

OUR

CULTURE

#CULTURECODE



A blurred background image showing a group of people in a meeting or office setting. The focus is on the text overlay, which is centered and reads "IT'S WHO WE ARE" followed by "AND" and "WHO WE ASPIRE TO BE".

IT'S WHO WE ARE

AND

WHO WE ASPIRE TO BE

Our Culture

The collective personality
of our organization





Transformation

Integrity

Collaboration

Humor

Results



Prachi Gupta

Senior Engineering Manager

San Francisco



At LinkedIn, we talk about



3

kinds of

TRANSFORMATION

A photograph of two women standing side-by-side, smiling at the camera. They are wearing blue t-shirts with a graphic design that includes the text "City to Breakthrough" and "LinkedIn". The woman on the left has blonde hair tied back, and the woman on the right has dark hair. They are outdoors, and a crowd of people is visible in the background, suggesting a marathon or a large gathering. A blue vertical bar is on the left side of the image.

1

Transformation of

SELF

A photograph of two women standing side-by-side, smiling at the camera. They are wearing blue t-shirts with a graphic design that includes the LinkedIn logo and the text "City to Breakthrough". The woman on the left has blonde hair tied back, and the woman on the right has dark hair. They are outdoors, and a crowd of people is visible in the background, suggesting a marathon or a large gathering. A blue vertical bar is on the left side of the image, and a blue circle with the number "1" is positioned near the top left.

1

Leave LinkedIn a
better professional than
when you started



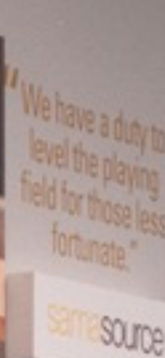
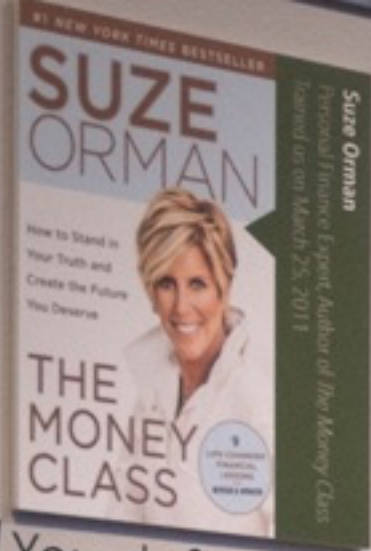
Career Transformation

Jessica Clark started at LinkedIn in 2012 as a front desk receptionist. She transformed her career by showcasing her design skills, eventually joining the User Experience Design team.

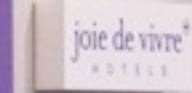
"You define who you are. Your things don't define who you are."

Speaker Series

The LinkedIn Speaker Series supports our mission of making professionals more productive and successful. We do this by exposing our employees and members to inspiring ideas and innovative thinkers from around the globe.



"You have to speak out. You have to be vocal."



"You never want to hire anyone you wouldn't want to see at 3am."



"So many times, we try to separate business and giving. I truly believe when you combine the two, it's the most powerful formula of all."

Wellness

Thoughts, Breathing, Hydration, Nutrition, Movement, and Rest are the six tenets of LinkedIn's Wellness Program. We offer a variety of classes, events and programs to support our employees on their path to greatness.





2

Transformation of

COMPANY



2

Enable LinkedIn
to realize its
full potential

Women in Tech

Empower women at LinkedIn to transform themselves, their careers and the company.





Diversity: Employee Resource Groups

Inclusion is a core foundation of LinkedIn's culture and our mission. This can only be achieved through a workforce that reflects the rich diversity of our global member base, and this is something we strive to do in all of our hiring efforts.

Company All Hands

Our bi-weekly Company All Hands sets the tone for open, honest and constructive communication – one of our core values. It's also a lot of fun, too.





3

Transformation of WORLD

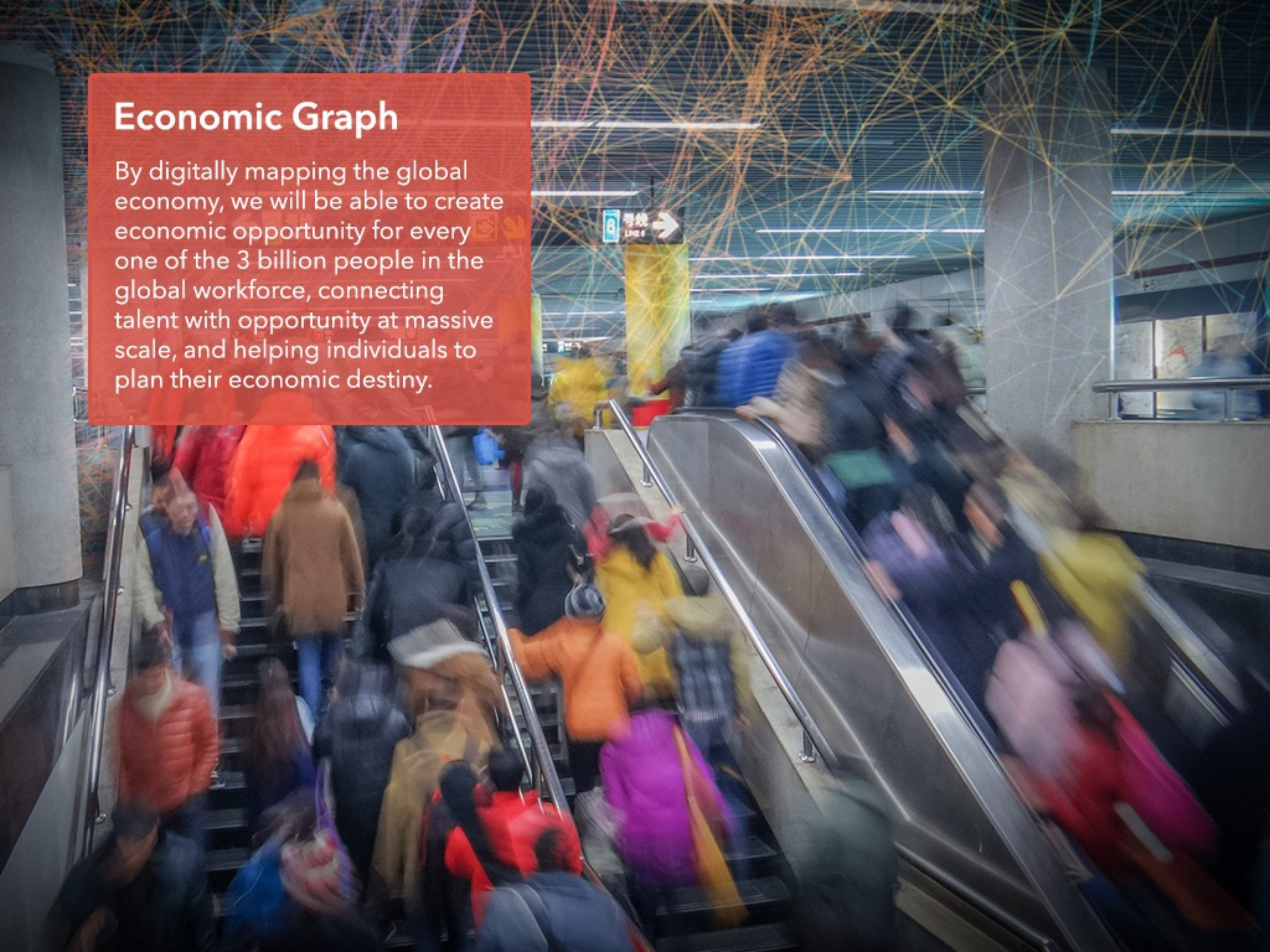


3

Create economic opportunity
for every member of the
global workforce


Economic Graph

By digitally mapping the global economy, we will be able to create economic opportunity for every one of the 3 billion people in the global workforce, connecting talent with opportunity at massive scale, and helping individuals to plan their economic destiny.



LinkedIn *for Good*

LinkedIn for Good connects professionals with opportunities to impact the world. We help our members use their skills for good – to give back while developing as professionals. And we leverage the power of LinkedIn to help nonprofits achieve their mission.

A woman, Rachelle Diamond, is standing on a raised platform, holding a megaphone and speaking. She is wearing a red long-sleeved shirt with 'RunInUnited' and 'Nov. 17' printed on it, and black leggings with white stripes. In the background, there are trees and a building. In the foreground, several people are visible, including a man in a red 'RunInUnited' shirt with bib number 4, a woman with bib number 51, and a young girl in a 'snowbird' shirt. The scene is outdoors on a sunny day.

Rachelle Diamond used her LinkedIn for Good Grant to inspire her colleagues to run in solidarity for a friend. This past year, over 900 employees ran in her event, RunInUnited.

InDay

InDay is a day at LinkedIn where employees take all or part of the day off, once a month, from our regular work to explore new ideas, hack with friends, volunteer for special causes, invest in ourselves or whatever inspires us.





INTEGRITY

We don't believe the ends justify the means.
We expect employees to do the right thing. Period.



COLLABORATION

As valuable as we are as individuals, we are exponentially more valuable when aligned and working together. We believe great ideas and inspirations come from everyone. It starts by asking what each of us can do to help achieve the company's mission.



HUMOR

Changing the world is hard work, so it's important to not take ourselves too seriously and have a few laughs along the way. Don't wait for other people to make you laugh; lead by example.



Deepak Agarwal

Senior Director of Engineering
Fellow of the American
Statistical Association
Mountain View



RESULTS

We set clear, actionable goals and have high expectations for our performance. If you can't measure it, you can't fix it. We count on one another to consistently deliver excellent results, seek leverage through greater efficiency and effectiveness and demonstrate leadership at all levels of the organization.



Our Values

The operating principles we use to run the company on a daily basis

A group of people, mostly women, are holding up various signs. The signs contain phrases like "Act Like an Owner", "Our Members Come First", "Demand Excellence", "Relationships Matter", "Be open, honest & constructive", and "Take Intelligent Risks". The background is a warm, orange-toned image of the group.

OUR MEMBERS COME FIRST

RELATIONSHIPS MATTER

BE OPEN, HONEST AND CONSTRUCTIVE

DEMAND EXCELLENCE

TAKE INTELLIGENT RISKS

ACT LIKE AN OWNER



Lutz Finger

Director, Business Analytics
Mountain View



OUR MEMBERS COME FIRST

Simply put, without our members, there's no LinkedIn. Everything we do is ultimately driven by our desire to create value for our members. We encourage employees to know and understand our members to ensure the long-term health of the LinkedIn ecosystem.



☆

RELATIONSHIPS MATTER

We're in the business of building relationships, and this extends into the relationships we have at work.

We manage compassionately by recognizing that people have experiences and perspectives that may differ from our own. By fostering trust among members, customers, colleagues and partners, we all succeed.



BE OPEN, HONEST AND CONSTRUCTIVE

We expect our employees to communicate with clarity and provide feedback in a constructive way. There is a virtuous cycle associated with transparency: The more we share what's working and what's not working, the more likely we're able to generate solutions to problems, leverage best demonstrated practices, and ensure that every member of the team feels that this is their company.



★ DEMAND EXCELLENCE

Our employees are encouraged to lead by example, seek to solve big challenges, set measurable and actionable goals, and continuously learn, iterate and improve. We set a high bar and expect to clear it.



☆

TAKE INTELLIGENT RISKS

A key reason we believe LinkedIn has been successful is that we encourage our team to take intelligent risks. We strive to always maintain the start-up mentality on which the company was founded. Not every risk we take will work out, so it's important to learn from those mistakes – and then move on.



Jen Williams

Program Manager

Mountain View



ACT LIKE AN OWNER

We expect our employees to act like owners with regard to every decision they make, no matter how big or small. Don't ask why "The Company" does something. It's Our Company - let's decide what we're going to do about it.



NO MATTER WHICH

OFFICE

WE'RE SITTING IN



EVERY ONE OF US
STRIVES TO UPHOLD OUR

CULTURE

— AND —

VALUES





Shadi Bucklin

Global Sales Manager, Solutions
Sunnyvale

I empower companies to drive
value from their talent brand



Jeff Weiner

CEO

Mountain View

Talent is our No. 1
operating priority



Danielle Restivo

Senior Public Relations Manager
London

Telling LinkedIn stories
around the globe



Marcques Johnson

Senior Enterprise
Services Representative
Sunnyvale

I am out @





Vanessa Cervantes

Account Executive, Talent Solutions
Brazil

Inspiring companies to
redefine the way they
attract and hire top talent



Dennis Byrne

Senior Software Engineer

Mountain View

I help bring LinkedIn
search to your phone



IT'S OUR

CULTURE


THAT HAS ENABLED LINKEDIN
TO GET WHERE IT IS TODAY

HITTING MEMBER MILESTONES





2014



AND WE BELIEVE IT'S OUR

CULTURE

THAT WILL ENABLE LINKEDIN TO
ACHIEVE ITS VISION AND MISSION



NEXT PLAY!

WE'RE CHANGING THE WAY
THE WORLD WORKS. [JOIN US.](#)

JOIN THE

#CULTURECODE CONVERSATION



