



Public Affairs Council



# Policy Communication for Public Affairs



LEADERSHIP NAVIGATION

# Agenda

- \* Context
- \* Key themes in international policy/advocacy discourse
- \* Bringing best practice in advocacy
- \* Policy communication in action

# Multilateralism – not yet dead, but redefined...

**More COPs, more  
global events, more  
targeted engagement**

**Emerging markets,  
emerging actors grow  
in influence**

**Geo-politics dominate  
the agenda**



# Diversity and Inclusion:

## Higher Visibility, Slower Movement

# Diversity and Inclusion

24.05.2024  
—  
5.11.2024

Mentions Trend



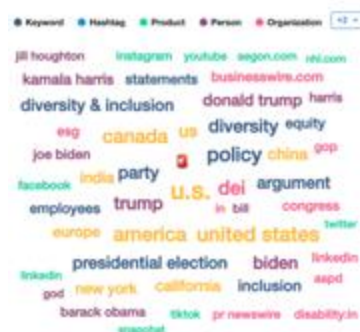
Top Keywords and Entities



Mentions Trend



Top Keywords and Entities



5.11.2024  
—  
20.01.2025

Mentions Trend



Top Keywords and Entities



20.01.2025  
—  
12.05.2025



# ESG and Sustainability Reporting:

Broader Agenda,  
Narrower Focus

# ESG and Sustainability Reporting

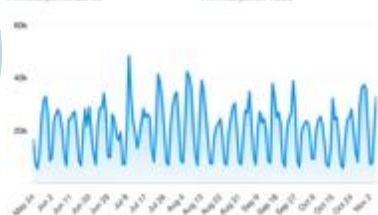
24.05.2024

5.11.2024

Mentions Trend

Total Mentions  
**3.4M**  
Previous period 3.31M

Daily Average  
**20.5k**  
Previous period 19.8k



Top Keywords and Entities

Keyword Hashtag Product Person Organization

securities and exchange commission  
twitter seder esg del actual results  
information sg new york risks  
excel china statements linkedin  
joe biden basic elon musk  
shares uk i trump facebook  
stock sec us canada instagram  
hamis united states europe data  
newsrx north america america tiktok  
youtube customers donald trump report  
kamala harris social media businesswire.com  
gabriel osorio-mazilli warren buffett linkedin



Positive 10.8%  
Not Rated 0.3%  
Neutral 77.6%  
Negative 11.4%

Mentions Trend

Total Mentions  
**2.77M**  
Previous period 2.19M

Daily Average  
**24.5k**  
Previous period 19.4k



Top Keywords and Entities

Keyword Hashtag Product Person Organization

pete hogseth businesswire.com diluted tiktok  
pr newswire social media elon musk  
actual results god washington linkedin  
united states canada costs basic  
results trump china president  
youtube sec europe linkedin  
information U.S. data  
ajay mehta america US seder india instagram  
biden donald trump statements  
share facebook north america  
ein presswire management trump administration  
vladimir putin bill gates joe biden



Positive 8.1%  
Not Rated 0.5%  
Neutral 78.6%  
Negative 12.8%

5.11.2024

20.01.2025

Mentions Trend

Total Mentions  
**1.52M**  
Previous period 1.52M

Daily Average  
**19.7k**  
Previous period 19.7k



Top Keywords and Entities

Keyword Hashtag Product Person Organization

securities and exchange commission facebook  
customers elon musk seder actual results  
tiktok india facebook europe joe biden  
instagram sec donald trump china youtube  
newsrx united states us uk risks twitter  
country twitter U.S. us california  
data trump linkedin  
sector report statements canada linkedin  
information north america  
basic biden ein presswire social media  
person person instagram kamala harris  
karen bass businesswire.com akash anand gavin newson



Positive 8.5%  
Not Rated 0.4%  
Neutral 77.3%  
Negative 13.9%

20.01.2025

12.05.2025



# Examples of shareholder votes in US on DEI and other subjects that activist investors are after

# Examples of shareholder votes in US on DEI and other subjects that activist investors are after

January  
2025



February  
2025



JOHN DEERE

April  
2025



Goldman  
Sachs

May  
2025



BERKSHIRE  
HATHAWAY INC.



Two conservative think tanks, the National Center for Public Policy Research and the National Legal and Policy Center, have brought most of the proposals.

# Examples of shareholder votes in US on DEI and other subjects that activist investors are after

Shareholder proposals opposing DEI

7%

2022

23%

2022

40%\*

April 1  
2022

\*approx

Companies that retreated from D&I policies include

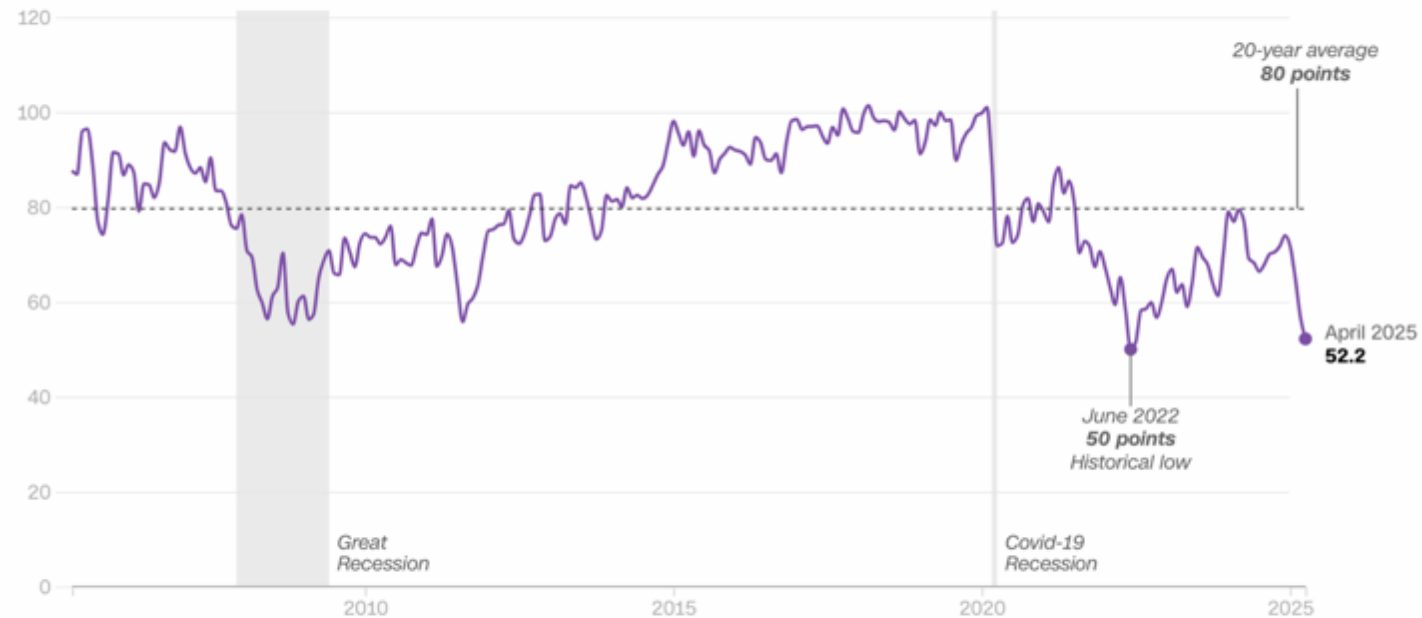


**PEPSICO**

# US consumer sentiment

## Tracking US consumer sentiment

The Index of Consumer Sentiment in the US was down in April by about 8% from March. It was below the 20-year average. The index is derived from surveys that ask Americans about their current financial situation and their expectations for the future. A higher index value suggests that consumers are confident, while a lower value indicates caution or pessimism.



Data current through April as of May 9, 2025 at 11:36 a.m. ET.

Source: University of Michigan Survey of Consumers

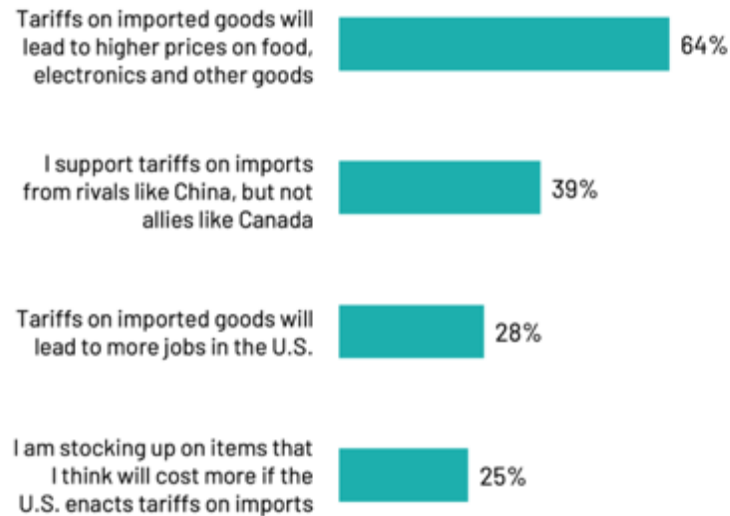
Graphic: Matt Stiles, CNN

## Most think tariffs will increase prices, but aren't doing anything about it

Q: To what extent do you agree or disagree with the following statements? - Agree Summary

# 45%

of Americans  
correctly answered a  
question about how  
tariffs work

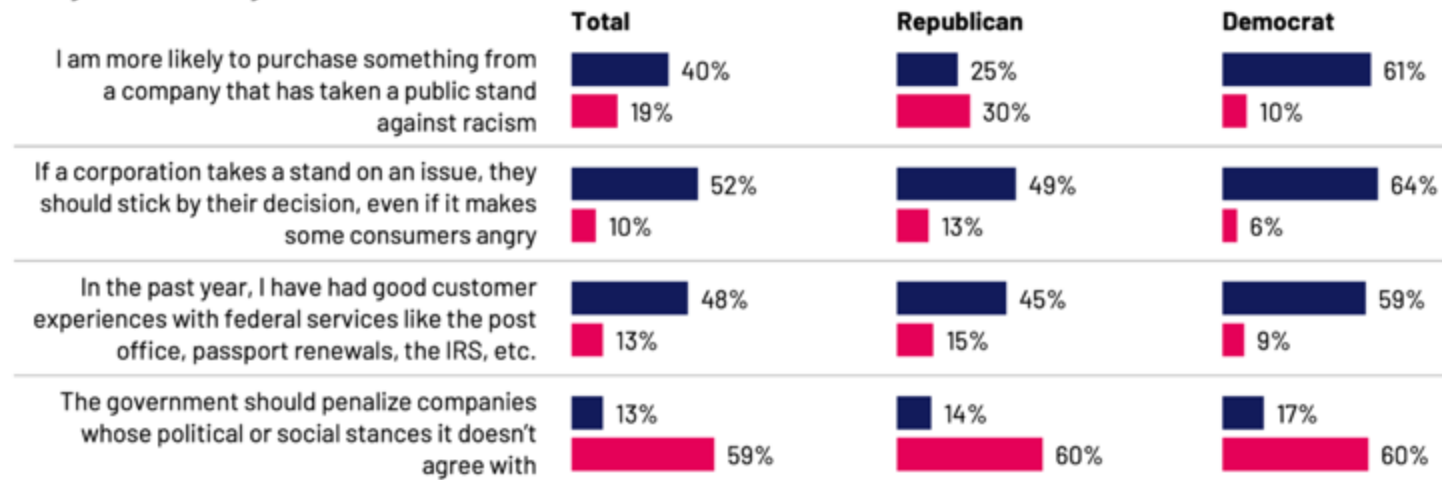


Source: The Ipsos Consumer Tracker, fielded December 10 – December 11, 2024 among 1,085 U.S. adults.

## America's views on: Brands and corporations

Q: To what extent do you agree or disagree with the following statements?

● Agree ● Disagree



Source: The Ipsos Consumer Tracker, fielded December 10 – December 11, 2024 among 1,085 U.S. adults.

# Europe: environmental considerations falling

The share of EU consumers reporting that environmental considerations influence their purchasing decisions reduced in 2024...



% saying they factored in the environmental impact of their purchases for at least one or two of their recent purchases



EU consumers' Top 3 barriers to green consumption

**67%**  
Sustainable products and services are more expensive

**62%**  
Confusion about which products and services are truly environmentally friendly

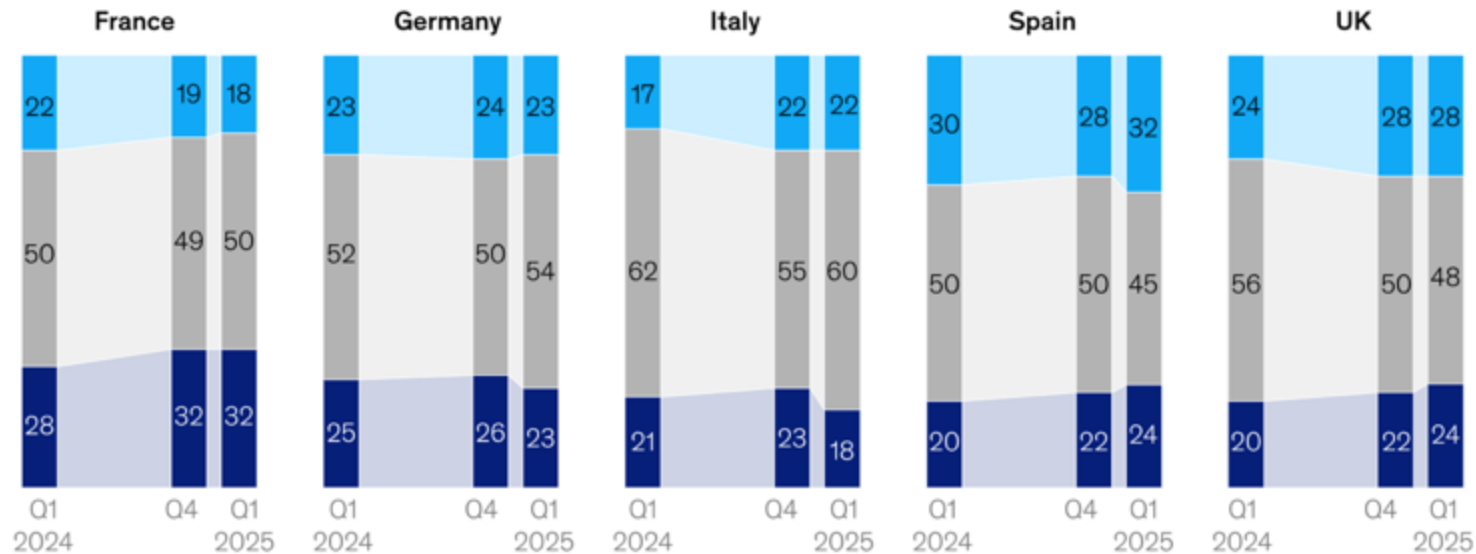
**62%**  
Information about environmental claims is not always trustworthy

# Europe: mixed outlook

Most consumers across Europe had mixed feelings about their economies.

Confidence level in economic conditions,<sup>1</sup> % of respondents

Optimistic Mixed Pessimistic



# How to bridge widening gaps



# A wide set of issues facing the companies



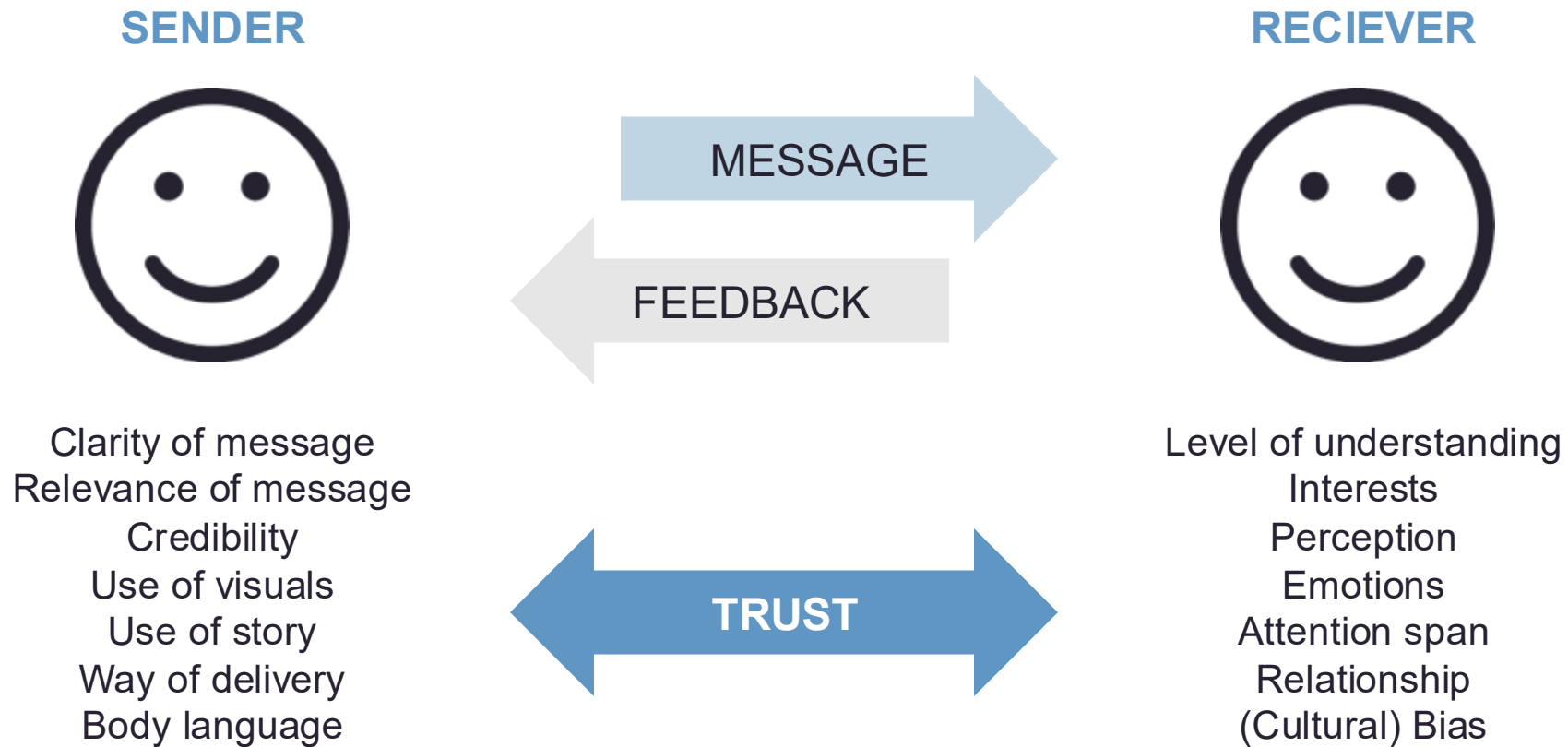
## Increased attention:

- Role of international companies in their overall value chains
- Whistle-blower reporting
- Tension in the discourse in EU, US and other markets – balance between green transition and competitiveness
- New levels of required regulatory compliance
- Scrutiny over declarations and global forums

# Communication can build or destroy value



# The many elements that impact communication effectiveness

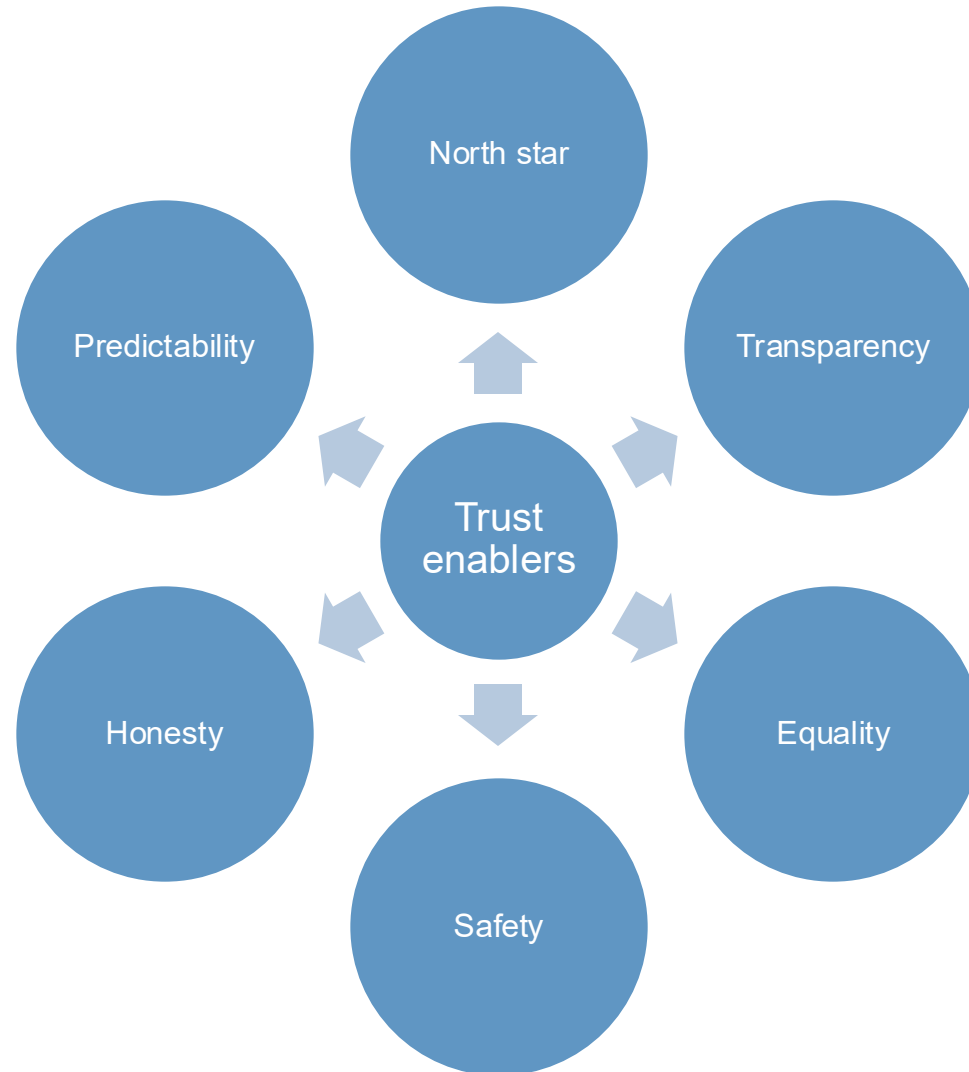


**I HEAR AND I FORGET.  
I SEE AND I REMEMBER.  
I DO AND I UNDERSTAND.**

**— CONFUCIUS**



# The enablers of trust



# The power with trust

- Trust resides in relationships
- Trust is between people
- To build progressive trust we must overcome bias
- Peoples distrust for institutions and news create opportunities
- Strong content (expertise) matters more than ever before
- Communication is the lifeblood of trust

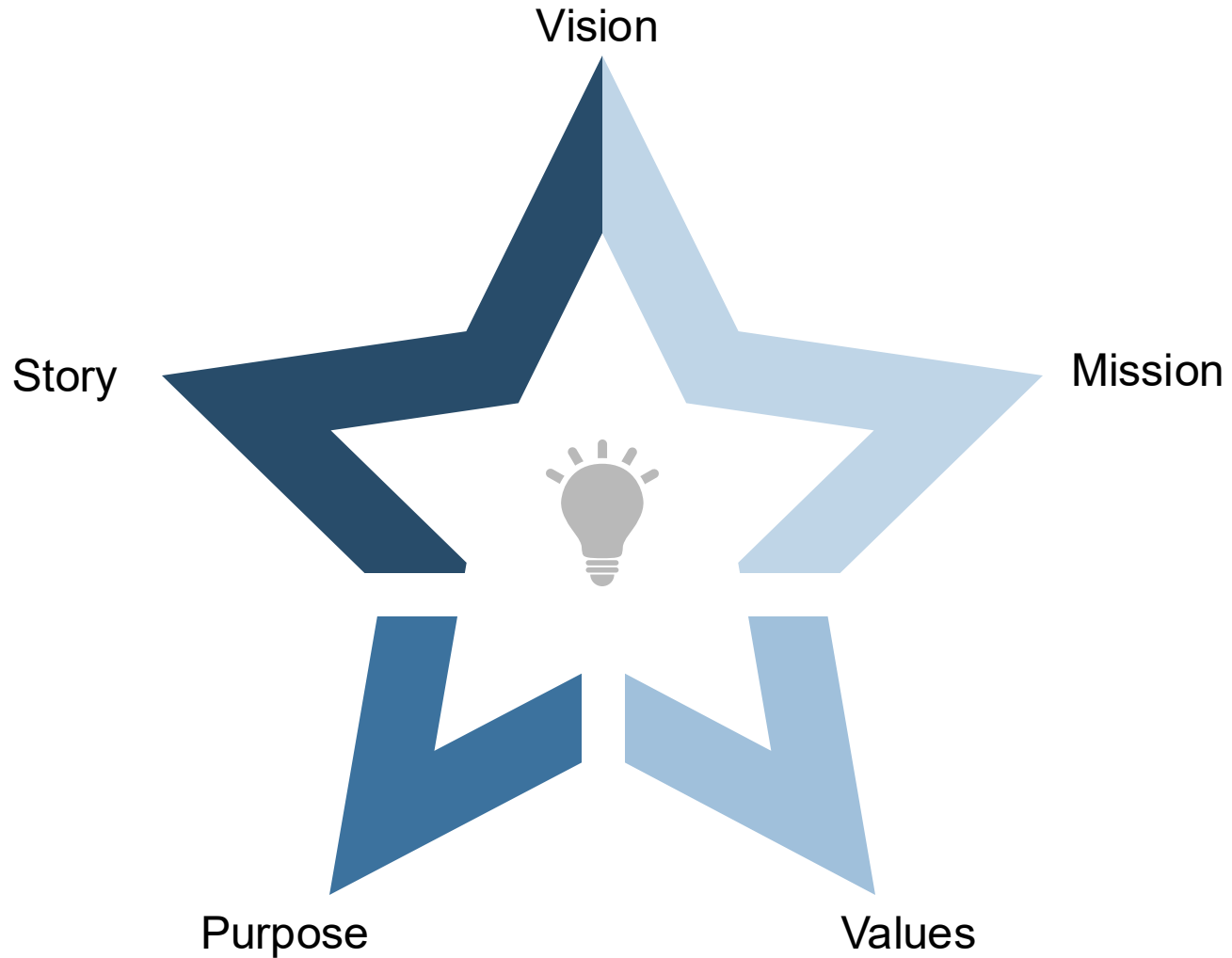




**REPUTATION**



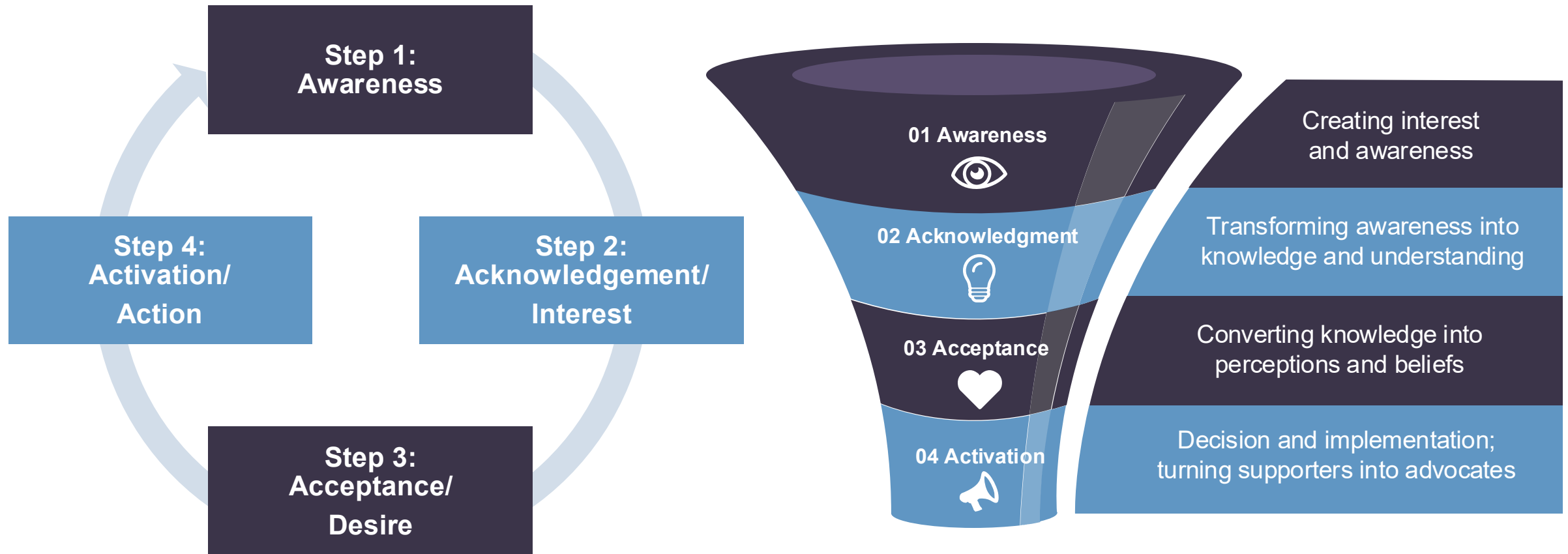
# Find your North Star





# Awareness doesn't change behaviour

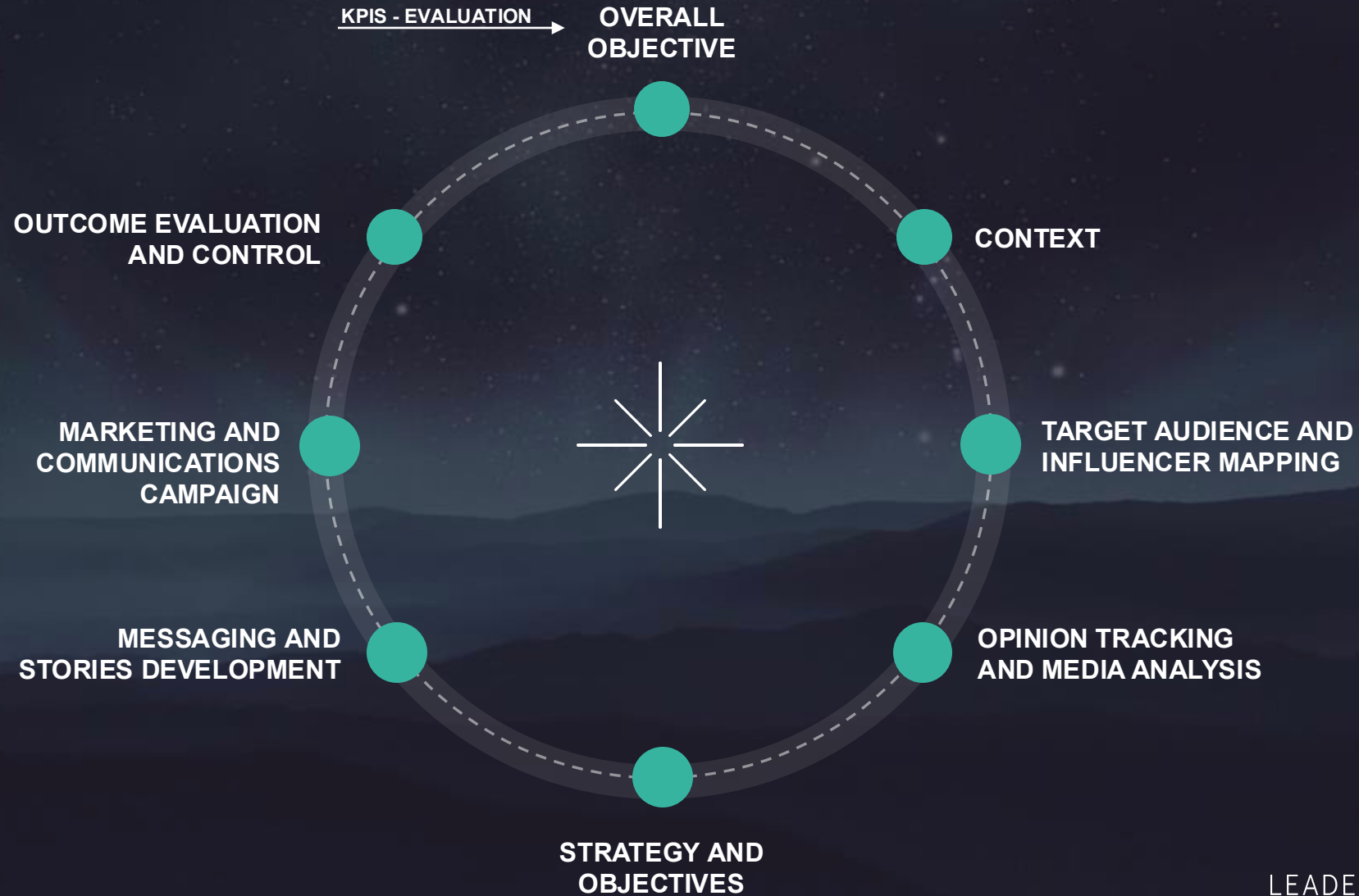
# Aligning the 4 As of advocacy and sales funnel



An aerial photograph of a winding road through a dense forest. The road is light-colored and curves through the dark green trees. The text is overlaid on the left side of the image.

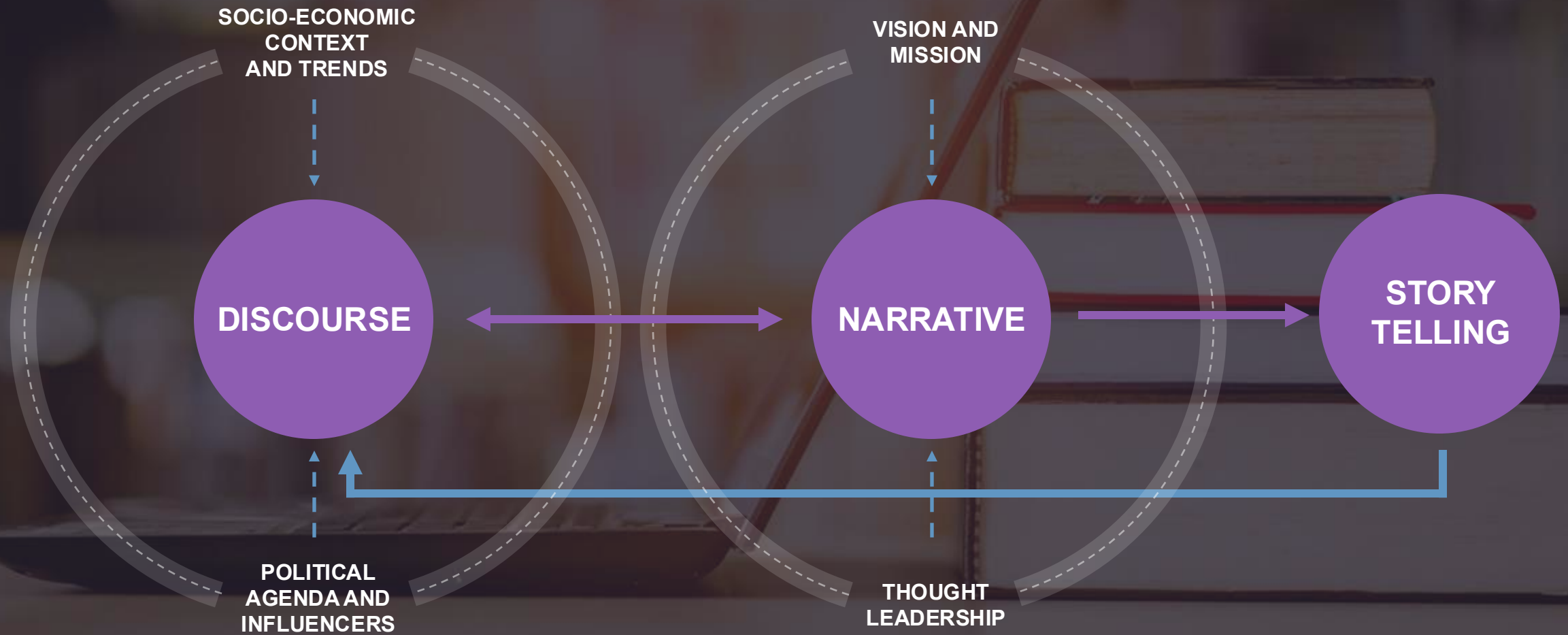
Co-create for impact:  
Strengthen  
understanding to  
empower conversations

# Strategic approach

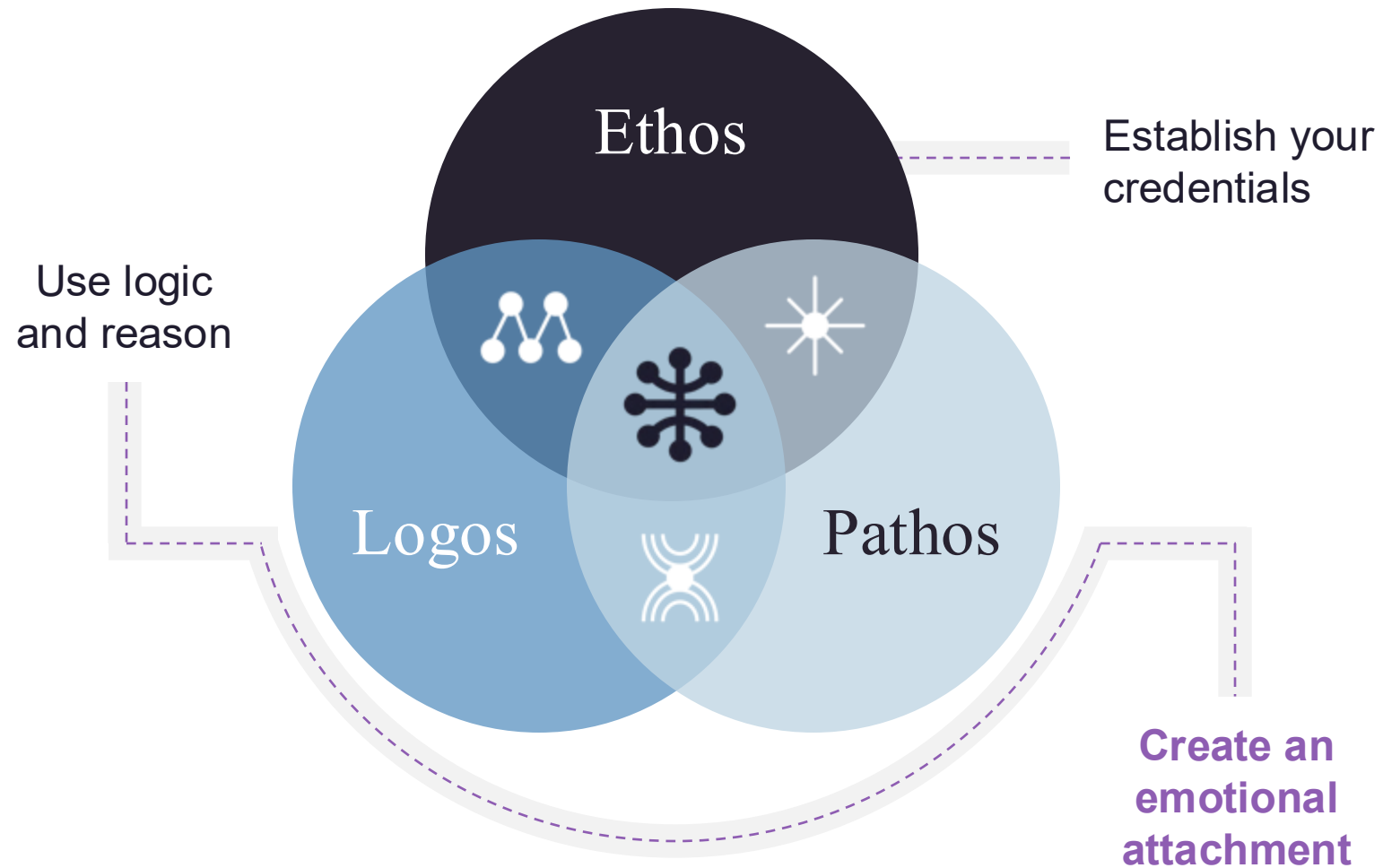


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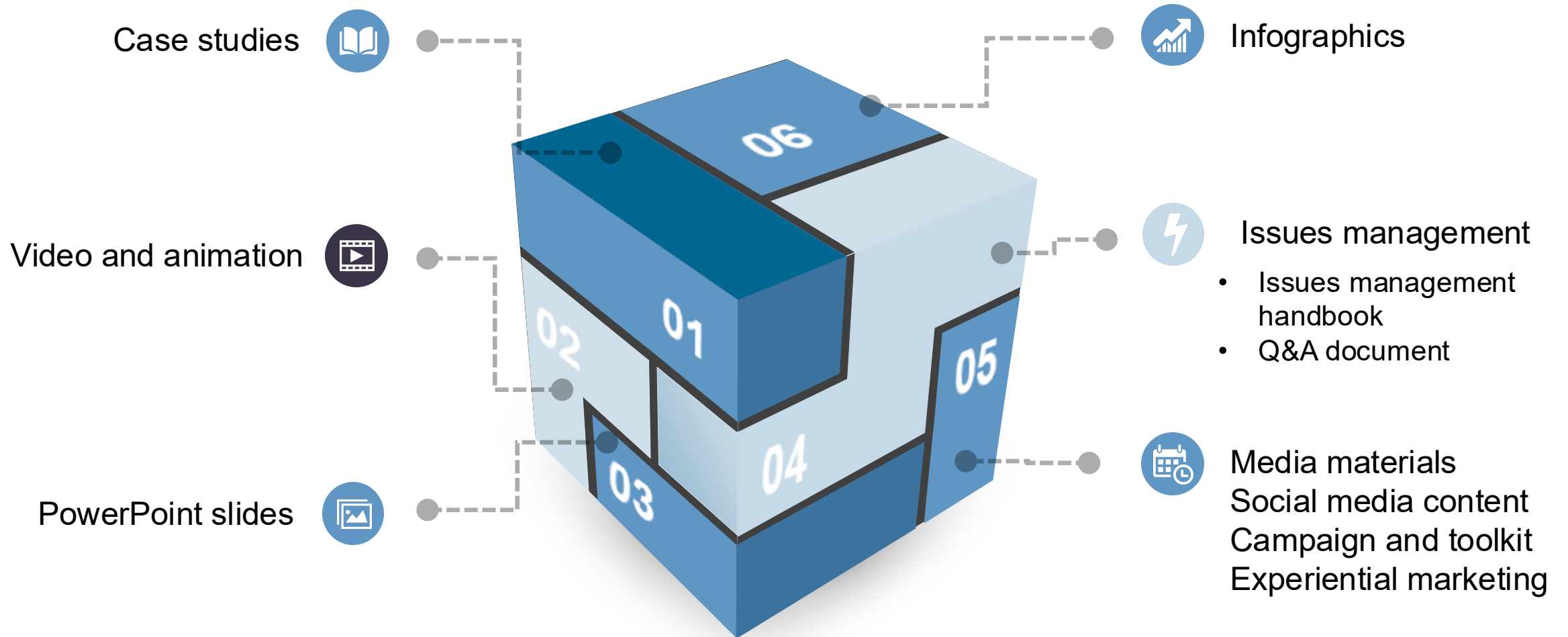
# Dynamic narratives



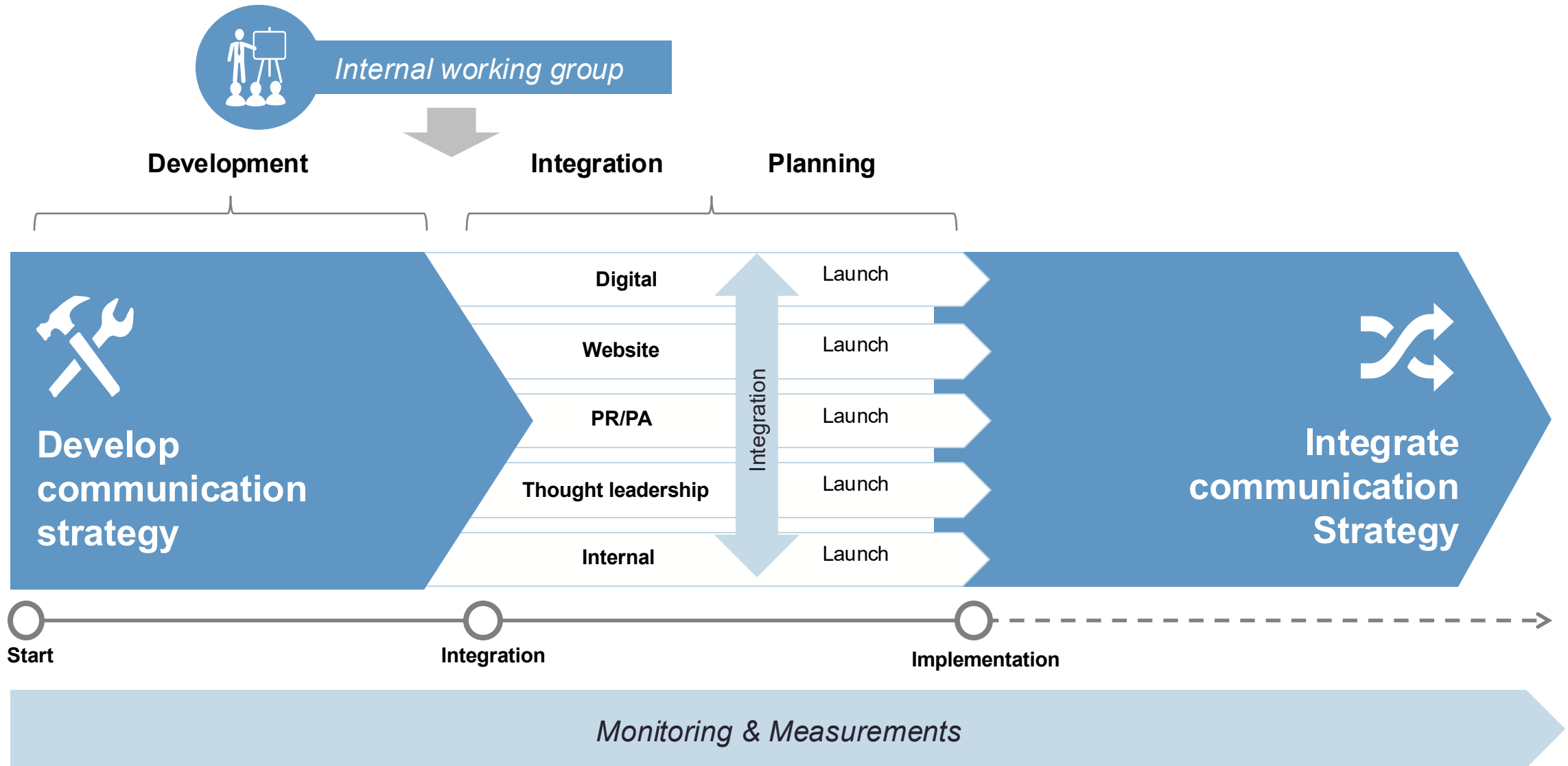
# Activating intuition through simplicity



# Key elements in the toolkit – beyond the words...



# Cross-channel implementation



# amec Barcelona Principles V4.0



**Barcelona Principle 1**  
Setting clear, measurable objectives is a critical prerequisite for effective communication planning, measurement and evaluation.

**Barcelona Principle 2**  
Defining and understanding all stakeholder audiences are essential steps to plan, build relationships and create lasting impact.

**Barcelona Principle 3**  
Comprehensive communication measurement and evaluation should be applied to all relevant channels used to understand and influence audience stakeholders.

**Barcelona Principle 4**  
Effective measurement and evaluation of communication require qualitative and quantitative analysis.

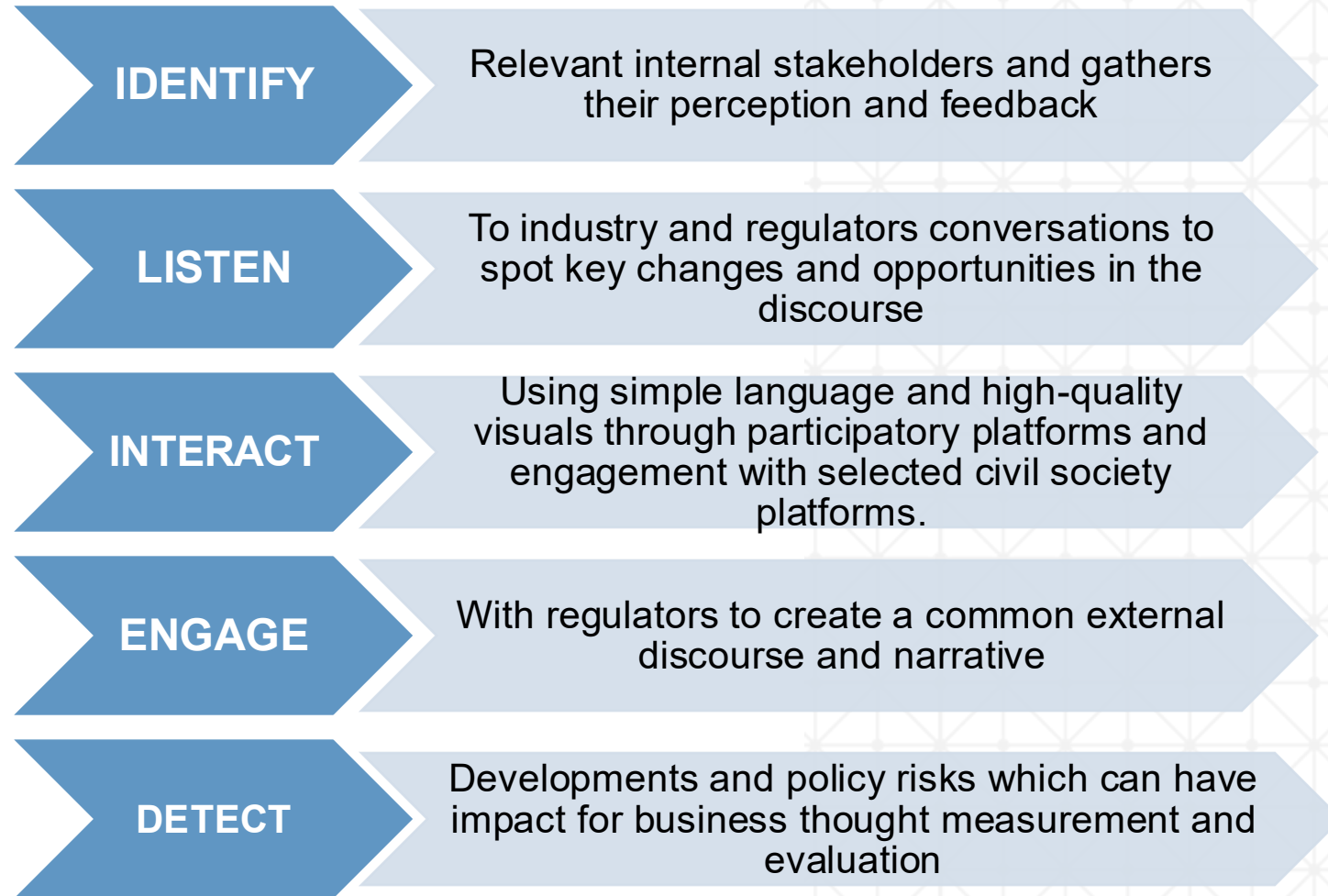
**Barcelona Principle 5**  
Invalid measures such as advertising value equivalents (AVEs) should not be used. Instead measure and evaluate the contribution of communication by its outcome and impact.

**Barcelona Principle 6**  
Measurement and Evaluation Should report outputs, outcomes, and impact related to the organization and stakeholder audiences.

**Barcelona Principle 7**  
Ethics, governance and transparency with data, methodologies and technology builds trust and drives learning.



# Moving to the next level



# Your compass



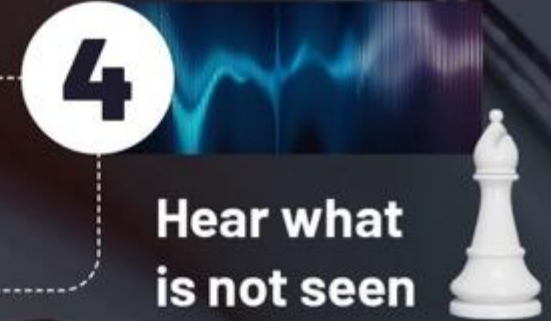
**Stick to your  
North Star**



**Foresight the  
unknowns**



**See what is  
not heard**



**Hear what  
is not seen**



**Build resilience  
but stay agile**



**Accept that  
strategy is  
implementation**

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## LEADERSHIP NAVIGATION

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