

# Creating a thriving community of diverse professionals in tech. Our Diversity and Inclusion Strategy 2018



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As LinkedIn and many of our peers continue to report out on our diversity, inclusion and belonging efforts, we must confront a clear and uncomfortable truth: We aren't progressing quickly enough. As an industry that prides itself on solving complex problems and innovating rapidly, we believe we can and should be able to close gaps in representation faster than we're seeing now, but it's going to take determination, commitment and the willingness to apply the same innovative skills we readily apply in the course of executing our business strategies.

At LinkedIn, that's a commitment we are willing to make, and we aim to do so in partnership with our employees, members, customers and tech company peers. The same spirit of collaboration that has been the hallmark of innovation in tech is needed now, as no single company can create sustainable success without the support and commitment of an ecosystem to provide a community of belonging for all employees.

Our 2018 Workforce Report shows sustained progress in some areas, particularly in gender representation. Women now represent 39.1% of our company's leadership. That's an increase of 12% in the last two years, and 49% in the last four. We've also seen gender diversity improve across technical roles globally. This is the result not of a single solution, but of sustained commitment and focus, which we'll continue.

But in other areas, including efforts to increase representation of Black and Latino talent in the U.S., we have not had the same kind of increases. While we're seeing good strides in certain areas, including early success from new hiring initiatives we've put in place, our representation numbers have increased only modestly.

It's with this context, and a deep conviction in its importance to achieving our company vision and business objectives, that we've made diversity, inclusion and belonging our number No. 1 priority when it comes to the talent at LinkedIn. With a platform reaching over 590M members, and a vision to create economic opportunity for every member of the global workforce, we're energized by the opportunity to transform our company and our industry. I'd invite you to read on to learn more about our strategy.

## Our approach

We believe diversity, inclusion and belonging is about how you build a thriving community of diverse professionals – one with different perspectives, ideas, backgrounds, demographics, styles and voices that contribute to a culture of compassion, relationships that matter, and consistent member focus.

In 2018, we've focused on executing on a new strategy, which is anchored in a bold vision to create a thriving community of diverse professionals in tech. Our strategy is built on three core pillars that build upon our strengths and position us to turn challenges into opportunities: Hire & Grow, Invest and Culture.

## Hire and grow diverse talent.

This first pillar is designed to attract, hire and develop diverse talent at all levels – from individual contributors to executives. We place a focus on demographic groups that are underrepresented at LinkedIn today and we continue to broaden our portfolio of inclusive recruiting strategies such as ensuring diverse candidate slates or hosting events. We're piloting new hiring programs for non-traditional hires including REACH, RAMP and recently Unlock intended to open access to senior leadership opportunities. We continue to grow our partner relationships with organizations including Management Leadership for Tomorrow (MLT), Grace Hopper and AnitaB.org, and Breakline for Veterans, building connections to attract and hire external talent.

We know that inclusive hiring isn't enough and for this reason we put a heavy emphasis on retaining and growing people from all backgrounds. One way we do this is through professional development programs geared to address the career paths of women globally and Black and Latino employees within the U.S. These programs combine senior leadership sponsorship, professional development and career navigation support with a community of peers to develop and support less represented segments of our employee base.



- Our Women's Initiative (WIN) focuses on developing women leaders. Incubated in our sales organization, where we've seen a 66% increase in female leadership over the four years of the program, we're now expanding WIN's scope across our G&A functions.
- Women in Tech (WIT) is committed to achieving gender equality in technical roles at LinkedIn and inspiring other companies to do the same. The success of this program can be seen in the numbers, with an increase of female leadership representation in technical roles up 193% over the past four years.
- LinkedIn Engagement and Development program (LEAD) is aimed at attracting, engaging and developing Black and Latino talent in the U.S., with plans to extend to underrepresented ethnic groups internationally.

We've also increased our focus on our eight Employee Resource Groups, evolving our leadership and governance model to better leverage ERGs in developing future LinkedIn leaders.

## Be the place where diverse talent thrives.

Our Invest pillar focuses on creating an environment where employees from all backgrounds feel included and a sense of belonging. We know that diverse teams win and we are committed to empowering opportunities for all of our talent to thrive and achieve their full potential.

We are investing in developing leaders who exhibit agility and cultural humility through awareness, exposure and experiential learning. Expanding our programming and developing tools to promote allyship across the organization, our goal is to foster a community of inclusion and belonging for all employees. In 2018 we invested in inclusive leadership training for over 200 U.S. sales managers and rolled out companywide learning programs such as “Let’s Talk about Race” and “Let’s Talk about Disabilities.” We’ve also kicked off a year-long learning journey for our HR team to educate and empower them to successfully integrate diversity, inclusion and belonging throughout all touchpoints in the talent lifecycle.

We also know that the network of leaders are an important influence and determinant of workforce representation, and we are creating opportunities to expand the connections of LinkedIn’s leaders to diverse professional communities within and outside of the company.



## Inspire a community of belonging in tech.

Since our vision and core business are centered in creating economic opportunity for every member of the global workforce, we see our role as unique among tech companies. Our Culture pillar captures how we aspire to accelerate momentum on diversity, inclusion and belonging beyond the walls of LinkedIn with a focus on the broader culture in tech. We’re approaching this in three ways:

### Customers and Members

Through our Talent Solutions and Learning Solutions businesses, we work with tens of thousands of HR and Talent Acquisition leaders. Diversity & Inclusion is the number one challenge talent leaders reported in our [2018 Global Recruiting Trends Report](#), and we’re partnering with like-minded companies to help identify and share winning diversity, inclusion and belonging strategies through platforms like [Talent Connect](#).

### LinkedIn Platform and Solutions

We view our responsibility in diversity, inclusion and belonging as one to our employees, but also to our 590M members, as well as our customers who are focused on hiring and developing world class teams. We’ve drawn on extensive member and customer research to develop a product philosophy that is committed to integrating diversity principles throughout our product platform. For example, we recently announced new gender representation insights within our Talent Insights product to help companies understand the gender diversity of their workforce, benchmark against the industry and establish more effective recruiting strategies to bring gender diversity to their teams. We’re also enhancing our Jobs and Recruiter products to help teams spot and measure gender discrepancies in responses to their jobs and candidate outreach. In the future, we’ll continue to look for ways to scale experiences like Gender Insights across other demographics.

### Partnerships

[Partnerships](#) are increasingly important as we both grow our workforce and pursue our diversity, inclusion and belonging vision to create a thriving community of diverse professionals in tech.

We’ve worked with partners such as Lean In, AnitaB.org and the United Nations to bring greater gender diversity to the tech workforce. As we have seen slower progress in increasing our representation of Black and Latino talent, we’re focused on those populations, working with groups including Year Up, National Black MBA Association, Prospanica, Management Leadership of Tomorrow (MLT), the Thurgood Marshall College Fund and the National Sales Network. In 2018, we hired 22 employees from MLT and more than 35 employees from Grace Hopper. Recognizing that intersectionality plays a key role in how people experience the workplace, we’re beginning to place a stronger focus on the intersection of identities. For example, we’re working with Melinda Gates and Pivotal Ventures to promote STEM education among girls and young women of color.

We recognize transforming barriers to opportunity includes amplifying and lending our voice to collective action that affirms opportunity to for women and underrepresented people, as exemplified in our support for the UN Global Compact for Women and the Human Rights Campaign’s Business Statement for Transgender Equality.

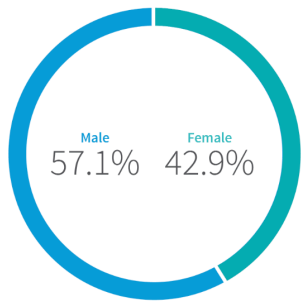


Our strategy represents how we will approach the opportunity to generate greater gender balance and greater representation of underrepresented populations. We are continuously adapting as we learn what works and refining our approach to ensure our efforts create impact.

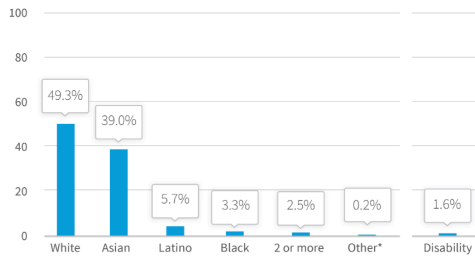
We believe we are in a unique position to make a difference, by leveraging insights and developing relationships with communities that reflect untapped potential for our company, for our customers and for the tech industry.

Creating economic opportunity for every member of the global workforce inspires us to do better every day. We believe we can all do better when we collaborate and innovate to support diverse communities to realize their full potential.

# 2018 LinkedIn Workforce Diversity Report

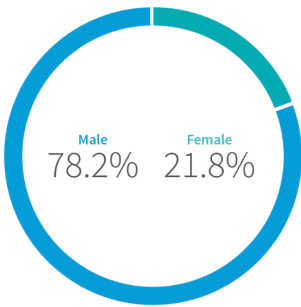


**Global Gender**  
Percentage of employees (global)

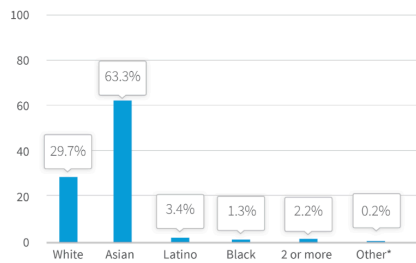


**Race/Ethnicity & Disabilities**  
Percentage of employees (U.S.)

## Tech

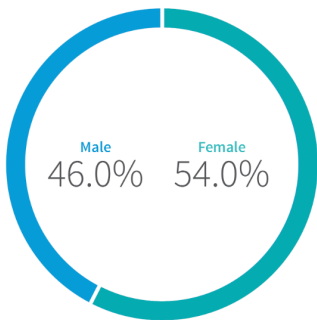


**Global Gender**  
Percentage of employees (global)

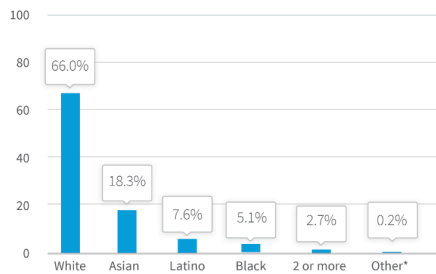


**Race/Ethnicity**  
Percentage of employees (U.S.)

## Non-Tech

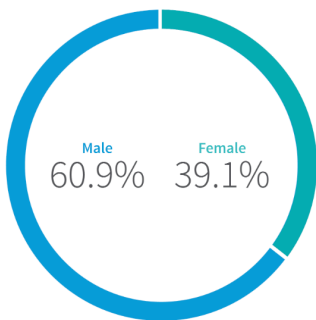


**Global Gender**  
Percentage of employees (global)

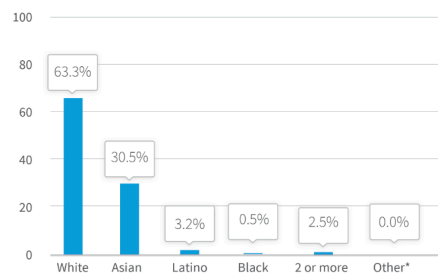


**Race/Ethnicity**  
Percentage of employees (U.S.)

## Leadership



**Global Gender**  
Percentage of employees (global)



**Race/Ethnicity**  
Percentage of employees (U.S.)

In accordance with UK Government requirements LinkedIn publishes a Gender Pay Gap Report for our UK business. Please find here our reports for [2017](#) and [2018](#).

\*In 2016, LinkedIn was acquired by Microsoft, their full 2018 workforce diversity report can be found [here](#). The data above is as of June 30, 2018, Microsoft's fiscal year-end. To provide further transparency around our progress, we are now reporting representation to the nearest tenth of a percent. The "Other" ethnicity category includes all U.S. employees who identify as Native Hawaiian/Pacific Islander or American Indian/Alaska Native. These are combined for consistency in reporting. "Tech" is defined as any employee in a technical role. Technical roles are not defined by department nor manager, but rather by the type of work. "Leadership" includes the Director+ employee population.