's communications presence grew stronger and more sophisticated. Our **content reached tens of thousands** globally, with an annual LinkedIn reach of over 93,000 impressions. Our newsletter proved a powerful engagement tool, with open rates averaging nearly 57%, well above industry benchmarks. We also expanded into new channels, launching Facebook and Instagram profiles to connect with broader audiences and test more personal, behind-the-scenes storytelling formats.



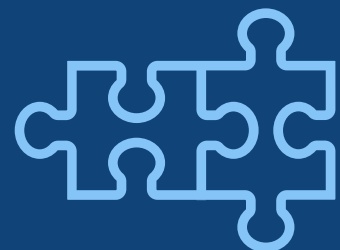
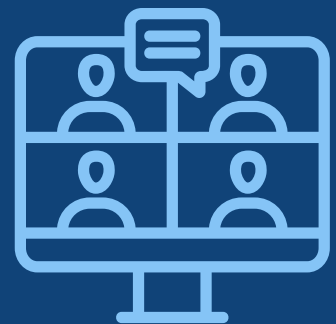
Developing GTA's New Strategic Direction

With the GTA's previous 5-year strategy drawing to a close, along with the significant partnership and executive team growth we've seen over the last few years, we knew it was the right time to begin developing the next phase of GTA's strategic direction.

We began this process early in Q1 with our partners, carefully selecting third-party fisheries and strategy experts to lead us through the creation of our new 5-year strategy.

Reflecting on the development of this new strategy, the process involved extensive collaboration around idea-generation and design, many iterative rounds of feedback from a wide diversity of stakeholders, and deep reflection from everyone involved about where the GTA has been and where it needs to go moving forward.

Here are just a few of the important steps we undertook to produce this renewed direction:



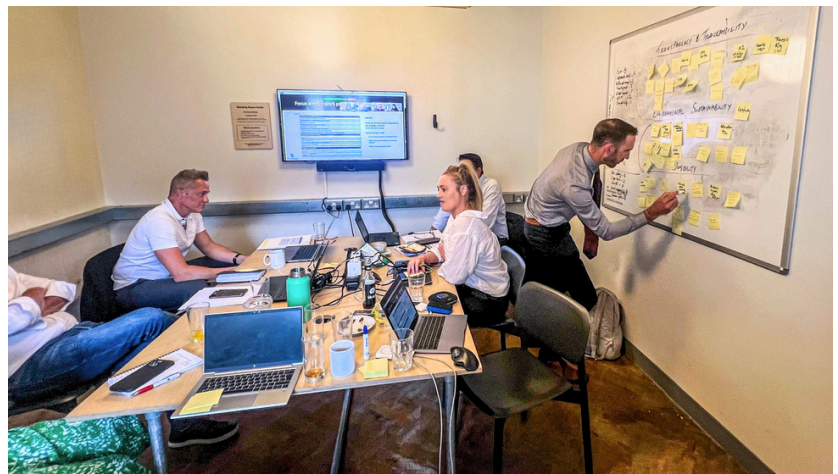
Partner Workshops

GTA hosted multiple workshops with partners and other key industry stakeholders, both in person and online, to ensure that the strategy was built around priorities that matter to the collective industry audience. We remain committed to deriving goals that drive meaningful change in the global tuna market, which, for the strategy development process, meant incorporating several layers of input and feedback into the final product.

Alignment within GTA Governing Bodies

Beyond our partners' engagement in workshops, we also incorporated key insights from our Partners Advisory Group (formerly Steering Committee) at every stage of the strategy development process. This ensured critical alignment within the GTA coalition and paved the way for meaningful collaboration over the next five years.

Although our new strategy did not officially launch until January 2025, we have included the final version in both English and French here:

[Strategy \(EN\)](#)[Strategy \(FR\)](#)

First Annual Partners Meeting

In September 2024, the Global Tuna Alliance proudly hosted its first ever in-person industry Partners Meeting at the historic Watermen's Hall in London. The event marked a pivotal milestone for GTA, bringing together partners from around the globe—including Japan, the U.S., mainland Europe, and the UK—for a dynamic day of strategic collaboration, connection, and co-creation.



A Strategy Built By and For Industry

At the heart of the meeting was an essential objective: to workshop GTA's new five-year strategy in direct partnership with GTA-aligned companies. This wasn't just a presentation of plans; it was a deliberate effort to ensure that our strategic direction was driven by the real priorities and ambitions of the industry itself. Guided by expert facilitator Matt Baird of EnviroSea Consulting and GTA Executive Director Daniel Suddaby, the full-day workshop allowed our partners to directly shape GTA's future, ensuring the resulting strategy was one of shared ownership, practical ambition, and collaborative intent.

Keynote Inspiration

The day opened with a compelling keynote from Alejandro Anganuzzi, a distinguished global leader in fisheries management. Drawing on a lifetime of experience across RFMOs, UN agencies, and national governments, Alejandro challenged the group to think boldly about the role we must play in shaping a more sustainable future for tuna. His message, calling for unity, courage, and a louder collective voice, set the tone for a deeply engaged and purposeful day.



Inclusive Strategy Workshop

Throughout the morning and afternoon sessions, partners participated in a robust sequence of discussions and breakout groups. The agenda included:

- ① Partner views and evaluation findings
- ② Introduction of the draft strategic framework
- ③ A hands-on theory of change workshop
- ④ Open feedback and prioritisation sessions

These sessions generated vibrant, cross-cultural dialogue and a wealth of actionable insights.

Real Industry Voice

The day was marked by enthusiastic contributions and healthy debate, demonstrating that our partners not only care deeply about GTA's direction, but are also ready to lead it. With the help of Matt's facilitation, even complex or technical topics were made accessible, allowing all voices to be heard.



A Celebration of Collaboration

While the strategic sessions were the focus, this meeting also served as a celebration of partnership. A welcome coffee, buffet-style lunch, and lively evening drinks and venue tour at the closing reception gave partners the chance to connect on a personal level.

Looking Ahead

The insights and momentum from this meeting deeply informed GTA's updated five-year strategy, which launched earlier this year. The foundation built in London, through open dialogue, shared purpose, and mutual respect, will ensure that GTA's future actions are rooted in what matters most to our industry partners.

We extend our heartfelt thanks to everyone who attended, contributed, and helped shape this extraordinary day. We cannot wait to do it again!



Launch of Module Complémentaire

GTA also launched the Module Complémentaire in 2024, a pioneering initiative tailored to French retailers, marking a significant stride in collaborative efforts toward sustainable tuna supply chains. This pilot program was designed to enhance transparency and traceability by enabling partners to conduct comprehensive surveys of canned tuna sourcing, down to vessel-level details combined with Global Fishing Watch and ISSF data. Such granularity empowers retailers to identify and mitigate potential risks within their supply chains, fostering informed decision-making and bolstering sustainability practices.

The initiative garnered robust support from leading French retailers, including Les Mousquetaires, Système U, Lidl, and Casino, collectively representing over 40% of France's food and beverage market share. METRO, an existing GTA member, also committed to integrating the Module Complémentaire into its French operations, reinforcing the retail sector's dedication to environmental responsibility and collaborative sustainability efforts.



Carrefour's Leadership in Sustainable Tuna Practices

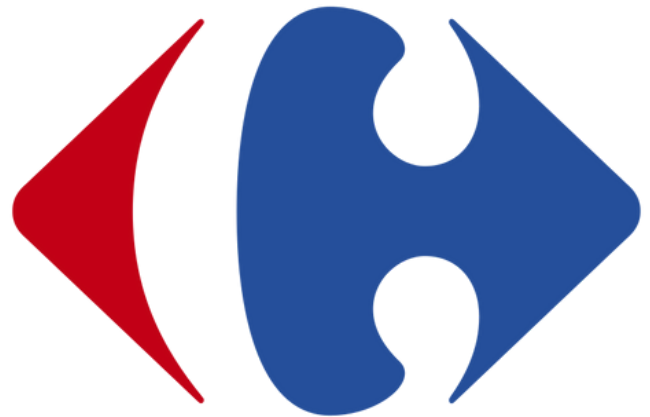
In July 2024, Carrefour, one of Europe's largest retailers, joined the GTA and our Module Complémentaire, exemplifying a bold commitment to transforming tuna supply chains. Carrefour's dual approach focuses on advocating for improved tuna fishing regulations and ensuring best practices across all vessels supplying the company.

Demonstrating decisive action, Carrefour suspended sourcing Indian Ocean yellowfin tuna for its own-brand canned products across France, Italy, Spain, and Belgium, underscoring its stance against unsustainable fishing practices. Additionally, Carrefour is collaborating with industry peers to reduce the negative impacts of fishing gear, particularly fish aggregating devices (FADs), committing to decrease their use until sustainable management practices are established.

Beyond environmental concerns, Carrefour is actively addressing human rights issues within the tuna fishing sector, working with stakeholders to implement solutions that promote fair labor practices and safeguard workers' rights throughout the supply chain.

Carine Kraus, Carrefour's Chief Impact Officer, emphasised the company's dedication:

"We need to be the change for our ocean. Tuna stocks need to be managed sustainably with the correct regulations in place, and fishers need to stick to these rules, allowing transparency on the water to ensure compliance. Carrefour is proud to be part of those acting for tuna sustainability, and we are eager to partner with the Global Tuna Alliance to push these vital changes forward."



The launch of Module Complémentaire and Carrefour's proactive measures signify a strengthened commitment within the French retail sector to drive lasting and meaningful change in tuna conservation and sustainability.

2024 RFMO Overview

Indian Ocean Tuna Commission (IOTC)

The 28th Session of the IOTC, held in May 2024 in Bangkok, yielded mixed results. Despite persistent advocacy from the Global Tuna Alliance and WWF for a 30% reduction in yellowfin tuna catch to facilitate stock recovery, the Commission failed to reach a consensus on this critical issue (see some of our campaign materials below). This continued inaction, despite scientific advice and market pressure, remains a significant concern for GTA Partners, many of whom have already ceased sourcing yellowfin from the Indian Ocean.

On a more positive note, the IOTC made genuine progress in managing drifting fish aggregating devices (dFADs) and improving skipjack tuna management. These reforms are seen as substantial steps toward sustainable fishery management in the region.

The GTA remains committed to advocating for responsible fishery management and will continue to amplify the united voices of its Partners calling for effective measures at future IOTC sessions.





Inter-American Tropical Tuna Commission (IATTC)

At its 102nd meeting in Panama City in September 2024, the IATTC adopted Resolution C-24-09, establishing interim minimum standards for the use of Electronic Monitoring Systems (EMS) on purse-seine and longline vessels. This development is a significant milestone in enhancing monitoring, control, and surveillance (MCS) in the Eastern Pacific Ocean, aiming to improve data collection and compliance monitoring.

The adoption of these standards was welcomed by sustainability-focused NGOs as a critical step toward comprehensive monitoring coverage in the EPO. The IATTC's willingness to adopt these standards demonstrates progress in efforts to encourage regional fishery management organizations to take more responsibility for regulating high seas fishing in their jurisdictions.



International Commission for the Conservation of Atlantic Tunas (ICCAT)

In 2024, ICCAT advanced several measures that align closely with the Global Tuna Alliance's priorities on transparency, sustainability, and social responsibility. A major institutional milestone was the creation of the Standing Working Group on Dialogue Between Scientists and Managers (SWGSM), tasked with integrating climate resilience into fisheries management and improving science-policy communication. ICCAT also adopted new safety protocols for onboard observers, including mandatory training and incident reporting—an important step toward protecting those on the frontlines of fisheries monitoring. Enhanced transshipment rules were agreed to, introducing stronger monitoring and documentation requirements to combat IUU fishing. Additionally, ICCAT expanded its IUU vessel list through cross-listing with other RFMOs, improving transparency and compliance.

A significant focus of the 2024 meeting was tropical tuna management. ICCAT adopted an interim Harvest Control Rule to guide rebuilding of bigeye stocks by 2034, while also addressing overfishing risks to yellowfin. The measure set Total Allowable Catches (TACs), restricted the use of fish aggregating devices (FADs), and introduced more rigorous FAD tracking and reporting requirements. However, enforcement remains a concern: yellowfin catches have exceeded TAC and MSY levels since 2015, and the lack of TAC allocations between parties continues to hamper accountability.

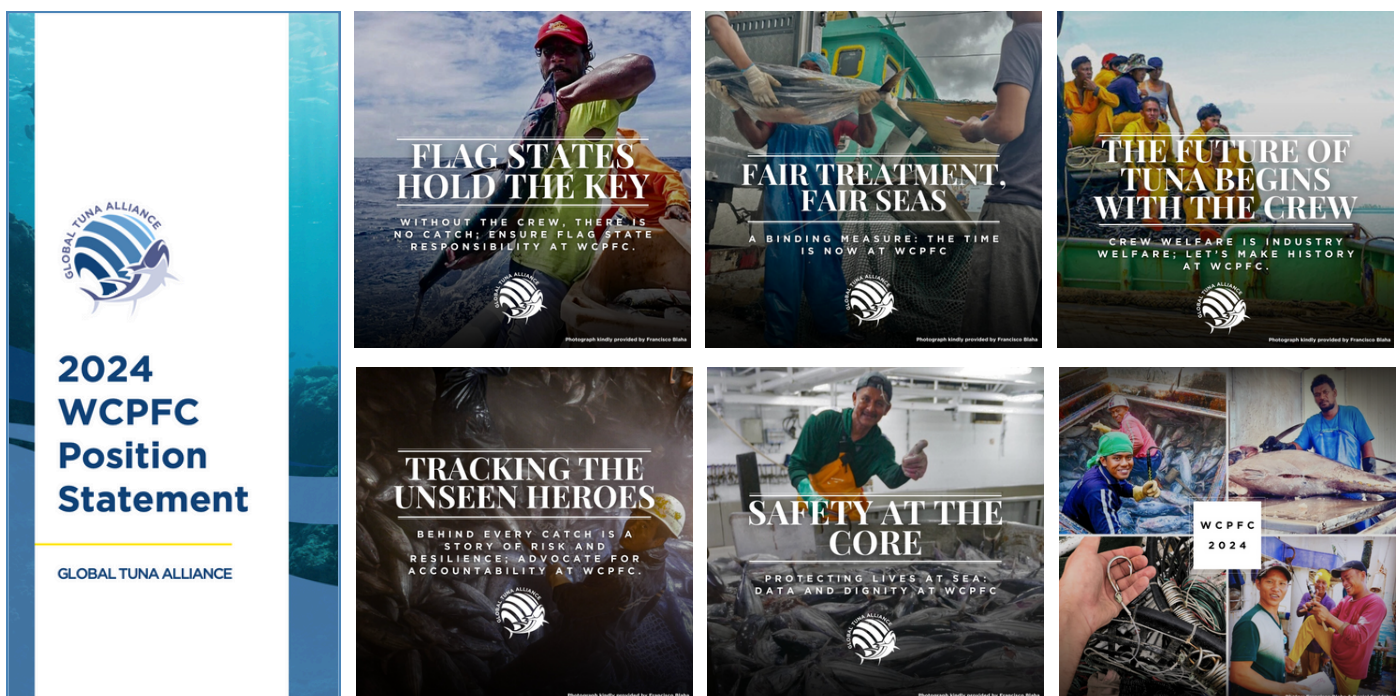
ICCAT also took modest steps forward in FAD management, adopting a phased reduction in operational FADs. Objectives for multi-species Management Strategy Evaluation (MSE) were endorsed, ensuring that future management strategies will better incorporate scientific and socio-economic considerations.

In other species discussions, ICCAT adopted roadmaps for southern Atlantic albacore and blue shark MSE development. For bluefin tuna, the Commission is transitioning from recovery to long-term sustainable management, supported by enhanced monitoring tools and revised quotas. However, a widely supported shark finning ban was not adopted, due to unresolved legal concerns.

Western and Central Pacific Fisheries Commission (WCPFC)

The 21st Regular Session of the WCPFC, held in Suva, Fiji, from November 28 to December 3, 2024, achieved a historic milestone by adopting the first-ever binding measure on crew labour standards for any tuna Regional Fisheries Management Organization (RFMO). See some of our campaign materials around this issue below. This measure sets minimum requirements for working conditions, pay, and crew members' ability to disembark or terminate contracts, marking a significant step toward enhancing social responsibility within the tuna industry.

However, the decision to delay implementation until 2028 drew widespread criticism, as it allows for the continuation of potentially abusive practices for three more years. Additionally, efforts to strengthen regulations and oversight on at-sea transshipment, a practice frequently associated with illegal, unreported, and unregulated (IUU) fishing, failed to advance. Proposals aimed at strengthening seabird conservation measures and preventing plastic waste disposal at sea were also deferred, highlighting ongoing challenges in addressing environmental protection within the WCPFC framework.



Partner Progress Report

Last year we unveiled a powerful new tool to support transparency, accountability, and continuous improvement across our partner network: the GTA Partner Progress Dashboard.

This interactive dashboard, accessible at globaltunaalliance.com/about/progress, was developed to help partners visualize their alignment with GTA's strategy, benchmark progress against peers, and better understand how their supply chains contribute to shared sustainability goals. By mapping individual performance across key metrics, the tool supports more informed decision-making and fosters constructive dialogue around areas of opportunity.

Each GTA partner received a private data snapshot tailored to their unique operations, enabling them to track their progress in areas such as traceability, FAD management, human rights due diligence, and engagement in RFMO advocacy. These customized insights offer actionable intelligence to help partners advance their commitments and prioritize next steps.

In addition to the private insights, GTA also launched a public version of the dashboard, featuring anonymized, aggregate data across the full alliance. This transparent view provides a collective picture of how the GTA network is performing, reinforcing our shared accountability and offering stakeholders a credible, accessible way to track industry-wide movement on critical issues.

By giving partners the tools to monitor and improve their alignment with GTA's strategy, the Partner Progress Dashboard has become a cornerstone of our commitment to evidence-based collaboration and measurable impact. It will continue to evolve in the years ahead to reflect new priorities and deepen our understanding of what progress looks like, both within companies and across the global tuna sector.

In line with this ideal, we will soon be launching a new, expanded model of partnership called GTA+, allowing interested partners to delve even deeper into their supply chains and annual progress.

Communications: Strengthening Strategy & Expanding Reach



In 2024, GTA made significant strides to elevate its communications function, align messaging with the upcoming five-year strategy, and engage more effectively with our diverse and global stakeholder community. This year marked a transition toward in-house communications leadership, an expanded digital footprint, and a sharpened focus on strategic impact.

Strategic Shift: Bringing Communications In-House

A key milestone in 2024 was GTA's decision to bring much of its communications work in-house. This shift enabled more agile content development, closer alignment with organizational priorities, and the flexibility to experiment with emerging formats and platforms.

It also laid the foundation for greater consistency and clarity across GTA's channels as we prepared for the launch of our new five-year strategy in early 2025.

Platform Expansion: New Social Channels

To reach new audiences and diversify engagement, GTA also launched official profiles on Instagram and Facebook in 2024. These platforms, while still growing in audience size, demonstrated early signs of strong engagement. Instagram posts focusing on crew welfare and behind-the-scenes stories achieved engagement rates of up to 20%, well above industry benchmarks, highlighting the value of authentic, human-centered storytelling.

Facebook similarly saw high post-level engagement, particularly for content featuring events and community moments, even as the page audience remained small. Together, these platforms offer promising avenues for top-of-the-funnel awareness and emotional connection with stakeholders not typically reached through LinkedIn or traditional media.

Performance Insights: Communications Audit

In late 2024, GTA completed a comprehensive communications audit to assess performance, identify strategic gaps, and provide a roadmap for more impactful storytelling. The audit found strong creative execution, but noted inconsistencies in platform-specific strategy, timing, and partner amplification.

The audit outlined four strategic priorities for 2025:

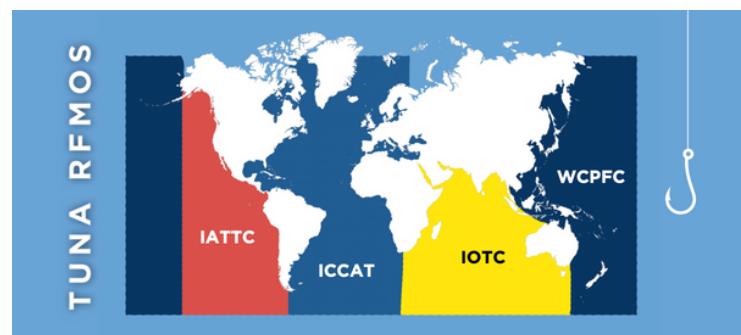
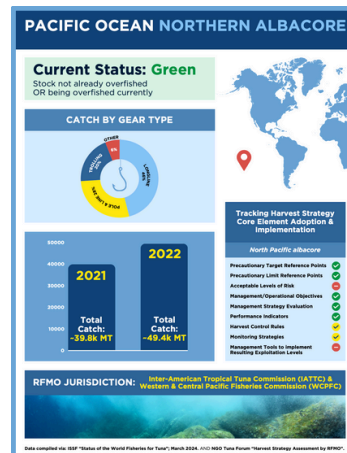
- ① Fixing gaps in the user journey
- ② Doubling down on LinkedIn and newsletter channels
- ③ Amplifying partner success stories
- ④ Making campaigns truly omni-channel



Building Partner Knowledge: New Educational Content

In parallel, GTA launched a content development initiative to create original materials for partners on key tuna sustainability topics. This included explainers on regional fisheries management organizations (RFMOs), stock statuses, and global tuna issues. The goal was to demystify complex policy topics and empower partners to advocate more confidently and effectively.

These educational resources were featured in multiple formats across GTA platforms, notably available through the partner-exclusive website portal, ensuring companies have accessible, engaging, and timely content to guide their sustainability efforts.



GTA Team: Growth & Restructuring



2024 marked a pivotal year of internal growth for the Global Tuna Alliance. As part of our commitment to deliver greater value to partners and accelerate our impact on sustainable tuna management, we significantly expanded our core team. This strategic investment brought three new roles into the organization, focused on strengthening partnership outreach, development and engagement, communications, operations, and advocacy.

This team growth has already yielded transformative benefits. With greater capacity, GTA has been able to diversify its workstreams, respond more nimbly to evolving partner needs, and more deeply engage in policy and on-the-water issues. Whether through direct collaboration with partners, more targeted advocacy at RFMOs, or the launch of new initiatives, this expansion has empowered GTA to elevate its ambition and sharpen its delivery.

In parallel with this internal growth, GTA also welcomed a new Non-Executive Director to its Board of Directors, bringing additional leadership and strategic oversight to guide our next chapter. To further strengthen partner engagement in governance and implementation, we transitioned our Steering Committee into the newly formed Partners Advisory Group: an inclusive body designed to better reflect the voices of our diverse membership and ensure our objectives are shaped and driven by those at the heart of the industry. We also added several new partner voices to this group, encouraging a more comprehensive and inclusive body of opinions.

By growing our team, we are not only enhancing how we work, but also reinforcing our long-term commitment to a tuna industry that is more sustainable, transparent, and equitable.

Financial Report

Category	Budget (€)	Actual (€)	Variance
Partnership Income	126,000	158,979	+21%
Foundational & Grant Income	318,284	318,219	0%
TOTAL INCOME:	444,284	477,198	+7%
Management, Employment, & Contractor Costs	373,916	368,242	-2%
Communications, Travel, & Conference Costs	107,500	114,884	6%
Office, Admin, & IT Costs	12,500	17,861	30%
Finance, Legal, & Banking Costs	5,000	4,290	-17%
TOTAL EXPENDITURE:	498.916	505,277	1%



CONTACT US



GLOBAL TUNA
ALLIANCE

Daniel Suddaby

Executive Director

daniel@globaltunaalliance.com

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