

LCM

LINGUE CULTURE MEDIAZIONI LANGUAGES CULTURES MEDIATION

11 (2024)

1

Discourses, Methods and Practices of Diversity, Equity,
Inclusion and Belonging: Towards a Global Shared Framework

Discorsi, metodi e pratiche di diversità, equità, inclusione
e senso di appartenenza: verso un quadro condiviso globale

*Edited by
Fadia Nordtveit and Paola Catenaccio*

EDITORIAL

Meaning-Making and the Global DEIB Discourse: A Reflection 5
and a Call to Action

Fadia Nordtveit and Paola Catenaccio

The Construction of Equality vs. Equity and Its (Un)Transparent 23
Communication: A Corpus-Based Analysis of ESG Communication
in the Car Transportation Sector

Federico Zaupa

Addressing Young Girls in STEM: Building Inclusion 47
through Dialogicity. The Case of GoldieBlox

Jessica Jane Nocella

Bonding Queer Icon: A Multimodal Analysis of the NYC DragCon 67
2019

Raffaele Pizzo

Framing Diversity in Corporate Communication on Twitter 89
and CSR Reports: A Corpus-Based Study

Andrea Cifalinò and Erica Cutuli

Global Paternity Leave as a DEI Initiative in Four Multinational Corporations <i>Agnes Marie Bamford</i>	117
Inclusive AI Technologies and Discourses for Better DEIB and Organizational Outcomes <i>Fadia Nordtveit and Gary Fraser</i>	141
Authors	157

Framing Diversity in Corporate Communication on Twitter and CSR Reports

A Corpus-Based Study

Andrea Cifalinò and Erica Cutuli

Università di Catania (Italy)

DOI: <https://doi.org/10.7358/lcm-2024-001-cicu>

ABSTRACT

Nowadays, companies are required to produce annual reports on Corporate Social Responsibility (CSR) and consider the promotion of diversity as one of their fundamental values, particularly in terms of reputation and image (Fuoli 2018; Maier and Ravazzani 2018). Given its importance, diversity is included in companies' communication planning (Mundy 2015). The aim of this work is to explore how eleven companies (Amazon, Calvin Klein and Pfizer among others) frame diversity and talk about it on their Twitter (now X) profiles and CSR reports over a timespan of five years (2018-2022), filling a gap in the literature which, to date, has mainly focused on the study of companies' websites rather than their social media channels. To do this, we analysed a corpus of tweets and reports to identify recurring patterns and phrases related to diversity and inclusion. The findings reveal disparities between the two communication channels, with an overall positive framing of diversity, although the term is mainly used in passive voice constructions which indicate that as a principle and value it is far from being considered established in its own right.

Keywords: corporate communication; corpus linguistics; CSR reports; diversity; Twitter.

1. INTRODUCTION

The dynamics of the globalised world we live in nowadays make mobility and migration the norm, especially within and towards Western countries (Lindio-McGovern 2003), thus making workplaces more and more diverse in terms of nationalities, ethnicities, religious beliefs, values and traditions of the employees (Milliken and Martins 1996). As a result of such demographic richness, interest towards the theme of diversity has grown over the past few years, with a particular emphasis on corporate companies' societal governance. This has led organisations to address such topic not only in their Corporate Social Responsibility (CSR) reports (Hansen and Seierstad 2017), but also on their social media channels (Bonsón and Ratkai 2012; Garzone 2015).

The concern over workplace diversity actually has a long history. A crucial normative milestone in this regard is represented by the Civil Rights Act, which was passed in the United States in 1964. This landmark legislation made discrimination based on race, colour, religion, sex, disability, age, or national origin an unlawful employment practice. Decades later, the United Kingdom took a significant step forward with the Equality Act (2010), which not only prohibits discrimination based on sexual orientation and gender identity but also extends its reach to other areas, including public accommodation and transportation. These two major regulations set the standard with which all companies comply, and defined the dimensions to consider in Diversity and Inclusion (D&I) policies.

Drawing on these premises, this study aims to explore how companies frame diversity and talk about it on their Twitter¹ profiles and CSR reports. For the notion of framing, we take as a reference the definition provided by Entman, who described it as “selecting some aspects of perceived reality and making them more salient in a communicating text, in such a way as to promote a particular problem definition, causal interpretation, moral evaluation, and/or treatment recommendation” (1993, 52). The way companies communicate their D&I policies and practices can influence their reputation, stakeholder relations, and social impact; therefore, it is important to examine how companies construct and present their diversity narratives on different media platforms.

¹ This social media platform is currently known as X; however, since we gathered the data while it was still referred to as Twitter, we decided to use its former name in this paper.

Before delving into the heart of this study, however, it is necessary to address the question of defining diversity. Diversity is a multifaceted concept that can be approached in different ways, and attempting to give a definition of it can represent a challenge so demanding that it can be regarded as a “formidable task” (Kapoor 2011, 284). There are many ways to conceptualise diversity, and they primarily depend on the context in which the term is used: in some situations, for example, it is understood in terms of not-so-significant individual qualities like hair colour or personal tastes. Such an approach, however, only takes into account benign features, leaving aside those features potentially associated with discriminating practices, such as gender, sexual orientation, age or social class, to name a few (Mor Barak 2011). In this paper, the area of interest is that of workplace diversity; therefore, a suitable definition might be the one provided by Maier and Ravazzani, who formulated diversity as “a range of dimensions from demographic features such as age and gender to informational abilities such as cognitive skills to value diversity such as religion and cultures” (2018, 3). This definition suggests that diversity is a very broad concept, which may account for the difficulty in addressing what can be defined in very general terms as diversity ‘issues’. Even when focusing on a specific facet of diversity, however, finding solutions to the perceived gaps among different understandings of diversity has proven difficult. One criticality in particular is highlighted by Bloom (2002), who pointed out that the meaning of the term ‘diversity’ carries substantial differences in the USA and in Europe: Americans link the word to issues such as race, gender, religion, disability, while for Europeans it is mostly related to national cultures and languages. Finding a definition that suits the scope of this paper is therefore not an easy task, as it should encompass a wide variety of aspects. In an attempt of providing a ‘global definition’ of workplace diversity, Mor Barak (2011), proposed the following formulation:

Workforce diversity refers to the division of the workforce into distinction categories that (a) have a perceived commonality within a given cultural or national context, and that (b) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects – irrespective of job-related skills and qualifications. (Mor Barak 2011, 203)

Although this definition is not entirely exhaustive, leaving out, in particular, disability-related issues, it accomplishes the goal of encompassing multiple nuances around the issue of workplace diversity. The perspective

adopted refrains from defining or restricting diversity categories, avoiding limitations to specific criteria such as gender, race, or ethnicity. Instead, it enables a joint consideration of multiple categories that might be pertinent in some cultural contexts. Moreover, it emphasises the pivotal role of group or community membership, which can sometimes carry consequences, both positive and negative.

2. EXTERNAL CORPORATE COMMUNICATION: BRAND REPUTATION ON CSR REPORTS AND SOCIAL MEDIA

As previously mentioned, the focus of this study is the external communication of corporate entities. This type of communication is crucial for companies, as it includes the whole of the activities aimed at establishing stronger connections with stakeholders beyond the organisation, which include consumers, suppliers, investors and the general public, the latter representing also potential customers. To establish meaningful bonds, organisations employ specific communicative strategies such as sharing information, encouraging dialogue and fostering transparency (Perales-Aguirre *et al.* 2024). According to the so-called “stakeholder theory”, and in line with “stakeholder thinking”, which posits that stakeholders have the ability to influence the organisation’s goals and outcomes (Freeman and McVea 2005), this line of conduct is prompted by the acknowledgement that moral behaviour serves as the foundation for engaging with such stakeholders, with whom companies collaboratively create and exchange value (Parmar *et al.* 2010; Gunawan 2020). Following this mindset, Bowen *et al.* (2020) argue that being ethically responsible is now not a choice but a necessity for modern organizations. This is further stressed by Mundy (2015; 2016), who emphasises the importance of embedding diversity in corporate communication as a means of displaying corporate responsibility. In order to comply with increasingly expected ethical standards, frequent strategies employed by companies include sharing “diversity statements”, in which corporates address various diversity-related questions on their communication channels (Singh and Point 2006), or, more practically, implement multileveled (global, regional, within-organisation) policies and initiatives (Newburry *et al.* 2022).

By leveraging on their inclusion efforts and communicating their values and achievements, organisations aim to position themselves as

top employers (Adamson *et al.* 2021). The preferred means of communication to do so are CSR reports and social media (Birim 2016). These have proven to be effective in enhancing corporate identity projection, intended as the way in which a company presents itself to the public (van Riel 1997). Moreover, displaying a certain image also contributes to boosting brand reputation (Morsing and Schultz 2006; Du *et al.* 2010; Fuoli 2018; Maier and Ravazzani 2018).

CSR reports play a crucial role in external corporate communication, allowing companies to showcase their commitment to various social and environmental causes. Although not always mandatory by law, by sharing companies' efforts concerning CSR, such reports can help disseminate good practices and enable companies to engage with stakeholders (European Commission 2011). A similar role is played by online community management (Gayer 2022), as social media like Facebook and Twitter can be utilised to reach large catchment areas (Troise and Camilleri 2021). The use of world wide web resources like carefully crafted websites to appeal to stakeholders is not new (Kent and Taylor 1998), but this trend has grown even more successful with the advent of social media (Rybalko and Seltzer 2010), which have been shown to be especially effective in facilitating stakeholder dialogue and feedback (Bonsón and Ratkai 2013; Yang *et al.* 2018; Etter *et al.* 2019).

Diversity discourse in corporate communication has been the object of extensive research, but with mixed results. For example, Heres and Benschop (2010) investigated Dutch companies' websites and noticed that whilst showcasing a certain commitment to D&I, the images mostly portrayed white middle-aged men; by contrast, the study of UK companies' websites operated by Guerrier and Wilson (2011) showed a more comprehensive approach to diversity policies. The analysis of top-rated organisations' websites carried out by Pasztor (2016) highlighted that diversity is framed as an asset to be preserved and promoted, a business imperative that leads to competitive advantages: according to her data, employees are defined as "valued members responsible for creating a high-performing culture" (Pasztor 2016, 465).

More recently, Malavasi (2023) conducted a comparative study of a sample of CSR reports, integrated reports and sustainability summaries from 9 companies, investigating how diversity communication evolved from 2015 to 2020. Her corpus-based diachronic study analysed the "Our people", "Our values" and "Corporate Governance" sections of such documents, evidencing that, in the past few years, more prominence has been given to issues like inclusion, representation, discrimination

and empowerment, making diversity discourse more elaborate and thus showcasing efforts to create diverse workplaces, as evidenced by the more frequent occurrence of themes like ethnicity, sexual orientation and gender. What emerges is a holistic and pluralistic conceptualization of diversity, discursively constructed through the frequent enumeration and juxtaposition of general concepts resulting in a certain halo of vagueness.

To date, literature on corporate discursive framing of diversity has mainly addressed companies' websites (Uysal 2013; Turnbull 2023) and neglected social media platforms like Twitter (now X). As a matter of fact, literature dedicated to social media within this framework is rather limited, and the existing studies are mostly focused on underlining the dialogical benefit of this means of communication in boosting reputation and promoting users' identification with the company (Maiorescu-Murphy 2020). The linguistic strategies deployed to achieve these aims are often overlooked in the literature. This study aims to address these gaps in current research (1) by taking as an object of study the Twitter accounts besides the CSR reports, therefore offering a more comprehensive overview of corporate diversity discourse, and (2) highlighting the linguistic strategies employed to frame D&I related topics in these two different communicative channels.

More specifically, we seek to answer the following research questions:

1. How do companies frame and talk about diversity on their Twitter profiles and annual CSR reports?
2. Is diversity tackled differently in these two communication channels?

3. METHODOLOGY

In order to address our research questions, two different corpora were collected: one consisting of tweets and the other consisting of CSR reports. The reason why Twitter was chosen as preferred social media platform is that companies often take advantage of this specific social networking site to disseminate brand purpose-related content (von Ahlsen and Gauch 2021; Rudeloff and Michalski 2024). Additionally, when the study was conducted, it was relatively easy to gather textual data from Twitter through APIs which granted the possibility to easily download tweets thanks to the academic access. We selected eleven

companies, namely Accenture, Adidas, Amazon, Bank of America, Comcast, IKEA USA, Lego, LVMH Fenty Beauty, Pfizer, PVH Calvin Klein and Toyota. These companies were chosen due to their significant global market presence and their notable engagement in corporate social responsibility and public communication efforts. Each company operates across various sectors, thus allowing us to ensure variety in our data sources and therefore gather insights from different industries. The data collected covers a period of five years, spanning from 2018 to 2022: this timeframe was considered adequate to ensure that the amount of data was sufficient to conduct our analysis and make it valuable and representative.

To collect the CSR reports, we accessed the official websites of the selected companies, which frequently have dedicated sections on Diversity & Inclusion (D&I), sustainability, or social responsibility. The reports were downloaded directly from the websites to ensure accuracy and currency of information². As for the tweets, these were obtained using the Twitter APIs with Academic Access and the Python library *twark*. This enabled us to download the entire timeline for each company's official Twitter profile, including Tweets, Retweets, and Comments written by the chosen companies. In our opinion, all these elements contribute to shaping corporate communication on this social media platform.

The analysis was carried on through *Sketch Engine* (Kilgarriff *et al.* 2014), a corpus linguistics tool which provides a wide range of functions to investigate textual data. Once loaded into *Sketch Engine*, the report corpus consisted of 3,140,445 tokens, while the tweet corpus contained a total of 7,591,027 tokens. *Table 1* shows the distribution of tokens per company, which varies due to the difference in report lengths and based on the level of activity on Twitter among companies. It is important to acknowledge that this uneven distribution has implications for the overall results, as companies with a larger corpus will have a greater influence on the final outcomes. Therefore, when interpreting and drawing conclusions from the results obtained, it is crucial to keep this disparity in mind.

² Since the reports of Fenty Beauty and Calvin Klein could not be found on their websites, the ones of their parent companies (LVMH and PVH respectively) were referenced.

Table 1. – Corpora composition.

ITEM	TOKENS REPORTS	PERCENTAGE REPORTS	TOKENS TWEETS	PERCENTAGE TWEETS
Accenture	158,622	5%	447,722	6%
Adidas	784,287	25%	721,718	10%
Amazon	205,065	7%	1,112,974	15%
Bank of America	799,122	25%	366,569	5%
Comcast	65,788	2%	1,150,363	15%
IKEA	192,896	6%	36,987	0%
Lego	69,413	2%	2,281,686	30%
LVMH Fenty Beauty	178,879	6%	133,416	2%
Pfizer	143,335	5%	153,734	2%
PVH Calvin Klein	182,750	6%	86,169	1%
Toyota	360,288	11%	1,099,689	14%
<i>Total Tokens Reports</i>	3,140,445	<i>Total Tokens Tweets</i>	7,591,027	
<i>Total Words Reports</i>	2,484,964	<i>Total Words Tweets</i>	5,487,418	
<i>Total Sentences Reports</i>	75,575	<i>Total Sentences Tweets</i>	282,188	

To ensure a comprehensive study on diversity, we initially selected a range of words that were closely associated with the subject under investigation. Our selection of terms was based not only on the analysis of the corpora but also on a review of the relevant literature on workforce diversity, particularly considering the previously mentioned definition provided by Mor Barak (2011). We proceeded by querying *Sketch Engine* to compile the two wordlists, and then we identified words that we considered pertinent to the topic through an interrater agreement, ensuring a rigorous and consensus-based approach. At first, approximately fifty words were found, but the majority of them was excluded due to the limited number of occurrences in the corpora. During the preliminary research phase, we discovered that certain terms had a significantly low frequency and poor distribution within the two corpora. For example, words related to religion, such as ‘Jewish’, or ethnicity like ‘Arabic’ or ‘multi-ethnic’, were underrepresented. We then decided to establish a minimum requirement of 50 occurrences per corpus for a term to be eligible for analysis. As a result, the focus was shifted to a smaller set of more representative terms that covered six key topics: diversity, gender, ethnicity, disability, sexual orientation, and age. The selected candidate terms were organised into different groups: some words were directly linked to the broader theme of ‘diversity and inclusion’, while others

related to specific topics such as gender or sexual orientation. The gender-related group of words included the terms ‘gender’, ‘women’, and ‘female’; the ethnicity topic was represented by the term ‘black’; the disability category included the words ‘accessibility’ and ‘disability’; the sexual orientation group included the terms ‘ally’, which is frequently used by companies to position themselves as supporters of the LGBTQ+ community, and ‘LGBT’; lastly, the term ‘age’ was taken as representative of the topic by the same name. *Table 2* offers a summary of this list.

Table 2. – List of categories and related terms.

CATEGORY	TERMS OF INTEREST
Diversity	Diversity, Inclusion
Gender	Gender, Women, Female
Ethnicity	Black
Disability	Accessibility, Disability
Sexual orientation	Ally, LGBT
Age	Age

Once the terms of interest were identified, the study was conducted through an analysis of their collocates. As for the term ‘Diversity’, being it a core concept that encompasses all the other categories in this study, we decided to conduct a more thorough exploration of it. In order to favour more complete visualisation, the *Word Sketch* function (Thomas 2015) was used. This tool presents collocations in a more comprehensible manner, aiding in the understanding of word behaviour across different contexts. By organising collocates according to their grammatical relations, it enables researchers to discern patterns that may have otherwise remained undetected. The observed collocation window was set to three words to the right and three words to the left of the node word, following the logDice association measure. This measure takes into account both the frequency and exclusivity of word associations, providing a robust analysis of the identified terms and their collocates. In order to include as many forms of the terms as possible in the analysis, the searches were conducted using lemmas. Additionally, regular expressions were employed in specific cases to capture a wider range of occurrences. For example, ‘inclus.*’ was used to capture occurrences of ‘inclusive’, ‘inclusion’, ‘inclusivity’ etc., and ‘LGBT.*’ was used to capture every possible extension of the label. To ensure a more accurate understanding of words usage and not to lose sight of the qualitative aspect, we also read through concordances.

4. FINDINGS

The analysis involved conducting targeted searches for each term of interest within the two corpora, reports and tweets. The collocation data was conveniently downloaded in *Excel* format directly from the queries on *Sketch Engine*. This allowed for easier visualisation of the data and facilitated a more immediate comparison between different terms and between the two corpora. Upon examining the data, it becomes evident that the terms we had chosen frequently co-occurred in both corpora. This finding highlights the interconnectedness of these terms concerning the broad theme of Diversity. However, this also suggests that these terms are often used together without enough attention paid to their specificities, resulting in a simple listing of terms.

To better organise the analysis, each corpus will now be addressed separately.

4.1. *Reports*

The results were grouped by topic; the most relevant collocates in terms of frequency and logDice are summarized in *Table 3* below.

Table 3. – Summary table of results for the six topics in the report corpus³.

	COLLOCATE	COOCCURRENCES	COLLOCATE FREQUENCY	LOGDICE
DIVERSITY				
DIVERSITY Frequency: 1817	inclusion	934	1550	13.15
	&	451	6055	10.87
	community	124	2446	9.90
	promote	106	1994	9.83
	equity	59	511	9.70
	right	113	2720	9.67
	gender	43	732	9.11

³ To read the table correctly, please note that ‘collocate frequency’ refers to the total number of occurrences of the collocate in the whole corpus, while ‘cooccurrences’ represents the number of times in which the node word and the collocate appear together within the selected right-left range.

	COLLOCATE	COOCCURRENCES	COLLOCATE FREQUENCY	LOGDICE
INCLUS.* Frequency: 2295	diversity	942	1817	12.87
	&	507	6055	10.96
	workplace	190	992	10.89
	create	170	2435	10.20
	client	81	163	10.08
	human	127	1774	10.00
	environment	99	1644	9.69
	foster	47	290	9.22
GENDER				
FEMALE Frequency: 634	male	81	247	11.56
	representation	32	448	9.92
	entrepreneur	18	321	9.27
	manager	23	637	9.21
	employee	65	5146	8.53
WOMEN Frequency: 1557	empowerment	80	196	10.55
	participation	47	433	9.60
	position	64	1635	9.36
	color	29	240	9.05
	minority	15	123	8.19
GENDER Frequency: 732	Eequality	181	493	12.24
	sexual	23	56	9.90
	age	31	338	9.89
	ethnicity	22	133	9.70
	gap	18	168	9.36
	pay	8	17	8.45
ETHNICITY				
BLACK Frequency: 543	African	101	175	12.17
	American	76	425	11.33
	Hispanic	41	205	10.81
	Asian	40	290	10.62
	historically	25	91	10.34
	Black	39	495	10.27
	White	26	187	10.19
	colleague	29	443	9.91
	LatinX	16	16	9.87
	indigenous	18	95	9.85
	university	17	131	9.69
	college	16	100	9.67

	COLLOCATE	COOCCURRENCES	COLLOCATE FREQUENCY	LOGDICE
DISABILITY				
DISABILITY Frequency: 588	people	217	4509	10.45
	employ	27	225	10.09
	with	359	19549	9.19
	inclusion	34	1550	9.03
	sex	9	24	8.91
	race	9	185	8.58
	equality	12	493	8.51
	sexual	7	56	8.48
	mental	9	253	8.45
	age	8	338	8.15
ACCESSIBILITY Frequency: 130	feature	10	319	9.51
	awareness	8	624	8.44
	workplace	8	992	7.87
AGE				
AGE Frequency: 371	old	29	198	10.71
	gender	33	732	9.94
	regardless	7	110	8.90
	race	7	185	8.69
	religion	4	33	8.34
	disability	8	588	8.09
SEXUAL ORIENTATION				
LGBT.* Frequency: 339	+	162	994	11.96
	equality	23	493	9.82
	pride	10	56	9.70
	discrimination	10	182	9.30
	inclusion	32	1550	9.12
	community	45	2446	9.05
	people	73	4509	8.95
	tackle	8	196	8.94
	toilet	4	37	8.45
	harassment	4	111	8.19
	dedicated	4	155	8.05
ALLY Frequency: 51	mental	9	253	9.92
	LGBTI	3	79	9.56

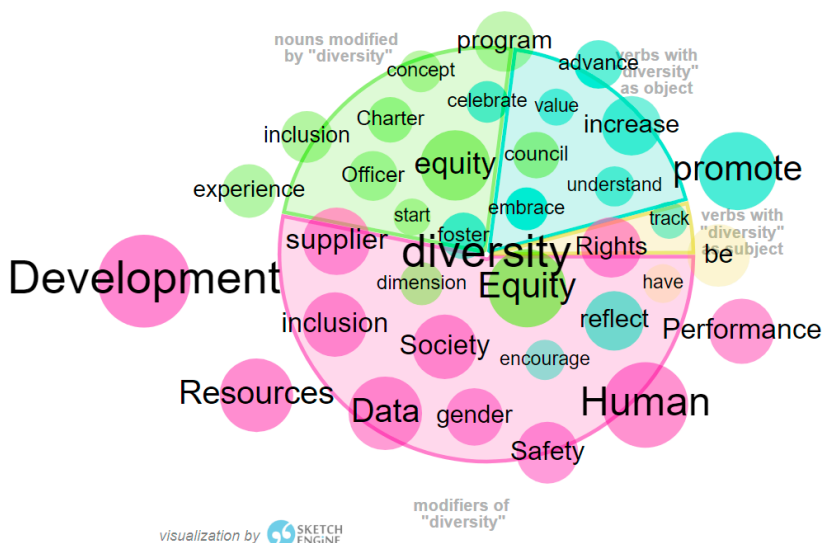


Figure 1. – Word Sketch of ‘diversity’ in ‘reports’ corpus⁴.

For the topic diversity, the terms ‘diversity’ and ‘inclus.*’ share many collocates as they are almost always used together. This is particularly highlighted by the shared collocate ‘&’ due to the extensive use of the expression “Diversity & Inclusion” as the title of the report sections dedicated to these topics (examples 1 and 2).

(1) *Diversity & Inclusion* framework

In 2020, we redefined our framework for *diversity* and *inclusion* with a clear definition of what *diversity* and *inclusion* mean to us as a company [...]. – Adidas

(2) *Inclusion, Diversity & Equal Opportunity* [...]. – Accenture

Collocates such as ‘rights’, ‘workplace’, and ‘environment’, suggest that these concepts are viewed as something to be encouraged and present in the workplace. This positive connotation is also supported by other collocates like ‘create’, ‘believe’, ‘embrace’, ‘foster’, ‘commitment’ and ‘promote’ (examples 3 and 4).

⁴ To read this visual representation correctly, please note that for each word, the circle size indicates the frequency, whereas the distance from the centre stands for the typicality (strength) of the collocation. The circle colour helps identifying the segment the word belongs to.

- (3) Creating an *inclusive* environment for our employees [...]. – Comcast
- (4) At every level of the group, LVHM has developed a long-term commitment to professional *diversity*, equality and *inclusion*. – LVMH (Fenty Beauty)

In order to garner a more detailed idea of diversity framing, we also consulted the *Word Sketch* function (Fig. 1) which provides more lexical examples, such as ‘celebrate’, ‘understand’, ‘encourage’, ‘support’ and ‘improve’, confirming a positive semantic prosody. We also observed that there are far fewer verbs with ‘diversity’ as the subject (‘be’ and ‘have’) compared to those with ‘diversity’ as the object, resulting in the term ‘diversity’ being discussed mostly in the passive voice.

By reading through concordances, though, it is evident that when used as subject diversity is considered as a source of innovation and strength. Three illustrative examples (5-7) from the concordances are given below. In example (7), the term ‘diversity’ functions as the grammatical subject within a passive voice construction. This grammatical structure effectively aligns with the idea that ‘diversity’ is mostly framed as a construct that lacks agency.

- (5) We believe that *diversity* is a source of innovation, creativity and competitive advantage [...]. – Accenture
- (6) For us, *diversity* is more than just ethnicity or gender, it connects the rich tapestry of identities, ages [...]. – Comcast
- (7) [...] toward realization of an inclusive society in which *diversity* is accepted and anyone can live happily [...]. – Toyota

In the context of gender, collocates such as ‘position’, ‘entrepreneur’, ‘pay’, and ‘gap’ were frequently mentioned, indicating a particular focus on women as professionals and wage parity as a recurrent issue (examples 8-10).

- (8) Even in the beauty industry, *female* entrepreneurs are under-represented. Sephora launched “Sephora Accelerate” in 2016 to support *women* around the world, especially *women* of color, who set up their own beauty business. – LVMH (Fenty Beauty)
- (9) To achieve *gender-wage* equality, each Maison implements measures and tools to reduce any wage gaps between men and *women* within the same job category. – LVMH (Fenty Beauty)
- (10) Four out of 12 IKEA franchisees have reached at least 50% of their management positions filled by *women*. The ambition is to achieve

gender balance at all levels and in all functions across all IKEA businesses, including management teams and boards. – IKEA

Regarding ethnicity, the word ‘black’ mainly collocates with other ethnicities such as ‘African’, ‘American’, ‘Hispanic’, and ‘Asian’, highlighting how they are often presented in lists. Interestingly, the collocates ‘historically’, ‘college’, and ‘university’ were found. After reading the concordances, we discovered that the correlation is due to the fact that 7 out of 11 companies invest in and recruit from Historically Black Colleges and Universities, as shown by examples (11) and (12).

- (11) Our partnership with Historically *Black* Colleges and Universities (HBCUs) are a key element of our recruitment strategy. – Comcast
- (12) We also launched a refresh strategy to better attract top candidates from Historically *Black* Colleges and Universities (HBCUs). – Pfizer

In relation to disability, the only distinctive collocates found were ‘insurance’ and ‘death’, which were used in the context of workplace accidents, as demonstrated by examples (13) and (14).

- (13) [...] are eligible for life insurance, health care, *disability* and accidental death & dismemberment insurance, dental coverage, well-being programs. – PVH (Calvin Klein)
- (14) The defined benefit pension plans generally provide payments in case of death, *disability* or retirement to former employees and their survivors. – Adidas

The term ‘age’ did not have any significant collocates apart from ‘irrespective’ and ‘regardless’ (example 15) in the context of workforce management. In most other cases, it is just listed alongside other categories.

- (15) [...] the organization hopes to ensure that everyone, regardless of *age* or ability, is 100% included and 100% empowered. – Comcast

Similarly, the category of sexual orientation did not have any original collocates throughout the corpus, except for rare exceptions such as ‘harassment’ or ‘toilet’ (example 16), which were only mentioned by Toyota. The strong collocate ‘+’ indicates that the label is often used in its most inclusive form.

- (16) Furthermore, Toyota has established an internal harassment consultation hotline, and is making dedicated toilets for *LGBT* people in Head Office and Nagoya office. – Toyota

4.2. Tweets

As for the corpus of reports, a summary table of the most relevant results for the corpus of tweets is presented below in the *Table 4*.

Similarly to reports, the terms ‘diversity’ and ‘inclus.*’ often appear together and are associated with positively connotated words such as ‘believe’, ‘embrace’, ‘foster’, and ‘commitment’, as well as job-related terms like ‘workplace’ and ‘environment’. *Figure 2* highlights additional related terms such as ‘equity’, ‘ensure’, ‘support’, and ‘improve’. Unfortunately, some collocations are due to data noise, such as ‘@LadyRocket-Space’ and ‘[url]’.

Table 4. – Summary table of results for the six topics in the tweets corpus.

	COLLOCATE	COOCCURRENCES	COLLOCAT FREQUENCY	LOGDICE
DIVERSITY				
DIVERSITY Frequency: 249	inclusion	87	209	12.60
	Equity	19	187	10.48
	embrace	17	149	10.45
	commitment	31	909	9.78
INCLUS* Frequency: 493	diversity	89	249	11.94
	barrier-free	44	44	11.39
	workplace	27	177	10.37
	Foster	16	71	9.86
	environment	19	187	9.84
	Equity	19	187	9.84
	Believe	46	1482	9.58
	disability	13	99	9.49
	Create	40	1469	9.38
	embrace	13	149	9.37
GENDER				
FEMALE Frequency: 65	Creator	6	35	10.94
	entrepreneurs	4	124	9.44
	athletes	7	2618	6.42
WOMEN Frequency: 668	International	22	74	9.92
	empower	24	258	9.73
	Owner	15	317	8.96
	entrepreneur	13	186	8.96
	Color	18	603	8.86
	Leader	13	621	8.37

	COLLOCATE	COOCCURRENCES	COLLOCAT FREQUENCY	LOGDICE
GENDER Frequency: 98	disability	16	99	11.38
	gap	10	98	10.71
	equality	17	274	10.55
	ethnicity	4	7	10.29
	STEM	4	39	9.90
	identity	4	75	9.57
ETHNICITY				
BLACK Frequency: 12024	Friday	11554	11789	13.96
	deal	5704	16761	12.66
	community	30	2225	6.11
	woman	24	697	5.95
	business	21	3067	5.51
	celebrate	19	3942	5.29
	own	14	1089	5.13
	month	13	942	5.04
	culture	12	1293	4.88
	history	11	422	4.86
DISABILITY				
DISABILITY Frequency: 99	gender	16	98	11.38
	inclusion	14	209	10.54
	visual	4	41	9.87
	#PainAwarenessMonth	3	17	9.73
	chronic	3	90	9.02
	physical	3	96	8.98
	people	24	2223	8.40
ACCESSIBILITY Frequency: 54	diversity	7	249	9.56
	awareness	4	219	8.91
	inclusion	3	209	8.55
AGE				
AGE Frequency: 368	limit	55	253	11.50
	prevent	26	199	10.55
	COVID-19	26	435	10.05
	no	61	7397	8.01
	fun	19	2356	7.84
	creativity	5	466	7.62

	COLLOCATE	COOCCURRENCES	COLLOCAT FREQUENCY	LOGDICE
SEXUAL ORIENTATION				
LGBT* Frequency: 156	+	109	1764	10.86
	alongside	12	72	10.75
	community	57	1473	10.16
	walk	12	216	10.05
	youth	7	84	9.90
	suicide	3	11	9.20
	inclusion	5	155	9.04
	celebrating	7	416	8.65
	workplace	3	143	8.36
	creativity	5	402	8.20
	rights	3	246	7.93
	people	12	1954	7.54
	support	14	3695	6.90
ALLY Frequency: 52	LGBT	4	25	10.73
	fight	4	330	8.42
	true	3	464	7.57

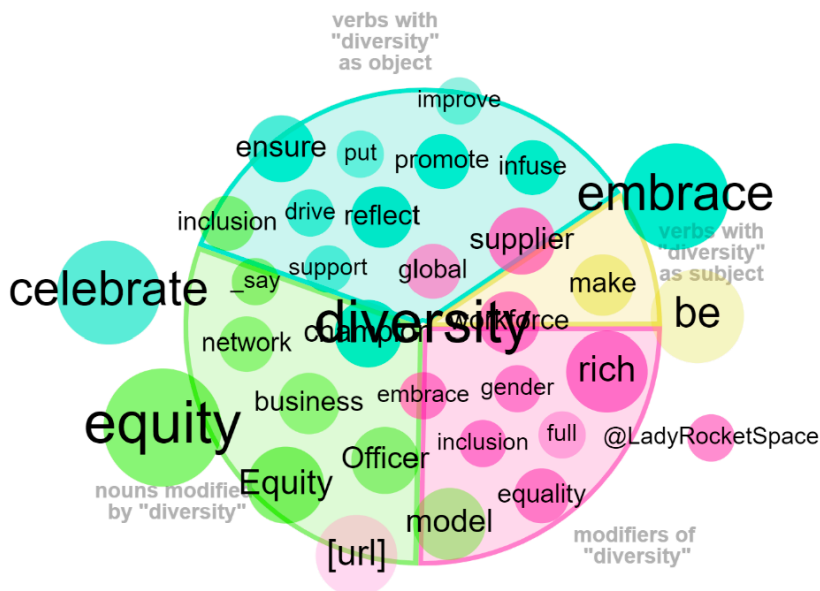


Figure 2. – Word Sketch of ‘diversity’ in ‘tweets’ corpus.

The *Word Sketch* also confirms a passive framing, as there are far fewer verbs with ‘diversity’ as the subject, such as ‘be’ and ‘make’. Examples (17) and (18) demonstrate the positive active use of the term.

(17) We believe our *diversity* makes us stronger and more innovative [...]. – Accenture

(18) *Diversity* is always top of mind! – Comcast

In the tweets corpus, the terms ‘women’, ‘female’ and ‘gender’ display more diversified collocations. The term ‘women’ is often associated with words such as ‘empower’, ‘leader’, ‘own’ and ‘colour’, portraying women of all ethnicities as capable businesspeople who proudly run their own companies (examples 19-21).

(19) [...] For #InternationalWomensDay the #IKEAFoundation made a donation to support @PRADAN_India, helping to empower *women* to start their own businesses and learn new skills [...]. – IKEA

(20) Our world’s future *female* innovators and leaders are being built today! We collaborate with @BlackGirlsCode to increase the number of *women* of color in the digital space. These girls are building their own futures and we’re honored to be part of their journey. – AT&T

(21) @FionaCarter discusses our continued commitment to *gender* equality in our content and our work with @SeeHer2020. – AT&T

The term ‘female’ has few significant collocates, with ‘athletes’ being the most notable (example 22). As in the reports corpus, the term ‘gender’ mostly collocates with words related to other selected topics. Still, there are a few sentences supporting professionals in the STEM field (example 23).

(22) It’s time that *female* athletes get a little more hype! – Bank of America

(23) Our mission is to inspire the builders of tomorrow and creating awareness around the *gender* gap within *STEM* is one way we can help all children build a better future. – Lego

As far as the term ‘black’ is concerned, it is unfortunate that its higher logDice collocates are related to Black Friday and Cyber Monday due to the high number of repetitive marketing tweets containing terms such as ‘Friday’, ‘cyber’, ‘deals’, and ‘ends’. However, it is also possible to find the word ‘celebrate’ (example 24), as well as the words ‘business’ and ‘own’, linked to the previously mentioned discourse on gender.

(24) Make sure to tune in to celebrate *black* culture with us! – AT&T

The corpus has limited representation of the topic of disability, with only a few mentions of different challenges such as ‘visual’ (example 25), ‘chronic’, ‘physical’, and the hashtag #PainAwarenessMonth found in specific sub-corpora, namely Comcast and Pfizer (example 26).

- (25) [...] voice remote and talking guide – technologies that assist people with visual *disabilities*. – Comcast
- (26) Chronic low back pain is the single leading cause of *disability* worldwide. #PainAwarenessMonth – Pfizer

The terms ‘ally’ and ‘LGBT*’, representative of the topic of sexual orientation, are often associated with words such as ‘celebrate’ and ‘support’, but also with ‘fight’, as seen in example (27). ‘Youth’ and ‘suicide’ frequent collocate due to Calvin Klein supporting the Trevor Project (example 28).

- (27) We celebrate our *LGBTQ* colleagues and encourage everyone to become allies in the fight for human rights. – Pfizer
- (28) Together, let’s help The Trevor Project end *LGBTQIA+* youth suicide. #proudinmycalvins – PVH (Calvin Klein)

‘Age’’s most powerful and meaningful collocate is ‘limit’. Concordance analysis shows that age is often portrayed as something that should not limit happiness, fun, and creativity, as demonstrated in example (29).

- (29) Play has no *age* limit! Enjoy. – Lego

5. DISCUSSION AND CONCLUSIONS

In light of the findings presented above, it is possible to outline the answers to the research questions posed at the beginning of the analysis.

Firstly, some considerations on the framing and discussion of diversity and its many ‘ramifications’ can be made. As expected, companies talk about diversity in extremely positive terms. This reflects companies’ commitment to progress and sustainable growth. In the majority of cases, diversity is discursively rendered in a ‘passive’ way, having the grammatical role of an object (diversity is something to foster, to embrace, to celebrate). A passive framing of diversity in corporate communication may suggest a broader systemic issue, that is to say that diversity still lacks the agency and active integration necessary for it to have a substantial impact within the corporate reality. It suggests that

diversity initiatives are still perceived as external mandates or goals rather than active, driving forces within the organization. This passive framing indicates that diversity has not yet achieved a role where it actively shapes or influences core corporate practices, remaining in the status of something to be managed. Nonetheless, examples of it having an active role are still identifiable (“diversity makes...”, “diversity is...”), thus framing it as an asset, a catalyst for positive outcomes, therefore stressing the potential of such value for the creation of successful workplaces.

The analysis also observed the way in which companies discussed the themes of gender, ethnicity, disability, age, and sexual orientation. As far as gender is concerned, it can be argued that corporate communication in this regard is focused on framing female professionals as strong and capable figures, as proved by the frequent references to empowered women who hold managerial positions, work in the STEM field, and run businesses. Although the data regarding the ethnicity category was not particularly rich, the examples in the corpora suggest a framing of black people as a community deserving support (as proven by the collaborations with historically black colleges), but that is also climbing the business environment, as evidenced by the frequent collocates ‘own’ and ‘business’. However, as previously mentioned, it is significant that in the majority of cases, the term ‘black’ is listed together with other ethnicities, thus corroborating previous studies which observed a tendency to enumeration in corporate diversity discourse (Malavasi 2023). It has already been stressed that disability is seldom dealt with in both corpora, but still the data at our disposal allow us to conclude that companies mostly relate disability to support and aids, but they also foster representation through the spreading of information about the hardships faced by those who suffer from different kinds of disabilities. Unfortunately, these examples are isolated to specific corpora (Comcast and Pfizer). Age is almost always framed as an element that should not be seen as a limit, as shown by its collocates ‘regardless’, ‘irrespective’ and ‘limit’, the latter always preceded by negations. Lastly, the sexual orientation category is framed in terms of celebration and, as showed by the presence of collocates like ‘fight’ and ‘tackle’ together with ‘discrimination’, advocacy for a community whose rights are to be promoted and supported. By celebrating sexual orientation and advocating for rights, companies foster a culture of belonging. This commitment not only promotes equality but also creates an environment where every individual, regardless of their sexual orientation, can thrive and feel valued. For example, the #PROUDINMYCALVIN campaign represents an important initiative

in this regard, conveying a powerful message that all sexual orientations and gender expressions deserve recognition and acceptance.

Some major differences emerge upon comparing the two corpora. The observation of the reports corpus confirms that the designated categories are often juxtaposed and listed next to one another (examples 30-32).

- (30) We take very seriously our commitment to respect and value people from all backgrounds, including gender, race, ethnicity, religion, sexual orientation, and disability. – Amazon
- (31) Our diversity – in thought, style, gender, sexual orientation, gender identity, race, ethnicity, culture, religion, age, ability, military status and experience – makes us stronger [...]. – Bank of America
- (32) Comcast NBCUniversal's supplier diversity program is designed to promote, increase, and improve the participation of diverse businesses within our corporate supply chain – including companies owned by women, people of color, veterans, people with disabilities, and lesbian, gay, bisexual, transgender, and queer individuals. – Comcast

These extracts exemplify a tendency to blobbing together the different declinations of diversity, which, compared to the number of times they are presented in lists, only occasionally receive detailed exploration. The collocates are often mutual and repetitive, indicating a lack of originality and a formulaic approach to discussing diversity. Even though, as the examples (30-32) show, the lists of attributes are comprehensive, the corpus sporadically accounts for the unique needs and characteristics of each group. In other words, consistent with previous research, it can be stated that diversity is framed within the social responsibility frame, thus suggesting that the promotion of it is seen as “a formality that must be addressed” (Austin 2010, 300).

Conversely, Twitter exhibits a less ‘monotonous’ discourse on diversity, distinguishing itself from reports for a wider variety of unevenly distributed collocates. The communicative style is more focused on representation, telling stories and raising awareness, moving beyond merely listing categories to actively engaging with specific issues (examples 33-35).

- (33) On this day in 1920, women were granted the right to vote after a century-long struggle for suffrage. Today, we reflect on this milestone and the progress needed for true intersectional gender equality. – IKEA
- (34) Many individuals have invisible disabilities: disabilities that might not be seen by others, but still impact their lives. – AT&T

- (35) “Being able to say I’m gender queer, gender fluid, non-binary, makes me feel like I have a place.” – Tommy Dorfman #PROUDINMYCALVINS – Calvin Klein

The reason for this difference primarily lies in the very nature of CSR reports as rather standardised texts which follow a certain formal structure. The interactive and varied nature of Twitter communication allows companies to address current events and personal experiences directly, creating a sense of immediacy and relevance that is often lacking in the more rigid and formal context of CSR reports. Moreover, the two channels of communication are destined to different audiences, thus determining a different approach to diversity discourse. CSR reports aim to present a broad, inclusive picture but frequently do so in a way that lacks substantive engagement with the complexities of diversity. Twitter, on the other hand, appeals to a more diverse audience and facilitates a conversational, context-specific discourse that can adapt to emerging issues and individual stories. This conclusion echoes Araujo and Kollat’s (2017) findings, which highlight that CSR communication on Twitter, especially through engaging and emotionally loaded storytelling, enhances content diffusion and endorsement, making CSR narratives more effective and impactful. This strategy has proven particularly successful in expanding the pool of potential customers. Despite the possibility for companies to face boycotts when taking a stand on specific topics (Sullivan 2023), it has been observed that D&I posts generally receive a higher number of likes (Bombaij and Mokarram-Dorri 2024), leading to increased social media engagement and positive outcomes on brand performance (Liadeli *et al.* 2023).

To conclude this discussion, a word of caution is in place. This study has drawn upon two distinct corpora, which have yielded a satisfactory amount of data for analysis. However, to enhance the robustness and validity of our findings, it is advisable to expand the corpus by incorporating additional companies. Furthermore, adopting a multimodal methodology that integrates textual content from both CSR reports and Twitter, along with visual elements, would guarantee a more comprehensive understanding and a tighter grasp on diversity within corporate communication. We hope that this study will inspire other researchers to pursue this endeavour, and that practitioners may benefit from our findings and devise ever more effective ways of communicating about diversity.

REFERENCES

- Adamson, Maria, Elisabeth Kelan, Patricia Lewis, Martyna Śliwa, and Nick Rumens. 2021. "Introduction: Critically Interrogating Inclusion in Organizations". *Organizations* 28 (2): 211-227.
- Araujo, Theo, and Jana Kollat. 2018. "Communicating Effectively about CSR on Twitter: The Power of Engaging Strategies and Storytelling Elements". *Internet Research* 28 (2): 419-431.
- Austin, Lucinda L. 2010. "Framing Diversity: A Qualitative Content Analysis of Public Relations Industry Publications". *Public Relations Review* 36 (3): 298-301.
- Birim, Bahadir. 2016. "Evaluation of Corporate Social Responsibility and Social Media as Key Source of Strategic Communication". *Procedia – Social and Behavioral Sciences* 235: 70-75.
- Bloom, Helen. 2002. "Can the United States Export Diversity?". *Across the Board*: 47-51.
- Bombaij, Nick J.F., and Sadaf Mokarram-Dorri. 2024. "Does Posting about Diversity and Inclusion (D&I) Improve Engagement in Social Media? Antecedents and Impact of D&I Communication Decision". *Journal of Interactive Marketing*: 1-20.
- Bonsón, Enrique, and Melinda Ratkai. 2013. "A Set of Metrics to Assess Stakeholder Engagement and Social Legitimacy on a Corporate Facebook Page". *Online Information Review* 37 (5): 787-803.
- Bowen, Gordon, Dominic Appiah, and Sebastian Okafor. 2020. "The Influence of Corporate Social Responsibility (CSR) and Social Media on the Strategic Formulation Process". *Sustainability* 12 (6057).
- Du, Shuili, CB Bhattacharya, and Sankar Sen. 2010. "Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication". *International Journal of Management Reviews* 12 (1): 8-19.
- Entman, Robert M. 1993. "Framing: Toward Clarification of a Fractured Paradigm". *Journal of Communication* 43 (4): 51-58.
- Etter, Michael, Davide Ravasi, and Elanor Colleoni. 2019. "Social Media and the Formation of Organizational Reputation". *Academy of Management Review* 44 (1): 28-52.
- Freeman, Edward, and John McVea. 2005. "A Stakeholder Approach to Strategic Management". In *Handbook of Strategic Management*, edited by Michael A. Hitt, Edward R. Freeman, and Jeffrey Harrison, 183-201. Malden (MA): Blackwell.
- Fuoli, Matteo. 2018. "Building a Trustworthy Corporate Identity: A Corpus-Based Analysis of Stance in Annual and Corporate Social Responsibility Reports". *Applied Linguistics* 39 (60): 846-885.

- Garzone, Giuliana Elena. 2015. "Social Media in Corporate Communication: Focus on Text and Discourse". In *Discourse in and through the Media: Recontextualizing and Reconceptualizing Expert Discourse*, edited by Marina Bondi, Silvia Cacchiani, and Davide Mazzi, 214-241. Newcastle upon Tyne (UK): Cambridge Scholars Publishing.
- Gayeski, Diane. 2022. "Investments in External Communication". In *The Palgrave Encyclopedia of Interest Groups, Lobbying and Public Affairs*, edited by Phil Harris, Alberto Bitonti, Craig S. Fleisher, and Anne Skorkjær Binderkrantz, 758-770. Cham (CH): Palgrave Macmillan.
- Guerrier, Yvonne, and Cornelia Wilson. 2011. "Representing Diversity on UK Company Web Sites". *Equality, Diversity and Inclusion: An International Journal* 30 (3): 183-195.
- Gunawan, Juniati. 2020. "Stakeholder Theory". In *Encyclopedia of Sustainable Management*, edited by Samuel Idowu, René Schmidpeter, Nicholas Capaldi, Liangrong Zu, Mara Del Baldo, and Rute Abreu, 1-6. Cham (CH): Springer.
- Hansen, Katrin, and Cathrine Seierstad. 2017. "Introduction: CSR and Diversity Management". In *Corporate Social Responsibility and Diversity Management: Theoretical Approaches and Best Practices*, edited by Katrin Hansen and Cathrine Seierstad, 1-44. Heidelberg: Springer.
- Heres, Leonie, and Yvonne Benschop. 2010. "Taming Diversity: An Exploratory Study on the Travel of a Management Fashion". *Equality, Diversity and Inclusion* 29 (5): 422-435.
- Kapoor, Camille. 2011. "Defining Diversity: The Evolution of Diversity". *Worldwide Hospitality and Tourism Themes* 3 (4): 284-293.
- Kent, Michael L., and Maureen Taylor. 1998. "Building Dialogic Relationships through the World Wide Web". *Public Relations Review* 24: 321-334.
- Kilgarrriff, Adam, Vít Baita, Jan Bušta, Miloš Jakubíček, Vojtěch Kovář, Jan Michelfeit, Pavel Rychlý, and Vít Suchomel. 2014. "The Sketch Engine: Ten Years On". *Lexicography* 1: 7-36.
- Liadeli, Georgia, Francesca Sotgiu, and Peeter Verlegh. 2023. "A Meta-Analysis of the Effects of Brands' Owned Social Media on Social Media Engagement and Sales". *Journal of Marketing* 87 (3): 406-427.
- Lindio-McGovern, Ligaya. 2003. "Labor Export in the Context of Globalization: The Experience of Filipino Domestic Workers in Rome". *International Sociology* 18 (3): 513-534.
- Maier, Carmen Daniela, and Silvia Ravazzani. 2018. "Framing Diversity in Corporate Digital Contexts: A Multimodal Approach to Discursive Recontextualizations of Social Practices". *International Journal of Business Communication* 58 (4): 463-489.
- Maiorescu-Murphy, Roxana D. 2020. *Corporate Diversity Communication Strategies: An Insight into American MNCs' Online Communities and Social Media Engagement*. Cham (CH): Palgrave Macmillan.

- Malavasi, Donatella. 2023. "(Re-)Framing Diversity in Discourse: Impact of Recent Social Movements on Corporate Communication". In *Diversity and Inclusion across Languages: Insights into Communicative Challenges from Theory and Practice*, edited by Bernadette Hofer-Bonfim, Magdalena Zehetgruber, Elisabeth Peters, and Johannes Schnitzer, 109-126. Berlin: Frank & Timme.
- Milliken, Frances J., and Luis L. Martins. 1996. "Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups". *Academy of Management Review* 21 (2): 402-433.
- Mor Barak, Michàlle E. 2011. *Managing Diversity: Toward a Globally Inclusive Workplace*. 2nd ed. London: Sage.
- Morsing, Mette, and Majken Schultz. 2006. "Corporate Social Responsibility Communication: Stakeholder Information, Response and Involvement Strategies". *Business Ethics: A European Review* 15 (4): 323-338.
- Mundy, Dean E. 2015. "Diversity 2.0: How the Public Relations Function Can Take the Lead in a New Generation of Diversity and Inclusion (D&I) Initiatives". *Research Journal of the Institute for Public Relations* 2 (2): 1-35.
- Mundy, Dean E. 2016. "Bridging the Divide: A Multidisciplinary Analysis of Diversity Research and the Implications for Public Relations". *Research Journal of the Institute for Public Relations* 3 (1).
- Newbury, William, Matevž Rašković, Saba S. Colakoglu, Maria Alejandra Gonzalez-Perez, and Dana Minbaeva. 2022. "Diversity, Equity and Inclusion in International Business: Dimensions and Challenges". *AIB Insights* 22 (3).
- Parmar, Bidhan L., R. Edward Freeman, Jeffrey S. Harrison, Andrew C. Wicks, Lauren Purnell, and Simone De Colle. 2010. "Stakeholder Theory: The State of the Art". *The Academy of Management Annals* 4 (1): 403-445.
- Pasztor, Sabrina K. 2016. "Exploring the Framing of Diversity Rhetoric in 'Top Rated in Diversity' Organizations". *International Journal of Business Communication* 56 (4): 455-475.
- Perales-Aguirre, Ariana Maria, Alina Cotito Mujica, Adriana Margarita Turriate-Guzman, Luis-Rolando Alarcón-Llontop, Mauricio Acevedo-Carrillo, Norma Inés Caldas-Gayoso, and Christian Córdova-Robles. 2024. "External Communication: A Systematic Literature Review 2019-2023". In *Intelligent Sustainable Systems (WorldCIST 2023)*, edited by Atulya K. Nagar, Dharm Singh Jat, Durgesh Kumar Mishra, and Amit Joshi, 261-269. Singapore: Springer (Lecture Notes in Networks and Systems, 828).
- Rudeloff, Christian, and Pauline Michalski. 2024. "How Corporate Brands Communicate Their Higher Purpose on Social Media: Evidence from Top Global Brands on Twitter". *Corporate Reputation Review* 27: 202-2015. doi: <https://doi.org/10.1057/s41299-023-00168-w>.
- Rybalko, Svetlana, and Trent Seltzer. 2010. "Dialogic Communication in 140 Characters or Less: How Fortune 500 Companies Engage Stakeholders Using Twitter". *Public Relations Review* 36 (4): 336-341.

- Singh, Val, and Seb Point. 2006. "(Re)Presentations of Gender and Ethnicity in Diversity Statement on European Company Websites". *Journal of Business Ethics* 68 (4): 363-379.
- Thomas, James Edward. 2015. *Discovering English with Sketch Engine (DEskE)*. Chapter 9: "Word Sketches", 161-176. Brno: Versatile.
- Troise, Ciro, and Mark Anthony Camilleri. 2021. "The Use of Digital Media for Marketing, CSR Communication and Stakeholder Engagement". In *Strategic Corporate Communication in the Digital Age*, edited by Mark Anthony Camilleri, 161-174. Bingley (UK): Emerald.
- Turnbull, Judith. 2023. "The Discursive Construction of Diversity & Inclusion in Corporate Websites". In *Diversity and Inclusion across Languages: Insights into Communicative Challenges from Theory and Practice*, edited by Bernadette Hofer-Bonfim, Magdalena Zehetgruber, Elisabeth Peters, and Johannes Schnitzer, 149-168. Berlin: Frank & Timme.
- Uysal, Nur. 2013. "Shifting the Paradigm: Diversity Communication on Corporate Websites". *Public Relations Journal* 7 (2): 8-36.
- van Riel, Cees B.M. 1997. "Research in Corporate Communication: An Overview of an Emerging Field". *Management Communication Quarterly* 11 (2): 288-309.
- von Ahlsen, Annette, and Kevin Gauch. 2021. "Opportunities and Challenges of Purpose-Led Companies: An Empirical Study through Expert Interviews". *Corporate Reputation Review* 25: 198-211.
- Yang, Jing, Kelly Basile, and Olivia Letourneau. 2018. "The Impact of Social Media Platform Selection on Effectively Communicating about Corporate Social Responsibility". *Journal of Marketing Communications* 26 (3): 65-87.

Sitography

- Civil Rights Act. 1964. [21/06/2024].
<https://www.archives.gov/milestone-documents/civil-rights-act>
- Equality Act. 2010. [21/06/2024].
<https://www.legislation.gov.uk/ukpga/2010/15/contents>
- European Commission. 2011. "Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions". [21/06/2024].
<https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF>
- Sullivan, Becky. 2023. "Bud Light Sales Dip after Trans Promotion, but Such Boycotts Are Often Short-Lived". *NPR*. [21/06/2024].
<https://www.npr.org/2023/04/27/1172299478/bud-light-sales-fall-trans-influencer-boycott>

Copyright (©) 2024 Andrea Cifalinò, Erica Cutuli

Editorial format and graphical layout: copyright (©) LED Edizioni Universitarie



This work is licensed under a Creative Commons

Attribution-NonCommercial-NoDerivatives – 4.0 International License

How to cite this paper:

Cifalinò, Andrea, and Erica Cutuli. 2024. “Framing Diversity in Corporate Communication on Twitter and CSR Reports: A Corpus-Based Study”. *Lingue Culture Mediazioni / Languages Cultures Mediation – LCM* 11 (1): 89-116. DOI: <https://doi.org/10.7358/lcm-2024-001-cicu>