Sustainability initiatives, social media activity, and organizational culture: An exploratory study

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Abstract

For many organizations, a key issue at the intersection of strategy, change, and culture is sustainability--meeting current environmental and social needs without jeopardizing future generations' ability to meet those same needs. The level of commitment to sustainability as communicated in both a firm's sustainability reports and its social media activity (e.g., Facebook, Twitter) may yield important insights into the values underlying the firm's culture. This exploratory study seeks to examine whether cultures supporting one form of innovation— sustainability--will also support another type of innovation--social media. Data are compared from a sample of eleven global, public firms in an industry with clear links to "green" practices (manufacturing of household cleaning products). The variables are study are drawn from corporate sustainability reports, social media venues, and rankings by external organizations and Board diversity (as proxies for measuring organizational culture). Results suggest variation across firms in their commitment to sustainability practices, as well as preliminary support for a link between communicating sustainability, social media, and cultural values. Outcomes and implications are discussed, including recommendations for organizations seeking to implement sustainability initiatives.

Keywords: Sustainability, Social Media, Organizational Culture, Change and Innovation

Introduction

When assessing organizational outcomes, financial performance is only one element in determining a firm's effectiveness (Kanter, 2009; Senge, et. al, 2008), and multiple measures may be required to evaluate overall corporate performance. One key non-financial metric is <u>sustainability</u>: meeting current economic, environmental, and social needs without jeopardizing the ability of future generations to meet those same needs. Prior research has suggested that a balanced scorecard approach to sustainability may address the perspectives of <u>financial</u> (shareholders' interests), <u>customer</u> (creating customer value), <u>internal business processes</u> (performance on key internal dimensions), and <u>learning and growth</u> (meeting future challenges) performance (Figge et al, 2002). According to this balanced scorecard approach, these multiple dimensions must be considered when assessing a firm's sustainability net impact. Furthermore, communicating the sustainability message to the company's stakeholders may involve multiple venues and media, ranging from printed 10-K filings to on-line corporate social responsibility reports to social media options such as Facebook.

For many organizations, sustainability initiatives exist at the intersection of strategy, change, and culture. While senior management may mandate a corporate strategy committed to sustainability practices, a supportive organizational culture is required to implement and institutionalize sustainability initiatives. Indeed, adopting a sustainability focus may require revolutionary change in a firm's values as well as in the way employees live and work. According to Nidumolu, Prahalad, & Rangaswam (2009), only those firms that espouse sustainability as a goal will achieve competitive advantage. The communication strategy a firm selects to relay its sustainability values and operations may be related to another change initiative in corporations: the adoption of social media as an intentional communication outlet. This article presents an exploratory study that examines whether cultures supporting one form of innovation—sustainability--will also support another type of innovation--social media.

Sustainability

The sustainability concept is a broad construct. Its domain ranges from biology to business, and it overlaps with corporate social responsibility (CSR) in its focus on advancing the standard of living while also preserving natural and human resources. Sustainability is a key issue for many corporations, in products and in practices ranging from "green" manufacturing to recycling initiatives to corporate philanthropy. Prior research has indicated that formal written reports are often chosen as the primary means of communicating corporate sustainability initiatives; in 2007, two-thirds of the Global Fortune 500 issued some type of non-financial report about sustainability (Sustainable Life Media, 2008). Anecdotal data also suggests that many corporations increasingly use various forms of social media, such as company blogs, Facebook, and Twitter, to communicate their sustainability efforts.

A firm's sustainability "net impact" may be assessed using a "triple bottom line" approach. This triple bottom line addresses three forms of sustainability outcomes:

1. <u>Environmental impact</u> on land, air, water, and ecosystems. This dimension describes a company's effects on the physical environment surrounding it, and this component may be the most visible to consumers (being "green"; McGinn, 2009).

2. <u>Economic impact</u> in contributing to the ongoing viability of the larger economic system; this dimension incorporates a company's employment of equitable business practices in

its global operations, such as flow of capital among different stakeholders and infrastructure investment.

       3. <u>Social equity impact</u> on the local communities in which the firm conducts business. Manufacturing safe products under safe working conditions and providing equal opportunity and fair wages are examples of social sustainability measures.

       While the popular media has addressed corporate sustainability initiatives (McGinn, 2009; *Business Week*, 2007), comparative empirical research to date has been limited (Reilly, 2009). Comparisons across firms as to sustainability "net impact" are difficult, because sustainability initiatives—and metrics--vary across corporations and industries. For example, manufacturing companies may emphasize reducing emissions, decreasing water consumption, and recycling by-products, while service firms may focus on customer relationships, employee development, and community service. Many sustainability metrics are reported on a voluntary basis, and at this point, most measures are not standardized (unlike GAAP, generally accepted accounting principles). Furthermore, any review of corporate communication about sustainability suggests that companies focus most heavily on metrics in which they performed *well—*the issue of "*greenwashing"* corporate performance.

Social Media

      As noted above, many corporations have become active users of social media in communicating their sustainability change initiatives. Social media may be defined as technology-facilitated dialogue among individuals or groups; examples include blogs, forums, wikis, content sharing, social networking, social bookmarking, and social gaming. Companies may use social media to increase demand for their products or services and to enhance communication with customers, employees, or partners. For example, Twitter is used by Princess Cruises to report industry trends about top vacation destinations and by Comcast to respond to consumer questions and complaints.   More than 70 percent of companies are already using some form of social media, according to a recent *Business Week* article (September 2009), and the 2008 Cone Business in Social Media Study found that 60 percent of Americans use social media, and of those individuals, 59 percent interact with companies on social-media websites (Cone Study, 2008).

      Rapid developments in social media mean that this domain represents a key arena for innovative corporate practices. For example, a sentiment analysis on tweets posted during the 2008 U.S. presidential election found that Twitter analysis tracked formal election opinion polls closely (O'Connor, et al, 2010), while some empirical research has suggested that blogs may be used to predict stock market behavior. Over 20 million posts from a blog site for words related to "apprehension," such as "nervous," were examined. When the number of these tracked words rose sharply, the S&P 500 ended the day lower than expected (Gilbert & Karahalios, 2010). Social media, which may provide almost instantaneous information sharing, also provides a window into an organization's culture. Indeed, the level of resources a firm dedicates to its social media initiatives may reflect the firm's openness (or not) to change and innovation—a key dimension of an organization's culture.

Organizational Culture

One of the primary characteristics of an organization is its culture: the pattern of shared basic assumptions and values used to solve problems of external adaptation and internal integration (Schein, 1993)--such as sustainability. Indeed, Barney (1986) proposed that key attributes of an organization's culture may provide a source of sustained competitive advantage for the firm. Because culture is intangible, a firm's underlying cultural values must be inferred from cultural artifacts ranging from mission statements to office decor (Schein, 1993). Harris and Crane (2002) noted that a company espousing a green culture must be supported by environmentally responsible assumptions, beliefs, and behaviors. Thus, the level of commitment to sustainability communicated in both a firm's CSR reports and its social media outlets may yield important insights into the values underlying a firm's culture.

A company's focus on sustainability may be inferred from culture-laden communications such as the firm's mission or vision statements. For example, one of the sample companies, McBride PLC, specifically includes sustainability as one of its six corporate values (the others are growth, efficiency, scale, innovation, and teamwork). Which sustainability metrics a firm reports—e.g., air pollution or employee diversity—may also provide evidence of the organization's underlying culture. In addition, social media content can be used to illustrate cultural values; e.g., an organization may use a company blog to encourage its employees to learn more about their health care coverage, thus evidencing a concern for employee well-being. The content, style, and tone of social media dialogues can provide outside observers with clues about a company's culture.

Linking Sustainability, Social Media, Culture, and Organizational Change

This exploratory study seeks to examine relationships between sustainability, social media, culture, and organizational change. Many variables--from industry to size to leadership--may impact a company's commitment to sustainable business practices and its communication strategies about these practices. This study provides a preliminary examination of the links between three concepts: sustainability, social media, and organizational culture. In particular, culture is considered as an important potential factor affecting commitment to sustainability, such that cultures supporting one form of innovation—sustainability--will also support another type of innovation--social media. Thus, organizations communicating often about sustainability, whether through formal CSR reports or through social media, may display an organizational culture that supports change and innovation. The empirical study discussed below provides a preliminary test of this proposition.

Sample

To allow for meaningful comparisons across firms, the sample of organizations was drawn from a single industry for which sustainability is a key issue: cleaning products for home and office use. To maximize variance in the sample, the eleven global, public companies selected differ in location, size, and product base. Six are headquartered in the United States, three in the United Kingdom, one in Germany, and one in Japan. The firms range in size from approximately 100 employees to 163,000 employees (as reported in 2009), and annual revenues (in 2009, in millions of dollars) from $302 million to $76 billion. (Note: Although its 2009

revenues were $302 million, Prestige Brands employs fewer than 100 employees because its business method is to resuscitate dying brands and outsource their manufacture). Some of these companies are consumer product conglomerates such as Procter & Gamble, which produces and sells a wide spectrum of consumer goods besides cleaning supplies; others such as Zep (which provides cleaning products for the industrial marketplace) manufacture only cleaning supplies. These companies' products include well-established brands such as Ajax (Colgate-Palmolive), Comet (Prestige Brands), Lysol (Reckitt Benckiser), and Mr. Clean (Proctor & Gamble); and newer cleaning product brands such as greenworks (Clorox). Table 1 provides summary data about the sample.

Methodology

This study seeks to examine the links between organizational culture and change as demonstrated by corporate initiatives in sustainability and social media. Multiple methods were used to collect data for this exploratory research, using publicly-available sources including sustainability reports, social media communication outlets, and rankings by external organizations (as proxies for measuring organizational culture).

To assess a firm's focus on sustainability, each company's CSR report(s) were measured in two ways. For the first variable, the length of the firm's CSR report was determined by counting number of pages and cataloguing related reports (or other links) on the firm's website; see Table 2. The second variable sought evidence of a sustainability focus in the companies' vision, strategy, or values statements, either in the explicit mention of "sustainability" in these documents, or in related comments, such as "proactively engage in solving social and environmental issues" (Kao Corporation). Given the industry under study and the environmental impact of cleaning products, the "environmental" (green) dimension of sustainability is the focus for purposes of this research. A broader approach to sustainability (including the economic and social components of the triple bottom line) might find that many of the corporate values statements could be considered to address some element of sustainability (e.g., Caring, Global Teamwork, and Continuous Improvement—Colgate-Palmolive). Please see Table 3 for a summary and examples.

For this study, social media activity was operationalized through cataloguing each company's social media participation by type, concentrating on sustainability initiatives. Only social media activities maintained or sponsored *by the company* were included; social media outlets created and managed by people outside the firm were intentionally excluded. To simplify the measure of the wide array of social media activity, each outlet was given equal weight regardless of its "social" value. For each firm in the sample, the following metrics were cataloged: blog(s), both CEO/executive and corporate; number and titles of executive(s) in charge of social media; Facebook page(s); online communities/discussion groups; podcast(s); Twitter account(s); Web (news) feed(s); and YouTube content. Results are reported in Table 4.

Culture is never an easy variable to measure, especially in a study like this that uses archival data rather than participant observation. To address the potential issue of overlap between the measures of sustainability and social media, and the potential for common method bias in measuring culture, two variables were used as proxy measures for organizational culture. Firms with positive, innovative cultures were assumed to also be good places to work, so a set of three annual external rankings of "Best Places to Work" from *Working Mother, Fortune* and *GlassDoor* were used, plus a fourth survey, for World's Most Ethical Companies, to provide

some additional comparisons (see Table 5). In addition, another operationalization of culture was collected: data about the number of women members on each company's Board of Directors, as an indicator of the firm's support of diversity and its potential link to change.

Results

Tables 2 and 3 summarize findings about the two <u>sustainability</u> variables: (1) as communicated in formal corporate social responsibility (CSR) reports and (2) as noted in corporate mission or vision statements. As shown, nine of the eleven companies in the sample generated formal CSR/sustainability reports; Prestige Brands and Zep did not publish reports. The content of these documents varied significantly, with length ranging from 3 pages contained with the firm's annual report (McBride) to a separate 81-plus page document available on the web and in PDF format (Proctor & Gamble). In terms of report length and detail, the top performers in the sample were Proctor & Gamble, Colgate-Palmolive, and Kao Corporation.

The vision and values measure displayed noticeably more variation. As noted earlier, given the environmental impact of the household cleaning products industry, this study concentrates on the "green" dimension of sustainability. Only four of ten companies (Henkel AG & Co, Kao Corporation, McBride, and Unilever) explicitly mentioned sustainability as a corporate value in their vision and/or values statement; one company (Church & Dwight) did not report corporate values. While it was difficult to compare across firms given the variance in available metrics, in terms of CSR reports and explicit inclusion of sustainability values, the strongest performers among the eleven companies were Kao (both variables), Proctor & Gamble, and Colgate-Palmolive; the weakest performers were Prestige, Zep, and Church & Dwight.

Results of comparing active <u>social media</u> data are presented in Table 4. As shown, Table 4 reports company usage of six forms of social media to communicate sustainability initiatives (company blog, discussion forum, Facebook, Twitter, webfeed, and Youtube). Only Henkel AG actively utilizes all six of these social media outlets, while Colgate-Palmolive and Reckitt-Benckiser each use five of the six venues. Table 4 also shows that about half of the sample (six firms) actively use some form of social media to discuss sustainability. Most common in this sample of firms were Facebook (maintained by 9 of the 11 companies), a webfeed (8 of the 11), Youtube (7/11), and Twitter (6/11). Company blogs and discussion forums were clearly less popular; only two firms each used these venues. Finally, Table 4 illustrates that McBride (0/6 social media outlets), Kao (1/6 social media—a webfeed only), and Prestige Brands (1/6 social media, Facebook only) were the least active in this innovative means of communicating about sustainability.

The results for the two variables providing evidence of an <u>organizational culture</u> supportive of sustainability and change are summarized in Table 5. As discussed above, the first variable was external--three annual rankings for Best Places to Work and one for Most Ethical Companies) as proxies for positive, innovative cultures. In addition, data were collected about a second variable: the number of women members on each company's Board of Directors, as a proxy indicating the firm's openness to diversity and change.

Table 5 shows that the top performers in the sample in terms of external rankings were Colgate-Palmolive and Proctor & Gamble; both firms were ranked in two of the four annual surveys tabulated. Both companies were ranked by *Working Mother* magazine as a Best Place to Work, while Colgate-Palmolive was also named to *Fortune's* Best Places to Work list, and P & G was ranked by *GlassDoor* in a similar list. In addition, two of the corporations in the sample

were listed in the Most Ethical Companies Ranking: Henkel AG and Kao Corporation. (Please note that only U.S.-based firms are included in the three Best Places to Work surveys.) Thus, the overall assessment on this culture variable is that the strongest performers in the sample were Colgate-Palmolive, Proctor & Gamble, Henkel AG, and Kao. Low performers were not considered for this variable, as the non-U.S. based firms were not eligible for inclusion in three of the four external rankings compiled.

The second operationalization of organizational culture presents a different picture. Data were collected about the number of women members on each company's Board of Directors, as a proxy for a diverse and innovative culture. As Table 5 shows, three companies have boards comprised of at least 25% women members: Proctor & Gamble (30%), The Clorox Company (27%), and Henkel AG (25%). Six companies in the sample have boards including 10 to 21% women directors, while neither Kao Corporation nor Prestige Brands have any women members on their Boards of Directors.

Table 6 presents an overall picture of the results, summarizing the best and worst performers in each of the targeted variables of sustainability reports, social media, and organizational culture. While comparisons were not easy, Table 6 suggests that the strongest performers across the three focal domains were Colgate-Palmolive, Henkel, and Proctor & Gamble. Kao Corporation performed well on sustainability metrics, but poorly on social media and organizational culture measures. The weakest performer (but also the smallest firm, which outsources its product manufacture) was Prestige Brands. The remaining six firms in the sample either showed a single area of strength (Unilever) or weakness (Zep), or displayed a mixed pattern of performance (Church & Dwight, Clorox, McBride, and Renkitt Benkiser).

While the overall pattern of findings is complex, the results do suggest some support for the proposition linking sustainability focus, social media usage, and corporate culture. One company (Henkel AG) had strong positive performance in four of the five variables under study; i.e., Henkel notes sustainability as an important corporate value, is an active user of social media, is ranked highly by external agencies as a Best Place to Work, and 25% of its Board of Directors are women. Two firms showed consistent positive results in three of five categories (Colgate-Palmolive and Proctor & Gamble, and one company had consistent negative results in three of the five variables (Prestige Brands). Thus, four firms had outcomes consistent with the study's proposition, while only one firm (Kao) displayed contradictory results across the five variables (strong performance on the two sustainability variables plus the rankings variable, but weak performance on the social media variable and percentage of women board members). The relationship among the variables could not be determined with the remaining six firms in the sample, as they performed well or poorly in a single category (Church & Dwight, Reckitt-Benckiser, Clorox, Unilever, and Zep).

Several possible factors may have influenced these results. Location of corporate headquarters may be one key issue: national norms for corporate communications in general and sustainability reports in particular may influence the type, content, and length of these communications. For example, the four firms in the sample that explicitly included sustainability as a corporate value in their vision and/or values statement were non-U.S.-based corporations. However, there was no consistent pattern in CSR report length or content when comparing U.S.-based and other global companies.

Another possibility is that company size might influence CSR/sustainability reports and social media participation because of resource availability. As noted above, Prestige Brands, the smallest firm in the sample, was indeed the weakest performer here. However, while the results

showed that the largest company in the sample—Proctor & Gamble—did indeed publish the most extensive CSR report, the most active user of social media--Henkel AG--is a distant third to Proctor & Gamble and Unilever in terms of company size. Clearly, future research is needed to explore how variables such as size and company location may influence a firm's communication and performance in the sustainability domain.

Conclusions and Implications

Responsible leadership requires careful stewardship of organizational resources, and addressing sustainability and social media implications are important to effective organizations (Kanter, 2009). The results discussed above illustrate that sustainability, social media, and organizational culture are challenging constructs to measure and to compare. Even within an industry expected to be very sensitive to "green" issues, performance on key dimensions showed mixed results. Clearly, these domains represent areas of rapid organizational change, in which definitions, measures, and outcomes are shifting rapidly.

This study, like any exploratory research, had its limitations. The sample was small (n=11) and from a single industry (manufacturers of cleaning products). Data collection relied on publicly-available archival data self-reported by the sample firms, and limited reporting requirements may allow companies to "greenwash" by choosing to report metrics with an unrealistically positive view of the firm's sustainability net impact. In addition, external rankings were used as a proxy for organizational culture, rather than participant surveys or interviews that could provide direct insights into the values and norms underlying culture. Future research utilizing other data sources from a larger sample of organizations, from different industries, is clearly needed to provide a broader view of sustainability across companies.

Furthermore, developing a vision to foster sustainability and communicating that vision through social media are only the preliminary steps in organizational change. Many change scholars have argued that the implementation process is equally important for effective change (Jick, 1991). Several recommendations for companies seeking to emphasize cultural values and communication strategies that support sustainability may be considered.

First, sharing information through education is important. For example, using social media to educate consumers and employees alike about the potential negative side effects of products ranging from pesticides to pharmaceuticals may be critical in achieving support for a sustainability change effort. Second, sustainability and social media may also contribute to the motivation needed for achieving individual behavioral change; consider the impact of cash redemption incentives on consumer recycling of aluminum cans.

Other change implementation techniques for sustainability initiatives may be applied at a broader level. A third recommendation is voluntary and/or industry regulation. Competition within the building design and construction industries involving LEED certification is an illustration of how self-regulation may move a firm's sustainability agenda forward. Finally, as shown in the municipal arena (e.g., laws ranging from seat belt usage to watering lawns), legislation is another powerful means of supporting sustainability measures.

The link between sustainability and organizational change merits future study, given the importance of sustainability as a key corporate strategy. Effective use of social media and more traditional CSR reports provides companies with the opportunity to reach both internal and external stakeholders. In today's rapidly-changing business world, communicating sustainability

policies and practices is important to any company concerned with moving forward a strategic agenda that includes sustainable operations.

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Table 1
Eleven Global, Public Companies
Manufacturing Household Cleaning Products

Company	HQ Locations	2009 Revenues (in $ millions)	Number of Employees (2009)	Sample Products & Brands
Church & Dwight	United States	2,521	3,700	- Kaboom - ScrubFree - SnoBowl
Colgate-Palmolive	United States	15,327	38,100	- Ajax - Fabuloso Murphy Oil Soap
Henkel AG	Germany	16,699	51,400	- Bref - SoftSoap
Kao Corporation	Japan	14,039	33,700	- Magiclean
McBride PLC	United Kingdom	1,170	5,000	Clean' n Fresh - i-Clean - LimeLight
Prestige Brands	United States	302	100	- Comet - Spic 'n Span
Proctor & Gamble	United States	76,694	138,000	- Mr. Clean - Swiffer
Reckitt-Benckiser	United Kingdom	11,450	24,900	- EasyOff - Lysol
The Clorox Co.	United States	5,450	8,300	- Clorox - greenworks
Unilever	U.K & Amsterdam	48,994	163,000	- Cif - Domestos
Zep	United States	501	2,200	- Zep

Table 2: CSR & Sustainability Reports

Company	Report Name(s)	Year	Pages	Type
Church & Dwight	Products for a Healthier and More Sustainable Living	2008	35	PDF
Colgate-Palmolive	Respecting the World Around Us: Living Our Values for Sustainability	2008	**66+**	PDF & Website
Henkel AG	Sustainability Performance	2009	44+	PDF & Website
Kao Corporation	CSR Report 2009	2009	**58+**	PDF & Website
McBride PLC	Corporate social responsibility report within Annual Report	2009	3	PDF
Prestige Brands	*No online report available*	n.a.	n.a.	n.a.
Proctor & Gamble	Designed to Matter: 2009 Sustainability Report	2009	**81+**	PDF & Website
Reckitt-Benckiser	Sustainability Report 2008	2008	28	PDF
The Clorox Company	Corporate Social Responsibility	2010	36+	Website
Unilever	Sustainable Packaging? & Sustainable Development Overview 2009	2009	8. 40+	PDF & Website
Zep	*No online report available*	n.a.	n.a.	n.a.

Table 3 Evidence of CSR/Sustainability in Vision or Values

Company	Vision or Values	Notes CSR/ Sust?
Church & Dwight	n.a.	n.a.
Colgate-Palmolive	Caring, Global Teamwork, Continuous Improvement	No
Henkel AG	1. We put our customers at the center of what we do 2. We value, challenge and reward our people 3. We drive excellent sustainable financial performance **4. We are committed to leadership in sustainability** 5. We build our future on our family-business foundation	Yes, #4.
Kao Corp.	Yoki-Monozukuri ("a strong commitment by all members to provide products and brands of excellent value for consumer satisfaction"), Innovation, Integrity ("As a responsible corporate citizen, we seek to ensure the safety of our products and operations, and **proactively engage in solving social and environmental issues**.")	Yes, #3.
McBride PLC	Growth, Efficiency, Scale, Innovation, **Sustainability**, Teamwork	Yes, #5
Prestige Brands	Accountability, Collaboration, Innovation, Passion, Simplicity, Thought Diversity, Integrity	No
Proctor & Gamble	Integrity, Leadership, Ownership, Passion for Winning, Trust	No
Reckitt-Benckiser	Achievement, Entrepreneurship, Team Spirit, Ownership	No
The Clorox Company	Stretch for Results, Do the Right Thing, Take Personal Ownership, Work Together to Win	No
Unilever PLC	1. We work to create a better future every day 2. We help people feel good, look good & get more out of life with brands & services good for them & good for others 3. We will inspire people to take small everyday actions that can add up to a big difference for the world **4. We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact**.	Yes, #4
Zep, Inc.	Acting with Integrity, Keeping Customers First, Critical Thinking, Teamwork, Commitment to Excellence, Results Oriented, Efficient Resource Use (*not* related to sustainability)	No

Table 4
Social Media Communication of CSR/Sustainability

Company	Company Blog	Discussion Forum	Facebook	Twitter	Company Webfeed	YouTube
Church & Dwight	No	No	**YES**	No	No	**YES**
Colgate-Palmolive	No	**YES**	**YES**	**YES**	**YES**	**YES**
Henkel AG	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**
Kao Corporation	*No*	*No*	*No*	*No*	**YES**	*No*
McBride PLC	*No*	*No*	*No*	*No*	*No*	*No*
Prestige Brands	*No*	*No*	**YES**	*No*	*No*	*No*
Proctor & Gamble	No	No	**YES**	**YES**	**YES**	**YES**
Reckitt-Benckiser	**YES**	No	**YES**	**YES**	**YES**	**YES**
The Clorox Co.	No	No	**YES**	**YES**	**YES**	**YES**
Unilever	No	No	**YES**	**YES**	**YES**	**YES**
Zep	No	No	**YES**	No	**YES**	No

Table 5: Organizational Culture External Measures

Rankings and Percentages of Women Board Members

Company	*Working Mother* Best Companies (U.S.)	*Fortune* Best Companies to Work For (U.S.)	*GlassDoor* Best Places To Work (U.S.)	World's Most Ethical Companies (Global)	*% of Women on Board of Directors*
Church & Dwight	No	No	No	No	18%
Colgate-Palmolive	**Yes**	**# 100**	No	No	20%
Henkel AG	n.a.	n.a.	n.a.	**Yes**	**25%**
Kao Corporation	n.a.	n.a.	n.a.	**Yes**	*0*
McBride PLC	n.a.	n.a.	n.a.	No	20%
Prestige Brands	No	No	No	No	*0*
Proctor & Gamble	**Yes**	No	**# 9**	No	**30%**
Reckitt-Benckiser	n.a.	n.a.	n.a.	n.a.	10%
The Clorox Company	No	No	No	No	**27%**
Unilever	n.a.	n.a.	n.a.	No	21%
Zep	No	No	No	No	13%

Table 6
Company Comparisons and Overall Net Impact

Measure	High Performers	Low Performers
CSR/Sustainability Reports	Proctor & Gamble Colgate-Palmolive Kao	Prestige Brands Zep
Values Explicit in Mission/Vision	Henkel AG Kao McBride Unilever	Church & Dwight
Active Social Media Use	Henkel AG Colgate-Palmolive Reckitt-Benkiser	Kao McBride Prestige Brands
Best Places to Work Rankings	Colgate-Palmolive Proctor & Gamble Henkel AG Kao	Not Applicable to non-U.S.-based firms
Women Directors on Board	Proctor & Gamble Clorox Henkel AG	Kao Prestige Brands