



THE ECONOMIC GRAPH

Europe & Middle East Update

■ Executive Summary

There are more than three billion people in the global workforce. LinkedIn's vision is to create economic opportunity for each and every one of them. The development of the world's first Economic Graph helps make that vision a reality.

The Economic Graph is a digital map of the global economy and a source of information for individuals, governments and private sector organizations that are making decisions about jobs, education and training. Today the Economic Graph is comprised of over 467 million members on LinkedIn around the world, seven million companies, over thirty thousand institutions of higher education and almost seven million open jobs.

The Economic Graph is the company's true north—something that all LinkedIn employees are building together. Within that broader effort, a small cross-functional team focused on public policy and research

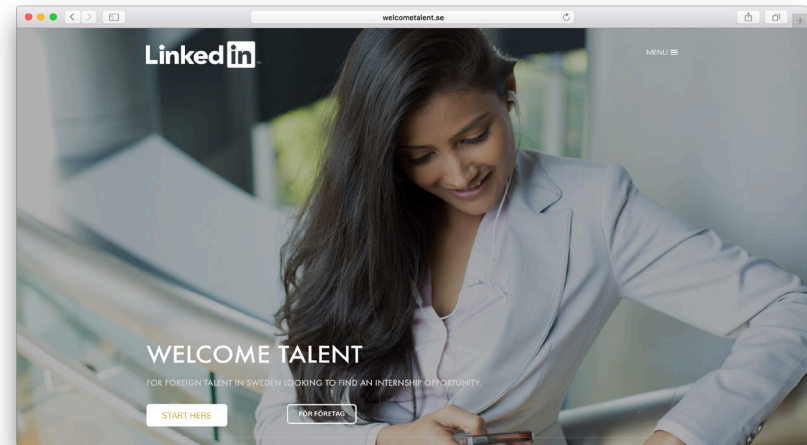
works on helping LinkedIn become a primary source of insights and ideas that guide leaders' decisions on workforce development across the globe. The team does this by bringing to life research and pilot projects that help leaders understand and address the future of the global workforce.

This document is a high-level overview of selected work completed by the team in the past 12 months. First, we examine each of the major pilots that our team has undertaken to better understand the workforce at the local level. Second, we outline partnerships we have engaged in with local governments throughout Europe and the Middle East, and international and multilateral organizations, non-profits and academia over the past year. Third, we outline some of the deeper research projects that have expanded our own thought leadership and impact in this space.

■ Pilot Programs

Welcome Talent for Syrian Refugees

As part of LinkedIn's mission to connect the global workforce to economic opportunity, we leveraged our core assets to connect refugees to employment through our program called Welcome Talent. In February 2016, LinkedIn launched its **Welcome Talent** pilot initiative in Sweden to help address the refugee crisis. Using the LinkedIn platform, we created a microsite that is an entry point to connect newly-settled refugees with employers who have committed to hiring them. The site has resources and case studies to help refugees create optimal profiles. To date, more than 1,000 jobs have been posted from companies including Coca-Cola, Swedbank, Spotify, Ericsson and Microsoft to hire refugees through our platform. We are taking a different partnership approach as we expand our efforts in



Canada by integrating LinkedIn training curriculum into economic empowerment and employment programs in collaboration with the Prime Minister's Office and two local NGOs. In addition, we are scaling this approach in partnership with the International Rescue Committee to grow our efforts across additional global markets.

■ Multilateral and International Governmental Organization Projects

City Research Projects

Manchester

In January 2016, our team launched the [Greater Creators Insights](#) report jointly with the Greater Manchester Combined Authority. The report was launched by the UK Minister for the Cabinet Office, the Mayor of Manchester and [Josh Graff](#), LinkedIn's UK Country Manager, alongside a number of other local leaders. The Minister described the potential of our research to fundamentally improve the management of the labour market. The UK Government's own [press release](#) headlined with "Pioneering LinkedIn project to change the face of

recruitment in Manchester" and referenced how "the local authority uses this data to deploy its resources effectively and deliver a strong workforce that delivers economic prosperity for both the local area and the UK." The Mayor and leaders of Greater Manchester spoke very highly of the partnership with LinkedIn and its impact on shaping their forthcoming Skills Action Plan.

Stockholm

Building on a study for the European Commission, we launched [Stockholm's Economic Graph](#) at an [event](#) at City Headquarters. The report was officially launched by the Mayor of Stockholm and the CEO of Stockholm Business Region Development, our main partners in delivering this research. The event included [media](#), senior government representatives and corporate partners for LinkedIn. As a result of this partnership, the Mayor [published](#) a post about the importance of our work for mitigating the skills gap across the city. Copies of the full report are available on the city's [website](#). The Economic Graph report was also cited in a [debate](#) by

Mathias Sundin, Member of Parliament in Sweden, to support his argument about the growth rate of particular sectors in Stockholm.

Amsterdam

In April 2016, we launched the first phase of the Economic Graph for Amsterdam with our Benelux Country Manager, [Marcel Molenaar](#), and the [Alderman for Economic Affairs](#) and Deputy Mayor of Amsterdam, Kajsa Ollongren, at an event hosted by the city and targeted to international students. LinkedIn was lauded for its work and for the power of the Economic Graph to help the city grow and develop as a tech and talent hub. Senior representatives from the Amsterdam Economic Board (AEB), StartupAmsterdam, national stakeholders from the Ministry for Economic Affairs and the Ministry of Social and Employment Affairs attended the event, which received great [coverage](#). The report is also available on the city's [website](#). We continue to work with the AEB and StartupAmsterdam to help them develop a more targeted and responsive start-up growth strategy. In November 2016, we launched the second phase of

Amsterdam's Economic Graph [report](#) focusing on the city's start-up ecosystem.

Milan

In June 2016, we launched Milan's Economic Graph at an event at LinkedIn's Milan office. The report was officially launched by Marcello Albergoni, Head of Italy at LinkedIn, and Giuseppe Di Raimondo Metallo, Deputy Director of the Directorate General for Education, Training and Work of the Lombardy Region. A roundtable debate moderated by Enrico Banchi, Chief Operating Officer at Scuola di Palo Alto, offered the opportunity for our businesses and academia panelists to debate various topics suggested by the findings, including possible synergies between public authorities and businesses.

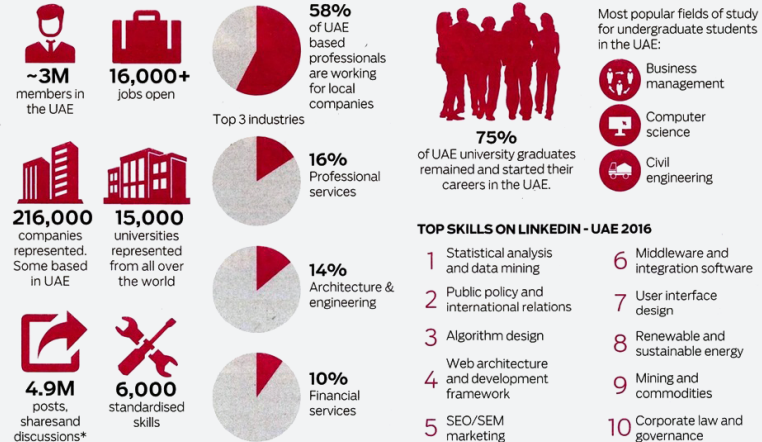
Country Research Project

United Arab Emirates (UAE)

In October 2016, we held an event at LinkedIn's Dubai office and worked with partners in the UAE, including

The Economic Graph – UAE

■ LinkedIn has released a 2016 snapshot of its findings on the UAE's job market, skill set, degrees and much more.



Sources: LinkedIn

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the [Ministry of Higher Education](#) and [Smart Dubai office](#), to focus on the areas of growth in the country and to identify which skills, [including tech-related skills](#), are most in-demand as the country moves forward. The event included a roundtable discussion with UAE's private and public sectors on the challenges they face around talent acquisition and retention.

Non-governmental Organizations and Thought Leadership

World Economic Forum

The Economic Graph was featured in its second report with the [World Economic Forum on Human Capital](#). The Human Capital report is an important component to the Economic Graph team's effort to bring our vision to life. The Human Capital report illustrates the importance of skills over job titles; introduces the idea of transferable skills; demonstrates the supply, demand and flow of talent; describes a new skills diversity measurement of countries across the world; and explains the gig economy with job titles. Key highlights include the following:

- [LinkedIn data reveals](#) that understanding an economy's human capital base at the actual skills level

is crucial because **formal qualifications alone are often insufficiently meaningful.**

- **Data from LinkedIn's Economic Graph** makes it possible to visualize the inflow and outflow of human capital between countries ... identify the specific skillsets countries are gaining and losing in the global marketplace for talent.
- LinkedIn's data was able to shed some light on whether online gig-economy workers represent a new form of work or a continuation and digitization of existing analogue forms of own-account work.

Brexit Research Agenda

We have developed a **Brexit research programme** to strengthen LinkedIn's position as the go-to source for labour market & talent migration data. We will continue providing **insights** into the different aspects associated with the UK's decision to leave the European Union. The focus will be on insights into talent supply and demand, and migratory flows between the UK and the continent.



The hundred largest talent flows between countries

Centre for European Policy Studies (CEPS) Information Technology Talent Mobility Study

The Brussels-based Centre for European Policy Studies (CEPS) published a **study** based on LinkedIn data highlighting mobility of IT workers and their core skills. The report confirmed that the EU is losing tech skills to the U.S., particularly among those who recently

graduated. The analysis also showed that the best educated are more likely to move, both outside the EU and into another EU Member State. Furthermore, intra-EU flows of IT professionals follow a general pattern of intra-EU mobility: from East and South to West and North.

Millennials

Is it harder for employers to retain millennials in the workplace today than it was to retain previous generations? **Our team analyzed LinkedIn data and found that, over time, job- and industry-hopping have steadily increased.** Furthermore, our research shows that job-hopping most commonly occurs in the Media and Entertainment, Professional Services and Government/Education/Non-Profit industries, and that it has become increasingly more common for women to job hop (when compared to men).

The McKinsey Global Institute Report

The team collaborated with the **McKinsey Global Institute** to provide insights using LinkedIn global survey data of part-time and full-time workers. **Example insights include** how workers feel about the trade-off between time worked and pay, whether workers believe their jobs actually make use of their skills and the top reasons employees decided to leave earlier jobs.

Gig Economy Initiatives

The gig economy (defined here as the on-demand, peer-to-peer platform economy – e.g., Lyft, Instacart and DoorDash) is one of the fastest growing and most innovative parts of the labor market. Earlier this year, LinkedIn hosted a meeting with Labor Secretary Thomas Perez and leaders from the sharing economy. The companies discussed issues related to their business models, training, benefits and the ways in which companies like LinkedIn can measure training and upskilling outcomes for employees.

The team recently launched a new initiative, Project Gig, to understand (1) what the key career-related needs of gig workers are; (2) whether LinkedIn is fulfilling those needs; (3) if it is not fulfilling them, whether LinkedIn can fulfill those needs; and, (4) if so, how LinkedIn can fulfill those needs.

work experience and career transitions. At the end of the day, the probability of becoming an executive is merely 14 percent.

How to Become an Executive

Millions of executives have mapped out their career paths on their LinkedIn profiles, so **we decided to see if we could quantitatively identify their keys to success**. We started by analyzing the career paths of approximately 459,000 LinkedIn members globally who worked at a Top 10 consultancy (per Vault Consulting Rankings) between 1990 and 2010 and became a vice president, C-level executive or partner at a company with at least 200 employees. Approximately 64,000 members reached this milestone. Then, from LinkedIn member profiles we analyzed both observable and inferred traits like educational background, gender,