

Sea Pact

2022 Quarter 4 Pilot Work Plan



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INTRODUCTION

This document serves as Sea Pact’s first-ever publicly available work plan, which builds on Sea Pact’s strategic planning efforts to date. Given this is the first work plan that the organization has produced, this specific work plan will serve as pilot covering October - December 2022, and will inform future annual work plans which are aligned with the annual calendar year beginning in 2023. Sea Pact recognizes that this work plan may not be perfect in the eyes of some stakeholders, but we aim to improve each future work plan based on the outcomes and learnings of previous plans. Additionally, Sea Pact is committed to annually reporting out on the progress of each work plan. The work plan will guide and inform the collaborative efforts of Sea Pact members and the organization itself, in pursuit of Sea Pact’s mission of driving stewardship and continuous improvement of social, economic, and environmental responsibility throughout the global seafood supply chain.

STRATEGIC OVERVIEW

Sea Pact is a pre-competitive collaborative group of leading North American mid-supply chain companies focused on improving seafood sustainability through their combined leverage and resources. Since its inception in 2013, Sea Pact’s central approach to sustainability improvements has been done through an annual grant and request for proposals process. As the organization has evolved, Sea Pact members have expressed interest in growing their collective impact beyond individual project funding to a more issue-based focus for transformational change. This work plan continues to develop the transformational change focus and shared priority actions for Sea Pact, while also strengthening the connection between Sea Pact’s strategic priorities and funded projects.

Sea Pact is positioned to be scalable, replicable, and impactful through our application of six key criteria for evaluation of potential issues Sea Pact could work on collectively. These criteria are:

1. More **transformational** than transactional (best return on investment).
2. Areas where Sea Pact members in the **middle of the supply chain** are well-positioned to influence.
3. **Alignment with the broader sustainable seafood movement.**
4. **Energy and willingness to lead with resources** required.
5. Enhance **business viability.**
6. Opportunity to **convene, align, and mobilize a broader group of industry.**

From these criteria, the action plan activities are organized within the revised four key strategic priority areas of 1) Sector-based Sustainability Improvements (i.e. Target 75), 2) Responsible Aquaculture (i.e. North American responsible aquaculture advocacy & aquaculture education, 3) Social Responsibility, and 4) Sea Pact Grant Funding. Additionally, Sea Pact is committed

collaborative engagement, including exploring the development of a global supplier impact network model.

CONTEXT, OPPORTUNITIES AND LENSES

1. Aquaculture

A significant part of Sea Pact's focus on aquaculture advocacy was strategically shifted to project funding and partnerships with other responsible aquaculture related initiatives in order to rely on and support expertise and reach in this domain. Sea Pact's Responsible Aquaculture strategic priority consists of two focus areas; 1) North American Responsible Aquaculture Advocacy and 2) Responsible Aquaculture Education with the focus for Sea Pact actions predominantly on education. This is intended to free up capacity for additional work activities to elevate added strategic priority areas.

2. Sea Pact Project Funding

In early 2022, Sea Pact shifted to a bi-annual grant funding cycle to improve efficiency, maximize impact, and support more issue-based funding focused on transformational change. Distribution of a combination of Sea Pact membership dues and matching funds from the Packard Foundation are to be allocated to more scalable and transformational issue-based projects, partnerships and pilots that align with Sea Pact's identified strategic priorities. In addition, Sea Pact is focused on developing opportunities for members to support and engage funded projects beyond financial grant support.

3. Seafood Stewardship Index

Launched in 2019, the [World Benchmarking Alliance's Seafood Stewardship Index](#) (SSI) was created to measure impact and performance of the world's largest seafood companies' efforts in supporting United Nations Sustainable Development Goals (UN SDGs). SSI is comprised of measurement areas and indicators that align with United Nations Sustainable Development Goals, including SDG 1 (no poverty), SDG 2 (zero hunger), SDG 5 (gender equality), SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and production), SDG 14 (life below water), SDG 15 (life on land), SDG 17 (partnerships for the goals).

SSI is designed to measure individual companies' sustainability efforts, but Sea Pact as a pre-competitive collaboration supports SSI's approach particularly given the strong alignment with UN SDGs. Sea Pact is currently exploring how [SSI indicators](#) can be utilized to monitor progress and impact of the organization's *collaborative efforts* to address key strategic priorities, as opposed to an individual company's efforts. While a specific methodology for applying SSI indicators to a pre-competitive collaboration has yet to be developed, Sea Pact is committed to working with the World Benchmarking Alliance with the goal of including such a methodology in Sea Pact's 2023 work plan and beyond. If successful, this approach will help Sea Pact measure

and monitor impact of its own collective efforts, as well as inform future work plans and strategic priorities that are aligned with the UN SDGs.

4. High Level View

Sea Pact continues to build trust, capacity and leadership as an industry-led strategic catalyst, intent on being a driver of the transformation of the global seafood industry to a viable, sustainable industry- one that is more resilient in the face of pandemics, climate change, and other global challenges. The unprecedented challenge of recovery and associated opportunities can lead to a different and better industry. The broad view for this remains the Sea Pact Vision for 2020 – 2025 and the Sea Pact executive director will provide strategic leadership, accountability and oversight for working towards our shared goals.

STRATEGIC PRIORITY AREAS

Sea Pact Responsible Action Plan

As a requirement to being a Sea Pact member, every member company must adopt a public sustainability commitment, policy, sourcing requirements, etc. Recently, Sea Pact members agreed to prioritize work on collective responsible sourcing in addition to their own individual sourcing commitments and agreed the best way to do so was through a Responsible Action Plan that drives and supports environmental and social improvement actions utilizing Sea Pact’s collective leverage and resources. Individual members’ commitments remain in place with individual members being responsible for meeting their own commitments and responsible sourcing requirements, but this Action Plan approach enables collaborating members to collectively prioritize sustainability needs and address them through the Sea Pact platform.

The following strategic priorities and actions make up Sea Pact’s inaugural Responsible Action Plan.

1. Sector-based Sustainability Improvements

Within the last 10 years, collaborative efforts engaged in driving sustainability improvements within specific seafood sectors have demonstrated strong impact and success. Examples of these efforts include Sustainable Fisheries Partnership’s (SFP) supply chain roundtables and Target 75 initiative (multiple sectors), Global Tuna Alliance (global tuna), Global Roundtable on Marine Ingredients (marine ingredients fisheries) and other multi-stakeholder initiatives. These approaches align relevant industry stakeholders around addressing major environmental and social issues that hinder widespread sustainability within a specific fishery or aquaculture sector.

Sea Pact supports this theory of change as it enables Sea Pact members to align and collectively prioritize where they should focus support for improvement efforts beyond individual responsible sourcing efforts, which can result in a positive benefit and greater impact on global

seafood sustainability. For example, if a seafood supplier is heavily dependent on fresh/frozen tuna to meet customers’ demands, but only a small volume of globally produced tuna is considered responsible or improving (i.e. Marine Stewardship Council certified, in a Fishery Improvement Project, etc.), then it would benefit the company to see the volume of responsible tuna increase even if the company is already meeting its own or its customers’ sustainability requirements. Greater improvements in the tuna sector would alleviate dependency on such a limited volume of responsible tuna and increase assured supply. This approach was originally formalized by SFP through their Target 75 initiative and Sea Pact aims to build off the foundation established by the initiative.

To date, Sea Pact members have conducted a prioritization exercise to identify what seafood sectors they will focus their collective actions on. Factors utilized to determine priority sectors included importance to business, access to available responsible products, collective leverage, and other considerations. Sea Pact members have identified improvements in the fresh/frozen tuna sector and global squid sector as top two priorities. That’s not to say that Sea Pact will only engage in improvement efforts in these two sectors, but these two sectors presented the greatest alignment across all Sea Pact members, and members will continue to support efforts in other sectors as opportunities are identified.

STRATEGY GOAL: Increase seafood industry engagement in collaborative sector-based efforts that result in credible and impactful improvements in priority fisheries and aquaculture sectors. Engagement includes taking actions, providing financial support, leveraging supplier participation, informing strategies, and other activities.

Sea Pact members have identified the following actions in support of sector-based sustainability improvements:

ACTION PLAN ACTIVITIES – Sector-based sustainability improvements	Timeline	Outcomes
Sea Pact members conduct sector prioritization exercise.	Completed in 2021: 1) fresh/frozen tuna 2) global squid identified as top priorities	Sea Pact members are aligned on sustainability improvement priorities.
Support Loyola University’s Seafood Tracer Octopus Project.	Ongoing	Research findings result in applicable traceability approaches that reduce supply chain risk for the seafood industry.
Fund a minimum of two projects focused on sector-based sustainability improvements.	November 2022	Sea Pact funded projects are aligned with strategic priorities.

Sea Pact members support and engage funded projects beyond financial support.	Ongoing	Funded projects successfully achieve objectives and projects receive greater industry engagement (if needed) and stakeholder awareness.
Identify and assign relevant Sea Pact members to serve as liaisons to each of SFP’s supply chain roundtables (SRs). Liaisons will ensure <i>all</i> Sea Pact members are aware of the SRs’ actions and asks of industry so that Sea Pact can collectively support relevant SR efforts.	October 2022	Sea Pact members contribute to other pre-competitive efforts aligned with Sea Pact goals while avoiding duplication of effort.
Sea Pact members will utilize their networks to engage new target companies to participate in SFP’s SRs.	December 2022	Industry stakeholders join sustainability efforts resulting in increased engagement in improvement efforts.
Sea Pact actively engages SFP’s Global Squid IUU Prevention Working Group.	December 2022	Sea Pact members contribute to efforts that reduce IUU activities in the global squid sector.
Sea Pact participates in efforts to advocate for improved tuna management measures at the RFMO level. Sea Pact members join GTA and engage other NGO tuna efforts	December 2022	Greater industry efforts result in stronger tuna management measures at the RFMO level.

2. Responsible Aquaculture

Responsible Aquaculture Education: Despite the continued rapid growth of aquaculture globally, there remains a stigma around farmed seafood in North America and it is not uncommon to hear consumers at the seafood counter insisting on purchasing only wild fish. Organizations and prominent individuals continue to propagate negative information about aquaculture, often without context, or any relativity to alternative proteins. By having a well-informed customer and consumer base, we can continue to grow the consumption of responsibly raised seafood, for the good of society and the planet. Sea Pact’s aquaculture education objective is to broaden the understanding of the role that aquaculture plays in our food system and in supporting a healthy diet, as well as raise awareness of how ecosystem impacts of aquaculture compare with other proteins, and the choices that individuals and organizations can make to reduce negative impacts of food production.

North American Responsible Aquaculture Advocacy: Aquaculture is vital for supporting domestic



(North American) seafood production, year-round jobs, reducing pressure on protected species and habitats, and enhancing coastal resilience. Aquaculture is one of the most resource-efficient ways to produce protein and has helped improve nutrition and food security in many parts of the world. There are strong needs and opportunities for aquaculture growth in North America where the development of aquaculture has lagged compared to other parts of the world. A compelling case can be made for growing more responsible seafood in the United States. While the worldwide amount of wild-caught seafood has stayed the same year to year, the amount raised through aquaculture has increased significantly. Sales of domestic marine aquaculture increased 13 percent per year from 2007 to 2011, on average, led by increases in oyster and salmon production. In the United States, marine aquaculture production increased an average of 3.3 percent per year from 2009-2014, however, globally, the U.S. remains a relatively minor aquaculture producer. Sea Pact sees the need to advocate for the expansion of responsible U.S. domestic aquaculture to grow the amount of production and reduce reliance on imported aquaculture products that contribute to a larger carbon footprint.

The Aquaculture Sub-committee was established to efficiently inform and carry out aquaculture work plan activities. The committee meets monthly to monitor progress of work plan activities and modify approaches as necessary. Current Sub-committee members are: Seattle Fish (Lead), Fortune Fish, Ipswich Shellfish, Santa Monica Seafood, J.J. McDonnell, and Stavis Seafoods.

Strategy Goal (Education): Increase the level of awareness and education internally (within and among Sea Pact members) and externally with Sea Pact members’ customers to counter misinformation and misperceptions about aquaculture utilizing clear, credible messaging about farmed seafood. Address consumer awareness and perceptions about farm-raised seafood, debunk myths, and create an enabling environment to position responsibly farmed seafood as a sustainable and healthy food source. This includes clear messaging that sustainably farmed seafood is healthy alongside other sustainably-raised farmed foods.

Strategy Goal (Advocacy): Advocate for the expansion of responsible domestic (US and Canada) aquaculture that results in increased volumes of responsibly produced aquaculture in North America.

Sea Pact members have identified the following actions in support of responsible aquaculture:

ACTION PLAN ACTIVITIES – Responsible Aquaculture	Timeline	Outcomes
Develop Sea Pact Guidelines for Supporting Responsible Aquaculture, with Sea Pact members adopting guidelines in individual sourcing commitments.	December 2022	Greater industry alignment and support for responsible aquaculture.

Fund at minimum one project focused on aquaculture education and advocacy.	November 2022	Sea Pact funded projects are aligned with the organization’s strategic priorities.
Sea Pact members support and engage funded projects beyond financial support.	December 2022	Funded projects successfully achieve objectives and projects receive greater industry engagement (if needed) and stakeholder awareness.
Maintain Sea Pact Aquaculture Sub-committee including monthly meetings.	Ongoing	Aquaculture work plan is successfully implemented.
Explore collaborative partnership opportunities with other efforts including Global Seafood Alliance, Sustainable Ocean Leadership Institute, Conservation Alliance for Seafood Solutions in order to support and promote their aquaculture education resources.	December 2022	Engagement and collaborations result in maximized efficiency while limited redundancy around responsible aquaculture education.
Encourage aquaculture improvement efforts to publicly report on AIPDirectory.org	Ongoing	Transparency of aquaculture efforts increases bringing greater market awareness to these efforts.
Continue to support Stronger America Through Seafood and Eat Seafood America efforts.	Ongoing	Increased consumer and stakeholder awareness around the benefits of responsible aquaculture.

3. Social Responsibility

In early 2021, Sea Pact members prioritized pre-competitively addressing challenges associated with advancing human and labor rights in their supply chains. Sea Pact has engaged FishWise to support members’ collaborative efforts on addressing social responsibility through the development of a social responsibility action plan for Sea Pact members.

ACTION PLAN ACTIVITIES – Social Responsibility	Timeline	Outcomes
Collaborate with FishWise to establish a Social Responsibility Working Group for Sea Pact members.	July 2022	Working Group contributes to the development and implementation of Sea Pact social responsibility action plan.
Working Group to meet regularly, with FishWise providing support in areas of facilitation, identifying areas for collective action, and social responsibility approaches (i.e. Self-Assessment Questionnaires).	July - November 2022	Working Group informs the development and implementation of Sea Pact social responsibility action plan.



Working Group to produce a high-level draft action plan to address social responsibility.	November 2022	Social responsibility action plan enables Sea Pact members to successfully address challenges associated with advancing human and labor rights.
Sea Pact members adopt action plan and implement plan during 2023.	January 2023	Social responsibility action plan enables Sea Pact members to successfully address challenges associated with advancing human and labor rights.
Fund Seafood and Gender Equality's (SAGE's) Gender Dialogues while collaborating with SAGE to address gender equality beyond grant funding.	Ongoing	Contribute to uplifting, amplifying, and integrating diverse voices in the global seafood sector.

4. Sea Pact Project Funding

In 2022, Sea Pact implemented bi-annual funding cycles to streamline project funding efforts and improve efficiency. Funding applicants must now submit a letter of interest (LOI) prior to either of the two funding cycle deadlines and selected LOIs will be invited to submit a full proposal. Visit [Sea Pact website](#) for more information on project funding timelines, criteria, and process. Distribution of a combination of Sea Pact membership dues and matching funds from the Packard Foundation are to be allocated to more scalable and transformational issue-based projects, partnerships and pilots. Sea Pact aims to fund issue-based and transformative projects aligned with Sea Pact’s strategic priorities, while Sea Pact members commit to providing additional support to projects by raising awareness of projects, sharing lessons learned from Sea Pact-funded projects, using networks to engage stakeholders in projects, and other in-kind activities.

ACTION PLAN ACTIVITIES – Sea Pact Project Funding	Timeline
Conduct first project funding cycle of 2022.	June 2022
Conduct second project funding cycle of 2022.	November 2022
Publicly announce projects selected for funding.	Ongoing
Compile funded project grant reports and share publicly via the Sea Pact website (excluding any proprietary information).	December 2022
Identify opportunities to further support projects in addition to funding. Publicly report out on activities.	Ongoing
Annually assess project funding process.	January 2023
Establish method and process to assess impact of funded projects.	2023



SEA PACT GOVERNANCE & OPERATIONS MANAGEMENT

Governance Background: All Sea Pact members serve as Board members to the organization, with the Board having full decision-making authority-based majority rule. The Sea Pact Executive Director reports directly to the Board. In addition to the Board, an Executive Committee composed of the Member Board Chair, Member Board Vice Chair, and Member Board Finance Representative has been established. The Executive Committee serves to address pressing issues that may arise between Member Board meetings or when impractical to gather the entire Board. The Committee has the power to act on behalf of the full Member Board, in its role as overseer of Sea Pact’s management and affairs, subject to agreed-upon limits established by the full Member Board. The Executive Committee meets as necessary to carry out its responsibilities and meets specifically to review and approve the Executive Director’s goals, responsibilities and scope of work for each coming year and to review progress on those goals and associated deliverables at agreed upon checkpoints throughout the year.

ACTION PLAN ACTIVITIES – Sea Pact governance & operations management pertaining to the executive director	Timeline
Weekly calls with Chair and Vice Chair (Executive Committee)	Ongoing
Plan and facilitate all Sea Pact member monthly meetings	Ongoing
Liase with NGO advisors	Ongoing
Draft and distribute Sea Pact newsletter	Quarterly
Plan annual meeting- draft agenda, liaise with host member, members, NGO advisors; coordinate logistics, prep materials	November 2022
Liase with Multiplier on governance protocols, financials, member invoicing, grant reporting, funding opportunities, and project funding coordination	Ongoing
Serve on Conservation Alliance for Seafood Solutions advisory council	Ongoing
Sea Pact Advisory Board Chair election	November 2022
Onboarding of new member representatives	As needed
Draft Sea Pact logo use policy	December 2022
Manage all aspects of received grants including deliverables and reporting.	Ongoing
Foundation liaison and fundraising	Ongoing
Oversee Sea Pact sponsorship initiative (i.e., Sea Pact Supporters)	July 2022
Identify contractor to conduct major website update	December 2022

COLLABORATIVE ENGAGEMENT

Global Seafood Supplier Impact Network

Sea Pact is engaging broader stakeholders to enable growth of the organization’s impact and reach beyond the North American market. Sea Pact will continue to work with industry from other markets, sharing their lessons learned from Sea Pact, to help these industry members establish their own sustainability collaborative within their respective market/country. Sea Pact’s initially identified focus countries are Japan, Mexico, and Spain. Progress has been made with Japan and Mexico, with the recent MOU between Seafood Legacy and Sea Pact and Sea Pact in discussions with a similar collaboration with stakeholders in Mexico. Sea Pact will continue to network and explore a model for a global network to address broad, shared sustainability issues. This framework for global industry collaboration aligns well with the sector-based sustainability approach, and builds further opportunity to deepen supply chain engagement in other important markets. This work expands beyond the US and Canada to identify an industry-led collective impact network for increased industry engagement with global reach and impact and supported through a Walton Family Foundation grant that Sea Pact received.

Additionally, Sea Pact has engaged other pre-competitive collaborations, such as Global Tuna Alliance, SeaBOS, and Global Sustainable Seafood Initiative, through the meta-coalition and supported meta-coalition efforts and statements. Sea Pact will continue to engage the meta-coalition and explore the intersection between the coalition and a global supplier impact network.

ACTION PLAN ACTIVITIES – Collective Impact: Global Supplier Impact Network	TIMELINE
Establish MOU with Seafood Legacy to inform the development of a pre-competitive effort modeled after Sea Pact for Japanese industry stakeholders.	June 2022
Collaborate with Japanese stakeholders to identify common goals and improvements needs that can be addressed through collaboration.	Ongoing
Establish a collaboration with Mexican industry stakeholders to inform the development of a pre-competitive effort modeled after Sea Pact for Mexican industry stakeholders.	November 2022
Collaborate with Mexican stakeholders to identify common goals and improvements needs that can be addressed through collaboration.	Ongoing
Identify other markets/stakeholders suitable for collaboration and participation in the global seafood supplier impact network.	December 2022
Actively participate in the meta-coalition, supporting statements and actions.	Ongoing

Seafood2030 Collaboration

Seafood2030, a program housed under the SeafoodSource platform, is the evolution of the SeaWeb Seafood Summit- aimed at investigating and addressing the issues, challenges, and successes impacting seafood's sustainable future. Over a two-year period, the program is exploring issues related to assured supply, supply chain risk, and consumer trends shaping seafood's path forward. Through reports, convenings, webinars, podcasts, and articles, the program is looking at how the seafood industry is successfully delivering the protein of the future to global consumers and markets, the issues that will impact seafood's share of future protein markets, and the business and governance strategies that are influencing that success. Sea Pact has been a key contributor to help inform Seafood2030's framework, which will continue to highlight our pre-competitive collaboration as an essential business strategy to address sustainability challenges. In the context of proteins of the future, the global seafood market is already seeing a major market disruption with the supply chain challenges, labor shortages, economic instability, etc. It is expected that the dynamic nature of the market will continue as consumer preferences, supply-chain requirements, climate change, availability and food security, international trade, and global health pandemics change what people eat. Seafood2030 will continue to highlight seafood as one of the healthiest proteins to consume as well as being sustainable to produce, to help shape a future in which seafood becomes the preferred protein-for people and the planet. Additionally, Seafood2030 has been convening thought leaders to explore new models for addressing global seafood sustainability, and Sea Pact will remain engaged in these workshops in order to actively influence the program to intersect and support our vision and mission.

Sea Pact Supporter Program

To further Sea Pact's mission and impact, the Sea Pact Supporter program was launched in 2022 after being initially piloted by Longo's. This sponsorship program provides industry members with an opportunity to financially support Sea Pact's industry-led sustainability efforts, such as grant funding and collective action, which contribute to improving the sustainability of globally produced seafood.

Sea Pact Supporters receive several benefits, including acknowledgement on the Sea Pact website, quarterly newsletter, and social media that reaches a mixed audience of NGOs, seafood industry, consumers, and other stakeholders, as well as regular updates on Sea Pact-funded projects and efforts. Sea Pact members will utilize their own networks to identify and engage potential supporters.

APPENDIX A. SEA PACT VISION 2020 – 2025

Sea Pact Vision: 2020 – 2025

Broad Vision: Sea Pact is a driver in the transformation of the global seafood industry to a viable, sustainable industry.

Sea Pact acts with pre-competitive collaboration to help accelerate progress towards this transformative change to **the new normal of sustainable global seafood production, trade, and consumption**. As a **key seafood industry leadership platform and hub**- Sea Pact is a trusted go-to industry organization for credible seafood supply chain **thought leadership, project engagement, actionable expert guidance** for a **business-centric approach** to global seafood sustainability.

Industry Leadership Platform and Hub

- Sea Pact is a conduit – between industry and NGO, foundation, private/public funding community, and governance bodies
- Sea Pact is a connectivity agent- helping bring industry together, get better informed, and better organized- to move to higher standards
- Sea Pact actively partners with the key organizations and initiatives in the sustainable seafood movement, not just endorsing them, but to step up and go further and actively engage on the issues. These would include Seafood2030, SeaBOS, GGGI, Target 75, Conservation Alliance for Seafood Solutions, and the UN Agenda 2030 SDGs.
- Sea Pact fills a prominent role within the Conservation Alliance for Seafood Solutions- as a point organization, contributor to collective action working groups, and as a member on the advisory board
- Sea Pact expands internationally as a global reference point for key regions and markets transitioning towards seafood sustainability
- Sea Pact is a strategic catalyst for industry action on environmentally sustainable, socially and financially responsible seafood sourcing

Thought Leadership

- Sea Pact builds recognition and respect as a thought leader in the sustainable seafood movement
- Sea Pact proactively leads rather than follows the sustainable seafood dialogue, by being provocative and challenging on key issues and driving a transformative change agenda

Project Engagement

- Sea Pact leads by example and demonstrates the successful business case for sustainability- many studies state this, but Sea Pact will be the real world example, and have a cascading effect on the supply chain

Actionable Expert Guidance

- Sea Pact is an industry incubator- incentivising broader industry engagement on sustainability
- Sea Pact leads by example and demonstrates responsibility for ocean sustainability by responsibly sourcing seafood according to a best practices common public commitment and policy
- Sea Pact members are uniquely positioned in the middle of the supply chain- able to collectively leverage change both above and below them as they connect producers to major buyers
- Sea Pact is an influencer and supporter of governance and production improvements

By 2025 we will be within sight of 2030, and the make-or-break target of at least 75% of global seafood production as environmentally sustainable or making verifiable improvement, with adequate safeguards in place to ensure social responsibility.

APPENDIX B. SEA PACT MEMBERS

Euclid Fish Company

John V. Young
Charles Young
John C. Young

Fortune Fish & Gourmet

Stacy Schultz
Mark Palicki

Inland Seafood

John Bowler

Ipswich Shellfish Group

Jim Saxonis
Andrea O'Donnell

J.J. McDonnell

Stephanie Pazzaglia
George McManus

North Atlantic, Inc.

Rachel Fitzgerald

Santa Monica Seafood

Logan Kock

Seacore Seafood

Joseph Chiaravalloti

Seattle Fish Company

Hamish Walker
Derek Figueroa

Stavis Seafoods

David Lancaster
Jairo Rodriguez

APPENDIX C. SUSTAINABILITY ADVISORS & FISCAL SPONSOR

FishWise

Erin Taylor

Ocean Outcomes

Perry Broderick

Sustainable Fisheries Partnership

Kathryn Novak

Multiplier (Fiscal sponsor)

Laura Deaton