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This next session, this is the heart of the idea of this next session, the Power of Connection: Deeper Intelligence, Smarter Hiring. And to show us what that looks like in action, let's welcome John Fox, Thomas Bergman, and Hannah Lindsley.

(applause)

>> JOHN FOX: Hi, everyone. It's great to be with you all here today, both those of you here in Phoenix and all of you watching on our live stream around the globe. I'm John. I'm one of our Product Leaders here at Indeed. And throughout my ten years here, I've had the distinct privilege of working with our Talent Acquisition team to hire hundreds of people.

And for me as a hiring manager, the hardest part is always aligning on what does a quality candidate look like for my role? Now, I typically start with asking for the purple squirrel, which I hear is not uncommon for us hiring managers. If you're not familiar, the purple squirrel is this mythical perfect candidate -- no compromises made and every unrealistic box to be checked.

Now, through conversations with my TA partner and their expertise, we always land on a richer, sharper definition of what a great candidate looks like, and it's that same pursuit of quality that drives us within our R&D teams here at Indeed.

Now, last year, we announced some products that have really helped to accelerate quality and speed that I know have helped many of you hire quality candidates faster, and we've certainly benefitted from that internally as well, as we've been hiring.

And so, using our products, and from amazing feedback from so many of you really helps us dream up of where we want to go next. And today we're going to show you a little bit more of what's possible. Now, I think the best place to start is typically at the top of the hiring journey. Before you have applications, you need an employer brand that job seekers want to work for.

Now, in fact, we know the vast majority of job seekers will research a company before they apply. They look you up. They read reviews and they form an opinion, and that opinion is your employer brand. Candidates just aren't looking at the job listing, but they're reading what previous and current employees are saying about working at your company. Those job seekers that you want -- the ones with the ambition, the skills, the experience -- they have options, and they aren't just going to apply anywhere. They want to be able to trust the companies that they're applying to and they want to be able to picture themselves working there.

And today we're going to make it easier than ever before to help you understand how your brand is performing. We're introducing Brand Score, a collaboration between Indeed and Glassdoor that allows you to understand how candidates perceive your employer brand. It's a single data view that draws on signals across both the Indeed and Glassdoor platform, helping you measure awareness, consideration, favorable, and reputation.

Now, every time I've looked for my purple squirrel, I've had the great fortune of having a strong employer brand at my disposal. Indeed has strong name recognition, solid employee tenure, and even a dedicated team focused on delivering our stories of what it's like to work at Indeed to prospective job seekers. That said, a great employer brand doesn't automatically make hiring easier, and in many occasions, the applications are still piling up. And the more that come in, the harder and harder it becomes to find that ideal candidate. And in other cases, the pipeline's quiet and that job just hasn't found its match yet. In either case, that recruiter felt it, the hours spent sorting, and sourcing with no end in sight.

And now if we zoom out, there are two industry trends that are also not helping us. As Svenja was mentioning earlier, we have a shortage of candidates in numerous sectors of our economy, and at the same time, the labor supply is shrinking, so we really need to focus in these cases on labor upskilling and reallocation.

Now, on the other hand, it's never been easier to apply. If you're a job seeker, it's a few clicks and you have an AI-generated resume, and a couple minutes later you've applied to that role. This oftentimes means that the applications that are coming in for an employer, you typically have less insight into who each applicant really is. And I believe in this new

world, matching the right candidates to the right jobs becomes more critical than ever before.

Now, of course, hiring is not one size fits all, and there's different roles that have different objectives, or sorry, different requirements, but the objective remains the same. It's really to hire quality candidates faster and more efficiently. And technology can be a very powerful tool here, but it really has to be able to meet you where you are, and it has to be flexible to fit each scenario. And I think most importantly, it has to be centered on your definition of quality.

So, let me start by asking, what does quality mean to you? Not just the requirements on the job description or the resume credentials. I mean, the whole picture. What skills or past experience makes a candidate a good fit? That's not up to us at Indeed to define. It's up to each and every one of you. And this is a question that we asked Natalie.

So, meet Natalie. She is a Talent Acquisition Manager at Midland Care, a health care company in Texas. Midland often hires for roles where the right candidate can't be reduced down to a checklist. Roles like a Certified Nursing Assistant or Transportation Specialists. Each of these roles require specific credentials and a depth of knowledge that doesn't show up on a one-page resume.

So, we sat down with Natalie and she told us plain and simple, what does a great candidate like for them, what's required, what's preferred, and what's absolutely nonnegotiable, and perhaps where there's some room to flex. And our AI-powered tools got to work.

In just a few minutes, Hannah's going to walk us through this example in a bit more detail, but it's this multi-dimensional definition of quality defined by you that's the foundation of our products. You're in control and our AI-powered tools are learning from your responses, from your actions, and ultimately, the outcomes, to personalize our understanding of what quality means to each of you for each of your roles. Your must-haves and additional criteria help us to identify those top candidates and give them the opportunity to show that they're the real deal, not just through screener questions, but through verifications and conversations with Indeed's AI Recruiter that help fill the gaps that may be missing from the resume. And of course, all of this built with our responsible AI pillars as a foundation and always with the job seeker first. Enabling your team to focus on what can only be done by a person.

Now of course, this works best when you have the right candidates in the room, and getting there starts with making sure that your role reaches people that are most likely to be a match. Because when you're hiring for critical roles, the

stakes are higher, and not filling those roles is expensive. Let's take this Registered Nurse position in New York. We know on average, that vacancy costs that company \$842 per day. Multiply that by the average 30-day time to fill and that's over \$25,000. You need visibility, but you also need speed without sacrificing quality.

Now, Sponsored Jobs is built to win the search. When the job seeker types something in, and if it was relevant, your job moved up. Now, that works for some recs still, but here's the other half of the equation we can't ignore -- who's typing those words? You see, a search query gives us intent, but it doesn't give us qualification. Someone searching for a nursing role may have no clinical experience whatsoever. And so, getting to the top of the search results is still step 1, but making sure that there's qualified candidates that are meeting you there, that is step 2. We need speed and we need quality.

Now, let me introduce you to Andy. He is a Talent Manager for Corporate Group who works with Indeed quite a bit and is very familiar with us. His hiring skill is quite broad. It ranging from apprentice and journeyman electricians to automation programmers and executive leadership. And in many of these roles, he's competing with other companies for visibility and interest. And so, getting that job in front of job seekers isn't enough for him; he really needs to find that quality match.

And so, when Sandy posted a role, he shouldn't have to wade through unqualified applicants. He needs the right applicants and he needs them fast. And this is what Premium Sponsored Jobs prepare enables. By taxonomizing every job and extracting candidate skills, jobs from all candidate profiles, we've built a smarter matching engine. Using AI, we match what we know about that job seeker to what we know about the job seeker -- the job to the job seeker doing the search, and it helps us deliver more quality matches faster.

And that same technology surfaces a list of matched candidates who may not be searching for the job today, giving Sandy a way to engage with job seekers who may not be looking but may be a good fit. He's able to review and identify if he wants to invite any of them to apply.

And here's the interesting thing -- each action -- choosing to invite or not invite -- also helps us better understand what a quality candidate looks like for Sandy. Each profile has candidate highlights and insights prominently featured up top to make it easy for Sandy to understand if they might be a good fit. And an invite is auto drafted for the people who he identifies as a good match, personalized based on that role in that job seeker's profile, and of course, Sandy can tweak it if he'd like before hitting send.

Now the last thing we're missing are branding elements

really that help make that job stand out, and that's where job branding, the urgently hiring label, and first-page boost come in, all components of Premium Sponsored Jobs, and they're here to help capture the job seeker's attention and make them more likely to apply. It's that combination of quality, increased visibility and speed that makes Premium Sponsored Jobs the winning combination for Sandy. He saw more quality candidates applying to that role directly, which in the result saved him time that he could reallocate towards other important talent initiatives. And those results are shared across employers' leveraging premium. Employers are seeing highly qualified applicant Premium Sponsored Jobs and they can fill jobs 50% faster than others on Indeed.

Sponsored Jobs reach the people who are actively looking. However, we know not all candidates may be looking for your job, and that's where Thomas comes in.

>> THOMAS BERGMAN: Thanks, John. Before I joined Indeed, I used to be a recruiter, and whether it was the recruiters I worked with back then or the recruiters who use our products, who I talk with every week at Indeed, everyone runs into this rec that just doesn't want to be filled, the rec that's been open for months and they all say the same thing about it -- I know the right person is out there, I just haven't found them yet.

I want to tell you a story about Ann. This is Ann. She's the recruiter at Bethany of the Northwest, a nonprofit up in Everett, Washington that runs senior living and skilled nursing facilities. There are about 490 employees, and in health care, so that means they're always hiring. They hire about 200 people a year. And when I say Ann is the recruiter, I mean it. She is "the" recruiter. She is the entire recruiting team for they are entire organization.

Last October, Ann posted a rec for a Resident Care Manager. That's a nurse leader, a person who runs resident care for a skilled nursing facility. It's a hard job to do and it's a very hard job to fill. So, the job she posted was good. Her brand is good. The pay was competitive. But March came around, role is still open. Almost six months. So, why is this happening, right? This is nobody's fault. It's a very hard job to fill. And part of the reason for that is the best candidates for this job are experienced nurse managers, and experienced nurse managers have jobs. They're not all looking all the time. So your job posting can be perfect, but the right people might never see it.

Recruiters know the answer to this one. You go out there and you find them. Proactive sourcing, it works. This is how the hardest jobs often get filled. But there's a problem. It is very, very time consuming to do this effectively. You've got to search, filter, write a personalized message that's so

compelling that a busy nurse is going to take time out of their day to read it and actually apply, and then follow up with them if it doesn't.

Ann has to hire 200 people a year alone. She doesn't have time to dedicate multiple afternoons to sourcing for a single job. So, in March, she turned on something new that we built, the Sourcing Assistant. And it's exactly what it sounds like, an assistant that takes on the hard and tedious parts of sourcing.

Based on your criteria, it searches using something we call Deep Sourcing. It's an iterative, reflective process that runs a search query, looks at the results, learns, makes a new plan, adapts, tries again, and does this process over and over and over again until it can find all of the best candidates for this job, the kinds of candidates that wouldn't show up in a simple search.

Once it finds people it evaluates them against your specific bar. It then writes custom messages to them, reaches out. If they don't hear back, it follows up. And through this entire process, it's taking feedback from you, learning along the way, just like a real teammate, and I'm really excited to show you what it did for Ann.

So, the first thing, she turns it on and it's going to go through and read the job posting, make sure it understands what she's looking for. It's going to pull everything out in basic, clear English, so looks through and says, hey, it looks like you are looking for a current Washington nursing license, someone within 25 miles of Everett, someone with real, long-term care knowledge, and management experience.

It pulls these. It runs them through the Indeed taxonomy and then it transforms them into must-haves and preferences. Ann looked it over and said, "Yep, that's the job." She didn't have to configure anything or learn any new query language. It just worked. Of course, we all know that job descriptions are not always the best representation of what people are actually looking for, and so in the case that she did need to change something, she could just type it to the assistant in simple, basic language, just like it talked to her.

So, once it understands what the requirements are, then it wants to make sure it understands how she thinks about them, so it's going to bring up a list of candidates, and she's going to go through it, looking at each candidate and saying, yes, no, needs more experience. The feedback on these candidates is going to go back into the Assistant, changing the definition of quality, and the specific examples and counter-examples will be folded back into the prompt so it always has a contextual understanding of her personalized relevance that can stick forward in any new jobs that she has and any future searches. So, she trained it just the way you'd train a new teammate, by

looking at candidates together.

Then, it goes to work, under her rules. So, it's going to be set up so it only sends out ten contacts a day. She sets it to send only during business hours. Never contact former employees, past applicants, or people in the do-not-contact list.

The biggest fear I hear when talking to companies about AI is it's going to go off and do something crazy and unexpected, and so we worked really, really hard to make sure this doesn't do that. This is her assistant running her process in her way. She's in control the entire time.

So, once it finds people, it's going to go and draft a personalized message to each applicant -- or to each candidate -- using everything we know about the job, everything we know about the job seeker, and it's going to write the type of message that a real recruiter would write if they're going to spend the time to actually look through it and put it together, because it does. On the job seeker side, they're going to get a simple message, simple, personalized message with them, the job description, and the ability to apply directly within the email.

So, a few days later, Ann is in her ATS, and she starts seeing warm, qualified, interested candidates coming in, and she can read them right there without having to go and switch to another tool. And one of these candidates is perfect -- a working nurse with two years of supervisory experience in exactly the setting she needs in a facility just a short commute away from Everett. The license, the long-term care experience, the management, you have single thing she went and wrote down, the candidate -- the Assistant went and found that candidate. And Ann loved it. Here she is in her own words: "It's definitely saved me time trying to find those right people and the quality of the applicants we've had has been so much better."

And it's not just Ann. Across our early customers, recruiters get back 11 hours a week for every job the Sourcing Assistant is working, and the candidates sourced by the Sourcing Assistant are 2.9 times more likely to be hired and are hired about six days faster.

At larger organizations, the way to think about this is having extra full-time sourcers working alongside your team. The search and the first outreach can run in the background, while your people can focus on what they do best, the things that only a person can do, right? So, talking to the hiring managers and really locking down the requirements, talking to every candidate to deeply understand them and their skills and their fit, and pitching them on the company and getting them genuinely interested.

And it's ready for you today. You tell it who you need, and it will search through Indeed's entire talent pool of 380

million sourceable profiles, including all the people who aren't job hunting this month. If you're already a Pro or Enterprise subscriber already in the United States, these features are available to you already today. You don't have to do anything to unlock them.

And here's my favorite part about all of this. It's not just the hours that Ann got back, it's what she got to do with those hours instead. She got more time on the phone with nurses, more conversations, more connections, more of the parts of the job that she fell in love with and the parts of the job that really lead to the hire. So, that's sourcing, going out and finding the right people.

But a great pipeline is bigger than just outreach. That same definition of quality needs to go through your entire hiring process and needs to apply to every candidate, even those who find your job themselves. How do we validate the people who click "Apply" are really the types of people you're actually looking for? Let me hand it over to Hannah, who will walk us through what happens next.

>> HANNAH LINDSLEY: Thank you, Thomas.

(applause)

Now that we've talked about how to build a healthy pipeline, I want to go further, because, obviously, hiring doesn't stop when a great candidate decides to apply to a job.

Remember Natalie? She was hiring for skilled nursing roles at Midland Care and used a combination of reach products to fill her pipeline. That's when the real work began for her team, going from a pile of applications, growing by the day, to a new employee, ready to work, showing up on their first day. Quality for Natalie meant several things. Her roles were in-person, not remote, and so she needed someone who could show up to work every day in the right location. She needed skills and experience that needed to be pre-vetted through a series of interviews, all of which had to be scheduled. And many of her roles required a license to perform the clinical work.

She was receiving some applicants which looked like they had the right license on paper, but it was in the wrong location or it wound up being expired, and she couldn't move forward until all of those things were resolved.

Natalie's team was spending time doing all of those things manually, tracking down those missing details, correcting errors, those sorts of things, along with all the other stuff that they had to do. And so, we started supporting her team just at the basics, by isolating minimum requirements and preferences from the job description -- what she's already told us -- and we started sending them only candidates that met the minimum bar so that her team didn't have to focus and lose time on candidates that they couldn't actually move forward with.

We scored each application based on how well they fit her

unique needs and sent them directly to her ETS so her team could move faster where they already work. Resumes do not always include everything that Natalie's team was going to need. So, instead of having the team pick up the phone and track down those missing details, our AI Recruiter gathered missing information on the fly. This did two really important things. One, it gave candidates a really powerful way to represent themselves more naturally and completely. Two, it gave Natalie's recruiting team a consistent set of information on every candidate. It wasn't like pieces were missing for some and not for others. And being able to fill in those missing gaps dynamically on the fly has led to pretty dramatic results.

High-scoring candidates are 17 times more likely to be hired and 97% of recruiters are satisfied with the score, out of the box, no configuration required. That said, remember I mentioned, this is based on the job description. That is not always going to be enough. Thomas mentioned this before. So, in the same way that the recruiting assistant -- excuse me, the Sourcing Assistant goes out and collects candidates, but you can come back in and correct it, Natalie can come in at any time and make changes to how candidates are scored. This score belongs to her. She can come and make changes for one role and have it impact future roles as well or just isolate it.

And remember how she's hiring for licensed roles? We automatically collected license details up front so her team didn't have to go back later. And I am so excited to announce that we're taking this one step further and giving job seekers the opportunity to independently verify their licenses in a new partnership with Checkr. This is live today in the hands of our Alpha users and will be expanding broadly over the coming year.

Natalie is ultimately in control of the experience. She can make changes to any part of her pipeline and have those changes apply to future roles. She tells us once, and we implement at scale. Importantly, even with all the new information being collected, Natalie is still receiving the same volume of qualified candidates that she's expecting, but now she gets them faster, because once Natalie got comfortable with how the system was working and saw the output she expected, put the right controls in place, she automated interview scheduling to ensure that top talent got on her teams' calendars immediately without missing a beat.

Indeed Smart Screening was built to take paperwork off of Natalie's plate and teams like her, so they can do what they do best -- connecting with their next hire and not with a stack of resumes. With Smart Screening, time from application to offer on Natalie's team has dropped from almost 20 days to just over 8, a 59% reduction. And Smart Screening is now delivering a consistent experience for all of Natalie's candidates, whether they were sourced on Indeed or they came into her pipeline

through her career page.

Okay. John walked you through talent attraction, through brand and advertising; Thomas talked about the importance of proactive outreach; and I've shared how we're cutting wasted effort and keeping quality high after applications come in. Now let's take a look at how it all works together. Back to you, John.

(applause)

>> JOHN FOX: All right. Thanks, Hannah. Branding, Sponsored Jobs, sourcing and screening. Four solutions. One connected experience. They aren't separate products that happen to sit next to each other -- they share a foundation. That definition of quality defined by you is traveling through them. It can inform who sees your brand. It can inform which candidates your job reaches. It can drive who Indeed Sourcing Assistant reaches out to and engages, and it can determine how applicants are evaluated.

And underneath it all is Indeed's market intelligence alongside 350-plus ATS integrations. The results are faster hires, better quality outcomes for both employers and job seekers alike. You set the standard and we help maximize team output, protecting your bottom line by shifting manual work to smart automation tools that integrate with your ATS to reduce costs and time to hire.

The best technology handles what slows you down so you can focus on what is uniquely human. AI can search at scale, help match talent to opportunity, automate initial outreach, and surface relevant information, all tasks that take significant time and effort, but they don't require human judgment at every step. What AI can't do is understand motivation, recognize potential that doesn't fit a template, or advise business leaders on what a team really needs, build a relationship, earn trust, both with internal partners and job seekers in your pipeline help the candidate make a decision that might change their life. That's you, the people in this room. And we wouldn't be here without you. The feedback you share shapes the products that we build, and the trust that you extend drives us to continue to earn it each and every day.

We are deeply grateful for your partnership and we're genuinely excited about what we can accomplish together. Better intelligence leads to more meaningful connection. That's The Human Advantage. Thank you for your time, for your trust, and your partnership. And to say thank you, we are gifting every attendee here in Phoenix a free trial of smart sourcing, Smart Screening, and Premium Sponsored Jobs, so you can all experience what we've just been talking about firsthand. Reach out to your account team to claim them and make sure to tell us what you think.

The future of hiring is something that we are building

together and we couldn't be more excited about what comes next.
Thank you.

(applause)

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