7 September 2023

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited - 2023 Sustainability Report

SEEK is pleased to present its 2023 Sustainability Report for release to the market.

Yours faithfully,

Rachel Agnew
Company Secretary

Authorised for release by the Board of Directors of SEEK

For further information contact:

Investors & Analysts
Dan McKenna
SEEK Limited
Phone: 0404 868 465

Media
Daniel Ellis
SEEK Limited
Phone: 0400 587 232

seek

SEEK Sustainability Report 2023

Contents

Overview 2

Message from the Managing Director and Chief Executive Officer 3

ESG highlights 4

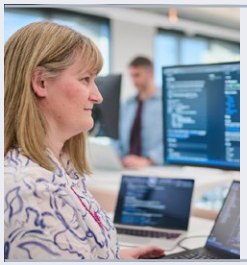
Progress and looking forward 5

Human rights 8

Fair hiring 9

Modern slavery 11

Online safety and security 12



Data and cyber 13

Data trust and AI 14

Data privacy 16

Cybersecurity 17

Social impact 19

How SEEK delivers on its purpose 20

SEEK data and insights 21

Community contribution 22

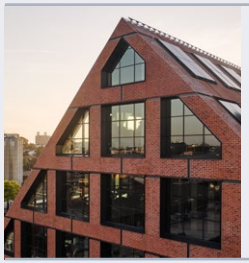
Engagement with Indigenous communities 23

People 24

Employee engagement 25

Diversity and inclusion 29

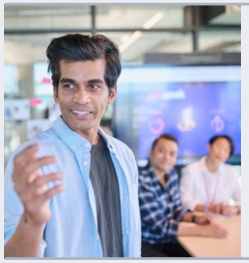
Workplace health, safety and wellbeing 31



Environment 32

Climate resilience 33

Minimising environmental impact 37



Responsible business conduct 39

Culture of ethical conduct 40

Responsible business practices and resilient business 41

Appendices 43

Acknowledgement of Country

Cabbe melemungil!
(a Woi-wurrung word for "greetings")

SEEK respectfully acknowledges the Traditional Owners of the lands on which it operates. We acknowledge Australia's Aboriginal and Torres Strait Islander people 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 people.

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

About SEEK

Our purpose

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

A market leader in online employment marketplaces.

A multinational presence including Australia, New Zealand, Hong Kong, South East Asia, Brazil and Mexico. In addition, SEEK has minority investments in China, South Korea and a number of other countries.

Leverages unique data and technology to create innovative solutions and insights into the future of work.

Protects customers' privacy and uses data ethically.

Employs 3,700+ people across Australia, New Zealand, Asia and Latin America.

Australian listed with headquarters in Melbourne, Victoria.

Approximately **60m** **candidate relationships**

Approximately **450k** **hirer relationships**

Approximately **900m** **population exposure**

SEEK's reports can be accessesd 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 2023.

During the past year, as we continued to monitor and adapt to variable market conditions, we remained focused on the achievement of our purpose and on the creation of long-term value. This includes our commitment to having a positive impact on the communities in which we operate.

Reporting our efforts on this ensures we are held accountable for our performance and progress against that commitment. We report each year across a range of relevant areas that have the most impact and align most to SEEK and its stakeholders and where SEEK can make a meaningful difference.

Our major activities and outcomes for the 2023 financial year covered in this report include the following:

- **Human rights** – we continued screening hirers and job ads on SEEK's platforms and detailed control reviews of hirer onboarding and job ad screening. We also completed risk assessment of direct job ads on SEEK Asia platforms for jobs in high-risk countries and undertook due diligence assessments of employment platforms in Hong Kong and Singapore. In our supply chain, we commenced modern slavery audits on cleaning contractors, in Australia, Brazil, Malaysia, Mexico, New Zealand and Singapore.
- **Social impact and community** – we continued our investment in community programs including SEEK Volunteer, employee volunteering, donations and our 'Small Change' workplace giving program. SEEK's data and insights have helped inform government in areas including: the supply and demand of labour; trends in advertised salaries; forecasting skills needs; and the relationship between job ad volumes and the unemployment rate. We also commenced development of a Social Impact Framework and believe that as a leading employment marketplace, SEEK is well positioned to have a positive social impact when we deliver on our purpose through our business strategy.
- **Partnership with First Nations communities** – we partnered with an Aboriginal-owned business to complete research focused on how we can better work with First Nations jobseekers and hirers to create meaningful career opportunities. We also commenced a program to deepen our employees' knowledge of, and appreciation for, Australia's unique Aboriginal and Torres Strait Islander cultures.
- **Data and cyber** – we undertook a review of our cyber response framework and a review of our data security control environment to identify appropriate enhancements to the governance of our controls. We completed cyber maturity reviews of several SEEK subsidiaries and implemented periodic responsible Artificial Intelligence (AI) risk reviews against SEEK's Responsible AI Principles. We are setting clear priorities and related accountabilities in these areas.
- **Diversity, inclusion and engagement** – our APAC workforce comprises 50% women and 50% men and we maintained equal representation of women and men on the Executive Leadership Team. Employee engagement scores remained high during the year.
- **Environmental citizenship** – we achieved carbon neutral certification from Climate Active for our global business operations for the 2022 financial year, following our carbon neutral certification for ANZ in 2021. We took the next steps on our path to net zero by setting a SEEK-wide interim emissions reduction target for 2025. We also completed climate scenario analysis to assess the changes and impacts of climate change on SEEK.
- **Reporting** – we continued to improve our sustainability reporting, underpinned by an updated assessment of the areas of most significant impact for SEEK's business and our stakeholders. We are working on readiness for compliance with the new international sustainability reporting standards.

As always, a great deal of work remains in each of these areas. We are committed to continuously learning and improving, so we can continue to have a positive impact on all our communities as we strive for our purpose to help people live more fulfilling and productive working lives and help organisations succeed.

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

Ian Narev
Managing Director and Chief Executive Officer

SEEK OFFICE LOCATIONS IN AUSTRALIA AND NEW ZEALAND

Australia First Nation people: Traditional Owners
Melbourne: Wurundjeri Woi-wurrung people of the Kulin nation
Sydney: Gadigal people of the Eora nation
Brisbane: Jagera people of the south side of the river and Turrbal people of the north side of the river of the Yuggera nation*
Adelaide: Kaurna people of the Adelaide Plains
Perth: Whadjuk people of the Noongar nation
*Contested lands are acknowledged in alphabetical order.

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

ESG highlights

Human rights

Fair hiring

Automatically scanned **7.8 million direct job ads** on SEEK platforms across Asia Pacific (APAC) during FY2023. Approximately 10% of job ads were escalated for manual review (780,000 job ads). Excluded more than **1,900 hirers** during onboarding, closed **350 hirer accounts** due to fraud/scam and removed more than **2,800 job ads**.

Completed detailed risk assessment of direct job ads on SEEK Asia platforms for jobs in high-risk countries, resulting in the restriction of job ads to 14 countries.

Completed detailed control reviews of hirer onboarding and job ad screening resulting in an improved ability to **detect and remove scam ads**.

Commenced an employee **fair hiring training** program across APAC.

Modern slavery

Completed **due diligence assessments of employment platforms** in Hong Kong and Singapore to ensure ongoing compliance with local regulation.

Completed a **due diligence review** of Jora job ads, resulting in the closure of online operations in **11 countries**, after determining that appropriate remedial actions could not be put in place.

Commenced **modern slavery audits** on SEEK's cleaning contractors with four contractors required to improve their policies and processes.

Issued third **Modern Slavery Statement** in late 2022; fourth Statement to be released in late 2023.

Social impact

Continued to publish SEEK Employment Reports and began publishing the SEEK Advertised Salary Index (ASI), so that **SEEK data and insights** can support government policy and programs in Australia.

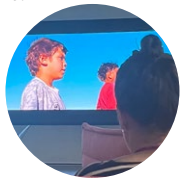
Commenced development of a **Social Impact Framework** to better articulate the areas where SEEK can have the most positive impact.

Continued investment in **SEEK Volunteer**, connecting more people to volunteer opportunities and ads offered free of charge to the not-for-profit sector. Over **105,000 volunteers** were connected to opportunities.

Continued **investment** in employee programs including employee volunteering, donations and Small Change workplace giving program. SEEK ANZ **community contributions were A$2.3m** in FY2023. Social procurement spend was A$577k in FY2023.

Partnered with an Aboriginal-owned business to complete research **focused on First Nations jobseekers and hirers**.

Commenced program to **deepen employees' knowledge** of Australia's Aboriginal and Torres Strait Islander cultures.



Data and cyber

Undertook an **external audit** of the governance of **cybersecurity** at SEEK and commenced a program of work to address actions recommended by the audit.

Completed **cyber maturity reviews** of several SEEK subsidiaries including Sourcr, GradConnection and Certsy, resulting in security remediation plans.

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

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

People

Maintained **equal representation** of women and men on the Executive Leadership Team.

Maintained **greater than 30% female** representation on the Board.

Continued programs targeting **gender pay equity** and increasing female participation in technology roles.

Maintained **high levels of employee engagement**, consistently above global technology company benchmarks.

Implemented an APAC-wide performance management framework and **global employee share plan**.

Environment – climate

Achieved **carbon neutral certification** for business operations under Climate Active across the SEEK-wide footprint for FY2022.

Completed **climate scenario analysis** in line with the Task Force on Climate-related Financial Disclosures (TCFD) commitments.

Committed to a **SEEK-wide 40% emissions reduction target** across all scopes by 2025.

Responsible business

Achieved **100% completion of anti-bribery compliance** training for new employees across APAC and maintained refresher training every two years for existing employees.

Progress and looking forward

1997
SEEK founded

2000
SEEK Volunteer established

2005
SEEK listed on ASX

2008
Corporate Social Responsibility program established

2014
Small Change program established

2015
Established **SEEK Purpose**

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

2019
First **Sustainability Report**
Stakeholder assessment
Materiality assessment
Published **emissions inventory (ANZ)**

2020
Commenced modern slavery supplier and operational due diligence
First **Modern Slavery Statement**
Launched **Fair hiring initiative**
Aligned with **Sustainable Development Goals**

2021
Aligned climate reporting to the Task Force for Climate-related Financial Disclosures (TCFD)
Committed to net zero by 2030
Carbon neutral ANZ business operations (for FY2021)

2022
Expanded focus to sustainability in **multinational businesses**
Refreshed **materiality assessment**
Emissions Reduction Strategy
Published **emissions inventory** for SEEK's multinational footprint
Aligned reporting to GRI Standards

Certified carbon neutral business operations for FY2022

2023
Completed climate scenario analysis
Commenced first modern slavery audits of high-risk suppliers
Modern slavery **due diligence assessments** of employment platforms in Hong Kong and Singapore
Developed a SEEK **Social Impact Framework**

2024
External verification of sustainability disclosures
Implementation of **Platform Unification** program (APAC)
Expand **modern slavery audits**

2025
Emissions reduction target of 40% across all emissions scopes (on a 2022 baseline)
Science aligned **emissions reduction target**

2030+
SEEK Net Zero

Progress and looking forward (continued)

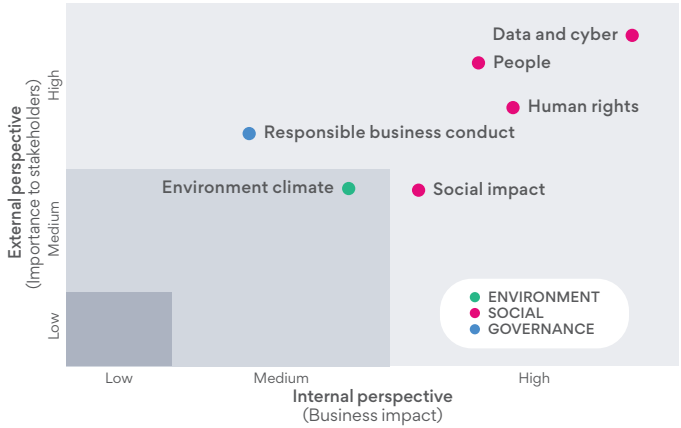
Material topics – reporting what matters

SEEK's approach to Environmental, Social and Governance (ESG) topics focuses on areas that have the most impact and align most to SEEK and its stakeholders and where SEEK can make a meaningful difference. 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 have the positive impact embodied in SEEK's purpose.

This approach drives SEEK's strategic ESG priorities and opportunities, as well as reporting. The materiality assessment continues to align with the Group Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) topics (relevant to SEEK) and the ASX Corporate Governance Principles and Recommendations.

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. The final outcomes were then presented to the Board for approval.

SEEK's material topics have evolved since its initial materiality assessment in 2019. Human rights is a material ESG topic reflecting in part the potential impacts of job advertising (fair hiring), particularly in Asia. As a result, SEEK is focused on improving its hiring practices across the region. Climate change continues to be a key material topic for stakeholders.



While the most important ESG topics for SEEK and its stakeholders have remained fairly consistent, this year SEEK revised its materiality assessment to prioritise the following six high-level ESG topics:

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

Report scope and boundary

SEEK was founded in 1997 and is headquartered in Melbourne, Australia and listed on the ASX. It operates businesses in Australia, New Zealand, South East Asia, Hong Kong and Latin America.

SEEK's ESG approach continues to evolve. This report describes SEEK's approach where ESG policies and practices apply across the organisation. The APAC business, comprising SEEK ANZ and SEEK Asia, represents the largest component of SEEK's controlled businesses. By comparison, the Brazil and Mexico businesses operate with relative independence on ESG matters.

This report addresses the material ESG topics associated with the business activities of the entities operated and controlled by SEEK Limited. This report excludes investments by SEEK that are not under its operational control, including the SEEK Growth Fund (the Fund). It also excludes assets owned by SEEK and managed by the Fund such as Zhaopin and portfolio assets managed by the Fund such as Online Education Services (OES).

This report covers the period 1 July 2022 to 30 June 2023, which aligns with SEEK's financial year.

ESG 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 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, approves the ESG reporting topics and this report. SEEK's 'Environment and community' risk is a current example of an ESG-related principal risk.

The 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 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 businesses operating in SEEK ANZ and SEEK Asia.

Catho means the employment platform operating in Brazil, also referred to as Brasil Online.

Jora means the online employment marketplace with a presence in 25 countries.

Platform Unification refers to the program to unify the APAC employment marketplaces onto one online product and technology platform by the end of FY2024.

OCC refers to OCCMundial, the employment platform operating in Mexico.

SEEK means SEEK Limited and its controlled entities.

SEEK ANZ means the SEEK businesses operating in Australia and New Zealand under the brand SEEK.

SEEK Asia means the online employment marketplaces operating in South East Asia and Hong Kong under the brands JobStreet and JobsDB.

SEEK Growth Fund is a unit trust that operates independently of SEEK. The SEEK Growth Fund owns a number of investments and Early-Stage Ventures (ESVs) and manages certain SEEK assets.

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 jobseekers;
- 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 stakeholder engagement on ESG matters is wide ranging. The main channels for external 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 platforms to help hirers and jobseekers;
- information on the corporate website about sustainability and corporate governance and 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 tech 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, ACSI, FTSE4Good, ISS ESG and Dow Jones Sustainability Indices (S&P Global CSA).

SEEK's reporting reflects the following voluntary sustainability initiatives: Global Reporting Initiative (GRI), United Nations SDGs, the Task Force on Climate-related Financial Disclosures (TCFD) and the Business for Societal Impact.

United Nations Sustainable Development Goals summary

SEEK supports the United Nations Sustainable Development Goals (SDGs), a blueprint for achieving a better and more sustainable future for all. SEEK contributes to the goals that are most relevant to its business strategy and operations.

Goal	8 DECENT WORK AND ECONOMIC GROWTH	5 GENDER EQUALITY	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
Trend towards goal	Improvement	On track	Improvement	On track
Human rights	●			●
Data and cyber	●			
Social impact	●			●
People	●	●		
Environment			●	
Responsible business	●	●		

Future reports:

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

Current foundations

- ESG materiality focused on priorities that reflect SEEK's business strategy and principal risks.
- Assessment of sustainability across SEEK's multinational business.
- Aligned reporting to GRI Standards.
- Climate disclosures in line with the TCFD framework.
- Internal verification of sustainability disclosures.
- Initial external verification of community investment and emissions disclosures.

Next steps

- Adoption of new international sustainability reporting standards (International Sustainability Standards Board).
- External assurance of sustainability performance data.
- Expanded metrics for material ESG risks and opportunities.
- Further alignment of priority ESG risks and opportunities with business strategies.
- Alignment with requirements of any updates to the *Modern Slavery Act 2018 (Cth)*.

Human rights

In this section

- Fair hiring
- Modern slavery
- Online safety and security

Metric	FY2023 performance
Fair hiring	
Effectiveness of hirer and ad screening (APAC)	7.8 million direct job ads automatically scanned on SEEK platforms across APAC Approximately 10% of job ads escalated for manual review (780,000 job ads)
Hirers • Total number of hirers deactivated	• 1,909 hirers failed onboarding process assessment • 350 hirer accounts closed for fraud/scam
Job ads • 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	• 2,879 high-risk job ads removed
Modern slavery	
Platforms: Modern slavery due diligence of employment platforms	Assessed JobStreet Singapore and JobsDB Hong Kong businesses
Supply chain: Number of suppliers analysed for modern slavery risk	2,112 suppliers analysed, representing 83% of SEEK's suppliers
Number of elevated risk suppliers assessed through SEEK's Modern Slavery Framework	55 elevated risk suppliers assessed, representing 9% of SEEK's elevated risk suppliers
Online safety and security	
Online safety – candidate trust (ANZ)	Most trustworthy: 4.5x lead on the nearest competitor

Fair hiring

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

Strategy

As an organisation that operates to improve millions of working lives, SEEK is uniquely positioned to lead change against unfair hiring practices. Technology and expertise in hirer and job ad screening has been developed and implemented across the ANZ and Asia platforms to improve SEEK's fair hiring processes and systems. SEEK has a Fair Hiring Steering Committee to provide oversight on fair hiring risks and issues across the business. This Committee oversees the fair hiring governance program of work on policies, tools and processes and reviews the operational performance of SEEK's controls every three months.

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.

Refer to Online safety and security – Jobseeker security section

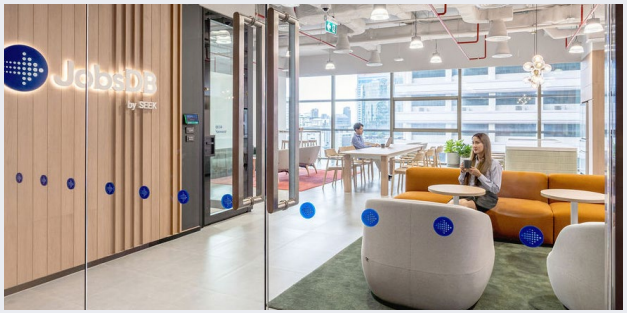
Raising awareness

To address risks in the region, SEEK Asia is working to provide jobseekers with clarity and awareness of their rights and warnings about known unfair hiring practices. Some indicators of a scam may include vague or changing job requirements, requesting any form of onboarding or training payment from jobseekers, an advertised salary that is unrealistic and companies with limited or no online presence.

Over the year, SEEK Asia focused on raising awareness and educating jobseekers. SEEK regularly shared signs of job scams to look out for through social media, email and various media outlets, so that jobseekers remain vigilant against job scams. The JobStreet and JobsDB sites have new safe job search guides available including a focus on avoiding deceptive recruitment.

SEEK's Asian businesses

SEEK operates employment platforms in five countries in South East Asia and in Hong Kong under the brands JobStreet and JobsDB. In Asia, there are inherent risks when job searching. In some industries, jobseekers may encounter fraudulent job ads, expectations to pay for jobs and deceptive recruitment including the risk of modern slavery.



Fair hiring and modern slavery employee training

This year, SEEK commenced an internal communications, engagement and training program to increase employee awareness of modern slavery risks, with a focus on how SEEK improves working lives by preventing exploitative recruitment and modern slavery. The training program covers key topics associated with fair hiring and modern slavery including:

- SEEK's 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 platforms safe; and
- case studies to discuss high-risk situations.

Fair hiring stakeholder engagement

Stakeholder engagement continues to evolve as the fair hiring program matures. With a focus on South East Asia, engagement has so far included:

- information for jobseekers about their rights and how to protect themselves during the recruitment process;
- encouraging hirers to post quality job ads providing transparency for jobseekers;
- education for key teams and interested employees; and
- collaboration with non-government organisations and experts to partner on initiatives and identify priorities.

Fair hiring (continued)

Creating transparent job ads

SEEK's job ad posting process is designed to guide hirers towards fair hiring practices. SEEK's platforms provide automated tools and recommendations to help hirers produce informative job ads while avoiding discriminatory or otherwise offensive content. Jobseekers 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 these high-risk hirers appropriately.

Vetting and filtering job ads

SEEK's job ad posting processes are designed to guide hirers towards fair hiring practices. SEEK has various inbuilt controls that combat the risks to jobseekers when job searching on its employment platforms. The aim is to ensure the online employment marketplace is a safe environment for jobseekers. Some key fair hiring process controls in place include:

- a dedicated Trust and Safety team made up of 29 roles across APAC that are dedicated to verifying the legitimacy of SEEK hirers and the quality of job ads in order to protect jobseekers and their information;
- Security Intelligence team support to investigate high-risk companies and identify scams and fraudulent job ads risk;
- the use of AI and machine learning to enhance 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 jobseekers; and
- investigation and manual review of job ads flagged either by the system or by jobseekers (ads that are assessed as "more likely to contravene" SEEK's Terms and Conditions are removed from the platform).

In FY2023, SEEK automatically scanned all 7.8 million direct job ads on its platforms across APAC. Approximately 10% of those ads were escalated for manual review by Trust and Safety team members. Where appropriate, hirers were either educated on how to improve the content of their ads to eliminate discriminatory terms, or had ads blocked where they contravened SEEK's Terms and Conditions. In 2023, SEEK rejected 1,909 hirers across APAC as a result of failing onboarding checks or non-compliance with SEEK's Terms and Conditions.

Response to market changes

As noted in SEEK's 2022 Modern Slavery Statement, in mid-2022 SEEK identified a potential instance of modern slavery. Multiple articles had appeared in mainstream and social media about an individual who used JobStreet Malaysia to respond to a job ad that appeared legitimate. The individual accepted the job in Cambodia. The job ad was placed through the account of an existing hirer who has now been removed from the platform due to their high-risk nature. JobStreet has communicated with this individual and warned other jobseekers who accessed the job ad and other job ads for Cambodia. The review also identified an increase in job ads for Cambodia during 2022, from a very low base.

As a result, in late 2022, SEEK enacted new policies including the blocking of overseas job ads to countries deemed high risk for human trafficking. Those processes have been further improved to allow job ads in some high-risk countries, where enhanced due diligence of the hirer is performed. SEEK continues to review its processes with a focus on due diligence to increase the safety and legitimacy of the platform.

Outlook

Ongoing investment in fair hiring will safeguard jobseekers and help them recognise SEEK's employment platforms as safe and trusted. Through collaboration with organisations and experts, SEEK will continue to leverage its unique market position to improve hiring practices across the region. Future activities will include:

- expanding the use of AI and machine learning to enhance fraud detection and prevention capabilities;
- further improvements based on SEEK ANZ product and technology capability to be implemented as part of the move to a single platform through Platform Unification;
- expanding the Trust and Safety team in SEEK Asia to support increased focus on fair hiring;
- continued employee training; and
- exploring partnership opportunities with third parties including not-for-profits (with a focus on supporting people ethically 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's suppliers are located in more than 35 countries. In some of these countries a lack of government oversight and socioeconomic complexities can result in some companies operating in ways that lead to exploitation and, in some instances, modern slavery. SEEK applies a Modern Slavery Framework across its global operations to identify and address modern slavery risk within its supply chains. This involves a three-step approach to: analyse suppliers for inherent modern slavery risk; assess the operations and governance of suppliers with elevated risk; and work with suppliers to take remedial action when modern slavery incidents or risks are identified.

SEEK engages an independent sustainability ratings provider to conduct the inherent risk analysis and due diligence assessments.

Modern slavery considerations are embedded in procurement and onboarding processes for new suppliers, and there is an ongoing program of modern slavery training for sourcing teams and contract managers. SEEK performs additional due diligence on suppliers in high-risk industries such as cleaning, hospitality and security. This includes detailed questioning during procurement processes, requiring suppliers to agree to stringent modern slavery contract clauses and requiring some suppliers to undergo independent modern slavery audits.

Direct supplier risk (Tier 1)

Business services, technology software and support services and marketing comprise approximately 81% of SEEK's global spend. Suppliers within these categories have a low risk for modern slavery as they tend to have advanced controls relating to labour and human rights. Approximately 13% of SEEK's total spend is with suppliers with an elevated risk of modern slavery. This includes office cleaning services, computer hardware and promotional products. SEEK's Modern Slavery Framework provides oversight of these suppliers' operations and governance practices so that SEEK can make an informed judgement as to whether these practices are acceptable or require remediation. During FY2023, five suppliers assessed through SEEK's due diligence process were identified as not having adequate controls to address modern slavery risk. SEEK is working with these suppliers to remediate these risks.

Indirect supplier risk (Tier 2)

SEEK recognises that, even in categories of spend considered low risk for modern slavery, risks can exist in the secondary levels of the supply chain (indirect suppliers). While SEEK has primarily focused on understanding the modern slavery risks associated with its direct suppliers, during FY2023 there has been increased focus on indirect suppliers. All suppliers are asked to disclose details regarding their supply chain due diligence and SEEK's strategic suppliers are asked to share non-sensitive information so that these indirect suppliers can be analysed by SEEK for modern slavery risk.

Modern slavery audits on SEEK's cleaning contractors

Cleaning services is a high-risk industry for modern slavery. Labour exploitation is well documented, with examples of modern slavery practices including withholding of wages, immigration-related coercion and threats and substandard working conditions. During FY2023, SEEK audited seven of its cleaning contractors for modern slavery risk. These cleaners are based in Australia, Brazil, Malaysia, Mexico, New Zealand and Singapore. One of the contractors declined to participate in the audit, and as a result SEEK terminated the supplier's contract. Of the contractors audited, SEEK required four to improve their policies and processes. SEEK is working with these suppliers and will re-assess them during FY2024. During FY2024, SEEK will audit its remaining cleaning contractors for modern slavery risk.

Employment platforms

SEEK believes it has a part to play in safeguarding against advertising job opportunities that could result in modern slavery, such as deceptive recruiting for forced or bonded labour including human trafficking. SEEK reviews the modern slavery profile in each country in which it operates employment platforms. For countries with higher risks of modern slavery, SEEK prioritises a modern slavery due diligence assessment of the employment platform. In FY2022, SEEK prioritised due diligence assessment of its JobStreet Malaysia and Jora businesses. During FY2023, the JobStreet Singapore and JobsDB Hong Kong businesses were assessed to ensure ongoing compliance with local regulation. The outcomes will be reported in SEEK's next Modern Slavery Statement.

SEEK applies significant resources to ensure that hirers are legitimate and job advertisements on its employment platforms are for legitimate job opportunities. Whilst progress has been made, this will require ongoing effort, particularly in higher risk countries.

Refer to Online safety and security section

Modern Slavery Statement

SEEK issued its third Modern Slavery Statement in November 2022, 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. The Statement explains SEEK's ongoing work to assess and address potential modern slavery risks related to its supply chains and operations. SEEK's next Modern Slavery Statement will be released in late 2023.

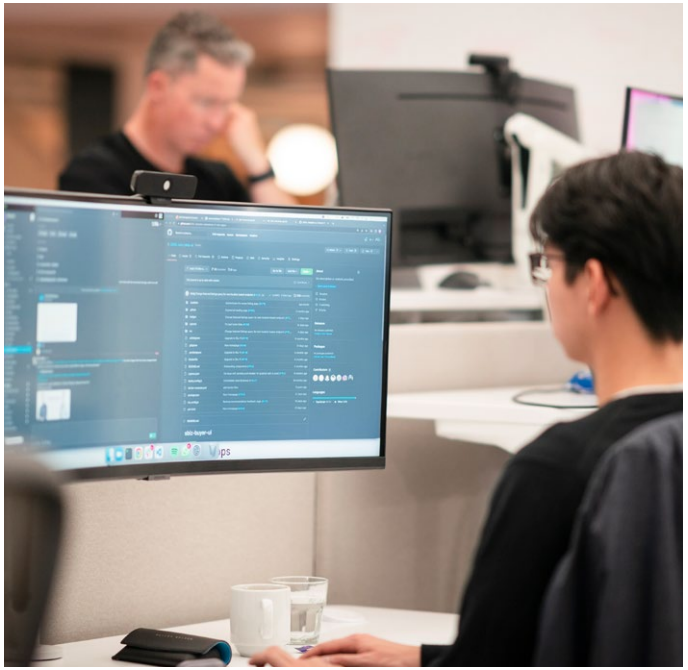
Online safety and security

Jobseeker security

SEEK is committed to ensuring that all job ads on its employment platforms are for legitimate job opportunities and that job searching is safe and secure. A key condition of advertising on SEEK's platforms is that the job ad is a genuine, paid employment opportunity.

The pandemic and hybrid-working practices have significantly increased dependence on the internet to obtain work and access services and information. This dependence has increased opportunities for malicious cyber activity. Employment platforms continue to face cyber-themed scams and email phishing through job ads that ask for personal and financial information or recruit for illegal activities such as money laundering. SEEK has responded through increased investment in cybersecurity to proactively monitor and address current and emerging threats and vulnerabilities.

Refer to Cybersecurity section



Online fraud, scams, illegal jobs

Trust and Safety teams at SEEK operate detailed checks and procedures to ensure hirers are legitimate and job ads are genuine. Four ways this is done on the ANZ platform are:

- manual and automated reviews that check for features of known inappropriate activity when a hirer registers;
- multi-factor authentication processes for 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
- simulation of job applications to build understanding of fraudulent activity.

This year, SEEK also launched a new Current Scams page on its Australian and New Zealand websites. This page is designed to: highlight the latest scams targeting jobseekers and hirers, limit potential victimisation with scams impersonating SEEK and continue to promote trust in SEEK. The page shares information about impersonation scams that appear on WhatsApp and other messaging services. The page also contains a screenshot of a real scam message that was sent to a jobseeker impersonating SEEK, plus tips on what customers can do if they believe they have been scammed. SEEK Asia also provides information focused on current job scams such as JobStreet's new safe job search guides.

During FY2023, hirer and job ad screening across APAC excluded more than 1,900 hirers during onboarding, closed 350 hirer accounts due to fraud/scam and removed more than 2,800 job ads.

Further improvements based on SEEK ANZ product and technology capability will be implemented as part of the move to a single platform through the Platform Unification program across APAC.

Refer to Fair hiring section

Hirer and job ad screening

Hirer and job ad screening is in place across the JobStreet and JobsDB platforms using similar procedures based on known risks and when elevated risk is detected. This screening will be further enhanced through the unification of the APAC employment marketplaces.

Additional measures help jobseekers protect themselves from fraudulent job ads. Warnings to protect personal and financial information are embedded in the online job application process. Jobseekers in Australia are encouraged to use SEEK's free platform Certsy and not provide sensitive personal documents with job applications.

Advice on safe job searching is provided and updated as employment scams and other threats emerge. A Report Ad feature on the SEEK platform and customer service channels enables jobseekers to direct suspicious job ads to SEEK for investigation.

Efforts in this area are well received by jobseekers. SEEK has maintained a strong position as the most trustworthy employment site with more than a four times lead on the nearest competitor across the Australian market.

Data and cyber

In this section

- Data trust and AI
- Data privacy
- Cybersecurity

Metric	FY2023 performance
Data trust and AI	
Responsible AI reviews of high priority services completed in last 12 months (APAC)	Completed responsible AI reviews of 95% of high priority services
Cybersecurity	
Employee cybersecurity awareness performance: employee phishing email average click rate (APAC)	6.6% average click rate

Data trust and AI

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

Customer data

SEEK is committed to ensuring customers feel they are always in control of the data they share with SEEK.

Jobseekers create their SEEK Profile by submitting their employment history, contact details and other personal information directly to the SEEK platform. At any time, jobseekers can edit their SEEK Profile online, or delete their account and SEEK Profile. They can control the extent to which information from their SEEK Profile is visible to hirers including signalling their readiness to be approached with job opportunities.

Use of data and responsible AI

Responsible use of data and artificial intelligence (AI) is central to SEEK's approach and helps deliver a net positive outcome to society.

Leveraging data and AI technology can improve outcomes for jobseekers and hirers and reduce cost and effort. In developing these data capabilities, SEEK takes a responsible and risk-based approach, with a focus on user trust. SEEK uses AI and machine learning to deliver better and more efficient outcomes, through more effective and personalised matching of jobseekers and hirers and improved marketplace transparency and efficiency through predictions and insights.

Data is also analysed to gain insights into how jobseekers and hirers use the products and services on SEEK's employment platforms. SEEK is focused on doing this in ways that respect customers' privacy and take into account ethical considerations.

The use of AI introduces risks that need to be managed. If not carefully managed, potential exists for AI to introduce or embed discriminatory bias. Conversely, using data and AI in a responsible way augments the human-centric recruitment process and can reduce bias and create fairer outcomes. SEEK's Responsible AI Framework and Principles serve as a guide for SEEK's people as they build and use these technologies. This framework has been externally audited and is also aligned with the Australian Government's AI Ethics Framework.

SEEK's Responsible AI Framework

Responsible AI Principles	
BENEFICIAL	Deliver significant net value to both hirers and jobseekers
FAIR	Do not add or entrench unfair bias and minimise the use of potential bias signals
TRANSPARENT	Provide users with reasonable awareness of the overall purpose and scope of AI services
DEFENDABLE	Meet and exceed social expectations of how AI systems are designed, built and deployed
RELIABLE	Consistently maintain AI services to uphold standards of delivery
COMPLIANT	Comply with all regulations, SEEK's values and security guidelines

SEEK's governance approach ensures that all AI services align with SEEK's Responsible AI Principles by periodically assessing them via an internal review process.

SEEK's AI services are categorised based on their risk and are reviewed against the Responsible AI Framework. 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 FY2023, SEEK completed responsible AI reviews of 95% 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 is maintained. The remaining high priority AI services will be prioritised for review during FY2024.

Data and AI governance

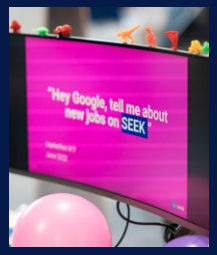
SEEK has a Data Trust Committee to provide oversight on data-related risks and issues across the business. This Committee oversees the data governance process and an ongoing program of work on data-related policies and processes and reviews performance every six months. Together, the Data Classification Policy and Data Sharing Standard establish the processes governing how data is shared internally and outside of SEEK.

During FY2023, SEEK continued investment in data governance. The unification of SEEK's APAC platforms in the coming year will also consolidate SEEK's data environment.

Refer to Cybersecurity section

SEEK's recommendations services

In addition to actively searching for jobs on the SEEK platform, jobseekers often want to be notified about relevant opportunities as they become available, whether they are currently active on SEEK or not. SEEK's AI-powered recommendation services leverage sophisticated models to deliver optimal job matches in real time on the website and via email and mobile phone notifications (if users chose to opt into these services). These models leverage relevant information from resumes and profiles that jobseekers choose to share with SEEK for the purpose of providing better job matches, combined with activity on SEEK, to recommend highly relevant job opportunities. As users engage with more job listings on SEEK, the algorithms adapt to better align with their evolving preferences and goals. The data they share with SEEK is used solely for the purpose of discovering better job matches for them.



Data trust and AI (continued)

Certsy

Certsy in Australia offers jobseekers a way to verify and share work credentials and to complete compliance checks. Around 15% of the Australian workforce has verified a credential with Certsy, and one in three applications on SEEK in Australia now include verified data on their SEEK Profile.

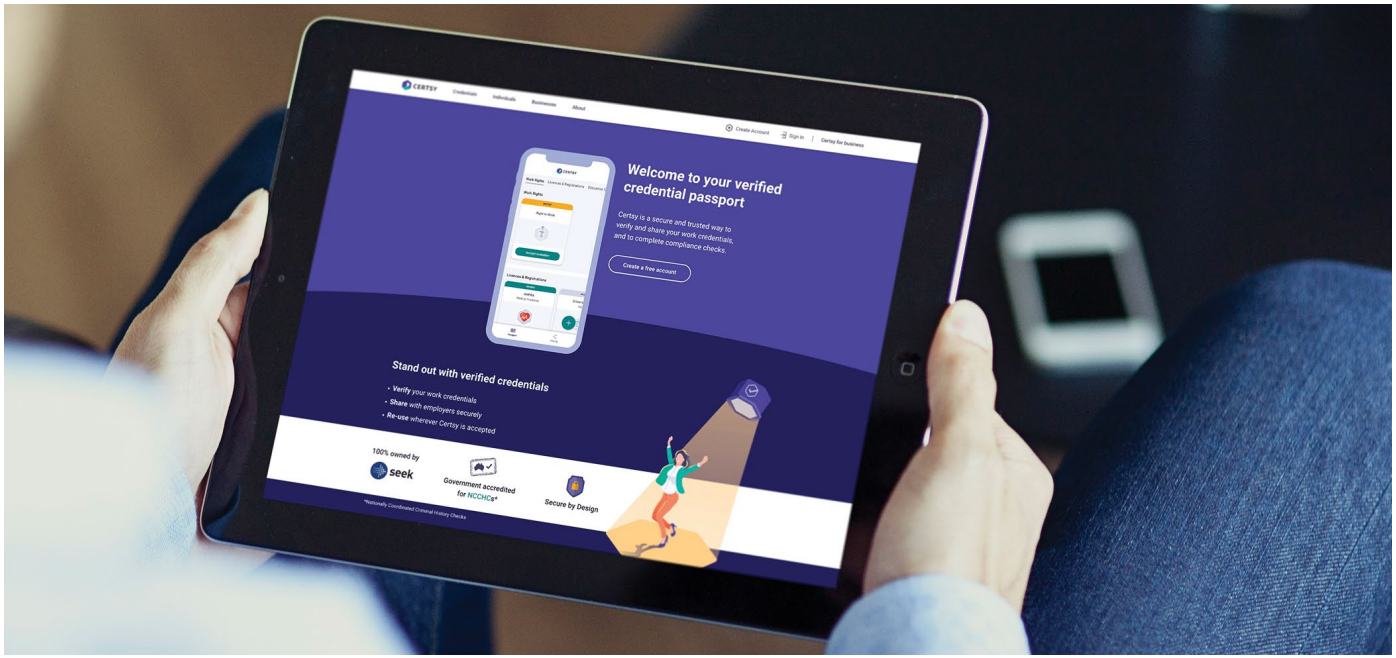
SEEK created Certsy as a secure and free way for jobseekers to demonstrate they hold the credentials to meet relevant job requirements. Jobseekers securely upload evidence for verification and then share only the verified result – not their sensitive documents – with hirers on SEEK's Australian employment platform. Verified results can be easily re-used by the individual in multiple job applications. In early 2023, Certsy also launched in New Zealand.

Certsy has continued to expand the range of credentials an individual can verify to over 20 credentials across Australia and New Zealand. These include credentials such as working rights, driver's licence and educational qualifications, as well as others more relevant to specific roles such as working with children and food safety.

Security of sensitive documents is a high priority with purpose-built systems and strong encryption. Privacy practices involve informed consent, easy control of what is shared and deletion of sensitive documents when no longer required.

More than 2.1 million jobseekers have now used Certsy, with around 3.8 million verified credentials included on SEEK Profiles in Australia and New Zealand.

CERTSY



Display advertising

SEEK ANZ has a digital advertising program aligned to employment and career-related services. The program uses jobseeker search activity and SEEK Profile data. On SEEK websites, the display advertisements show relevant messages on banners to jobseekers on behalf of clients. On external websites, the program re-targets SEEK jobseekers with similar messaging. Audiences used in display advertising are generated by SEEK on behalf of the client. These audiences use aggregated data only, and no personally identifiable data is provided to third parties.

Outlook

SEEK's ongoing focus on data governance reflects the importance of customer trust, particularly when using data for commercial benefit. In this complex and dynamic area, SEEK will continue to review and refine its approach including the ongoing consideration of the use of technologies such as large language models and generative AI.

Data privacy

Protecting data privacy

SEEK is committed to being transparent about how jobseeker information is collected, used and managed and to complying with all relevant privacy legislation. SEEK invests heavily to protect the personal information of jobseekers 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.

Privacy training is undertaken by employees who access or use personal information stored or processed by SEEK. Where there are significant changes to any privacy laws, additional training is provided to relevant employees in a timely manner.

Each of SEEK's platforms has a Privacy Statement explaining how personal information is collected and used. On the SEEK platform, the Privacy Statement can be found on a page titled 'My privacy', which contains a plain language summary of SEEK's approach to the protection of jobseekers' personal information.

SEEK collects information about how jobseekers interact with its employment platforms. When SEEK collects information on 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.

Privacy performance: notifiable data breaches

Fraudulent actors have at times attempted to access hirer accounts on the SEEK platform using account credentials that have been obtained outside the SEEK platform. Others have tried to circumvent internal checks and establish a hirer account to post job ads in breach of SEEK's Terms and Conditions. SEEK prioritises the safety of jobseekers and their data and has an internal team that constantly monitors for any breaches of SEEK policy and removes advertisements that are likely to pose risk to jobseekers.

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. Enhanced multi-factor authentication for hirers has been introduced in ANZ and has reduced instances of improper access to hirer accounts. Data governance plays an important role in protecting jobseeker privacy. Data governance practices will be common across APAC following Platform Unification.

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

Outlook

Expectations for data privacy continue to drive SEEK's expansion of compliance programs and its response to legal and business changes.

Priority focus areas for SEEK in future will be identified:

- in the context of rolling out SEEK's unified platform across APAC in FY2024;
- in response to the changing data privacy regulatory landscapes in the countries in which SEEK operates; and
- as community expectations continue to drive the need for compliance programs and greater transparency around the collection and use of personal data.

Cybersecurity

SEEK invests significantly in cybersecurity in relation to people, processes and technology.

Cybersecurity threats and failures are testing the world's digital systems, and businesses continue to face threats by cyber criminals. SEEK expects cyberattacks and prepares accordingly.

SEEK has invested in high quality cybersecurity talent that manages security through deployment of leading industry models. In a competitive market for cybersecurity skills and talent, SEEK also operates an internal cybersecurity pipeline.

Governance

Cybersecurity is managed by an experienced team led by the Chief Information Security Officer. SEEK's Cybersecurity Forum convenes regularly to assess cyber controls, emerging risks and organisational readiness. Executives and senior management attend the forum including SEEK's MD and CEO, Managing Director Technology, Chief Information Security Officer and Chief Risk Officer.

Management continues to focus on the cybersecurity control environment, particularly in light of external events and trends. Among the current focus areas of the Cybersecurity Forum is the implementation of actions identified by third-party reviews and audits in relation to the governance of controls.

The cybersecurity control environment is monitored in accordance with SEEK's Risk Management Framework. The Audit and Risk Management Committee (ARMC) is responsible for the review of cybersecurity as one of SEEK's principal risks and is regularly briefed on risks and mitigation measures. The ARMC reports on these matters to the Board and the Board also receives specific briefings on cybersecurity related matters. Cybersecurity simulation exercises are conducted with management and the Board.

Strategy

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.

Proactive approaches

SEEK acknowledges that every organisation can be vulnerable to a cyber breach, and the Security team continually reviews and updates its security controls to help limit a security breach. In addition to an assumed breach approach, SEEK also has a proactive threat detection approach to identify malicious activity and key threats. Both approaches are applied continuously to drive improvements, and findings are used to educate employees about cybersecurity.

Security intelligence

SEEK's security intelligence capability supports the Cybersecurity Strategy and involves identifying and assessing the capabilities, motivations and tactics of threat actors that are likely to target SEEK. This intelligence is then used to drive proactive mitigation and defence against cyberattacks.

The Security Intelligence team also supports SEEK's fair hiring program, investigating high-risk companies, identifying scams and fraudulent job ads that pose a threat to SEEK's customers.

Refer to Human rights – Fair hiring section

Security awareness and training

At SEEK, the management of cyber risks is a priority. Employees understand they have a vital role in the safekeeping of customer data, business data, and the protection of SEEK systems. The Information Security Policy defines SEEK's approach to information security by outlining users' roles and responsibilities for physical security, device and system use or access, password strength and confidentiality of data. This policy applies to anyone who uses SEEK's systems or accesses its data, including employees, contractors and consultants.

To ensure strong security practices, security awareness initiatives for employees and contractors include:

- security onboarding for new SEEK users;
- simulated phishing exercises to all SEEK users to build alertness to real-world attacks;
- enterprise use of a password manager to encourage good password hygiene, with optional personal use to promote strong password habits; and
- role-based security training focused on uplifting security behaviours across numerous APAC teams including Sales, Finance and Business Support.

During FY2023, a key security culture metric was the click rate on simulated phishing exercises. Industry benchmarks suggest an organisation should aim for less than 10% of their employees clicking on simulated phishing links. SEEK achieved an average click rate of 6.6% with an overall downward trend throughout the year.

Security employee engagement

The Security team hosts quarterly 'SEEKurity Talks' events. At these events, cybersecurity experts share their knowledge with SEEK employees and provide their top tips on staying safe online. The events create more awareness on security issues and help employees feel more confident in their security behaviours at work and at home. An average of 500 employees attend each event and topics have included the psychology of cybercrime, social media self-defence and how online activities can lead to real-world harms.

Cybersecurity (continued)

Jobseeker security and awareness

SEEK is committed to ensuring that all job ads on its employment platforms are for legitimate job opportunities and that job searching is safe and secure. A key condition of advertising on SEEK's platforms is that the job ad is a genuine, paid employment opportunity.

Refer to Human rights – Online safety and security section

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 are 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. In late 2022, SEEK hosted the inaugural BSides Melbourne, a not-for-profit cybersecurity conference, at its Melbourne headquarters, with approximately 450 people in attendance. SEEK's Melbourne HQ also hosted 0xCC, a cybersecurity conference run by women, for women.

Risk management

SEEK performs internal and external penetration testing and adversary simulations, practising cyber defence to build capability. SEEK reviews third-party providers, such as cloud service providers, prior to onboarding and monitors for incidents by receiving and responding to alerts. The Security team regularly assesses the cybersecurity threat landscape by identifying and investigating incidents and breaches affecting other organisations.

SEEK augments internal staff capabilities with an externally managed Security Operations Centre. This provides an additional layer of defence for 24/7 security alert monitoring and response. This service includes regular threat hunting to proactively search for any signs that would require further investigation.

Incident response management is planned and rehearsed through mock incidents based on current and emerging threats. Incident response plans link to SEEK's Business Continuity Plan.

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

Bug Bounty program

The security researcher community is encouraged to legally attack and report security vulnerabilities in SEEK's systems and products through the public Bug Bounty program. This allows public researchers to test for security weaknesses that might lead to compromises of customer data and be rewarded based on the severity of issues found. More information can be found on the program at https://bugcrowd.com/seek.

Outlook

SEEK will continue to invest in its cybersecurity capabilities to continuously improve and stay aligned with evolving frameworks. Cybersecurity will continue its shift towards an intelligence driven, proactive security approach. Cybersecurity processes and frameworks continue to be incorporated into platform and product change programs such as Platform Unification and accelerated deployment of cloud services.

Social impact

In this section

- How SEEK delivers on its purpose
- SEEK data and insights
- Community contribution
- Engagement with Indigenous communities

Metric	FY2023 performance
How SEEK delivers on its purpose	
Delivering on its purpose	Placement share of 31% (AU), 23% (Asia) Approximately 450k hiring organisations Approximately 60m candidate relationships 49m monthly applications and talent search connections (APAC)
Community contribution (ANZ)	
Community contribution	A$2.3m including employee donations of A$227k to charities
Volunteer connections	105,000 individuals connected to not-for-profit organisations via SEEK Volunteer
Supporting local charities	5,200 organisations supported through SEEK Volunteer, Small Change giving and employee volunteering
Discounts for not-for-profits	A$3.3m in foregone revenue
Social procurement spend	A$577k
Engagement with Indigenous communities	
Social procurement spend – Indigenous business	A$165k* *included in above total social procurement spend

How SEEK delivers on its purpose

As a leading employment marketplace, SEEK is uniquely positioned to have a positive social impact.

Delivering on SEEK's purpose has a positive social impact on individuals, businesses and the employment markets in which SEEK operates.

In FY2023, SEEK developed a Social Impact Framework that outlines six key areas of social impact. The connection between SEEK's purpose and these areas of impact is backed by external research and evidence. This includes how work and finances impact wellbeing, and how labour market efficiencies are created when efficient job matching minimises recruitment search costs.

SEEK increases its impact by delivering on its strategy of growing more and better placements, through efficiently matching talent to employers and by prioritising ethical standards and practices on SEEK platforms and ethical use of AI and data. Success is measured via key business metrics such as placements, employer net promoter score (NPS) and candidate trust. Measurement of ethical standards and practices include hirer accounts deactivated, high-risk job ads removed and responsible AI assessments.

SEEK Social Impact Framework

Our purpose

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

Our strategy

Drives social impact

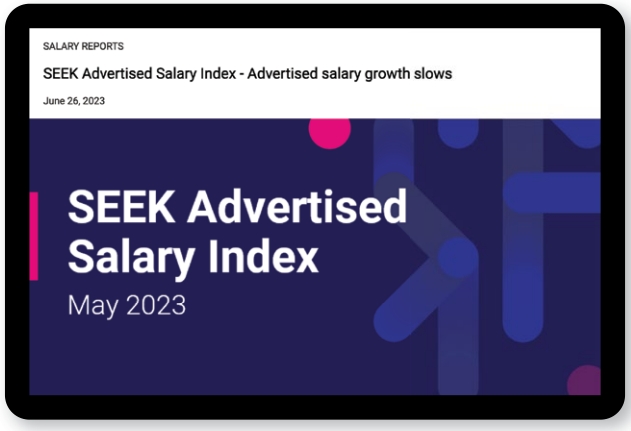
- Having a job enables financial empowerment
- Fulfilling work contributes to a stronger sense of wellbeing
- Placing quality talent is good for business
- Reducing bias and discrimination encourages diversity and inclusion
- Having legitimate hirers prevents exploitative recruitment
- Operating at scale helps to create transparent and effective labour markets

SEEK data and insights

Supporting public policy development

Through the provision of unique, broad-based data and insights, SEEK is continuing to support policy development across key portfolios such as Treasury, Skills and Education and Immigration and Employment. SEEK's insights have helped inform government in areas including the supply and demand of labour, trends in advertised salaries, forecasting skills needs and the relationship between job ad volumes and the unemployment rate.

In August 2022, the SEEK Advertised Salary Index (ASI) was launched. This monthly index shows the growth in the advertised salaries for jobs posted on SEEK in Australia – nationally and by industry and state. The index is valued by government and the Reserve Bank of Australia as an additional indicator on trends in wages and therefore broader economic conditions.

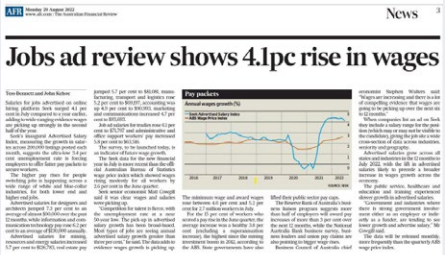


Media – labour market authority across APAC

Over the past 12 months, SEEK produced new and innovative reports for media across the APAC region. Reports included *ASI, Unlocking the Future of Work*, and *25 Trends That Defined the Way Australians Work*. These reports created more opportunities to share SEEK's unique insights and data.

Media coverage included SEEK's efforts to create greater awareness of fair hiring and modern slavery in Asia. Across APAC, SEEK, JobStreet and JobsDB are mentioned on average 29 times in media every day.

Peter Bithos, SEEK Asia CEO, interviewed on CNBC: "Tech jobs across Asia remain very much in demand and quite robust," says job portal operator – 15 March, 2023.



SEEK's Advertised Salary Index is launched in Australia *Jobs ad review shows 4.1pc rise in wages* – 29 August, 2022.

Community contribution

Value of community contribution

SEEK continues to play an active role in supporting the communities in which it operates. In FY2023, SEEK progressed to measuring the value of its ANZ community contribution. This includes financial contributions such as cash donations, employee volunteering and management costs. The total value of this contribution was A$2.3m.

Type of contribution	FY2023 $m
Financial contribution	1.7
Time employee volunteering	0.1
Management costs	0.5
Total community contribution	**2.3**

BUSINESS FOR SOCIETAL IMPACT CORPORATE CITIZENSHIP VERIFIED 2023

Donations and employee volunteering

Small Change is SEEK's workplace giving program. It provides funding to 10 charity partners. The charity partners include the Alannah and Madeline Foundation, Australian Wildlife Conservancy, 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 uncapped. This year, 62% of SEEK's Australian employees participated in the program. SEEK employees donated A$227,500. SEEK matched this, bringing the total to A$455,000 donated via the program. SEEK also provided A$100,000 in additional financial support, shared equally between the Small Change charity partners. This donation was in lieu of providing end-of-year gifts to employees.

SEEK also encourages employees to volunteer by providing an annual volunteer leave day across SEEK ANZ. SEEK employees recorded a total of 400 hours of volunteering in the community during FY2023, an increase on the previous year.

Supporting not-for-profit organisations

SEEK offers a discounted rate to not-for-profit organisations that advertise jobs on the SEEK platform. In FY2023, the value of this foregone revenue was A$3.3m.

SEEK Volunteer

SEEK Volunteer leverages SEEK's online employment platforms to connect people with volunteer opportunities efficiently and safely. SEEK's considerable investment, spanning 23 years, has made SEEK Volunteer one of the longest social impact investments by a technology company in Australia.

When unemployment is low, SEEK Volunteer receives fewer applications. Although the volume of advertised volunteer roles increased 7% in Australia, highlighting the demand from community organisations for volunteers, applications declined by 3% this financial year. In New Zealand, the volume of advertised volunteer roles increased by 7% and applications increased by 34%.

	Individuals who applied for a volunteer opportunity	Active organisations posting volunteer opportunities	Volunteer opportunities available
2023	105,920	4,849	27,996
2022	107,771	4,721	26,049

Note: Combined Australia and New Zealand data.

In FY2023, SEEK Volunteer released its first publicly available insights and trends report. The Australian report, distributed to media and community organisations, highlighted online volunteer trends across the country. SEEK Volunteer also introduced a NPS to measure the propensity to recommend an organisation or brand to others. The NPS for community organisations using SEEK Volunteer is above 25.

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, Indigenous businesses and disability enterprises when procuring. SEEK works with a range of businesses, including Indigenous-owned design and marketing agencies and local social enterprises that support disadvantaged groups. In FY2023, SEEK's total social spend was A$577,000. SEEK is focused on continuing to increase its long-term engagement with social suppliers and raise employee awareness of social procurement opportunities.

Digital accessibility

SEEK aims to be compliant with Web Content Accessibility Guidelines 2.1 AA. SEEK has a continuous improvement approach to accessibility of both the website and mobile app. In FY2023, SEEK commenced a program of work to further improve accessibility, which has included engaging a third-party specialist to conduct audits, review processes and provide training and guidance.

SEEK also continues to ensure social media activity is inclusive for all audiences including image description across all channels.

Mock Interview Days

Headspace Work and Study Programs support 15–25 year-olds to plan a career, find employment or work towards further education. Mock Interview Days help young people on their path towards employment by giving them the opportunity to work on their confidence, develop interview techniques and strategies and reduce their stress before a real interview. In late 2022, SEEK employees used their volunteer leave to participate in mock interviews as panellists, conducting the interviews and providing strengths-based feedback directly to the young person.

Engagement with Indigenous communities

SEEK is committed to continuing to build on its understanding of the history and culture of the Traditional Custodians of each part of Australia. It is also committed to identifying opportunities to reach First Nations jobseekers and hirers with its products and services and partnering with First Nations-owned and managed businesses in the supply chain. As part of this commitment, SEEK continues to build relationships with Aboriginal and Torres Strait Islander communities in Australia and develops working relationships with all peoples in New Zealand, including tangata whenua.

In FY2023, SEEK established a First Nations governance and leadership structure, including an ongoing role for Indigenous advisors. In the next 12 months, SEEK will formalise its approach by creating a First Nations Strategy and Implementation Plan. Establishing these foundations is an important step, enabling SEEK to play a role in reconciliation.

Building cultural foundations and developing partnerships

A key component of SEEK's reconciliation approach is deepening its understanding of the history and culture of the Traditional Custodians of Australia. SEEK is working with Yorta Yorta/Gunai 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 Indigenous cultures, inclusion, employment and engagement.

SEEK takes an office-by-office approach to acknowledging the Traditional Custodians of the various lands on which it operates across Australia. SEEK employees have been invited in key locations to participate in local walking tours to understand the diversity of Indigenous cultures, stories and customs across Australia.

Tailoring solutions to better meet the needs of Indigenous hirers and jobseekers

SEEK is committed to optimising its recruitment products to help Indigenous enterprises and recruiters find the right candidates and to working with Indigenous jobseekers to find fulfilling jobs. SEEK has partnered with an Aboriginal-owned and run strategy and research advisor to help better understand the barriers that Indigenous Australians face in finding meaningful and sustainable employment and to provide recommendations to SEEK. This year, research was completed to review the current state of Indigenous recruitment and enhance relationships with Indigenous recruitment agencies and enterprises. This research will be used to inform the development of SEEK's First Nations Strategy.

Backing Indigenous businesses

SEEK is proactive in sourcing goods and services from Indigenous-owned and operated suppliers. SEEK engaged verified Indigenous-owned and managed businesses to deliver creative services and marketing, office supplies and equipment and catering services. In late 2022, SEEK also became a member of Supply Nation (to support its efforts in increasing Indigenous business spend) and conducted internal training to identify opportunities for increased engagement. In FY2023, SEEK's total spend with Indigenous businesses was approximately A$165,000, included in its overall social procurement spend.

Refer to Community contribution section for SEEK's social procurement spend

In conversation with Cathy Freeman

To celebrate International Women's Day in 2023, SEEK employees had the privilege of hearing from Cathy Freeman, proud Kuku Yalanji, Magarr-Magarr Warra and Birri Gubba woman and Australian Indigenous Olympic champion. She is a leader who has created positive change for First Nations peoples and has used her success as an opportunity to keep creating change. SEEK has donated to the Community Spirit Foundation, established by Cathy Freeman, since 2014 via its Small Change program.

People

In this section

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

Metric	FY2023 performance
Employee engagement	
Engagement score	Above global technology company benchmarks
Diversity and inclusion	
Females in overall workforce %	50%
Females in senior management %	33%
Females on Executive Leadership Team	50%
Female representation on the Board	Above 30%
Female new hires % (measurable objective)	47%
Gender pay equity (measurable objective)	Refer to 'Gender pay equity' section
Workplace health, safety and wellbeing	
Number of injuries (ANZ)	6 medical treatment injuries; 0 lost time injuries

Employee engagement

Culture

The 'Our SEEK' culture statement was introduced across APAC in FY2022, harmonising two separate culture statements for ANZ and Asia. This common culture statement is an evolution of what previously existed. It unifies employees across countries, languages and cultures and reflects SEEK's standing as a multinational 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.

SEEK continues to embed Our SEEK through:

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

PASSION

We are passionate about our purpose, our customers and the community.

TEAM

We care about each other and collaborate to achieve together.

DELIVERY

We execute with excellence and achieve great results.

FUTURE

We think and act for the long term.

Together, Our SEEK and SEEK's Code of Conduct provide a framework for expected workplace behaviours to strengthen company culture and support SEEK's ongoing success.

Innovation and collaboration

Hackathons

SEEK hosts periodic three-day Hackathons. These are an important part of SEEK's culture and 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 created during Hackathons are often immediately deployed on the platform, or subsequently developed into product releases.

Hackathon #18 was hosted in a hybrid manner across APAC in December 2022. Thirty-eight different hack ideas were developed by cross-regional teams and pitched to a judging panel. While Hackathons are normally bi-annual, Hackathon #19 has been deferred to December 2023 to cater for major Platform Unification program milestones and to avoid over-stretching teams.

Hive Week

SEEK supports hybrid ways of working and believes that meeting in person is critical to fostering a strong culture. Permanent remote-working arrangements are supported for select roles within Technology and Strategy, based on scarcity of skills and the nature of the role. Hive Week provides permanent employees the opportunity to meet with their teams at regional headquarters in Melbourne and Kuala Lumpur.

SEEK places a high importance on in-person connection and this initiative provides important opportunities for teams to collaborate and socialise in person. Two Hive Weeks were held in FY2023.

Employee engagement (continued)

Workforce profile

As at the end of FY2023, SEEK's APAC workforce comprised 3,068 employees, with a roughly equal distribution across the ANZ and Asia regions. Most employees were employed permanently, with 6% employed on either a fixed-term or casual basis. Full-time employees account for 96% of the workforce, with part-time employees comprising 4% across APAC.

In addition to the APAC business, SEEK has businesses in Brazil and Mexico, which operate under the Catho and OCCMundial brands respectively. The workforce profile table below also includes the data for the LATAM business.

SEEK's workforce (permanent, fixed-term and casual employees of SEEK)

	FY2023
ANZ	
Australia	1,565
New Zealand	47
Asia (JobsDB and JobStreet)	
Malaysia	685
Indonesia	250
Philippines	170
Hong Kong	182
Thailand	107
Singapore	62
Latin America	
Brazil (Catho)	423
Mexico (OCC)	283
Total	**3,774**

To provide flexibility to meet business requirements, SEEK maintains a contingent workforce. This contingent workforce, made up of both individual contractors and workers engaged through business partners, provides skills and short-term capability in areas that are critical for specific programs. It has been particularly relevant and valuable during the Platform Unification program.

Workforce profile breakdown

Female	Male	FY2023
TOTAL number of employees (headcount)		
ANZ: 715 Asia: 831	ANZ: 897 Asia: 625	ANZ: 1,612 Asia: 1,456
Breakdown by employment type		
Number of permanent employees (headcount)		
ANZ: 650 Asia: 811	ANZ: 826 Asia: 608	ANZ: 1,476 Asia: 1,419
Number of fixed-term employees (headcount)		
ANZ: 65 Asia: 19	ANZ: 70 Asia: 15	ANZ: 135 Asia: 34
Number of casual employees (headcount)		
ANZ: 0 Asia: 1	ANZ: 1 Asia: 2	ANZ: 1 Asia: 3
Breakdown of full-time/part-time for permanent employees		
Number of full-time employees (headcount)		
ANZ: 539 Asia: 811	ANZ: 808 Asia: 608	ANZ: 1,347 Asia: 1,419
Number of part-time employees (headcount)		
ANZ: 111 Asia: 0	ANZ: 18 Asia: 0	ANZ: 129 Asia: 0

Attraction and retention

SEEK is committed to fostering a high-performance culture, with strong levels of employee engagement, to attract, develop and retain talent in the competitive technology industry.

Labour market pressures in the technology industry have eased over the past year. Widespread layoffs and hiring freezes, in response to challenging macroeconomic conditions, have resulted in better access to candidate supply. In parallel with these external shifts, SEEK's own hiring needs have moderated.

Despite this, SEEK remains committed to continuous improvement of the overall work environment to attract and retain the best people across SEEK's markets. Current initiatives include a review of policies, perks and benefits across APAC to improve the employee experience, and better communication of SEEK's employee value proposition and branding.

Across the APAC business, SEEK retained 89% of its permanent employees in FY2023. Annualised voluntary attrition was 11%, and total annualised attrition was 13% across APAC. This represents a significant decrease compared to prior years and reflects the changing sentiment within the technology sector. Details regarding annualised voluntary attrition are outlined in the table below.

Voluntary attrition by gender

FY2023	Asia	ANZ
Female voluntary attrition (annualised)	14%	9%
Male voluntary attrition (annualised)	14%	6%
Total voluntary attrition (annualised)	**14%**	**7%**

External awards

In 2023, SEEK was named one of the Top 10 Best Places to Work in Technology in the Australian Financial Review BOSS Best Places to Work awards. This followed SEEK ranking in the Top 10 in Technology in 2022 and being awarded Overall Winner and the Best Place to Work in Technology in 2021. Being recognised for the third year running was a strong acknowledgement of SEEK's people and their passion for living SEEK's purpose.

Employee engagement (continued)

Employee benefits

Roles at SEEK are predominantly professional, and employees are engaged on independent contracts. Remuneration is set competitively to attract and retain high-performing talent. Permanent employees are also provided with an annual variable-pay opportunity, either on a cash or equity basis depending on role type and seniority.

In FY2023, SEEK launched a new common employee share plan for all eligible employees across APAC. 'Shares@SEEK' provides people with the opportunity to own a stake in the company by buying shares, with SEEK matching their purchase subject to tenure. A person's long-term commitment and contribution to SEEK is rewarded by matching one additional share for every two shares held after two years, at no extra cost. More than one third of employees have chosen to participate in the program.

In ANZ, benefits include salary continuance insurance. Employees are also paid statutory superannuation to 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.

A range of leave provisions are available, as well as programs and initiatives to support physical and mental wellbeing. In addition to other leave entitlements, SEEK provides paid Personal Flexi-Leave each year, so that employees can attend to personal and family matters outside of work. There is no value judgement or rationale required to utilise this leave, 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.

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. SEEK employees are not restricted in their entitlement to freedom of association.

Engagement

SEEK maintains a continuous focus on employee engagement, underpinned by mutual respect and effective two-way communication between leaders and teams. Engagement surveys are conducted across APAC twice per year, comprising one extended survey and one shorter survey. This enables 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 2022. Engagement trended up overall, with SEEK's score continuing to be above other Global New Tech companies. Appreciation for SEEK as an employer was evident and people continued to be proud and recommend SEEK as a place to work. The more recent check-in survey conducted in April 2023 recorded a slight decline (-2 points) from the October result. However, engagement levels across both ANZ and Asia remained above global technology company benchmarks, reinforcing SEEK's track record of high employee engagement.

New offices

Over the past two years, SEEK opened its new headquarters in Melbourne, as well as new offices in Singapore and Auckland. This year, SEEK continued its commitment to providing employees with contemporary workspaces reflecting SEEK's culture and brand with the opening of a new office in Thailand. New offices are also planned to open next financial year in other SEEK locations including the Philippines, Indonesia and Brisbane, Australia.

Refer to Minimising environmental impact section.

SEEK events

SEEK holds various employee events throughout the year to promote connection and bring SEEK's culture to life. Events include the SEEK Carnival, End of Financial Year Event, Christmas Party in ANZ and End of Year Party in Asia. Outside of these larger-scale and centrally organised events, teams also organise their own celebrations and activities.

In FY2023, SEEK introduced the SEEKer Connect initiative to foster connection in the context of hybrid working and to encourage people to come into the office. The initiative, which is employee led, involves social events (often aligned with calendar or cultural celebrations) that help to break down barriers between teams and build rapport. Examples include 'lunchtime lotto' where people are randomly allocated to small networking groups, themed social afternoons and morning mindfulness sessions. All events have a purpose of creating engaging ways for people to meet with others outside their immediate team.

Employee engagement (continued)

Flexible working

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

SEEK's approach to flexibility continues to evolve based on the needs of the business and employee preferences. The core of SEEK's approach is to consider and balance the needs of the individual, the team, and the business and encourage healthy dialogue between leaders and their teams. In-person connection and collaboration have always been important to SEEK's culture. For this reason, SEEK has adopted a hybrid-working model that blends working from the office for two to three days per week with working from home. SEEK also offers employees the opportunity to work remotely from a different location for up to four weeks per year, referred to as temporary remote working leave.

For a select number of roles within Technology and Strategy, permanent remote-working arrangements are supported, based on scarcity of skills and the nature of the role.

Career and talent management

Regular informal performance conversations and twice-yearly reviews ensure that all employees are aware of how they are performing. This year, a new performance management framework was launched called Performance@SEEK, to simplify and harmonise the approach to performance discussions across APAC. Performance is measured against the agreed outcomes specific to an individual's role and the expected behaviours that align with the company standards and culture. In assessing performance, equal weighting is given to outcomes and behaviours, with the Our SEEK culture statement reflected in the new framework.

For SEEK's top 80 leaders, the bi-annual talent and succession management cycle for executives and senior leaders continues. This enables active career management of the highest potential employees and helps to manage key person risk.

Career development remains an important focus for all employees. This involves building individual capability and offering opportunities for development through training, learning from colleagues, mentoring, stretch assignments, involvement in Hackathons, secondments and new and differentiated roles.

Our SEEK Awards

The annual Our SEEK Awards celebrate outstanding achievements of employees and teams across APAC. The awards are aligned to the Our SEEK principles and behaviours and recognise those who have embodied them to deliver excellent outcomes for customers and the business. Nominations are reviewed and winners selected by a representative judging panel comprising leaders from across APAC.

Learning and development

The LeadingSEEK program was a significant investment in FY2022 to build leadership capability in the 50 most senior leaders at SEEK. This cohort has now been formally established as the APAC Senior Leadership Team. This team comes together bi-monthly to discuss critical business and leadership topics and to continue strengthening senior relationships. In this sense, leadership development is continuing collectively, as well as at functional leadership team and individual levels. Individual leaders are building on lessons from the program, with their development plans having been defined as part of the program. Within functional leadership teams, the focus remains on team performance and how to establish processes, make decisions and prioritise effectively and lead the business in the context of SEEK's growth ambitions.

For the broader employee group, there are various learning offerings available. SEEK's learning and development curriculum incorporates foundational professional learning opportunities, functional training (such as security and fair hiring) and tailored offerings aligned to business needs. External learning programs and education, aligned to an individual's role and career development, are also supported and funded by SEEK.

At a fundamental level, SEEK's training incorporates the workplace behaviours expected of everyone. For new starters, this training is included as part of a structured induction, during which they learn about Our SEEK and the business and meet with senior leaders. To further build understanding, employees are required to complete mandatory online training modules when they start at SEEK and every two years thereafter. The modules comprise anti-bribery and corruption training and locally relevant modules (for example on data sharing, equal employment opportunity and workplace health and safety).

Diversity and inclusion

SEEK fosters an inclusive and diverse culture, creating an environment in which everyone feels they can belong. Underpinning this commitment to workforce diversity is the belief that it improves business outcomes for SEEK and its customers, by ensuring diversity of thought and providing an environment where all employees can thrive.

SEEK's Wellbeing, Diversity and Inclusion Strategy is currently being refreshed. To ensure continued promotion of a diverse and inclusive workforce at SEEK, there will remain a specific focus on gender diversity, LGBTQIA+, First Nation's peoples in Australia and employee wellbeing. SEEK is elevating cultural and regional diversity as a priority, with a particular focus on cultural diversity across leadership roles.

Refer to Engagement with Indigenous communities section

SEEK's Diversity and Inclusion Policy, also under review, is available on the Corporate Governance page in the 'Investors' section of the website.

Gender diversity

SEEK remains committed to addressing the significant under-representation of women in leadership and professional roles in the technology industry. As such, there is a focus on attracting more women to these roles and to developing and retaining them, with the expected outcome of achieving gender balance.

Female representation on SEEK's Executive Leadership Team remains at 50%. The overall APAC workforce comprises a total of 50% men and 50% women.

Female representation (%) by level

FY2023	Asia	ANZ
Executives of SEEK Limited	50%	
Senior managers*	30%	34%
All other employees	57%	45%

*This is defined based on job title, level and seniority attributed to role and comprises approximately 45 people across APAC.

SEEK's programs to improve gender diversity target specific workforce segments outlined as follows.

Senior roles

The Females at SEEK Thrive (FAST) program aims to increase female participation in senior roles by investing in high-performing female employees and fostering their individual career progression. The 2023 FAST program, SEEK's fifth, has a cohort of 27 women. There are now 81 FAST alumni; more than half of whom have taken on expanded roles or been promoted since taking part in the program.

Technology roles

SEEK's Women in Technology Steering Committee is focused on attracting diverse technology talent to SEEK, supporting their career development and encouraging women to consider careers in the technology industry. The Steering Committee comprises senior technology leaders and representatives from SEEK's technology community.

During FY2023, the Committee continued the rollout of an inclusive leadership program for technology leaders, delivered in partnership with the NeuroLeadership Institute. There was a continuing focus on supporting women to progress their careers in technology through education events and frameworks that monitor and actively promote career moves within SEEK.

Building the female talent pipeline

SEEK's graduate programs help to build the talent pipeline by recruiting final-year university students for technology, strategy and operations positions each year. The graduate recruitment strategy ensures there is strong female representation within different candidate pools and equitable gender representation at assessment days. Specific strategies include dedicated events to promote the program to female and non-binary applicants and sponsorship of female university clubs.

Camp SEEK is an annual event that aims to address the shortage of women in the technology industry. The event introduces Year 9 and 10 girls and non-binary young people to various career paths within the industry, with the aim of inspiring them to take up future study and choose a career in science, technology, engineering, or mathematics.

In September 2022, 33 participants spent four days at SEEK's Melbourne office during the school holidays, hearing first-hand from women about their roles at SEEK and gaining hands-on experience in coding, design and product development in a creative and fun learning environment. Planning is underway for the 2023 program, which is anticipated to involve the largest group yet.

Gender balance in hiring

Achieving gender balance in hiring outcomes is challenging for certain technology roles due to the under-representation of female candidates in the market. SEEK prioritises gender representation throughout the recruitment process and adopts strategies including:

- working with hiring managers to assess role requirements that have been identified and remove anything that is non-essential and could limit diversity of candidates;
- using SEEK's Hide Names product to help reduce unconscious bias in the candidate identification process;
- focusing on gender balanced candidate short lists before proceeding to interview;
- ensuring female representation on interview panels; and
- applying third-party gender neutralising technology to reduce gender bias in job advertising.

Measurable objective: achieve gender balance in hiring

Women represented 47% of new hires in FY2023 for all roles across APAC.

New hires by gender as a % of new hires

FY2023	Asia	ANZ
Female new hires	49%	44%
Male new hires	51%	56%

Diversity and inclusion (continued)

Gender pay equity

SEEK is committed to gender pay equity across all levels for comparable roles. Across APAC, there are strategies in place to ensure 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 are proactively reviewed as part of the annual salary review process.

Measurable objective: maintain gender pay equity

Each year, SEEK undertakes detailed analysis of individual pay outcomes and identifies potential gender pay gaps across the business during the salary review period. While an October 2022 analysis identified some differences based on role type and level within the organisation, there was no indication of systemic issues in relation to gender.

Where differences existed, the gap was largely attributable to higher representation of male employees in higher paying technical or senior roles, rather than inequities in pay on a like-for-like basis. Under-representation of women in the higher paying professional and technical roles, particularly within the technology industry, is critical to addressing pay differentials by gender.

Each year, in accordance with the Workplace Gender Equality Act 2012 (WGEA), SEEK submits a Workplace Gender Equality Report, which covers the Australian-based employee population. This includes SEEK gender pay data based on the WGEA definition. The public report is shared with employees and is available on SEEK's website.

Across APAC, there is now a consolidated HR Information System. This means that more formal and detailed pay analysis can be performed for Asia, in line with ANZ practices, to ensure fair and equitable pay practices. This analysis is performed in conjunction with the salary review process each year.

Family and domestic violence

SEEK supports its people through challenging times in their personal lives, including situations of domestic and family abuse. Under the Family and Domestic Violence Policy, those in need can access paid leave and external professional support.

Sex-based harassment and discrimination

SEEK has a formal policy and grievance process for preventing discrimination and harassment, which is supplemented by mandatory Equal Employment Opportunity compliance training for ANZ-based employees. This is being adapted for implementation across Asia. SEEK has zero tolerance for sexual harassment, and where complaints are received, they are thoroughly investigated and appropriate actions are taken.

Workforce diversity and inclusion

Parents and carers

Among the many different reasons for providing flexibility, it is particularly important to help employees balance their work with caring responsibilities. Employees in ANZ are provided with up to six weeks of paid carer's leave, in addition to the statutory entitlement.

For ANZ-based employees, SEEK offers 14 weeks' paid parental leave for the primary carer and two weeks' paid partner leave. Throughout this paid leave period, SEEK continues to make superannuation contributions on the employee's behalf. Employees can take paid parental leave up to 18 months after their child is born, to enable and encourage each parent to be with the child as primary carer. The option for parents to alternate these roles can support the original primary carer to transition back to work. In addition, SEEK provides a specialist external coaching service to support employees and managers prior to, during and after the parental leave period.

	ANZ FY2023
Number of employees who took parental leave as the primary carer during FY2023	119 75 female (63%) 44 male (37%)
Retention	
% who returned to work after parental leave ended	97%

Across Asia, parental leave arrangements differ by country in accordance with local legislation.

Pride at SEEK (LGBTQIA+)

For the ninth consecutive year, SEEK sponsored Midsumma Festival 2023, Melbourne's premier LGBTQIA+ community event. The festival, a key event on the Pride calendar, is a place where SEEK celebrates its role as ally and advocate for the LGBTQIA+ community. At this year's event, SEEK hosted a stall featuring a 'coffee break' event, where visitors could symbolically break from past experiences of discrimination. Many employees and their family members also participated in the annual Pride March in February. In 2023, SEEK also signed a three-year sponsorship of the Big Gay Out to support and provide a voice to celebrate the Rainbow community in New Zealand.

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, including:

- The SEEKer Support program, which enables employees to access professional counselling services via an employee assistance program provider or a counsellor of their own choice;
- 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.

Workplace safety performance

SEEK continued 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 FY2023 for ANZ workplaces. There are plans underway in FY2024 to harmonise the measurement of workplace safety performance across APAC.

	ANZ FY2023
Total number of incidents recorded	14
Number of lost-time injuries*	0
Number of medical treatment injuries	6
Number of WorkCover claims	0

*Where the following day could not be worked due to injury.

Environment

In this section

- Climate resilience
- Minimising environmental impact

Metric	FY2023 performance
Minimising environmental impact	
Greenhouse gas emissions across all scopes, energy consumption	16,825 tonnes CO_2e-
Climate-related risk and opportunities (informed by climate scenario analysis)	Completed scenario analysis on two key climate risks FY2023 refresh of key climate risks and opportunities
Climate resilience	
Maintain carbon neutral accreditation for global business (Climate Active certification)	Certification for FY2022 achieved in FY2023

Climate resilience

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

SEEK supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and uses this framework to address its climate resilience and to align with the upcoming International Sustainability Standards Board (ISSB) disclosures.

Over the past three years, SEEK has proactively assessed its key climate-related risks and opportunities. SEEK has committed to reducing emissions to achieve net zero emissions by 2030 and set a short-term emissions reduction target to reduce its emissions across all scopes by 40% by 2025. SEEK was also certified carbon neutral under Climate Active for its global business operations for FY2022. This year, SEEK completed climate scenario analysis of physical and transition climate changes for all operating regions, progressed against its emissions reduction goals and strengthened its climate governance.

Governance

As a topic of regular discussion, the Board oversees SEEK's social, governance and environmental responsibilities including climate change. The Audit and Risk Management Committee (ARMC) supports the Board by monitoring SEEK's climate-related risks and opportunities through the principal risk framework, including the effectiveness of controls and mitigation measures.

This year, SEEK continued to embed climate governance into Board and management activities through the following measures:

- revised SEEK's Risk Management Framework to integrate climate change;
- built understanding of the impact of new climate-reporting frameworks; and
- continued to include climate change as a regular item on Board meeting agendas.

Climate Steering Committee

The governance and implementation of climate change is overseen by the Climate Steering Committee. The Committee meets quarterly and monitors emissions reduction initiatives and climate resilience related risks and opportunities. This includes advice on the progress of regional climate-related initiatives, updates on controls and risk actions to inform quarterly reporting to the ARMC. The Committee's Chair is the CFO who is supported by the Sustainability team. Regional climate sponsors and working groups are responsible for reporting on progress of regional and country-based, climate-related initiatives.

This year, SEEK continued to engage on climate-related issues through engagement of external climate experts to conduct climate scenario analysis on priority climate risks, and general climate knowledge sharing across regions.

Outlook

- Continue to embed climate risk management into SEEK's business processes in each of its key geographies.
- Continue to monitor through the ARMC the ISSB climate standard and Australian climate-related reporting standards.
- Continue external collaboration with cross-industry working groups.
- Increase SEEK's climate awareness and engagement across all employees.
- Develop an assurance program for sustainability and climate change related data.

Climate resilience (continued)

Strategy

SEEK continues to improve its understanding of its future climate resilience. During the year, SEEK performed physical and transition climate scenario analysis to better understand its climate exposures under a range of scenarios. The analysis informs SEEK's strategy and aligns to the SEEK Climate Change Strategy, which has two main objectives.

The results of the scenario analysis will be embedded into the Climate Strategy, the monitoring of existing and developing new climate metrics and targets and risk management processes.

Climate resilience
(adapting to a changing climate)

- Climate risk and opportunities
- Business adaption action
- TCFD 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 neutrality

Climate risks and opportunities

This year, SEEK further assessed its climate impacts on a regional scale by facilitating workshops across key operating regions. These workshops helped SEEK to better understand both historical climate-related impacts experienced by SEEK and how it is implementing and investigating new climate-related opportunities and adaptation measures towards climate resiliency. SEEK's prioritised risks and opportunities are highlighted below and were assessed further during FY2023 via climate scenario analysis.

Risk/opportunity and associated impacts		Timeframe*	SEEK's response
Physical risks and opportunities			
Increases in frequency of extreme heat, fires and flooding resulting in interruptions to service delivery and/or increasing difficulty in accessing reliable supplies of electricity,** and potentially worsening working conditions and wellbeing for employees	●	Short to long term	• Site selection and ESG requirements checklist in place for APAC Workspaces • Health and safety policies focused on support around events
Increases in frequency and severity of flooding and extreme heat leading to energy outages, causing disruption to IT communication systems and provision of services to customers	●	Short to long term	• Business Continuity Management Framework includes consideration of climate-related events
Transition risks and opportunities			
Increasing energy prices and market volatility**	● ●	Short to medium term	• Commencement of renewable energy procurement • Business stress testing incorporates climate-related events
Alignment with employee and customer values on climate change to support retention and attraction of top talent and customers	● ●	Short term	• Maintenance of Climate Active carbon neutral certification • Building awareness to deliver on emissions reduction strategy and targets
Increasing cost to collaborate and engage with key suppliers on their climate transition and emissions reduction pathways	●	Short to medium term	• Working with data service providers to understand energy consumption, efficiency and optimisation opportunities

Risk ● Opportunity ●

* Timeframe indicates when the risk/opportunity is likely to start to impact SEEK for short (0–10 years), medium (10–20 years) and/or long (20+ years) term.
** Energy reliability is both a physical and transition risk due to the current uncertainty regarding transition from coal generation.

Climate scenario analysis

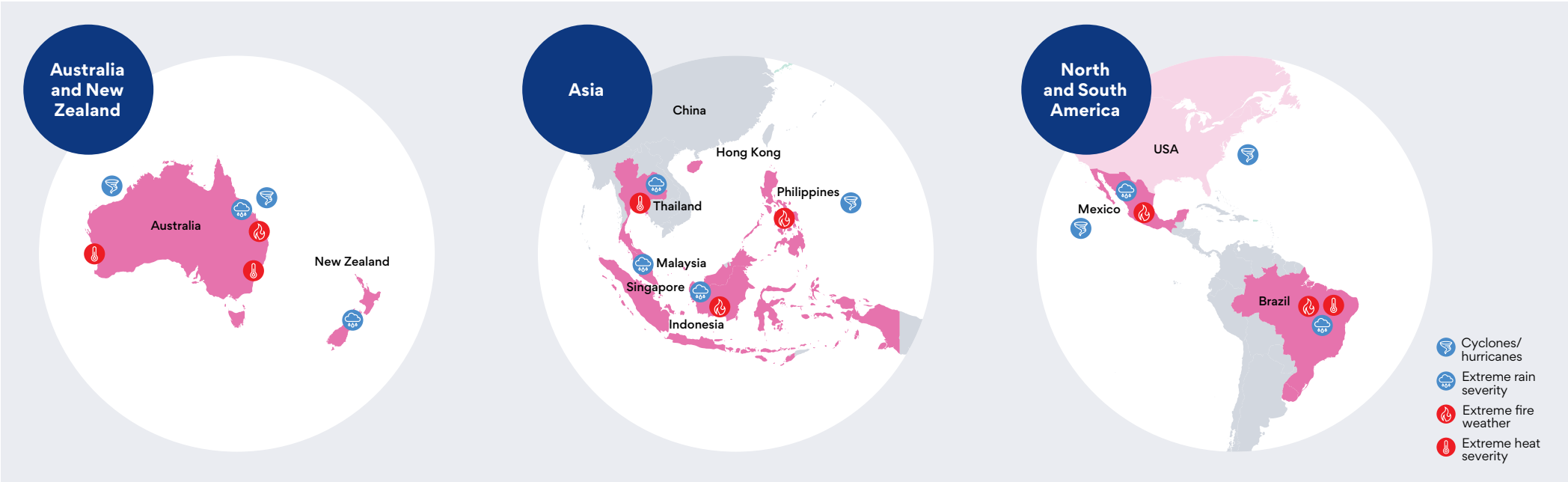
In FY2023, SEEK focused on a scenario analysis for its top two physical and transition risks and opportunities across SEEK's operations (offices and data centres) and primary work-from-home regions and considered 2030 and 2050 time horizons.

Climate resilience (continued)

Physical – extreme weather impacts

SEEK is already being impacted by extreme weather events such as extreme rainfall and flooding, fires, heatwaves and drought, thunderstorms and cyclones. A recent example was extreme rainfall and floods that impacted JobStreet Malaysia employees' productivity through damage to infrastructure and properties, disruptions to commutes and office closures. In the future, all of SEEK's operating regions will be exposed to increases in the severity of physical climate hazards. In particular, Latin America and Australia are exposed to increases in extreme heat and fire weather and Asia is exposed to extreme rain.

Potential impacts to SEEK include operational impacts such as the disruption of key IT and data services, temporary office closures, property damage to offices and increased leasing costs, insurance premiums or running costs. Potential workforce impacts include reduced workforce productivity, danger to worker health and safety due to exposure to heat, poor air quality or severe weather, employees unable to commute, or delayed or disrupted commutes and work-from-home site damage.



Transition – energy and market volatility

The focus of transition analysis on energy price and market risks and opportunities was on the 2030 time horizon. The highest exposed countries for SEEK are Indonesia, Malaysia, Thailand, Singapore, Philippines, Australia and the USA (data centres only). Potential operational and workforce risks to SEEK include: increased costs for office electricity use and office spaces; increased cost of data centres and cloud services; and increased cost to work-from-home employees. Opportunities for SEEK also exist from increased market investment in renewables, potentially decreasing SEEK's scope 2 emissions and reducing costs for renewable energy certificates to meet SEEK's renewable energy target.

Outlook

- Expand climate scenario analysis to the value chain (key customers/sectors) to understand emerging market challenges.
- Consider integration of nature and biodiversity impacts aligned to the Task Force on Nature-related Financial Disclosures.

* USA is data centres only.

Climate resilience (continued)

Risk management

Identifying and managing climate risks and opportunities

SEEK identifies and manages climate change impacts within its Risk Management Framework. During the year, SEEK performed the following actions relating to its climate risks and opportunities:

- conducted climate scenario analysis;
- reported environment principal risk rating and the updated risk appetite statement to the ARMC; and
- reviewed climate change through internal frameworks and policies including the Risk Management Framework, Business Continuity Management Framework and Business Continuity Plan.

Integrating climate risks and opportunities into risk management

Climate scenario analysis identified risk management processes that SEEK will focus on in future for integrating climate risks and opportunities. This includes: continuing to evaluate operational resilience to physical hazards; enhancing data capabilities; monitoring emission targets and considering potential impacts to carbon price risk; continuing to evaluate energy transition in higher risk regions; and integrating scenario findings into its strategy.

Metrics and targets

Whilst SEEK's metrics and targets are currently mainly based on emissions reduction, the table below summarises the progress towards defining overall climate-related metrics and targets. These metrics will continue to be expanded over time.

Metric	Target
Scope 1, 2 and 3 greenhouse gas (GHG) emissions (tCO_2e-)	• Interim scope 1, 2 and 3 target: 40% reduction by 2025 • Achieve net zero emissions by 2030 (all scopes)
Scope 1 and 2 GHG emissions (tCO_2e-) • Total energy consumed (GJ) • % grid electricity • % renewable	• Scope 1: 20% reduction by 2025 • Scope 2: 100% reduction by 2025 • Interim scope 1 and 2 target: 95% reduction by 2025 (operational emissions)
Scope 3 GHG emissions (tCO_2e-) by category	• Interim scope 3 target: 30% reduction by 2025
Transition risks: SEEK is looking to further develop targets related to transition risks	• Purchase of 100% of operational electricity from renewable sources by 2025 (scope 2) • Purchase of 100% of work-from-home electricity from renewable sources by 2025 (scope 3)
Physical risks: SEEK is looking to develop targets related to physical risks	
Integrate climate into management decision making: SEEK is looking to further assess its processes and pilot an internal carbon price	

Outlook

- Utilise climate scenario analysis findings in operational decision-making strategy (e.g. office selection, new contracts).
- Enhance data collection to support reporting (including assessment of potential financial climate impacts).
- Consider people and customer support policies across geographies including appropriate support measures.
- Develop metrics and targets for SEEK's physical and transition risks and opportunities.
- Develop a benchmark for carbon pricing for SEEK.

Implementation roadmap

For SEEK's TCFD Implementation Roadmap progress in FY2023, refer to Appendices – Climate reporting section

Climate scenario analysis methodology

Climate scenario analysis was conducted using two widely adopted reference climate scenario types for physical and transition climate assessments. For physical, SEEK assessed climate trends using the Shared Socio-economic Pathways (SSPs) and Representative Concentration Pathways (RCPs) associated with the Intergovernmental Panel on Climate Change (IPCC). SEEK used the Network for Greening the Financial System (NGFS) for the transition assessment. Findings presented represent potential future climate exposures in line with the TCFD. The analysis and reporting does not predict or suggest likely future global warming outcomes, timing of meteorological events, possible regulatory environments or forecast future carbon pricing or provide direct financial liability. Where analysis relates to the future (such as a projection or forecast), actual results are likely to be different from those produced by the analysis and those differences may be material.

Physical analysis of current and future exposure to climate hazards was undertaken for 2,179 SEEK office and work-from-home (WFH) locations across ANZ, Asia, Brazil, Mexico and the USA. Physical climate hazards assessed included hottest annual temperature, days over 35°C, maximum intensity of extreme rain in a year, frequency of extreme rain events over 20mm, extreme fire weather days, cyclone intensity and frequency.

Transition analysis of current and future exposure to climate hazards was undertaken for office, work-from-home and data service locations across 10 countries in Australia, New Zealand, Asia, Brazil, Mexico and the USA. Transitional drivers assessed included energy price, technology development and capital cost, scope 2 emissions, energy market volatility and reliability impacts.

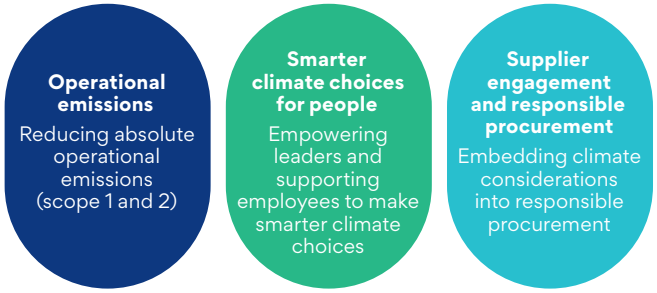
Minimising environmental impact

Managing SEEK's environmental impacts including on climate change.

SEEK's offices are managed with the aim of minimising environmental impact. Sustainable design measures are incorporated into SEEK's Workspaces Strategy to guide future office selection across APAC. SEEK continues to utilise technology to connect offices, partners and service providers, which assists with reducing non-essential business travel. SEEK will also continue to engage key suppliers on their environmental strategies and targets.

Emissions – reducing SEEK's impact on climate change

SEEK's emissions reduction approach focuses on three key themes and establishes SEEK's pathway to achieving its net zero commitment.



SEEK has achieved the following this year:

- achieved carbon neutral certification for SEEK under Climate Active for FY2022 (global footprint);
- commenced negotiation of arrangements for renewable electricity for scope 2 emissions to commence from mid-2024;
- commenced a transition plan in Mexico to greener fleet solutions;
- assessed new office building selection in APAC with a new ESG selection criteria and fit-out checklist;
- surveyed all SEEK employees on work-from-home and commuting practices;
- established regular supplier engagement with key suppliers (e.g. data services); and
- investigated options for procurement of renewable electricity for work-from-home scope 3 emissions by 2025.

Emissions profile

SEEK continued to monitor its emissions profile across its business operations and regions. SEEK enhanced its processes for collating and performing environmental calculations by using a new online tool, enabling dynamic greenhouse gas inventory metrics and dashboards for internal reporting. The main emissions sources are: employees working from home and commuting; leased offices; purchased goods and services (including IT data services); and business travel.

Greenhouse gas inventory by scope and region

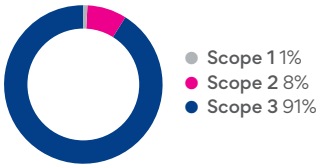
SEEK measures its emissions against the Greenhouse Gas Protocol categories: scope 1 and 2 operational emissions and scope 3 indirect emissions from across SEEK's supply chain. Scope 1 emissions include a small vehicle fleet from Mexican operations representing 1% of SEEK's emissions profile. Scope 2 emissions include the purchase of electricity for SEEK's offices.

SEEK has reported on scope 3 emissions since FY2019. These include purchased goods and services (primarily international and local data services and office supplies), embodied carbon in capital goods (IT equipment), fuel and energy-related emissions, waste generation, business travel (flights and vehicles), employee commuting, emissions associated with employees working from home and base-building services (electricity and natural gas for leased buildings). Emissions increased in FY2023 driven primarily by a resumption of business travel +357% and increased data services +80%, as well as increases in electricity consumption +33% and base-building services +43% related to return to offices.

(Tonnes CO_2e- equivalent)	FY2022*	FY2023
Scope 1 – direct emissions	68	**88**
Scope 2 – electricity-related emissions	1,042	**1,389**
Scope 3 – indirect emissions	9,943	**15,348**
Total emissions	11,053	**16,825**
Emissions per employee (FTE)	3.05	**4.38**

* SEEK's total quantified scope 1, 2 and 3 emissions for FY2022 were 11,053 tonnes of carbon dioxide equivalent (tCO_2e-). This was adjusted up from 10,718 tCO_2e- reported in the 2022 Sustainability Report due to emission factors, processes and calculators as part of the Climate Active carbon neutral certification process.

Emissions by scope



Emissions by region

Energy consumption

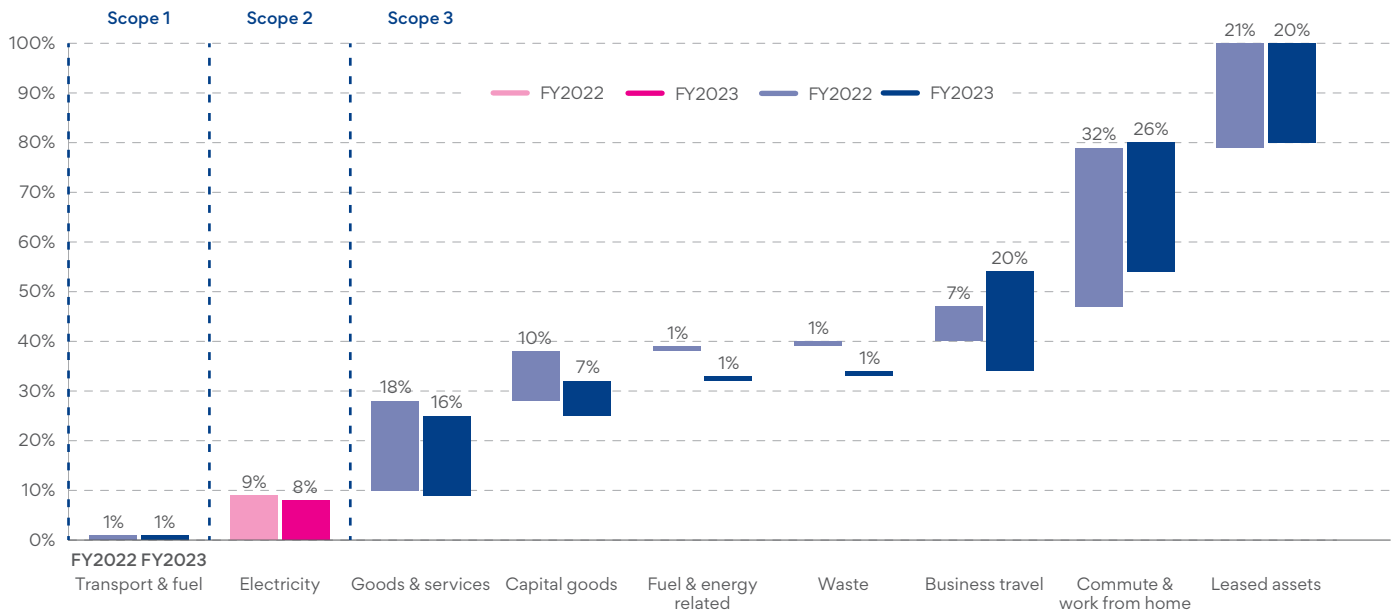
(GJ)	FY2022	FY2023
Electricity (offices)	7,078	**7,427**

Notes:

- Emissions are represented as tonnes of carbon dioxide equivalent (tCO_2e-), which includes seven greenhouse gases.
- Scope 1 emissions are direct emissions from operations that are owned or controlled by SEEK.
- Scope 2 emissions are indirect emissions from purchased electricity consumed by SEEK.
- Scope 3 emissions are indirect emissions that occur in SEEK's supply chain, including upstream emissions where relevant to business operations.
- SEEK engaged an independent sustainability consultancy to calculate its emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard. Emissions have been calculated based on an operational control approach and are aligned with the Climate Active Carbon Neutral Standard.
- Excludes investments by SEEK not under its operational control including the SEEK Growth Fund, and assets owned by SEEK and managed by the SEEK Growth Fund's Manager such as OES, Sidekicker and JobAdder.

Minimising environmental impact (continued)

Emissions by scope and category



Working with technology providers to understand energy consumption and efficiency opportunities

SEEK predominantly stores its data in cloud-based platforms and external data centres in Australia, Singapore, Hong Kong, the United States and Brazil. During FY2023, SEEK maintained the proportion of cloud-based data services at approximately 99% in ANZ and 50% in Asia. As SEEK further transitions from data centres to cloud-based IT services as part of Platform Unification, it is working with key suppliers on understanding their renewable energy transition and identifying efficiency and cloud services optimisation opportunities. SEEK regularly monitors the cloud data services performance of Amazon Web Services (AWS) using the Customer Carbon Footprint Tool. This provides SEEK with visibility of carbon savings in cloud data services from AWS's renewable energy usage and is an input to SEEK's emissions reduction plans.

Certified carbon neutral business operations and carbon offset investment

SEEK was certified carbon neutral for FY2022 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 achieved this by offsetting 100% of SEEK's carbon emissions through investing in three carbon offset projects. These projects support conservation, biodiversity and renewable energy across SEEK's markets.

Refer to SEEK's Public Disclosure Statement on Climate Active.

SEEK's workspaces and sustainability

The SEEK Workspaces team has now embedded environmental and social criteria for APAC building selection and design fit-out. This includes a formal ESG selection criteria assessment and ESG fit-out checklist now in place for ongoing use. This year, the JobsDB Thailand team moved into a new building in central Bangkok. Sustainable features of the building include LED lighting, carbon neutral fixtures, air quality certified furniture items, waste minimisation features and a LEED Certification Gold Level sustainable building certification.

SEEK's headquarters in Cremorne have now received certification for a NABERS Energy 6-Star Rating and Indoor Environment 6-Star Rating. These ratings include the base building and the SEEK tenancy and consider the efficiency of the office building and the indoor environment. The building has also achieved a 6-Star Green Star rating that rates the design and construction of the building.

Across APAC workspaces, electronic hardware that is not useable is securely disposed of through certified e-waste providers.

Outlook

- Continue the transition to more sustainable technology services (cloud services and data centres).
- Purchase renewable electricity for scope 3 emission sources including base buildings and working from home.
- Embed further environmental considerations into business travel and office building selection and management.
- Encourage sustainable commuting and working from home.

Responsible business conduct

In this section

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

Metric	FY2023 performance
Culture of ethical conduct	
Anti-bribery compliance training completion by new employees	100%

Culture of ethical conduct

SEEK's culture is based on trust, accountability and acting for the long term to achieve SEEK's purpose. 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 people 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. The Board is informed of any material breaches of the Code of Conduct.

Whistleblower protection

The foundation of SEEK's Whistleblower Protection Policy is the commitment to whistleblowers that they will be protected from reprisal and other detriment.

The intent of the policy is to encourage employees and stakeholders to report concerns of wrongdoing. It explains how to speak up, what protections a person who reports wrongdoing will receive and SEEK's processes for dealing with reports of wrongdoing. Independent channels for whistleblower reports are available, including through Deloitte Halo in Australia and New Zealand. This enables SEEK to protect the confidentiality of a whistleblower report and the reporter's identity. The policy covers all SEEK regions and complies with the whistleblower legal regime in Australia.

Last year, SEEK refreshed the Whistleblower Protection Policy and conducted reminder campaigns and communications. There has been a slight increase in whistleblower reports received in FY2023. Where whistleblower reports are received, they are investigated and, if appropriate, actions are taken. In addition, employees may report issues through other channels such as SEEK's People and Culture team.

The Audit and Risk Management Committee (ARMC) receives quarterly 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

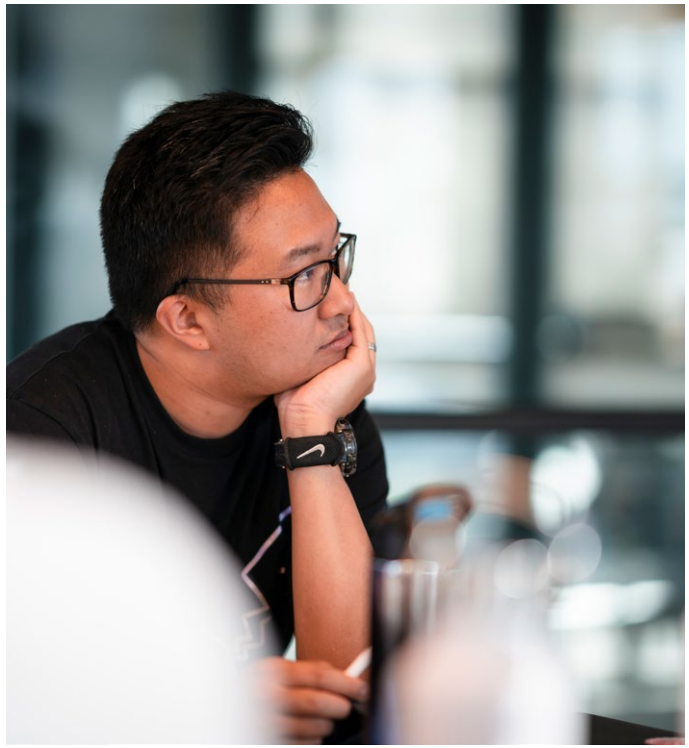
SEEK engages with numerous third parties in multiple countries including hirers, jobseekers and suppliers and, to a limited extent, with government agencies. In some markets there is a higher inherent risk that some third parties may attempt to engage in corrupt practices. SEEK is committed to conducting its business in compliance with anti-bribery and corruption laws in all countries in which it operates.

Bribery and corruption risk is addressed through investment in procurement technology and governance, automated finance systems, risk-based third-party due diligence and clear communications regarding actions taken if an incident occurs. Reporting of suspected breaches of the policy is encouraged, including through the whistleblower channels. The ARMC oversees anti-bribery and corruption compliance and receives reports of any material incidents.

SEEK's Anti Bribery and Corruption Policy is supplemented by External Gifts and Entertainment Guidelines in each region, supported by a local compliance officer. Awareness and understanding of the policy requirements are promoted through mandatory employee training across SEEK every two years and upon commencement for new employees. During FY2023, training was conducted across SEEK ANZ and SEEK Asia with 100% completion by new employees.

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 SEEK 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.



Responsible business practices and resilient business

Business resilience

SEEK delivers services to millions of people who expect these services to be reliably available.

Managing resilience across systems, infrastructure and processes is a key aspect of SEEK's Risk Management Framework. The framework for business continuity is overseen by the Chief Risk Officer and reviewed periodically by the ARMC. Business continuity testing and audits are conducted to identify areas for improvement.

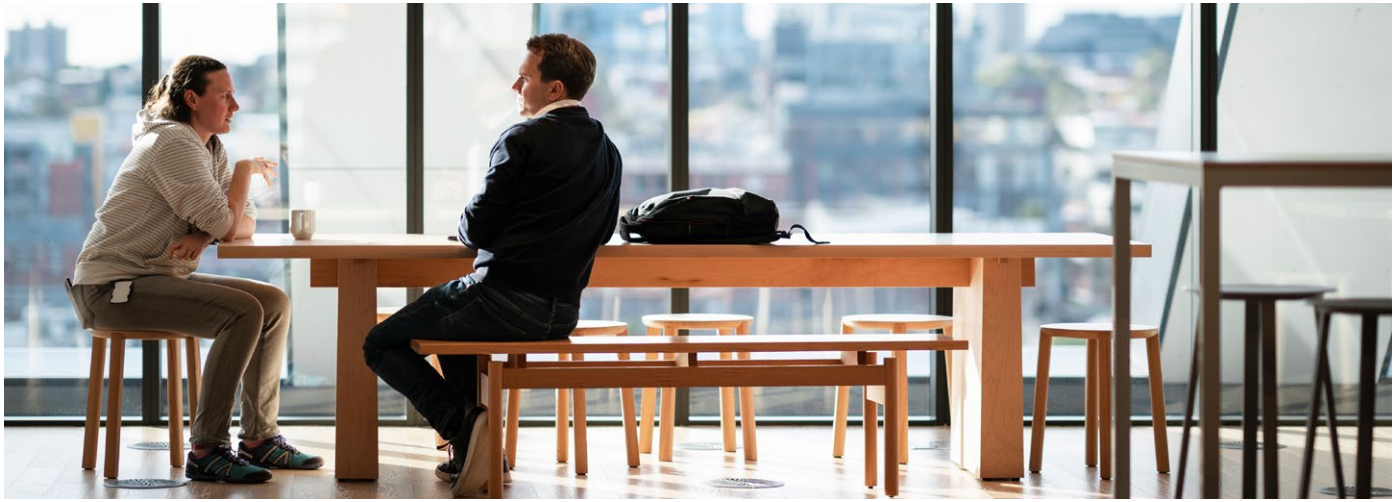
SEEK's Business Continuity Plan operates in line with the requirements of ISO 22301. Key business continuity scenarios cover disruption to technology, buildings, staff and critical third-party relationships. This plan operates in conjunction with SEEK's Crisis Management Plan. Critical technologies, business processes and third-party systems are prioritised in the event of disruption. The Disaster Recovery Program ensures that systems and data services remain available, or are recoverable, in the case of a disaster or systems failure. This is accomplished through building a robust technical environment, creating and testing disaster recovery plans and developing back-up and restoration capabilities, which are tested regularly.

This year, SEEK continued its investment and improvements in business resilience including:

- completing enterprise-wide Business Impact Assessments for all areas of SEEK;
- reviewing critical services disruption tolerances; and
- enhancing employee and external communications plans in the event of a crisis to ensure continuity.

Outlook

- Technology Resilience Program to further build capability for critical business services across APAC.
- Further review of SEEK's key Business Continuity Plans.
- Continued running of business disruption simulations and exercises such as cyber disruption.
- Continued investment in procurement and vendor management to manage reliance on third-party services.
- Further investment in business-as-usual capabilities and upgrades to incident management systems.



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.

Customer support

Customer service teams for customers in Australia and New Zealand are local, providing customers with multiple channels for support. Targets for SEEK customer teams are focused on first-time resolution for queries via phone, email or live chat.

Customer support for JobStreet Malaysia, Singapore, Philippines and JobsDB Hong Kong is provided by a SEEK Asia shared services team located in Manila, Philippines. This team provides email support for both hirers and jobseekers, live chat support, new hirer validation and quality checking for job ads and hirer support services. JobStreet Indonesia and JobsDB Thailand provide customer support in local languages from Jakarta and Bangkok. Beyond customer support centres, each country office performs services for hirers, including onboarding, platform utilisation consultations and training.

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.

Responsible business practices and resilient business (continued)

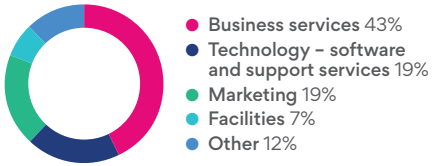
Responsible procurement

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

Procurement profile

SEEK's principal categories of spend are business services, technology support services and marketing. Together, these categories represent approximately 81% of SEEK's global procurement spend. SEEK engages over 2,000 suppliers annually, giving rise to commercial, cybersecurity and business continuity risks. SEEK is also alert to the associated environmental, social and governance risks.

Spend by principal categories FY2023



These risks are managed through a range of policies and technical controls, including SEEK's Procurement Policy, Information Security Policy and Modern Slavery Framework. For the APAC business, these policies are underpinned by SEEK's digital purchasing platforms, which facilitate approvals and workflows so that internal experts review and address relevant risks.

Governance

SEEK's CFO is accountable for procurement, which is managed by the Strategic Sourcing team. An internal risk management forum is overseen by the Deputy CFO and includes representatives from SEEK's Risk, Strategic Sourcing and Security teams, as well as other business representatives as needed. The forum proactively addresses, mitigates or escalates key risks associated with engaging and managing third parties.

Procurement Policy

SEEK's Procurement Policy balances an efficient and careful approach to spending with privacy, security and legal requirements and social and ethical obligations. SEEK evaluates each supplier through engagement and onboarding processes, determining the level of risk and specific requirements for due diligence checks. During FY2023, SEEK reviewed and updated its Supplier Code of Conduct. The Code sets out the minimum standards and practices that SEEK expects suppliers to uphold when interacting with the business, other organisations and the wider community. These standards include expectations relating to corporate responsibilities, workplace health and safety, labour, human rights, the environment and community. The updated Code was shared with existing suppliers, and all new suppliers are asked to accept and abide by the Code. Acceptance levels are tracked and reported in SEEK's Modern Slavery Statement.

Payments to small business suppliers

SEEK monitors the timeliness of payments to its small and medium suppliers in Australia. These businesses supply approximately 24% 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)* and SEEK pays 98% of these invoices within 30 days of receipt.

Corporate governance

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

Refer to Corporate Governance Statement

Global Reporting Initiative index

This Global Reporting Initiative (GRI) index refers to GRI 1: Foundation 2021 and specifies the GRI Standards used and the location of each disclosure.

Standard	Disclosure	Location/response
2-1	Organisational details	SEEK Limited https://www.seek.com.au/about/
2-2	Entities included in the organisation's sustainability reporting	Sustainability Report: 'Report scope and boundary' section
2-3	Reporting period, frequency and contact point	1 July 2022 to 30 June 2023 (FY2023) Frequency: annual Reported date: 7 September 2023 Contact point: sustainability@seek.com.au
2-4	Restatements of information	Not applicable
2-5	External assurance	Not applicable
2-6	Activities, value chain and other business relationships	Annual Report: Directors' Report https://www.seek.com.au/about/
2-7	Employees	Sustainability Report: 'Employee engagement' section
2-8	Workers who are not employees	Sustainability Report: 'Employee engagement' section
2-9	Governance structure and composition	Sustainability Report: 'ESG governance' section Corporate Governance Statement: 'Board structure', 'Board committees' and 'Board composition' sections
2-10	Nomination and selection of the highest governance body	Corporate Governance Statement: 'Appointment of new directors' section
2-11	Chair of the highest governance body	Corporate Governance Statement: 'Chairman'
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Statement: 'Role of Board', 'Directors' responsibilities and obligations – Independence'
2-13	Delegation of responsibility for managing impacts	Sustainability Report: 'ESG governance'
2-14	Role of the highest governance body in sustainability reporting	Sustainability Report: 'ESG governance' Corporate Governance Statement: 'ESG accountability and oversight'
2-15	Conflicts of interest	Corporate Governance Statement: 'Directors' responsibilities and obligations'
2-16	Communication of critical concerns	Sustainability Report: 'Culture of ethical conduct' section ('Whistleblower protection' and 'Anti-bribery and corruption') Corporate Governance Statement: 'Risk management and assurance' section
2-17	Collective knowledge of the highest governance body	Corporate Governance Statement: 'Directors' development and support' section Sustainability Report: 'ESG governance' section
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Statement: 'Board performance evaluation' section
2-19	Remuneration policies	Remuneration Report: '3.1 Executive remuneration framework review', '4. Remuneration governance framework and related policies' and '5.1 Non-Executive Director Fee Policy' sections
2-20	Process to determine remuneration	Remuneration Report: '4. Remuneration governance framework and related policies' and '5.1 Non-Executive Director Fee Policy' sections
2-21	Annual total compensation ratio	Remuneration Report: '1.1 Executive KMP remuneration arrangements for FY2024' and '3.8 Executive statutory remuneration for FY2023 and FY2022' sections (annual total compensation for key management personnel) Median annual total compensation for all employees is not provided
2-22	Statement on sustainable development strategy	Sustainability Report: 'Sustainability at SEEK', 'CEO Introduction' and 'Material topics – reporting what matters' sections
2-23	Policy commitments	Sustainability Report: 'Stakeholder engagement', 'United Nations Sustainable Development Goals', 'People – Diversity and Inclusion' and 'Data and Cyber – Responsible AI Framework' sections Responsible business conduct: SEEK Anti Bribery and Corruption Policy and Modern Slavery Statement https://www.seek.com.au/about/investors/corporate-governance/
2-24	Embedding policy commitments	Corporate Governance Statement: 'Role of Board' section Sustainability Report: 'Employee engagement – Learning and development' section Sustainability Report: 'Responsible business practices and resilient business – Responsible procurement – Procurement Policy' section Sustainability Report: 'Human rights – Fair hiring – Response to market changes' section Sustainability Report: 'Culture of ethical conduct – Anti-bribery and corruption' section
2-25	Processes to remediate negative impacts	Sustainability Report: 'Culture of ethical conduct – Whistleblower protection' section SEEK Whistleblower Protection Policy https://www.seek.com.au/about/investors/corporate-governance/

Global Reporting Initiative index (continued)

Standard	Disclosure	Location/response
2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance Statement: 'Shareholders and stakeholder engagement' section Sustainability Report: 'Culture of ethical conduct – Whistleblower protection' section SEEK Whistleblower Protection Policy https://www.seek.com.au/about/investors/corporate-governance/
2-27	Compliance with laws and regulations	Sustainability Report: 'Culture of ethical conduct' and 'Responsible business practices and resilient business' sections There have been no significant instances of non-compliance with laws or regulations resulting in administrative or judicial sanctions or fines during the period
2-28	Membership associations	Sustainability Report: 'Overview – Sustainability performance and initiatives' section Significant memberships include: Business Council of Australia Committee for Economic Development of Australia Tech Council of Australia
2-29	Approach to stakeholder engagement	Sustainability Report: 'Stakeholder engagement' section Corporate Governance Statement: 'Shareholders and stakeholder engagement' section
2-30	Collective bargaining agreements	Sustainability Report: 'Employee engagement – Collective agreements and freedom of association' section
3-1	Process to determine material topics	Sustainability Report: 'Material topics – reporting what matters' and 'Stakeholder engagement' sections
3-2	List of material topics	Sustainability Report: 'Material topics – reporting what matters' section
3-3	Management of material topics	Sustainability Report: 'Report scope and boundary' and 'ESG governance' sections
302-1	Energy consumption within the organisation	Sustainability Report: 'Minimising environmental impact – Reducing SEEK's impact on climate change' section
305-1	Direct (scope 1) GHG emissions	Sustainability Report: 'Minimising environmental impact – Reducing SEEK's impact on climate change' section
305-2	Energy indirect (scope 2) GHG emissions	Sustainability Report: 'Minimising environmental impact – Reducing SEEK's impact on climate change' section
305-3	Other indirect (scope 3) GHG emissions	Sustainability Report: 'Minimising environmental impact – Reducing SEEK's impact on climate change' section
305-4	GHG emissions intensity	Sustainability Report: 'Minimising environmental impact – Reducing SEEK's impact on climate change' section
401-1	New employee hires and employee turnover	Sustainability Report: 'Employee engagement – Workforce profile' and 'Employee engagement – Attraction and retention' sections
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report: 'Employee engagement – Employee benefits' section The same benefits are paid to part-time employees as full-time employees
401-3	Parental leave	Sustainability Report: 'Diversity and inclusion – Workforce diversity and inclusion' section
403-1	Occupational health and safety management system	Sustainability Report: 'Workplace health, safety and wellbeing' section
403-2	Hazard identification, risk assessment, and incident investigation	Hazard identification and risk assessments are managed locally, with a centralised process for incident investigation
403-3	Occupational health services	Sustainability Report: 'Workplace health, safety and wellbeing – Wellbeing at SEEK' section
403-4	Worker participation, consultation, and communication on occupational health and safety	This is co-ordinated centrally and delivered locally at each SEEK office
403-5	Worker training on occupational health and safety	Sustainability Report: 'Employee engagement – Learning and development' section
403-6	Promotion of worker health	Sustainability Report: 'Workplace health, safety and wellbeing' section
403-8	Workers covered by an occupational health and safety management system	Sustainability Report: 'Workplace health, safety and wellbeing – Workplace safety performance' section
403-9	Work-related injuries	Sustainability Report: 'Workplace health, safety and wellbeing – Workplace safety performance' section
403-10	Work-related ill health	Sustainability Report: 'Workplace health, safety and wellbeing – Workplace safety performance' section
405-1	Diversity of governance bodies and employees	Corporate Governance Statement: 'Board diversity' section Sustainability Report: 'Employee engagement – Workforce profile', and 'Attraction and retention' sections Sustainability Report: 'Diversity and inclusion – Gender diversity' section
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Report: 'Diversity and inclusion – Gender pay equity' section
414-1	New suppliers that were screened using social criteria	Sustainability Report: 'Human Rights – Modern slavery – Supply chains' section Modern Slavery Statement: 'Supply chains – Due diligence and outcomes' section
414-2	Negative social impacts in the supply chain and actions taken	Sustainability Report: 'Human Rights – Modern slavery – Supply chains' section Sustainability Report: 'Responsible business practices and resilient business – Responsible procurement – Procurement profile' section Modern Slavery Statement: 'Supply chains – SEEK's supply chains' section Modern Slavery Statement: 'Supply chains – Supply chain risk framework' section
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report: 'Data and cyber – Data privacy' section

Climate reporting appendix

Alignment to Taskforce on Climate-related Financial Disclosures (TCFD)

TCFD Theme	Disclosure	Location/response
Governance	a. Describe the Board's oversight of climate-related risks and opportunities. b. Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability Report: 'Environment – Climate resilience – Governance' section a. Governance b. Climate Steering Committee
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Sustainability Report: 'Environment – Climate resilience – Strategy' section a & b. Climate risks and opportunities c. Climate scenario analysis
Risk management	a. Describe the organisation's processes for identifying and assessing climate-related risks. b. Describe the organisation's processes for managing climate-related risks. c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	Sustainability Report: 'Environment – Climate resilience – Risk management' section a & b. Identifying and managing climate risks and opportunities c. Integrating climate risks and opportunities into risk management
Metrics and targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. b. Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks. c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Sustainability Report: 'Environment – Climate resilience' and 'Environment – Minimising environmental impact – Reducing SEEK's impact on climate change' sections a, b & c. Climate resilience – Metrics and targets b. Reducing SEEK's impact on climate change – Greenhouse gas inventory

TCFD implementation roadmap

Theme	TCFD implementation roadmap (FY2021–FY2024)	Status
Governance	• Assigned internal responsibilities and engage resources to support the Board and management to implement SEEK's climate strategy. • Developed an internal communications plan on SEEK's climate change position and strategy. • Developed an Emissions Reduction Strategy across scope 1, 2 and 3 emission sources and disclosed them. • Achieved carbon neutrality for SEEK under Climate Active in FY2022 (global footprint).	●
	• **Continue to embed climate risk management** into SEEK's business processes in each of its key geographies, utilising scenario analysis outcomes. • **Continue to update governance forums on ISSB S2 Standards** and Australian government climate-related reporting standards as detail emerges. • **Continue external collaboration with cross-industry working groups and market participants** to build knowledge and capacity within SEEK. • **Increase SEEK's climate awareness training** across employees. • **Develop an assurance program** for sustainability and climate change related data.	●
Strategy	• Performed physical and transition climate scenario analysis across operations and major regions.	●
	• **Expand climate scenario analysis to the value chain** (key customers/sectors) to understand interdependencies and emerging market challenges. • **Consider integration of nature and biodiversity impacts** aligned to the Task Force on Nature-related Financial Disclosures (TNFD).	●
Risk management	• Implemented actions to address priority risks and opportunities. • Integrated climate change into relevant SEEK policies and procedures.	●
	• **Leverage climate scenario analysis findings into strategy.** • **Enhance data collection to support reporting** (including assessment of potential financial climate impacts). • **Consolidate people and customer support policies across geographics** and use the climate scenario analysis findings to inform support measures.	●
Metrics and targets	• Developed and disclosed metrics for performance against targets to address climate-related risks and opportunities. • Monitored and reported progress against established climate-related targets. • Developed and confirmed an interim emissions target for 2025. • Developed internal data collection systems to assess and monitor energy costs, grid emissions and climate impacts within SEEK's operations.	●
	• **Develop metrics and targets** for SEEK's physical and transition risks and opportunities. • **Develop benchmark price** for SEEK's carbon pricing.	●

Complete ● In progress ●

Registered Office:
SEEK Limited
60 Cremorne Street
Cremorne VIC 3121
Australia

ABN 46 080 075 314

sustainability@seek.com.au

seek.com.au/about/sustainability/