

UK Gender Pay Gap Data

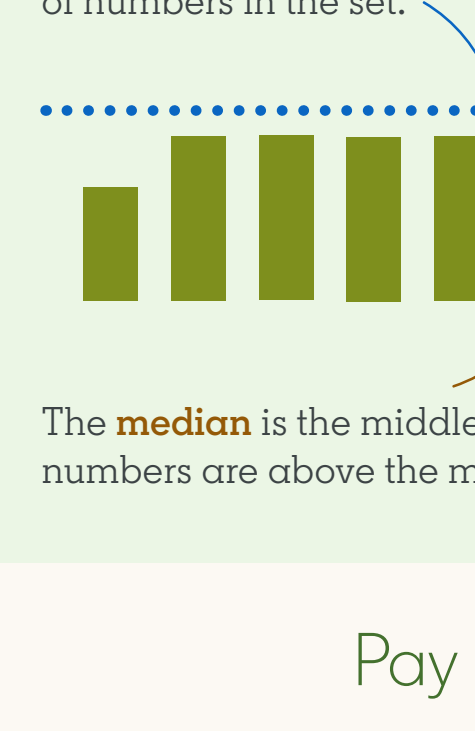
April 2021

“We remain committed to making LinkedIn a balanced organisation and ensuring equal opportunities for women and men across the company. Whilst we had seen some progress on our Mean Gender Pay Gap in the previous year, we have disappointingly seen this increase by 19% between April 2020 and April 2021. Despite a balanced gender split, we know there is clearly considerable work still to be done, and our focus now is to work on equal representation across senior leadership, sales and early in career roles.”

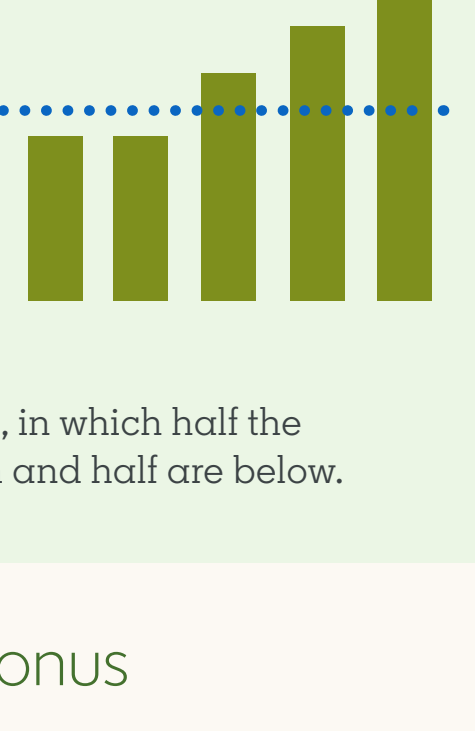
Janine Chamberlin,
LinkedIn UK Country Manager

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.



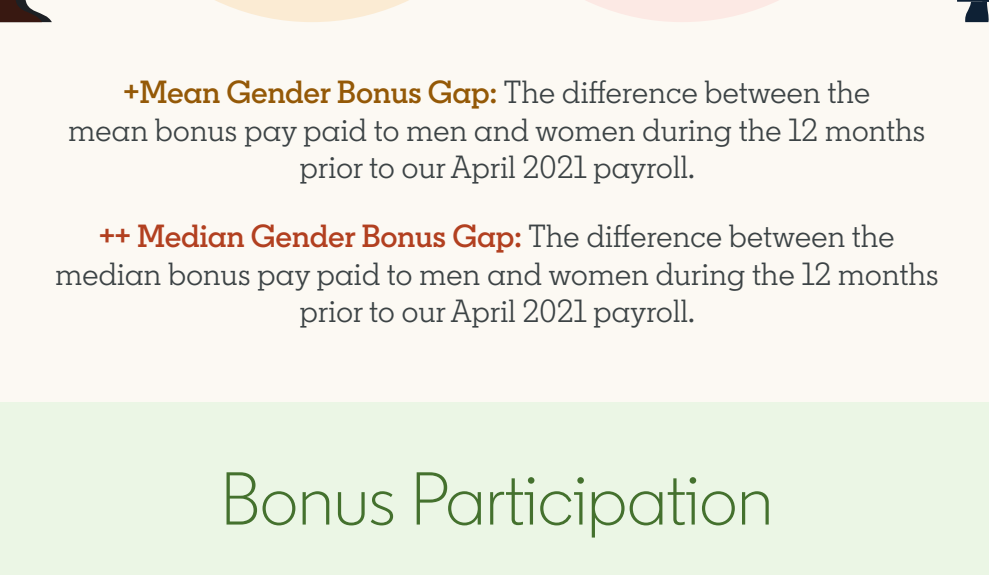
Gender Pay Gap
Gender Pay Gap is the difference between what men and women are paid at all levels. This is measured by calculating the average earnings of men and women.



Equal Pay
Measures whether men and women are being paid equally for similar work and experience.

The Mean and Median explained

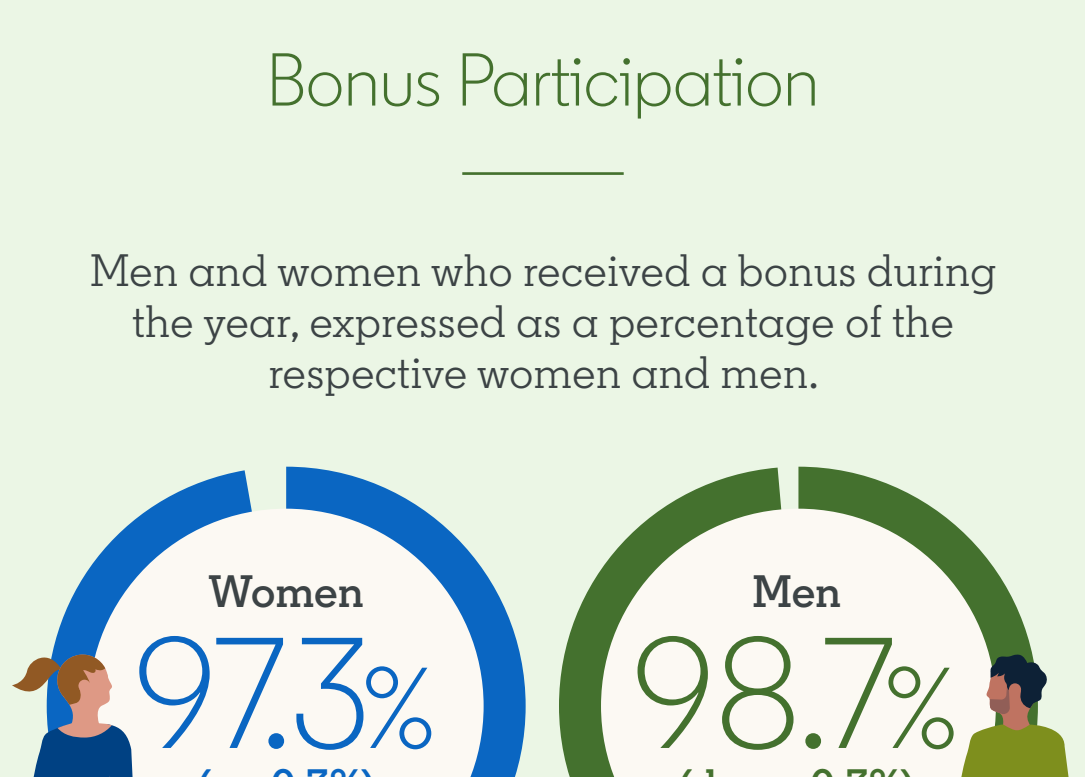
Mean refers to the sum of all the numbers divided by the amount of numbers in the set.



The **median** is the middle point, in which half the numbers are above the median and half are below.

Pay & Bonus

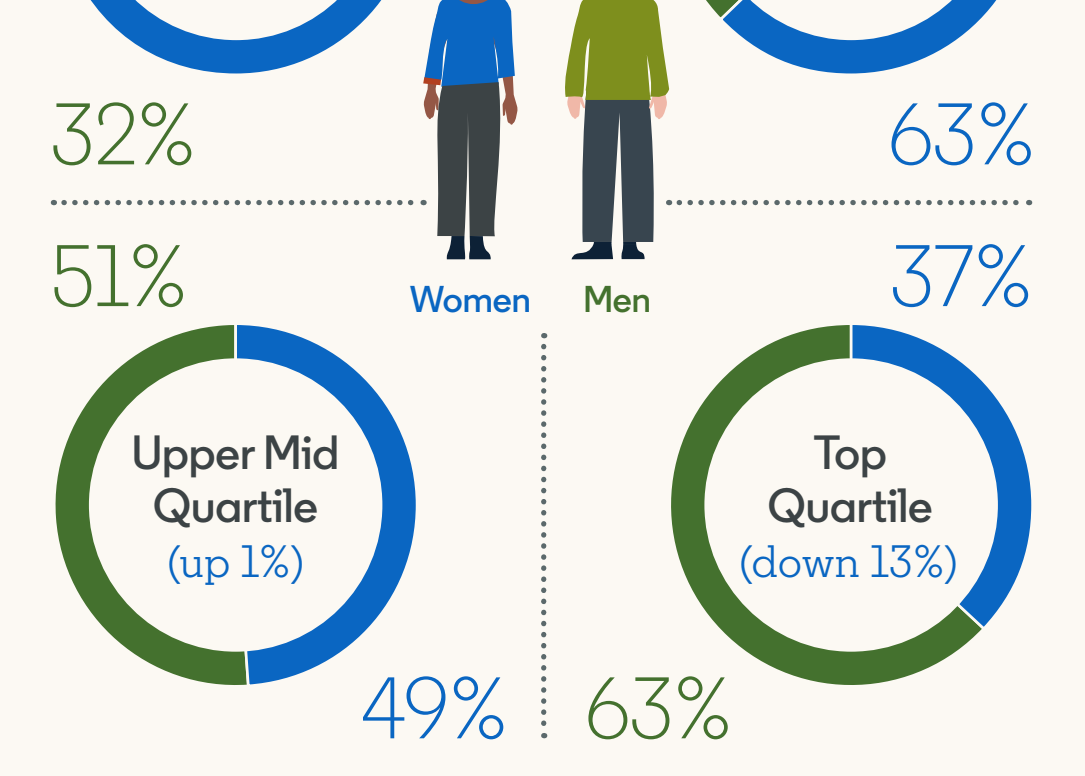
LinkedIn UK Gender Pay Gap



***Mean Gender Pay Gap:** The difference between the mean hourly pay for men and women in our April 2021 payroll.

**** Median Gender Pay Gap:** The difference between the median hourly pay for men and women in our April 2021 payroll.

LinkedIn UK Gender Bonus Gap

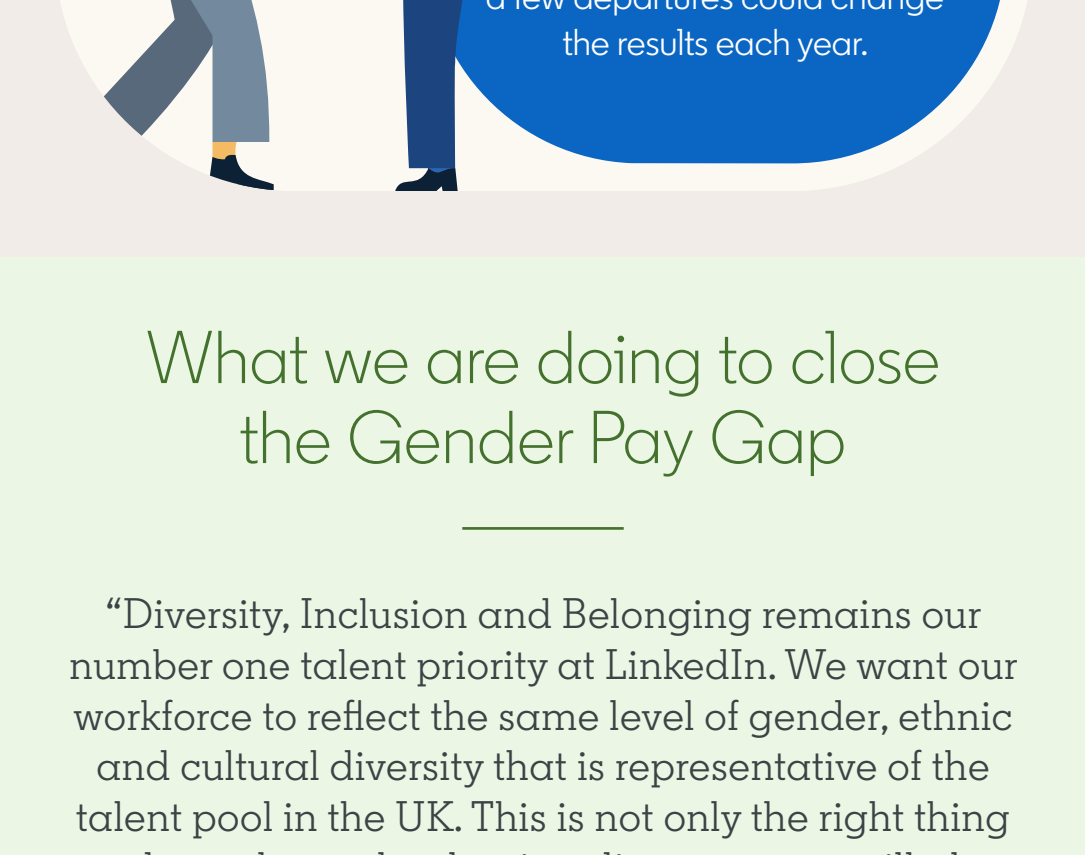


+Mean Gender Bonus Gap: The difference between the mean bonus pay paid to men and women during the 12 months prior to our April 2021 payroll.

++ Median Gender Bonus Gap: The difference between the median bonus pay paid to men and women during the 12 months prior to our April 2021 payroll.

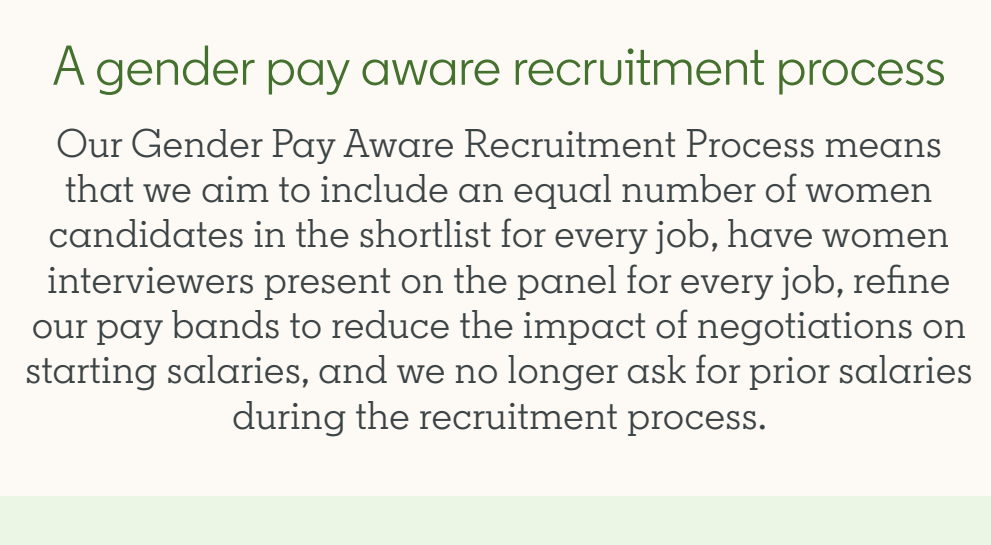
Bonus Participation

Men and women who received a bonus during the year, expressed as a percentage of the respective women and men.



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's Behind the Numbers

- We have more men than women in sales roles, and more men than women in roles where commissions are earned. After a successful year, this led to an increase in our overall gender pay gap results.**
- We still have a greater representation of women in the 'early in career' levels which is contributing towards our mean and median pay gaps.**
- We're a relatively small company in the UK, and a few people joining or a few departures could change the results each year.**

What we are doing to close the Gender Pay Gap

“Diversity, Inclusion and Belonging remains our number one talent priority at LinkedIn. We want our workforce to reflect the same level of gender, ethnic and cultural diversity that is representative of the talent pool in the UK. This is not only the right thing to do, we know that having diverse teams will also deliver better results for our business.

We also know this will not be achieved overnight and will be a multi-year effort, however we are not seeing results as quickly as we would like.

Our median and mean pay gap has increased and we are really disappointed. To achieve balance, we will be tackling low representation of women in sales roles, and will do more to help women grow their careers across our organization.

We are continuing to invest in training and supporting our hiring managers to attract, develop and retain strong diverse talent, as well as addressing the barriers facing under-represented groups within our workforce and creating an environment of belonging.”

Harpreet Arora, Sr. HR Partner, LinkedIn UK

A gender pay aware recruitment process

Our Gender Pay Aware Recruitment Process means that we aim to include an equal number of women candidates in the shortlist for every job, have women interviewers present on the panel for every job, refine our pay bands to reduce the impact of negotiations on starting salaries, and we no longer ask for prior salaries during the recruitment process.

Women in Leadership programme

Our Women in Leadership programme is a management training course for women of high potential. It aims to address some of the issues that surround and prevent women getting to more senior level roles, in the last year we've expanded this programme to allow more women to benefit from it. We will focus on overcoming self-limiting beliefs by addressing areas of confidence, executive communication, networking, and intentional career management.

Providing the right benefits

Our benefits are designed to support all our employees as individuals, whatever stage of life they may be at, but they are also geared at attracting and retaining female talent. Over the past years we have introduced or improved: increased maternity/paternity leave and pay, support for emergency child or elder care needs, improved survivor benefit and bereavement leave, financial health seminars, fertility assistance, improved adoption assistance, hybrid and remote working options. These benefits are vital to ensuring our employees can have balance in their work and personal lives.

Women at LinkedIn

One of our dedicated Employee Resource Groups, Women at LinkedIn, supports women who want to grow their careers by providing helpful workshops and celebrating women and their allies, through a range of internal and external events.

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.

Janine Chamberlin

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