



## Session by Session Report- FGP Southeast Asia Convening

*September 2025*

### Day 1: Identifying & Navigating Industry Challenges (June 17, 2025)

#### **1. Opening Session**

This regional convening was held in Jakarta in June 2025 and brought together innovative organizers, unions and civil society organizations working with industrial fleet fishers in Indonesia, Thailand, and Taiwan. The workshop sessions during the convening focused on understanding and enhancing participating organizers' capacity to campaign, engage in collective bargaining, negotiate with supply chain actors, navigate retaliation, organize workers, and identify and pursue opportunities for deeper regional collaboration to advance workers' rights and demands.

The convening began with an introduction from GLJ, outlining the purpose of the gathering and presenting the Fisheries Governance Project. GLJ also provided an overview of the three-day agenda, highlighting that the first day would focus on identifying the problems and challenges faced by fishers and unions in the seafood sector. The session also previewed some of the key themes that would be explored throughout the convening, including building stronger and more democratic unions, improving case handling, organizing more effective interventions, and improving supply chain accountability.

#### **1.1. Room Polling- Getting a Sense of Expectations in the Room**

Following the introduction, GLJ led a Mentimeter poll to gather participants' expectations for the convening. Responses were submitted in English, Chinese, and Indonesian. Across all languages, common hopes included building solidarity, improving knowledge around public campaigning, worker participation, and expanding networks. When asked what challenges they hoped the convening would help address:

- Indonesian-language responses reflected the priorities of union members, who emphasized improving organizing efforts, helping fishers understand their rights and responsibilities, and addressing poor working and living conditions. They also highlighted the need for better coordination with the government, particularly in relation to the Indonesia–Taiwan bilateral labor migration agreement and ILO C188.
- English-language responses, primarily submitted by CSO participants, focused on better understanding union challenges such as barriers to freedom of association, more democratic unions, improving case handling, and strengthening collaboration across allies and campaigns.
- Chinese-language responses focused on union independence, exploitative recruitment, grievance handling, and improved advocacy approaches.

Across all three languages, participants expressed the desire for deeper collaboration and better alignment across unions and CSOs.

## **1.2 Icebreaker: Cross the Line**

GLJ then facilitated an icebreaker activity called “Cross the Line” The activity encouraged participants to reflect on and express their differing views on key issues facing unions. The session emphasized that differences of opinion are natural and expected, and encouraged all participants to bring a spirit of solidarity, openness, and trust to the space. The activity also gave participants a chance to meet each other and helped create a safe and inclusive environment for the discussions ahead.

## **2. Identifying and Addressing Key Issues Facing Fishers & Unions**

The session began with a discussion of what a union is, with responses ranging from formal legal definitions, particularly in the Indonesian context, to broader ideas of unions as a home where workers can educate one another, overcome obstacles and seek remedy together to decrease the risk of retaliation.

In breakaway groups, participants identified urgent issues facing fishers, including unsafe and abusive working conditions such as long hours, violence, debt, health and safety violations and lack of healthcare. Language barriers were widely recognized as an obstacle to education and seeking remedy, while exploitative recruitment practices across migration corridors were also highlighted. Employer unfair practices, including intimidation and withholding documents, together with the lack of communication at sea, were raised as serious concerns. These problems were seen as compounded by weak legal protections, limited enforcement, and the vulnerability created by precarious immigration status.

Groups also identified challenges facing unions themselves. Limited capacity was seen as a central issue, since many leaders are also working fishers and have little time or resources to build their own union, train their members on health and safety, and support workers searching for remedy. Participants pointed to slow and complex government procedures, barriers to legal recognition and remedy, and employer opposition as additional obstacles. Low worker awareness of unions, industrial competition, lack of regulation, and the difficulty of coordinating across jurisdictions and supply chains were also emphasized.

### **2.1 Open discussion with participants about what is being done already to address these challenges**

Participants reflected on ongoing efforts to address the challenges facing fishers and unions. One Indonesian union noted that members sometimes view union dues like an insurance fee rather than a contribution to building their own organization and capacity to enforce their existing legal rights. To shift this mindset, they created short advocacy videos on organizing models and worked to strengthen internal structures through education, shop steward training, and democratic governance. Another Indonesian union described initiatives to prepare fishers before deployment, including training at newly established maritime academies. Taiwanese unions emphasized the need for stronger cross-border cooperation to address violations, reduce fear of retaliation, calling for more coordinated case handling and communication between unions and CSOs across the Indonesia–Taiwan–Philippines corridor. Indonesian participants also highlighted the importance of internal capacity building, such as leadership development, training and mentoring, and the resources needed to develop and improve organizational infrastructure. Multiple groups shared how coordinated international advocacy can serve as a defense against retaliation and help build collective demands across borders.

## **3. Fisheries Governance Project Report Presentation, “Fisher Organizing in Global Supply Chains” - Accountability Research Center (Judy Gearhart)**

This session featured an overview presentation drawing on findings from the Fisheries Governance Project's report, *Upwelling: Fishers Organizing for their Rights and Sustainable Fisheries - Lessons from Ecuador, Ghana, Indonesia, Mexico, Taiwan, and Thailand*, that explored the challenges and opportunities being discussed during the convening. The presentation highlighted the severity of conditions facing fishers, including forced labor, violence, isolation at sea, and the lack of basic labor protections. The presentation also outlined that fisher organizing has expanded in recent years, with unions in countries like Thailand, Indonesia, and Taiwan becoming more active in handling grievances, building collective advocacy, and strengthening cross-border collaboration. The session reinforced the importance of building strong, democratic fisher organizations with the resources and autonomy to lead change in the seafood sector and concluded with four key takeaways:

- The need to address policy incoherence and barriers to organizing;
- The importance of national coordination and global movement-building;
- The role of well-resourced fisher organizations supported by NGOs without replacing them, and the value of peer-led complaint systems; and
- The necessity of ensuring fishers have the rights and voice to lead implementation for lasting change beyond trade-driven reforms.

#### **4. Sharing Best Practices for Union Organizing, Campaigning, and Taking Action**

This session featured short case study presentations from unions and worker organizations, each outlining campaign goals, strategies, achievements, and lessons. GLJ opened with an interactive discussion on campaign design, where participants reflected that campaigns are strengthened by active member involvement, clear strategy, just goals, appropriate targets, broad support, and a defined plan. The discussion also outlined the key phases of campaigning, including research and planning, base building and leadership development, and step by step coordinated actions.

##### **4.1 Presentation 1- Fishers Rights Network (FRN)**

The Fishers' Rights Network presented its campaign to ratify ILO C188 in Thailand, led by Burmese and Cambodian fishers beginning in 2018. The campaign centered on building broad worker participation, raising standards, and expanding membership, with demands shaped directly by workers. Organizers engaged with fishers on workplace issues such as food, medical care, and safety, linking these concerns directly to the demands of C188 protections. Their strategy combined petitions, direct advocacy with the Ministry of Labor and Department of Labor Protection and Welfare, and fisher-led media outreach. These efforts contributed to Thailand ratifying C188 in 2019.

##### **4.2 Presentation 2- FOSPI-PMFU**

FOSPI-PMFU shared the Wi-Fi NOW for Fishers' Rights at Sea Campaign, launched in 2023 to address the extreme isolation of Indonesian fishers on Taiwanese distant-water vessels. The campaign's goals included securing mandatory free Wi-Fi for all crew to ensure the right to freedom of association, improving conditions, strengthening leadership and member participation, and sharing demands publicly with broad public support. The campaign also highlighted the value of coalition work where the Wi-Fi NOW for Fishers' Rights at Sea Campaign has deepened cross-border collaboration in Taiwan, Japan, Indonesia, U.S. Korea and Europe between unions, consumers, protective government agencies and civil society as a way to mitigate employer or government retaliation. Since its launch, the campaign has increased member participation, developed new leaders, and expanded outreach to isolated fishers, raising visibility and engagement across the Indonesia–Taiwan migration corridor.

#### **4.3 Presentation 3- SBMI**

SBMI reviewed campaigns from 2014 to 2025 to advance labor protections for Indonesian fishers. Their work began with a push for ratification of ILO C188 through petitions and coalition-building with unions and NGOs, and from 2018 expanded into media advocacy, collaboration with civil society, and engagement with the Ministry of Labor. In 2023 they achieved a major legal victory through a Constitutional Court decision, and more recently supported Indonesian migrant fishers in litigation against Bumble Bee Foods. SBMI has also taken part in international campaigns such as Seabound 3 and contributed reporting on forced labor in the fishing sector.

#### **4.4 Presentation 4- Sakti Sulut**

Sakti Sulut shared its Occupational Safety and Health campaign, launched in 2019 with support from Destructive Fishing Watch in response to cases of health and safety violations, exploitation, and the lack of protections for fishers outside Jakarta. The campaign aimed to raise awareness of OSH rights, reduce accidents at sea, and strengthen enforcement. Central to the approach has been organizing through education, community outreach, and leadership development, with activities such as port and school-based trainings and distribution of materials in local languages. The campaign has engaged both workers and vessel owners and worked with local authorities, building member participation, improving recognition of labor rights risks, and fostering partnerships for ongoing advocacy, while facing continuing challenges around awareness, equipment, and oversight.

##### *4.4.1 Follow-up discussion on organizing female processing workers*

Following the presentation, participants asked how the Sakti Sulut engages with seafood processing workers, particularly women. Sakti Sulut emphasized that protection is needed across the entire supply chain, noting that exploitation extends beyond vessels to processing facilities where women workers often face low wages, intimidation, gender-based violence and excessive hours. The union described efforts to empower women workers, often the wives and daughters of fishers, through education and organizing, support their engagement with government, and document workplace conditions to strengthen advocacy.

### **Day 2: Navigating Industry Challenges and Ensuring Access to Grievance Mechanisms** **(June 18, 2025)**

#### **5. Opening Session and Reflections on Day 1**

The second day opened with a Mentimeter poll inviting participants to reflect on the most useful or impactful elements from Day 1. Participants cited the FRN campaign in Thailand, the interactive discussion on effective campaign design, ARCs presentation on the FGP report, and the union lightning-round case studies as particularly powerful and hopeful. Several noted that hearing directly from campaigners and workers about organizing efforts was both motivating and informative. Reflections emphasized the value of hearing across borders, understanding the systemic nature of exploitation, and connecting with the lived experiences of union members and leaders, while others drew attention to the importance of organizing women seafood processing workers, and the difference between surface-level NGO approaches and worker-led enforceable work through independent and democratic unions and allies.

Participants were then asked to share which specific strategies from Day 1 stood out. Across the feedback session it was acknowledged that campaigns grounded in worker leadership, direct outreach, and action to remedy are more likely to lead to long-term change. Tactics that resonated included:

- FRN's campaign to ratify C188, with its use of video, petitions, and direct engagement with the Thai government;
- Sakti Salut's grassroots outreach and community engagement in Bitung, which demonstrated how organizing can reach deep into isolated areas; and
- The scale of the work and progress made by FOSPI-PMFU through their Wi-Fi Campaign and how that is helping increase visibility and the importance of workers having freedom of association.

## **6. Building Strong Unions and Collective Voice**

GLJ facilitated a session focused on the importance of building strong, independent, democratic unions and the distinct roles of unions and CSOs in labor rights advocacy. Participants raised that fishers and their unions have to confront structural barriers and highly organized interests including employers, recruiters, and brokers. It was concluded that in response, workers must try to be better organized, more educated on their rights, and with the capacity to defend themselves through freedom of association and union rights.

The conversation then examined the difference between simply recruiting members and organizing workers. Recruitment, participants said, is often a one-time event in which members join but are never engaged again. Organizing, by contrast, builds organization by educating workers, forming relationships, and cultivating leadership. A recurring theme was that unions are overstretched: leaders are managing casework, training, outreach, and administration, often while also working as fishers themselves. If unions only react to problems by “putting out fires” they are reactive and unable to address the root causes that affect their members. The group explored how to divide responsibilities within unions, build leadership and cohesion, and shift from service provision to proactive organizing strategies that can grow workers capacity to solve the most important issues in real time.

### **6.1 Legal and Case Support**

The next segment focused on the intersection of case handling and organizing, and the complementary roles of unions and CSOs in addressing legal and structural barriers. Participants emphasized that trust is essential: unions and CSOs must build relationships with workers before attempting legal action. The process of documenting facts, gathering testimonies, and pursuing legal or public action must center the needs and goals of the worker. Translators, shelter, and public advocacy support were noted as essential infrastructure.

CSOs reflected on how their role can shift over time. When unions are new or lack capacity, CSOs may need to take a lead role in case handling—but over time, unions should assume more responsibility. The challenge is how to ensure this transition happens in a way that supports union autonomy. Case handling, while necessary, should not replace organizing, educating and mentoring workers to learn to defend themselves. Several participants highlighted that casework can help build trust with workers and grow the union's base.

## **7. Breakout Sessions: Unions and CSOs**

To allow for more targeted discussion, participants were divided into two breakout groups: one for union members and one for CSOs. Each group explored distinct dimensions of union strengthening and support. The sessions were designed to foster open dialogue, encourage collaboration, and build a shared understanding of what is needed to advance worker-led organizing in the seafood sector. Both groups reconvened in plenary to share reflections and identify areas of alignment.

## 7.1 Union Breakout: Enhancing Unionization and Democracy

Union participants were divided into four small groups and asked to reflect on the question: What does a strong union look like? Drawing from their own organizing experience, each group identified the core features of a strong, democratic union, then translated those ideas into visual metaphors. These drawings served as tools to express union values, structure, and strategy, and to deepen collective reflection on how principles of organizing take shape in practice.

- Group 1- Depicted a large ship with satellite Wi-Fi, strong external networks, and member dues. These features symbolized communication, external oversight and support, and financial independence. The ship represented a union able to navigate rough conditions through preparation, coordination, and internal strength.
- Group 2- Used the metaphor of a tree. The roots represented members, the trunk stood for union governance, and the leaves and fruit symbolized union programs and wins like collective bargaining agreements and issue based victories. Butterflies and birds represented broader community members who might be drawn to join. The group emphasized that without nurturing the base, the union cannot grow or sustain itself.
- Group 3- Illustrated many small individual fish who, when organized, become one large fish strong enough to challenge the big fish (employers). This image emphasized collective strength, the importance of unity, and the transformative potential of organizing.
- Group 4- Also used the tree metaphor. The roots represented the union's values, the branches its work, and the leaves its members. Butterflies and birds again reflected the wins the union members achieved. Winds represented external pressures, which the tree could withstand only if grounded in strong roots and shared purpose.

### 7.1.1 Discussion

Across all groups, participants agreed that high membership density and engagement form the foundation of a worker organization. Active participation, education, and collective engagement were described as essential to new fisher unions surviving and growing. Member participation was seen not just as a strategy but as a core value. Clear internal governance also emerged as a key theme. Participants emphasized the need for strong constitutions, transparent structures, and inclusive decision-making. They discussed the importance of systems that support leadership rotation, accountability, and capacity development.

External relationships were described as essential to building strong unions. Participants emphasized the importance of alliances with other unions, CSOs, consumers, and communities to amplify worker voice and pursue broader change. Effective external engagement was seen as dependent on strong internal capacity. Organizing across national, linguistic, and occupational differences was identified as key to countering the power of employers and governments. Strong unions were defined as proactive, strategic, and grounded in collective identity rather than crisis response.

## 7.2 CSO Breakout- Supporting Unions and Avoiding Harm

The CSO breakout was structured as an interactive workshop aimed at identifying best practices for supporting unions in ways that strengthen, rather than substitute, union leadership. Participants formed five working groups to explore key themes: legal case support, capacity building, campaigning and advocacy, avoiding harmful practices, and addressing structural barriers. Each group held focused discussions, then shared their insights with the wider group. The session concluded with each team creating a visual representation of what effective CSO–union collaboration looks like.

#### *7.2.1 Capacity Building*

Discussions focused on equipping unions and fishers with practical skills and resources. Key suggestions included training on labor law, dues collection, and case handling. Participants stressed that all organizers should be able to handle cases to build trust with workers. Other proposals included grouping members under local leaders, integrating cultural and artistic practices into organizing, and connecting unions to external networks of scholars and activists. Encouragement and recognition were also highlighted as critical forms of support.

#### *7.2.2 Structural Barriers*

Structural barriers identified by participants included the absence of legal protections for migrant fishers, limited labor law coverage, restrictive visa regimes, and a lack of mandated communication tools such as Wi-Fi. These conditions isolate fishers and constrain organizing and freedom of association. In response, participants proposed joint advocacy efforts across sending and receiving countries, such as pushing for the ratification and implementation of ILO C188. CSOs were seen as well-positioned to offer legal expertise and campaign support while ensuring that unions remain at the forefront.

#### *7.2.3 Avoiding Harmful Practices*

The conversation on avoiding harmful practices emphasized the need for transparency, shared decision-making, and clarity of roles. Participants raised concerns about CSOs taking credit for joint work, making unilateral decisions, or failing to communicate risks. Clear agreements, co-designed strategies, and memorandums of understanding were recommended to establish trust and balance power in collaborations.

#### *7.2.4 Campaigning, Media, and Advocacy*

discussions highlighted the importance of union-led efforts. Campaigns should be grounded in member priorities, co-designed from the outset, and shaped by those with lived experience. CSOs were urged to avoid dominating narratives, seeing workers as victims without agency, using international branding that undermines local ownership, or creating financial dependency without alternatives. Sustainable organizing was described as being rooted in broad union membership and financial independence.

#### *7.2.5 Legal Case Support*

Discussions focused on the role of CSOs in building trust with workers, ensuring documentation, and providing immediate legal aid. While CSOs may lead in early stages or complex cases, participants agreed that long-term efforts should prioritize building union capacity to handle cases independently.

### **8. Techniques for Case Processing and Forced Labor Identification- Global Labor Justice**

This session introduced international legal standards for identifying forced labor, with a focus on practical use in the fishing sector. The discussion contrasted free and forced labor and reviewed the ILO definition, which requires both involuntariness and a menace of penalty. Participants were then introduced to the eleven ILO indicators used to identify potential cases of forced labor. Sector-specific examples illustrate how these indicators apply in practice, such as contracts signed without review (deception), being ordered to work in unsafe weather (abusive conditions), or denial of communication at sea (isolation). The session stressed the importance of early identification and case documentation as a way to strengthen legal pathways and increase leverage for fishers to get remedy, by raising pressure on employers and governments.

In the concluding discussion, union participants shared their own case-handling experiences and how they apply forced labor frameworks in practice. Indonesian unions described their own methods for documenting cases and interviewing their members. Participants agreed that framing cases as forced labor, when indicators are present, is of interest for them and they can see how it would strengthen legal complaints while also increasing pressure on governments and employers to regulate or provide better working conditions and remedy.

## **9. Closing Reflections**

In the final Mentimeter poll, participants reflected on the day's sessions. They found the union drawing activity, CSO reflections on collaboration, and forced labor training especially impactful. Suggestions for improvement included more time for discussion and deeper engagement between CSOs and unions. The session closed with a recap from GLJ on the key theme of needing to focus on building strong, member-led unions with the capacity to organize effectively, handle cases strategically, and work constructively in partnership with CSOs and allies across the region and internationally where appropriate.

## **Day 3: Effective International Advocacy and Building Cohesive Movements (June 19, 2025)**

The final day shifted from the interactive workshops of previous sessions to a series of presentations designed to share practical approaches for international advocacy. The agenda focused on building transnational strategies rooted in worker participation, union organizing, and coalition-building. Presenters addressed the significance of C188, mechanisms for supply chain accountability, the vital role of fisher families, and the application of collective bargaining agreements (CBAs) and enforceable brand agreements (EBAs) to shift structural conditions. Drawing from both seafood and garment sector experiences, the sessions demonstrated how legal standards and organizing campaigns can be combined to secure lasting protections for workers across borders.

## **10. The Importance of C188 and the Role Fishers Can Play in Advancing It**

### **10.1 ILO C188 Ratification – Environmental Justice Foundation**

This session introduced the scope and importance of ILO C188, using the iceberg metaphor to show that visible abuses sit on deeper problems such as exploitative recruitment and weak oversight. EJF described there is a crisis of protection for Indonesian fishers, marked by high accident rates, limited enforcement, and poor interagency coordination. Unions were identified as essential to making inspections meaningful, and collaboration between unions and CSOs was emphasized as key to advancing ratification and implementation.

### **10.2 C188 Advocacy in Indonesia – SAKTI Jakarta and Team 9**

This session highlighted efforts by Team 9, a coalition of unions and CSOs, to advance Indonesia's ratification of C188. The campaign began with broad public advocacy and later shifted to focused engagement with national union confederations and local fishing communities. Activities included regular planning meetings and outreach in fisheries schools to build grassroots awareness and support. Persistent challenges included overlapping and contradictory laws, limited capacity within the labor movement, and lack of sustained government commitment. While the president has pledged to ratify, participants stressed that ratification is only the first step, and real accountability will require legal enforcement and organizing structures that make rights effective on vessels. The publication of a roadmap and increased public debate were cited as encouraging signs of momentum.

### **10.3. Beyond Ratification: Realizing the Promise of C188 – Global Labor Justice**

This session addressed the risks of treating ratification as an endpoint. Drawing from the example of Thailand, it was noted that ratification of C188 has not translated into real protections for fishers, with weak enforcement and deregulation leaving workers more vulnerable to labor abuses, including forced labor. Rights on paper must be supported by conditions that allow fishers to organize, report abuse, and participate in union activities, including while at sea. Secure Wi-Fi access was presented as a precondition for freedom of association and communication between fishers and their unions. The session also reflected on the C190 Arc Task Force, where protections under the ILO Violence and Harassment Convention were advanced through CBAs, workplace policies, and global frameworks even in contexts without formal ratification. Participants emphasized that advocacy must move beyond legal reform to establish mechanisms that guarantee enforcement in practice.

## **11. Leveraging Public Pressure, Supply Chain Transparency, and Achieving Binding Agreements**

### **11.1. Building a Broader Movement for Accountability – Global Labor Justice**

GLJ reflected on the need for cross-sector coalitions to challenge corporate indifference to structural problems and secure enforceable rights. Drawing on lessons from the Wi-Fi Campaign, the session highlighted how fisher unions, human rights groups, faith-based allies, and Japanese consumer movements coordinated strategies that reached investors and retailers. GLJ also emphasized that fishers' struggles are inseparable from those of their families and communities, and underlined the role of women and youth as essential to inclusive, holistic worker organizing rather than narrowly technical or policy-focused approaches.

### **11.2 Organizing Fisher Family Networks – SPAN**

In a powerful testimony, SPAN outlined its work organizing the wives and children of fishers facing wage theft, exploitation, and abandonment. Families in coastal villages often experience deep financial and emotional strain, with many women left without support and youth pushed into early marriage or work due to poverty. SPAN described how they provide education, income generation, and collective support to fisher families, turning vulnerability into organised strength. The discussion reinforced that labor organizing must go beyond the workplace to include the wider social and family networks that enable workers to survive and effectively defend their rights and their families' wellbeing.

### **11.3 Holding Companies Accountable Through Supply Chain Transparency – Global Labor Justice**

This session highlighted how seafood supply chains, though complex and often opaque, also provide opportunities to strengthen accountability across markets in the United States, Japan, and Europe. Participants discussed the role of vessel level transparency in linking labor conditions at sea to broader supply-chain actors, and emphasized the importance of more coordinated efforts between unions and CSOs so that legal and advocacy work also contributes to worker organizing.

#### *11.3.1 Discussion*

The discussion emphasized that legal pressure and global campaigns should serve as tools to build accountability from the ground up. Participants called for shared decision-making between unions and CSO partners, stressing that advocacy must reflect the realities and leadership of fishers and their communities. Participants concluded that international advocacy must be tied to local organizing strategies and aligned with long-term structural change along value chains, not just immediate legal outcomes.

## **11.4 Organizing for Power Through Collective Bargaining Agreements – ITF Fishers’ Rights Network**

This session outlined the components of strong collective bargaining agreements (CBAs), including member surveys, leadership training, grievance systems, dues collection, and strike authorization. Democratic engagement and active worker participation were emphasized throughout, and participants were cautioned against accepting weak contracts that could undermine future progress. Examples were shared from the ITF model CBA framework, agreements reached by the FRN, and the Wi-Fi Campaign’s operational guidelines for Wi-Fi and fishers’ rights. CBAs were presented not only as legal documents but as tools for building lasting union capacity to seek remedy.

## **11.5 Enforceable Supply Chain Agreements as a Tool for Structural Change – Global Labor Justice**

This session introduced enforceable supply chain agreements (ESCAs) as a model for binding, worker-led accountability. The discussion highlighted the Dindigul Agreement in India, where unions and allies secured commitments from suppliers and global brands after gender-based violence in a garment factory. The agreement established protections for freedom of association, gender-based violence prevention, and shop-floor monitoring by union-appointed workers. The session concluded with discussion on adapting this model to the fishing sector, despite its complex supply chains, through coalition-building and campaigns.

## **12. Closing Convening**

The convening concluded with a synthesis of reflections gathered across the three days, reaffirming shared concerns around structural barriers to organizing, the need for greater transnational alignment, and the importance of embedding labor protections within broader governance frameworks. Participants expressed appreciation for the space to build relationships, share concrete challenges, and identify areas for further collaboration.

