



Creating Equal Access to Opportunity

Talent professionals' best practices
for an inclusive future



Karin Kimbrough
Chief Economist, LinkedIn

The world is seeing a democratization of opportunity

“People have become flexible about where they can work. Employers have become open to a wider range of candidates. And the focus on diversity and inclusion means talent acquisition specialists are looking for a broader range of skills.

There’s never been a more exciting moment for talent professionals to think about the way forward.”

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INTRODUCTION

Together, we can unlock doors

As companies make stronger commitments to diversity and inclusion, talent specialists hold the keys to a more democratized workplace. But when it comes to enabling progress, where do you begin?

LinkedIn Talent Solutions wants to partner with you to create new and equitable opportunities for your people and your organization alike. This eBook provides an introduction to understanding the universal impacts of diversity and inclusion, building a business case for progressive decision-making, and implementing the best practices from leading enterprises to elevate your talent strategies – whatever the size of your organization.

How diversity and inclusion add value



For **organizations**:

- Diverse companies see greater profitability and performance
- A diverse workforce encourages innovation and fresh ideas
- Inclusive environments help organizations retain talent



For **individuals**:

- Diversity and inclusion is a priority for new talent evaluating job opportunities
- Inclusive workplaces create a sense of belonging and encourage new voices
- Diversity in leadership roles encourages career development and internal mobility

83%

Greater innovation in organizations committed to diversity and inclusion¹

36%

Profitability differential between the most and least ethnically and culturally diverse companies²

39%

of candidates have declined to join an organization due to lack of inclusion³

1. Deloitte, *Waiter, is that inclusion in my soup?*, May 2013
2. McKinsey, *Diversity wins: How inclusion matters*, May 19, 2020
3. McKinsey, *Understanding organizational barriers to a more inclusive workplace*, June 23, 2020

For talent specialists, driving change isn't easy

It's hard to change behavior

When people have ingrained beliefs around their processes, it's difficult to change practices and challenge mindsets.

It's a long-term investment

Change happens over time, not overnight. This isn't like achieving a sales quota. It's about dealing with the ever-changing balance of people and their needs.

It's seen as an HR program

Diversity and inclusion isn't simply a training program. It needs to be led from the top down, and embraced throughout the entire organization.

7 best practices for creating equal access to opportunity

- ✓ Understand your current representation
- ✓ Make data-informed decisions
- ✓ Expand your talent pipeline
- ✓ Establish structures to embed inclusivity
- ✓ Enable diverse talent to develop and grow
- ✓ Make diversity and inclusion everyone's responsibility
- ✓ Inspire others to follow

Trusted insights, as shared
by global talent leaders



Gerri Mason Hall

Chief Diversity & Social
Responsibility Officer, Sodexo



Fiona Vines

Head of Inclusion & Diversity and
Workforce Transition, BHP



Damien Hooper-Campbell

Chief Diversity Officer, Zoom
Video Communications



Cynthia Owyong

Vice President, Inclusion, Culture
& Change, Charles Schwab

Understand your current representation

Organizations need an honest, objective appraisal of their diversity today – at all levels. Gender balance throughout the workforce is one thing. But can diverse candidates see role models in your company’s leadership?

No matter where you are in your strategy, work within your HR teams to understand what representation data is available. Then, use these metrics to track progress, identify opportunities for improvement, and build a business case for diversity and inclusion.

“It’s really important to look at your data. To understand what your representation looks like right now. And where you might have some **opportunities for improvement.**”

Cynthia Owyong

Vice President, Inclusion, Culture & Change,
Charles Schwab





Make data-informed decisions

Use your representation data to learn how your company's gender and racial diversity compares to the industry and your specific market. These benchmarks can help inform your recruiting goals and plan strategic initiatives.

Do you want to meet the industry standard, or do you want to do better?

“We use census data, which informs the job opportunities, then our internal data, and together we set targets on race and gender, based on our desire to **be more balanced**. Then we track our hiring, our promotions, and our retention in those groups.”

Gerri Mason Hall

Chief Diversity & Social Responsibility Officer,
Sodexo

Expand your talent pipeline

You may have developed structures to overcome bias when hiring, but does your organization lack diversity in your talent pipeline?

Broaden your talent pool by exploring candidates from new campuses and tapping into different or parallel industries. You can also actively search for candidates in locations with greater gender, ethnic, or racial representation to diversify your talent pipeline.

“As all companies do now, we need to grow, we need to adapt. How on Earth do you do that if you’re not **tapping into the entire talent pool**? Not only was mining male-dominated, but there was also this sense of you had to understand mining to work in mining, which meant you just kept hiring the same people.”

Fiona Vines

Head of Inclusion & Diversity and Workforce Transition,
BHP





Establish the structures to embed inclusivity

Structural initiatives are the building blocks of inclusive business decisions. To encourage unique perspectives, it's important to give each and every talented individual equal access to opportunity, even beyond the hiring stage. It starts with diverse interview panels, but extends to equal opportunities for compensation and promotion.

Without these structures in place, diversity and inclusion are one-off decisions, not long-term strategies.

“Let’s make sure that **not only that minority community, but everybody – regardless of your background** – has an objective opportunity to get through if you’re talented. Let’s make sure that’s the same in the way that **we compensate people, the way that we evaluate people, and the way that we promote people.**”

Damien Hooper-Campbell
Chief Diversity Officer,
Zoom Video Communications

[Read Q&A](#)

Enable diverse talent to develop and grow

Let candidates know that your workplace supports development and growth through career development pathways. New hires should receive the development they need through the onboarding process to perform their role from the office or at home. One approach is tapping into employee resource groups (ERGs) as a resource for onboarding.

This ensures your efforts toward diversity and inclusion aren't lost after you've found the best people.

“You’ve also got to work on the mechanisms to really develop that talent once it’s inside your doors, and to **help that talent to thrive** – no matter what that person’s career goals might be, giving them the opportunities to develop and grow and do their best work.”

Cynthia Owyong

Vice President, Inclusion, Culture & Change,
Charles Schwab





Make diversity and inclusion everyone's responsibility

To ensure meaningful progress, people at every level of your company must be ready to practice diversity and inclusion on a daily basis. Encourage your leaders and company influencers to set positive examples by enrolling them in coaching and development to set an example and drive change.

By making it a priority for everyone, you'll not only create a culture of belonging for underrepresented groups – you'll help all employees understand and confront hiring biases, opening your doors to more diverse talent.

“The top of the company **sets the tone for everything**. If you don't speak to it, it's not incorporated on your agenda, it's not called out in any of the political messages, then your team follows suit. And so it will not be important to them. It becomes a side issue.”

Gerri Mason Hall

Chief Diversity & Social Responsibility Officer,
Sodexo

Inspire others to follow

Diversity and inclusion is fundamentally about changing people's behaviors and addressing institutionalized practices that extend beyond the doors of your current company.

Driving your own organization's inclusivity exhibits strong leadership, but helping to change your industry's mindset around inclusion is how you lead by example. If you need support, seek counsel from your internal Diversity and Inclusion department or external organizations that can provide guidance.

“We call it the supplier multiplier, because we know that if **we work with our partners to change** what they do with us, they will then take those changes to other organizations.”

Fiona Vines

Head of Inclusion & Diversity and Workforce Transition,
BHP

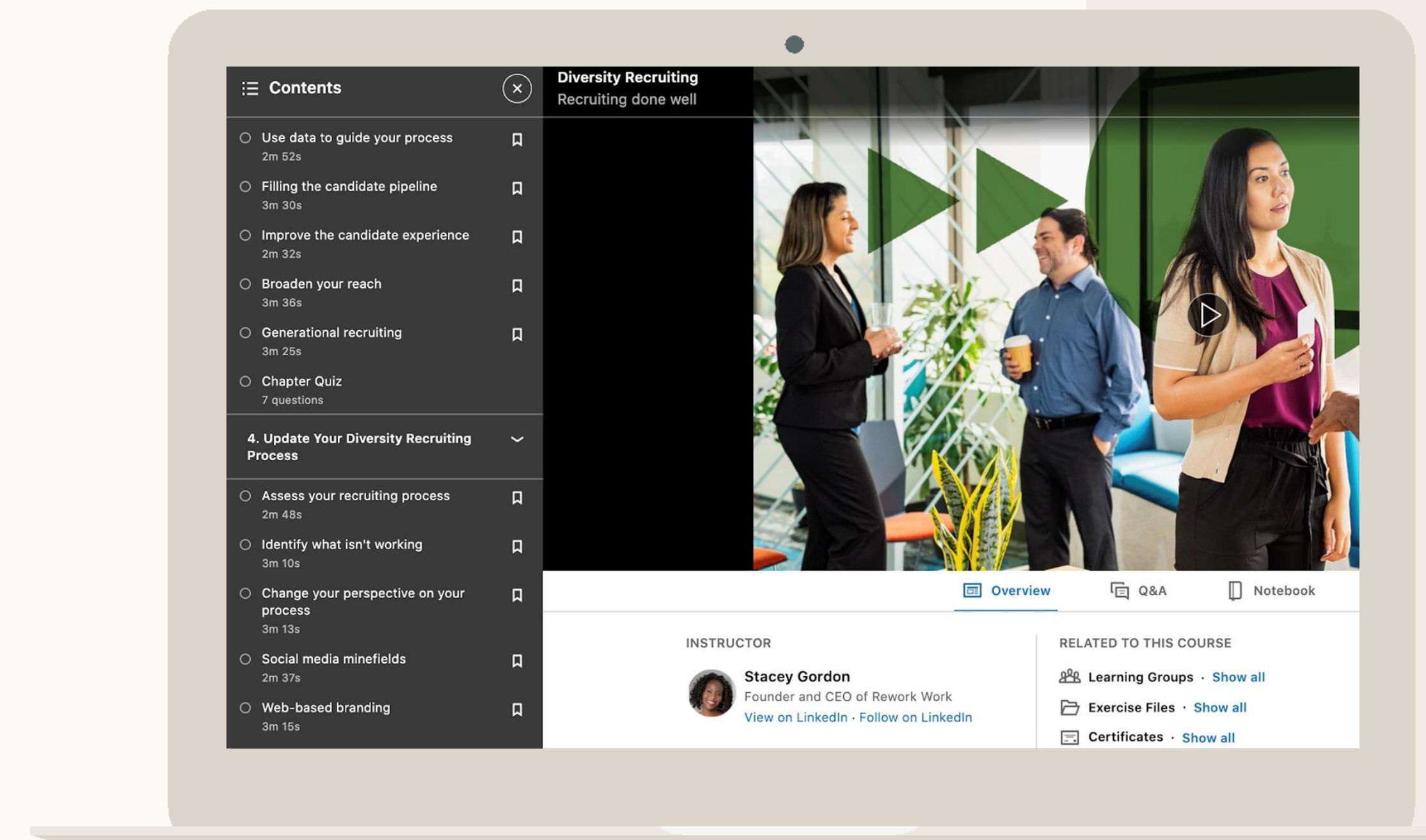


Diversity Recruiting course

Talking about diversity and inclusion doesn't have to be uncomfortable. In this LinkedIn Learning course, you'll gain the insights to confidently approach the topic of bias and address it when recruiting.

We'll show you how to:

- Write improved job descriptions.
- Explain two methods of active diversity sourcing.
- Explain and demonstrate three impartial interview techniques.
- Explain how to identify the end goal of the recruiting process and two ways to avoid common recruiting mistakes.
- Identify three ways to improve your diversity recruitment process by identifying what isn't working.
- Demonstrate ways to attract diverse candidates using social media.
- Explain the importance of employer branding via their website.



Take the course 



Instructor
Stacey A. Gordon, MBA
Founder and CEO of Rework Work
[View on LinkedIn](#)

Take the next steps

Want more insights from diversity and inclusion leaders? Visit the [LinkedIn Talent Blog](#) to read thought leadership articles on how to drive a positive impact for diversity and inclusion.

Why the Head of Diversity is the Job of the Moment

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50+ Ideas for Cultivating Diversity and Inclusion at Your Company

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5 Companies Driving the Diversity Discussion on LinkedIn

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Creating a More Equitable Economic Future for Everyone

Read blog >

We'll help you unlock access to opportunity

We want to partner with you on building and fulfilling your diversity and inclusion goals. [Speak to your LinkedIn representative today.](#)

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