

Our commitment to diversity, inclusion and belonging.

A letter from Rosanna Durruthy,
Global Head of diversity, inclusion and belonging

We are the same people at work that we are outside of work, and at LinkedIn, we want all employees to know they can be their complete, authentic selves at work and feel that they belong. We know we are better when we have a diversity of opinions, values and experiences shared in an open, inclusive way. By striving toward this ideal, we're constantly pushing ourselves to live up to our full potential. At LinkedIn, we do this in three ways:

We encourage authenticity. Our employees are inspired to transform themselves, their company and the world, and when we empower them, great things happen. We see this with our [eight employee resource groups](#), groups like the Black Inclusion Group (BIG), Hispanics of LinkedIn Alliance (HOLA), [Out@In](#) and [Veterans & Allies](#). They are organized and led by passionate employees, with full support of our executive leadership, and are instrumental in engaging employees around the world in open, honest and constructive conversations to help build understanding among colleagues. They regularly host community events and town halls covering a range of issues touching on race relations, government policy issues and the experiences of a modern family. These events have become an indispensable forum where people of different perspectives and experiences can share, ask questions and learn from each other. These safe spaces for difficult conversations help create common ground and are a critical part of our strategy to ensure everyone feels a sense of belonging at work.

We invest in talent. LinkedIn sponsors robust leadership programs focused on developing the next generation of leadership talent among women and under-represented groups. Women's Initiative (WiN), Women in Tech (WIT) and Leadership Development program (LEAD) are programs across our sales, technology, marketing & communications teams designed to attract and invest in women, black and Latino talent. In addition, we are expanding our programming for all managers to coach them on how to powerfully lead diverse teams and develop people of different backgrounds and perspectives.

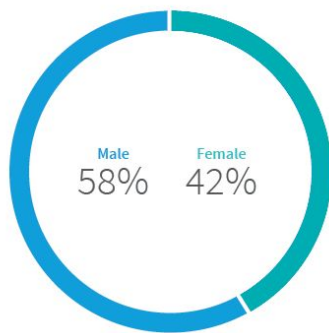
We think differently about hiring. We've fundamentally transformed the way we think about attracting, engaging and hiring top talent. In 2017, we piloted two programs to better

identify and value sources of talent that are typically ignored or undervalued. With [Accelerate U](#), we're supplementing the traditional university-recruiting hiring model with a program to reach a much broader range of smart, capable students who have the potential to thrive at LinkedIn. In 2018, the program will expand to more cities. [REACH](#) brings software engineers from non-traditional tech backgrounds to apprentice at LinkedIn for six months. Our first REACH cohort was made up of people from diverse career paths, including an Army veteran, a professional poker player, a recruiter, a nonprofit founder, a dietician, a teacher and a call center account manager.

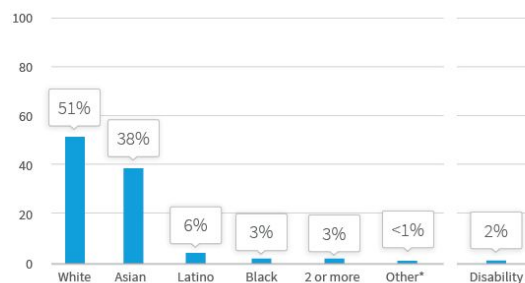
Our five [Open Mic nights](#) have demonstrated the power of community and authenticity in an unexpected place -- a networking or recruiting event. By changing where and how we look for talent, we've started to have a measurable impact on diversity.

Below you will find the most recent summary data of our workforce diversity. We still have a long way to go, and while we're starting to see progress in key areas, we won't stop transforming and investing in the programs, training, and people we need to ensure that we have a diverse and inclusive representation of views, backgrounds, and experiences at every table and every LinkedIn employee feels comfortable coming to work as their complete, authentic selves.

2017 LinkedIn Workforce Diversity Report

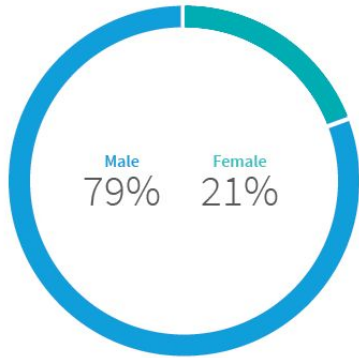


Global Gender
Percentage of employees (global)

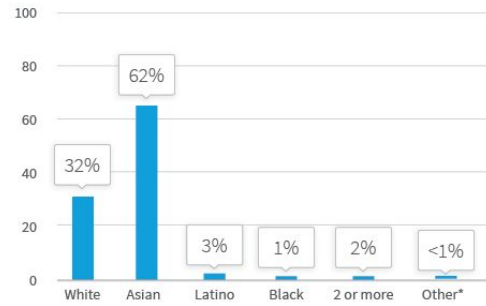


Ethnicity** & Disabilities
Percentage of employees (U.S.)

Tech

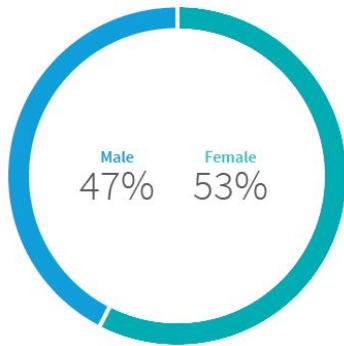


Global Gender
Percentage of employees (global)

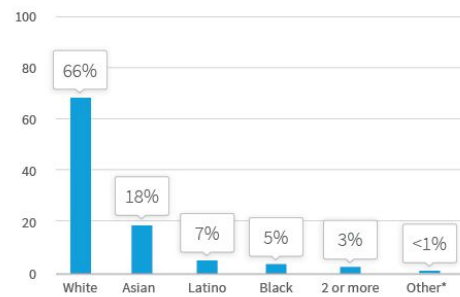


Ethnicity**
Percentage of employees (U.S.)

Non-Tech

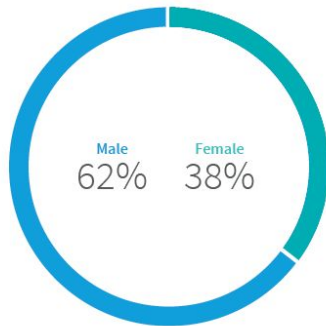


Global Gender
Percentage of employees (global)

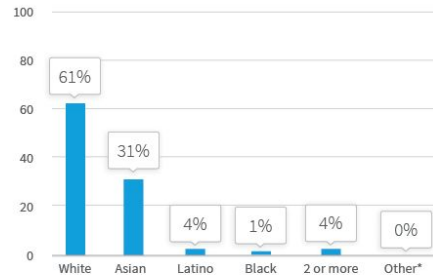


Ethnicity**
Percentage of employees (U.S.)

Leadership



Global Gender
Percentage of employees (global)



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

In accordance with UK Government requirements, LinkedIn publishes a Gender Pay Gap Report. Our 2017 report can be found [here](#).

*In 2016, LinkedIn was acquired by Microsoft, their full 2017 workforce diversity report can be found [here](#). Due to changes in EEO-1 reporting timing, there is no change to our EEO-1, 2016's can be found [here](#). The data above reflects the time period of July 2016-September 2017 and other includes all employees who identify as Native Hawaiian/Pacific Islander or American Indian/Alaska Native and two or more races. These are combined for consistency in reporting.

**Due to an error in an internal system, the Ethnicity portion of our Employee Diversity Report included some inaccurate data. We have updated these numbers to provide an accurate view of our workforce diversity.

[Our 2016 Workforce Diversity blog post](#)

[Our 2015 Workforce Diversity blog post](#)