
ELEVATE COMPANY'S SOCIAL MEDIA AS A DIVERSITY, EQUITY, AND INCLUSION PLATFORM: MULTI CASES STUDY TO DIGITAL TECHNOLOGY COMPANIES

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Received: 01-09-2022

Accepted: 15-10-2022

Published: 17-10-2022

ABSTRACT

Introduction: Social media platforms have allowed people of different backgrounds to reach out and share what they know, giving us a glimpse of people's lives worldwide. By doing this, diversity and inclusion are promoted and celebrated. It is critical to our success as a company. In contrast to traditional diversity programs, diversity and inclusion programs concentrate a higher emphasis on developing individual values as opposed to teaching soft skills. Social media platforms have enabled people from all backgrounds to reach out and share their knowledge, giving us a window into people's lives worldwide. Diversity and inclusivity are therefore fostered and celebrated. **Method:** This study uses a qualitative approach to understand the concept of diversity, equity, and inclusion (DEI) in the startup context with Meta, TikTok, and Twitter objects. **Result:** The result showed that, during the COVID-19 epidemic, the social media presence of Meta, Twitter, and TikTok had expanded significantly, as seen results. This modification reflects the urgent requirement to connect with candidates in a quickly evolving environment. It is also the outcome of the growing significance of social media presence in a society that is becoming increasingly digital. **Conclusion:** Social media also plays a crucial role in promoting diversity by providing a platform for representation and opportunities for different voices to speak to a broader audience. These platforms allow us to represent ourselves and our diverse cultures as we'd like to be seen by others.

Keywords: DEI (Diversity, Equity & Inclusion), Interna & External Communication, Organization Communication, Social Media)

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INTRODUCTION

Diversity, equity, and inclusion (DEI) have emerged as one of the most critical things a firm can do to be successful because of the revolutionary shift in the startup work environment. The DEI idea was long overdue. Research has demonstrated that organizations prioritizing DEI at the leadership, organizational, and company owner levels can provide superior results. "Companies in the top quartile for ethnic/cultural diversity in executive teams are 33 percent more likely to generate industry-leading profitability," according to a report by McKinsey (Haber, 2020). This relationship's longevity illustrates that the presence of a varied [staff] and the numerous ways in which gender diversity exists (e.g., LGBT+, age/generation, international experience) may be a crucial difference between firms." Companies with more diverse staff possess a broader view and greater customer empathy. Diversity in the workplace tends to develop unique ideas and innovation more

quickly, manage team disputes more effectively, and make better judgments by eliminating groupthink (Haber, 2020). However, variety alone is not sufficient. To capitalize on diversity, businesses must continue to attract, engage, develop, and keep skilled and passionate team members. They must value equity, equality, and inclusion (Ramirez, 2021).

Organizations now must utilize social media to engage stakeholders effectively, motivate action, and acquire diverse forms of capital (Guo & Saxton, 2014). In particular, social media helps organizations to advertise their affiliations with other entities to stakeholders and external audiences (Enke & Borchers, 2021) via follower-followed relationships, retweets, tags, and mentions. This kind of representational network is created when members of the web exhibit their connections to others or the public at large, but actual communication or sharing of information is not required (Ihm, 2019)

Organizations can better influence organizational and network outcomes regarding capital accumulation, legitimacy improvement, and collective action advancement by understanding the factors that shape online representational networks (Lai & Fu, 2021). Organizations' networking habits across different settings (online vs. offline, for example) are intertwined (Dredge & Schreurs, 2020). Few studies have looked at how offline networks of organizations relate to their online networks, even though previous research has evaluated whether offline networks influence online (Brown et al., 2007). Since most online networks occur on social media, filling this void is necessary to advance the theorization of social media in inter-organizational communication, moving the focus from whether to how in studies of online-offline networks (Lai & Fu, 2021).

This research examines the connection between offline networks of collaboration and online networks of representation using social media. This study examines the diversity, equity, and inclusion of affiliations with different organizational types with which organizations communicate on social media because different kinds of organizations across sectors mobilize different types of social, economic, cultural, and political capital (Lai & Fu, 2021).

Network diversity, measured by the range of people and organizations represented among collaborative partners, has improved organizational performance (Powell et al., 1999). Learning from and collaborating with organizations from various fields, industries, and specializations is essential to any organization's growth and development since these groups offer invaluable perspectives, expertise, and assets. Therefore, establishing cross-sector alliances helps companies run more smoothly, especially when mobilizing resources from various stakeholders (Simo & Bies, 2007). Additionally, a network of offline collaborators from different time zones and locations provides complementary skills necessary to complete a task. (Fu & Shumate, 2017), Writing from a resource-based vantage point, argue that geographically dispersed collaboration networks allow NGOs to scale up their activities and expand their services across geographic regions, thereby increasing their social influence and impact and more effectively addressing social issues across borders. As a result, companies can tap into helpful extra resources from organizational partners in regions beyond the primary organization's sphere of influence (Doerfel et al., 2013). In conclusion, working with a wide range of partners can make the most of the complementary skillsets of the participants in the partnership, freeing up a wide range of resources. This kind of practice bolsters an organization's ability to forge new connections (Guo & Acar, 2005).

When people of different backgrounds and skill sets access the same resources, we achieve equity. When resources and opportunities are pretty divided, and systemic and institutional impediments to team participation are eliminated, equity can be achieved (Lyman et al., 2022).

Everyone on the team is included when they are "welcomed, respected, supported, and valued to contribute fully." Reference: (Lyman et al., 2022). Research on inclusion as a powerful perspective on diversity is growing. Management efforts promoting inclusion were consistently related to positive outcomes. At the same time, diversity alone was associated with positive and negative effects in a large meta-analysis of studies published over the last two decades on diversity and inclusion in human service organizations (Mor Barak et al., 2016). According to (Nishii, 2013), a multicultural organization is characterized by inclusion rather than assimilation, resulting from diverse representation that aims to promote the prevailing culture. Nishii introduces the idea of a climate for inclusion, which she defines as "an atmosphere in which people from all walks of life, not just those who belong to dominant identity groups in the past, are accorded respect, appreciation, and participation in the most important decisions that affect their lives and the lives of those around them."

The rise of social media, along with the COVID-19 pandemic and racial instability in 2020, has presented employees with a unique challenge. We were interested in examining how programs used social media to interact with prospective applicants during the virtual 2020 cycle to gain a deeper understanding of the interplay between these issues within the context of a startup company (Meta (Facebook), TikTok, and Nodeflux). Our goals were to measure these initiatives' social media presence and characterize the DEI tactics employed throughout this environment. In addition, we desired an objective evaluation of how these programs promote DEI inside their respective departments.

METHOD

A case study is "an empirical inquiry that analyzes a contemporary phenomenon inside its real-world environment, especially when the boundaries between phenomenon and context are not readily visible," as Yin (2017) puts it. Two main features distinguish a case study: (1) it is of a flexible type, dealing with the complex and dynamic characteristics of real-world phenomena like software engineering; and (2) it draws conclusions based on a transparent chain of evidence, either qualitative or quantitative, gleaned from a variety of sources in a well-organized and consistent manner. Therefore, we followed the principles set forth by Runeson and Höst (2009), Runeson et al. (2012), and Verner et al. (2015) and used a holistic multi-case study to validate the results (2009). This study aims to discover and investigate the social phenomena of DEI, which is implemented on Meta, TikTok, and Twitter. This study investigates the mechanism through Meta, TikTok, and Twitter employees. DEI concept on their organizations. The researcher collects material from Meta, TikTok, and Twitter websites to examine the research questions and employs a conceptual framework. We assessed the social media platform of Meta (Facebook), TikTok, and Twitter. The following criteria were used for inclusion in subsequent analyses:

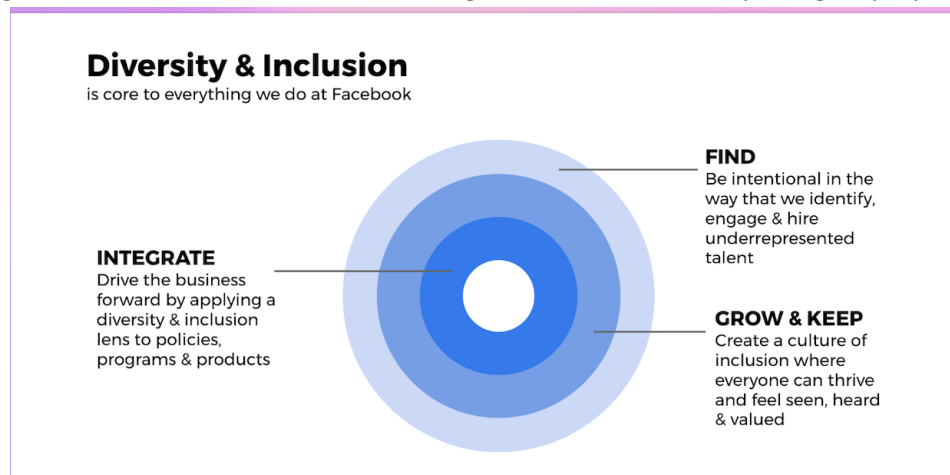
- 1) The given social media account must be specifically dedicated to each company department.
- 2) The social media account must have been established before January 1, 2020. It must have activity for a given platform between September 25, 2020, and January 25, 2022.

RESULTS AND DISCUSSION

A. RESULTS

1. Meta Platform Inc. (Facebook, Instagram, WhatsApp, Oculus)

The Metaverse will alter how we communicate. With today's internet, we connect with others primarily through displays. In the Metaverse, however, we can share identical three-dimensional places. We have the chance to help develop the Metaverse with Diversity, equity, and inclusion (DEI) from its foundation since firms like Meta are beginning to consider this future today (Zallio & Clarkson, 2022). The complex difficulties of DEI in technology are not simple to tackle, especially worldwide. However, working on these challenges is one of the things that excites me the most about Meta and our role in positively impacting society through the use of technology. The construction of the Metaverse will take years, so we have a long road ahead of us. Here are a few things that Meta is currently doing on purpose.



Source: Meta Website DEI Report, 2022

1. **Asking the right questions:** To work toward an inclusive metaverse, we need to ask the right questions about what inclusivity must look like in immersive experiences. We are doing that through a two-year, \$50 million investment in partnerships, exploring issues related to the Metaverse from different perspectives. Through a partnership with Howard University, researchers will explore historical barriers to information technology and offer recommendations on how we can remove those barriers.
2. **Building networks of diverse talent:** Diverse people should not just participate in the Metaverse as consumers; they should also be its architects and builders. To make that happen, we need to increase the diversity of people working in the tech industry, particularly in areas like artificial intelligence (AI), gaming, virtual reality (VR), and augmented reality (AR). We are partnering with institutions across the United States — historically Black colleges and universities, Hispanic-serving institutions, and Asian American and Native American Pacific Islanders — to attract more students to in-depth learning courses and increase diversity and equity in AI.

3. **Breaking down language barriers:** People will feel more connected to others if they can communicate, work, or produce art in their chosen languages. They will also have the potential to immediately reach billions of others across the world regardless of their preferred language. Can you imagine how that would change our lives? Possibilities like these drive our long-term efforts to build new translation tools that will allow creators and consumers to participate equally in the Metaverse in more languages and reach people in the farthest corners of the globe.
4. **Broadening access to the Metaverse for users and creators:** Participation in the Metaverse will not depend on having access to a headset. There will be many entry points through which people can participate using any device, including mobile phones. Enabling access for creators from diverse backgrounds is equally essential. I am pleased with our progress with our Spark AR platform. Hundreds of thousands of creators are already using it in 190 countries to build immersive experiences across Meta's apps and devices.
5. **Creating myriad options for self-expression:** Representations in the Metaverse should reflect the real world's diversity. We offered more than one quintillion combinations when we launched our updated avatars last year. We continue adding more options to give people more ways to express themselves. Recently, we announced improvements to our Meta avatars, including new facial shapes and assistive devices such as cochlear implants, over-the-ear hearing aids, and wheelchairs for people with disabilities.

2. TikTok (Byte dance Company)

Internally, TikTok is blazing new trails and pushing our Diversity & Inclusion Council's efforts. In March, they organized the first TikTok Inclusion Summit, a week-long event to engage employees around three essential pillars: Learn, Live, and Lead.

"At TikTok, we are committed to maintaining an inclusive environment and supporting our diverse community. Inclusivity is vital to us because when people feel included, they are more comfortable expressing themselves authentically, creating content, and engaging with others.

TikTok takes great pride and responsibility in that TikTok gives a platform for people of various colors, ethnicities, cultures, impairments, genders, and identities to be seen and heard. However, we recognize that there is still a tremendous deal of work. In observance of Juneteenth, TikTok closed all US offices and urged staff to think about how far TikTok went as a nation, how far TikTok still has to go, and how TikTok can make a difference in the world. Several talks during the event shed light on how leaders may promote diversity and inclusion on our platform and within TikTok business. Additionally, TikTok establishes BLXCK (Black X) as one of the first formal Employee Resource Groups (ERGs) to connect and assist the progression of Black talent at TikTok. BLXCK recently managed TikTok's efforts to join Andreessen Horowitz's Talent x Opportunity (TxO) accelerator program. Additionally, TxO businesses will enter the second Support Black Business cohort on TikTok.

3. Twitter

Twitter Diversity, Equity, and Inclusion commitment: Twitter is working toward its goal of becoming the most accessible, diverse, equitable, and open technology company in the

world to serve better the public conversation (Honey & Herring, 2009). The first step in this direction is to ensure that Tweeps reflect the diverse range of people from all walks of life and skill levels that use our site daily. Although they have made steady progress, their efforts are not yet complete. #UntilWeAllBelong.



Equality

We support equality and universal acceptance for all people, and recognize that while talent is found everywhere in the world, opportunity is not. We work with organizations dedicated to promoting equal opportunity, particularly in science, technology, engineering, arts, and mathematics (STEAM).

Source: Twitter Company Website DEI Report, 2022

B. DISCUSSION

DE&I is a core value in META. Meta company believes in equality, providing the same level playing field for people to be successful in any of their roles and providing a working environment conducive for people to do their best. They have multiple FBRGs like Women@, Disability@, and Moslem@ to ensure the company hears all voices.

Meta collaborates with diverse companies, developers, experts, and policymakers to build the Metaverse — the next generation of digital experiences — with diversity, equity, and inclusion from the start. For example, 1) Meta offers more than one quintillion different attribute combinations for Meta Avatars, from skin tones to facial shapes and assistive devices, like hearing aids, wheelchairs, and more, so that everyone can feel represented and included. 2) Meta knows VR devices can be cost-prohibitive for many, so Meta is working on a web-based version of Horizon Worlds that will let more people see virtual reality from other devices, like smartphones. 3) Meta is investing \$150 million through Meta Immersive learning and working with partners to help diverse creators develop skills in AR, VR, and immersive media. This is part of our more significant effort to help creators with a wide range of backgrounds and perspectives make a living in the Metaverse.

Meta shifted our approach to work, and now, working at Meta is not limited by geography. Approximately 75% of teams at Meta are working across multiple locations. For the first time, Meta is hiring fully remote individuals working from places where we do not have offices, increasing the diversity of their candidate pool and workforce. Over the past year, Meta has seen that: US candidates who accepted remote job offers were substantially more likely to be Black, Hispanic, Native American, Alaskan Native, Pacific Islander, veterans, and people with

disabilities. Globally, candidates who accepted remote job offers were more likely to be women. It is not only about getting people in the door – it is about making sure they can thrive at Meta, which is why we continue to empower our employees with flexibility and benefits that match their evolving needs. Meta technology has evolved from desktop-laptop to mobile, from text-voice to video. The next step of this evolution is how all senses are required in social connection and communication. This is where Metaverse brings AR and VR experiences to our communications. It takes 5-10 years for Metaverse to come to life. Meta is not building the Metaverse, but Meta builds for Metaverse, so it requires collaboration with all stakeholders, from government, communities, businesses, and experts.

TikTok takes great pride and responsibility in knowing that we provide people of all races, ethnicities, cultures, disabilities, genders, and identities with a platform to be seen and heard. However, they know there is still much more work to do. They are humbled and grateful for the opportunity to continually improve themselves as a platform, community, and organization. They believe that the diversity of our community is a massive part of what makes TikTok a rewarding and inspiring place to spend time, and we are driven to actively promote and protect it every day. They summarize their DEI highlight below: 1) Empowering TikTok creators: Creators are the heart of TikTok and as part of their commitment to recognizing and uplifting their voices. 2) Supporting TikTok creators and local communities: TikTok provides financial support to nonprofit organizations that fight for racial equality and justice and provide programs and resources to local communities. 3) Building more tools for the TikTok community: Over the past year, TikTok rolled out several tools to empower our community. In response to creator feedback, TikTok launched an improved notification system and appeals process to create more transparency and understanding for our community. 4) Engaging TikTok workforce: TikTok hosted the TikTok Inclusion summit to engage employees around three key pillars: Learn, Live, and Lead. The event featured several sessions shedding light on how leaders can foster diversity and inclusion on our platform and in our organization.

Twitter is on a journey to become the world's most inclusive, diverse, equitable, and accessible tech company — it is key to serving the public conversation. Their path starts with having a Tweepforce that looks like the amazing people of all backgrounds and abilities worldwide who use our service daily. We have made steady progress, but our work does not end #UntilWeAllBelong. Here is how Twitter holds itself accountable: 1) 50% At least half of our Tweepforce will be women. 2) 25% At least a quarter of our US Tweepforce will be under-represented populations. Global gender: 45.8% Women, 53.0% Men, <1.0%. Non-Binary and <1.0% Undisclosed. Business Resource Groups (BRGs for short) are made up of Tweeps and their allies who dedicate time to shaping our culture by uplifting and empowering our communities. They work to make Twitter a place where anyone can belong.

When leaders know where their company stands on the DEI maturity scale, they can create a strategy to move it forward (Lyman et al., 2022). Organizational dedication to DEI should be stated explicitly in the strategic plan and the organization's mission, vision, and value statements. An organization's DEI program is more likely to succeed if it has an articulated goal, vision, and values that inspire and motivate its members to take concrete steps to promote

diversity, equity, and inclusion (Dreachslin et al., 2017). Establishing what matters most to the organization is the first stage in crafting a mission, vision, and values statement. Organizational leaders can learn what employees value most by conducting surveys, focus groups, or interviews. For example, "What are we hoping to change or improve?" or "Why does this organization exist?" Leaders and other stakeholders can use the collected data to craft revised versions of the mission, vision, and values statements, and then re-solicit staff feedback before settling on a final version. The next step is for organizational leaders to determine how to make the mission, vision, and values statements visible to employees and rally the troops to make them a reality. When putting into action a strategic plan that is based on the organization's purpose, vision, and values, policies and procedures are a crucial component. A company whose mission statement emphasizes the need of fostering a diverse workforce might, for instance, have anti-discrimination and anti-harassment measures in place. The Yoder-Wise framework (Dreachslin et al., 2017) provides a detailed roadmap for establishing and enforcing sound policy. Each team member needs a thorough grasp of the policies put in place, and any repercussions for violations must be enforced uniformly. Hiring policies, training programs, collaborative management structures, and employee involvement projects are all examples of DEI-related processes. Health equity in the communities they serve can be furthered through the efforts of leaders and staff who, as DEI is strengthened, can better participate in the organizational learning essential to doing so. Imagine a company that actively seeks out and employs people from all walks of life so that it reflects the community it serves, that promotes its employees' personal and professional growth, and that fosters a welcoming environment where everyone feels safe sharing their unique talents and perspectives. Teams working together in this way are better able to learn about the communities they serve and come up with effective, culturally appropriate solutions to the problems they face. It is possible for multicultural teams to improve their performance over time and to contribute more effectively to community health and equity efforts if they set out to do so.

CONCLUSION

Based on our research, we know that the popularity of social media platforms like Meta, TikTok, and Twitter skyrocketed during the COVID-19 epidemic. This shift reflects the critical necessity to update applicants in light of recent developments. It is a byproduct of how crucial it is to maintain an online profile in today's hyper-connected digital era. In terms of professional credibility and interest from potential new hires, this shift in the roles played by these actors is very much appreciated (Johnson et al., 2022). These alterations reflect the shifting organizational landscape necessitated by the growing demand for social media connections with a more diverse candidate pool. We have shown that a program's size matters greatly for its visibility online. It is reasonable to assume that more effective programs had more room to maneuver in the unpredictable conditions that marked the 2020 match seasons. Meaningful Engagement with Others, or DEI, Explains the recurrent and contradictory findings in the existing diversity literature by identifying a set of universal social psychological processes called default dynamics that produce and maintain exclusion and then detailing strategies for addressing these issues. Efforts at diversity will be undermined in workplaces where the dynamic phenomena of exclusion dominate by default

and are not managed by other forces. Engagement from people from different backgrounds is a strong indicator of representational diversity and inclusion, which are boosted when organizational actions reduce the likelihood of these problems. The theory's central tenets are framed in a way that allows empirical investigation of variation in the specified organizational practices as explanations for the production of inclusion and exclusion by various corporate programs. These programs include those that self-identify as diversity efforts and those that do not.

Emotional issues appear to be at the foundation of the restrictions of contemporary organizational diversity programs. Thus, future research in various sectors should emphasize these variables and the strategies that may be used to overcome them. This study can look at how DEI is downplayed in the real world to provide relief and valuable social skills. Furthermore, our theory indicates that business studies need to move beyond only analyzing the macro-level outcomes of standard procedures. Instead, managerial research can take social psychology and sociology cues by becoming more aware of context and thereby identifying the mediating processes through which specific circumstances produce or fail to produce generative interactions in a given organizational context. Diversity training, for example, which is unhelpful in general, may be helpful in particular cases if combined with behaviors outlined by the theory. Training that aids in developing cross-group competence and comfort may be judged valuable once participants have committed to an essential common goal and engaged in several first exchanges. A refined version of the theory may uncover new dynamics in social processes to guide future studies of these temporal issues. Finally, more study is needed to see if the enumerated steps alone are sufficient to bring about equity or if other organizational practices are necessary to reach this crucial goal.

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