



10 September 2020

ASX Market Announcements Office

Dear Sir/Madam

SEEK Limited (SEEK) - 2020 Sustainability Report

SEEK is pleased to present its 2020 Sustainability Report to the market.

This document was authorised for release by SEEK's Board of Directors.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Lynne Jensen", written over a horizontal line.

Lynne Jensen
Company Secretary

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SUSTAINABILITY REPORT



For the year ended
30 June 2020

SEEK Limited ABN 46 080 075 314



2020

SUSTAINABILITY REPORT

SEEK's Purpose is to help people live more fulfilling and productive working lives and help organisations succeed.

SEEK is a market leader in online employment marketplaces delivering access to employment and education opportunities to millions of people and creating shared value for candidates, hirers, students and employees, and ultimately investors. Delivering on the Purpose has driven SEEK's long-term growth, supported by a sustainable approach to the management of key environmental, social and governance (ESG) risks and opportunities.

Sustainability reporting is increasingly in focus as investors, potential employees and customers look to how a company performs well beyond its financial statements. During 2020 we have experienced continued assessment by investors of our performance in key ESG areas, most particularly SEEK's response to the upheaval caused by COVID-19.




SEEK's sustainability reporting describes our performance and initiatives across our key ESG areas. Through increased transparency the aim is to further build trust with investors, customers and the community about how SEEK manages its ESG risks and opportunities. We are proud of the positive social impact of our Purpose-led business, and our achievements so far in addressing key areas of stakeholder interest.

Reporting what matters

SEEK has assessed its impacts on people, the environment and the community in the context of SEEK's long-term sustainability.

The topics covered in this report were guided by a materiality assessment considering the viewpoints of stakeholders, the risks that could impact our ability to sustain our future financial performance and deliver our long-term strategy and our ability to have a positive impact given our Purpose. To determine the reporting topics we combined feedback from our investors, SEEK leaders and subject matter experts. Close consideration of the external environment, the ASX Corporate Governance Principles and Recommendations, the Sustainability Accounting Standards Board (SASB) materiality map and the Group Reporting Initiative (GRI) Standards contributed to topic selection. Topic weighting was informed by a self-assessment of the impact of the ESG topics on SEEK's investors, customers and business strategy.

Reporting topics

	Customers	Community	Employees
 Social	<ul style="list-style-type: none"> • Data trust and data privacy • Use of data • Cyber security • Business resilience • Customer experience 	<ul style="list-style-type: none"> • Social impact • Social contribution 	<ul style="list-style-type: none"> • Our people • Workplace health and safety • Diversity and inclusion
 Environment	<ul style="list-style-type: none"> • Climate change • Minimising environmental impact • Energy consumption and emissions 		
 Governance	<ul style="list-style-type: none"> • Responsible and ethical business practices 		

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



SEEK's overall Purpose is to help people live more fulfilling and productive working lives and help organisations succeed.



SEEK provides access to career-related and higher education.



Investment in SEEK Volunteer, workplace giving, donations and employee volunteering.



Technology that reduces gender and ethnicity bias in job advertisements, and a diverse workforce with an inclusive culture supporting the LGBTIQ+ community.



Adopting sustainable practices to minimise environmental impact.

Stakeholder expectations and engagement

Stakeholders provide valuable insights into how SEEK is performing in delivering on its Purpose and inform SEEK's approach to the management of sustainability issues and reporting.

Stakeholder	ESG expectations of SEEK	How SEEK engages on ESG matters
Customers <ul style="list-style-type: none"> • candidates • hirers • students 	<ul style="list-style-type: none"> • Employment and education services that enhance productive working lives • Safe and reliable access to online services • Communicate openly and fix any mistakes • Protect Personally Identifiable Information (PII) • Reasonable cost for services 	<ul style="list-style-type: none"> • Clear explanation on the SEEK employment platforms for candidates about their data, privacy and online security • Corporate reporting including the Sustainability Report
Employees	<ul style="list-style-type: none"> • Meaningful employment including fair pay, career opportunities and training • Safe working environment • Diversity and inclusion • Observe anti-discrimination and other employment laws 	<ul style="list-style-type: none"> • Regular communications including All-Staff meetings • Internal engagement surveys • Induction and ongoing training • Code of Conduct and other employee policies
Shareholders	<ul style="list-style-type: none"> • Information about material non-financial risks and key ESG topics to inform decision making • Sound corporate governance practices 	<ul style="list-style-type: none"> • Annual General Meeting • Investor relations programme • Participation in investor surveys • Annual corporate reporting including the Sustainability Report and Corporate Governance Statement • Continuous disclosure to the ASX supplemented by the SEEK Company website
Community	<ul style="list-style-type: none"> • Responsible business practices • Compliance with the law • Payment of corporate taxes • Environmental performance 	<ul style="list-style-type: none"> • Sustainability Report • Corporate Governance Statement
Government and regulators	<ul style="list-style-type: none"> • Compliance with the law • Engagement with regulators on relevant proposals • Payment of corporate taxes 	<ul style="list-style-type: none"> • Engagement with governments on proposals affecting SEEK and the technology, employment and education sectors • Governance disclosures in the Sustainability Report • Tax Transparency Report
Partners, suppliers and financiers	<ul style="list-style-type: none"> • Conduct business fairly, ethically and lawfully • Communicate openly and honestly 	<ul style="list-style-type: none"> • As above • Supplier Code of Conduct



Report scope

This report addresses the business activities of SEEK in Australia and New Zealand (SEEK ANZ) which are material sustainability topics for the year ended 30 June 2020.

Investments by SEEK that are not under its operational control do not form part of the disclosures.

ESG accountability and oversight

The Board through the Audit and Risk Management Committee is responsible for oversight and management of non-financial risks. The Board approves the statement of SEEK's Principal risks and, after consideration of stakeholder expectations, approves the ESG reporting topics and this Report.

The Chief Financial Officer is accountable for sustainability reporting supported by senior management working in key areas of ESG risk, as well as employees with specialist ESG skills.

Looking to future reports

Evolving community expectations of environmental, social and governance standards for businesses will inform our approach to sustainability. In this context SEEK aspires to continually improve its sustainability performance and reporting.

Current foundations

- Increased transparency for stakeholders on sustainability issues
- Reporting based on a materiality assessment refreshed to reflect changing conditions
- Alignment to Taskforce on Climate Related Disclosure (TCFD) reporting framework
- Climate change position statement and greenhouse gas inventory

On the horizon

- Broader assessment of sustainability impacts across the global SEEK Group
- Enhanced disclosures on human rights risks in the supply chains and operations
- External verification of sustainability disclosures

This report is current as at 10 September 2020.

Data trust

Data and insights form the foundation for SEEK's products and services. As candidates share more information about themselves, SEEK is better placed to provide the most relevant career and education insights to help them to fulfil their career aspirations. For hirers, the breadth and depth of data that SEEK captures improves the efficiency and effectiveness of hiring.

To use the services on SEEK's employment platforms candidates provide their details, including employment and educational history and preferred employment location. This is used to create a candidate's SEEK Profile which provides access to customised tools, services and resources to assist them in finding a job. With the information collected from candidates comes their trust in SEEK's ability to protect their privacy and to use the data ethically and for the candidate's benefit.



SEEK Profile

SEEK Profile is a central location for candidates to provide and edit career-related information about themselves. Automated resume parsing allows candidates to easily update their SEEK Profile by uploading an existing resume. This data immediately pre-fills their SEEK Profile.

SEEK utilises this candidate information to meet candidate and hirer needs such as:

- Enabling hirers to proactively search for and connect with candidates
- Making job recommendations to candidates
- Enabling candidates to stand out to hirers with structured claims about their experience and verified credentials from Certsy
- Enabling candidates to apply for a role on the platform using their SEEK Profile, providing hirers with relevant and structured data.

The information that candidates store in their SEEK Profile can be used to create a resume for use anywhere in their working life. Candidates click "Create Resume" and, based on the information they have provided in their SEEK Profile, a professional style resume is instantly generated.

With the information collected from candidates comes their trust in SEEK's ability to protect their privacy and to use the data ethically and for the candidate's benefit.

Protecting data privacy

When candidates provide their personal information to SEEK, they expect this data will remain secure and be used appropriately. SEEK is committed to meeting these expectations and complying with privacy legislation.

SEEK's platforms display Privacy Statements explaining how personal information is collected and used, and how privacy is protected. On the SEEK jobs website this is supported by a concise plain language section titled 'My Privacy'.

Candidates create their SEEK Profile by submitting their personal information directly to the SEEK platform. Information about candidates' job seeking intentions is also collected by SEEK through analysis of their interactions with the SEEK website or app.

Candidates have control over the data they submit with access to edit or delete their SEEK Profile at any time online. Candidates can control the visibility of their SEEK Profile to hirers on SEEK's Talent Search platform, and whether they are approachable for job opportunities. They can also unsubscribe from receiving job recommendations and career advice at any time.

Some of the data collected provides career and recruitment insights for SEEK based on how candidates use the SEEK employment platforms. This is also used to improve platform performance or make business decisions. When data is used in this way it is always aggregated and anonymised.

SEEK invests heavily to protect candidate and student personal information and SEEK's networks and applications from unauthorised access. This involves a combination of technical solutions, cyber security controls and internal processes. Robust procedures are in place for external data processing and storage, in particular around Personally Identifiable Information. This is data which could reasonably be used to establish the identity of an individual to whom the data belongs. Prior to entering into any arrangement with a third party that involves sharing any PII, the terms of that arrangement are reviewed by the Legal and Security teams, and a data handling and security assessment of the third party is undertaken.

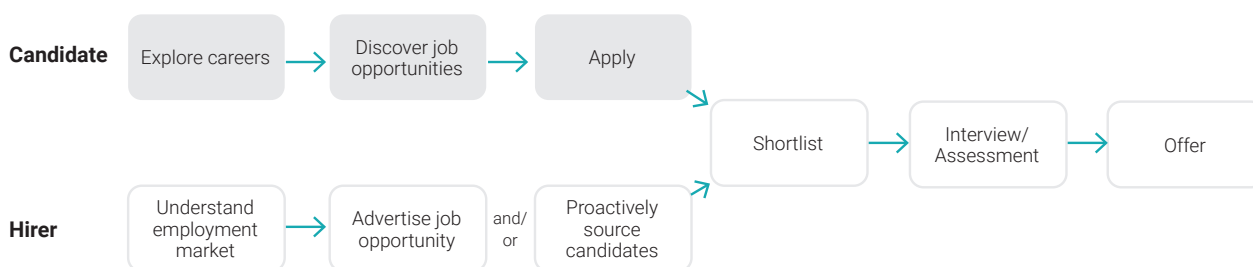
SEEK has not received any substantiated complaints regarding customer privacy or encountered any notifiable data breach under the Privacy Act 1988 (Cth) during the reporting period.

Use of data

SEEK invests heavily to understand how data and technology can lead to efficiencies or better experiences for candidates and hirers.

Data and technology, including the use of artificial intelligence, assist hirers and candidates by improving transparency and efficiency in the recruitment process. 'Talent Search' is an example, using data from candidate profiles and search algorithms to help hirers proactively source candidates who may not otherwise have applied for their role.

Recruitment process for candidates and hirers



Leveraging data and artificial intelligence

SEEK's platforms connect millions of candidates with job opportunities. Leveraging the data from these interactions through innovation and artificial intelligence techniques is a key competitive advantage, enabling SEEK to match candidates quickly with all the relevant job opportunities.

Candidates provide SEEK with information about their experience, qualifications and preferences, and hirers provide SEEK with information about their job opportunities and requirements. SEEK also collects and analyses data about candidate and hirers' interactions with the platform to better understand job seeking and recruitment preferences. This data is used in products and artificial intelligence algorithms to understand the intent of the candidate and increase the speed and accuracy of job discovery.

SEEK applies its data assets to build scalable tools, such as "role requirement" questions, to help hirers identify and sort candidates according to critical role criteria. While these products and services drive efficiency, none prevent candidates from viewing or applying for roles, being viewed by hirers, or supplant human judgement or interactions that are critical in the ultimate selection of a candidate.

Experience has shown the value that technology and artificial intelligence can deliver to employment outcomes. SEEK recognises that this brings risks and opportunities, primarily relating to bias in recruitment. Potential exists for artificial intelligence to detect and embed discriminatory bias in human behaviour. Conversely there is opportunity to remove explicit bias signals in data to generate more equitable outcomes. One example of this is the removal of names (which can often infer someone's ethnicity or gender) from resumes before they are used in models generating artificial intelligence.

SEEK has developed Trusted & Ethical Artificial Intelligence Principles to address risks associated with artificial intelligence, and a corresponding Ethical Artificial Intelligence Framework. All new artificial intelligence services are tested against this Framework before entering production and on an ongoing basis, to ensure they deliver net value for candidates and hirers, and to assess and mitigate the risk of unfair bias.



Future outlook

Expectations for data privacy and online safety motivate the business to further develop and mature controls. SEEK will continue the programme to equip employees with awareness and understanding of data privacy obligations. Continued focus on data governance reflects the importance of customer trust, particularly when using data for commercial benefit. Implementation of SEEK's Ethical Artificial Intelligence Framework will focus on preventing biased outcomes. Ongoing investment in this evolving area is aimed at ensuring complete access for all candidates to all relevant job opportunities.

Smarter Search

Search technology is constantly evolving. As it does, consumers have higher expectations about the relevance of search results returned to them.

SEEK's search engine 'Smarter Search' has improved the relevance of search results to help candidates find the right opportunities faster. Artificial intelligence and candidate behaviour are key elements. Artificial intelligence applies aggregated data from millions of searches on the SEEK platforms to improve accuracy and continually learn new patterns and trends. The Smarter Search algorithms learn which jobs have higher relevance for candidates.

Real time tracking of views and job applications identifies which roles an individual candidate prefers. Search results are personalised to the most relevant new ads for the candidate regardless of when they last searched or when a specific ad was posted. Smarter Search also responds and learns from the candidate's interactions to offer personalised recommendations for job opportunities.

Artificial intelligence enables SEEK to surface the most relevant roles for a candidate even where titles vary for similar jobs (such as 'early childhood' and 'kindergarten' teacher) or where similar titles apply to jobs across industries ('project manager' or 'architect' in the construction and information technology industries).

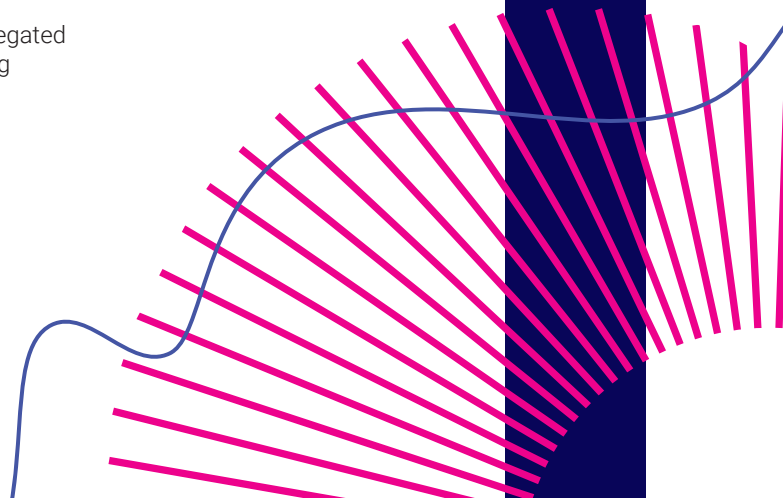
SEEK's search engine aims to make all job opportunities available to a candidate without exclusion. The job search is smarter because it delivers the most relevant results first to satisfy the candidate's intent.



Display advertising

The SEEK employment website when viewed on a desktop computer may, in addition to job advertisements, display advertisers' messages as banners. Additionally, SEEK conducts targeted advertising on websites outside of SEEK with employment or career related display advertising. In both instances SEEK's policy is that display advertising not directly supporting job advertisements must be aligned to employment or career related services, such as a hirer's recruitment campaign.

Audiences for this advertising are compiled by SEEK based on aggregated information from anonymised SEEK Profiles and candidate browsing behaviours. In compiling these audiences no personally identifiable candidate data is provided to third parties.



Cyber security

As the operator of online employment marketplaces and education services with large scale data from hirers, candidates and students, SEEK has significantly invested in cyber security.

Cyber security across systems, infrastructure and processes is a key aspect of SEEK's Risk Management Framework and is managed by an experienced Security team led by the Chief Information Security Officer. The Board through the Audit and Risk Management Committee is regularly briefed on the state of cyber security controls at SEEK.

SEEK has adopted an approach leveraging multiple frameworks to address cyber security, focused on implementing a layered defence-in-depth security programme addressing security across people, process and technology. This is aligned to the National Institute of Standards and Technology (NIST) Cyber Security Framework and supported by the SEEK Information Security Policy.

SEEK's infrastructure operates using a combination of cloud services leveraging Amazon Web Services (AWS) infrastructure and physical data centres in Australia. These facilities are physically secure, geographically separated, Tier III and ISO 27001 compliant, and are discussed further on page 23. SEEK's AWS production environment leverages a cloud-based continuous security monitoring and threat detection capability. SEEK leverages a managed security operations centre to augment internal staff capabilities and provide an additional layer of defence for 24x7 security alert monitoring and response. During FY2020 SEEK further enhanced detection and response capabilities and increased automated responses to security events through security orchestration and automation.

SEEK's security programme applies a risk-based approach to tackling current and emerging cyber security related threats and vulnerabilities. The Security team regularly assesses cyber security controls based on changes to the threat landscape and breaches affecting other organisations. Internal simulated hacking and penetration testing builds defence capability. SEEK participates in threat intelligence sharing services with private organisations and government agencies. The security researcher community is encouraged to legally attack and report security vulnerabilities in SEEK's systems and products through the ongoing public Bug Bounty programme. This allows public researchers to test applications for security weaknesses and be rewarded based on the severity of the issues found.

SEEK employees participate in security awareness training via ongoing internal phishing campaigns, training sessions educating users on the cyber threat landscape, how to report suspicious activity, best practices for staying secure and the role they play in keeping SEEK secure. During FY2020 over 300 ANZ employees undertook Hacker's Mind, a group-based virtual game. Role playing a hacker, participants aim to spot and exploit security vulnerabilities within SEEK, teams and the individual. The experience shows why individual employee behaviour plays a role in protecting customer data.



Cyber security during COVID-19

Monitoring of external attacks and the broader security threat landscape identified a significant increase in attempted cyber attacks and fraudulent activity as cyber criminals looked to capitalise on the challenges of remote working and uncertainty during the COVID-19 period. Increased focus was placed on enhanced systems monitoring, embedding awareness and integrating automated response capabilities to mitigate the risks.

Candidate security and online fraud

Employment platforms are subject to potential fraud by external parties, for example job advertisements which ask candidates for personal and financial information. Malicious cyber activity targeting individuals and organisations across Australia and New Zealand increased in early 2020 with COVID-19 themed scams and phishing emails.

A dedicated team screens the SEEK employment platform to detect suspicious job advertisements and advertisers, and immediately removes them. Every job advertisement posted by a first time hirer is reviewed in full to ensure legitimacy. Simulated candidate profiles are used to apply for fraudulent job ads to build understanding of fraudulent activity to warn and protect candidates. Using these resources, SEEK is committed to ensuring that all job advertisements on the SEEK employment platform are for legitimate job opportunities and to making job searching safe and secure.

Information is also provided to candidates on protecting themselves online from fraudulent job advertisements, phishing, trojans, scams and spam. Advice on “safe job searching” is available on the landing page of the SEEK website. Candidates are encouraged to use SEEK’s free platform Certsy rather than provide sensitive personal documents with job applications.



Hirers usually verify work credentials as a pre-hiring background check. Providing sensitive documents with each job application would expose candidates to online security risks.

Certsy was created by SEEK as a secure and free way for candidates to demonstrate they hold the credentials to meet a job's requirements. With Certsy's encrypted digital passport, candidates can upload evidence to verify credentials without sharing sensitive personal documents with each hirer. The verification result is made available to hirers on their SEEK Profile. The candidate remains in control of their data and can verify the data once for multiple job applications. With access to pre-verified candidates, hirers are able to shortlist candidates more confidently.

During FY2020 Certsy expanded to four the range of verifiable work credentials: Right to Work in Australia, Australian Driver's Licence, Australian Health Practitioner Regulation Agency (AHPRA) Registration and Working with Children Check. Focus continued on security and privacy, with a range of platform upgrades and completion of robust external security audits.

Future outlook

The significant investment in cyber expertise and building employee cyber awareness is an on-going priority. SEEK will continue to build capacity to detect fraudulent activity and gain insights into the behaviour of malicious users through artificial intelligence capturing multiple data points to identify elevated risk.

Business resilience



Business continuity management is a priority for SEEK. Managing resilience across systems, infrastructure and processes is a key aspect of SEEK's Risk Management Framework which is overseen by the Group Chief Risk Officer.

The SEEK Business Continuity Plan was established in line with the requirements of ISO 22301. Four broad business continuity scenarios cover loss of IT, building, staff and critical third parties and operate in conjunction with SEEK's Crisis Management Plan. Critical technologies, business processes and third party systems are identified to be available in the event of disruption, supported by a management response plan. The disaster recovery programme ensures that systems and data services remain available or are recoverable in the case of a disaster. 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.

The framework for business continuity is reviewed periodically by the Audit and Risk Management Committee. Business continuity testing and audits are conducted to identify areas for improvement. In FY2020 the Crisis Management Plan was tested through a simulated data breach and hacker threat scenario.

SEEK's critical services deliver around a third of job placements across Australia and New Zealand, as well as career and education related platforms. Candidates, hirers and students expect these services to be available.

Future outlook

- Strengthening of the business continuity process through improved governance and oversight of critical infrastructure suppliers.
- In the face of ever-increasing cyber threats, continuing to test disaster recovery across key SEEK and third party technologies.
- Building on the experience of COVID-19 by incorporating lessons learned into crisis scenario plans and practices to ensure preparedness.



Business continuity during COVID-19

Before the COVID-19 disruption in early 2020 SEEK had implemented hardware and controls to enable a fully remote workforce. Employees had transitioned away from desktop computers, two-factor identification was mandated for all users and additional security controls had been implemented to be effective when a device is no longer connected to the physical corporate network.

As the COVID-19 threat emerged, SEEK enacted its Business Continuity Plan. Prior to remote activation, key technology systems and business processes were identified and tested to withstand the anticipated disruption from a volume, traffic and licensing perspective. Teams and key staff were activated to operate critical business processes remotely for an extended period.

From mid-March 2020 business critical processes and systems have been successfully maintained in a remote working environment and there has been no disruption to the third party systems upon which SEEK relies. Principally comprising technology suppliers, the business critical supply chain has been relatively insulated from the immediate effects of COVID-19. Supply chain risks associated with the secondary effects of macro-economic shocks caused by the pandemic were monitored. These risks include technology infrastructure bandwidth, supplier cashflow and availability of component parts and maintenance.

The experience of COVID -19 provided the opportunity to practice achieving business continuity. The extended period of disruption has enabled real-time implementation of improvements, for example an enhanced security environment for working-from-home and business processes for remote use.

Customer experience

SEEK services both candidates and hirers as customers of the employment marketplace. SEEK's success relies on the delivery of meaningful services and positive interactions for diverse customers.

Customer satisfaction

To measure satisfaction and to understand candidates more deeply, SEEK surveys over 15,000 working Australians each year, and around 6,000 hirers.

SEEK uses the Net Promoter Score (NPS) to understand customer satisfaction. This is a common loyalty metric designed to measure propensity to recommend an organisation or brand to others. To understand hirer satisfaction, SEEK asks employers to reflect on their last two hiring occasions. To understand candidate satisfaction, SEEK undertakes research amongst Australians that have changed or started a new job in the previous 12 months, or who intend to change jobs in the next 12 months. While overall customer satisfaction is high, SEEK is committed to sourcing insights and data from customers to tailor improvements. From the multiple channels providing customer support, SEEK collates qualitative customer feedback. This is supplemented with user experience (UX) research and on-site surveys that help SEEK optimise future product design and improve the customer experience.



During COVID-19 a weekly Candidate Sentiment Monitor was introduced to collate research and insights to understand the changing work environment of customers. These insights allowed SEEK to swiftly respond to candidate and hirer needs.



Customer support

SEEK offers multiple channel options for support and to address customer concerns. Customer teams servicing the SEEK businesses in Australia and New Zealand are local. To ensure that candidates' and hirers' issues are fully addressed, SEEK's customer service team has no time targets on queries via phone, email or live chat. Customer satisfaction is measured after each interaction on email and live chat. For hirers, SEEK dedicates a support team to help them optimise their SEEK products. In FY2020, SEEK provided this support to 2000 hirers comprising 14,000 individuals. For questions or concerns about privacy of personal information, SEEK provides customers with a dedicated contact point.

Customer service teams operate with a customer service mindset, providing regular reports of customer feedback on products and processes to the operational areas of the business.

Support for bushfire impacted hirers

The 2019–20 Australian bushfire season was long and unusually intense. SEEK supported bushfire affected communities by providing commercial relief to those no longer hiring and helping active hirers. For customers whose recruiting needs were disrupted, SEEK offered credits and extended the life of expiring advertisement packs. Where hirers were actively recruiting, SEEK provided free premium job advertisements. This relief enabled hirers to focus on rebuilding their businesses and lives.

SEEK worked with the Royal Flying Doctor Service to provide free job advertisements to attract urgently needed mental health clinicians to assist people who had been impacted by the bushfires.



COVID-19 - Helping candidates

The working situation of 8 in 10 Australians was affected in the first few weeks of COVID-19. Impacts spanned job losses and reduced hours, to working remotely and increased working hours in some industries. SEEK moved quickly on a range of initiatives to help candidates navigate employment challenges.

A new search filter consolidating 'work from home' and 'remote work opportunities' was popular with jobseekers. A dedicated COVID-19 Career Advice Hub helped jobseekers navigate these challenges by providing relevant advice and tools. Underpinned by SEEK's unique data and bespoke insights, the Hub was visited by over 235,000 jobseekers.

With rapid and significant shifts in labour market needs, a range of online short courses was curated on the SEEK Learning website. This content was designed to help candidates identify in-demand industries and roles, so they could upskill and successfully transition their career.



COVID-19 – Helping hirers

Businesses and recruitment agencies were significantly impacted by COVID-19 as hiring activity reduced markedly and quickly. SEEK responded by providing relief to ANZ customers worth approximately \$11.8 million.

SEEK moved quickly to support changing customer needs caused by COVID-19 by:

- Extending pre-paid products allowing customers more time to use their advertisements
- Removing minimum monthly payments on subscription products
- Crediting advertisements that hirers no longer needed

For hirers with increased hiring needs in critical areas such as healthcare, SEEK provided free premium advertisements and access to products to speed up the candidate search process. SEEK worked closely with hirers as labour needs continued to evolve.



SEEK provided free premium ads to Medibank to address the immediate resourcing needs for their COVID-19 hotline service centres and supported an urgent search for mental health professionals.



SEEK provided McKenzie Aged Care with access to Premium Talent Search. Through this product, the customer reached out directly to hire high quality customer service candidates who had been stood down or displaced from other well-known businesses. As a result, Customer Service Assistants were recruited, whose primary function was to enrich residents' lifestyles, for example helping them stay connected with their friends and family via technology.

Social impact

As a market leader in online marketplaces with rich insights into the future of work, SEEK is positioned to provide expert employment and career-related advice to candidates and the wider labour market.

Employment insights and career advice

SEEK's Career Advice portal supports candidates through the career journey by providing tailored advice and career options. Content is curated to help the candidate achieve their goal, whether they are looking to change jobs, or progress within their current role. Career Advice includes practical tips for resume writing, interviewing and workplace wellbeing. Data driven insights provide information on in-demand industries and roles, necessary skills for those roles and the salaries on offer. Career Advice helped over seven million unique candidates in FY2020.

SEEK's Hiring Advice and Market Insights portal provides hiring advice on writing an effective job advertisement, the importance of employer branding and best practice talent acquisition. Guidance is available on screening candidates, managing the interview process and workforce engagement. The portal includes SEEK Laws of Attraction - a comprehensive study of nearly 6,000 Australian candidates that helps employers discover what attracts candidates to an industry. With Market Insights employers are better positioned to attract the right candidates and retain employees of value. Through Hiring Advice and Market Insights, SEEK helped over 870,000 hirers in FY2020.

Leveraging the online capabilities from employment marketplaces into adjacent education businesses, SEEK is helping people at all stages of their career, not only when they are searching for a job.

Education improving employability

Education helps people live more fulfilling and productive working lives.

Technology continues to improve the accessibility of quality education at scale. Through online platforms people can up-skill and re-skill to meet changes in labour markets. Online education is helping people adapt to rapidly changing labour markets caused by COVID-19. Companies and education providers have embraced online learning in the absence of face-to-face options, and people have more time at home for learning. In-demand offerings include short courses and micro credentials.

SEEK Learning, on the SEEK employment platform in Australia, helps individuals find the right course to progress their career by providing education insights generated from SEEK's unique data and artificial intelligence. In FY2020, SEEK Learning connected 280,000 individuals with education providers.

Online Education Services (OES) is a majority owned subsidiary of SEEK. During the year, OES helped 16,000 non-traditional students in Australia achieve their career aspirations through online education, whilst addressing skills shortages in various employment markets. To increase its impact, OES launched new higher education partnerships, invested in the student experience and increased its learning design and production service offering.

SEEK continues to invest in education businesses such as FutureLearn and Coursera, global leaders in online learning offering short courses, micro-credentials and full degrees on behalf of higher education and specialist institutions.



Providing employment insights during COVID-19

During the early stages of COVID-19 as the job market shifted rapidly, SEEK provided a weekly report to complement the monthly Employment Trends report. This provided real-time insights to media, government and industry bodies based on SEEK's visibility of candidate behaviour and job ad movements. Widely reported across national media, SEEK's unique data and insights helped the community understand the trends, challenges and opportunities facing the jobs market.



Support for the higher education sector during COVID-19

Many higher education students were impacted by the global travel restrictions during COVID-19. FutureLearn partnered with Austrade to provide free online access to a wide range of courses from leading Australian education institutions. The 'Study with Australia' campaign allowed Australian higher education institutions and English language training providers to showcase their online offering, and supported international students and their learning during international travel restrictions. By 30 June 2020 the campaign had attracted 620,000 enrolments by over 350,000 students.

Social contribution



The purpose of SEEK Volunteer is to strengthen communities through the impact of volunteering.

In FY2020, the Australian bushfires and COVID-19 saw an increase in interest in helping others by volunteering. SEEK Volunteer highlighted in-demand roles so volunteers could see where their help was most needed. People were encouraged to volunteer from home when restrictions prevented them from volunteering in person.

In FY2020, SEEK Volunteer connected more volunteers than ever before with a 30% increase in the number of individuals who applied for a volunteer opportunity. SEEK Volunteer connected over 2,500 volunteers with opportunities directly supporting the community during COVID-19.

Drawing on the experience of the successful SEEK employment platform, SEEK Volunteer is free for not-for-profit organisations to post volunteer opportunities and for individuals to access.

Individuals who have applied for a volunteer opportunity

Registered not-for-profit organisations offering volunteering

Volunteer opportunities listed as at 30 June

2020	169,178	11,410	6,497*
2019	130,256	10,127	12,910
2018	119,800	8,900	12,150

Combined Australian and New Zealand volunteer numbers. *The volume of volunteer opportunities available was impacted by COVID-19 Government restrictions in Australia and New Zealand.

Employee volunteering

Each year SEEK encourages individuals and teams to volunteer by providing employees with one day of volunteer leave. An additional five annual days of personal flexi-leave available to employees can also be used for volunteering. SEEK employees have highly sought after skills that have been offered to support not-for-profit organisations. In FY2020, SEEK employees contributed 651 hours of volunteering to the community.

To help long term unemployed people get job ready, a group of SEEK employees used their volunteer leave to help Juno Consulting conduct simulated job interviews. Acting as hirers, the skilled volunteers from SEEK provided each prospective candidate with tangible, honest feedback. The activity supported disadvantaged community members, giving them the tools to gain confidence and find meaningful employment.



Small Change workplace giving

'Small Change' is SEEK's award winning workplace giving programme. Employees participate through pre-tax donations deducted directly from their pay which SEEK matches dollar for dollar. Employees direct their donations to one of SEEK's ten partner charities. Small Change operates on an 'opt-in' basis for all employees, with over half of SEEK's full and part time workforce participating in the programme.

STREAT

SEEK's relationships with its charity partners create shared value well beyond matched workplace giving donations. STREAT, one of SEEK's Small Change charity partners, is a social enterprise that provides homeless youth with the life skills, work experience and training to start a career in the hospitality industry. SEEK made a financial commitment to STREAT to purchase 2,000 copies of a cookbook to underwrite its production. This bulk order enabled STREAT to produce the book for SEEK staff and clients and create bespoke editions for their other clients and partners.

Bushfire recovery

In support of Australian bushfire recovery, SEEK employee fundraising was matched by SEEK. In total \$24,000 was donated to BizRebuild, with the funds going to support young people from Kangaroo Island to access new education and training opportunities. The funds will help purchase textbooks and laptops for university students, purchase tools and equipment for apprentices and assist rural and regional youth to relocate to take up career opportunities.

Our People

SEEK's Purpose and Vision is lived internally and integrated across all aspects of the business. This is enabled by *This is SEEK*, the company's culture statement, which aligns the Purpose and Vision with a clearly defined set of Beliefs and Attributes. The Beliefs describe the fundamentals that are integral to success and differentiate SEEK from other companies. They guide thinking, interactions and decisions at SEEK. The Attributes describe what it takes to be successful and, combined with SEEK's Beliefs, are what SEEK's best people deliver upon every day. *This is SEEK* is the codification of the culture; how SEEK operates and defines what it means to be a high performer. This provides the right platform to recruit, reward and enable high performance.

SEEK Purpose

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

SEEK Vision

Being the best in the world in online employment by:

- Matching more people with job opportunities than any other organisation in each market in which we operate;
- Being the most trusted partner for advice on, and access to, relevant career related education.

SEEK Beliefs | At SEEK we believe in...

- Having a positive impact on society
- Focusing on business fundamentals and customer outcomes rather than short-term financials
- Always striving, challenging and remaining productively paranoid
- Doing the right thing for SEEK, not what is popular or easy
- Doing the right amount of thinking upfront
- Persevering through obstacles to get it done
- Creating a community where individuals are valued

SEEK Attributes | Our best people...

- Are passionate about SEEK and our customers
- Show great judgement and decision making ability
- Know their stuff – professional skills (for everyone) and leadership skills (for leaders)
- Deliver outcomes for SEEK

SEEK's business performance is underpinned by our people.

Inherent in *This is SEEK* is a culture of innovation, empowerment and collaboration, which manifests in various ways. Everyday examples include the continued emphasis on Agile ways of working, use of the OKR framework and bi-annual Hackathons.



OKR framework

SEEK has progressively embedded the Objectives and Key Results "OKR" framework through FY2020, using it to define and measure critical priorities for the business. The objectives capture inspirational business goals, while key results define measurable and quantifiable outcomes.

The OKR framework supports SEEK's culture of empowerment and collaboration, through providing clarity, aligning teams at the organisational level, and ensuring everyone is working towards common goals.

Hackathons

SEEK's bi-annual three-day Hackathons provide employees with opportunities to collaborate cross-functionally, through building out and testing ideas for products, customer solutions or internal innovations. Products developed during Hackathons offer potential long-term value to SEEK.

The June 2020 Hackathon was run jointly across ANZ and Asia. In light of COVID-19, this was adapted to be fully remote.

Workforce profile

At the end of FY2020, SEEK's workforce in Australia and New Zealand consisted of 1,020 employees. This reflects 2% growth compared to 30 June 2019. The majority of employees were permanent, with 8% employed on a fixed-term or casual basis.

	30 June 2020	30 June 2019
Permanent employees	941	913
Fixed term	74	76
Casual	5	8
Total	1,020	997

Attraction and retention

This is SEEK plays a central role in building a high performance culture and attracting and retaining talent within the highly competitive technology industry. SEEK has a robust recruitment process and the *This is SEEK* framework forms a core part of how potential new employees are evaluated.

SEEK continues to evolve its talent acquisition practices to support the attraction and retention of top talent. A new Applicant Tracking System is being implemented to improve the recruitment experience for candidates, hiring managers and the HR team alike. This new technology will support the end-to-end talent acquisition process, driving greater efficiencies and insights through data capture and reporting.

SEEK retained 89% of permanent employees in FY2020, which is well above industry norms. This is testament to the inclusive work environment and the people-first culture which the company strives to achieve.

Career and talent development

Regular *This is SEEK* performance conversations ensure every employee knows how they are performing. Performance is measured against agreed outcomes specific to an individual's role and the SEEK Attributes, which outline performance expectations from a behavioural perspective.

In FY2020 there has been a continued focus on career development at SEEK. Building on the work done in FY2019 with employees, the emphasis this past year has been on strengthening leader capability, ensuring they have the tools, resources and skills to support their team members to navigate their careers. Alongside this, there continues to be bespoke learning and development initiatives, covering topics such as Gallup strengths, coaching and leading change.

The continued growth and increased global reach of SEEK has created a greater need to invest in leadership capability building for SEEK senior leaders. A multi-stream approach has been adopted, with development programmes in play for both ANZ people leaders and Executive Top 60 leaders globally. Alongside these development initiatives, there is a bi-annual talent and succession management cycle. This provides strong understanding of SEEK's leadership profile and proactive management of highest potential employees and related key person risk.

Employee satisfaction and engagement

SEEK maintains its focus on strong employee engagement. Measurement has evolved from a twice-yearly full engagement survey to one full survey and one check-in. This enables a six-monthly sense check of engagement and progress for identified focus areas, whilst allowing a year between full surveys to assess more meaningful changes.

The check-in results in October 2019 were consistent with previous years. The overall engagement score was within the top quartile and significantly higher than the average of other large technology companies and companies across Oceania, when compared to Culture Amp benchmarks. The FY2020 full survey was repurposed to focus specifically on COVID-19.



Employee benefits

Financial benefits for permanent employees comprise an annual Profit Share opportunity, an employee share purchase plan, salary continuance insurance and travel insurance. In line with legal obligations, employees also are also paid statutory superannuation to the superannuation or pension fund of their choice.

Alongside this, employees are offered flexible working arrangements, generous leave provisions and programmes to support physical and mental wellbeing. Employees also have access to vehicle salary packaging and various offers related to items such as health insurance, fitness and food, travel and accommodation.

Workplace flexibility

SEEK is committed to creating a flexible work environment, that balances the needs of the individual, the leader, the team and the organisation. Flexibility is important in helping employees balance work with caring responsibilities, community involvement and personal development, and allows individuals to meet their personal lifestyle needs.

Generous leave provisions underpin this culture of flexibility. SEEK offers 'Personal Flexi-Leave', which provides employees with five days paid leave per year to attend to personal responsibilities outside of work. Employees are also provided with up to six weeks paid Carer's Leave, in addition to the statutory entitlement.

SEEK offers 14 weeks paid parental leave for the primary carer and two weeks paid partner leave. Employees can take parental leave up to 18 months after their child is born, encouraging each parent to be with the child as primary carer. This initiative is driving greater gender balance in the taking of paid parental leave. Enabling parents to alternate the role of primary carer after 12 months also helps the parent who was initially the nominated primary carer to transition back to work. Specialist coaching services are provided by SEEK to support the employee and manager with the transition prior to leave, during leave and when returning to the workplace. During FY2020, 75 employees were on parental leave as the primary carer, comprising 73% females and 27% males. In addition to this, 21 employees took paid partner leave during the financial year.

Workplace behaviours

Workplace Behaviour Guidelines clarify the standards and expectations of people at SEEK when making decisions and behaving at work. These guidelines sit alongside SEEK's Code of Conduct for Employees and, together with *This is SEEK*, clearly prescribe the behavioural expectations of employees. Clearly defined expectations of employee conduct are important in upholding and strengthening SEEK's workplace culture and the success of the business.

Expected workplace behaviours are covered as part of a day-long induction for new employees, where they learn about *This is SEEK* and the business and meet senior leaders. To further build understanding of the expected behaviours, employees are required to complete mandatory online training modules on commencement at SEEK then every two years. The modules comprise Anti-Bribery and Anti-Corruption, Equal Employment Opportunity and Workplace Health and Safety with completion rates closely monitored. Compliance training was refreshed in February 2020.

Collective agreements and freedom of association

Collective agreements are not customary in SEEK's industry as employees are engaged under individual contracts. Employment contracts and conditions are designed to attract and retain high performing talent. SEEK employees are not restricted in their entitlement to freedom of association.



Retention of employees who took parental leave was strong. Of the 75 employees on parental leave and due to return to work in FY2020, only two resigned, which is a return rate of

97%

Support for employees during COVID-19



The health and wellbeing of SEEK's people was the most significant priority in the face of the COVID-19 pandemic. This principle underpinned the various measures taken, across the spectrum of employee safety, communication and engagement, leader and employee support and cost management.

Measures to protect employees and manage the perceived risks commenced with international travel restrictions applying from January 2020. As the situation evolved, this progressed to deep cleaning and sanitisation of workspaces and then to the closure of all offices, with mandated working from home.

A strong focus on communication and engagement was central to demonstrating care for employees. Extensive communication activity was delivered across multiple channels, underpinned by principles of transparency and frequency. Regular live 'All Staff' meetings allowed SEEK's CEO and Executive leaders to convey key messages and respond to employee questions in the moment. Leadership visibility and accessibility helped to educate and align people around the key business challenges, as well as provide a sense of calm and stability.

SEEK was also proactive in its promotion of employee wellbeing. Various support initiatives were offered, based on the mental health and wellbeing issues exacerbated through COVID-19, including anxiety and social isolation. Members of the Human Resources team were also upskilled to support cases of domestic and family abuse.

In response to the temporary shift to remote schooling, SEEK developed guidelines encouraging impacted employees to use a combination of existing flexible working and generous leave provisions. This has allowed employees to balance work with their home-schooling responsibilities.

SEEK's care for people was also demonstrated in its approach to discretionary cost management. Decisions were based on transparent principles, including:

- Preserving SEEK's long-term approach to business fundamentals and company culture;
- Prioritising the ongoing employment of permanent employees;
- Treating people with respect and communicating management decisions clearly.

Despite the impact of COVID-19 on SEEK's core business, permanent employee job roles across SEEK ANZ have been maintained, with no reductions to salaries or working hours.

As evidenced by the COVID-19 employee survey conducted three months into the pandemic, overwhelmingly employees valued the way SEEK responded and managed through this uncertain time. They reported feeling cared for and supported by SEEK and by their leaders, and expressed appreciation for the prioritisation of employee wellbeing.

As at the date of this report, various restrictions remained in place across SEEK ANZ, with employees continuing to work from home. SEEK continues to support its employees through this challenging period and facilitate office re-openings, when it is safe to do so.

Workplace health and safety

Through the promotion and support of a wide range of health and safety initiatives, SEEK maintained a strong safety record.



Through the Wellbeing at SEEK programme, employees are supported to actively foster their health and wellbeing. The following initiatives are examples of ongoing offerings:

- Annual Wellbeing Week, involving speakers and sessions on financial wellbeing, relationships, nutrition, exercise and mindfulness
- SEEKer Support programme, which enables employees to access professional counselling services via an employee assistance programme provider or a counsellor of their choice
- Regular leader and employee workshops, as well as online courses, covering a range of wellbeing-related topics.

Safety performance

SEEK continued its commitment to ensuring the health and safety of its employees, contractors and visitors at work and conducted its business in accordance with all workplace health and safety laws, standards and codes of practice. Through the promotion and support of a wide range of health and safety initiatives, SEEK maintained a strong safety record with only one lost time injury in the financial year.

	FY2020	FY2019
Lost time injury frequency rate* (per million hours worked)	0.5	0
Lost time injury incident rate (per 100 employees)	0.1	0
Number of Workcover claims	1	0

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

Diversity and inclusion

SEEK is committed to an inclusive culture which values diversity of thought, opinion and background, and where its employees are provided with equal access to opportunities.

SEEK recognises and respects qualities which are unique to individuals such as gender, language, ethnicity, age, religion, disability and sexual orientation. In this environment people feel they can bring their true selves to work. SEEK believes in treating all people with dignity and respect.

Underpinning this is SEEK's Diversity and Inclusion Policy, which is available on the Corporate Governance page in the Investors section of the Company's website.

SEEK's Wellbeing, Diversity and Inclusion Strategy outlines the objectives and priority areas, which centre around gender diversity, workplace inclusion and wellbeing. A key initiative under the banner of workplace inclusion was SEEK's sponsorship of Midsumma, Melbourne's premier LGBTIQ+ community event, for the sixth consecutive year. In the wellbeing space, a highlight was Wellbeing Week, which was celebrated at SEEK in October 2019 to coincide with World Mental Health Day.



Gender diversity – a balanced workplace

SEEK recognises that achieving diversity, in all its forms, is important for an innovative and high performing business. The organisation has a specific focus on gender diversity and striving to achieve a workforce composition that is reflective of its customer base. There are unique challenges in striving for gender balance, given significant under representation of women in professional roles in the technology industry.

Achieving gender balance in hiring

Measurable Objective FY2020: Hiring decision based on both suitability for role and gender diversity across teams.

SEEK places great importance on balanced representation throughout the recruitment process. In FY2020, continued focus on gender diversity resulted in a 2% increase in overall female new hires.

Achieving gender balance in hiring outcomes is particularly challenging for technology roles. Whilst gender imbalance continues, proactive focus is resulting in improvement. In FY2020, females accounted for 40% of external hires in Artificial Intelligence and Platform Services (+17% increase from FY2019) and 42% of external hires in Engineering (no prior year comparison due to an organisational restructure). These are SEEK's two most technical functional teams, where under-representation of female candidates is most prominent in the external market.

	FY2020	FY2019
Female new hires, as a % of total new hires	44%	42%



Female representation at SEEK

There are multiple dynamics which influence SEEK's workforce composition. Despite the positive shift in proportion of female hires, overall female representation across the total workforce declined slightly in FY2020.

The decline in female representation of Executives and Senior Managers is reflective of an increased female voluntary attrition rate in FY2020. In previous years, the female voluntary attrition rate was proportionately lower than for male employees, whereas in FY2020, it was in line with workforce representation.

Female Representation %	30 June 2020	30 June 2019
Group Executives of SEEK Limited - direct reports to the CEO	17%	17%
Executives and senior managers*	23%	28%
Workforce - all employees	45%	46%

*This is defined based on job title, level and seniority attributed to role, as per information captured in SEEK's HR Information System.

Gender pay equity

Measurable Objective FY2020:

Maintain principles of gender pay equity.

SEEK is committed to ensuring gender pay equity across all levels for comparable roles. In Australia and New Zealand there are robust processes to ensure equitable pay outcomes are achieved for similar roles, regardless of gender. These include:

- Transparency of remuneration policies and practices
- Leader education about potential gender bias
- Detailed gender pay reporting regarding salary review outcomes
- Utilising both internal and external remuneration data when hiring external talent

Each year SEEK undertakes detailed analysis of potential gender pay gaps across its ANZ business. Accordingly in FY2020, SEEK undertook a pay parity analysis to ascertain any gender pay gaps between those performing like-for-like roles. Most of the differences could be explained by factors unrelated to gender and no systemic issues were identified. A separate analysis of salary increases as part of the annual salary review in early FY2020 found no statistically significant differences in the increases proposed for males and females, relative to the recommended annual increase for their roles. SEEK is confident that through education of leaders and by monitoring pay decisions during the critical points in the lifecycle of an employee, the risk of gender pay inequity in decision making remains low.

Overall, any gender pay differentials tend to reflect under-representation of females in higher paying technical and senior roles, rather than genuine inequities in pay for like-for-like roles. This reinforces the need to focus on improving gender balance within higher paid roles, rather than specific concerns related to pay inequity within roles.

Increasing female participation in senior roles

The third Females at SEEK Thrive (FAST) programme was delivered through FY2020, involving 26 participants. This year-long programme is a tailored development initiative designed for SEEK, which aims to increase female participation within senior roles by investing in high performing women and fostering their individual career progression. The success of this programme is measured by the career velocity of the individual women and an increase in the pipeline of future women leaders at SEEK.

Improving the talent pipeline through long-term investment in female talent

The focus on building a pipeline of female talent remains an important part of SEEK's strategy, as evidenced by the 2020 Graduate Programme campaign. Reflecting the concerted efforts made around gender balance, five of the six graduate Software Developers hired were female. Other initiatives focused on building the pipeline include:

CAMP SEEK

The aim of Camp SEEK is to engage girls aged 14 to 16, introducing them to the variety of careers available within the technology industry and to female role models. This programme, free to participants, is run during the September school holidays at the SEEK head office in Melbourne. In FY2020, 35 girls and non-binary young people took part.

haXX

haXX is an ethical hacking training programme for women interested in the technical security field and wanting to build foundational expertise. Led by one of SEEK's female cyber security experts, this forms part of SEEK's outreach programme to support women in technology. A series of evening classes is open to both SEEK employees and members of the public. The programme was delivered for the second time in FY2020, with the latest course focused on reverse engineering and malware analysis.

ENVIRONMENT

Climate change

There are significant and well-publicised risks associated with climate change and global warming.

The Board has considered the effect of the physical risks to SEEK of climate change, in particular the overall increase in the frequency and severity of weather events, reliability of power supplies and flooding. It has also assessed the indirect risks of the transition to a lower-carbon economy.

The SEEK business predominantly operates online employment marketplaces and is not currently directly affected by the physical impacts of climate change.

The transition to a lower-carbon economy required to contain climate change will involve social, market and physical adjustments and potential regulatory responses.

SEEK's energy use and greenhouse gas emissions are generated by business travel, offices and data centres. Through measuring and striving to reduce energy use and emissions, SEEK aims to reduce its impact on climate change.

These will affect global and Australian economies, and with this the employment markets in which SEEK operates. Impacts on macroeconomic performance, and therefore hirers' and job seekers' engagement with SEEK, will involve a range of unpredictable factors. These include timeframes and the geographic spread of economic impacts, and the effectiveness of policy or regulatory intervention which may mitigate the economic impact in Australia and other countries in which SEEK operates.

Accordingly, while climate change is an emerging risk for SEEK, it is not currently a material business risk in the context of the financial statements. Climate-related risks will receive continued assessment by the Board.



Minimising environmental impact

SEEK's offices are managed with a commitment to minimising waste and energy use. Continual improvements have minimised energy use from lighting, air conditioning and printing. During early 2020 significant upgrades to 'end of trip' facilities at the head office in Melbourne were implemented to encourage and facilitate bike commuting. SEEK continues to widely implement technologies to connect SEEK offices, partners and service providers which assists with reducing business travel.

Since 2006 SEEK's head office in Melbourne has worked with a cleaning company dedicated to "green cleaning" using GECA certified cleaning products. This avoids the residual and airborne toxic substances left behind from common chemicals generally used in office cleaning.

With the aim of minimising waste, SEEK has a programme for the disposal of electronic hardware which can no longer be deployed within the business. Once any data is removed, hardware is either offered to employees at market value or provided to a charity for use within their organisation. Hardware which is not in a useable condition is securely disposed through certified e-waste providers.



Meeting areas in Melbourne which are enabled for remote and international team communication was increased in late 2019 from

23% to 77%

Energy consumption and emissions

SEEK measures and discloses its energy consumption and greenhouse gas emissions associated with its activities in Australia and New Zealand.

Greenhouse gas emissions by scope SEEK Australia and New Zealand operations

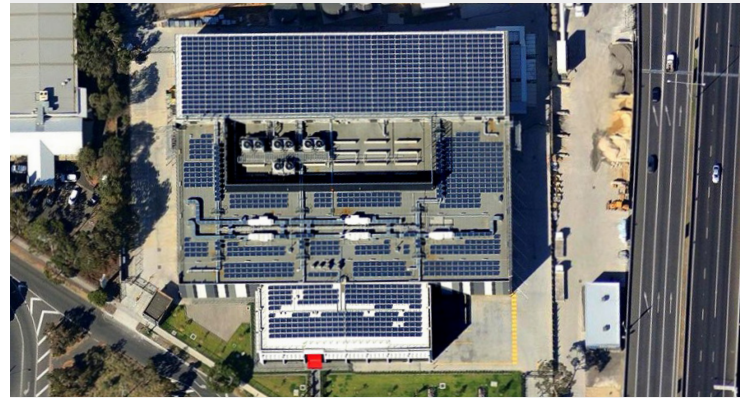
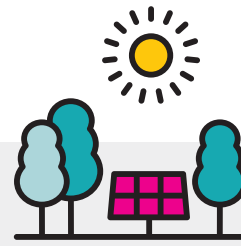
(tonnes CO ₂ -equivalent)	FY2020	FY2019
Scope 1 - direct emissions	0	0
Scope 2 - electricity-related emissions	1,141	1,305
Scope 3 - indirect emissions	6,329	7,385
Total emissions	7,470	8,690

Energy consumption SEEK Australia and New Zealand operations

(GJ)	FY2020	FY2019
Electricity (offices)	4,231	4,922
Energy (via purchased services)	24,704	31,811
Total energy consumption	28,935	36,733

Notes

- Scope 1 emissions are direct emissions from operations that are owned or controlled by the reporting entity. SEEK does not have operational control over any activities that result in material scope 1 emissions.
- Scope 2 emissions are indirect emissions from the purchased electricity consumed by the reporting entity.
- Scope 3 emissions are indirect emissions (not included in scope 2) that occur in the value chain of the reporting entity including both upstream and downstream emissions. SEEK's Scope 3 emissions include: business travel (flights and taxis), base-building services (electricity and natural gas), waste generated in activities, purchased goods and services (primarily data services), employee commuting, embodied carbon in capital goods (IT equipment), and full fuel cycle emissions for fossil fuels and electricity consumed.
- Data includes SEEK Limited subsidiaries OES, JobAdder and Sidekicker.
- Energy (via purchased services) includes business travel (flights and taxis), base-building services (electricity and natural gas) and purchased data services.
- The corporate reporting protocol adopted by SEEK is the World Business Council for Sustainable Development Greenhouse Gas Protocol based on the company's operational control of its sites. Reference has also been made to Australia's National Carbon Offset Standards.
- The methodology (energy and emission factors) used for estimating Scope 1, 2 and 3 emission sources is from Australia's National Greenhouse Accounts (NGA) unless otherwise specified. Emissions estimates for flights were provided by the flight service provider and follows the UK BIES methodology.
- The SEEK Group falls below the threshold for National Greenhouse and Energy Reporting (NGER) mandatory annual reporting.



SEEK uses NEXTDC M1 Melbourne data centre which has a 400kW solar rooftop array.

Data centres

SEEK's data is predominantly stored in cloud-based platforms and also at dedicated external data centres in major Australian cities. Cloud-based data storage uses fewer servers and less power resulting in lower carbon emissions compared with data centres. Sharing common commercial data centres achieves energy efficiencies compared with in-house data centres. During FY2020 SEEK further reduced external data centres to three and increased the proportion of cloud-based data.

Cloud and off site data centres help mitigate SEEK's business continuity risks by providing the excess capacity necessary to ensure agreed power, temperature and humidity levels are met, even during an energy outage or heatwave. Atmospheric controlling and powering at these data centres is a significant use of energy attributed to SEEK.

Where possible, SEEK selects data centres which are pro-active in reducing energy consumption and dependence on non-renewable energy sources. SEEK utilises NEXTDC's M1 data centre in Melbourne which has a 5 star NABERS rating for energy efficiency. NEXTDC's operations have a low Power Usage Effectiveness (PUE) rating of 1.35 where the ideal ratio is 1.00 and the industry average is 1.70.

Future outlook

SEEK continues to build on its progress to understand climate-related risks to the business and minimise the environmental impacts of the business operations. Continued focus on these issues will include:

- Measuring and monitoring Greenhouse Gas emissions
- Monitoring exposure to climate change risks for the business and investments
- Developing a roadmap for minimising the environmental impact of its activities, including minimising consumption of goods and services, energy and water

GOVERNANCE

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

Promoting responsible and ethical business practices

SEEK is committed to conducting business in an honest, ethical and accountable way. Through *This is SEEK* the Company's Purpose and Vision are aligned with a clearly defined set of Beliefs and Attributes. Together, these reflect SEEK's values, codify its culture, and reinforce the desired behaviours and ways of working at SEEK. *This is SEEK* is described on page 15.

Code of conduct

SEEK's Code of Conduct for Employees establishes a standard of performance, behaviour, professionalism and integrity for employees, contractors and directors with respect to their conduct. Workplace Behaviour Guidelines sit alongside the Code of Conduct and, together with *This is SEEK*, set out the standards of expected behaviour for employees.

Whistleblower protection

A revised SEEK Group Whistleblower Protection Policy which complies with the whistleblower legal regime in Australia took effect on 1 January 2020. The policy encourages employees and stakeholders to report concerns of wrongdoing, explains how to speak up, what protections a person who reports wrongdoing will receive and SEEK's processes for dealing with reports of wrongdoing. A new independent channel for whistleblower reports in Australia was established through Deloitte Halo. This enables SEEK to protect the confidentiality of a whistleblower report and the reporter's identity.

The Board through the Audit and Risk Management Committee receives regular updates on any matters reported through SEEK's whistleblower channels.

Anti-bribery and corruption

SEEK is committed to conducting business in compliance with all applicable anti-bribery and anti-corruption laws in all countries in which the Group operates.

The SEEK Group Anti-Bribery and Anti-Corruption Policy sets out the Group's requirements in relation to interactions with officials and third parties, and is supplemented by the SEEK Group Gifts and Entertainment Policy. Awareness and understanding of the policy requirements are promoted through mandatory employee training.

Reporting of suspected breaches of the policy is encouraged, including through the whistleblower channels. Compliance officers have been appointed across the SEEK business. Any material violation of the policy would be reported to the Board through the Audit and Risk Management Committee.

SEEK is committed to conducting business in an honest, ethical and accountable way.

Modern slavery

SEEK's Purpose is to help people live more fulfilling and productive working lives and help organisations succeed. Given this context, SEEK is opposed to slavery in all forms.

SEEK's employment platforms in Australia and New Zealand advertised the largest pool of unique job advertisements for over 145,000 unique hirers during FY2020, and many more across SEEK's Asian and Latin American businesses. SEEK acknowledges its role and responsibility to safeguard against the risk of modern slavery in advertising job opportunities which could be deceptive recruiting for forced or bonded labour including human trafficking. SEEK applies significant resources to ensure that all job advertisements on the employment platforms are for legitimate job opportunities and removes any which are suspicious.

During FY2020 SEEK assessed the risks that jobs advertised on employment platforms across the SEEK Group may be linked to modern slavery practices. This assessment resulted in analysis of the employment websites JobStreet, Workabroad and Seaman Jobsite in the Philippines. Outcomes of the risk assessment will be reported in the FY2020 SEEK Group Modern Slavery Statement, together with the actions to assess and address modern slavery risks in SEEK's supply chains.



Procurement and supply chain

SEEK aims to partner with suppliers that demonstrate responsible practices and deliver value. Suppliers are asked to comply with SEEK's Supplier Code of Conduct, introduced during FY2020, which establishes minimum expectations that suppliers:

- Conduct business in an honest, ethical and accountable way;
- Respect peoples' rights to live and work free from oppression, duress or fear of physical, mental or financial harm;
- Comply with legal, regulatory and reporting obligations to protect the environment and the health of nearby communities; and
- Offer equal opportunities to all community groups and treat all people fairly and with respect.

Under SEEK's Procurement Policy, SEEK conducts analysis of supplier risks including modern slavery, data security and data protection. During FY2021 SEEK will continue to perform and enhance analysis for new and legacy suppliers.

Insider trading prohibitions

The purpose of the Share Trading Policy is to ensure that officers and employees of SEEK 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.

Under the Share Trading Policy, 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.

Competition and consumer law compliance

Competition laws are designed to promote and maintain market competition by regulating anti-competitive conduct. Consumer laws set general standards of business conduct and prohibit unfair trading. 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 on competition and consumer law compliance.

Taxation transparency

SEEK releases an annual Tax Transparency Report detailing the tax strategy, 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.