



What's in
this report

Gender impacts the candidate journey

When it comes to investing in diversity, 71% of talent professionals report that achieving gender parity* at their company is a top priority.¹ And while there is a long way to go to get there, a thoughtful, data-driven recruiting strategy can help you make meaningful gains toward that goal.

To understand how gender impacts the candidate journey, we analyzed LinkedIn data on billions of interactions between companies and candidates from job applications to recruiter outreach and hires. The results show that while women and men explore opportunities similarly, there's a clear gap in how they apply to jobs — and in how companies recruit them.

The good news is that this data is actionable. This report will help you improve every step of the job seeker journey on LinkedIn, from how you position your employer brand and interact with candidates, to benchmarking your gender diversity hiring goals against your industry. Your push for **#BalanceForBetter** can start today.

*Gender identity isn't binary and we recognize that some LinkedIn members identify beyond the traditional gender constructs of "male" and "female." However, LinkedIn gender data is inferred on the basis of first name and pronouns, both used and implied, and currently does not account for other gender identities. As members begin to self-report gender, we will be able to share more inclusive gender data.

The journey to getting a new job



New opportunities are equally enticing to both genders

Career FOMO (fear of missing out) is a real thing. Survey data shows that both men and women are almost equally interested in learning about new opportunities and the majority of them would be willing to speak with a recruiter if one reached out.²

This is backed up by the behavior we see on LinkedIn — when women and men start browsing job postings they are also similarly engaged and consider a wide range of opportunities. Career growth is a common priority and both genders are willing to invest the time to do their research.

Open to new job
opportunities

88%

of women

90%

of men

Average number of
jobs viewed in 2018

44

jobs per female
candidate

46

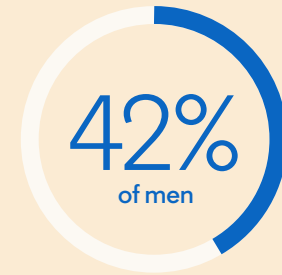
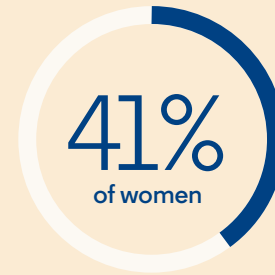
jobs per male
candidate

Women and men want to learn about your company culture

Both men and women want to know what it's like to work at your company before they apply to a job. They are equally likely to read and engage with the content you post on your LinkedIn Company Page and click on the "Life" tab showcasing your employees and core company beliefs.

In order to make both genders feel like they would belong at your company, make sure your Company Page features employees from diverse backgrounds sharing authentic stories about what it's like to work for you.

Researched a company on LinkedIn before applying to a job there



Women are more selective when they apply

While both genders browse jobs similarly, they apply to them differently. Research shows that in order to apply for a job women feel they need to meet 100% of the criteria while men usually apply after meeting about 60%.³

LinkedIn behavioral data backs this up — women tend to screen themselves out of the conversation and end up applying to fewer jobs than men. To encourage women to apply, be thoughtful about the number of requirements you list and ask yourselves what's truly a must-have and what's merely a nice-to-have.

Tip: Make your job posts more inclusive

16%

Women are 16% less likely than men to apply to a job after viewing it

20%

Women apply to 20% fewer jobs than men



Men are more likely to ask for a referral

Companies place tremendous value on employee referrals and recruiters report that they are the top source of quality hires.⁴ However, women are far less likely than men to ask for a referral to a job they're interested in — even when they have a connection at the company.

To account for this, examine the top sources of hire in your company and consider sourcing strategies that are more inclusive of underrepresented groups. Make sure your pipeline is a healthy blend of referrals, active applicants, and sourced candidates.

Tip: Build a gender-balanced pipeline

Compared to men, women are

26%

less likely to ask for a referral



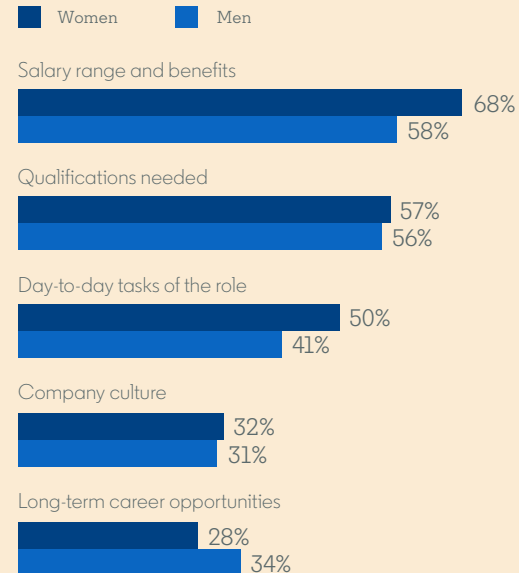
Salary and benefits info is key for women

A recent job descriptions heatmap study revealed that knowing how much a job pays is considerably more important for women.⁵ When an employer shares salary ranges in their job postings, this could be seen as a signal that they are committed to transparency and fair pay regardless of the candidate's gender or background. You can add salary ranges to your job posts on LinkedIn today.⁶

Benefits information about flexible working policies, parental leave, or healthcare is more significant for women so be sure to include that in your job descriptions as well.

The most important information in a job description

Percentage of professionals who said that the following information is important



Recruiters open men's profiles more frequently

An important part of achieving gender balance at work is addressing unconscious bias in the sourcing process. The data shows that when recruiters are searching for candidates, they tend to open men's LinkedIn profiles more frequently. However, after recruiters review a candidate's profile, they find women to be as qualified as men and reach out to both genders at a similar rate.

To combat the initial selection bias, more companies are implementing anonymized hiring and removing key identifiers like names and photos from candidates' applications. Some are even using VR technology to eliminate the bias of in-person interviews.⁷ LinkedIn also offers the option to disable viewing candidate photos within [LinkedIn Recruiter](#).

Tip: Build a gender-balanced pipeline

When looking at female and male candidates on LinkedIn, recruiters are:

13% less likely to click on a woman's profile when she shows up in search

3% less likely to send a woman an InMail after viewing her profile



Women are more likely to get hired – once they apply

While women are more selective than men when considering jobs, they're also more likely to get hired when they apply. If women only apply when they feel extremely qualified, it makes sense that they'd have a higher success rate — but this could also indicate they are not pursuing stretch opportunities. When they do go for stretch roles, women are 18% more likely to get hired than men.

Fortunately, you can do more to change this, from adjusting the language in your job descriptions to ensuring recruiters reach out to more women.

Tip: Build a gender-balanced sourcing strategy

Women are

16%

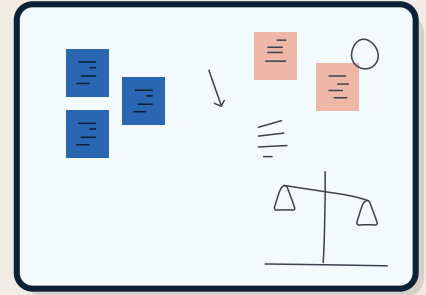
more likely than men to get hired after applying to a job

18%

more likely than men to get hired after applying to more senior roles



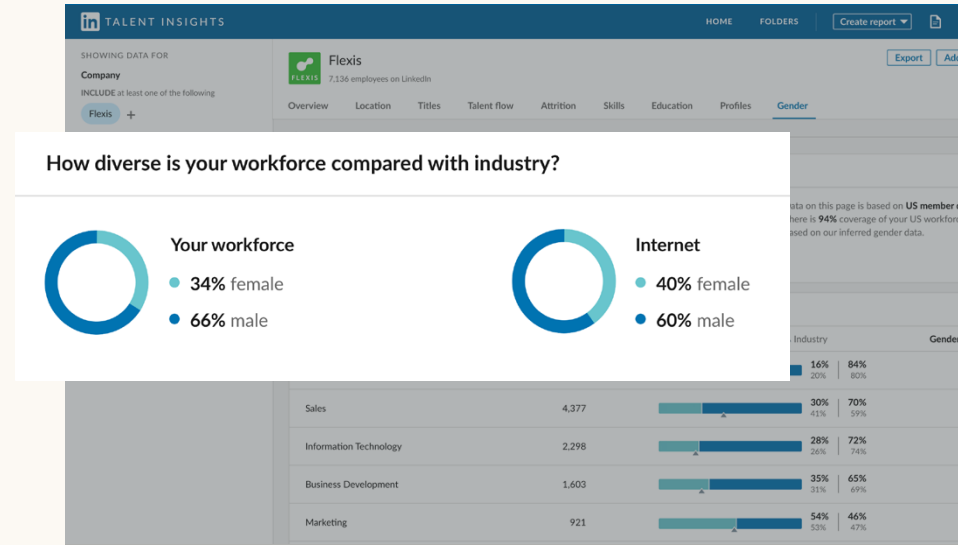
5 tips for gender-balanced hiring with LinkedIn



Tip 1

Understand your current gender split and set goals

Benchmarking your company's current gender split across function or seniority is a key first step. Once you have a baseline, you can begin to set aspirational recruiting goals. Start by looking at the gender-balance ratio of your employees and compare how your company stacks up to the industry average. Then dig deeper to examine different departments, job functions, and seniority levels. Even if your company-level numbers look good, certain departments or offices may present opportunities for improvement.



The LinkedIn Talent Insights product shows you a private view of the gender distribution across your industry as well as at your company and in specific functions there.

Tip 2

Strengthen your employer brand to appeal to diverse audiences

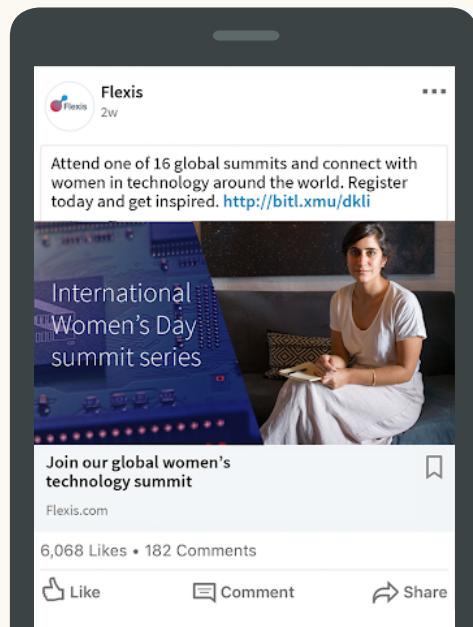
Highlight women at your company

Both women and men are interested in your company's employer brand. Use this opportunity to show your commitment to diversity and ensure that it's reflected in the photos and stories you share.⁸ Highlight female employees, particularly those in leadership positions as they may serve as role models for female applicants.

Engage a broader audience

Using **Sponsored Content** expands your reach beyond professionals who are proactively checking your Company Page and helps you engage women who may not be aware of your brand.

Sponsored Content inviting women to an event



Tip 3

Make your job posts more inclusive

Focus on performance objectives, not requirements

Omit nice-to-have qualifications from your job description and stick to must-haves. Beware that seniority requirements can perpetuate imbalances, since historically there have been fewer women in senior roles. Instead of focusing on qualifications, cover the objectives that the hire will be expected to achieve.⁹

Be mindful of what and how you say it

Make sure you're using gender-neutral language by avoiding words that are stereotypically "masculine" and can turn women away, such as "dominate" or "rock star."¹⁰ Also, consider adding information like salary range and benefits since that's important to women.

Monitor gender view-to-apply conversions

Once you post a job, monitor its performance. For example, [LinkedIn Jobs](#) shows you the view-to-apply ratios for women and men. Tracking these numbers can help adjust your posting to improve its appeal.

Tip 4

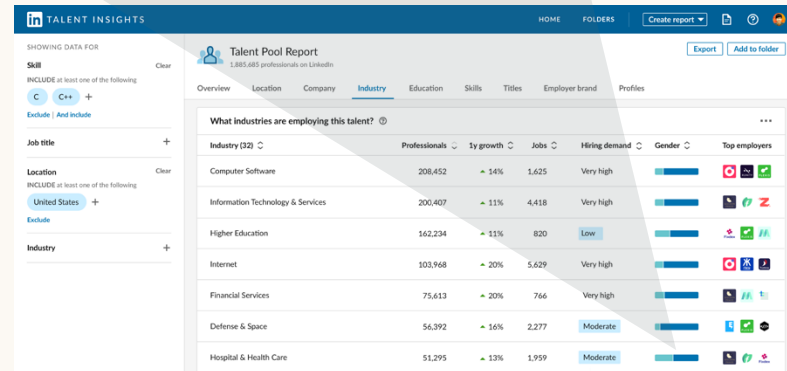
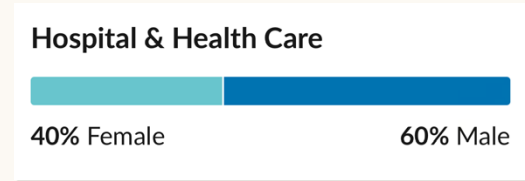
Develop a data-driven sourcing strategy

Understand the talent pool

Use [LinkedIn Talent Insights](#) to uncover hidden gem talent pools for your top roles. Through the lens of your gender-diversity goals, you can use the Talent Pool Report to identify cities (US only) or industries that have a better gender balance, so you can focus your sourcing efforts there.

Analyze your source of hire

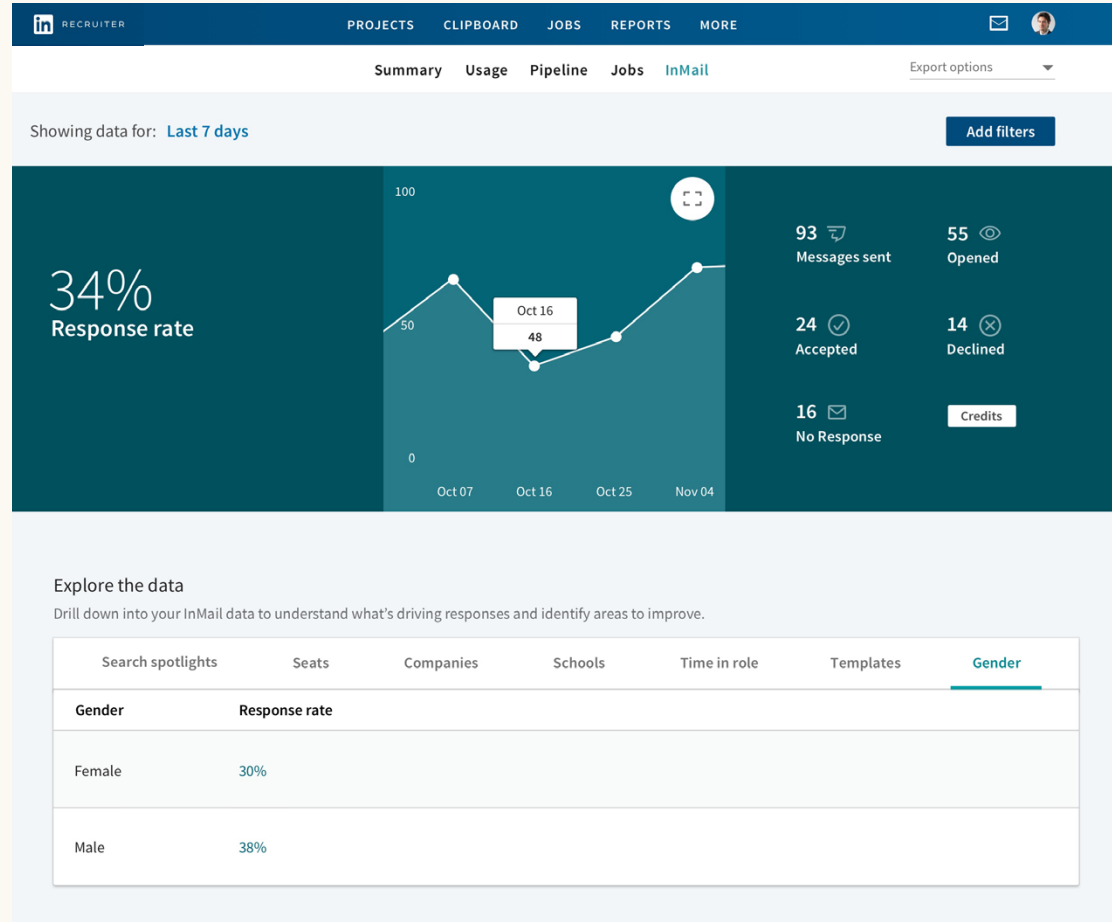
If referrals are one of your top sources of hire, check the gender breakdown of the referred candidates and encourage your employees to be mindful of gender bias. Your recruiting team should consider balancing the pipeline with sourced candidates and job applicants.



Tip 5

Chart your outreach and response rates by gender

Keep track of who you reach out to, and make sure that the percentages of men and women line up with the percentages you had in mind for your pipeline. [LinkedIn Recruiter](#) can show you how your InMail messages perform by gender. If you're finding that men are responding to your InMail messages at a higher rate than women, you can make adjustments to your voice and tone or the type of candidates you engage.



Methodology

Behavioral data

Behavioral insights for this report were generated from the billions of data points created by more than 610 million members in over 200 countries on LinkedIn today. All data reflects aggregated LinkedIn member activity during the full year of 2018, unless otherwise stated.

We have inferred the gender of members included in this analysis by classifying their first names as either male or female or by pronouns used on their LinkedIn profiles. Members whose gender could not be identified as either male or female were excluded from this analysis. This analysis only includes members located in countries where we could infer gender for at least 67% of the member base.

Metric notes

p. 5 – “Average number of jobs viewed” represents the average number of unique jobs viewed per member who viewed a job on LinkedIn in 2018.

p. 6 – “Researched a company on LinkedIn before applying to a job there” represents the percentage of job applicants who viewed a company’s page on LinkedIn, then applied to a job at that company within 3 months.

p. 8 – “Likelihood to ask for a referral” represents the percentage of members who used the “Ask for a Referral” feature on LinkedIn after viewing a job at a company where they had a connection.

p. 10 – Recruiter profile viewing and InMail activity represents aggregate recruiter activity on LinkedIn’s platform between November 2018 and January 2019.

p. 11 – “Likelihood to get hired” represents the percentage of members who applied to a job on LinkedIn, then updated their profile with a new position at that company within one year.

Survey data

Research data in this report comes from two surveys.

In April 2017, 6,536 LinkedIn members across 20+ countries were asked about their experience on the job, openness to opportunities and to project into the future.

In April 2018, 376 members from LinkedIn’s Insight Community panel were shown job descriptions, asked to highlight most relevant areas, and asked which sections were most important to them.

Sources

1. LinkedIn Global Recruiting Trends 2018 | [Source](#)
2. Inside the Mind of Today's Candidate | [Source](#)
3. Tara Sophia Mohr. "Why Women Don't Apply for Jobs Unless They're 100% Qualified." Harvard Business Review. August 25, 2014 | [Source](#)
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About LinkedIn Talent Insights

LinkedIn's newest solution delivers real-time data on talent pools and companies to help you make smarter talent decisions with confidence. With access to global insights, you can build a strategy for gender-balanced hiring by uncovering the talent pools and industries with a more favorable gender split.

