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Diversity and Inclusion: An Analysis of the Websites of the Best Companies to Work for and
of the Websites of Fortune 100 Companies

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A thesis submitted to the faculty of
Brigham Young University
in partial fulfillment of the requirements for the degree of

Master of Arts

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ABSTRACT

Diversity and Inclusion: An Analysis of the Websites of the Best Companies to Work for and of the Websites of Fortune 100 Companies

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Corporate websites provide outsiders with a glimpse into organizations. 200 companies from among Glassdoor's "Best Companies to Work For" lists for 2013 and 2014, along with a list of Fortune 100 companies were analyzed through a textual analysis for how a company communicates diversity on their corporate websites. Findings revealed six suggestions for organizations on how best to communicate diversity on their corporate websites. The suggestions include: Be transparent, dedicate a single webpage, use testimonials, title the web page "Diversity and Inclusion," have diversity reach beyond the corporate website, and provide realistic pictures. Using Geertz and Pacanowsky's Cultural Approach to Organizations, this study developed a new approach to studying corporate culture through websites called, the Website Approach to Corporate Culture. This new approach explains that corporate culture transcends the workplace into the Internet sphere and is studied through corporate websites.

Keywords: corporate culture, diversity, inclusion, website research, corporate communications, religious diversity

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Introduction and Statement of Problem

Overview

Religious discrimination in the workplace became a hot topic in 2013 due to two separate lawsuits filed against Abercrombie and Fitch by Muslim teens. The first lawsuit was filed because one Muslim teenager was fired for refusing to take off her hijab while at work; the second lawsuit was filed because a Muslim teen was asked about her headdress and religion during an interview and then denied the position; a third lawsuit was filed for similar reasons and currently is waiting for appeal. The clothing retailer, A&F, agreed to pay \$71,000 to settle the two lawsuits and committed to change its policies specifically making religious accommodations and allowing workers to wear head scarves (EEOC, 2013b, para. 1 & Elias, 2013, para 1). Hani Khan, one of the lawsuit plaintiffs said that “It wasn’t about the money. It was a matter of principle” (Elias, 2013, para. 9). Because of this example and others, heightened media attention was drawn to diversity in the workplace and left many lingering questions such as: How should religious discrimination be handled in the workplace? Should it even be allowed? And how does diversity impact corporate culture? Due to sparse literature on the topic, this study arose.

Purpose

This thesis seeks to understand how diversity, religious diversity, and corporate culture is discussed on corporate websites, specifically among companies who are known for being profitable and for creating unique cultures valued by employees. As is evident by the literature, diversity is typically studied through a human resource perspective and yet very little academic research exists on the topic.

Process

This thesis hopes to expand on many gaps in the literature by analyzing 200 company websites. The study collected “diversity,” “culture,” and “about us” pages and examined how companies address diversity, specifically religious diversity, and how they believe it impacts their corporate culture. After collecting data from the Top 50 Best Companies to Work For (2013) in an unpublished study, the Top 50 Best Companies to Work For (2014) and a list of the Fortune 100 Companies (2013) was also examined to expand on the previous study. After collecting the text and pictures from each of these pages for each of these companies, a textual analysis identified themes and trends among the web pages. Once the themes and trends were defined and categorized through a constant comparative analysis, a discussion lists what these web pages say about the coordinating companies. Suggestions are given as to how corporations should discuss diversity and religious diversity on their corporate websites, and diversity is defined as to whether it inhibits or enhances corporate culture.

Thesis Proposal Executive Summary

A previous unpublished study titled “Religious Diversity, Accommodation and Corporate Culture: An Analysis of the Top 50 Best Company Websites,” found that company websites do not openly discuss or give examples of religious diversity and accommodation practices in the workplace (Nordquist, 2013). In fact, only 8% of the companies in this study mentioned religion briefly in describing company non-discrimination policies and only 4% of the companies gave specific examples of religious diversity in the workplace. If the majority of these companies do not openly discuss religious diversity or accommodation practices on their corporate websites, is this a reflection of what actually occurs in their corporate culture? Is religious diversity not visible in the workplace; are there formal or informal routes for handling religious

accommodation requests; or is there religious diversity and accommodation value inside the workplace? These questions suggest a follow-up study in order to gain a larger perspective of successful companies and their corporate cultures.

There is very little, if any, research specifically addressing religious accommodation practices and its impact on corporate culture. The Society of Human Resource Managers (2008) appears to be the only group who has placed focus on this topic. In 2012, 3,811 religious-based cases were filed by employees with \$9.9 million dollars recovered on the behalf of those who experienced religious discrimination (EEOC, 2012). According to the United States Equal Employment Opportunity Council (2012), religious discrimination charges number more than 3,000 per year since 2008 and in the last 3 years, close to \$10 million dollars have been recovered each year. These increasing numbers suggest that religious discrimination, specifically in the workplace, needs to be openly addressed in order to decrease the number of religious-based cases and in order to improve employee morale and a company's culture. Therefore, insight can be gained on this issue through understanding an insider's perspective to the "Top 50 Best Companies to Work for" as voted by employees on Glassdoor.com (see Table 1 in the Appendix for a list of the companies).

To better understand the purpose and direction for this thesis, all literature surrounding this topic will be provided leading up to the research questions guiding this study.

Literature Review

Diversity and Corporate Culture

Increasingly, corporate culture is becoming a selling point for companies that hope to hire the right fit for their company. While corporate culture may give reference to a laid-back work environment, having a breakfast bar at work, or even the company's softball team, corporate culture stems from a core of shared values. "Selznick (1957) argued that shared values are essential for organizational survival because they maintain the organization as a bounded unit and provide it with a distinct identity" (Chatman & Jehn, 1994, p. 525). Corporate culture is a distinct identity in which employees are active contributors. Corporate culture is shaped by company rituals, individual performances of employees, and a shared story (Griffin, 2006). Just as each employee performs a role that affects the corporate culture, this created culture in turn "influences organizational, group, and individual behavior" (Hartnell, Ou, & Kinicki, 2011, p. 677). Individual characteristics or individual diversity can thus play a role in the overall functioning of a group.

When one thinks of diversity in the workplace, physical, demographic type characteristics come to mind like race, gender, and sex. Milliken and Martins (1996) state that although diversity is linked to equal opportunity employer and affirmative action programs, diversity actually means "'variety,' or a 'point or respect in which things differ,'" (Milliken, Martins, 1996, p. 402). Individuals' demographic and unobserved traits such as beliefs, knowledge, and experience, contribute to organizational culture by assuming roles through categorization. Diversity affects the workplace by causing categorization and self-categorization. Self-categorization is mentally producing in- and out-groups through the stereotyping of individual traits (Chuang, Church, & Zikic, 2004). As members of the organization are

subconsciously categorized first on the basis of demographic traits and second by their unobserved traits, an organizational culture can only thrive when individual stereotypes are surpassed by the values shared by the members of the organization (Miliken & Martins, 1996). A successful corporate culture uses diversity to its advantage as it embraces the individuality of its employees. Miliken and Martins (1996) continue by proclaiming that diversity can enhance overall group function. On the other hand, when diversity is not appreciated or accommodated, it can hinder group cohesiveness because of the lack of homogeneity. Waters (2004) stated, “unless your diverse workforce is cohesive, you most likely won’t have a productive workforce” (p. 38). However, “when properly supported within the corporate culture, workforce diversity serves as a source of significant competitive advantage” (Waters, 2008, p. 38). Fassinger (2008) continued that “research indicates that diversity can be highly effective in workplace tasks requiring innovation and exploration of new opportunities and new ideas” (p. 253).

Over the last fifteen years, organizations have ignored the topic of diversity in the workplace as is evident by the lack in literature on the subject. As Pelled said in 1996, and is obvious now, organizations can no longer ignore the topic of diversity and its implications on corporate culture (p. 615). Diversity training programs can be implemented to educate all employees and management on how to strengthen their heterogeneity corporate culture (Romanski-Livingston, 1998). Such training also provides insight into how individuals adapt their own culture to that of the organization and thus how the organization can accommodate each individual’s culture. Specific attention should be given to organizational diversity as it is directly connected to “job performance and job satisfaction” (Shukla & Gubellini, 2005, p. 24).

Religion and Corporate Culture

A 2008 survey conducted by the Society of Human Resource Management revealed that 64% of companies say they have a religiously diverse corporate culture (SHRM, 2008, p. 7). Religious diversity is one of those underlying characteristics of individuals which play a role in shaping corporate culture. More and more employees are bringing their religion to work, whether it is in the form of their Bible, a picture on their desk, listening to religious music, wearing religiously symbolic clothing or icons, or even saying prayers. Yet while more individuals are showing their spiritual side in the workplace, corporations still mimic the church and state separation model, confused as to how to best allow religious diversity. Hicks (2002) comments on the dichotomy of religion in the workplace: one can be spiritual and that is accepted, yet one cannot discuss religion openly (p. 380). He proclaims that disallowing religious talk in the workplace is a flaw because it does not fully accept individual diversity nor does it allow for individuals to truly be themselves, impacting overall performance; discussing religion could also bring about innovation (p. 390).

Religious diversity in the workplace. Religious diversity, a subset of diversity, is also an area that cannot be ignored by employers. “As companies embrace an expanding global economy and increase their sourcing and global job candidates, religious diversity in the workplace is rising” (SHRM, 2008, p. 2). Religious diversity, when embraced, can positively affect an organization. Matus (2007) identified that an employee’s individual spirituality can help enhance their success. In response to this aspect of spirituality in the workplace, Mitroff and Denton (1999) also found the following:

Those associated with organizations they perceived as ‘more spiritual’ also saw their organizations as ‘more profitable.’ They reported that they were able to bring more of

their ‘complete selves’ to work. They could deploy more of their full creativity, emotions, and intelligence; in short, organizations viewed as more spiritual get more from their participants, and vice versa (Mitroff & Denton, 1999, p. 83).

It is therefore advantageous for organizations to recognize religious diversity and to accommodate accordingly in order to increase productivity among their employees.

Gelb and Longacre (2012) listed two reasons why managers should pay attention to religion: 1) there is a legal mandate for religious accommodation and 2) customers are growing increasingly diverse. Therefore, “since culture matters, religion matters” (p. 510). Gelb and Longacre continue that the following list made religion important in the workplace:

First, religious diversity has increased by 3 million. Second, the September 11 attacks on the World Trade Center introduced the world to Islam. Third, religious interest groups increasingly watch and comment on corporations’ actions. Fourth, non-religious individuals expect explicit recognition (p. 510).

Acknowledging religion in the workplace presents many opportunities and challenges. While there may be trepidation and disapproval on behalf of employees, it expands the benefits of diversity thinking and work life enhancement for employees (p. 512-514).

Religious accommodation and corporate culture. Citing the Equal Employment Opportunity Commission, “between the years 2000 and 2010, the number of charges alleging religious-based discrimination almost doubled showing an increase of 96% (Ghuman et al. 2013, p. 447). This alarming statistic raises the need for understanding the legality behind religious accommodation in the workplace. The Civil Rights Act of 1964 gives religious freedom to all employees. “Title VII prohibits employers from discriminating against individuals because of their religion in hiring, firing and other terms and conditions of employment” (CRU Priority

Associates, 2013, par. 5). Religious discrimination comes in many forms: firing an employee because of beliefs, refusal to promote an employee because of beliefs, or withholding a raise because of discussing religion in the workplace. The United States Equal Employment Opportunity Commission protects individuals from such discrimination “who belong to traditional, organized religions, such as Buddhism, Christianity, Hinduism, Islam, and Judaism, but also others who have sincerely held religious, ethical or moral beliefs” (U.S. EEOC, 2013, par. 1). In order to prevent religious discrimination in the workplace, religious accommodation is encouraged by the law. Ghumman et al. (2013) describes accommodation as “any adjustment to the work environment” (p. 444). This refers to employers or managers making a noticeable change in order to assist an employee with their religious worship and beliefs. The U.S. EEOC gives the following explanation for religious accommodation in the workplace:

The law requires an employer or other covered entity to reasonably accommodate an employee’s religious beliefs or practices, unless doing so would cause more than a minimal burden on the operations of the employer’s business. This means an employer may be required to make reasonable adjustments to the work environment that will allow an employee to practice his or her religion (U.S. EEOC, 2013, par. 8).

Religious accommodation will vary determined by the request. The following are examples of religious accommodation requests: “an employee may need a particular day off each year for a religious holiday; or to refrain from work every week on his or her Sabbath; or to wear religious garb; or to have a place to pray” (Anti-Defamation League, 2012, p. 2).

Religious accommodation is an issue that needs to be revisited. Since 2001, out of all the human resource individual requests made, religious accommodation requests have dropped from 20% to 6% in 2008 (SHRM, 2008, p. 13). The Society of Human Resource Management also

revealed that 91% of those requests have not been resolved, compared to 79% in 2001 (SHRM, 2008, p. 13). The decline in religious accommodation requests since 2001 could be due to many factors: 1) The events surrounding the September 11th attacks may have caused individuals, specifically Muslims, to feel reluctant in making such requests or 2) Employees are not aware that such requests can be made.

Religious accommodation in the workplace. There is a direct effect between religious accommodation and the overall corporate culture. It is in the best interest of employers to provide a formal process of handling accommodation requests and to seriously consider how to accommodate employees especially with the expansion of the global market.

In contrast to largely secular Europe, the United States is the most religious country in the developed world. However when it comes to religious inclusivity, it is the best interest of all companies – whether secular or slightly more religious – to be aware of their employees’ religious diversity and to be sensitive to the needs of both believers and non-believers (SHRM, 2008, p. 4).

Employees will feel more trust towards employers who sincerely consider requests and see their religious beliefs as important. More importantly, it was found that “employee morale and employee retention were most affected by having a workplace that provided religious accommodation for its employees” (SHRM, 2008, p. 11), proving that attention should be given to religious diversity and how it can be successfully incorporated into corporate culture.

A study produced by the Tanenbaum Center for Interreligious Understanding found that one in three employees had experienced or viewed incidents of religious bias in the workplace. In fact, 36 percent reported observing “some form of non accommodation, such as policies prohibiting religious clothing or beards, requiring employees to work on Sabbaths or religious

holidays, or not providing an area for employees to pray” (Williams, 2013, para. 4). Other findings from the study include one-half of workers believe that Muslims experience discrimination in the workplace and 60 percent of Atheists believe that people look down on their beliefs. The Tanenbaum study concluded:

Workplaces are a microcosm of America. They are becoming more diverse and, according to the survey, employees in diverse workplaces experience or witness more incidents of religious conflict. In addition, employees at workplaces with a culture of respect and accommodation have a higher level of satisfaction. In the near future, in order to attract and keep the best talent, companies will need to become more proactive about addressing religious diversity (Tanenbaum, 2013, paras 3-4).

This study produced by Tanenbaum is the most current survey of workplace attitudes of religious diversity drawing attention about what should be done to better accommodate religious diversity.

To further advise employers on how to reasonably accommodate religious requests, Evans (2007) gives the following recommendations: listen to the employee’s request without bias, take the request seriously, be sincere when trying to find a reasonable accommodation, properly train supervisors and managers on the appropriate way to handle these requests, be creative when seeking alternative, and even though you may not be familiar with the religion or the belief, it does not mean it is not real or does not exist (Evans, 2007, p. 10). Straus and Sawyerr (200) also discuss the importance of diversity training and leaders’ behaviors (p. 2643). They also suggest,

Balancing the fair treatment of all employees in organizations can be accomplished through the establishment of ethical value statements or codes, policies, and procedures

that are developed collaboratively by organizational members and that can withstand legal scrutiny (p. 2643).

Through proper training of those who handle such requests, the corporate culture should benefit from religious diversity in the workplace, resulting in a more productive and profitable company.

Internal and External Organizational Communication

Understanding organizational communication is critical when studying how information is shared both internally and externally. A “2003 Golin/Harns survey reported that people wanted companies to be more ‘open and honest in business practices,’ ‘communicate more effectively and straightforwardly, and to show more concern and consideration for their stakeholders, such as employees and customers” (Rawlins, 2008, p. 4-5). These needs can be met through effective organizational communication. Ristino (2007) defined organizational communication as “the creation and exchange of messages within a network of interdependent relationships to cope with environmental uncertainty” (p. 56; Goldhaber, 1986, p. 28). Furthermore, “companies communicate intentionally or unintentionally by every thing they do or not do, say or not say” (Schlegemilch & Pullach, 2005, p. 268). It is therefore imperative that internal and external communication methods and strategies are built into a corporate plan in order to maintain consistency because internal and external communication is critical in shaping corporate identity. This section will highlight the literature regarding internal communication, external communication, social capital and corporate image, and how to communicate through the Internet.

Internal communication. Communicating through corporate emails, building a company vision, establishing employee focus groups, and subordinate/superior relationships and the communication thereof are all examples of internal communication. Vercic, Vercic and

Sriramesh (2012) found that the “exchange of information among employees or members of an organization” is used “to create understanding” (p. 225). Dolphin (2009) agreed with this point in saying “sharing information is one of the easiest and most effective ways that managers can foster employee involvement in organizations” (p. 173). Establishing two-way lines of communication not only aids in the dissemination of information but also in the employee(s) feeling more part of an organization. Dolphin (2009) said, “Successful communication with this crucial audience may help to motivate employees and give them a sense of pride in the organization, thereby embracing the prestige of the organization itself” (p. 171).

There are many reasons why organizations emphasize internal communication. Welch and Jackson (2007) listed various goals of what effective internal communication hopes to achieve. They include:

Contributing to internal relationships characterized by employee commitment; promote a positive sense of belonging in employees; develop their awareness of environmental change; and develop their understanding of the need for the organization to evolve its aims in response to, or in anticipation of environmental change (Welch & Jackson, 2007, p. 188).

In fact, effective internal communication includes the benefits of: “improved productivity, reduced absenteeism, higher quality of services and products, increased levels of innovation, fewer strikes and reduced costs” (Vercic, Vercic, & Sriramesh, 2012, p. 224, as cited by Clampitt & Dawns, 1993). Interestingly, similar results come from religious accommodation in the workplace. Holtzhausen and Fourie (2008) continued with the many benefits that results from effective internal communication by stating,

As soon as employees are able to identify themselves with the internal mechanics of the company and understand and endorse the corporate identity, they can work better, pay more attention to their responsibilities, understand how they fit into the entire company, associate with the identity of their respective business units as well as that of the organization, and become ambassadors of the company (p. 81-82).

Other benefits include the lack of “grapevine communication, innuendo, and rumors” to enhancing a corporation’s reputation (Holtzhausen & Fourie, 2008, p. 82).

External communication. Communications with external publics are usually “part of well-planned, comprehensive public relations campaigns and programs designed for specific purposes - manage organizational image, identity and reputation” (Ristino, 2007, p. 78). Some examples of external communication include sending out a press release, providing a financial report to investors, doing a media interview, or interacting with various publics through social media. Just as is suggested with internal communication, using a two-way symmetrical communication process with external publics, long, lasting and mutually beneficial relationships will result (Riston, 2007, p. 79). This is typically seen as a public relations function, the strategies used to reach out to each public and the messages crafted for these publics must be consistent. Dolphin (2009) continued, “The line separating internal and external communications no longer exists...employee publications need to be tied to the overall corporate communications strategy, ensuring that messages to employees are closely allied with messages distributed to external constituencies” (p. 172).

Social capital and corporate image. Communication both to employees and to outside publics shapes corporate identity. Holtzhausen and Fourie (2008) explain that corporate identity is all-inclusive, including: behavior (interaction between employees and external stakeholders),

communication, and symbolic elements (what the company stands for) (p. 79-80). It is this corporate identity that “is instrumental in the forming of a company’s image as corporate image is basically what stakeholders perceive the company to be” (Holtzhausen & Fourie, 2008, p. 81). Furthermore, Holtzhausen and Fourie (2008) suggest that corporate image is reflected as corporate reputation and is dependent on the perceptions of internal and external stakeholders. How a company chooses to communicate their corporate image can impact social capital and social identity.

Summerfeldt and Taylor (2011) discussed the importance of social capital when considering how to communicate externally in a public relations function. They defined social capital, as cited by Kennan and Hazleton (2006), as the ability that organizations have of creating, maintaining, and using relationships to achieve desirable organizational goals (p. 198). Achieving social capital has many benefits such as reducing the organizational turnover, the ability to manage organizational uncertainties, enhancing an organization’s capacity for action, and benefiting organizational survival (Summerfeldt & Taylor, 2011, p. 198). As social capital relates to external communication, social identity relates to internal communication. Welch and Jackson (2008) claimed that “internal corporate communication has a part to play in developing a sense of belonging among employees” and results in positive social identity” (p. 189). When an employee can align closely with the corporate social identity, they then become advocates for the brand and are instrumental in the corporation’s success.

Communicating through the Internet. The Internet changes corporate strategy when it comes to communication. “Historically, corporate internal/employee communication in the West has been predominantly one-way and asymmetrical (Chen, 2008, p. 168). Today, two-way communication is critical in both the workplace and with outside publics. “The advent of the

Internet has empowered corporate audiences, who now demand more transparency and accountability from companies” (Schlegelmilch & Pullach, 2005, p. 268 as cited by O’Connor, 2001). Organizational communication evolves especially with how critical it is for organizations to participate in the online sphere. When describing transparency, Rawlins (2008) explained that transparency requires trust. It also requires the following,

It requires “a willingness to be vulnerable because you can’t ensure how people will use the information you share...Trust requires reciprocal relationships. Organizations can’t expect trust from stakeholders if they are not willing or trust them first or in return” (p. 2).

In essence, corporations are encouraged to present a real image of themselves and to stay true to that image. Rawlins said that transparency, or openness, requires accountability (p. 4-5). In fact, Rawlins (2008) suggests that there is “strong evidence that trust and transparency are positively related” (p. 15). In order for publics internally and externally to trust an organization, “the messages need to be constantly reinforced over various media and all formal, informal and behavioral messages of the company need to convey the same image of the company” (Schlegelmilch & Pullach, 2005, p. 284).

Corporate Website Research

Previous research analyzing corporate websites has taken a corporate social responsibility and readership perspective. Gomez and Chalmeta (2011) analyzed the top 50 American profitable corporations from the Fortune 500 companies of 2009 and how they discussed CSR initiatives on their corporate websites (p. 93). Gomez and Chalmeta used a content analysis as their method. Basil and Erlandson (2008) selected a sample size of 159 companies from the top 1000 Canadian companies in both 2003 and 2006. They also used a content analysis and looked to see how CSR activities were presented. Pollach (2011) noted that corporate websites are

typically studied from two different angles: 1) “Content and features that corporate websites offer to particular stakeholder groups, including potential employees, new employees, investors, and journalists” (p. 29 and 2) the overall effectiveness of corporate websites through perceptions and satisfaction. In Pollach’s (2011) study, she found two content features that people read most frequently, customer related information and hiring information (p. 29). Hung and Rim (2010) also noted that “the more customers pay attention to the information on a corporate website, the more likely they are to perceive the company as socially responsible” (p. 390).

One study has been found which analyzes corporate websites for evidences of diversity. Point and Singh (2003) compared diversity statements from 241 top companies (as defined by the stock exchange list) in eight countries in Europe. “We explored each website to see whether any statements were made about diversity and equality and we used search terms on key words (p. 753). Point and Singh (2003) used a qualitative approach when analyzing the corporate websites.

We stored web pages as text files and logged properties of the statements in an excel spreadsheet. We then took diversity statement texts and imported them into QSR Nudist 5 software for qualitative analysis (p. 753).

For their qualitative approach they developed themes for analysis beforehand. The nodes included: definitions of diversity, the many types of diversity (age, disability, gender, multi-cultural, etc.), and differences between countries (p. 753). Point and Sing (2003) listed many suggestions for future research. They suggested to extend their study to other countries and continents, to examine the relationship between diversity and shareholder value, and to triangulate evidence, for example “how long it takes for the companies promoting gender and

racial diversity...to appoint women and ethnic minority directors to their corporate boards” (p. 761).

The Cultural Approach to Organizations

Clifford Geertz and Michael Pacanowsky’s approach, the cultural approach to organizations, requires the researcher “to become intimately familiar with an organization as members experience it” (Griffin, 2006, p. 290). Geertz and Pacanowsky explain that an organization is a culture within itself. Organizational culture can be studied through detailed analysis of metaphors, corporate stories, and employee performance. Specific language creates metaphors which are valuable when evaluating corporate stories. Corporate stories are then dramatized narratives of the company’s ideology and policies. Corporate stories and metaphors are embedded with symbolism which then helps explain how a company “really works” (Griffin, 2006, p. 293; Pacanowsky & Trujillo, 1983). Organizational culture, comprised of employee interactions, consists of “shared meaning, shared understanding, shared sensemaking” (Griffin, 2006, p. 289).

Pacanowsky and O’Donnell-Trujillo (1982) list three aspects which set the foundation for organizational culture research: 1) “the web is a well considered metaphor for culture,” 2) culture should be studied “as a reality constructed and displayed,” by participants, and 3) “culture is amenable...to interpretation” (Pacanowsky & O’Donnell-Trujillo, 1982, p. 122). It is the goal of the researcher to see the organization and “sense-make” from the workers’ view. The researcher looks at: constructs, facts, practices, vocabulary, metaphors, stories, rites and rituals of the organization to better understand the culture (Pacanowsky & O’Donnell-Trujillo, 1982, p. 124-126). Coordinating with this concept, Trice & Beyer (1984) identify that it is important to view daily performances such as rites and ceremonials (i.e. Christmas parties, a retiring employee,

hiring of a new employee, achieving an award or a promotion, etc.) which “are social dramas with well-defined roles for people to perform” (Trice & Beyer, 1984, p. 655).

Furthermore, the purpose of studying the culture of organizations is to learn how to shape and change the culture to fit managerial purposes (Smircich, 1983, p. 346). Studying organizations through the five different themes and meanings (“organizations are adaptive organisms existing by process of exchange with the environment,” “organizations are systems of knowledge,” “organizations are patterns of symbolic discourse,” and “organizational forms and practices are the manifestations of unconscious processes”) will reveal more about an organization as a whole (Smirich, 1983, p. 342). Applying a cultural framework to studying organizations is used “not to celebrate organization as a value, but to question the ends it serves” (Smirich, 1983, p. 355). In order to find answers, the organizational-cultural researcher must distance themselves from the culture to which they are studying, especially if it is their own, in order to reveal un-biased, culturally-significant results.

Religious Diversity, Accommodation, and Corporate Culture: An Analysis of the 50 Best Company Websites

An unpublished study, by the above name, analyzed the websites of the companies listed on Glassdoor’s Best Companies to Work For list for 2013 (Nordquist, 2013). Findings from this study will be shared in Chapter 4A. Due to the small sample size (50 websites), a larger study, this thesis, is needed to further understand how the “top” companies discuss diversity, religion, and culture and how companies should discuss these issues in a public manner.

Research Questions

This thesis seeks to understand how companies communicate diversity on their corporate websites. Based on previous findings in an unpublished study where religious accommodation

was not visibly discussed on corporate websites, further insight is needed by expanding the unpublished study into 150 more company websites and to see if there are changes between 2013 and 2014 and among Fortune 100 companies. It is hoped through this expanded study that a better picture will be gained as to how diversity and specifically religious diversity is communicated on corporate webpages and how diversity is tied to corporate culture.

This study will look at how diversity is discussed, if religious diversity is mentioned, and how companies describe their corporate culture. In-depth analysis will draw conclusions as to how these three interrelate. Findings from this study will be tied to Geertz and Pacanowsky's cultural approach to organizations theory that views organizations as individual cultures. Analyzing corporate webpages will provide a glimpse into companies that otherwise would be difficult to study. The following research questions have been selected to guide this study.

RQ1: How do the 200 "top" companies discuss diversity on their corporate web pages?

RQ2: Do the company web pages discuss religious diversity?

RQ3: Does religious diversity and accommodation enhance or inhibit the corporate culture?

RQ4: How can companies more effectively communicate diversity to their organization, potential employees, customers, and investors?

Method

Methods Used to Analyze Corporate Websites

As discussed briefly in the literature review, studies that typically analyze corporate websites do so from a corporate social responsibility perspective and use a content analysis as the method. Content analyses in this fashion are used when looking for specific website features, key terms, etc. Gomez and Chalmeta (2011) and Basil and Erlandson (2008) both used this approach when analyzing CSR features on “top” company websites. Because those identifiers have not been established for the websites used in this study, and also because this study seeks to identify trends and themes among each data set, a textual analysis, grounded theory approach will be used with constant comparative analysis as the technique.

When analyzing numerous company websites, quantitative and qualitative methods could have been selected. A quantitative approach, content analysis, could have been an appropriate approach for studying 200 corporate websites by coding for specific keywords on each website. However, a quantitative approach was not selected because of the insufficient research on corporate websites and specifically of diversity and culture web pages. A qualitative method of textual analysis was selected to identify the trends among corporate websites, a benefit of using this approach.

Selection of Method

A textual analysis of corporate websites through the lens of grounded theory was selected as the methodology for this study. A textual analysis through a grounded theory approach was selected as the method for this study for three reasons. First, this study required a lot of website text to be analyzed. Collecting and processing website text through a textual analysis procedure seemed to be the most time appropriate method and the method best suited to identify common

themes among the text. Second, this study follows the similar approach of a previous study conducted by Point and Singh (2003) where they compared diversity statements from 241 “top” companies websites in Europe. They used the same approach in gathering their website text and analyzing it through a qualitative software program. This software program allowed Point and Singh (2003) to code and categorize their text for themes and trends as necessary. Because of the similarities between this study and theirs, this study will follow the same method. Finally, there is sparse literature on the topics of diversity, religious diversity and how each are integrated into corporate culture. With very few studies produced on the topic, and little to no theory developed, this method is key in the developing of deeper understanding of the phenomena and theory that would develop from the analysis. Grounded theory methodology is helpful in the creation of theory.

Grounded Theory

Grounded theory, developed by Glaser and Strauss in 1967, is best understood by identifying the creators’ background. “Glaser’s background was in positivism. Positivism assumes a philosophical position that human behavior is determined by external stimuli” (Engward, 2013, p. 37). Strauss on the other hand had a background in symbolic interactionism. Symbolic interactionism “is based on the symbolic meanings people develop and on which they rely during social interaction” (Engward, 2013, p. 37). With these thought processes combined, a methodology was created to seek meaning among unresolved or uncovered phenomena. Engward (2013) explained that grounded theory is best suited “for researchers inquiring into phenomena where there is minimal previous research” (p. 38). The purpose then of grounded theory is to make patterns in the data the focus and to try to “explain the phenomena in question” (p. 38).

Grounded theory has many unique characteristics. Grounded theory methodology seeks to look at an issue “with an attitude of openness” (Age, 2011, p. 1600). With this outsider perspective, the researcher simultaneously collects and analyzes data while also theorizing about the issue (Goulding, 2002, p. 68). Bertero (2012) detailed unique characteristics to grounded theory by stating “simultaneous involvement in data collection and analysis is essential, rather than the data being first collected and then analyzed” (p. 2). Other “fundamental techniques such as theoretical sampling, theoretical saturation, hierarchical coding processes, and identification of a core category should be used by the researchers” (Bertero, 2012, p. 2). McNamee, Peterson, and Pena (2010) describe the result of applied grounded theory: “Grounded theorists arrive at discovery in a way that is informed by the prevailing theories and literature but is foremost anchored or grounded in the data itself” (p. 262). Furthermore, the data compared with findings and previous literature, set the stage for interpretation and developing theory.

Constant comparative analysis is the defining characteristic of grounded theory methodology. It allows for the data to continuously evolve and analysis be made through the entire data collection process. Engward (2013) identified three steps that are part of the constant comparative analysis process.

First, open coding, an inductive approach, is used to generate as many ideas as possible from early data. Second, with continuous data collection and simultaneous analysis, coding becomes increasingly selective, or focused... Third, theoretical coding takes place whereby the researcher refines the final theoretical concepts (p. 38).

For this study, and using a grounded theory approach of constant comparison analysis, findings will be documented and categorized by prominent trends and common themes in connection to the research questions (Glaser and Strauss, 1967). Special attention will be given to analyzing

visible representations and accounts of religious diversity along with how religious accommodation is discussed in the workplace. Findings from each data set will be compared.

This thesis seeks to develop a theoretical interpretation of diversity, religious diversity and accommodation, and corporate culture. Results of this analysis will offer insight into the text featured among 200 “top” company websites and how diversity, specifically religious diversity, is integrated into their corporate culture.

Data Collection

Glassdoor, a job and career online community, published their fifth and sixth annual Employee’s Choice Awards of the top 50 Best Places to Work (2013 and 2014). “The top 50 winners were selected by the people who know these companies best – their employees” (Glassdoor, 2013, para. 1). The top 50 companies from 2013 and 2014, along with the most current list of Fortune 100 companies (2013) were selected for analysis because it provides an inside look into the best corporate cultures and why employees enjoy working for them. The websites of these 200 “top” companies were analyzed, specifically the web pages that featured information about the company, its culture, and company policies. A qualifying factor was that these pages needed to be publicly accessible with access found from the main web page. Because each of these websites were publicly accessible, it gave the researcher the perspective of a prospective employee researching possible companies to work for, or even a consumer or business partner seeking information on the company. To assist in this observance process, the researcher refrained from interacting with any of the companies’ employees, seeking news stories on the company, and avoiding social media websites sponsored by any of the companies.

Protocol and Data Analysis

First, an Excel spreadsheet was created to monitor the completion of the data collection process. In this spreadsheet, each data set had the companies listed in the correct order to guide the researcher in the data collection process. Website text for each of the companies was gathered, documented and copied and saved into individual Word documents to be uploaded into a qualitative analysis software called NVivo. The researcher conducting the analysis had 2 years of experience using the NVivo software and applying constant comparative analysis and was therefore sufficiently experienced for this process.

After the website text was documented and saved in Word documents and uploaded into NVivo, the text was analyzed for keywords and phrases. These keywords and phrases came from common trends noticed during data collection and from the research questions. Terms such as “diversity,” “inclusion,” “religion,” and “culture” were some used. Throughout the data collection and uploading process to NVivo, the researcher made notes of common themes and trends while paying specific attention to research questions. In NVivo, the researcher created “nodes” which embodied the identified categories. These identified categories are shown in Tables 1-3 in the findings section. As the data collection process continued, these “nodes” or categories shifted to fit all of the data and relevant information.

Once the categories were developed for the data, the text then was groomed to identify word frequency of various key terms and text was selected and categorized based on the developed nodes. During the entire process of data collection and the coding of the text, memos were written about the categories and notable findings. Keeping consistency with the constant comparative analysis process, findings were found during the entire data collection and data analysis process, not after. Commenting on this practice, Corbin and Strauss (1990) mentioned

that, “It sequentially enables the research process to capture all potentially relevant aspects of the topic as soon as they are perceived” (p. 6). Throughout the entire process, data was compared to each other to develop the categories and to identify significant findings used to develop theory. At the conclusion of the analysis, theory was developed from the findings summarizing what was found, what the findings mean, and how future research should proceed (Corbin & Strauss, 1990, p. 6-11).

Validity and Reliability

This study achieved triangulation by using three separate data sets, which were built for different reasons and gathered at different times. By doing this, a more expansive picture of corporate websites resulted, establishing credibility and trustworthiness of the results. While the findings from a qualitative study, such as this, cannot be generalized to all companies and corporate websites, it provides insight into how these selected 200 companies are currently discussing diversity and culture on their websites. “Generalization in a qualitative study is enhanced by carefully examining the extent to which the development of the grounded theory can be applied to other cases” (Kolb, 2012, p. 85). External validity and reliability of this study was increased due to the systematic process of gathering the website text, coding, and categorization of the data. The three-step coding process used also improved triangulation and validity. While individual interpretation was incorporated and a necessary part of this study, this study could be replicated in other contexts with other data sets to produce a similar outcome.

Limitations

In any interpretive or qualitative study, biases can result. Using a constant comparative technique, it is recommended that analysis and interpretation begin immediately after data collection (Kolb, 2012, p. 86). Kolb continues the researcher should also refrain from using their

own worldview and experience in order to help control biases that could influence the results of the study. Some limitations that could have resulted from this data collection and analysis process include: changing web page text, not being able to gather all of the data that could have been analyzed from each corporate website, and website accessibility issues. In order to combat some of these issues, company website text was collected and analyzed in a one-week time frame in order to achieve accuracy of timing. The “Best Companies” 2014 and the Fortune 100 Companies (2013) data sets were collected in this manner. Data for the “Best Companies” 2013 data set was collected in early 2013 as part of a previous, un-published study. It is difficult to know if company websites made changes to their webpages after making the “Best Companies to Work For” list or being identified as a Fortune 100 company. Now knowing how frequently corporate websites are updated is another limitation.

Findings

This section consists of four parts. First, the categories found among Glassdoor's Best Companies to Work for (2013) will be listed. Second, the categories found among Glassdoor's Best Companies to Work for (2014) will be detailed. Third, the categories found among the Fortune 100 Companies (2013) will be described. A fourth section will include a comparison of the findings, similarities and implications thereof.

Best Companies to Work For 2013

Findings from this list provided by Glassdoor.com come as an excerpt from the Religious Diversity, Accommodation, and Corporate Culture (Nordquist, 2013) study.

Findings

For this data set, three categories arose through open coding analysis and refined through constant comparison. The identified categories include diversity, corporate culture, and religion, which describe the website content and the messages of the top 50 best companies. Table 1 provides insight into what types of content were coded into each category along with subtopics found in each primary category. A word frequency query was also conducted to see what words appeared to dominate online content to assist in this analysis (Table 4 in the Appendix). This section will first look at how the findings answered the research questions and then discuss the categories that developed.

Table 1 *Themes Found in the Websites of the Top 50 Best Companies To Work For (2013)*

Category Name	Example	Subtopics
Diversity	“Diversity of thought, expertise, experience, and background is crucial to creating an environment in which creative tensions exist and new ideas emerge.”	Discrimination EEOC Definitions of Diversity
Religion	“We respect...the talents and beliefs of clients, colleagues, alumni, recruits...”	Beliefs Religion EEOC
Corporate Culture	“...an inclusive culture is elemental to our success as a company.”	Values Our People The Workplace

RQ1: How do the 200 “top” companies discuss diversity on their corporate web pages?

For this data set, “diversity” was common enough to develop its own category and NVivo node. While more details will be shared in the Diversity category below, 28% of the companies featured a diversity and inclusion page with numerous visual examples of a culturally diverse workforce. Diversity was shared among these companies in the following ways: by giving a definition of what diversity is, by sharing the importance of diversity and what it means to the organization, and that by embracing diversity, they (the organization) welcome diverse individuals to join their workforce and to consider their company as a potential employer.

RQ2: Do the company web pages discuss religious diversity?

“Religion” was present five times among the corporate websites, and “beliefs” was present four times. Two companies provided examples of religious diversity: MasterCard listed a picture of a Sikh man and Intel listed their many religious-based, employee-founded groups. Other than these two companies, religion was not discussed openly and was only listed among other characteristics, i.e. age, gender, ability, etc. when showing their compliance with the Equal Employment Opportunity Commission.

RQ3: Does religious diversity and accommodation enhance or inhibit the corporate culture?

The companies in this data set provided plenty of evidence that religious diversity enhances their corporate culture. In fact, this “Best Companies” list for 2013 provided the most illustrative examples of religious diversity and how it integrates into the workplace. The two most surprising findings relating to religious diversity and accommodation in the workplace are 1) the picture of the Sikh man on MasterCard’s diversity page

(<http://www.mastercard.com/corporate/careers/diversity->

[inclusion.html?cmp=psc.mcww.diversity.ggle](#) and 2) Intel's employee-founded religious groups (<http://www.intel.com/content/www/us/en/company-overview/diversity-employee-groups.html>).

First, the picture of the Sikh man indicates that religious apparel, such as wearing a turban, is acceptable and accommodated in the workplace. In fact, highlighting a picture of a Sikh man shows that MasterCard embraces his unique religious beliefs and wants to show their acceptance of different religious through publically displaying his image. Second, the only true glimpse of religious diversity found on these corporate websites were the employee-driven religious groups at Intel Corporation. Intel's employee groups provide evidence that there are enough employees at Intel with differing religious beliefs in order to establish groups and hold group meetings.

These religious groups of Jews, Muslims, Christians, Atheists, etc. provide an outlet for religious expression in the workplace proving to be beneficial to the overall organization because it connects offices, creates a cohesive community, and fosters individual beliefs. Like MasterCard, Intel Corporation is proud of these diverse groups and uses them as a marketing tool to prove that Intel is religiously diverse and accepting of differing beliefs in the workplace.

RQ4: How can companies more effectively communicate diversity to their organization, potential employees, customers, and investors?

MasterCard and Intel Corporation were exemplary not only because they openly showed their advocacy for religious diversity in their company, but they gave visual representations and tangible examples of how it is present in their workplace. These principles of using visuals depicting diversity and providing examples of how it is present, can be applied to all corporate webpages. This transparent view commits acceptance among employees, promises acceptance to potential employees, and presents a real corporate image to customers and investors.

Embracing Differences: The Diversity Category

Phrases and words coded in this category embrace the uniqueness of each individual. As counted through a word frequency query, “diversity” was counted 89 times along with “diverse” being mentioned 45 times. Companies displayed this initiative through a “diversity and inclusion” page on their websites –14 of the 50 company sites featured such a page. Thirteen pictures were also coded for showing diversity in some form, most visibly in the form of different races. For the companies who discussed diversity on their corporate sites, it followed the format of defining diversity, how diversity is accepted in compliance to governmental laws, and also how diversity positively impacts their organization.

Diversity is discussed and defined in multiple ways. Facebook defines it as “being yourself” or coming from “all walks of life” as suggested by Google. Chevron considers diversity as “respect for the individual.” Cummins, a power equipment manufacturer, openly explains what diversity is by defining, “Diversity: Embrace the diverse perspectives of all people and honor with both dignity and respect.” Diversity is then described by both outward and inward differences: gender, beliefs, background, experience, family situation, ethnicity, etc. McKinsey and Company, a consulting firm, sums up what diversity is in the workplace, saying: “Our people come from all over the world, with a broad diversity of educational and professional backgrounds – all bound by a shared passion for problem solving and a drive to have significant impact in the world.” Once diversity is defined, the legality of diversity acceptance in the workplace follows suit.

Diversity in the workplace is backed by United States governmental laws. Companies mentioned that they do not discriminate or have a non-discrimination policy and as a result are an equal opportunity employer. Eight of the companies explicitly state that they abide

by an equal employment opportunity policy. This statement is typically backed by phrases such as Costco's "able to enjoy a work environment free from all forms of unlawful employment discrimination," or REI's stance, "to protect the right of every employee to work in an environment free from intimidation and harassment." Two companies specifically hold committees and councils to uphold these governmental standards of non-discrimination in the workplace. MITRE holds a Corporate Diversity Action Council (CDAC) "to embed MITRE's commitment to diversity and inclusion into our work programs." Northwestern Mutual also supports a "diversity and inclusion corporate committee." Finally, one company, Qualcomm, mentions how they received the Secretary of Labor's Opportunity Award "based on the company's ongoing commitment to equal employment opportunity."

The "diversity and inclusion" pages follow the non-discriminating aspects with a focus on how diversity positively impacts the workplace and the organization as a whole. Each company holds a different perspective on these benefits. Dow Chemical says, "We value diversity as a source of competitive advantage." Gartner, a technology research firm, admits, "We believe diversity is fundamental to our role as a global leader." MasterCard boldly claims, "At MasterCard Worldwide, we regard diversity as the root of innovation," and even goes on to say, "A diverse workforce is not merely an asset – it's a necessity." JetBlue continues the innovation trend by stating, "Diversity is one of JetBlue's strengths and a foundation of the company's creative and innovative spirit." Finally, MITRE listed numerous advantages of diversity in an organization by declaring, "A fully diverse and inclusive organization provides MITRE with a competitive advantage by building employee trust, increasing morale and productivity, and enhancing our ability to attract and retain a high-quality staff." The word frequency query displayed "innovation" 34 times, and counted "creativity" 11 times.

To Cover Our Bases: The Religion Category

Religion can be considered a subcategory for diversity because any mention of “religion” is viewed on the diversity webpage of company sites. Through coding, “religion” was counted five times along with “beliefs,” a synonymous term, listed four times. The word query did not reveal any findings of the phrase, “religious accommodation.” One image was coded for this category as MasterCard featured a picture of a Sikh man on their diversity page. Four companies (along with their rank) discussed or briefly mentioned religion: MITRE (27), MasterCard (28), Intel Corporation (31), and Hyatt (32). Intel specifically mentioned religious groups which are employee-run and controlled such as: Agnostics and Atheists at Intel (AAI), Intel Bible-Based Christian Network (IBCN), Intel Jewish Community (IJC), and the Intel Muslim Employee Group (IMEG). Furthermore, religion is discussed on these corporate websites either in a listing manner when discussing discrimination and the Equal Employment Opportunity Commission (EEOC) or when discussing how individual beliefs are celebrated.

Just as stated before in the diversity section, religion is only listed on corporate sites so as to show compliance with the EEOC, saying they (the company) do not discriminate based on religion. Hyatt, for example, shares the following on their diversity page:

Hyatt abides by local equal employment opportunity policy...without regard to race, color, creed, gender, sexual orientation, gender identity, marital status, pregnancy, national origin, ancestry, age, religion, mental or physical disability or any other group protected by law (emphasis added).

Likewise, religion is again only listed when organizations proceed with “recruiting, hiring, promotion, assignment, training, termination” stating that unlawful discrimination will not be made upon on any diversity traits, of which religion is included.

On the other hand, four companies discuss how individual beliefs are appreciated and acknowledged. The Boston Consulting Group first shows their appreciation for individual beliefs by stating: “We respect the capacity and desire for personal growth, as well as the talents and beliefs of clients, colleagues, alumni, recruits, etc.” Riverbed Technology discusses the advantages to having different perspectives and beliefs, saying, “We rely on our employees’ backgrounds and beliefs to spur creativity, enhance problem solving, and help us succeed in the global marketplace.” MITRE again shares their enthusiasm for celebrating workforce differences such as religion. Finally, Hyatt confirms the acceptance of individual beliefs in the workplace by declaring: “In our culture of inclusion, you’ll feel accepted for the individual you are, regardless of your background, style, ideas, or beliefs.”

Our Workplace, Our Practices, Our Values: The Corporate Culture Category

In this corporate culture category, organizations showed and creatively displayed who they are, what they stand for, and what to expect when working for their company. From this perspective, it is no surprise that the most popular words found in the word query revealed, “our” counted 466 times and “we” 436 times. It is from this united stance that the organizations describe their corporate cultures. Through the 50 company websites, 10 of the companies featured a specific “corporate culture” or “culture” page. Corporate culture, on the company websites, discusses the workplace environment (what it looks like), what practices are unique to the company (what we do), and finally, how company values shape their culture (what we believe). Moreover, “culture” made an appearance 66 times and “workplace” showed in the text 11 times.

The workplace: What it looks like. When describing the workplace on corporate culture pages, organizations strive to give outsiders an idea of what type of company they are

through the structure and set-up of their workplace. For example, Agilent, a measurement company, discusses how they offer a mother's room and a quiet room to support new mothers and to support those in need of some quiet time. Orbitz discusses how their office is eco-friendly and is state-of-the-art, advertising, "Get your work done in your work area, soft seating areas, or anywhere you can catch a signal in our 100% Wi-Fi environment." At Trader Joe's, the walls are cedar-planked and employees can be found wearing Hawaiian shirts every day. Starbucks describes their work environment as "a neighborhood gathering place, a part of the daily routine." Other than the physical, visual aspects of the workplace, companies describe what the environment feels like as well. Costco Wholesale discusses how their work environment is "friendly and supportive" and is also "focused on ethics and obeying the law." REI follows this trend saying, "People love working at REI because it's a place where you can be yourself, be heard and be respected while enjoying a work-life balance."

The practices: What we do. Unique company practices are considered the defining aspects of what composes a corporate culture. Rackspace, an IT hosting company, describes how in their environment, all employees are called "rackers" and call their office, "The Castle." Digitas shares the fun their organization has through eating bagels on Friday, having recess, and competing in a Digibowl. Orbitz discusses how they host summer picnics and foosball/ping pong tournaments. Workday, a software vendor, lists some of the unique practices their corporate culture follows: "local sports teams, bring your kids to Workday, bring your dogs to Workday, bike to Workday, ugly Christmas sweater parties, 'geekfests,' and 'Survivor' challenges." Parts of these corporate practices include company initiatives to get involved with the outside community. Edelman has such a practice, called the "Living in Color" initiative which encourages employees "to be curious about the world around them" through "arts, culture,

politics, literature, charities, etc.”

Our values: What we believe. Finally, the last characteristic of corporate culture, as was found through the websites under study, is what is valued and stated through company beliefs. Primary values for Cummins includes: integrity, innovation, delivering superior results, corporate responsibility, diversity, and global involvement. Dow Chemical joins in saying, “We believe, in the inherent worth of all people; embracing people’s differences can bring amazing results and fuel innovation.” In-N-Out Burger discusses values which help to nurture their “genuine family-oriented atmosphere,” such as, “respect, professionalism, and friendliness.” Southwest Airlines defines what they value through terming it “The Southwest Way.” The Southwest Way includes having a “warrior spirit, a servant’s heart, and a Fun-Loving attitude.” Finally, Workday takes a different approach through listing what they believe in and what they do not believe in. While they believe in “being humble,” “trusting each other,” and “an open and honest approach to business,” they do not believe in “boredom,” “cutthroat, shark-like business dealings, and ‘kissing up’ and ‘slapping down.’”

Best Companies to Work For 2014

Findings

For this second data set, a word frequency query identified “diversity” being mentioned 102 times among the 50 websites. “Religion” was identified 5 times and was found among the following companies: Gartner, H E B, John Deere and Starbucks. A popular term, “diversity and inclusion” was found 30 times among the collected text. Guided by the research questions and through constant comparison, three categories developed, Values, Who We Are, and Cultivating Diversity. Table 2 below will define how text was categorized for each category. This section will first look at how the data answered the research questions followed by the categories that developed from the text.

Table 2 *Themes Found in the Websites of the Top 50 Best Companies To Work For (2014)*

Category Name	Example	Subtopics
Values – What we Believe, What we Hold Dear	“...mutual respect, intellectual integrity, honesty, integrity, humility, fun...”	Beliefs Corporate statements
Who We Are	“We are a community of passion”	Beliefs Culture Values
Cultivating Diversity	“As we cultivate diversity, we continually strive to understand and enhance what it means in practice for our people...”	Culture Inclusion

RQ1: How do the 200 “top” companies discuss diversity on their corporate web pages?

Diversity in this data set is discussed as a value, a core principle of their company. Companies in this group discussed how they value the diverse individual and what that means to

the whole. Facebook listed the following, “We value diversity on an individual level. We’re dedicated to creating an environment where people can be their authentic selves and share their own diverse backgrounds, experiences, perspectives, and ideas.” Companies in this group discussed how diversity impacts them internally but also how it impacts the way they do business. Gartner said, “Diversity enables us to cross borders, both physical and cultural, and deepen our client relationships.”

RQ2: Do the company web pages discuss religious diversity?

Just like the previous year for the “Best Companies” the 2014 list included religion five times on their webpages. Starbucks was the only company that said it doesn’t discriminate on the basis of religion because it is an equal opportunity employer. Gartner, HEB, and John Deere presented more relatable messages. Gartner said, “We encourage all qualified applicants to join us without regard to...” HEB continued, “Our workforce differs by race, gender, age, sexual orientation, etc.” And John Deere commented that it does not matter who you are, what age, race, religion, disability status, veteran, etc. “You are welcomed here.” Gartner gives the following description,

To this end, we regularly review our recruiting practices and actively embrace and encourage qualified applicants of all backgrounds to join us, without regard to race, national origin, gender, age, religion, disability, sexual orientation, veteran status or marital status (Gartner, 2014).

Unfortunately, these are the only examples of religion in this data set, at 8% of the corporations included.

RQ3: Does religious diversity and accommodation enhance or inhibit the corporate culture?

Due to the lack of representations of religious diversity among this data set, it is difficult to determine if religious diversity and accommodation enhances or inhibits corporate culture. John Deere gives the following description, “Here we know the value of bringing together diverse ideas. We embrace a culture that is accepting and understanding.” This statement is listed after the many “diversity descriptors” (Age, race, gender, religion, etc.). Therefore, it is assumed that John Deere believes diversity, with religious diversity being one aspect, is beneficial to the organization as a whole. Gartner continues this tone by saying, “If you’re looking for an open and inclusive corporate culture, where diversity – in ideas and in individuals – is sought out, embraced, and rewarded, Gartner may be right for you.” Again, it is inferred that Gartner believes diversity enhances their corporate culture. None of the companies mention religious accommodation practices or procedures.

RQ4: How can companies more effectively communicate diversity to their organization, potential employees, customers, and investors?

This data set could have used more pictures, videos, and examples of how diversity is present in their corporation. There were a lot of definitions and descriptions of what diversity is, but not so many examples of current employees or what they do to embrace diversity. Personal testimonials, pictures of real employees participating in group activities, and a list of how diversity has impacted their corporation would have made the “diversity” pages more believable.

Values – What we Believe, What we Hold Dear

Text for this category was highlighted and organized because of an evident list of corporate values or by discussing what means most to their success as a company. Values were presented either in a bulleted format or paragraph section. Company values were found on their

“About us” page, on “Our Culture” and even on “Diversity and Inclusion” pages. Companies listed their corporate values to either show what is valued or to emphasize a culture of diversity.

Intuit, a company that sells QuickBooks software said, “We recognize the enormous value of diversity in nurturing community loyalty and employee engagement.” Red Hat, a multinational software company, listed that “open communication” is important to them. For Chevron, “Diversity is one of our core values – diversity of thought, education, national origin and gender.” Hyatt continued this similar though process by stating, “All qualified applicants will receive consideration for employment without regard to...or any other basis protected by local, state or federal law.” Hyatt also listed the following values: mutual respect, intellectual honesty, integrity, humility, fun, creativity, and innovation. John Deere emphasized that they value diversity. Mathworks, a mathematics computing software company, values continuous improvement and excellence, respect, and investing in each other’s growth. Nestle Purina, a pet food product company, provided the most illustrated example of how their corporate values are integrated into their company’s history and mission. They discussed that their values are in the form “five tails.” These tails are a “man’s ingredients for life.” They include: a body, a mind, a personality, and character and all four must grow in balance with each other. These “tails” or values are represented by integrity, passion, expertise and performance. In 2009, the fifth tail was added – innovation.

Who We Are

Text for this category included a discussion of who the company is in terms of culture. Although similar to the Values category, by discussing what is important to each company, this category focused on what it means to be part of each company. Text that embodied “who we are”

was typically found on “About us” and “Careers” pages to give outsiders a perspective on what makes this company unique and why prospective employees should consider applying for work.

Solar City, a residential solar provider, gave the most detailed list. They said: “We are teammates; we are innovators who welcome change; we change the world for the better; we provide quality workmanship; and we strive to lower costs.” Stryker, a medical technologies firm, when discussing their diversity initiatives, they said, “compliance is an essential part of who we are.” Red Hat proclaimed, “We are a community of passion.” Texas Instruments discussed, “Diversity and inclusion are more than just words: they are who we are.” After discussing about what makes Intuit unique, they said, “We celebrate who we are and learn from each other through our employee networks.” Chevron described who they were by describing The Chevron Way. They said:

All that we do is grounded in The Chevron Way — our statement of who we are, what we do, what we believe, and what we plan to accomplish. And at the heart of The Chevron Way is our vision ... to be THE global energy company most admired for its people, partnership and performance (Chevron.com, 2014).

Chick-fil-A concluded this section by stating it is their philanthropic nature that makes them who they are.

Cultivating Diversity

This category included text that discussed how diversity was implemented by each individual company and how their culture promotes and cultivates diversity. “Cultivating diversity” text was found primarily on “Diversity and Inclusion” pages or near the end of corporate “Culture” pages. Companies used this approach to show that they welcome all qualified individuals regardless of what makes one different. This was the smallest category among the collected web page text.

Three companies provided descriptions on how they are striving to cultivate diversity. Slalom Consulting said: “As we cultivate diversity, we continually strive to understand and enhance what it means in practice for our people, our clients, and for the success of our company.” Nestle Purina gave a similar statement, “Cultivating a culturally diverse and inclusive environment” is critical “to maintain a competitive advantage in the marketplace.” Finally, Stryker said that their employees make the personal commitment to “act with unquestionable integrity and honor” in order to assist their efforts in accommodating diversity in the workplace.

Fortune 100 Companies (2013)

Findings

The third data set, the Fortune 100 Companies list produced end-of-year 2013, also produced a word frequency query for most popular terms. In alignment with the research questions, “inclusion” was found 81 times, “diversity” was listed 270 times, and “diversity and inclusion” was found 80 times. “Religion” was listed 6 times among the following companies: John Deere, HCA, Oracle, Philip Morris International, and Prudential. Furthermore, three categories developed from this text, Diversity and Inclusion, Client Diversity, and Company Diversity Statements. Definitions for each category are included in Table 3 below. This section will first answer the research questions as supported by the website text and then discuss the categories which developed.

Table 3 *Themes Found in the Websites of the Fortune 100 Companies (2013)*

Category Name	Example	Subtopics
Diversity and Inclusion	“We value a diverse workforce and a culture of inclusivity”	Corporate Culture
Client Diversity	“We have a diverse client base”	Business and Services
Company Diversity Statement	“We have a commitment to build a strong, inclusive culture”	Vision/Mission Commitment to Diversity

RQ1: How do the 200 “top” companies discuss diversity on their corporate web pages?

This data set was particularly interesting because a handful of companies listed corporate diversity statements or commitments to diversity, one being News Corp who said, “At News Corp, we appreciate the importance of creating an environment in which all of our employees can feel valued, included and empowered to bring great ideas to the table.” These messages were embedded in their corporate vision and mission. Diversity was also discussed as part of companies’ leadership teams. Abbot has an Executive Inclusion Council. Allstate has an Executive Diversity Council and a Chief Diversity and Organizational Effectiveness Officer. And Citi has a Diversity Operations Council. On these pages, diversity was discussed from a management perspective and what it means to the greater whole of the organization.

RQ2: Do the company web pages discuss religious diversity?

Five of the one hundred companies mentioned religion on their corporate website. John Deere discussed religion when describing their inclusive culture. They said, “No matter who you are, what race, what religion, what gender, age, disability, or sexual orientation – you are welcomed at John Deere.” Philip Morris International, when defining what diversity is said, “Diversity is multifaceted and includes age, culture, disability, ethnic background, gender, religion, sexual orientation – just to name a few.” Both HCA Holdings and Oracle mentioned that they are Equal Opportunity Employers who do not discriminate against race, gender, religion, etc. Oracle even mentioned that “we based our employment decisions on merit, experience, and potential” to prove that they truly are an EEO. Prudential concludes, “We strongly believe that talent comes in every color, gender, origin, religion, sexual orientation and physical capability imaginable.”

RQ3: Does religious diversity and accommodation enhance or inhibit the corporate culture?

Again, from this small sample size it is difficult to determine if religious diversity and accommodation enhance or inhibit corporate culture especially when accommodation is not discussed. Two of the companies, John Deere and Prudential Financial listed religious diversity as being just one factor of which they accept in the hiring process. Prudential claims,

For this reason we actively seek out employees, vendors, and business associates from a deep and a diverse pool of accomplished professionals eager... What's more, we strive to make Prudential an employer of choice through initiatives that support, inform, develop, and increase the awareness and sensitivity of our current work force (Prudential, 2014).

This example shows that Prudential makes a powerful effort to make diversity part of their corporate culture and fosters a culture of embracement.

RQ4: How can companies more effectively communicate diversity to their organization, potential employees, customers, and investors?

This data set took a unique approach in featuring company visions, official diversity statements, executives, and councils in place to promote diversity. This management approach is a very effective approach and one that should be used more frequently on company websites. However, sometimes chief-level executives have a more-perfect view of their company when other happenings take place without their knowledge. This is when a management perspective should be accompanied by employee testimonials or video accounts. A prospective employee can relate more with an employee of about their same status than they can with a company president. Individual accounts and stories enhance the company narrative by attaching a real person to the initiative.

Diversity and Inclusion

This category was the most prolific among the Fortune 100 companies. Content for this category were coded based on use of the phrase “diversity and inclusion” and examples of how diversity is incorporated into the corporate culture.

Many companies listed the benefits of being diverse and inclusive. Abbott Laboratories said: “Maintaining a diverse workforce and an inclusive work environment is fundamental to our business strategy...having a diverse, inclusive workforce helps drive innovation.” Dow Chemical continues by stating, “diversity and inclusion are inherent in our work environment.” Comcast mentioned, “We recognize, celebrate and support diversity and inclusion, which is at the very heart of our culture.” Aetna, a healthcare provider claimed that they “foster a culture of inclusion that grows a diverse talent pool.” Lockheed gave a description: “Diversity is woven throughout our culture and reflect our values of doing what is right, respecting others and performing with intelligence.” Citi gave a unique approach to this topic by listing the many trainings they offer to employees of which one is called, “Valuing Diversity and Inclusion at Citi.”

Client Diversity – Diversity in the Marketplace

This category included text directed toward prospective clients and consumers. Companies used this language to express that diversity was not only important to them internally but externally as well. Text for this category was typically found on pages where companies were discussing their business and clients as well as the “Diversity” pages.

CVS Caremark briefly mentioned that marketplace diversity is important to them. Enterprise Products, an oil pipeline company also expressed that they have a “diverse client base.” Mass Mutual discussed that by having multicultural markets, they have learned how to create

relevant and meaningful resources for their clients. New York Life, an insurance company, in giving a good picture of their diversity, they said, “we are a lot like the clients we serve.”

Goldman Sachs contributed to this category by stating:

Diversity is at the very core of our ability to serve our clients well and to maximize return for our shareholders. Diversity supports and strengthens the firm’s culture and it reinforces our reputation as the employees of choice in our industry and beyond (Goldman Sachs, 2014).

GS continued that diversity is essential to their firm to better serve the needs of their diverse client base.

Company Statement/Commitment to Diversity

For this category, content was coded if a formal company statement was listed or if any commitment was made on behalf of the organization to diversity. Text for this category was primarily found on “Diversity and Inclusion” pages. Again, for a company to explicitly state a commitment or give an official statement reaffirms their stance on diversity in the workplace.

Three companies in this category gave official corporate statements on diversity. News Corp gave their official statement:

At News Corp, we appreciate the importance of creating an environment in which all of our employees can feel valued, included and empowered to bring great ideas to the table. We recognize that each employee’s unique experiences, perspectives, and viewpoints across our various companies are critical to creating products that engage and inspire customers all over the world. Therefore, our goal is to foster an environment that is an incubator for great ideas, is attractive to the best talent, and that creates a profound sense of pride across our Company (News Corp, 2014).

Johnson and Johnson also provided a link to an infographic detailing their vision statement, mission statement, business model, and strategic imperatives and how they each support the corporate diversity statement. In sum, J&J stated that their diversity mission is “to embed diversity and inclusion into our business to drive innovation and growth ensuring we better serve patients, customers, employees, and our communities.” HCA Holdings, a healthcare company, also provided their detailed diversity and inclusion vision: “We will foster a culture of diversity and inclusion across all areas of our company that embraces and enriches our workforce, physicians, patients, partners and communities.”

Fourteen other companies expressed their own commitment to diversity. Goldman Sachs, Johnson and Johnson, Dow Chemical, Oracle, Pfizer, Procter and Gamble, Sysco, Allstate, Boeing, HCA Holdings, and CVS Caremark each stated that they have “a commitment to diversity.” Freddie Mac stated that they have made a “commitment to build a strong, inclusive culture. General Dynamics’s commitment to describes their commitment to diversity saying it “encourages inclusion of all people, fosters a work environment in which employees can perform their jobs and pursue their careers free from discrimination and harassment. Allstate boasts “Our commitment to inclusion and diversity has been recognized by more than 45 media publications and associations that monitor diversity and workplace issues.” And Lockheed Martin stresses the importance of this commitment by claiming: “We take this commitment seriously and hold each other responsible.”

Data Sets Compared

This section will identify significant findings when comparing the three data sets. After discussing what was most significant, similarities and differences will be identified. To see a side-by-side comparison of the companies analyzed for each data set, please refer to Table 4 in the Appendix.

Comparing the Glassdoor study of the “Best Companies” for 2013 and 2014, 21 companies from 2013 made the list in 2014. Among the list of Fortune 100 companies, 6 of the 100 companies were ranked as “Best Companies to Work For” either in 2013 or 2014. More companies in 2014 had “Diversity” pages. In comparison to the “Best Companies” list for 2013, the last two data sets used the term “Diversity and Inclusion” as a web page title more frequently. “Diversity and Inclusion” might be the new corporate term in describing diversity and to show how it integrates into corporate culture. It was surprising to also find that “Diversity” pages were more predominant than “Culture” pages among the Fortune 100 companies. In fact, it was particularly surprising that the “Diversity” web page or tab on company websites ranked higher than other web pages. Also, the “Diversity” page would reside under the “Careers” tab, on the “About Us” page or even all on its own. These “Diversity” pages also included information about not just the diversity among employees, but among corporate clients and customers as well. Some other interesting findings include: the large section of General Motors’ website dedicated to diversity; many Fortune 100 companies have hired a Vice President over Diversity; and News Corp made a corporate-wide statement on diversity.

Religion was discussed very little among all 200 companies. Four of the “Best Companies” for 2013 (8%), four of the “Best Companies” for 2014 (8%), and five of the Fortune 100 (5%) companies openly discussed religion, resulting in only 6.5% of the companies analyzed.

When categorizing each data set, there were typically two to three dominant main categories with numerous sub categories under each. Table 5 below shows the categories among the three data sets.

Table 4. Data Sets Compared by Defined Categories.

Best Companies to Work For 2013	Best Companies to Work For 2014	Fortune 100 Companies 2013
Diversity	Values	Diversity and Inclusion
Religion	Who We Are	Client Diversity
Corporate Culture	Cultivating Diversity	Corporate Diversity Statement/Commitment

Working through each data set, the “Best Companies” (2013) had more visible representations and descriptions of religion; the “Best Companies” (2014) placed more emphasis on culture and who the company is and is trying to be; the Fortune 100 companies (2013) included numerous examples of “diversity” which may be skewed due to the larger sample size. “Diversity” also increased its presence from 2013 to 2014 among Glassdoor’s “Best Companies” studies.

Summary and Conclusions

This research study provided enlightenment as to how companies are currently using their webpages to discuss difficult issues such as diversity. By using a large data set of 200 company websites, common practices and trends as to how companies describe diversity, if they mention religious diversity, and how each of these play into corporate culture, were identified. One alarming trend among these corporate websites is that a very small percentage of these “top” companies, 6.5% mention religion and yet do not fully discuss how it is integrated into their workforce and accommodation practices that are in place. In fact the discussion of religion in the workplace has become stagnant and has not increased from 2013 to 2014. While it cannot be inferred that the lack of discussion of religious diversity reflects the corporation’s stance on the topic, corporate websites are the lens through which the outsider can view the organization. Organizations can be transparent and public about their corporate culture by giving specific examples of how religious diversity is present, how accommodation is made (if necessary), and ultimately how religiosity impacts the corporate culture.

A second trend among these “top” companies show that “Diversity and Inclusion” webpages are increasingly becoming popular on corporate websites. Although it is difficult to pinpoint who first coined the term “diversity and inclusion,” this expression communicates to internal and external publics that diversity is not only accepted, it is embraced in this company’s corporate culture. As this is a trend among the “top” companies, other companies will adopt similar phrasing for the same purpose.

A third trend among these corporate websites is to give a definition of what diversity is and yet not give an example of how diversity is present in their corporate culture. It is easy to pick the five most diverse employees, snap a picture, and upload it to the corporate website, but

this is not sufficient. A detailed section needs to be devoted to how diversity is recruited, how it has shaped/changed the organization, and where the company hopes to move towards regarding diversity. Again, maintaining transparency and presenting an accurate corporate image that is supported by the company's mission, values, rules, and procedures, proves to internal and external stakeholders of the corporation's commitment to diversity.

From these three trends and more, a list of suggestions has been compiled based on the data that was collected and analyzed. It is hoped that by following these suggestions, organizations can create a more realistic corporate image that prevents future discrimination lawsuits and fosters an embracement of diversity among their corporate cultures.

Suggestions to Organizations: How to Build your Diversity Web Page

After analyzing 200 company websites, both extremes were identified when discussing diversity. Some companies list diversity in a small statement to show that they are an equal opportunity employer, other companies dedicate a quarter of their website to the definition of diversity, how diversity is cultivated, and how diversity is an integral part of the organization. After comparing the numerous approaches of discussing diversity, the following list provide suggestions to organizations and how to best discuss diversity on their corporate websites.

1. Be transparent: Give specific examples of how diversity is present and how it is accommodated. Employee testimonials work well here. Not a single company provided information on its accommodation practices. Detailing an accurate vision of what the day-to-day is like in a company provides prospective employees a taste of what it would be like to work there. ExxonMobil employees give testimonials on how the work environment has aided their development and growth as employees – an approach that also could be used pertaining to diversity in the workplace.

2. Dedicate a singular page to “Diversity and Inclusion.” While some companies like General Ford Motors and Intel dedicate too much of their website to diversity, those companies who did more than just list an EEOC statement appeared to be the most credible and easy to digest. Intuit provides a example of a proper “Diversity and Inclusion” web page. Intuit defines diversity and inclusion separately and then discusses what it looks like in their organization. They also include a statement from the president of the company, a video to discuss diversity and inclusion, as well as links to further explore what diversity means at Intuit.

3. Use testimonials from clients and current employees. Dow Chemical and a few other companies used videos to discuss how diversity is present in their workplace. This adds credibility to the company’s stance on diversity and attaches a real person to the organization. When discussing their diversity story, General Electric provides a link to testimonials in the form of written and video accounts to give outsiders the perspective of what it is like to be an employee in the company (<http://www.ge-works.com/>). With over 40 different accounts, although they do not pertain to diversity, they make the company’s story and messages personal and relatable to outsiders.

4. “Diversity and Inclusion” should be its own page and should use that title. Adding “inclusion” in the title speaks more about the corporate culture and provides direction to speak about how the company actually incorporates diversity rather than stating that it exists. With the increasing popularity among “top” companies, this phrase will continue its adoption throughout the corporate world.

5. Diversity needs to be present in more than just a webpage. Just because a company lists that it is “diverse” does not mean it really cares or values diversity. Intel provided numerous examples of its various employee-run religious groups and the importance of having them. Many

Fortune 100 companies listed how they have a dedicated executive to oversee their diversity initiatives. These examples show external publics that diversity is valued by executive leadership but it is also integrated into the daily workings of the organization.

6. Provide lots of pictures, realistic ones. These pictures should not consist of the five most ethnic, diverse people in the organization or mimic stock photography. These kinds of pictures are stereotypical for “diversity” pages and in a sense mock the aspect of an inclusive culture. The pictures should give viewers a perspective of what an ordinary day looks like in the organization. Videos are helpful, too. Rackspace uses photos in a unique way. On their diversity page, Rackspace features a collage of dozens of employees, where the diversity speaks for itself. They also have created numerous diverse emoticons to represent varying ethnicities and diverse traits. These two unique approaches promote diversity in a fun but believable way.

The Cultural Approach to Organizations/The Website Approach to Corporate Culture

Reflecting back to Geertz and Pacanowsky’s Cultural Approach to Organizations theory, this study sought understanding of how “top” companies communicate religious diversity, diversity, and how each enhances or inhibits corporate as listed on their corporate websites. This study extends Geertz and Pacanowsky’s theory in an online context and goes beyond where Geertz and Pacanowsky went before by creating a new approach, the Website Approach to Corporate Culture. This new approach explains how websites can be studied to gain insight to a corporation’s culture.

With this approach, the company web pages were considered an extension of the company’s culture. The web page text that was analyzed tells the story of the company, or narrative – giving various publics a glimpse into who the company is and what they value. Key terms of “diversity,” “inclusion,” and others are symbolic and resonate with both internal and

external publics as it tells them that the organization is accepting and embraces all differences. Using symbolic words in this way and taking a repetitive approach, companies show outsiders what is most important to them.

Although this study analyzed the narratives found through corporate web pages, many of these companies failed to give online observers a true picture of how their company “really works” by excluding specific examples and transparency of what occurs in the office space. The companies also failed to give readers statistics on how diverse their company really is by instead saying that they promote and accept diversity. While the corporate web pages appear to support diversity and the enhancement of corporate culture, it is difficult to know how accurate these claims are.

Corporate websites are an extension of corporate culture and not only be used as a public relations tool in presenting a company positively, but also give a realistic depiction of the company itself and what occurs off-line. This is the only way for corporate culture to extend beyond the workplace and into the online world. Improving and incorporating transparency in corporate websites allow current employees, future employees, investors, media, and customers to have a truthful view of the company, rather than making assumptions.

Using Geertz and Pacanowsky’s approach to studying the culture of organizations in this way allowed for an outsider to use an un-biased perspective and to produce results that benefit the participating organizations.

Conclusion

This study sought to better understand how the “top” companies discuss diversity on their corporate websites. While this analysis did provide deeper understanding in the trends on corporate websites, this study does have a few limitations. First, because this study looked at the

“best” or “top” companies, other companies who did not make the lists need to be evaluated to understand why they did not make the lists. Second, the companies included in this sample were American-based companies and do not provide a worldview on corporations. Third, the companies listed among the “Best Companies to Work For” data sets won their rankings due to employee votes. With that said, it is hard to know if these companies really do possess exemplary corporate cultures.

Future research should seek to gain insider knowledge through interviews or through an in-depth ethnographic study. Results from these studies could be compared with the textual analysis completed in this study to see if there are any correlations among what is said on corporate websites and what is evident in the workplace. A longitudinal study could also be completed to analyze how diversity evolves over time and if the importance thereof increases or diminishes.

In conclusion, more research in the areas of diversity, religious diversity and accommodation, and how each of these impacts corporate culture needs to be completed in order to illuminate how corporations can better prepare and present themselves in an increasingly diverse corporate world.

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Appendix

Table 5. List of Companies by Data Set

Rank	2013	2014	Fortune 100 Companies (end of 2013)
1	Facebook	Bain & Company	Wal-Mart Stores
2	McKinsey & Company	Twitter	Exxon Mobil
3	Riverbed Technology	LinkedIn	Chevron
4	Bain & Company	Eastman Chemical	Philips 66
5	M.D. Anderson Cancer Center	Facebook	Berkshire Hathaway
6	Google	Guidewire	Apple
7	Edelman	Interactive Intelligence	General Motors
8	National Instruments	Google	General Electric
9	In-N-Out Burger	Orbitz Worldwide	Valero Energy
10	Boston Consulting Group	Nestle Purina PetCare	Ford Motor
11	CareerBuilder	John Deere	AT&T
12	Southwest Airlines	Edelman	Fannie Mae
13	Chevron	Qualcomm	CVS Caremark
14	LinkedIn	Chevron	McKesson
15	Rackspace	Slalom Consulting	Hewlett-Packard
16	Gartner	Costco Wholesale	Verizon Communications
17	Akamai	Riverbed Technology	UnitedHealth Group
18	Shell Oil US	SolarCity	J.P. Morgan Chase & Co.
19	Workday	Intuit	Cardinal Health
20	Cummins	Gartner	International Business Machines

21	REI	Southwest Airlines	Bank of America Corp.
22	Salesforce.com	MathWorks	Costco Wholesale
23	Citrix Systems	Red Hat	Kroger
24	Trader Joe's	Cameron	Express Scripts Holding
25	Slalom Consulting	Genentech	Wells Fargo
26	Orbitz Worldwide	Hyatt	Citigroup
27	MITRE	H E B	Archer Daniels Midland
28	Jet Blue	National Instruments	Procter & Gamble
29	Master Card	NIKE	Prudential Financial
30	Agilent Technologies	Rackspace	Boeing
31	Intel Corporation	Mayo Clinic	Freddie Mae
32	Hyatt	Publix	AmerisourceBergen
33	Red Hat	Intel Corporation	Marathon Petroleum
34	Apple	Procter & Gamble	Home Depot
35	General Mills	Apple	Microsoft
36	Mathworks	FedEx	Target
37	Fluor	CareerBuilder	Walgreen
38	Qualcomm	Citrix Systems	American International Group
39	Digitas	Starbucks	INTL FCStone
40	Biogen Idec	Wegmans	MetLife
41	Northwestern Mutual	NetApp	Johnson & Johnson
42	SAP	Disney	Caterpillar
43	IKEA	Chick-fil-A	PepsiCo
44	Dow Chemical	NBCUniversal	State Farm Insurance Cos.

45	Boeing Commercial Airplanes	Texas Instruments	ConocoPhillips
46	Costco Wholesale	Memorial Sloan-Kettering	Comcast
47	Intermountain Healthcare	Texas Roadhouse	WellPoint
48	Turner Broadcasting	Stryker	Pfizer
49	Eaton	eBay Inc.	Amazon.com
50	Starbucks	Salesforce.com	United Technologies
51			Dell
52			Dow Chemical
53			United Parcel Service
54			Intel
55			Google
56			Lowe's
57			Coca-Cola
58			Merck
59			Lockheed Martin
60			Cisco Systems
61			Best Buy
62			Safeway
63			FedEx
64			Enterprise Products Partners
65			Sysco
66			Walt Disney
67			Johnson Controls

68	Goldman Sachs Groups
69	CHS
70	Abbott Laboratories
71	Sears Holdings
72	DuPont
73	Humana
74	World Fuel Services
75	Hess
76	Ingram Micro
77	Plains All American Pipeline
78	Honeywell International
79	United Contential Holdings
80	Oracle
81	Liberty Mutual Insurance Group
82	HCA Holdings
83	Delta Air Lines
84	Aetna
85	Deere
86	Supervalu
87	Sprint Nextel
88	Mondelez International
89	New York Life Insurance
90	American Express
91	News Corp.

92	Allstate
93	Tyson Foods
94	Massachusetts Mutual Life Insurance
95	Tesoro
96	Morgan Stanley
97	TIAA-CREF
98	General Dynamics
99	Philip Morris International
100	Nationwide