

# UK GENDER PAY GAP DATA

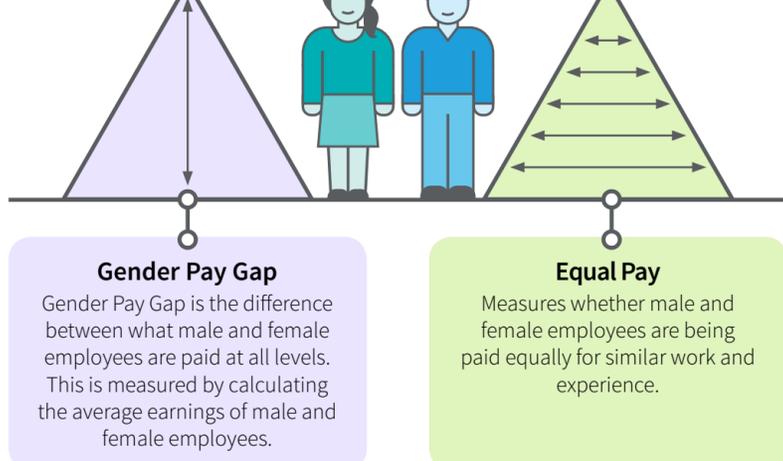
APRIL 2017

“LinkedIn has a gender pay gap in the UK as we have more men in senior sales roles than women. We are disappointed in these results. We need to and are committed to doing better. Our goal is to have a balanced organisation at all levels and to create equal career opportunities for the women and men at our company.”

**Josh Graff, LinkedIn UK Country Manager**

## Gender Pay vs Equal Pay

The Gender Pay Gap is not the same as Equal Pay. At LinkedIn we regularly review and evaluate our pay practices to ensure all our employees are paid fairly regardless of their gender.



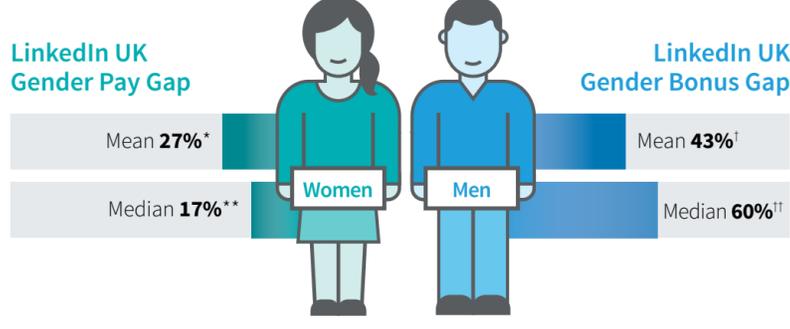
### Gender Pay Gap

Gender Pay Gap is the difference between what male and female employees are paid at all levels. This is measured by calculating the average earnings of male and female employees.

### Equal Pay

Measures whether male and female employees are being paid equally for similar work and experience.

## Pay & Bonus



### \* Mean Gender Pay Gap:

The difference between the mean hourly pay for male and female employees in the payroll, that falls in a specific date in April

### \*\* Median Gender Pay Gap:

The difference between the median hourly pay for male and female employees in the payroll, that falls in a specific date in April

### † Mean Gender Bonus Gap:

The difference between the mean bonus pay paid to male and female employees during the 12 months prior to the specific date in April

### †† Median Gender Bonus Gap:

The difference between the median bonus pay paid to male and female employees during the 12 months prior to the specific date in April

Mean refers to the sum of all the numbers divided by the amount of numbers in the set. The median is the middle point, in which half the numbers are above the median and half are below.

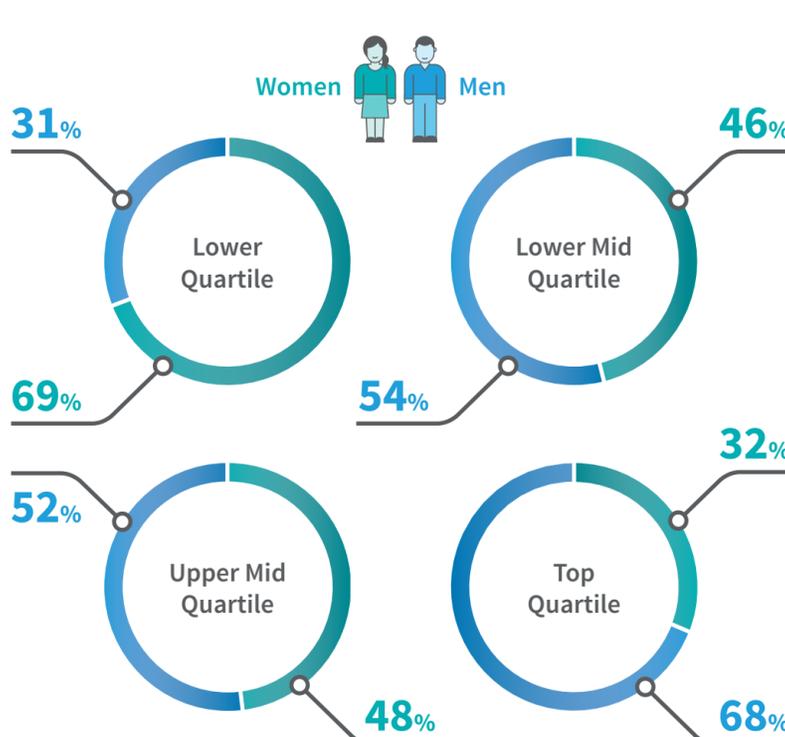
## Bonus Participation

Male and female employees who received a bonus during the year, expressed as a percentage of the respective male and female employees.



## Salary Quartiles

How our workforce is organised into evenly-sized quartiles based on ranking employees from highest to lowest by hourly rate of pay.



## What the numbers tell us

This Gender Pay Gap is strongly influenced by our UK workforce structure.

We have a **balanced workforce** with a 50/50 split of men and women in our overall UK employee base. We have been hiring an equal number of men and women for some time.

We have more men than women in senior sales roles which **typically attract higher bonus opportunities.**



The bonus pay gap is a direct result of **not enough women in senior sales roles.**

We have **more men than women** in senior roles.

## What we are doing to eradicate the Gender Pay Gap

“We are not where we want to be, but we are focused on solving this issue. We have made changes to our hiring practices to bring more senior women into the business as well as introduced programmes that identify and support our existing female talent, to create a better internal pipeline of senior women.”

**Bridget Gisby, HR Director, LinkedIn UK**



**Unconscious Bias Training**

All senior managers undertook unconscious bias training in 2016. In 2018 this was completed by all employees in the UK office.

### Family Friendly Policies

In 2017 we increased our paid leave benefits for mums and dads to improve the gender balance of roles played in the workplace and at home.

### Women in Leadership Programme

For several years now we have been running management training programmes for women of high potential. This course addresses some of the issues that surround and prevent women getting to more senior level roles and we aim to increase our employee participation in it in the future.

### A Gender Pay Aware Recruitment Process

- We aim to include women candidates in the shortlist for every job
- We aim to have women interviewees present on the panel for every job
- We have refined our pay bands to reduce impact of negotiations on starting salary
- We no longer ask for prior salaries during recruitment

I confirm that LinkedIn has produced its Gender Pay Gap calculations in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and that the calculations are accurate at the time of publishing.

**Josh Graff, LinkedIn UK Country Manager**