

Monsanto's and Chevron's home pages in the US and the UK: Corporate discourse as a reflection of social trends?

Fanny Domenec

Université Sorbonne-Paris IV (France)

fanny.domenec@u-paris2.fr

Abstract

This paper is based on the premise that the analysis of company discourse from the perspective of English for Specific Purposes contributes to the discovery of a specialized culture and bears witness to the values of a given period. Previous studies have shown that the media and the public react differently to environmental and technological controversies in the United States and in the United Kingdom. It is thus relevant to assess how the specialized community formed by technological risk companies is impacted by the cultural context. This paper focuses on the specialized discourse produced by two American companies involved in agricultural biotechnology and oil production – Monsanto and Chevron, respectively – in specific sociocultural contexts. More precisely, their British and American websites are analyzed so as to determine how their form and content are influenced by public concerns. Differences in form and content between the American and British websites can be said to reflect specific corporate responses to the controversy in different contexts. Company discourse should thus be considered as a reflection of social trends, as the rhetorical strategies implemented by Monsanto and Chevron vary depending on the local audience. It is assumed that this particular aspect of company discourse reflects the specificity of the discourse community formed by technological risk companies within the corporate world.

Keywords: discourse analysis, company discourse, web genres, specialized languages, technological risk companies.

Resumen

Los sitios web de Monsanto y Chevron en los Estados Unidos y en el Reino Unido: ¿el discurso empresarial como testigo de las preocupaciones del público?

Este estudio parte de la premisa de que el análisis del discurso empresarial desde la perspectiva que ofrece el IFE contribuye al descubrimiento de una cultura especializada al tiempo que da fe de los valores de una época determinada. Diversos estudios anteriores han demostrado que los medios de información y el público reaccionan de manera diferente en los Estados Unidos y en el Reino Unido ante los conflictos de naturaleza tecnológica. Por tanto, resulta pertinente estudiar el impacto del contexto cultural sobre la comunidad especializada constituida por las denominadas empresas de riesgo tecnológico. Este trabajo se centra en el discurso especializado que se produce en el seno de dos empresas americanas dedicadas al negocio del petróleo y de la biotecnología (Chevron y Monsanto) en contextos culturales específicos. En concreto, trata de analizar los sitios web británicos y americanos de estas dos polémicas empresas con el fin de establecer los efectos de las preocupaciones del público sobre la estructura y el contenido de los sitios. Las diferencias en la forma y el contenido identificadas en los sitios americanos y británicos permiten caracterizar el comportamiento de una comunidad profesional directamente concernida por la controversia. Así pues, habría que considerar el discurso de empresas como el reflejo de fenómenos de sociedad. Las estrategias retóricas utilizadas por Monsanto y Chevron muestran una variación que obedece a los usuarios locales al tiempo que atestiguan la evolución de las preocupaciones relativas a la controversia tecnológica y medioambiental. Nuestra hipótesis es que esta especificidad del discurso corporativo refleja la particularidad de la comunidad discursiva formada por la industria del sector de riesgo tecnológico, en el seno del mundo de la empresa.

Palabras clave: análisis del discurso, discurso corporativo, géneros web, lenguas especializadas, empresa de riesgo tecnológico.

Introduction

This paper focuses on the American and British home pages of two American multinationals involved in agricultural biotechnology and oil production – Monsanto and Chevron, respectively. Providing virtually universal access, corporate home pages (CHPs) represent a capital showcase for a company's identity. They are also flexible tools that can be tailored to particular communication needs. Following Swales (1990), we assume that a

single discourse community can display various communicative purposes within a single genre, by adapting it to public expectations. Indeed, it seems that adaptation to the local context is a major challenge for oil and agricultural biotechnology firms whose activities are perceived differently in Europe and in the United States. Consequently, this study aims to compare the form, content and rhetorical strategies of the British and American home pages of Monsanto and Chevron to assess the impact of the local context on corporate discourse.¹ Monsanto's homepages are presented in Appendices 1 and 2, respectively. The homepages for Chevron's websites are presented in Appendices 3 and 4.

This paper is organised as follows: the first section defines the category of "technological risk companies" within the corporate world. A review of the literature on web pages and their function in corporate communication is then presented. Next, the methodology used for this study is explained. Results regarding the specific form and content of Monsanto's and Chevron's American and British websites are included and a discussion of the findings concludes the paper.

Context: "Technological risk companies" and legitimacy issues

The phrase "technological risk companies" does not refer to a standard category. Though the very concept of risk has become mainstream in corporate management literature, it seems that agricultural biotechnology and oil companies combine different types of risks, which makes them specific within the corporate world: beyond the financial risks induced by investment in state-of-the-art research and development projects, these industries are involved in activities that raise concerns regarding their impact on human health or the environment: Monsanto's implication in genetically modified organisms (GMOs) feeds into the controversy over non-genetically modified crop contamination and subsequent impacts on biodiversity and human health. Among others, Chevron has recently made the headlines for environmental damage in Ecuador or the development of "hydraulic fracturing".²

One could argue that other sectors, namely the pharmaceutical industry, are also involved in potentially polemical technological innovations. However, Chevassus-au-Louis (2007) and Hommel and Godard (2002) have

underlined a different risk/benefit ratio for the pharmaceutical and the seed industry: indeed, the activities of the former are primarily conceived as curing diseases and hence meant to bring “tangible” progress, which is not obvious for the latter. Similarly, several environmental organizations present unconventional resources and fossil fuels as unnecessary and replaceable, calling for the development of alternative energies. One should also distinguish between “risk” companies and “sin” companies (Isani, 2010: 108). It is now publicly acknowledged that the effects of the tobacco, alcohol or gambling industry are harmful, which explains that “responsible gaming”, “responsible smoking” and “responsible drinking” are now included in the companies’ discourse. In contrast to this public acknowledgement, oil and agricultural biotechnology companies strive to prove critics wrong and regain public confidence by presenting their activities as harmless and even beneficial to mankind.

The efforts to counter negative perceptions account for the inclusion of legitimacy strategies in Monsanto’s and Chevron’s communication. In the last decades, the “legitimacy theory” has become a major tool to analyze corporate disclosures (Campbell, Craven & Shrivess, 2003; Patten & Crampton, 2004; Branco & Rodrigues, 2006). Based on a “social contract”, the legitimacy theory implies that:

(...) an institution must constantly meet the twin tests of legitimacy and relevance by demonstrating that society requires its services and that the groups benefiting from its rewards have society’s approval. (Shocker & Sethi, 1973: 97)

Following O’Donovan (2002) and Tilling (2004), former analyses (Domenec 2009 & 2010) have underscored a “chronic” use of legitimating tools that could be specific to technological risk industries: though particular events have occasionally put Monsanto and Chevron under the spotlight, the polemic surrounding their activities primarily suggests a lingering trust deficit. For agricultural biotechnology and oil multinationals, regaining legitimacy consists in constantly reminding the public of the final purpose of their activities, that is to say, help to solve major problems for the world’s population – hunger or need for energy. Potential environmental and sanitary risks are hence expected to be mitigated through the continuous reference to sustainable agriculture or sustainable energy production in corporate discourse, more specifically on the companies’ websites.

Corporate websites and corporate communication: background literature

Several studies have focused on the characteristics of webgenres that have considerably renewed traditional genres of discourse. Indeed, beyond typical formal and structural features, websites are also shaped by “functionality”, described by Shepherd and Watters (2004: 239) as “the capabilities afforded by this new medium [the World Wide Web]”. The “navigation tools or links that branch off the website as a whole” (Askehave & Nielsen, 2005: 128) are the most obvious examples of website functionality that can be used to serve specific communicative purposes.

Other studies have focused on the henceforth fundamental role of corporate websites in corporate communication strategy. Some authors have underscored the advertising and marketing content of these communication tools (Salam, Rao & Pegels, 1998; Perry & Bodkin, 2000). However,

[c]ompanies have employed website technology for an increasing number of purposes. These have included marketing, selling (Lymer 1999), reporting (Xiao et al. 2002; Marston 2003) and, in a recent study (Adams & Frost 2003), reputation management was cited as a possible function. (Campbell & Beck, 2004: 100)

In the conclusion to their paper devoted to “restorative websites”, Campbell and Beck (2004: 100) suggested addressing “disclosure strategies for reputation management where (...) gaining or maintaining reputational or social legitimacy might be a prominent motive”. In fact, it seems that unlike the one-shot “responses to public allegations of specific ethical malpractice or faux pas” (Campbell & Beck, 2004: 100) analyzed in former studies, the legitimizing stance is constitutive of technological risk companies’ everyday communication on the Web.

Chevron and Monsanto have a distinct website for their British audience, hence the importance of the concept of localization for this paper. Previous studies devoted to website localization mainly focused on translation issues: Sandrini (2005: 131) defines the concept of localization as “adapting a product to a particular *locale*”, the latter being characterized as “a group of people who share a language, a writing system and other properties which may require a separate version of the product”. Similarly, Perrault and Gregory (2000: 229) contend that “[b]y far, the most prevalent topic in website globalization is that of language and translation”, while Adams and

Frost (2004: 37) associate websites with “a unique set of communication problems with respect to language barriers”. However, it seems that these conceptions of localization omit potential differences among communities speaking the same language, especially English, as

[t]he strength of English lies in the fact that it does not represent just one culture or one way of life alone, at least not in its present form; it is being used as a vehicle for communicating several cultures, several ways of conducting the way of science and technology, discussing issues and negotiating realities in trade, management, commerce, economics and politics. (Bhatia, 1997: 315)

Indeed, in the United Kingdom and in the United States, technological risk companies are confronted to various public reactions to their activities. Levy and Kolk (2002: 280) accounted for “divergent pressures on [oil] companies headquartered in different countries”:

One possible explanation for the differences among the oil companies is thus that climate strategies are formulated in the context of cognitive frames and regulatory systems reflecting home country environments. It is widely believed, for example, that European consumers and regulators are more concerned than their American counterparts about the natural environment, and are more likely to make economic sacrifices for environmental benefits.

Biotechnology companies have also had to face different public reactions in Europe and in the United States: in 2008, Patrick Geffray³, former chief executive of Monsanto France, acknowledged “two different perceptions”, which he attributed to “prejudice against American food” and “doubts concerning regulatory authorities”. Botelho and Kurtz (2008: 22) underlined the impact of news coverage of biotechnology in the USA and in the UK on public acceptance or rejection of the issue.

In this paper, we would like to extend the concept of localization to cultural, and not exclusively linguistic, criteria. Monsanto’s and Chevron’s “.com” websites are “the most likely URL used by an interested stakeholder” (Campbell & Beck, 2004: 104) and hence represent both American and global reputational websites. By contrast, “.co.uk” websites are specifically targeted to British stakeholders. We have chosen to focus more specifically on the CHPs of the websites: defined as “personal or organizational information plus links to other pages reflecting the subject’s interests that are intended to introduce the person or organization to the world and to

facilitate further contact” (Crowston & Williams 2000: 208), the CHPs constitute the very first presentation of companies. As such, they are fundamental for the global corporate reputation. CHPs have been characterized by Shepherd and Watters (2004: 237) as “web pages describing the interests and ambitions of companies whose purpose for existing is to make profit through selling some product or services”. Santini (2006: 35-37) mentioned an “easy” or “stable” web genre that can be “unambiguously perceived” by users. Indeed, Luzón (2002: 52) identified the most frequent elements found on CHPs:

(...) copyright information, legal notices/ terms of use/ online privacy statement, positive announcements and news headings related to the company, links to corporate news and information and economic information about the company, showcase, adverts of new products, “choose a country” feature, e-mail contact, additional information about the company (training, events, seminars, jobs), offer of free of charge products and services.

Askehave and Nielsen (2005: 124) also underscored a highly specific hybrid purpose of CHPs, characterized by promotional and informational features:

(...) the homepage (...) displays an interesting mixture of promotional features intertwined with content information where for example pictures, sound, music and animation are combined with enticing summaries of web site contents to make the user stay and explore the site (...) we often see the following characteristics of newspaper discourse on the homepage as well: small summaries, key words, catchy headlines, tables, frames, attention-seeking photos and information value attached to the placement of elements (*e.g.* the inverted pyramid format and given information on the left and new information on the right).

Admittedly, Monsanto’s and Chevron’s corporate home pages include stable features. Yet, they do not seem to serve a uniquely informational or promotional purpose as they may also represent major legitimization tools for risk companies.

The questions raised in this paper are thus the following ones: To what extent do Chevron’s and Monsanto’s home pages display long-term reputation management, aimed to legitimize the company’s activities? Do the strategies implemented on the CHPs vary depending on the target audience of the website?

Method

To answer these questions, this paper relies on the field of English for Specific Purposes and builds on the work undertaken by Askehave and Nielsen (2005: 120), who suggested “an extension of the Swalesian genre model that takes the digital characteristics into account”.

The case study first focuses on website access using the Google search engine which is the most commonly used search engine (Pan et al., 2007). We assume that the analysis of the quick links and short descriptions that appear in the search engine can provide useful insight into the companies' presentation on the Internet. So, we entered the names of Monsanto and Chevron, first on <www.google.com>⁴, the international version of the search engine, then on <www.google.co.uk>, the British version, to see whether the user had access to the same website, and to compare the information available before accessing the website. For this analysis, the short description and quick links to Monsanto's and Chevron's websites were compared with a sample of six other companies: Microsoft, Apple, Johnson and Johnson, Wells Fargo and Company, AT&T, Pfizer. These firms were chosen because they frequently appear in the top ten companies of the FTSE4Good Index. As such, we assume that they do not suffer from the same image deficit as technological risk companies. Differences in corporate communication could thus provide an insight into the specific handling of environmental and technological controversies by the biotechnology and oil industry.

The second part of the analysis focuses on the form and content of the British and international home pages. We focused on the general layout of the CHPs and the distribution of visual and textual elements, for example pictures, titles, short summaries and texts to characterize the global structure of the CHPs. “Functionality” was also taken into account to examine the organization of information through tabs and hyperlinks. Regarding the content of CHPs, this study relies on the elements identified by Luzón (2002) and Askehave and Nielsen (2005). More specifically, the rhetorical values attached to visual (logo, colors, layout, pictures, photos and main tabs) and textual elements (catchy headlines, small summaries, and all the words to be found on the homepage) were studied. The visual elements were classified according to their symbolic value in the context of the environmental and technological controversy. The textual elements were classified according to their main communicative purpose. Four main categories were identified:

information, which is typical of home page content; addresses to the reader, which echo the interactivity provided by Web tools; storytelling, when text features the stories of “real people”; and controversy, when referring to polemics involving the company. The same operation was conducted for the six reference websites. Finally, the AntConc software was used in order to determine potential differences in the terminology used on the British and American websites: the “Word List” and “Keyword List”²⁵ functions allowed us to check whether some terms were preferred in specific geographical contexts.

Results

Specific access to Monsanto’s and Chevron’s global and local websites

The search for “Monsanto” and “Chevron” on <www.google.com> provided direct access to the global websites of the companies. Below the link to the website, a short description of the companies and a selection of hyperlinks were included:

<www.monsanto.com>

If there were one word to explain what Monsanto is about, it would have to be farmers. It is our purpose to help them meet the needs of a growing population ...

Show stock quote for MON

Careers – Investors – Products – Contact us

<www.chevron.com>

Chevron works to meet the world’s growing demand for energy by exploring for oil and natural gas; refining and marketing gasoline; producing chemicals and ...

Show stock quote for CVX

Careers

Contact

Gifts & Credit Cards

Fuels & Stations

Find a Chevron Station

Our Businesses

Investors

Chevron Worldwide

Though there are more hyperlinks to Chevron’s website, the main entries are similar and target specific audiences: future employees (“Careers”), investors,

customers (“Our Products” for Monsanto and “Fuels and Stations” for Chevron), various stakeholders (“Contact”). The main entries correspond to what was found for the six reference websites (see Appendix 5), yet, differences in the short description were highlighted by the comparative analysis: for the six reference companies, the short descriptions are purely informational, while Chevron’s and Monsanto’s focus on the argument of global demand to justify the need for the companies’ activities. In addition, the use of a specific corporate website for the UK seems marginal in the reference corpus, as only Pfizer has a distinct website. The template for <www.pfizer.com> and <www.pfizer.co.uk> is actually similar, which seems to underscore a strategy of globalization, rather than localization. By contrast, access to Monsanto’s and Chevron’s websites differs when using <www.google.co.uk>: the British version of Monsanto’s CHP is completely independent from the global website and there is only one “entry gate” – the link to the homepage⁶. The general description of the company differs from that provided on <www.google.com> through the focus on innovation. However, the motive of the farmer and the argument of global demand echo the short description of the global website:

Monsanto is an agricultural company. Farmers around the world use our innovative products to address on-farm challenges and reduce agriculture’s overall ...

Access to Chevron’s British website evolved significantly over the period of this study: in August 2011, the URL for Chevron’s British website was <www.texaco.co.uk>. The use of the name Texaco is specific to the UK: Chevron and Texaco merged in 2001, forming the Chevron Texaco Company. However, since 2006, the company has been known as Chevron Corporation, Texaco representing only a brand of the company⁷. There is only one direct link to the website, and a specific short description, totally different from the one found on <www.google.com>:

Texaco in the UK. Among the top ten North Sea producers, the company is the fourth largest petrol retailer in Britain (...) Welcome to Chevron in the UK ...

The focus on the companies’ activities corresponds to the traditional template of short descriptions, also found in the reference corpus. However, the choice of “Texaco” for the British website raises the issue of brand perception, brand being defined as “what the consumer thinks and feels and visualizes when he or she sees the brand’s symbol or name” (Batra, Myers &

Aaker, 2009: 333). For a British audience, the company's website logically refers to the "everyday brand", regardless of financial mergers. The localization strategy is all the more visible in the reference to the company's rank on the European market. Interestingly however, the short description of <www.texaco.co.uk> specifies "Welcome to Chevron in the UK", suggesting a hybrid strategy of globalization and localization.

Layout and structure: the importance of symbolic images on the global CHPs

Analysis of the textual and visual content of the CHPs also reveals local differences in terms of structure, through dissimilar uses of words, sentences and images (see Table 1).

Website	Words	Sentences	Pictures
www.texaco.co.uk	228	10	1
www.chevron.com	143	4	7
www.monsanto.co.uk	833	27	2
www.monsanto.com	342	5	7

Table 1. Numbers of words, sentences and images on the four websites studied.

The most obvious difference between the British and global websites lies in their layout: the former feature a "vertical" layout – with hyperlinks included alongside long chunks of text – while the latter exhibit a horizontal layout – with series of images and illustrations of various sizes which convey an impression of dynamism. Another striking feature of global websites is the limited number of sentences and the preference for one-word tabs, triggering non-linear reading:

(...) the hypertext system places certain constraints on the reading pattern, which results in a new kind of reading referred to as "hyper-reading" (...) hypertext reading [is] regarded as non-linear (where the reader filters, skims and scans the text), and traditional text reading [is] regarded as linear. (Askehave & Nielsen, 2005: 126)

The amount and choice of pictures also differ between global and British CHPs. Apart from two relatively small pictures of a frog and a leaf on <www.monsanto.co.uk> to illustrate the issue of biodiversity, there are very few pictures on British websites. The symbolic motive of the green leaf is also featured at the bottom of Chevron's British home page and the

hyperlink leads to a page entitled “Save more than fuel”, where users from various countries can find advice regarding fuel consumption. Not only pictures are more numerous on global websites, but they also highlight different aspects: global websites exhibit pictures focusing on individuals – three on <www.monsanto.com>, five on <www.chevron.com>. In the latter case, these pictures are a direct echo to Chevron’s motto “The Human Element”. Global websites also celebrate innovative products emphasizing technological innovation. For example, on <www.monsanto.com>, four pictures out of eight represent seeds, symbolizing the technological innovation at the core of the company’s activities. Similarly, Chevron’s global CHP includes two pictures centred on modern techniques for energy production and exploration. Interestingly, as opposed to the green leaf hyperlink found on its British website, Chevron’s global website offers the image of a car as a hyperlink to the page “Save more than fuel”. The choice of pictures representing people who benefit from their products and innovations seems to exemplify the legitimacy stance adopted by the two companies on their global websites.

Textual content: specific communicative purposes depending on the context

Beyond a dissimilar visual content, the analysis of the catchy headlines and small summaries also reveals different communicative purposes on the global and local websites (see Table 2). Out of the four categories presented in the method section – information, addresses to the reader, storytelling, controversy – “controversy” appears as specific to technological risk companies in specific contexts: frequent references to “opinions” and “concerns” were found on <www.monsanto.co.uk>, while the home page of <www.monsanto.com> features a tab “News and Views”, which includes a section “Issues and Answers”. As regards Chevron, controversy is restricted to the American home page: the bottom right of <www.chevron.com> is devoted to the Ecuador trial in which Chevron has been involved for more than a decade but this issue is not mentioned on <www.texaco.co.uk>.

Website	Information	Storytelling	Reader address	Controversy
www.texaco.co.uk	X	X	X	X
www.chevron.com	X	X	X	X
www.monsanto.co.uk	X	X	X	X
www.monsanto.com	X		X	

Table 2. Textual elements in Monsanto’s and Chevron’s American and British CHPs.

Hence, we may suggest that risk companies do not have a global communication strategy regarding polemical issues, but adapt their discourse depending on the target audience and the impact of the controversy. Indeed, though dissimilar, the communication strategies identified on the CHPs could reflect the overwhelming importance of the environmental and technological controversies in Monsanto's and Chevron's specialized discourse. The neutral tone and the choice of the Texaco brand for Chevron's British website may illustrate a strategy of distancing from the company's upstream operations (for example, exploration and production of oil and gas). By contrast, the explicit acknowledgement of the controversy on <www.monsanto.co.uk> underscores that the company takes into account public concerns and builds its communication strategy in response to these fears. The two American websites feature a more direct response to concerns related to their activities, through a specific hyperlink leading to a page where the company's view on polemical issues is presented.

Lexical choices: specific terminology to refer to the companies' activities in different contexts

Finally, the lexical analysis of the textual content of the CHPs also reveals important differences between the global and local websites. The keywords for <www.monsanto.co.uk> and for <www.texaco.co.uk> are presented in Table 3 and Table 4, respectively. To keep only the most relevant results, we focused on keywords with a minimum keyness of 4. Personal pronouns and possessive adjectives were included as they pertain to the interactivity specific to web tools.

Frequency	Keyness	Keyword
13	14.949	Biotechnology
10	11.499	Biotech
9	10.349	Click
9	10.349	Crops
8	9.199	Gm
7	8.049	Here
7	8.049	Uk
13	6.478	About
4	4.600	Site
4	4.600	You

Table 3. Keywords on <www.monsanto.co.uk>
(Reference corpus: <www.monsanto.com>)

Frequency	Keyness	Keyword
5	11.810	Is
5	11.810	UK
3	7.086	Registered
6	4.914	Texaco
2	4.724	England
2	4.724	Its
2	4.724	Lubricant
2	4.724	Move
2	4.724	Name
2	4.724	Petroleum

Table 4. Keywords on <www.texaco.co.uk>
(Reference corpus: <www.chevron.com>)

On Monsanto's CHPs, the main differences lie in the terminology used to describe the company's activities: on <www.monsanto.com>, no clear

reference to biotechnology was found and the multinational is presented as an “agricultural company”, which leaves the polemical nature of biotechnology in the shadows. The words “agriculture” and “food” are used to refer to the company’s activities, but they are not associated with the adjectives “genetically modified” (“gm”), “genetically engineered” or “biotech”. On <www.monsanto.co.uk> however, the words “biotechnology”, “biotech” and “gm” were found 13, 10 and 8 times, respectively, which underscores a very different perspective on the company’s products.

Similarly, keywords for <www.texaco.co.uk> include “lubricants” and “petroleum”, while <www.chevron.com> favours vaguer references to “energy”. Such terminological choices suggest a more precise focus on the company’s project in the British context. Another feature on Chevron’s British CHP is the recourse to impersonal references to the company through the frequent use of “its” or “be” in the third person. These choices stand in sharp contrast with the first-person adjective “our” found on <www.chevron.com>. It thus seems that the European context triggers a more neutral communication strategy, focused on information, rather than on interaction.

Discussion: the influence of the controversy on the generic features of CHPs

Industry-specific communicative needs: the hegemony of the market argument

Monsanto’s and Chevron’s websites obviously represent “symbolic behaviours (...) to improve how the company is perceived” (Hargis & Watt, 2010: 77), which is not the case for the six FTSE companies. On all four websites, the argument of global demand and community involvement echoes the “hegemony of the market” argument identified by Kleinman and Kloppenburg (1991: 432): the latter is described as a specific discursive element put forward by Monsanto to promote its activities by presenting agricultural biotechnology as beneficial not only to the firm, but also to the community. Indeed, frequent references to farmers, portrayed as needing the company’s technology, were found on <www.monsanto.com> (7 references) and on <www.monsanto.co.uk> (7 references). The reference to farmers underscores “alliances or affiliations with other businesses that have a

positive reputation” (Hargis & Watt, 2010: 79) and contributes to the “creat[ion] [of a] unique reputation”. Similarly, the use of the name Texaco in a British context suggests a positive local reputation linked to a specific corporate identity. The focus on the company’s involvement in “UK society” and “community” echoes the hegemony-of-the-market argument. On <www.chevron.com>, references to the adjective “human” and the verb “agree” were found five and four times, respectively, suggesting that the human motive is also a key communication tool for Chevron through the slogan “Human Energy”.

Beyond the argument of global demand, other instances of a legitimization strategy were found on the four websites. The link to the “Drive Smarter” page is common to Chevron’s American and British home pages, presenting the company as a responsible actor that shares public concerns regarding the environment. In addition, by focusing on consumers’ behaviour, these links may aim to distract attention from the company’s potential responsibility for pollution. The four homepages also insist on the companies’ community involvement, whether at a local or global level, justifying their presence worldwide. As such, they also aim to “consolidate the image of the sender” (Askehave & Nielsen, 2005: 130).

Country-specific strategies: the influence of website localization on CHPs

The analysis also highlights specific local strategies, common to Monsanto and Chevron. The inclusion of social networks (Facebook, Twitter or YouTube) is restricted to Monsanto’s and Chevron’s American home pages. This may indicate a deliberate effort to create a more personal relationship with the user, while the absence of social networks and of a search engine tool on the British websites causes them to be left with a more synoptic function. Moreover, the use of pictures and references to people on <www.chevron.com> and, to a lesser extent on <www.monsanto.com>, adds an emotional dimension: these “real people” personalize the need for technological progress or explicitly state their satisfaction with the companies’ activities. The specific use of human figures contrasts with Perry and Bodkin’s (2000: 94) conclusions, who found that “[t]he component utilized most often was non-person, indicating that inanimate objects were pictured most often on the Fortune 100 Web sites”. The “Human Element” thus appears as a major visual perception tool on the American home pages—even if it is also highlighted in the textual content of Monsanto’s British CHP.

The focus on the “Human element” on Monsanto’s and Chevron’s websites can be associated with the importance of storytelling in risk companies’ communication strategies: the testimonies of real people are used as emotional vectors to convince the user of the need for the company’s products. One notable exception, however, is the Texaco website which does not refer to the “Human Energy” slogan or to specific individuals.

The lexical analysis underscores specific communication strategies depending on the target audience. The more frequent use of “biotech[nology]” on the British website could be explained by the negative perception associated with the phrase “genetically modified”: in a document entitled “Understanding Consumer Perceptions of Food Technology and Sustainability” available on the IFIC (International Food Information Council) website, terminology is described as a key factor affecting consumer attitudes toward food technology. “Genetically modified”, “genetically engineered” or “genetically altered” are labelled as “negative phrases”, while “food biotechnology” or “genetically improved” are labelled as “better phrases”. The frequent occurrences of “biotech[nology]” on <www.monsanto.co.uk> seem to have a euphemistic function, enhanced by the absence of reference to technology on the global website.

Results also seem to indicate a different approach to the environmental and technological controversies: frequent references to “opinions” and “concerns” were found on <www.monsanto.co.uk>, featuring a reactive strategy. It seems that, confronted with widespread defiance regarding biotechnology in Great Britain, the company has used the local website as an “advocacy tool”. Hence, it is presented as a pedagogical response to public concerns, as showed in the subtitle: “Food Biotechnology is a matter of opinions. Monsanto believes you should hear them all”. Though this acknowledgement does not seem necessary in the United States, where “consumers usually do not question the presence of GMOs”⁸, the “News and Views” hyperlink on <www.monsanto.com> actually gives access to a section “Issues and Answers” where Monsanto “answer[s] questions that critics have levied against [the company]”. Similarly, it seems that Chevron has decided to take a clear stance on the Ecuador issue through the section “Ecuador Lawsuit” accessible from the global CHP. The absence of reference to the trial on <www.texaco.co.uk> might be explained by the difference in branding, as the use of the Texaco brand in the UK may distance the local branch from its parent company. These findings contrast

with the conclusions of Campbell and Beck (2004: 110) who identified not only “case-by-case”, but also “concealed” responses:

Companies did not make their responses (or presumably the fact that they had been accused of ‘sin’) immediately obvious to casual visitors to their websites. Interested visitors usually had to ‘click around’ to find the company’s discussion of the subjects in question. (...) This finding, although perhaps not surprising, indicates that unless a visitor wishes to know specifically about the ‘sin’, he or she may visit and leave the website without knowing anything about it.

Indeed, results suggest that technological risk companies have openly integrated the controversy in their operational communication, despite a specific handling of the environmental and technological controversies depending on the target audience.

The distribution of hyperlinks on the CHPs illustrates different purposes. Containing fewer hyperlinks, <www.texaco.co.uk> is designed as an informational document to be used in a “reading mode”. As such, it provides “a condensation of the most important information on the site and serves as a swift, brief, and scannable site introduction” (Askehave & Nielsen, 2005: 130). Conversely, the global home pages and that of Monsanto UK feature various hyperlinks and are meant to be used in the navigating mode:

The purpose of all web documents in the navigating mode is to provide access to relevant web pages and web sites, i.e. to act as a means of transportation allowing the reader to travel the World Wide Web moving from one web page or web site to another. (Askehave & Nielsen, 2005: 131)

Finally, different uses of Web functionalities illustrate various communicative purposes for the CHPs under study, ranking from traditionally informational and promotional purposes to legitimizing and/or defensive strategies (see Figure 1). British CHPs feature highly dissimilar responses to the environmental and technological controversies. <www.texaco.co.uk> corresponds to traditional models of CHPs with informational and promotional content, while <www.monsanto.co.uk> appears as a restorative website, meant to rehabilitate the biotech industry as a whole. By contrast, the communicative strategy displayed on the American websites is more consistent, even though <www.chevron.com> adopts a clearly defensive stance regarding the Ecuador trial.

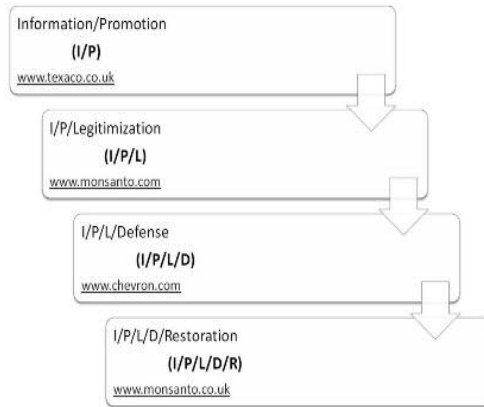


Figure 1. Communicative purposes of Monsanto's and Chevron's CHPs.

Conclusion

Results show that CHPs are highly flexible tools and confirm that genre analysis cannot be dissociated from a cultural perspective. Indeed, this analysis supports Levy and Kolk's (2002: 281) statement that “[w]ithin the [multinational company] itself, strategies and practices developed in the home country are not necessarily transmitted evenly to all subsidiaries.”

Dissimilar short descriptions and entry gates to Monsanto's and Chevron's websites underscore a localization strategy that was not identified in the reference corpus. Moreover, detailed analysis of the CHPs evidences country-specific features in terms of general structure: the use of pictures, search bars, social networks and non-linear reading appears as characteristic of the global CHPs. In terms of content however, no consistent strategy, whether local or company-specific, was found. As a matter of fact, each company's CHPs feature a specific attitude regarding environmental and technological controversies, depending on the local context. The lack of coherence between the strategies adopted supports the view that “[e]ach company's unique history and culture affects its response to institutional pressures” (Levy & Kolk, 2002: 281). Heterogeneity in corporate discourse hence points out that the concept of localization cannot be restricted to linguistic criteria: despite the status of lingua franca of the English language, lexical and syntactic choices differ depending on the target audience. From

an English for Specific Purposes perspective, findings support Swales' (1990) statement that a single genre can adapt to different communicative purposes.

Further research could focus on the other perception management tactics available on corporate websites, for example, the interactive games found on <www.chevron.com> related to energy saving, or the election of America's Mom of the Year on <www.monsanto.com>. The characterization of the form and content of these documents could provide relevant insight into the evolution of corporate webgenres in a context of controversy. Besides, additional comparisons with other local and global CHPs could provide insight into the issues of translation and representation of national cultures. Finally, an extended comparison with other European websites could illustrate the impact of local public perceptions on technological risk companies' communication.

[Paper received 21 May 2012]

[Revised paper accepted 9 June 2013]

References

- Adams, C. & G. Frost (2004). *The Development of Corporate Websites and Implications for Ethical, Social and Environmental Reporting Through These Media*. Edinburgh: ICAS.
- Askehave, I. & A. Nielsen (2005). "Digital genres: a challenge to traditional genre theory". *Information technology and People* 18: 120-141.
- Batra, R., J.G. Myers & D.A. Aaker (2009). *Advertising Management*. Delhi: Dorling Kindersley.
- Bhatia, V. (1997). "Introduction: Genre analysis and world Englishes". *World Englishes* 16: 313-319.
- Botelho, D. & H. Kurtz (2008). "The introduction of genetically modified foods in the United States and the United Kingdom: a news analysis". *The Social Science Journal* 44: 13-41.
- Branco, M.C. & L.L. Rodrigues (2006). "Communication of corporate social responsibility by Portuguese banks: A legitimacy theory perspective". *Corporate Communications. An International Journal* 11: 232-248.
- Campbell, D.B. & S. Beck. (2004). "Answering allegations: the use of the corporate website for restorative ethical and social disclosure". *Business Ethics: A European Review* 13: 100-116.
- Campbell, D.B. Craven. & P. Shrivs (2003). "Voluntary social reporting in three FTSE sectors: a comment on perception and legitimacy". *Accounting, Auditing & Accountability Journal* 16: 558-581.
- Chevassus-au-Louis, B. (2007). *L'analyse des risques. L'expert, le décideur et le citoyen*. Versailles : Quae Editions.
- Crowston, K. & M. Williams (2000). "Reproduced and emergent genres of communication on the world-wide web". *The Information Society* 16: 201-215.
- Domenech, F. (2009). *Communiqués de presse et stratégie de communication chez Monsanto : une rhétorique de la diversion?* Unpublished Master Research Report presented at l'École Normale Supérieure de Cachan, 2 July 2009.
- Domenech, F. (2011). "Monsanto's Claims au Royaume-Uni et aux États-Unis : les communiqués de presse de Monsanto, entre unité générique et hétérogénéité culturelle". *ASp, La Revue du GERAS* 59: 65-93.
- Hargis, M. & D. Watt (2010). "Organizational Perception Management: A Framework to Overcome Crisis Events". *Organization Development Journal* 28: 73-87.
- Hommel, T. & O. Godard (2002). "Trajectoire de contestabilité sociale et production d'OGM à

- usage agricole". *Économie Rurale* 270: 36-49.
- Isani, S. (2010). "Euphemization and the discourse of positive self-representation: Corporate image laundering in the vice industries" in S. Jobert (ed.), *Empreintes de l'Euphémisme. Tours et détours*, 107-118. Paris: L'Harmattan.
- Kleinman, D. & J. Kloppenburg (1991). "Aiming for the discursive high ground: Monsanto and the biotechnology controversy". *Sociological Forum* 6: 427-447.
- Levy, D. & A. Kolk (2002). "Strategic responses to global climate change: Conflicting pressures on multinationals in the oil industry". *Business and Politics* 4: 275-300.
- Luzón, M.J. (2002). "A genre analysis of corporate home pages". *LSP & Professional Communication* 2: 41-56.
- O'Donovan, G. (2002). "Environmental disclosures in the annual report: extending the applicability and predictive power of legitimacy theory". *Accounting, Auditing & Accountability Journal* 15: 344-371.
- Pan, B., H. Hembrooke, T. Joachims, L. Lorigo, G. Gay & L. Granka (2007). "In Google we trust: Users' decisions on rank, position, and relevance". *Journal of Computer Mediated Communication* 12: 801-823.
- Patten, D.M. & W. Crampton (2004). "Legitimacy and the internet: an examination of corporate web page environmental disclosures". *Advances in Environmental Accounting and Management* 2: 31-57.
- Perrault, A. & V. Gregory (2000). "Think global, act local: The challenges of taking the website global". The Information Age: Challenges and Opportunities — Worldwide Conference on Special Librarianship, Special Libraries Association. Brighton, England. October 2000.
- URL: http://works.bepress.com/anna_perrault/19 [22/03/13]
- Perry, M. & C. Bodkin (2000). "Content analysis of Fortune 100 company websites". *Corporate Communications: An International Journal* 5: 87-96.
- Salam, A., H. Rao & C. Pegels (1998). "Content of corporate web pages as advertising media". *Communications of the ACM* 41: 76-77.
- Sandrini, P. (2005). "Website localization and translation" in H. Gerzymisch-Arbogast (ed.), *Proceedings of the Marie Curie Euroconference: Challenges of Multidimensional Translation*, 131-138. URL: http://www.translationconcepts.org/pdf/MuTra_2005_Proceedings.pdf#page=135 [20/01/14]
- Santini, M. (2006). "Identifying genres of webpages" in P. Mertens, C. Fairon, A. Dister & P. Watrin (eds), *Verbum ex machina. Actes de la 13e conférence sur le traitement automatique du langage (TALN 2006)*, 307-316. Louvain-la-Neuve: Presses universitaires de Louvain.
- Shepherd, M. & C.R. Watters (2004). "Cybergenres: Automatic identification on the web". *Journal of Web Engineering* 3: 236-251.
- Shocker, A. & S. Sethi (1973). "An approach to incorporating social preferences in developing corporate action strategies". *California Management Review* 15: 97-105.
- Swales, J.M. (1990). *Genre Analysis: English in Academic and Research Settings*. Cambridge: Cambridge University Press.
- Tilling, M. (2004). "Refinements to legitimacy theory in social and environmental accounting". *Commerce Research Paper Series* 4, 6. URL: <http://www.flinders.edu.au/sabs/business-files/research/papers/2004/04-6.pdf> [08/03/13]

Fanny Domenech, a former student of the Ecole Normale Supérieure de Cachan, has recently presented her PhD dissertation under the supervision of Dr. Catherine Resche (CELTA, EA 3553). Her research is focused on the linguistic policies and practices of "technological risk companies" (more specifically oil and biotechnology companies), and on the progressive shift from crisis communication to risk communication. After a Master's degree in English for Specific Purposes, she passed the *Agrégation* in 2008.

NOTES

¹ This research was undertaken during the second quarter of 2011 and due to the flexible nature of web tools, some results may no longer be accurate.

² “Hydraulic fracturing”, a technique used to extract shale gas is highly polemical, especially in Europe.

³ Interview with Yann Fichet, Director of Industry and Governmental affairs for Monsanto France, conducted April 23 2009.

⁴ The Google USA websearch tool was also used and the results were similar to <www.google.com>

⁵ By comparing the words that appear in the corpus under study to a “reference corpus”, the Keyword List tool generates a list of “Keywords” that are unusually frequent (or infrequent) in the target files.


⁶ The main link gives access to a general homepage with links to seven websites. I chose to focus on the first suggested link, labelled “Monsanto Imagine / Biotechnology”, which appeared most relevant for a comparison with Monsanto’s global website.

⁷ Though Chevron lubricants are sold in the UK under the brand “Texaco”, the Texaco station services can be operated by other energy companies. In August 2011, after this study was conducted, Valero purchased Texaco-branded wholesale sites in the UK. Hence, the site <www.texaco.co.uk> is now related to Valero and no longer to Chevron. Interestingly however, it still appears when one enters “chevron uk” in the Google search engine.

⁸ Interview with Patrick Geffray, former General Manager for Monsanto France, conducted March 10 2009.

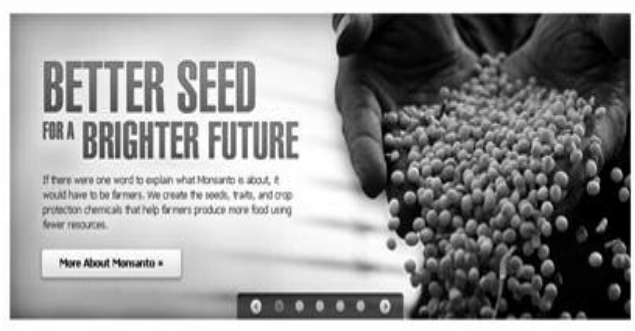
⁹ <http://www.monsanto.com/newsviews/Pages/monsanto-business-practices.aspx>

Appendix 1: Homepage for <www.monsanto.com> as of June 11, 2011



[Careers](#) | [Investors](#) | [Select a Country](#)

Who We Are | Products | News & Views | Our Commitments



**BETTER SEED
FOR A BRIGHTER FUTURE**

If there were one word to explain what Monsanto is about, it would have to be farmers. We create the seeds, traits, and crop protection chemicals that help farmers produce more food using fewer resources.

[More About Monsanto >](#)

LATEST HEADLINES

[Monsanto Board Approves Dividend of 24 Cents per Share](#)
June 06, 2011


[Farmers Can't Get Enough of Genetically Modified Corn](#)
June 04, 2011

[FFA Chapter Challenges Connecting Local FFA with Farmers in Their Community](#)
June 03, 2011

[Genetically Modified Technology Shows New Tools To Highlight Monsanto's Latest Trait Technology](#)
June 02, 2011


[More >](#)

2011 Water for Food Conference



The 2011 Water for Food conference was held May 3-4, 2011 in Lincoln, Nebraska. Monsanto was one of the sponsors of this conference.

Bette Lu Lerwick: 2011 National Farm Hom of the Year Winner




Bette Lu Lerwick is the 2011 America's Farmers Home of the Year national winner and the northwest regional winner.

STOCK PRICE (as of 05/31/2011)

Monsanto (NYSE)	65.45	-6.42
Dow Jones (DJA)	12,804.26	+1.84

[Back Chat](#) | [Annual Report](#)

FOLLOW US ON THE WEB



Monsanto Homepage

[Who We Are](#)

[Monsanto at a Glance](#)

[Our Pledge](#)

[Company Leadership](#)

[Corporate Governance](#)

[Company History](#)

[Partnering & Licensing](#)

[Our Locations](#)

[Contact Us](#)

Products

[Brands](#)

[Agricultural Seeds](#)

[Traits & Technologies](#)

[Vegetable Seeds](#)

[Weed Control](#)

[R&D Pipeline](#)

[Science & Safety](#)

Careers

[Search Jobs](#)

News & Views

[Monsanto in the News](#)

[Newsroom](#)

[Issues & Answers](#)

[Executive Speeches](#)

Investors

[Corporate Profile](#)

[Presentations & Reports](#)

[SEC Filings](#)

Our Commitments

[Sustainable Agriculture](#)

[Human Rights](#)

[Corporate Giving](#)

[America's Farm Families](#)

[Product Stewardship](#)

[Weed Management](#)

Visit Our Other Sites

[Monsanto Gift Store](#)

[Genity](#)

[Agron & OROKAL](#)

[Deliance](#)

[Channel](#)

[RoundUp Ready Plus](#)

[Monsanto Vegetable Seeds](#)

[America's Farmers](#)

[Improve Agriculture](#)

©2011 Monsanto Company - All Rights Reserved | [Home](#) | [Legal/Notice](#) | [Privacy Policy](#) | [Product Liability Notice](#) | [Contact Us](#)

Appendix 2: Homepage for <www.monsanto.co.uk> as of June 21, 2011

[About Monsanto](#) | [Links](#) | [Comments & Questions](#) | [Home](#) | [Search](#)

FOOD BIOTECHNOLOGY IS A
MATTER OF OPINIONS.
MONSANTO BELIEVES
YOU SHOULD HEAR THEM ALL.

Welcome to Monsanto's website about food biotechnology in the UK and around the world.

Monsanto is an agricultural company. We are focused on applying innovation and technology to assist farmers around the world to be more successful, helping them produce healthier foods, better animal feeds and more fibre, while also reducing agriculture's footprint on our environment. The company's corporate headquarters are located in St. Louis, Missouri in the United States of America.

We're excited about the potential for genetically modified food to contribute to a better environment and a sustainable, plentiful, and healthy food supply. We recognise, however, that many consumers have genuine concerns about food biotechnology and its impact on their families.

This site is intended to promote a deeper understanding of food biotechnology by providing visitors with access to the full range of thought, opinion, and background information about this important subject.

The #1 rated **READ THIS WEEK'S**
Advantage
Biotech Lab

Virtual **Tour**
—Charleston Village Research Center—

MONSANTO

- => biotechnology
- => agricultural solutions
- => industrial applications

Click on 'agricultural solutions' to go to the Monsanto UK non-biotech agricultural web site for farmers and growers in the United Kingdom.

To find out more about Monsanto's role in the UK's Agricultural Biotechnology Council (ABC), [click here](#). To learn more about the ABC's continental equivalent at Agriculture Biotechnology Europe (ABE), [click here](#). And to learn about Monsanto's global role at the Council for Biotechnology Information (CBI), [click here](#).

We want to hear your views and answer your questions. Please explore, participate, and [tell us what you think](#).



Explorations

Click here to learn more about Monsanto's non-GM, conventional seeds and crop protection products in the UK. 



Latest News, Archives, Press Releases and Responses to Media Stories:

- How GM Crops Could Help the North East**
Some of the key research at Newcastle University is looking at the potential of GM crops to protect themselves against insect attack without the need for chemical pesticides.
- Insect Protected Roundup Ready 2 Yield Soybeans Achieve Important Milestone Toward Commercialization in Brazil**
Monsanto Company (NYSE: MON) confirmed that at yesterday's National Technical Biosafety Committee (CTNBio) meeting in Brazil, the committee approved Monsanto's Bt Roundup Ready 2 Yield soybean product for planting in Brazil.
- Monsanto Projects Solid Conclusion of Fiscal Year**
As its fiscal year draws to a close, Monsanto Company (NYSE: MON) today confirmed the drivers of its fourth-quarter operating plan have tracked well with management expectations, positioning the company to conclude the fiscal year within its previous guidance ranges for ongoing earnings per share (EPS) and free cash flow.

Online Discussion:
"What role can GM agriculture play in reducing the detrimental effects of climate change?" [Click here to tell us what you think.](#)

GM Farmer Testimonies

- [Bt corn in Spain](#)
- [Cotton](#)
- [Papaya](#)
- [Soy](#)
- [Corn](#)
- [Canola](#)
- [Bust to Boom in a Decade](#)



What is GM's Impact on Biodiversity?
Biotech Helps Farm Ecosystems & Habitats

The only place where biotech comes alive



View video conversations with farmers and experts

With more than 13 million farmers globally planting biotech crops, this site is designed to share some of these growers' conversations about how GM crops have impacted their lives and their communities.

See videos and hear from growers about how GM crops have decreased pesticide applications by 172,000 metric tons - equivalent to well over 23,700 London buses!

[Click here](#) to read how GM crops went from 0 to 100 billion in a decade - and what the next ten years has in store.

Join The Monsanto UK E-mailing List
Stay informed about Monsanto and food biotechnology. Enter your e-mail address and click join!

Other Site Highlights


- [Global impact of biotech crops, socio-economic and environmental effects](#)
- [Worldwide Biotech Crops Experience Near Record Growth](#)
- [Monsanto currently invests over a million pounds every working day on R&D that farmers tell us makes a difference. And our research is about much more than just biotechnology. Click here to see the 2005 product pipeline brochure.](#)
- [Visit the OISR & Crop Protection website](#) for product information on Monsanto UK crop protection products, Latitude and Oilseed rape varieties.
- [Genetically Modified Crops in Argentine Agriculture \(summary / full report\)](#)
- ["Biotechnology has the potential to be a huge benefit to the people of Africa and provide its farmers with great opportunities" - Charles Runge, Honorary Secretary of the Royal Agricultural Society of the Commonwealth. Read the RASG's 34 page latest report "Biotechnology in Africa"](#)
- [Plant Biotechnology - Did You Know?](#)
- [Journal Of Antimicrobial Chemotherapy "The fate of antibiotic resistance marker genes in transgenic plant feed material fed to chickens"](#)
- [European Commission's Q&A on GMO Regulation in the EU](#)
- [High Quality Agriculture and Science Images.](#)
- [Biotech PowerPoint Slides](#)

Appendix 3: Homepage for <www.chevron.com> as of August 2, 2011

The screenshot shows the Chevron Human Energy homepage. At the top left is the Chevron logo and the text "Human Energy". To the right are links for "INVESTORS | NEWS | CHEVRON WORLDWIDE | CONTACT". Below this is a navigation bar with links: "Home", "Human Energy Stories", "Global Issues", "Energy Sources", "Products & Services", "Careers", and "About Chevron". A search bar is on the right of the navigation bar.

The Power of Human Energy

FINDING NEWER, CLEANER WAYS TO POWER THE WORLD



Data-Driven Exploration

We use technology to safely find and produce energy in complex environments.

[FIND OUT MORE](#)

In the News

- [Chevron Reports Second Quarter Net Income of \\$7.7 Billion, Up From \\$5.4 Billion in Second Quarter 2010](#)
- [Chevron Announces Quarterly Dividend](#)
- [Chevron Secures Wheatstone LNG Sales Agreements With TEPCO](#)
- [Chevron Forms Alliance With NASA's Jet Propulsion Laboratory to Develop Advanced Energy Solutions](#)

[MORE NEWS](#)

Drive Smarter

Get tips for driving more efficiently. Start Saving

Ecuador Lawsuit

Get the facts about Chevron in Ecuador. [Read More](#)

[CHEVRON STATIONS](#) [TEXACO STATIONS](#) [CREDIT CARDS](#) [PAY BILL](#) [LUBRICANTS PRODUCTS](#)

© 2011 - 2011 Chevron Corporation. All Rights Reserved. [Terms of Use](#) | [Privacy Statement](#) | [Site Map](#) | [Site Feedback](#)

Connect with us: [f](#) [in](#) [t](#) [Big Tube](#)

Appendix 4: Homepage for <www.texaco.co.uk> as of July 21, 2011

Welcome to

CHEVRON IN THE UK

Chevron has been operating in the United Kingdom for more than 60 years.


As a leading energy business, the company and its affiliates find, develop and produce petroleum and natural gas; manufacture and market fuel and lubricant products; trade, transport and distribute petroleum and gas products.

The company is an active force in UK society, fuelling industry and the economy, keeping people on the move and participating in a range of community and environmental projects.

On 3 July 2006, Texaco Limited became Chevron Limited. But Chevron is still committed to the Texaco brand and the Texaco name will continue to be seen at service stations, on road tankers and on Havoline lubricant packaging. The move is part of a global project to change the corporate name to Chevron Corporation.

Chevron Limited is a limited company registered in England and Wales with registered number 145197. Its registered office address is 1 Westferry Circus, Canary Wharf London, England, E14 4HA.

- [Who We Are](#)
- [History of Chevron in UK](#)
- [Main Locations](#)
- [Texaco Station Locator](#)
- [Products and Services](#)
- [Working for Chevron](#)
- [Corporate Responsibility](#)
- [Chevron Worldwide](#)



Save more than fuel

10 tips to help you drive more efficiently

Click here
for more
information

FROM VW: 21.8.502

Appendix 5: Access to other corporate websites from <www.google.com>, as of August 2, 2011

Company	Hyperlink "Careers"	Hyperlink "Investors"	Hyperlink "Products"	Hyperlink "Contact"	Description
Microsoft					<i>Get product information, support, and news from Microsoft.</i>
Apple					<i>Apple designs and creates iPod and iTunes, Mac laptop and desktop computers, the OS X operating system, and the revolutionary iPhone and iPad.</i>
Johnson and Johnson	X	X	X	X	<i>New Jersey-based multi-national manufacturers of pharmaceutical, diagnostic, therapeutic, surgical, and biotechnology products, as well as personal hygiene ...</i>
Wells Fargo	X				<i>Wells Fargo is a provider of banking, mortgage, investing, credit card, insurance, and consumer and commercial financial services.</i>
AT&T				X	<i>AT&T is a leader in telecommunication services, including cell phones, wireless, U-verse, digital TV, high speed internet, DSL, home phone, ...</i>
Pfizer	X	X		X	<i>Pfizer Inc: The world's largest research-based pharmaceutical company. Pfizer Inc discovers, develops, manufactures, and markets leading prescription ...</i>