



8 September 2022

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited - 2022 Sustainability Report

SEEK is pleased to present its 2022 Sustainability Report for release to the market.

Yours faithfully,

A handwritten signature in blue ink, appearing to read "R. Agnew".

Rachel Agnew
Company Secretary

This announcement was authorised for release by the Board of Directors.

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Media

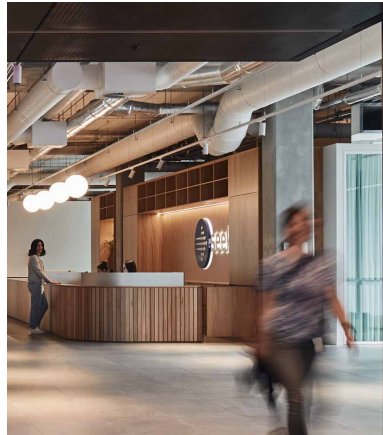
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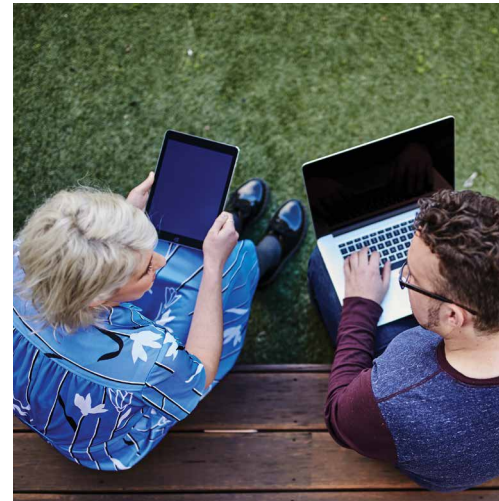
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ACKNOWLEDGEMENT OF COUNTRY

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

- A market leader in online employment marketplaces with deep and rich insights into the future of work
- A multinational presence including Australia, New Zealand, Hong Kong, South East Asia, Brazil and Mexico. In addition, SEEK has minority investments in China, Korea and a number of other countries
- Leveraging data and technology to create innovative solutions for candidates and hirers
- Employing 3,500+ people across Australia, New Zealand, Asia and Latin America
- Creating a culture of innovation, empowerment and collaboration
- Australian listed with headquarters in Melbourne, Victoria



Message from the Chief Executive Officer



Ian Narev, MD and CEO

Later this year we will celebrate SEEK's 25th anniversary. A great deal has changed since Andrew Bassat, Paul Bassat and Matt Rockman founded the company in 1997. However SEEK's commitment to our purpose, and determination to focus on long-term success rather than short-term performance, have remained constant.

Our focus on the long term includes a commitment to have a positive impact on the communities in which we operate. This Sustainability Report ensures that we can be held accountable for that commitment. Each year, we report on our progress in a range of relevant areas that are important to our stakeholders, and therefore to our business.

The major achievements for the 2022 financial year that we cover in this report include the following:

- Fair hiring: we continued our program of work, which aims to protect job seekers from unfair and unethical hiring practices, including unsafe and discriminatory job ads. This is a program that I lead, with significant executive attention and oversight.
- Diversity and inclusion: women comprise four out of the seven direct reports to me. We have continued to focus on gender diversity throughout the business. Cultural diversity is also a priority, and an area in which we are conscious that we have made less progress at senior levels.

- Environmental citizenship: we achieved carbon neutral certification from Climate Active for our ANZ operations for the 2021 financial year. We have now developed a SEEK-wide Emissions Reduction Strategy. This includes firm commitments on our path to net zero by 2030, carbon neutral certification across the business for the 2022 financial year, and 100% renewable energy across our operations by 2025.
- Data trust: when using data and applying artificial intelligence to improve the job search process, we are focused on protecting our customers' privacy and using their data ethically. SEEK's Responsible Artificial Intelligence Principles continued to guide SEEK's people this year as they applied these technologies.
- Community activities: we continued to invest in SEEK Volunteer, connecting people to volunteering opportunities in Australia and New Zealand. We also connected our own people to community organisations through our volunteering programs and policies and our Small Change workplace giving program.
- Partnership with First Nations communities: we made progress on deepening our understanding of the history and culture of the traditional custodians of each part of Australia in which we operate, identifying opportunities to reach First Nations job seekers and hirers with our products and services, and partnering with First Nations owned and managed businesses in our supply chain. These were the initial three focus areas emanating from the work we undertook last year, following our realisation that we had not worked hard enough on our partnerships with First Nations communities.
- Reporting: we have enhanced our sustainability reporting, underpinned by an updated assessment of the areas of most significant impact. We are reporting against the Global Reporting Initiative Standards, which are widely adopted.

There is a great deal more to do in each of these areas. We must continue to make progress as part of our focus on our purpose, for the next 25 years and beyond. We welcome comments on this report, which you can provide by emailing sustainability@seek.com.au.

Ian Narev
MD and CEO

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: Kurna 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 Ngāi Oho), Ngāti Te Ata and Te Kawerau-a-Maki

ESG Highlights



Human rights – fair hiring

Focus on fair hiring in SEEK Asia through safe and responsible job advertising

Continuing the program of work to protect job seekers from unsafe and discriminatory job ads and address risks of deceptive recruitment

Scaling automated controls to check hirers and screen job ads for legitimacy

Engaged a fair hiring leader in SEEK Asia



Diversity and inclusion



50:50

Representation of women and men on the Executive Leadership Team



Workforce across APAC comprises:

52% ♀ 48% ♂

Active programs supporting gender pay equity and increasing female participation in technology roles



Climate



SEEK ANZ certified carbon neutral for FY2021 by Climate Active



Global all-scope emissions 10,700 tonnes

Committed to carbon neutrality across SEEK's multinational footprint for FY2022

Net zero pathway Emissions Reduction Strategy maps the pathway to net zero

Committed to net zero across all scope emissions by 2030

Employed a Sustainability Manager



Modern slavery

Ongoing program of due diligence across employment platforms

New third-party platform to analyse supply chain risks including modern slavery

Issued second Modern Slavery Statement

Employed a Supply Chain Integrity Manager



Employees

Our SEEK

Unified culture statement for APAC



New SEEK HQ in Cremorne



Data trust

Responsible and ethical use of data governed by SEEK's Ethical Artificial Intelligence Framework



Governance



Female representation on the Board

100%

Completion of compliance obligations training across APAC

Refreshed SEEK's approach to anti-bribery and corruption compliance



Social impact

SEEK Employment Reports and data and insights into the Australian labour market support the Government's policies and programs in the areas of employment, labour market and workforce development

SEEK Volunteer

Australia and New Zealand's largest volunteer platform is provided free for the not-for-profit sector to connect people to volunteer opportunities

Over **107,000** volunteers connected to opportunities in FY2022

First Nations

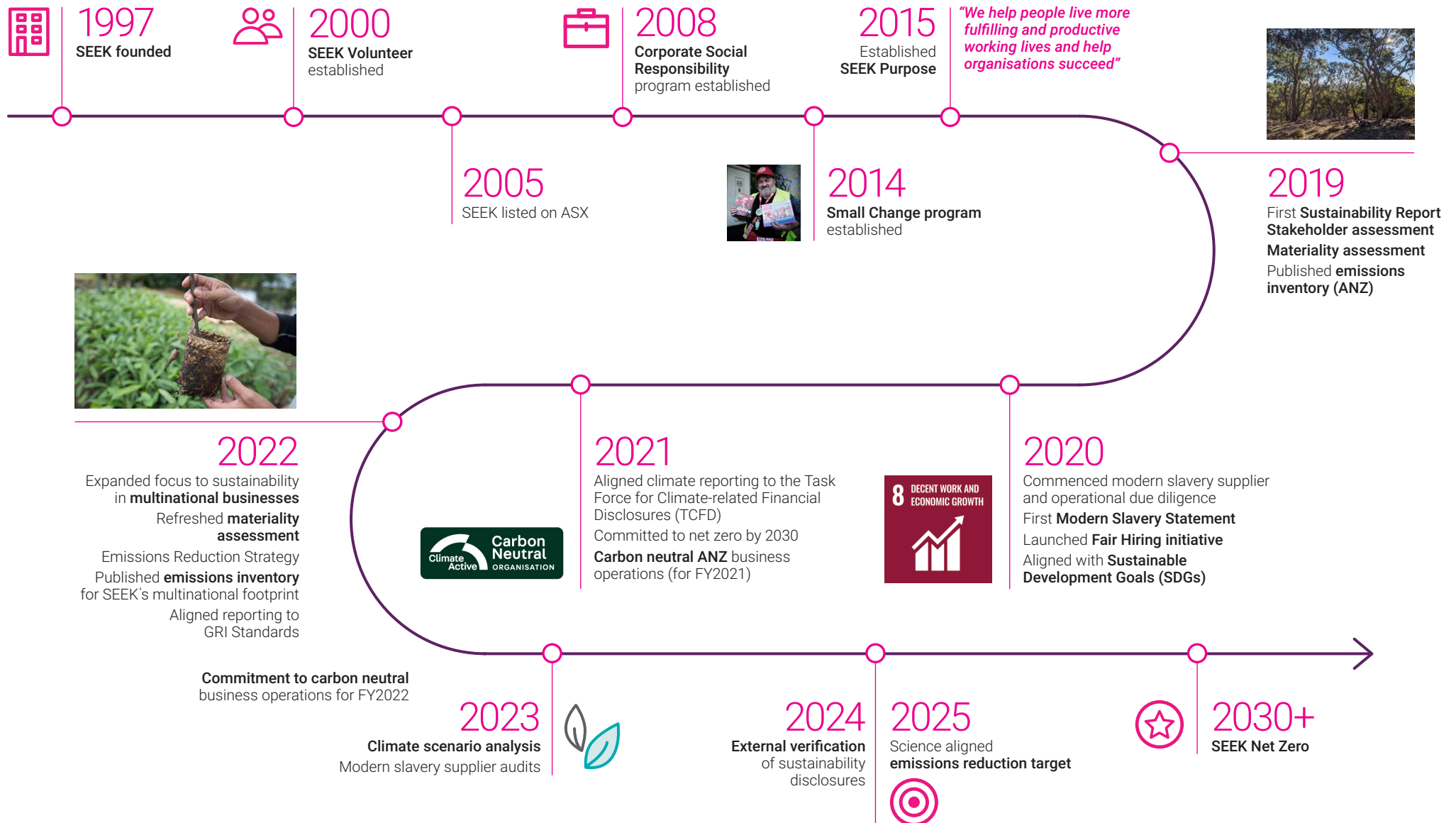
Established internal First Nations working groups with a commitment to building and sustaining relationships and actively engaging with local Indigenous communities



Wurundjeri Elders led a Welcome to Country and Smoking Ceremony at the new SEEK headquarters in Melbourne

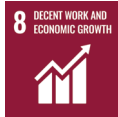










Progress and looking forward



United Nations Sustainable Development Goals

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 and operations.

Goal					
Trend towards goal	 On track	 Improvement	 Improvement	 Improvement	 On track
SDG Target	8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
Key initiatives	<p>On SEEK's platforms</p> <ul style="list-style-type: none">• Facilitating job placements• Providing career advice and insights• Skills discovery tools• Connections to education courses• Connections to facilitate careers in business ownership <p>As an employer</p> <ul style="list-style-type: none">• Focus on strong employee engagement• Meaningful work and equal access to opportunities• Promotion of a diverse and inclusive workforce	<p>On SEEK's platforms</p> <ul style="list-style-type: none">• Modern slavery risk assessments of employment platforms• Fair hiring program• Processes to ensure legitimacy of hirers and job ads• Reporting channels for candidates to report suspicious ads and hirers to SEEK <p>Business operations</p> <ul style="list-style-type: none">• A global and regional view of modern slavery risks in supply chains and due diligence assessment of elevated risk suppliers• Modern slavery considerations embedded in procurement and onboarding processes for new suppliers	<p>As an employer</p> <ul style="list-style-type: none">• Executive Leadership Team comprises equal women and men• APAC workforce comprises 52% women• Gender balance in the hiring process• Commitment to maintaining gender pay equity• Improving female talent pipeline through Women in Technology Steering Committee, Females at SEEK Thrive (FAST), Graduate Program and Camp SEEK	<p>Business operations</p> <ul style="list-style-type: none">• Climate Active carbon neutral certification for ANZ business operations for FY2021, and planned for global business operations for FY2022• Emissions Reduction Strategy implementation, including transition to 100% renewable electricity (scope 2) by 2025• Ongoing delivery of Task Force on Climate-related Financial Disclosures (TCFD) framework for climate resilience• Climate risk and opportunity analysis, with climate scenario analysis planned for FY2023	<p>On SEEK's platforms</p> <ul style="list-style-type: none">• 22-year investment in SEEK Volunteer <p>As an employer</p> <ul style="list-style-type: none">• 10 workplace giving partners and a 61% participation rate by employees in Small Change workplace giving program• 1 day of volunteer leave provided to each ANZ employee• MidSumma LGBTQIA+ community event sponsorship

Material topics – reporting what matters

SEEK's approach to Environmental, Social and Governance (ESG) topics focuses on areas that matter 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 year SEEK revisited its materiality assessment to identify and prioritise ESG topics based on their potential impact on SEEK or its stakeholders. The assessment 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 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. Validation workshops were held with the Executive Leadership Team (ELT) and other senior internal stakeholders to test the assumptions and outcomes. The final outcomes were then presented to the Board for approval.

Material topics have evolved slightly since the initial materiality assessment in 2019. Fair hiring is now a material ESG topic reflecting the potential human rights impacts of job advertising, particularly in Asia. As a result, SEEK is identifying opportunities to leverage its position to improve hiring practices across the region. The most important ESG topics for SEEK's stakeholders have remained fairly consistent over the last three years. The most significant development is the expectation that companies disclose their climate resilience, including low emitters such as SEEK.

Report scope and boundary

SEEK was founded in 1997 and is headquartered in Melbourne, Australia and listed on the ASX. The organisational footprint has expanded to include operating businesses in South East Asia, Hong Kong, Brazil and Mexico.

SEEK's ESG approach continues to evolve across the business. This report describes SEEK's approach where universal ESG policies and practices apply, particularly in the areas of governance and environment. 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 matters related to social topics. Accordingly, the social topics relating to customers, product, technology and employees reflect the approach and practices that apply in the APAC business.

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. It also excludes assets owned by SEEK and managed by the SEEK Growth Fund such as Zhaopin (23.5% owned by SEEK), and the portfolio assets managed by the SEEK Growth Fund such as OES.

This report covers the period 1 July 2021 to 30 June 2022, which aligns with SEEK's financial statements.

Governance of ESG

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 devotes considerable time to material ESG risks and opportunities and receives periodic updates on emerging ESG matters relevant to SEEK. The Board approves SEEK's 'Principal risks' disclosure and, after consideration of stakeholder expectations, approves the ESG reporting topics and this report.

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 36 countries.

Marketplace Unification refers to the project to unify the platforms across SEEK ANZ and SEEK Asia 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 and manages certain SEEK assets.

Stakeholder engagement

Stakeholders provide valuable insights into the expectations of SEEK and inform SEEK's ESG priorities and reporting.

SEEK's main stakeholders are:

- customers – hirers and candidates;
- employees;
- shareholders, investors and analysts;
- suppliers, business partners and financiers;
- government and regulators; and
- 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 and the Modern Slavery Statement;
- information on the SEEK employment platforms to help hirers and candidates;
- 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;
- participation in investor surveys; and
- collaboration with tech industry working groups.

Sustainability performance

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).

Sustainability initiatives

SEEK's reporting reflects the following voluntary sustainability initiatives: Global Reporting Initiative (GRI), United Nations Sustainable Development Goals (SDGs), Task Force on Climate-related Financial Disclosures (TCFD) and SEEK is a member of the Mekong Club.



Future reports

Expectations of stakeholders continue to evolve, as do SEEK's own expectations of its performance on priority ESG topics. Further engagement and reflection will improve the understanding of the ESG matters that are material to SEEK and important to stakeholders. In this context, SEEK will continue to develop its sustainability performance and reporting.

Current foundations

- Assessment of sustainability across SEEK's multinational businesses.
- Refreshed ESG materiality assessment to reflect SEEK's business strategy.
- Second year of climate risk disclosures in line with the Task Force on Climate-related Financial Disclosures (TCFD) framework.
- Greenhouse gas inventory for SEEK's global businesses.
- Reporting aligned to Global Reporting Initiative (GRI) Standards.
- Internal verification of sustainability disclosures.

Next steps

- Progress reports on SEEK's Emissions Reduction Strategy.
- External assurance of sustainability performance data.
- Adoption of emerging global ESG reporting standards.
- Expanded metrics for material ESG risks and opportunities.
- Further alignment of priority ESG risks and opportunities with business strategies.

In this section

Customers and community

- Human rights – fair hiring
- Modern slavery
- Data trust
- Responsible procurement
- Customer experience
- Social impact

SEEK's people

- Employee engagement
- Diversity and inclusion
- Workplace health safety and wellbeing
- Community contribution

Social



Human rights – Fair hiring

Providing employment platforms free from unfair hiring practices, deceptive recruitment and modern slavery is a human rights challenge. SEEK is responding by prioritising its program of work on fair hiring.

When engaging with employment platforms, candidates may encounter job ads that:

- expose them to illegitimate or illegal jobs, for example fraud or migration scams;
- unlawfully charge or not disclose placement fees so that the worker pays for a job; or
- discriminate against or disadvantage them.

As an organisation that operates to improve millions of working lives, SEEK is uniquely positioned to lead change against poor hiring practices. Technology and expertise in hirer and job ad screening has been developed for the SEEK ANZ platforms and implemented across the SEEK Asia platforms. Further improvements based on SEEK ANZ product and technology capability will be implemented as part of the move to a single platform through Marketplace Unification.

 [Refer Candidate security and online fraud](#)

SEEK's platforms enable ethical recruitment. Quality job ads provide transparency to help candidates better assess job opportunities. SEEK's platforms provide automated tools and guidance for hirers to help them produce quality job ads. To address local risks, SEEK Asia is working to provide candidates with clarity and awareness of their rights, and warnings about known unfair hiring practices, particularly affecting migrant, manual and domestic workers. In some sectors, SEEK can leverage its position to help hirers and recruiters identify and avoid unfair hiring practices. An experienced human rights specialist has been appointed in Asia to further advance SEEK's commitment to fair hiring.

SEEK's processes and systems have been reviewed through the lens of poor hiring practices. This identified various existing controls across SEEK Asia that combat the risks to candidates when job searching on SEEK's employment platforms. The program of work monitors platform vulnerabilities that could be exploited by unscrupulous parties and continues to build capability to screen and block deceptive or discriminatory job ads. The aim is to ensure the online employment marketplace is a safe environment for job seekers.

Continued investment in candidate safety will ensure that SEEK's employment platforms are recognised as the most trusted and legitimate. Through collaboration with organisations and experts, SEEK will leverage its unique market position to improve hiring practices across the region to improve working lives.

SEEK's Asian businesses

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



Stakeholder engagement is evolving as SEEK's fair hiring program unfolds. With a focus on South East Asia, engagement has so far involved:

- information for job seekers about their rights and how to protect themselves during the recruitment process;
- encouraging hirers to post quality job ads providing transparency for candidates;
- education for interested and passionate employees;
- collaboration with non-government organisations (NGOs) and experts to partner on initiatives and identify priorities; and
- membership of the Mekong Club, an NGO that works with the private sector to bring about sustainable practices towards the fight against modern slavery.

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 40 countries. In some of these countries, a lack of government oversight and socio-economic complexities can result in some industries operating in ways that lead to exploitation and, in some instances, modern slavery.

Business services, technology software and support services and marketing comprise approximately 85% of SEEK's global procurement spend. Direct suppliers within these categories have advanced controls and present low risks of modern slavery. Beyond these direct suppliers, modern slavery risks may exist in the secondary levels of the supply chain.

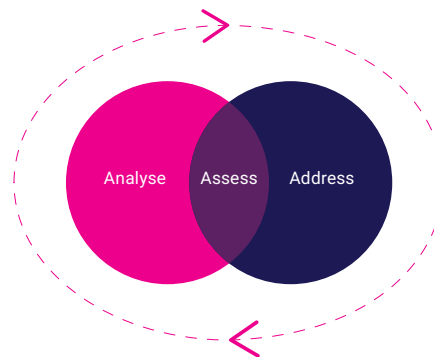
SEEK applies a framework across its global operations to identify and address modern slavery risk within its supply chains. This involves a three-step approach to:

- analyse suppliers for inherent modern slavery risk;
- assess the operations and governance of suppliers with elevated inherent risk; and
- address modern slavery risk by working with suppliers to take remedial actions.

SEEK has engaged a business sustainability ratings provider to provide inherent risk analysis of SEEK's supply chain and due diligence assessments of elevated risk suppliers. This analysis has created a profile of SEEK's modern slavery risks and identified industries with elevated risks including office cleaning services, computer hardware and promotional products.

SEEK continues to improve processes to identify and address modern slavery supply chain risk. Modern slavery considerations are being embedded in procurement and onboarding processes for new suppliers. There is an ongoing program of modern slavery training for sourcing teams and contract managers.

Continuous monitoring



Employment platforms

SEEK has a responsibility to safeguard 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. During FY2022 JobStreet Malaysia and SEEK's Jora business were assessed. The outcomes will be reported in SEEK's next Modern Slavery Statement.

SEEK applies significant resources to ensure that all 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 Candidate security and online fraud](#)

Modern Slavery Statement

SEEK issued its second Modern Slavery Statement in November 2021, 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. No instances of modern slavery have so far been identified during SEEK's due diligence assessments of supply chains, operations and employment platforms. SEEK's next Modern Slavery Statement will be released in late 2022.



Data trust

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

Protecting data privacy

Providing resume information is an essential part of the job seeking process and helps candidates to stand out to employers. SEEK is committed to being transparent about how candidate information is collected, used and managed and to complying with all relevant privacy legislation.

SEEK invests heavily to protect the personal information of candidates and hirers, and its own networks and applications, from misuse or unauthorised access. This involves a combination of technical solutions, internal processes and cybersecurity.



[Refer Cybersecurity](#)

Privacy training is undertaken regularly for those 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. For example, training was undertaken at JobsDB Thailand this year to familiarise employees with the introduction of Thailand's first law on personal data protection, the *Personal Data Protection Act*.

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 concise plain language summary of SEEK's approach to the protection of candidates' personal information.

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

SEEK collects information about how candidates interact with the employment platforms. When this is used by SEEK to improve platform performance or make business decisions, the data is always aggregated and anonymised. SEEK does not share personal information with third parties other than in accordance with relevant Privacy Statements.

Privacy performance

From time-to-time fraudulent actors attempt to access hirer accounts on the SEEK platform using account credentials that have been obtained outside the SEEK platform, or to circumvent internal checks and establish a hirer account to post job ads in contravention of SEEK's terms and conditions. If fraudulent actors access candidates' personal information through these methods and SEEK identifies, or is made aware of, this behaviour, SEEK notifies all affected candidates of the relevant incident and provides information on steps candidates can take to protect themselves. Depending on the nature of the personal information accessed and other information relating to an incident, SEEK may also notify relevant regulators of the incident, where it is required to do so under applicable privacy laws.

Data governance

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

SEEK increased investment in data governance during FY2022. A Chief of Data Services was appointed, and Data Protection Officer roles were assigned for SEEK Asia to supplement an existing regional role. The unification of SEEK's APAC platforms will simplify SEEK's data environment and streamline data management.

Use of data

Leveraging data and artificial intelligence technology (AI) can improve outcomes for candidates and hirers and reduce cost and effort. In developing these capabilities, SEEK takes a responsible and risk-based approach, with a focus on user trust.

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 for candidates. The algorithms learn which jobs have higher relevance for candidates by applying AI and candidate preference to improve accuracy and continually learn new patterns and trends. Search results are personalised to show the most relevant new ads for the candidate regardless of when they last searched, or when a specific ad was posted. Smarter Search aims to make all job opportunities available to every candidate without exclusion.

Data trust (continued)

SEEK's platforms connect millions of candidates with job opportunities. SEEK uses AI and machine learning to improve transparency and efficiency in the recruitment process. Data is also analysed to gain insights into how candidates 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 account of ethical considerations. If not carefully managed, potential exists for AI to introduce or embed discriminatory bias. Conversely, using data and AI in a responsible way, which augments the human-centric recruitment process, can reduce bias, and create fairer outcomes. Ensuring responsible use of AI is central to SEEK's approach. SEEK's Responsible AI Principles serve as a guide for SEEK's people as they use these technologies.

SEEK's governance approach ensures that all AI services align with SEEK's Responsible AI Principles before they move to production. The AI Platform Services team is responsible for SEEK's global data and AI capability. SEEK's Data Trust Committee reviews performance every six months and oversees the governance process.

Display advertising

SEEK ANZ operates an advertising program based on candidate browsing activity and SEEK Profiles. In addition to job ads, SEEK's websites may display advertisers' messages to candidates as banners. Additionally, SEEK conducts targeted display advertising on behalf of advertisers on websites outside of SEEK. SEEK's policy is that this advertising must be aligned to employment or career related services, such as a hirer's recruitment campaign.

Audiences for display advertising are compiled by SEEK on behalf of the advertiser. This is based on aggregated information from SEEK Profiles and browsing activity. In compiling these audiences, no personally identifiable candidate data is provided to third parties.



Outlook

Expectations for data privacy motivate the business to expand compliance programs and respond to legal changes. Continued focus on data governance reflects the importance of customer trust, particularly when using data for commercial benefit. Application of SEEK's Ethical AI Principles helps to mitigate key AI ethics and bias risks.

In this complex and dynamic area, SEEK will continue to review and refine its approach. This reflects the commitment to ensuring candidates and hirers feel they are always in control of the data they share with SEEK. This remains a priority focus area for SEEK.

SEEK's Responsible AI Principles

BENEFICIAL	Deliver significant net value to both hirers and candidates
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 regulation, SEEK's values and security guidelines



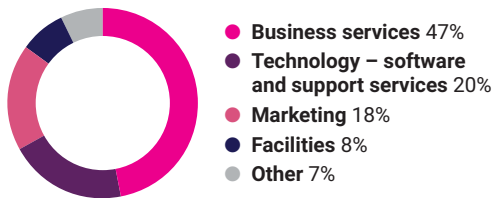
Responsible procurement

SEEK's objective is to ensure that third party spend is well governed, transparent and reflects SEEK's ethical and social responsibilities.

Procurement profile

As a technology business, SEEK's principal categories of procurement are business services, technology software and support services and marketing. Together, these represent approximately 85% of SEEK's global procurement spend. SEEK engages directly with over 2,000 suppliers, 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 FY2022



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 ANZ business, these policies are underpinned by SEEK's digital purchasing platform, which applies approvals and workflows so that internal experts review and address relevant risks.

Procurement governance

Across the business, SEEK continues to improve procurement practices.

Procurement Policy

SEEK's Procurement Policy balances efficient spend with privacy, security and legal requirements and addresses social and ethical obligations. Before engagement, SEEK screens each supplier to determine the level of risk and due diligence checks.

Supplier Code of Conduct

SEEK's Supplier Code of Conduct establishes standards and practices that SEEK expects suppliers to observe when interacting with SEEK, other organisations and the wider community. The code includes expectations for suppliers to:

- ensure that ethical and industry standards are upheld;
- treat people fairly and with respect; and
- be mindful of their environmental and social impacts.

The code applies to new suppliers and existing suppliers at contract renewal. 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 18% 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 (Commonwealth)* and SEEK pays 97% of these invoices within 30 days of receipt.

Governance and resourcing

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, with representatives from SEEK's Risk, Strategic Sourcing and Security teams. The forum proactively escalates key risks associated with engaging and managing third parties.

During FY2022, SEEK established a Supply Chain Integrity Manager role to lead the supply chain integrity agenda across SEEK, with particular focus on modern slavery, social procurement, environmental impact of suppliers and supplier due diligence.

Social procurement

Through social procurement, SEEK uses its buying power to generate value beyond payment for the goods and services. 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 STREAT, a social enterprise that supports disadvantaged young people with training and employment pathways into hospitality and horticulture. SEEK monitors its social spend and is working to identify opportunities to increase this spend.

Customer experience

Customers interacting with SEEK's employment platforms expect their job search and matching experience to be efficient, safe and secure. SEEK's success relies on the delivery of meaningful services and positive interactions for customers.

With approximately 400,000 unique hirers advertising and millions of candidates searching and applying for jobs, SEEK is focused on the customer experience and building trust in its employment platforms. Understanding customer needs and experience directly informs product development. This year, SEEK has continued to improve products and features and has enhanced the support offered to candidates and hirers.

Helping hirers

With declining unemployment and a tight labour market, hirers across many industries found it difficult to hire staff. SEEK provided hirers with advice and insights to help them better understand what drives a candidate to accept a role in their industry, along with strategies to help them differentiate their organisation.

Hiring advice

SEEK's Hiring Advice portal provides hirers with information to help them optimise their recruitment strategies and make the hiring process more efficient. SEEK's unique data – coupled with a deep understanding of the employment market – forms the basis for insights on topics ranging from employment trends to current hiring and workforce issues.

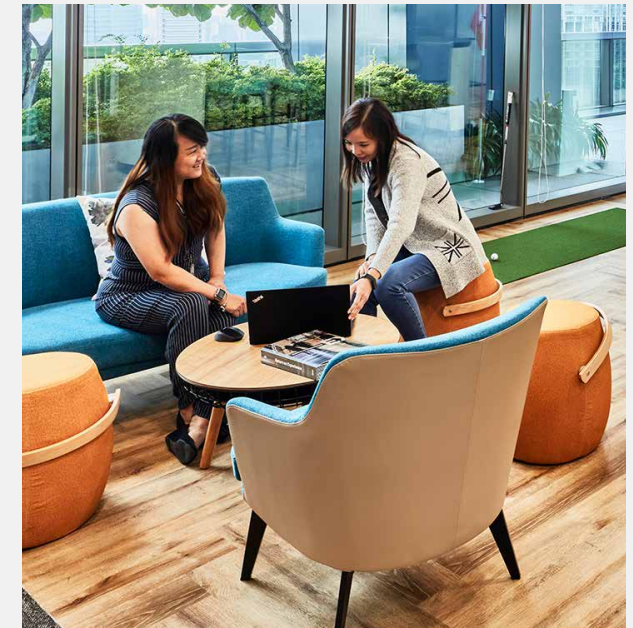
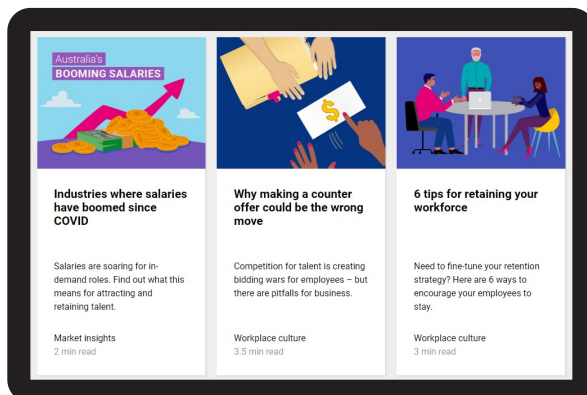
Local content portals in SEEK's Asian markets offer advice for both hirers and candidates. Three key reports were launched in FY2022:

- Salary Report – provides in-depth salary insights for hiring and retaining talent and salary trends across several professions and industries;
- Decoding Digital Talent Report – provides ideas to recruit and retain talent in the digital field and addresses the impacts of external factors such as COVID-19 and automation; and
- Job Outlook Report – addresses the outlook for job supply and demand for selected industries and specialisations.

SEEK Asia is targeting hirers in small to medium enterprises (SMEs) by rolling out job ad templates for popular roles. The 'Create a Job Ad' tool helps those hirers to produce compelling job ads and set the right salary.

Attracting candidates

Over the past decade, SEEK's Laws of Attraction research has evaluated the drivers that appeal to candidates when looking for a job. The latest study was conducted in December 2021, providing insights from interviews with over 11,000 Australians. Hirers use the Laws of Attraction interactive data tool to identify how to attract candidates to a role. Data is available by industry, age, gender, seniority and work type. With free access to this data, hirers can tailor their job ads to candidates' expectations and focus on the specific benefits candidates value.



JobStreet Virtual Careers Fair

As industries across SEEK's Asian markets re-opened following lockdowns, hirers adapted to changes in the employment landscape and the acceleration of digital transformation. JobStreet partnered with Tech In Asia to host Asia's largest virtual career fair in March 2022. This event connected 1,000 employers with 4.8 million visitors over three days and offered 10,000 jobs for job seekers looking for IT and digital roles in the region. A series of upskilling webinars was presented by some of Asia's experts in professional and personal development.

Customer experience (continued)

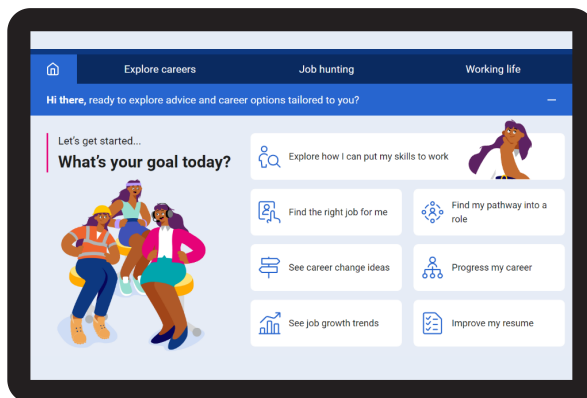
Helping candidates

This year Australia's low unemployment rate coincided with recovering candidate confidence and optimism around future job prospects. SEEK provides candidates with up-to-date advice, insights and tools to help them make career-related decisions, from career direction and changing roles to selecting an education course. Candidates highlighted salary transparency and more company information as ways for SEEK to help them find their next job.

Career Advice portal

SEEK surveys 400 candidates weekly and combines these insights with unique data to provide concise career-related content addressing key areas of candidate interest.

SEEK helped to shape over two million career decisions through candidates using the insights on the Career Advice portal to direct them to relevant job ads or SEEK Learning education course guides.



Exploring careers

SEEK provides information on in-demand industries and roles that help candidates uncover and evaluate new career and job opportunities. Over 2,100 role pages on SEEK Career Advice in Australia provide information on:

- key skills and experience;
- typical salary;
- number of live job opportunities by state;
- projected job growth in the next five years;
- job satisfaction levels and reviews from employees; and
- how to get qualified for a specific role.

SEEK Learning on the Australian employment platform helps individuals find the right educational course to become qualified and progress their career.

During 2022, 700 role pages were introduced on the Career Advice portal on JobStreet Malaysia. SEEK Asia platforms also offer tools to support candidates, including CV and career planner templates, an interview video practice tool and a salary calculator to ensure they are paid fairly.

Careers in business ownership

For many people, fulfilling work means operating a business. SEEK Business helps people pursue careers in business ownership by matching them with relevant businesses for sale. Interest in business ownership continued to grow in FY2022. SEEK Business generated over 192,000 connections between buyers and sellers, a 9% increase on the previous year and a 52% increase on FY2019.



Celebrating customer excellence

SEEK recognises excellence in the recruitment profession, rewarding those who demonstrate innovation, passion and tenacity at the SEEK Annual Recruitment Awards (SARAs) ceremony for recruiters in Australia and New Zealand. The awards are judged by an independent panel of industry leaders and provide a benchmark for industry excellence. Over the past 20 years, thousands of recruitment professionals and their achievements have been celebrated.

Customer support

Customer service teams for customers in Australia and New Zealand are local, providing customers with multiple channels for support and to solve concerns. Targets for SEEK customer teams are focused on first-time resolution for queries via phone, email or live chat. In FY2022, SEEK introduced a tiered approach to supporting customers. Complex technical queries are directed to a dedicated team of support staff increasing the availability of the general support team to resolve queries. A new tool was introduced to track customer experience and train staff in the areas of highest customer need.

Time spent per candidate phone call remained high this year, with SEEK providing advice on transferable skills and support with job applications. Hirers sought help writing job ads and to deal with multi-factor authentication, which was introduced by SEEK to protect hirers' accounts. This year, SEEK enhanced digital self-service channels. Hirers can access live performance analytics showing how their job ads are performing compared to others, along with improvement tips.

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 candidates, 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.

The STAR Awards, SEEK's Talent Acquisition Recognition Awards, recognise excellence in corporate talent acquisition in Australian organisations and celebrate the integral role these professionals and teams play in helping their organisations succeed. Eight award categories are judged by two independent panels. The STAR Awards event is an opportunity for finalists to network and learn from each other about how to handle challenges in the employment landscape.

Customer experience (continued)

Customer-centred product development

The most important customer needs, and any underserved needs, are identified through customer research, insights and user experience data. SEEK's Voice of the Customer platform centralises and streamlines the collection and analysis of customer research. The process to identify candidate needs was extended across SEEK Asia in FY2022, and the results were consistent with SEEK's understanding of candidates in Australia and New Zealand. This reinforced the existing product strategy and the focus on speed of execution.

Research shows that candidates' most important needs are:

- knowing that a job is genuine and still available;
- hearing back about their job application; and
- standing out to hirers when they apply.

To meet these expectations, SEEK screens hirers and job ads for legitimacy. Job ads expire after 30 days, unless actively extended, and job ads state when they were posted. A series of notification emails to close the loop between the hirer and candidate provide feedback on job application status. To help candidates stand out, tools are available such as the Skills Explorer where the candidate can identify skills to enhance their SEEK Profile.

Hirers have highlighted that they need:

- large numbers of potential candidates to see their job ads;
- to easily review candidate information; and
- quick and simple ways to identify the best candidate for the role.

To meet these needs, SEEK has developed products such as SEEK Profile, Talent Search and Role Requirements and uses AI to find the most suitable candidates. Certsy increases the speed at which hirers can shortlist candidates by upfront verification of right to work and other credentials, and education and skills claims.

 [Refer Certsy](#)

Digital accessibility

To support SEEK users of all ages and abilities, SEEK optimises online accessibility. Some examples of this are listed below.

- SEEK products are keyboard accessible and pair well with assistive technologies such as screen readers.
- The use of colour and contrast levels is designed to support visually impaired people.
- Reduced-motion preferences are met wherever possible.
- Clear digital accessibility standards apply as part of engineering and design processes.

SEEK recently added an image description across all social media channels so that users of screen-readers can better experience the context of social media posts.

Customer satisfaction

SEEK uses the Net Promoter Score (NPS), a common loyalty metric, to measure the propensity to recommend an organisation or brand to others.

For insights on candidate experience, SEEK undertakes research with Australians who have changed or started a new job in the previous 12 months, or who intend to change jobs in the next 12 months. The NPS for candidates using SEEK is 16 points higher than SEEK's nearest competitor. Almost two-thirds of candidates who used SEEK in the last 12 months said that SEEK was critical to them finding their job.

SEEK's small to medium enterprises (SME) customers compete with larger corporate organisations for talent. SEEK in Australia experienced record new job ads during the second half of FY2022. SME hirer satisfaction scores were impacted by low numbers of applications per ad, caused by increased employer demand, reduced labour supply and candidates not actively looking to apply.

Surveys of corporate hirers showed higher satisfaction. These survey results deliver direct insights to SEEK account managers, helping them to improve specific aspects of customer experience.

Show we care offer

Customer satisfaction research in Australia and New Zealand highlighted that SME customers were especially challenged by extended COVID-19 lockdowns. As a show of support, SEEK offered these hirers a free Classic or StandOut job ad. The offer was available to customers hiring in industries hardest hit by COVID-19 lockdowns and experiencing low application volumes. These industries included trades and services, hospitality and retail, healthcare and medical, technology and education. This offer was available to approximately 22,000 customers for three months and resulted in over 2,600 free job ads.

Providing support in SEEK Asia

JobStreet Malaysia helped SME businesses during the pandemic. This included dedicated help available via customer care and linking SMEs to information on government incentives. This helped them navigate the incentives and the application process. This service was available to all businesses, not just JobStreet customers.



Customer experience (continued)

Certsy

Certsy in Australia offers candidates a way to verify and share work credentials and to complete compliance checks. Over 10% of the Australian workforce has verified a credential with Certsy.

SEEK created Certsy as a secure and free way for candidates to demonstrate they hold the credentials to meet relevant job requirements. Candidates 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 candidate in multiple job applications.

Certsy has continued to expand the range of credentials a candidate can verify.

1. Right to Work in Australia
2. Australian Driver's Licence
3. COVID-19 vaccination
4. Working with Children Check
5. Recent Police Check
6. Australian Higher Education Qualification
7. AHPRA (Australian Health Practitioner Regulation Agency) Registration
8. First Aid Certificate

Security of candidates' 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 1.5 million candidates have now used Certsy, with around 2.4 million verified credentials included on SEEK Profiles in Australia.



Candidate security and online fraud

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

Across SEEK's operating geography, the pandemic and hybrid-working practices have significantly increased dependence on the internet to 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 current and emerging threats and vulnerabilities.



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:

- when a new hirer registers with SEEK, manual and automated reviews check for features of known inappropriate activity;
- SEEK applies multi-factor authentication processes for hirers posting job ads;
- automated screening scans proposed job ads based on known risks and 'bad word' lists and job ads are blocked or flagged for manual review when elevated risk is detected; and
- SEEK simulates job applications to build understanding of fraudulent activity.

Hirer and job ad screening is in place across the JobStreet and JobsDB platforms using similar procedures. This will be further enhanced through the unification of the APAC employment marketplaces.

Additional measures support candidates to protect themselves from fraudulent job ads. Warnings to protect personal and financial information are embedded in the online job application process. Candidates in Australia are 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 website and customer service channels enable candidates to direct suspicious job ads to SEEK for investigation.

Efforts in this area are well received by candidates. SEEK has maintained a strong position as the most trustworthy employment site – more than a 4x lead on the nearest competitor across the Australian market.



Social impact

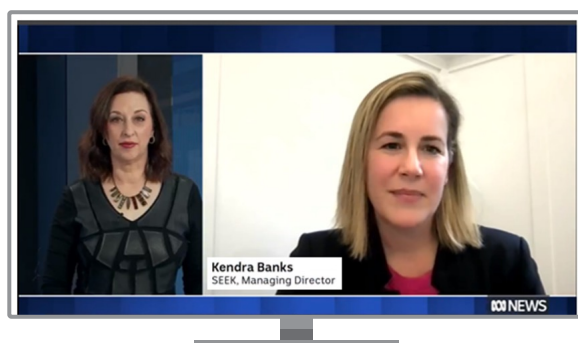
Delivering SEEK's purpose at scale.

Contributing to labour market and employment policy

SEEK's unique data and proprietary research provide support to the Australian Government's policies and programs in the areas of employment, labour market and workforce development.

SEEK's data delivers insights on labour market and salary trends to the government and its agencies, such as the Treasury, the Reserve Bank of Australia, the Department of Employment and Workplace Relations and the Australian Bureau of Statistics. The monthly SEEK Employment Report and SEEK Employment Index are publicly available. SEEK has a long-standing data sharing relationship with the National Skills Commission as a major contributor to the Internet Vacancy Index (IVI). The IVI is a monthly data series measuring online job advertisements by occupational and skill level groups and by state or territory and regional areas. It informs government policy around skills needs, workforce planning and skilled migration.

SEEK shares its unique data and insights with the media to raise awareness of key trends in the employment market. On average, SEEK is the source of around 18 media mentions per day about employment and industry trends, career advice and salaries. Regular news media appearances by SEEK experts provide information for broad audiences across Australia.



Kendra Banks, SEEK ANZ Managing Director, interviewed by Sue Lannin, ABC News, 10 June 2022

SEEK Volunteer

SEEK Volunteer leverages SEEK's online employment platforms to connect people with volunteer opportunities efficiently and safely. It is a free service for community organisations. SEEK's considerable investment, spanning 22 years, has made SEEK Volunteer one of the longest social impact investments by a technology company in Australia. It has also been operating in New Zealand since 2015.

COVID-19 lockdowns and natural disasters impacting communities have resulted in fatigue and disruption for community organisations. Paid work has altered substantially with the move to remote and hybrid working, and, for some people, there is continued reluctance to engage face-to-face. Volunteer roles are slowly adapting to these changing dynamics, however 85% of the roles available on SEEK Volunteer require in-person participation. Most require volunteers to sign on for at least six months and commit to regular attendance. As a result, the anticipated resurgence in volunteering is yet to be realised. This is reflected in a 25% decline in volunteering applications this financial year.

Inclusion initiatives to expand volunteering

SEEK Volunteer has been expanded to support certified social enterprises to access volunteers. TQN Personnel, a social enterprise that helps people from disadvantaged backgrounds access jobs within the construction industry, advertised multiple volunteer roles and received several applications for each role within a month.

Accessibility for SEEK Volunteer users has been further improved over the last year and will be assessed annually through an external accessibility audit.



	Individuals who applied for a volunteer opportunity	Active organisations posting volunteer opportunities	Volunteer opportunities available
2022	107,771	4,721	26,049
2021	143,383	4,638	25,730

Social impact (continued)

Engaging with Indigenous communities

SEEK continues to build relationships with Aboriginal and Torres Strait Islander communities. Proactive support is offered through products and services, supply chains and general business practices. SEEK continues to develop working relationships with all peoples in New Zealand, including tangata whenua.

Key outcomes of SEEK's First Nations initiatives for the year are outlined below. Although progress is needed in all areas covered by this report, engagement with Indigenous communities is an area in which SEEK feels it has not made sufficient progress.



Artwork by Bitja (Dixon Patten Jnr) Gunnai, Gunditjmara, Yorta Yorta and Dhudhuroa, Bayila Creative

Acknowledging and respecting the custodianship of Traditional Owners

SEEK takes an office-by-office approach to acknowledging the Traditional Owners of the various lands on which it operates across Australia. In consultation with Elders from the Wurundjeri Council over the last 12 months, SEEK developed a new Acknowledgement of Country Guide. The guide helps SEEK's representatives across Australia to acknowledge the local Indigenous communities in a meaningful and relevant way.

The new SEEK headquarters in Cremorne in inner Melbourne presented an opportunity to acknowledge, connect and learn from the local Indigenous community. Artist Dixon Patten (Bitja), Gunnai, Yorta, Gunditjmara and Dhudhuroa, created artwork for the new office. Working closely with Wurundjeri Elders, he created a piece that tells the story of the land on which SEEK's office is located. Central figures of the artwork are Wurundjeri deities: Bunjil the eagle; Waa the crow; and Buliyong the bat. Office meeting room names include traditional Woi-wurrung words for flora and fauna significant to Wurundjeri Country. This shows SEEK's respect for the Traditional Owners of the land and acknowledges their continuing custodianship.

Welcome to Country and Smoking Ceremony at SEEK's new headquarters

Wurundjeri Elder Aunty Julieanne Axford welcomed SEEK to the traditional lands of SEEK's new headquarters in Cremorne and Aunty Rochelle Patten, Yorta Yorta Elder, performed a Smoking Ceremony. Over 400 employees attended the ceremony performed on behalf of the Wurundjeri people.

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

SEEK is committed to optimising its recruitment products to help Indigenous enterprises and recruiters find the right candidates and to helping Indigenous job seekers find fulfilling jobs. SEEK has engaged 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 for SEEK. Next year, research will commence to review the current state of Indigenous recruitment and enhance relationships with Indigenous recruitment agencies and enterprises.

Backing Indigenous businesses

SEEK is proactive in sourcing goods and services from Indigenous-owned and operated suppliers. During the year SEEK engaged verified Indigenous-owned and managed businesses to deliver creative services and marketing, office supplies and equipment and catering services.

Aunty Julieanne, a Wurundjeri Woi-wurrung Elder, supported SEEK during the move to the Cremorne office. She provided guidance on SEEK's Acknowledgement of Country statement and – along with Aunty Gail Smith – on the traditional Woi-wurrung meeting room names. She also collaborated with artist Dixon Patten to tell the story of the Wurundjeri people through his artwork.

SEEK is headquartered in Melbourne, Australia and has been listed on the ASX since 2005. Since 2014, its operations have expanded to include businesses in South East Asia, Brazil and Mexico.

The APAC business, comprising SEEK ANZ and SEEK Asia, is the largest component of SEEK and therefore the focus of this part of the report. By comparison, the Brazil and Mexico businesses operate with relative independence.

Employee engagement

Culture

A newly defined culture statement called Our SEEK was introduced across APAC in FY2022, harmonising two separate culture statements for ANZ and Asia. This common culture statement is an evolution of what already exists at SEEK; it unifies employees across countries, languages and cultures and reflects SEEK as a multinational business. At the core of SEEK's culture is its purpose, which is underpinned by four operating principles and associated behaviours, which guide decision making and ensure the long-term sustainability of the business.

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.

SEEK embeds 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 the impact through employee engagement surveys.

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

Engagement

SEEK maintains a continuous focus on employee engagement, which is underpinned by mutual respect and effective two-way communication between leaders and people. Engagement surveys are hosted 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 2021. The overall engagement score remained strong, within the top quartile against relevant peers, which was consistent with prior years. With COVID-19 continuing to impact work and home lives in FY2022, the engagement survey demonstrated how highly people valued the support and care provided by SEEK during the pandemic.

The more recent check-in survey, conducted in April 2022, recorded a slightly higher engagement result than October. Engagement levels across both ANZ and Asia were above global technology company benchmarks, reinforcing SEEK's track record of high employee engagement.

Adopting a longer-term view, engagement across APAC has trended upwards over time, due to the significant increase in Asia and ANZ results remaining consistently strong.

Innovation and collaboration

SEEK hosts bi-annual, 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 #16 was hosted virtually across APAC in November 2021. Forty-five different hack ideas were developed by cross-regional teams and pitched to a judging panel. Hackathon #17 was hosted in a hybrid manner across APAC in June 2022. Over 350 employees contributed to 42 hack ideas, presented to a panel of judges in Melbourne and Kuala Lumpur.



Employee engagement (continued)

Workforce profile

At the end of FY2022, SEEK's APAC workforce comprised 2,721 employees, with a close to 50:50 split across ANZ and Asia regions. Most employees were employed permanently, with 7% employed on either a fixed-term or casual basis. Full-time employees account for 95% of the workforce, with part-time employees comprising 5%.

In addition to the APAC business, SEEK has businesses in Brazil and Mexico, which operate under the Catho and OCC Mundial brands respectively.

SEEK's workforce – permanent and fixed-term employees

30 June 2022

ANZ (SEEK)	1,396
Asia (JobsDB and JobStreet)	1,325
Brazil (Catho)	539
Mexico (OCC)	273
TOTAL	3,533

To enable SEEK to grow, and to provide flexibility to meet business requirements, a contingent workforce is maintained. 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, such as Marketplace Unification.

Establishment of the SEEK Growth Fund

Following a strategic review of SEEK Investments by the SEEK Board, SEEK announced the formation of the SEEK Growth Fund in August 2021. The Fund comprises most of the Early-Stage Ventures (ESVs) previously owned by SEEK, as well as Online Education Services (OES), and is independent of SEEK. The Fund is managed by Andrew Bassat and the SEEK Investments team and is supported by a small number of employees, including employees who transferred across from SEEK. There were no job losses incurred as a result of this reorganisation.

Detailed APAC workforce profile

	Female	Male	Total
Total number of employees			
ANZ	644	752	1,396
Asia	773	552	1,325

By employment type

Number of permanent employees			
ANZ	580	693	1,273
Asia	727	538	1,265
Number of fixed-term employees			
ANZ	64	58	122
Asia	45	11	56
Number of casual employees			
ANZ	0	1	1
Asia	1	3	4

Full-time/part-time permanent employees

Number of full-time employees			
ANZ	473	679	1,152
Asia	727	538	1,265
Number of part-time employees			
ANZ	107	14	121
Asia	0	0	0

Workforce profile metrics are reported in head count.



New offices

In late 2021, SEEK opened its new headquarters in Cremorne, Melbourne, accommodating around 1,500 people.

The building was designed to integrate physical and virtual working practices. Sustainability has been embedded in the building design and fit-out, which is tracking towards a six-star Green Star Rating and a five-and-a-half star NABERS rating.

Refer [Minimising environmental impact](#)

New offices in Singapore and Auckland were also opened during the year, providing employees with contemporary workspaces reflecting SEEK's culture and brand.

Employee engagement (continued)

Attraction and retention

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

Since early 2021, like many other employers, SEEK has been challenged by the candidate-short market. During FY2022, job ads on SEEK's ANZ employment platforms were at historically high levels and candidate applications per role were lower than pre-pandemic levels. Coupled with ongoing limitations to source talent internationally due to immigration constraints, this created a highly competitive market for experienced technology professionals. SEEK responded to this environment by promoting internal referrals, streamlining hiring processes, fast tracking high-calibre talent, and continuing to innovate talent acquisition practices.

For select roles within Technology and Strategy, Product and Artificial Intelligence functions, SEEK adapted its flexible work policies. The ability to work remotely on an ongoing, permanent basis is supported for specific roles, based on scarcity of skills and the nature of the role. In recognition of the need for some in-person connection, the aim is to bring all team members together at least once a quarter. The evolution of flexible work opportunities at SEEK is ongoing.

Across the APAC business, SEEK retained 84% of permanent employees in FY2022. Annualised voluntary attrition was 16%, and total annualised attrition was 17% across APAC. Details regarding annualised voluntary attrition are outlined in the table below.

Voluntary attrition by gender

	FY2022 annualised	
	ANZ	Asia
Female	12%	17%
Male	14%	23%
Total	13%	19%

In 2022, SEEK was included as one of the **Top 10 Best Places to Work in Technology** in the Australian Financial Review (AFR) BOSS Best Places to Work awards. This followed SEEK being awarded Overall Winner and the Best Place to Work in Technology in 2021. The judges highlighted various wellbeing support initiatives offered to SEEK employees during the pandemic, including an approach of "extreme flexibility" to support people during a difficult time.

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 and in many cases is above the external market median. Additional benefits for Australian-based permanent employees comprise:

- an annual variable-pay opportunity;
- an employee share purchase plan;
- salary continuance insurance;
- travel insurance for both personal and business travel; and
- a range of employee perks such as free breakfast provisions provided in the office, various employee offers at participating local businesses and access to benefits such as novated car leases.

A range of leave provisions is 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 employees can attend to personal and family matters outside of work. There is no questioning of why employees use this leave as SEEK acknowledges that people have different commitments in their lives.

Employees in ANZ 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 risk insurance coverage.

Collective agreements and freedom of association

Collective agreements are not customary in the industry in which SEEK operates, as employees are engaged under individual contracts in predominantly professional roles. SEEK employees are not restricted in their entitlement to freedom of association.



Employee engagement (continued)

Flexible working

SEEK has always been a flexible 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 business needs and employee preferences. The core of SEEK's approach to flexibility is considering the needs of the individual, the team and the business, and encouraging dialogue between leaders and their teams. In-person connection and collaboration have always been important to SEEK's culture. In recent times, with the re-opening of offices, SEEK has adopted a hybrid working model that blends working from the office for two to three days per week with working from home. In FY2022, SEEK also introduced a new leave benefit, which enables employees to work remotely from a different location for up to four weeks per year.



Career and talent management

Regular informal performance conversations and twice-yearly reviews ensure that all employees are aware of how they are performing. 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.

For the top 80 leaders across SEEK, 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 encouraging people to move into new and differentiated roles.

The Our SEEK Annual Awards celebrate the 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 judging panel comprised of leaders from across APAC.

Learning and development

During FY2022, the LeadingSEEK program has been a significant investment designed to build leadership capability in the 50 most senior leaders at SEEK. The year-long program is sponsored by the MD and CEO and has been co-designed and facilitated by two global leadership experts. It involves discussion sessions on leadership and followership, 360-degree feedback, peer-group and self-reflective learning, as well as presentations from experienced leaders outside SEEK. Program delivery was designed to include a combination of online and in-person events, with virtual reality augmenting the online experience and external guest speakers interviewed for a live audience by the CEO. Feedback from participants has been exceptionally positive.

For the broader employee group, there are various learning offerings available. SEEK's learning and development curriculum incorporates foundational professional learning opportunities, functional training 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 covers expected workplace behaviours of all people. For new starters, this is covered as part of a structured induction during which they learn about Our SEEK and the business and meet senior leaders. To further build understanding, employees are required to complete mandatory online training modules on commencement 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 culture, creating an environment in which everyone feels they can belong, regardless of their personal attributes or how they identify. 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.

Priority focus areas for the continued promotion of a diverse and inclusive workforce at SEEK are gender diversity, workplace inclusion, flexibility and employee wellbeing. SEEK is also aware of the need to improve cultural diversity across leadership roles, which will be a focus going forward.

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

Gender diversity

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

Female representation at SEEK

As foreshadowed last year, female representation in SEEK's Executive Leadership Team is now 50%. The overall APAC workforce comprises a total of 48% men and 52% women.

Female representation by level

	30 June 2022	
	Asia	ANZ
Executives of SEEK Limited	50%	
Senior managers*	22%	32%
All other employees	59%	46%

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

Female representation by age

	30 June 2022	
	Asia	ANZ
Under 30 years of age	31%	19%
30-50 years of age	67%	75%
Over 50 years of age	2%	6%

Increasing female participation

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

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 2022 FAST program, SEEK's fourth, has a cohort of 25 women.

Technology roles

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

Initiatives during FY2022 included the following:

- Delivery of an additional pilot on inclusive ways of working. This was developed and facilitated by an external consultancy for a cohort of employees within SEEK's Product, Design and Engineering teams. Planning is underway to implement this program across the remainder of the technology teams.
- A Careers Program pilot for a group of women in mid-level engineering roles to support their career development and growth. The program included workshops for these women and their leaders, and one-on-one coaching with an external provider.

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. SEEK also offers a Women in Strategy scholarship to support the professional development of women considering a strategy career, who have a specific interest in the technology industry.

Camp SEEK aims to address the shortage of women in the technology industry. The camp 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 within science, technology, engineering or mathematics (STEM). Around 20 participants spend one week of the September school holidays hearing from women about their roles at SEEK and their career journey. In addition, participants have an opportunity to gain hands-on experience in coding, design, and product development; all within a creative and fun learning environment.



Diversity and inclusion (continued)

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:

- 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;
- applying third-party gender neutralising technology to reduce gender bias in job advertising; and
- targeted education, such as Awareness of Bias in Hiring workshops for hiring managers.

Measurable objective: achieve gender balance in hiring

Women represented 49% of new hires in FY2022 for all roles across APAC.

New hires by gender

As a % of total new hires	FY2022	
	ANZ	Asia
Female new hires	45%	53%
Male new hires	55%	47%

SEEK continues to focus on fostering a compelling work environment for women in technology roles to achieve greater gender representation in this area. In FY2022, women represented 26% of all new hires into technology roles across APAC, which was a 4% year-on-year increase.

Gender pay equity

SEEK is committed to ensuring gender pay equity across all levels for comparable roles.

Across APAC, there are strategies in place to ensure equitable pay outcomes are achieved 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 the October 2021 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. The issue is the under-representation of women in the higher paying professional and technical roles, particularly in technology roles. The initiatives to address this at SEEK are multi-faceted.

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.

To date, gender pay analysis has yet to be undertaken to the same extent in Asia. The implementation of a new consolidated HR Information System in Asia in October 2021 will enable more formal analysis in line with ANZ practices. With the consistent approach to capturing and reporting employee and job architecture data, detailed gender pay analysis will be conducted across APAC.



Diversity and inclusion (continued)

Family and domestic violence

SEEK supports its people through challenging times in their personal lives, including situations of domestic and family abuse. Under the Domestic and Family Abuse Policy, those in need can access paid leave and external professional support. Relevant members of the People and Culture team undergo training to build their knowledge and skill in triaging cases and supporting leaders who are managing these situations within their teams.

Sex-based harassment and discrimination

SEEK has a formal policy and grievance process, 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 to 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. This was particularly important during FY2022, with widespread COVID-19, home-schooling demands and various other illnesses affecting employees and their families.

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 with the transition prior to, during and after the parental leave period.

Parental leave (FY2022)

Number of employees who took parental leave as the primary carer (ANZ)	116
Gender	81 female (70%) 35 male (30%)
Retention	
% who returned to work after parental leave ended	98%

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



LGBTQIA+

For the eighth consecutive year, SEEK sponsored Midsumma 2022, Melbourne's premier LGBTQIA+ community event. This involved SEEK participating in the annual Pride March in Melbourne in February. Employees and their family members marched wearing bright pink SEEK t-shirts displaying supportive messages about social inclusion and diversity.



Workplace health safety and wellbeing

Wellbeing at SEEK

The Wellbeing at SEEK program encourages employees to foster their health and wellbeing through a range of initiatives, including:

- 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.

	ANZ	
	FY2022	FY2021
Lost-time injury frequency rate* (per million hours worked)	2.2	1.8
Lost-time injury incident rate (per 100 employees)	0.29	0.35
Number of Workcover claims	0	4

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

The workplace safety performance data refers to ANZ workplaces. In future, SEEK plans to harmonise the measurement of workplace safety performance across APAC and align future reporting.

COVID-safe return to offices

During FY2022, the operating status of SEEK offices varied depending on government restrictions. The health and wellbeing of employees remained at the forefront of decision making. The business sought professional advice from relevant health authorities and communicated extensively with employees across multiple channels as the pandemic and requirements for safety in the workplace evolved.

For offices that were open, social distancing measures were implemented, employee attendance was monitored, and workplaces were cleaned and sanitised regularly. Employees only travelled when necessary for business operations and adhered with government requirements.



Community contribution

Donations

Workplace giving remained important, as charities again experienced unprecedented demand for their services. Some charities found themselves unable to meet this demand, as it was not possible to implement traditional fundraising campaigns due to COVID-19 restrictions.

Small Change is SEEK's workplace giving program. It provides funding to 10 charity partners. Employees participate through pre-tax donations deducted directly from their pay, which SEEK matches dollar for dollar uncapped. This year, 61% of SEEK's Australian employees participated in the program, a 6% increase on last year. SEEK employees donated A\$193,000. SEEK matched this, bringing the total to A\$386,000 donated via the program.

SEEK provided A\$100,000 in additional financial support, shared equally between the Small Change charity partners. The donation was in lieu of providing end-of-year gifts to employees.

SEEK's Small Change charity partners

- Alannah and Madelaine Foundation
- Australian Wildlife Conservancy
- Cathy Freeman Foundation
- Lort Smith Animal Hospital
- Starlight Children's Foundation
- CanTeen
- Lifeline
- STREAT
- The Smith Family
- The Big Issue

Small Change partners visit SEEK headquarters

Charity partners STREAT, Lort Smith Animal Hospital and The Big Issue, visited the SEEK office in Cremorne. Employees heard how their donations are having an impact, met a vendor from The Big Issue and enjoyed catering from STREAT, a social enterprise helping disadvantaged young people. Therapy dog teams from the Lort Smith Animal Hospital also visited. Their dog handlers shared stories about the significant difference working therapy dogs make to the lives of many people in the community.



Across its operations, SEEK contributes to the local communities in which it operates. The SEEK Asia businesses conduct community contribution initiatives on an individual country basis.



Helping during COVID-19 in Thailand

The TogetherAhead Project was created by JobsDB to support Thai job seekers, entrepreneurs and people affected by COVID-19. In 2021, the TogetherAhead Project donated a Nasal High Flow Oxygen Therapy unit to Luang Phor Thaweesak Chutintaro Uthit Hospital in Bangkok.

Hong Kong collaborates with Go Digital Program

To support career development and upskilling in Hong Kong, JobsDB collaborated with online platform Esperanza to launch the Go Digital program. The program connects non-profit organisations in need of digital transformation and helps develop their employees' digital skills through professional support and access to discounted learning from SEEK's network of training partners, including Go1. The program provided support preparing funding submissions to the government's Reindustrialization and Technology Training Program. Longer term, the program aims to have a positive impact by helping to build a strong and competitive local talent pool for hirers.

Employee volunteering

SEEK encourages employees and teams to volunteer by providing an annual volunteer leave day across SEEK ANZ. SEEK employees in ANZ recorded a total of 245 hours, or 32 days, of volunteering in the community during FY2022. This was significantly less than in pre-pandemic years, due to extended COVID-19 lockdowns (particularly in Melbourne and Sydney) which limited access to volunteering opportunities and reduced people's motivation to volunteer.



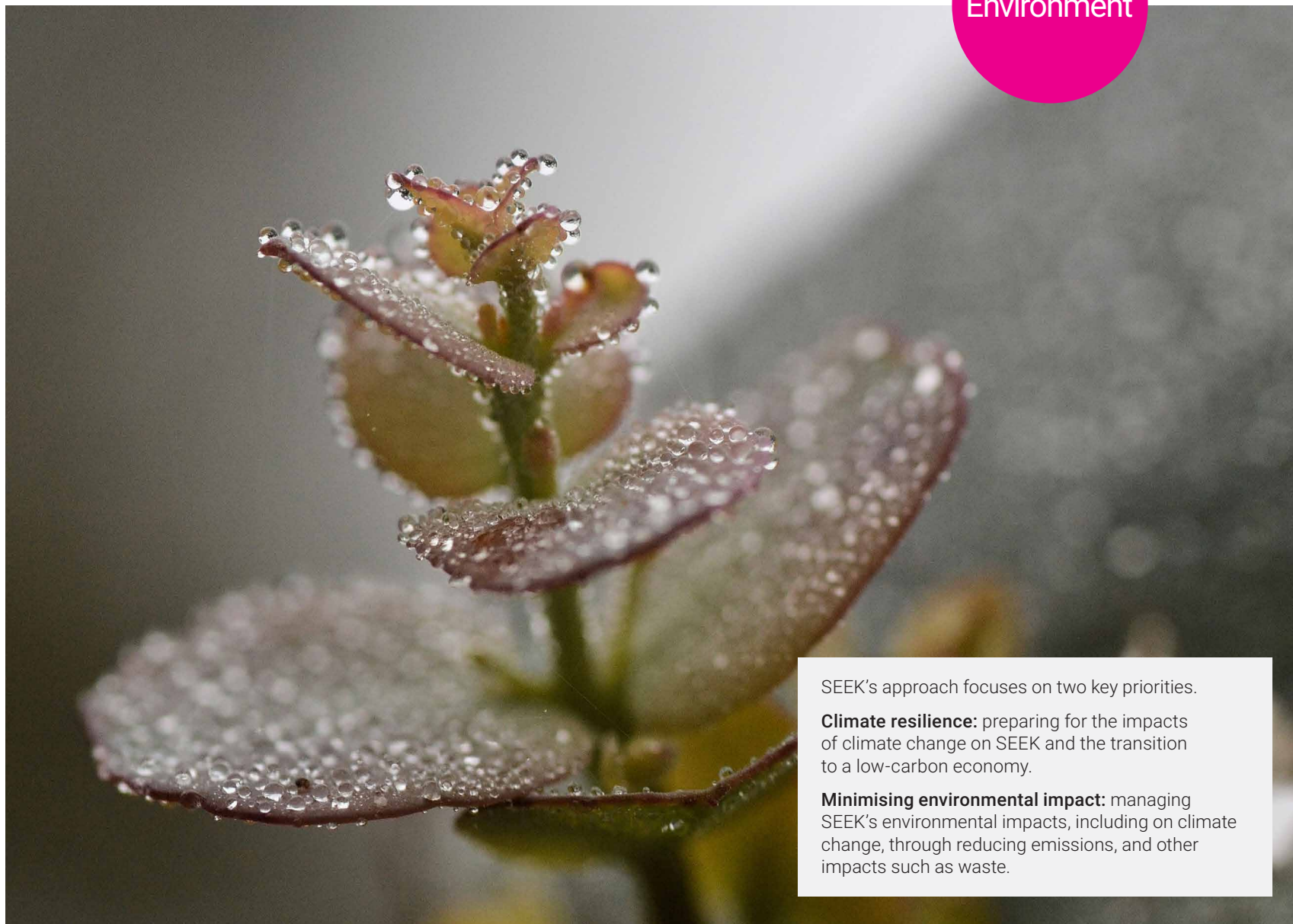
SEEK staff volunteering in the community

SEEK's Recruiter Segment team completed a volunteer day with Impact For Women, a charity focused on supporting Victorian women and children as they escape violence at home. The team joined representatives from 30 of SEEK's clients in wrapping and packing 'Red Bags of Love'. A key initiative for Impact For Women is the provision of basic items such as toiletries, cosmetics and gifts to women and children impacted by domestic violence.

In this section

Climate resilience
Minimising environmental
impact

Environment



SEEK's approach focuses on two key priorities.

Climate resilience: preparing for the impacts of climate change on SEEK and the transition to a low-carbon economy.

Minimising environmental impact: managing SEEK's environmental impacts, including on climate change, through reducing emissions, and other impacts such as waste.

Climate resilience

SEEK is reducing its impact on climate change and preparing for the transition to the low-carbon future. In FY2021, SEEK made a commitment to achieve net zero emissions by 2030. This will be achieved through a science-based approach to emissions reduction.

SEEK supports the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and uses this framework in addressing its climate resilience. This is the second year of assessment of climate-related risks and opportunities in line with the framework.

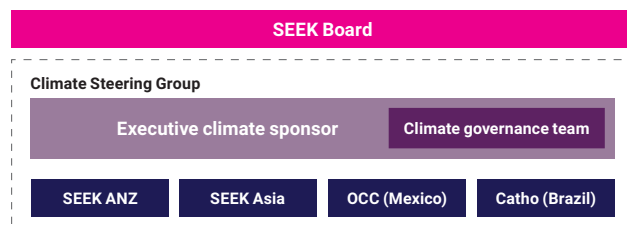
Governance

SEEK's exposure and management of its social and environmental impacts is one of the key risks overseen by the Audit and Risk Management Committee (ARMC). The ARMC is also responsible for reviewing and recommending SEEK's approach to environmental and social sustainability reporting.

This year, SEEK continued to develop and improve its climate governance through the following measures:

- assigned the CFO as the Executive Leadership Team climate sponsor;
- established a Climate Steering Group, supported by representatives in each region;
- appointed a Sustainability Manager to facilitate the delivery of SEEK's climate strategy; and
- included climate change as a regular item on Board meeting agendas and updated the ARMC charter to reflect climate governance responsibilities.

To support the identification and monitoring of climate-related issues, SEEK engaged an external climate expert to run several collaborative sessions on climate risks and scenario planning. These sessions involved key executives and regional senior leaders.



Looking forward, SEEK will:

- further embed climate responsibilities into existing management structures; and
- continue external collaboration with cross-industry working groups and market participants to build knowledge and capacity within SEEK.

Climate strategy

SEEK further explored the strategic impacts of climate change during FY2022, expanding across the global business. This refined the climate-related risks and opportunities that may impact SEEK over the short, medium and long term.

Climate-related risks and opportunities

Physical risks and opportunities

Health and safety issues for employees working from home, the office and commuting to and from offices	●
Increased difficulty in accessing reliable supplies of electricity for SEEK facilities, employee homes and key service providers such as data centres*	●
Increase 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	●

Transition risks and opportunities

Increasing energy prices and market volatility	● ●
Alignment with employee values on climate change to support retention and attraction of top talent	● ●
Increasing cost to collaborate and engage with key suppliers on their climate transition and emissions reduction pathways	●

Risk ● Opportunity ●

* Energy reliability is both a physical and transition risk due to the current volatility of coal generation retirement.

SEEK is preparing to perform climate scenario analysis. This will help predict future risks and opportunities emerging due to climate change and the potential operational impacts. SEEK has developed a high-level scope and approach for climate scenario analysis.



SEEK's risks/ opportunities

Selected top
Transition risk
Selected top
Physical risk



Climate scenarios

Low emission
(aggressive mitigation
1.5°C scenario)

Moderate emission
(current targets and
pledges 2°C scenario)

High emission
(no climate action
4°C scenario)



Time horizons

2030

Short term

2050

Medium term



Looking forward, SEEK will:

- perform climate scenario analysis in FY2023 to help predict how climate change impacts may evolve under different futures;
- monitor potential climate impacts and integrate these into risk management; and
- improve the primary data and methodology supporting the calculation of direct and indirect emissions.

Climate resilience (continued)

Climate risk management

SEEK considers climate change impacts within its Risk Management Framework. Based on global climate models, SEEK will develop mitigation strategies to address key physical and transitional risks. In addition, SEEK continues to focus on reducing emissions and maintains ongoing communication with its stakeholders regarding its climate change response.

In FY2022, climate-related risks were re-assessed for SEEK's global operations through the following process:

- risk and opportunity identification;
- executive engagement; and
- prioritisation and validation with senior leaders.

SEEK has established an internal communications and engagement plan to encourage employee engagement on climate change. SEEK updated its APAC Business Travel Policy to include consideration of the environmental impacts of travel. This aims to drive behavioural change to address an expected increase in emissions as COVID-19 travel restrictions lift.



Looking forward, SEEK will:

- commence implementation of high priority emissions reduction activities;
- develop an assurance program for sustainability and climate change related data;
- incorporate climate change considerations into procurement and property related policies;
- continue to integrate climate risk in the Risk Management Framework; and
- continue periodic monitoring of business travel emissions and assess an internal carbon cost.

Targets and metrics

SEEK's emissions are addressed in the 'Greenhouse gas inventory by scope and region' section of this report. In FY2021, SEEK established three key climate commitments to support its target to achieve net zero across all scope emissions by 2030.

Climate-related risks and opportunities	Status
Achieve carbon neutrality for SEEK ANZ for FY2021 under Climate Active in FY2022	●
Formalise an Emissions Reduction Strategy for SEEK in FY2022	●
Achieve carbon neutrality for SEEK's global footprint for FY2022 under Climate Active in FY2023	●

Complete ● In progress ●

Carbon neutral certification and investment in carbon offset projects

SEEK ANZ was certified carbon neutral for FY2021 for its business operations under the Australian Government's carbon neutral certification, Climate Active. SEEK achieved this by offsetting 100% of SEEK ANZ's carbon emissions through investing in three carbon offset projects. These projects support conservation, biodiversity and clean energy generation across SEEK's markets.

Watchbox Australian Biodiversity Project (Australia): a biodiversity land conservation project that protects the habitat of vulnerable species.

Katingan Mentaya Project (Indonesia): a forestry habitat restoration and conservation project that protects critically endangered species.

Ximeng Zheligentu Wind Farm (China): a renewable energy power generation project.



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

Emissions Reduction Strategy

The Emissions Reduction Strategy establishes SEEK's pathway to achieving its net zero commitment. The Strategy is supported by climate governance activity to further embed climate risk management and improve climate-related policy, practices and emissions reporting. This focuses on three key themes.

Operational emissions

Reducing absolute operational emissions (Scope 1 and 2)

Smarter climate choices for our people

Empowering our leaders and supporting employees to make smarter climate choices

Supplier engagement and responsible procurement

Embedding climate considerations into responsible procurement

To achieve the strategy, SEEK will do the following.

Reduce emissions across SEEK's own operations (scopes 1 and 2)

Reduce scope 1 and 2 emissions through the:

- purchase of 100% of operational electricity from renewable sources by 2025; and
- transition to greener fleet solutions, noting that fleet emissions are <1% of SEEK's global emissions profile.

Reduce emissions that SEEK is indirectly responsible for across SEEK's value chain (scope 3)

Reduce scope 3 emissions by actions to:

- purchase renewable electricity for scope 3 emission sources including data services, base buildings and working from home;
- embed further environmental considerations into business travel and office building selection and management;
- continue the transition to more sustainable technology services (cloud services and data centres); and
- encourage sustainable commuting and working from home.

Climate resilience (continued)

SEEK has commenced assessment of energy efficiency measures, renewable energy and working with suppliers on reducing emissions generated in supply chains. As emissions reductions are implemented, SEEK will continue to invest in carbon offsets for its residual global emissions.

SEEK's FY2022 climate commitments

- Certify as carbon neutral SEEK's global footprint for FY2022 under Climate Active
- Source 100% renewable electricity by 2025 (scope 2)
- Develop a science-aligned carbon reduction target by 2025
- Achieve net zero across all emissions scopes by 2030

→ What happens next?

- Achieve carbon neutral certification for SEEK's global emissions footprint for FY2022
- Undertake further risk assessment with climate scenario analysis
- Commence priority emissions reduction actions
- Engage staff through internal communications and engagement on climate change

Area	TCFD Implementation roadmap (FY2021-2023)	Status
Governance	Assign internal responsibilities and engage resources to support the Board and management to implement SEEK's climate strategy	●
	Develop an internal communications plan on SEEK's climate change position and strategy	●
	Develop an assurance program for sustainability and climate change related data	●
Strategy	Develop an Emissions Reduction Strategy across scope 1, 2 and 3 emission sources	●
	Achieve carbon neutrality for SEEK ANZ under Climate Active	●
	Perform climate scenario analysis	●
Risk management	Monitor potential climate impacts and integrate into risk management	●
	Develop and implement actions to address priority risks and opportunities	●
	Integrate climate change into relevant SEEK policies and procedures	●
Metrics and targets	Develop an assurance program for sustainability and climate change related data	●
	Disclose scope 1, 2 and 3 greenhouse gas emissions for SEEK's global operations	●
	Develop and disclose metrics for performance against targets to address climate-related risks and opportunities	●
	Monitor and report progress against established climate-related targets	●

Complete ● In progress ●

Glossary

GREENHOUSE GAS (GHG) EMISSIONS	Gases that tend to trap heat radiating from the earth's surface, thus causing warming in the lower atmosphere, such as carbon dioxide (CO ₂) and methane (CH ₄).
CARBON NEUTRAL	Where the net emissions associated with an activity are equal to zero because emissions have been offset to fully account for all emissions during the reporting period.
SCIENCE-BASED TARGET	An emissions reduction target that is in line with the scale and timing of reductions required to limit warming in line with the goals of the Paris Agreement, limiting warming to well below 2 degrees, with efforts to meet 1.5 degrees above pre-industrial levels. Targets can be either validated by the Science Based Target initiative (SBTi) or are aligned to the SBTi guidance on target setting.
CARBON OFFSETS	Offset units, equal to one tonne of carbon dioxide equivalent (tCO ₂ e-), are used to compensate for emissions a business produces and to bring their emissions footprint down to zero. Offset units are generated by projects that reduce, remove or capture emissions from the atmosphere such as reforestation, renewable energy or energy efficiency.
NET ZERO (ABSOLUTE EMISSIONS)	Achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.

Minimising environmental impact

SEEK's offices are managed with the aim of minimising energy use and waste. Sustainable design measures have been 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 business travel.

Electronic hardware that can no longer be deployed within the ANZ business is offered to a charity. If not useable, the hardware is securely disposed of through certified e-waste providers. In Asia, SEEK disposes of its electronic hardware through certified vendors.

Emissions profile

SEEK continued to measure its emissions in ANZ and in FY2022 expanded measurement to include its operations in Asia and Latin America. This data provides the foundation for emissions reduction and helps measure progress towards SEEK's commitment to net zero.

The main sources of emissions are: leased offices; employees working from home and commuting; purchased goods and services (including IT data services); electricity; and capital equipment. COVID-19 impacts continue to drive significant year-on-year variances, for example in ANZ emissions from employees working from home (-70%), employee commute (+63%), business travel (+177%), waste generated in operations (-94%), leased assets (+54%), and purchased goods and services (+41%).

Greenhouse gas inventory by scope and region

Emissions data was collected in Australia, New Zealand, Singapore, Malaysia, Thailand, the Philippines, Indonesia, Hong Kong, China, Brazil and Mexico.

SEEK measures emissions against the Greenhouse Gas Protocol categories: Scope 1 and 2 operational emissions and scope 3 indirect emissions from across SEEK's value chain. Scope 1 emissions include a small vehicle fleet from Mexican operations representing less than 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 categories since FY2019. These include purchased goods and services (primarily international and local data services and office supplies), embodied carbon in capital goods (IT equipment), full fuel cycle emissions, waste generated in activities, business travel (flights and vehicles), employee commuting and emissions associated with employees working from home and base-building services (electricity and natural gas for leased buildings).

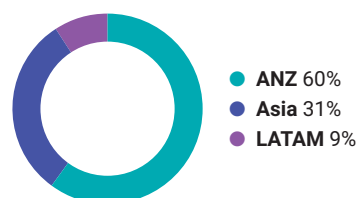
Greenhouse gas emissions inventory

	FY2021	FY2022
(Tonnes CO ₂ -equivalent)	(ANZ operations)	(Global operations)
Scope 1 – direct emissions	0	68
Scope 2 – electricity-related emissions	687	1,210
Scope 3 – indirect emissions	5,245	9,440
Total emissions	5,932	10,718
Emissions per employee (head count)	5.26	2.96
Total emissions – including Scope 3 indirect emissions from the Melbourne headquarters fit-out (7,550 tCO ₂ e-)	13,482	–

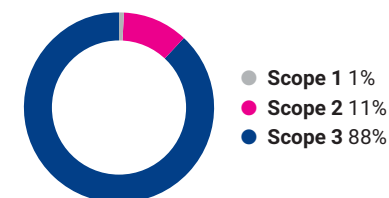
Energy consumption

	FY2021	FY2022
(GJ)	(ANZ operations)	(Global operations)
Electricity (offices)	2,701	7,078

Emissions by region



Emissions by scope

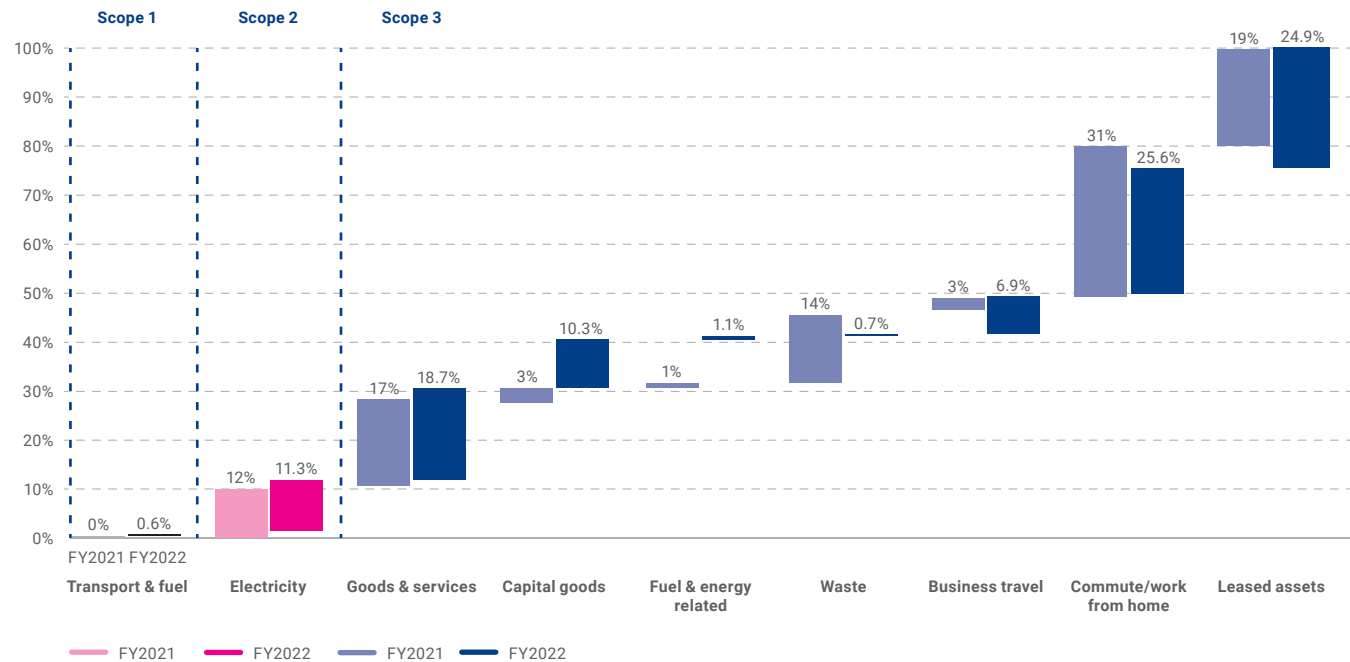


Notes

- Emissions are represented as tonnes of carbon dioxide equivalent (CO₂e-), 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 value chain including both upstream and downstream emissions where relevant to 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.
- The establishment of the SEEK Growth Fund was reflected in changes to SEEK's operational boundary. As a result, FY2022 emissions exclude OES, Sidekicker and Jobadder.

Minimising environmental impact (continued)

Emissions by scope and category



Data services: cloud and external data centres

SEEK predominantly stores its data in cloud-based platforms, and also at external data centres in Australia, Singapore, Hong Kong, the United States and Brazil. These data services and centres represent approximately 9% of SEEK's global emissions profile. Cloud services are more energy efficient than external data centres. During FY2022, SEEK further increased the proportion of cloud-based data services to approximately 99% in ANZ and 50% in Asia.

SEEK is working with its suppliers to understand energy consumption, efficiency opportunities and cloud services optimisation. SEEK monitors the cloud data storage performance of Amazon Web Services (AWS) using the AWS Customer Carbon Footprint Tool. This provides visibility for SEEK as AWS progresses towards 100% renewable energy by 2025.

Where possible, SEEK selects external data centres that are proactive in reducing energy consumption and utilising renewable energy sources. SEEK invests in the NEXTneutral program, which is certified carbon neutral with Climate Active. During FY2022, SEEK offset approximately 59 tonnes of carbon through the program for the NEXTDC M1 data centre.



New SEEK headquarters

SEEK's new headquarters in Cremorne have been designed to provide staff with excellent workspaces, while also operating in a way that minimises environmental impact. The building was designed to achieve a six-star Green Star rating, making it a leader in sustainable design, and a five-and-a-half star NABERS energy performance rating. It is located close to major public transport hubs and has facilities to encourage bike commuting.

Features of the sustainable building include:

- natural light – over half the working spaces are lit by daylight for 80% of the working day;
- solar power – a 40Kw rooftop solar system provides a proportion of power for the base building;
- solar shading – roof glazing helps prevent heat entering the building;
- building design – airtight features help save energy; and
- air quality – each floor has access to outside spaces and there is 50% more fresh air intake than a typical office building.

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Cybersecurity

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

Cybersecurity threats and failures are testing the world's digital systems. Businesses continue to face threats by cyber criminals who are exploiting the global shift to remote and hybrid working arrangements. SEEK expects cyber-attacks and prepares accordingly.

Cyber criminals continue to target the business with email scams, identity fraud and business email compromise. New threats have also emerged such as fake subpoena requests for sensitive information, which attempt to mirror legitimate requests received by companies.

In a competitive market for cybersecurity skills and talent, SEEK has recruited and retained high quality cybersecurity talent and increased this investment in FY2022, including engaging security influencers. In addition, SEEK has an internal cybersecurity talent pipeline.

Security awareness and training

Management of cybersecurity risks is a major priority for everyone at SEEK. This is done by understanding everyone's role in the safekeeping of customer data, business data and systems.

The Information Security Policy applies to all employees, contractors and consultants who use SEEK's systems and access its data. This defines SEEK's approach to information security and users' roles and responsibilities across physical security, device and system access and use, password confirmation and confidentiality.

Security awareness initiatives for all employees and long-term contractors include:

- security onboarding for new SEEK users;
- phishing – monthly simulated targeting of SEEK users to build alertness to real-world attacks;
- password manager – good password hygiene at work and outside work using the corporate password manager; and
- security scorecard – a monthly personalised report linked to each individual's cyber safety performance.

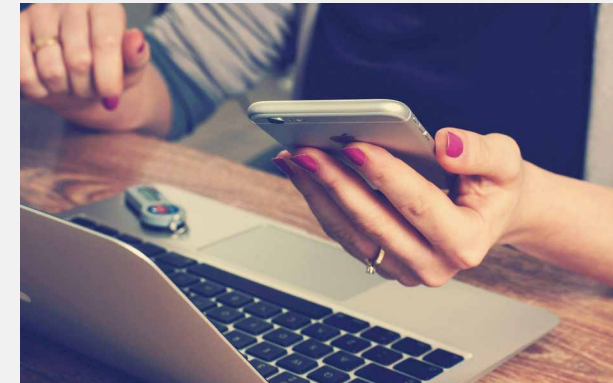
Industry standards

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.

Industry collaboration

SEEK's security team is an active member of, and contributes to, a number of multi-company and industry security forums. 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 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 the issues found.



Security influencer (sɪ'kjʊərəti 'ɪnfluənsər)

(NOUN) Person influencing cybersecure behaviour.

(VERB) Influencing cybersecure behaviour through:

- a focus on security culture by reducing human risk and uplifting awareness;
- gamified training and creative security awareness campaigns across various target groups;
- collaboration with security advocates across the business; and
- supporting security tooling.

Cybersecurity (continued)

Security program

SEEK's strategy 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.

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.

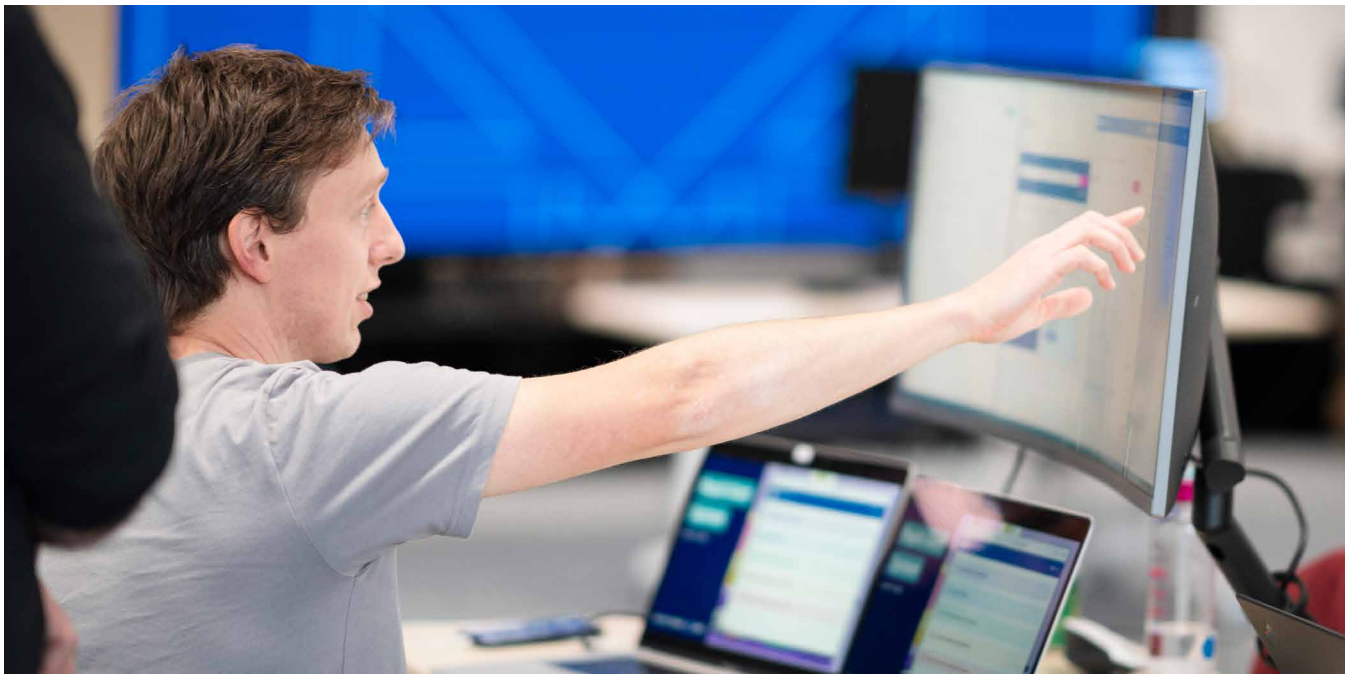
SEEK's infrastructure mainly operates using cloud services leveraging Amazon Web Services (AWS) infrastructure. These facilities are physically secure, geographically separated, Tier III, and ISO 27001 compliant.

Cybersecurity governance

Cybersecurity is managed by an experienced security 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 CEO, Managing Director Technology, Chief Information Security Officer and Chief Risk Officer.

The cybersecurity control environment is monitored in accordance with SEEK's Risk Management Framework. The Board's Audit and Risk Management Committee is responsible for the review of cybersecurity as one of SEEK's key risks and is regularly briefed on cybersecurity risks and mitigation measures.



Outlook

SEEK will continue to invest in its cybersecurity capabilities to stay aligned with evolving NIST and CIS frameworks. Cybersecurity processes and frameworks continue to be incorporated into platform and product change programs such as Marketplace Unification and accelerated deployment of cloud services.

Business resilience

SEEK's critical services deliver job advertisements to millions of people. Customers expect these services to be reliably available.

Managing resilience across systems, infrastructure and processes is a key aspect of SEEK's Risk Management Framework.

SEEK's Business Continuity Plan operates in line with the requirements of ISO 22301. Four broad business continuity scenarios cover loss of technology, building, staff and critical third parties. This operates in conjunction with SEEK's Crisis Management Plan. Critical technologies, business processes and third-party systems are identified for recovery 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.

From mid-March 2020, dependence on business continuity planning increased. Business critical processes and systems were successfully maintained in a fully remote working environment in response to the COVID-19 pandemic. A hybrid model of remote and office-based working was then established in early 2021 and continued throughout FY2022.

SEEK responded by investing in and building capabilities and specific improvements including:

- formalising employee and external communications plans in the event of a crisis to ensure continuity; and
- upgrading the travel monitoring system to support safe employee business travel.

The framework for business continuity is overseen by the Chief Risk Officer and reviewed periodically by the Board via the Audit and Risk Management Committee. Business continuity testing and audits are conducted to identify areas for improvement. During FY2022 the Crisis Management Plan was tested with a simulated exercise designed to test SEEK's response to a serious external threat affecting SEEK ANZ and SEEK Asia. This simulation involved the Board and the Executive Leadership Team and led to improvements to the Crisis Management Plan.

SEEK's technology resilience was also assessed by Deloitte resulting in improvements to resilience governance, processes, documentation and recovery and response planning.



Outlook

- The Technology Resilience Program across APAC will add resilience and further build response and recovery capability for critical business services.
- 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.



Responsible and ethical business practices

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.

Code of Conduct

SEEK's Code of Conduct outlines the behaviours expected of employees, directors and contingent workers 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.

SEEK has recently refreshed its Code of Conduct to apply across all SEEK businesses and geographies.

Whistleblower protection

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

Low numbers of whistleblower reports have been received across SEEK, particularly since the COVID-19 office closures and the subsequent hybrid working environment. Whistleblower reminder campaigns were launched across SEEK as people returned to offices and as a part of the implementation of the refreshed Anti-Bribery and Corruption Policy. Where whistleblower reports are received, these are investigated and, if appropriate, actions taken.

The Audit and Risk Management Committee 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 operates in multiple countries engaging with numerous third parties including hirers, candidates 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 around actions taken if an incident is identified. Reporting of suspected breaches of the policy is encouraged, including through the whistleblower channels. The Audit and Risk Management Committee oversees anti-bribery and corruption compliance and receives reports of any material incidents.

SEEK's Anti-Bribery and Corruption Policy was refreshed during the year, following a detailed bribery and corruption risk assessment. The 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 FY2022, this training was conducted across SEEK ANZ and SEEK Asia with 100% completion by 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.

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


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.

Corporate Governance

Each year, SEEK prepares a Corporate Governance Statement which is released to the Australian Securities Exchange. 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) content 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 2021 to 30 June 2022 (FY2022) Frequency: annual Reported date: 8 September 2022 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: 'SEEK's people', 'Employee engagement' – 'Workforce profile' section
2-8	Workers who are not employees	Sustainability Report: 'SEEK's people', 'Employee engagement' – 'Workforce profile' section
2-9	Governance structure and composition	Sustainability Report: 'Governance of ESG' 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'; 'Risk management and assurance', 'Environmental and social risk exposures'
2-13	Delegation of responsibility for managing impacts	Sustainability Report: 'Governance of ESG'
2-14	Role of the highest governance body in sustainability reporting	Sustainability Report: 'Governance of ESG' Corporate Governance Statement: 'Environmental and social risk exposures'
2-15	Conflicts of interest	Corporate Governance Statement: 'Directors' responsibilities and obligations' (Independence)
2-16	Communication of critical concerns	Sustainability Report: 'Responsible and ethical business practices' section ('Whistleblower protection', and 'Anti-bribery and corruption') Corporate Governance Statement: 'Board committees' section
2-17	Collective knowledge of the highest governance body	Corporate Governance Statement: 'Directors' development and support' section Sustainability Report: 'Governance of ESG' section
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Statement: 'Board performance evaluation' section

Global Reporting Initiative index (continued)

Standard	Disclosure	Location/Response
2-19	Remuneration policies	Remuneration Report: '3.1 Executive remuneration framework snapshot', '4. Remuneration governance framework and related policies', '5.1 Non-Executive Director Fee Policy'
2-20	Process to determine remuneration	Remuneration Report: '4. Remuneration governance framework and related policies', '5.1 Non-Executive Director Fee Policy' sections
2-21	Annual total compensation ratio	Remuneration Report: '1.1 Executive KMP remuneration arrangements for FY2023', '3.8 Executive statutory remuneration for FY2022 and FY2021' 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' and 'United Nations Sustainable Development Goals' sections Responsible business conduct: SEEK Anti Bribery and Corruption Policy 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 procurement – Supplier Code of Conduct' section Sustainability Report: 'Responsible and ethical business practices – Anti-bribery and corruption' section
2-25	Processes to remediate negative impacts	Sustainability Report: 'Responsible and ethical business practices – Whistleblower protection' section SEEK Whistleblower Protection Policy https://www.seek.com.au/about/investors/corporate-governance/
2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance Statement: 'Shareholders and stakeholder engagement' section Sustainability Report: 'Responsible and ethical business practices – 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: 'Responsible and ethical business practices' section No significant instances of non-compliance with laws or regulations or fines incurred.
2-28	Membership associations	Sustainability Report: 'Stakeholder engagement – Sustainability initiatives' section Significant memberships: <ul style="list-style-type: none"> • 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: 'Contents' and 'Material topics – reporting what matters' sections
3-3	Management of material topics	Sustainability Report: 'Report scope and boundary' section Social, Environment and Governance topics

Global Reporting Initiative index (continued)

Standard	Disclosure	Location/Response
302-1	Energy consumption within the organization	Sustainability Report: 'Minimising environmental impact – Greenhouse gas inventory by scope and region' section
305-1	Direct (Scope 1) GHG emissions	Sustainability Report: 'Minimising environmental impact – Greenhouse gas inventory by scope and region' section
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report: 'Minimising environmental impact – Greenhouse gas inventory by scope and region' section
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report: 'Minimising environmental impact – Greenhouse gas inventory by scope and region' section
305-4	GHG emissions intensity	Sustainability Report: 'Minimising environmental impact – Greenhouse gas inventory by scope and region' section
401-1	New employee hires and employee turnover	Sustainability Report: 'Employee engagement – Workforce profile' section
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 available to part-time employees as full-time employees.
401-3	Parental leave	Sustainability Report: 'Diversity and inclusion – Parents and carers' 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 – Female representation at SEEK' 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: 'Modern slavery – Supply chains' section Modern Slavery Statement: 'Modern slavery risk – Supply chain' section
414-2	Negative social impacts in the supply chain and actions taken	Sustainability Report: 'Modern slavery – Supply chains' section Sustainability Report: 'Responsible procurement – Procurement profile' section Modern Slavery Statement: 'Actions to assess and address modern slavery risks in SEEK's supply chains' section
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report: 'Data trust – Protecting data privacy' section



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