Linked in Talent Insights

Diversity strategy playbook

February 2021

LinkedIn Talent Insights

Diversity strategy playbook

Created for

| Talent acquisition leaders | Diversity & Inclusion leaders | HR analysts | Business leaders | Recruiters |

So you can:

✓ Evaluate the diversity of your workforce

✓ Understand how to widen your diversity talent pool

✓ Target new sources of diverse talent

What's included:

- Step-by-step guidance for using LinkedIn Talent Insights to inform your sourcing strategy

- Tools to help you assess the diversity of your workforce
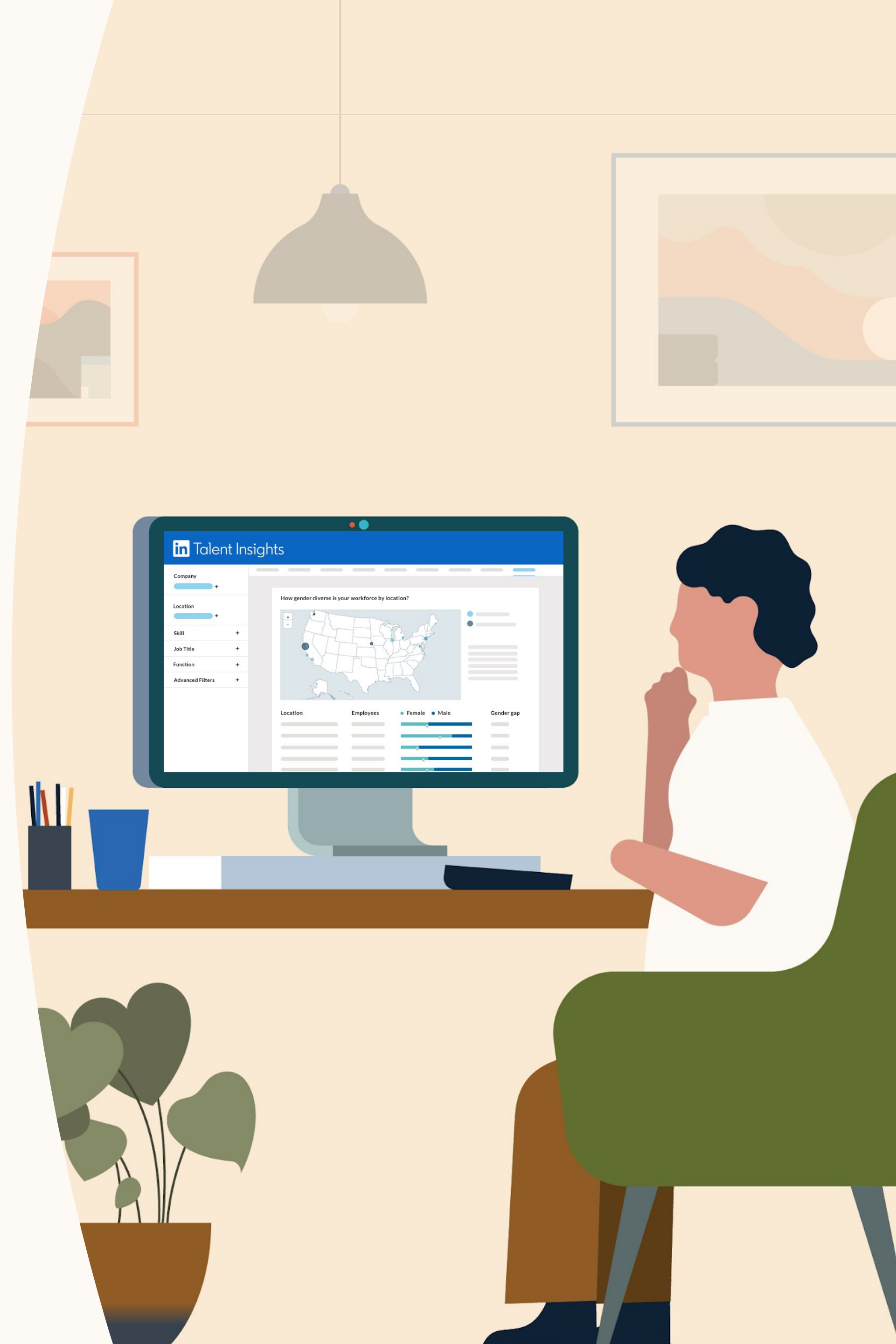
Why diversity matters

Diversity correlates with better financial performance.

45%

higher revenue attributed to innovation, reported by more diverse companies*

25%

profitability differential between the most- and least-diverse companies**

* BCG Henderson Institute, How Diverse Leadership Teams Boost Innovation, January 2018.

** McKinsey, Diversity wins: How inclusion matters, May 19, 2020.

"

The business case for diversity is proven … companies with more diverse leadership are more profitable and generate more revenue.

Rosanna Durruthy
LinkedIn Head of Global Diversity, Inclusion, and Belonging

Why diversity matters

There's tremendous opportunity in improving diversity programs.

Approximately 98% of employees say their company has a gender diversity program in place, but only about

25%

feel they have personally benefited from it.*

* BCG, Diversity, Equity, and Inclusion, 2021.

"

In order for diversity to work, everyone plays a critical role in creating that space of sponsorship and championing.

Rosanna Durruthy
LinkedIn Head of Global Diversity, Inclusion, and Belonging

To hire the most diverse talent, start with the most diverse field.

LinkedIn Talent Insights helps you make informed talent decisions with real-time insights from the world's largest professional network.
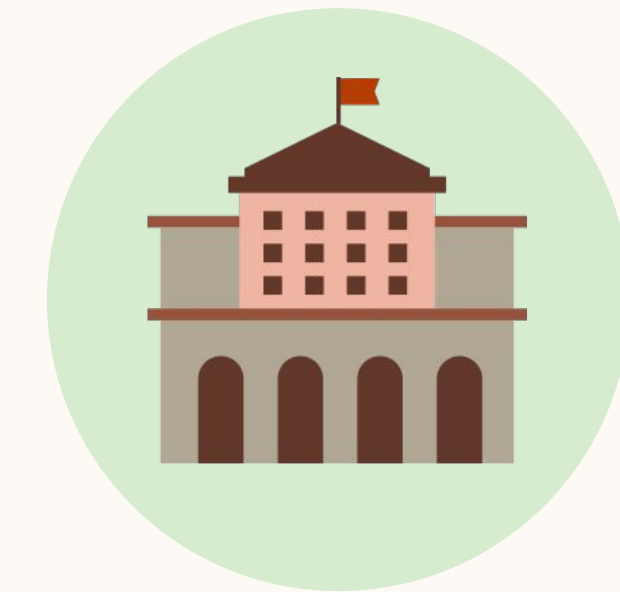
720M members

55M companies

14M open jobs

36K skills

115K schools

Talent Insights gives you tools to explore and understand **key diversity indicators** of gender, experience, and skills.

Here are ways you can make more informed talent decisions:

✓ Focus on skills and functions, not titles

✓ Understand your own workforce diversity

✓ Seek more diverse sources of talent

✓ Identify representation by industry experience

How to use LinkedIn Talent Insights to assess your current workforce and diversity strategy

| Step		Ask yourself
1	**Evaluate the diversity of your workforce**	How diverse is our workforce? How diverse are our key sources of talent?
2	**Diversify your talent pipeline**	How can we broaden our search to find more diverse candidates?
3	**Target new sources of diverse talent**	How can we conduct more diverse searches?

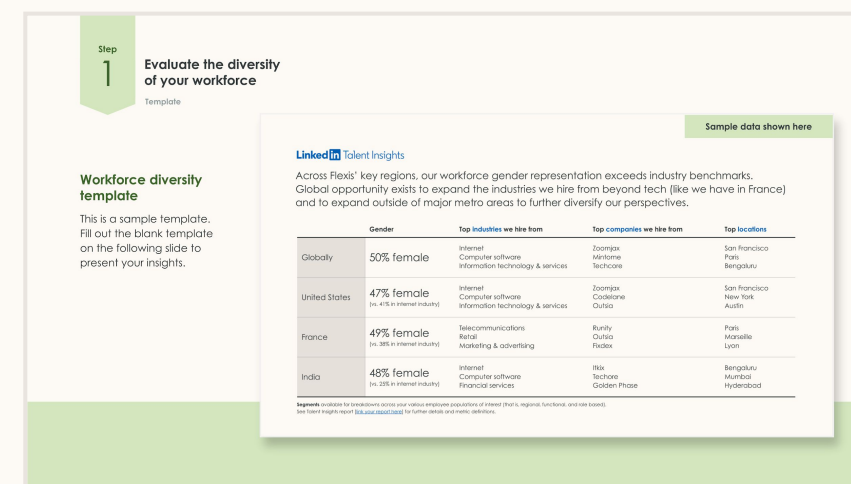# Evaluate the diversity of your workforce

Ask yourself:

- How does our organization's diversity compare to our location, industry, and similar companies?

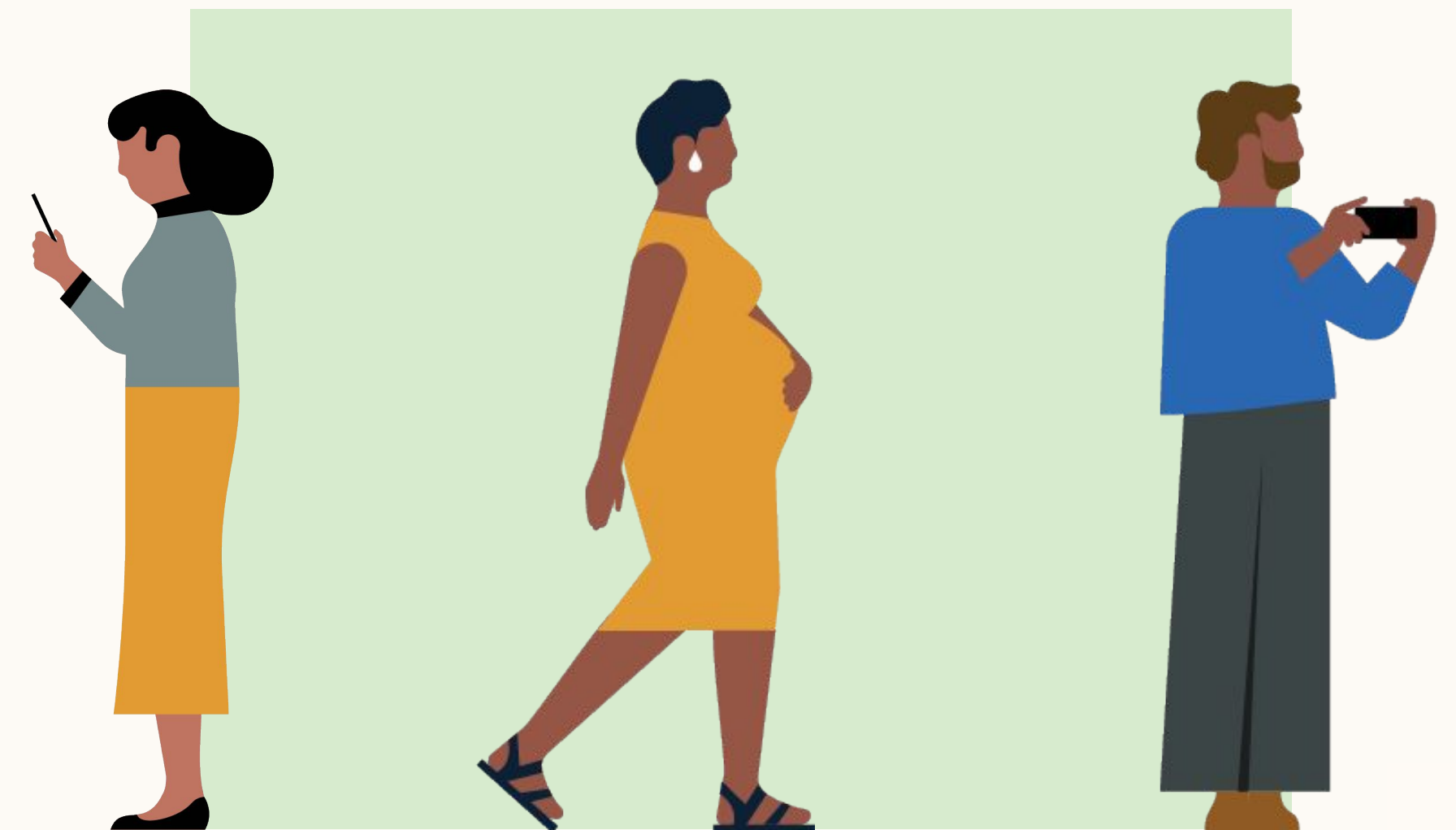- Are we hiring from sources that produce diverse talent?

Your workforce

What's on the following pages?
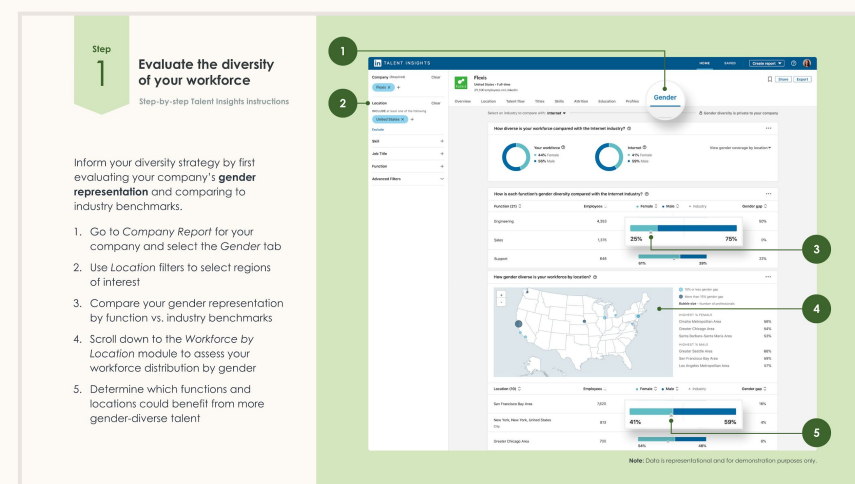
Pages 11–12: Step-by-step Talent Insights instructions

Page 13: Workforce diversity template

Evaluate the diversity of your workforce

Step-by-step Talent Insights instructions

Inform your diversity strategy by first evaluating your company's **gender representation** and comparing to industry benchmarks.

1. Go to *Company Report* for your company and select the *Gender* tab

2. Use *Location* filters to select regions of interest

3. Compare your gender representation by function vs. industry benchmarks

4. Scroll down to the *Workforce by Location* module to assess your workforce distribution by gender

5. Determine which functions and locations could benefit from more gender-diverse talent
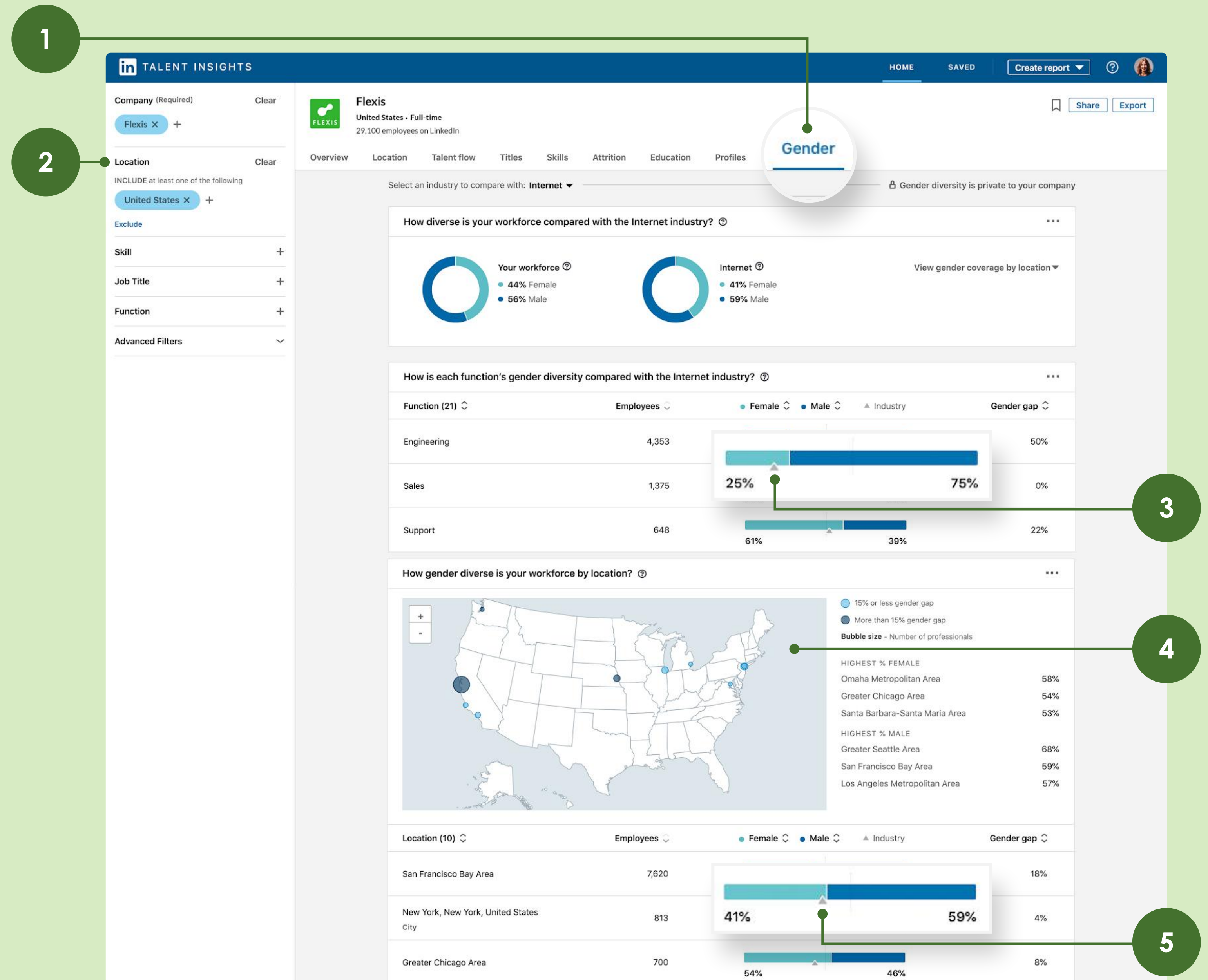
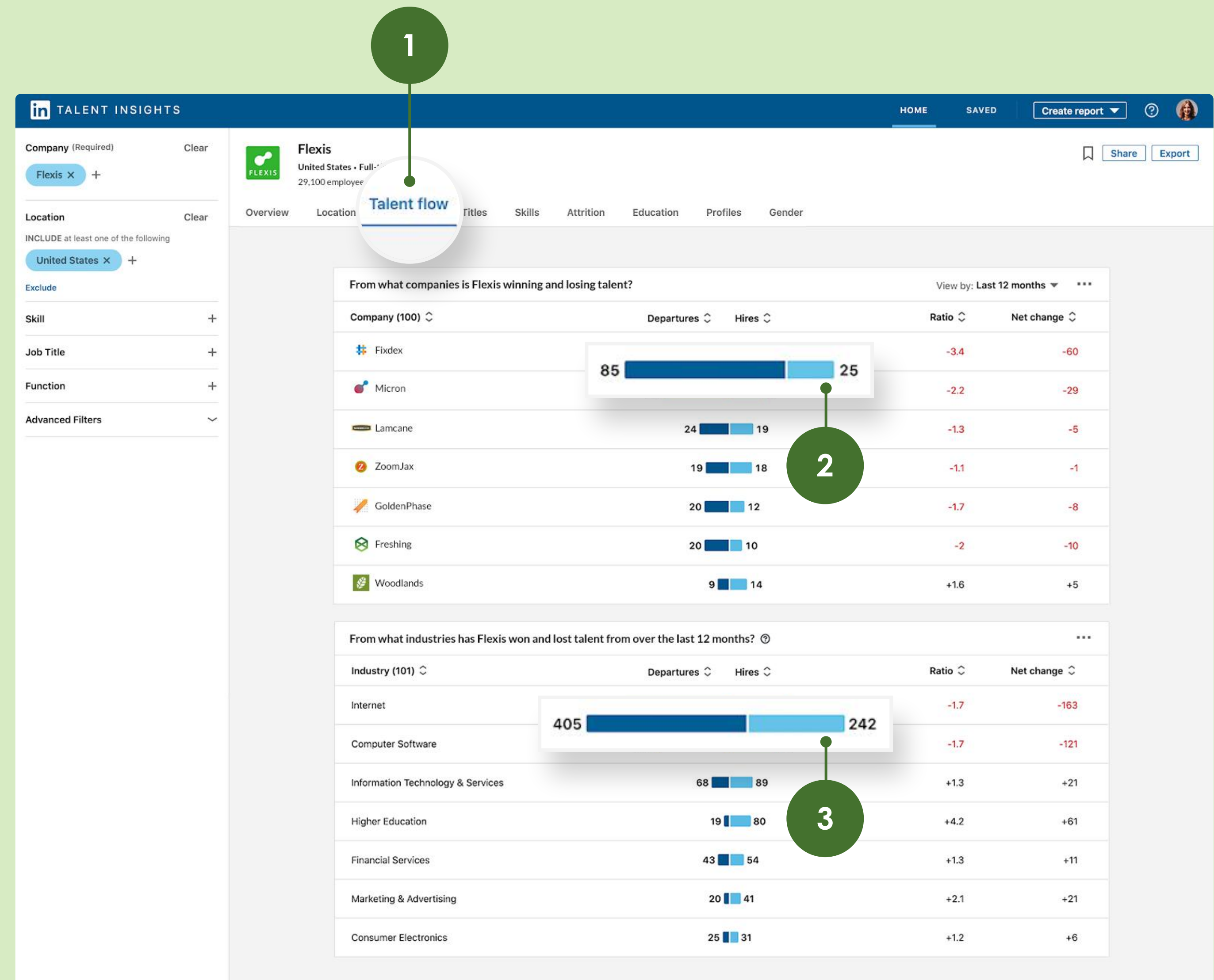**Note:** Data is representational and for demonstration purposes only.

Evaluate the diversity of your workforce

Step-by-step Talent Insights instructions

Review your organization's **hiring trends** by company and industry to uncover opportunities for expanding your sources of talent.

1. Run *Company Report* and select *Talent flow* tab.

2. Look at the *Company* section to see whether you're hiring from a limited set of companies. See if there's opportunity to broaden your strategy.

3. Look at the *Industry* section to see if you're hiring from a limited set of industries. See if there are other industries that demand similar skills and offer unexplored talent.

Note: Data is representational and for demonstration purposes only.

Evaluate the diversity of your workforce

Template

Workforce diversity template

This is a sample template. Fill out the blank template on the following slide to present your insights.

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Across Flexis' key regions, our workforce gender representation exceeds industry benchmarks. Global opportunity exists to expand the industries we hire from beyond tech (like we have in France) and to expand outside of major metro areas to further diversify our perspectives.

	Gender	Top industries we hire from	Top companies we hire from	Top locations
Globally	50% female	Internet Computer software Information technology & services	Zoomjax Mintome Techcore	San Francisco Paris Bengaluru
United States	47% female (vs. 41% in internet industry)	Internet Computer software Information technology & services	Zoomjax Codelane Outsia	San Francisco New York Austin
France	49% female (vs. 38% in internet industry)	Telecommunications Retail Marketing & advertising	Runity Outsia Fixdex	Paris Marseille Lyon
India	48% female (vs. 25% in internet industry)	Internet Computer software Financial services	Itkix Techore Golden Phase	Bengaluru Mumbai Hyderabad

Segments available for breakdowns across your various employee populations of interest (that is, regional, functional, and role based).
See Talent Insights report [link your report here] for further details and metric definitions.

LinkedIn Talent Insights

[Insert a statement here about your company's workforce diversity.]

	Gender	Top **industries** we hire from	Top **companies** we hire from	Top **locations**
Overall company	#% female	X Y Z	X Y Z	X Y Z
Segment A	#% female (vs. #% in industry X)	X Y Z	X Y Z	X Y Z
Segment B	#% female (vs. #% in industry X)	X Y Z	X Y Z	X Y Z
Segment C	#% female (vs. #% in industry X)	X Y Z	X Y Z	X Y Z

Segments available for breakdowns across your various employee populations of interest (that is, regional, functional, and role based).

See Talent Insights report [link your report here] for further details and metric definitions.
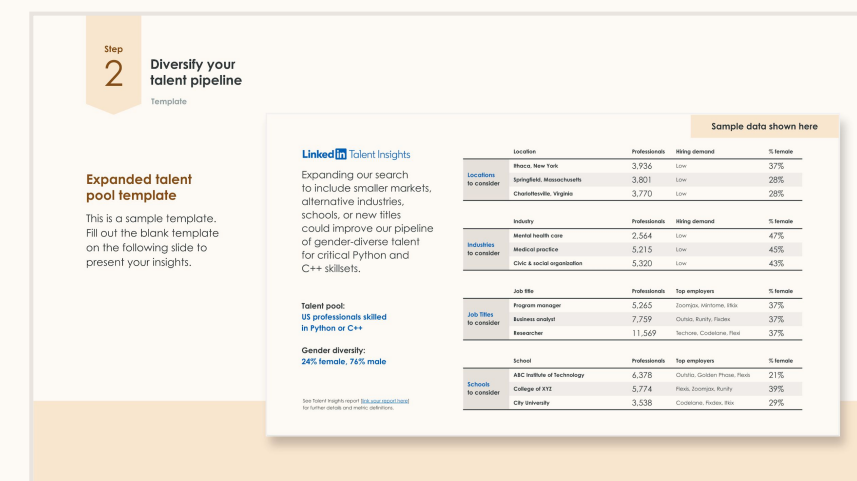
Diversify your talent pipeline

Ask yourself:

- Can focusing on skills help us find more diverse talent?

- Which industries, companies, schools, and locations are good sources of gender diverse talent?

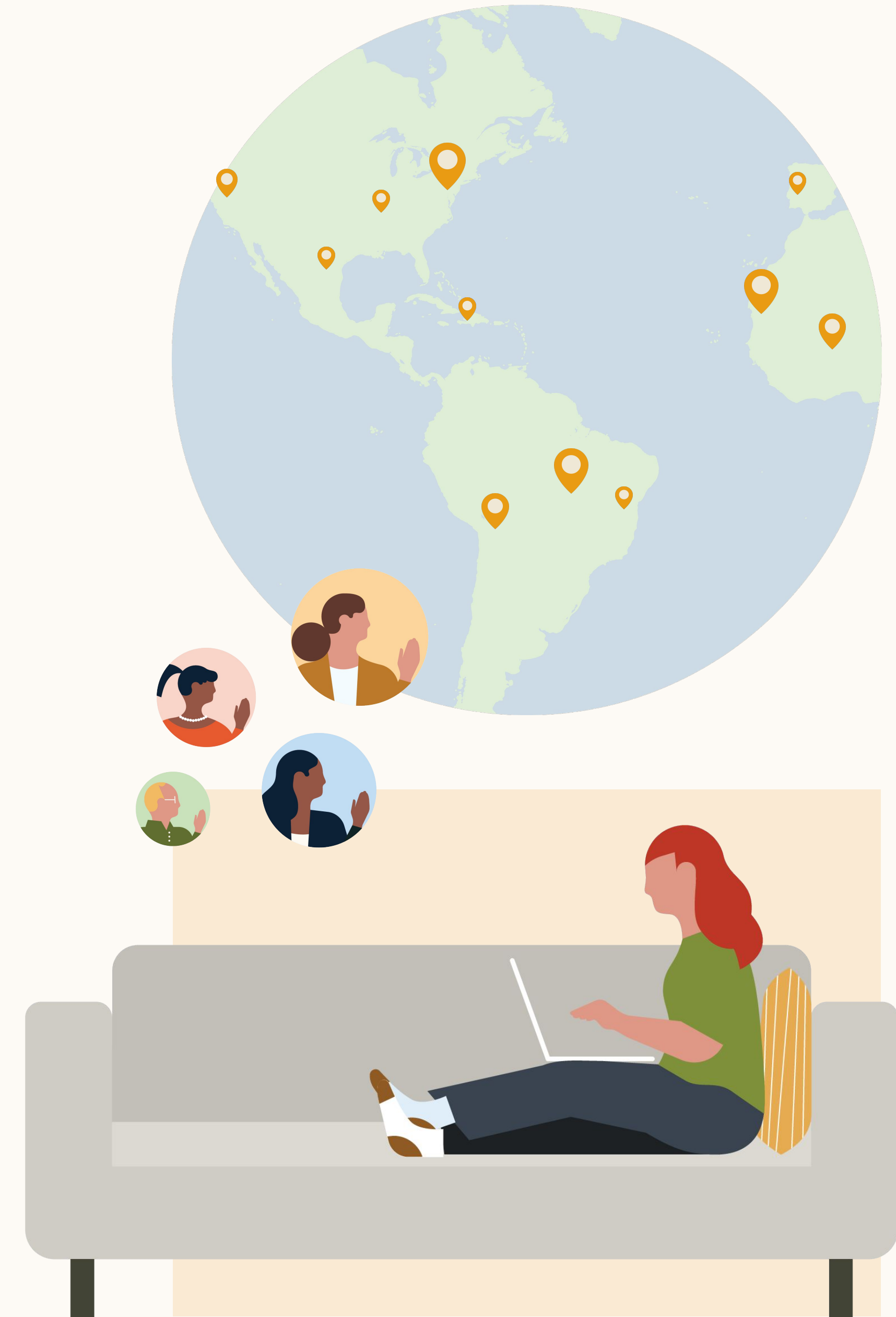- How can we find and build sources of diverse talent?

What's on the following pages?
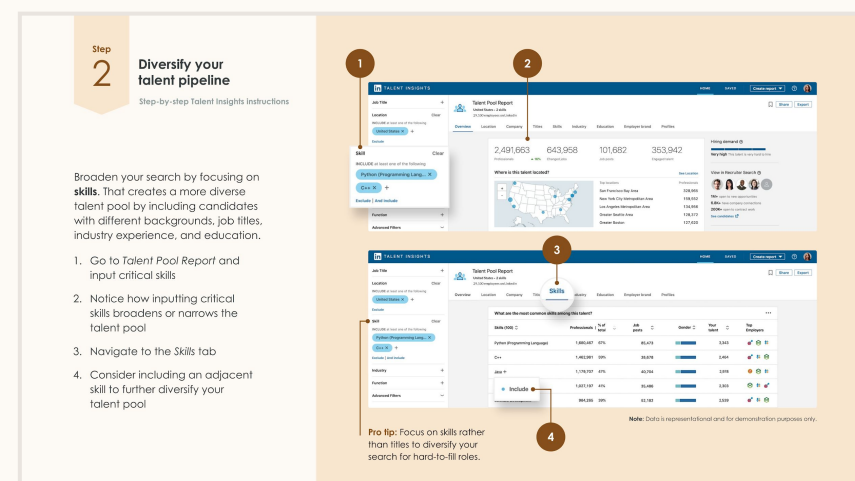
Pages 16–17: Step-by-step Talent Insights instructions


Page 18: Expanded talent pool template

Diversify your talent pipeline

Step-by-step Talent Insights instructions

Broaden your search by focusing on **skills**. Doing so will create a more diverse talent pool by including candidates with different backgrounds, job titles, industry experience, and education.

1. Go to *Talent Pool Report* and input critical skills

2. Notice how inputting critical skills broadens or narrows the talent pool

3. Navigate to the *Skills* tab

4. Consider including an adjacent skill to further diversify your talent pool
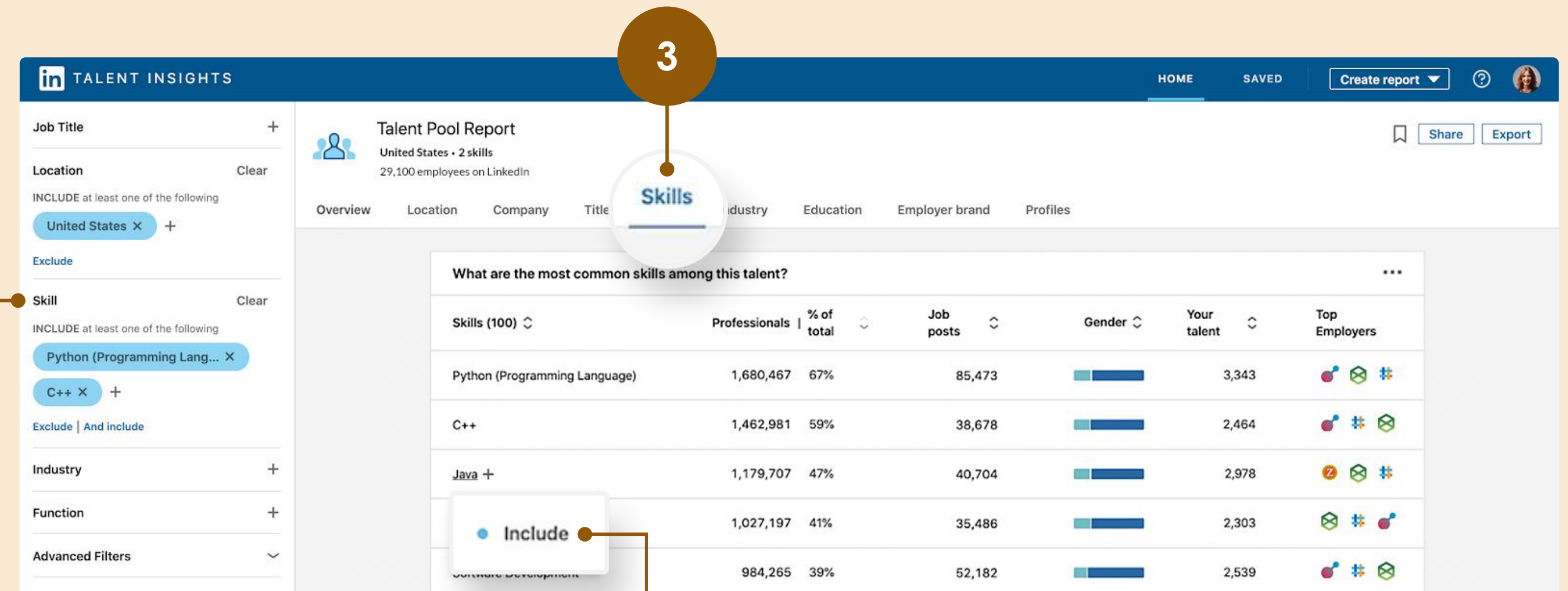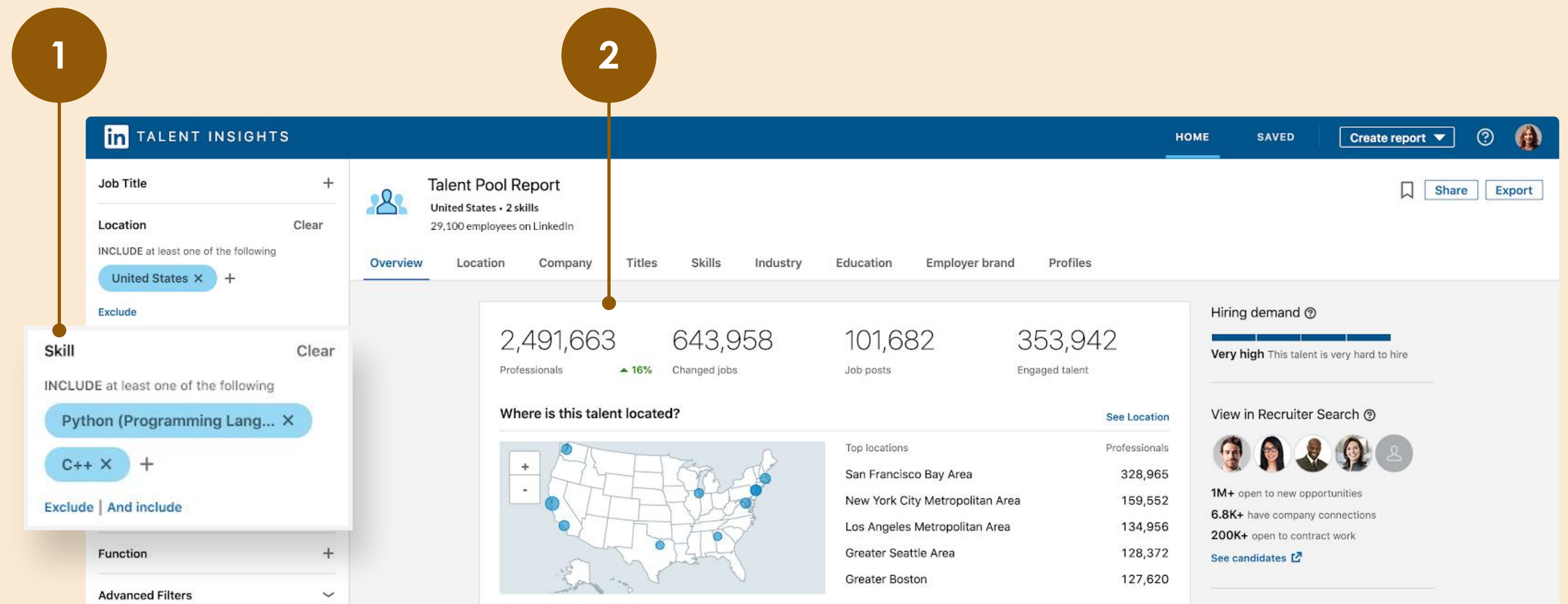
Pro tip: Focus on skills rather than titles to diversify your search for hard-to-fill roles.

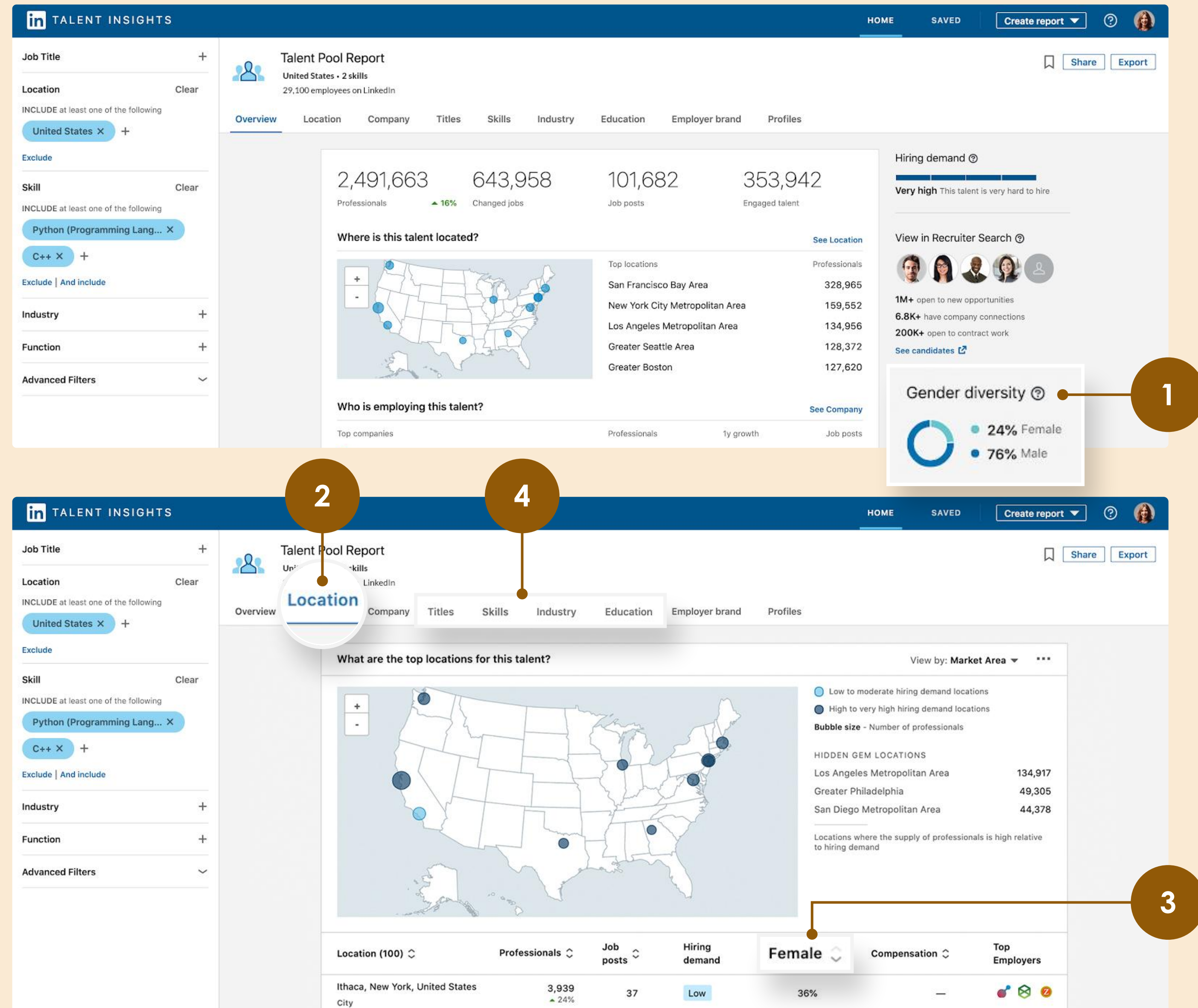**Note:** Data is representational and for demonstration purposes only.

Diversify your talent pipeline

Step-by-step Talent Insights instructions

You can get additional details about where to source **gender diverse talent** by using the *Location*, *Titles*, *Skills*, *Industry*, and *Education* filters.

1. With the filters you already applied still active, see the *Gender diversity* insight within the *Overview* tab

2. Navigate to the *Location* tab

3. Sort the *Gender* column to see male and female representation by location

4. Repeat the same steps for *Titles*, *Skills*, *Industry*, and *Education* to uncover sources of other gender-diverse talent pools

Note: Data is representational and for demonstration purposes only.

Expanded talent pool template

This is a sample template. Fill out the blank template on the following slide to present your insights.

Sample data shown here

Linkedin **Talent Insights**

Expanding our search to include smaller markets, alternative industries, schools, or new titles could improve our pipeline of gender-diverse talent for critical Python and C++ skillsets.

Talent pool:
US professionals skilled in Python or C++

Gender diversity:
24% female, 76% male

See Talent Insights report [link your report here] for further details and metric definitions.

	Location	Professionals	Hiring demand	% female
Locations to consider	Ithaca, New York	3,936	Low	37%
	Springfield, Massachusetts	3,801	Low	28%
	Charlottesville, Virginia	3,770	Low	28%

	Industry	Professionals	Hiring demand	% female
Industries to consider	Mental health care	2,564	Low	47%
	Medical practice	5,215	Low	45%
	Civic & social organization	5,320	Low	43%

	Job title	Professionals	Top employers	% female
Job Titles to consider	Program manager	5,265	Zoomjax, Mintome, Iitkix	37%
	Business analyst	7,759	Outsia, Runity, Fixdex	37%
	Researcher	11,569	Techore, Codelane, Flexi	37%

	School	Professionals	Top employers	% female
Schools to consider	ABC Institute of Technology	6,378	Outstia, Golden Phase, Flexis	21%
	College of XYZ	5,774	Flexis, Zoomjax, Runity	39%
	City University	3,538	Codelane, Fixdex, Itkix	29%

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[Insert statement here for how a more flexible talent search could help you uncover more gender-diverse talent pools.]

Talent pool:
[Insert talent pool definition]

Gender diversity:
[X% female, X% male]

See Talent Insights report [link your report here] for further details and metric definitions.

Locations to consider	Location	Professionals	Hiring demand	% female
	Location 1	#	High, Med, Low	#%
	Location 2	#	High, Med, Low	#%
	Location 3	#	High, Med, Low	#%

Industries to consider	Industry	Professionals	Hiring demand	% female
	Industry 1	#	High, Med, Low	#%
	Industry 2	#	High, Med, Low	#%
	Industry 3	#	High, Med, Low	#%

Job titles to consider	Job title	Professionals	Top employers	% female
	Job title 1	#	Company 1, 2, 3	#%
	Job title 2	#	Company 1, 2, 3	#%
	Job title 3	#	Company 1, 2, 3	#%

Schools to consider	School	Professionals	Top employers	% female
	School 1	#	Company 1, 2, 3	#%
	School 2	#	Company 1, 2, 3	#%
	School 3	#	Company 1, 2, 3	#%

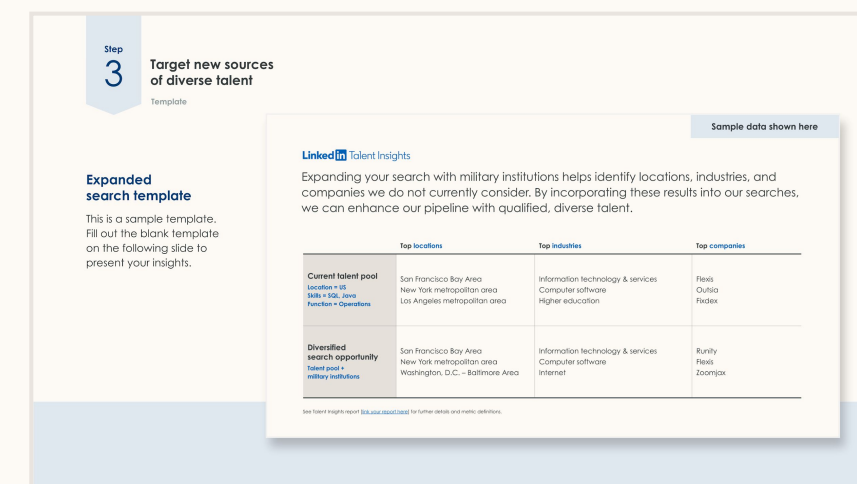# Target new sources
# of diverse talent

Ask yourself:

- Are there more sources we can consider for diverse talent?

- How do we use different search criteria to find industries and locations that have diverse talent?

What's on the following pages?

Page 21: Step-by-step Talent Insights instructions
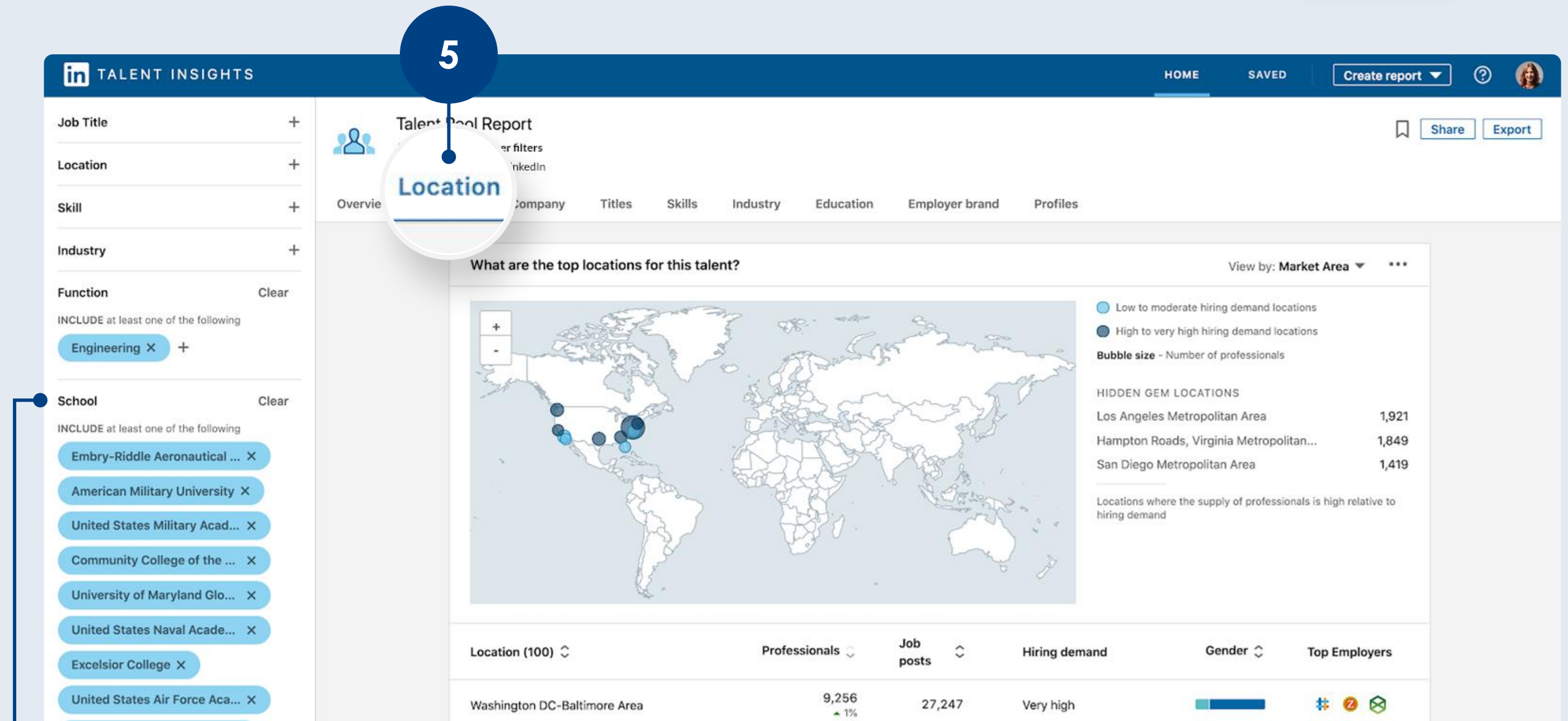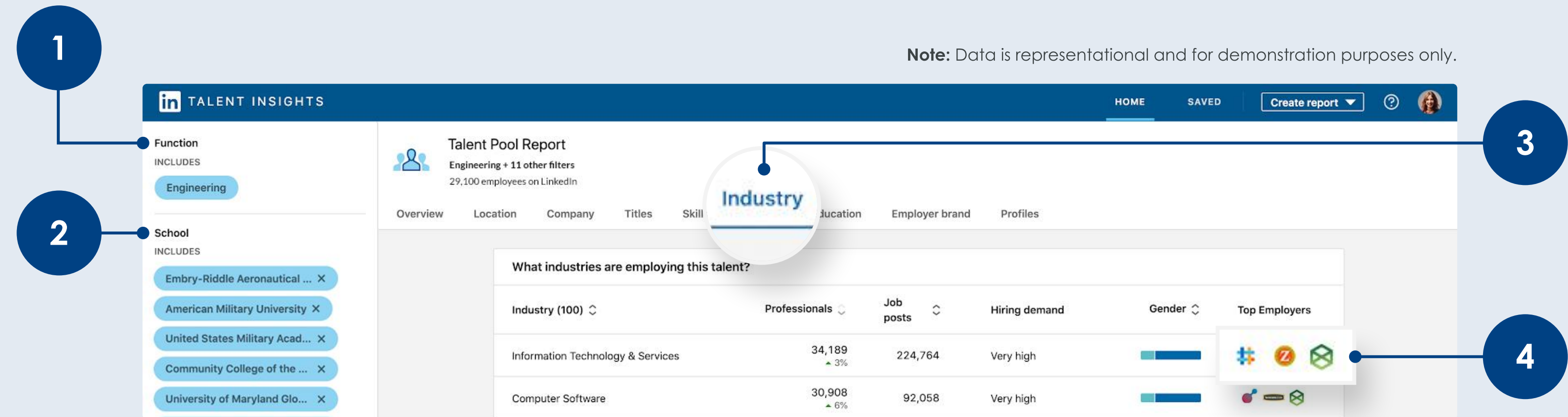

Page 22: Expanded search template

3

Target new sources of diverse talent

Step-by-step Talent Insights instructions

Explore **numerous sources** to find diverse talent pools and uncover ways to diversify your pipeline. Here's a simple search to start:

1. Go to the *Talent Pool Report* and select the function or skills you are targeting

2. Layer in filters — for example military institutions — to see which sources reveal unexplored groups

3. Use the *Industry* tab to see where military alumni are currently represented

4. Review *Top Employers* to see which companies may be good sources of diverse talent

5. Use the *Location* tab to see top markets for this talent

Note: Data is representational and for demonstration purposes only.

Pro tip: Use insights such as the US News Campus Ethnic Diversity report to identify schools with diverse student populations to add to your search.

Target new sources of diverse talent

Template

Expanded search template

This is a sample template. Fill out the blank template on the following slide to present your insights.

Linked in Talent Insights

Expanding your search with military institutions helps identify locations, industries, and companies we do not currently consider. By incorporating these results into our searches, we can enhance our pipeline with qualified, diverse talent.

	Top **locations**	Top **industries**	Top **companies**
Current talent pool **Location = US** **Skills = SQL, Java** **Function = Operations**	San Francisco Bay Area New York metropolitan area Los Angeles metropolitan area	Information technology & services Computer software Higher education	Flexis Outsia Fixdex
Diversified search opportunity **Talent pool +** **military institutions**	San Francisco Bay Area New York metropolitan area Washington, D.C. – Baltimore Area	Information technology & services Computer software Internet	Runity Flexis Zoomjax

See Talent Insights report [link your report here] for further details and metric definitions.

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[Insert statement for sources of talent to explore with a higher representation of diverse talent.]

	Top **locations**	Top **industries**	Top **companies**
Current talent pool **[Title/function/ experience, and so on]**	X Y Z	X Y Z	X Y Z
Diversified search opportunity **[Talent pool + Schools A (that is, military institutions)]**	X Y Z	X Y Z	X Y Z

See Talent Insights report [link your report here] for further details and metric definitions.

Next steps: Put your insights to work.

Make smart recommendations.

Use your completed presentation templates to share insights and recommend new sources for diverse talent.

Turn diversity into a team effort.

See Rosanna Durruthy, LinkedIn Head of Global Diversity, Inclusion, and Belonging, discuss who owns diversity and the importance of training managers to lead diverse teams.

Stay current.

Get news, perspective, and insight from leaders in diversity recruiting and management on the LinkedIn Talent Blog.

Thank you

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