



19 August 2025

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited – 2025 Sustainability Report

SEEK is pleased to present its 2025 Sustainability Report for release to the market.

Yours faithfully,

A handwritten signature in blue ink that reads "R. Agnew".

Rachel Agnew
Company Secretary

Authorised for release by the Board of Directors of SEEK Limited

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SEEK Sustainability Report 2025



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This report

This report covers SEEK Limited as a consolidated entity consisting of SEEK Limited and its controlled entities (the Company or SEEK).
 This report covers the period 1 July 2024 to 30 June 2025, which aligns with SEEK's financial year. On 30 May 2025, SEEK completed the re-acquisition of Sidekicker, a contingent labour platform operating across Australia and New Zealand. Sidekicker will be included in SEEK's FY2026 sustainability reporting.
 All monetary values are in Australian dollars.
 The information in this report is validated by subject matter experts and senior management and is supported by verifiable evidence.

Forward-looking statements

This report contains forward-looking statements, including climate-related targets. While these forward-looking statements reflect the Company's expectations and assumptions at the date of this report, they are provided as a general guide only and are not guarantees or predictions of future performance or statements of fact. The Company believes the forward-looking statements have a reasonable basis at the date of this report, but acknowledges that they involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Company, which may cause actual outcomes and developments to differ materially from those expressed or implied in the forward-looking statements.
 Readers should not place undue reliance on the forward-looking statements, and past performance cannot be relied on as a guide to future performance. To the maximum extent permitted by law, the Company makes no representation, assurance or guarantee in connection with, and disclaims all responsibility for, the accuracy, completeness or likelihood of fulfilment of any forward-looking statement, any outcome expressed or implied in any forward-looking statement or any assumptions on which a forward-looking statement is based. Except as required by applicable laws or regulations, the Company does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.
 The accuracy of SEEK's greenhouse gas emissions data and other metrics may be impacted by various factors, including inconsistent data availability, a lack of common definitions and standards for reporting climate-related information, quality of historical emissions data, reliance on assumptions and changes in market practice. These factors may impact the Company's ability to meet commitments and targets or cause the Company's results to differ materially from those expressed or implied in this report.

Acknowledgement of Country

SEEK acknowledges the Traditional Custodians of the lands on which it operates. We extend this acknowledgement to all First Nations peoples across the Asia Pacific region in which SEEK is proud to operate.

We pay respects to their rich cultures, to Elders past and present, and the continuing custodianship of the land, waterways and community on which we all rely.

We recognise the ongoing contribution of First Nations peoples to the diverse communities in which we belong.

The gum leaf represents a symbol of welcome and it acknowledges the diverse countries⁽¹⁾, environments and communities.

Artist: Bitja, (Dixon Patten) Gunnai, Yorta Yorta, Dhudhuroa, Gunditjmara, Bayila Creative

(1) In this context, 'countries' refers to the tribal areas, not explicitly Australia and other countries.



SEEK office locations in Australia and New Zealand

Australia First Nations peoples: Traditional Custodians

Melbourne: Wurundjeri Woi-wurrung peoples of the Kulin nation

Sydney: Gadigal peoples of the Eora nation

Brisbane: Jagera peoples of the south side of the river and Turrbal peoples of the north side of the river of the Yuggera nation*

Adelaide: Kurna peoples of the Adelaide Plains

Perth: Whadjuk peoples of the Noongar nation

*Contested lands are acknowledged in alphabetical order.

New Zealand First Nations peoples

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

Message from the Managing Director and Chief Executive Officer



Ian Narev, Managing Director and Chief Executive Officer

I am pleased to present our Sustainability Report for 2025.

This was our first full year of operations following the completion of a major investment in our long-term success: our Platform Unification project. The benefits of that investment have quickly become apparent. During FY2025, we were able to leverage technology and data in new ways to enhance trust, improve matching and create more value for both candidates and hirers across all our markets.

This year we have continued the focused approach to sustainability that has guided us for several years. We prioritise areas where we can have the greatest impact. Key sustainability outcomes for the 2025 financial year include:

- Social impact** – As a leading employment marketplace, achieving our purpose – to help people live more fulfilling and productive working lives and help organisations succeed – is the best way we can have a positive social impact. As such we continued to focus on improving our core business and operating a marketplace that delivers high-quality job placements. We continued to find opportunities to harness exciting new AI tools for the benefit of candidates and hirers, use our data responsibly and provide valuable labour market insights. SEEK Volunteer saw significant growth in volunteer applications, connecting thousands of people with not-for-profit organisations across Australia and New Zealand (ANZ). We continued our investment in communities across APAC through targeted community impact programs. We supported nearly 5,000 organisations through donations and volunteering initiatives. We also maintained our long-standing support of LGBTQIA+ communities through partnerships in ANZ, while expanding initiatives through new collaborations in Asia.
- Human rights** – Given the nature of SEEK's business, human rights and addressing fair hiring risks is a priority sustainability topic for SEEK. We continued to monitor and improve fair hiring controls across our platform, scanning 100% of direct and indirect job ads for identified risks across APAC. Our screening processes led to the exclusion of some high-risk hirers during onboarding and the removal of job ads reported by candidates for suspected fraud or scams. We also undertook due diligence of our Jora business with a focus on direct hirer risk, identifying improvements to key controls. In our supply chain, we completed independent third-party modern slavery audits of our cleaning suppliers and where required initiated SEEK's Modern Slavery Remediation Strategy to develop a remediation plan.
- Data and cyber** – We continued to invest in our cybersecurity capability, completing our multi-year Cybersecurity remediation program that, inter alia, established a dedicated Intelligence and Threat Detection team. We built new sensitive personal information scanning capabilities and implemented updated login functionality to enhance security of candidates' information and accounts. We launched SEEK Pass in Asia, expanding verification and trust capabilities across all our markets. We also refreshed our Responsible AI Framework with updated principles focused on fair opportunity, transparency, safety and accountability.
- Partnership with First Nations communities** – We delivered the first year of our First Nations Reconciliation Strategy implementation plan with progress across cultural confidence, partnerships and career access initiatives. We expanded our cultural learning with approximately 65% of ANZ employees now having participated in cultural learning sessions. We introduced traditional place names alongside mainstream locations on SEEK Company Profiles, a tangible step toward creating a more inclusive employment marketplace that respects and celebrates First Nations heritage. Our work measuring trust metrics shows encouraging results, with SEEK maintaining high trust levels among First Nations candidates compared to other employment platforms.
- Diversity, inclusion and engagement** – Our APAC workforce maintains gender diversity with 50% women, though female representation in our Executive Leadership Team dropped to 38% following our APAC organisational restructure in late 2024. Our engagement remains strong and above relevant external benchmarks. We rolled out our Employee Value Proposition across APAC following a successful pilot in Asia and launched our Wellbeing, Diversity and Inclusion Strategy. A voluntary diversity insights survey gave us new insights into our workforce. We also continued delivering programs focused on increasing the number of members from under-represented groups in technology roles.

Message from the Managing Director and Chief Executive Officer (continued)

- **Environment** – We reduced our environmental footprint through emissions reduction programs and operational efficiencies. These programs reduced emissions by approximately 6,600 tonnes in FY2025, helping us meet our target of reducing our scope 1, 2 and 3 emissions since by 40% by FY2025 on the FY2022 baseline. While SEEK continues to make significant progress in reducing its scope 1 and 2 emissions, the majority of SEEK's remaining emissions are its scope 3 emissions, which SEEK cannot directly control. As planned, we undertook a science-aligned review of our emissions reduction targets in FY2025. The review found that SEEK will be unable to achieve its target of net zero by 2030 due to changes in key assumptions that underpinned the initial target and the availability of new information. As a result of the review, we revised our short-term emissions reduction target from net zero by 2030 to a 50% reduction by FY2030, and set a new long-term target of net zero by FY2050 (see pages 23–24 for more detail).
- **Governance and reporting** – We strengthened key governance frameworks with particular focus on data privacy, cybersecurity and climate reporting. We continued to enhance our reporting and prepare for emerging sustainability requirements including mandatory climate reporting.

We are pleased with our progress in these priority areas. However, the essence of sustainability is that the work is never finished. We remain committed to continuing to learn and improve in the future.

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

Ian Narev
Managing Director and Chief Executive Officer

Sustainability highlights



Social impact

Achieved placement leadership in APAC helping deliver on SEEK's purpose



Human rights

Automatically scanned 100% of direct and indirect job ads for fair hiring risks, and excluded 1% of hirers (651) during onboarding because of high-risk indicators



Data & cybersecurity

Completed multi-year Privacy and Cybersecurity remediation programs and responsible AI reviews



People

Maintained 50% gender diversity across the workforce



Environment

Achieved SEEK's FY2025 target to reduce scope 1, 2 and 3 emissions by 40% on a FY2022 baseline, completed a science-aligned review and revised SEEK's net zero emissions reduction target



Responsible business

Strengthened governance foundations through improvements in internal controls and compliance programs

SEEK overview

Our purpose

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

About SEEK

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



SEEK's sustainability approach

Sustainability strategy

In line with SEEK's purpose of helping people live more fulfilling and productive working lives and helping organisations succeed, SEEK is committed to operating sustainably and having a positive impact on people and the communities in which it operates.

SEEK's approach to sustainability continues to focus on the areas where it can have a specific, measurable impact and address areas important to stakeholders. These topics are reflected in the diagram below and explained in further detail throughout this report.



SEEK's FY2025 Reporting Suite includes the following:

- Annual Report
- Corporate Governance Statement
- Sustainability Report (this report)
- Modern Slavery Statement
- Climate Statement



All reports are available at seek.com.au/about/investors

Sustainability governance

The Board oversees SEEK's sustainability strategy and performance. The Board's Audit and Risk Management Committee (ARMC) has delegated authority to monitor sustainability risks.

SEEK has management steering committees for certain material sustainability topics, including the Fair Hiring and Modern Slavery, Climate, Data Trust and First Nations Strategic Guidance Committees, the Cybersecurity Forum and the Technology Resilience Council. These committees comprise representatives from the Executive Leadership Team, Senior Leadership Team and business functions.

Further information on SEEK's overall governance structure and approach to climate governance is set out in SEEK's FY2025 Corporate Governance Statement and Climate Statement respectively.

Material topics

SEEK undertakes a materiality assessment to identify the sustainability topics that have the greatest impact on SEEK's business and stakeholders. This assessment prioritises topics based on their social and environmental impacts to SEEK's stakeholders (inside-out perspective), and their potential to affect SEEK's performance across a five-year horizon (outside-in perspective). The results of SEEK's materiality assessment are endorsed by the Executive Leadership Team and approved by the Board, and inform SEEK's sustainability approach and sustainability-related reporting.

The materiality assessment is refreshed on an annual basis with a more detailed assessment conducted every three years, including in FY2025.

The process included research and benchmarking to identify actual and potential impacts that may be relevant to SEEK. The assessment was informed by engagement with internal and external stakeholders, including investors, SEEK leaders and subject matter experts. Materiality ratings are based on the risk matrix in SEEK's Risk Management Framework.

In FY2025, the most material sustainability topics for SEEK and its stakeholders have remained the same as the previous reporting period:

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

Stakeholder engagement

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

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

SEEK's main channels for stakeholder engagement include:

- internal communications, including APAC-wide town halls and regular employee engagement surveys;
- annual corporate reporting and SEEK's corporate website;
- investor meetings and roadshows;
- Annual General Meeting;
- supplier sustainability assessments; and
- collaboration with technology industry and sustainability working groups.

Disclosure standards and frameworks

SEEK continues to report in alignment with the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) Technology and Communications Standard. SEEK's FY2025 Sustainability Databook includes a GRI Index that outlines SEEK's alignment with the GRI Standards.

United Nations Sustainable Development Goals

SEEK supports the United Nations Sustainable Development Goals (SDGs). SEEK's sustainability approach aligns with and contributes to four of the 17 SDGs: Decent Work and Economic Growth, Gender Equality, Climate Action and Partnerships for the Goals. The sustainability performance table on pages 27–28 sets out the corresponding SDG for each material topic.



For further information on SEEK's alignment with the SDGs, refer to seek.com.au/about/sustainability



Social impact

In this section

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

How SEEK's purpose delivers impact

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

SEEK's social impact happens through operating a marketplace that delivers high-quality job placements.

SEEK's placement leadership in APAC helps deliver on its purpose of helping people find fulfilling work and helping organisations succeed.

SEEK's Social Impact Framework outlines the connection between its purpose and the six key areas of social impact.



SEEK Social Impact Framework

Our purpose

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

Drives social impact

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

Social impact performance

SEEK's leading market position, scalable platform scalability, strong customer relationships and proprietary data enable SEEK to continue to grow its social impact.

Employment marketplaces

Placement leadership across APAC markets. Placement share of **34.9%** ANZ, **26.2%** Asia ⁽¹⁾

#1 for future first choice in all markets ⁽²⁾

Candidate trust (ANZ): **5.1x** lead on the nearest competitor ⁽³⁾

Volunteer marketplaces

159k applications

5k not-for-profit relationships

31k volunteer opportunities (ANZ)

Labour market scale

~260m unique candidate visitors per annum

~58m applications and talent search connections per month

~360k hirer relationships

~550m population in SEEK's marketplaces

SEEK remains focused on growing its social impact by continuing to deliver on its strategy of growing more and better placements, through efficiently matching talent to employees, by prioritising ethical standards and practices on SEEK's platform, and by the responsible use of data and AI.

(1) The matching of candidates with hirers, representing SEEK's share of placements of the overall market. Source: Independent research conducted on behalf of SEEK in Australia, New Zealand (NZ) and Asia.

(2) Those who claim they will go to SEEK first for their next job search. Source: Independent research conducted on behalf of SEEK in Australia, NZ and Asia with data weighted to be representative of each labour force.

(3) Source: Based on independent research conducted by Nature on behalf of SEEK in Australia and NZ.

How SEEK’s purpose delivers impact (continued)

Volunteer marketplaces: SEEK Volunteer

SEEK Volunteer is uniquely positioned to leverage SEEK’s expertise in building and growing an online marketplace that connects people with volunteer opportunities. SEEK’s long-standing investment in this social impact initiative, spanning 25 years, ensures the platform remains free for not-for-profit organisations and helps to build capacity and capability in the volunteer workforce.

In FY2025, there was a 19% increase in the number of individuals who applied for volunteer opportunities relative to the prior year.

SEEK Volunteer continued its partnership with the New South Wales Government and also supported the Australian Government’s national campaign to encourage participation in volunteering. SEEK provided a search product to the Australian Government to assist people to discover and apply for volunteer opportunities.

The ongoing need for volunteers to help deliver services is evident with the volume of organisations and advertised opportunities on the platform remaining high. Informed by SEEK Volunteer data and insights, loneliness was identified as a growing trend in communities and SEEK Volunteer encouraged volunteering as a way to help address this by connecting people to others and their community.

	FY2025	FY2024
Organisations that posted a volunteer opportunity	4,867	4,905
Number of ads for volunteer opportunities	30,576	30,731
Number of applications for volunteer opportunities ⁽¹⁾	158,782	133,752

(1) Contains SEEK Volunteer and New South Wales Government partnership volunteer applications data. FY2024 data has been updated to include New South Wales Government partnership volunteer applications data.



SEEK data and insights

Supporting public policy development

SEEK’s labour market data and insights can help inform public policy across workforce development and planning, skills and education and migration.

SEEK engages with policy makers directly and in partnership with the Business Council of Australia (BCA) and Tech Council of Australia (TCA). SEEK leverages its internal subject matter and technical experts in areas including AI, Cybersecurity, Risk and Legal to support policy advocacy. In FY2025, this included:

- AI regulation: SEEK continued its active participation in government consultations on proposed mandatory guardrails for high-risk AI applications.
- Employment services: SEEK’s employment services reform proposal aims to support better matching of disadvantaged candidates with job opportunities to help them transition back into the labour market.

Labour market data and insights

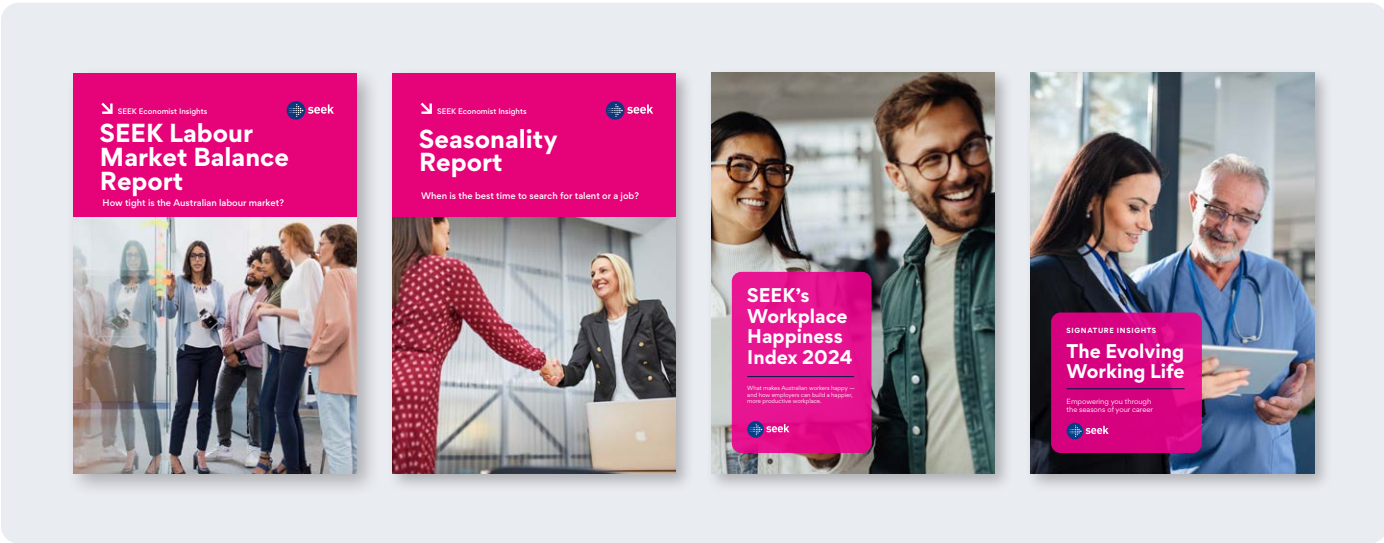
In FY2025, in Australia and New Zealand, SEEK’s Senior Economist authored several reports and articles, including the new *Labour Market Balance Report* and *Seasonality in the Labour Market Report* and insights into work-from-home trends. This year, SEEK introduced public webinars for

customers, partners and external stakeholders focused on the state of the labour market and key trends in the hiring landscape. SEEK also released new research reports including the *Workplace Happiness Index* and the *Evolving Working Life Report* providing further insights into the labour market.

In Indonesia, Jobstreet joined elevAlte Indonesia, an AI training initiative by the Indonesian Ministry of Communication and Digital and Microsoft. This initiative brings together government, industry, educational institutions and community partners to equip Indonesians with the skills to thrive in the AI era.

In SEEK’s Asia marketplaces, SEEK produced the *Decoding the Global Talent: GenAI Edition 2024* report in collaboration with the Boston Consulting Group and The Network. The purpose of the report was to help organisations and candidates navigate the evolving employment landscape, highlighting work preferences in the age of AI across South-East Asia and Hong Kong. SEEK also produced the *Hiring, Compensation and Benefits Report* across the Asian marketplaces, designed to provide insights to hiring organisations.

SEEK’s key employment marketplace reports and Economist Insights can be found at seek.com.au/about/news



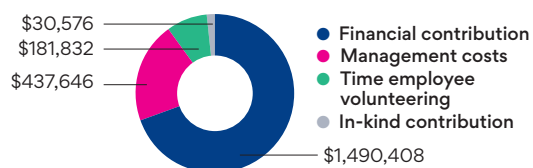
Community contribution and engagement

Beyond the social impact of its business strategy, SEEK is committed to supporting and engaging with the communities in which it operates.

Community contribution

In FY2025, SEEK measured its community contribution value as \$2.1m, a 17% decrease on the prior year. This decrease was due to some changes in SEEK's community reporting to exclude management costs and some minor reductions in both SEEK's corporate social programs and employee giving totals (financial contribution). Employee volunteer time in FY2025 nearly doubled in value from the prior year.

FY2025 Community contribution



Donations and employee volunteering

SEEK's Small Change workplace giving program continued to provide Australian employees the opportunity to support ten charity partners: the Alannah and Madeline Foundation, Australian Wildlife Conservancy, CanTeen, Lifeline, Lort Smith Animal Hospital, Murrup, Starlight Children's Foundation, STREAT, The Big Issue and The Smith Family. The opt-in program operates through pre-tax donations deducted from employee pay, with SEEK matching contributions dollar for dollar.

SEEK was awarded the Best Payroll Giving Program at the 2024 Australian Workplace Giving Awards. The award recognised Small Change as one of the best supported programs of its type in Australia.

In FY2025, 62% of SEEK's Australian workforce participated in the Small Change program, consistent with the prior year. Employee donations totalled approximately \$218,000 which SEEK matched to reach \$437,000 in combined contributions. Overall, donations were down 10% on the prior year.



SEEK encourages employees to volunteer their time by providing an annual volunteer leave day. Employees recorded a total of 1,282 volunteer hours in the community during FY2025 (75% increase on FY2024). JobAdder employees also contributed to a range of volunteering activities in FY2025 through their 'Adding Back' Policy.

Supporting not-for-profit organisations

SEEK offers a discounted rate to not-for-profit organisations that advertise jobs on the SEEK platform. In FY2025, the value of the foregone revenue for this initiative was \$3.2m. This is a slight increase on the prior year due to an increase in overall revenue from not-for-profit organisations.

Social procurement

SEEK uses its buying power where possible to generate value beyond payment for the goods and services it procures. SEEK does this by engaging with social enterprises, First Nations businesses and disability enterprises when procuring. SEEK works with a range of businesses, including charities, First Nations-owned consultancies and local social enterprises that support disadvantaged groups.

During FY2025, SEEK's total social spend⁽¹⁾ was \$741,000 (FY2024: \$628,000). Of this, \$18,000 was with Asia-based social suppliers, a 300% increase from the prior year. SEEK is focused on continuing to increase its long-term engagement with social impact suppliers and to raise employee awareness of social procurement opportunities across APAC. In FY2026, SEEK will conduct another review to identify new opportunities to transition spend to social suppliers.

Supporting the community across APAC

During FY2025, SEEK employees participated in a variety of additional community activities.

Donations in ANZ: SEEK's ANZ offices implemented bi-monthly community programs with a variety of partners. These included programs with organisations such as Fitted for Work, Upparel, Banish Recycling and Diversion Program, 300 blankets and a SEEK New Zealand employee food donation drive to support various charities in New Zealand.

Volunteering in Asia: Jobstreet in the Philippines partnered with the Technical Education and Skills Development Authority for an initiative designed to equip participating candidates with essential skills and knowledge to excel in job interviews. Jobsdb in Thailand continued its participation in the 'SEEKare SEEKshare' program, an environmental volunteering program focused on supporting community conservation programs. The team participated in a marine conservation activity at the Sirindhorn International Environmental Park.

Career readiness program in the Philippines: Jobstreet in the Philippines partnered with the Filipina CEO Circle and Her Legacy Project for a career readiness program supporting female Filipino professionals. The session focused on practical job search skills including resume writing and interview preparation. Industry leaders shared their expertise alongside Jobstreet representatives. Participants benefited from activities including resume reviews and mock interviews.



(1) Social spend: spend with an organisation that is a social enterprise, charity, disability enterprise, First Nations or veteran led business.

Community contribution and engagement (continued)

Community engagement: engagement with First Nations communities

SEEK established its First Nations Reconciliation Strategy in FY2024 to deliver on its commitment to reconciliation, focusing on how SEEK can make a difference as the leading employment marketplace in Australia.

In FY2025, SEEK delivered the first year of its implementation plan for this strategy.

Cultural confidence and inclusion

A key component of SEEK's reconciliation approach is deepening its understanding of the history and culture of the Traditional Custodians of Australia. SEEK continues to work with Yorta Yorta/Gunnai man Johnny Briggs, who advises SEEK's First Nations Employee Advocacy Group on its approach to reconciliation and facilitates Cultural Confidence and Acknowledgement of Country workshops for employees.

First Nations Reconciliation Strategy 2023–2028

First Nations vision:

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

Building pathways to:



SEEK also developed a cultural competency framework for employees and implemented the first stages of its employee cultural learning plan. Since FY2024, 95% of the Senior Leadership Team and approximately 65% of SEEK's ANZ employees have now participated in the cultural learning program, including Cultural Confidence, Acknowledgement of Country, 'Breaking Down Barriers' research workshops and cultural walking tours. SEEK also delivered cultural events in line with National Reconciliation Week and NAIDOC Week.

Fulfilling careers for First Nations peoples

SEEK focused on integrating the insights from the 'Breaking Down Barriers' research project into a Product and Technology Plan to improve access to career opportunities for First Nations candidates. The research found that many First Nations peoples face challenges entering the workforce, and that literacy, digital access and location can exacerbate the structural barriers faced. SEEK co-developed resources to share the key research insights from the '[Breaking Down Barriers](#)' research with hirers and the community.

As well as sharing insights with hirers about creating culturally safe environments, SEEK is committed to creating a culturally safe and supportive employment marketplace.

SEEK also includes First Nations candidates in its monthly Australian Brand Tracker Study, helping to measure trust in SEEK within that group. SEEK will continue to implement product enhancements that allow organisations to indicate that they are culturally safe and inclusive to candidates.

Partnerships with First Nations businesses

SEEK continues its relationship with its existing First Nations partner Johnny Briggs to deliver on its First Nations Reconciliation Strategy and cultural learning plan. In FY2025, SEEK continued its partnership with First Nations researcher, Jen Penney from Ethicology, a Yuwibara descendant, raised on the Bindal and Walgurukaba Country. This partnership assists SEEK to share key insights with hirers on the barriers that First Nations people face in finding meaningful and sustainable employment. SEEK also strengthened its relationship during FY2025 with Murrup, a SEEK Small Change partner, that works with First Nations communities on education programs across multiple cultural events.

SEEK remains proactive in sourcing its goods and services from First Nations owned and operated businesses. In FY2025, SEEK actively procured approximately \$315,000 from First Nations businesses (a 27% decrease from the prior year due to no office fit out spend in FY2025). Guided by key findings from SEEK's First Nations spend review (which helped identify where SEEK had the greatest opportunity to work with First Nations suppliers), SEEK has focused on opportunities in relation to external events, on-site catering and some technology services. In FY2026, SEEK will conduct another review to identify additional opportunities.



For more information on Social impact, refer to seek.com.au/social-impact

Acknowledging Country: Traditional place names on SEEK Company Profiles

In June 2025, SEEK introduced traditional place names alongside current locations on [SEEK Company Profiles](#). This recognises the deep cultural and historical connection which First Nations peoples have to Country and acknowledges the Traditional Custodians of the lands where businesses operate across Australia.

When browsing Company Profiles on SEEK, traditional place names are displayed alongside mainstream location names, for example Melbourne – Naarm, Wurundjeri and Boon Wurrung Country. This feature is a step towards SEEK creating an employment marketplace that respects and celebrates First Nations heritage. By acknowledging both place names on the platform, SEEK aims to build awareness about traditional place names, be inclusive and respectful of First Nations candidates, and encourage the use of traditional place names as part of everyday Australian language.

Human rights

In this section

- Fair hiring
- Modern slavery

Fair hiring

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

As a leader in employment marketplaces across Asia Pacific, SEEK has an important role to play in eliminating unfair hiring practices.

SEEK's fair hiring program aims to ensure that SEEK operates its platform in a manner that supports ethical recruitment and includes job ads that are free from:

- illegitimate or illegal jobs, for example roles at scamming call centres;
- deceptive recruitment leading to modern slavery;
- unethical or unlawful charges or placement fees where the worker pays for a job; and
- discriminatory language or requirements.

SEEK continuously reviews and adapts its fair hiring approach to reflect the fair hiring risk environment across APAC and emerging trends. For example, there is an increase in the use and sophistication of AI from illegitimate hirers, and an increase in the number of scammers imitating SEEK and contacting candidates through SMS, messaging apps and social media platforms. To respond to these trends, SEEK continues to enhance its fraud detection measures (including automated blocking systems and improved verification processes), works with government and non-government bodies to facilitate knowledge and intelligence sharing, and raises candidates' awareness of job scam trends and other threats.

In FY2025, SEEK updated its Trust and Safety Strategy, which focuses on standardising the level of trust across SEEK's marketplaces, conducted a risk review of direct hirer risk on the Jora platform to identify improvements to key controls, and enhanced SEEK's job ad scanning tool by continuing to refine job ad blocking and review rules.

Fair hiring controls

The key controls that support the fair hiring program to prevent exploitative recruitment and modern slavery are summarised below. The controls operate across APAC and for all direct job ads (i.e. those posted directly to the SEEK website) and indirect job ads (i.e. job ads posted by hirers through a third-party platform). Metrics are tracked against each of these controls and reported to the Fair Hiring and Modern Slavery Steering Committee quarterly to assess effectiveness and to identify improvement areas.



For detail on the FY2025 metrics, refer to the '[Sustainability performance](#)' section on page 27



Hirer onboarding

Hirer onboarding services act as SEEK's first line of defence in preventing fraudulent hirers from entering SEEK's platform.

SEEK's Trust and Safety team operates detailed checks and procedures to ensure hirers are legitimate.



Content moderation

Job ad quality control processes allow SEEK to capture fraud, scams and discrimination.

SEEK's platform provides automated tools and recommendations to help hirers produce informative job ads while avoiding discriminatory or otherwise offensive content.

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



Complaint management

Candidates can report job ads to SEEK. Every ad has an option available to all candidates on desktop, web and mobile to report the ad. There are three reasons to report an ad that can be selected: Fraudulent, Discrimination or Misleading. SEEK then reviews the ad and determines if an action is required.

Candidates are also able to identify and report a hirer should its off-platform communications not align with the original job ad.

Candidate security measures

SEEK's Security and Privacy Hub website page (refer to seek.com.au/security-privacy) includes information on current scams, known unfair hiring practices, advice on safe job searching and tips for customers to protect themselves online.

Additional measures to help candidates protect themselves from fraudulent job ads, include warnings embedded in the online job application process and the option to use SEEK Pass to verify claims made in job applications without having to directly share sensitive personal documents.

Employment platform risk assessments

SEEK assesses the modern slavery risk in each country in which it operates its employment platform and prioritises its employment platform assurance activities based on the outcomes of this annual assessment.



For more information on SEEK's fair hiring program, including focus areas and progress, refer to SEEK's [FY2025 Modern Slavery Statement](#)

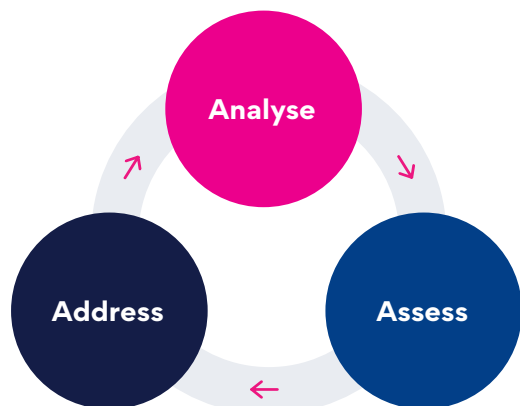
Modern slavery

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

Supply chains

SEEK applies a Supply Chain Risk Framework across its global operations to identify and address modern slavery risk within its supply chains.

The framework involves a three-step approach – analyse, assess and address – and is applied to new and existing suppliers. Modern slavery considerations are also embedded in SEEK's procurement and onboarding processes for new and existing suppliers.



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

Direct suppliers (Tier 1): SEEK's suppliers are located in more than 35 countries, with technology (software and support services), marketing and business services making up the majority of SEEK's global spend. Suppliers in these categories have a low risk for modern slavery as they tend to have advanced controls relating to labour and human rights.

In FY2025, approximately 8% of SEEK's total spend was with suppliers with inherent risk of modern slavery in areas including office cleaning services, computer hardware and hospitality. SEEK's Supply Chain Risk Framework provides oversight of these suppliers' operations, governance practices and supply chains, so that SEEK can make informed judgements as to whether these practices are acceptable or require remediation.

Indirect suppliers (Tier 2): During FY2025, SEEK continued to track the risk in its indirect supply chain using Fair Supply's⁽¹⁾ risk analysis framework, as well as asking suppliers to disclose details regarding their own supply chain governance.

Due diligence of tier 2 suppliers will be a particular focus for SEEK during FY2026.



For more information, refer to SEEK's [FY2025 Modern Slavery Statement](#)

Modern slavery supply chain improvements

SEEK is continuously aiming to enhance existing processes and develop new ones to effectively manage modern slavery risk. SEEK refers to a range of sources to identify opportunities for improvement, including engaging with third-party experts, suppliers and at-risk communities, seeking feedback from stakeholders and learning from past experiences.

During FY2025, SEEK improved its supply chain due diligence processes by:

- developing a Modern Slavery Basis of Preparation, setting out SEEK's methodology and guidance for identifying and assessing modern slavery risks within its supply chains;
- conducting a gap analysis of SEEK's current practice relative to peers', upcoming compliance requirements and the expectations of stakeholders to inform SEEK's future priorities in relation to supply chain risk management;
- developing SEEK's FY2026 – FY2028 Modern Slavery in Supply Chains strategic roadmap, setting out SEEK's priorities and objectives for the next three years;
- reviewing and updating SEEK's Supplier Code of Conduct and Modern Slavery Remediation Strategy to align with best practice; and
- integrating JobAdder's suppliers into SEEK's Supply Chain Framework.

While more can always be done, these improvements enhance the accuracy, maturity, and effectiveness of SEEK's supply chain due diligence processes.

(1) Fair Supply is an Australian based sustainability risk management and compliance platform. It uses internationally recognised data sets to quantify modern slavery risk within supply chains.



Data and cybersecurity

In this section

- Data trust and AI
- Data privacy
- Cybersecurity

Data trust and AI

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

The role of data and AI at SEEK

Since SEEK was founded, it has used technology to improve outcomes for candidates and hirers. AI is central to SEEK's business model and is used to help candidates find the right roles and connect organisations with the right people.

SEEK's AI models continuously learn from searches, applications, career movements and skill matches between candidates and roles. Data is analysed to gain insights into how candidates and hirers use the products and services on SEEK's employment platform to improve SEEK's products and generate more relevant matches and recommendations.

SEEK's AI models enable better suggestions for both candidates and employers that help them understand the employment market and make more informed decisions. SEEK's AI also allows candidates to discover roles that better match their experience and aspirations, while helping employers identify candidates that meet their requirements leading to better matches in less time, and helping candidates and hirers consider all the available options that might otherwise be overlooked.

SEEK also provides safe and secure access to AI productivity tools for its employees, including the roll out of internal AI tools in FY2025.

Responsible AI

The responsible use of data and AI has the potential to strengthen the recruitment process by reducing bias and discrimination, fostering inclusion and enabling a more transparent and efficient hiring experience. However, the use of AI also introduces risks that need to be appropriately managed. To SEEK, responsible use of data and AI means delivering these benefits, while also safeguarding privacy, meeting regulatory and community expectations and giving individuals full control over their data. This commitment is central to SEEK's purpose.

Responsible AI Framework and Principles

SEEK's Responsible AI Framework helps SEEK to manage business and societal risks that arise when integrating AI into SEEK's products and processes. This Framework documents responsibilities and accountabilities, key decision points, and potential impacts and outcomes related to AI risks and opportunities across the AI development lifecycle.

Since 2019, SEEK has applied a set of core principles to guide all aspects of SEEK's AI innovation. The principles are embedded in product development processes and are regularly updated and aligned with international standards, including Australia's AI Ethics Principles and the OECD AI Principles. SEEK's Responsible AI principles were updated in FY2025 and are listed below:

1. **Fair Opportunity:** Deliver net value to individuals and society and ensure AI impacts everyone fairly.
2. **Transparent:** Clearly communicate when and how AI is used in SEEK's products and enable users to understand how it impacts their experience.
3. **Safe:** Operate reliably as intended and remain resilient against potential threats.
4. **Accountable:** Follow clear processes and governance to ensure SEEK complies with all relevant regulations and upholds its responsible AI principles.

Responsible AI in practice

SEEK ensures responsible AI practices are applied at every stage of AI development. Continuous oversight ensures AI services are assessed and improved regularly, especially as data and algorithms evolve. SEEK overlays these internal processes with independent third-party reviews to validate and enhance its approach.

SEEK's AI services are categorised based on their risk and are reviewed against the Responsible AI Framework. AI services are deemed to be high priority based on their overall risk assessment against the framework and any critical changes introduced since their previous assessment. In FY2025, SEEK completed responsible AI reviews of 94% of high priority services. Remaining high-priority AI services will be prioritised for review during FY2026. These reviews provide an updated assessment of risks for each service and identify appropriate controls to ensure compliance with SEEK's Responsible AI Principles.

Governance

The ARMC is responsible for oversight of AI risk as one of the principal risks in SEEK's Risk Management Framework. Refer to SEEK's FY2025 Annual Report for more information on SEEK's principal risks.

SEEK's Data Trust Committee provides oversight over SEEK's Responsible AI Framework and data-related risks across the business. The Committee meets quarterly and comprises six members of the Executive Leadership Team and additional Senior Leadership Team functional experts. The purpose of the Committee is to ensure SEEK has the appropriate strategy, governance, policy, practices and controls in place to maintain customer trust whilst operating within SEEK's risk appetite.

Collaboration and expertise

Responsible AI at SEEK is strengthened through strategic collaboration with industry experts and thought leaders. This includes partnerships with the Gradient Institute and CSIRO's Data61 Diversity and Inclusion team. Independent assessments also validate SEEK's Responsible AI Framework. SEEK's Responsible AI Framework was recognised as a finalist in the 2025 Australian Financial Review AI Awards in the Ethics and responsibility category.

SEEK also encourages AI dialogue across industries. For example, in April 2025, SEEK's Kuala Lumpur office hosted technology teams from various companies for a FUSECON25 Satellite Event. In March 2025, SEEK's Cremorne headquarters hosted an AI Training Series event co-organised by the National AI Centre (NAIC) and Standards Australia.



For more information on Responsible AI, refer to seek.com.au/about/responsible-ai

Data trust and AI (continued)

SEEK Pass

SEEK Pass is an online verification platform that enables candidates to securely verify, manage and share work credentials in one digital passport. SEEK Pass helps candidates stand out by adding trust to their job applications and helps employers more easily and quickly identify job-ready candidates.

Since 2016, SEEK Pass has become the leading credentials passport in the Australian and New Zealand marketplaces. In that time, approximately three and a half million people (over 20% of Australia's labour force) have upgraded their SEEK Profile by adding eight and a half million verified credentials. Security is a top priority of the SEEK Pass platform. Key security features include automated security controls and processes, data encryption, secure cloud infrastructure, ongoing monitoring and password-free authentication.

In FY2025, SEEK updated the SEEK Pass user interface and rolled it out to SEEK's employment marketplaces across Asia. SEEK also launched the first version of its new reference check solution, powered by SEEK Pass, to better serve its customers.

In FY2026, SEEK Pass will continue to grow the range of credentials available to verify across APAC and encourage greater adoption and usage by integrating trusted data more deeply into SEEK's employment marketplaces.

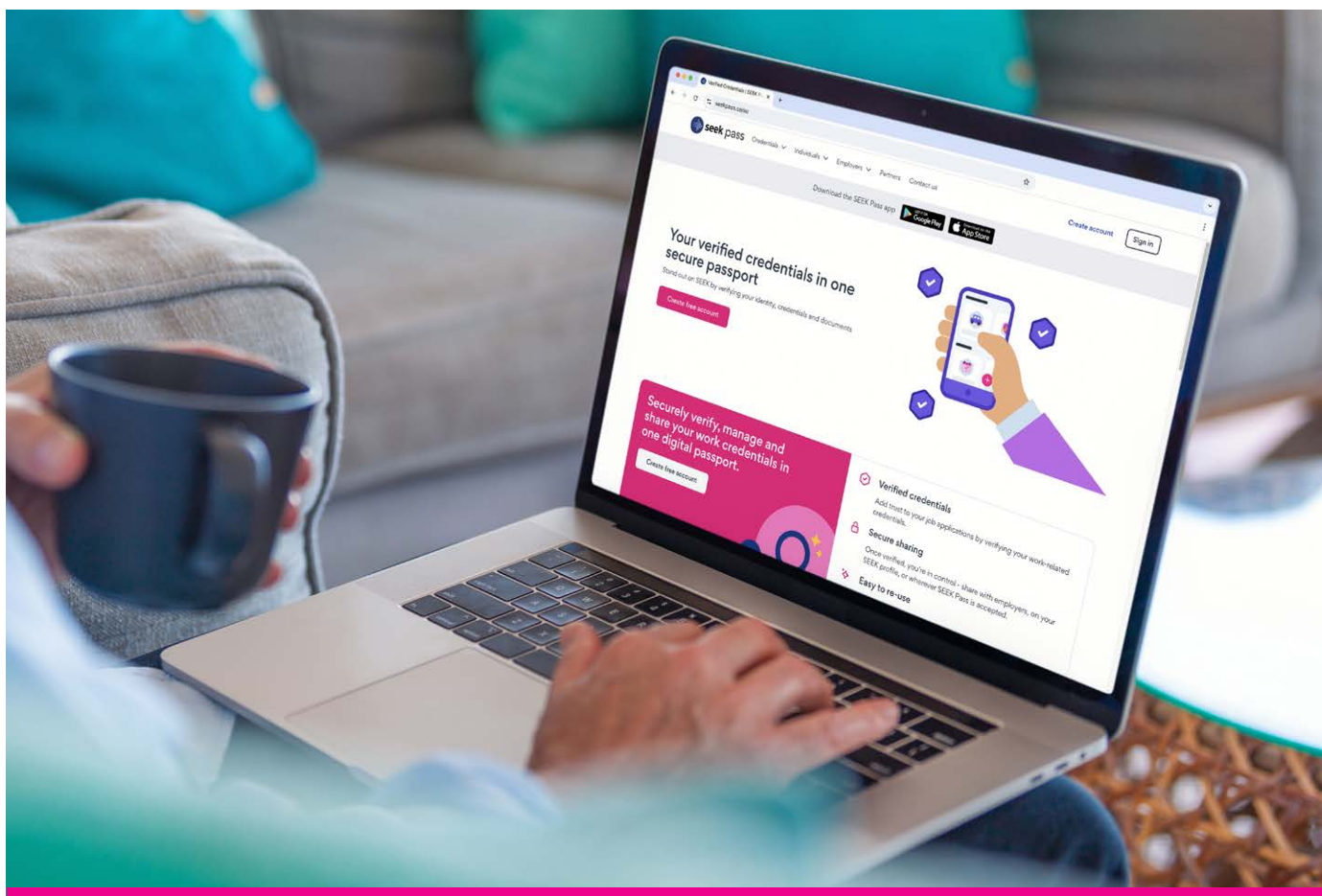
➔ For more information, refer to seekpass.co



Partnership with the Singapore Government

Jobstreet Singapore partnered with the Singapore Government's Ministry of Manpower to integrate SEEK Pass with the Singapore Government's Careers and Skills Passport. This integration enables candidates to securely verify and share credentials such as career history, digital identity, and residency status, using their Singpass login.

For employers, this means verified candidates can be identified early in the shortlisting process, adding trust to hiring decisions; this also enables candidates to stand out to potential employers as trusted and qualified candidates.



Data privacy

SEEK is committed to being transparent about how personal information is collected, used and protected and to being compliant with all relevant data protection and privacy laws and regulations.

Protecting personal information

SEEK's platform has a Privacy Policy and Privacy Collection Notice explaining how personal information is collected and used. The Policy and Notice can be found on the Security and Privacy Hub website page (see seek.com.au/security-privacy). The Hub also contains links to other pages that contain information to help candidates protect themselves online and to a plain language summary of SEEK's approach to the protection of personal information.

SEEK collects information about how candidates interact with its employment platform. When SEEK collects information on the usage of its sites to improve platform performance or make business decisions, the data is aggregated and anonymised.

SEEK does not share personal information with third parties, other than as disclosed in its Privacy Policy and Privacy Collection Notice, or as required by law. SEEK also protects the personal information of candidates and hirers, and its own networks and applications, from misuse or unauthorised access. This involves a combination of technical solutions, internal processes and cybersecurity practices.

All employees and third-party contractors undertake mandatory data privacy compliance training as part of the SEEK Fundamentals training. Where there are significant changes to any privacy laws, the necessary policy, process or product changes are made, and additional training is provided to relevant employees in a timely manner.

In FY2025, SEEK completed the remaining actions from its internal data privacy audit. This resulted in a number of changes including updated foundational policy documentation, a governance framework that establishes ownership and defines decision-making pathways, and improved consent controls for both candidates and hirers. Privacy impact assessments are now embedded as a privacy checkpoint in existing processes across SEEK to evaluate and manage privacy risks in projects, applications and processes.



Governance data privacy risk management

The Board is responsible for overseeing data privacy risk management, which it does primarily through the ARMC. The Data Trust Committee, comprising certain members of the Executive Leadership Team and Senior Leadership Team has been established to provide overarching governance of SEEK's privacy compliance.

SEEK proactively guards against data breaches through a layered security program addressing security practices across people, process and technology controls. Employee awareness is strengthened through annual training, awareness sessions and regular phishing simulations. Vendor onboarding includes privacy and security due diligence and the inclusion of contractual clauses that ensure vendors handle data in accordance with SEEK's expectations and applicable privacy laws.

Privacy performance: notifiable data breach events

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

Cybersecurity

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

SEEK continues to review its cybersecurity approach to adapt to the evolving external environment and changes in SEEK's business. SEEK has plans in place for responding to cyberattacks. SEEK's approach includes both offensive and defensive strategies and was enhanced in FY2025 with the completion of a multi-year Cybersecurity remediation program. This program involved reviewing and uplifting SEEK's governance and security process and controls and resulted in several improvements including implementing a new asset management system, updating SEEK's suite of cybersecurity policies and standards, implementing a new identity and access management platform, and ensuring all contingent workers have undergone security compliance training.

Proactive intelligence and threat detection

In FY2025, SEEK shifted to an 'intelligence-led' model, which included establishing a dedicated Proactive Intelligence and Threat Detection team focused on proactive intelligence and threat detection. This intelligence work has involved implementing technical improvements to enable threat-informed defence, establishing frameworks to enable continuous control testing and strengthening SEEK's insider risk program.

Industry standards and collaboration

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

SEEK's Security team is an active member of external cybersecurity forums where participants share knowledge and collaborate to increase cybersecurity resilience. SEEK is also an active contributor to government policy consultations and engagements relating to cybersecurity, in partnership with industry peak bodies, the TCA and the BCA.

Recognising the importance of contributing to the cybersecurity community, members of SEEK's Security team regularly speak at cybersecurity conferences. SEEK is also a corporate partner with the Australian Women in Security Network and continues to host the annual BSides Melbourne, a not-for-profit cybersecurity conference, at its Cremorne headquarters. SEEK also participates in the public Bug Bounty program, which allows public researchers to test for security weaknesses within SEEK's systems and products. More information can be found on the program at bugcrowd.com/seek

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

Employee engagement

In support of SEEK's approach to security, in FY2025 security awareness initiatives for employees and contractors included:

- a security training exercise where participants took on the role of cybercriminals trying to hack into SEEK's systems;
- enhanced mandatory data compliance training for external contractors;
- the rollout of a targeted threat and risk training program; and
- a pilot program which uses a tiered training system to improve employees' knowledge and understanding of spotting and reporting phishing emails, including identifying complex and targeted phishing threats.

A key security culture metric at SEEK is the click rate on simulated phishing exercises. In FY2025, SEEK increased the difficulty and sophistication its employee exercises and achieved an average click rate of 5.6%, a downward trend on the prior year (FY2024: 5.8%). Individuals and groups identified as having lower awareness levels were given targeted training designed to uplift their understanding and decrease phishing susceptibility.

Governance and risk management

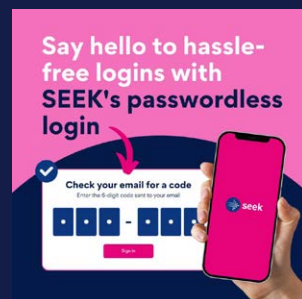
The cybersecurity control environment is monitored in accordance with SEEK's Risk Management Framework. The ARMC is responsible for monitoring SEEK's management of cybersecurity risk as one of SEEK's principal risks.

SEEK's Cybersecurity Forum is a management committee that assesses cyber controls, emerging risks and organisational readiness. The Forum meets quarterly and comprises members of the Executive Leadership Team and Senior Leadership Team as well as other functional managers as required. During FY2025, the focus areas of the Cybersecurity Forum included cyber remediation and user access management program updates, cybersecurity metrics oversight, analysis of cyber attacks that occurred to other companies, and cybersecurity team accountability reviews.

SEEK's infrastructure mainly operates using cloud services leveraging Amazon Web Services infrastructure. These facilities are physically secure, geographically separated and Tier III and ISO 27001 compliant. SEEK's JobAdder business is also ISO 27001 certified and undergoes regular audits as part of its ISO cybersecurity accreditation.

Passwordless Login

The integration of the Passwordless Login feature allows candidates to access their accounts without the need for traditional passwords, which have been a common target for cybercriminals. Instead, they receive a one-time code via email. This is a significant advancement in enhancing both user experience and candidate security and has resulted in reduced fraud and password theft.



People

In this section

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

Employee engagement

SEEK's culture statement, referred to as *Our SEEK*, unites employees across countries, languages and cultures and reflects the multinational nature of SEEK's business.

At the core of SEEK's culture is its purpose, underpinned by four operating principles and associated behaviours that guide decision making, define expectations and ensure the long-term sustainability of the business.

Culture

Our SEEK is brought to life through:

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

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

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.

Innovation and collaboration

Hackathons

SEEK's periodic three-day Hackathons provide employees with the opportunity to collaborate cross-functionally, through creating and testing ideas for new products and services. The most valued products are either immediately deployed on SEEK's platform or subsequently developed into product releases. Hackathon #21 was held in FY2025, involved 39 teams and was a hybrid event.



Hive Week

SEEK supports hybrid ways of working and believes that meeting in person fosters a strong culture. Permanent remote-working arrangements are supported for select roles within Technology, Strategy, Product and Artificial Intelligence, based on scarcity of skills and the nature of the role. Hive Week provides permanent employees the opportunity to connect in person in the Melbourne and Kuala Lumpur offices. Two Hive Weeks were held in FY2025.



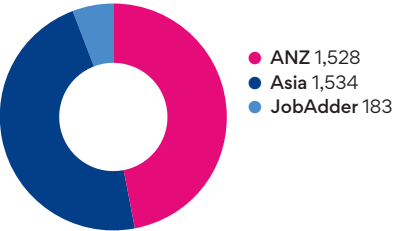
Employee engagement (continued)

Workforce profile

At the end of FY2025, SEEK’s APAC workforce comprised 3,062 employees, distributed evenly across the ANZ and Asia regions. Most employees were employed permanently, with 4% employed on either a fixed-term or casual basis. Full-time employees accounted for 96% of the workforce, with part-time employees comprising 4%.

JobAdder, a wholly owned subsidiary of SEEK, comprised 183 employees as at the end of FY2025.

SEEK’s workforce FY2025
(permanent, fixed-term and casual employees of SEEK)



SEEK maintains a contingent workforce of contractors and business partners to provide flexible access to specialised skills and short-term capabilities. This workforce supplements the delivery of business-critical programs.

Attraction and retention

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

In FY2025, annualised voluntary attrition remained relatively low at 11%. Details regarding annualised voluntary attrition are outlined in the following table. Total annualised attrition reached 18%, reflecting workforce realignment activities undertaken through the year.

Voluntary attrition

FY2025	ANZ	Asia	APAC
Female voluntary attrition (annualised)	10% (+2% vs pcp)	13% (-2% vs pcp)	11% (-1% vs pcp)
Male voluntary attrition (annualised)	8% (-1% vs pcp)	12% (-1% vs pcp)	10% (-1% vs pcp)
Total voluntary attrition (annualised)	9% (no change vs pcp)	13% (-1% vs pcp)	11% (no change vs pcp)

Annualised voluntary attrition for JobAdder was 15% and total annualised attrition was 20%.

Career and talent management

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

For SEEK’s APAC Senior Leadership Team and their direct reports, the bi-annual talent and succession management cycle involves proactive discussions about leader performance, future potential and development areas. This enables active career management of the highest-potential employees, maintains the internal talent pipeline and helps to manage key person risk.

The restructure of Executive Leadership Team portfolios, which took effect on 1 July 2024, provided many in this cohort with opportunities for expanded remits. As a result of the structural changes, about half the Senior Leadership Team were appointed into new or expanded roles. This also provided senior leaders with the opportunity to grow and enhance their careers within SEEK and helped to mitigate key person risk and attrition of senior level talent.

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



Employer of Choice

In 2025, SEEK was recognised as one of Australia and New Zealand’s top employers and named a 5-Star Employer of Choice by leading human resources publication, HRD. This recognition builds on the success from last year, when SEEK was named a 5-Star Employer of Choice in Asia by the same publication. The award recognises companies that create exceptional work environments for their employees.



SEEK’s Employee Value Proposition

In FY2024, SEEK piloted its new Employee Value Proposition (EVP) in Kuala Lumpur. Following the pilot’s success, the EVP was rolled out across APAC in FY2025. While SEEK has strong brand recognition and appeal as an innovative technology company in ANZ, brand presence across the Asia markets is less established. The EVP communicates SEEK’s difference as an employer and details its offering to current and prospective employees. It also ensures consistency in describing what it is like to work at SEEK.

Employee engagement (continued)

Learning and development

SEEK launched 'SEEK Elevate' in FY2024 to develop the next level of leaders, building on the success of the APAC Senior Leadership Team leadership program, LeadingSEEK. The program fosters core leadership learning and helps to strengthen relationships across APAC. A cohort of 60 leaders participated in the inaugural program which concluded in FY2025. The next program will commence in FY2026. There are also new leadership development initiatives planned for FY2026, with a focus on equipping people with the skills to work effectively across APAC.

For the broader employee cohort, SEEK's learning and development curriculum incorporates foundational core learning opportunities and tailored offerings catering for specific functional and business needs. External learning programs and education, aligned to an individual's role and career development are also supported and funded by the business. SEEK Fundamentals, the organisational compliance training program, is mandatory for all employees and third-party contractors across APAC.



For more information on SEEK Fundamentals, refer to 'Responsible business – Culture of ethical conduct' section on page 25

Engagement

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

The most recent extended survey conducted in April 2025 recorded SEEK's highest-ever participation rate of 95%, with strong representation across both regions. APAC engagement has remained relatively stable over the past year and sits above global technology industry benchmarks. Appreciation for SEEK as an employer remained high, with employees expressing pride in working at SEEK and willingness to recommend the company to others.

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

Employee benefits

Benchmarking of employee entitlements, policies and benefits is predominantly anchored to local markets. This ensures SEEK remains competitive in attracting and retaining talent, whilst also meeting compliance obligations and remaining financially viable. In certain areas, employee policies and benefits are consistently applied across all markets to ensure an enhanced employee experience.

Roles at SEEK are predominantly professional and employees are engaged on independent contracts. SEEK offers competitive remuneration and annual variable-pay opportunities on either a cash or equity basis for permanent employees, based on role type and seniority. The Shares@SEEK plan provides employees with the opportunity to own a stake in the Company, with SEEK matching share purchases subject to tenure. Employee participation remains strong with 26% of eligible employees across APAC choosing to participate in the program.

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

SEEK also offers a range of leave provisions and entitlements over and above the statutory entitlements, such as Personal Flexi-Leave, which enables employees to attend to personal and family matters outside of work. There is no rationale required to utilise this additional paid leave benefit. Various employee perks are also offered, such as food and beverages in the office and employee offers at participating local businesses.

Flexible working

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

SEEK's approach to flexibility is to balance the needs of the individual, the team and the business; and to encourage dialogue and mutual agreement between leaders and team members. SEEK continues to adopt a hybrid-working model that blends working from the office for two-to-three days per week with working from home.

Employees can also access Temporary Remote Working Leave, allowing them to work remotely from a different location for up to four weeks per year. The Remote Working Policy allows certain roles within the Technology, Strategy, Product and Artificial Intelligence teams to be performed remotely most of the time. These arrangements must meet certain criteria related to role requirements and be approved by the relevant Executive Leadership Team member.

Collective agreements and freedom of association

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

SEEK events

SEEK holds various employee events throughout the year to promote connection and to bring SEEK's culture to life. In FY2025, SEEK continued the employee-led SEEKer Connect initiative with themed social gatherings in each office. These events foster in-person connection and opportunities for people to meet others outside their immediate team.



Diversity and inclusion

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

SEEK’s Wellbeing, Diversity and Inclusion Strategy centres around the core pillars of shared responsibility, leading inclusively, continuous listening and enabling inclusion to support a meaningful employee experience. Gender diversity, LGBTQIA+ and First Nations peoples in Australia remain key areas of focus, alongside a growing emphasis on other dimensions such as neurodiversity and people with disability.

- ➔ Refer to ‘Social impact – Community contribution and engagement’ section on pages 8–9
- ➔ SEEK’s Diversity and Inclusion Policy is available at seek.com.au/about/investors/corporate-governance

Diversity survey

In September 2024, a ‘Diversity Insights’ survey was conducted as part of implementing SEEK’s Wellbeing, Diversity and Inclusion Strategy. The survey was aimed at understanding the diversity of its employee population and employees’ experience of respect, inclusion, belonging and wellbeing at work, and how these two factors intersect. The results have provided a baseline to measure change over time and inform the design and implementation of various initiatives.

Informed by the survey insights, SEEK launched three Employee Advocacy Groups, each sponsored by a member of the Executive Leadership Team. These comprise of a refreshed First Nations group, extension of the Pride and SEEK group to include Asia and a relaunch for the Gender advocacy group. There are plans to launch two additional groups, focused on Cultural and Regional Diversity, and Disability and Accessibility.



Gender diversity

SEEK remains committed to addressing the under-representation of women in leadership and technical roles. As such, the focus continues to be on attracting more women to these roles and developing and retaining them, with the objective of achieving gender balance.

At the end of FY2025, representation of women within SEEK’s Executive Leadership Team was 38%. In FY2025, SEEK implemented organisational structure changes, which merged the commercial businesses and elevated leadership of Artificial Intelligence to the Executive Leadership Team. Through these changes, representation of women at this level reduced by one, resulting in a 12% decline from FY2024.

The organisational restructure also impacted gender representation at senior management level, as the elevation of Artificial Intelligence and creation of the Corporate Strategy and Investments division expanded the number of ELT direct reports.

The overall APAC workforce comprises a total of 51% men and 49% women. Whilst SEEK has gender balance overall, the challenge for SEEK and the technology industry more broadly is one of representation. Women remain under-represented in both senior management and technical roles which are typically higher paying. SEEK is committed to improving the number of women in these roles to address the disparity in average earnings between men and women over time.

Gender representation (%) by level

APAC	FY2025	FY2024
Executive Leadership Team	38%	50%
Senior management ⁽¹⁾	33%	37%
Overall workforce	49%	50%

(1) Defined as direct reports to the Executive Leadership Team, excluding Executive Assistants.

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

Senior roles

The Females at SEEK Thrive (FAST) program aims to increase women’s participation in senior roles by investing in and developing high-performing female employees. Of the 108 FAST alumni, more than half have been promoted or have taken on expanded roles. To date, this program has been ANZ-based. In FY2026, the program will be adapted for Asia and offered to women for the first time within this region.

Building the female talent pipeline

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

Camp SEEK is an annual event that aims to address the shortage of women in the technology industry by introducing girls and non-binary students in years 9 and 10 to various technology career paths. In September 2024, SEEK hosted the biggest Camp SEEK to date with over 100 participants. Students spent four days at SEEK’s Melbourne office learning first-hand from experts across SEEK and gaining experience in artificial intelligence, coding, design and product development. The next event is planned for September 2025.

Diversity and inclusion (continued)

Gender balance in hiring

Achieving gender balance in hiring outcomes continues to be challenging for certain technology roles due to the under-representation of women in the market. In addition, the pipeline of young women and non-binary students choosing a career in STEM is limited, which further exacerbates the issue of under-representation. SEEK prioritises gender representation throughout the recruitment process and adopts various strategies, including:

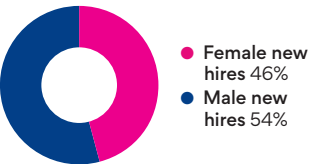
- working with hiring managers to assess role requirements and remove criteria that are not essential and may limit the diversity of candidates who apply;
- using SEEK’s Hide Names product to help reduce unconscious bias in the candidate selection process;
- focusing on gender balanced candidate short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

Measurable objective: achieve gender balance in hiring

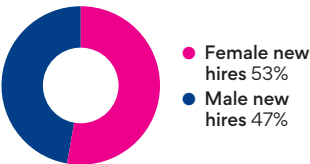
During FY2025, overall gender parity for external hires was achieved, with women representing 50% of new hires in FY2025 for all roles across APAC. The below graphs summarise new hires by gender for ANZ and Asia.

FY2025 new hires by gender

ANZ: as a % of total new hires



Asia: as a % of total new hires



Gender pay equity

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

- transparency of remuneration policies and practices;
- education workshops for leaders about the potential for gender bias in recruitment;
- utilising internal and external remuneration data to ensure equitable pay outcomes when hiring, at the time of an internal change in role (including promotion) and during the annual salary review cycle; and
- ensuring that employees who take a period of extended leave, such as parental leave, are not excluded from 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 potential gender pay gaps that exist across the business. Analysis undertaken in October 2024 found no systemic inequity in pay when comparing roles on a like-for-like basis. Some small differences in pay by grade level existed between genders, but this was attributable to a higher proportion of technology roles within the grade level compared to non-technology roles. A higher representation of men performing technology roles, coupled with higher salaries for technology roles more broadly, contributed to pay differences rather than any gender pay inequity in roles on a like-for-like basis. Other legitimate factors influencing pay differences between individuals included variations in skill, experience and performance.

In FY2025, the Workplace Gender Equality Agency (WGEA) published the gender pay gap (GPG) for SEEK for the reporting period 2023–2024 as 15.1% for median base salary and 14.9% for median total earnings⁽¹⁾. These outcomes were an improvement on the previous reporting period, with the base salary GPG reducing by 2.7% points and total earnings GPG reducing by 1.7% points at the median.

The key drivers of the WGEA GPG for SEEK is due to a higher proportion of men in senior management and management roles as defined by WGEA (~62% men), together with a higher proportion of men occupying the higher-paying professional and technology roles. As such, in order to reduce the GPG at SEEK, actions are focused on addressing occupational segregation such as hiring and encouraging more women to take up roles in management and technology.

SEEK’s median GPG outcomes are comparable to others within the ANZSIC industry classification (‘Professional, Scientific and Technical Services’).

SEEK’s WGEA Gender Pay Gap Employer Statement for 2023–2024 provides further details on SEEK’s GPG, including year-on-year movements and actions focused on reducing the GPG.

➔ [Refer to SEEK’s WGEA Gender Pay Gap Employer Statement](#)

Gender identity

In FY2025, SEEK updated its Human Resource Management System, Workday, to better reflect the diversity of its people. Employees can now select from expanded gender options, salutations and personal pronouns, supporting SEEK’s commitment to creating an inclusive workplace.

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

SEEK Sustainability Report 2025

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Diversity and inclusion (continued)

Supporting employees

Family and domestic violence

SEEK supports its people through challenging times in their personal lives, including situations of domestic and family abuse. Across APAC, SEEK has a Family and Domestic Violence Policy and leave entitlement, which ensures all employees in need are able to access paid leave and external professional support.

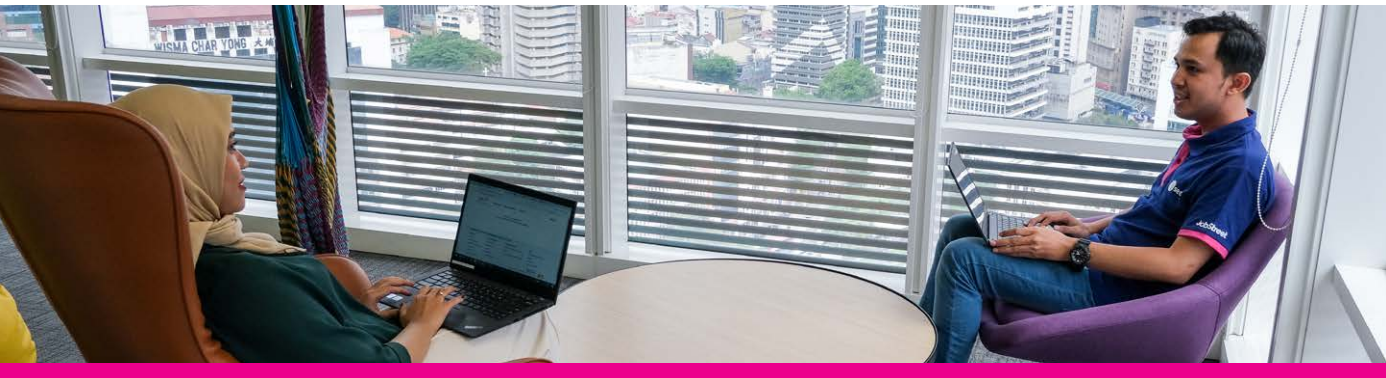
Religious, cultural and ethical preferences

SEEK has a Religious, Ethical, Cultural Public Holiday Swap Policy, which allows employees to swap one gazetted public holiday for an alternative day of leave within the same calendar year.

This recognises that people come from different cultural backgrounds and hold a diverse range of beliefs that gazetted public holidays may not cater for. The policy allows employees to request to work on this public holiday and take an alternative day in lieu.

Inclusive workspaces

As part of SEEK’s commitment to creating an inclusive work environment, wellbeing spaces including dedicated prayer spaces, multi-purpose wellness rooms and quiet working spaces are available in most offices across APAC. These spaces recognise cultural diversity, individual work styles and the need for tailored spaces to support employee health.



Parents and carers

SEEK supports employees to balance their work with caring responsibilities. At the discretion of a manager, employees in ANZ can apply for up to six weeks of paid Carer’s Leave in addition to the statutory entitlement, with a range of different leave provisions available to people in Asia.

For ANZ-based employees, SEEK offers 14 weeks’ paid Parental Leave for the primary carer and two weeks’ paid Partner Leave, with continued superannuation contributions made on the employee’s behalf. Parental Leave can be taken up to 18 months after their child is born, allowing parents to alternate roles as the child’s primary carer and support the transition back to work. SEEK also provides access to specialist external coaching services to support employees and their leaders prior to, during and after the leave period. In FY2025, 95% of employees in ANZ returned to work after taking Parental Leave.

ANZ	FY2025	FY2024
Number of employees who took Parental Leave as the primary carer during FY2025	100 <ul style="list-style-type: none">• 74 female (74%)• 26 male (26%)	95 <ul style="list-style-type: none">• 76 female (80%)• 19 male (20%)
Retention		
% who returned to work after Parental Leave ended	95%	100%

Across Asia, parental leave arrangements differ by country in accordance with local legislation and market norms. In FY2025, 27 Asia-based women accessed paid Parental Leave and 100% returned to work after completing their leave.

Pride and SEEK (LGBTQIA+)

In FY2025, SEEK maintained its long-standing partnerships supporting LGBTQIA+ communities, continuing the 11-year Midsumma sponsorship and 3-year Burnett Foundation partnership through Big Gay Out in New Zealand.

SEEK participated in Melbourne’s Midsumma carnival with an interactive booth where attendees could create personalised badges expressing their identity. At SEEK’s Melbourne office, Midsumma CEO Karen Bryant and SEEK’s Chief Financial Officer led a discussion about LGBTQIA+ communities and collective identity. SEEK also had a presence at New Zealand’s Big Gay Out festival, featuring the same badge-making booth and highlighting SEEK’s commitment to creating safe and inclusive environments for everyone.



Workplace health, safety and wellbeing

Wellbeing at SEEK

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

SEEK’s Employee Assistance Program, SEEKer Support, is available via an external provider to all employees and their families, providing wellbeing support and counselling services. Alternatively, employees can opt for counselling services with a psychologist of their own choice, with the cost reimbursed by SEEK.

More broadly, the Wellbeing at SEEK program includes:

- access to an online wellbeing platform, which allows employees to access wellbeing-related information tailored for their needs;
- 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’s APAC Work Health and Safety Policy guides how SEEK cares for the safety of its people.

In FY2025, SEEK maintained its commitment to ensuring the health and safety of employees, contractors and external visitors and conducted business in accordance with all workplace health and safety laws, standards and codes of practice.

The table below summarises the recorded incidents in FY2025.

	APAC FY2025 ⁽²⁾
Total number of incidents recorded	29
Number of lost-time injuries ⁽¹⁾	6
Number of medical-treatment injuries	11
Number of WorkCover claims (ANZ only)	2

(1) Where the following day could not be worked due to injury.
(2) Prior year data has been excluded due to the alignment of reporting processes across APAC during FY2024, which prevents like-for-like comparisons.



Employee grievances

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

In addition, SEEK’s engagement survey includes questions regarding the work environment and culture. Employees respond anonymously to questions about psychological and physical safety, confidence in the company’s willingness to act if inappropriate behaviour is uncovered, and whether management role model the expected standards of behaviour. Responses to these questions and the associated comments are reported to executive management and the SEEK Board and provide insight into how well the organisation is upholding expected behaviour standards.

In FY2025, SEEK continued to improve its approach to reporting on grievances, complaints and misconduct. Detailed biannual reports are shared with the ARMC, providing visibility of all reported cases and outcomes. This reporting allows for monitoring of trends and proactive identification of any systemic issues.

📍

Environment

In this section

- Climate resilience and minimising environmental impacts

Climate resilience and minimising environmental impacts

SEEK is preparing for impacts of climate change and the transition to a low-carbon future, whilst working to minimise SEEK's environmental impacts.

SEEK's FY2025 Climate Statement provides detailed information on SEEK's approach to climate-related governance, strategy, risks, opportunities, metrics and targets. A high-level overview of SEEK's approach to managing climate change is set out below.



Governance and risk management

The Board has overall accountability for SEEK's strategic direction, risks and opportunities, including in relation to climate change. The Board delegates responsibility for specific climate-related risk to the ARMC and management, including a Climate Steering Committee.

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

Strategy

SEEK's Climate Change Strategy has two main objectives: climate resilience and minimising emissions.

Climate resilience
(adapting to a changing climate)

- Climate risks and opportunities
- Business adaptation action
- Supporting an orderly and just transition

Minimising emissions
(mitigating SEEK's impacts on changing climate)

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

Greenhouse gas emissions

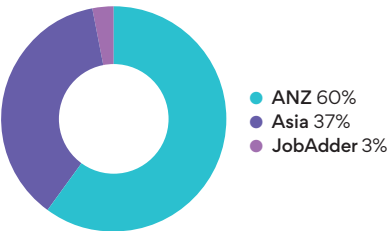
SEEK continues to monitor its emissions profile across its business operations and regions. In FY2025, SEEK re-baselined its emissions footprint to reflect updates to the sustainability reporting boundary from the divestment of the Brasil Online and OCC businesses and inclusion of JobAdder.

In FY2025, SEEK's total re-baselined emissions were 9,530 tonnes of carbon dioxide equivalent, a 35% reduction on FY2024 continuing operations emissions. The majority of SEEK's profile is scope 3 emissions and the main emissions sources are purchased goods and services (including IT data services), business travel and employees working from home and commuting.

(Tonnes CO2e equivalent)	FY2025 New baseline	FY2024
Continuing Operations (APAC)	9,530	14,624
Discontinued Operations ⁽¹⁾	-	1,946
Total emissions (market-based)⁽²⁾	9,530	16,570
Total emissions (location-based)⁽²⁾	10,998	-
Emission intensity⁽³⁾:		
Total emissions per employee (tCO2e per FTE)	2.7	4.4
Total emissions per revenue (\$m)	8.7	14.3

- (1) Discontinued operations represent the Brasil Online and OCC businesses that SEEK sold in FY2024.
- (2) In FY2025 SEEK commenced disclosing its emissions using both a location and market-based approach for scope 2 emissions. SEEK will continue to use a market-based approach to ensure Renewable Energy Certificates are applied against energy consumed. Prior to FY2025, SEEK reported scope 2 emissions using a combination of market-based for Australia and location-based for remaining locations. Refer to SEEK's [FY2025 Climate Methodology](#) and [FY2025 Sustainability Databook](#) - 'Environment' section for more information.
- (3) Total emissions (market-based) is used for intensity calculations. Sales Revenue (refer to FY2025 Financial Report, Consolidated Income Statement) is used for revenue calculations.

FY2025 regional breakdown emissions



SEEK's emissions reduction targets

SEEK is committed to reducing its environmental impact and achieving net zero emissions in the long term.

In FY2025, SEEK achieved its interim target to reduce its emissions across scopes 1, 2 and 3 by 40% by FY2025 on a FY2022 baseline. SEEK implemented several emissions reduction programs to reduce priority emissions categories with a focus on renewable energy to support the achievement of this target. Through these programs SEEK reduced emissions in FY2025 by approximately 6,600 tonnes (representing approximately 68%) on the FY2022 baseline (9,714 tonnes for SEEK's continuing operations).

➔

For further information on SEEK's emissions reduction progress, refer to SEEK's [FY2025 Climate Statement](#)

Climate resilience and minimising environmental impacts (continued)

SEEK’s previous emissions reduction target of net zero by 2030 was set in FY2021. This target was informed by FY2021 emissions data for ANZ (with a commitment to baseline data across APAC from FY2022), was supported by work undertaken by SEEK’s external climate consultant, and was underpinned by assumptions including that SEEK would reduce emissions as much as possible through investment in renewable energy and absolute reductions in energy use, and offset remaining emissions. At the time that this target was set, SEEK planned to continue to review its targets as its Emissions Reduction Strategy was developed and committed to developing a science-aligned emissions reduction target by 2025.

In FY2025, as planned, SEEK undertook a science-aligned review of its emissions reduction targets informed by the standards tools and guidance developed by the Science Based Targets initiative (SBTi)⁽¹⁾. SEEK has revised the timing to achieve its net zero target to FY2050, largely due to factors outside of its control. This review resulted in changes to some key assumptions including the timeframes for key supplier net zero targets are later than 2030, the global transition of certain industries and technologies to decarbonise is slower than was assumed at the time the initial target was set (such as office infrastructure and sustainable aviation), and revisions to the SBTi Corporate Net Zero Standard which limit the use of carbon removal credits for residual emissions from hard-to-abate sources to no more than 10% of total emissions.

As a result of the review, on the basis of the new information available, SEEK:

- revised its short-term emissions reduction target from net zero by FY2030 to a 50% reduction by FY2030 on the FY2025 re-baseline; and
- set a new long-term target of net zero by FY2050.

Short-term FY2030 target	Reduce emissions by 50% across all emissions scopes by FY2030 on the FY2025 re-baseline.
Long-term net zero FY2050 target	Reduce emissions by 90% across all emissions scopes by FY2050 on the FY2025 re-baseline and invest in carbon removal credits for residual emissions from hard-to-abate sources (up to 10%) ⁽²⁾ .

(1) The SBTi develops standards, tools and guidance which allow companies to set greenhouse gas emissions reduction targets in line with what is needed to keep global warming below catastrophic levels and reach net zero by 2050 at the latest.

(2) The SBTi Corporate Net-Zero Standard requires organisations to reduce absolute scope 1, 2 and 3 emissions by at least 90% by 2050. Companies may use carbon removal credits to neutralise any residual emissions from hard-to-abate sources, but this is limited to no more than 10% of total emissions. SEEK therefore currently intends to invest in carbon removals for a maximum of 10% of its residual emissions from hard-to-abate sources.

In order to achieve net zero, SEEK will rely on its key suppliers reaching net zero by 2050, key industries transitioning to net zero, technologies being available and reasonably affordable by 2050 (including sustainable aviation across APAC for business travel) and carbon removal technologies for residual emissions from hard-to-abate sources (where required).

SEEK has processes in place to track its progress towards these goals, including monitoring key developments in AI and its impact on emissions, advancements in decarbonisation technologies and supplier progress towards their net zero targets. SEEK remains committed to reducing its emissions and its long-term commitment to net zero.

➔ For further information on SEEK’s emissions reduction targets, including SEEK’s Climate Transition Plan, refer to SEEK’s [FY2025 Climate Statement](#)

During FY2025, SEEK also maintained its carbon neutral certification for FY2024 for its business operations in APAC under the Australian Government’s carbon neutral certification, Climate Active, which allows the purchase of offsets rather than direct emissions reduction to achieve the certification. As part of its readiness to align with the Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) from FY2026, SEEK plans to transition away from the Climate Active program and will align with the greenhouse gas accounting methodologies set out in AASB S2. In FY2025, SEEK retired carbon offsets equivalent to its GHG inventory through investment in a number of carbon offset projects.

➔ For more information on SEEK’s carbon offsets, refer to SEEK’s [FY2025 Sustainability Databook](#)

Resource management: energy, water and waste

SEEK is committed to minimising its use of natural resources including energy, water and waste. SEEK includes specific energy, waste and water management sustainability criteria across APAC as an ongoing focus for new buildings. As part of SEEK’s Cremorne headquarters annual rating review, in FY2025 it has maintained its NABERS building certifications for a NABERS Energy 5.5-Star Rating and a NABERS Indoor Environment 6-Star Rating.

AI and environmental sustainability

While AI adds value to the products that SEEK offers to its customers and its workforce, SEEK remains aware of the emissions impacts of increased AI use due to the associated increase in compute power. SEEK is working with its key technology suppliers to monitor their environmental commitments including emissions reduction, with consideration of the growth of AI in future.

SEEK is focused on increasing its AI-related data services monitoring to assess this change over time. This will focus on increasing SEEK’s understanding of both the energy emissions and water-related usage impacts of AI services.

In FY2025, SEEK’s energy consumption decreased by 15% and water consumption decreased by 5% on the prior year. SEEK’s total waste decreased by more than 60% on the prior year, with a waste from landfill diversion rate of 17% (FY2024: 30%). SEEK continues to improve its collection and monitoring of energy, water and waste data. Employee engagement is focused on improving general waste awareness and continuing to introduce new recycling programs across APAC.

Nature and biodiversity

SEEK plans to assess its nature and biodiversity risks aligned with the Task Force on Nature-related Financial Disclosures Framework and will update on its progress after the assessment is completed.

➔ For more information on SEEK’s climate change approach and related data, refer to SEEK’s [FY2025 Climate Statement](#) and [FY2025 Sustainability Databook](#)

Responsible business

In this section

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

Culture of ethical conduct

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

Our SEEK and Code of Conduct

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

SEEK Fundamentals training

SEEK's compliance training, SEEK Fundamentals, is mandatory for new employees and contractors. For existing employees, the training is retaken every two years. Comprising three modules, the training helps to develop understanding of behavioural expectations, especially those that relate to laws and regulations. The three modules are: 'How we conduct ourselves'; 'How we do business'; and 'How we use technology and data'. In FY2025 SEEK introduced a requirement for external consultants to complete the 'How we use technology and data' module, reflecting updated security and data privacy requirements across APAC.

In FY2025, the employee completion rate was 100%. This was achieved through management of non-completion, reflecting that the training is a requirement to work at SEEK.

JobAdder employees and third-party contractors who have access to JobAdder's systems that store customer data, also complete JobAdder's mandatory compliance training, which covers the same three modules as SEEK. JobAdder had a 100% completion rate in FY2025 and this training is also re-taken every two years for existing employees.

Conflicts of interest and close personal relationships

SEEK's Conflict of Interest and Close Personal Relationships Policy sets out SEEK's expectations in relation to employees identifying, disclosing and managing conflict of interests and close personal relationships. The policy is supported by

the SEEK Compliance Officer, with declarations documented via an online declaration form and register. The ARMC oversees policy compliance and receives notifications regarding material conflicts and biannual updates regarding declarations under the policy.

Whistleblower protection

SEEK is committed to protecting whistleblowers from reprisal and other detriment. SEEK's Whistleblower Protection Policy encourages employees and stakeholders to report concerns of wrongdoing. The policy covers all SEEK's current or former employees, officers, contractors, suppliers (paid or unpaid), and their relatives, dependants or spouses. It sets out how to raise concerns, the protections that a person making a report will receive and SEEK's processes for dealing with reports of wrongdoing. Where whistleblower reports are received, they are investigated and, if appropriate, actions are taken. The ARMC receives notifications regarding material whistleblower reports and biannual updates on any incidents reported through SEEK's whistleblower channels. SEEK's Compliance Officer is responsible for overseeing the response to whistleblower reports.

Anti-bribery and corruption

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

Insider trading prohibitions

The purpose of the Share Trading Policy is to ensure that employees have a clear understanding of insider trading laws and the rules that apply to them, and to their associates, in relation to dealing in SEEK securities.

Officers and employees are prohibited from dealing in SEEK securities if they are in possession of inside information. Additional dealing restrictions apply to directors, executives and other employees who may be exposed to inside information. These people are not permitted to deal in SEEK securities during defined blackout periods and must obtain clearance to deal at other times.



For more information, refer to SEEK's policies at seek.com.au/about/investors/corporate-governance



Responsible business practices and resilient business

Business resilience

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

In FY2025, SEEK established a Technology Resilience Council which comprises the Chief Risk Officer and members of the Technology Senior Leadership Team. This Council has oversight of SEEK's Technology Resilience controls, helping to ensure alignment with SEEK's risk appetite.

In FY2026, the focus will be on continued testing of core services, ongoing employee training and awareness and continued business impact analysis to ensure stakeholder expectations and expected business outcomes are being met.

Crisis management

SEEK has a detailed Crisis Response Plan that includes:

- **Early detection:** Tools and monitoring systems to help spot potential threats early.
- **Clear roles:** A dedicated Crisis Management Team to coordinate the response effort, supported by specific roles to assess, contain, and resolve the event.
- **Rapid communication:** A communications plan to share information for our people, customers and stakeholders.

SEEK conducts regular tests to ensure its crisis communication channels are performing as expected. The tests also allow employees to become familiar with what to expect, and how to respond should there be a crisis. In FY2025, SEEK conducted two tests of its crisis communications channels. Based on the results from the tests, SEEK will target countries with lower response rates for additional training and reminders.

Technology resilience

SEEK maintains an ongoing program to test business-critical systems, ensuring they remain resilient and aligned with SEEK's Technology Resilience Framework and risk appetite. SEEK's Service Criticality Framework categorises business capabilities and technology applications by their criticality, guiding the resilience standards required for each tier.

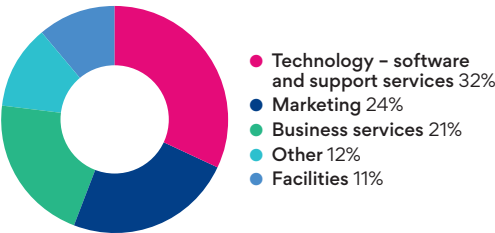
Responsible procurement

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

In FY2025, SEEK's principal categories of spend were technology (software and support services), marketing and business services. These categories represent approximately 77% of SEEK's global procurement spend. Approximately 67% of SEEK's spend is with Australian-based businesses. SEEK engages over 2,000 suppliers annually, giving rise to commercial, cybersecurity and business continuity risks. SEEK also focuses on managing the associated environmental, social and governance risks.

These risks are governed through a range of policies and technical controls, including SEEK's Supplier Sourcing Policy, Onboarding and Offboarding Policy, Contract Management Policy, Information Security Policy, Privacy Policy, Supplier Code of Conduct and Supply Chain Risk Framework. These policies are underpinned by SEEK's digital purchasing platform, which facilitates approvals and workflows so that internal experts review relevant risks.

FY2025 spend by principal categories



SEEK recognises that its procurement processes should be accessible to suppliers of all sizes, including small suppliers who may have limited resources to navigate complex procurement requirements. SEEK works collaboratively with small suppliers to support them through the procurement processes, build their capability and ensure compliance with SEEK's standards.

Payments to small business suppliers

SEEK monitors the timeliness of payments to its small suppliers in Australia. These businesses supply approximately 32% by value of the goods and services purchased by SEEK in Australia. Internal payment systems promote timely payment in accordance with the *Payment Times Reporting Act 2020 (Cth)*. In FY2025, SEEK paid 91% of these invoices within 30 days of receipt of invoice, which is a decline from 93% on the prior year. As a result, SEEK reviewed its processes and implemented changes to improve efficiencies.

Competition and consumer law

SEEK acts ethically in its market competitive activities and complies with competition and consumer protection laws. SEEK's Legal team is responsible for advising on competition and consumer law compliance and supports teams with their compliance-related activities.





Taxation transparency

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

Corporate governance

SEEK's FY2025 Corporate Governance Statement is available at seek.com.au/about/investors/corporate-governance alongside Board charters and key policies that underpin SEEK's corporate governance practices.

Sustainability performance

Material topic	Sub-topic	Metric	FY2025	FY2024		
SOCIAL IMPACT	 	Employment marketplaces performance	<ul style="list-style-type: none">Placement share⁽¹⁾Future first choice⁽²⁾Candidate trust (ANZ)⁽³⁾	<ul style="list-style-type: none">34.9% ANZ, 26.2% Asia#1 first choice for candidates across all markets Most trustworthy: <ul style="list-style-type: none">Australia – 5.1x lead on the nearest competitorNew Zealand – 4.1x lead on the nearest competitor	<ul style="list-style-type: none">32.8% ANZ, 21.9% AsiaNot reported Most trustworthy: <ul style="list-style-type: none">Australia – 4.6x lead on the nearest competitorNew Zealand – 3.0x lead on the nearest competitor	
		Volunteer marketplaces performance (ANZ)	<ul style="list-style-type: none">Organisations that posted a volunteer opportunityNumber of ads for volunteer opportunitiesNumber of applications for volunteer opportunities⁽⁴⁾	<ul style="list-style-type: none">4,834 not-for-profit organisations30,576158,782	<ul style="list-style-type: none">4,905 not-for-profit organisations30,731133,752	
	Labour market scale	<ul style="list-style-type: none">Unique candidate visitors per annumApplications and talent search connections per monthHirer relationshipsPopulation in SEEK's marketplaces	<ul style="list-style-type: none">Approximately 260mApproximately 58mApproximately 360,000Approximately 550m	<ul style="list-style-type: none">Not reportedApproximately 51mApproximately 400,000Approximately 500m		
	Community contribution and engagement (ANZ)	Community contribution ⁽⁵⁾	<ul style="list-style-type: none">\$2.1m including employee donations of A\$218,000 to charities	<ul style="list-style-type: none">\$2.6m including employee donations of A\$242,000 to charities		
		Discounts for not-for-profits ⁽⁵⁾	<ul style="list-style-type: none">\$3.2m in foregone revenue	<ul style="list-style-type: none">\$3.0m in foregone revenue		
		Supporting local charities	<ul style="list-style-type: none">4,901 organisations supported through SEEK Volunteer, Small Change workplace giving program and employee volunteering	<ul style="list-style-type: none">4,932 organisations supported through SEEK Volunteer, Small Change workplace giving program and employee volunteering		
		Social procurement spend	<ul style="list-style-type: none">\$741,000	<ul style="list-style-type: none">\$628,000		
		First Nations business spend* *included in above total social procurement spend	<ul style="list-style-type: none">\$315,000	<ul style="list-style-type: none">\$433,000		
	HUMAN RIGHTS	 	Fair hiring	Hirer onboarding <ul style="list-style-type: none">Number of hirers failed onboarding process assessmentNumber of hirer accounts closed due to fraud/scam or other high-risk activity	<ul style="list-style-type: none">3,644651 (approximately 1% of new hirers)	<ul style="list-style-type: none">1,419170 (approximately 1% of new hirers)
				Content moderation <ul style="list-style-type: none">% of job ads scanned% job ads escalated for manual reviewNumber of high-risk job ads removed after investigation for suspected fraud or non-compliance with SEEK's Terms and Conditions	<ul style="list-style-type: none">100%, (4.3m job ads)8% (approximately 338,000 jobs ads)2,797	<ul style="list-style-type: none">100% (4.9m job ads)10% (approximately 487,000 jobs ads)1,232
Complaint management <ul style="list-style-type: none">Number of job ads reported by candidates regarding fraud or scams			<ul style="list-style-type: none">21,882	<ul style="list-style-type: none">25,657		
			Modern slavery	Effectiveness of Supply Chain Risk Framework <ul style="list-style-type: none">Number of suppliers analysed for modern slavery riskNumber of inherent risk suppliers assessed or audited through SEEK's Supply Chain Risk Framework	<ul style="list-style-type: none">2,017 (100% of SEEK's suppliers)294 (72% of SEEK's inherent risk suppliers)	<ul style="list-style-type: none">2,437 (91% of SEEK's suppliers)182 (31% of SEEK's inherent risk suppliers)

(1) The matching of candidates with hirers, representing SEEK's share of placements of the overall market. Source: Independent research conducted on behalf of SEEK in Australia, New Zealand (NZ) and Asia.

(2) Those who claim they will go to SEEK first for their next job search. Source: Independent research conducted on behalf of SEEK in Australia, NZ and Asia among a nationally representative sample of each labour force.

(3) Source: Independent research conducted by Nature on behalf of SEEK in Australia and NZ among a nationally representative sample in each labour force.

(4) Contains SEEK Volunteer and New South Wales Government partnership volunteer applications data. FY2024 data has been updated to include New South Wales Government partnership volunteer applications data.

(5) Business for Societal Impact (B4SI) provided limited assurance over SEEK's community investment data against the B4SI Community Investment Framework for APAC community contributions including JobAdder for FY2025.

Sustainability performance (continued)

Material topic	Sub-topic	Metric	FY2025	FY2024
DATA AND CYBERSECURITY	Data trust and AI	Responsible AI reviews ⁽⁶⁾ • % of high priority services reviewed	• 94%	• 96% ⁽⁵⁾
		Use of SEEK Pass ⁽⁷⁾ • Number of people who have upgraded their SEEK Profile by adding verified credentials • Number of verified credentials added	• 1.3m • 3.6m	• 900,000 • 2.3m
	Cybersecurity	Employee cybersecurity awareness performance: • Employee phishing email average click rate	• 5.6%	• 5.8%
PEOPLE	Employee engagement	Engagement score	Stable and above relevant external company benchmarks	Stable and aligned with relevant external company benchmarks
	Diversity and inclusion	Females in overall workforce	49%	50%
		Females in senior management	33%	37%
		Females on Executive Leadership Team	38%	50%
		Female representation on the Board (measurable objective) ⁽⁸⁾	33%	33%
		Female new hires (measurable objective) ⁽⁸⁾	50%	51%
		Gender pay equity (measurable objective) ⁽⁸⁾	Refer to <u>Gender pay equity</u> section	Refer to <u>Gender pay equity</u> section
	Workplace health, safety and wellbeing	Number of injuries ⁽⁹⁾	• 11 medical treatment injuries • 6 lost-time injuries	– –
ENVIRONMENT	Minimising environmental impact	Greenhouse gas emissions across all scopes	• 9,530 tonnes CO2e	16,570 tonnes CO2e
		Energy consumption	• 1,814 mWh • 100% grid electricity (APAC) • 42% renewable (APAC)	• 2,133 mWh • 100% grid electricity (ANZ) • 35.4% renewable (ANZ)
RESPONSIBLE BUSINESS	Culture of ethical conduct	Employee completion of compliance training (APAC) – SEEK Fundamentals	100% completion rate	100% completion rate
	Responsible business practices and resilient business	Timeliness of payments to small business suppliers (Australia only)	91% within 30 days of invoice receipt	93% within 30 days of invoice receipt

(6) The remaining 4% of high-priority AI services from FY2024 were also reviewed in FY2025. Remaining high-priority AI services in FY2025 will be prioritised for review during FY2026.

(7) SEEK Pass launched in Asia in FY2025. As a result, SEEK Pass FY2025 data includes both Asia and ANZ, and SEEK Pass FY2024 data is ANZ only.

(8) Measurable objective for achieving gender diversity in the composition of its board, senior executives and workforce generally as required under the fourth edition ASX Corporate Governance Principles and Recommendations.

(9) Prior year data has been excluded due to the alignment of reporting processes across APAC during FY2024, which prevents like-for-like comparisons.

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