

*30 Years of
Setting the New Standard*

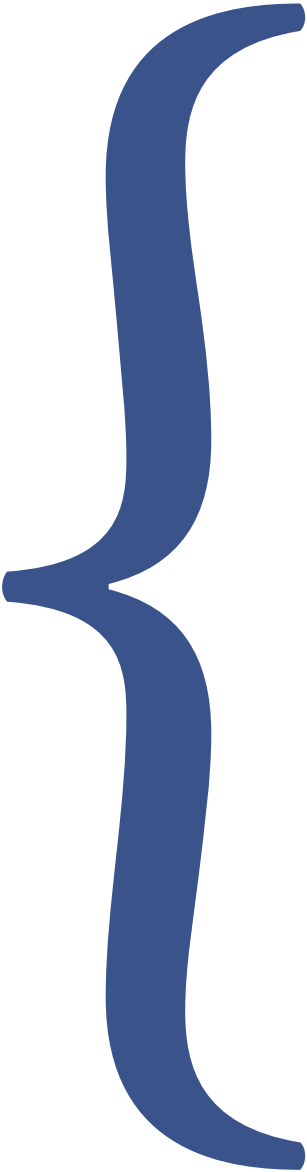
{CORPORATE} ACCOUNTABILITY



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**For 30 years
Corporate
Accountability
International has
embodied the
essential insight
of our time: that
to save the
democracy we
thought we had,
we must take
democracy to
where it's never
been.**



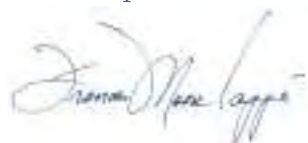
Faced with unprecedented threats to life, courageous people have come to view democracy not as something that is done to us or for us, but as an exhilarating human journey guided by a set of values. Among them are inclusivity, basic fairness, transparency and mutual accountability, which work in economic and cultural life just as importantly as in political life.

We've come to realize that, as long as democracy means simply showing up at the polls and blind faith in "the market," we are made powerless to rescue our planet. Wealth inexorably returns to wealth until the concentration is so extreme that it corrupts political decision-making and subverts a fair, competitive market.

Corporate Accountability International grasps this root. It sees that today's problems are too big to be solved by concentrated power. Solving them will require engaging millions — no, billions — of us contributing our ingenuity, experience, common sense and commitment to act. And Corporate Accountability International understands that this commitment to change comes only when we know our voices are heard, which is why it has committed itself to enabling citizens all over the world to rethink power not just as something held by authorities, but as the capacity available to each of us to express our values, creativity and determination.

I call this next historical stage Living Democracy and applaud Corporate Accountability International as both exemplar and champion for empowering citizens to be its leaders and working to embed corporations in democracy's fold, rather than run upstream against it.

I honor Corporate Accountability International for its three decades of leadership in this historic transition, without which we can neither realize our full humanity nor rescue life on beautiful planet Earth.



Francis Moore Lappé
Author and Founder, Small Planet Institute

30 years ago

At the end of the 60s and into the 70s, our country found itself in the middle of many social and political movements. These movements focused on civil rights, farm worker rights, and other social justice issues. Many movements worked from a grassroots level – some were state and some were federal. Social consciousness had become part of the public consciousness.

Although people knew that corporations were connected to, or were the cause of some problems, very few movements focused directly on them. Those corporations seemed almost too big or too hidden to tackle. At the time, the public relied on the government and other institutions to solve social problems. After all, they were the ones responsible for the public good.

As problems grew in scale, the explicit responsibility of transnational corporations just couldn't be ignored. They were able to make real decisions that made an impact on public health and well-being *and* they stood — very openly — to gain the most from those decisions in the form of profits.

To be truly honest about the root of many social problems, to be truly transparent about who could change business as usual, somebody had to stand up and take on the Goliaths directly. From a moral calling and a need for complete transparency, came the corporate accountability movement.

It started as a direct reaction and has grown over time to become a public consciousness. It hasn't been easy. But, the movement has witnessed a transformation along the way. One that is dramatic and emotional. From a point of hope in a better world and the will to stick with it, those who adopted the principle of holding corporations accountable have built a direct way to make an impact — and an ethos that continues to gain momentum into the 21st century.

What follows in these pages is a story of a 30-year-old movement. From highly visible public awareness campaigns to new international public policies achieved at the UN, this movement has gone to the root of many problems and taken on the daunting task of trying to change things for the better.

**This is a story of setting a new standard.
This is a story of corporate accountability.**

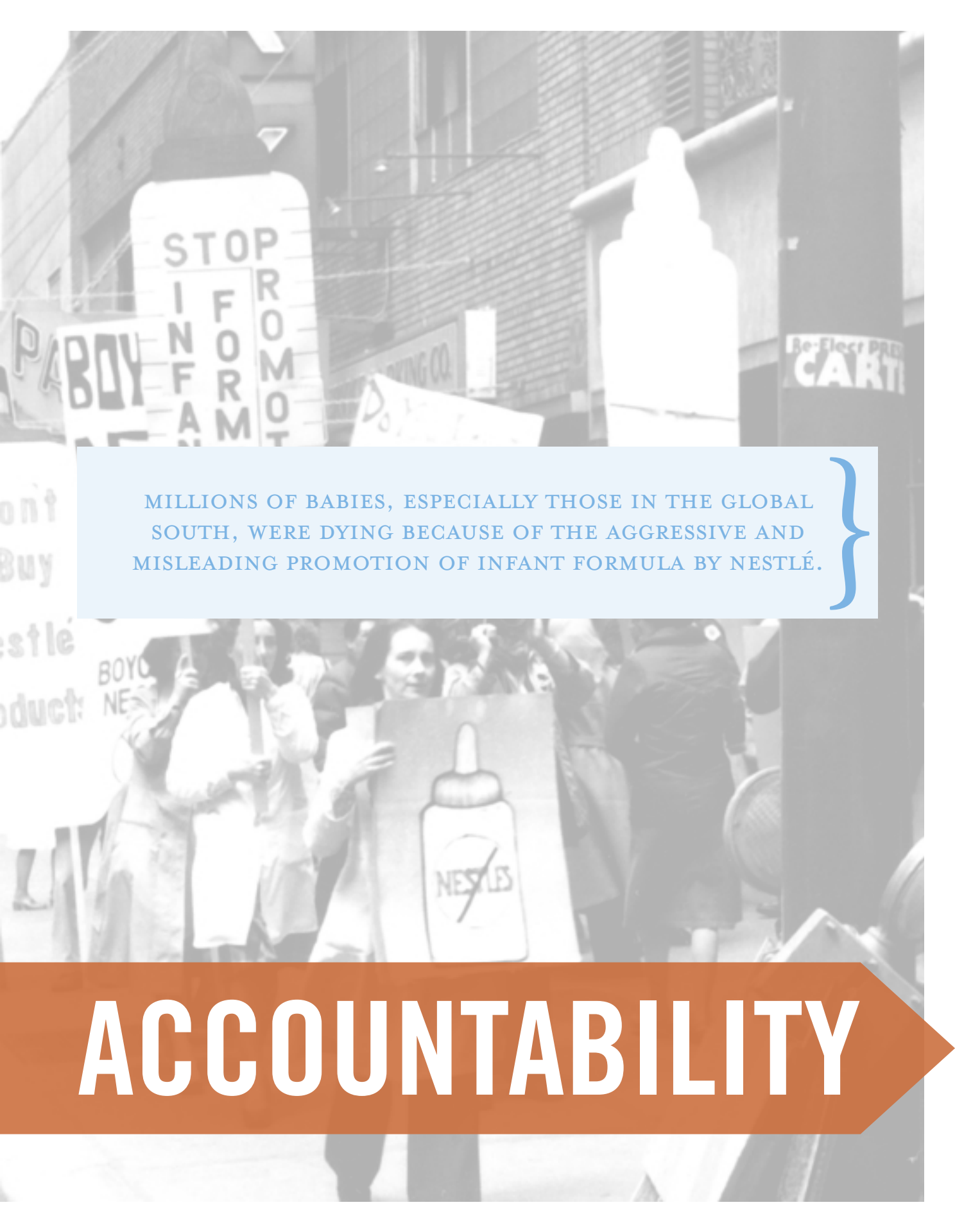
1976

Corporate accountability as a social change strategy didn't catch on overnight. First, the movement had to help people recognize the impact that corporate actions can have on the health and safety of communities worldwide. Then, it had to set about defining new practices to affect change at the corporate level.

An early turning point came in 1976, when it came to light that babies in the developing world were dying from infant formula. Poor mothers couldn't afford to buy enough of it for their babies. In addition, the water in their communities wasn't safe enough to use in the formula.

Activist Leah Margulies became convinced that preventing more deaths would require a strategic approach that had never been attempted before on a global scale. What came next was a milestone in public interest campaigning: directly targeting corporations for their abuses.

Define



MILLIONS OF BABIES, ESPECIALLY THOSE IN THE GLOBAL SOUTH, WERE DYING BECAUSE OF THE AGGRESSIVE AND MISLEADING PROMOTION OF INFANT FORMULA BY NESTLÉ.

ACCOUNTABILITY

“We knew it would take an unprecedented organizing effort to turn ordinary citizens into a movement of consumer activists, but we had to try.”

Former staffer Mark Schultz leads a strategic planning session that remains a central element to our campaigning.

Previous page: INFAC's campaign exposing Nestlé's abuses struck a chord with people from all walks of life. The Nestlé boycott grew to become the world's first successful consumer-led boycott of a transnational corporation.

DEADLY MARKETING

“People didn't have clean water or refrigeration. People couldn't sterilize the bottles. It was a disaster,” recalled Margulies, then with the Interfaith Center on Corporate Responsibility.

Years earlier, international activists and organizations had begun calling attention to the issue and pushing for reforms by the infant formula industry. But the industry's feet were dug in.

INFAC (Infant Formula Action Coalition) was born after Margulies joined forces with two human rights activists, Doug Johnson (INFAC's first executive director) and Mark Ritchie (now Secretary of State for Minnesota). Together, they decided that the traditional channels — shareholder resolutions and pressuring for government intervention — wouldn't move fast enough to save lives. But if they successfully targeted the market leader to stop its dangerous practices, it might just send a ripple effect across the entire industry. The target? Nestlé.

“We thought if we could hurt Nestlé's bottom line with a boycott, we could force their hand and compel them to lead the way on reform,” said Johnson, now the executive director of the Center for Victims of Torture. “We knew it would take an unprecedented organizing effort to turn ordinary citizens into a movement of consumer activists, but we had to try.”

INFAC's campaign targeting Nestlé would become the first successful worldwide boycott of a transnational corporation.



THE PEOPLE RISE UP

The campaign's beginnings were modest at best. INFACT set up shop in a tiny basement office at the University of Minnesota in Minneapolis. But thanks to a core group of dedicated and savvy activists, the Nestlé boycott steadily gained momentum. Public health experts began speaking out in support; college students organized on campus; and people stopped buying Nestlé standbys like Quik and Taster's Choice. National headlines and a grassroots letter writing campaign spurred Senator Ted Kennedy to lead a Congressional hearing on the issue.

A partnership between grassroots activists and national churches was a driving force in spreading the action to millions of people in more than 10 countries.

"Religious communities have always helped people who are poor, struggling or being treated unjustly," said Sister Judith Sheahan of the Sisters of Charity of the Blessed Virgin Mary in Dubuque, Iowa, one of many faith-based groups that supported the boycott. "Corporate Accountability International has inspired people to get involved and fight for the rights of the people who are being pushed around."

Boycott activists "were just regular people working together to do the right thing," according to Kelle Louaillier, Corporate Accountability International's executive director. "We weren't a union or a law firm — and here we were taking on the world's largest food corporation."

Among them was Christine Andersen, who first learned about the Nestlé boycott through a support group for pregnant women. "There were other issues I cared about, but this was first thing that I felt like I could do as a stay-at-home mom," she recalled. Three decades later, Andersen remains a Corporate Accountability International member. Members range from doctors to students to teachers to members of faith communities and provide 90 percent of our funding.

In 1984, thanks to the extraordinary commitment of our members and activists worldwide, Nestlé executives caved and agreed to stop dangerous marketing practices.





Investment is Power

Taking on corporations can come from many points — including their own investors. In the 1980's, an appeal for social justice in South Africa moved scores of investors to submit resolutions calling for divestment from South African interests until apartheid was abolished. Institutional investors, such as major universities, were pressured to drop stocks in companies that refused to leave the country. This was a major factor in pressuring many U.S. companies to leave South Africa altogether.

Bishop and Nobel Peace Prize Laureate Desmond Tutu issued a plea to the richest university on earth.

“You know something, we’re going to be free,” Tutu said.

“And when we get to the other side of this liberation game, we would like to be able to say ‘You know something, Harvard University was with us.’”

No Corporation Is Too Big

Taking on a Goliath takes guts – especially in the times of direct action, where many literally put their lives on the line. For example, in 1971, a few activists rented a small fishing vessel to protest nuclear testing off the coast of Alaska and marked the founding of Greenpeace. Today, the organization still uses peaceful, but bold, direct action as a cornerstone of their work to gain public attention and change opinions.



Exposing Backroom Dealings

Exposing the links between corporate power and government policy is critical to getting to the root of many social problems. By the end of the 1990s, a new twist on corporate accountability showed its power through the enormous public protests in the streets of Seattle when activists converged to shut down the World Trade Organization ministerial meeting. Their call: global financial policies shouldn't be determined behind closed doors, by only a handful of the rich and powerful, when they have an impact on everyone on earth.



© Al Crespino, 1999

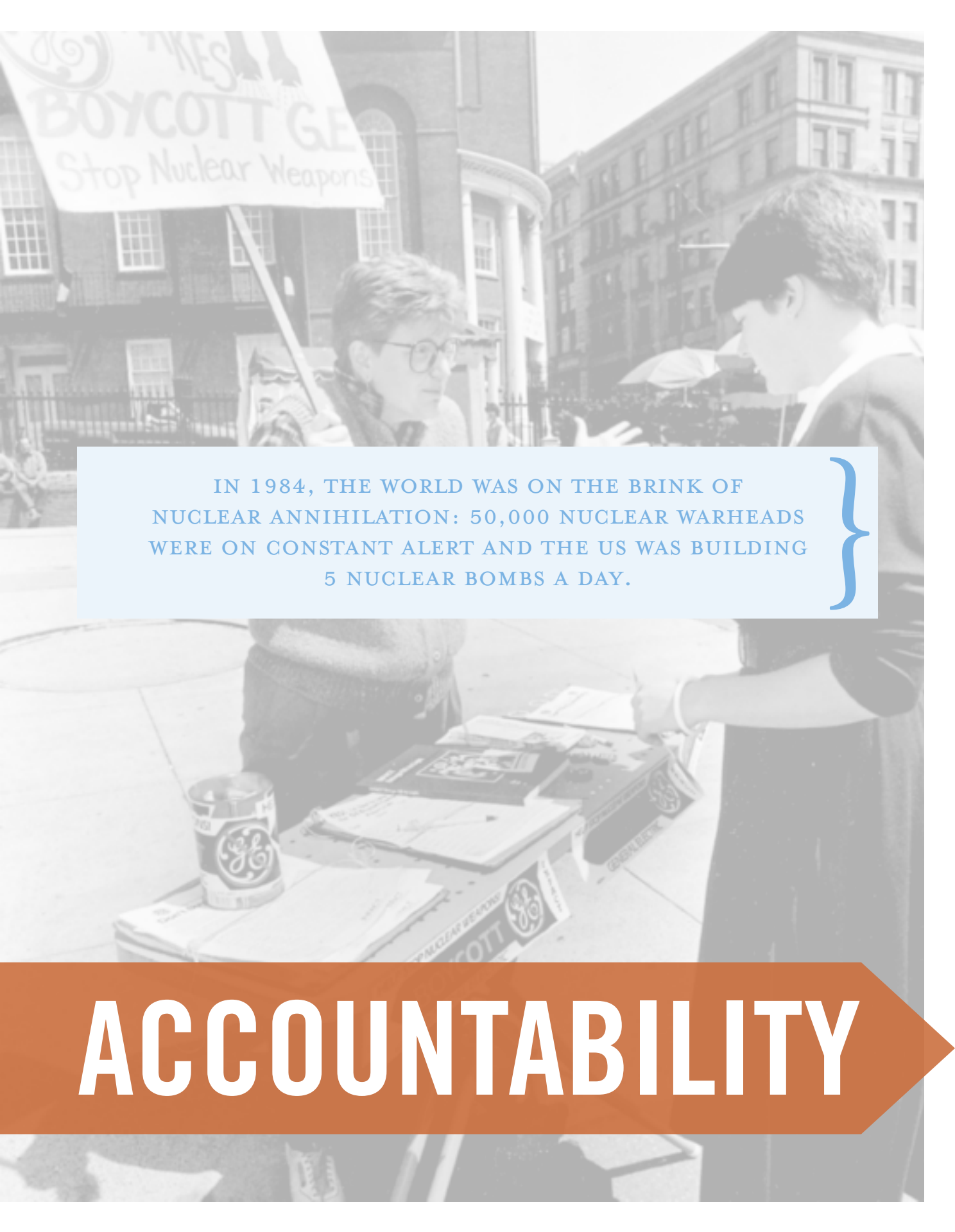
1984

Corporations are formidable foes that may be able to outspend us, but they can't outmaneuver us. We have, on our side, strategy and smarts, and our uncanny ability to adapt and wrest results from even the hardest terrain. Honing in on strategy from lessons learned was the next step in the evolution of the corporate accountability movement. The use of fresh and timely methods helped propel the work to protect the public's interest even farther than before.

When Corporate Accountability International launched a campaign to halt the nuclear weapons business, we targeted General Electric, then the largest manufacturer of nuclear arms.

What came next was an important evolution in corporate accountability campaigns: affecting a corporation's brand reputation just as much as its bottom line.

Direct



IN 1984, THE WORLD WAS ON THE BRINK OF
NUCLEAR ANNIHILATION: 50,000 NUCLEAR WARHEADS
WERE ON CONSTANT ALERT AND THE US WAS BUILDING
5 NUCLEAR BOMBS A DAY.



ACCOUNTABILITY

**Activists were
up against a
significant PR
challenge: most
Americans
believed nuclear
weapons were
made by
governments, not
corporations.**

BRINGING BAD THINGS TO LIGHT

The GE Boycott was launched during the height of the Cold War, when the stockpiling of weapons was at its peak — as was public fear of a nuclear holocaust.

Activists were up against a significant PR challenge: most Americans believed nuclear weapons were made by governments, not corporations. And certainly not by a company like GE, which had built its brand reputation on the theme “we bring good things to life.”

But no amount of corporate spin could cover up the truth. “Once people were educated, they were outraged,” says former Corporate Accountability International campaign director Ruth Shy, “and that outrage could be channeled into a massive grassroots response.”

HITTING THEM WHERE IT COUNTS

Ruth Shy and other campaign leaders knew that GE was no Nestlé. For starters, their most common household product was light bulbs — something people bought less regularly than food. We had to turn up the economic pressure another way. We knew GE made huge profits selling hospital equipment, including MRI units and CT scanners. So we urged hundreds of hospitals owned by faith organizations to stop purchasing from GE. That made GE sweat.

At one point, GE CEO Jack Welch flew five nuns from the Sisters of Charity of the Incarnate Word by company jet for a meeting. He tried to talk them out of cancelling their contract and announced, as an olive branch, that GE would stop producing neutron generators that served as the trigger for every nuclear bomb.

Instead, the nuns demanded a wholesale pull-out from the weapons business. When Welch balked, they walked. And the campaign continued to gather steam. From 1990-1992, cancelled orders for hospital equipment cost GE over \$50 million in lost revenue.

Actress Rhea Perlman and celebrity pediatrician Jay Gordon join a Hollywood event to expose the human toll of GE's business in nuclear arms.

Previous Page: Former Executive Director Nancy Cole uses our signature ironing board to sign up another GE boycotter (Boston, MA). Pressure led to GE's withdrawal from the nuclear weapons business.



DEADLY DECEPTION: General Electric, Nuclear Weapons, & Our Environment

29 min.
Color



DEADLY DECEPTION

We also hit GE's bottom line and public reputation in other ways. The company had never had trouble recruiting the best and brightest college graduates. But we began waging an aggressive counter-recruitment campaign on campuses, which forced GE to pour extra money into its hiring efforts and fight tooth and nail for every recruit.

Another turning point came when we collaborated with documentary filmmaker Debra Chasnoff to use the power of film to help spread our message and turn up the heat on GE.

The result was *Deadly Deception*, a harrowing exposé of GE's nuclear weapons business, including the asbestos and radiation poisoning of company employees at a top-secret manufacturing facility.

When the film won the 1991 Oscar for "Best Documentary Short," Chasnoff used her acceptance speech to urge one billion viewers worldwide to "Boycott GE!"



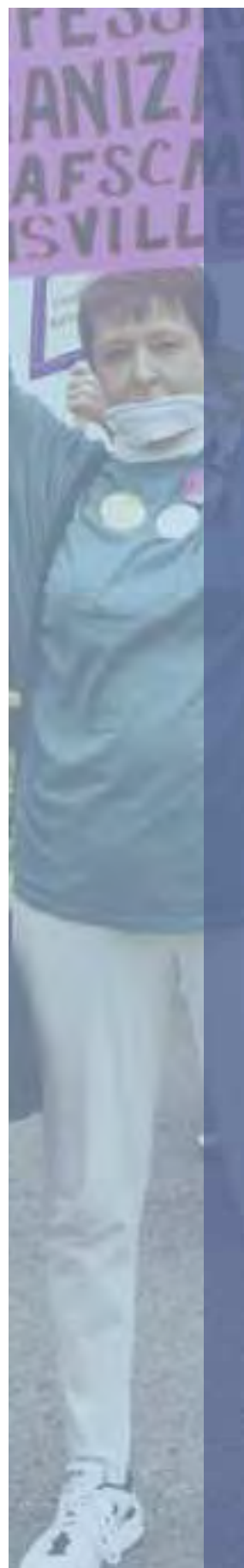
"It was my job to put a human face on the facts and figures," said Chasnoff. "We wanted to touch people's hearts so the human toll of the nuclear weapons industry would surface."

YOU CAN STAY, BUT IT'LL COST YOU

As with the Nestlé campaign, lost sales helped wear GE down — and erode their "brand equity." The considerable time and money the company was forced to spend on damage control was draining. In the first four years of the boycott, GE quadrupled its advertising budget to deal with the fallout.

1992: Former Executive Directors Elaine Lamy and Nancy Cole and Executive Producer Kathy Pillsbury celebrate winning an Oscar for our film *Deadly Deception*.

Our message to GE was this: It's going to cost you more to stay in the nuclear weapons business than to get out of it. They agreed. In 1993, GE put a halt to its nuclear weapons production.





Pictures Say a Thousand Words

The use of films for education and mobilization around social issues — whether documentary or editorial style — has caught on like wildfire.

And there is a growing trend to have corporations be subjects of movies.

For example, after taking on corporate-owned media in *Outfoxed: Rupert Murdoch's War on Journalism*, noted documentary filmmaker Robert Greenwald turned his attention to Wal-Mart. His *Wal-Mart: The High Cost of Low Price* has been screened at the grassroots level by families, churches, schools, and small businesses over 10,000 times and has been seen by millions worldwide.

After taking on the auto industry and the military industrial complex and many corporations in between, Michael Moore continues to set his sights on exposing corporate villains. In his 2007 film, *Sicko*, Moore delved into the insurance industry's role in our nation's health care crisis.

A New Era of Communication

With the advent of the internet, information about social problems is easier to get than ever. But, what people do with that information still needs a strategy behind it and the expertise of people in the movement to mobilize people to make change.

MoveOn.org has a track record of linking “armchair activism” to real, tangible grassroots results. Moving from targeting government officials to corporate bad actors, they connected citizen opinion directly to “Big Oil.” In just two weeks in the summer of 2007, more than half a million people signed a petition calling on “Big Oil” to stop gouging consumers at the pump.

“The root of our democracy is in the ability of citizens to speak out about problems – and to call for change. When half a million people can sign a petition in just two short weeks, we see first-hand how we can harness new technology to do what took months, sometimes years, in past decades.”

Adam Ruben, Political Director
MoveOn.org



In 2000, ForestEthics and Dogwood Alliance launched The Paper Campaign to protect forests by changing the way paper is made. ForestEthics employed the internet to get the word out by launching StopStaples.com – a website designed to reach average citizens and Staples shoppers – moving them to use their pocketbook clout to call for change. Two years later, the campaign was officially called to an end as Staples adopted landmark new environmental commitments.

“Our future depends on freedom of information and corporate accountability. Left unchecked, corporations will pursue short term expansion and profits without full regard to the long term effects of these choices.”


Chris Paine, Director, *Who Killed the Electric Car*

1989

After the Exxon Valdez oil tanker spill in 1989, Exxon responded with a multi-million dollar advertising campaign designed to greenwash its image, even as it refused to clean up the environmental disaster.

Corporations understand that image is everything, which is why they invest millions to protect it. It's the job of activists to educate and mobilize the public when corporations are hiding dirty laundry. We may not have big-dollar advertising budgets, but we do have ingenuity in spades — and the power of truth on our side.

Promote



BOTTLED WATER IS THE MOST VISIBLE
AND THE MOST PERVASIVE ATTEMPT BY CORPORATIONS
TO PRIVATIZE AND CONTROL OUR WATER.

ACCOUNTABILITY

Sometimes the most powerful tools in our toolbox are the stories of individuals who have been personally affected by corporations.

WATER IS A RIGHT, NOT A COMMODITY

More than a billion people today do not have access to safe drinking water. Corporations are viewing this crisis as a cash cow opportunity. Yet the threat of privatized water schemes can be difficult to wrap your head around. Enter Think Outside the Bottle.

The Corporate Accountability International campaign is drawing attention to the most visible symptom of the problem: bottled water. We've held Tap Water Challenges across the U.S. to make the case for protecting water as a common good, not a commercial commodity.

We're working with state and city governments to stop purchasing their bottled water contracts and with popular restaurants to drop bottled water from their menus.

We also "culture jammed" our corporate targets by distributing postcards and coasters — created by the Polaris Institute — that play off popular brand names and highlight their misleading marketing, especially considering the fact that up to 40% of bottled water uses municipal water as its source.

Coke's Dasani became "Daphoni," Nestlé was twisted into "Nasty," and Pepsi's Aquafina became "Aquafib."

Our efforts paid off. As a first step victory, Pepsi agreed to provide consumers with more information about the source of the water used for Aquafina. In direct response to a national day of action in July 2007, Pepsi agreed to spell out "Public Water Source" on the Aquafina label, admitting that its valuable brand is tap water.

Our staff visited people in India, who rely on underground water sources for their daily needs. They have seen these water sources decrease since Coke opened its bottling plant nearby.

Previous Page: Young people are challenging corporate control of water. Here a Minneapolis student shows her support during a Tap Water Challenge that called on Coke, Nestlé, and Pepsi to come clean about bottled water.



Our Think Outside the Bottle water bottles encourage people to "carry their own" rather than buy bottled water from big name corporations — much of which is bottled tap water.



THE HUMAN COST

Sometimes the most powerful tools in our toolbox are the stories of individuals who have been personally affected by corporations.

To challenge Big Tobacco, activists greeted executives and shareholders at their annual meetings with a 200-foot-long black banner featuring hundreds of photographs of individuals who had died — or were dying — from tobacco-related illnesses. Inside the meetings, outraged citizens like Wayne Baker, who lost his larynx to tobacco, stood up to tell their heart-wrenching stories.

Above: In New Jersey, in 2001, activists came together to pressure Philip Morris board member and Citigroup CEO John Reed, who was a visiting professor at Princeton University.

“Whether you speak or not, you can get mad at the way the tobacco industry is abusing you. What I do is I boycott products that I know are made by the tobacco industry. I gave the tobacco industry my parents, I gave the tobacco industry thousands of dollars, I gave the tobacco industry my larynx...so I’ve given the tobacco industry a lot more than it ever gave me.”

— Wayne Baker,
Corporate Accountability
International member

“We removed the veil that allows them to stay comfortable — and we asked the tough questions.”

— Kathy Mulvey, international policy director, Corporate Accountability International



Advertising Sells

Corporations can live and die by their “brand image.” The use of advertising to sell products and promote company culture is undeniably successful for them. Getting to the heart of that power, the corporate accountability

movement has mounted some well-known and savvy campaigns to expose the practices of corporate giants — often highlighting the truth behind the messages and images being used to sell their products to the public.



Corporate Accountability International pressured tobacco giant Phillip Morris/Altria to stop promoting tobacco to young people with icons such as the Marlboro Man.

Just Do It!

The campaign by Global Exchange, the National Labor Committee and other anti-sweatshop activists against Nike gained an international following with ingenious and biting twists on the shoe giant’s popular ad campaigns. A sweatshop worker speaking tour, and a relentless push for Nike to “Just Do It — stop sweatshop exploitation overseas,” cost the company a 20 percent drop in sales. Caught with a major image crisis on its hands, Nike agreed to improve its labor practices.

“Four years I worked in the factory, and until now, I never had a pair of Nikes on my feet,” Sukaesih said. “We could not even think of buying them at the wages we received.”

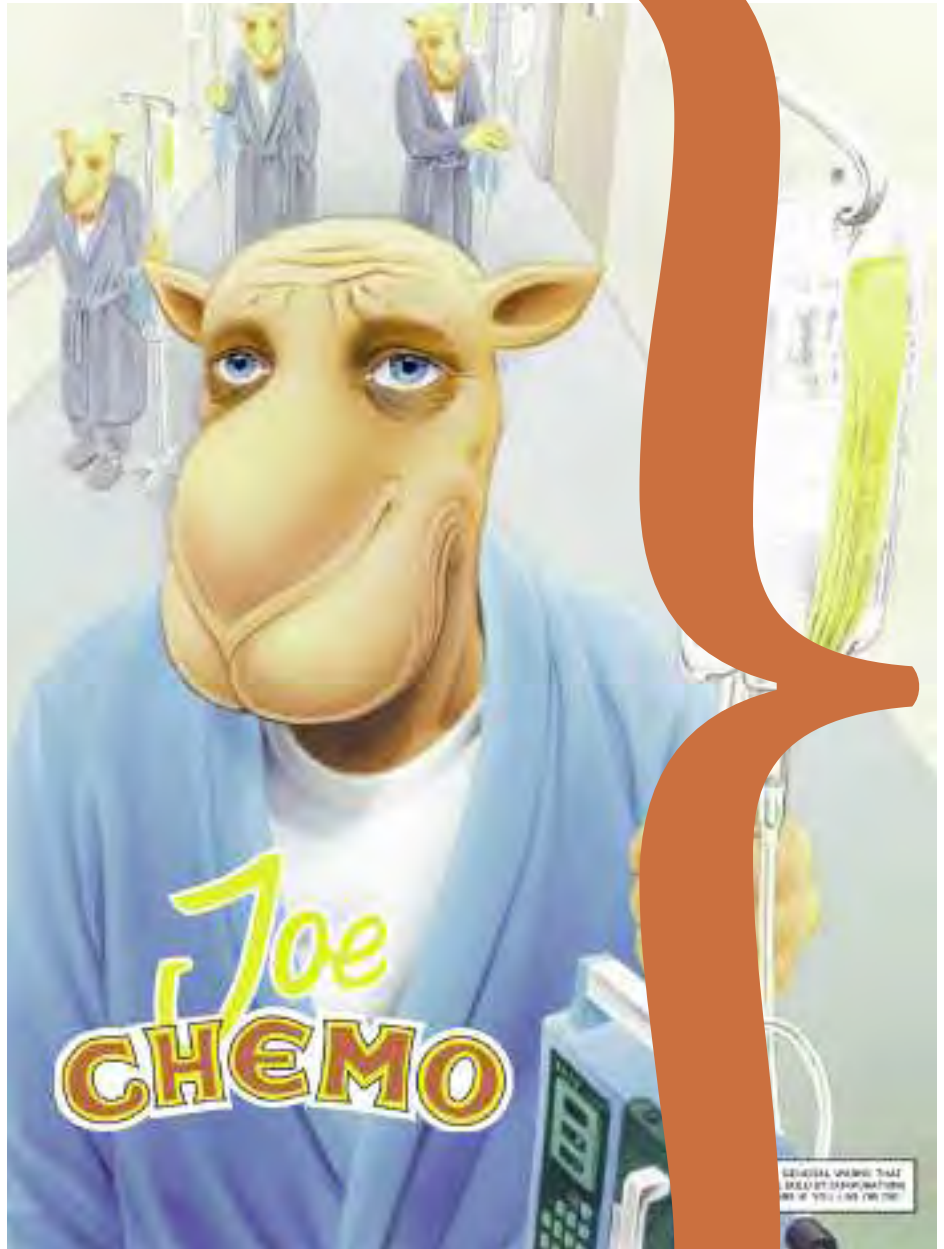


Cicih Sukaesih joined the campaign for a five-city speaking tour. As a former Nike worker, she was fired and blacklisted for demanding a fair wage at a shoe factory in Indonesia that paid workers less than a dollar a day. In one of the most dramatic moments of the tour, Sukaesih tried on a pair of sneakers at a Nike Town store.

Corporations can live and die by their “brand image.”

Truth in Jest

Provocative twists on corporate brands and advertising are well known in the world of satire. The magazine *Adbusters* and The Media Foundation sponsor “Buy Nothing Day” on the Friday after Thanksgiving, and have been putting out biting, insightful and humorous counter-ads that play on prominent corporate images and products since the late 1980s. From Joe Camel who became Joe Chemo, to ads mocking Calvin Klein’s Obsession, to pokes at media monopolies and former World Bank President Wolfowitz, their images, which are reprinted in progressive publications worldwide, chip away at the coveted images that corporations spend millions to create. These effective pieces have contributed to campaign victories along the way — including RJR Nabisco’s withdrawal of the Joe Camel ads.



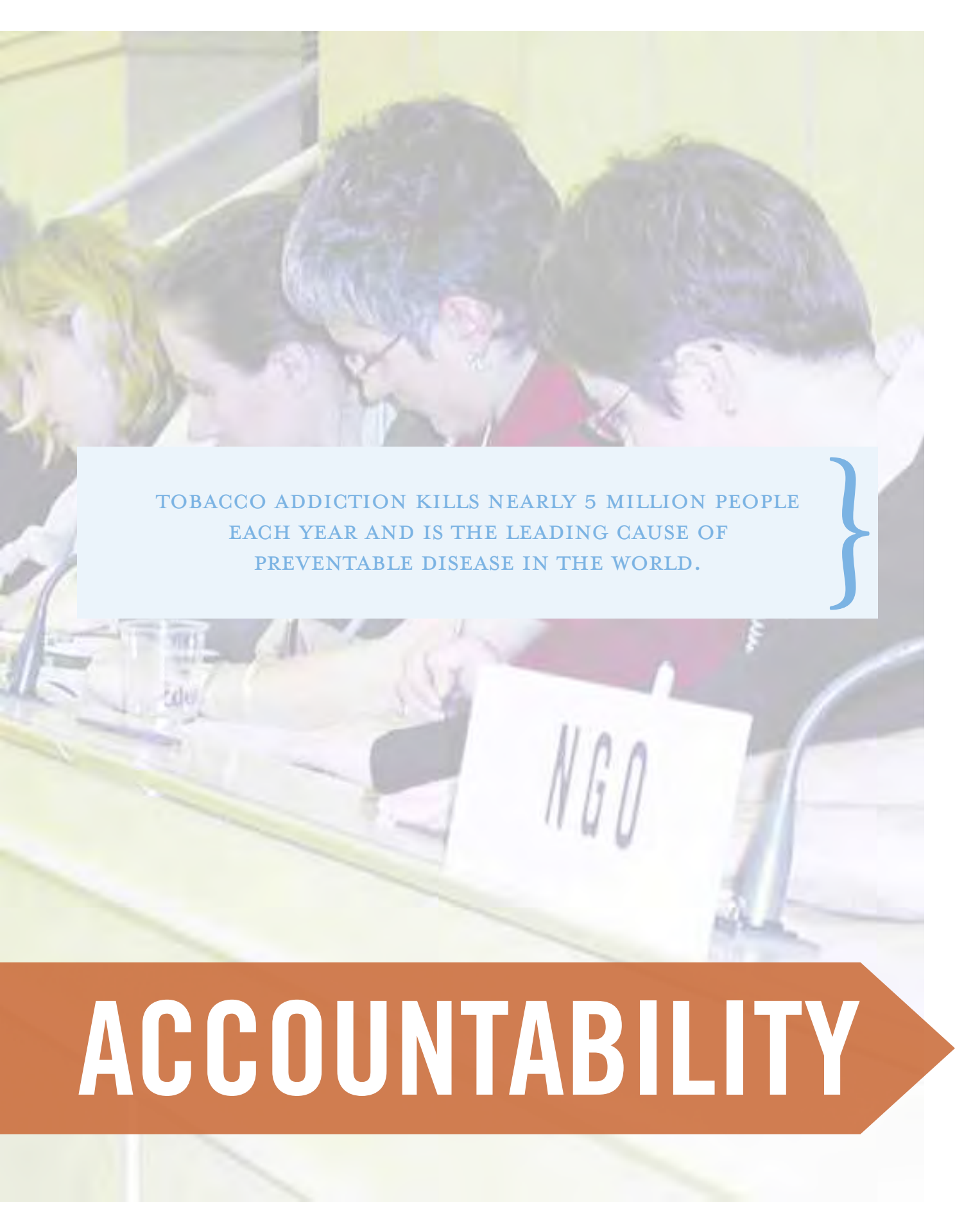
1990s

As transnational corporations expand into global markets, regulating their conduct is becoming trickier and more complex. Different countries have different policies — or no policies at all, and corporations have become adept at exploiting loopholes. Being at the table when policy decisions are made is a critical component to corporate accountability. And affecting policy with smart tactics has taken the movement to higher levels than ever before.

In the early 1990s, tobacco corporations were literally making a killing in the U.S. and abroad. Activists realized the only way to stop Big Tobacco's insidious global expansion was to push for global protections. We also saw that reducing the political influence of tobacco giants would effectively reduce their power as well.

The result: a first-of-its-kind treaty that reined in not just corporations but an entire industry.

Elevate

A background image showing a group of people seated at a long table, likely at a conference or meeting. A white sign with the letters "NGO" is visible on the table. The image is semi-transparent, allowing the text to be overlaid.

TOBACCO ADDICTION KILLS NEARLY 5 MILLION PEOPLE
EACH YEAR AND IS THE LEADING CAUSE OF
PREVENTABLE DISEASE IN THE WORLD.

ACCOUNTABILITY

“Corporate Accountability International foresaw the need for non-governmental organizations to be involved in the treaty process.”

A GLOBAL RESPONSE TO THE TOBACCO THREAT

In 2003, history was made when the Framework Convention on Tobacco Control became the first-ever legally binding treaty for the World Health Organization (WHO).

The treaty was a major victory for tobacco control activists from Botswana to Ireland to Thailand, who had labored rigorously for years to see it through. Under the terms of the treaty, tobacco companies are banned from advertising, promotion and sponsorship in ratifying countries. The treaty also restricts Big Tobacco from interfering in public health policies, and has real teeth, thanks to provisions for monitoring and enforcement.

Essential to the campaign’s success was a global alliance of more than 100 consumer, environmental, fair trade, human rights, faith-based and corporate accountability organizations, all organized by Corporate Accountability International. The Network for Accountability of Tobacco Transnationals (NATT) was pivotal to treaty negotiations, acting as a united front for key provisions — and for closing dangerous loopholes.

“This group could be real trouble. We are gearing up to defend.”

*Note by former Philip Morris CEO
Michael A. Miles in the margins of a memo,
titled “Campaign by INFAC^T Against
Tobacco Companies for 1994 Proxy Season”*

At shareholders’ meetings, organizers can directly address decision makers of corporate targets. Here, we join allies from Essential Action to pressure Philip Morris/Altria.

Previous Page: Staffers Larisa Ruoff, Patti Lynn, Kathy Mulvey and Stacey Folsom represented our members in advocating for a strong global tobacco treaty at the United Nations in Geneva, Switzerland.

"Corporate Accountability International foresaw the need for non-governmental organizations to be involved in the treaty process," said Dr. Douglas Bettcher, director of WHO's Tobacco-Free Initiative, who credited the organization for the depth of its analysis and experience championing consumer rights. "It has had a vital role in challenging tobacco industry activities, in particular when they interfere with public health goals."

"Participation of public interest NGOs and exclusion of tobacco industry and its affiliates in the implementation of the treaty were among our top lobbying points," said Dorcas Mwangi of the Consumers Information Network in Kenya, a NATT member.



Bolivian President Evo Morales (left) talks with Chilean President Michelle Bachelet (center) during the presidential summit of 12 Latin American countries where they discussed a South American Convention on Water — one forum in which we elevated accountability. (Zhao Hui/Xinhua News Agency/WpN)



After meeting with the World Health Organization, Megan Rising, Corporate Accountability International, USA (far left), Akinbode Oluwafemi, Environmental Rights Action, Nigeria (second from left), Nora Mweemba, WHO Zambia Office (center), Dr. Cleo Malone of Corporate Accountability International, USA (second from right), and Muyunda Ililonga, Zambia Consumers Association (far right) organized support for the global tobacco treaty in Zambia.



**Sometimes
consumer
pressure isn't
enough to
change the
practices of
billion dollar
industries.
Sometimes you
need the law
on your side.**

Putting Consumer Protections to Work

Sometimes consumer pressure isn't enough to change the practices of billion dollar industries. Sometimes you need the law on your side. During these times, groups advocate for legislation to make change. In 2006, the Center for Science in the Public Interest and the Campaign for a Commercial-Free Childhood announced their plans to use state consumer-protection laws to try to stop junk food ads on kids' television programs. Their targets: Viacom — the parent company of Nickelodeon, the most watched children's TV channel — and Kellogg. Just a little over one year later, the food giant agreed to phase out ads aimed at children under 12 unless the products met nutritional guidelines.



Putting the Public Interest First

Federal agencies are supposed to operate with the public's interest in mind. When Co-Op America mounted a letter-writing campaign aimed at the Security and Exchange Commission, the agency listened. Thousands of investors called for new practices that require disclosure. Because of the drive in 2004, the SEC now requires all mutual funds to be transparent about how they vote their proxies. Investors are now empowered to tell their mutual funds to vote for improving corporate social and environmental practices.



The Grassroots Bargaining Table

The larger corporate interests grow, the farther local interests often fall to the wayside. In a uniquely strong move by a local community advocate, Toxics Action Center was able to bring large scale farms to the table to negotiate an end to a dangerous use of pesticides. Cherryfield Foods and Jasper Wyman & Son were the two largest aerial sprayers of pesticides on blueberries in Downeast Maine. Working with residents, Toxics Action Center convinced these agriculture giants to abandon their practices and are now focused on the third largest culprit in the region with an ultimate goal of phasing out aerial spraying altogether.

"We go to bat for the people in neighborhoods. People directly affected by the use of toxic chemicals. That's what we are here to do," says Alyssa Schuren, executive director, Toxics Action Center. "Calling on the growers to sit down and come to a beneficial conclusion was a natural thing for us to do. And it worked."

2007

Our culture today is becoming more corporatized as Big Business wields increasing influence over governments, the media and society as a whole.

As the stakes rise, we can't ignore the impact on people and the environment. Our calling to protect the public in the face of health, environment and social justice threats has moved us from a grassroots movement to a social consciousness. And we must continue. Holding corporations accountable to the laws of human decency and environmental preservation will require vigilance and commitment, made a bit easier by the fact that we've all helped set a new standard.

Assure



MORE THAN ONE BILLION PEOPLE ON EARTH
LACK ACCESS TO SAFE DRINKING WATER.

ACCOUNTABILITY

Our movement
has focused on
securing more
sweeping and
more binding
regulations —
regulations that
say “Corporations
are not above
the law or the
rules of human
decency.”

THINKING BIG, THINKING BOLD

It's hard to imagine, but corporations were originally organized for a public purpose: to produce wealth for society as well as for shareholders, according to Bob Monks, an expert on shareholder activism and the author of 10 books on corporate governance.

Yet, over time, that purpose has shifted to benefit a few wealthy individuals. Microsoft founder Bill Gates's nearly \$40 billion personal net worth is more than the Gross National Product of all Central American countries combined. The Enron and Worldcom debacles, which left thousands of employees and shareholders hung out to dry, further drove home the untenable relationship between corporate greed and the greater public good.

Corporations have the resources to change their tactics at a moment's notice. Often in the face of public pressure, they choose to shift those tactics in the interest of holding onto their position and profits — rather than adjusting to serve a public need. They are sophisticated, they know how to create public messages and they have the power to spin their message and blanket it widely.

In this environment, pressuring individual companies and industries to adopt internal reforms remains a critical change strategy. But in recent years, our movement has also focused on securing more sweeping and more binding regulations — like the global tobacco treaty — to hold corporations accountable for their actions so people come first.

“The tobacco treaty has given us a legal tool, a model for how a grassroots movement can actually rein in corporate power,” said Kathy Mulvey, who added that, even though the treaty has been ratified by more than 145 nations, activists are still working to insure that governments enforce it, and that they stand up to industry pressure to water the treaty down.

We are also working to make sure that the U.S., which has signed but not yet ratified the treaty, makes good on its promise.

The combination of direct pressure, regulatory response and accountability is one way that Corporate Accountability International — and the movement — have stayed a step ahead when watchdogging actions of transnational corporations. As corporations respond to public pressure in new and more insidious ways, we must continue to adjust and act — always representing the needs of people worldwide.

Previous page: Corporate Accountability International member Jim Fassett-Carman (2nd from left) joined the marchers as they headed toward the Coke bottling plant in Mehdiganj, Uttar Pradesh, India.



Corporate Accountability International staff gather in Boston for a 2006 training and planning session.

“Corporations have vast financial resources, but we have what money can’t buy — a moral imperative, backed by tens of thousands of people. These are members and activists, who share our commitment and are willing to act on their convictions.”

— Leslie Samuelrich, deputy director, Corporate Accountability International



It's Not Over 'Til It's Over

The setting of a new standard doesn't mean an end to the need for watchful and committed groups that continue to hold corporations — or even entire industries — responsible for their actions. In the well known work of the United Farm Workers, California's table grape industry was called to task for its dangerous use of toxic chemicals on fields and workers. After 33 years and multiple campaigns, the UFW halted their "Wrath of Grapes" boycott in 2000 with the elimination of the use of the top five worst chemicals in use by the industry.

But the work of protective forces is never finished. Today, the UFW monitors and calls attention to the use of dangerous chemicals on workers, exposes illegal labor practices, and calls for an end to violations of workers' rights across the board.

It is the UFW's mission "to provide farm workers and other working people with the inspiration and tools to share in society's bounty."

Taking the Global Stage

The work of the movement to call attention to global dangers of corporate actions has provided models for other campaigns to follow. Among them was Rainforest Action Network's successful nine-year boycott of Mitsubishi Corporation, then the world's most aggressive logger of tropical forests.

When Michael Marx, now executive director of Corporate Ethics International and the Business Ethics Network, stepped in as director of RAN's Mitsubishi boycott, he studied up on the Nestlé boycott for ideas. The Nestlé experience "made it very clear that, to succeed, we needed to have parallel campaigns in other countries, in Europe, Australia and Asia," Marx said. RAN built a similar global network, which helped bring about groundbreaking changes in Mitsubishi's policies.



Continuing the Watch

The road to winning reform can be long and challenging. With victory comes the need to assure success into the future, avoiding any slips that take the issues back to square one. Groups like Dogwood Alliance, Rainforest Action Network and ForestEthics have also put in place "enforcement" staff positions as a commitment to continual follow-through — making sure that their hard-fought victories were not in vain.

"My job is to follow-up with companies who have set environmental policies and agreed to change their practices," said Andrew Goldberg, director of corporate engagement at Dogwood Alliance. "We are working to ensure that companies are held accountable, change is made in a timely manner, and to make sure that these changes result in real, on the ground protection for our forests and communities."

With victory comes the need to assure success.



Setting the Standard for the Future

Even as we are in the trenches and on the frontlines, the movement must continue to think big. Corporate Accountability International has developed guidelines for corporate conduct in the political arena, setting limits on lobbying and contributions to prevent corporate interference in policymaking. These Standards of Political Conduct for Corporations are at the heart of our vision of a world where major decisions that affect people and the environment are grounded in the public interest — and not driven by corporate profits.

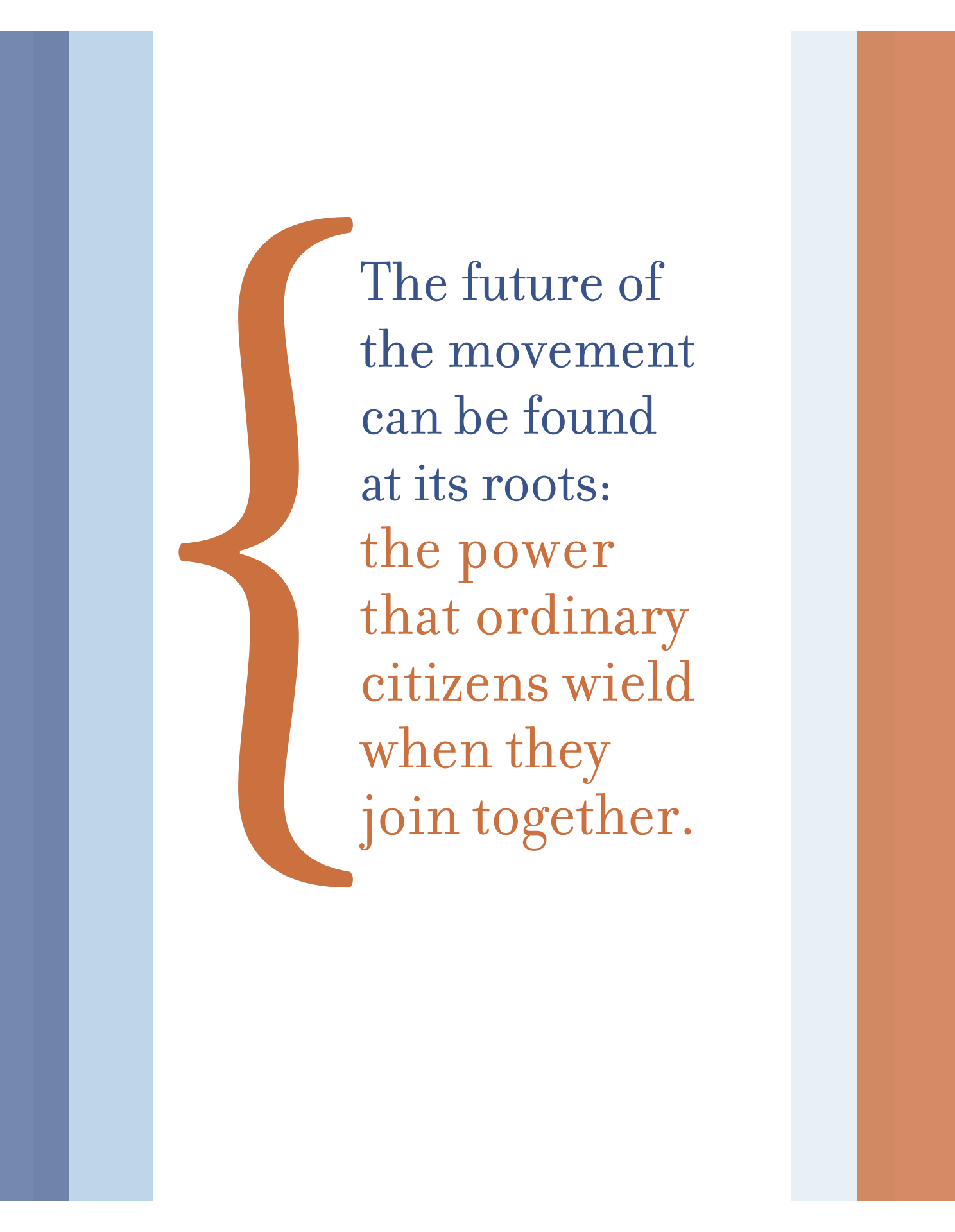
As the corporate accountability movement focuses on the biggest challenges facing the world's citizens — from the right to water and global warming to corporate control of our food — we continue to draw lessons from the past, transforming them to take on the challenges and opportunities of the future.

"Corporations may have enormous capital and a fleet of high-paid lobbyists at their disposal, but they're up against a much more powerful force: the people," Kelle Louaillier said.

"The future of the movement can be found at its roots: the power that ordinary citizens wield when they join together in conscience and in protest," she added. "When there's sufficient political will, driven and demanded by civil society, we can hold corporations accountable and promote a global economy for the 21st century that puts people first."



Actress Tatum O'Neal signs
GE Boycott pledge at 1989
Hollywood event.

The image features a large, stylized orange curly brace on the left side, spanning the height of the text. To the right of the brace, the text is arranged in two parts. The first part, 'The future of the movement can be found at its roots:', is in a dark blue serif font. The second part, 'the power that ordinary citizens wield when they join together.', is in an orange serif font. The background is white, with vertical bars in shades of blue and orange on the far left and right edges.

The future of
the movement
can be found
at its roots:

the power
that ordinary
citizens wield
when they
join together.