

Pronouns of address in recruitment advertisements from multinational companies

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In Netherlandish Dutch, Belgian Dutch, German, French, and Spanish, speakers have a choice between formal (V) and informal (T) pronouns of address. We present a quantitative study of how V and T are used on recruitment pages of multinational companies. Our corpus-based method is inspired by studies on pronouns of address in Netherlandish and Belgian Dutch by Vismans (2007) and Waterlot (2014). Unlike these earlier studies, we provide a comparison of the same companies recruiting in different countries, thereby strengthening the comparison of V- and T-forms between languages. We find a preference for T in recruitment ads in Belgian Dutch, Netherlandish Dutch, and Spanish, while we find a preference for V in French. There seems to be no clear preference for either V or T in German, which may reflect that address preferences in German are changing or ambiguous.

Keywords: pronouns of address, corpus analysis, pragmatics, cross-linguistic differences

1. Introduction

In many languages, speakers have a choice between formal and informal pronouns of address (when addressing a single person). In Netherlandish Dutch, for example, speakers have to choose between the formal second person pronoun *u* and the informal second person pronouns *je* and *ji*. Languages such as German and French show a tendency towards use of the formal form and others, such as Dutch and Spanish, show a tendency towards use of the informal form (Levshina 2017). Moreover, address tendencies can vary between regions.

The aim of this study is to find out how multinational companies address job seekers in their recruitment ads in Belgian Dutch, Netherlandish Dutch, German as spoken in Germany, European French, and peninsular (European) Spanish. We chose this set of languages to include languages with a preference for formal address and languages with a preference for informal address (Levshina 2017). Further, we focus on the distinction between Belgian and Netherlandish Dutch in particular because we want to investigate differences in address between two variants of a pluricentric language. While all languages under investigation are pluricentric, we find the case of Dutch particularly interesting because previous studies report contradicting findings with regard to address practice in Netherlandish and Belgian Dutch (Vismans 2007; Waterlot 2014).

We start this paper with a brief review of address literature in Section 2. We then present the methods (Section 3) and results (Section 4) of the corpus study we performed, followed by a discussion of our findings in light of the existing literature in Section 5. We present our conclusions in Section 6.

2. Literature review

Since Brown & Gilman (1960), singular formal and informal second person pronouns have been referred to as V- and T-pronouns, respectively, after Latin *vos* and *tu*. An overview of the formal V and informal T pronouns in the languages discussed in this paper is shown in Table 1. Previous studies have shown that the contexts in which speakers choose the V- or T-form differ between these languages (Brown & Gilman 1960; Clyne et al. 2009; Levshina 2017).

Table 1. Second person singular formal and informal personal and possessive pronouns in standard Netherlandish Dutch, Belgian Dutch, German, French, and Spanish

	Formal (V)	Informal (T)
Netherlandish Dutch	u, uw	je/jij, jou, jouw
Belgian Dutch	u, uw	je/jij, jou, jouw*
German	Sie, Ihnen, Ihr[...]	du, dich, dir, dein[...]
French	vous, votre/vos	tu, toi, ton/ta/tes
Spanish	usted/ustedes, su[...]	tú/vosotros/vosotras, tu[...]

* Additional informal pronouns of address exist in colloquial Belgian Dutch (*gij/ge, u, uw*), but since our study does not concern colloquial pronouns of address, we have not included these forms in Table 1.

Levshina (2017) performed a corpus study of film subtitles in ten languages created for films which were originally spoken in English, a language without distinct V- and T-pronouns of address. Levshina found in her corpus that the majority of English *you* and *yourself* were translated as T-forms in Dutch (30% V, 65% T, 5% other forms) and Spanish (38% V, 58% T, 4% other forms), while they were mostly translated as V-forms in French (63% V, 29% T, 8% other forms) and German (55% V, 37% T, 8% other forms). These results suggest that Dutch and Spanish are languages with a T-preference, whereas French and German are languages with a V-preference.

Levshina (2017) moreover shows that the rules which govern the use of V and T differ between languages. She annotated scenes in the films for the communicational context in which the pronouns occur (e.g. differences and similarities in speaker and hearer age, social status, and social circle). She found that whether the speaker and hearer come from the same or a different social circle was a significant factor in the choice for V or T in almost all investigated languages. There was a strong tendency in German and French especially towards T only for family and friends rather than strangers and acquaintances. Furthermore, Levshina found that power semantics can play a role in the choice for V or T (cf. Brown & Gilman 1960). In Dutch, but not in French, German, and Spanish, addressing someone from a higher class is not a trigger for speakers to use V (cf. Vismans 2013, 2018).

One aspect of Levshina's (2017) study that complicates a straightforward interpretation of her findings for Dutch is that she was unable to make a distinction between Belgian and Netherlandish Dutch. The distinction between T and V in Belgian and Netherlandish Dutch is important to consider when interpreting Levshina's results, because differences in V/T use have previously been found between the two language varieties (Vandekerckhove 2005; Vismans 2007; Waterlot 2014). Vandekerckhove (2005: 383) argues that colloquial spoken Belgian Dutch does not have a true distinction between V- and T-forms, that is, the language is "neutral with respect to the power and solidarity semantic" in Brown & Gilman's (1960) words. Vandekerckhove moreover shows that the preference for the subject forms *ge/gij* (Belgian Dutch), *je/jij* (informal Netherlandish Dutch), and *u* (formal Netherlandish Dutch) depends in part on the Belgian region of origin, with the *je*-preference increasing and the *ge*-preference decreasing from East to West. The *u*-form was hardly ever used as a subject form in her dataset of informal spoken Belgian Dutch.

Vandekerckhove (2005) demonstrates that the system of pronouns of address differs greatly between Netherlandish Dutch and Belgian Dutch. However, her study only considered informal spoken language (i.e. conversations between friends and acquaintances). The system of pronouns of address in written Belgian

Dutch is the same as in written Netherlandish Dutch and therefore, written Belgian Dutch does have a distinction between formal and informal pronouns of address. One study that investigates the differences between the use of T- and V-forms of address in written Belgian and Netherlandish Dutch comes from Vismans (2007). Vismans performed a corpus study of job advertisements from Belgium and the Netherlands with the explicit purpose of quantifying the number of V- and T-forms found in these ads. He found that V is used more often than T in Belgian Dutch, while T is more common than V in Netherlandish Dutch. Waterlot (2014) replicated Vismans's study, adding a comparison between the two varieties of Dutch and Polish (which will not be further discussed in this paper) and, quite surprisingly, found that job seekers are addressed with T-forms more often than V-forms in both Netherlandish and Belgian Dutch.

The discrepancy between the studies of Vismans (2007) and Waterlot (2014) warrants an explanation. Superficially, the methods used to construct the corpora seem highly similar. Both studies included job ads from exactly the same digital job boards (*Jobat* for Belgium and *Intermediair* for the Netherlands) targeting highly educated individuals. However, an important difference between the studies is that Waterlot limited herself to four industry types, whereas Vismans included ten industry types.¹ Subsequently, the company types which produced the texts included in the two corpora will have differed. This means that the difference in findings between Vismans (2007) and Waterlot (2014) could be due to the difference in industry types included in their corpora.

There are some further choices made by Vismans (2007) and Waterlot (2014) which complicate the interpretation of their findings. By limiting themselves to ads targeting highly educated individuals, for example, they may have missed some of the variation in the choice for V or T in texts not targeted at this specific group of people. Furthermore, they investigated companies and positions that were not matched for Belgian and Netherlandish Dutch, given that they drew job ads from different job boards for each language; that is, the job recruitment ads were not advertisements from the same companies and for the same positions in the two countries.

The job ad studies of Vismans (2007) and Waterlot (2014) focused on the comparison between Belgian Dutch and Netherlandish Dutch. Like Dutch, (peninsular) Spanish is known as a language with a T-preference (e.g. Levshina

1. These choices of industry were motivated by hypotheses Vismans (2007) and Waterlot (2014) had about variation in the use of V and T related to industry progressiveness. Waterlot included government, education, media/culture, and information technology; Vismans included construction, professional services, retail, finance, healthcare, and industrial production in addition to the four industries chosen by Waterlot.

2017). The development of V/T-preference in Spanish that has taken place since the 1970s has been described as an “unparalleled shift towards the use of the familiar second person *tú*” (Stewart 1999: 121). However, Moreno (2003) highlights that social status may play a key role in the choice for V or T in Spanish. She argues that T-forms prevail among interlocutors of similar socio-economic status, but V is used between interlocutors of different socio-economic status. Therefore, the use of T-forms may be uncontroversial between colleagues, but not between employees of different status or between employees and clients. To our knowledge, there are no studies which have quantified the use of V and T in job ads or workplace-related communication more generally in the same way as in Vismans (2007) and Waterlot (2014). However, Levshina (2017) found that whether an interaction takes place inside or outside of the office is irrelevant for the choice between V and T in Spanish. Therefore, one might expect that the T-preference found more generally in Spanish also applies in job-related communication.

In contrast to Spanish, (European) French has a strong V-preference. Levshina (2017) found mostly V in her film subtitle corpus study, except when family or close friends were addressed. This implies that V would be the obvious choice in work-related situations, especially when the addressee is a job seeker reading a job ad. However, T has been found to be gaining territory in French workplaces (Coveney 2010; Warren 2006). In an interview study about pronouns of address used in the French workplace, Warren (2006) found that individual preferences and close, friendship-like relationships can lead to use of T rather than V within the workplace. In a review of research on French V/T-use, Coveney (2010) notes that several studies find that V is not necessarily the obvious choice among colleagues. He found that whether V or T is used in the workplace can depend on the type of business the company is involved in, but is more likely to depend on whether the colleagues consider themselves peers. Since job seekers are unlikely to already have close relationships within an unknown company, however, a job ad study like that of Vismans (2007) and Waterlot (2014) is unlikely to find widespread use of T in French.

In German, use of V is more widespread than in Dutch and Spanish, but less widespread than in French. Levshina (2017) found that German language interactions in the workplace are more likely to use V than interactions outside the office. Furthermore, although T is used more among coworkers, V seems to be more commonly used when addressing superiors or clients in German workplaces (Kretzenbacher et al. 2006). These findings, in combination with the convention that strangers are addressed with V (Hickey 2003), would suggest that communications between a company and a job seeker would use V in German. However, there seem to be no studies which have quantified the use of V and T in workplace-related communication in Germany.

The aim of the current study is to resolve the discrepancy between the studies of Vismans (2007) and Waterlot (2014), and to gain insight into the use of V and T in job recruitment ads in German, French, and Spanish in addition to Belgian and Netherlandish Dutch. Our method will closely resemble those of Vismans (2007) and Waterlot (2014), but with some important adaptations. First, we provide a comparison of the same companies recruiting in different countries, thereby strengthening the comparison of V- and T-forms between languages. Second, we not only consider advertisements targeted at higher-educated individuals, but also advertisements tailored towards skilled workers. Third, our study will concern a slightly different genre of text, namely web-based generic recruitment messages from international companies to job seekers.

The research question we address in this study is: how do multinational companies address job seekers in their recruitment ads in Belgian Dutch, Netherlandish Dutch, German, French, and Spanish? Using a parallel corpus of recruitment ads, we quantify the use of V and T pronouns of address in five languages. On the basis of Levshina's (2017) finding that T-forms are particularly restricted to use among friends and family in German and French, we expect to find mostly V-forms in the recruitment ads in these languages. We expect mostly T-forms in Belgian Dutch, Netherlandish Dutch, and Spanish, as Levshina's results show an overall preference for T-forms in those languages.

3. Method

Between September 2021 and January 2022, we collected 485 texts from recruitment pages of multinational companies written in Netherlandish Dutch, Belgian Dutch, German from Germany, European French, and peninsular Spanish. We collected the data as follows. First, a company was chosen for investigation. Efforts were made to choose companies from a wide range of industries. Colleagues, friends, family members, and search engines were consulted to include as many different companies as possible. There were three inclusion criteria for the recruitment texts and companies in the corpus:

- i. the companies had to be active in at least four out of the five countries under investigation;
- ii. the companies had to have webpages for those countries specifically (as a consequence certain companies were excluded, because they only had recruitment pages on their English webpage);

- iii. only generic recruitment texts were included, i.e. we used only texts promoting a job at the company in general rather than a specific position at the company.

We then browsed to the general recruitment page of the company for the Netherlands, Belgium, Germany, France, and Spain and looked for text containing one or more pronouns of address. Occasionally, the form of address was indicated without an overt pronoun, for example through inflection on the verb (e.g. Spanish *¿Qué estás buscando?* ‘What are you (T) looking for?’). Recruitment texts containing one or more forms of address were copied from the webpages and pasted into the dataset. These texts could vary from a single sentence to a short paragraph. Additionally, the webpages were saved in html-only format to enable reviewing the source webpages as they were when the data was collected.

After collecting the recruitment texts, we annotated them for the category of the pronoun. There were five possible categories: V, when the texts contained a formal pronoun of address or verb form; T, when the text contained an informal pronoun of address or verb form; EN, when the recruitment page was only available in English; M, for mixed use of V and T forms (e.g. in Dutch: *Voeg Energie toe aan jouw carrière. We kijken uit naar uw sollicitatie!* ‘Add Energy to your (T) career. We are looking forward to your (V) application!’); NA, when the text contained no pronouns of address at all. Additionally, we checked whether the webpages for the Netherlands and Belgium were in fact different from each other, given that the corresponding languages are both varieties of Dutch. We found that 22 recruitment ads looked exactly the same on the website for the Netherlands and Belgium (18 T, 2 V, 1 NA, and 1 EN).

A sample text from the recruitment page of the company Haribo in the five languages is given in (1). Recruitment texts were available for this company in all languages, with Spanish and the two varieties of Dutch using a T-form, and French and German using a V-form.

- (1) a. Wij hebben grote plannen voor jou! [Netherlandish Dutch, T]
 ‘We have big plans for you!’
- b. Wij hebben grote plannen voor jou! [Belgian Dutch, T]
 ‘We have big plans for you!’
- c. Wir setzen große Stücke auf Sie. [German, V]
 ‘We put big bets on you.’
- d. Que vous soyez Schtroumpf, Tagada, Chamallows ou Goldbear, rejoignez-nous! [French, V]
 ‘Whether you are Smurf, Tagada, Marshmallow or Goldbear, join us!’
- e. ¡Tenemos un gran proyecto para ti! [Spanish, T]
 ‘We have a big project for you!’

The corpus was analyzed by comparing the observed distributions of pronoun use (V or T) for each language separately in a series of exact binomial tests with a probability of 0.5. The results will therefore indicate whether there was a statistical preference for either form in each language. We further calculated Cohen's h for each language as a measure of effect size, indicative of the distance between the expected and the observed proportions. Cohen (1988: 184–185) suggests that an effect size of $h = .20$ can be interpreted as “small”, $h = .50$ as “medium”, and $h = .80$ as “large”. Statistical analysis was performed using the software R (version 4.0.5, R Core Team 2021).

4. Results

Table 2 displays the observed frequencies per pronoun category per language. Note that our criteria for inclusion led to varying totals of the recruitment texts per language. A visual representation of the same data can be found in the appendix, which provides an overview of the address forms used per country, per company. We found that T is used almost exclusively in Netherlandish Dutch and V almost exclusively in French. In Belgian Dutch and Spanish, V is used somewhat more often than in Netherlandish Dutch, but in both languages, T is still used more frequently than V. For German, the difference between the frequencies of V and T is small. Note that the categories M, EN, and NA rarely occurred. It is notable, however, that English is used more frequently in recruitment ads from Belgium than the other countries under investigation. Because of the low overall frequencies of M, EN, and NA, and the focus on V and T in this study, the categories M, EN, and NA were excluded from statistical analysis.

Table 2. Frequencies of pronoun categories T, V, M, EN, and NA in five European languages

	Netherlandish Dutch (D)	Belgian Dutch (B)	German (G)	French (F)	Spanish (S)
T	90	65	42	5	82
V	5	10	54	93	14
M	1	1	1	0	1
EN	3	10	1	1	2
NA	1	2	1	0	0
Total	100	88	99	99	99

Statistical analysis yielded significant differences between the observed and expected frequencies for Netherlandish Dutch ($p < .001$, $h = -1.108$), Belgian Dutch ($p < .001$, $h = -0.823$), Spanish ($p < .001$, $h = -0.787$), and French ($p < .001$, $h = 1.115$). This indicates that the T-form is used more frequently than could be expected on the basis of chance in Netherlandish Dutch, Belgian Dutch, and Spanish, and that the V-form is used more often in French, all with large effect sizes. The difference between the observed and expected frequencies in German was not significant ($p = .262$, $h = 0.125$), which indicates that we did not find evidence for a preference for T or V in German. The effect size for German was small.

5. Discussion

We aimed to resolve the discrepancy between the studies of Vismans (2007) and Waterlot (2014) and to provide insight into the use of V and T in job recruitment ads in German, French, and Spanish in addition to Belgian and Netherlandish Dutch. The question we sought to answer was: do multinational companies address job seekers with V or T in their recruitment ads in Belgian Dutch, Netherlandish Dutch, German, French, and Spanish? In line with our predictions, we found that in Belgian Dutch, Netherlandish Dutch, and Spanish, job seekers are mostly addressed with T. The preference for T in these languages is very strong. Also in line with our predictions, we found a very strong preference for V in French recruitment ads. However, our predictions did not match the results for German, where we found no clear preference for either V or T.

The finding that there is no strong preference for V in German is unexpected since German has long been known as a language with a clear preference for use of V when addressing strangers (Kretzenbacher et al. 2006). When job seekers look at recruitment ads, they are strangers to the company that addresses them. Therefore, V is expected to be the obvious choice of pronoun. This is not what we found. Two possible reasons for this finding are that the choice for T is a deliberate attempt by certain companies to appear approachable and friendly (cf. the *solidarity semantic* in Brown & Gilman 1960), and that German is currently undergoing a shift from V-preference to T-preference (see also Norrby & Warren 2012). We will discuss these possibilities in turn.

To establish company culture, some multinational companies have company-wide cultural guidelines which include advice on the (in)formality of the language used. For example, H&M and IKEA have a company-wide policy to address colleagues with T (House & Kádár 2020; Norrby & Hajek 2011). Companies may also choose to address job seekers with T to make them feel as if they are already

part of the workplace network to which they are being recruited. If our findings for German can be explained by company-wide policies on V/T use, that would not explain why we found a strong V-preference for French. However, it is possible that the V-preference in French is so strong that it overrides company policy. German, in turn, may be more flexible in V/T use. This brings us to the second possible explanation for our findings for German.

We are not the first to find ambiguous results for T/V use in German. Schüpbach et al. (2007) find that there is a gradual shift towards T-use in German and mention that “while the systems in German and in French are similar, there seems to be a higher degree of variation and of insecurity in German”. This higher degree of variation is evidenced in the questionnaire results reported in Kretzenbacher et al. (2006), who find that speakers of German have a preference for T when addressing coworkers, but not when addressing their superiors or clients. It is therefore possible that our own findings reflect the variation and insecurity that can be found in the present-day German address system, with some companies choosing to address the potential recruits with the familiar T-form, and other companies choosing the more conservative V-form.

The results of our study imply that the choice for V in German when addressing strangers may not be as straightforward as it once seemed. Important to mention is that the type of text investigated in the current study is a highly specific genre, namely job recruitment ads. Whether V/T-preferences show the same patterns in other types of text and communicational settings outside of the workplace is a question for future research, as is the question of whether the use of pronouns of address is different within international companies compared to national or regional companies.

Our findings for French and Spanish are in line with our expectations. Consequently, our study is the first to demonstrate that the general T-preference in Spanish and the general V-preference in French are also reflected in recruitment texts targeted at job seekers. Interestingly, the only three companies to use T in all languages, including French, are sporting goods and casual fashion retailers (viz. Decathlon, Snipes, and H&M, see Appendix). Sporting goods companies have previously been used as an example of a type of company which typically employs a younger demographic and which use T-forms as a strategy to deliberately recruit such a younger demographic (Hidri Neys 2021). However, the choice to use T-forms in French is nevertheless an exception in our corpus.

Regarding our findings for the two varieties of Dutch, our results show similarities and differences with the work of Vismans (2007) and Waterlot (2014). In line with Waterlot (2014), we found that T is more commonly used than V in both Belgian and Netherlandish Dutch. Vismans, on the other hand, found that V is more common than T in job ads in Belgian Dutch. Notably, the biggest method-

ological difference between Waterlot (2014) and Vismans (2007) is that Waterlot chose to include companies from fewer industry types than Vismans. However, it is unlikely that Waterlot's choice of industries led to a corpus more similar to ours than to that of Vismans, because the methods of Waterlot and Vismans are more similar to each other than to ours: their job ads came from general job ad websites, while our texts were found on the websites of the companies themselves. In addition, we only investigated multinational companies, whereas Vismans and Waterlot included any job ad targeting higher-educated job seekers. Therefore, we can conclude that although our results are in line with those of Waterlot (2014), it is not possible to say exactly which aspect of our study and Waterlot's study have led to this convergence.

In contrast to the methods of Vismans (2007) and Waterlot (2014), the recruitment ads used in our study came from the same multinational companies for all languages. This means that in our study, any differences in the choice for V or T are less likely to be due to differences in business culture between companies located in different countries. Moreover, the differences are less likely to be due to idiosyncratic factors of the job ad or vacancy. Given that our methods have eliminated such confounding factors, we can say with some certainty that both standard written Netherlandish Dutch and standard written Belgian Dutch are languages with a strong T-preference.

Although we tried to build a corpus with texts from companies representing a wide range of industries, it is important to note that the choice to use multinational companies as opposed to national companies may introduce a bias in our results. Multinational companies are likely to have more resources, which would allow them to hire professional writers and translators. Moreover, translators may translate from a source text in a language with or without a V/T distinction. If there is a V/T distinction in the source language, this could influence the choice for V or T in the target language. We cannot be certain whether a recruitment ad in our corpus is an original text or a translation, meaning that we cannot identify possible effects of translation in our data. A way to eliminate such effects may be to study sources which are unlikely to use professional translators, e.g. smaller national companies.

The distribution of V and T clearly differs between the languages we have studied, which implies that the rules governing the choice for V or T also differ between languages. While this is not a new finding (e.g. Levshina 2017), the social environment in which pronouns of address are used is crucial for the choice between V- and T-forms (e.g. Kretzenbacher et al. 2006; Clyne 2009). We therefore add a piece to the larger puzzle of the different ways in which pronouns of address are used between languages by comparing recruitment ads from the same companies. Our findings consequently bear not only on sociopragmatic linguistic

factors, they also shed new light on aspects of intercultural business communication and in particular of persuasive texts. For example, the use of second person pronouns has been shown to improve consumer involvement and/or brand evaluations in product ads in print (Escalas 2007) and on Facebook (Cruz et al. 2017). More directly related to our study, recruitment ads are typically designed in a personalized manner which simulates a relationship between the company and the target audience (Fu 2012). One way of doing this is by including second person pronouns in the textual component of the recruitment ad. Our findings indicate that a further distinction between T- and V-forms reveals important differences between languages and/or cultures within this particular social environment, and thereby open up a new direction for future research at the junctures of sociopragmatic linguistics and the communication sciences.

6. Conclusion

We conducted a corpus study of recruitment pages of multinational companies to investigate the distribution of T and V across five languages. We found a distinct preference for T in recruitment ads in Belgian Dutch, Netherlandish Dutch, and Spanish, and a distinct preference for V in French. There was no clear preference for either V or T in German, which may reflect an ambiguity or an ongoing change in address preferences in German. Our study provides insight into the choice of pronouns made by multinational companies when addressing job seekers in Belgian and Netherlandish Dutch, German, French, and Spanish, and therefore it has particular relevance for the fields of sociopragmatic linguistics and intercultural business communication.

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Open data

Access to our corpus of recruitment ads can be requested via <https://osf.io/tkrw9/>.

Appendix. An overview of address forms per language, per company

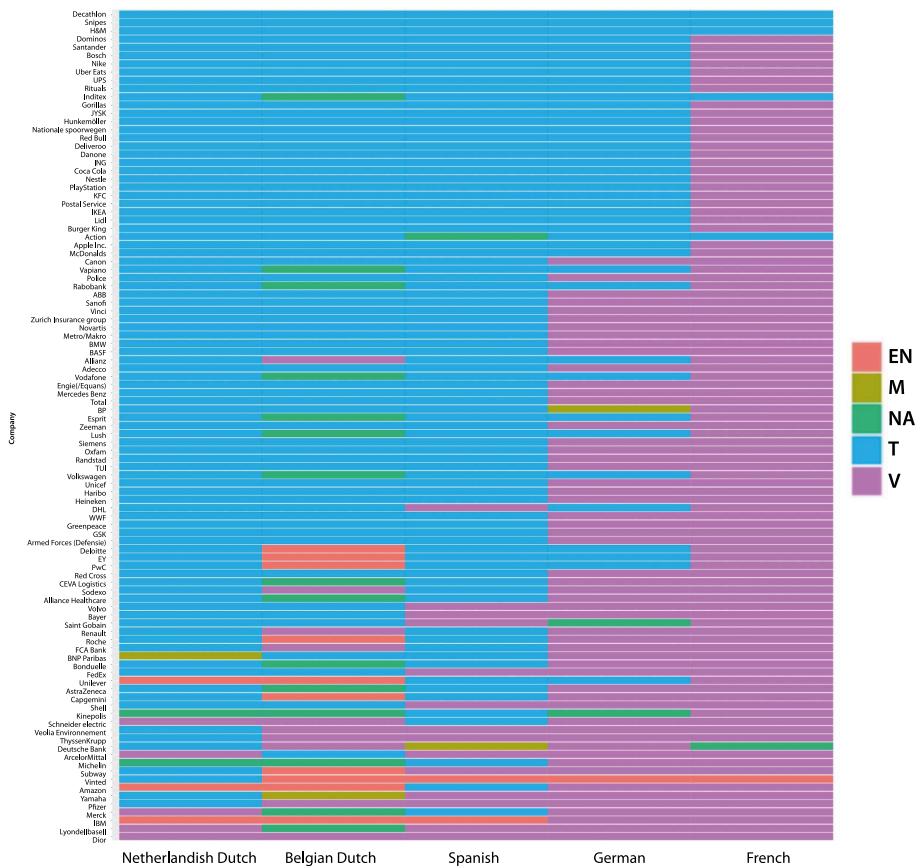


Figure A. Distribution of T and V forms (and EN, M, NA forms) in generic job recruitment ads, per company, across five European languages, with the companies ordered from mostly T (top) to mostly V (bottom), and the languages from highest to lowest occurrence of T forms

The companies included in our study are: Decathlon, Snipes, H&M, Dominos, Santander, Bosch, Nike, Uber Eats, UPS, Rituals, Inditex, Gorillas, JYSK, Hunkemöller, National Railway Services, Red Bull, Deliveroo, Danone, ING, Coca Cola, Nestle, PlayStation, KFC, National Postal Service, IKEA, Lidl, Burger King, Action, Apple Inc., McDonalds, Canon, Vapiano, National Police Services, Rabobank, ABB, Sanofi, Vinci, Zurich Insurance group, Novartis, Metro/Makro, BMW, BASF, Allianz, Adecco, Vodafone Engie/Equans, Mercedes Benz, Total,

BP, Esprit, Zeeman, Lush, Siemens, Oxfam, Randstad, TUI, Volkswagen, Unicef, Haribo, Heineken, DHL, WWF, Greenpeace, GSK, National Armed Forces, Deloitte, EY, PwC, Red Cross, CEVA Logistics, Sodexo, Alliance Healthcare, Volvo, Bayer, Saint Gobain, Renault, Roche, FCA Bank, BNP Paribas, Bonduelle, FedEx, Unilever, AstraZeneca, Capgemini, Shell, Kinopolis, Schneider Electric, Veolia Environnement, ThyssenKrupp, Deutsche Bank, Arcelor-Mittal, Michelin, Subway, Vinted, Amazon, Yamaha, Pfizer, Merck, IBM, Lyondellbasell, and Dior.

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