

## Appendix 1. Interview of DuPont Pioneer employees: list of questions

### A. GENERAL QUESTIONS

#### A.1. BACKGROUND AND CULTURE

**A.1.1.** Why did you choose to work for DuPont Pioneer?

**A.1.2.** How would you define corporate culture at DuPont Pioneer?

Are there specific guidelines or documents distributed to newcomers for them to get familiar with company culture at DuPont Pioneer?

If there is an internal charter, how can you make sure that the employees conform to this charter?

Would you say that company culture at Pioneer is marked by secrecy?

**A.1.3.** To what extent is « The Human Element » present in DuPont Pioneer company culture?

**A.1.4.** To what extent is Henry Wallace's "Heritage" present in everyday company culture?

**A.1.5.** If you had to define DuPont Pioneer in 3 words, what would they be?

#### A.2. CORPORATE COMMUNICATION

**A.2.1.** Would you say that internal communication, i.e. among company members at DuPont Pioneer is influenced by the environmental and technological controversy? Why?

**A.2.2.** Would you say that external communication at DuPont Pioneer is influenced by the environmental and technological controversy? Why?

**A.2.3.** Can you think of any « negatively-connoted » terms that should not be used by DuPont Pioneer members?

#### A.3. REPUTATION

**A.3.1.** Would you say that in general, public opinion is ... to DuPont Pioneer. Why?

Very favorable

Rather favorable

Indifferent

Rather unfavorable

Very unfavorable

**A.3.2.** How do you describe your professional activity when you introduce yourself?

**A.3.3.** A journalist from the *New York Times* said that:

*"[f]or oil and gas companies, the concept of Corporate Social Responsibility was totally unknown before 1995 and the Shell scandal in Nigeria". (J\_1/NYT, 2011)*

Can you remember when the concept of CSR was introduced at DuPont Pioneer? How does it translate?

**A.3.4.** Do you agree with the following statement? Why?

*Because of the controversy around their activities, biotechnology and oil and gas companies constitute a microcosm within the corporate world. It is precisely this controversial nature which constitutes the main common denominator between these two distinct industries. As a consequence, biotech and oil and gas companies have had to develop a specific corporate communication, based on legitimation and proactivity.*

If so, can you define this specificity? Do you know other industries that share this specificity?

**A.3.5.** Do you agree with the following statement? Why?

*Biotechnology and oil and gas companies are risk companies. By risk companies, I mean companies whose activities may present a risk for human health or the environment.*

If so, can you define these risks?

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## **B. SPECIFIC QUESTIONS**

### **B.1. TO COMMUNICATION MANAGERS**

#### **Communication management**

**B.1.1.** How is corporate communication organised at DuPont Pioneer?

**B.1.2.** Are there specific representatives for specific audiences, e.g. the media, clients, investors, the general public? If so, to what extent does the information provided differ according to the audience?

**B.1.3.** How would you define communication needs at DuPont Pioneer?

**B.1.4.** Would you say that the controversy around new technologies creates new communication needs for DuPont Pioneer?

If so, which ones, and how does the company satisfy those needs?

#### **Popularization**

**B.1.5.** DuPont Pioneer is specialized in very specific research areas. To what extent is popularization taken into account within the company? Are there specific terms you never use because they would be too complex for the audience?

**B.1.6.** Have you ever been confronted with a specific jargon (scientific and/or technical, legal?) Did you get specific training on this issue?

**B.1.7.** Are there specific terms depending on the audience, e.g., a set of terms that should be used/avoided. If so, why?

**B.1.8.** Could you identify an evolution in the terminology used for corporate communication? If so, would you say it was influenced by the technological / environmental controversy? How?

#### **Crisis communication**

**B.1.9.** Are there specific responses in case of crises?

If so, how would you define these specific responses?

- Omission (an executive from Monsanto Company in Europe told me that the company deliberately chose not to communicate when it was attacked)

- Denial of the accusations (is there a specific company member in charge of this task?)
- Discredit of the charges brought against the company.
- Other strategy.

## **B.2. TO PRESS RELEASES WRITERS (if different)**

**B.2.1.** Who writes the press releases? Are there specific topics that are assigned to specific writers?

**B.2.2.** Is there a template for the press releases published by DuPont Pioneer?

If so, who chose this template? Is there a degree of tolerance for the non-respect of this template? Is this template meant to be specific to DuPont Pioneer or to correspond to a general model of press releases?

**B.2.3.** To what extent does the content have an impact on the structure of the press release?

**B.2.4.** How are the individuals quoted in the press releases chosen?

Do you know the term « pseudoquote »? Are pseudoquotes used in the press releases published by DuPont Pioneer? Can pseudoquotes be those of non-members? Why? Are there specific individuals associated with specific types of information? What is the purpose of this section?

**B.2.5.** Who decides on the boilerplate description? Could you identify an evolution in the company's boilerplate description? What would you say triggered that evolution? What is the purpose of this section?

**B.2.6.** When are forward-looking statements included in a press release? Who decides to include them? How is the content of this section decided on? What is the purpose of this section?

**B.2.7.** Are there specific topics that should never be mentioned in press releases?

**B.2.8.** Are there specific terms that should never be mentioned in press releases? Why? Would you say that popularization is a priority in press releases? Why?

**B.2.9.** Are members of the media the only target audience for the press releases? Is there a fixed target audience for the press releases or does it depend on the topic?

**B.2.10.** Are the press releases published on the company's international site also published on national sites? How do you account for the local production of press releases? Does it mean that some topics should not be addressed in specific sociocultural contexts?

## **B.3. TO WEB DESIGNERS**

**B.3.1.** What information is put forward in the company's website? Why?

**B.3.2.** How do you account for the differences between the various national and international websites?

**B.3.3** Recently, the international website has been completely redesigned. What triggered this change? On what criteria were the new design and content decided? Would you say that this new website is meant as a response to the technological and environmental controversy?

- B.3.4.** Would you say that the main purpose of the homepage is to:
- Present various aspects of the company
  - Display a positive corporate image
  - Allow the visitor to get easy access to various types of information (via hyperlinks)
  - Other

- B.3.5.** Who is the main target audience of the website?
- The general public
  - Investors
  - Clients
  - Stakeholders,
  - The media
  - Neo-luddites

**B.3.6.** Would you define the website as a sales tool or as a reputational tool? Would you say it is aimed to a local audience (USA) or an international audience? More specifically, who would you say is the main audience of the website?

**B.3.7.** Two distinct websites were found for DuPont Pioneer on the Internet: <<http://www.pioneer.com/home/site/about/home/>>, accessed September 27, 2011.

<<https://www.pioneer.com/home/site/us>>, accessed September 27, 2011.  
How were those websites designed?

#### **B.4. TO THE ADVERTISING TEAM**

**B.4.1.** How do you decide on the products to be advertised? Based on what criteria?

**B.4.2.** Who is the main target audience of the ads?

**B.4.3.** How do you decide on the pictures and texts for a specific ad?

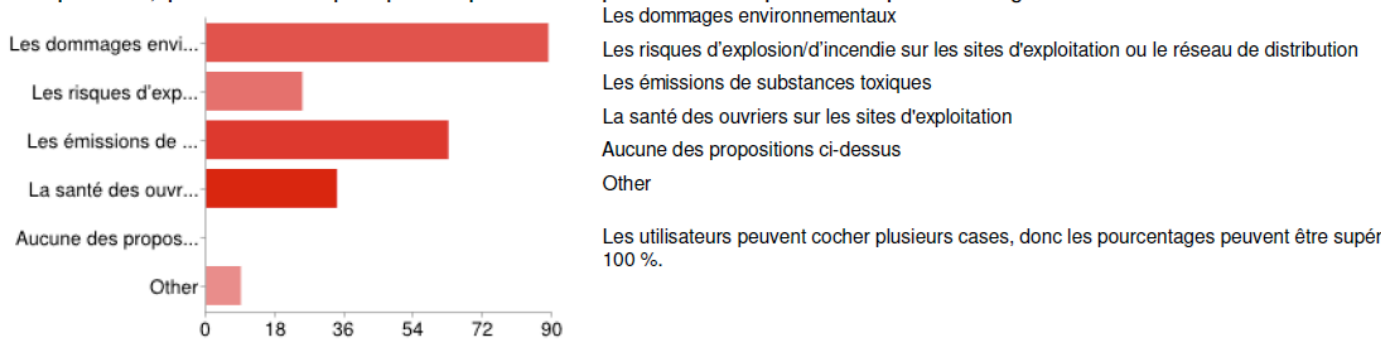
**B.4.4.** To what extent should advertising include a popularization effort?

## Appendix 2. Structural evolution of oil companies' CSR reports: First sections in the reports under study

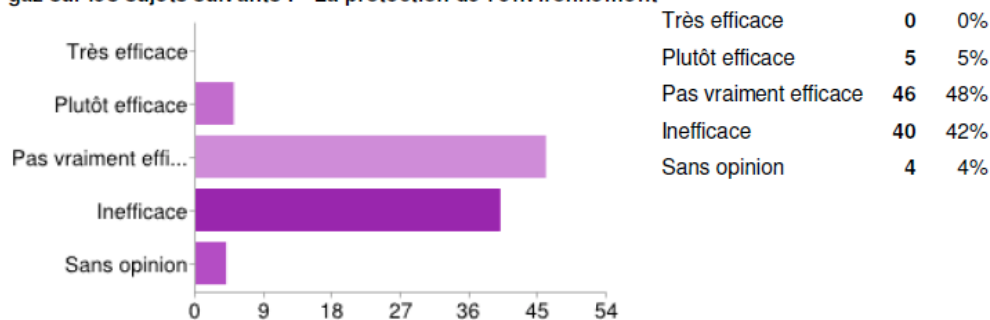
	<b>ExxonMobil</b>	<b>Chevron</b>	<b>Conoco Phillips</b>
2004	Environmental Responsibility	Socioeconomic issues	Social Performance
2005	Environmental Performance	Community Engagement	
2006	Environmental Performance	Socioeconomic	Environmental Impact
2007	Environmental Performance	Socioeconomic	
2008	Safety and Health	Energy and Environment	Invest in our employees
2009	Safety, Health and the Workplace	Climate change	
2010	Safety, Health and the Workplace	Climate change	
2011	Environmental Performance	Renewable energy	Safety & Health

## Appendix 3. Select responses to the questionnaire: Environmental issues

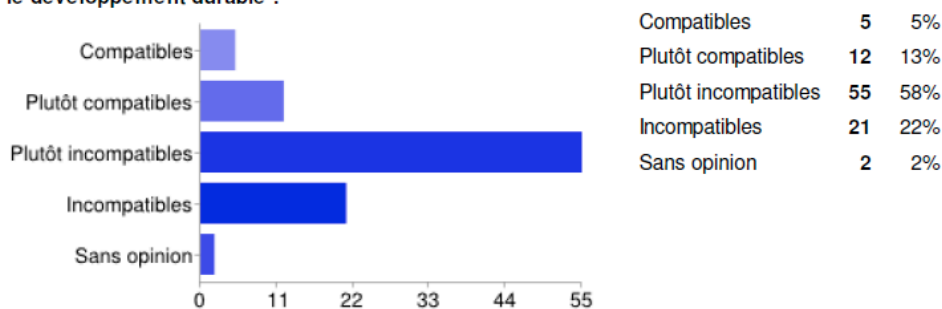
5. D'après vous, quels seraient les principaux risques liés à l'exploration et à l'exploitation de pétrole et de gaz naturel ?



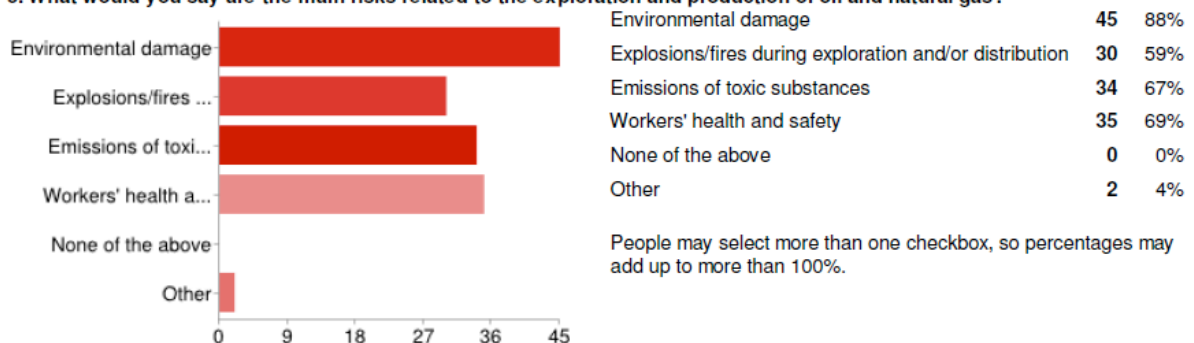
15. Quel est votre avis sur les politiques mises en place par les entreprises du pétrole et du gaz sur les sujets suivants : - La protection de l'environnement



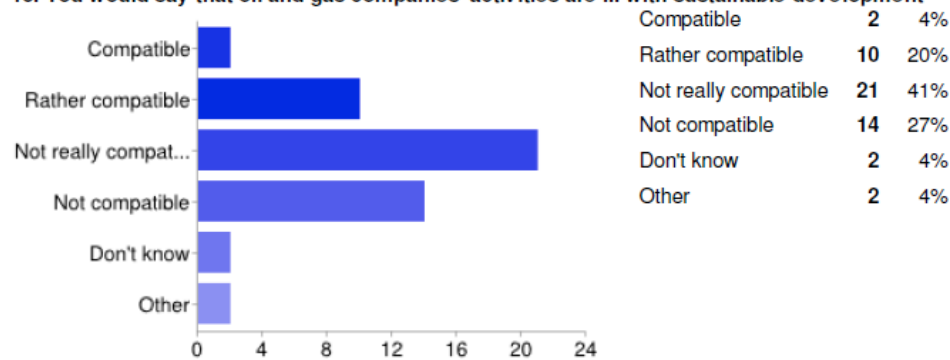
13. Selon vous, les activités des entreprises spécialisées dans le pétrole et le gaz sont... avec le développement durable :



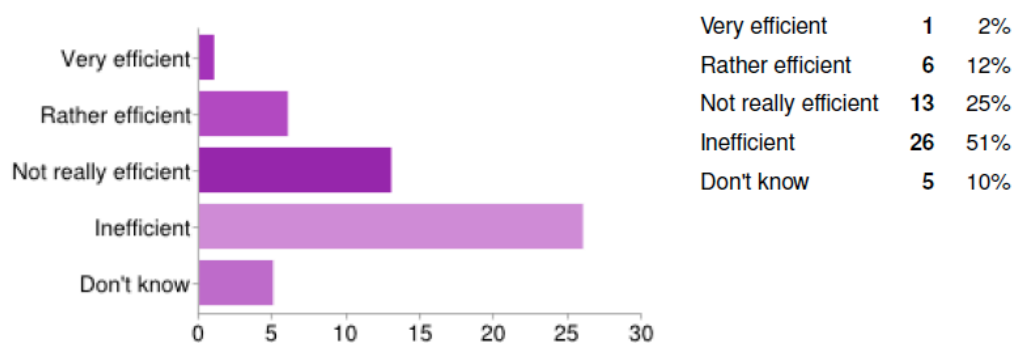
5. What would you say are the main risks related to the exploration and production of oil and natural gas?



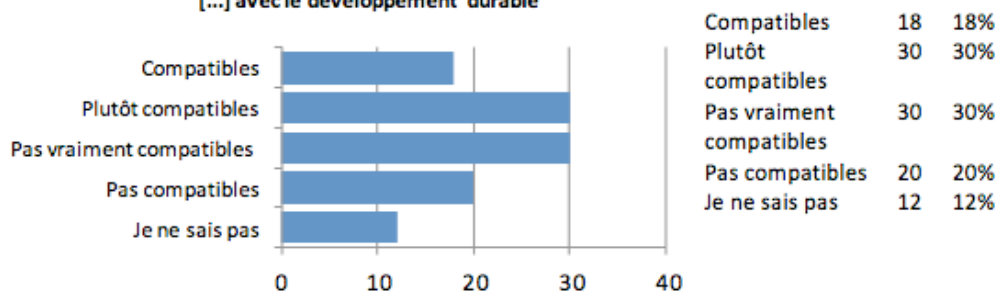
**13. You would say that oil and gas companies' activities are ... with sustainable development**



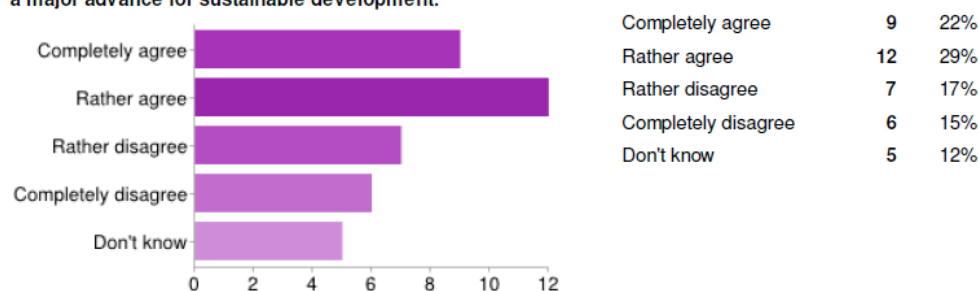
**15. What is your opinion on the policies implemented by oil and gas companies on the following topics? - Protecting the environment**



**6. Vous considérez que les biotechnologies agricoles sont [...] avec le développement durable**



**13. How much do you agree with the following statements? Agricultural biotechnology... - ... represents a major advance for sustainable development.**



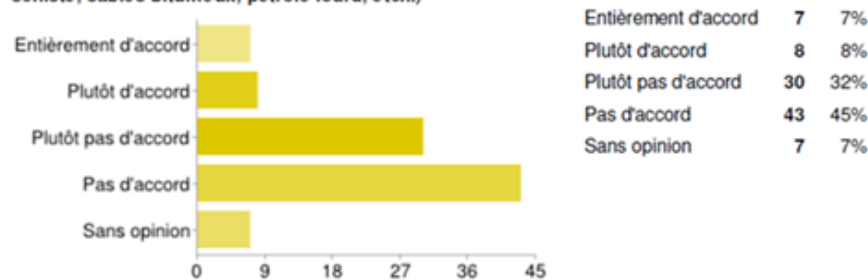
## Appendix 4. The argument of the hegemony of the market: Examples of sloganization processes

Monsanto	ExxonMobil	Chevron	Conoco Phillips
<p><b>Monsanto/CSR_2011</b>  <b>Monsanto/CSR_2010</b>  <b>Monsanto/CSR_2008</b></p> <p>Farmers can <b>meet the needs of our growing planet / of our fast-growing population</b>; better seeds and agronomic practices will help them to do it.</p> <p><b>Monsanto/CSR_2007</b></p> <p>Biotechnology and advances in breeding are helping agriculture achieve higher yields and <b>meet the needs of an expanding population with limited land and water resources.</b></p> <p><b>Monsanto/CSR 1999-2000</b></p> <p>Monsanto is a life sciences company <b>addressing the food and health needs of a rapidly expanding world population</b> while recognizing the importance of environmental sustainability.</p>	<p><b>EM/CSR_2011</b>  <b>EM/CSR_2010</b>  <b>EM/CSR_2009</b>  <b>EM/CSR_2008</b>  <b>EM/CSR_2007</b>  <b>EM/CSR_2006</b>  <b>EM/CSR_2005</b>  <b>EM/CSR_2004</b></p> <p>Using innovation and technology, ExxonMobil delivers energy and petrochemical products <b>to meet the world's growing demand / (helping to meet) the world's rising energy demand / the growing global energy demand / (meeting) worldwide energy demand</b></p> <p><b>EM/CSR_2011</b>  <b>EM/CSR_2010</b>  <b>EM/CSR_2008</b>  <b>EM/CSR_2005</b>  <b>EM/CSR_2004</b></p> <p><b>Meeting growing demand for energy / growing energy demand</b> requires significant investment in unconventional resources</p>	<p><b>Chevron/CSR_2011</b></p> <p>But only in the past decade have energy companies combined two established technologies [...] to successfully unlock this resource in the face of <b>increased energy demand.</b></p> <p><b>Chevron/CSR_2010</b></p> <p>By 2030, <b>world demand for energy</b> is expected to grow by approximately 33 percent.</p> <p><b>Chevron/CSR_2009</b></p> <p>Our significant energy investments and on-the-ground partnerships around the world not only <b>help meet the world's longterm demand for energy, [...]</b></p> <p><b>Chevron/CSR_2008</b>  <b>Chevron/CSR_2009</b>  <b>Chevron/CSR_2007</b>  <b>Chevron/CSR_2006</b>  <b>Chevron/CSR_2004</b>  <b>Chevron/CSR_2003</b>  <b>Chevron/CSR_2002</b></p> <p>Chevron has a right and responsibility to advocate positions on proposed policies that will affect the company's ability to <b>meet the growing demand for energy.</b></p>	<p><b>CPS/CSR_2004</b>  <b>CPS/CSR_2012</b></p> <p>As economies around the world continue to develop, fossil fuels will play an important role <b>in meeting the growing global demand for energy.</b></p> <p><b>CPS/CSR_2006</b></p> <p>Conoco Phillips' approach to sustainable development stems from our fundamental intent to prosper as a business and <b>to meet the energy needs of present and future generations.</b></p> <p><b>CPs/CSR_2008</b></p> <p>We would then use this gas to supply markets in North America, Asia and Europe, where this fuel can play an important role in <i>satisfying future energy needs [...]</i></p>

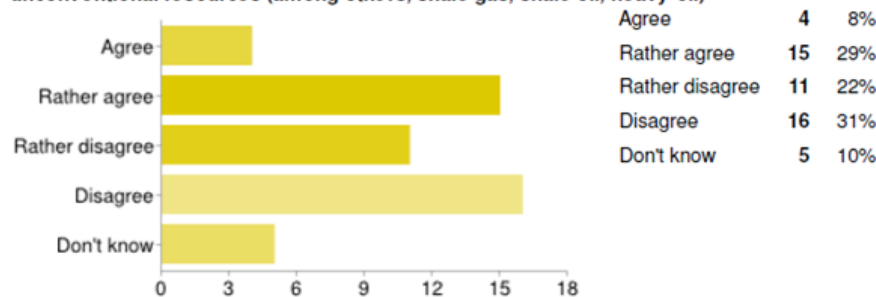


## Appendix 5. Select responses to the questionnaires: Responses to global demand

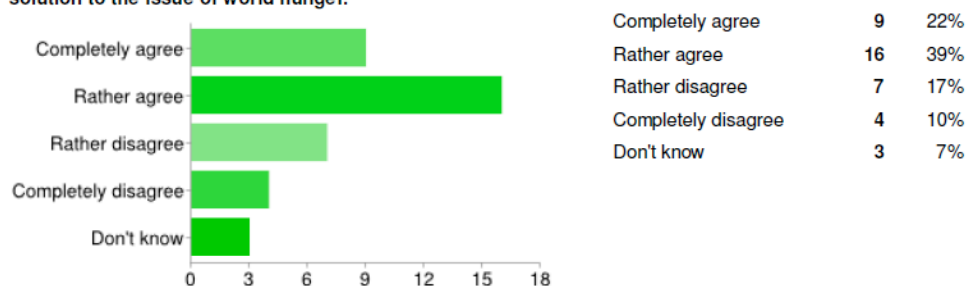
16. Etes-vous ... avec les affirmations suivantes ? - Afin de répondre à la demande grandissante en énergie tout en protégeant l'environnement, toutes les sources d'énergie doivent être exploitées, y compris les ressources non conventionnelles (entre autres gaz de schiste, sables bitumeux, pétrole lourd, etc...)



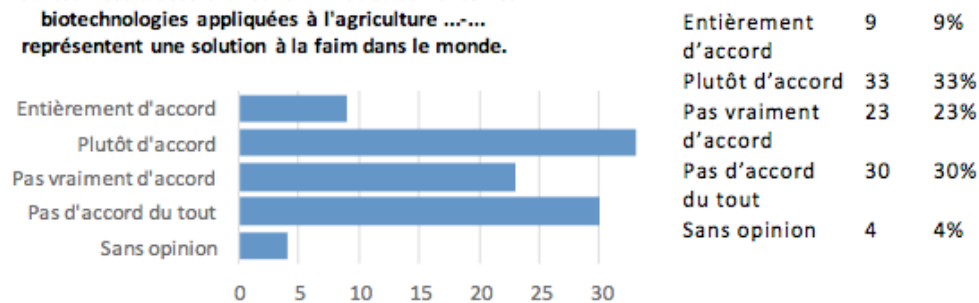
16. Do you ... with the following statements? - In order to meet growing energy needs while protecting the environment, all the energy sources should be exploited, including unconventional resources (among others, shale gas, shale oil, heavy oil)



13. How much do you agree with the following statements? Agricultural biotechnology... - ... provides a solution to the issue of world hunger.

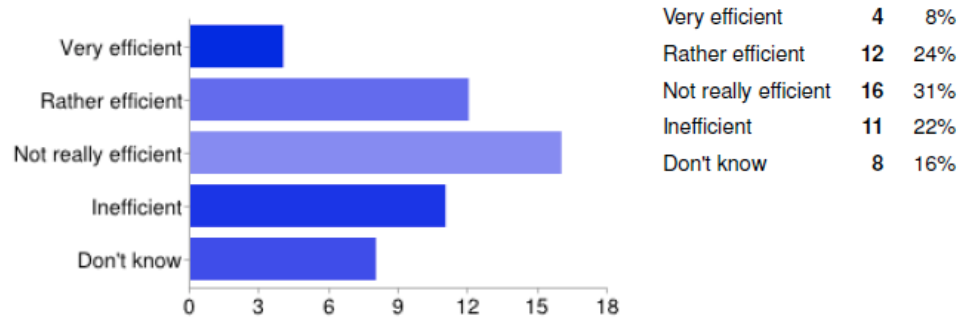


13. Etes-vous d'accord avec l'affirmation suivante: les biotechnologies appliquées à l'agriculture ... représentent une solution à la faim dans le monde.

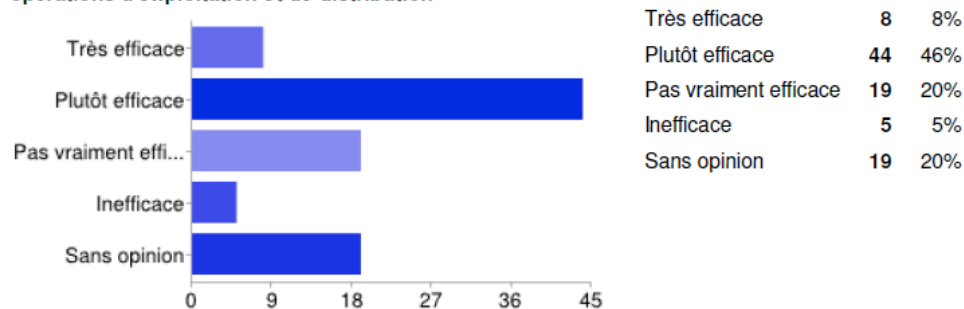


## Appendix 6. Select responses to the questionnaires: Safety

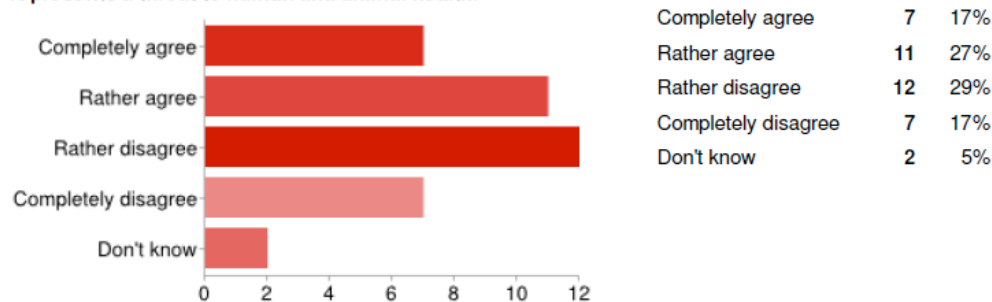
15. What is your opinion on the policies implemented by oil and gas companies on the following topics? - Improving safety conditions during the exploration and distribution of resources



15. Quel est votre avis sur les politiques mises en place par les entreprises du pétrole et du gaz sur les sujets suivants : - L'amélioration des conditions de sécurité au cours des opérations d'exploitation et de distribution



13. How much do you agree with the following statements? Agricultural biotechnology... - ... represents a threat to human and animal health.



13. Êtes-vous d'accord avec les affirmations suivantes: les biotechnologies appliquées à l'agriculture ...-... présentent un risque pour la santé humaine ou animale

