

TRACY MURAI

Associate Director




PROFILE


Surname: Murai


First name: Tracy


Based:
London, United Kingdom

Contacts:

 +44 (0)7733 416535 (M)

 [Tracy Murai LinkedIn](#)

 consult-poseidon.com

 tracy@consult-poseidon.com

Present position

Associate Director of *Poseidon Aquatic Resources Management Ltd.* and *Poseidon Aquatic Resources Management Europe Ltd.*, international consultancies specialising in fisheries, aquaculture and aquatic environment.

Education

2007 – 2008 M.Sc. in Aquatic Resource Management *Kings College, London, UK*
 1999 – 2003 B.Sc. (Hons) in Marine Geography with 1-year Maritime Environmental Science, *Solent University, UK*

Key professional skills

- **Over 20 years of consultancy, industry and NGO experience in the maritime and fisheries sectors with many different experiences as a team leader.**
- Leading specialist with excellent knowledge and extensive experience in the conservation of fisheries and the marine environment, and in topics such as ‘IUU’ fishing, traceability, work and welfare, marine policy and legislation, stakeholder consultation, supply chains, ecology, abandoned / lost / discarded fishing gear, and corporate communication and reporting relating to sustainability.
- Capacity development and training.
- Effective and capable communicator, presenter and speaker - media trained.
- Organised and accountable director able to make decisions and manage numerous projects / programs with large numbers of contributors simultaneously. Competent at client management, budgeting, planning, coordinating and contracting.
- Auditor trained in line with ISO 17065: Conformity assessment - requirements for bodies certifying products, processes and services and for Social Accountability International’s SA8000 standard, traceability, and environmental standards.
- Project / program design, monitoring and evaluation: programme design and ex-ante, mid-term, and ex-post monitoring and evaluation.

Professional experience record

2024 – present	Poseidon Aquatic Resources Management Ltd. <i>Associate Consultant</i>
2024	MacAlister Elliott and Partners Ltd. <i>Director</i>
2017 – 2024	Thai Union Group <i>Assistant Director, Global Fisheries Sustainability</i>
2012 – 2017	WWF <i>Seafood and Fisheries Manager</i>
2008 – 2012	MRAG Ltd, Consultancy <i>Marine Consultant and Audit Manager</i>
2006 – 2007	Maritime and Coastguard Agency <i>Business Transformation, Manager</i>
2004 – 2005	Research Assistant and Dive Master <i>Bay Islands Conservation</i>
2003	Maritime and Coastguard Agency <i>Seafarer Training and Certification</i>
2002 – 2005	ABP Cargo Flow <i>Shipped Goods Handler (Stevedore)</i>

Other skills

Language skills:	Reading	Speaking	Writing	(1 - excellent; 5 - basic)
English (mother)	1	1	1	
French	5	-	-	
German	5	-	-	
Spanish	5	5	-	

Technical skills: computer literate, PRINCE2 Project Management practitioner, technical author trained by British Standards Institute, Lead Auditor ISO 17065/SA800, courses in negotiation skills, personal effectiveness, management and leadership, proposal drafting.

Geographic experience

Europe	EU, Russia, Switzerland, UK.
Middle East	Dubai.
Africa	Cote d'Ivoire, Ghana, Kenya, Liberia, Mauritius, Madagascar, Mozambique, Morocco, Tanzania, Senegal, Seychelles, Somalia, South Africa.
Asia	India, Indonesia, Maldives, Taiwan, Thailand, Vietnam.
Pacific	Australia, Fiji, FSM, Kiribati, PNG, Samoa, Solomon Islands, Vanuato.
Americas	Belize, Brazil, Canada, Chile, Ecuador, Honduras and the USA.

Partner / Client experience

National and local government	UK Maritime and Coastguard Agency, Defra, Cefas, FCO, Seafish.
NGO	WWF, Walton Foundation, Pew Charitable Trusts, MSC, Fairtrade, Earthworm, Sustainable Fisheries Partnership, The Nature Conservancy, International Seafood Sustainability Foundation, Seafood Ethic Action Alliance, Global Fishing Watch. Pew
Private sector	Retailers, processors, brands, vessel owners, farm owners, consultancy companies, conformity bodies, multi-stakeholder groups.
International	DFID, EC, FAO, FFA, World Bank, USAID.

Experience record

Wild capture fisheries management and sustainability

Experience related to the management and sustainability of fisheries at global, regional and national levels.

- **Indian Ocean:** Indian Ocean Tuna Sustainability Analysis (2023-24).
- **Liberia:** Economic analysis of the fisheries sector including the production of an investment guide (2024) Client: National Fisheries and Aquaculture Authority.
- **Somalia:** Design and implementation of a national fish loss and waste assessment (baseline) (2024) Client: The Ministry of Fisheries and Blue Economy, funded by the World Bank.
- **Global:** For Thai Union Group's supply chains design and implementation of actions to improve the sustainability of source fisheries (e.g. Fishery Improvement Projects) and deliver increased volumes of fisheries to meet the Marine Stewardship Council fisheries and chain of custody standards (2014-2024). Engagement of vessel owners, captains and other stakeholders (including governments) in need for improvements to legislation, management and fishing practices. Specifically for:
 - Tuna fisheries in the Pacific, Atlantic and Indian Oceans for Albacore, Skipjack, Bigeye and Yellowfin caught using long line, pole and line, purse seine gears.
 - Pelagic fisheries in all oceans such as herring, sardine, neritic tuna and mackerel. Participation in the North Atlantic Pelagic Advocacy Group (this is described as a Management Improvement Project).
- **Indian Ocean:** Seabird population as bycatch of the tuna industries and potential use of hookpods as a solution to mitigate capture of endangered seabirds (2023-24).
- **Global:** Tuna fisheries (Thai Union supply chains) bycatch audit with Sustainable Fisheries Partnership, plus follow up analysis [Report](#) (2023-24).
- **Global:** [Tuna transparency pledge](#) design, implementation and projects to trial and increase coverage of electronic monitoring on tuna vessels for not only analysing the catch composition, monitoring waste management and pollution but also for welfare and working conditions (2021-2024).
- **Indian Ocean:** Advocacy and engagement with the Indian Ocean Tuna Commission and other RFMOs to promote sustainable management of fisheries (2014-2024).
- **Global:** Designed and managed projects to create factory, brand or country level assessments for CEOs to implement improvement work prioritisation and to develop clear strategies (2023).
- **Global:** Project to be a signatory to the Sustainable Fisheries Partnership "[Protect Ocean Wildlife](#)" pledge (2023).
- **Global:** The potential to reduce the carbon footprint in tuna vessels for seafood business (2022-2023).
- **Global:** An analysis of the uses, impacts and benefits of fish aggregating devices (FADs) in the global tuna industry (2017). Designed, reviewed, commissioned and published [Report](#).
- **Indian Ocean:** WWF program to improve data and management of fisheries in the Western IO (2014-2018, program ongoing). Supported the design, fundraising and implementation (link to an [example of the work](#) result). Included research project to data collection for community fisheries in Kenya, Tanzania and Mozambique (2014-2016).
- **UK:** MSC's 'Project Inshore', AKA 'Project UK' (2014-2017).
- **Global:** Traceability, environmental and social auditing of wild capture fisheries supply chains for various private clients (2010-2012).



Marine debris and ALDFG

Participated in research, education and advocacy to mitigate, prevent and remove marine debris and pollution.

- **Global:** project to consider the plastic pollution and waste management on board vessels supplying to Thai Union Group (2023).
- **Thailand:** Commercial fishing sector survey and assessment of abandoned, lost and discarded fishing gear [Report](#) (2021). In collaboration with the GGGI using the UN data collection template (trial).
- **Global:** Managed the partnership and [work plan with the Global Ghost Gear Initiative](#), (2018-2024), enabling the company to be rated #1 for implementing GGGI practices. Technical input to GGGI documents. Presented company work to investors and retailers.
- **Honduras:** Community litter education events (2003-2004). Conducting marine litter clearance from the coral reefs, bays and beaches plus educating islanders and tourists about its importance.
- **Madagascar:** Investigation into the potential of marine debris as a resource in Anakao Southwest Madagascar (2002) conducted debris surveys and composition analysis for 3 months.

Social accountability

Expert in social accountability for seafood and marine ingredients. An auditor who has worked implementing conventions related to the marine sector, verifying compliance and implementing improvement programs for vessels and seafood companies to reach higher standards for workers.

- **Global:** Design, management and implementation of one of the world's leading private company-led Fisher Work and Welfare Program for Thai Union Group.
 - Author and lead for the Thai Union Vessel Code of Conduct (VCoC). This set the standards and criteria that the company expected working conditions on the vessels to be and set improvement projects for how to meet the standard. It translated conventions e.g. the ILO C188 (similar to the MLC) and STCW-F for businesses.
 - Managed multiple third-party assessment programmes for the VCoC involving: liaising with teams of global consultants, supporting logistically with the difficulties of inspecting vessels, and ensuring suppliers are content with facilitating the inspections.
 - Managed the findings of the assessments: reviewed and analysed the audit reports, organised and reviewed evaluation reports, and created action plans to evolve the programme. Developed and monitored improvement programmes for vessels and supported them to achieve better standards.
 - Developed and managed the first private company at-sea assessment programme.
 - Regularly participated in [supplier engagement trips](#) to support consultants, shadow audits and engage with vessel owners and crew about the VCoC and improvements to achieve environmental certification (e.g. MSC through FIPs) and higher standards of safety, working conditions and welfare for the crew.
 - Manage, implement and design projects to drive improvements in different locations including Thailand, Ghana, Seychelles, Mauritius and Pacific islands. Project examples:
 - health and safety, and first aid training – design and implementation.
 - developing risk assessment procedures and handbooks.
 - designated persons ashore training.
 - reducing impact on the environment through gear modification.
 - engineered better sanitation facilities onboard.
 - crew engagement.
 - created new employment contracts for hundreds of seafarers.
 - engagement with the government administrations, vessel owners and associations.
- **Asia:** Development of Creative Contracts (visual and electronic) project to improve social accountability in fisheries in across Asia and potential for Africa. Contracts created in English, Burmese, Thai and Cambodian (2020-2023).
- **Thailand:** Developed and implemented in partnership with the Fishers Rights Network and International Transport Workers Federation 500 medical kits on Thai vessels (2022).
- **Global:** Managed and led benchmarking / mapping exercises of legislative frameworks (national and international) to compare and understand the status of their implementation of relevant environmental and social conventions, and if they haven't ratified them, then present a gap analysis (2017-2023).
- **Global:** WWF development of social criteria for implementation within Fishery Improvement Projects (2015-2017).

Supply chain mapping, audit / assessment and verification

Worked extensively on supply chain assessment and verification from different positions; from that of an independent auditor / assessor, from the position of an NGO establishing criteria / parameters, and from the position of sustainability director of one of the world's largest seafood companies managing and reporting on supply chain integrity.

- **Global:** Thai Union supply chain mapping, data collection and consolidation of over 170 farmed and wild caught fisheries. Completed with WWF and also Sustainable Fisheries Partnership (2014-2024).
- **Global:** Supply chain mapping to vessels and reporting to customers (retailers and brands) of Thai Union Group for their supply chain tracking and verification towards their wild caught seafood sustainability commitments for both social and environmental (2018-2024). Species included; tuna, mackerel, sardine, herring.
- **Global:** Supply chain auditing social, environmental, traceability criteria and standards (2009-2012) Client: Various. Audit manager of a team conducting projects on sustainable supply chain certification for both capture fisheries and aquaculture. Qualified social and ethical auditor to SA8000. Managed and trained a team of auditors including for on-board audits at-sea. Uphold strict confidentiality and monitor compliance of the department and audit team to ISO and health and safety standards.
- **EU:** Supply chain analysis for fish from the Northeast Atlantic (2008-2009) Client: WWF.

Standards, environmental / ethical sourcing policies and assessment programmes

Author training from the British Standards Institution (BSI) and has been involved in many different projects concerning standards; setting, implementing, evaluating and comparing them.

- **EU, USA, Australia, Global:** in all of her roles since 2009 to present; has provided guidance and led the development and implementation of sourcing (ethical and environmental) policies and procedures. Has worked with NGOs and corporations (national and international) on supply chains all over the world; aquaculture, fisheries and marine ingredients. Topics including aspects such as working conditions from harvest (vessels and farms) to production (facilities), environmental responsibility, full traceability and recently progressing the narrative to creating impact in the oceans / coast through sourcing policies. Whilst at Thai Union, Tracy was responsible for engaging with customers to support them meet and develop their standards. Has supported global NGOs and multi-stakeholder groups to set their standards and expectations required by seafood sourcing businesses regarding environmental, social and traceability.
- **EU:** Led technical inputs, authored, and fundraised for a collaborative project between WWF, Oceana, the Environmental Justice Foundation and the Pew Charitable Trust to publish the British Standard Institute PAS 1550: exercising due diligence in establishing the legal origin of seafood products and marine ingredients (2017).
- **UK:** Collaboration lead and technical author of a guide published by the British Retail Consortium and Environmental Justice Foundation and WWF to support the implementation of the EU IUU Regulation: an advisory note for the UK supply chain on how to avoid Illegal, Unreported and Unregulated (IUU) fishery products (2015).
- **Global:** Assessing the environmental impacts of the MSC certification programme (2010-2011) Client: MSC. This was the preliminary project which investigated how the global fisheries sustainability standard could measure its impact and monitor the progress of global fisheries in the programme.
- **Global:** Review of Fisheries Sustainability Information (2008-2009) Client: Seafish. This was the preliminary benchmarking exercise which recommended the establishment of the Global Seafood Sustainability Initiative (GSSI) and consolidated the information on many of the world's seafood certification and national label programs.
- **Global:** Feasibility Study for development of a Marine Products Strategy (2008-2009) Client: Fairtrade. This project was in collaboration with the Marine Stewardship Council and investigated the potential for collaboration between the two standard holders and made key recommendations ahead of Fairtrade proceeding into the fisheries space.

Aquaculture

Has been involved in implementing aquaculture projects and responsible sourcing. Thai Union Group is the largest importer of shrimp into the US market and the European brands source farmed salmon. While at WWF Tracy was the Fisheries and Aquaculture manager working with M&S and their suppliers.

- **EU:** Aquaculture Assistance Mechanism. Aquaculture specialist, assessing the EU's strategic guidelines for sustainable aquaculture development. With the NTT Data-led consortium. DG MARE (2024 – 2026).
- **USA:** Supply chain assessments and identification of sustainability and welfare concerns for farmed shrimp imported into the US market (2019-2023).
- **Global:** Project to replace the wild caught fish component of feed for shrimp production to reduce carbon footprint and social sustainability concerns, also increasing traceability assurance. Partner: Calysta.
- **UK:** Farmed salmon sustainability strategy and supply chain reviews, sourcing policies requirement development (2013-2017).
- **Global:** Traceability, environmental and social auditing of aquaculture supply chains for various private clients (2010-2012).



Maritime sector, international conventions and regulations

Experience in the implementation of international conventions in different aspects of the maritime sector from seafarer / fisher working conditions to preventing products entering the EU caught from illegal fishing.

- **Global:** Designing programmes and projects to support the delivery of key international instruments: the UN Sustainable Development Goals, the Convention on Biological Diversity, the Convention on Migratory Species, the ILO Work in Fishing Convention (C188), SOLAS Convention, the EU IUU Regulation, the Sustainable Ocean Initiative, the UN Guiding Principles on Human Rights, the FAO code of conduct on responsible fisheries (2012-2024).
- **EU:** Worked closely with the WWF European Policy Office engaging with the European Commission relating to the implementation of the 'EU IUU fishing' regulation and its implementation by Member States (2014-2017).
- **EU:** Provision of a study on information systems supporting fisheries controls in the European Union (2010-2011) Client: Community Fisheries Control Agency.
- **EU:** Studies in the Field of the CFP and Maritime Affairs No. FISH/2006/09. Lot 4: Impact assessment studies related to the CFP (2010) Client: DG MARE.
- **EU:** Framework Lot 2: Legal Studies Related to Maritime Affairs. Marine Data Infrastructure (2009) Client: DG-MARE.
- **EU:** EU Framework Lot 1: Socio-economic studies related to maritime sectors, including fisheries. WP 2: Study on the economic costs of risk reduction and adaptation policies in present and future plans of coastal areas (2008) Client: DG-MARE.
- **UK:** Is the UK planning and policy structure efficient to comply with future EU pressures of climate change adaptation? (2008). Master's thesis completed whilst on work placement at a consultancy firm.
- **UK:** Part of the 'Transformation and Capability Unit reporting directly to the CEO of the Maritime and Coastguard Agency (MCA); conducted a staff consultation exercise and produced a white paper for the Department of Transport, UK Government on the way forward for the Agency (2006-2007). The exercise interviewed almost all members of the MCA (~2500 personnel) including HO, marine offices, coastguard stations and volunteers and produced a 'bottom-up' view of the best strategic way forward for the MCA.
- **UK:** Implementation of the Seafarer Training and Certification and Watchkeeping (STCW) Convention (2003) for the Executive Agency of the Government, the Maritime and Coastguard Agency. Worked in the seafarer training and certification team coordinating training certificates and coordinated with seafarers to produce competency passports in line with the flag State legislation and IMO convention.

Strategy and reporting

Experienced at developing large multi-year strategies, designing their monitoring programs, and implementing them to ensure success and the reporting progress.

- **Global:** Reporting of supply chain details and assessment, global policies and their implementation and verification for the World Benchmarking Alliance Food and Agricultural Benchmark and [their Seafood Sustainability Index](#) on behalf of Thai Union Group (2019-2024).
- **Global:** Project management and technical input into key WWF national, international and European level network documents, including: UK Seafood Strategy 2014-2018; European Seafood Framework / strategy; International seafood guidelines for corporates; traceability principles and supported development of the Global Dialogue on Seafood Traceability and benchmarking toolkit; IUU fish risk assessment methodology.
- **Global:** Thai Union Group reporting on the sustainability strategy to deliver towards the SDGs under the framework of the UN global compact ([Link](#)).
- **Global:** For Thai Union Group, development and publication of corporate policies, practices, strategies and progress reporting, including but not limited to:
 - The '[Tuna Commitment 2025](#)'
 - The '[Tuna Progress Report 2021](#)'
 - [SeaChange 2030](#) - fisheries and marine strategy.
- **UK:** M&S corporate strategy and reporting under the WWF framing of the "Seafood Charter", management of the design and completion of the program (2012-2017).

Partnerships, memberships and collaborations

Responsible for developing, maintaining and reporting collaborative partnerships and collaborations at different levels e.g. project level, to multi-year and program level.

- **Global:** For Thai Union Group the following were designed, maintained and accomplished between 2017-2024:
 - Sustainable Fisheries Partnership, for example [Partnership Progress Report](#).
 - The Nature Conservancy, for example [Partnership Progress Report](#).
 - WWF, for example [Summary Partnership Report](#).
 - Global Ghost Gear Initiative membership of Thai Union Group.



- Seafood Business for Ocean Stewardship membership of Thai Union Group.
- Greenpeace relationship management with WWF and agreement with Thai Union Group.
- Seafood Task Force membership of Thai Union Group plus engagement when it was Shrimp Task Force.
- International Seafood Sustainability Foundation, relationship with WWF and membership of Thai Union Group.
- International Transport Workers Federation collaboration with Thai Union Group.
- Nestle, Mars and J.M. Smuckers Pet Care companies working in collaboration with Thai Union Group to collaboratively fund projects to improve the working conditions of fishermen (Thai Union VCOC).
- Purina Europe (Nestle) funded improvement work in Ghana tuna fisheries; electronic monitoring on board vessels.
- Global: For WWF the following were designed, maintained and accomplished between 2021-2017:
 - M&S: Supply chain mapping and environmental assessments. Establishing and supporting the delivery of FIPs and Aquaculture Improvement Projects. Developed sourcing policies for fisheries and aquaculture. Led the partnership management, technical programme planning, delivery and communication.
 - Thai Union Europe: Supply chain mapping and environmental assessments. Establishing and supporting delivery of large tuna FIPs in the Indian, Atlantic and Pacific oceans. Developed sourcing policies for fisheries and aquaculture. Completed IUU risk assessments. Led the partnership management, technical programme planning, delivery and communication.
 - Bolton Seafood: Supported development of the strategy and technical content of the WWF-Bolton partnership.
 - NGO roundtable on building consensus on tuna sustainability chaired and managed.
 - NGOs: WWF, Oceana, the Environmental Justice Foundation and the Pew Charitable Trust to publish a British Standard Institute PAS 1550.
 - New England Seafood, Sainsbury's, M&S and WWF collaboration for the Yellowfin Philippines Fishery Improvement Project. Led collaboration development, managed inputs and fundraised.

Communication, media, events and training

Has been involved in media and communication in nearly all of the roles throughout her career including attendance of expositions, speaking on panels, conducting training sessions, speaking with journalists and translating technical information into articles, blogs or reporting. Tracy has also authored and reviewed the technical content of annual sustainability reporting, websites and press releases. In addition to the below listed events, Tracy has spoken at various industry events, meetings and virtual conferences.

- **Global:** Presenter for the Anchoring Due Diligence for human rights in seafood supply chains webinar series by RISE (the Roadmap for Improving Seafood Ethics): [Session 5: Decent Work at Sea](#) (2023).
- **EU:** Keynote address at the World Seafood Congress, *Work and Welfare in the global seafood trade* (2023). Panellist for the final keynote roundtable.
- **USA:** Panellist at the North America Seafood Expo event with WWF and Mars for the launch of the *Fishery Improvement Fund* (2023).
- **Global:** Panellist at the Global Seafood Expo event with Sustainable Fisheries Partnership and Purina Europe (Nestle) to launch *The hub to protect ocean wildlife* (2023).
- **Global:** Presenter at World Ocean Summit (The Economist) *Working towards a sustainable ocean economy* (2022).
- **Pacific:** Presenter at the 72nd Tuna Conference "Technological advances in fisheries science: applications, benefits and challenges", *How do electronic monitoring systems support delivery of corporate commitments?* (2022).
- **Global:** Presenter at World Tuna Conference, *Addressing sustainability challenges: environmental and social* (2021).
- **EU:** EU Parliament event presenting about *Traceability in seafood supply chains and the importance and impact on companies* (2021).
- **Asia:** Panellist Tokyo Seafood Sustainability Expo with World Benchmarking Alliance to launch Seafood Stewardship Index *Ranking the Performance of 30 Global Seafood Companies on Their Contribution to the SDGs* (2021).
- **Global:** Lead participant in the media event at the Global Seafood Expo, with Thai Union and Calysta, launching the *first taste of commercially farmed shrimp fed with protein produced from natural gas* (2019).
- **Global:** Organisation of the World Summit on Fisheries Sustainability (2009). Coordinated the attendees and content, and facilitated the event for government and officials from all over the world.
- **UK, EU:** Coordination and attendance of international and national plush stand sales and launch / media events (1996-1999).

Participated in a wide variety of workshops, capacity building and training events. These include regular attendance at events such as the Global Seafood Expo, Seafood Expo North America, Bangkok Tuna Conference, Coastal Futures, Westminster Food and Nutrition Forum, World Seafood Congress, Seafish Common Language Group and Ethics Common language group. The following list is a selection of other events that Tracy has participated in:

- **EU:** 2024 Evolving Human Rights in Seafood Supply Chains: Assurance and Development. Hosted by the Consumer Goods Forum and Global Seafood Alliance (Paris).
- **UK:** Marine Stewardship Council workshops on Tuna (2019), and Forced and Child Labour (2017).
- **UK:** Towards an inclusive blue economy, International Institute for Environment and Development, London (2019).
- **UK:** EnAlgae (Seaweed) pilot plant open day: Algae for nutrition in Cambridge (2013).
- **UK:** International IUU Fishing Forum, attended multiple times between 2009-2018. Hosted by Chatham House.
- **EU:** 2008 FAO workshop on Communities of practice for pro-poor livestock and fisheries / aquaculture development (Italy).
- **Honduras:** 2005 ICRAN workshop on Sustainable Marine Tourism.
- **UK:** Has attended several different award ceremonies between 2014-2023, including: The National Fish and Chips awards, plus being an award recipient at the Marine Stewardship Council for the corporate canned brand of the year, Edie Sustainability award for 'Sustainable Supply Chains' for the Thai Union and WWF partnership.

In addition to the above, Tracy has developed and delivered the following training and capacity building workshops:

- **Ghana:** Annual training and updates for the members of the Ghana Tuna Association (vessel owners) on social accountability and environmental improvements.
- **Ghana:** Led engagement sessions with the Department of Fisheries and the Monitoring Control and Surveillance Unit on the improvements required to meet the requirements of the Marine Stewardship Council through an improvement program.
- **Mauritius:** Led workshops for vessel owners of long line tuna fleets about improvements in social accountability and to meet the requirements of the Marine Stewardship Council through improvement projects.
- **Global:** Led development and delivery training modules for the corporate sustainability strategy covering social and environmental aspects (2014-2023).
- **Global:** Led development and delivery training of audit team personnel about how to audit and report on criteria for different programmes and standards (2010-2012, 2018-2022).
- **UK:** Led development and delivery of capacity building for WWF staff on the Marine Stewardship Council (2014).

Ecology: surveys and identification

A passion for ecology is at the heart of Tracy's interest and she has participated in research and projects to ensure the sustainable management and conservation of ecological systems and processes.

- **UK:** UK Customs fish ID guides production (2009) Client: Foreign Commonwealth Office.
- **UK:** shoreline beach surveys for management purposes (2007).
- **UK:** river surveys for restoration purposes (2007).
- **Honduras:** Ecological trail surveillance and mapping (2004). Trekked and mapped across the mangrove swamp / forest to develop an ecological trail to the north side of the island.
- **Honduras:** Naturalist and tour guide for coral reefs and marine parks (2003-2004). Dive master in charge of dive voyages of up to 12 people. Responsibilities included expedition planning, health and safety, logistics and having a broad knowledge of reef ecology.
- **Honduras:** Conducting reef and coral fish surveys species and population (2003).
- **Madagascar:** Octopus fishery research (2002) recording and monitoring of fishing pressure.
- **Madagascar:** Invertebrate research (2002) recording and monitoring of species and population information.
- **Tenerife:** Naturalist and researcher for marine mammals (2001). Spent 10 hours a day for 2 months monitoring and reporting individual identification and group behaviour.

Other relevant information

In addition to project & partnership reports, formally published documents and articles include:

- British Standards Institute: *PAS 1550 - Exercising due diligence in establishing the legal origin of fishery / seafood products and marine ingredients – Importing and processing – Code of practice (2017)*. Guidance for organisations on the implementation of instruments such as the International Labour Conventions and the European Union's Council Regulation (EC) No. 1005/2008 establishing a Community system to prevent, deter and eliminate illegal, unreported and unregulated (IUU) fishing <https://memberportal.bsigroup.com/public/2017/july/pas-15502017-developed-for-compliance-with-eu-illegal-unreported-and-unregulated-fishing-regulation/>
- British Retail Consortium: *An Advisory Note for the UK supply chains to avoid illegal, unreported and unregulated fishery products (due diligence in relation to the 'EU IUU' Regulation)*: <https://ejfoundation.org/reports/an-advisory-note-for-the-uk-supply-chain-on-how-to-avoid-illegal-unreported-and-unregulated-iuu-fishery-products>
- Martin S, Cambridge T, Grieve C, Nimmo F and Agnew D. (2012) *An Evaluation of Environmental Changes Within Fisheries Involved in the Marine Stewardship Council Certification Scheme*. Reviews in Fisheries Science Volume 20, Issue 2: https://www.researchgate.net/publication/254218762_An_Evaluation_of_Environmental_Changes_Within_Fisheries_Involved_in_the_Marine_Stewardship_Council_Certification_Scheme
- Vessel code of conduct and guidance document v2.0 (2022): <https://www.thaiunion.com/en/sustainability/code-of-conduct>

Professional positions and participation:

- **Expert Advisory Committee** for the Global Ghost Gear Initiative (2024-ongoing).
- **Steering Committee Member** for the Seafood Ethics Action Alliance (2022-2024), Sustainable Fish Cities (2014); MSC's 'Project Inshore' or now 'Project UK' (2015-2017).
- **Governing Body and Social and Ethical Committee** for the MarinTrust Standard for marine ingredients (2018-2024).
- **Technical advisory committee** of the Responsible Fishing Vessel Scheme (RFVS) (2019-2022).
- **Technical participation** in the International Seafood Sustainability Foundation's participating companies.
- **Technical participation** in the Global Seafood Sustainability Foundation participating companies.
- **Technical participation** in the Seafood Business for Ocean Stewardship participating companies.
- **Technical participation** in the Global Dialogue on Seafood Traceability participating companies.
- **Technical participation** in the Seafood Task Force participating companies and expert advisory group on tuna vessel social accountability.
- **Chair** of: UK NGO roundtable on building consensus on tuna sustainability; WWF European Seafood Working Group; MSC / ASC / WWF capacity building workshop.