

# Diversity, Equity, Inclusion & Belonging (DEIB+)

2023 Diversity, Equity, Inclusion & Belonging Report



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# Important terms used in this report

## Ally/Allyship

Someone who supports a group other than their own. Allies acknowledge the disadvantages and oppression of other groups, take risks, and act on behalf of others. They invest in strengthening their own knowledge and awareness of oppression. The title “ally” is given from the marginalized community to the individual who supports, advocates for, or works in solidarity. It is an earned title. True allyship includes activism (taking action), creating long-term systemic change, and working together at all levels.

## Barrier

A challenge within systems that results in opportunities and outcomes not being equitably distributed.

## Belonging

Belonging is a feeling of community with the people and environments that make us feel connected. It is an outcome of diversity, inclusion, and psychological safety.

## Bias

Beliefs and attitudes about certain groups of people — consciously or unconsciously — resulting in unequally distributed opportunities and outcomes across systems.

## BIPOC

Stands for Black, indigenous, and people of color. This is a term specific to the United States, intended to center on the experiences of Black and indigenous groups and demonstrate solidarity among communities of color.

## Diversity, Equity, Inclusion & Belonging (DEIB+)

DEIB+ stands for diversity, equity, inclusion, and belonging at Indeed. The plus symbol represents all other concepts, such as allyship, intersectionality, and the evolution of the multifaceted work of DEIB+. Our DEIB+ organization at Indeed consists of two teams: Business Partners and Employee Lifecycle. Collectively, in partnership with our HR teams, they connect and engage with Indeedians around the world to build and maintain the best culture for inclusion and belonging.

## Equality

Equality means everyone is given the same resources to promote fairness. However, it is only effective if everyone starts from the same place and needs the same help.

## Equity

Equity means everyone is given the resources needed to succeed. Equity often appears unfair when someone requires more or less to succeed. But, ultimately, the intent is to actively move everyone closer to success by leveling the playing field.

## Global Inclusion Programs (GIP) team

The [GIP team](#) consists of inclusion resource program managers and specialists who oversee the Inclusion Business Resource Groups (IBRGs) at Indeed. Their primary function is to cultivate and support the foundation for marginalized groups as they build communities, act as respected subject matter experts, and serve as trusted partners across the company.

## Implicit bias

Implicit bias pertains to attitudes or stereotypes that unconsciously affect our understanding, actions, and decisions.

## Inclusion

A dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment ensures equitable access to resources and opportunities for all. It enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and their contributions to organizations and societal goals.





# Important terms used in this report

## Inclusion Business Resource Group (IBRG)

**IBRGs** are employee-led groups formed around marginalized communities that actively contribute to a strong sense of belonging and help embed DEIB+ into our operations. IBRGs strengthen community and engagement for our employees, advise on our product offerings, policies, and benefits, and directly contribute to business goals. Our employees' unique experiences, perspectives, and passions help grow the business in a way that promotes inclusivity and a sense of belonging at Indeed and with our job seekers and employers.

## Indeedian

A person who is an Indeed employee.

## Latine

A gender-neutral term used instead of the gendered terms Latino or Latina when referring to individuals with cultural ties to Latin America and individuals of Latin American descent.

## Minority

Minority means “fewer” in English. Minority group or minorities refers to categories of people who experience relative disadvantage as compared to members of a dominant social group.

## Underrepresented groups

This means a group of individuals relative to a population that is in the minority or not well represented. For example, women are often underrepresented in science, technology, engineering, and mathematics.

## Underrepresented gender (URG)

Individuals whose gender, gender identity, and expression are underrepresented and marginalized. This includes women and those who are transgender, non-binary, agender, gender non-conforming, gender fluid, two-spirit, and genderqueer.

## Underrepresented racial / ethnic minority (URM)

Underrepresented racial / ethnic minorities (URM) are people in the United States who belong to racial or ethnic identities that are underrepresented, that is, one or more of the following: Black, Latine, American Indian, Alaska Native, and Native Hawaiian or other Pacific Islander.

**Note:** As the world becomes more aware, these terms and their definitions may evolve. Region-specific terms change with societal awareness, and direct input from communities will influence future terms and definitions.







# The world of work



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At Indeed, our mission is to help people get jobs. With more than 300 million job seekers visiting Indeed every month, our mission impacts the lives and livelihood of people all over the world, which is why Inclusion & Belonging is a core value at Indeed. We know that diversity of background, thought, and experiences makes for a better workplace, better decision-making, and more innovation. We strive to create a workplace where everyone is valued for who they are, feels like they belong, and has equal opportunity for growth. The more our team reflects the global communities where we live and operate, the better we are at helping all people get jobs.”

**Chris Hyams (he/him/his)**  
CEO of Indeed  
Austin, Texas



# Letter from VP, Diversity, Equity, Inclusion & Belonging

At Indeed, diversity, equity, inclusion, and belonging is a business imperative, integral to our mission and the responsibility we have to positively impact society by making work more equitable and accessible for all. Our mission is to help all people get jobs. We know that talent is universal, but opportunity is not. Now more than ever, we are committed to removing barriers and helping all people find meaningful work.

Our efforts to create the most equitable and inclusive experience for job seekers through our platform starts with Indeedians (our employees). We have a dynamic, global workforce committed to solving some of the world's most complex problems.

Every month, 300+ million job seekers use our platform. This gives us a front row seat to the global labor market, where we are uniquely positioned to provide insight on the ever-changing world of work. Employers continually look to us for strategies and thought leadership on how to prioritize and operationalize equity across their processes and operations. It's a responsibility we take seriously for them and for ourselves.

For us, DEIB+ goes beyond any singular program or partnership and extends beyond hiring and retention efforts to achieve workforce representation goals. It's about continually evaluating and enhancing our policies and processes for equity at every phase of the employee lifecycle from hiring and onboarding to promotions and leadership development.

Our ability to develop innovative solutions and understand the complexities of all phases of the employment journey is powered by the unique, diverse perspectives and lived experiences of Indeedians. Listening to employees, as well as sharing the stories of those traditionally left out of the conversation, is proving to be one of the best ways we learn and deeply understand the nuanced experiences and needs of our clients and job seekers. Our employee-led business resource groups (IBRGs) serve as strategic partners who significantly influence critical business decisions.

The DEIB+ landscape is constantly evolving, and we commit to remaining agile. Our lens and top focus is on supporting, developing, and retaining our existing talent, ensuring that they can bring their authentic and best selves to work. We're focused on making progress towards our goal to increase representation of women and underrepresented genders (URG) to 50% at all levels of Indeed's global workforce, and increase U.S. workforce representation of underrepresented racial and ethnic minorities (URM) to 30% by 2030.

In this report, you'll find our most recent workforce data, along with updates on our strategy, approach, programs, and the people that make all of this possible. I hope that when you reach the end, you feel inspired by our unwavering commitment to make the world of work better and to influence change in your respective organizations.



I'm proud to inspire, influence, and be in community with a company that works every day to create psychologically safe work environments and bring about a future of work that is equitable and inclusive.

**Misty Gaither (she/her/hers)**

**Vice President, Diversity, Equity, Inclusion & Belonging**

San Francisco Bay Area, California

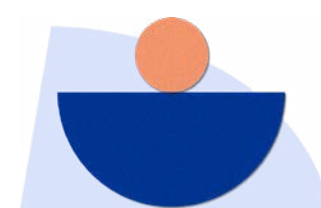




# Diversity, Equity, Inclusion & Belonging enriches our core values

In 2019, we declared Inclusion & Belonging as one of our five core values, alongside Job Seeker First, Pay for Performance, Data Driven, and Innovation. We understand that by prioritizing representation, maintaining strong talent development processes, and building products that promote fair and equitable hiring, we will strengthen our workforce and make the future of work better.

Our core values are not standalone. For our business and company culture to continue to thrive, these values must work together. Only by grounding our work in these core values every day will we be able to develop and advocate for better solutions that benefit our people, job seekers, and employers.



## Job Seeker First

Reducing bias and removing barriers in the employment process gives millions of job seekers worldwide access to new job opportunities.



## Innovation

When we embed inclusive thinking and principles throughout the business, Indeed products and offerings become more equitable and innovative, and our solutions scale across cultures.



## Pay for Performance

Greater diversity and inclusive practices in our job seeker pool mean a higher number of qualified candidates for each available role, which translates to better results for employers.



## Inclusion & Belonging

We are creating a culture that promotes life-long learning, drives growth, and prioritizes psychological safety to ensure all Indeedians can thrive. Our Inclusion & Belonging value is embedded across our business and modeled by everyone, including our executive team. Inclusion and belonging are demonstrated and incorporated in how our leaders develop and execute business strategies for their respective organizations.



## Data Driven

Data is not unbiased, which is why it is critical to have the perspectives of people from all backgrounds to ensure the decisions we're making are equitable and impactful cross-culturally.



# Our 2030 Environmental, Social & Governance commitments

Our Environmental, Social & Governance (ESG) commitments aim to bring about a future of work that is equitable and inclusive. As the world's number one job site and leading matching and hiring platform,<sup>1</sup> we strive to make a positive impact on society by connecting people to better work to create better lives.

We have made four ambitious commitments aimed at transforming hiring by 2030:

- Increase representation of women and underrepresented genders (URG) to 50% at all levels of Indeed's global workforce (from entry level to the Board), and U.S. workforce representation of underrepresented racial and ethnic minorities (URM) to 30%
- Help 30M people facing barriers get hired
- Shorten the duration of job search by 50%
- Achieve net zero in greenhouse gas (GHG) emissions

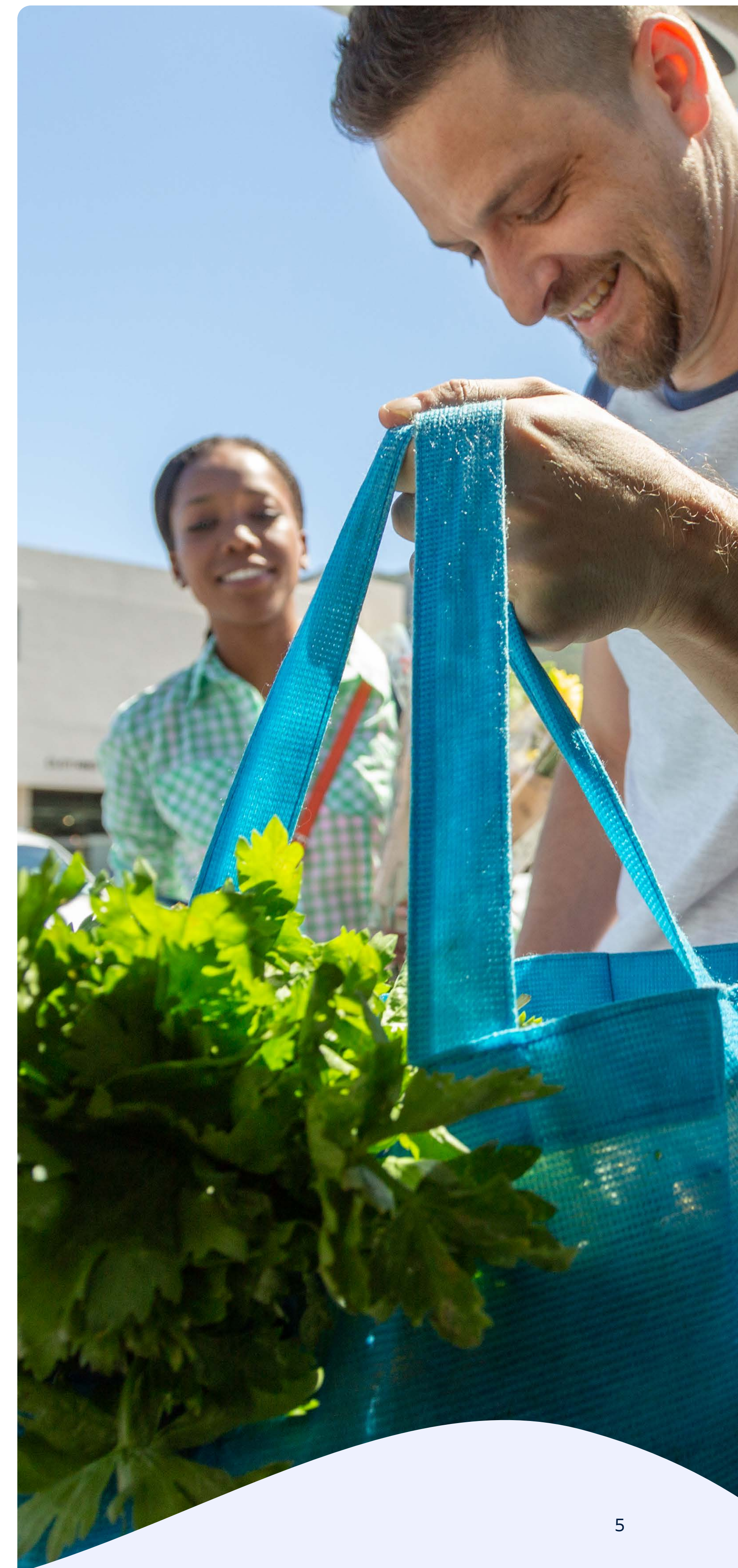
For women and underrepresented genders, as well as underrepresented racial and ethnic minorities in the United States, representation is frequently concentrated at the lower levels of an organization. Data shows that this is due to historical, systemic,

and long-standing biases and roadblocks — not a lack of talent — preventing these groups from reaching leadership positions. This is why we've made a commitment to addressing workforce underrepresentation at all levels, and to breaking down bias and barriers within the world of work.

Barriers, such as no college degree or bias due to age, ethnicity, disability, race, or criminal record, make it harder for millions of job seekers to find and keep good jobs. With climate change disproportionately impacting marginalized communities, these same job seekers who face barriers would benefit from a more sustainable, green economy. Indeed is on a mission to level the playing field for hiring. That means that our own workforce should reflect the world around us — so that as we strategize on an approach to make the world of work better, we consider a diversity of perspectives and lived experiences. Ultimately, we achieve ESG goals that were created with intersectionality top of mind.

Visit [www.indeed.com/esg](https://www.indeed.com/esg) to learn more about our 2030 ESG commitments.

1. Comscore, Total Visits, September 2022





“

Our ESG commitments are rooted in the belief that the world of work can be better for everyone. They are fundamental to our operations and how we do business. This work isn't just altruistic — it's imperative for society.”

**LaFawn Davis (she/her/queen)**

**Senior Vice President of Environmental, Social & Governance**  
Oakland, California







# Our workforce overview



Demographic data indicates the proportionality of how various groups are represented in the workforce. We collect this self-reported data in an equitable and inclusive manner to ensure all employees can be represented. Year-over-year representation numbers are rounded to the nearest decimal.

Our workforce demographic metrics reflect data as of June 1, 2023.

In line with our goal of increasing representation across the company, we are proud to make solid progress with global leadership demographics. We know that diversity in leadership is key to our success in demonstrating equitable and inclusive behaviors and leading meaningful action as part of the business strategy.

Note: The leadership team is a proportionately smaller group, which will yield large percentage changes that reflect small shifts in absolute numbers.

# Global leadership breakdown

## Gender

Men		
66.3%	67.1%	61.5%
Overall leadership	VP leadership	Senior leadership
5.5%▲	5.1%▲	7.8%▲

Women		
33.7%	32.9%	38.5%
Overall leadership	VP leadership	Senior leadership
6.3%▼	9.0%▼	7.7%▲

Not reported		
0.00%	0.00%	0.00%
Overall leadership	VP leadership	Senior leadership
100%▼	No change	100%▼

▲ Increase over previous year    ▼ Decrease over previous year

**Note:** No data or changes to report for Non-binary.

**Overall leadership** is all leaders at the vice president (VP) level and above. It does not include board members.

**VP leadership** is all leaders at the vice president level.

**Senior leadership** consists of the CEO as well as employees who directly report to the CEO. This includes the following titles: general manager, senior vice president, executive vice president, general counsel, and chief officer levels. **Note:** Senior leadership does not include board members. For a complete list of our senior leadership, visit [indeed.com/about/leadership](https://indeed.com/about/leadership).





# Global leadership breakdown

## Generation

Baby Boomers (1945-1964)			Generation Y / Millennials (1981-1996)		
7.23%	5.71%	15.4%	25.3%	28.6%	7.69%
Overall leadership	VP leadership	Senior leadership	Overall leadership	VP leadership	Senior leadership
24.6%▲	36.1%▲	7.6%▲	3.7%▲	2.8%▲	8.3%▲
Generation X (1965-1980)			Not Reported		
67.5%	65.7%	76.9%	0.00%	0.00%	0.00%
Overall leadership	VP leadership	Senior leadership	Overall leadership	VP leadership	Senior leadership
1.6%▼	3.5%▼	7.7%▲	100%▼	No change	100%▼

**Note:** No data or changes to report for Generation Z.

**Overall leadership** is all leaders at the vice president (VP) level and above. It does not include board members.

**VP leadership** is all leaders at the vice president level.

**Senior leadership** consists of the CEO as well as employees who directly report to the CEO. This includes the following titles: general manager, senior vice president, executive vice president, general counsel, and chief officer levels. **Note:** Senior leadership does not include board members. For a complete list of our senior leadership, visit [indeed.com/about/leadership](https://indeed.com/about/leadership).



# U.S. leadership breakdown

## Race and ethnicity

### White

63.9%

Overall leadership

0.6% ▲

63.3%

VP leadership

1.7% ▲

61.5%

Senior leadership

4.3% ▼

### Asian

20.8%

Overall leadership

3.6% ▼

21.7%

VP leadership

5.6% ▼

15.4%

Senior leadership

7.6% ▲

### Black

8.33%

Overall leadership

2.8% ▲

6.67%

VP leadership

1.7% ▲

23.1%

Senior leadership

7.8% ▲

### Latine

4.17%

Overall leadership

2.8% ▲

5.00%

VP leadership

1.7% ▲

0.00%

Senior leadership

No change

### Not reported

2.78%

Overall leadership

2.8% ▲

3.33%

VP leadership

1.7% ▲

0.00%

Senior leadership

No change

**Note:** No data or changes to report for two or more races and Native American, Alaska Native & Native Hawaiian, or other Pacific Islander. Sections that reported on 2022 race and ethnicity as they relate to senior leadership previously contained a data error that has been fixed in both this report and the [2022 report](#).

**Overall leadership** is all leaders at the vice president (VP) level and above. It does not include board members.

**VP leadership** is all leaders at the vice president level.

**Senior leadership** consists of the CEO as well as employees who directly report to the CEO, **including those who are non-U.S. based.** This includes the following titles: general manager, senior vice president, executive vice president, general counsel, and chief officer levels. **Note:** Senior leadership does not include board members. For a complete list of our senior leadership, visit [indeed.com/about/leadership](https://indeed.com/about/leadership).



# Global gender<sup>1</sup>

Employees who identify as women now account for 41% of our global workforce, 33.7% of our leadership roles, 26.8% of technical roles, and 50.1% of our non-technical roles. From 2022 to 2023, we saw a small decrease in representation in women in all areas (i.e Overall, Leadership, Tech and Non-Tech). Employees who identify as men make up 59% of our global workforce, 66.3% of leadership positions, 73.2% of tech roles, and 49.9% of non-tech roles. Employees who identify as non-binary make up .03% of our global workforce.<sup>2</sup>

Overall					Senior Leadership					Leadership (VP+)					Tech					Non-tech				
2023																								
<div><div></div></div> 59.0%					<div><div></div></div> 61.5%					<div><div></div></div> 66.3%					<div><div></div></div> 73.2%					<div><div></div></div> 49.9%				
<div><div></div></div> 41.0%					<div><div></div></div> 38.5%					<div><div></div></div> 33.7%					<div><div></div></div> 26.8%					<div><div></div></div> 50.1%				
<div><div></div></div> 0.03%					<div><div></div></div> 0.00%					<div><div></div></div> 0.00%					<div><div></div></div> 0.06%					<div><div></div></div> 0.013%				
<div><div></div></div> 0.01%					<div><div></div></div> 0.00%					<div><div></div></div> 0.00%					<div><div></div></div> 0.00%					<div><div></div></div> 0.01%				
<div>MenWomenNon-binaryNot reported</div>																								
Year-over-year					Year-over-year					Year-over-year					Year-over-year					Year-over-year				
2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Men					Men					Men					Men					Men				
58.8%	58.5%	57.6%	58.0%	59.0%	85.7%	92.3%	73.3%	57.1%	61.5%	79.1%	75.0%	66.2%	62.8%	66.3%	69.7%	69.4%	69.0%	69.5%	73.2%	53.6%	52.7%	50.6%	49.4%	49.9%
Women					Women					Women					Women					Women				
40.9%	41.4%	42.3%	41.9%	41.0%	14.3%	7.7%	26.7%	35.7%	38.5%	20.9%	25.0%	33.8%	36.0%	33.7%	30.2%	30.5%	30.9%	30.2%	26.8%	46.3%	47.3%	49.3%	50.3%	50.1%
Non-binary					Non-binary					Non-binary					Non-binary					Non-binary				
0.02%	0.03%	0.02%	0.03%	0.03%	0.00%	0.00%	0.0%	0.0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%	0.06%	0.05%	0.10%	0.06%	0.02%	0.02%	0.00%	0.00%	0.013%
Not reported					Not reported					Not reported					Not reported					Not reported				
0.20%	0.1%	0.02%	0.04%	0.01%	0.00%	0.00%	0.0%	7.1%	0.00%	0.00%	0.00%	0.00%	1.2%	0.00%	0.09%	0.03%	0.07%	0.20%	0.00%	0.11%	0.03%	0.10%	0.30%	0.01%

1. In this report, we display percentage changes across the data. The percentage change (increase or decrease) is the difference between the final and initial value divided by the initial value. Using the example of change in Women in Leadership, we take the difference between 33.7% (2023) and 36.0% (2022). Then we divide this difference by 36.0%, which yields a decrease of 6.3% (percentages are rounded). This information applies to all data displayed in the “Our workforce overview” section.

2. The exact figure is .032%, representing a 6.6% increase from 2022 (.03% to .032%).



# Global gender breakdown

## Men

59.0%	66.3%	73.2%	49.9%
Overall	Leadership	Tech	Non-tech
1.7% ▲	5.5% ▲	5.3% ▲	1.0% ▲

## Non-binary

0.03%	0.00%	0.06%	0.01%
Overall	Leadership	Tech	Non-tech
6.6% ▲	No change	38.5% ▼	Increase from 0 ▲

## Women

41.0%	33.7%	26.8%	50.1%
Overall	Leadership	Tech	Non-tech
2.2% ▼	6.3% ▼	11.4% ▼	0.5% ▼

## Not reported

0.01%	0.00%	0.00%	0.01%
Overall	Leadership	Tech	Non-tech
80.0% ▼	100% ▼	100% ▼	95.6% ▼

**Technical vs. non-technical:** Technical profiles are defined as jobs at Indeed that spend the majority of time influencing the development of Indeed's products and the underlying IT infrastructure and data management. Non-technical refers to all other profiles.

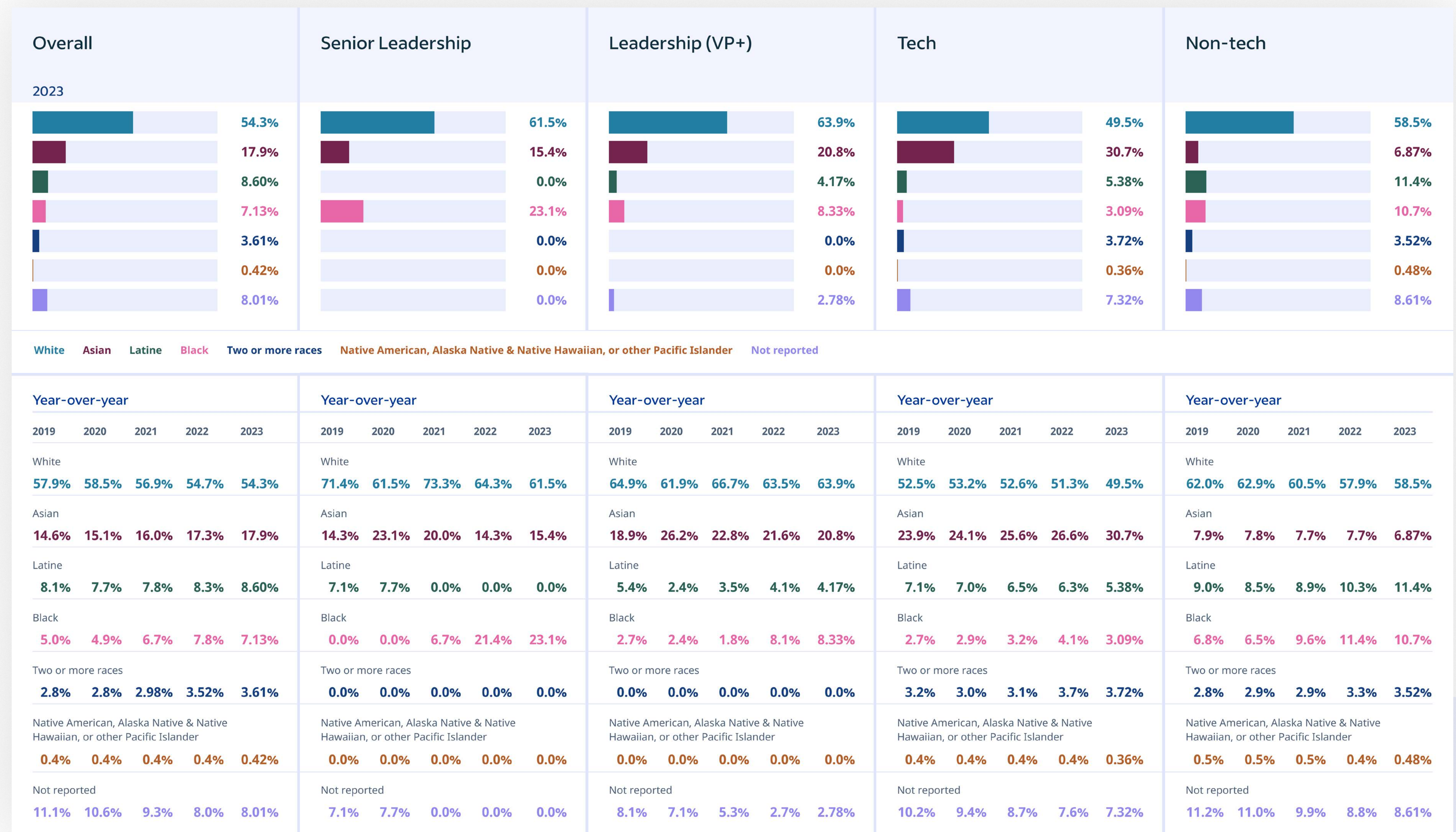
**Leadership** is all leaders at the vice president (VP) level and above. This does not include board members.





# U.S. race and ethnicity

In 2023, representation of employees who identify as Latine, Asian, Indigenous (Native American, Alaska Native & Native Hawaiian or Other Pacific Islander), and two or more races increased slightly. Representation of employees who identify as Black or African American and white decreased marginally from 2022.





# U.S. race and ethnicity breakdown

## White

54.3%	63.9%	49.5%	58.5%
U.S. workforce	Leadership	Tech	Non-tech
0.7% ▼	0.6% ▲	3.5% ▼	0.9% ▲

## Two or more races

3.61%	0.0%	3.72%	3.52%
U.S. workforce	Leadership	Tech	Non-tech
2.6% ▲	No change	0.7% ▲	6.5% ▲

## Asian

17.9%	20.8%	30.7%	6.87%
U.S. workforce	Leadership	Tech	Non-tech
3.9% ▲	3.6% ▼	15.2% ▲	11.2% ▼

## Native American, Alaska Native & Native Hawaiian, or other Pacific Islander

0.42%	0.0%	0.36%	0.48%
U.S. workforce	Leadership	Tech	Non-tech
3.8% ▼	No change	15.8% ▼	6.2% ▲

## Latine

8.60%	4.17%	5.38%	11.4%
U.S. workforce	Leadership	Tech	Non-tech
3.1% ▲	2.8% ▲	14.0% ▼	10.4% ▲

## Not reported

8.01%	2.78%	7.32%	8.61%
U.S. workforce	Leadership	Tech	Non-tech
0.1% ▲	2.8% ▲	3.8% ▼	2.7% ▼

## Black

7.13%	8.33%	3.09%	10.7%
U.S. workforce	Leadership	Tech	Non-tech
8.4% ▼	2.8% ▲	25.3% ▼	6.6% ▼

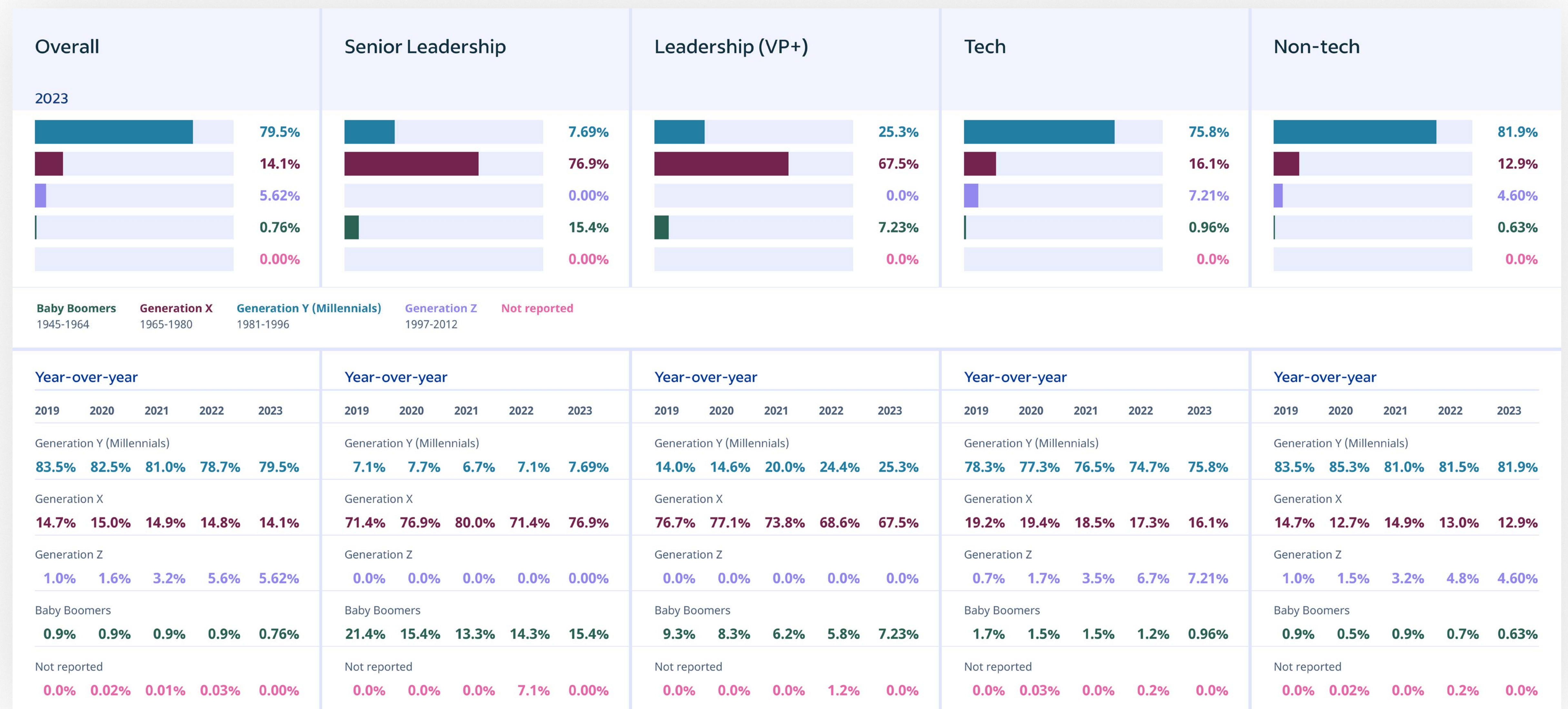
**Technical vs. non-technical:** Technical profiles are defined as jobs at Indeed that spend the majority of time influencing the development of Indeed's products and the underlying IT infrastructure and data management. Non-technical refers to all other profiles.

**Leadership** is all leaders at the vice president (VP) level and above. This does not include board members.



# Global generation

Employees who are Generation Y or Millennials (born between 1981-1996) make up 79.5% of Indeed's global workforce, followed by Generation X (born between 1965-1980), who make up 14.1%. Generation Z (born between 1997-2012) represents 5.62%, and Baby Boomers (born 1945-1964) make up 0.8%. Gen X and Baby Boomers saw a small decrease in representation since 2022, while Gen Z and Millennial representation increased slightly in the same period.





# Global generation breakdown

## Baby boomers (1945-1964)

0.76%	7.23%	0.96%	0.63%
Overall	Leadership	Tech	Non-tech
15.6% ▼	24.6% ▲	19.7% ▼	10.1% ▼

## Generation X (1965-1980)

14.1%	67.5%	16.1%	12.9%
Overall	Leadership	Tech	Non-tech
4.6% ▼	1.6% ▼	7.1% ▼	1.1% ▼

## Generation Y / Millennials (1981-1996)

79.5%	25.3%	75.8%	81.9%
Overall	Leadership	Tech	Non-tech
1.0% ▲	3.7% ▲	1.4% ▲	0.5% ▲

## Generation Z (1997-2012)

5.62%	0.0%	7.21%	4.60%
Overall	Leadership	Tech	Non-tech
0.4% ▲	No change	7.7% ▲	4.1% ▼

## Not Reported

0.0%	0.0%	0.0%	0.0%
Overall	Leadership	Tech	Non-tech
100% ▼	100% ▼	100% ▼	100% ▼

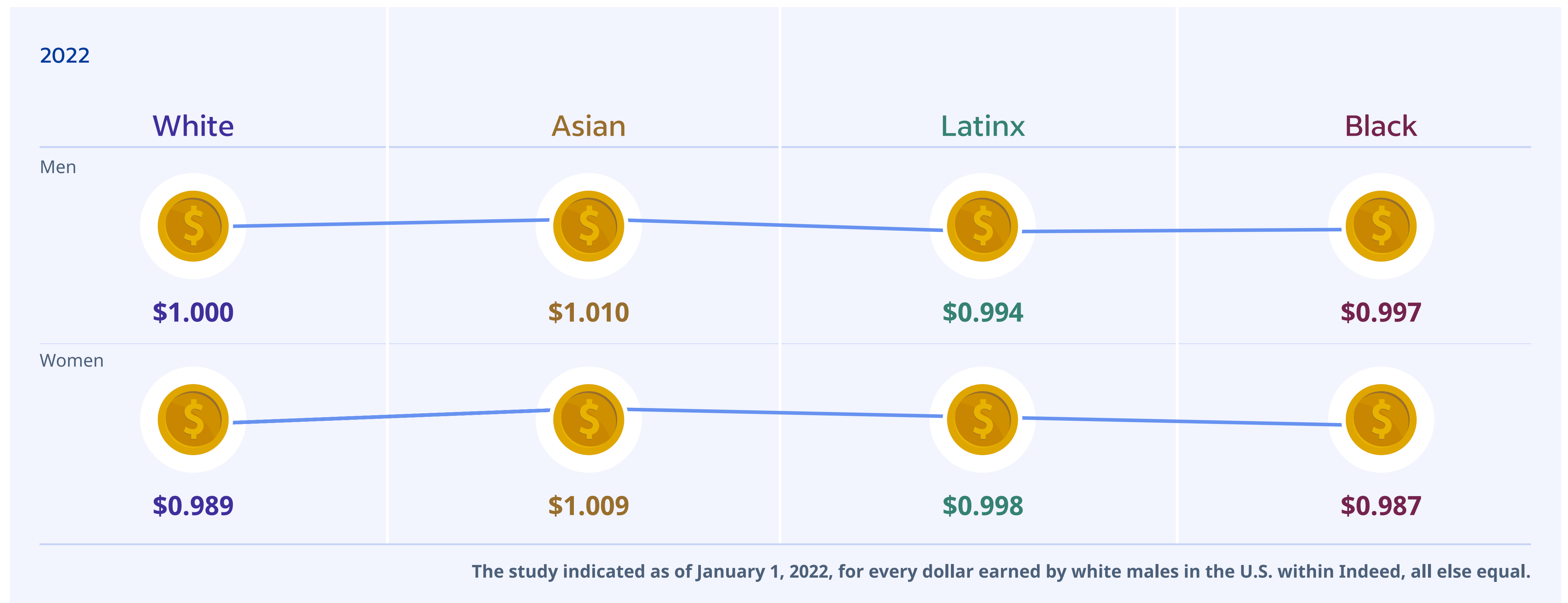
**Technical vs. non-technical:** Technical profiles are defined as jobs at Indeed that spend the majority of time influencing the development of Indeed's products and the underlying IT infrastructure and data management. Non-technical refers to all other profiles.

**Leadership** is all leaders at the vice president (VP) level and above. This does not include board members.





## 2022 U.S. pay equity data



## Pay equity at Indeed

Our pay equity study measures the difference in pay between people of different demographics (specifically ethnicity and gender in the U.S. as well as gender globally). In a standard pay equity study, the base salaries of people in similar roles are compared and then adjusted for factors that could be responsible for pay differences. These factors may include time in the role, location, and time since promotion. At Indeed, we are committed to ensuring equal pay for equal work.

We believe transparency drives equity, so we've published the pay ranges for all open jobs on Indeed and provided salary range transparency for employees since 2019.

We are investing in processes and tools to measure and correct pay discrepancies to achieve and maintain pay equity. This includes performing recurring pay equity studies, making adjustments to base salary as needed, and examining our

pay practices whenever a pay decision is made (e.g., at the time of hire, promotions, internal transfers, annual compensation reviews, etc.). We strive to make our pay practices consistent for all employees. To do this, we have developed transparent processes and tools with equity as a guiding principle.

We will publish the 2023 pay equity study results as soon as they are available.





Talent is universal.  
Opportunity is not.





## Talent and DEIB+

We know that diversity in all its forms makes for a better workplace. At Indeed, we work to ensure that every employee has equitable opportunities to grow their careers and contribute to the company's success through work driven, in part, by our new Talent Center of Excellence (COE). We are focused on differentiated experiences for all Indeedians and developing future leaders. Recognizing an opportunity to increase gender and racial ethnic diversity, we are continuing to partner with organizations that focus specifically on women and URG as well as URM.

Performance enablement plays an essential role in career development, so we have put increased focus on identifying talent and succession planning, ensuring that it is being done with equity as a foundation. We are in the process of redesigning our performance enablement process that will go live next year.

Having a diverse workforce begins with sourcing and recruiting, and Indeed remains committed to equitable hiring practices to reduce bias and remove the barriers many people face during the hiring process. The DEIB+ and Talent Attraction teams work closely together to deliver and refine our Belong at Indeed Talent Strategy — the belief that every candidate, whether internal or external, at every stage of their employment lifecycle, feels like they belong at Indeed and are given equitable consideration, support, and access.

“

I lead our People Operations team, where our shared goal is to provide an inclusive and equitable experience to Indeedians through standardized, transparent, and easily accessible HR support. People Operations collaborates with other teams to identify and fix processes that have a potential for bias. For example, we review processes that are difficult to understand or not reflective of local nuances to improve standardization and transparency. Listening to our people is our top priority, and we continue to collect and act on feedback to ensure that any changes are working as intended.”



**Kellie Goolsby (she/her/hers)**  
Vice President, People Operations  
Austin, Texas



# Inclusive Interview Rule

The Inclusive Interview Rule is a transformative solution to remove bias and barriers from our sourcing and interviewing processes. It is a business process change to improve representation in candidate pipelines and interview slates to support Indeed's goal of increasing representation of women, URG, and URM in leadership roles and, subsequently, throughout the organization. Having diverse representation is essential to create teams with differing perspectives as we build products and solutions.

Our Inclusive Interview Rule, which began in the U.S. only in 2021, ensures that our final slate of candidates interviewed includes at least one of each of the following at our final interview stage:

- One candidate must self-identify as a woman or underrepresented gender (URG).
- One candidate must self-identify as a U.S. underrepresented racial/ethnic minority (URM): Black, Latine, Native American, Alaska Native, and Native Hawaiian or other Pacific Islander.

At least one distinct candidate must meet each of the identified criteria. This ensures that our candidate pool is diverse and provides equal opportunities for all candidates to be considered.

**In early 2023, we extended the Inclusive Interview Rule to apply to all roles globally, including roles that are sourced internally only.**

- In jurisdictions where collecting demographic information for gender and race/ethnicity is permitted, the Inclusive Interview Rule will

apply following the same processes used in the U.S. In the initial phase of our global expansion, while we clarify the requirements for defining underrepresented racial/ethnic groups outside of the US, our final slate of candidates must include a minimum of two candidates that identify as a woman/URG.

- In jurisdictions where the collection of demographic information is completely prohibited, we will continue to focus on education, awareness, and inclusive behaviors to ensure our hiring practices are equitable.

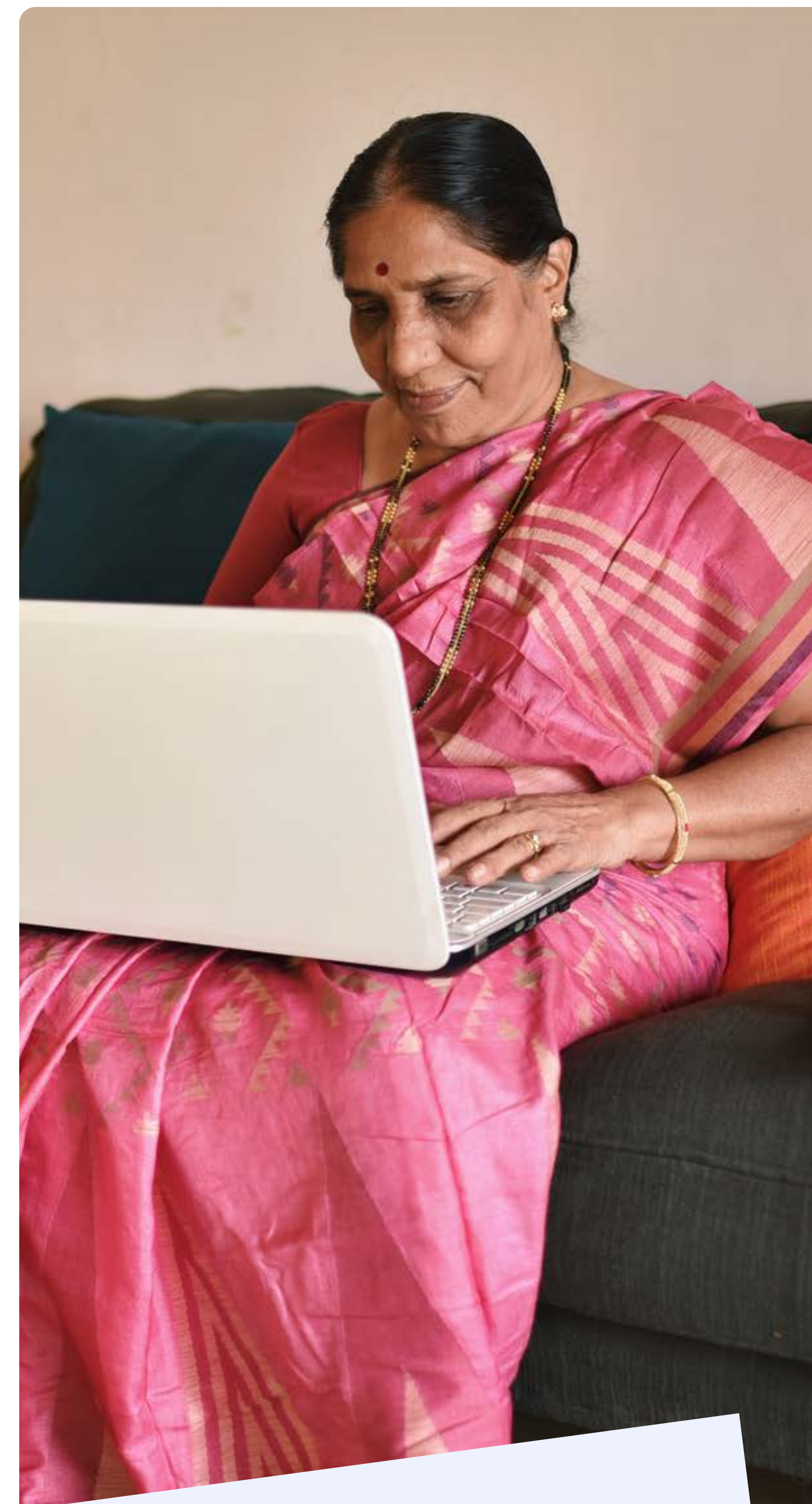
Not only have we seen an increase in the diversity of our candidate pool, but we're also making progress toward our goal of increasing the representation of women and URG to 50% at all levels of Indeed's global workforce, and U.S. workforce representation of URM to 30% by 2030. Since the implementation of the Inclusive Interview Rule in 2021, we have observed several positive outcomes, including:

**53.4%** of individuals who accepted offers identify as women or URG

**30.8%** of individuals who accepted offers identify as URM

**19.4%** of individuals who accepted offers identify as URM and women or URG

By prioritizing diversity and inclusion in our sourcing and interviewing processes, we're creating a level playing field for all candidates and fostering a more equitable and innovative workplace.





“

Everything begins and ends with our people. As a people leader, I strive all day, every day to solve for what Indeedians need in order to thrive and bring their authentic selves to work. I’m always asking myself: Why would our employees stay with us, what makes us unique, and what do we have to offer them?”



**Priscilla Koranteng (she/her/ohemaa)**

**Chief People Officer**

Richmond, Virginia





# Changing the world of work





## How we work to drive change

The DEIB+ organization consists of two teams: Business Partners and Employee Lifecycle. Collectively, in partnership with our HR teams, they connect and engage with Indeeditians around the world to build and maintain the best culture for inclusion and belonging.

Indeed's DEIB+ Business Partners are trusted advisors who counsel leaders and teams across the business and ensure alignment to DEIB's strategic priorities. Those priorities are to: operationalize diversity and inclusion, mitigate bias and barriers, design equitable solutions, and drive cultural accountability. As subject matter experts, they lead the transformation of our policies, processes, and programs. Working closely with senior leaders across Indeed, they develop strategies to improve hiring, retention, and promotion for all employees, especially for groups that are not well-represented across our organization.

The Employee Lifecycle team focuses on ensuring every Indeeditian has an unbiased and equitable experience at Indeed. They accomplish this by building relationships with mission-aligned organizations and community partners, increasing measures for inclusion and belonging through a robust learning ecosystem, and designing programs (such as apprenticeships) to accelerate the development of historically underrepresented talent.

Also critical to the employee lifecycle are our Inclusion Business Resource Groups (IBRGs), which exist to maintain a sense of community for our global workforce and in particular, people from historically marginalized communities. Our IBRGs are engaged in current events that impact employee health and wellbeing and are often on the front lines of creating safe spaces and compassion circles for reflection and processing. They are invested in ensuring our products, services, and how we show up in society will positively reflect the communities where we live and operate.





## Employee lifecycle

Our Employee Lifecycle team works cross-functionally and collaboratively with various teams in HR to ensure equity is embedded in learning and enablement, partnerships, and programming initiatives. The team is responsible for creating and curating inclusive learning content to drive the organization toward progress on diversity, equity, inclusion and belonging. They work to embed equitable solutions in all phases of the employee lifecycle, from talent attraction and performance enablement to talent development and succession planning. This work enables us to retain and grow a diverse workforce to fulfill our mission to help all people get jobs.

“

Indeed's core values of Inclusion and Belonging have guided my entire experience here. Throughout my tenure as an iPride & Gender Identity leader, I have grown as a person and a community member. Through the resource groups we are given the space and agency to show up proudly and advocate loudly for each other. Knowing that Indeed is a safe place to show up as myself gave me the confidence to use my voice, and lift up the voices of others. I am humbled every day to be in a community as lovely as ours.”



**Abby Holtfort (they/them/theirs)**  
Workplace Operations Coordinator,  
Austin Downtown, iPride & Gender  
Identity Co-Chair, AMER  
Austin, Texas



# Inclusive Learning & Enablement

As part of the broader Employee Lifecycle team, the Inclusive Learning and Enablement team is dedicated to the growth and development of all Indeedians in their DEIB+ learning journey. The team's work is rooted in three DEIB+ capabilities, which guides measurement of what is truly impactful and how to properly support individuals in their journey to reach higher levels of DEIB+ competence.

## DEIB+ Capabilities:

1. **Curiosity** - The active pursuit of empathy and understanding. Awareness and recognition come together to increase knowledge, skills, and abilities, opening new spaces of safety for all Indeedians.
2. **Commitment** - The accountability of long-term, sustained action. Diversity of thought and lived experience contribute to an environment where individuals and teams can thrive.
3. **Courage** - The active support of others through vulnerability and allyship. Leaders in this work take the people around them with them.

We work to guide and enable learners through a continuous evolution driven by education, practice, application, and evaluation. With the combination of subject matter experts and employees who are dedicated to putting in the work, we move towards a more equitable future filled with empathy, psychological safety, and an environment where the appreciation of intersectional experience is celebrated and cherished.

# Global Inclusion Programs

Our Global Inclusion Programs (GIP) team forms part of the broader Employee Lifecycle team and inspires cultural inclusion accountability across the business while cultivating foundations for marginalized groups as they build communities within Indeed. GIP oversees our Inclusion Business Resource Groups (IBRGs), elevating their voices and lived experiences.

Indeed currently has 11 global Inclusion Business Resource Groups operating in 13 countries with roughly 5,000 unique members. Our IBRGs are supported by members of our senior leadership team, who act as advocates and elevate their experiences to drive change. IBRG member and leadership roles give Indeedians a unique opportunity to develop their leadership skills, gain insight into key business functions, and help drive Indeed's business goals. They raise awareness about issues, provide input for business solutions, and are catalysts for important conversations being considered by leaders. We host annual IBRG leadership summits to recharge, reflect, and discuss future plans.

Our 11 IBRGs are:



**Access  
Indeed**



**All Generations  
Empowered (AGE)**



**Asian  
Network**



**Black  
Inclusion  
Group (BIG)**



**Australia Inclusion  
Resource Group**



**International  
Inclusion  
Group (IIG)**



**Parents  
& Caregivers**



**iPride & Gender Identity  
Inclusion Group**



**Unidos**



**Veterans & Allies  
Resource Group**



**Women  
at Indeed**

In collaboration with the Global Advisory Product Council (GPAC), IBRGs work to provide subject matter expertise and advisory services to ensure Indeed's products and services are accessible and inclusive. IBRGs participate in focus groups to test products, consult on marketing campaigns, and provide input on Indeed's Career Guides.



# Product inclusion

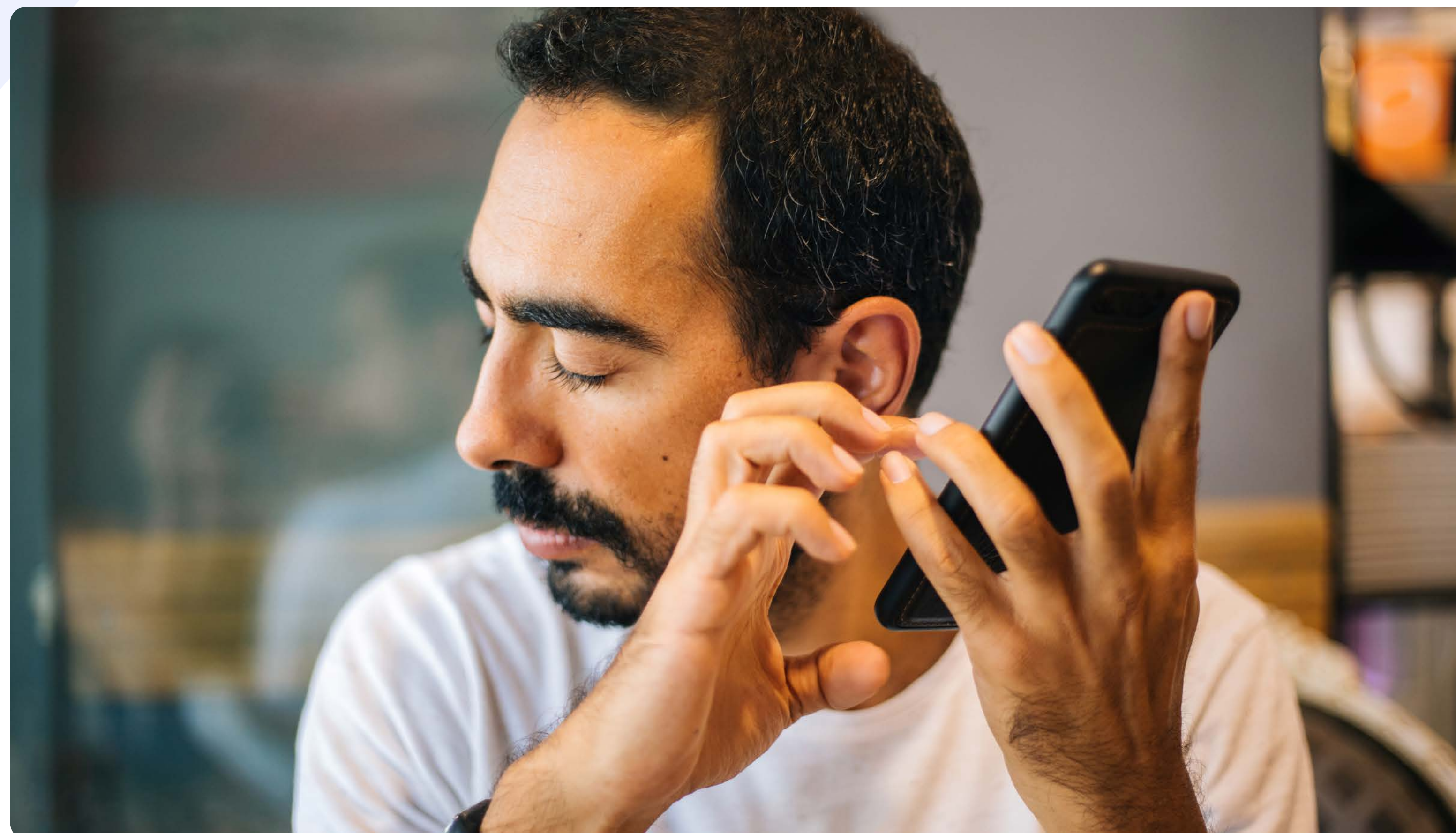
Indeed seeks to deeply understand the experiences of job seekers facing barriers — such as no college degree or bias due to age, ethnicity, disability, race, veteran status, or criminal record — enabling us to develop solutions that improve job seeker outcomes. We are building products that promote fair and equitable hiring, evaluating all aspects of design through a lens of inclusion. We have launched products that advance skills-based hiring and promote fair chance hiring. We are in a continual state of evolving our offerings to be more accessible and unbiased. Read more about our accessibility efforts in our [“Disability inclusion and accessibility”](#) section.

A commitment to product inclusion is key to the success of our long-term ESG commitments and mission to help all people get jobs.

## Advancing skills-based hiring

We know that qualified job seekers are often overlooked because they lack academic credentials like a college degree, even when they have relevant skills to offer. That’s why we have partnered with job training and occupational skilling programs in the U.S., UK, and Ireland to help develop solutions. With millions of employers using our platform, Indeed is well-positioned to help programs like Per Scholas, Year Up, Austin Community College, Generation Ireland, and Generation UK place participants in relevant jobs at scale.

We recently launched Skill Connect – a new resume and job search experience designed exclusively for learners gaining skills through training programs provided by our partners. Skill Connect makes it easier for learners to represent the skills and



training they’ve received on their Indeed Resume. Once they complete their resume, job seekers are matched with employers searching for people with their skills and training on Indeed.

## Fair chance hiring

Fair chance hiring is a set of practices to ensure job seekers with a past criminal record have equal employment opportunities. These practices ensure that an applicant’s skills and talents should be first assessed before considering an applicant’s past criminal record.

We’re proud to have introduced a simple way for employers to tag their jobs as “fair chance” on Indeed, and added a “fair chance filter” to allow job seekers with criminal records to easily search for fair chance jobs.

## Ethical AI

We are working to increase fairness and inclusivity in hiring through the responsible application of artificial intelligence. Indeed has publicly released principles for our ethical and beneficial use of AI (which you can view at [indeed.com/esg/ai-ethics](https://indeed.com/esg/ai-ethics)), and will continue to approach these issues with an open mind and a desire to learn and improve.

Indeed’s cross-functional AI Ethics team builds tools, systems, and processes that advance responsible and inclusive technology. Team members contribute to the development of AI in its various forms (machine learning, deep learning, natural language processing, and other tools) from responsible design to ongoing monitoring and refinement of models.



# Disability inclusion and accessibility

The disability community is the largest underrepresented group globally. We could not have diversity without understanding the needs of, and creating equity for, this important group of people — both inside and outside of Indeed. We strive to understand more than the technical requirements: we embrace the intersectional social identities that impact the entirety of the lived experience of a person with disability. With our commitment to doing more than what's required, we are bridging the gap between mere compliance and true belonging.

## Disability inclusion

Access Indeed is a key driver for disability inclusion at Indeed. With 1,100+ members, Access Indeed works to drive education and awareness around inclusion for visible and invisible disabilities in the workplace, and to support an environment where Indeedians of all abilities can thrive. Satellite groups have formed from this IBRG, including a neurodiversity-focused group for peer support.

## Digital accessibility in practice

Indeed follows the internationally-accepted Web Content Accessibility Guidelines (WCAG) defined requirements for designers and developers to improve accessibility for people with disabilities. Since we follow a WCAG 2.1, AA standard, our offerings continually strive to meet the needs of all people as defined by the Americans with Disabilities Act and Section 508.

To best support accessible development practices at Indeed, we have created company-specific digital accessibility standards. These standards clearly prescribe how Indeed interprets success criteria for

WCAG and include compliance expectations guided by Indeed-specific use cases. They encompass a multitude of experiences, moving beyond compliance and into creating meaningful moments.

## Accessibility in our work environments

When Indeed re-opened its offices after global work from home in 2020 and 2021, we determined who needed to return based on role. Continued hybrid and remote work options have empowered many team members with disabilities to best arrange their work lives to allow for greater success and personal accomplishment.

In 2021, we announced an accessibility office retrofit project that was rolled out globally. The goal of this initiative is to elevate the workplace experience and offer a consistent global design for all Indeedians based on a commitment to “do what works, not just what’s compliant.” We want every Indeed office to be at the forefront of universal design and provide an accessible space for all Indeedians. While accessible design is focused on the needs of people with disabilities, universal design considers the wide spectrum of human abilities. It aims to exceed minimum standards to meet the needs of the greatest number of people. We have since created a standard of 21 different work settings that we incorporated into Indeed’s level of accessibility and have executed 16 retrofit projects globally.

## Learning programs

Teams across Indeed are offering several mentorship programs and learning resources that seek to bring greater understanding and normalize both the technical accessibility considerations and



the user experience for people with disabilities. From internal trainings and “Lunch and Learns” designed to raise awareness to programs that allow employees to receive accreditation from the International Association of Accessibility Professionals, our teams work cross-functionally and collaboratively to raise the bar.

On our journey, we are honored by the recognition we have received — a symbol we are on the right path. Each year, Disability:IN, a leading nonprofit resource for business disability inclusion worldwide, invites companies to submit to their comprehensive disability inclusion benchmarking tool, the Disability Equality Index (DEI). The DEI measures a mix of culture and leadership, access, engagement, practices, diversity, and non-U.S. operational criteria on a zero to 100 scale. Indeed is proud to have earned the highest score of 100 points for the past three consecutive years.





## Supplier diversity

Supplier diversity programs promote an inclusive approach to procurement.

In October 2021, Indeed launched its supplier diversity program for U.S.- and Canada-based vendors, enabling Indeed to work collaboratively with businesses that empower all communities. Supplier diversity allows Indeed to use our buying power to meaningfully benefit the communities that need the greatest investments while improving the resilience, competitiveness, and reliability of our supply chain.

In 2022, we deepened our investment in this area by onboarding Supplier.io, a platform that empowers our employees to view a robust library of certified diverse potential vendors and make informed decisions during the procurement process. During this past year, we also publicly launched our program to our clients, enabling them to meet their own Tier 2 supplier diversity goals by doing business with Indeed.

By 2030, we aim to achieve 7% spend with diverse suppliers company-wide. While individual budget spend will not yet be made public, we are committed to the ongoing and transparent sharing of progress, as well as exploring options for global scalability.

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In the spirit of Indeed’s core value of Inclusion and Belonging, my IBRG journey has been an adventure of both personal growth and collective impact. One of our most memorable initiatives was Tokyo Rainbow Pride. Every year, we’ve seen a 50% year-on-year growth in participation, and in our recent event in May, we brought together over 110 employees, along with their families and friends, creating a powerful display of unity and support.

Our leadership team’s expansion into India and Singapore, growing to over 10 leaders, is another achievement that I hold close to my heart. This growth signifies increased awareness and involvement of our employees in local communities. Being an IBRG leader is much more than personal development; it’s about facilitating platforms for discussion, representation, and action. The support and engagement we are fostering within our communities are the real indicators of success for us.”



**Didier Ma (he/him/his)**

Senior UX Designer, iPride & Gender Identity Co-Chair, APAC  
Tokyo, Japan



# Partnering for change

Transforming the world of work while supporting our people, communities, and environment can't be done alone. We are part of an ecosystem of organizations that not only helps us increase representation of women, underrepresented genders, and underrepresented minorities in our own workforce, but helps us drive this change in workplaces all over the world. The following are just a few of the relationships we've established on our journey.

## Afrotech

Afrotech, powered by Blavity, Inc., brings together tech talent, venture capitalists, and culture enthusiasts worldwide. Indeed's partnership entails resources for Indeedians as well as sponsorship of the 2023 conference.

## Broccoli City

Broccoli City is a Black-owned social enterprise providing educational resources and innovative experiences. The annual Broccoli City Festival also includes Broccoli Con (sponsored by Indeed), an interactive career expo with workshops, interactive programs, and exclusive networking opportunities.

## Business Disability Forum

Business Disability Forum is an online membership organization that improves employment opportunities for workers who are disabled. Indeedians are granted access to their resources, content, network, and events.

## Center for Employment Opportunities

As the largest reentry employment provider in the U.S., Center for Employment Opportunities (CEO) offers individuals just coming home from prison ongoing support to build financial stability. Together, CEO and Indeed are working to identify interventions that will reduce barriers for job seekers with a criminal record and advance fair chance hiring practices by employers.

## Disability:IN

Disability:IN is the leading nonprofit resource for business disability inclusion worldwide. Indeed sponsors their annual global conference, which brings together 400+ companies to achieve disability inclusion, while providing Indeedians access to best-in-class accessibility programming and resources.

## Generation.org

Generation aims to transform education to employment systems that prepare, place, and propel people into life-changing careers that would otherwise be inaccessible. Indeed partners with Generation in Ireland and the U.K. through [Skill Connect](#) – a new resume and job search experience designed exclusively for job seekers who have gained skills through occupational training programs. We also partner with Generation in France to support their work with Indeed's product, insights, and content solutions.

## Goodwill

For over 100 years, Goodwill has helped people improve their lives by helping individuals find jobs and grow their careers. Established in May 2019, the Indeed + Goodwill partnership has helped 60,000+ job seekers who face barriers get hired.

## HBCU SpringComing

HBCU SpringComing is an annual event designed as a Homecoming in the spring. It is an opportunity for college graduates to reunite over a weekend with curated events, innovation and strategy sessions. Indeed is a partner and a sponsor of this organization, which is committed to preserving the legacy of the Black college experience and engaging alumni of Historically Black Colleges and Universities (HBCU).

## Kiron

Indeed and Kiron are partnering to improve outcomes for refugee job seekers in Germany. Since 2015, Kiron has been offering free online learning opportunities to refugees and underserved communities. By combining our product with expert insights and content, we hope to help many more of the job seekers emerging from their support programs find work.

## L'ascenseur

In the heart of Paris, L'ascenseur is a coalition of organizations united around a common fight for equal opportunities. Indeed has partnered with L'ascenseur to propose innovative collective solutions that ensure everyone has access to quality jobs and opportunities for advancement.



# Partnering for a change

## Lesbians Who Tech

Lesbians Who Tech is a community of LGBTQ+ individuals associated with tech. With the opportunity to recruit from their pipeline of talented intersectional candidates, our partnership furthers our goal to increase representation of women and underrepresented genders to 50% within Indeed's workforce by 2030.

## Luminary

Luminary is a membership-based collaboration hub and platform that accelerates women and allies of all genders in their professional and personal development. Indeed's partnership furthers our goal of increasing representation of women and underrepresented genders to 50% at Indeed by 2030.

## Mother Honestly

Mother Honestly is a global community that provides development, support, and networking for mothers in the workplace, which Indeedians are able to access.

## Out & Equal

Out & Equal offers a place for individuals of all sexual orientations, gender identities, and gender expressions to work to create workplaces where LGBTQ audiences can thrive. In 2022, we were awarded the Out & Equal Belonging and Equity Visionary Outie Award, which recognizes Indeed as a company that is trailblazing the path of innovation in diversity, equity, inclusion, and belonging.

## Per Scholas

Per Scholas provides individuals who are often excluded from tech careers with access to potential employers and no-cost training. Indeed is partnering with Per Scholas to advance economic equity through [Skill Connect](#) — a new resume and job search experience designed exclusively for job seekers who have gained skills through occupational training programs.

## Pratham

As one of the largest non-governmental organizations in India, the Pratham Education Foundation focuses on high-quality, low-cost, and replicable interventions to address gaps in the education system. Indeed and Pratham have partnered to create employment enhancement opportunities for low paid or unemployed youth in India by helping first-time job seekers secure meaningful and life-sustaining work.

## Shaw Trust

One of the U.K.'s largest workforce development nonprofits, Shaw Trust works to ensure good, meaningful, rewarding, purposeful, and dignified employment is accessible to all in society irrespective of life circumstances. Indeed and Shaw Trust have partnered on a number of initiatives to help job seekers with a disability find work, including support of their incredible Disability Power 100 initiative, recognizing some of the most influential disabled people living and working in the U.K.

## Therify

Therify is a comprehensive mental health benefit designed for people of color who are matched with culturally responsive therapists. This year, Indeed expanded Therify coverage for all Indeedians, supporting Black, Asian, Latine and LGBTQ+ communities. Therify provides free sessions and support to make matching with a therapist easy.

## WNorth

WNorth supports women on their trajectory toward senior leadership roles through its global platform, virtual workshops, and online networking events. Indeed's partnership furthers our goal to increase representation of women and underrepresented genders by 50% at Indeed by 2030.

## Yardstick Management

Yardstick Management is America's leading Black-owned management consulting firm that provides strategic solutions to mission-driven, global organizations. Indeed sponsors and attends the Yardstick Management Institutes, which bring together leaders representing some of the most prominent global companies for discussions and explorations around leadership, cultural awareness, and diversity, equity, and inclusion.

## Year Up

Year Up empowers young adults to gain the skills, experiences, and support needed to reach their potential through careers and higher education. Indeed is partnering with Year Up through [Skill Connect](#) — a new resume and job search experience designed exclusively for job seekers who have gained skills through occupational training programs.



indeed presents

# Rising Voices

In 2021, Indeed launched Rising Voices in partnership with Lena Waithe and her company, Hillman Grad Productions, to uncover, invest in, and share stories created by Black, indigenous, and people of color (BIPOC) filmmakers across the U.S. Now in its third season, the program demonstrates Indeed's commitment to breaking down bias and barriers in hiring and helping all people get jobs.

Each season, ten BIPOC filmmakers are awarded a production budget of \$100,000 each to create a short film with the theme of “the meaning of work.” In addition to the production budget, every filmmaker is awarded a \$10,000 writing and director fee, access to a production line crew, and mentorship with notable filmmakers including Lena Waithe. The films premiere annually at the Tribeca Film Festival and are available to watch on [indeed.com/risingvoices](https://www.indeed.com/risingvoices). The thought-provoking work filmmakers produce challenges the status quo and illuminates the reality that talent is universal, but opportunity is not.

Season 3 films premiered at Tribeca on June 12, 2023. This year's theme was the “Future of Work,” with filmmakers recognizing the transformative shift in employee power, workplace flexibility, personal wellbeing, and mental health over the past few years. Several films also explore recent technological advances and the huge shift into territories like AI and social media, which will



**Pictured above** | Back row left to right: Hannah Bang, Joey Zhao, María Alvarez, Candace Ho, Justin Kim WooSŏk, Miguel Angel Caballero, James Roger III, Larry Owens, Ana Verde, Jackie! Zhou, Constanza Castro, Doménica Castro. Front row left to right: LaFawn Davis, Lena Waithe, Rishi Rajani, Chris Hyams.

reshape our relationships with the workplace moving forward.

In just three years, Rising Voices has created nearly 2,000 jobs during production. Filmmakers have received recognition from over 55 prominent film festivals, including Tribeca, Sundance, Hong Kong Lesbian & Gay Film Festival, Pan African Film, and the 45th Asian American Film Festival. Three films from Season 2 qualified for Oscar consideration, and two filmmakers have been chosen to create feature films by Sundance and AT&T's Untold Stories, one of which is a feature based on their Rising Voices short film. Filmmakers from Rising Voices have gone on to produce, direct, and write for some of the most recognizable

networks, including HBO, Showtime, NBC, Netflix, and Disney+, and have received prestigious nominations for events such as the National Association for the Advancement of Colored People (NAACP) Image Awards.

Internally, the Rising Voices short films are incorporated into our learning platform, so our employees can learn and understand these unique and diverse perspectives through storytelling. We plan to continue investing in this initiative as it ties directly to our mission to help all people get jobs and highlights the importance of elevating BIPOC voices in places where they have been historically underrepresented.



# Through the lens of Indeeadians



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In my role as Executive Sponsor of the All Generations Empowered (AGE) IBRG, I am privileged to get to work with so many wonderful people who invest their time and energy into making the workplace more inclusive. Our AGE leadership team hosts global discussions, events, and intersectional partnerships with other groups both internally and externally. These efforts help raise awareness of both the challenges and opportunities that exist for those of different generations in finding a job and enjoying the work they do.

The impact of demographic shifts and aging populations is becoming a more noted topic with each passing year. With this shift happening globally, there is a need for more employers to think about how they can create inclusive workplaces for all generations. AGE provides Indeed with support in doing this, and I am hopeful that we can further share our learnings beyond the company in the years ahead.”



**Danny Corcoran (he/him/his)**

Vice President, Strategy & Operations, Executive Sponsor of All Generations Empowered  
Dublin, Ireland

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After joining Indeed, I was quick to raise my hand at the opportunity to be involved in the Asian Network. I understood that having a space at work to celebrate our cultures, holidays, and traditions allows each of us to embrace our individual identities.

My goal as an IBRG Leader is to facilitate moments to understand one another by recognizing our beautiful diversity and allowing Indeedians to freely ask questions in a safe space to learn something new. As an Asian Network lead, it is quite challenging given the plethora of cultures, languages, and backgrounds we represent. However, this work is very rewarding as we come together to honor and celebrate the diversity within our group.”



**Peter Yim (he/him/his)**

Lead Platform Analyst, Zone Events Lead, Asian Network, AMER  
San Francisco, California



“

Recently, I participated in a large meeting with Indeed leaders, and the icebreaker question was “What is your favorite Indeed core value?” My response: “Mine is the inclusion and belonging value because it means that it is truly okay to be me and that all that matters is how I get the work done... I’ve never experienced that in my entire 20+ career.” In a perfect world, that shouldn’t even be notable, but, for Black folks in business, there is usually a worry that we’ll be judged for any number of things that have nothing to do with the quality of our work, including how we talk, dress, engage, or advocate for our ideas. Managing the anxiety associated with that can feel like a full-time job on top of the full-time job that we are paid to do. At Indeed, I have felt like I haven’t had to do that second unpaid full-time job for a single minute of the time that I’ve been here.

Now that I’m comfortable just being myself at work, I carry this forward in every Indeed interaction that I have, and my hope is that Global Product Commercialization team members will feel comfortable doing the same thing. Several team members have told me that they appreciate my style because it is a different form of leadership than they’ve ever seen and makes them feel free to be their authentic selves. I’ve always known that I could have that kind of impact on people, but I never actually had the green light to do it until I arrived at Indeed. Our commitment to inclusion and belonging has finally opened that door for me, and I’m very thankful for it.”



**Marquis Parker (he/him/his)**

Vice President, Global Product Commercialization  
Chicago, Illinois



“

Inclusion and belonging are not just ideals — they are necessary to the foundation of our work. Including different perspectives helps us better service the needs of our clients, our job seekers, and our own internal teams. Our IBRGs help bring these values to life right at the core of our business, empowering and celebrating marginalised voices and giving them a chance to be part of the strategic decision-making process. I’m proud to act as Co-Executive Sponsor of our Parents and Caregivers IBRG, and see it as a prime example of Indeed being an industry leader and setting a positive example on inclusion and belonging. Earlier this year we were excited to publicly share our new parental and caregiver leave policies, and the overwhelmingly positive response emphasised for me just how important our work is to help break down barriers for job seekers and lead by example in our inclusivity practices.”

**Derek Diviney (he/him/his)**

Vice President, Sales, EMEA & Next Generation Markets,  
Co-Executive Sponsor of Parents & Caregivers  
Dublin, Ireland

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To me, Indeed’s core value of inclusion and belonging is about expressing ourselves confidently and delivering messages, in a world with a lot of choices. Both for employees internally and job seekers and employers externally, there are a variety of choices around work, work-life combination, and life itself. How to develop their career paths, how to grow their competencies, and how to utilize their gifts/values can be considered together with diving into their insights. That’s what I cherish as I work with Indeedians and collaborators internally and externally.”

**Nao Shitara (she/her/hers)**

Head of Sales - Japan  
Tokyo, Japan

“

For me, inclusion and belonging means feeling safe to share who I am and unflinchingly feel like an “Indeedian,” including the parts of me as a Latina, a woman, an environmentalist and my experiences as a child that shaped me as a professional.”

**Valeria Orozco (she/her/hers)**

Head of Environmental Sustainability  
Bedford, New York



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Inclusion and Belonging to me is about understanding, welcoming, and encouraging different perspectives and ideas that celebrate all of our unique experiences and backgrounds. I try to live our value of Inclusion and Belonging every day by listening, through learning, and always admitting and forgiving mistakes. I grew up all over the world, lived in seven countries across four continents and have always been very connected to different cultures. Still, there is always so much more to learn about people, their preferences, and their challenges, that make us all be better people to each other.

I am so honored to get to serve as the executive sponsor for Unidos to support and represent such a talented and passionate group of Indeeditians driving change both internally and externally. Our IBRGs really bring our value of Inclusion and Belonging to life through the work they do to increase awareness about the groups they represent, and advocating for change to our business strategies and products that make Indeed more accessible and relevant for everyone. I personally have learned so much through this experience about our LATAM markets and their specific needs, our business, and Indeeditians overall.”



**Aline Eastwick-Field (she/her/hers)**  
Vice President, Global Learning and Enablement  
Stamford, Connecticut

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Our inclusion and belonging value should guide all of our decisions, from who we hire to how we build our products.

With every decision we make, we have to ask ourselves: who might we be excluding with this decision and work to actively include everyone. Our marketplace has to work for all people: employers and job seekers. From the smallest business to the largest global employer. From the high school student to the finance executive. This means we have to make everyone feel included in the Indeed marketplace.

In Client Success, our job is to help employers reach their hiring goals. To help employers do this, we have to help them reach all audiences, which requires inclusive hiring practices.”



**Lisa Ramirez (she/her/hers)**  
Senior Vice President, Operations and Client Success  
Austin, Texas



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Active and former members of the military and their families often face barriers to getting jobs. Bias for college degrees and “traditional” work experience, as well as frequent relocations, can work against those looking to transition into new roles. But these folks bring value to teams because of their unique experiences and resilience.

As a proud United States Navy veteran and Executive Sponsor of the Veterans & Allies IBRG, I know this is true and I see the impact of Indeed’s commitment. I’m so proud of how hard the Vets & Allies IBRG group of volunteers works to honor, support, and empower the military community and our allies. They do this both within Indeed and externally, through initiatives including hiring events and partnering with Indeed for Military.”



**Anthony Moisant (he/him/his)**  
Chief Information Officer, Chief Security  
Officer, Executive Sponsor of Veterans & Allies  
Orlando, Florida

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Indeed’s core value of Inclusion and Belonging is central to the way in which my team provides legal services to Indeed. It means that as a team we focus both on legal requirements and on enabling Indeed to develop policies and practices that foster strong supportive environments for our employees. Creating an inclusive workplace is a key strategy to prevent behaviors that lead to concerns around harassment or discrimination.

As the legal landscape around DEIB-related initiatives shifts, my team is focusing on supporting initiatives that ensure our practices (sourcing, interviewing, hiring, compensation, and opportunities) are as innovative as possible and legally supportable. For example, pay equity has been a growing consideration for us as it becomes a greater focus for companies operating internationally and as governing bodies continue to pass new laws on the subject. We support the teams developing the pay equity reporting and the work that comes later to address the source of potential inequities, whether it is hiring or compensation practices.”



**Alex King (she/her/hers)**  
Vice President, Legal Counsel  
Austin, Texas



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Indeed's core value of Inclusion & Belonging means a great deal to me, and I'm proud to work at a company that makes DEIB+ front-and-center in our company-wide strategy and goals.

Our workplace culture is highly collaborative, congenial and respectful. We strive to create a safe and inclusive environment for everyone to work, develop their skills, and pursue their passions and ambitions. This safe environment is really important especially for URM and URG Indeedians. Indeed's focus on ESG and DEIB+ has ensured that this environment is cultivated and cherished by all.

I'm particularly excited about the current work we're doing around enhancing Indeed's structured job data. The goal of the enhancements is to accommodate employers that post jobs who explicitly encourage job seekers, who normally face barriers, to apply. We're also providing job seekers the ability to tell us more about their challenges so we can better match the right jobs for them. I'm also looking forward to upcoming improvements to our demographics analytics. This data is collected with the utmost privacy in mind and is used to inform our DEIB+ strategy which always supports helping people get jobs. Both efforts are super important to enable more and more job seekers with barriers to get hired.”



**Chi-Chao Chang (he/him/his)**  
Group Vice President, Software Engineering  
San Francisco, California

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Indeed's core value of Inclusion and Belonging is one of the reasons I decided to shift my career from being a teacher to joining Indeed. I see that Indeedians take this value to heart and are working together to bring it to life every day regardless of their roles.

One of the DEIB+ initiatives that illustrate this effort is the IBRGs. Employees from different departments and functions come together to take action for inclusion and foster belonging. IBRG events and initiatives create chances for everyone working at Indeed to take part in the realization of our core values. My personal mission is to create an inclusive working environment for the next generation to come, and I am very proud to be able to make it happen through my role at Indeed.”



**Yuko Sato (she/they)**  
DEIB+ Program Specialist, Global  
Inclusion Programs  
Tokyo, Japan





# Future forward



## Better work for better lives

Our commitment to our core value of Inclusion and Belonging and ensuring equity as a foundation in our policies and processes remain top priorities. We continue to invest in initiatives that remove bias and barriers within the world of work and foster a society where every person is welcomed, accepted, and celebrated for who they are. If anything, this work is more vital now than ever.

Our people are our most valuable asset, and we stand by our employees, their families, and the community at large in the pursuit of true equality. Any company claiming to drive innovation must value diverse perspectives, prioritize equitable and inclusive practices, and cultivate a culture that considers the lived experience for all employees to make a difference. Every day, Indeedians are focused and committed to their work, helping millions of people connect to better work to create better lives.

Inclusion and belonging have always been at the heart of who we are, while equity continues to be how we approach our work. That will never change. Yet, in our endeavors to design a future of work that is both equitable and inclusive, we are facing global challenges in real time. We have come a long way, but we also recognize there is more to do to ensure this work is sustained for job seekers, employers, and Indeedians in the long term. Progress forward means remaining nimble, agile, and committed to continuous learning and improvement.





# The future of work is **equitable** and **inclusive**.

2023 Diversity, Equity, Inclusion & Belonging Report

