



SEEK
Sustainability
Report 2024




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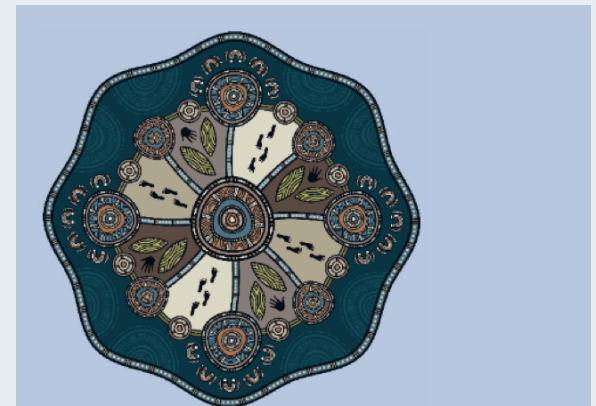
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Acknowledgement of Country

SEEK respectfully acknowledges the Traditional Custodians of the lands on which it operates. We acknowledge Australia's Aboriginal and Torres Strait Islander peoples as Australia's First Peoples, paying respects to their rich cultures, to their Elders past, present and future, and their continuing custodianship of the land, waterways and community on which we all rely. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise and value the ongoing contribution of Aboriginal and Torres Strait Islander peoples and communities to Australian life and how this enriches us all.

SEEK office locations in Australia and New Zealand

Australia First Nation peoples: Traditional Custodians

Melbourne: Wurundjeri Woi-wurrung peoples of the Kulin nation
Sydney: Gadigal peoples of the Eora nation
Brisbane: Jagera peoples of the south side of the river and Turrbal peoples of the north side of the river of the Yuggera nation*

Adelaide: Kurna peoples of the Adelaide Plains
Perth: Whadjuk peoples of the Noongar nation
 *Contested lands are acknowledged in alphabetical order.

New Zealand First Nation peoples

Auckland: Maori tribes of Ngāti Whātua-o-Orākei, Ngāti Pāoa, Ngāi Tai, Te Wai-o-Hua (who originate from Ngā Oho), Ngāti Te Ata and Te Kawerau-a-Maki

About SEEK

Our purpose

We help people live more fulfilling and productive working lives and help organisations succeed.

- Operates market-leading online employment marketplaces in Australia, New Zealand and across South East Asia.
- Focused on providing people with all the job opportunities relevant to them and enabling organisations to reach all relevant prospective employees.
- Develops and applies innovative data and technology tools to facilitate high quality matching and improve reliability of marketplace information.
- Has minority investments in employment marketplaces in China, South Korea and Bangladesh.
- Listed on the Australian Securities Exchange with headquarters in Melbourne, Australia.

Approximately

40m
candidate
relationships

Approximately

400k
hirer
relationships

Approximately

500m
population
exposure



SEEK's reports can be accessed at seek.com.au/about/ in the 'Investors' and 'Sustainability' sections.

Message from the Managing Director and Chief Executive Officer



Ian Narev, Managing Director and Chief Executive Officer

I am pleased to present our Sustainability Report for 2024.

SEEK's focus on the long-term success of our business was highlighted by the completion during the past year of our Platform Unification project. This was the culmination of more than three years' work. Our eight markets are now unified on one product and technology platform, giving us a critical foundation for ongoing competitive success. This major investment in our future enables our key sustainability areas.

This report focuses on areas in which SEEK can have specific, measurable impact. It enables our stakeholders to hold us accountable for outcomes, not just intentions. The following were the most important outcomes of the 2024 financial year.

- **Human rights** – Platform Unification provided technology tools that improved the processes related to fair hiring across APAC. We extended screening controls to Asia for hirers and job advertisements (enabled by the unified platform) and expanded the Trust and Safety team in Asia. We also performed ongoing due diligence assessments of the unified employment marketplace platform to ensure compliance with local regulations. In our supply chain we continued modern slavery audits and transitioned to a new third-party platform to deliver supplier risk assessments.
- **Social impact and community** – positive social impact is at the heart of our purpose. We maximise our social impact by getting better at our core business. We also follow a specific Social Impact Framework. We continued our investment in the community through activities such as SEEK Volunteer (connecting people to volunteering opportunities in Australia and New Zealand), our Small Change workplace giving program and employee volunteering. We also built plans to expand community investment programs into Asia. At a policy level, we continued to build and strengthen partnerships with public institutions through which our data and insights can help inform policy makers and customers on labour market trends. These include SEEK Employment Reports, the SEEK Advertised Salary Index (ASI) and the SEEK Labour Market Mismatch Indicator Report.

- **Partnership with First Nations communities** – we developed and launched our inaugural First Nations Reconciliation Strategy focused on placements for Indigenous candidates and supporting Indigenous-owned and operated businesses. We also continued a cultural learning and inclusion program to deepen our employees' knowledge of, and respect for, Australia's diverse Aboriginal and Torres Strait Islander cultures. During FY2024, 76% of our Senior Leadership Team participated in this program. In New Zealand, we introduced a bilingual search capability that allowed candidates to enter search terms in either English or Te Reo Māori.
- **Data and cyber** – we simplified our technology environment with Platform Unification leading to more consistent data security and controls. We continued to implement recommendations from our cybersecurity governance audit and addressed findings from similar reviews in several SEEK subsidiaries. We also continued Artificial Intelligence (AI) reviews to ensure that our products and services adhere to our Responsible AI Principles and are commencing a new initiative to improve the effectiveness and efficiency of SEEK's internal processes, including through the application of AI capabilities.
- **Diversity, inclusion and engagement** – we maintained gender balance on the Executive Leadership Team and in the APAC workforce. We piloted a new Employee Value Proposition in Asia and introduced new SEEK Fundamentals training on expected standards of behaviours for all APAC employees and third-party contractors. Our employee engagement surveys indicate that our employees remain engaged, with scores stable and aligned with relevant external benchmarks. We continued delivering programs focused on increasing female participation in technology roles and elevating and prioritising cultural and regional diversity.
- **Environment** – we undertook a gap analysis for the upcoming climate-related sustainability reporting standards. We continued emissions reduction projects, including finalising arrangements for 100% renewable energy across SEEK's offices from mid-2024. We also maintained our carbon neutral certification for business operations under Climate Active across SEEK's operations for the 2023 financial year.
- **Reporting** – we continue to review our assessment of the areas of most significant impact for SEEK's business and our stakeholders. We are also preparing for the new sustainability reporting standards and continue to improve our overall sustainability reporting.

As always, we strive to learn and improve. A great deal of hard work lies ahead in each of these areas. We are also conscious that standards and expectations change.

We welcome comments on this report, which you can provide by emailing sustainability@seek.com.au

Ian Narev
Managing Director and Chief Executive Officer

Sustainability highlights



Human rights

Fair hiring

Automatically scanned **100% of direct and indirect job ads (4.9 million ads)** across Asia Pacific (APAC) post Platform Unification. Approximately 10% of job ads were escalated for manual review (487,000 job ads).

Excluded more than **1,400 hirers** during onboarding as a result of high-risk indicators, closed **170 hirer accounts** due to identified fraud/scam or other high-risk activity and removed more than **1,200 job ads** following manual review or verified customer complaints (representing approximately 1% of new hirers and less than 1% of job ads respectively).

Expanded **ANZ controls for hirer onboarding and job ad screening** to Asia as part of the Platform

Unification program resulting in improved ability to detect and remove scam ads and illegitimate hirers.

Expanded use of AI tools to review all **aggregated job ads for scams and discrimination**.

Expanded **detailed due diligence** over direct job ads in Asia for jobs in high-risk countries.

Expanded the **Trust and Safety** team in Asia to meet increased requirements from Platform Unification and support focus on fair hiring.

Participated in the Regional Roundtable on Strengthening Co-operation to Prevent Trafficking in Persons Caused by the Abuse of Technology as part of the Bali Process.

Modern slavery

Performed **due diligence assessments** of the unified platform to ensure compliance with local regulation across Asia.

Analysed more than 2,400 suppliers for modern slavery risk, representing 91% of SEEK's suppliers.

Transitioned to a **new third-party platform** to deliver ongoing supply chain risk assessments.

Strengthened supplier onboarding processes to reduce the possibility of engaging a supplier with high modern slavery risk.

Continued to conduct **modern slavery audits** on SEEK's cleaning suppliers. Supported four **audited suppliers** to improve practices with three suppliers meeting requirements and continuing to be engaged by SEEK.

Continued employee **fair hiring and modern slavery training** programs across APAC.



Social impact

Published and followed the **Social Impact Framework** to focus on the areas where SEEK can have the most positive impact.

Connected over 124,000 volunteers to not-for-profit organisations through SEEK Volunteer.

Continued **investment** in community employee programs including volunteering, donations and the Small Change workplace giving program. **ANZ community contributions were A\$2.6m**.

Launched **SEEK's First Nations Reconciliation Strategy**, which focuses on placements for Indigenous candidates and supporting Indigenous-owned and operated businesses.

Increased SEEK's social spend in ANZ by 9% to A\$628,000 with a focus on First Nations suppliers.

Published the new **SEEK Labour Market Mismatch Indicator Report** to provide public policy makers with detailed insights into supply and demand trends in the Australian labour market.



Environment

Completed a **gap analysis** and detailed plan to comply with the **upcoming sustainability reporting standards**.

Continued progress towards a **SEEK-wide 40% emissions reduction target** across all scopes by 2025 (on a 2022 baseline). Finalised **renewable energy arrangements** to start from mid-2024 and support the 2025 target for 100% renewable energy (scope 2).

Commenced a review of **supply chain emissions** including assessment of key suppliers for the delivery of SEEK's net zero target.

Maintained **carbon neutral certification** for all business operations under Climate Active for FY2023.

Transitioned to more **sustainable office buildings across APAC** in the Philippines, Indonesia and Australia (Brisbane).



People

Maintained **gender balance** on the Executive Leadership Team and in the APAC workforce.

Maintained **33% female representation on the Board** and appointed one Malaysian non-executive director based in Kuala Lumpur.

Awarded the **Best Place to Work** (large organisation) in the 2024 Australian Financial Review (AFR) BOSS Best Places to Work awards.

Awarded **5-Star Employer of Choice 2024** in Asia by human resources industry publication HRD.

Launched new **Employee Value Proposition (EVP)** to enhance SEEK's employer brand, with an initial pilot in Asia.

Continued to **update and harmonise people policies across APAC** with a particular focus on health, safety and wellbeing and diversity and inclusion.

Launched **SEEKer Support**, a new Employee Assistance Program offering proactive wellbeing support and counselling services for all employees and their immediate families, in partnership with a global provider.

Continued programs targeting **gender pay equity** and focused on increasing the number of women in technology roles.

Continued **diversity and inclusion programs** including Pride and SEEK and Camp SEEK.



Responsible business

Achieved 100% completion of new SEEK Fundamentals training modules for all APAC employees. This included **completion of core compliance** training, including **anti-bribery**.

Enhanced reporting to management and the **Audit and Risk Management Committee** for conduct, whistleblower disclosures, conflict of interest and close personal relationships declarations, gifts and entertainment declarations and data breach notifications.

Completed a **SEEK-wide business impact assessment and disaster recovery plans** for the Business Resilience program.

Implemented a **Technology Resilience program** to further build capability for critical business services across APAC.

Undertook **cybersecurity crisis management testing and scenarios** with the Board and Executive Leadership Team.



Data and cyber

Simplified the technology environment with Platform Unification leading to more **consistent data security and controls**.

Continued implementing the recommendations from the **cybersecurity governance audit and data privacy audit**.

Enhanced **authentication** for Asia hirer accounts.

Completed **cyber maturity reviews** and addressed findings for several SEEK subsidiaries including Sourc, GradConnection and SEEK Pass (formerly Certsy), resulting in enhancements to security plans.

Completed **role-based security training** for teams in APAC as part of an ongoing employee cyber awareness program.

Completed annual **responsible AI reviews** to ensure AI-based services remain aligned to SEEK's Responsible AI Principles.

Progress and looking forward

1997

SEEK founded

2000

Launched SEEK Volunteer



2005

SEEK listed on ASX

2008

Launched Corporate Social Responsibility program

2014

Established Small Change program
Launched Pride and SEEK



2015

Established SEEK purpose
Released the first Employment report (ANZ)

2016

Launched Camp SEEK



2017

Launched Females at SEEK Thrive (FAST) program

2023

Completed modern slavery **due diligence assessments** of employment platforms
Commenced **modern slavery audits** of high-risk suppliers
Developed SEEK **Social Impact Framework**
Launched **Performance@SEEK** and **Shares@SEEK** employee programs

2022

Expanded focus to **multinational businesses**
Aligned reporting to **GRI Standards**
Introduced **Our SEEK** culture statement
Created **Emissions Reduction Strategy**
Certified carbon neutral business operations for multinational footprint FY2022



2021

Introduced **Supply Chain Risk Framework**
Aligned climate reporting to the **Task Force on Climate-related Financial Disclosures (TCFD)**
Certified carbon neutral ANZ business operations (for FY2021)
Launched **Leading SEEK** program

2020

First **Modern Slavery Statement**
Launched **fair hiring** program
Established **Responsible AI Framework & Principles**



2019

First **Sustainability Report**
Introduced **materiality assessment**
Published **emissions inventory (ANZ)**

2024

Completed **Platform Unification program (APAC)**
Launched **SEEK First Nations Reconciliation Strategy**
Launched **SEEK Labour Market Mismatch Indicator Report (Australia)**
Commenced **external assurance** of sustainability disclosures



2025

Emissions reduction target of 40% across all emissions scopes (on a 2022 baseline)
Science-aligned emissions reduction target

2026

Implement new climate reporting (Australian Sustainability Reporting Standards)

2027+

Implement further sustainability reporting improvements and standards

2030+

SEEK net zero target



Progress and looking forward (continued)

Material topics – reporting what matters

SEEK’s approach to Environmental, Social and Governance (ESG) topics continues to focus on areas where SEEK can have a positive impact and address key areas important to stakeholders. The topics covered in this report are the ESG risks and opportunities that could impact SEEK’s ability to sustain future financial performance and deliver on its long-term strategy, along with those that further SEEK’s purpose.

SEEK conducts a double materiality assessment that is reviewed annually in collaboration with internal and external stakeholders. The assessment is aligned with Group Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) topics relevant to SEEK. The final outcomes of SEEK’s materiality assessment are endorsed by the Executive Leadership Team and Board annually. In FY2024, SEEK also piloted a financial materiality assessment process across climate-related risks and opportunities in contemplation of the proposed Australian Sustainability Reporting Standards (ASRS).

The materiality assessment was informed by engagement with internal and external stakeholders, including investors, SEEK leaders and subject matter experts. Topics were prioritised based on their social and environmental impacts and their potential to affect SEEK’s performance across a five-year horizon.

In FY2024, the most important ESG topics for SEEK and its stakeholders have remained the same.

SEEK continues to prioritise the following six ESG topics:

- Human rights;
- Social impact;
- Data and cyber;
- People;
- Environment; and
- Responsible business.

Report scope and boundary

SEEK was founded in 1997 and is headquartered in Melbourne, Australia and lists on the ASX (listing code: SEK). SEEK’s core online employment marketplaces operate in eight countries across the Asia-Pacific region.

SEEK’s ESG approach continues to evolve. This report describes SEEK’s approach where ESG policies and practices apply across the organisation. This report has been prepared for the consolidated entity consisting of SEEK Limited and its controlled entities (refer to FY2024 Financial Report, Note 19) except where noted as ANZ or APAC. In FY2024, SEEK sold its Latin American businesses, Brasil Online (Brazil) and OCC (Mexico). This report includes JobAdder (a controlled entity of SEEK) for modern slavery, climate resilience and some people reporting. Management is working to reporting on additional sustainability matters for JobAdder in future reports.

This report covers the period 1 July 2023 to 30 June 2024, which aligns with SEEK’s financial year.

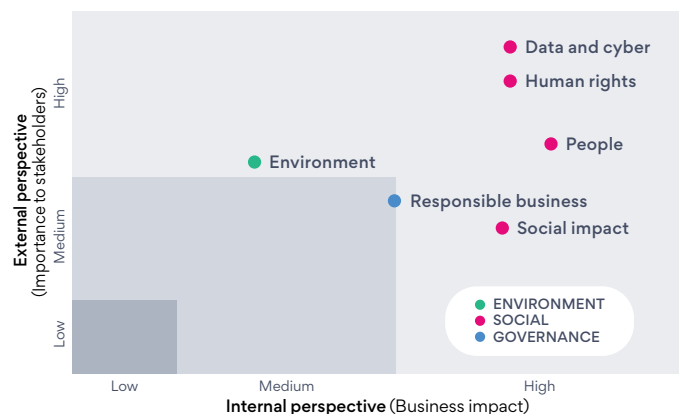
All numbers in this report are rounded to the nearest hundred thousand or thousand where it makes sense to do so. All monetary values are presented in Australian dollars.

Governance

The Board, through the Audit and Risk Management Committee (ARMC), is responsible for oversight and management of non-financial risks, including ESG risks, and approves internal Risk Appetite Statements. All directors receive the ARMC papers and generally attend the meetings; the outcomes of the meetings are then reported to the Board.

The Board also devotes time to considering material ESG risks and opportunities and receives periodic updates on emerging ESG matters relevant to SEEK. The Board governs and approves SEEK’s ‘Principal risks’ and, after consideration of stakeholder expectations, endorses the ESG material topics and this report.

The Managing Director and Chief Executive Officer (MD and CEO) has the delegated responsibility for management of the business including ESG risks and opportunities. The Chief Financial Officer (CFO) is accountable for sustainability reporting, supported by senior management working in key areas of ESG risk, as well as employees with specialist ESG skills. The executive responsible for the relevant subject matter reviews the report to confirm the accuracy and completeness of the information provided. The information in this report is validated by subject matter experts and senior management and is supported by verifiable evidence.



Terms used in this report

APAC means the online employment marketplaces in ANZ and Asia.

JobAdder is a company owned by SEEK that streamlines the recruitment process for recruiters and talent acquisition teams through the provision of Applicant Tracking System (ATS) and Customer Relationship Management offerings.

Jora means the single search engine owned and operated by SEEK under the brand of Jora that combines directly posted ads and aggregated ads from many different sources and locations.

Platform Unification refers to the program that unified the APAC employment marketplaces onto one online product and technology platform.

SEEK means SEEK Limited and its controlled entities.

ANZ means the online employment marketplaces operating in Australia and New Zealand under the brand SEEK.

Asia means the online employment marketplaces operating in South East Asia and Hong Kong under the brands Jobstreet and Jobsdb.

Progress and looking forward (continued)

Stakeholder engagement

Stakeholders provide valuable insights into the expectations of SEEK, and inform SEEK's ESG priorities and reporting. SEEK's main stakeholders are:

- customers – hirers and candidates;
- employees and prospective employees;
- shareholders, investors and analysts;
- suppliers, business partners and financiers;
- government and regulators; and
- the communities in which SEEK operates.

SEEK's main channels for external stakeholder engagement are:

- annual corporate reporting including this report, the Annual Report, the Modern Slavery Statement, Corporate Governance Statement and Tax Transparency Report;
- information on the SEEK employment platform to help hirers and candidates;
- information on the corporate website about sustainability and corporate governance for investors and suppliers;
- investor meetings held by the Chairman and other directors prior to the Annual General Meeting;
- investor relations communications and the Annual General Meeting;
- hirers requesting information about SEEK's approach to a range of ESG matters including modern slavery and cybersecurity;
- participation in investor surveys; and
- collaboration with technology industry and ESG working groups.

Sustainability performance and initiatives

External ratings and industry benchmarking initiatives help SEEK to continually improve its sustainability performance. SEEK is covered by ratings agencies and ESG analysts including MSCI, Sustainalytics, Australian Council of Superannuation Investors (ACSI), FTSE4Good, ISS ESG and Dow Jones Sustainability Indices (S&P Global CSA).

SEEK has commenced a shift to the proposed new mandatory ASRS expected from FY2026. SEEK's reporting also reflects the following voluntary sustainability initiatives: GRI, SASB, United Nations Sustainability Development Goals (SDGs), the Task Force on Climate-Related Financial Disclosures (TCFD) and the Business for Societal Impact (B4SI).

For SEEK's GRI and TCFD indices, refer to the [Sustainability Databook 2024](#).

Sustainability information

For more information on SEEK's sustainability-related data and climate approach please refer to:

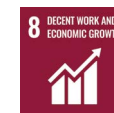
- SEEK Sustainability Databook 2024
- SEEK Climate Statement 2024

➔ These can be accessed at seek.com.au/about/sustainability

United Nations SDGs and Guiding Principles

SEEK supports the United Nations SDGs. SEEK contributes to the goals that are most relevant to its business strategy and operations. SEEK's primary sustainable development focus is directly related to its purpose and is therefore focused on Goal 8: Decent Work and Economic Growth. SEEK's business strategy aligns to the goal of achieving full and productive employment and decent work for all women and men and taking action to eradicate forced labour and end modern slavery and human trafficking (SDG targets 8.5 and 8.7).

SEEK's approach to assessing and addressing modern slavery risk aligns with the United Nations Guiding Principles on Business and Human Rights. The employment marketplaces SEEK operates expose the business to a unique set of human rights risks; SEEK's attention is directed to those areas that present the most risk. This is achieved through a range of policies and processes aimed at prevention, mitigation and remediation of risks to human rights.



Future reports



SEEK's approach to sustainability continues to evolve in response to SEEK's operations, stakeholder expectations, SEEK's priority ESG topics, new sustainability standards, policy changes, science and new technologies. Ongoing engagement and analysis will refine the topics that are material and important to stakeholders and to SEEK. In this context, SEEK will continue to improve its sustainability performance and reporting.

Next steps

- Alignment of reporting approach with proposed mandatory ASRS.
- External assurance of sustainability disclosures, metrics and targets.
- Expanded metrics for material sustainability risks and opportunities.
- Enhanced reporting to management and the Board on SEEK's material topics.
- Further alignment of priority sustainability risks and opportunities with business strategy and decisions.
- Assessment of SEEK's nature impacts aligned to the Task Force on Nature-related Financial Disclosures (TNFD).
- Monitoring the introduction of future ISSB standards.

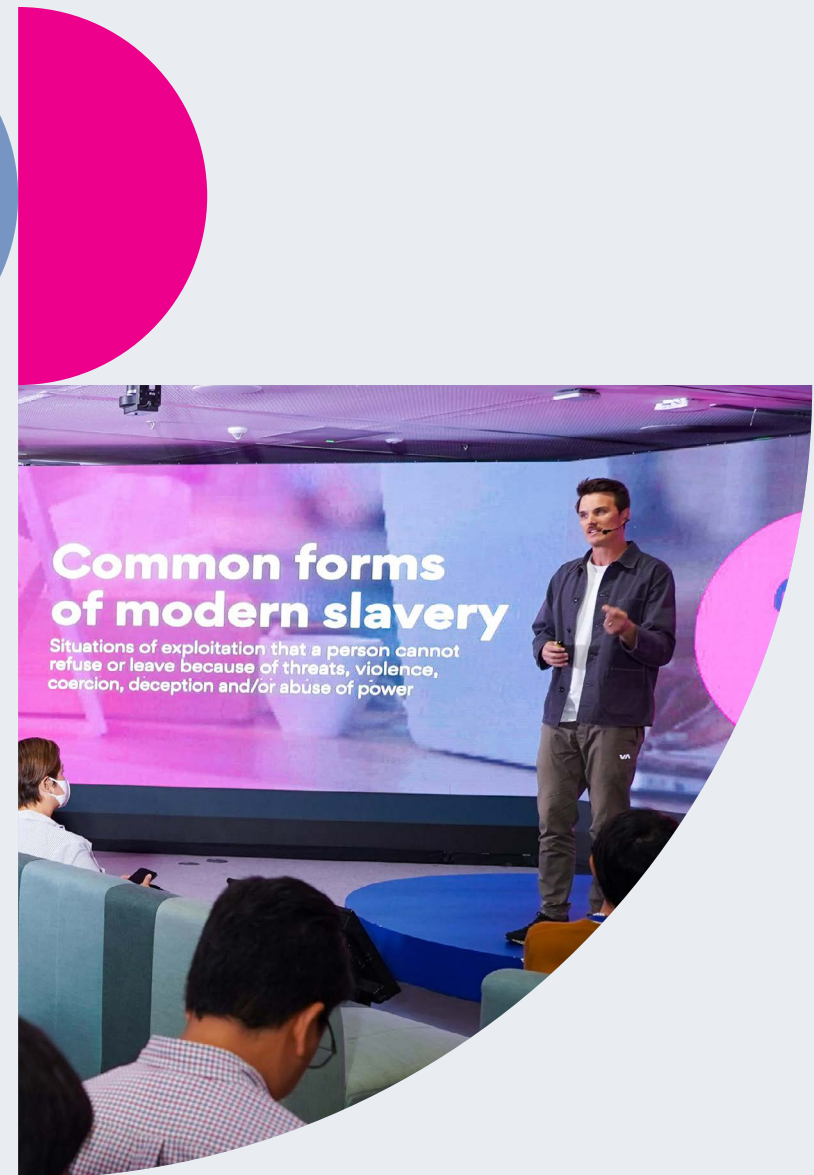
In this section

- Fair hiring
- Modern slavery

Human rights

Metric	FY2024 performance
Fair hiring	
Effectiveness of hirer and ad screening (APAC)	<ul style="list-style-type: none"> • Automatically scanned 100% of direct and indirect job ads across APAC post Platform Unification (4.9m⁽¹⁾ job ads) • Approximately 10% of job ads escalated for manual review (487,000 job ads)
Hirers	<ul style="list-style-type: none"> • Total number of hirers deactivated • 1,419 hirers failed onboarding process assessment; and • 170 hirer accounts closed due to fraud/scam or other high-risk activity (representing approximately 1% of new hirers)
Job ads	<ul style="list-style-type: none"> • Total number of high-risk job ads removed after the completion of investigation for suspected fraud or non-compliance with SEEK's Terms and Conditions • Total number of job ads reported by candidates regarding fraud or scams • 1,232 job ads removed following manual review or verified customer complaints (representing less than 1% of job ads) • 25,657 job ads reported by candidates regarding fraud/scam
Candidate trust (ANZ) ⁽²⁾	<p>Most trustworthy:</p> <ul style="list-style-type: none"> • Australia – 4.6x lead on the nearest competitor • New Zealand – 3.0x lead on the nearest competitor
Modern slavery	
Employment platform:	<ul style="list-style-type: none"> • Modern slavery due diligence of employment platform • Performed due diligence assessments of the unified platform to ensure compliance with local regulation
Supply chain: ⁽³⁾	<ul style="list-style-type: none"> • Number of suppliers analysed for modern slavery risk • Number of elevated risk suppliers assessed or audited through SEEK's Supply Chain Risk Framework • 2,437 suppliers analysed, representing 91% of SEEK's suppliers • 182 elevated risk suppliers assessed or audited, representing 31% of SEEK's elevated risk suppliers

(1) Pre Platform Unification, the majority of Asia's job ads were automatically scanned, and post Platform Unification automatic scanning increased to 100%.
 (2) Based on independent research conducted by Nature on behalf of SEEK with a nationally representative sample of Australians and New Zealanders in their respective labour force.
 (3) Includes APAC, Latin American and JobAdder businesses for FY2024.



Fair hiring

SEEK's fair hiring purpose is to improve working lives by preventing exploitative recruitment and modern slavery.

As an organisation that operates to improve millions of working lives, SEEK is uniquely positioned to lead change against unfair hiring practices. SEEK's focus is to create marketplaces with job ads that are free from:

- illegitimate or illegal jobs, for example fraud or migration scams;
- unlawful charges or placement fees where the worker pays for a job; and
- discriminatory language or requirements.

In FY2024 as part the Platform Unification program, a number of changes were implemented across APAC to improve SEEK's fair hiring processes and systems. These included:

- expanding the use of Artificial Intelligence (AI) and machine learning with the rollout of the job ad scanning tool (SIFT) to Asia to enhance scam and fraud detection and prevention capabilities;
- expanding the use of blocking of discriminatory words technology to ANZ;
- expanding the Trust and Safety team in Asia to support increased focus on fair hiring including local language specific roles; and
- improving real-time monitoring and management reporting for job ad quality control processes across APAC.

The Fair Hiring Steering Committee oversees the fair hiring governance program of work on policies, tools and processes and reviews the operational performance of SEEK's controls.

Creating transparent job ads

SEEK's job ad posting process is designed to help hirers adopt fair hiring practices. SEEK's platform provides automated tools and recommendations to help hirers produce informative job ads while avoiding discriminatory or otherwise offensive content. Candidates are also able to identify and report a hirer should their off-platform communications not align with the original job ad. These reports allow SEEK to respond to high-risk hirers appropriately.

(1) SEEK Pass allows people to stand out in job applications by verifying credentials on their application and profile.

Fair hiring processes and controls

SEEK has various controls that address the risks to candidates as they search for jobs, including:

- a dedicated Trust and Safety team of 35 people (29 people in FY2023) across APAC to verify the legitimacy of hirers and the quality of job ads in order to protect candidates and their information;
- a Security Intelligence team to support investigation of high-risk hirers and identify scams and fraudulent job ads;
- the use of AI and machine learning to enhance scam and fraud detection and prevention capabilities;
- systems that automatically block and flag job ads that contain unacceptable terms and phrases, such as ads that contain discriminatory keywords or request payment from candidates; and
- investigation and manual review of job ads flagged either by the system or by candidates.

Hirer and job ad screening: vetting and filtering

SEEK's Trust and Safety team operates detailed checks and procedures to ensure hirers are legitimate and job ads are genuine. In FY2024, hirer and job ad screening was further enhanced through the unification of the APAC employment marketplaces. As a result, hirer and job ad screening is now done consistently across APAC in the following four ways:

- manual and automated reviews that check for features of known inappropriate activity when a hirer registers;
- multi-factor authentication controls for registered hirers posting job ads;
- automatic scanning of proposed job ads, based on known risks and 'bad word' lists leading to job ads being blocked or flagged for manual review when elevated risk is detected; and
- job applications training to build the Trust and Safety team's understanding of fraudulent activity.

In FY2024, SEEK automatically scanned 4.9 million direct and indirect job ads on its platform across APAC. Approximately 10% of those ads were escalated for manual review by the

Trust and Safety team. Where appropriate, hirers were educated on how to improve the content of their ads to eliminate discriminatory terms, or ads were blocked where they contravened SEEK's Terms and Conditions.

In FY2024, hirer and job ad screening across APAC excluded more than 1,400 hirers that failed onboarding checks or did not comply with SEEK's Terms and Conditions. SEEK also closed 170 hirer accounts due to identified fraud/scam or other high-risk activity and removed more than 1,200 job ads following manual review or verified customer complaints. Ads that are assessed as 'more likely to contravene' SEEK's Terms and Conditions are removed from the platform.

Candidate security

SEEK is committed to ensuring that all job ads on its employment platform are for legitimate job opportunities and that job searching is safe and secure. A key condition of advertising on SEEK's platform is that the job ad is a genuine, paid employment opportunity. SEEK has increased investment in cybersecurity to proactively monitor and address current and emerging threats and vulnerabilities.

The Report This Job Ad feature on the SEEK platform and customer service channels enables candidates to directly report suspicious job ads to SEEK for investigation.

Additional measures help candidates protect themselves from fraudulent job ads. Warnings to protect personal and financial information are embedded in the online job application process. Candidates in Australia are also encouraged to use the free platform SEEK Pass⁽¹⁾ (formerly Certsy) and not provide sensitive personal documents with job applications. In ANZ, SEEK has maintained a strong position as the most trustworthy employment site with a lead in FY2024 of more than four times the nearest competitor in the Australian market and almost three times the nearest competitor in the New Zealand market (based on independent research conducted by Nature on behalf of SEEK).

 [Refer to Cybersecurity section](#)

Fair hiring (continued)

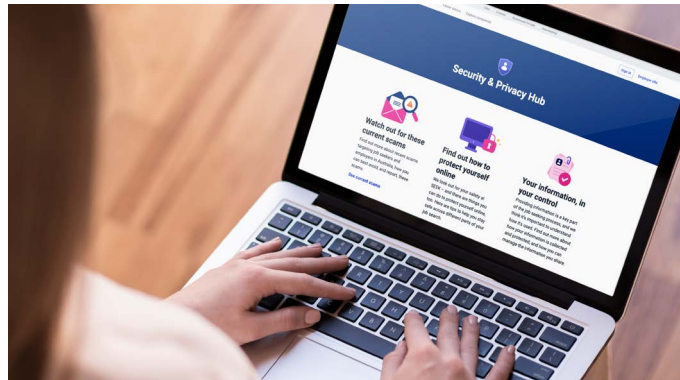
Raising awareness, job searching advice and engagement

SEEK makes candidates aware of their rights and provides warnings about known unfair hiring practices. In FY2024, SEEK continued to focus on raising awareness and educating candidates about known unfair hiring practices. SEEK regularly provides advice on how to identify signs of job scams through social media, email and various media outlets.

Advice on safe job searching is provided and updated as employment scams and other threats emerge. In FY2024, an updated [Security and Privacy Hub](#) was launched to customers across APAC. The hub contains security and privacy resources that include location-related updates on the latest scams and tips, along with links to government-specific online safety resources. This hub highlights the latest scams targeting candidates and hirers on the SEEK platform as well as impersonation scams on other messaging services. The hub also contains tips on what customers can do if they believe they have been scammed.

➔ [Refer to Security and Privacy Hub](#)

SEEK also collaborates with non-government organisations and experts on initiatives and priorities including continued engagement in the Regional Roundtable on Strengthening Co-operation to Prevent Trafficking in Persons Caused by the Abuse of Technology, as part of the Bali Process (forum supporting collaboration and policy development relating to irregular migration in the APAC region).



Taking action on modern slavery: actions to prevent exploitative recruitment

SEEK continues to identify and report potential instances of modern slavery on its employment platform. During FY2024, over 25,000 job ads were reported by candidates suspecting fraud or scams through both formal and informal channels. Examples of actions taken by SEEK in response include:

- SEEK identified a hirer as part of the screening process in the Philippines for further review. Upon investigation, the overseas hirer was found to have contract terms requesting that the candidate sign a loan agreement to cover their travel costs. As a result, SEEK removed this hirer from the platform. This action was taken before any reports by candidates, and there have been no subsequent reports from candidates related to the hirer.
- SEEK identified an article referencing a group of companies linked to human trafficking in the commercial scamming industry in South East Asia. SEEK undertook further due diligence and searched related organisations across its Asian marketplaces. As a result, SEEK removed related hirers from the platform and continues to monitor for any further action required. SEEK also reports to local authorities potential instances of modern slavery.

Fair hiring employee training

During FY2024, SEEK continued its employee training and engagement program to increase employee awareness of fair hiring. The training included fair hiring principles, common forms of modern slavery across the region, how crime syndicates are involved with modern slavery, what SEEK is doing to keep its platform safe and case studies on high-risk situations. The training was provided to ANZ and Asia-based Sales teams as well as Product and AI teams focused on data analytics.

Outlook

SEEK continues to review its processes with a focus on due diligence of hirers to increase the safety and legitimacy of the platform. Ongoing investment in fair hiring will safeguard candidates and help them trust SEEK's employment platform. Future activities will include:

- implementing further process improvements through the identification of trends and signals of fraudulent and illegitimate hirers;
- continuing to expand the use of AI and machine learning to enhance scam and fraud detection and prevention capabilities;
- building further capability in the new APAC Trust and Safety team to support increased focus on fair hiring;
- improving real-time monitoring and fair hiring reporting;
- continuing internal employee fair hiring training; and
- exploring collaboration and partnership opportunities with third parties including not-for-profit organisations (with a focus on supporting people migrating across borders).



Modern slavery

Modern slavery involves coercion, threats or deception to exploit victims and undermine their freedom. This can occur across global supply chains and within business operations.

Supply chains

SEEK applies a Supply Chain Risk Framework across its global operations to identify and address modern slavery risk within its supply chains. To manage these risks, modern slavery considerations are embedded in SEEK's procurement and onboarding processes for new and existing suppliers. SEEK also has an ongoing modern slavery employee training program. In FY2024, more than 750 employees across APAC were trained through modern slavery training sessions including strategic sourcing roadshows.

SEEK performs additional due diligence on suppliers in high-risk industries such as cleaning, hospitality and security. This includes requiring some suppliers to undergo independent modern slavery audits. SEEK engages independent auditors and sustainability ratings providers to conduct inherent risk analysis, due diligence assessments and modern slavery audits.

Direct suppliers: SEEK's suppliers are located in more than 35 countries, with business services, technology software and support services and marketing making up the majority of SEEK's global spend. Suppliers in these categories have a low risk for modern slavery as they tend to have advanced controls relating to labour and human rights.

In FY2024, approximately 9% of SEEK's total spend was with suppliers with an elevated risk of modern slavery in areas including office cleaning services, computer hardware and promotional products. SEEK's Supply Chain Risk Framework provides oversight of these suppliers' operations, governance

practices and supply chains, so that SEEK can make informed judgements as to whether these practices are acceptable or require remediation.

Indirect suppliers: during FY2024, SEEK continued to ask suppliers to disclose details regarding their own supply chain due diligence (SEEK's indirect suppliers). SEEK continues to develop its approach to due diligence of indirect (tier 2) suppliers.

SEEK's employment marketplaces (operations)

SEEK reviews the modern slavery profile in each country in which it operates its employment platform. Since FY2022, SEEK has completed due diligence assessments of its Jobstreet Malaysia and Singapore, Jobsdb Hong Kong and Jora businesses to ensure ongoing compliance with local regulations. During FY2024, further improvements to SEEK's due diligence approach were implemented as part of the move to a single platform through Platform Unification. The Platform Unification program has changed and centralised several processes and controls across APAC including the automation and enhancement of many screening controls.

➔ Refer to [Fair hiring section](#)

Remediation of SEEK's cleaning contractors

In FY2023, SEEK audited seven of its cleaning contractors for modern slavery risk. Four contractors were found to be operating in ways that did not meet SEEK's expectations. During FY2024, SEEK worked with these contractors to develop and implement remediation plans to address SEEK's concerns within specified timeframes. Three contractors were able to deliver the remediation plans. As a result, they have been retained by SEEK and will be carefully monitored. One contractor was not able to meet SEEK's requirements and therefore SEEK terminated the contract.

In FY2024, SEEK audited a further seven cleaning contractors based in Australia, Brazil and Asia. Of these, four contractors were found to be operating in ways that did not align with SEEK's Supplier Code of Conduct. SEEK is working with two of these contractors to remediate these risks and decided to terminate its relationship with the remaining two contractors.

SEEK took steps to make its whistleblower channel more accessible to contractors' employees. In high-risk contracts, SEEK requires the contractor to communicate SEEK's whistleblower channel to all employees. SEEK will continue to audit its cleaning contractors, including new contractors and re-auditing those that went through remediation processes.

Modern Slavery Statement

SEEK submitted its fourth Modern Slavery Statement in November 2023, prepared in line with the requirements of the Australian *Modern Slavery Act 2018 (Cth)*. This is available on the Australian Government Modern Slavery Statements Register and on the SEEK website. SEEK's next Modern Slavery Statement will be released in late 2024.

Outlook

- Continue to monitor and enhance the hirer onboarding and job ad screening controls in SEEK's employment marketplaces.
- Work with suppliers to address issues identified in audits including re-auditing contractors as required.
- Increase supplier capability in relation to managing modern slavery risk.
- Continue to assess and audit SEEK's elevated-risk suppliers.
- Continue to undertake due diligence of indirect (tier 2) suppliers.
- Continue to expand modern slavery training program for employees.

In this section

- How SEEK's purpose delivers impact
- Community contribution and engagement

Social impact

Metric

FY2024 performance

How SEEK delivers on its purpose

Employment marketplaces performance:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Placement share • Candidate relationships • Hirer relationships • Applications and talent search connections | <ul style="list-style-type: none"> • Placement share of 33% ANZ, 22% Asia • Approximately 40m candidate relationships • Approximately 400,000 hirer relationships • 51m monthly applications and talent search connections |
|---|--|

Volunteer marketplaces performance (ANZ):

- | | |
|--|---|
| <ul style="list-style-type: none"> • Total applications for volunteer opportunities • Organisations that posted a volunteer opportunity • Volunteer organisational engagement | <ul style="list-style-type: none"> • 124,752 applications to not-for-profit organisations via SEEK Volunteer • 4,905 not-for-profit organisations • 30 organisational Net Promoter Score (NPS) |
|--|---|

Community contribution and engagement (ANZ)

Community contribution	A\$2.6m including employee donations of A\$242,000 to charities
Discounts for not-for-profits	A\$3.0m in foregone revenue
Supporting local charities	4,932 organisations supported through SEEK Volunteer, Small Change workplace giving program and employee volunteering
Social procurement spend	A\$628,000
First Nations business spend	A\$433,000* *included in above total social procurement spend



How SEEK's purpose delivers impact

By delivering on its purpose, SEEK continues to have a positive social impact on individuals, businesses and employment markets. In 2023, SEEK developed a Social Impact Framework that outlines six key areas of social impact. The connection between SEEK's purpose and impact is backed by external research and evidence. Success is measured via key business metrics such as placements, employer Net Promoter Score (NPS) and candidate trust.

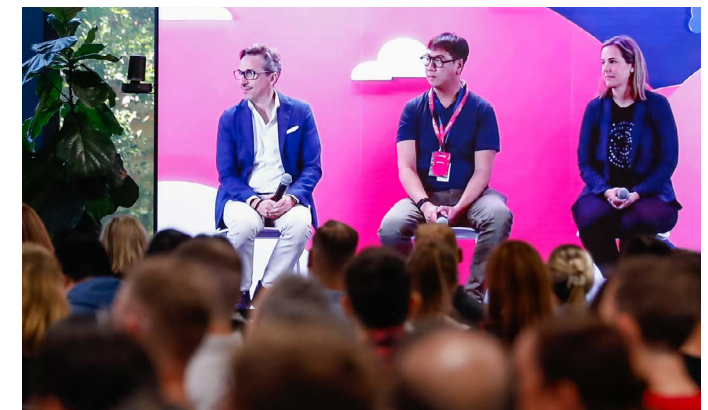
Four of the social impact outcomes highlighted in SEEK's Social Impact Framework occur as a direct result of operating a marketplace that delivers high-quality placements. SEEK's focus on the remaining impact areas, reducing bias and discrimination and having legitimate hirers on the platform, helps ensure the marketplace integrity that is necessary to deliver on SEEK's purpose.

SEEK continues to aspire to be a leader against unfair hiring practices. Expertise in hirer and job ad screening has been developed and implemented across the newly unified platform (including through technology tools) to safeguard candidates and help them trust SEEK's employment platform.

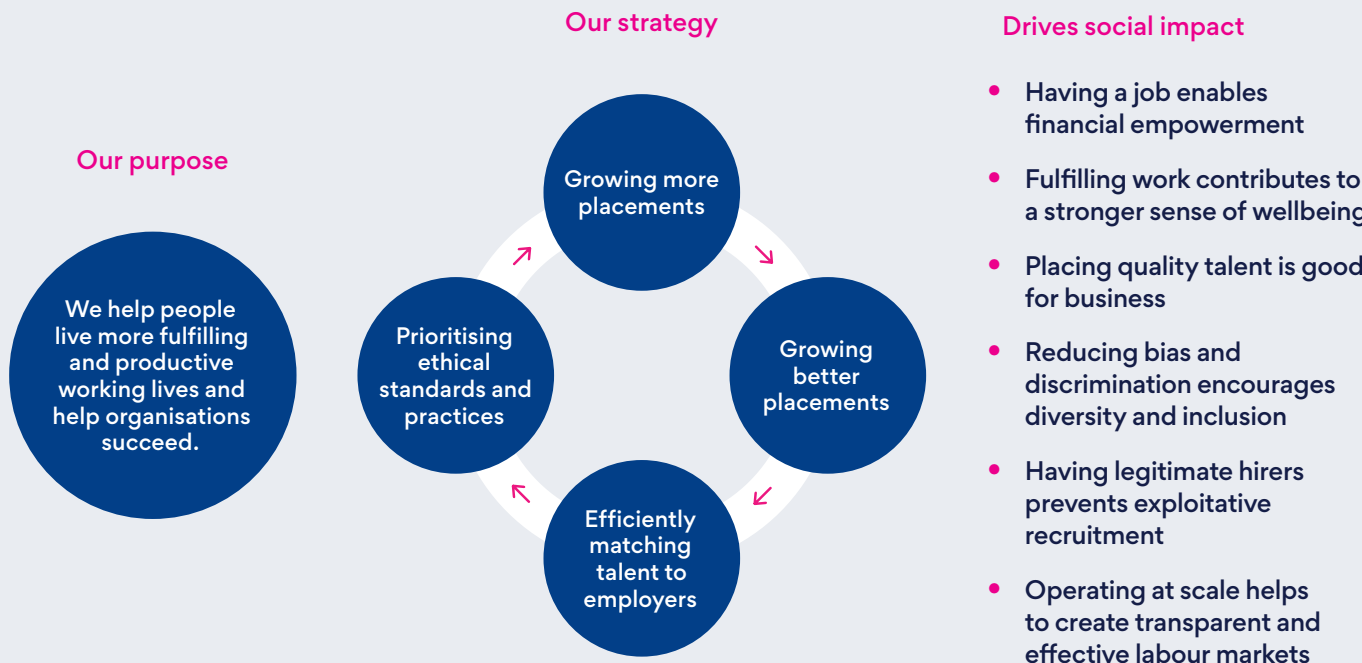
SEEK's Responsible AI Framework and Principles serve as a guide for SEEK's people as they build and use AI technology. The potential exists for AI to introduce or embed discriminatory bias and SEEK is committed to minimising adverse outcomes and maximising the positive impacts of AI. Overcoming the complexities of further reducing bias and discrimination remains a focus for SEEK.

➔ Refer to [Human rights – Fair hiring and Data and cyber – Data trust and AI sections](#)

SEEK has a continuous improvement approach to digital accessibility of both its website and mobile app to encourage inclusion. SEEK aims to be compliant with Web Content Accessibility Guidelines 2.1 AA. With the unified platform in FY2024, all SEEK geographies now benefit from a consistent SEEK standard. To further improve accessibility, SEEK engaged a third-party specialist who completed an audit and review of processes. The next phase will be led by an internal team to prioritise future actions. SEEK also continues to ensure social media activity is inclusive for all audiences, including image descriptions across all channels.



SEEK Social Impact Framework



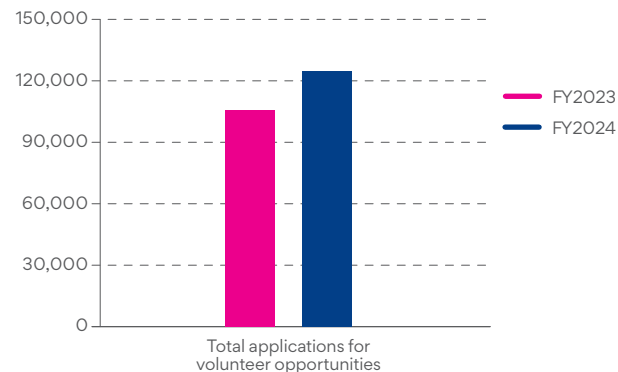
How SEEK's purpose delivers impact (continued)

SEEK Volunteer

SEEK continued its long-standing investment in SEEK Volunteer. For more than two decades, SEEK Volunteer has been connecting volunteers with organisations.

During FY2024, there was a 10% increase in the volume of volunteer opportunities advertised highlighting the ongoing need for not-for-profit organisations to find volunteers. Categories that saw the highest demand for volunteers included community services, seniors and aged care, health and education and training; young people and conservation and environment were also prominent in New Zealand. There was a 18% increase in volunteer applications across ANZ, the highest number of volunteer connections made annually. Satisfaction by organisations with the matching service saw an increased NPS of 30 (FY2023: 25).

FY2024 Volunteer marketplaces



SEEK Volunteer also continued its partnership with the New South Wales Government in Australia to build and manage its online volunteer recruitment portal. In FY2024, more than 9,000 additional volunteer connections were made through the portal; a 26% increase on the previous year.

SEEK data and insights

Supporting public policy development

Due to its scale, SEEK is uniquely positioned in Australia to share data and insights that can improve labour markets.

SEEK continued to support policy development across key portfolios such as Treasury, and also engaged with the Reserve Bank of Australia, Jobs and Skills Australia and the Department of Home Affairs. SEEK's insights have helped government in the development of policy relating to labour markets, skills and immigration. SEEK has proactively engaged in the government's consultation process on the National Skills Passport, including working in collaboration with the Business Council of Australia and the Tech Council of Australia to advocate for positions that support an efficient and effective verified credential ecosystem. SEEK has also been an active contributor to key areas of technology policy development, including Artificial Intelligence (AI), Digital ID and cybersecurity.

In April 2024, SEEK published the inaugural Labour Market Mismatch Report. The report provides detailed insights into supply and demand trends in the Australian labour market, highlighting the mismatch in supply and demand of labour at the national, state and regional level. It also looks at the occupations that are in most demand from employers, and the occupations to which candidates are submitting the most applications in any given region. It aims to improve the health of the labour market, in which the level of employment is high and that people are well matched to jobs that make best use of their talents and training.

SEEK also continued to publish the SEEK Employment Reports and SEEK Advertised Salary Index so that SEEK data and insights can support government policy and programs in Australia and New Zealand. SEEK's key employment marketplace reports can be found in the [SEEK Newsroom](#).

Labour market expert across APAC – media coverage



Media coverage across APAC resulted in an average of 18 mentions per day. Coverage included features on Platform Unification, how SEEK uses AI, female leaders at SEEK and ongoing use of SEEK data and insights in related articles.

In Australia, the SEEK Economist Insights launched in October 2023, creating a new opportunity to share data and insights on key labour market topics to the media and Australian public. Refer to the [SEEK Newsroom](#) for the Economist Insights.

In Asia, Jobstreet and Jobsdb released the 2024 South East Asia Hiring, Compensation and Benefits Report, a survey providing insights into hiring trends and highlighting best practices across the region.



Peter Bithos on Bloomberg (March 2024)

SEEK using AI to map the perfect career path

The Australian
23 October 2023

More needs to be done to address stress, mental health in Malaysian workplaces – Jobstreet

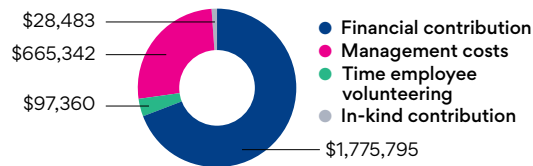
AstroAWANI – coverage resulting from a press release on the findings of Jobstreet's 2024 Hiring, Compensation and Benefits Report in Malaysia

Community contribution and engagement

Community contribution

Beyond the social impact of its business strategy, SEEK is committed to playing an active role in supporting the communities in which it operates. In FY2024, SEEK measured this contribution value as A\$2.6m, a 13% increase on the previous year.

FY2024 Community contribution



Donations and employee volunteering

Small Change is SEEK’s workplace giving program available to employees in Australia. It provides funding to 10 charity partners: the Alannah and Madeline Foundation; Australian Wildlife Conservancy; Murrup (formerly Community Spirit Foundation); Lort Smith Animal Hospital; Starlight Children’s Foundation; CanTeen; Lifeline; STREAT; The Smith Family; and The Big Issue.

Employees participate through pre-tax donations deducted directly from their pay, which SEEK matches dollar for dollar. This year, 62% of SEEK’s Australian employees participated in the program. This is fourteen times higher than the national average in similar workplace giving programs.

In 2024, SEEK reached the milestone of having donated a total of A\$3.0m to Small Change partners since the program began in 2014. In FY2024, employees donated A\$242,000. SEEK’s matching brought the total contribution to A\$484,000. Additional fundraising activities organised by employees also raised A\$99,000 for charity partners. This year, SEEK also introduced a new Small Change Ambassador voluntary role aligned to each charity partner.

SEEK also encourages employees to volunteer their time by providing an annual volunteer leave day. Employees recorded a total of 733 volunteer hours in the community during FY2024 (an 83% increase on FY2023).

Supporting not-for-profit organisations

SEEK offers a discounted rate to not-for-profit organisations that advertise jobs on the SEEK platform. In FY2024, the value of the foregone revenue for this initiative was A\$3.0m.

Social procurement

SEEK uses its buying power to generate value beyond payment for the goods and services it procures. SEEK does this by engaging with social enterprises, First Nations businesses and disability enterprises when procuring. SEEK works with a range of businesses, including charities, First Nations-owned consultancies and local social enterprises that support disadvantaged groups. During FY2024, SEEK focused on engaging with First Nations businesses and Asia-based social enterprises. SEEK’s total social spend for FY2024 was A\$628,000 (FY2023: A\$577,000). SEEK is focused on continuing to increase its long-term engagement with social impact suppliers and to raising employee awareness of social procurement opportunities across APAC.

Supporting the community across APAC

In FY2024, employees participated in a variety of community activities.

- In New Zealand, employees supported eight events providing A\$20,000 in donations and over 160 volunteer hours. The charities covered a wide range of causes including Dress for Success, which supports women to achieve economic independence, and Special Children’s Christmas, which creates parties for children with special needs or challenging life circumstances.
- In Thailand, employees participated in SEEKare SEEKshare 2024, an environmental activity to support local community enterprises at Baan Suksomboon, Wang Nam Khiao, Nakhon Nayok province.



Social spend in Asia

As part of SEEK’s commitment to fostering inclusive growth and community empowerment in Asia, in FY2024 Jobstreet introduced new suppliers in both Malaysia and Singapore. Jobstreet Malaysia engaged a social enterprise for its catering needs. The supplier is dedicated to providing work opportunities for refugee families. Jobstreet Singapore engaged a supplier for services to employees, supporting employment opportunities for the blind and visually impaired.

Community contribution and engagement (continued)

Community engagement: engagement with First Nations communities

In FY2024, SEEK developed and launched a five-year First Nations Reconciliation Strategy. The strategy has three commitments: to build cultural confidence and inclusion; develop partnerships with First Nations businesses; and improve access to fulfilling careers for First Nations peoples. It focuses on how SEEK can make a difference as the leading employment marketplace in Australia. An implementation plan is now in place to ensure SEEK delivers on its commitments.

Cultural confidence and inclusion

A key component of SEEK's reconciliation approach is deepening its understanding of the history and culture of the Traditional Custodians of Australia.

SEEK continues to work with Yorta Yorta/Gunnai man Johnny Briggs, who advises SEEK's First Nations Working Group on its approach to reconciliation and facilitates Cultural Confidence and Acknowledgement of Country workshops for employees. This partnership is helping employees to build their awareness and understanding of Australia's history and to learn about First Nations cultures, inclusion, employment and engagement.

In FY2024, 76% of the Senior Leadership Team and 22% of SEEK's ANZ employees participated in First Nations cultural confidence sessions. These opt-in cultural sessions included local and national sessions to raise awareness of the diversity of First Nations culture.

Fulfilling careers for First Nations peoples

SEEK partnered with Aboriginal strategy and research advisors to better understand the barriers that Indigenous Australians face in finding meaningful and sustainable employment. During FY2024, the advisors' recommendations were used to inform SEEK's First Nations Reconciliation Strategy. SEEK also engaged its employees and external stakeholders on the key findings to raise awareness of the research. In FY2025, SEEK plans to further engage external stakeholders on the research findings and review opportunities to enhance SEEK's products and services on the platform.

In late 2023, SEEK introduced a bilingual search capability that allows candidates and hirers to search for jobs in either English or Te Reo Māori. This was developed through a collaborative effort involving SEEK teams and a specialised Māori language consultancy company.

Partnerships with First Nations businesses

SEEK is proactive in sourcing goods and services from Indigenous-owned and operated suppliers. SEEK engaged verified First Nations businesses to deliver electrical and consulting services, catering and office supplies and security services. SEEK's total spend with First Nations businesses in FY2024 was approximately A\$433,000 (FY2023: A\$165,000).

During FY2024, SEEK conducted a spend review to identify key areas where SEEK could work with First Nations suppliers. During FY2025, SEEK will use the findings from this review to increase engagement with First Nations businesses.

First Nations Reconciliation Strategy 2023 - 2028

First Nations vision:

Playing our part to understand barriers and improve access to meaningful and fulfilling careers with Australia's First Nations peoples.

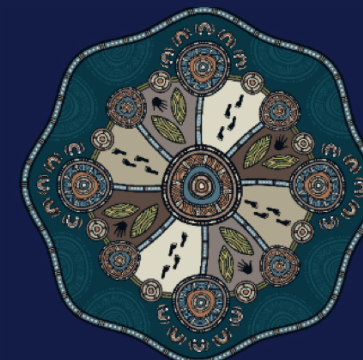
Building pathways to:



New national artwork

Coinciding with National Reconciliation Week 2024, SEEK launched a new artwork representing SEEK's commitment to First Nations reconciliation and the national footprint of its employees and customers. Dixon Patten Jr (Indigenous name Bitja), who created SEEK's Cremorne headquarters artwork in 2022, helped visualise SEEK's national intentions and respect towards First Nations communities. The artwork is titled 'SEEK Knowledge' (ngaikun nyan-uk in Yorta Yorta language) which translates as 'to search is to know'.

Artist: Bitja, Dixon Patten Jnr, Gunnai, Gunditjmarra, Yorta Yorta and Dhudhuroa, Bayila Creative

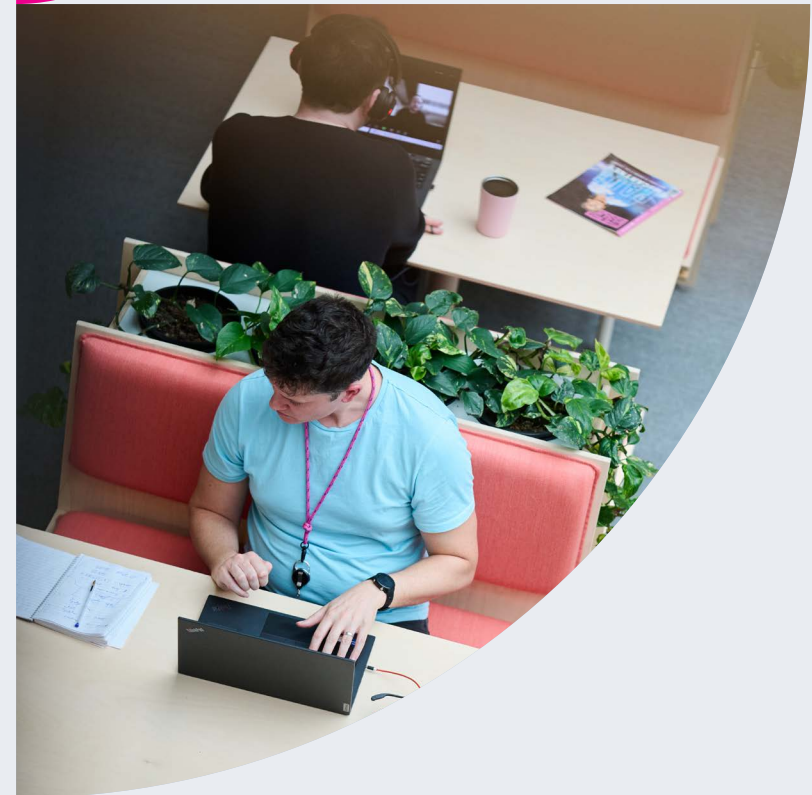


In this section

- Data trust and AI
- Data privacy
- Cybersecurity

Data and cyber

Metric	FY2024 performance
Data trust and AI	
Responsible AI reviews of high priority services completed in the past 12 months (APAC)	Completed responsible AI reviews of 96% of high priority services
Candidate usage of credential passport for employment: SEEK Pass (formerly Certsy) (ANZ)	
• Number of people who have upgraded their SEEK Profile by adding verified credentials	• 900,000 people
• Number of verified credentials added	• 2.3m credentials
Cybersecurity	
Employee cybersecurity awareness performance:	
• Employee phishing email average click rate (APAC)	• 5.8% average click rate



Data trust and AI

Customer data and insights form the foundation for online matching of hirers and candidates. When customers provide their information, they trust SEEK to protect their privacy and to use their data ethically.

Use of data and AI

Leveraging data and Artificial Intelligence (AI) technology can improve outcomes for candidates and hirers and reduce cost and effort. SEEK uses AI and machine learning to deliver better and more efficient employment outcomes. This is achieved through more effective and personalised matching of candidates and hirers and leveraging AI-powered predictions and insights that make the marketplace more transparent and support better decision making.

Data is also analysed to gain insights into how candidates and hirers use the products and services on SEEK's employment platform.

Responsible use of data and AI is central to SEEK's approach and ensures that data and AI services are not only useful, but also meet community expectations in relation to privacy, ethical considerations and personal control over data.

Responsible AI

The responsible use of data and AI has the potential to strengthen the recruitment process and reduce bias, leading to more positive and fairer outcomes. However, the use of AI also introduces risks that need to be proactively managed. SEEK's Responsible AI Framework and Principles serve as a guide for SEEK's people as they build and use these technologies. SEEK's framework has been externally audited and aligns with international standards, including the Australian Government's AI Ethics Framework and the OECD AI Principles. SEEK is also contributing to guidance, standards and practices as a part of AI frameworks being developed by governments across APAC.

Following Platform Unification, SEEK continues to assess and monitor AI's impact on individuals, groups and society with a focus on fairness, inclusion and transparency. This involves identifying opportunities, managing risks and meeting internal and external requirements, while also respecting SEEK's multicultural and multilingual operating environment.

Ensuring SEEK uses AI responsibly and ethically is critical to delivering its purpose and values and to managing business risk. SEEK's AI services are categorised based on their risk and are reviewed against the Responsible AI Framework. AI services are deemed to be high priority based on their overall risk assessment against the framework and any critical changes introduced since their previous assessment.

In FY2024, SEEK completed responsible AI reviews of 96% of high priority services. These reviews provide an updated assessment of risks for each service and identify appropriate preventions and mitigations to ensure compliance with SEEK's Responsible AI Principles. Remaining high-priority AI services will be prioritised for review during FY2025.

SEEK's Responsible AI Principles

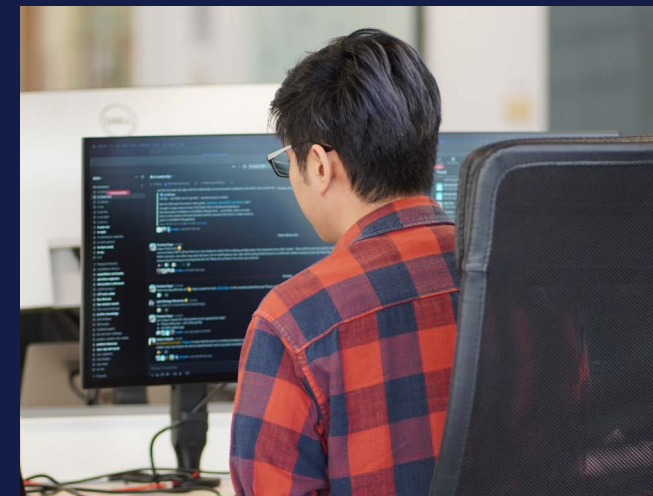
- Beneficial
- Fair
- Transparent
- Defendable
- Reliable
- Compliant

Data governance

SEEK has a Data Trust Committee to provide oversight on data-related risks and issues across the business. SEEK's governance approach ensures that all AI services align with SEEK's Responsible AI Principles by periodically assessing them via the internal review process.

Candidate standout services: generative AI in practice at SEEK

The candidate standout services are an example of SEEK's use of GenAI-powered technology. By leveraging large language models (LLMs), SEEK offers services that analyse job descriptions and candidate profiles, highlighting the most relevant skills for job application. The AI service extracts and matches qualifications, skills and experience to job requirements, helping candidates stand out and hirers make well-informed decisions in the hiring process. Candidates are informed when they are a strong fit for a role and what skills are the most valuable. Hirers can more easily identify the most qualified candidates. Data shared with SEEK by both candidates and hirers, and processed by the AI tool, is used exclusively to find better job matches while adhering to the SEEK's security, privacy and responsible AI standards.



Data trust and AI (continued)

Employee innovation in AI

SEEK continues to innovate to use the latest AI technology to support a more efficient, fair and effective employment marketplace. To enable continued innovation while ensuring the responsible use of AI, a guide to using GenAI and LLMs was published, supported by online and in-person training sessions to empower all employees to participate in the responsible development of Generative AI products.

SEEK launched the guide prior to SEEK's Hackathon #19 and encourages employees to innovate and test ideas for new products and services. Encouraging responsible AI innovation through the AI guidelines and training, and sponsoring Hackathon awards, has increased awareness of GenAI, fostering the potential for innovative and responsible use of this technology in SEEK's products and internal processes.



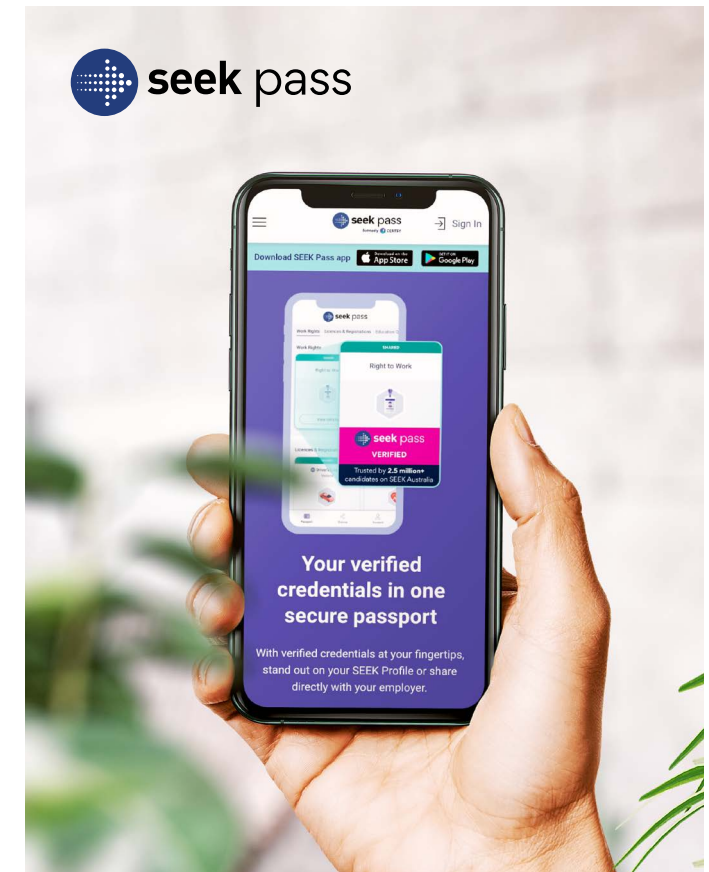
SEEK Pass (formerly Certsy)

In FY2024, SEEK rebranded its verified credential passport Certsy to SEEK Pass. SEEK Pass is a core product that underpins the role of trusted and verified credential data in its employment marketplaces.

Since 2016, SEEK Pass has become the leading credential passport in the Australian and New Zealand labour markets. In that time, approximately three million people (over 15% of the labour force) have upgraded their SEEK Profile by adding six million verified credentials.

SEEK Pass is integrated with SEEK to help candidates stand out with trusted information. Employers can more easily and quickly identify job-ready candidates. For example, SEEK Pass is integrated with candidates SEEK's Talent Search products, meaning that a hirer can see if a candidate has verified working rights.

In FY2025, SEEK Pass will update its user interface and will also roll out verified credentials to SEEK's employment marketplaces across Asia through further integration with SEEK's unified platform. For more information, refer to [SEEK Pass](#).



Outlook

SEEK's ongoing focus on data governance reflects the importance of customer trust, particularly when using data for commercial benefit. SEEK recognises that AI governance and risk management are continuously evolving due to the dynamic nature of AI and the challenges that it brings for businesses committed to the responsible use of this technology. SEEK is committed to continually improving its governance and processes to maintain oversight and proactive management of AI-related risks and opportunities, including ongoing considerations of new aspects of this technology such as LLMs and generative AI. SEEK is also commencing an initiative to improve the effectiveness and efficiency of SEEK's internal business processes, including through the application of AI capabilities.

Data privacy

SEEK is committed to being transparent about how candidate information is collected, used and managed and to being compliant with all relevant privacy legislation.

Protecting personal information

SEEK's platform has a Privacy Statement explaining how personal information is collected and used. The Privacy Statement can be found on the [Security and Privacy Hub](#) page. This page also contains links to other pages that help candidates take steps to protect themselves online and to a plain language summary of SEEK's approach to the protection of candidates' personal information.

SEEK collects information about how candidates interact with its employment platform. When SEEK collects information on the usage of its sites in order to improve platform performance or make business decisions, the data is aggregated and anonymised. SEEK does not share personal information with third parties, other than as disclosed in its relevant privacy statements or as permitted by law. SEEK also invests heavily to protect the personal information of candidates and hirers, and its own networks and applications, from misuse or unauthorised access. This involves a combination of technical solutions, internal processes and cybersecurity practices.

In FY2024, all employees undertook privacy training as part of the SEEK Fundamentals training. Where there are significant changes to any privacy laws, the necessary policy, process or product changes are made, and additional training is provided to relevant employees in a timely manner. SEEK also refreshed its Privacy Breach Response Plan to help employees understand the steps to take if an actual or suspected privacy breach is identified. In FY2024, SEEK continued to implement actions from its data privacy audit, resulting in updates to the internal Privacy Policy, a revised data breach response plan, a new vendor privacy process and a new privacy impact assessment process for product changes and enhancements.

Privacy performance: notifiable data breach events

SEEK prioritises the safety of candidates and their data and has an internal team that constantly monitors for any breaches of SEEK's Terms and Conditions and removes ads that are likely to pose risk to candidates. SEEK monitors its systems for fraudulent activity and regularly reviews the tools and processes it uses to detect such activity and mitigate the associated risks.

During FY2024, enhanced multi-factor authentication for hirers was introduced across Asia. This enhanced authentication is now available across APAC and has reduced instances of improper access to hirer accounts. Data governance plays an important role in protecting candidates privacy. Following Platform Unification, SEEK's data governance practices now operate at an APAC level and where possible, processes are standardised across APAC while complying with local regulatory requirements.

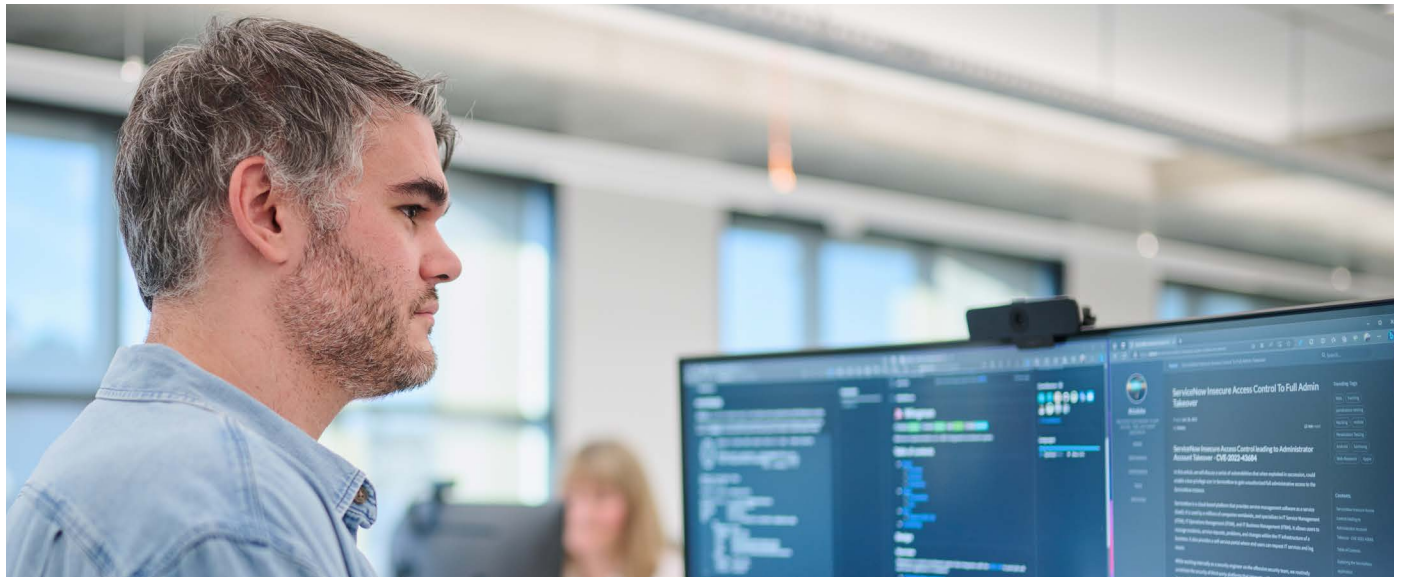
Where SEEK becomes aware that fraudulent actors have accessed candidates' or hirers' sensitive personal information, it contacts impacted customers, providing information on steps they can take to protect themselves. SEEK also complies with applicable regulatory obligations and notifies the relevant regulators of the incident, where required to do so under applicable privacy laws.

Outlook



Regulatory and community expectations for data privacy continue to inform SEEK's data governance and privacy programs. Priority focus areas for SEEK include:

- analysing and responding to new privacy legislation in the countries in which SEEK operates; and
- improving management and reporting of privacy performance including data breach events.



Cybersecurity

SEEK invests significantly in cybersecurity, through people, processes and technology.

SEEK expects cyberattacks and prepares accordingly. SEEK's approach is to mitigate cyber risks, to the extent that would be considered leading practice for a company of SEEK's business model, scale and resources. This includes both offensive and defensive strategies. The intent is to continue to ensure SEEK maintains the balance of proactive and reactive cybersecurity control measures.

In FY2024, SEEK's cybersecurity approach focused on reducing its risk footprint. As a result of Platform Unification, SEEK decommissioned key legacy systems and platforms while ensuring SEEK's security controls and posture were rigorous and up to date on current systems.

Customer security and awareness

SEEK is committed to ensuring that all job ads on its employment platform are for legitimate job opportunities and that job searching is safe and secure. In FY2024, SEEK launched an updated Security and Privacy Hub for customers across APAC.

➔ Refer to [Human rights – Fair hiring](#) section for more information on candidate security

Industry standards and collaboration

SEEK leverages multiple frameworks to address cybersecurity. SEEK applies the National Institute of Standards and Technology (NIST) Cybersecurity Framework and the Center for Internet Security (CIS) Critical Controls. These frameworks provide internationally recognised voluntary guidance against which SEEK measures its maturity in addressing cyber risk.

SEEK's Security team is an active member of a number of company and industry security forums where participants share knowledge and collaborate to increase cyber resilience. SEEK is also an active contributor to government policy consultations and engagements relating to cybersecurity, in partnership with industry peak bodies, the Tech Council of Australia and the Business Council of Australia. Recognising the importance of contribution to the cybersecurity community, members of SEEK's Security team regularly speak at security conferences.

Security employee and Board engagement

To ensure strong security practices, in FY2024 security awareness initiatives for employees and contractors included:

- enhanced security onboarding for new employees and contractors;
- compulsory compliance training for all employees and third-party contractors (via SEEK Fundamentals);
- crisis management simulation and cybersecurity training with the Board and Executive Leadership Team;
- ongoing simulated phishing exercises to all SEEK users to build alertness to real-world attacks and targeted training to uplift defensibility against similar attacks;
- enterprise use of a password manager to encourage good password hygiene; and
- commencing the introduction of new Security Guardian roles in Engineering teams.

A key security culture metric at SEEK is the click rate on simulated phishing exercises. Industry benchmarks suggest an organisation should aim for less than 10% of employees clicking on simulated phishing links. In FY2024, SEEK achieved an average click rate of 5.8% with an overall downward trend throughout the year (FY2023: 6.6%). Groups identified as having lower awareness levels were given targeted training to uplift their understanding and decrease phishing susceptibility.

SEEK is also a corporate partner with the Australian Women in Security Network (AWSN) and continues to host the annual BSides Melbourne, a not-for-profit cybersecurity conference, at its Melbourne headquarters. SEEK also participates in the public Bug Bounty program, which expanded in FY2024 across APAC. This program allows public researchers to test for security weaknesses within SEEK's systems and products. More information can be found on the program at <https://bugcrowd.com/seek>.

Governance and risk management

SEEK's Cybersecurity Forum assesses cyber controls, emerging risks and organisational readiness. During FY2024, the focus areas of the Cybersecurity Forum included managing the security implications of Platform Unification and the implementation of actions identified by third-party reviews and audits in relation to the governance and effectiveness of controls.

The cybersecurity control environment is monitored in accordance with SEEK's Risk Management Framework and the Audit and Risk Management Committee is responsible for monitoring SEEK's management of cybersecurity risk as one of SEEK's principal risks.

While continuing to maintain and grow a highly-skilled internal Cybersecurity team, SEEK also strategically partners with a leading global externally managed Security Operations Centre, augmenting its internal teams, to improve detection and response capabilities. This provides an additional layer of defence for 24/7 security-alert monitoring and response.

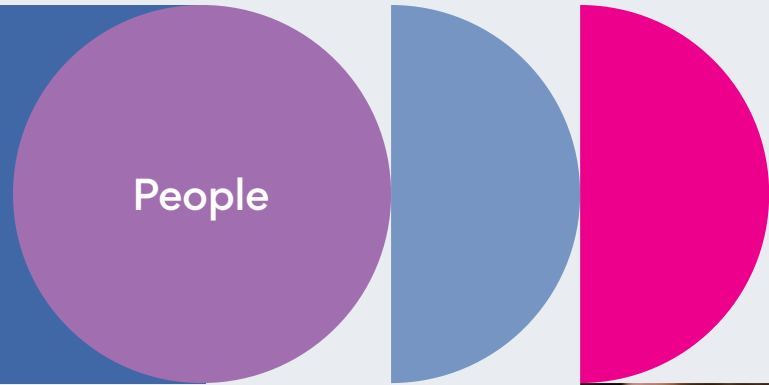
SEEK's infrastructure mainly operates using cloud services leveraging Amazon Web Services (AWS) infrastructure. These facilities are physically secure, geographically separated and Tier III and ISO 27001 compliant.

Outlook

SEEK will continue to develop its staff awareness programs and invest in its cybersecurity capabilities as the external threat environment evolves and new methods of attack develop. Following the completion of Platform Unification, cybersecurity processes and secure software development practices will be incorporated into the platform change methodology.

In this section

- Employee engagement
- Diversity and inclusion
- Workplace health, safety and wellbeing



Metric	FY2024 performance
Employee engagement	
Engagement score	SEEK engagement score was stable and aligned with relevant external company benchmarks
Diversity and inclusion	
Females in overall workforce	50%
Females in senior management	37%
Females on Executive Leadership Team	50%
Female representation on the Board (measurable objective)	33%
Female new hires (measurable objective)	51%
Gender pay equity (measurable objective)	Refer to Gender pay equity section
Workplace health, safety and wellbeing	
Number of injuries	<ul style="list-style-type: none"> • 1 medical treatment injury • 2 lost-time injuries



Employee engagement

Culture

SEEK’s culture statement, referred to as *Our SEEK*, unifies employees across countries, languages and cultures and reflects the multinational nature of SEEK’s business. At the core of SEEK’s culture is its purpose, underpinned by four operating principles and associated behaviours that guide decision making, define expectations and ensure the long-term sustainability of the business.

Our SEEK is brought to life through:

- leaders engaging with their teams to discuss what *Our SEEK* means for their day-to-day work;
- integration of the principles and behaviours into hiring, onboarding, development, performance and recognition; and
- measuring its impact through employee engagement surveys.

Together, *Our SEEK* and SEEK’s Code of Conduct outline the framework for expected workplace behaviours to reinforce and strengthen culture and support SEEK’s ongoing success.



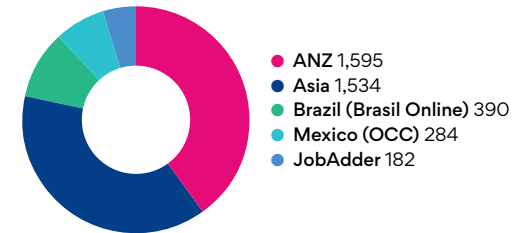
Workforce profile

As at the end of FY2024, SEEK’s APAC workforce comprised 3,129 employees, with a roughly equal distribution across the ANZ and Asia regions. Most employees were employed permanently, with 4% employed on either a fixed-term or casual basis. Full-time employees accounted for 96% of the workforce, with part-time employees comprising 4%.

SEEK also operated businesses in Brazil and Mexico in FY2024, under the Brasil Online and OCC brands respectively. The Brasil Online business comprised 390 employees and the OCC business 284 employees. In FY2024, SEEK sold its Latin American businesses and discontinued its operations in these locations from FY2025 onwards.

JobAdder is a wholly owned subsidiary of SEEK and comprised 182 employees as at the end of FY2024.

SEEK’s workforce FY2024



SEEK maintains a contingent workforce of contractors and business partners to provide flexible access to specialised skills and short-term capabilities. This workforce supplements the delivery of business-critical programs, such as the recently completed Platform Unification program.

Innovation and collaboration

Hackathons

SEEK’s periodic three-day Hackathons provide employees with the opportunity to collaborate cross-functionally, through creating and testing ideas for new products and services or internal innovation. The most valued products are either immediately deployed on the platform, or subsequently developed into product releases. Hackathon #19 involved 42 teams and was a hybrid event. Hackathons are expected to return to biannual scheduling in FY2025.

Hive Week

SEEK supports hybrid ways of working and believes that meeting in person fosters a strong culture. Permanent remote-working arrangements are supported for select roles within Technology, Strategy, Product and Artificial Intelligence, based on scarcity of skills and nature of the role. Hive Week provides permanent employees the opportunity to connect in person in the Melbourne or Kuala Lumpur offices. Two such events were held in FY2024.

Employee engagement (continued)

Attraction and retention

SEEK fosters a high-performing and caring culture, to attract, develop and retain talent in the competitive technology industry.

Labour market pressures have eased across ANZ and Asia, with widespread layoffs and hiring freezes in the sector providing better access to candidates. Attrition more broadly across the technology industry also decreased.

Regardless of external labour market dynamics, SEEK is focused on continuously improving its work environment to attract and retain the best people. In FY2024, SEEK launched a small pilot of a new Employee Value Proposition (EVP) in Asia to enhance its employer brand and provide a simple framework for employees to share their experiences of working at SEEK.

SEEK retained 87% of its permanent employees across APAC in FY2024. Annualised voluntary attrition was 11%, and total annualised attrition was 13%. Attrition remained relatively low with APAC voluntary and total attrition rates the same year-on-year. Details regarding annualised voluntary attrition are outlined in the following table.

Voluntary attrition

FY2024	ANZ	Asia	APAC
Female voluntary attrition (annualised)	8%	15%	12%
Male voluntary attrition (annualised)	9%	13%	11%
Total voluntary attrition (annualised)	9%	14%	11%

In relation to the Latin American businesses, annualised voluntary attrition was 9% for both Brasil Online and OCC. Total annualised attrition was 17% for Brasil Online and 15% for OCC.

Annualised voluntary attrition for JobAdder was 16% and total annualised attrition was 19%.

Career and talent management

Regular informal feedback conversations and twice-yearly reviews help employees understand their performance and receive coaching, guided by SEEK's performance management framework, Performance@SEEK. Through this framework, performance is measured against role-specific outcomes and expected behaviours, referenced in the *Our SEEK* culture statement.

For SEEK's top 80 leaders, the bi-annual talent and succession management cycle is focused on proactive discussions around leader performance, future potential and development areas to address any gaps in capability. This enables active career management of the highest-potential employees, maintains the internal talent pipeline and helps to manage key person risk.

Career development is a focus for all employees and involves building individual capability and offering development opportunities through training, mentoring, stretch assignments, secondments and other internal movements.

Learning and development

SEEK launched SEEK Elevate in FY2024 to develop the next level of leaders, building on the success of the APAC Senior Leadership Team leadership program LeadingSEEK. The program is designed to cascade core leadership learning, strengthen helpful behaviours and mindsets and deepen relationships across APAC.

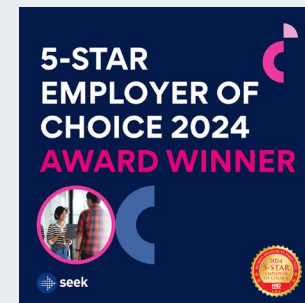
For the broader employee cohort, SEEK's learning and development curriculum incorporates foundational core learning opportunities and tailored offerings catering for specific functional and business needs. External learning programs and education, aligned to an individual's role and career development, are also supported and funded by SEEK.

SEEK's compliance training for all employees and third-party contractors across APAC is the SEEK Fundamentals training program.

➔ For more information on SEEK Fundamentals, refer to [Responsible business – Cultural of ethical conduct](#) section

Best Place to Work

In 2024, SEEK was awarded the Best Place to Work (large organisation) in the Australian Financial Review (AFR) BOSS Best Places to Work awards. In addition, SEEK was ranked in the Top 10 in the Technology category for the fourth consecutive year. SEEK was also awarded the 5-Star Employer of Choice Award in Asia in 2024, which is run by leading human resources industry publication, HRD. It recognises companies that create exceptional work environments for their employees.



Employee engagement (continued)

Engagement

APAC-wide engagement surveys are run twice a year, comprising one extended survey and one shorter survey. This ensures a six-monthly check on progress made against identified focus areas and a year between full surveys to assess longer-term change.

The most recent extended survey was conducted in October 2023. While results indicated a healthy level of engagement, overall results trended down slightly compared to the previous survey. This mirrored the decline observed more broadly within both the technology industry and across relevant external benchmarks. Appreciation for SEEK as an employer was high, with people expressing pride in working at SEEK and willingness to recommend SEEK to others. In the most recent check-in survey conducted in April 2024, employee engagement was consistent with the October 2023 result. In the context of an intense period within SEEK delivering the Platform Unification program, as well as broader societal and economic issues impacting employee sentiment, this was considered a good outcome.

Two-way engagement and communications between employees and leadership teams is enabled through regular SEEK-wide and divisional Town Halls.

Employee benefits

Roles at SEEK are predominantly professional and employees are engaged on independent contracts. SEEK offers competitive remuneration and annual variable-pay opportunities on either a cash or equity basis for permanent employees, based on role type and seniority. The Shares@SEEK plan provides employees with the opportunity to own a stake in the Company, with SEEK matching share purchases subject to tenure. Following the regulatory approval of the Shares@SEEK offer in Indonesia and the Philippines during FY2024, 28% of eligible employees across APAC participate in the program. Compared to external benchmarks of employee share plans of a similar design, this is at the high end of the participation range.

In ANZ, benefits include salary continuance insurance and statutory superannuation paid into the superannuation or pension fund of their choice. In Asia, benefits include medical insurance for employees and their dependents, as well as death and disability insurance coverage.

SEEK also offers a range of leave provisions and entitlements over and above the statutory entitlements, such as paid Personal Flexi-Leave, which enables employees to attend to personal and family matters outside of work. There is no rationale required to utilise this additional paid leave benefit, as SEEK acknowledges that people have different commitments in their lives. Various employee perks are also offered, such as free breakfast in the office and access to benefits such as novated car leases and employee offers at participating local businesses.

Flexible working

SEEK has always encouraged flexibility in the workplace. Flexible working arrangements enable employees to balance their work commitments with caring responsibilities, community involvement and other activities in their personal lives.

SEEK's approach to flexibility is to balance the needs of the individual, the team and the business and to encourage dialogue between leaders and their team members. SEEK continues to adopt a hybrid-working model that blends working from the office for two-to-three days per week with working from home. Employees can also access Temporary Remote Working Leave, allowing them to work remotely from a different location for up to four weeks per year. The Remote Working Policy allows certain roles within the Technology, Strategy, Product and Artificial Intelligence teams to be performed remotely most of the time. This arrangement is granted based on the nature of the role and the external talent landscape.

Collective agreements and freedom of association

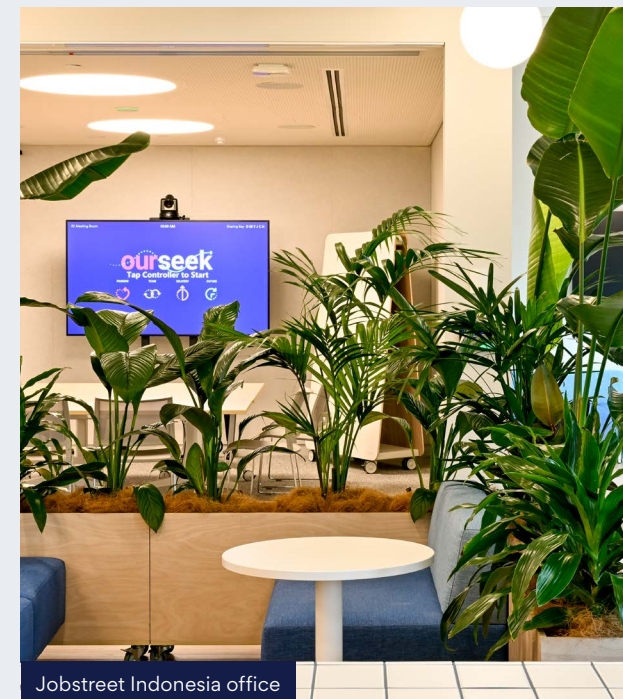
Collective agreements are not customary in SEEK's industry as employees are engaged under individual contracts in predominantly professional roles. Employees are not restricted in their entitlement to freedom of association.

SEEK events

SEEK holds various employee events throughout the year to promote connection and to bring SEEK's culture to life. In FY2024, SEEK continued the employee-led SEEKer Connect initiative with themed social gatherings. These events foster in-person connection and opportunities for people to meet others outside their immediate team.

New offices

During FY2024, SEEK continued its commitment to providing employees with contemporary workspaces that reflect SEEK's culture and brand. In Asia, new offices were opened in the Philippines and Indonesia. In Australia, a new office was opened in Brisbane, and refurbishments were made to the Sydney and Auckland offices.



Jobstreet Indonesia office

Diversity and inclusion

SEEK strives to build diverse teams and foster an inclusive culture, enhance the wellbeing of employees and encourage them to lead fulfilling and productive lives at work. Underpinning this commitment is the belief that workforce diversity of thought and innovation and ultimately improves business outcomes.

SEEK’s Wellbeing, Diversity and Inclusion Strategy was refreshed in FY2024. It centres around the core pillars of shared responsibility, leading inclusively, continuous listening and enabling inclusion to support a meaningful employee experience. There remains a specific focus on gender diversity, LGBTQIA+ and First Nations peoples in Australia, with a continuing emphasis on cultural diversity across leadership roles.

➔ [Refer to Social impact – Community contribution and engagement section](#)

SEEK’s Diversity and Inclusion Policy is available on the [Corporate Governance](#) page of the SEEK website.

Gender diversity

SEEK remains committed to addressing the under-representation of women in leadership and professional roles in the technology industry. As such, the Company focuses on attracting more women to these roles and developing and retaining them, with the objective of achieving gender balance.

At the end of FY2024, female representation in SEEK’s Executive Leadership Team was 50%. The overall APAC workforce comprises a total of 50% men and 50% women. Whilst SEEK has gender balance overall, the real challenge for SEEK, and the technology industry more broadly, is one of representation. Women remain under-represented in both senior management and technical roles, which are typically higher paying. SEEK is committed to continuing to improve the number of women in these roles to address the disparity in average earnings between men and women over time.

Female representation (%) by level

FY2024	APAC
Executive Leadership Team	50%
Senior management ⁽¹⁾	37%
Overall workforce	50%

(1) This is defined based on job title, level and seniority attributed to role and comprises approximately 43 people across APAC.

SEEK’s programs to improve gender diversity target specific workforce segments and are outlined below.

Senior roles

The Females at SEEK Thrive (FAST) program aims to increase women’s participation in senior roles by investing in and developing high-performing female employees. A cohort of 27 women participated in the most recent FAST program, which was SEEK’s fifth such program, concluding in early 2024. Of the 108 FAST alumni, more than half have been promoted or have taken on expanded roles. The next program is expected to commence early in 2025.

Building the female talent pipeline

SEEK’s graduate programs recruit final-year university students for technology, strategy and operations positions each year. The graduate recruitment strategy ensures strong female representation within different candidate pools and aims for equitable gender representation at graduate assessment days. Specific attraction strategies include hosting dedicated events to promote the program to women and non-binary applicants and sponsorship of female university clubs to profile SEEK’s Employee Value Proposition.

Camp SEEK is an annual event that aims to address the shortage of women in the technology industry by introducing girls and non-binary students in years 9 and 10 to various technology career paths. In September 2023, 86 participants spent four days at SEEK’s Melbourne office learning first-hand from women about their roles at SEEK and gaining experience in coding, design and product development. The next event is planned for September 2024.



Gender balance in hiring

Achieving gender balance in hiring outcomes continues to be challenging for certain technology roles due to the under-representation of female candidates in the market. In addition, the pipeline of young women and non-binary students choosing a career in STEM is not growing, which further exacerbates the issue of under representation. SEEK prioritises gender representation throughout the recruitment process and adopts various strategies, including:

- working with hiring managers to assess role requirements and remove criteria that are not essential and may limit the diversity of candidates who apply;
- using SEEK’s Hide Names product to help reduce unconscious bias in the candidate selection process;
- focusing on gender balanced candidate short lists before proceeding to interview stage;
- ensuring female representation on interview panels; and
- applying technology to scan for and reduce gender bias in job ads and position descriptions.

Measurable objective: achieve gender balance in hiring

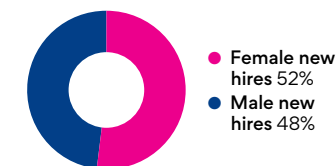
During FY2024, overall gender parity for external hires was achieved, with women representing 51% of new hires in FY2024 for all roles across APAC. The below graphs summarise new hires by gender for ANZ and Asia.

New hires by gender

ANZ: as a % of total new hires FY2024



Asia: as a % of total new hires FY2024



Diversity and inclusion (continued)

Gender pay equity

SEEK is committed to ensuring that people working in the same or similar roles are paid fairly and equally. Considerable time is dedicated to monitoring this and ensuring that strategies are in place to guarantee equitable pay outcomes for similar roles, irrespective of gender. These include:

- transparency of remuneration policies and practices;
- education workshops for leaders about the potential for gender bias in recruitment;
- utilising internal and external remuneration data to ensure equitable pay outcomes when hiring, at the time of an internal change in role (including promotion) and during the annual salary cycle; and
- ensuring that employees who take a period of extended leave, such as parental leave, are considered for promotion opportunities and proactively reviewed as part of the annual salary review process.

Measurable objective: maintain gender pay equity

Each year, SEEK undertakes detailed analysis of potential gender pay gaps that exist across the business. Analysis undertaken in October 2023 found no systemic inequity in pay. While small differences in pay by grade level were uncovered, they were not influenced by gender and, except for one grade level, were not statistically significant. For the one grade level with a small (<3%) but statistically significant difference, there was a high proportion of technology roles within this grade level compared to non-technology roles. This, in combination with high salaries for technology roles more broadly, contributed to the difference, rather than any gender inequity for like-for-like roles.

In FY2024, for the first time, the Workplace Gender Equality Agency (WGEA) published gender pay gap metrics for Australian employers with 100 or more employees⁽¹⁾. The median WGEA gender pay gap for SEEK was reported as 17.8% when measured on base salary and 16.6% when measured on total earnings⁽¹⁾.

One important aspect of the WGEA methodology is that it does not account for the composition of the workforce and differences in role type. At SEEK, the workforce composition for senior roles (as defined by WGEA), shows that around two-thirds of senior manager and manager positions are held by men. For other employees who are individual contributors, while there is gender balance overall, women occupy around one-third of technology roles and three-quarters of non-technology roles.

As such, the gender pay gap median for SEEK reflects a higher proportion of men in more senior roles and higher-paying professional roles, especially within technology. Despite this, the WGEA gender pay gap for SEEK was reported as well below the median industry benchmarks of 32.5% and 33.3% for base salary and total earnings respectively, as determined by WGEA. SEEK's [WGEA Gender Pay Gap Explanatory Statement for 2022-2023](#) provides further details on this gender pay gap metric.

Supporting employees

Family and domestic violence

SEEK supports its people through challenging times in their personal lives, including situations of domestic and family abuse. In FY2024, SEEK aligned its Family and Domestic Violence Policy and leave entitlement across all countries in APAC to ensure that employees in need are able to access paid leave and external professional support.

Religious, cultural and ethical preferences

In January 2024, SEEK introduced a new Religious, Ethical, Cultural Public Holiday Swap Policy, which allows employees to swap one gazetted public holiday for an alternative day of leave within the same calendar year. This recognises that people come from different cultural backgrounds and hold a diverse range of beliefs which gazetted public holidays may not cater for. The new policy allows employees to request to work on this public holiday and take an alternative day in lieu.

Inclusive workspaces

As part of SEEK's commitment to creating an inclusive work environment, wellbeing spaces including dedicated prayer spaces, multi-purpose wellness rooms and quiet working spaces have been incorporated into selected offices across APAC. These spaces recognise cultural diversity, individual work styles and the need for tailored spaces to support employee health. For example, the new office in Jakarta, Indonesia, has been fitted out with a dedicated prayer room.

Parents and carers

SEEK supports employees balancing their work with caring responsibilities. At the discretion of a manager, employees in ANZ get up to six weeks of paid carer's leave in addition to the statutory entitlement, with a range of different leave provisions available to people in Asia.

For ANZ-based employees, SEEK offers 14 weeks' paid parental leave for the primary carer and two weeks' paid partner leave, with continued superannuation contributions made on the employee's behalf. Parental leave can be taken up to 18 months after their child is born, allowing parents to alternate roles as the child's primary carer and support the transition back to work. SEEK also provides access to specialist external coaching services to support employees and their leaders prior to, during and after the parental leave period. In FY2024, 100% of employees in ANZ returned to work after taking parental leave.

	ANZ FY2024
Number of employees who took parental leave as the primary carer during FY2024	95 • 76 female (80%) • 19 male (20%)
Retention: % who returned to work after parental leave ended	100%

Across Asia, parental leave arrangements differ by country in accordance with local legislation, but are generally shorter periods of leave than in ANZ. SEEK's reporting has improved to provide greater visibility of uptake in Asia. In FY2024, 44 Asia-based women accessed paid parental leave and 93% returned to work after completing their leave.

⁽¹⁾ The gender pay gap, as defined by WGEA, is the difference between earnings for men and women, expressed as a percentage of men's earnings. It is calculated as both an average and a median. In 2024 WGEA published the median gender pay gap for base salary and total earnings. Refer to SEEK's WGEA Report and WGEA Gender Pay Gap Explanatory Statement for 2022-2023 for further details on this gender pay gap metric. The data referenced here includes Australian employees only to align with WGEA's reporting requirement.

Diversity and inclusion (continued)

Pride and SEEK (LGBTQIA+)

In 2024, SEEK sponsored Midsumma Festival, Melbourne's premier LGBTQIA+ community event, for the tenth consecutive year. SEEK's theme was 'Hand and Hearts', promoting inclusivity and encouraging people to be confident about being themselves at work. Many employees and their family members participated in the annual Pride March, which is one aspect of the festival. SEEK also supported the Big Gay Out event in Auckland.

In addition, SEEK partnered with the Philippine LGBT Chamber of Commerce (PLCC) to launch an initiative designed to make hiring diverse and inclusive teams easier for businesses. The partnership provides PLCC member companies access to free onboarding training and industry reports to streamline the job posting process and help to match LGBT candidates with aligned organisations.



Workplace health, safety and wellbeing

Wellbeing at SEEK

The Wellbeing at SEEK program encourages employees to look after their health and wellbeing through a range of initiatives.

In FY2024, SEEK relaunched its Employee Assistance Program in partnership with a leading global provider. The new program, SEEKer Support, is available to all employees and their families, providing proactive wellbeing support and counselling services. Employees can also opt for counselling services with a psychologist of their choice. Initial uptake following the launch has been strong, with employees having the ability to use a wellbeing tech platform and access bespoke information tailored for their needs.

In addition, the Wellbeing at SEEK program includes:

- annual Wellbeing Week, involving speakers, webinars, curated resources, online learning and special offers focused on building everyday habits to positively influence wellbeing; and
- ongoing employee and leader resources and training.

SEEK has continued to improve and harmonise policy across APAC, as part of the continuing focus on a safe and healthy culture. Highlights include a refreshed Work Health and Safety Policy and new Post-Emergency Employee Support Guideline, which details support for employees in the event of natural disaster, acts of violence or terrorism.

Workplace safety performance

SEEK maintained its commitment to ensuring the health and safety of employees, contractors and external visitors and conducted business in accordance with all workplace health and safety laws, standards and codes of practice.

The below data summarises the recorded incidents in FY2024. The first half of the year shows ANZ data only; the second half shows an APAC-wide view. This reflects new processes implemented from January 2024, harmonising measurement and reporting of workplace safety across APAC.

FY2024	H1 (ANZ only) ⁽¹⁾	H2 (APAC)
Total number of incidents recorded	5	11
Number of lost-time injuries ⁽²⁾	2	0
Number of medical-treatment injuries	1	0
Number of WorkCover claims (ANZ only)	0	0

(1) APAC-wide numbers available only for H2 due to alignment of reporting processes from 1 January 2024 this year.

(2) Where the following day could not be worked due to injury.

Employee grievances

SEEK has a formal policy and grievance process for preventing and addressing discrimination, harassment, bullying and other unlawful and unacceptable behaviours. This is supplemented by mandatory SEEK Fundamentals training for all employees and third-party contractors. SEEK has zero tolerance for sexual harassment; where complaints are received, they are thoroughly investigated and appropriate actions are taken.

In FY2024, SEEK continued to improve its approach to reporting on grievances, complaints and misconduct. Detailed biannual reports are shared with the Audit and Risk Management Committee, providing visibility of all reported cases and outcomes. This level of reporting allows for monitoring of trends and proactive identification of any systemic issues.



In this section

- Climate resilience
- Minimising environmental impact

Environment

Metric

FY2024 performance

Climate resilience

Climate-related risk and opportunities

- Refreshed key climate risks and opportunities
- Enhanced integration of climate risk management process aligned with SEEK's Risk Management Framework

Minimising environmental impact

Greenhouse gas emissions across all scopes

16,570 tonnes CO₂e-

Energy consumption

- 7,679 GJ
- 100% grid electricity (ANZ)
- 35.4% renewable (ANZ)

Maintain organisational carbon neutral accreditation (Climate Active certification)

Achieved certification for FY2023 in FY2024



Climate resilience

Preparing for impacts of climate change and the transition to a low-carbon future.

Governance and strategy

SEEK's Climate Change Strategy has two main objectives: climate resilience and minimising emissions. The Board and the Climate Steering Committee form a key part of the governance oversight of climate change.

SEEK supports the recommendations of the TCFD and uses this framework to address its climate strategy. SEEK is also preparing for emerging climate reporting requirements against ASRS and ISSB standards.

Climate resilience

(adapting to a changing climate)

- Climate risk and opportunities
- Business adaption action
- Supporting an orderly and just transition
- Sustainability compliance and reporting

Minimising emissions

(mitigating SEEK's impacts on changing climate)

- Operational emissions
- Smarter climate choices for our people
- Supplier engagement and responsible procurement
- Carbon neutral certification

Risk management

SEEK proactively assesses its key climate-related risks and opportunities in line with its Risk Management Framework. SEEK is focused on assessing, implementing and investigating new climate-related opportunities and adaptation measures for climate resilience. SEEK's prioritised risks and opportunities are assessed annually and are supported by climate scenario analysis. SEEK evaluates its resilience to both the physical hazards of climate change as well as key market transition risks and opportunities. This includes the ongoing integration of climate scenario findings into its strategy and approach.

Sustainability reporting standards – readiness for climate reporting standards

- SEEK's FY2024 climate disclosures are prepared in alignment with the TCFD. Refer to SEEK's FY2024 [Sustainability Databook](#) for the TCFD index.
- SEEK's disclosures are also prepared in consideration of the proposed ASRS Exposure Draft as issued by the Australian Accounting Standards Board (AASB) in readiness for mandatory climate disclosures by FY2026.
- SEEK continues to consider the SASB industry-based climate requirements and reviews interdependencies of climate-related matters in other areas.

Climate change: additional information

For more information on SEEK's climate change approach and related data please refer to:

- SEEK Climate Statement 2024
- SEEK Sustainability Databook 2024

 These can be accessed at seek.com.au/about/sustainability

Outlook



- Continue to monitor and update management and the Board on SEEK's climate-related reporting standards alignment.
- Implement SEEK's assurance program for sustainability and climate change-related data.
- Complete climate scenario analysis of key customers and sectors to understand transition challenges and opportunities.
- Continue to embed climate risk management into each of SEEK's key geographies and in operational policy.
- Implement key emissions reduction programs for operational emissions including renewable electricity.
- Implement a pilot program for internal carbon pricing.
- Assess SEEK's emissions footprint to reflect updates to SEEK's climate reporting boundary from the sale of Latin America businesses.
- Review SEEK's science-aligned target and climate transition plan.
- Further develop metrics and targets for SEEK's physical and transition risks and opportunities.

Minimising environmental impact

Managing SEEK's environmental impacts including on climate change.

Reducing SEEK's impact on climate change

SEEK's Emissions Reduction Strategy focuses on three key themes and establishes SEEK's pathway to achieving its net zero commitment. These themes include a focus on reducing the operational emissions of SEEK's offices, adopting more sustainable procurement approaches and influencing SEEK's leaders and employees in their decision making to reduce impact.

Emissions Reduction Strategy

Reducing absolute operational emissions (scope 1 and 2)

Smarter climate choices for people

Empowering leaders and supporting employees to make smarter climate choices⁽³⁾

Supplier engagement and responsible procurement

Embedding climate considerations into responsible procurement

SEEK's operations are managed with the aim of minimising environmental impact. From July 2024, SEEK's offices transitioned to renewable energy certification for their office operational impacts. Sustainable design measures are incorporated into SEEK's Workspaces Strategy to guide future office selection across APAC. SEEK is focused on engaging with key suppliers on their environmental strategies and targets. SEEK also continues to utilise technology to connect offices, partners and service providers, which assists with reducing non-essential business travel.

Greenhouse gas emissions

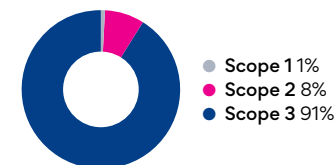
SEEK continues to monitor its emissions profile across its business operations and regions. In FY2024, SEEK's total emissions were 16,570 tonnes of carbon dioxide equivalent. The main emissions sources are: employees working from home and commuting, leased offices, purchased goods and services (including IT data services) and business travel.

(Tonnes CO ₂ e- equivalent)	FY2024	FY2023
Continuing Operations (APAC)	14,624	14,793
Discontinued Operations ⁽¹⁾	1,946	2,032
Total emissions	16,570	16,825
Total emissions per employee (FTE)	4.4	4.4
Total emissions per revenue (A\$m) ⁽²⁾	14.3	12.0

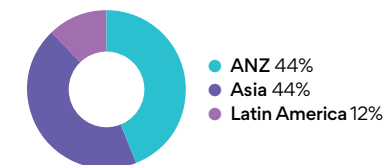
(1) In FY2024 SEEK sold its Latin American businesses (Brasil Online and OCC). For the purpose of this report, reported emissions have been split between Continuing Operations and Discontinued Operations (for Latin American businesses) to clearly show the emissions from SEEK's core APAC operations.

(2) FY2024 Total Operations Revenue and FY2023 Revenue (restated) have been used per the SEEK Annual Report 2024.

FY2024 emissions profile



FY2024 regional breakdown emissions



Metrics and targets

SEEK has committed to achieving net zero emissions by 2030 and set a short-term emissions reduction target to reduce its emissions across all scopes by 40% by 2025 on a 2022 baseline. The table below summarises SEEK's key metrics and targets for emissions reduction.

Metric	Target
Scope 1, 2 and 3 greenhouse gas emissions (tCO₂e-)	<ul style="list-style-type: none"> Interim target (all scopes): 40% reduction by 2025 (on a 2022 baseline) Achieve net zero emissions by 2030 (all scopes)
Scope 1 and 2 greenhouse gas emissions (tCO₂e-)	<ul style="list-style-type: none"> Interim target: 95% reduction by 2025 (operational emissions) <ul style="list-style-type: none"> Scope 1: 20% reduction by 2025 Scope 2: 100% reduction by 2025
Scope 3 greenhouse gas emissions (tCO₂e-)	<ul style="list-style-type: none"> Interim scope 3 target: 30% reduction by 2025

Certified carbon neutral business operations

During FY2024, SEEK maintained its carbon neutral certification for FY2023 for its business operations in Australia, New Zealand, Thailand, Hong Kong, Singapore, the Philippines, Malaysia, Indonesia, Mexico and Brazil under the Australian Government's carbon neutral certification, Climate Active. SEEK's carbon offsets also support conservation and biodiversity across its markets.



[Refer to SEEK's Climate Active Public Disclosure Statement](#)

(3) Includes communications and engagement programs on sustainable commute and work from home practices, waste management, business travel and ongoing climate-related policy updates.

In this section

- Culture of ethical conduct
- Responsible business practices and resilient business

Responsible business

Metric

FY2024 performance

Culture of ethical conduct

Employee completion of compliance training (APAC) – SEEK Fundamentals	100% completion rate
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- How we conduct ourselves
- How we do business
- How we use technology

Responsible business practices and resilient business

Timeliness of payments to small business suppliers (Australia only)	93% within 30 days of invoice receipt
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Culture of ethical conduct

SEEK is committed to conducting business in an honest, ethical and accountable way. Through *Our SEEK*, the Company's purpose is aligned with clearly defined principles and behaviours. Together, these reflect SEEK's values, guide how SEEK operates and clarify how employees approach their work, individually and together.

Our SEEK and Code of Conduct

SEEK's Code of Conduct outlines the behaviours expected of employees in performing their roles and interacting with SEEK's customers and communities. More detailed Workplace Behaviour Guidelines and SEEK policies operate in conjunction with the Code of Conduct and, together with *Our SEEK*, set out the expectations for how all employees work. *Our SEEK* is a statement that describes SEEK's culture. The Board is informed of any material breaches of the Code of Conduct.

In line with its commitment to conducting business in an honest, ethical and accountable way, SEEK made a number of improvements and enhancements to its internal controls and compliance governance, training and reporting through FY2024.

SEEK Fundamentals training

In FY2024, SEEK redesigned and enhanced its compliance training by introducing SEEK Fundamentals across APAC. The three training modules help to develop employee understanding of behavioural expectations, especially those that relate to laws and regulations. The three modules are: How we conduct ourselves; How we do business; and How we use technology and data.

Completion of SEEK Fundamentals is mandatory for new APAC employees and third-party contractors and refreshed every two years for existing employees. In FY2024, SEEK achieved a 100% training completion rate for in-scope employees for the rollout.

Conflicts of interest and close personal relationships

In FY2024, SEEK introduced an updated Conflict of Interest and Close Personal Relationships Policy. The policy sets out what employees are expected to do to identify and disclose conflicts, and how these may be managed. The policy is supported by the SEEK Compliance Officer, with declarations made and documented via an automated online declaration form and online register. The Audit and Risk Management Committee (ARMC) oversees compliance with the policy and receives notifications regarding material conflicts and biannual updates regarding declarations under the policy.

Whistleblower protection


SEEK is committed to protecting whistleblowers from reprisal and other detriment. The Whistleblower Protection Policy encourages employees and stakeholders to report concerns of wrongdoing. The policy covers all SEEK regions and complies with the whistleblower legal regime in Australia. The policy explains how to speak up, the protections available to a person who reports wrongdoing, SEEK's processes for dealing with reports of wrongdoing and channels available for whistleblower reports. The ARMC receives notifications regarding material reports and biannual updates on any incidents reported through SEEK's whistleblower channels, supported by the SEEK Compliance Officer, who oversees the response to whistleblower reports.

Anti-bribery and corruption

SEEK is committed to conducting its business in compliance with anti-bribery and corruption laws in all countries in which it operates. SEEK's Anti Bribery and Corruption Policy is supplemented by External Gifts and Entertainment Guidelines in each region, supported by a local compliance officer. The ARMC oversees anti-bribery and corruption compliance and receives reports of any material incidents.

Insider trading prohibitions

The purpose of the Share Trading Policy is to ensure that SEEK's employees have a clear understanding of insider trading laws and the rules that apply to them, and to their associates, in relation to dealing in SEEK securities. Officers and employees are prohibited from dealing in SEEK securities if they are in possession of inside information. Additional dealing restrictions apply to directors, executives and other employees who may be exposed to inside information. These people are not permitted to deal in SEEK securities during defined blackout periods and must obtain clearance to deal at other times.

 For more information refer to the policies on the [Corporate Governance page of the SEEK website](#).

Corporate governance

Each year, SEEK prepares a Corporate Governance Statement which is released to the ASX. This is available on the Corporate Governance page of the SEEK website, alongside Board charters and key policies that underpin SEEK's corporate governance practices.

 Refer to [Corporate Governance Statement](#)

Responsible business practices and resilient business

Business resilience

Managing resilience across systems, infrastructure and processes is a key aspect of SEEK's Risk Management Framework. SEEK continues its investment and improvements in business resilience. During FY2024, SEEK:

- conducted resilience testing of the unified platform and key business systems as part of the Platform Unification program;
- completed a SEEK-wide Business Impact Assessment aligned with Platform Unification;
- performed detailed end-to-end component testing of business resilience (beyond initial desktop testing);
- completed a Technology Resilience program to build capability for critical business services across APAC, including the creation of a Technology Resilience Framework and the establishment of a new Technology Resilience team;
- refreshed SEEK's Crisis Management Framework; and
- undertook a crisis management simulation and cybersecurity training with the Board and Executive Leadership Team.

The key findings from the Business Impact Assessment resulted in SEEK:

- retiring systems that were no longer fit-for-purpose and not required for SEEK post Platform Unification;
- enhancing vendor management capability as a result of its reliance on third-party vendors;
- further defining business resilience accountabilities across SEEK APAC's operating model; and
- refreshing the Business Continuity Plans (BCPs) for critical capabilities.

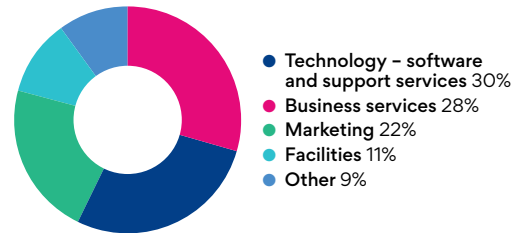
Ongoing business resilience activity is focused on the annual review of SEEK's key BCPs and running of business disruption simulations and exercises such as cyber disruption.

Responsible procurement

One of the key objectives for SEEK's Strategic Sourcing team is to ensure that third-party spend is well governed, transparent and aligned with SEEK's ethical and social responsibilities.

In FY2024, SEEK's principal categories of spend were business services, technology software and support services and marketing. These categories represent approximately 80% of SEEK's global procurement spend. Approximately 65% of SEEK's spend is with Australian-based businesses. SEEK engages over 2,600 suppliers annually, giving rise to commercial, cybersecurity and business continuity risks. SEEK also focuses on managing the associated environmental, social and governance risks.

Spend by principal categories FY2024



Risks are governed through a range of policies and technical controls, including SEEK's Procurement Policy, Information Security Policy, Privacy Policy, Supplier Code of Conduct and Supply Chain Risk Framework. For the APAC business, these policies are underpinned by SEEK's digital purchasing platform, which facilitates approvals and workflows so that internal experts review relevant risks.

Payments to small business suppliers

SEEK monitors the timeliness of payments to its small suppliers in Australia. These businesses supply approximately 28% by value of the goods and services purchased by SEEK in Australia. Internal payment systems promote timely payment in accordance with the *Payment Times Reporting Act 2020 (Cth)*. In FY2024, SEEK paid 93% of these invoices within 30 days of receipt of invoice.

Competition and consumer law

SEEK participates lawfully and ethically in all market competitive activities and observes consumer protection laws. SEEK's legal team is responsible for advising, monitoring and reporting in relation to competition and consumer law compliance.

Taxation transparency

SEEK releases an annual Tax Transparency Report detailing its tax strategy and governance and tax contributions made during the year to global revenue authorities, including the Australian Taxation Office. The information is provided on a voluntary basis in accordance with the recommendations and guidelines contained in the Voluntary Tax Transparency Code released by the Australian Government.

Outlook

- Conduct further end-to-end testing of critical business capabilities.
- Establish a Technology Resilience Forum and further resilience reporting processes.
- Enhance employee and external crisis communications plans.
- Continue investment in procurement and vendor management to manage reliance on third-party services.
- Continue to improve SEEK's responsible procurement approach.




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