

PREPARED BY HOPE BASED COMMUNICATIONS WITH THE
GLOBAL INITIATIVE FOR CORPORATE ACCOUNTABILITY
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THRIVING COMMUNITIES

A hope-based messaging guide for holding
corporations accountable



**“IT IS ALWAYS TIME TO SELL THE BROWNIE,
NOT THE RECIPE OR EVEN THE BAKER.
MAKE PEOPLE HUNGER FOR THE FUTURE
YOU INTEND TO DELIVER.”**

—ANAT SHENKER-OSORIO

ABOUT THIS GUIDE

OUR GOAL - SEEDING A PERSUASIVE NARRATIVE ON CORPORATE ACCOUNTABILITY

This guide aims to help civil society actors around the world, including labour rights activists, craft persuasive narratives that reframe the debate on corporate accountability. Through these new narratives, we hope to increase support for stronger laws to hold companies accountable for the damage they cause to people and the planet.

The guide is primarily intended to support campaigning and advocacy for the adoption of mandatory human rights and environmental due diligence laws – which we refer to in this guide as **‘responsible business laws.’** The guide may also be useful for other corporate accountability initiatives.

We know that nefarious narratives by powerful actors have been honed over many years, and are leveraged to immense success to convince people worldwide of who is to blame for our collective problems – all the while allowing those who hold the real responsibility to avoid the spotlight. Challenging these deeply ingrained narratives takes time and requires new tactics.

The guide fills a gap in current advocacy and campaigning work by offering a **‘hope-based communication’** approach, based on neuroscience, psychology and digital marketing. We hope this guide will provide new inspiration, insight and creative, adaptable ideas that will be valuable to those who share our mission to hold corporations to account.

WHAT’S IN THIS GUIDE?

The guide provides a strategy for making our messaging more persuasive based on the hope-based communication approach and our research.



Explains the role of **narrative strategy in social change**, the hope-based approach and key insights from our research.



Provides **examples of suggested narrative strategies, values, messaging and images** that, based on our research, may be persuasive.



Offers **additional resources** to help you put this guide into practice.



WHO SHOULD USE THIS GUIDE?

This guide is primarily for civil society groups worldwide, including trade unions, academics and human rights organisations.

WHO IS THE TARGET AUDIENCE FOR THE MESSAGES IN THIS GUIDE?

This guide aims to engage new voices in the collective call for responsible business laws. The focus is on increasing engagement from individuals whose interests and values intersect with ours (e.g. those with an interest in climate or social issues), but who aren't yet active on our agenda. This guide provides tangible guidance and usable examples to help bring these groups on side.

This approach aims to build a broader, louder supporter base that amplifies our narrative, reshaping how the wider public, politicians, and business leaders themselves view responsible business laws.

A NOTE TO CORPORATE ACCOUNTABILITY ACTIVISTS

We recognise that, for those with deep knowledge and understanding of corporate accountability, the messages contained in this guide may feel strange at first. Corporate accountability can be complex and abstract to the non-expert, yet its impact gets to the heart of the most fundamental aspects of human existence – our natural world, our communities, and our working lives. The purpose of this guide is to support proactive outreach to non-specialist audiences in a way that inspires them to act.



Photo by Dee Orederer

RESEARCH BEHIND THE GUIDE

This guide applies the latest approaches to narrative change strategy as used by experts such as Anat Shenker-Osorio, a pioneer in narrative research and implementation. It is based on workshops led by Hope Based Communications with corporate accountability activists from the Global Initiative for Corporate Accountability (GICA) to identify key values and messaging that can help increase support for responsible business laws. We also undertook additional digital research and testing which included:


- **exploratory ('sensing') conversations** held by GICA members with key contacts and networks across the different countries in the GICA coalition;
- **digital research / social listening** in English and Spanish with research agency Komons, including an audit of existing corporate accountability narratives and how they resonated online; and
- **in-depth interviews**, also carried out by Komons, with people representing key segments of our target audience (civil society allies, informed consumers, nature lovers, community-oriented folks) in Mexico and the UK.

NAMING RESPONSIBLE BUSINESS LAWS

How we talk about laws and what we call them matters

NAMING YOUR PROPOSED LAW:

The phrase ‘mandatory human rights and environmental due diligence laws’ is unlikely to capture the imagination of our supporters. We call these laws “responsible business laws” in this guide but our research suggests that you should call your law something specific that resonates in your local context. Overall, names of laws that performed better in our research in the UK and Mexico used concrete terms that clearly communicated the purpose of the law by connecting social values to business.

 For example, **UK** interviewees preferred names that suggested how businesses should act or suggested compliance with ethical standards, such as the “Ethical Business” or “Sustainable Business Act”. Least-liked names included those that sound like an activist slogan or target abstract values (e.g. “People & Planet Over Profit Act”, “Just Future Act” or “Global Justice Act”).



In **Mexico**, our research found that names relating to economic justice were preferred (e.g. “Fair Economy Act”). “Business, Human Rights and Environment Act” was appreciated for being concrete and addressing both corporate responsibility and social/environmental impacts, while “Communities and Environment Act” resonated with people seeking a more accessible, community-level approach. Names that performed less well in Mexico included those that expressed purposes that were abstract or narrow, or sounded like political discourse (e.g. “Clean Supply Chains Act”, “Sustainable Business Act”, or “Power in Our Hands Act”).

Do: test what names resonate in your context.

Avoid: names that are too abstract, with jargon or legal concepts.

TALKING ABOUT YOUR PROPOSED LAW:

A key focus of this guide is how we can persuasively communicate responsible business laws in a way that is accessible and inspiring for a lay audience. We suggest framing the law as a common sense, non-partisan issue whilst emphasizing that these laws are not just a regulatory tool but a tool for protecting the things that matter to our communities.

These laws

- *offer a historic opportunity to improve the lives of workers and communities around the world, and hold companies accountable for the violations and abuses they cause.*
- *(where they do exist) are a hard-won victory resulting from dedicated action by workers, communities and citizens around the world.*
- *would be a game-changer for workers, communities and the environment.*
- *require companies to prevent violations and abuses before they happen, and repair any harms they cause to people and the environment, in every country where they operate.*
- *require big corporations to involve workers and communities in decision-making that will affect them, listen and act accordingly.*
- *empower workers and communities to stand up to big corporations and demand justice and respect for their well-being and environments.*
- *are the important next step building on our previous victories on issues that now feel common sense [such as laws requiring business to take action on illegal logging, privacy, work health and safety, anti-bribery or modern slavery].*



HOW TO USE THIS GUIDE

You can read more about **GICA** [here](#). 

Some suggestions in this guide will resonate in your context more than others.

We invite you to use and adapt the sample messages, images and narratives strategies in this guide to your own local context, testing and refining as you go.

The suggestions in this guide are designed to be integrated in different ways into campaign strategies, social media content, supporter emails, policy briefs, discussions with sympathetic decision-makers, media engagement, and other advocacy tactics.

This guide is also available in Spanish.

Narratives only grow if we spread them! You will find a set of social media assets that you can adapt and share by clicking the 'Canva' button below.



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PART ONE: SETTING THE CONTEXT

A photograph of a person from behind, wearing a traditional wide-brimmed straw hat and a poncho with horizontal stripes in white, tan, and brown. The person's right arm is raised with a clenched fist. In the background, other people and flags are visible, suggesting a protest or rally. The image is partially obscured by a white circular shape on the right side of the page.

AN OPPORTUNITY TO CHANGE THE WORLD

Business as usual is not working. Big companies and billionaire CEOs are exploiting workers around the world, especially in the Global South. They are destroying the environment and leaving hard-working communities unable to afford everyday essentials, with devastating implications. For too long voluntary approaches to corporate responsibility have failed us.

That's why a growing movement of citizens, consumers, civil society groups, unions, investors, and businesses are calling for new laws to hold corporations accountable for their harmful impacts on people and the planet.

In the Global North, where many of the largest multinational corporations are headquartered, there are increasing calls for stronger laws to hold these companies to account everywhere they operate.

In the Global South, where corporations are committing some of the worst violations against communities, workers and the environment, advocates are standing alongside workers and community leaders to assert their rights, defend our planet and challenge corporate impunity.

WHAT DO RESPONSIBLE BUSINESS LAWS DO? (THE TECHNICAL STUFF)

Responsible business laws seek to give effect to the ‘business responsibility to respect human rights,’ as set out in the 2011 *UN Guiding Principles on Business and Human Rights*.

These laws require businesses to identify and assess the impact of their business activities and relationships (i.e. undertake due diligence), put in place measures to address human rights violations and destructive environmental impacts and, where harm occurs, make sure there is effective remediation.

These laws have the potential to address a wide range of human rights and environmental violations and abuses. These can include union busting, forced labour, child labour and other forms of worker exploitation; damage to water sources through chemical or oil spills, pollution of natural environments (and related impacts on the right to health); the destruction of indigenous cultural heritage sites, and the use of indigenous land and resources without consent – alongside a myriad of other harms.

The ultimate beneficiaries of these laws are communities and workers, both in the country where the law is passed, and also overseas where a business subject to the law is operating (for example, in global supply chains).

Crucially, these laws empower us all, by providing anyone who is impacted with avenues to hold corporations accountable for their actions.

“For more detail on ‘the technical stuff’, see GICA’s Essential Elements of Mandatory Human Rights and Environmental Due Diligence Laws



GLOBAL HEADWINDS: MESSAGING FOR OUR MOMENT

The passage of a responsible business law in France in 2017 gave new motivation to corporate accountability campaigners, leading to calls for similar laws around the world. Then, in 2024, the European Union passed the landmark Corporate Sustainability Due Diligence Directive (CSDDD).

However, the more we make progress, the more fierce and cynical a backlash we can expect to face. At the time of writing this guide, we are seeing a growing push against environmental, social and governance efforts (including against the CSDDD and related EU laws), a global rise in far right and corporate power, and increasing inequality.

This makes it all the more important to have a strong set of persuasive, foundational ideas to anchor our messages and tactics in the face of attacks.

IN THIS CONTEXT, WE INVITE YOU TO SEE THE HOPE-BASED APPROACH TO MESSAGING IN THIS GUIDE AS BEING PART OF A LARGER, LONGER TERM PROJECT OF CHANGING WHAT THE PUBLIC CONSIDERS ‘COMMON SENSE’ WHEN IT COMES TO RESPONSIBLE BUSINESS PRACTICES AND CORPORATE ACCOUNTABILITY.

OUR GOAL: SEEDING PERSUASIVE NARRATIVES ON CORPORATE ACCOUNTABILITY



WHAT IS NARRATIVE?

Narratives are the set of stories we tell ourselves about how the world works. They subconsciously influence what we consider to be common sense (i.e. the things we assume to be true and unquestionable.)

NARRATIVE CHANGE TO CREATE SOCIAL CHANGE

Although they may seem fixed, entrenched ideas about the world (often called 'dominant narratives') can shift through consistent repetition of alternative narratives that resonate with peoples' real circumstances, realities, values and interests.

The more we hear an idea and the support for it, the more it takes root. This is narrative change.

Narratives can influence policy development, and they can be shaped by policy development. For example, for many decades smoking in restaurants was the norm. Following legal changes in many jurisdictions, it is now considered common sense that we should not be exposed to cigarette smoke while eating.

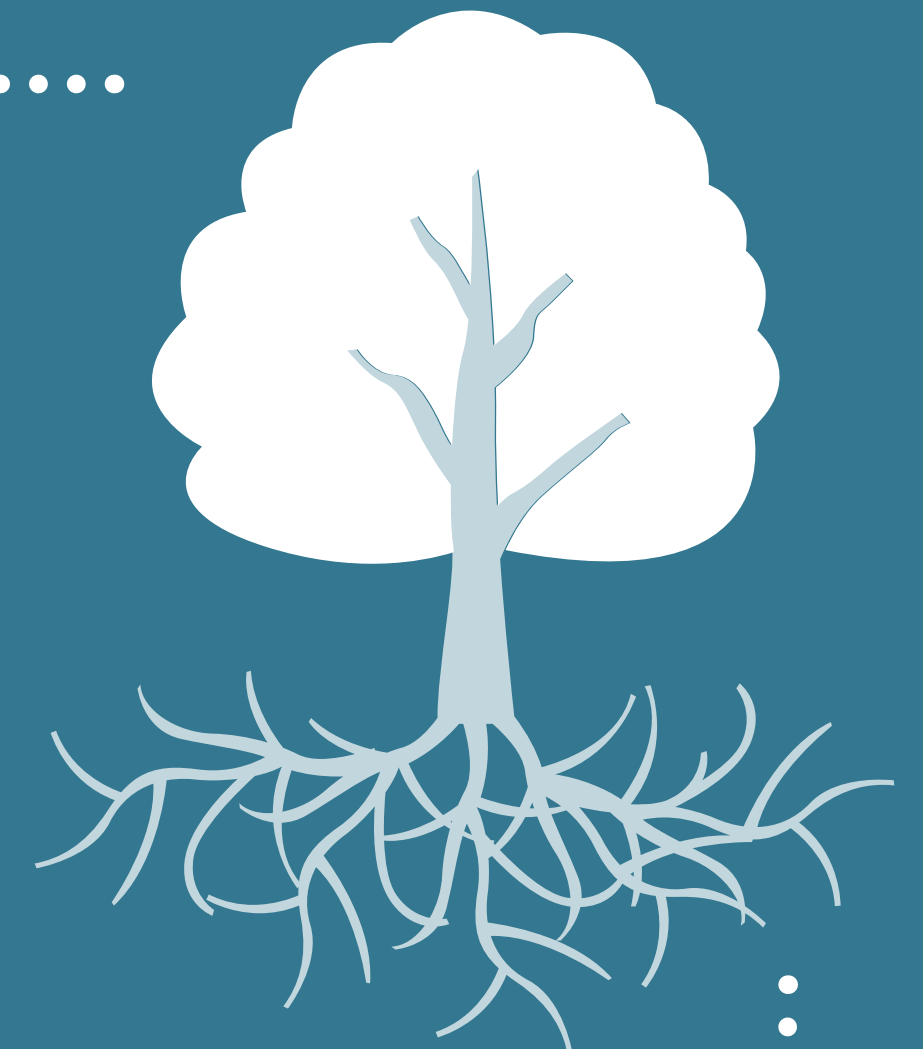
When it comes to responsible business laws, some narratives create barriers. That's why we need to amplify an alternative narrative that makes responsible business laws feel common sense.

**NARRATIVES ARE MADE
BY CONSTANTLY REPEATING
WORDS, IMAGES AND
STORIES. IF WE DO NOT TELL
OUR STORY, IT CAN NEVER
BECOME A NARRATIVE.
WE NEED TO REPEAT
MESSAGES TO MAKE THEM
STICK IN PEOPLE'S MINDS.**

Narratives can be brought to life in different ways, with different messages for different contexts, audiences and places. You might use diverse terms in slogans, media quotes, social media graphics, speeches and talking points, but they can all contribute to the same narrative.

MESSAGE.....

The words and images you use to express your ideas. Messages are the building blocks of narratives.



NARRATIVE

The overarching stories we tell about the world. Narratives give meaning to your messages.

An illustration on the left side of the page depicts a hand at the bottom left sowing seeds into a field. The field is represented by wavy, layered bands of light blue and dark blue. Several small white seedlings with two leaves are shown growing in the field. In the background, a dark blue silhouette of a forest with various types of trees is visible against a light blue sky.

OUR AUDIENCE STRATEGY

To make our narratives common sense to the wider public, politicians and business leaders themselves, we need more people to adopt and spread our messages.

If we start with our allies and potential supporters, in time they will spread our messages to their broader networks until our narratives are established in the public sphere.

That's why our strategy targets people who we can persuade and mobilise to repeat and amplify our messages, and seed our narratives until they take root and grow.

So the target audience of the messaging suggested in this guide are potential supporters who are close to us through their values but aren't yet engaged with the corporate accountability agenda. This includes:

- Socially and environmentally conscious people who may not yet know much about corporate accountability
- People with an interest in things like human rights, climate, the environment, diversity, gender, fair trade, and sustainable fashion
- Those who just sense that corporate power is too strong and that things need to change.

These people are key messengers for amplifying our narrative.



EXAMPLES OF PROMINENT NARRATIVES USED TO OPPOSE RESPONSIBLE BUSINESS LAWS

“Profit above all”: business only exists to make profit for shareholders and shouldn’t have to consider other factors.

“This is just the way things are”: Corporate power is so great that making change is impossible. Governments are corrupt and captured by corporate interests, so laws will not change anything.

Economic growth vs rights: Businesses are good because they provide jobs and support the economy. Requiring corporations to improve their practices will lead to unnecessary red tape and increased operational costs, which will negatively impact growth. We need business growth to provide jobs and ensure prosperity.

“Regulation destroys innovation and undermines competition”: The more rules there are, the less room businesses have to grow and innovate, harming the economy and competitiveness.

“Businesses are already doing their part”: The private sector already invests in sustainability and social responsibility voluntarily; there is no need for further regulation.

“Our country first”: We cannot help people elsewhere until we’ve solved our domestic problems.

“Development vs rights”: Human rights and environmental defenders opposing harmful projects are criminals, opposed to progress and development.

USING A HOPE-BASED APPROACH TO SHIFT THE NARRATIVE

Many of us are motivated to do this work because we have seen the terrible toll of unchecked corporate greed.

Our research found that many corporate accountability advocates rely (understandably) on telling stories of corporate harm.

We rarely relate our vision of what society would look like if we achieve real corporate accountability, nor do we provide enough social proof that change is possible.

Stories of corporate wrong-doing are powerful, but can be demotivating for some audiences.

Hope-based approaches help address this challenge.
Hope as a strategy brings an element of surprise to counter compassion fatigue and inspire action.



KEY ELEMENTS OF A HOPE-BASED APPROACH



VISION

Help people imagine the change we want to see happen

- Show how laws can work in practice, and what communities look like once laws are in place.

Showing people the vision of the future we are working towards makes them more likely to support our calls for change. We still need to name the problems, but we need to also show how things could be better and a pathway for getting there (i.e. responsible business laws). This is especially important in a media environment dominated by stories of abuse and harm that, in turn, contribute to feelings of despair and overwhelm in our target audiences.

- Show how society looks different once change happens. This means explaining the outcomes these laws will have (i.e. the brownie) not just the process or technicalities of how the law will work, such as due diligence or civil liability (i.e. the recipe). People already see the results of unchecked corporate greed. Make sure they also understand the impact that effective responsible business laws will have for protecting communities and our environment.



VALUES

Make a simple, consistent moral case for change

- Activate the worldviews and ways of thinking most likely to drive support for the change we want and avoid triggering framing that may undermine this support. For example, framing corporate accountability debates around “what is best for business and the economy” can reinforce the focus on economic anxieties rather than making the case for human rights and the environment.
- Instead of justifying your policies to our target audience using extrinsic values (like growth and profit), use intrinsic, shared values (like connection and our shared future) to prompt people to think in the common interest. These values are shared by many, but are seldom used by activists and often missing from the conversation. Pages 23-25 suggest key values that may be useful in your messaging.
- Framing stories with values allows audiences to see the things we have in common with each other, and with workers and communities affected by corporate greed.



VOICES

Elevate relatable stories of community power

- Put communities at the heart of the story (i.e. citizens or affected workers), as guardians of the things that matter and drivers of change, rather than as victims without agency. Talking about people and the tangible things people experience is the most powerful way for people to connect with a message.
- Generate admiration and solidarity for the people who take a stand to protect and preserve their workplace rights, communities, environment and the law, making them the equal counterparts to corporations in the story. Tell stories and use images that offer audiences an opportunity to stand in solidarity with affected workers and communities, not pity them.
- Highlight community wins showing change is possible from the past when we work together (e.g. recent or landmark wins on corporate accountability or other social issues relevant to your context). Give people the feeling they are part of a movement in your country and globally.

KEY INSIGHTS FROM OUR RESEARCH

“Just the glimpse of another kind of economy can be enough to energize the fight against the old one.”

—Naomi Klein



Photo by fauxels

1 LEADING WITH THE ‘PEOPLE AND PLANET CASE’

When we make the *business case* for human rights, we make “what’s good for the economy” and extrinsic values like economic growth the primary frames for this issue. Even when we provide a good argument for how our laws can benefit

businesses, we risk prompting our audiences to think primarily in terms of business interests, scarcity and self-interest. This reinforces a way of thinking that may not lead to the change we want to see. That’s why the messages in this guide focus on intrinsic values and avoid words or arguments that reinforce a traditional economic frame. If you have to make the ‘business case’ in certain contexts, we recommend making this a secondary frame whilst prioritising the ‘people and planet case’ as your primary frame.

2 PEOPLE WANT TO BELIEVE CHANGE IS POSSIBLE

An overwhelming insight was that people desperately want to believe change is possible, but feel extremely cynical about corporate behaviour and the ability of governments to do anything about it. To overcome this, social proof is important:

showing examples of past successes and existing support for our goals and values from lots of different groups of stakeholders makes other people more likely to change their mind and get behind our messages. How your audience feels about laws and government will be central to how you craft your message. For example, our research participants in the UK believed laws can work, but those in Mexico required more convincing. Often, the most important part of your message will be convincing people that change is possible, and telling them how it will happen.

3 WE NEED TO COMMUNICATE MORE CLEARLY

Our research found that technical and legal language alienates our audiences. Terms like 'due diligence', 'supply chains' and even 'human rights' are not accessible to much

of the public. People want us to communicate clearly about the harms being addressed by responsible business laws (e.g. forced labour, land grabs, destruction of cultural heritage, etc.) and equally clearly about what these laws would achieve. Explaining how responsible business laws benefit workers and host communities in accessible, non-technical and enthusiastic terms is essential if we are to engage and inspire our potential supporters.

4 ENVIRONMENTAL PRESERVATION AS A VEHICLE FOR NARRATIVE CHANGE

Currently, local conversations about corporate accountability are focused on stories of community-led resistance against company exploitation whilst global narratives focus on the broader narrative of "unchecked corporate power". Importantly, the strongest positive narratives overall are those that articulate our shared belief that

the environment is worth protecting. Narratives of healing and resilience also demonstrated particular potential for narrative transformation: where we see pockets of hope, it is driven by stories of communities restoring their ecosystems or acting as guardians of their community's natural resources. Climate advocates are the most likely actors to amplify these stories, but we can do more to support and amplify other voices to spread these narratives more widely. We should work strategically to weave together local activism with a common global narrative of preservation in order to drive change and inspire supporters.

PART TWO: OUR VALUES-BASED NARRATIVE

A craftsman wearing a dark beanie and a light-colored jacket is focused on carving a piece of wood. The workshop is filled with various wooden carvings, including a large, ornate piece in the foreground. The background shows stacks of wood and other carvings, suggesting a traditional craft environment.

CRAFTING A SHARED GLOBAL NARRATIVE THROUGH LOCAL MESSAGES

Part 2 sets out a suggested approach to advocacy on responsible business laws, drawing from the hope-based approach and our research insights, including:

- our suggested ***Thriving Communities*** narrative, based on shared values we believe will be persuasive, and tested with supportive audience segments in Mexico and the UK.
- three suggested **values** that can underpin support for corporate accountability: Change, Connection and Balance.
- examples of **messaging** that uses these values to frame the debate.
- strategies for telling **stories** and choosing **images** that reinforce our narrative and values, and that inspire action.

USING SHARED VALUES IN OUR MESSAGING

The aim of values-based messaging is to avoid engaging in a debate about what is good for business or the economy by instead appealing to intrinsic values that will resonate with our audiences and are likely to drive sustained support and action.

The values we have suggested aim to help our potential supporters see the things we have in common, understand how our shared future is impacted by unchecked corporate greed and believe that change is possible.

“GOOD MESSAGING IS NOT ABOUT SAYING WHAT IS POPULAR, BUT ABOUT MAKING POPULAR WHAT NEEDS TO BE SAID.”

—ANAT SHENKER-OSORIO

TAILORING MESSAGES TO YOUR LOCAL CONTEXT

The suggested messages and values in this guide will resonate differently with different audiences. They have been developed with openness in mind, to express an underlying worldview we all share. Similarly, the examples of human rights violations or environmental destruction that you highlight in your local context may be quite different to those relevant elsewhere.

We encourage you to test and adapt the values and exact wording so that they resonate with your local audience, whilst reinforcing the shared underlying story of the need for responsible business laws.

THE THRIVING COMMUNITY NARRATIVE

We all want to live and work in thriving communities, where we can live well, enjoy fair and dignified work and build a better future for our families and generations to come.

When we empower our communities, we protect and preserve the things that matter most for us - our health and happiness, our oceans, forests and rivers, our time together with family - the things that are essential to our lives.

But for too long, greedy CEOs have exploited workers, our communities, our resources and our environments.

That's why we need rules that require big corporations to listen to workers and communities, involve them in decision-making, prevent harms before they occur, and fix any damage they cause.

Our shared future depends on a healthy planet and thriving communities.
Together we have a chance to change the system.

We know that a good life for everyone, everywhere is possible. Right now we have an opportunity to work together to protect the things that we all value: our natural environment, our communities, and our well-being.

Responsible business laws are a pathway to a better future for people and the planet.

Strategy: People understand the problem. Stories of unchecked corporate exploitation abound. What people need to know is that **change and a better world are possible**. By using tangible examples, the language of possibility and incorporating urgency into our calls to action, we can highlight real solutions to our target audience.

Action: Demonstrate that change is possible by telling a concrete story of how the laws will bring about change once in place. Highlight the urgency and the opportunity to take action right now. Point to past legal and policy wins. Tell stories about how communities have worked together to create change.

Themes: agency, urgency, collaboration, empowerment



"A better world is within reach. When we work together, we can create a fairer future for everyone."



"Things are changing: people are tipping the scales in favour of people and the planet. Around the world communities, workers and activists are fighting for change, and winning."



"The system is working for big business but not for us. But together we can change the rules by unleashing the power in our communities and demanding new responsible business laws."



"This is a pathway to a better future for people and the planet."



"Change is possible if we work together. This is our chance to create a better future, where responsible business is the norm. And we all can thrive."



"We all know that greedy corporations have been given too much power. But it doesn't have to be this way. We are already making progress, because together our community power is stronger than corporate lobbyists."

CHANGE IS POSSIBLE

—VALUE MESSAGE 1—

CHANGE

Strategy: Create empathy and connection between potential supporters, the issues at stake and affected workers and communities by highlighting the human values we all share, such as our **shared connection to nature and our shared struggles for social justice.**

Action: Emphasise our connectedness with other people, through the things we all want (safety, dignity, a chance to thrive, thriving communities), the goods we consume and the environment, climate and future we share. Let's focus our messaging on the value of systems that empower workers and communities for all of us, at home and overseas.

Themes: Humanity, connectedness, solidarity, shared futures, empathy, care.



"We all want the same things: a safe workplace and fair day's pay for a fair day's work; a healthy environment that allows us to live a good life; and for our communities and children to thrive."



"All of us have a stake in a clean environment, healthy climate and thriving communities."



"Responsible business benefits all of us, and our shared future on our planet."



"We understand that our struggles are all connected."



"All our futures depend on a healthy planet."

WE ARE ALL CONNECTED

—VALUE MESSAGE 2—
CONNECTION

"The truth is, no one of us can be free until everybody is free"

—Maya Angelou



"We are connected through the food we eat, the clothes we wear, the technologies we rely on."



"We are all connected. We want to know that the people who produce the food we eat, make the clothes we wear, and dig the minerals for the phones we use are being paid fairly for their hard work. We're calling for rules to make big corporations act responsibly to make this a reality."



"We want a future where workers all around the world, who help make the goods that we consume, are paid a decent wage and live in freedom and dignity."

Note: We recognise that some activists may feel uncomfortable talking about consumption when trying to create solidarity between people working in different parts of our global supply chains. However, our research found that our target audiences understand the power they have as consumers. We know that focusing on individual consumer choices is ineffective for achieving systemic change, so instead

of triggering guilt around consumption, we need to tell stories that resonate with our audiences' understandings of how we are all connected not only through our purchasing habits but also through our values and interests as people. Then we can show people how to take practical action beyond their consumer choices. You may want to test how this works in your local context.

Strategy: Use your messaging to reset and frame the conversation around what really matters, whilst avoiding framing that pulls us into a debate around economic growth. **These laws allow us to shift the balance of power to help protect and preserve the fabric of our societies, our rights, our wellbeing, our environment.**

We want to convince people that it's time for business to put workers, communities and the environment at the centre of how business is done, so we all can thrive.

Action: Keep bringing the conversation back to "what is at stake here" – naming aspects of nature and our day-to-day lives that we all value in life.

Themes: Fairness, harmony, dignity, preservation, nature, wellbeing.



"Responsible business laws tip the scales in favour of people and the planet."



"These laws work by putting respect for what is truly important at the centre of how business is done."



"Governments should act to protect the things that matter most: people and the planet. These laws put workers, communities, and the environment at the centre of how business is done."



"By unleashing the power in our communities, workplaces and polling booths, together we can make big corporations place our well-being and our environment at the heart of how business is done, so we can protect what matters."



"Help communities to protect and preserve the things with real value in our lives: our nature, our well-being, our communities."



"It's time for community interests to be placed at the heart of how business is done, so we all can thrive, not just wealthy corporations and CEOs. These laws allow us to protect what matters: our rights, our communities, our environment, our own well-being."



"We all know that big corporations have too much power and there is a long-standing imbalance in power between the Global North and Global South. But it doesn't have to be this way. Help us tip the scales to protect communities all around the world."



PROACTIVE MESSAGING

HOW TO USE THE NARRATIVE AND
VALUES TO CREATE COMPELLING,
PROACTIVE, HOPE-BASED MESSAGES.

LEADING WITH SHARED VALUES

Here is a simple formula developed by Anat Shenker-Osorio for using values to frame your messaging:



Shared value(s): What values are we trying to amplify that will resonate with our audience? (e.g. community, connectedness, harmony, change is possible).



Problem: What's the problem we are trying to solve? In what ways does the audience recognise that the system is broken and why would they care?



Solution: How joining together can help us achieve desired outcomes. Name and/or show our solution (i.e. responsible business laws) as the smart solution to the problem.



Call to Action: What are we asking people to do? People need to understand their role in our strategy and how their action will help bring about change.

EXAMPLES

	We need responsible business laws so that communities can thrive	Let’s change how big companies engage and interact with communities (Producer focus)	These laws ensure respect for the workers we are all connected to (Consumer focus)
 Shared value(s)	All of us deserve to live in thriving communities and healthy environments.	We all want a better future for our communities.	We all deserve safe work and fair wages that allow us to live a good life.
 Problem	But when big corporations are allowed to act without consequences, our communities pay the price in terms of polluted rivers, scarred landscapes and exploited workers.	But all too often, the arrival of a big corporation spells disaster for local people, damaging our environment, exploiting workers and tearing at the fabric of our societies. Things are out of balance – big corporations, CEOs and lobbyists have been given too much power.	But right now there are nearly 28 million people in forced labour globally, including workers, makers and growers here and overseas, who provide the goods and services we all consume.
 Solution	It doesn’t have to be this way. Our wellbeing and our planet should be at the heart of business decision-making. That’s why we need responsible business laws to help us protect what matters, by ensuring that big corporations listen to workers and communities, involve them in their decision-making, prevent harms before they occur, and fix any damage they cause.’	There’s an alternative. All over the world, people are coming together to fight for laws that would make big companies have to involve workers and communities in their decision-making, take action to prevent harm, and repair damage they have caused.	We need stronger laws so that big businesses can’t exploit the workers that produce their goods and there is a process for communities to demand justice and respect for their well-being and environments.
 Call to Action	By unleashing the power in our communities, workplaces and polling booths, we have the chance to make responsible business the norm, so that all of us can thrive. Change is possible if we work together to protect the things that matter to us most.	Governments should pass responsible business laws to protect the things that matter most: people and the planet. It’s time to tip the scales in favour of our shared future. When we work together, we can create a fairer future for everyone – join us!	Now we have a chance to work together to make real change in the way business is done. Join us in calling on the government to pass responsible business laws and improve the lives of communities around the world.

CRAFTING STORIES AND USING IMAGES

Stories and images together are a powerful way to:



**SHOW THERE'S
A PROBLEM**



**SHOW THERE'S A
SOLUTION TO THE
PROBLEM**



**SHOW HOW PEOPLE CAN
IMPLEMENT THE SOLUTION**



**SHOW WHAT SOCIETY WILL LOOK
LIKE AFTER THE SOLUTION
IS IMPLEMENTED**

THE 3 BUILDING BLOCKS
OF STORYTELLING:

1 OVERARCHING ‘THRIVING
COMMUNITY’ NARRATIVE:

“We all want to live and work in thriving communities, where we enjoy fair and dignified work and protect and preserve the things that matter most for our families and generations to come.”

2 SHARED VALUES TO ELEVATE:

“Change is possible if we work together. We are all connected. Let’s protect what matters most to us.”

3 STORY:

E.g. stories of past legal and policy wins that deliver on our goals.

STORIES TO LOOK OUT FOR

STORIES THAT DEMONSTRATE COMMUNITY POWER

Find local examples of community-led campaigns that are ongoing or have achieved success relating to the environment, corporate exploitation or workers’ rights.

STORIES OF PAST LEGAL AND POLICY WINS THAT
DELIVER ON OUR GOALS

Bring to life how previous laws were hard won but are now common sense (e.g. work health and safety laws, the minimum wage, the 8-hour work day, laws against slavery or illegal logging).

STORIES OF RESPONSIBLE BUSINESS CONDUCT
AND ITS IMPACT

Tell stories that show how workers and communities live better when a business or sector changes its ways. (However, it’s important that these examples are carefully sourced from potentially affected people – or their legitimate representatives – to ensure accuracy and avoid, for example, greenwashing.)

HYPOTHETICAL STORIES SHOWING HOW HARM
COULD HAVE BEEN PREVENTED

If this law had been in place, maybe the community would have been able to protect their waterways from pollution, prevent a project that destroyed important Indigenous cultural heritage sites, or engage in collective bargaining to ensure their rights were protected. Examples can be found in the Peace Brigades International (PBI) UK Section report, **‘The Case for Change: Why human rights defenders need a UK law on mandatory due diligence’** and the Canadian Network on Corporate Accountability (CNCA)’s **case studies**.

PEOPLE’S VISIONS FOR THE FUTURE AND WHAT
DRIVES THEIR WORK

When you seek testimony, ask people about their vision of the future, their proposed solutions and what drives their struggle – not just how they have been harmed. This will support the development of a bank of stories and images focused on our shared values and the things that matter most in our lives.

Elevating voices of affected people: Our research suggests that currently, voices of affected communities have less prominence in online conversations around corporate accountability compared to other social justice issues. Where possible, consider strategies that will empower affected communities to tell their stories and explore how you can help amplify their message.

INTERVIEW GUIDANCE

How to incorporate hope-based storytelling when you give interviews about responsible business laws

SURPRISE

START YOUR INTERVIEW WITH SOMETHING THAT TAKES THE LISTENER BY SURPRISE

"The surprising thing is that this law doesn't exist already. When we talk to people about these proposals, many of them can't believe such laws don't already exist.

It's just common sense that you should have to respect workers, involve communities in decision-making, avoid destroying our environment and repair harm you cause."

STORY

MAKE SURE TO TELL ONE LOCAL, RELATABLE STORY THAT THE LISTENER WILL REMEMBER

"We have changed the world before, and we can do it again. From the right to vote, to the 8-hour work day and minimum wage, change has always come from working together. We won the right to time off. We banned child labour and slave labour. We fought hard to introduce health and safety laws for workers. We got laws passed to put labels on our food and clothing telling us what it is made of and where it comes from. We've passed laws about corporate corruption and bribery and illegal logging.

Those things are only common sense because people campaigned and changed the law. We can get this done too."

Use examples relevant to your local context, e.g. new climate laws or a win against a business in the courts.

*[If you don't have local wins to point to, use local examples of harm and explain how a hypothetical law **would** have worked (e.g. what would have happened at Rana Plaza if these laws had been in place) . See, for example, the Canadian Network on Corporate Accountability's **case studies**.*

SOLUTION

FINISH WITH YOUR CALL TO ACTION

The call-to-action and solution is also good when you feel like you're rambling and can't remember what to say next.

"We're calling for responsible business laws to allow us to protect our communities, our nature, our well-being – the things that really matter in life."

"We have a chance to change for the better how business is done. Respect for people and the planet should be at the heart of business decision-making, not just an optional ad-on."

USING HOPE-BASED IMAGES

Use images to engage and inspire while reinforcing our key values, messages and stories

SHOW THE DESIRABLE FUTURE WE'RE WORKING TOWARDS

- Use colourful, beautiful imagery to capture attention and trigger a deep emotional response.
- Show how workplaces, communities and the environment could look and feel once responsible business laws are in place.
- Juxtapose images of healthy environments against images of the places where extraction and exploitation of water, minerals and nature happen, or of thriving communities against worker exploitation. This offers a clear choice between corporate harm and the world we want to see. Our research suggests images of nature, and especially of water, are particularly powerful.

PRIORITISE AUTHENTICITY, RELATABILITY AND INCLUSIVITY

- Pictures of people have greater impact if they look "real", not staged.
- Include people from different backgrounds, genders and ages.

- Where possible, include elements of local culture and identity, and landscapes that will be recognised by your audience in your pictures.
- Adapting memes and using humour can also be powerful, especially for younger audiences.
- Use images that reflect shared values and tell stories we can all relate to (i.e. dignified work, family, community, and the importance of our environment).

INSTILL A SENSE THAT CHANGE IS POSSIBLE, AND COMMUNITIES HAVE AGENCY

- Show images that provide social proof that others are persuaded to our cause and take action.
- Choose ethical images that highlight community resilience and promote solidarity, rather than images that suggest helplessness and evoke pity.



SOCIAL MEDIA TEMPLATE EXAMPLES

These examples show how we can use hope-based images to tell stories on social media. We've created templates that can be edited and adapted to include images that work in your context.

All images provided are Creative Commons or provided with permission.

You can find the full set of social media assets clicking the 'Canva' button bellow.

Canva

Free

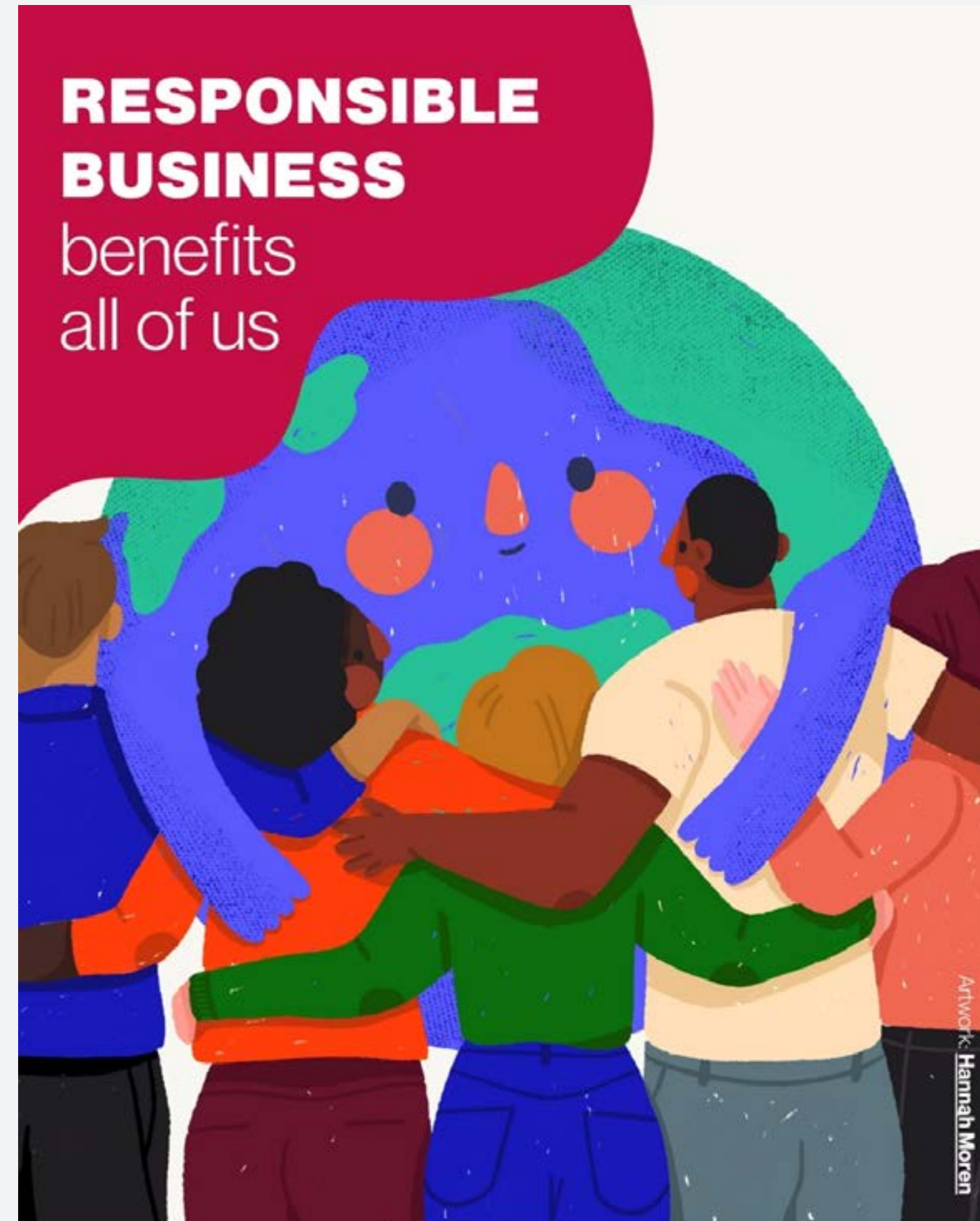


EXAMPLE 1: OUR SHARED FUTURE

STRATEGIC APPROACH

- Showing a vision of the thriving future we are working towards
- Choosing bright, engaging colours
- Centering people, communities and nature

Canva



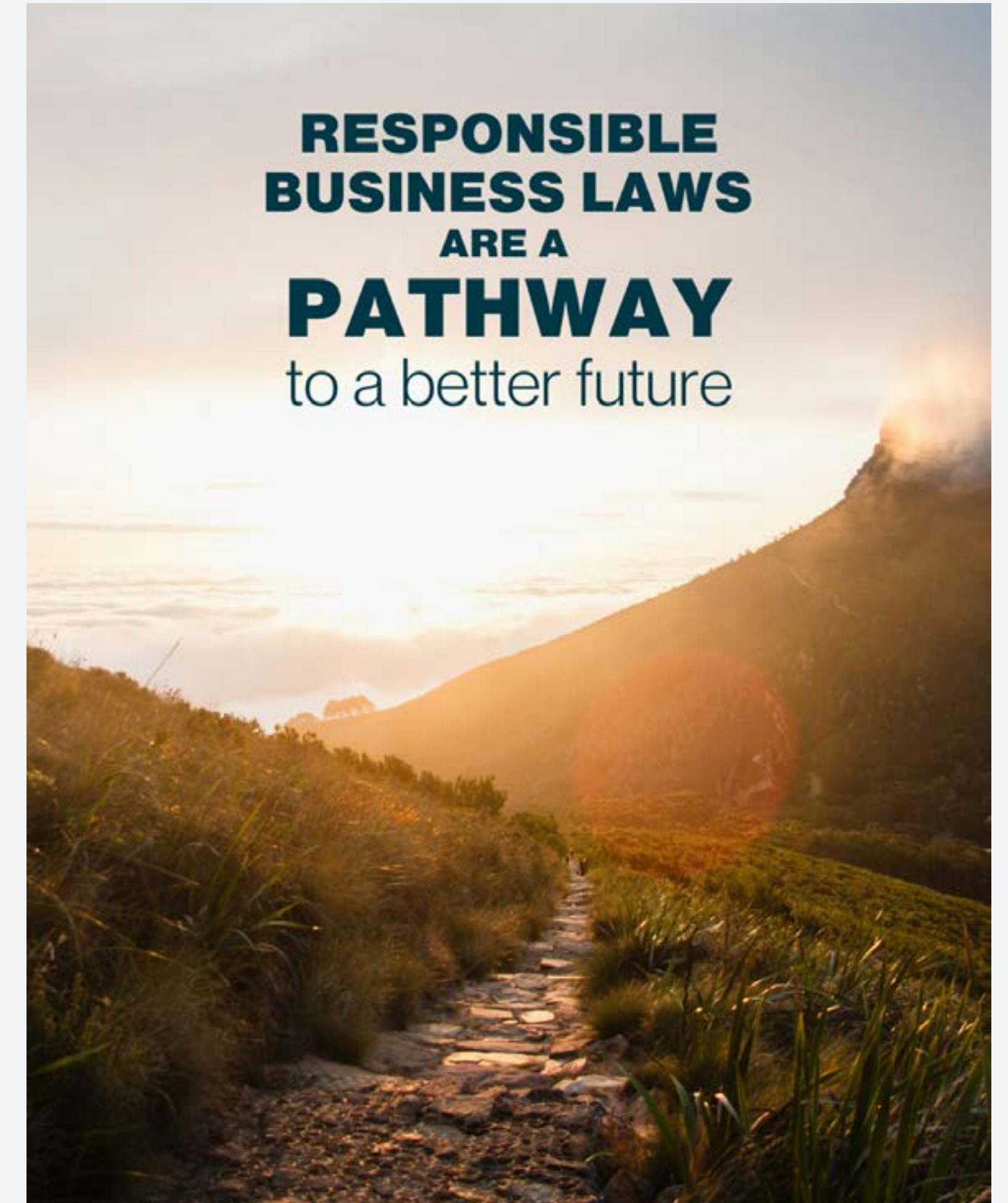
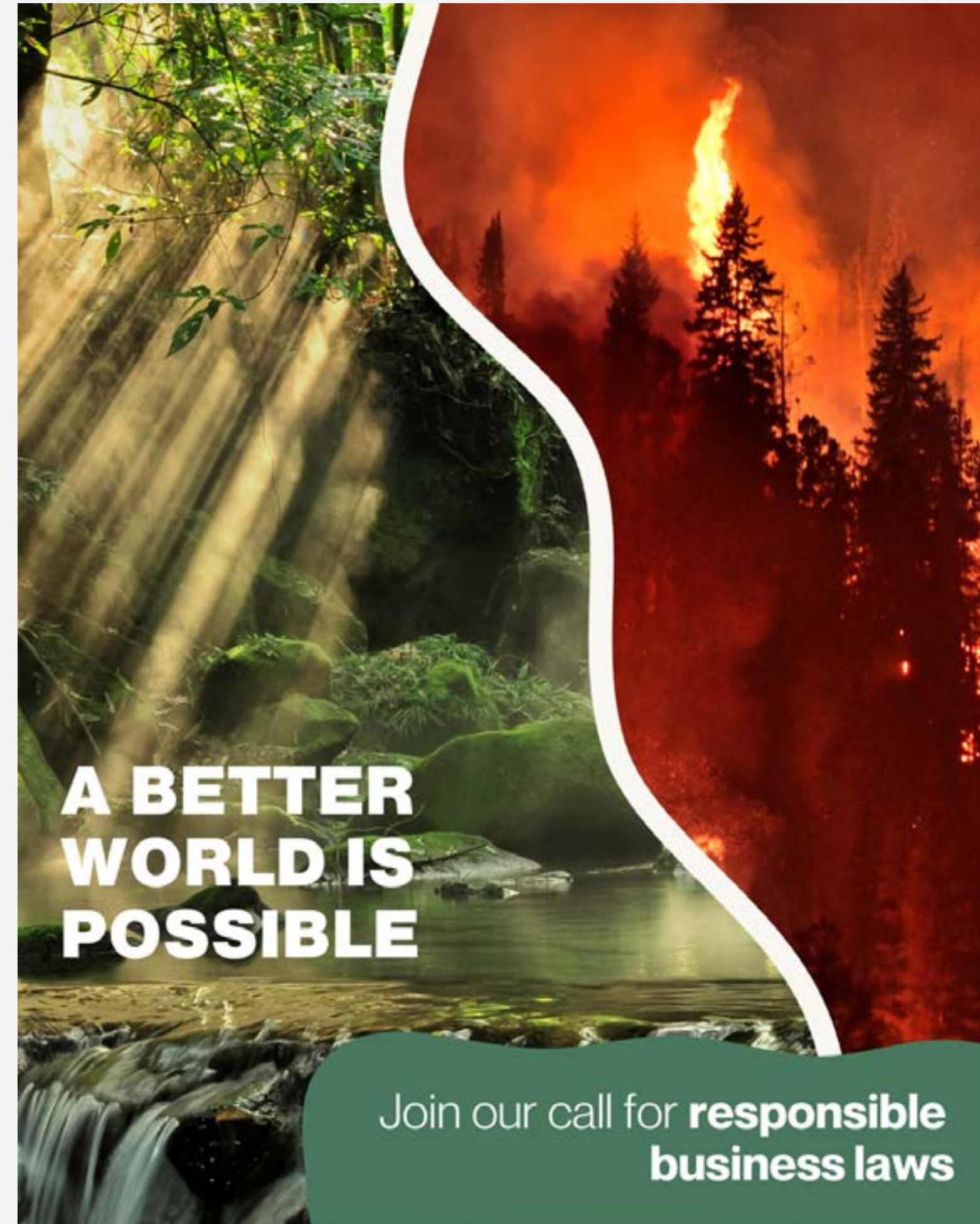
EXAMPLE 2: A BETTER WORLD IS POSSIBLE

STRATEGIC APPROACH

- Showing the beauty of the world we want to protect
- Juxtaposing climate-related corporate harm and a healthy environment
- Explaining that responsible business laws are the key to protecting the world we share

We suggest: you choose images that reflect your context - your community and the beauty of your natural world.

Canva



EXAMPLE 3: WE CAN CREATE CHANGE

STRATEGIC APPROACH

- Instilling a sense that change is possible if people work together
- Choosing authentic relatable imagery, tailored to the local context
- Generating solidarity, not pity by highlighting community agency and wins

These images include real examples from Mexican communities that have taken a stand against corporate greed. When using these images we would highlight the specific story they tell (e.g. in a caption).

Canva



CHANGE IS POSSIBLE

when we work together

Join our call for **responsible business laws**



CHANGE IS POSSIBLE

When we work together

Join our movement for
Responsible Business Laws

EXAMPLE 4: LET'S PROTECT WHAT MATTERS

STRATEGIC APPROACH

- Presenting responsible business laws as the pathway to a better world
- Emphasising our shared belief in the importance of community and the environment
- Focusing on what the laws will achieve rather than how they work – centring the “brownie” not the “recipe”

We suggest: choosing pictures you can use from your local context (e.g. a river or landscape under threat from a business project, or a picture of your community thriving).

Canva

COMMUNITIES THRIVE

where there is respect and responsibility



Responsible business laws
can help make this a reality

PRESERVE WHAT MATTERS

support responsible business laws



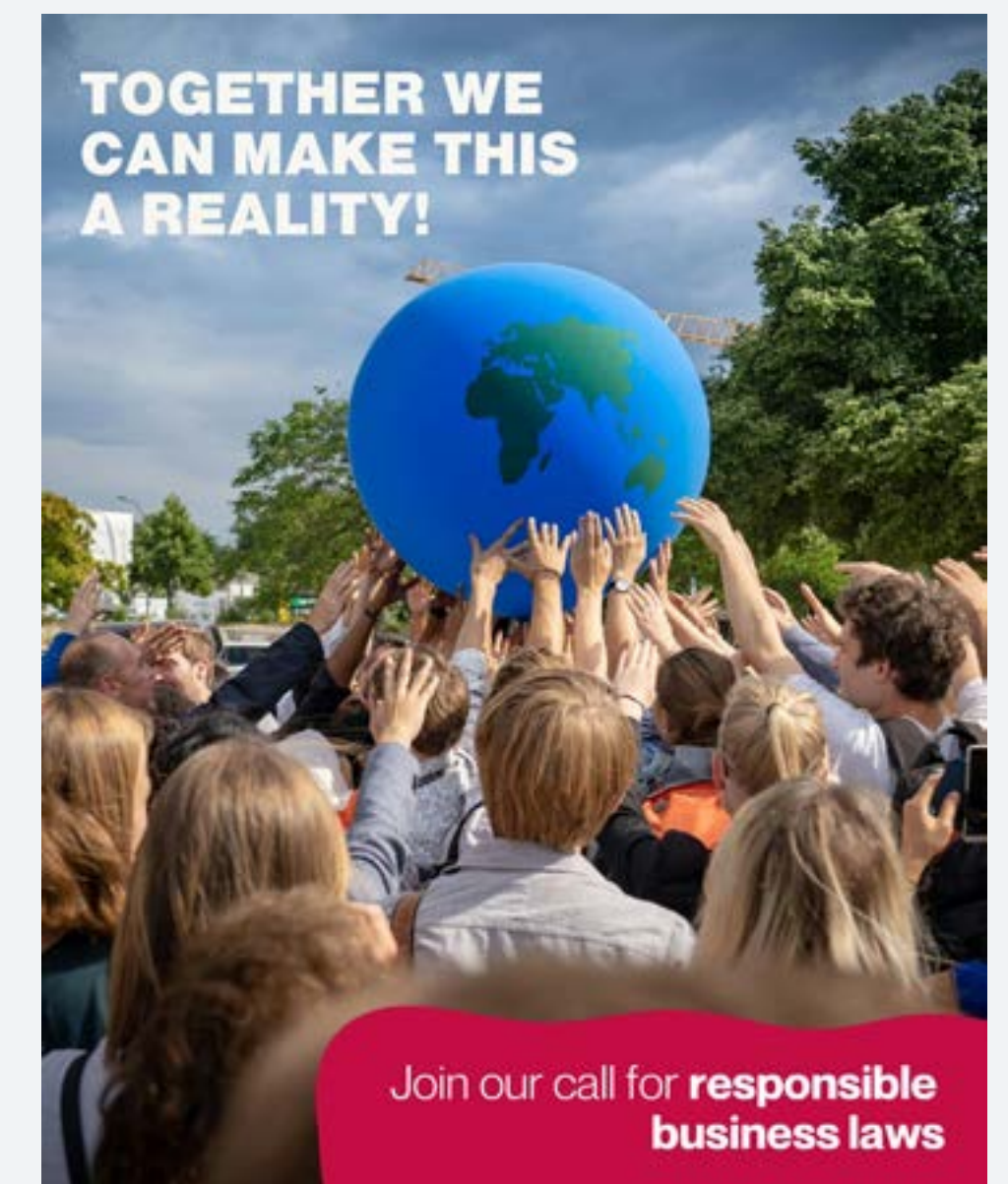
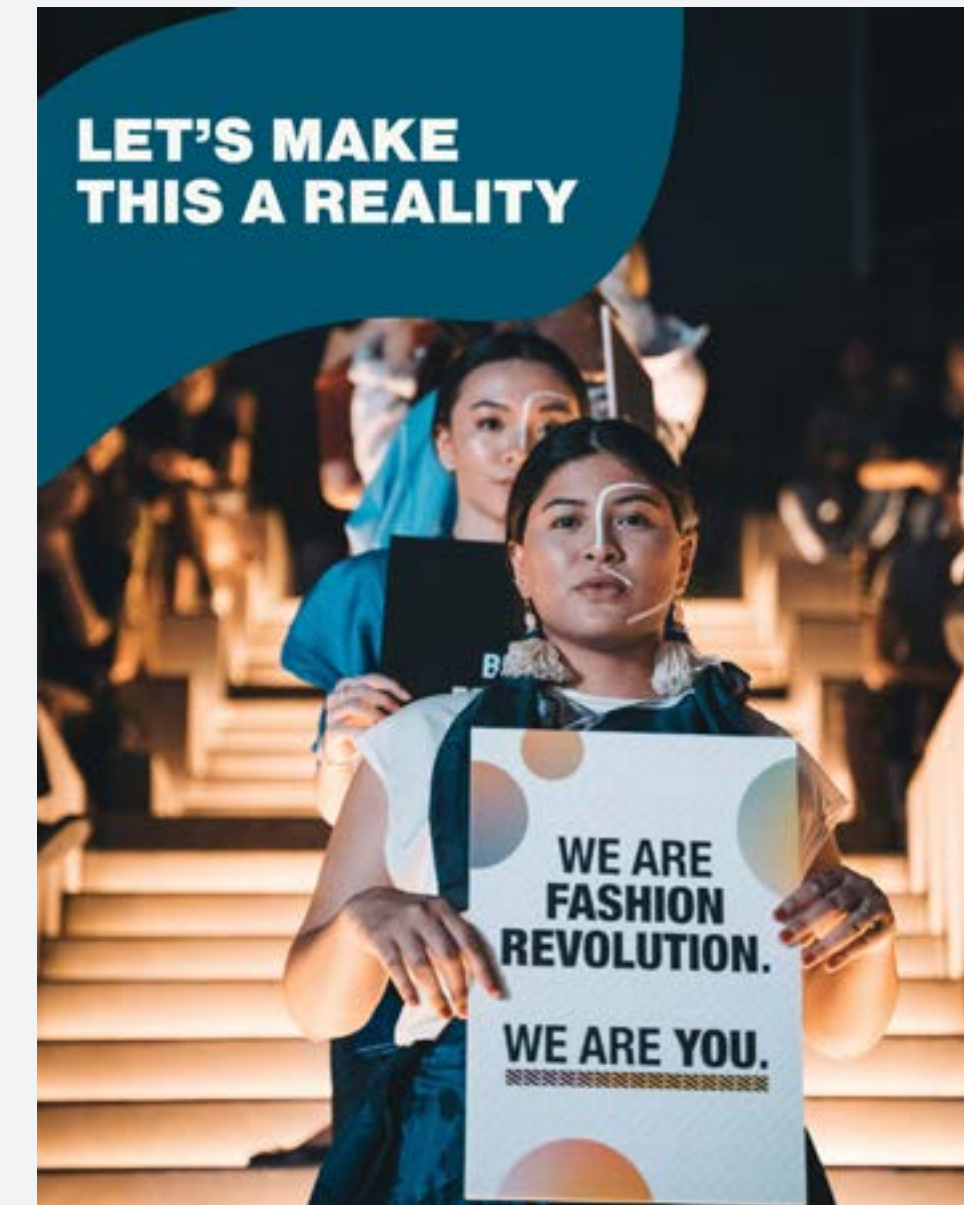
EXAMPLE 5: WE ARE ALL CONNECTED

STRATEGIC APPROACH

- Visually representing our connectedness with workers across supply chains
- Showing images of solidarity and what it looks like to take action for systemic change
- Choosing colourful, people-focused images.

Canva

Free

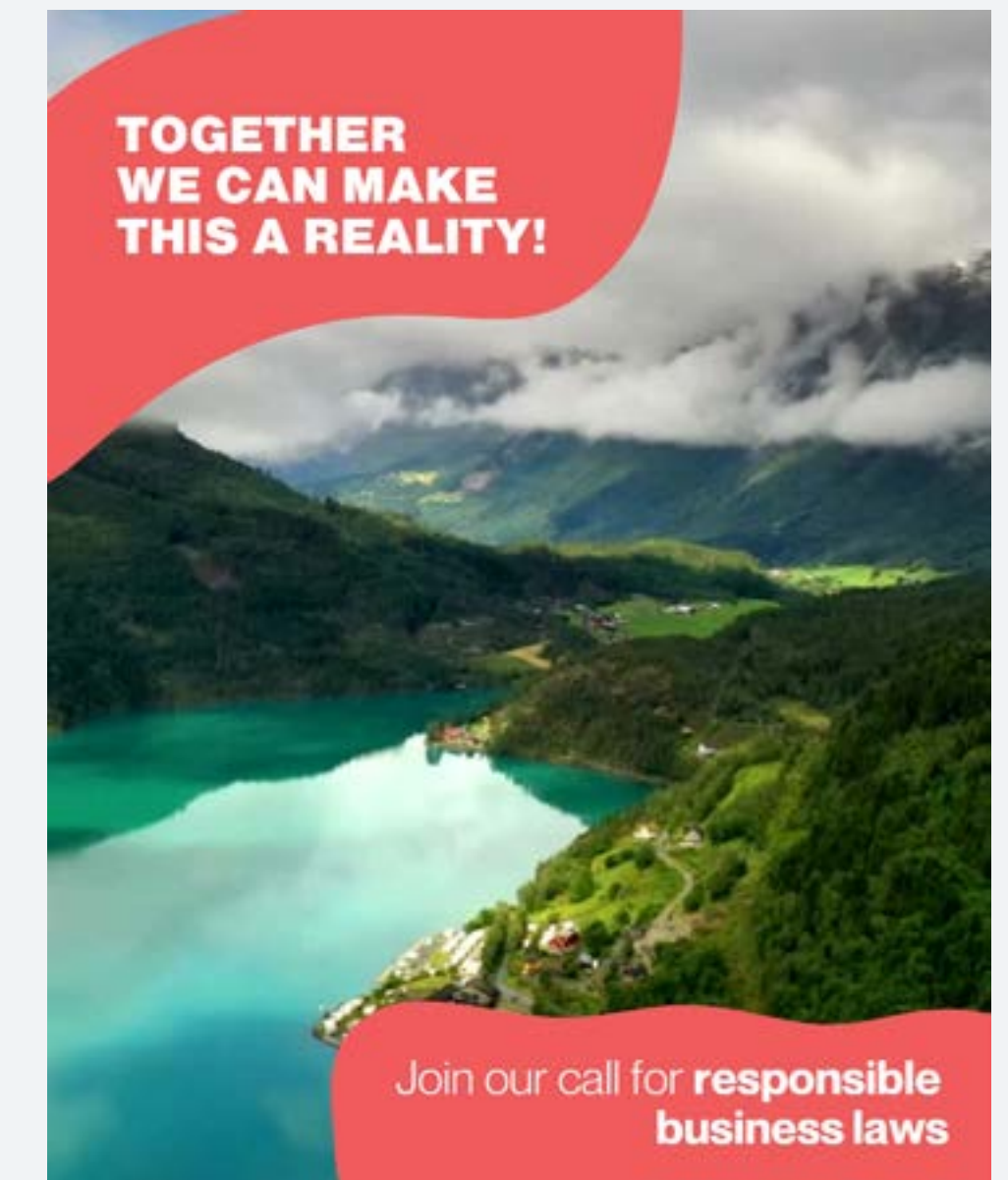


EXAMPLE 6: HOW RESPONSIBLE BUSINESS LAWS CREATE CHANGE

STRATEGIC APPROACH

- Visually explaining the problem in the context of the solution
- Using authentic imagery of communities driving change
- Showing the future we want through responsible business laws
- Instilling a sense that change is possible

Canva



WEAVING VALUES-BASED MESSAGING INTO POLICY BRIEFS AND RELATED COMMUNICATION



Your policy briefs for decision-makers will likely have a technical focus. However, we encourage you to weave values-based messaging into policy briefs, to prime policy-makers to focus on the interests of communities and the environment, not just big business.

We want to remind supportive politicians why they do this work, and to keep them motivated to stick with the work when they are pressured by business lobbies.

For example, a brief focusing on forced labour might begin with a pull-out quote: "Everybody deserves to live and work in freedom and dignity." While your brief might be explaining the technicalities of value-chain due diligence, you might weave in some of your values-based messaging. For example, consumers want to know that the people who produce the food we eat, make the clothes we wear, and dig the minerals for the phones we use are being paid fairly for their hard work." **Remember, we are also trying to equip decision-makers with our messaging and framing so that they can use it (where appropriate) to frame their discussions about responsible business laws.**

EMBRACE AND REPLACE

This table offers some practical examples of shifts you can make in the language you choose to inspire new and wider audiences using a hope-based approach.

REPLACE	EMBRACE	WHY
<p>Due diligence</p> <ul style="list-style-type: none">• E.g. 'These laws require businesses to conduct due diligence to identify, prevent, mitigate and remedy their actual and potential adverse impacts on human rights and the environment, wherever they operate.'	<ul style="list-style-type: none">• 'These laws offer a historic opportunity to improve the lives of workers and communities around the world. They require big companies to involve communities and workers in their decision-making, take action to prevent harm, and repair any harms they cause.'	<p>Terms like 'due diligence' are technical jargon, and can alienate our audience.</p> <p>As much as possible, we want to sell the <i>brownie</i> (the vision, the outcomes of the laws) rather than the recipe (the technical details of the law or mechanism).</p> <p>Explaining the laws in accessible ways may mean simplifying them for the public.</p>
<p>Assess risks / Risk mitigation and prevention</p> <ul style="list-style-type: none">• E.g. 'These laws require companies to assess their risk of harm to workers, communities and the environment and take steps to mitigate, prevent and remedy those harms.'	<ul style="list-style-type: none">• 'These laws work by putting what is truly important at the heart of business: our well-being, our planet and our communities.'• 'These laws mean big companies can have to act to prevent harm before it occurs, and repair harms they cause.'	<p>As above. While in practice responsible business laws have a strong focus on risk assessment, prevention and mitigation, our research suggests audiences do not like discussion of 'risk' and find it confusing.</p>
<p>Supply chains / value chains</p> <ul style="list-style-type: none">• E.g. 'These laws protect workers throughout the value chain.'	<ul style="list-style-type: none">• 'We want to know that the people who produce the food we eat, make the clothes we wear, and mine the minerals for the phones we use, live and work in safety and dignity'.'	<p>These are technical terms that aren't tangible for our target audience.</p>

REPLACE

Human rights

- E.g. 'These laws ensure the protection of human rights.'

Business / companies

Naming campaigns the things we are against

- e.g. 'Stop the drilling'.
- 'Mining law'.
- 'No to the mine'.

EMBRACE

- 'Safe and dignified work for everyone, everywhere.'
- 'A fair day's pay for a fair day's work.'
- 'Living in societies where governments and companies treat communities, workers and the environment with respect means we can all flourish / thrive.'

- 'Big corporations'
- 'Billion dollar companies'
- 'Large companies'

Naming campaigns what we are for, not what we are against.

- 'Forest law / community law'
- 'Save our Forest' (name the specific natural feature)
- 'Our forest vs the mine'
- 'Protect X community vs the mine'

WHY

In some countries, 'human rights' and 'rights' will not be accessible terms for our target audience and the wider public.

We have occasionally used 'rights' in this guide, but depending on your context you may want to find ways to talk about rights that ensure people understand what the tangible impact of having rights looks and feels like.

We want to focus our messaging on big corporations and multinationals, rather than small and medium enterprises (SMEs), and avoid the impression that these laws will hurt jobs and local economies.

Our campaign name is part of the narrative we are amplifying. Focusing on the change we want to create helps motivate and inspire action for change rather than amplifying the things that we're against.

Even more powerful is to name your campaign in a way that poses a choice between the thing we want to protect and the thing we want to oppose.' Our ancient forests before fat cat loggers').

REPLACE

Talking about business and corporations as though they are a living entity (not a product of peoples' decisions)

- E.g. 'corporations are causing harm.'

Vague legal descriptions of harm

- "We want communities to be able to hold big corporations accountable for the harms/ violations/abuses they cause."

EMBRACE

Naming of the actors / villains.

- 'Billionaire CEOs of corporations'
- 'Powerful business lobbyists'
- 'Rich corporate shareholders'

Specific articulations of how corporations impact communities and our environment

- "We want communities to be able to hold big corporations accountable when they exploit workers, force communities out of their homes, burn our forests or pollute our lakes and rivers"

WHY

Change feels possible when we remind our audience that companies are not faceless machines. They are run by individuals who should be accountable for their actions.

Using specific language is more effective at persuading and articulating the problems we face and the corresponding changes we are working towards.

CHECKLIST

Across your messaging, stories and images in your advocacy and campaigns, have you:



VISION

- ✓ **Shown our vision for the future / the tangible impacts of the laws** (thriving communities and futures)?
- ✓ **Presented the problem** we are trying to solve (corporate harms), **in the context of our solution** (responsible business laws)?
- ✓ **Included a clear call to action**, to help people understand what their role is and what we are asking them to do?



VALUES

- ✓ **Explained what the concepts** (e.g. justice, fairness) you use **mean using language people can relate to?** (e.g. justice means everyone having dignity and a say in decisions that affect their lives).
- ✓ **Based your messages on a resonant shared and intrinsic value(s)?** (e.g. change is possible, connectedness, protecting what matters).
- ✓ **Avoided triggering business or economy frames** or repeating harmful language, and prioritised the 'people and planet' case?



VOICES

- ✓ **Elevated the stories and voices of workers, communities, concerned consumers and citizens** in a way that highlights our agency and creates solidarity?
- ✓ Given people a **reason to believe change is possible** and **motivation to act now?** (e.g. by amplifying stories of community power and past victories).
- ✓ Asked **workers and communities about their vision of the future**, what they care about and stand for, and their solutions? Not only about the different ways they are harmed by corporations?

REACTIVE MESSAGING: RESPONDING TO OPPOSING NARRATIVES

“Instead of talking about what people need, we have trapped ourselves in the opposition’s story because we exist in reaction to them – a no, don’t, can’t. This does not tell people what we are for – what you fight, you feed.”

–Anat Shenker-Osorio

While this guide focuses on seeding hope-based narratives, sometimes debates will arise which are premised on the same harmful narratives that have been circulating for decades – we can’t always avoid them. This section provides a strategy and examples of how to manage these kinds of questions. Audiences are unlikely to trust us on the economy more than business voices, so, as outlined above, we suggest you try and lead with the ‘people and planet case’.

We recognise the strategies suggested will not be suitable for every context and may need to be combined with more traditional approaches. However, introducing more helpful frames can be transformative in difficult political situations, helping advocacy and campaign work when political winds feel like they are turning against you.

REACTIVE STRATEGY

1

Ensure you ‘bridge back’ your answer to our values-based messages to ensure the discussion remains on our terms and within our narrative frame. ‘Bridging’ is a term from media training referring to the simple language you use to steer a conversation back to where you want it to be (for example, “what this is really about is...” “what people really care about is...” “what our research shows is that...”)

2

Name the people /actors (e.g. lobbyists, big business) bringing the harmful narrative and explaining their motivation behind their argument. Otherwise the audience just sees a legitimate debate between business and human rights, with both sides saying the other is wrong.

3

Reframe the question in a way that avoids repeating or engaging the opposing narrative. If the question asks “is the law a burden?”, we say “the law is a critical opportunity to put the things that matter to all of us back at the heart of business decision-making, our well-being, our communities and our environment...”

4

Avoid defensive language and denials which can have the effect of strengthening the idea being denied, and can focus attention on the messages you don’t want to elevate (“You feed what you fight”). For example, it can be tempting to respond to the criticism “regulation is a burden” with a denial: “regulation **is not** a burden” but this can be counterproductive.

Similarly, slogans like “seeking asylum is not illegal” or “journalism is not a crime” can have the unhelpful effect of prompting audiences to associate people seeking asylum with illegality or journalism with criminality. (see **Top 3 Messaging Tips from Anat Shenker-Osorio at Progress 2019 - The Commons**).

The examples below are illustrative, and we encourage you to strengthen this framework by drawing tangible stories from your local context (e.g. of community wins/corporate harms in your community, or wins against harms caused elsewhere by businesses headquartered in your country). We also encourage you to combine the Reactive Strategy with other tactics that you find effective, and to test and refine what works in your context.

UNHELPFUL NARRATIVE ARGUMENTS

STRATEGIC RESPONSE

Bad for business arguments

Can we afford to tie businesses down with more regulation and red tape during challenging economic times? Won't this make things more expensive?

• **Bridge back to shared values:** In reality, even though many of us are struggling with the cost of living, we have seen rising profits for corporate shareholders, growing inequality and the exploitation of workers and communities here and overseas. It is especially during tough economic times that we need rules that can protect our workers and communities from exploitation. The economy is for all of us, not just for big businesses.

• **Name the actors:** Corporate lobbyists always use this line, as though people and the planet aren't already paying a devastating price for unchecked corporate power, here and overseas. For example, X energy provider has made record profits over the last year while destroying X community's access to clean drinking water. CEO of X has pocketed X million in salary while their workers are not paid a minimum wage. Shareholder profits have increased by X despite credible reports these goods are made by men and women working in modern slavery.

• **Reframe:** We all want to live in thriving communities where we are safe at work, where our water supply is clean and where fair wages allow us to live a good life. Responsible business laws work by putting respect for what really matters at the centre of how business is done. By requiring companies to involve workers and communities in decisions that affect them, act responsibly and prevent or fix any damage they cause, these laws are a pathway to a fairer future where our workplaces, our communities and our rivers (or forests etc) are protected from harm and can thrive.

UNHELPFUL NARRATIVE ARGUMENTS

STRATEGIC RESPONSE

“Companies are doing enough without mandatory laws”

Companies say they are already doing what these laws ask, so why do we need new laws? Voluntary guidelines work fine. There’s no need to create new burdensome rules.

• **Bridge:** If you ask people on the street, they’re shocked that we don’t already have laws to protect human rights and preserve the environment. For the most important aspects of life, we don’t rely on ‘voluntary guidelines’. For example, we know drunk driving is dangerous and can destroy lives – so the guidelines around this aren’t optional. For things that are essential to living our lives together, we must have rules.

• **Name the actors:** It’s not surprising that big corporations and their lobbyists like the idea of optional rules. But we can all see the devastating damage being caused by big business to our workers, our communities and our planet.

• **Reframe:** We all want to live in a world with clean air, lush forests, safe water and fair wages. But for all of us to live together in thriving communities, we need clear and simple rules that everyone agrees to follow. This law is a pathway to a better future where communities have a say and where large corporations listen and act accordingly.

Development vs rights

Could these laws harm developing economies because corporations will pull out if they face too much regulation?

Won’t this mean we take jobs away from people overseas that need them - even if they are exploitative, don’t they need some income?

• **Bridge:** no matter who we are, where we come from or the kind of work we do, we all want the same things – a better future for our communities, dignified work, and a good life for our children. In that sense, we’re all connected.

• **Name the actors:** We’ve seen too many communities worldwide devastated by the arrival of a foreign company. Whether it’s environmental damage, forced labour or child labour -- when not properly regulated, businesses exploit people and communities.

• **Reframe:** This law will protect our environment and support dignified work, in safe conditions, for a fair wage. That’s what all of us need to live well, together. This law is a pathway to a better future where communities have a say and where large corporations listen and act accordingly.

PART THREE: NEXT STEPS

SPREAD THE WORD! NARRATIVES ONLY CHANGE IF WE ALL CONSTANTLY REPEAT OUR MESSAGES.

USE and ADAPT the suggested messaging in this guide and help us change the narrative on corporate accountability!

SHARE the guide with your contacts and on social media. You can use and adapt the social media graphics by clicking the 'Canva' button bellow.

Canva

CREATE your own values-based imagery using artworks shared by *The Greats* – a free vault of socially engaged visual content.





GO DEEPER

- On changing the way we talk about the economy: Anat Shenker-Osorio, *Don't Buy It: The Trouble with Talking Nonsense About the Economy* ([podcast](#), [book](#))
- On changing how we think about “value”: Mariana Mazzucato - *The Value of Everything* ([book](#))
- Metaphors to explain how we change economic systems: New Economics Foundation - *Reframing the Economy: How to win the case for a better system* ([report](#))
- On intrinsic/extrinsic values: Common Cause Foundation ([various resources](#))
- Messaging workers’ rights: *Every worker in Australia – Victorian Trades Hall Council* ([report](#))
- European Coalition for Corporate Justice, *CSDDD Explained*, by the ECCJ ([video](#))
- For more about the impact of water in your communication to create a deep emotional impact with your audience that resonates on the level of sensations: *Heartwired to Love the Ocean* ([report](#))



ABOUT US

THE GLOBAL INITIATIVE FOR CORPORATE ACCOUNTABILITY

Established by civil society groups in 2021, the Global Initiative for Corporate Accountability (GICA) promotes law and policy reform to advance corporate accountability worldwide. We call for binding rules to hold corporations to account for human rights abuse and environmental damage in their global operations and value chains, and to ensure access to justice and effective remedy for people and communities harmed by business activity.

GICA members see significant potential for human rights and environmental due diligence (HREDD) legislation to prevent and remedy these harms. However, HREDD laws introduced to date – including the French Duty of Vigilance law, the German Supply Chain act and the E.U. Corporate Sustainability Due Diligence Directive – fall short of fully realizing this potential. GICA members work together to promote strong, comprehensive due diligence laws in our respective jurisdictions, informed by these key elements. We also support other efforts to promote internationally binding mechanisms for corporate accountability.

Read more at www.corporateaccountabilityinitiative.org

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Please get in touch if you have any questions.

If you would like more information about the GICA, please contact [info\[at\]corporateaccountabilityinitiative.org](mailto:info[at]corporateaccountabilityinitiative.org).

To find out more about narrative change and hope-based communication, please contact [community\[at\]hope-based.com](mailto:community[at]hope-based.com).

This guide was co-created by members of the Global Initiative for Corporate Accountability, with support from hope-based communication trainers Thomas Coombes and Fotis Filippou, and research carried out by Komons.

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“GOOD MESSAGING IS NOT ABOUT SAYING WHAT IS POPULAR, BUT ABOUT MAKING POPULAR WHAT NEEDS TO BE SAID.”

-ANAT SHENKER-OSORIO