

DEI Journeys

Real stories and resources for driving more equitable hiring.



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Overcoming obstacles.

Pushing for progress.

This ebook focuses on the journey toward more equitable hiring practices. It's the first step in a process spanning the entire talent lifecycle — from planning and sourcing to development and retention. This is crucial, perpetual work that will continue to evolve over time.





Introduction

Welcome to real stories of change in action, as customers share experiences of progress with these crucial diversity, equity, and inclusion (DEI) hiring topics.

Attracting diverse talent pools

Customers are making progress by emphasizing their employer brand and working to create more inclusive job descriptions and job titles.

Building diverse candidate pipelines

Leaders are engaging candidates with nontraditional backgrounds and sharpening their focus on skills and data-driven goal setting.

Mitigating bias in interviewing and hiring decisions

Customers are minimizing the impact of bias through training programs and by sharing accountability for hiring decisions with broader teams.



Inspiration to help you move forward.

The best practices and real stories shared in this ebook can help you take action and drive progress at your organization.

Attracting diverse
talent pools



“

I'm a firm believer that DEI will never be successful if it only lives in the DEI department or the HR department. It has to be embraced by the business.”

Ramcess Jean-Louis

Global Chief Diversity, Equity,
and Inclusion Officer,
Pfizer

Demonstrate a genuine commitment to diversity.

These tips can help reinforce your dedication to diversity.
And the stories that follow describe real progress in the DEI journey.

Rethink your job descriptions.

- Rather than list requirements, focus on the responsibilities of the role
- Emphasize the skills used in the day-to-day job
- Consider removing degree requirements in favor of alternative credentials like industry-recognized certification

Share real-world examples.

- Showcase employee resource groups and testimonials
- Use pictures and videos to help candidates envision themselves as members of your team
- Highlight diversity in leadership by showing inclusion at the executive level

24%

increase in engagement
for companies that
posted about diversity
in June 2020.

Source: LinkedIn, [The Future of Recruiting: 6 Predictions on How COVID-19 Will Transform Hiring](#), 2020

Attracting diverse
talent pools



Owns and manages
Dubai International
(DXB) and Dubai
World Central
(DWC) airports

Industry
Airlines/Aviation

Employees
1,000+

Headquarters
Dubai, UAE

The Dubai Airports story

Employer branding improves candidate perceptions.

Our opportunity: Overcome significant cultural challenges.

Dubai Airports was intent on attracting a higher caliber of international professionals, including more Emiratis and more women.

How we took action: Investment in employer brand strategy.

[A number of initiatives and campaigns](#) were developed—all rooted in diversity and belonging. Dubai Airports started by showcasing employees in their day-to-day jobs, with pictures and videos visible on the career portal and in job postings.

What's worked: Authenticity attracts more female candidates.

This commitment to employer branding has significantly increased candidate quality, while driving a 45% increase in female hiring for Dubai Airports.



“

As an Emirati woman, what I look for is empowerment and that's what this organization gives me. It really gives me the opportunity to showcase myself, and showcase my abilities and what I can achieve.”

Yasmeeen Al-marzooqi
Talent Acquisition Partner,
Dubai Airports

Attracting diverse
talent pools



Global science
and technology
innovator

Industry
Medical Devices

Employees
10,000+

Headquarters
Washington, D.C.

The Danaher story

Leveraging data increases female applicants by 8%.

Our opportunity: Further increase the female workforce.

Danaher Product Identification Platform (PID) wanted to identify talent pools and change their sourcing approach to be more inclusive.

How we took action: Data drives changes in job posts and titles.

Danaher PID [turned to LinkedIn market data for insights](#) that would influence the language of their job posts and job titles. Job descriptions were even adjusted based on findings from LinkedIn Gender InMail Reporting.

LinkedIn talent pool data provided a real-time snapshot of available candidates in select markets, creating alignment with managers on the hiring criteria, while widening the diversity of target talent pools.

What's worked: Insights lead to deeper connections with women.

After six months, Danaher PID saw an 8% increase in female candidates within the United States.



“

Our LinkedIn Jobs performance metrics helped jump-start internal conversations on how we could make changes in our approach to be more inclusive of women.”

Vivian Maerker

Global Director of TA
Product Identification Platform,
Danaher

Resources to help you take action.

39% of candidates have declined to join an organization due to lack of inclusion.

Source: McKinsey, [Understanding organizational barriers to a more inclusive workplace](#), June 23, 2020

More ways to rethink your job descriptions.

- **Mention diversity up front.** Candidates spend an average of 14 seconds deciding whether or not to apply. [Ensure your diversity message is noticed.](#)
- **Remove degree requirements.** [Weighing competencies over credentials](#) can give employers greater access to often-overlooked but highly qualified talent pools.
- **Welcome female candidates.** There are [simple changes you could make](#) to help your job posts encourage women to apply (rather than turn them away).

More ways to share real-world examples.

- **Showcase employee resource groups and testimonials.** It's powerful when your people share their authentic experiences. Learn more about [ways employee stories can help you](#) build a more inclusive workplace.
- **Go beyond the standard diversity blurb.** Companies need to show how they have truly embraced diversity and inclusion. Learn [how to craft a diversity statement](#) with an empathetic voice and tone.
- **Spotlight your company on LinkedIn.** [Career Pages](#) give candidates a snapshot of your job opportunities and culture with videos, photos, and employee-created content.

Building diverse
candidate pipelines



“

Where there is diversity of thought, there's diversity of people and there's innovation. But that investment in talent is needed. Rather than just staying very strict to what would be considered a profile to look for, you need to look broadly where talent can be found.”

Loni Olazaba

Director of Inclusion Recruiting,
LinkedIn

Prioritize a candidate's skills over their credentials.

These tips can help you focus on performance instead of pedigree. And the stories that follow describe real progress in the DEI journey.

Explore a skills-based hiring approach.

- Focus on what a job seeker can do, not where they've been
- Emphasize the results you want, rather than the type of person you think could deliver those results
- Explore more candidates from nontraditional backgrounds by concentrating on skills rather than schools

Embrace remote and flexible work.

- Offer remote job opportunities to attract more talent — flexible work has become a top priority for candidates
- Remove geographical barriers by offering remote work options that allow recruiters to cast a wider net
- Expand flexible work options — the rise of remote work can help companies become more diverse

Employees who
don't have a traditional
four-year degree stay

34%

longer than employees
who have a four-year
degree.

Source: LinkedIn data

Building diverse
candidate pipelines



Global content
delivery network,
cybersecurity,
and cloud services

Industry
Internet

Employees
8,300+

Headquarters
Cambridge, MA

The Akamai story

Creating pathways for nontraditional talent pools.

Our opportunity: Source underrepresented groups.

Akamai was intent on connecting with a broad range of underrepresented groups while creating new pathways to full-time employment.

How we took action: Launch of the Akamai Technical Academy.

Each year, 15 to 20 people are hired as contractors, receiving training and mentorship before working within different divisions of the company. Participants can then be converted to employees, each equipped with valuable, transferable skills.

What's worked: 90% of participants have been hired.

Now in its ninth cohort, the program's impact keeps growing. In the US, 90% of participants were hired as FTEs, and 58% of those were women. Over 50% of program participants are from underrepresented groups.



“

There's never been a time in the workplace that's been so incredibly disrupted, and everything we view as normal is changing. Now is the time, more so than ever before, to care about diversity.”

Kerry Condon

Senior Director
Global Talent Acquisition,
Akamai

Building diverse candidate pipelines

Uber

Ride-hailing, food delivery, and other transportation services

Industry
Internet

Employees
10,000+

Headquarters
San Francisco, CA

The Uber story

Data-informed decisions lead to broader inclusion.

Our opportunity: Increase diverse representation globally.

The Rooney Rule had been used as a DEI benchmark, but criteria were applied differently in every region, and it only applied to women.

How we took action: Go beyond the Rooney Rule.

Uber switched to the Mansfield Rule, a more holistic approach spanning every segment of diversity and certifying that at least 30% of candidates considered for significant leadership roles must be women, LGBTQ+, or people from a historically underrepresented group.

Mansfield also considers market availability across every underrepresented group, creating a scalable, regional-specific strategy for engaging candidates.

What's worked: Data-informed goal-setting and tracking.

Uber now gets data at every step of the process to understand where targeted remediation and training for managers is needed. This new approach ensures the entire system is working in favor of equity and inclusion for all candidates.



“

Lead with data — let your company data and analytics inform your strategy and delivery.”

Eve Lewis

Director of Global Diversity
Talent Acquisition,
Uber

Resources to help you take action.

20% increase in managers hired over the past year who don't have a traditional four-year degree.

Source: LinkedIn data

More ways to explore skills-based hiring.

- **Focus on the skills that matter.** Be clear on what you're evaluating and why. [Create an assessment](#) that identifies skill.
- **Simulate an on-the-job experience.** [Create a short exercise](#) that takes place on the same day as other interviews.
- **Research with [LinkedIn Recruiter](#).** Get insights on LinkedIn members using skill assessments to understand a candidate's proficiency before reaching out.

More ways to embrace remote and flexible work.

- **More options can make your company more diverse.** Learn why the rise of remote work can [make your company more attractive to underrepresented groups](#).
- **Address what's important to candidates.** Flexible working arrangements are now one of the top five priorities for candidates. Read [more insights from Glint and LinkedIn data](#).
- **Search in new locations.** Use the Talent Pool Reports feature in [LinkedIn Talent Insights](#) to identify locations that have a large number of diverse candidates with the skills you need.

Mitigating bias in
interviewing and hiring



“

If you're able to manage, mitigate, and remove bias, then the best talent will rise to the top.”

Mamoon Syed

Senior Vice President and
Chief People Officer,
Children's Hospital Los Angeles

Rewrite the script to create more successful diversity recruiting.

These tips can help you level the playing field for marginalized groups. And the stories that follow describe real progress in the DEI journey.

Make hiring managers part of the solution.

- Have an honest conversation before they begin sourcing for an open role
- Stress the importance of shared accountability
- Reinforce the need for broader gender, ethnic, and racial representation

Structure interviews to minimize the impact of bias.

- Start with a phone screen to ensure each person is objectively assessed
- Organize a two-to-three-person panel instead of 30-minute one-on-one interviews
- Ask every candidate the same questions

Only
47%

of talent professionals feel that their hiring managers are held accountable for interviewing a diverse slate of candidates.

Source: LinkedIn data

Mitigating bias in
interviewing and hiring



Online travel shopping
company serving
consumers and
small businesses

Industry
Internet

Employees
20,000+

Headquarters
Seattle, WA

The Expedia story

Talent champions advocate for more diverse hiring.

Our opportunity: Share talent decision-making across the team.

Expedia saw the chance to initiate a culture shift by removing 100% accountability from the hiring manager for director-level roles and higher.

How we took action: Launch of the Talent Champions initiative.

This initiative shares accountability for hiring decisions beyond the immediate hiring manager, recruiter, and the talent acquisition team. Talent Champions can be anyone at Expedia from Director to SVP — as long as they're senior-level top performers with a strong talent orientation and passion for driving DEI.

What's worked: Deeper connections with hiring managers.

In place of intake meetings, Talent Champions conduct "Fit for Purpose" discussions, challenging Expedia hiring panels to make more objective hiring recommendations and go beyond bias for past hiring preferences. They work with hiring managers to frame open roles in terms of growth within the company to boost long-term retention and build a future-ready workforce.



“

Try to always break this down into the micro-level. It's one job at a time. For those people who spectate around the global challenge this equity in hiring represents, they are going to find it very difficult to get going.”

Stephen Lochhead

Senior Vice President
Global Talent Acquisition,
Expedia

Mitigating bias in interviewing and hiring



Global collaboration platform with a mission to design a more enlightened way of working

Industry
Cloud storage, file hosting

Employees
2,500+

Headquarters
San Francisco, CA

The Dropbox story

Dedicated teams help mitigate bias in the hiring process.

Our opportunity: Engage employees with a passion for DEI.

Dropbox wanted to translate this passion into impact by training employees on how to reduce bias in the hiring process.

How we took action: Built-in interview bias checks.

For the past six years, Dropbox has managed a Moderator Squad — mid-to-senior-level volunteer employees who've completed specialized training for anti-bias, interviewing, and providing feedback in hiring. Most squads include Director+ members, with squads for technical roles (like engineering) that require subject matter experts.

What's worked: Moderators drive hiring conversations.

Moderators aggregate and analyze interviewer feedback and guide candidate evaluation conversations to reinforce consistent, fair standards. Their approval is required for a new hire — ensuring someone highly trained in mitigating bias is involved with making hiring decisions.



“

Small steps can go a long way. Find allies and partners that champion the philosophies, programs, training, and assessment integrity that are all necessary to help curb bias.”

Kelly Grossart

Head of Technical Recruiting,
Dropbox

Mitigating bias in
interviewing and hiring



Professional services
network specializing in
assurance, consulting,
strategy and
transactions, and tax

Industry
Accounting

Employees
300,000+

Headquarters
London, England

The Ernst & Young story

Recruiting “center of excellence” increases diverse hiring.

Our opportunity: Equip all new recruiters to mitigate bias.

Ernst & Young (EY) wanted to provide high-quality coaching delivered by dedicated DEI experts.

How we took action: Robust training and collaboration programs.

The Inclusiveness Recruiting team features 11 full-time DEI consultants who share diversity hiring best practices through group training sessions and one-on-one consulting with EY recruiters.

Onboarding for new recruiters includes training on unconscious bias and how to source diverse talent pools, focusing on race/ethnicity, gender, veteran status, diverse abilities, and LGBTQ+. Each of the DEI consultants receives their own strategy and coaching sessions several times a year.

What’s worked: Increased diversity of new hire population.

Professionals from underrepresented racial and ethnic groups account for 40% of full-time new hires from college campuses and ~50% of mid-to-late-career new hires.



“

DEI work is an evolution and no one is perfect. It is important we acknowledge the bias in processes and work through it to get better; whether it is through formal training, storytelling, or awareness groups.”

Tina Thompkins

Associate Director
Inclusiveness Recruiting
Leader,
Ernst & Young

Resources to help you take action.

69% of recruiters and HR professionals say their organizations have pledged to increase diverse hiring.

Source: LinkedIn data

More ways to sync with hiring managers.

- **Diversity recruiting is a partnership.** The connection between recruiter and hiring manager is essential and [playing the blame game doesn't help anyone](#).
- **Emphasize diversity metrics over time-to-fill metrics.** Learn [how to work with business leaders](#) to identify metrics that measure your progress with diversity goals.
- **Prepare your managers for success.** Before you put hiring managers in front of candidates, [make sure they're proficient in interviewing, selection, and diversity](#).

More ways to mitigate interview bias.

- **Use a talent scorecard.** Require all interviewers to demonstrate evidence of competency and motivation to do the work defined by [providing them with a scorecard](#).
- **Standardize your interview questions.** [Make objective comparisons](#) by asking every candidate the same questions.
- **Explore “Uncovering Unconscious Bias in Recruiting and Interviewing.”** [This free LinkedIn Learning course](#) can help you identify unconscious biases and combat them during the recruiting process.

From intent to action

It's an exciting time for talent professionals. These resources can help you push progress within your organization – infusing diversity, equity, and inclusion into each stage of the talent lifecycle.

Free learning path to help move you forward.

These free LinkedIn Learning courses offer guidance you can also share with your recruiting team.*

1. [Adding Value through Diversity](#)
2. [Diversity Recruiting](#)
3. [Uncovering Unconscious Bias in Recruiting and Interviewing](#)
4. [Skills for Inclusive Conversations](#)
5. [Confronting Bias: Thriving Across Our Differences](#)
6. [Inclusive Mindset](#)
7. [Fostering Belonging as a Leader](#)
8. [Inclusion During Difficult Times](#)

*Courses available for free with your LinkedIn Learning seat until September 30, 2021. Consult with your HR, Legal, and Compliance teams before changing your hiring practices.

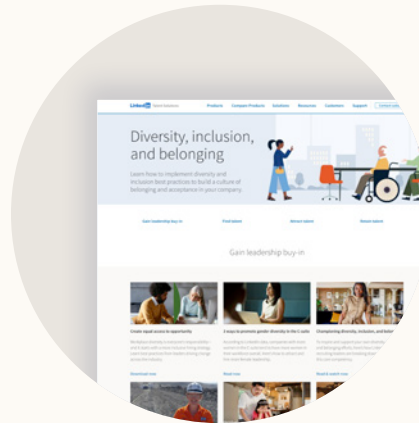


More resources to help you take action.



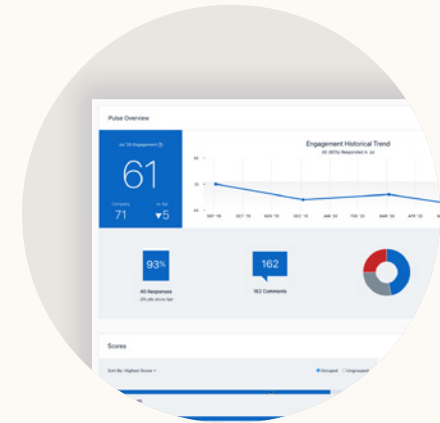
Create your diversity plan.

Success with this process stretches far beyond a company's DEI leaders. The cooperation of senior executives, hiring managers, team leaders, and employees across an organization is necessary to create real change. [Learn how to build a diversity and inclusion plan](#) that turns talk into action.



Explore our DEI Resource Hub.

[Get more best practices, strategies, and tips](#) to help you build a culture of belonging and acceptance in your company.



Develop a people-driven organization.

[Glint is a people-success platform](#) built to help organizations increase employee engagement and power talent development for the road ahead. Your people at their best; the platform to help them get there.

Experience LinkedIn in action.

Connect with LinkedIn Talent Solutions to continue the conversation.
Put the tools and resources to work in your own DEI journey.

Try LinkedIn hiring and recruiting products



Plan

Use data to inform difficult hiring and recruiting decisions.

Talent Insights

Glint



Find

Search, connect with, and manage your top candidates in one place.

LinkedIn Recruiter

LinkedIn Scheduler



Post

Post jobs to reach candidates you won't find anywhere else.

LinkedIn Jobs

Learn more about LinkedIn Jobs



Attract

Showcase your company culture and spotlight jobs with targeted ads.

Career Pages

Work With Us Ads