



"We believe that when people from diverse backgrounds and cultures work together, we all succeed. At LinkedIn, we prioritize and invest in diversity, inclusion and belonging because we know that everyone, including the underrepresented, deserves access to opportunity. By doing so, we accelerate the pursuit of our company's vision to connect and empower the global workforce."

**Rosanna Durruthy**

VP, Global Diversity, Inclusion, and Belonging

## An update on our strategy

Our commitment to diversity, inclusion and belonging is deeply rooted in our company's vision, and as a result will remain our number one talent priority in FY20. Last year, we introduced our Diversity, Inclusion and Belonging strategy publicly. Now, just a year and a half into that strategy, we're sharing an update on what we've learned, where we're doubling down on our efforts and where we're heading.

### Hire inclusively

As we make new investments in diverse hiring strategies, we've discovered that we need to evolve the way we hire at scale and think innovatively to address specific hiring needs. For example, hiring more leaders from underrepresented groups in the U.S., including more Black and Latino leaders, is a critical priority for us. We know that this is vital to enhancing the quality of decision-making from top to bottom and inspiring innovation among our leadership ranks. It also creates a greater sense of belonging as employees see more senior role models who look like them.

Leadership hiring historically skews toward internal mobility and referrals--two of the least diverse hiring channels. To address this dynamic, our leaders are placing proactive focus on diversifying their networks and building diverse candidate and succession slates so our future leadership team will better reflect our member base.

### Retain and develop talent

We've also expanded our investments in retention and development, with a particular focus on supporting Women in technical roles, Black and Latino employees. We're building programs across the employee lifecycle with a focus on what we know matters most: facilitating onboarding, building community and supporting career growth. We've added to our existing development programs by introducing group mentoring for first-year employees, and engaging employees to have a stronger presence at external conferences like the Black Enterprise Women of Power Summit and AfroTech. This year, we launched Women in Tech (WIT) APAC in China and India, our first development program for technical Women outside the United States.







## Be the place where all talent thrives

Belonging isn't something anyone of us creates for ourselves; it's the product of a shared commitment by all to create a space in which employees can be themselves fully and have that fullness honored and celebrated. In addition to engaging our entire workforce as ambassadors of these efforts, we're also focused on three key audiences within LinkedIn: Senior Leaders, People Managers and HR Business Partners. We recently launched an Allyship Academy bringing together employees from 14 global offices for two days of intensive learning around concepts like cultural humility, privilege, and bias. Our Allyship Ambassadors are now building a movement within each of their LinkedIn offices, curating powerful peer-led conversations on the importance of allyship behaviors, identifying bias in the workplace and role modeling courageous conversations in their organizations.

## Globalize our impact

In the past 12 months, we've significantly expanded our Diversity, Inclusion and Belonging efforts outside of the United States, hiring full time DIBs leads covering the EMEA, Latin America and APAC regions. This has enabled deeper commitment and investments in gender balance across the globe as well as targeted regional programs like ReturnIn in Europe, which focuses on hiring and developing people who've taken time away from the workforce. This program has helped us tap into a broader pool of both gender and age demographic representation in the region. Our India and China offices have been playing a leading role in deepening our commitment to People with Disabilities, with a focus on educating our employees on accessibility and inclusion as well as hiring efforts.



## Build a diverse community

Our responsibility and aspirations extend well beyond our walls to our 660+ million members and more than 30M companies across 200 countries. With this in mind, we work with dozens of like-minded **partners** to support and advance our shared commitment to building a diverse and inclusive workforce. This past April, we hosted our inaugural DIBs Partner Summit where 20 organizations gathered to discuss the intersection of technology, diversity & inclusion and the future of work.

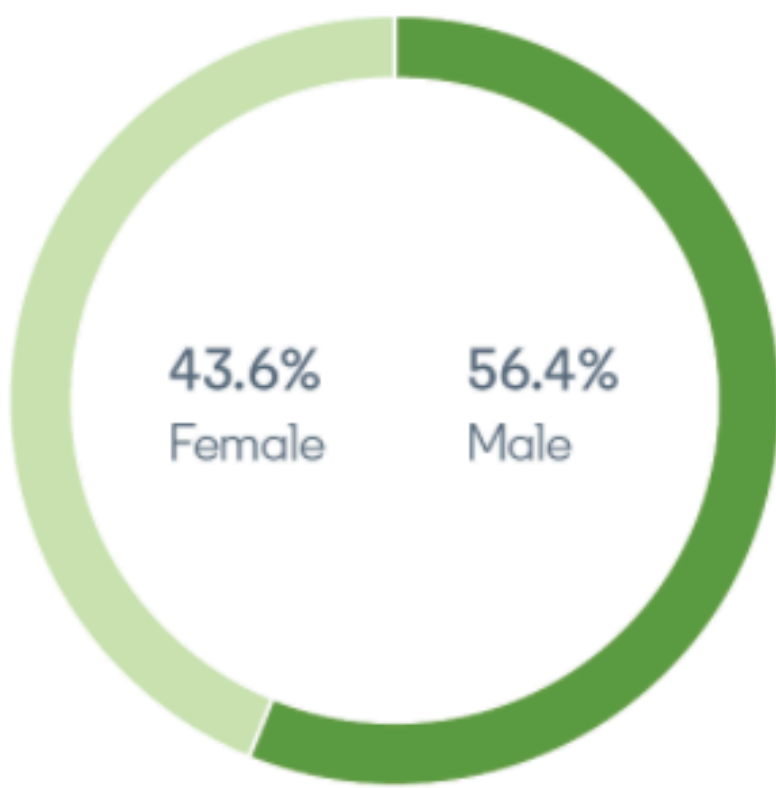
LinkedIn was founded on the idea that our networks are key to unlocking economic opportunity. We also recognize that for many, the lack of a strong network can be a material barrier to economic opportunity. We refer to the unequal access to professional networks as the **Network Gap** and are placing strategic focus on closing the Network Gap for our members through our product and engineering investments.



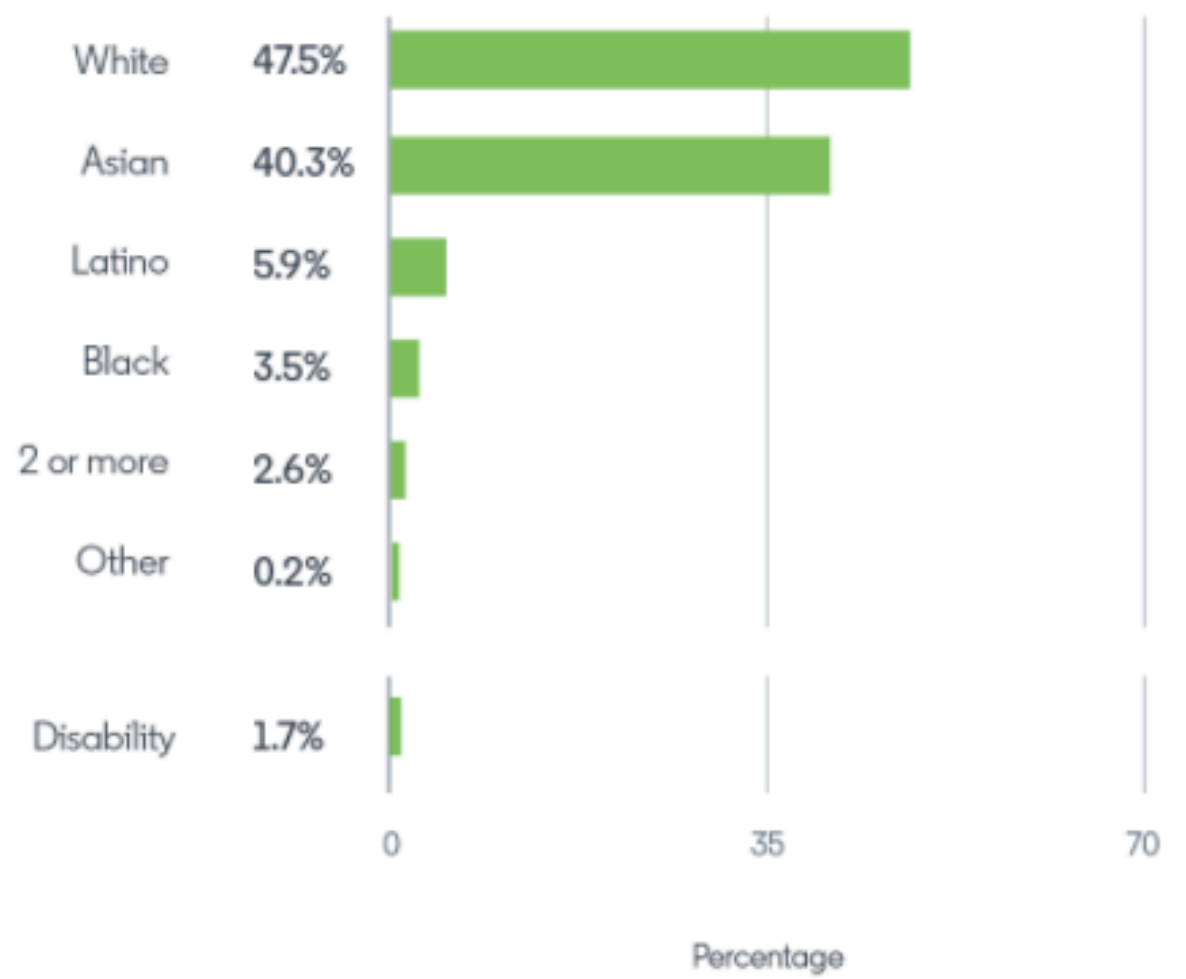
# 2019 LinkedIn Workforce Diversity Report

We're committed to building a thriving community of diverse professionals in the global workforce at large, and our first focus is within LinkedIn itself. Below, you can see our progress so far in increasing our workforce representation with our Fiscal Year 2019 workforce diversity data. We're proud of the global progress we've made in gender balance in leadership, and at the same time, we're acutely aware of the work that still needs to be done, particularly in technical roles and within our U.S. Black and Latino populations. We're excited about the growing commitment within our industry to making tech more inclusive, and we're more invested than ever in playing a critical role in that transformation.

## Overall workforce

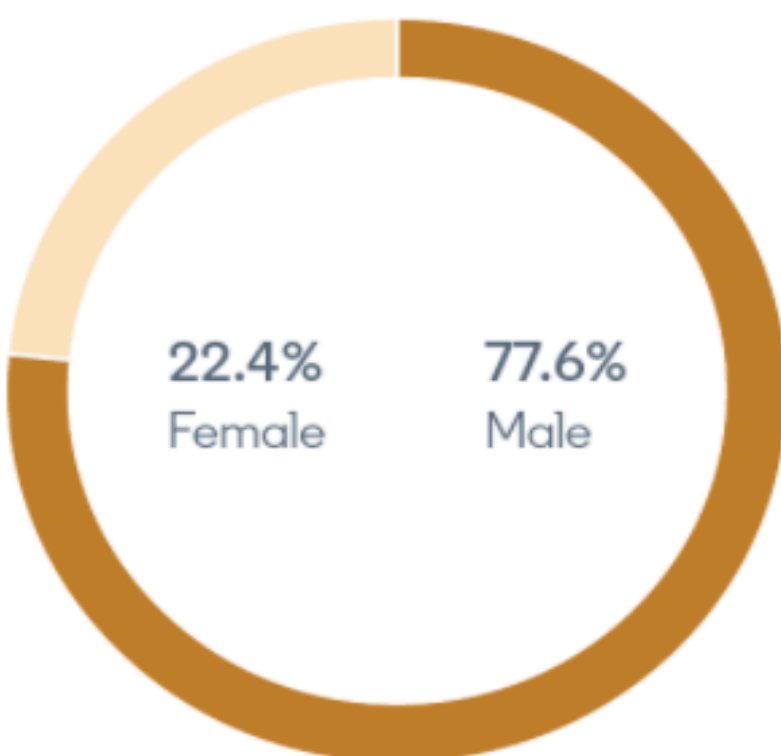


**Gender**  
Percentage of employees (global)

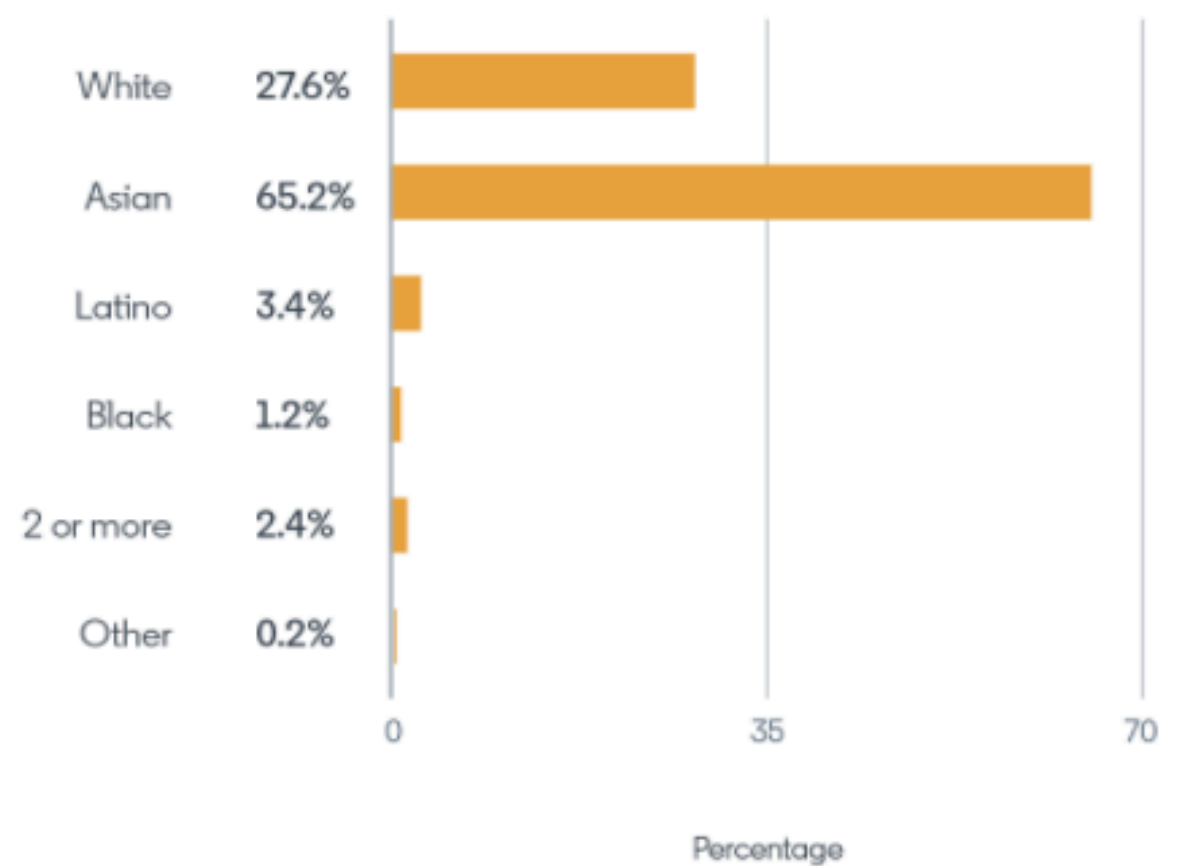


**Race/Ethnicity & Disabilities**  
Percentage of employees (U.S.)

## Tech

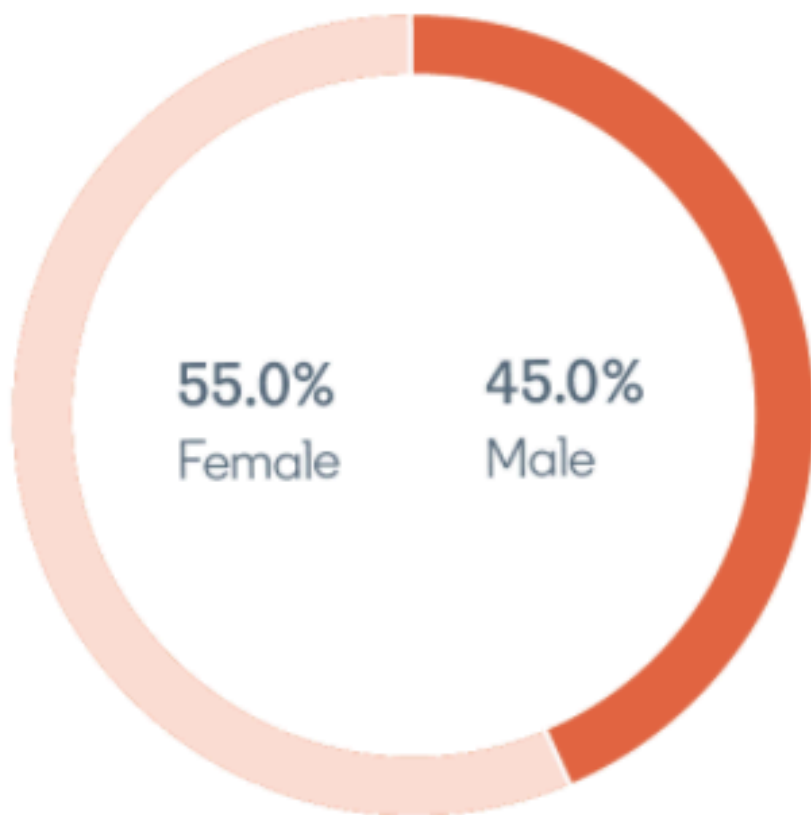


**Gender**  
Percentage of employees (global)

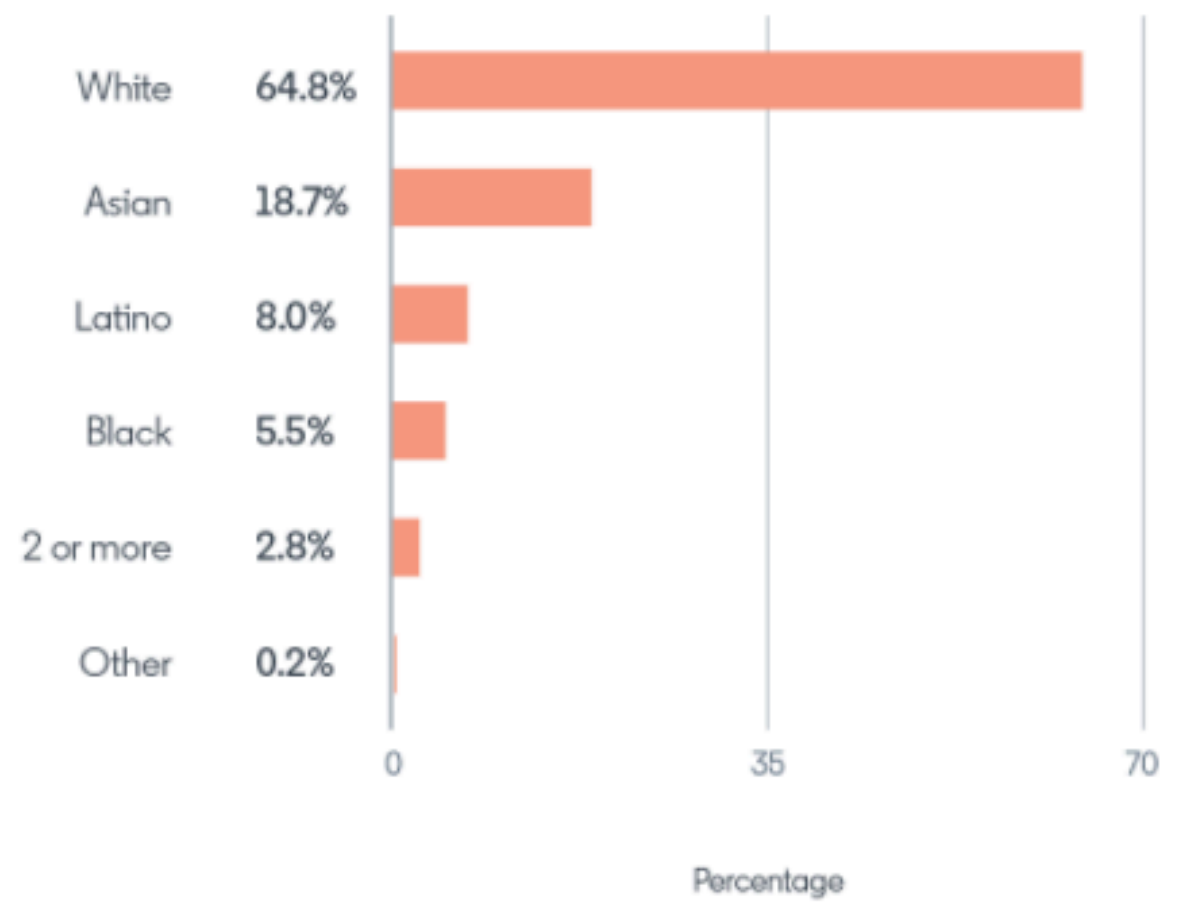


**Race/Ethnicity**  
Percentage of employees (U.S.)

## Non-Tech

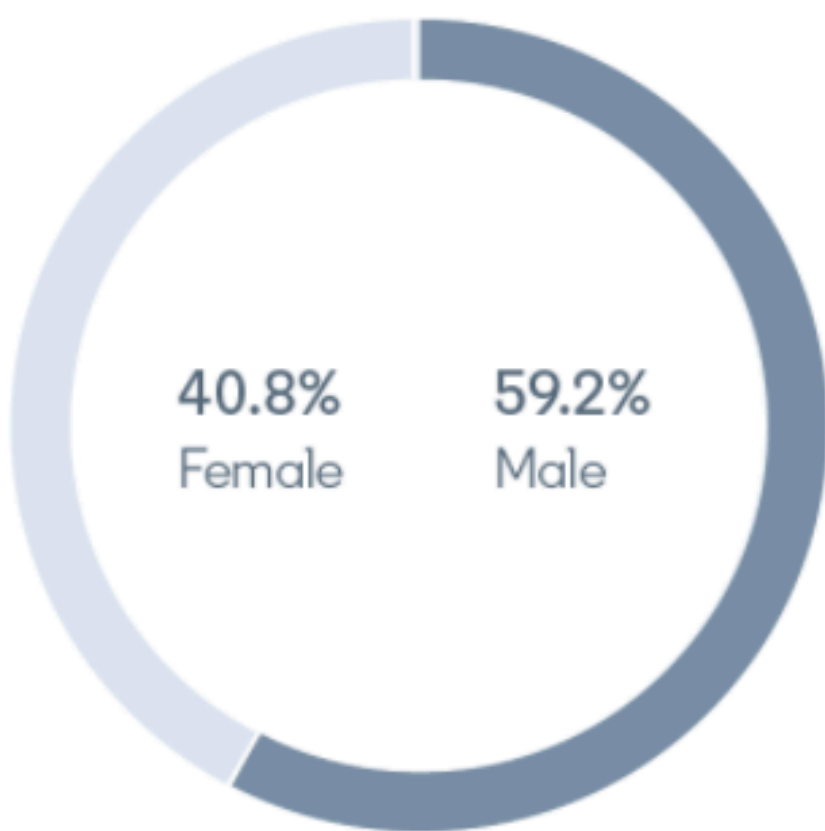


**Gender**  
Percentage of employees (global)

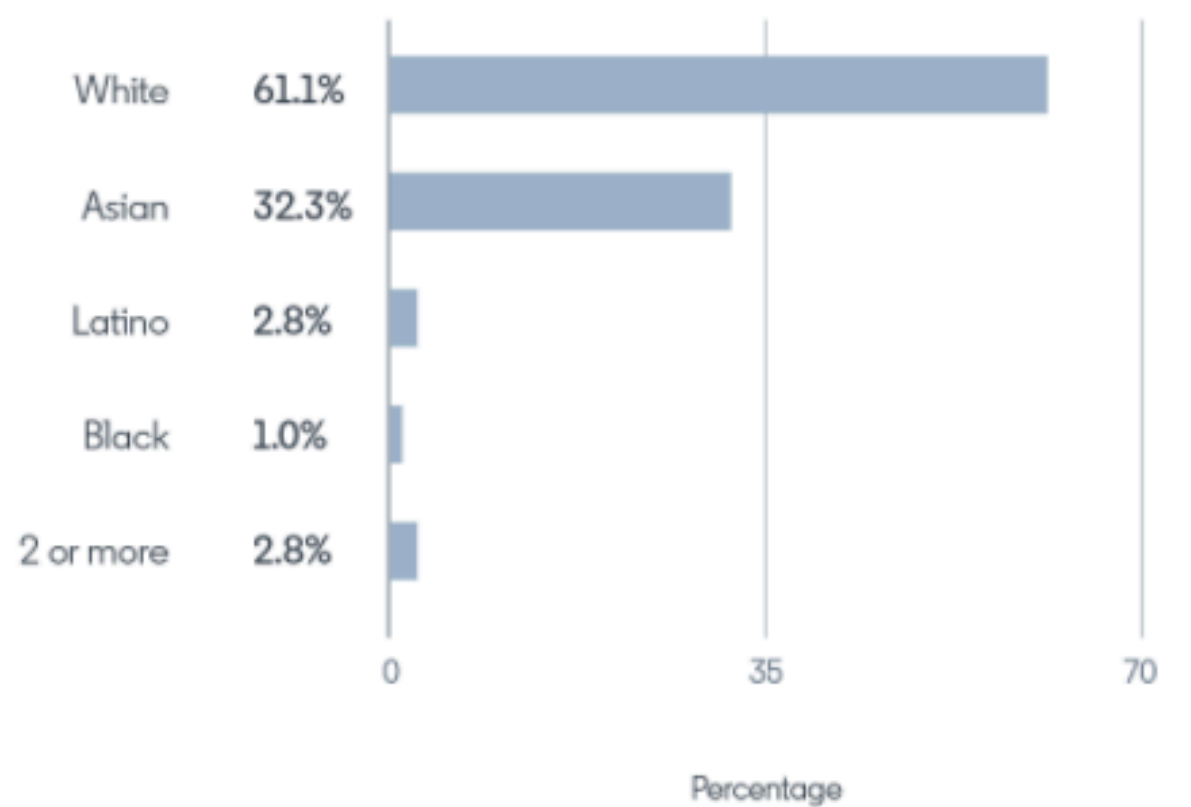


**Race/Ethnicity**  
Percentage of employees (U.S.)

## Leadership



**Gender**  
Percentage of employees (global)



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

[View LinkedIn's 2020 Commitment to Equal Employment Opportunity](#)

In accordance with UK Government requirements LinkedIn publishes a Gender Pay Gap Report for our UK business. Please find here our reports for [2017](#), [2018](#) and [2019](#).

In accordance with French Government requirements LinkedIn publishes a Gender Equality Index Score for our French business.

Please find the score included in our Gender Equality Pay report for [2019](#).

*In 2016, LinkedIn was acquired by Microsoft, their full 2019 workforce diversity report can be found at [microsoft.com/diversity](https://microsoft.com/diversity). The data above is as of June 30, 2019, Microsoft's fiscal year-end. The "Other" race/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. Example roles include, but are not limited to: Software Engineering, Data Science, User Experience Design, Product Managers, and Business Systems. "Leadership" includes employees at the Director+ levels.*