

Appendix A

Table 1

Largest European MNCs operating in the UAE

Country	Company and Industry				Total
United Kingdom	Astrazeneca	Healthcare	GlaxosmithKline	Healthcare	13
	Bae Systems	Industrials	HSBC	Financials	
	Barclays	Financials	Reckitt Benckiser	Consumer Goods	
	BP	Oil & Gas	Rolls-Royce	Industrials	
	British American Tobacco	Consumer Goods	Standard Chartered	Financials	
	BT Group	Telecommunications	Unilever	Consumer Goods	
	Compass Group	Consumer Services			
Germany	Adidas	Consumer Goods	Fresenius Medical	Healthcare	21
	Allianz	Financials	Henkel	Consumer Goods	
	BASF	Industrials	Linde	Industrials	
	Bayer	Healthcare	Merck	Healthcare	
	Beiersdorf	Healthcare	Münchner RE	Financials	
	BMW	Industrials	RWE	Industrials	
	Commerzbank	Financials	SAP	Technology	
	Continental	Industrials	Siemens	Industrials	
	Daimler	Industrials	Thyssen Krupp	Industrials	
	Deutsche Bank	Financials	Volkswagen	Industrials	
	DHL/Deutsche Post	Industrials			
France	Air Liquide	Industrials	Orange	Telecommunications	22
	Airbus	Industrials	Pernod Ricard	Consumer Goods	
	AXA	Financials	Publicis	Consumer Services	
	BNP Paribas	Financials	SAFRAN	Industrials	
	Cap Gemini	Technology	Saint-Gobain	Industrials	
	Credit Agricole	Financials	Sanofi	Healthcare	
	Engie SA	Industrials	Schneider Electric	Industrials	
	Essilor	Healthcare	Societe Generale	Financials	
	L'Oréal	Consumer Goods	Technipfmc	Oil & Gas	
	LEGRAND	Industrial	TOTAL	Oil & Gas	
	Michelin	Industrial	Vinci	Industrials	
Switzerland	ABB	Industrials	Partners Group	Financials	17
	ADECCO	Consumer Services	Richemont	Consumer Goods	
	Credit Suisse	Financials	Roche	Healthcare	
	Givaudan	Consumer Goods	SGS	Consumer Services	
	Julius Baer	Financials	Straumann	Healthcare	
	Kühne + Nagel	Industrials	Temenos	Technology	
	Lafarge Holcim	Industrials	UBS	Financials	
	Nestlé	Consumer Goods	Zurich Insurance	Financials	
	Novartis	Healthcare			
Netherlands	ABN AMRO Group	Financials	Philips	Industrials	10
	Aegon	Financials	Philips Lightning	Industrials	
	Akzo Nobel	Industrials	Randstad	Consumer Services	
	Gemalto	Technology	Royal Dutch Shell	Oil & Gas	
	Ing Groep	Financials	Wolters Kluwer	Technology	
Total					83

Figure 1

Stimulus. Corporate diplomacy without institutional linkages to the government

“Danone for Healthier Life” reaches 4,000 people in the UAE

Danone Middle East is celebrating “Danone for Healthier Life” week

BYLINE: Staff Reporter

LENGTH: 173 words

Over 2,600 students and 1,400 adults from across the United Arab Emirates (UAE) participated in this year’s “Danone for Healthier Life” week, coming with healthy cooking and diabetes awareness events across the UAE.

Roger Miller, business executive officer at Danone Middle East, commented: “With our ‘Danone for Healthier Life’ initiative, we again reached thousands of UAE residents. For us at Danone, it is essential to give something back to the society we operate in, and this initiative is a testament to the values and sense of community in the UAE.”

Within the project, initiated by Danone Middle East, participants had the opportunity to attend workshops to learn about diabetes. In addition, residents had the chance to team up with seasoned chefs to prepare healthy meals and to get free blood sugar checks.

As Miller added, “By showing how to eat and live healthily, Danone is committed to supporting the local community to achieve the highest standards of health.” For interested people, Danone is offering an information kit with nutrition guidelines and Diabetes FAQs.

Figure 2

Stimulus. Corporate diplomacy with institutional linkages to the government

“Danone for Healthier Life” reaches 4,000 people in the UAE

Ministry of Health collaborates with Danone Middle East celebrating “Danone for Healthier Life” week

BYLINE: Staff Reporter
LENGTH: 192 words

Over 2,600 students and 1,400 adults from across the United Arab Emirates (UAE) participated in this year’s “Danone for Healthier Life” week, coming with healthy cooking and diabetes awareness events across the UAE.

Roger Miller, business executive officer at Danone Middle East, commented: “In partnership with the Ministry of Health, our ‘Danone for Healthier Life’ initiative again reached thousands of UAE residents. For us at Danone, it is essential to give something back to the society we operate in, and this initiative is a testament to the values and sense of community in the UAE.”

Within the project, initiated by Danone Middle East, together with the UAE government, participants had the opportunity to attend workshops to learn about diabetes. In addition, residents had the chance to team up with seasoned chefs to prepare healthy meals and to get free blood sugar checks.

As Miller added, “By showing how to eat and live healthily, Danone, in collaboration with its partner the Ministry of Health, is committed to supporting the local community to achieve the highest standards of health.” For interested people, Danone is offering an information kit with nutrition guidelines and Diabetes FAQs.

Appendix B: Interview Guide

Expert interview guide for European public relations executives

currently working for a European MNC in the UAE

1) Interviewee position

1. What is your position at COMPANY, and what are your responsibilities with regard to the local societal engagement of COMPANY?
2. What other department(s) of COMPANY is (are) responsible for the aforementioned activities?
3. How many people at your company are also responsible for your societal engagement in the UAE?

2) Topics and motives

4. Please describe the 2–3 most important societal activities and initiatives of COMPANY in the UAE this year?
5. To what extent do you engage in societal activities in the UAE as a legitimization strategy?
6. What are other reasons that your company engages in the activities and issues that you've mentioned?

3) Stakeholder/expectations

We will now move on to questions with regard to your stakeholders as well as relevant communication activities that are used for your societal engagement:

7. Please indicate the three most important stakeholders that your company addresses when you engage in societal topics in the UAE/when COMPANY engages in SPECIFIC EXAMPLE.
8. What are the expectations of [government/customers/investors/employees] in the UAE for COMPANY?
9. Are there any social or societal activities in which your company is partnering with other organizations?
 - a. Please describe the form of partnership and its objectives.
 - b. What are the main reasons for initiating a societal initiative in partnership with an NGO or a governmental organization?

4) Communication

10. What are the communication or public relations activities that your company uses to raise awareness of its social or societal engagement within the UAE?
 - a. In what form are these communication initiatives executed?
 - i. Press releases
 - ii. Events
 - iii. Press interviews
 - iv. Press conferences
 - v. Online media
 - vi. CSR/sustainability reports

5) UAE peculiarities

11. What are the peculiarities of societal engagement within the UAE?
12. Which role does the country of origin of your company play in your societal engagements in the UAE?

Now that we have completed the interview agenda, is there anything that I forgot to mention or that you want to add?

Thank you so much for your time and effort as well as the useful information.

Appendix C: Informed Consent for the Interviews

Consent Form

Corporate communications of European corporations in the UAE

This consent form, a copy of which has been given to you, is part of the process of informed consent required by the Zayed University Ethics Committee. It should explain to you the purpose of the research and what your participation will involve. If you would like more details about the project and/or research procedures, please contact the principal investigator or the Research Ethics Committee. Please take the time to read this form carefully and to understand any accompanying information.

Research Purpose

This is a research project being conducted by Sarah Marschlich from the School of Communication and Media Sciences at Zayed University. We are inviting you to participate in this research project because you are a public relations executive of a European company operating in the UAE. The purpose of this research project is to explore the public relations and corporate communications practices of European companies in the UAE concerning corporate societal activities.

Research Method

Your participation will involve answering questions about your experiences as a public relations practitioner. The interview will be conducted in person at a location that is convenient for you, face to face. The interviews will last between 45 and 70 minutes and will be recorded if acceptable to you. After your rights and the procedures of the study have been discussed with you, you will be asked questions such as: What are your responsibilities in your position? What societal activities does your company engage in? What role does communication play?

Benefits of the Research

This research is not designed to help you personally, but the results may help the investigators learn more about the interplay between corporate culture, foreign companies, and corporate

societal engagement in international public relations practice. The research results may be beneficial to research participants in many ways, such as an improved understanding of how international companies engage in societal activities in foreign countries and what roles public relations and corporate communication play.

Confidentiality/Anonymity/Security

If you decide to participate, your identity as a participant in this study and any other personal information gathered about you during the study will be kept strictly confidential and will never be made public. All data containing personal information from which you could be identified will be stored in a locked file cabinet during the study. Electronic data will be password protected. When the study is completed, all data containing personal information will be destroyed. The published results of the study will contain only group data, from which no individual participant can be identified.

Voluntary Participation

You are being asked to make a voluntary decision as to whether or not to participate in this study.

What Your Signature Means

Please read and think about the information given above. If there is any part of the information you do not understand, please ask the researcher to explain it. If you decide not to participate, or if you later decide to discontinue your participation, your decision will not affect you. Upon request, a copy of the information, data, and results will be made available to you. You will always be free to discontinue participation at any time, and all data collected up to that time as a result of your partial participation will be destroyed without being used in the study. If you decide to participate, please provide your signature as indicated below. Your signature on this consent form indicates that you have understood the information regarding participation in this research project and agree to participate.

Signature of Participant

Date

Print Name:

Signature of Investigator

Date

Contact Information

Sarah Marschlich

College of Communication and Media Sciences

Zayed University

Telephone: 00971585142839

Email: sarah.marschlich@gmail.com

If you have any questions concerning your participation in this project, you may also contact

Dr. Anoud Bani-Hani, Chair of the ZU Research Ethics Committee

Zayed University, (+971 2 599 3160), email: researchethics@zu.ac.ae

A copy of this consent form has been given to you for your records and reference.

Appendix D: Code Book

Code book for the analysis of media frames in newspaper articles

Issue: Corporate diplomacy and organizational legitimacy

Version: 2019-09-02

Author: Sarah Marschlich

This code book is used to code variables and frames concerning organizational legitimacy mentioned in newspaper articles dealing with the corporate diplomacy efforts of European multinational companies operating in the UAE in order to find out the extent to which news media coverage can contribute to the legitimization¹ process of a company.

Definitions

Corporate Diplomacy

Corporate diplomacy is an increasingly important activity of multinational corporations operating in a host country building on public relations and corporate communication. By engaging in societal and political issues that are relevant to the host country environment, corporations aim to demonstrate their commitment to the host country and its community in order to build and maintain legitimacy (Mogensen, 2017; Ordeix-Rigo & Duarte, 2009; Steger, 2003). In this case, “political” means that corporate diplomacy can be either performed together with the government or address issues that are part of the political agenda of the company’s host country (Mogensen, 2017; White, 2015). Following this, we define corporate diplomacy as activities where multinational companies engage in societal and political issues that are directed at the key stakeholders in the company’s host country aiming at gaining legitimacy (Ingenhoff & Marschlich, 2019).

¹ Legitimation is the process of gaining and maintaining legitimacy.

Organizational Legitimacy

Organizational legitimacy is referred to as an evaluative judgment of a group concerning the appropriateness, properness, and desirability of corporate behavior (Suchman, 1995) and defined as “congruence between the social values associated with or implied by their activities and the norms of acceptable [corporate] behavior in the larger social systems” (Dowling & Pfeffer, 1975, p. 122). Organizational legitimacy is built through a communication process between the organization and its audiences, which takes place in the mass media. Therefore, an important factor contributing to organizational legitimacy is positive and consistent media coverage. Moreover, linkages to powerful and relevant actors that might be perceived as legitimate can contribute to organizational legitimacy. The media defines not only what the audiences will get to know about corporate diplomacy but also how they will get to know about this by framing the content. A media frame is understood as a certain pattern in a media text consisting of the following four elements (Entman, 1993): problem definition, causal interpretation, treatment recommendation, and (moral) evaluation. These elements can comprise different variables.

We distinguish between different dimensions of organizational legitimacy, cognitive and socio-political legitimacy—while the latter consists of moral, pragmatic, and regulative legitimacy (Suchman, 1995), cognitive legitimacy is understood as the taken-for-grantedness and comprehensibility of an organization (Suchman, 1995). Comprehensibility includes the knowledge and familiarity of a company, while a company is taken for granted when the company is perceived as consistent (Diez-Martin et al., 2019). Therefore, news coverage can contribute to organizational legitimacy when a company and its corporate diplomacy activities are mentioned and described often and in a comprehensive manner, which leads to the visibility of the company. Hence, cognitive legitimacy can be built through the media by the general appearance of the company and its activities in the news. In contrast, moral, pragmatic, and regulative legitimacy are related to how the news media portrays a company and its activities. Therefore, media frame elements are of high relevance. Regulative legitimacy refers to the organization’s conformance to the law and existing rules. While pragmatic legitimacy rests on the individual self-interested calculations of the evaluators concerning the outcomes of corporate behavior, moral legitimacy is granted when the evaluators perceive the company’s activities as going above and beyond private interests and therefore as valuable for the society at large or a wider social group (Bitekine, 2011; Diez-Martin et al., 2019).

Research Question

RQ: To what extent and how can the media coverage of corporate diplomacy contribute to organizational legitimacy?

Sample

- Gulf News
- Khaleej Times

Sample Unit:

A newspaper article becomes part of the sample if the article or at least one part of it mentions a company together with the corporate diplomacy activity of this particular company or corporate diplomacy activities that the mentioned company is part of. Therefore, the newspaper article needs to include at least the frame element “problem definition”; however, other frame elements can be missing. An article is relevant if it contains at least one of the following company names as a keyword.

Country	Company and Industry				Total
United Kingdom	Astrazeneca	Healthcare	GlaxosmithKline	Healthcare	13
	Bae Systems	Industrials	HSBC	Financials	
	Barclays	Financials	Reckitt Benckiser	Consumer Goods	
	BP	Oil & Gas	Rolls-Royce	Industrials	
	British American Tobacco	Consumer Goods	Standard Chartered	Financials	
	BT Group	Telecommunications	Unilever	Consumer Goods	
	Compass Group	Consumer Services			
Germany	Adidas	Consumer Goods	Fresenius Medical	Healthcare	21
	Allianz	Financials	Henkel	Consumer Goods	
	BASF	Industrials	Linde	Industrials	
	Bayer	Healthcare	Merck	Healthcare	
	Beiersdorf	Healthcare	Münchener RE	Financials	
	BMW	Industrials	RWE	Industrials	
	Commerzbank	Financials	SAP	Technology	
	Continental	Industrials	Siemens	Industrials	
	Daimler	Industrials	Thyssen Krupp	Industrials	
	Deutsche Bank	Financials	Volkswagen	Industrials	
	DHL/Deutsche Post	Industrials			
France	Air Liquide	Industrials	Orange	Telecommunications	22
	Airbus	Industrials	Pernod Ricard	Consumer Goods	
	AXA	Financials	Publicis	Consumer Services	
	BNP Paribas	Financials	SAFRAN	Industrials	
	Cap Gemini	Technology	Saint-Gobain	Industrials	
	Credit Agricole	Financials	Sanofi	Healthcare	
	Engie SA	Industrials	Schneider Electric	Industrials	
	Essilor	Healthcare	Societe Generale	Financials	
	L'Oréal	Consumer Goods	Technipfmc	Oil & Gas	
	LEGRAND	Industrial	TOTAL	Oil & Gas	
	Michelin	Industrial	Vinci	Industrials	
Switzerland	ABB	Industrials	Partners Group	Financials	17
	ADECCO	Consumer Services	Richemont	Consumer Goods	
	Credit Suisse	Financials	Roche	Healthcare	
	Givaudan	Consumer Goods	SGS	Consumer Services	
	Julius Baer	Financials	Straumann	Healthcare	
	Kühne + Nagel	Industrials	Temenos	Technology	
	Lafarge Holcim	Industrials	UBS	Financials	
	Nestlé	Consumer Goods	Zurich Insurance	Financials	
	Novartis	Healthcare			
Netherlands	ABN AMRO Group	Financials	Philips	Industrials	10
	Aegon	Financials	Philips Lighting	Industrials	
	Akzo Nobel	Industrials	Randstad	Consumer Services	
	Gemalto	Technology	Royal Dutch Shell	Oil & Gas	
	Ing Groep	Financials	Wolters Kluwer	Technology	
Total					83

Parts not included in the coding are as follows:

- Images/pictures/photographs
- Tables of content
- Advertisements

Unit of Analysis

The unit of analysis is the sequence that mentions the company and its corporate diplomacy activity.

Time Frame

January 1, 2014–December 31, 2019

Categories and Variables

Formal Attributes of the Document

1. Article/Article sequence identification number
2. Year: YYYY, e.g., 2014
3. Name of the newspaper:
 1. Gulf News
 2. Khaleej Times

Content Attributes of the Document

4	Company name	
	1	

5	Sector of the company <i>This category indicates the industry/field in which the company (category 4) is operating.</i>	
	51	Financials <i>e.g., banks, financial service companies, and insurance. Examples are Barclays, Deutsche Bank, and Zurich Insurance.</i>
	52	Industrials <i>e.g., energy suppliers, construction companies, and automotive companies. Examples are ABB, Siemens, and Audi.</i>
	53	Consumer goods <i>e.g., food and beverage companies and retailers. Examples are Adidas, Nestlé, and Unilever.</i>

54	Healthcare <i>e.g., health insurance and, pharmaceutical companies. Examples are Novartis, Merck, and GSK.</i>
55	Consumer services <i>e.g., consumer services and telecommunications. Examples are SGS, Orange, and Randstad.</i>
56	Oil & Gas <i>e.g., oil and gas supplier. Examples are Shell, BP, and Total.</i>

6	Country of origin of the company <i>The country of origin of the company is the country where the company has its main headquarters. If the company has more than one main headquarters in different countries, whichever one was its first headquarters is chosen. See the list of companies and countries of origin.</i>
61	France <i>Companies with original headquarters in France, e.g., Airbus, Societe Generale, TechnipFMC (see list above)</i>
62	Germany <i>Companies with original headquarters in Germany, e.g., Deutsche Bank, Siemens, ThyssenKrupp (see list above)</i>
63	Switzerland <i>Companies with original headquarters in Switzerland, e.g., ABB, Novartis, UBS (see list above)</i>
64	Netherlands <i>Companies with original headquarters in the Netherlands, e.g., ING Groep, Philips, Shell (see list above)</i>
65	Great Britain <i>Companies with original headquarters in Great Britain, e.g., HSBC, Standard Chartered, Unilever (see list above)</i>

7	Mentioning country of origin of the company <i>Any reference to the country of origin of the company, e.g., “the German corporation Siemens” or “Philips from the Netherlands”</i>
1	Yes
0	No

Frame element: Problem definition

The media frame element “problem definition” determines who the actors are and what the actors are doing (Entman, 1993). For this analysis, problem definition comprises the company engaged in corporate diplomacy as the main actor together with its sector and country of origin, the corporate diplomacy issue, and other actors that are involved in the corporate diplomacy activity.

8	Corporate diplomacy issue <i>This category measures what topic the company is involved in when engaging in corporate diplomacy. Each variable (81–88) is coded with “1” if the respective issue is present or “0” if not.</i>
801	Healthcare <i>Newspaper article deals with corporate diplomacy activity around healthcare, the health of the citizens and residents, or medical and pharmaceutical topics. An example is companies raising awareness around obesity and a healthy food campaign. This variable does not include engagements that are primarily related to children and young people (variable 2).</i>
802	Education/youth <i>Newspaper article deals with corporate diplomacy activity around young people’s education and children’s well-being. An example is companies offering skills training for young people at schools. This variable does not include any trainings that are specific to Emirati citizens to contribute to the employment of Emirati, which is called “Emiratization” (variable 7).</i>
803	Environment <i>Newspaper article deals with corporate diplomacy activity around environmental protection. Examples are engagement in water and waste management that are not part of the company’s obligatory (business-related) activities, such as a beach clean-up.</i>
804	Culture <i>Newspaper article deals with corporate diplomacy activity around cultural topics and events. Examples are corporate activities around music, arts, and sports.</i>
805	Women’s empowerment <i>Newspaper article deals with corporate diplomacy activity around the empowerment of women, both of female citizens and residents as well as female employees. Examples are the setting up of actions that support women, such as long(er) maternity leave, a woman’s hiring quota, and advocating for women’s rights.</i>
806	Emiratization <i>Newspaper article deals with corporate diplomacy activity around the employability of Emirati citizens. Examples are a hiring quota of Emirati employees and trainings specific for Emirati with the aim to contribute to their employability.</i>

807	Ramadan <i>Newspaper article deals with corporate diplomacy activity around Ramadan. Examples are provision of food for disadvantaged peoples, Iftar meal events, or anything which is specially set up for Ramadan reasons.</i>
808	Safety <i>Newspaper article deals with corporate diplomacy activity around safety or security for the UAE citizens or residents, such as road safety campaigns.</i>
809	Employee well-being <i>Newspaper article deals with corporate diplomacy activity around employees' well-being and employee support, including diversity, employee satisfaction activities, etc.</i>
810	Social need <i>Newspaper article deals with corporate diplomacy activity that contributes to people in need, such as poor or disabled people or refugees.</i>
811	Other <i>Newspaper article deals with corporate diplomacy activity on issues other than listed in variables 801–809.</i>

9	Institutional linkage (related actor) <i>Any explicit reference to or association with another national or international public or private institution that is involved in the corporate diplomacy activity, such as a partner. Each variable (91–99) is coded with “1” if the respective related actor is present in the article or “0” if not.</i>
91	Government/governmental institution <i>Governments and representatives of the governments (such as ministers, spokespersons) of the UAE. Ministries of the UAE as well as the governments of the seven emirates (Abu Dhabi, Ajman, Dubai, Fujairah, Ras Al Khaimah, Sharjah, and Um al Quwain) are coded as governments. Moreover, it includes governmental institutions from the legislative sector, such as Dubai Electricity and Water Authority (DEWA) or Dubai Health Authority (DHA) or Road and Transport Authority (RTA).</i>
92	National charity organizations/non-profit organizations (NPOs) <i>Organizations whose main objectives are philanthropy and contribution to social welfare (e.g., humanitarian, educational, cultural, healthcare activities, serving the community). The organization is run as an NPO and has its headquarters in the UAE. Examples are Dubai Cares, Emirates Red Crescent, Emirates Foundation.</i>
93	International charity organizations/NPOs <i>Organizations whose main objectives are philanthropy and contribution to social welfare (e.g., humanitarian, educational, cultural, healthcare activities, serving the community). The organization is run as an NPO and has its headquarters outside the UAE. Examples are SOS Children's Village, World Wide Fund for Nature, World Vision.</i>
94	National companies

		<i>For-profit organizations that have their headquarters outside the UAE.</i>
	95	International companies <i>For-profit organizations that have their headquarters in the UAE.</i>
	96	National academic/educational institutions <i>Higher education institutions that are located in the UAE. Examples are American University Dubai, Dubai Police Academy, Zayed University, and public schools. For a list, see: https://www.moe.gov.ae/En/MediaCenter/News/Pages/licensedInstitutions.aspx</i>
	97	International academic/educational institutions <i>Higher education institutions that are located outside the UAE. Examples are Sorbonne University Paris, Imperial College London and University of Cambridge, and international schools.</i>
	98	Social actors <i>Individuals or groups that are part of the community, including citizens or residents of company (employees).</i>
	981	Non-prominent social actors
	982	Prominent social actors (<i>such as athletes, actors, etc.</i>)
	99	Other actor(s) <i>Actors linked to the corporate diplomacy activity other than those in variables 91–98.</i>

Frame Element: Causal Interpretation

The media frame element “causal interpretation” identifies how the actor or its behavior is attributed with regard to a specific outcome, e.g., failure or success (Matthes & Kohring, 2008). In this analysis, the potential outcome of the company’s engagement in corporate diplomacy might be interpreted as successful and therefore endorsing legitimacy or interpreted as failure and therefore challenging organizational legitimacy. Moreover, it is coded according to which level of socio-political legitimacy is described (moral, pragmatic, or regulative).

10	Organizational legitimacy ascription <i>In this category, the extent to which the text sequence on corporate diplomacy may contribute to socio-political legitimacy in general is examined. Does it contribute to the perception of a legitimate company by describing the company and its corporate diplomacy activity as something good or positive, or does it question the company and its behavior? Each variable (101–103) is coded with “1” if the article is endorsing, challenging or both endorsing and challenging organizational legitimacy or “0” if not.</i>	
	101	Endorsing organizational legitimacy <i>When the statement presents the company and/or the corporate diplomacy activity as something that contributes to the local community or the country in general or something that is in line with the values and norms of the local community or the government (e.g., national political agenda), then it is coded as endorsing organizational legitimacy.</i>
	102	Challenging organizational legitimacy <i>If the statement questions the company and/or its corporate diplomacy activity, it is coded as challenging organizational legitimacy.</i>
	103	Neutral <i>If the statement is neither critical nor endorsing, it is coded as not evaluating the story of corporate diplomacy.</i>

11	Organizational legitimacy dimension <i>In this category, it is coded on which level of legitimacy (if at all) the company together with its corporate diplomacy is evaluated. Each variable (111–113) is coded with “1” if the respective dimension is present or “0” if not.</i>	
	111	Moral legitimacy <i>Moral legitimacy reflects a positive normative evaluation of the organization and its activities. For example, the media text presents the company and/or its corporate diplomacy as the “right thing to do” (Suchman, 1995). Moreover, moral legitimacy can be ascribed when the media text views the company and its corporate diplomacy effort as something that pursues norms and values that are ethically correct and accepted by the society and are above private interests (Diez-Martin et al., 2019).</i>
	112	Pragmatic legitimacy

		<i>Pragmatic legitimacy rests on the self-interested calculations of an organization's most immediate audiences. It occurs when individuals or groups have the perception that through the company's behavior, they can acquire certain commitments (Diez-Martin et al., 2019). For example, the media text describes the corporate diplomacy activity as something that is useful for individual actors (consumers, citizens, residents) or collective actors (government, private or public institutions) (Suchman, 1995). Moreover, if it is emphasized that the company and its corporate diplomacy provides individual and collective actors with favorable exchanges, the media text is coded with pragmatic legitimacy (Foreman & Whetten, 2002).</i>
	113	Regulative legitimacy <i>Regulative legitimacy is based on an organization's legality—"the readiness to conform to rules"—according to Weber (1947, p. 131). An article or sequence is coded with regulative legitimacy if it emphasizes that the corporate diplomacy activity is an act demonstrating that the company is conforming to the law or policies in general.</i>

Frame Element: Moral Evaluation

The media frame element “moral evaluation” deals with the benefits that a specific issue or activity has for someone or something (Matthes & Kohring, 2008). In this analysis, moral evaluation includes the benefit evaluations of corporate diplomacy regarding the actors that are benefitting from corporate diplomacy activities.

12	Benefit attribution <i>This category determines who is benefitting from the corporate diplomacy activity. In cases where there are more than one benefitting actor, the first mentioned benefitting actor will be considered. Each variable (121–125) is coded with “1” if the respective social group is attributed as benefitting or “0” if not.</i>
121	Society/community <i>This includes social actors, citizens, residents, and the community in general.</i>
122	Government/governmental agenda/politics <i>This includes governmental institutions or representatives or public authorities and anything related to the country’s political agenda or vision.</i>
123	Company itself <i>The company that has initiated the corporate diplomacy activity. The variable includes any mentioning related to the company’s success in terms of favorable outcomes for the company, excluding the company’s employees.</i>
124	Employees <i>This includes the employees of the company that has initiated the corporate diplomacy activity.</i>
125	Country/economy of the country <i>This includes anything expressing that a corporate diplomacy activity contributes to the development or the progress of the country.</i>
126	Partners <i>This includes partners of the company other than governmental institutions, e.g., when mentioning the financial support with which the company contributes to the partner’s (other company or NPOs) can successfully implement a societal activity.</i>
127	Other actors <i>This includes actors other than those in variables 121–126.</i>

Frame Element: Treatment Recommendation

The media frame element “treatment recommendation” identifies any judgment concerning a specific issue or action that calls for or against it or gives a positive or negative prognosis concerning the issue or activity.

13	Suggestion <i>This category measures whether there is any judgment concerning the corporate diplomacy activity or issue that is supportive of or critical toward the company and its corporate diplomacy activity. Each variable (131–132) is coded with “1” if the article is supportive or critical or “0” if not.</i>
131	Supportive <i>Newspaper article presents the corporate diplomacy activity by supporting the action and/or the company, e.g., by calling or advocating for the activity and the company or by giving a positive prognosis.</i>
132	Critical <i>Newspaper article presents the corporate diplomacy activity by criticizing or rejecting the action and/or the company, e.g., by calling out against the activity and the company or by giving a negative prognosis.</i>

PART II: Cognitive Legitimacy

14	Position of the company and its corporate diplomacy <i>The category measures the visibility of the company within the newspaper article as the position in the text—either in the title/subtitle or in the first, second, or last third of an article. Each variable (141–144) is coded with “1” if the company is mentioned within the specific part of the text or “0” if not mentioned there.</i>	
	141	Title or subtitle
	142	First third of the article’s main part (without title and subtitle)
	143	Second third of the article’s main part (without title and subtitle)
	144	Last third of the article’s main part (without title and subtitle)

15	Quoting company <i>The category codes any direct quotation of a company representative that is accompanied by the name of the representative. Each variable (151–153) is coded with “1” if there is a direct quotation within the specific part of the text or “0” if not.</i>	
	151	First third of the article’s main part
	152	Second third of the article’s main part
	153	Last third of the article’s main part

16	Quotation issue <i>The category codes the issue, which is addressed in the direct quotation of a company representative (variable 15). Each variable (161–169) is coded with “1” if the topic is addressed in the quotation or “0” if not.</i>	
	161	Healthcare <i>Quotation deals with corporate diplomacy activity around healthcare, the health of the citizens and residents, or medical and pharmaceutical topics. An example is companies raising awareness around obesity and a healthy food campaign. This variable does not include engagements that are primarily related to children and young people (variable 162).</i>
	162	Education/youth <i>Quotation deals with corporate diplomacy activity around young people’s education and children’s well-being. An example is companies offering skills training for</i>

		<i>young people at schools. This variable does not include any trainings that are specific to Emirati citizens to contribute to the employment of Emirati, which is called “Emiratization” (variable 7).</i>
	163	Environment <i>Quotation deals with corporate diplomacy activity around environmental protection. Examples are engagement in water and waste management that are not part of the company’s obligatory (business-related) activities, such as a beach clean-up.</i>
	164	Culture <i>Quotation deals with corporate diplomacy activity around cultural topics and events. Examples are corporate activities around music, arts, and sports.</i>
	165	Women’s empowerment <i>Quotation deals with corporate diplomacy activity around the empowerment of women, both of female citizens and residents as well as female employees. Examples are the setting up of actions that support women, such long(er) maternity leave, women’s hiring quota, and advocating for women’s rights.</i>
	166	Emiratization <i>Quotation deals with corporate diplomacy activity around the employability of Emirati citizens. Examples are a hiring quota of Emirati employees and trainings specific for Emirati with the aim to contribute to their employability.</i>
	167	Ramadan <i>Quotation deals with corporate diplomacy activity around Ramadan. Examples are the provision of food for disadvantaged peoples, Iftar meal events, or anything which is specially set up for Ramadan reasons.</i>
	168	Safety <i>Quotation deals with corporate diplomacy activity around safety or security for the UAE citizens or residents, such as road safety campaigns.</i>
	169	Employee well-being <i>Quotation deals with corporate diplomacy activity around employee’s well-being and employee support, including diversity, employee satisfaction activities, etc.</i>
	170	Social need <i>Quotation deals with corporate diplomacy contributing to people in need, such as poor or disabled people or refugees.</i>
	171	General commitment <i>Quotation deals with the general commitment of the company in the region or internationally without a focus on a specific topic.</i>
	172	Commitment to partners <i>Quotation deals with the commitment of the company to its partner(s), e.g., when engaging in a corporate diplomacy collaborative initiative and the spokesperson in the quotation refers to the partner, promoting the partner and its joint activity.</i>
	173	Other

		<i>Quotation deals with anything other than listed in variables 161–172.</i>
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Appendix E: Questionnaire

Welcome to this survey

This survey is conducted by the College of Communication and Media Sciences at Zayed University and aims at exploring the perception of multinational corporations in newspapers.

In the following survey, we are interested in your personal opinions, so there are no “wrong” or “right” answers.

Please take a few minutes to answer the following questionnaire, your responses will be much appreciated. All responses will remain confidential, and there will be no attempt made to contact you personally. Your identity will not be included as part of the data.

If you have any further questions, please contact:

Sarah Marschlich

sarah.marschlich@gmail.com

+971 585 142839

Introduction:

Please imagine, you are reading today's United Arab Emirates (UAE) news in your favorite UAE newspaper, online or print – as you prefer. During your read, you come across a newspaper article, which will be presented in the following. The newspaper article is made up by the researchers and was not published in reality. However, please imagine that you are reading the newspaper article concerning a foreign, multinational corporation and its activities in the UAE.

Group A:

“Danone for Healthier Life” reaches 4,000 people in the UAE

Danone Middle East is celebrating “Danone for Healthier Life” week

BYLINE: Staff Reporter

LENGTH: 173 words

Over 2,600 students and 1,400 adults from across the United Arab Emirates (UAE) participated in this year’s “Danone for Healthier Life” week, coming with healthy cooking and diabetes awareness events across the UAE.

Roger Miller, business executive officer at Danone Middle East, commented: “With our ‘Danone for Healthier Life’ initiative, we again reached thousands of UAE residents. For us at Danone, it is essential to give something back to the society we operate in, and this initiative is a testament to the values and sense of community in the UAE.”

Within the project, initiated by Danone Middle East, participants had the opportunity to attend workshops to learn about diabetes. In addition, residents had the chance to team up with seasoned chefs to prepare healthy meals and to get free blood sugar checks.

As Miller added, “By showing how to eat and live healthily, Danone is committed to supporting the local community to achieve the highest standards of health.” For interested people, Danone is offering an information kit with nutrition guidelines and Diabetes FAQs.

Group B:

“Danone for Healthier Life” reaches 4,000 people in the UAE

Ministry of Health collaborates with Danone Middle East celebrating “Danone for Healthier Life” week

BYLINE: Staff Reporter

LENGTH: 192 words

Over 2,600 students and 1,400 adults from across the United Arab Emirates (UAE) participated in this year’s “Danone for Healthier Life” week, coming with healthy cooking and diabetes awareness events across the UAE.

Roger Miller, business executive officer at Danone Middle East, commented: “In partnership with the Ministry of Health, our ‘Danone for Healthier Life’ initiative again reached thousands of UAE residents. For us at Danone, it is essential to give something back to the society we operate in, and this initiative is a testament to the values and sense of community in the UAE.”

Within the project, initiated by Danone Middle East, together with the UAE government, participants had the opportunity to attend workshops to learn about diabetes. In addition, residents had the chance to team up with seasoned chefs to prepare healthy meals and to get free blood sugar checks.

As Miller added, “By showing how to eat and live healthily, Danone, in collaboration with its partner the Ministry of Health, is committed to supporting the local community to achieve the highest standards of health.” For interested people, Danone is offering an information kit with nutrition guidelines and Diabetes FAQs.

Questionnaire

Please indicate now whether you disagree or agree with the following statements about the corporation in the newspaper article. We are interested in your personal opinions based on what you perceive from the newspaper article.

1. The corporation engages in a healthcare initiative through a partnership with the UAE government.	☐ Yes ☐ No
	Strongly disagree Strongly agree
2. I have the impression that the corporation complies with social norms and values.	☐ ☐ ☐ ☐ ☐
3. I think the corporation promotes social welfare through its activity.	☐ ☐ ☐ ☐ ☐
4. The UAE government makes good decisions that benefit me and my surrounding.	☐ ☐ ☐ ☐ ☐
5. I think that the corporation and its activity meet expectations by the UAE government.	☐ ☐ ☐ ☐ ☐
6. I believe what I read in the newspaper about this corporation and its activity.	☐ ☐ ☐ ☐ ☐
7. In my opinion, what the corporation does in its initiative is responding to my personal interests.	☐ ☐ ☐ ☐ ☐
8. It seems to me that the corporation acts in a way that is beneficial for the UAE society.	☐ ☐ ☐ ☐ ☐

Please indicate now whether you disagree or agree with the following statements about the corporation in the newspaper article. We are interested in your personal opinions based on what you perceive from the newspaper article.

	Strongly disagree	Strongly agree
9. In my opinion, the corporation behaves in a way that complies with UAE governmental rules.	☐ ☐ ☐ ☐ ☐	
10. My attitudes towards Danone are very positive.	☐ ☐ ☐ ☐ ☐ ☐ I don't know Danone.	
11. I have a very positive opinion about the issue the corporation is engaged in.	☐ ☐ ☐ ☐ ☐	
12. From my point of view, the corporation makes an important contribution to UAE society.	☐ ☐ ☐ ☐ ☐	
13. I think the corporation and what it does in its initiative has a value for me.	☐ ☐ ☐ ☐ ☐	
14. I believe that the corporation follows government regulations.	☐ ☐ ☐ ☐ ☐	
15. I think the corporation and its activities contribute to my own well-being.	☐ ☐ ☐ ☐ ☐	
16. I believe that the corporation and its activity would be accepted by the UAE government.	☐ ☐ ☐ ☐ ☐	
17. I have the impression that the corporation acts in a way that is beneficial for me.	☐ ☐ ☐ ☐ ☐	

Demographic Information:

1. Please indicate your gender:

- ☐ Female
☐ Male

2. Please indicate your age:

- ☐ 18-25
☐ 26-35
☐ 36-45
☐ 46-55
☐ Older than 55

3. Please indicate your nationality: _____

4. Please indicate for how many years you have lived in the United Arab Emirates:

- ☐ 5-7 years
☐ 8-10 years
☐ 11-15 years
☐ 16-20 years
☐ 20-25 years
☐ longer than 25 years or born here

Thank you very much for your cooperation.

For questions and comments, please feel free to contact Sarah Marschlich (+971 585 142839 or sarah.marschlich@gmail.com).

Appendix F: Informed Consent for the Experimental Survey

Consent Form

Newspaper coverage of European corporations in the UAE

This consent form, a copy of which has been given to you, is part of the process of informed consent required by the Zayed University Ethics Committee. It should explain to you the purpose of the research and what your participation will involve. If you would like more detail about the project and/or research procedures, please contact the principal investigator or the Research Ethics Committee. Please take the time to read this form carefully and to understand any accompanying information.

Research Purpose

This is a research project being conducted by Sarah Marschlich from the School of Communication and Media Sciences at Zayed University. We are inviting you to participate in this research project because you are a UAE resident living in the UAE for at least five years. The purpose of this research project is to explore the effects of newspaper articles on the perception of a company.

Research Method

Your participation will mean answering questions about your perception of a presented, made-up newspaper article. The survey will be conducted in person at a location that is convenient for you with an employee of the research institute Leyhausen. The survey will last between 10 and 15 minutes. After the rights and procedures of the study are discussed with you, you will read a made-up newspaper article and will be asked questions concerning your perception of this article.

Benefits of the Research

This research is not designed to help you personally, but the results may help the investigators learn more about the interplay between media news coverage and the perception of multinational corporations (MNCs), which contributes corporate communication practice.

Confidentiality/Anonymity/Security

If you decide to participate, your identity as a participant in this study and any other personal information gathered about you during the study will be kept strictly confidential and will never be made public. The survey does not include any questions that allow someone to identify you. The survey will only ask about demographic information. The data will be collected with an electronic device, and all the collected electronic data will be password protected. When the study is completed, there will only be statistical data left. The published results of the study will also contain only statistical data from which no individual participant can be identified.

Voluntary Participation

You are being asked to make a voluntary decision whether or not to participate in this study.

What Your Signature Means

Please read and think about the information given above. If there is any part of the information you do not understand, please ask the interviewer to explain it. If you decide not to participate, or if you later decide to discontinue your participation, your decision will not affect you. Upon request, a copy of the information, data, and results will be made available to you. You will always be free to discontinue participation at any time, and all data collected up to that time as a result of your partial participation will be destroyed without being used in the study. If you decide to participate, please provide your signature as indicated below. Your signature on this consent form indicates that you have understood the information regarding participation in this research project and agree to participate.

If you do not want to sign, you can skip this. This will not affect your participation in the survey.

Signature of Participant

Date

Print Name:

Signature of Investigator

Date

Contact Information

Sarah Marschlich

College of Communication and Media Sciences

Zayed University

Telephone: 00971585142839

Email: sarah.marschlich@gmail.com

If you have any questions concerning your participation in this project, you may also contact

Dr. Anoud Bani-Hani, Chair of the ZU Research Ethics Committee

Zayed University, (+971 2 599 3160), email: researchethics@zu.ac.ae

A copy of this consent form has been given to you for your records and reference.