



9 September 2021

The Manager  
ASX Market Announcements Office  
Australian Securities Exchange

Dear Manager

**SEEK Limited - 2021 Sustainability Report**

SEEK is pleased to present its 2021 Sustainability Report for release to the market.

Yours faithfully,

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

**Rachel Agnew**  
Company Secretary

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

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# SUSTAINABILITY REPORT 2021

For the year ended 30 June 2021  
SEEK Limited ABN 46 080 075 314

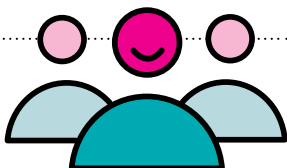


# WE HELP PEOPLE LIVE MORE FULFILLING AND PRODUCTIVE WORKING LIVES AND HELP ORGANISATIONS SUCCEED

## SEEK Continuing Operations

Approximately

50m



Candidate relationships

Approximately

300k



Hirer relationships

Approximately

900m



Population exposure

## Continuing Operations

Continuing Operations includes SEEK's controlled Asia Pacific and Americas businesses and select Early Stage Ventures that will continue to be owned by SEEK under the new structure announced in August 2021. SEEK also holds a minority interest of 23.5% in Zhaopin which is not included in the metrics above.

## SEEK Growth fund

SEEK also has an initial 84.5% ownership in the SEEK Growth Fund (the Fund), which is a newly created unit trust announced in August 2021. The Fund will be seeded with SEEK's interest in OES and the majority of SEEK's existing ESV portfolio including investments across the key themes of Online Education, HR SaaS and Contingent Labour. These are not included in the metrics above.



A market leader in online employment marketplaces with deep and rich insights into the future of work



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



Leveraging data and technology to create innovative solutions for candidates and hirers



Employing 3,000+ people across Australia, New Zealand, Asia and Latin America



Creating a culture of innovation, empowerment and collaboration



Australian listed with headquarters in Melbourne, Victoria

## ACKNOWLEDGEMENT OF COUNTRY

**SEEK proudly acknowledges Australia's Aboriginal and Torres Strait Islander communities and their rich culture and pays respects to their Elders past, present and emerging.**

**We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.**

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

## Message from the Chief Executive

I am pleased to introduce SEEK's 2021 Sustainability Report.

Since its inception, SEEK has been guided by its purpose: to help people live more fulfilling and productive working lives and to help organisations succeed. We strive always to think and act with long-term goals in mind.

Like all businesses we aspire to attract, motivate and develop great people. Our history shows us that if we focus first on our people, they will create distinctive value for our customers. That will in turn translate into long-term returns for our shareholders.

Thinking long-term also requires us to consider our impact on the communities in which we operate, and to identify areas where we can apply our capabilities for broader public good. We want to achieve, and hold ourselves accountable for, positive outcomes for all our stakeholders.

The past year has been dominated by the continuing challenges associated with the COVID-19 pandemic. In all countries in which we operate, our priority is keeping our people physically and emotionally safe. Our first actions following the onset of the pandemic concentrated on understanding and following health advice relating to the way our people work, and assuring our permanent employees there would be no COVID-19 related job cuts, even in the early days of the pandemic when revenue more than halved. We also identified ways we could support our customers and took appropriate action. Despite a much stronger than expected economic recovery late in FY2021, particularly in Australia, we are still dealing with the impact of the pandemic daily, especially in some of our Asian and Latin American businesses.

Whilst COVID-19 was the dominant theme of the year, we were still able to progress a number of other important initiatives. Most notably, we:

- Clarified and made practical SEEK's commitment to fair hiring on SEEK's employment platforms through our focus on candidate safety and responsible job advertising, particularly in South East Asia.
- Accelerated and broadened the scope of our program to assess modern slavery beyond SEEK's supply chains by examining the risks to candidates responding to job ads on SEEK's employment platforms.
- Continued to learn about, and implement, leading practices for mitigating key artificial intelligence ethics and bias risks when connecting millions of candidates with job opportunities on SEEK's employment platforms.
- Committed to identify, disclose and manage climate-related risks in line with the Recommendations of the Task Force on Climate-related Financial Disclosures.

Initiatives that focus on long-term wellbeing by definition take time. In all of the above areas, whilst we have made tangible progress and built momentum, a great deal of hard work lies ahead. Over the next year, goals that we have set ourselves include:

- Increasing awareness by SEEK's hirers, candidates and employees in South East Asia about candidate safety and responsible job advertising.
- Taking measurable steps to improve gender balance in SEEK's hiring outcomes.
- Finalising and implementing a detailed emissions reductions strategy addressing SEEK's global carbon emissions.
- Deepening our relationships with Aboriginal and Torres Strait Islander communities throughout Australia to enable us to proactively support those communities in relation to our products and services, our supply chain and our general business practices.

We look forward to reporting on our progress on these initiatives during the year and specifically in next year's report.



**Ian Narev**

Managing Director and Chief Executive Officer

# SUSTAINABILITY REPORT

## Reporting what matters

Sustainability reporting is increasingly in focus as investors, potential employees and customers look at how a company performs well beyond its financial statements. During the year there has been continued interest from investors in SEEK's performance in key environmental, social and governance ("ESG") areas, particularly the response to climate change.

SEEK's sustainability reporting describes performance and initiatives across key non-financial risks. Through increased transparency the aim is to further build trust with investors, customers and the community about how SEEK manages its ESG risks and opportunities.

The topics covered in this report are the ESG risks that could impact SEEK's ability to sustain future financial performance, deliver the long-term strategy and have the positive impact embodied in SEEK's Purpose.

Topic selection was guided by a materiality assessment and informed by stakeholders, both internal and external, combining feedback from investors, SEEK leaders and subject matter experts. Selection of reporting topics involved close consideration of the external environment, the ASX Corporate Governance Principles and Recommendations, the Sustainability Accounting Standards Board (SASB) materiality map and the Group Reporting Initiative (GRI) Standards. Topic weighting was informed by a self-assessment of the impact of the ESG topics on SEEK's customers, employees and investors.

## Report scope and boundary

SEEK was founded in 1997 and is headquartered in Melbourne, Australia. Since then, growth through the acquisition of online employment marketplaces in South East Asia and Hong Kong ("SEEK Asia") and Latin America has expanded SEEK's global footprint.

This report addresses the business activities of SEEK Limited ("SEEK") which are material ESG topics.

SEEK's ESG approach is evolving across the global footprint. This report describes the global approach where it is applied across SEEK, particularly in the areas of "Governance" and "Environment". "Social" topics relating to product, technology and customer reflect the approach in Australia and New Zealand ("SEEK ANZ"). This is transitioning from a localised to a unified approach. The current focus, called Market Unification, is to leverage the SEEK ANZ product and technology capability to drive efficiencies and growth for SEEK Asia. Management of related ESG risks is being unified to the SEEK ANZ standard which is the standard described in this report.

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

## Reporting topics



### Social

#### Customers

- Data trust and data privacy 06
- Use of data 07
- Business resilience 09
- Cybersecurity 10
- Customer experience 12

#### Community

- Social impact 15
- Social contribution 16

#### Employees

- Our people 18
- Workplace health and safety 22
- Diversity and inclusion 23



### Environment

- Responding to climate change 25
- Energy and emissions 26
- Task Force on Climate-related Financial Disclosures 27



### Governance

- Protecting human rights and labour standards 29
- Promoting responsible and ethical business practices 31

## ESG accountability and oversight

The Board through the Audit and Risk Management Committee is responsible for oversight and management of non-financial risks, including ESG risks. All directors receive the Audit and Risk Management Committee papers and generally attend the meetings which are then reported the Board. The Board devotes considerable time to material ESG risks and also receives periodic updates on emerging ESG matters relevant to SEEK. The Board approves internal Risk Appetite Statements and SEEK's 'Principal risks' disclosure and, after consideration of stakeholder expectations, approves the ESG reporting topics and subsequently this Report.

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

## United Nations Sustainable Development Goals

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



### SEEK's Purpose:

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



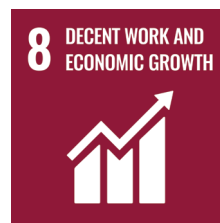
### SEEK's Belief:

Having a positive impact on society.



### SEEK's Approach:

Responsible and ethical business practices.



| Goal   | SDG Target  | SEEK's contribution towards the Target  |
|--|---|---|
| <b>8</b> DECENT WORK AND ECONOMIC GROWTH<br> | <b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value   | <p>As a leader in online employment marketplaces, SEEK delivers access to employment opportunities to millions of people. Economic growth is positively associated with job creation.</p> <p>SEEK provides its employees with meaningful work and equal access to opportunities leading to high employee engagement. SEEK is committed to an inclusive culture which values diversity of thought, opinion and background.</p>                         |
|  | <b>8.7</b> Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms | <p>SEEK is committed to doing what it can to ensure that its employment platforms do not enable or facilitate unfair or unethical hiring practices or modern slavery of any kind. SEEK is working to ensure candidate interactions with the platforms result in safe and fair employment outcomes.</p> <p>SEEK is increasing its focus on supply chain integrity and social procurement, including environmental and human rights considerations.</p> |
| <b>5</b> GENDER EQUALITY<br>                 | <b>5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life   | <p>SEEK recognises that achieving diversity in all forms is important for an innovative and high performing business. SEEK has a specific focus on gender balance given the significant under-representation of women in professional roles in the technology industry.</p>   |
| <b>13</b> CLIMATE ACTION<br>                 | <b>13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries   | <p>SEEK is committed to supporting the transition to a lower-carbon economy. This is demonstrated through a commitment to achieving carbon neutrality across global operations including the development of an emissions reduction strategy targeting net-zero by 2030.</p>   |
| <b>17</b> PARTNERSHIPS FOR THE GOALS<br>     | <b>17.17</b> Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships  | <p>SEEK believes in working collaboratively to support the communities in which it operates. SEEK invests to connect volunteers to opportunities with not-for-profit organisations, works with charity partners to provide financial and in-kind support and is a long-term sponsor of LGBTQIA+ community events.</p>   |

## Stakeholder expectations and engagement

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

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

This report for the year ended 30 June 2021 has been approved by the Board and is current as at 9 September 2021.

## Looking to future reports

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

### Current foundations

- Increasing transparency for stakeholders on sustainability issues
- Reporting topics based on materiality
- Climate risk disclosures aligned with the Task force on Climate Related Financial Disclosures (TCFD) reporting framework
- Greenhouse gas inventory for SEEK ANZ

### On the horizon

- Broader assessment of sustainability impacts across SEEK's global businesses
- Updated ESG materiality assessment to reflect SEEK's business strategy
- Progress reports on SEEK's response to climate change
- Enhanced metrics and relevant targets for material ESG risks
- External verification of sustainability disclosures

## Data trust

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

### Protecting data privacy

Providing information is an essential part of the job search process and helps candidates to stand out to employers. When candidates provide their personal information to SEEK, they expect their data will remain secure and be used appropriately. SEEK is committed to meeting these expectations and complying with privacy legislation.

SEEK aims to be transparent about how candidate information is collected, used and protected and how candidates can manage their personal information when using SEEK. SEEK's platforms display Privacy Statements explaining how personal information is collected and used and how privacy is protected. On the SEEK jobs website this is supported by a concise plain language section titled 'My Privacy'. For questions or concerns about privacy of personal information, SEEK provides customers with a dedicated contact point.

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

Information about candidates' job seeking intentions is also collected by SEEK through analysis of their interactions with the SEEK website or app. Some data collected provides career and recruitment insights for SEEK based on how candidates use the SEEK employment platforms. This is also used to improve platform performance or make business decisions. Data used in this way it is always aggregated and anonymised.

SEEK invests heavily to protect candidate, hirer and student personal information and SEEK's networks and applications from unauthorised access. This involves a combination of technical solutions, cybersecurity controls and internal processes.

**When customers provide their information, they trust SEEK to protect their privacy and to use their data ethically and for their benefit.**

#### SEEK Profile

To use the services on SEEK's employment platforms candidates provide their details, including employment and educational history and preferred employment location. This is used to create a candidate's SEEK Profile which provides access to customised tools, services and resources to assist them in finding a job. Candidates can edit their SEEK Profile at any time. SEEK utilises the candidate information in the SEEK Profile to meet candidate and hirer needs such as:

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

SEEK has a Data Classification Policy and Data Sharing Standard which together establish robust processes governing sharing of data internally and outside of SEEK. Online training for all employees was made available during FY2021 to ensure understanding of their responsibilities to support SEEK's data principles. Awareness training on changes to privacy law in New Zealand was provided to relevant employees during FY2021.

Procedures are in place for external data processing and storage, in particular for Personally Identifiable Information (PII). This is data which could reasonably be used to establish the identity of an individual to whom the data belongs. Prior to entering into any arrangement with a third party that involves sharing any PII, the terms of that arrangement are reviewed by the legal and security teams and a data handling and security assessment of the third party is undertaken.

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



## Use of data

**Leveraging data and artificial technology improves outcomes for candidates and hirers. In evolving this capability SEEK takes an ethical and risk-based approach with a focus on user trust.**

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

### Artificial intelligence

SEEK's platforms connect millions of candidates with job opportunities. Leveraging the data from these interactions through innovation and artificial intelligence capability is critical to enabling SEEK to match candidates quickly with all the relevant job opportunities.

To ensure they discover the right opportunities, candidates provide SEEK with information about their experience, qualifications and preferences, and hirers provide SEEK with information about their job opportunities and requirements. SEEK also collects and analyses data about candidates' and hirers' interactions with the platform to better understand job seeking and recruitment preferences. These are used in products and artificial intelligence algorithms to understand the intent of the candidate and the hirer and to enable them to connect with all the relevant job opportunities in less time.

Experience has shown that data and artificial intelligence can materially reduce cost and effort for candidate and hirers. SEEK recognises that this brings risks and opportunities. If not carefully managed, potential exists for artificial intelligence to introduce and embed discriminatory bias in human behaviour. Conversely using data and artificial intelligence to augment the human process of recruitment can reduce bias and create fairer outcomes. Bias is reduced through the focus on structured requirements and capabilities, as well as the option to remove potential signals of human bias in selection decisions from datasets and predictions.

Ensuring responsible and ethical use of artificial intelligence is critical. SEEK's approach is based on clear principles and standards that go beyond legal obligations. The artificial intelligence ethics principles state that artificial intelligence services should be beneficial to society, fair in the outcomes they deliver, transparent and defensible to the public and reliable. SEEK's governance approach ensures that all artificial intelligence services align with the principles before they are deployed to production. The Ethical Artificial Intelligence Framework and governance process are externally audited via SEEK's existing audit process.





### Smarter Search

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

SEEK's search engine 'Smarter Search' has improved the relevance of search results to help candidates find the right opportunities faster. Smarter Search was launched in early 2019 across SEEK ANZ and was a major contributor to a 20 per cent increase in job applications per candidate session. Smarter Search has been designed as a scalable global platform. Roll out across SEEK Asia was completed in FY2021.

The Smarter Search algorithms learn which jobs have higher relevance for candidates by applying artificial intelligence and candidate preference to improve accuracy and continually learn new patterns and trends. Search results are personalised to show the most relevant new ads for the candidate regardless of when they last searched or when a specific ad was posted.

Smarter Search also responds to and learns from the candidate's interactions to offer personalised recommendations for job opportunities. Artificial intelligence enables SEEK to surface the most relevant roles for a candidate even where titles vary for similar jobs (such as 'early childhood' and 'kindergarten' teacher) or where similar titles apply to jobs across industries ('project manager' or 'architect' in the construction and information technology industries).

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

### Future outlook

Expectations for data privacy motivate the business to further develop and mature controls. Continued focus on data governance reflects the importance of customer trust, particularly when using data for commercial benefit. SEEK's Ethical Artificial Intelligence Framework helps to mitigate key artificial intelligence ethics and bias risks. This is a complex and dynamic space, and SEEK will continue to refine its approach as consumer expectations and industry scrutiny increases.

## Business resilience

**SEEK's critical services deliver job advertisements to millions of people. Customers expect these services to be reliably available. To meet this expectation SEEK's systems, infrastructure and processes are managed for resilience.**

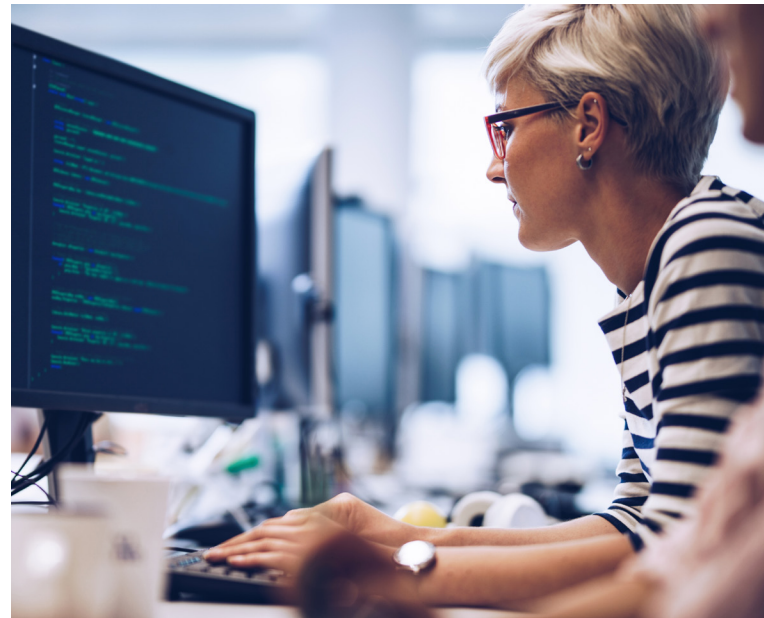


Business resilience is a priority for SEEK. Managing resilience across systems, infrastructure and processes is a key aspect of SEEK's Risk Management Framework.

The SEEK Business Continuity Plan was established in line with the requirements of ISO 22301. Four broad business continuity scenarios cover loss of technology, building, staff and critical third parties and operate in conjunction with SEEK's Crisis Management Plan. Critical technologies, business processes and third-party systems are identified for recovery in the event of disruption. The disaster recovery program ensures that systems and data services remain available or are recoverable in the case of a disaster or systems failure. This is accomplished through building a robust technical environment, creating and testing disaster recovery plans and developing back-up and restoration capabilities which are tested regularly.

As the COVID-19 threat emerged, SEEK enacted its Business Continuity Plan. From mid-March 2020, business critical processes and systems were successfully maintained in a fully remote working environment until a hybrid model of remote and office-based working was established in early 2021.

The framework for business continuity is overseen by the Chief Risk Officer and reviewed periodically by the Audit and Risk Management Committee. Business continuity testing and audits are conducted to identify areas for improvement. In FY2021 the Crisis Management Plan was tested through a cybersecurity crisis exercise affecting SEEK ANZ and SEEK Asia and involved the Executive Leadership Team. This simulated scenario informed valuable improvements to the Crisis Management Plan.



### Future outlook

- Strengthening incident and problem management capacity to improve resiliency and prevent system failures.
- Formalising employee and external communications plans in the event of a crisis to ensure continuity.



## Cybersecurity



Management of SEEK's cybersecurity risks is a major priority for everyone at SEEK. This is done by staying at the forefront of emerging cyber threats and understanding everyone's role in the safekeeping of customer data, business data and systems. Cyber safe practices and policies are an important part of upholding the trust of customers.

SEEK has adopted an approach leveraging multiple frameworks to address cybersecurity, focused on implementing a layered defence-in-depth security program across people, process and technology. This is assessed against ISO27001 standards, aligned to the National Institute of Standards and Technology (NIST) Cybersecurity Framework and supported by the SEEK Information Security Policy.

Cybersecurity is managed by an experienced security team led by the Chief Information Security Officer. In a competitive market for cybersecurity skills and talent, SEEK has recruited and retained high quality cybersecurity talent with membership and influence in a number of multi-company and industry security forums. As a technology company, SEEK has an internal cybersecurity talent pipeline and is able to integrate its employees as part of defensive cyber control capabilities.

SEEK leverages an external managed security operations centre to augment internal staff capabilities and provide an additional layer of defence for 24x7 security alert monitoring and response. This service includes regular threat hunting to proactively search for any signs that would require a further investigation or analysis. During FY2021, SEEK further enhanced detection and response capabilities and increased automated responses to security events through security orchestration and automation.

SEEK's security program applies a risk-based approach to tackling current and emerging cybersecurity threats and vulnerabilities. The Security team regularly assesses cybersecurity controls based on changes to the threat landscape by identifying and investigating cybersecurity themed incidents and breaches affecting other organisations. SEEK monitors its third-party providers, such as cloud service providers, for incidents by receiving and responding to alerts.


**As the operator of online employment marketplaces with large scale data from customers, SEEK significantly invests in security across people, processes and technology.**

SEEK performs targeted internal and external penetration testing and simulated hacking, referred to as red teaming engagements, to build upon defence capabilities. This is augmented by continuous monitoring of SEEK's internet facing systems that scan for configuration weaknesses or newly discoverable vulnerabilities. SEEK participates in threat intelligence sharing services with private organisations and government agencies. The security researcher community is encouraged to legally attack and report security vulnerabilities in SEEK's systems and products through the ongoing public Bug Bounty program. This allows public researchers to test applications for security weaknesses and be rewarded based on the severity of the issues found.


SEEK's infrastructure operates using cloud services leveraging Amazon Web Services (AWS) infrastructure and physical data centres in Australia, the United States and Singapore. These facilities are physically secure, geographically separated, Tier III, and ISO 27001 compliant. SEEK's AWS production environments leverage a continuous security monitoring and threat detection capability.

The cybersecurity control environment is a key aspect of SEEK's Risk Management Framework. The Board, through the Audit and Risk Management Committee, is regularly briefed on the state of cybersecurity controls at SEEK.





Continuing the evolution of customer safeguards, during FY2021 SEEK began implementing multi-factor authentication (MFA) for hirer accounts providing an additional layer of protection during login.



SEEK's cybersecurity strategy is enabled by security awareness initiatives for all employees including:

- ✓ Hackers Mind: Training to understand how attackers may execute a targeted attack
- ✓ Security On-Boarding: For new SEEK users
- ✓ Phishing: Periodic simulated targeting of SEEK users to build alertness to real-world attacks
- ✓ Password Manager: Good password hygiene at work and in life using the corporate password manager
- ✓ Security Scorecard: SEEK users receive a monthly personalised report linked to their cyber safety performance

#### Future outlook

SEEK will continue to invest in its cybersecurity capabilities against the backdrop of acceleration of cloud services and enablement of business initiatives such as Marketplace Unification. A strategic focus is continuing to build on data analytics and machine learning capabilities to inform the view of emerging threats and trends.

## Customer experience

### Candidate security and online fraud

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

Employment platforms are subject to potential fraud by external parties, for example job advertisements that ask candidates for personal and financial information or recruit for illegal activities such as money laundering. Malicious cyber activity targeting individuals and organisations across Australia and New Zealand increased from early 2020 with COVID-19 themed scams and phishing emails.

#### Safe job searching in Asia

SEEK operates employment platforms in South East Asia and Hong Kong under the brands JobsDB and Jobstreet. These platforms operate in six countries including the Philippines, Indonesia, Thailand and Malaysia where there are increased inherent risks to candidates when job searching. Candidates may encounter fraudulent job ads, expectations to pay for jobs and deceptive recruitment including the risk of modern slavery.

SEEK strives to ensure that its employment platforms do not enable or facilitate unfair or unethical hiring practices or modern slavery of any kind. A strategy was initiated during FY2021 to build candidate trust at scale, with a particular focus on South East Asia. Continued investment in candidate safety will ensure that SEEK's global employment platforms are recognised as the most trusted and legitimate. SEEK will continue to leverage technology and improve its systems to drive safe and fair employment outcomes for candidates interacting with the platforms. SEEK has a long-term vision for an end to unethical hiring practices and modern slavery in the regions in which it operates.

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

SEEK has systems and processes in place to ensure hirers and job ads are legal, accurate and legitimate. A dedicated team screens the SEEK ANZ employment platforms to detect suspicious job advertisements and hirers, and immediately removes them. Every job advertisement posted by a first time hirer is manually reviewed to ensure legitimacy and to verify that a genuine, paid employment opportunity exists. To protect and warn candidates, simulated candidate profiles are used to apply for fraudulent job ads to build understanding of fraudulent activity.

Information is also provided to candidates on protecting themselves online from fraudulent job advertisements, phishing, trojans, scams and spam. Advice on safe job searching is provided on the home page of the SEEK website and updated as employment scams and other threats emerge. SEEK liaises with Scamwatch, part of the Australian Competition and Consumer Commission, to identify and warn the public about job and employment scams. Candidates are encouraged to use SEEK's free platform Certsy rather than provide sensitive personal documents with job applications.





## Certsy

Hirers usually verify work credentials as a pre-hiring background check, but find it useful to have verified information earlier in the hiring process. Candidates want to stand out when applying for jobs, but they worry about the online security and privacy risks of sharing sensitive documents with each job application.

Certsy was created by SEEK as a secure and free way for candidates to demonstrate they hold the credentials to meet a job's requirements. As a 'career passport', Certsy enables candidates to securely upload evidence for verification and then share only the verified result – not their sensitive documents – with hirers on SEEK's Australian employment platforms. Verified results are visible to hirers through the candidate's SEEK Profile and can be easily re-used by the candidate in multiple applications.

In FY2021, Certsy increased its range of verified credentials to five and launched three online assessments for common software and business skills including Excel Basics. Certsy also further improved its user experience, data security and privacy. Over one million candidates have now used Certsy to add verified credentials to their SEEK Profile.

### Certsy can verify candidates':

- Right to Work in Australia
- Australian Driver's Licence
- Working with Children Check
- Recent Police Check
- AHPRA (Australian Health Practitioner Regulation Agency) Registration

Certsy is also an accredited provider of Australian nationally coordinated criminal history checks, also known as national police checks.



## Customer centred product development

Customers are at the core of SEEK's product strategy. To improve the customer experience, SEEK identifies the most important needs of customers and any underserved needs.

SEEK has identified that the most important needs of candidates are to know that a job is genuine and still available and to hear back about their application. To meet these expectations, SEEK has a strong focus on candidate security and online fraud. To help candidates understand more about the progress of their application, SEEK has introduced 'candidate notifications'. When a hirer is managing applications within the SEEK platform, this signals to the candidate that the hirer has opened an application or deemed the candidate not suitable.

Hirers need to quickly identify the best candidate for the role, easily review candidate information and ensure the job ad is seen by a large number of potential candidates. To meet these customer needs, SEEK has developed products such as SEEK Profile and Talent Search and uses artificial intelligence techniques to surface suitable candidates.

SEEK sources feedback, insights and data from customers to tailor improvements to services. In FY2021, SEEK invested in an external "voice of the customer" platform to centralise and improve the collection and analysis of data. With these deeper insights SEEK is able to improve the customer experience.

As a result of the continued evolution of customer-centered services, SEEK ANZ continues to be a market leader. SEEK will be first choice for nearly half of the Australian workforce intending to look for a new job in the next 12 months and SEEK is the number one place to go for future jobseekers in New Zealand.

### Inclusive Design Principles

SEEK strives to make online job searching accessible and welcoming for candidates, regardless of ability and background.

- Accessibility for visually impaired customers is front of mind when designing SEEK websites, applications and products
- Diversity is represented and celebrated in illustrations, photos and language
- SEEK websites, applications and products are designed for varying levels of online experience to support less tech savvy people

## Customer satisfaction

SEEK uses the Net Promoter Score (NPS) and a range of other metrics to understand customer satisfaction. NPS is a common loyalty metric that measures the propensity to recommend an organisation or brand to others.

SEEK undertakes research amongst Australians that have changed or started a new job in the previous 12 months, or who intend to change jobs in the next 12 months. The NPS for candidates is 15 points higher than SEEK's nearest competitor and nearly 7 out of 10 candidates who found their job on SEEK would go to SEEK first to find their next job.

To understand hirer satisfaction, SEEK asks employers to reflect on their last two hiring occasions. SEEK experienced record job advertisements in March and April 2021 followed by continued high levels of advertisements for the remainder of FY2021. Hirer satisfaction was impacted by low numbers of applications per advertisement caused by the reduced labour supply and cautious candidate sentiment following a turbulent year.

## Customer support

SEEK offers multiple channels for customer support and concerns. Customer service teams are located locally in Australia and New Zealand. To ensure that candidates' and hirers' enquiries are fully addressed, customer service teams take a customer-first approach and targets are focused on first time resolution for queries via phone, email or live chat.

This year customers relied on support from SEEK to help them navigate the volatility of employment markets caused by the unique impacts of COVID-19. Time spent with candidates on calls increased significantly as they sought advice and guidance. Customer service teams were upskilled to provide well-being support during interactions with vulnerable candidates. SEEK developed a referral relationship with Beyond Blue to help those in need of additional support.

Hirers, many with reduced internal recruitment capacity, turned to SEEK for technical help such as writing job ads and sourcing talent. To further support hirers, SEEK dedicates a support team to help optimise their investment in SEEK products. This team worked with over 2,000 businesses in a variety of ways including group seminars, customised business workshops and 1:1 sessions. A video content hub was created providing hirers with easy and any time access to information.

SEEK extended its support of ANZ hirers impacted by COVID-19 into FY2021. Businesses and recruitment agencies experienced variable hiring activity as states and territories recovered at different rates from the low point in April 2020. Support shifted from extending pre-paid products to crediting job advertisements no longer required due to snap lockdowns. Financial relief to hirers in ANZ was worth approximately \$2 million in addition to relief provided in late FY2020 of approximately \$12 million.



### Helping hirers affected by extreme climate events

Increasing shocks caused by extreme climate and natural events have affected labour markets across Australia and New Zealand. Building on the experience of helping hirers through the Australian bushfires in summer 2019-2020, SEEK has established principles about the impact of such events on the community and businesses. These principles predict the support hirers may require in future events enabling responsive decision making. The introduction of variable pricing and flexible customer contracts provide SEEK with mechanisms to respond to hirer's needs quickly in difficult times.



## Social impact

### Hiring advice and market insights

This year organisations were faced with unique and difficult employment decisions. Many hiring teams were working on smaller budgets and the speed of hiring was impacted by the unpredictable external environment. SEEK's Hiring Advice and Market Insights portals provided hirers with reliable information to help them adapt recruitment strategies and make the hiring process more efficient. Content provided tips on how recruiters could equip themselves for change, how to onboard new employees remotely and how to make team members feel valued and included when workforces are remote and dispersed. The Hiring Advice and Market Insights portal attracted 700,000 visits in FY2021, of which 54% were first time visits.

### Employment insights and career advice

The events of the past year led many people to reassess their career and working life. Whether looking for a career change or focusing on job security, SEEK's rich data and insights helped candidates make important career and employment decisions.

SEEK's Career Advice portal supports candidates through the career journey by providing tailored advice and career options. Content is curated to help the candidate achieve their goal including practical tips or resume writing, interviewing, remote working, in demand jobs, and workplace wellbeing. Career Advice attracted over 18 million visits in FY2021, of which 51% were first time visits.

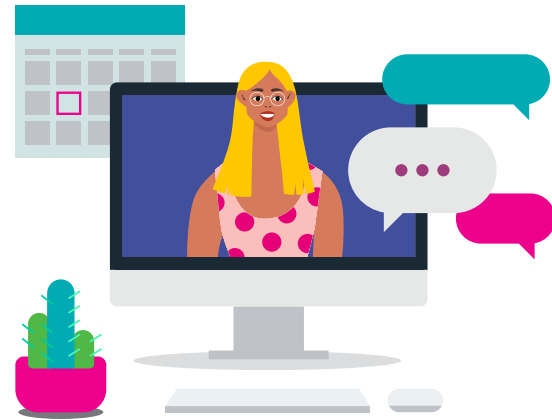
### Engaging with Indigenous communities

During FY2021, SEEK established cross-business working groups with mandates to engage broadly with external Aboriginal and Torres Strait Islander stakeholders in three areas:

- tailoring SEEK's products and services to better meet the needs of Indigenous customers, especially job-seekers
- finding opportunities for Indigenous owned and managed businesses in SEEK's supply chain
- appropriately acknowledging and respecting the custodianship of the traditional owners of each SEEK location, in particular the new headquarters in Cremorne

Each of these working groups reports directly to the Chief Executive. These working groups will deliver tangible outcomes during FY2022, which will be included in the next Sustainability Report.

**Employment markets have been variable and volatile. SEEK has helped people and organisations to navigate changes to working lives.**



### Education improving employability

Education helps people live more fulfilling and productive working lives. Through technology and innovation, accessibility to quality education at scale continues to improve. With face-to-face training and education impacted by COVID-19, people turned to online platforms to up-skill and re-skill to meet changes in labour markets.

SEEK Learning, on the SEEK employment platform in Australia, is freely available to help individuals find the right course to progress their career. SEEK Learning surfaces the career outcomes for each course, such as potential roles, job satisfaction levels, most common salary and how many jobs are available on the SEEK employment platform. In FY2021 SEEK Learning worked with providers to meet the increased demand for short courses and connected 280,000 individuals with education providers.

### Understanding transferrable skills

Understanding transferrable skills is a key factor in helping candidates make effective career decisions. SEEK uses data driven insights to provide information on in-demand industries and roles, necessary skills for those roles and the salaries on offer. Recognising that the most basic skills can lead to a new and exciting opportunity, SEEK introduced a new skills explorer feature. In FY2021 the skills explorer helped over 337,000 unique candidates understand their skills, evaluate opportunities to further develop their skills and to uncover new career and job opportunities.

### Careers through business ownership

For many, a fulfilling and productive working life means buying or selling a business. SEEK Business helps people pursue careers in business ownership by matching them with relevant businesses for sale. In FY2021, SEEK Business generated 177,000 connections to sellers, a 33% increase from the previous year. This signals a continuing increase in demand for career pathways in business ownership.

## Social contribution

**Drawing on the experience of the successful SEEK employment platform, SEEK Volunteer is a free online volunteer platform connecting people to volunteer opportunities that enrich their communities, lives and careers. SEEK also supports its charity partners and employee volunteering.**

### SEEK Volunteer

For 21 years, SEEK has invested in SEEK Volunteer leveraging its expertise and technology platforms to connect people with volunteer opportunities in Australia and New Zealand. SEEK Volunteer replicates SEEK's approach to online privacy and continual efforts to make searching for a volunteer opportunity safe and secure.

The impacts of COVID-19 on volunteering were widespread, affecting the operations of three quarters of volunteer programs in Australia during FY2021. The number of volunteer opportunities available on SEEK Volunteer was 50% less than previous years for the majority of FY2021 due to the lengthy COVID-19 lockdowns, particularly in Melbourne.

As a result, there was a 15% decline in the number of people who applied for a volunteer opportunity through SEEK Volunteer. This was despite an increase in remote and online volunteering, with 10% of total volunteer opportunities in Australia and 4% in New Zealand available remotely during FY2021.

In 2017, SEEK Volunteer developed a volunteer recruitment portal for the NSW Government. Leveraging SEEK Volunteer's technology, experience and existing relationships with community organisations, the portal launched with over 2,000 opportunities. Since launching, 34,000 individuals have applied for a volunteer opportunity.



Individuals who applied for a volunteer opportunity

Registered not-for-profit organisations offering volunteering

Volunteer opportunities listed as at 30 June

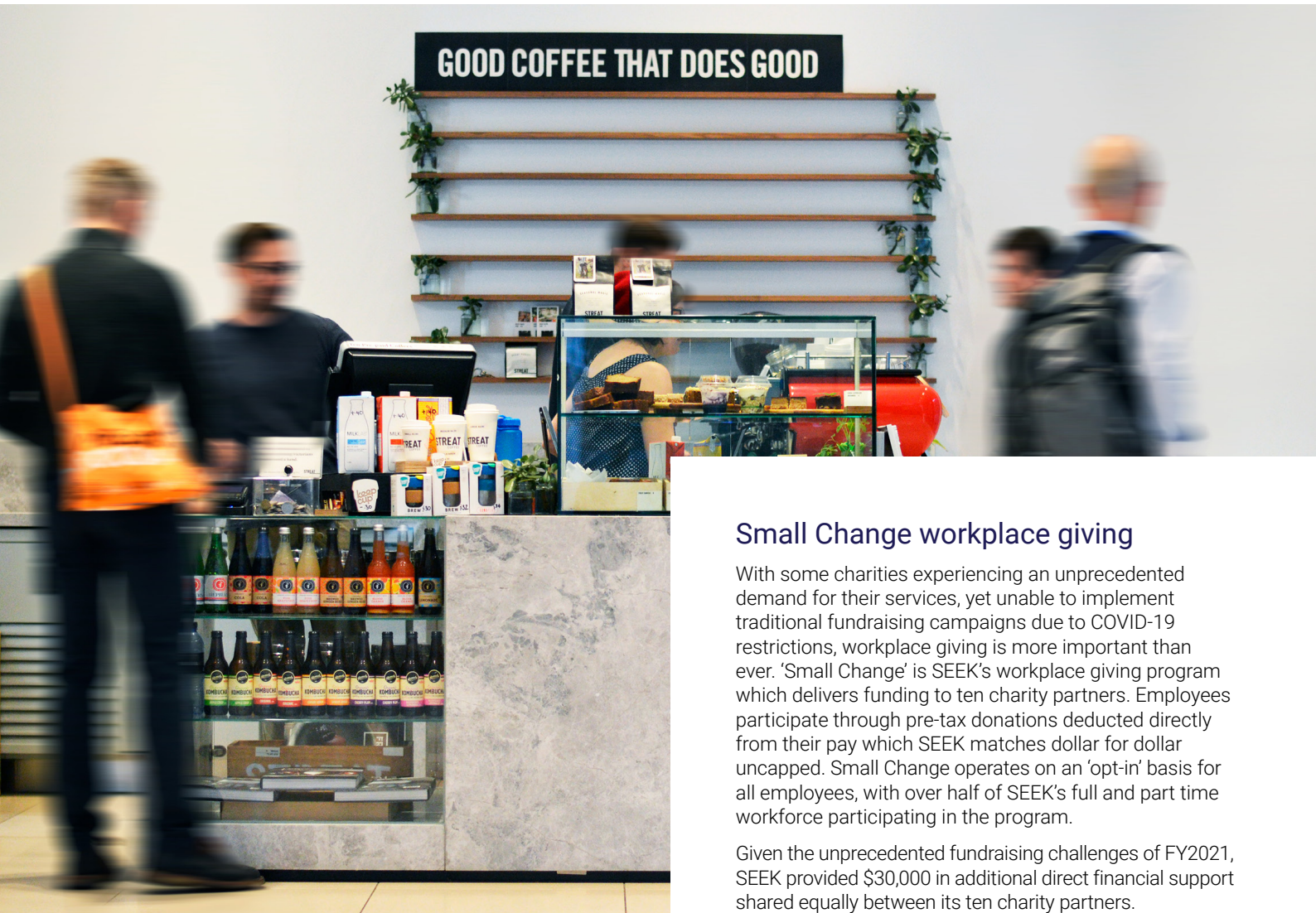
|      | Individuals who applied for a volunteer opportunity | Registered not-for-profit organisations offering volunteering | Volunteer opportunities listed as at 30 June |
|------|---|---|--|
| 2021 | 143,383   | 12,258  | 9,392  |
| 2020 | 169,178   | 11,410  | 6,497  |
| 2019 | 130,256   | 10,127  | 12,910                                       |

Combined Australia and New Zealand numbers, excluding NSW Government portal numbers

### Employee volunteering

SEEK encourages individual employees and teams to volunteer by providing employees with an annual day of volunteer leave. An additional five days of personal flexi-leave available annually to employees may also be used for volunteering. In FY2021, SEEK employees recorded 133 hours of volunteering in the community, significantly less than in prior years. This was the result of the extended COVID-19 lockdowns in Melbourne which limited access to volunteering opportunities.

A group of SEEK employees volunteered their strategy and finance skills to help Courage to Care. Delivering "active bystander" training in schools, Courage to Care, through its Upstander Program, encourages children to take positive action to combat discrimination. The volunteers assessed potential new markets and presented a business case. SEEK employee volunteers contributed significant value to Courage to Care's future business.



## STREAT

STREAT is a social enterprise that provides disadvantaged young people with the life skills, work experience and training to start a career in the hospitality or horticulture industries. As one of SEEK's Small Change charity partners, SEEK works with STREAT to create value beyond matched workplace giving donations.

In FY2021, SEEK held a virtual 'Cooking Show' to connect employees who were working from home due to COVID-19 restrictions. As part of this event, SEEK made a short film to showcase STREAT. SEEK also promoted to employees a virtual workshop "Building a workforce of Allies – Gender and Sexual Diversity in the workplace" run by STREAT's co-founder to help employees gain the skills and confidence to become an ally for LGBTQIA+ peers, friends and family members.

## Small Change workplace giving

With some charities experiencing an unprecedented demand for their services, yet unable to implement traditional fundraising campaigns due to COVID-19 restrictions, workplace giving is more important than ever. 'Small Change' is SEEK's workplace giving program which delivers funding to ten charity partners. Employees participate through pre-tax donations deducted directly from their pay which SEEK matches dollar for dollar uncapped. Small Change operates on an 'opt-in' basis for all employees, with over half of SEEK's full and part time workforce participating in the program.

Given the unprecedented fundraising challenges of FY2021, SEEK provided \$30,000 in additional direct financial support shared equally between its ten charity partners.



## SEEK's Small Change charity partners

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



## Our People

### SEEK's purpose driven and value-based culture

*This is SEEK* is the codification of SEEK's culture. It comprises SEEK's purpose and vision, as well as identifying beliefs and attributes that define the traits that SEEK looks for in its best people. *This is SEEK* is constantly referred to in day-to-day activities, and guides behaviours, decisions and actions. It is also an important point of reference for recruitment, development, performance management and reward. Recently announced corporate structure changes of SEEK create an opportunity to review and update *This is SEEK*, which will be done during FY2022. SEEK expects the essence to remain the same.

#### SEEK Purpose

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

#### SEEK Vision

Being the best in the world in online employment by:

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

#### SEEK Beliefs | At SEEK we believe in...

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

#### SEEK Attributes | Our best people...

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

**SEEK's culture is on based on trust, accountability and passion to achieve the company purpose which is critical to SEEK's long term success.**

Inherent in *This is SEEK* is a culture of trust, innovation, empowerment and collaboration, which manifests in various ways. This can be seen in everyday examples such as the use of the OKR framework, while innovation and collaboration are encouraged in bi-annual Hackathons.



#### OKR framework

SEEK has continued to embed the Objectives and Key Results "OKR" framework through FY2021, using it to define and measure the critical priorities for the business. The objectives capture inspirational business goals, while key results define measurable and quantifiable outcomes to deliver on the objectives.

The OKR framework provides clarity and alignment for teams at the organisational level, to ensure everyone understands the collective company goals and can work towards their achievement together.

#### Hackathons

SEEK's bi-annual three-day Hackathons provide employees with opportunities to collaborate cross-functionally, through developing and testing ideas for products, customer solutions or internal innovations. Products developed during Hackathons are often immediately deployed on the platforms, and in other cases developed subsequently into major product releases.

The December 2020 Hackathon was run jointly across ANZ and SEEK Asia and, due to COVID-19, was adapted to be completely virtual.

## Workforce profile

SEEK's ANZ workforce grew 11% during FY2021. The majority of employees were employed permanently, with 9% employed on either a fixed-term or casual basis. Across the employee population, 11% of employees had a part time working arrangement.

| SEEK ANZ workforce* | 30 June 2021 | 30 June 2020 |
|---------------------|--------------|--------------|
| Permanent employees | 1,030        | 941          |
| Fixed term          | 96           | 74           |
| Casual              | 2            | 5            |
| <b>Total</b>        | <b>1,128</b> | <b>1,020</b> |

\* Excludes subsidiaries which are operated as independent businesses

To enable SEEK to scale for growth, a contingent workforce was maintained to provide flexibility to meet business requirements. This contingent workforce provided skills and capability in areas which were critical for specific projects or for peak periods in operating the business.

In addition to the ANZ business, SEEK operates employment platforms in South East Asia, Hong Kong, Brazil and Mexico; which exist under different brands within these markets.

| SEEK's global workforce   | 30 June 2021 | 30 June 2020 |
|---------------------------|--------------|--------------|
| Asia (JobsDB & JobStreet) | 1,103        | 1,084        |
| Brazil (Catho)            | 724          | 783          |
| Mexico (OCC)              | 307          | 283          |
| <b>Total</b>              | <b>2,134</b> | <b>2,150</b> |

## Attraction and retention

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

In the second half of FY2021, SEEK was faced with a candidate-short market. Job ads on SEEK's Australian and New Zealand employment platforms were at historically high levels and candidate applications per role were lower compared to the same period prior to the pandemic. This dynamic, coupled with the inability to source talent internationally due to immigration constraints, created a highly competitive market for technology talent. SEEK responded by compressing hiring processes and fast-tracking high calibre talent, where possible. SEEK will continue to identify opportunities in response to market challenges to ensure SEEK hires the best candidates.

SEEK retained over 90% of ANZ based permanent employees in FY2021. This is well above industry norms and reflects SEEK's continued dedication to a people-first culture and an inclusive work environment.

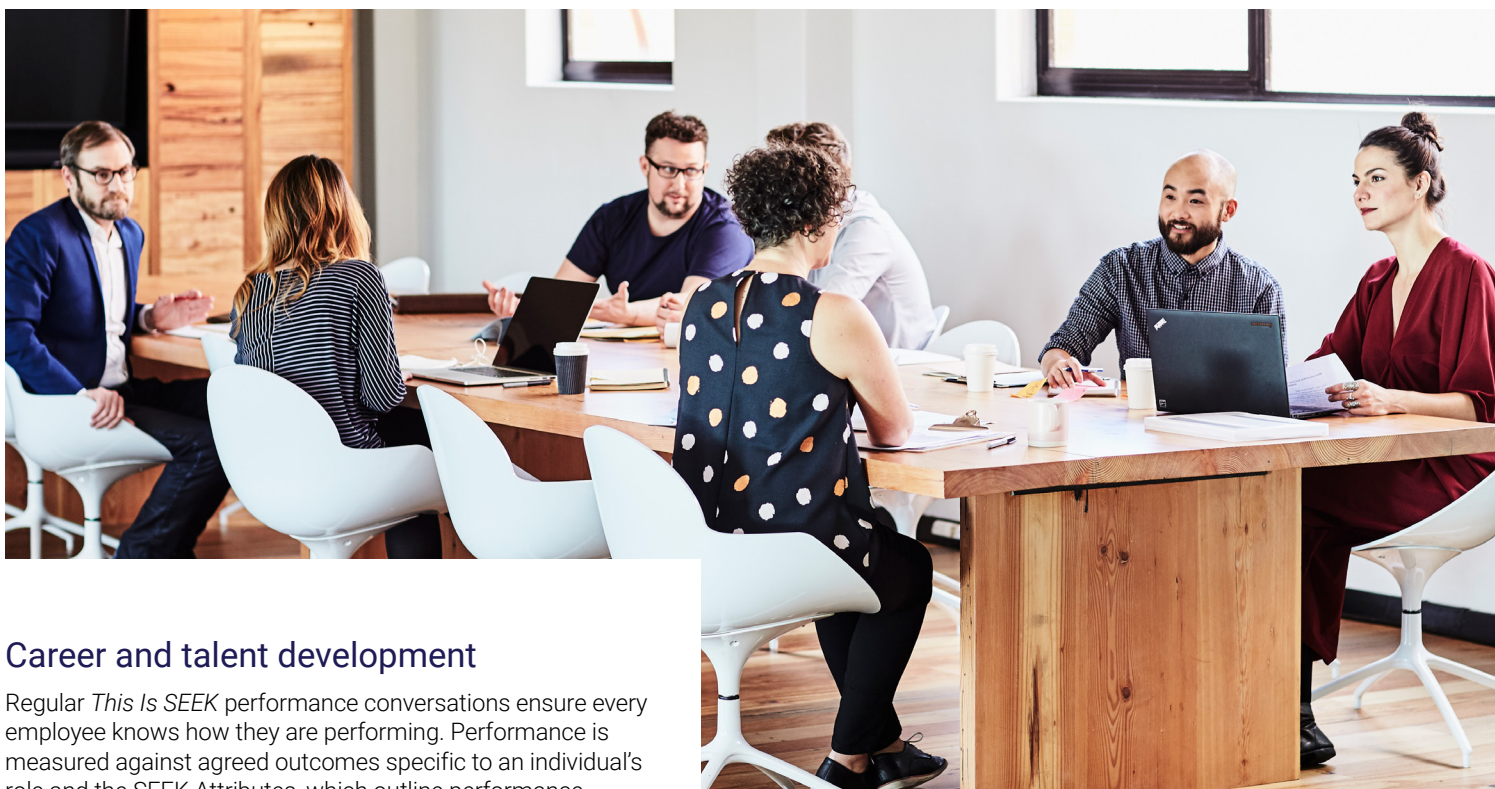
During FY2021, providing certainty for people at SEEK during a period of significant ambiguity was a high priority. Consistent with SEEK's commitment to long-term business goals, there were no redundancy programs and no reductions were made to salaries or working hours for permanent staff. Employee feedback indicated that the reassurance about job security provided by management was viewed as highly valuable.



In April 2021, SEEK received the highest award in the Australia Financial Review BOSS Magazine's Best Places to Work program, along with the best employer award within the industry.

SEEK was named overall winner for Best Place to Work in Australasia and also Best Place to Work within the technology industry.

These awards recognised SEEK for the outstanding culture, work practices and environment which have been built over many years and which enable people to do their best work. This recognition was positive for SEEK's recruitment brand and was also appreciated internally. SEEK continues to work to sustain and improve its culture.



## Career and talent development

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

In FY2021 there was continued focus on career development at SEEK. Building on the work previously done with employees, SEEK continued to focus on strengthening leader capability, ensuring they have the tools, resources and skills to support their team members to navigate their careers. There also continues to be bespoke learning and development initiatives, covering topics such as Gallup strengths, coaching and leading through change.

For the top 80 leaders across SEEK, the bi-annual talent and succession management cycle for executive and senior leaders continued in FY2021. This provided a strong understanding of SEEK's leadership profile, and enabled proactive management of the highest potential employees and associated key person risk.

## Employee satisfaction and engagement

SEEK maintains its focus on strong employee engagement. Measurement continues to include one full engagement survey and one check-in survey during the year. This enables a six-monthly sense check of engagement and progress for identified focus areas, whilst allowing a year between full surveys to action and assess more meaningful changes.

The full year survey was conducted in October 2020 and the overall engagement score remained strong, consistent with previous years. Whilst there were many changes in FY2021 due to COVID-19, the engagement survey indicated that people believed that SEEK prioritised their safety and demonstrated genuine care for their wellbeing.

A check-in survey was conducted in April 2021 which also measured employee engagement, with a slightly lower result than October. This was indicative of the amount of activity and change as SEEK embarks on the Market Unification project and a range of other corporate activity, as well as the way people were feeling after the challenges of the past year.

## Employee benefits

Employees are engaged on independent contracts for predominately professional roles. Remuneration is competitive to attract and retain high performing talent, and in most cases is above external market medians. When deciding on salary, there are several factors that SEEK considers, including external market rates, internal relativity, minimum requirements and hours worked. An internal review was conducted in FY2021 to ensure payroll compliance requirements for award-covered employees in ANZ.

A range of benefits is provided to employees, based on what they value most. Financial benefits for permanent employees comprise an annual profit share opportunity, an employee share purchase plan, salary continuance insurance and travel insurance for both personal and business travel. Employees are also paid statutory superannuation to the superannuation or pension fund of their choice, with discounted premiums available for life and disability insurance via the default superannuation fund.

Alongside this, the work environment at SEEK continues to be flexible and people are encouraged to come forward and discuss their personal needs to achieve the best balance for their own personal life and work commitments. A range of generous leave provisions is available, as well as programs and initiatives to support physical and mental wellbeing. Employees and their families also have access to various offers related to health insurance, fitness and food, travel and accommodation.



## Workplace and flexibility

SEEK is committed to creating a flexible work environment that considers the needs of the individual, the leader, the team and the organisation. Flexibility is important in helping employees balance work with caring responsibilities, community involvement and personal development, and allows individuals to meet their personal lifestyle needs. With the significant challenges created by the pandemic, this was especially important for people during FY2021.

Flexibility options include ad hoc flexibility, allowing employees to vary their work schedule from time to time through informal arrangements, and formal flexibility arrangements between an employee and their leader. Part-time work arrangements are accommodated where this aligns to an individual's request and the requirements of the business. A range of virtual collaboration tools is available to facilitate remote working and to support team harmony and cohesion. In response to the pandemic, SEEK also updated workplace flexibility guidelines to extend the definition of carer's leave, providing coverage for employees to provide remote education and home childcare.

As SEEK ANZ offices re-opened after COVID-19 lockdowns in accordance with government guidelines, employees were encouraged to work and collaborate at SEEK offices, in accordance with individual team arrangements. A hybrid working model has been adopted, with employees combining office-based work and working from home. To support employees working from home, SEEK provided a one-off reimbursement allowance to employees to provide for home office equipment which has now become a permanent offering for all new joiners.

SEEK provides 'Personal Flexi-Leave' of five days paid leave per year in addition to other leave entitlements, to attend to any personal matters during the working week. Employees are also provided with up to six weeks paid carer's leave, in addition to the statutory entitlement.

SEEK offers 14 weeks paid parental leave for the primary carer and two weeks paid partner leave. Employees can take parental leave up to 18 months after their child is born, encouraging each parent to be with the child as primary carer. Enabling parents with the option to alternate the role of primary carer after 12 months has been beneficial in supporting the parent who was initially the nominated primary carer to transition back to work. Specialist coaching services are provided by SEEK to support the employee and manager with the transition prior to leave, during leave and when returning to the workplace.

SEEK's approach has driven greater gender balance in the taking of paid parental leave. During FY2021, 87 employees were on parental leave as the primary carer, comprising 68% females and 32% males. This is a 5% increase on the number of male employees who took parental leave as the primary carer during the previous financial year. In addition, 31 employees took paid partner leave during FY2021.



## Workplace behaviours

Workplace Behaviour Guidelines sit alongside SEEK's *Code of Conduct* for employees and, together with *This is SEEK*, clearly outline the behavioural expectations for employees. Ensuring the standards of behaviour are well articulated and well understood upholds and strengthens SEEK's workplace culture and supports the ongoing success of the business.

Expected workplace behaviours are included as part of induction for new employees, during which they learn about *This is SEEK* and the business and meet senior leaders. To further build understanding, employees are required to complete mandatory online training modules on commencement at SEEK, and then every two years. The modules comprise Anti-Bribery and Anti-Corruption, Data Sharing, Equal Employment Opportunity and Workplace Health and Safety with completion rates monitored.

Senior leaders at SEEK are expected to be role models and to take appropriate action when the expected standards of behaviour are not upheld. People are encouraged to provide direct and open feedback in the moment, whilst formal grievance channels also exist within SEEK to ensure confidentiality and sensitivity when required.

## Collective agreements and freedom of association

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

Of the 87 employees on parental leave and due to return to work in FY2021, only three resigned, which was a return rate of

**96%**

## Workplace health and safety

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

- SEEKer Support program, which enables employees to access professional counselling services via an employee assistance program provider or a counsellor of their choice.
- Annual Wellbeing Week, involving speakers, webinars, curated resources, online learning and special offers is focused on building everyday habits to positively influence wellbeing.
- Leader resources and workshops, including a guide for leaders on support for mental health and wellbeing in teams.
- Virtual presentations by an external psychologist to support emotional and mental health through COVID-19.
- Ongoing wellbeing webinars for all employees covering mental wellbeing topics and an updated content portal with wellbeing and mental health resources.

## Managing the impact of COVID-19

As the pandemic evolves, the health and wellbeing of employees remains a high priority and at the forefront of decision making. In FY2021, the business sought professional advice of relevant health authorities and observed high standards of care for employees. SEEK closed offices and mandated working from home in response to government restrictions and communicated extensively with employees across multiple channels as restrictions on offices were updated. When it was possible for the offices to remain open, social distancing measures were implemented, employee attendance was monitored and the workplace was cleaned and sanitised regularly. Employees have engaged in minimal business travel since the beginning of the pandemic, which has only occurred where necessary for business operations and in adherence with government restrictions.

Support initiatives are available as employees navigate hybrid working and repeated office closures. SEEK's focus has been to provide support and reassurance for people, treat people with respect and communicate management decisions that impacted people early and with clarity. Support continues as employees adapt to SEEK's hybrid working model.

As employees grappled with high levels of work activity and the personal challenges due to the pandemic, SEEK announced the SEEK Switch Off Day for 2 July 2021. The purpose of this was to provide a day of paid leave for employees across the company to simultaneously disconnect from work to focus on rest and recovery.

## SEEK continues to maintain a strong focus on health and safety initiatives.

### Safety performance

SEEK continued its commitment to ensuring the health and safety of its employees, contractors and external visitors and conducted business in accordance with all workplace health and safety laws, standards and codes of practice. When compared to FY2020, whilst the annual number of incidents was similar in FY2021, the nature of the incidents that occurred required significantly more time away from work, resulting in an increase in total lost time injuries. There was also an increase in Workcover claims year to year, however a total of four claims recorded in FY2021 was not significant in proportion to SEEK's overall ANZ workforce. Throughout the year, SEEK continued to focus on a wide range of health and safety initiatives to provide a safe and productive work environment.

|  | FY2021 | FY2020 |
|--|--------|--------|
| <b>Lost time injury frequency rate*<br/>(per million hours worked)</b> | 1.8    | 0.5    |
| <b>Lost time injury incident rate<br/>(per 100 employees)</b>          | 0.35   | 0.1    |
| <b>Number of Workcover claims</b>                                      | 4      | 1      |

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





## Diversity and inclusion

SEEK is committed to providing equal opportunities to employees and maintaining an inclusive culture, which values diversity of thought, opinion and background.



SEEK strives to foster an environment that recognises and respects the qualities that are unique to individuals such as gender, language, ethnicity, age, religion, disability and sexual orientation. Having a diverse workforce of people leads to greater diversity of thought, a better workplace and better business outcomes for SEEK's customers.

SEEK has an overarching focus on fostering an inclusive workforce and aims to create a culture where everyone feels they can belong. Initiatives under the banner of workplace inclusion include:

- SEEK's sponsorship of Midsumma, Melbourne's premier LGBTIQ+ community event, for the seventh consecutive year.
- delivery of cultural awareness sessions to support the unification of APAC teams.
- research into the concept of belonging, providing insight into employees' experience of belonging and inclusion in the workplace.

SEEK's Wellbeing, Diversity and Inclusion Strategy outlines the objectives and priority areas of focus, which include gender diversity, workplace inclusion and employee wellbeing. SEEK's Diversity and Inclusion Policy is available on the Corporate Governance page in the Investors section of the Company's website.

## Female representation at SEEK

There has been a positive shift in female representation for executives and the total workforce since FY2020. The increase in female representation on the Executive Leadership Team reflects one additional male executive and one additional female executive hired in FY2021. Following corporate structure changes which came into effect on 1 July 2021, the female direct reports to the CEO now represent 57%. The slight changes at the Senior Manager level and the workforce metrics more broadly were partly reflective of a lower female voluntary attrition rate.

| Female Representation %                                      | 30 June 2021 | 30 June 2020 |
|--|--------------|--------------|
| Group Executives of SEEK Limited - direct reports to the CEO | 25%          | 17%          |
| Senior managers*   | 22%          | 23%          |
| Workforce - all employees                                    | 47%          | 45%          |

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



### International Women's Day

SEEK celebrated International Women's Day with a keynote speaker sharing her experiences as a migrant from a culturally diverse background. Her professional insights and expertise in inclusive workplace practices resonated strongly with the virtual audience.

## Gender diversity – working towards a balanced workforce

SEEK recognises that achieving diversity, in all its forms, is important for an innovative and high performing business. SEEK has a particular focus on the attraction, development and retention of women within the organisation, due to the significant under representation of female talent in professional roles in the technology industry.

### Achieving gender balance in hiring

**Hiring decisions take into consideration suitability for the role and gender representation within teams.**

SEEK places great importance on gender representation throughout the recruitment process. In FY2021, continued focus on gender diversity in hiring practices resulted in a 5% increase in overall female new hires into the organisation.

Achieving gender balance in hiring outcomes is particularly challenging for technology roles, due to under representation of female candidates in the market. A proactive focus to attract and foster a compelling work environment for women resulted in a 3% increase since FY2020 in the number of female hires in technology roles, including the leader of the technology function, SEEK's most senior technology executive.

|  | FY2021 | FY2020 |
|--|--------|--------|
| <b>Female new hires, as a % of total new hires</b> | 49%    | 44%    |

### Gender pay equity

**Principles of gender pay equity are proactively upheld.**

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

- Transparency of remuneration policies and practices
- Education workshops for leaders about the potential for gender bias in recruitment
- Utilising both internal and external remuneration data when hiring external talent

Each year SEEK undertakes detailed analysis of individual pay outcomes and identifies any potential gender pay gaps across the ANZ business during the salary review period. Although no salary review was completed for FY2021 due to the impact of COVID-19 on SEEK's business, SEEK undertook pay parity analysis to identify any gender pay gaps. While some differences were identified based on role type and level within the organisation, there was no indication of systemic issues in relation to gender. Where some differences were identified between the average salary of males and females, this gap was largely attributable to higher representation of male employees in higher paying technical or senior roles, rather than inequities in pay on a like-for-like basis.

SEEK remains committed to increasing the representation of women in technology roles and increasing female participation in senior roles, as outlined in the sections above. Overall, SEEK is confident that through education of leaders and by monitoring pay decisions during the critical points in the lifecycle of an employee, any risk of gender pay inequity in decision making remains low.

### Engaging women in technology

The Women in Technology Steering Committee seeks to attract female talent to SEEK, grow their careers and support more women to have careers in the technology industry. The Steering Committee is comprised of senior technology leaders and representatives from SEEK's Women in Technology community.

The focus in FY2021 was on the following key initiatives:

- A pilot on inclusive ways of working involving the Neuro Leadership Institute and SEEK's Artificial Intelligence and Platform Services team; and
- An employee-led project focused on career progression and increasing representation of women in leadership roles. The discovery phase was completed and solutions are being designed for piloting in FY2022.

### Increasing female participation in senior roles

The third Females at SEEK Thrive (FAST) program, which commenced in FY2020, was completed in FY2021 with a cohort of 26 women employees. The FAST program continues to be an important step to increasing female participation within senior roles by investing in high performing women employees and fostering their individual career progression. SEEK is currently preparing for the next FAST intake in FY2022.

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

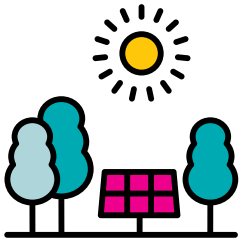
SEEK's Graduate Program was expanded in FY2021 from technology positions to also include opportunities in strategy and operations. SEEK launched a scholarship for Women in Strategy aimed at promoting equal opportunities by providing successful applicants with exposure to career opportunities and support with their further studies. Five females and four males were extended offers across the graduate program streams. The high proportion of female offers reflects SEEK's campaign strategy of strong female representation within the candidate pool and an equitable gender split at assessment days.

### CAMP SEEK

Camp SEEK is an initiative to address the shortage of female talent within the technology industry, by sparking the interest of young women to choose a future career in technology. The aim of Camp SEEK is to introduce year 9 and 10 girls and non-binary young people to the varied careers within the technology industry and inspire them to take up future study and career choices in STEM.

In September 2020, SEEK held its sixth consecutive Camp SEEK. Due to COVID-19 restrictions, this was hosted virtually for the first time. SEEK partnered with The Smith Family to engage with students from underprivileged backgrounds and encourage them to participate in Camp SEEK.

# ENVIRONMENT



## Responding to climate change

Bushfires, floods and other extreme weather events are physical reminders of the effects of climate change. Beyond these immediate impacts, climate change is increasingly impacting the economy by shaping investment flows, policy, and employee and consumer behaviour.

SEEK supports the objective of the Paris Agreement to transition to a net zero emissions economy, keeping global warming below pre-industrial levels. As an online business, SEEK is an energy taker with a relatively low emissions profile compared with most ASX listed companies. Regardless, as a responsive and responsible business, SEEK takes accountability for its impact on climate change and its role in the transition to the low carbon economy.

SEEK supports the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and is committed to enhancing its disclosures in line with the TCFD recommendations. This report details SEEK's approach to identifying and managing its climate-related risks and opportunities, including a TCFD implementation roadmap on page 28.

## Minimising environmental impact

SEEK's offices are managed with a commitment to minimising waste and energy use. The new headquarters in Melbourne is located close to major public transport hubs, while 'end of trip' facilities encourage and facilitate bike commuting. SEEK continues to widely implement technologies to connect SEEK offices, partners and service providers which assists with reducing business travel.

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

### SEEK's carbon offset program

SEEK has pre-purchased carbon offsets that will be retired to achieve SEEK's carbon neutral commitments. The blend of carbon offsets predominantly comprises high-impact land based projects, including biodiversity conservation in Australia and forestry habitat protection in Indonesia.

**Through measuring and striving to minimise energy use and emissions, SEEK aims to reduce its impact on climate change.**

### SEEK's carbon commitments

1. Achieve carbon neutrality for SEEK ANZ for FY2021 under Climate Active in FY2022. This will include offsetting the scope 3 emissions related to the fit-out of the new Melbourne headquarters.
2. Formalise an emissions reduction strategy for SEEK in FY2022.
3. Achieve carbon neutrality for SEEK's global footprint for FY2022 under Climate Active in FY2023. This reflects SEEK's commitment to measuring its global emissions in order to comprehensively address emissions reduction.

### SEEK's carbon targets

SEEK has the following targets, which it will further refine in FY2022 as it formalises its emissions reduction strategy:

- Pathway to achieve net zero across all scope emissions by 2030
- Develop a science-aligned target by 2025

## Data centres

SEEK predominantly stores its data in cloud-based platforms and also at dedicated external data centres in Australia, the United States and Singapore. Cloud-based data storage uses fewer servers and less power resulting in lower carbon emissions compared with data centres. During FY2021 SEEK further increased the proportion of cloud-based data storage to approximately 90%.

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

Where possible, SEEK selects data centres that are pro-active in reducing energy consumption and dependence on non-renewable energy sources. SEEK utilises NEXTDC's M1 data centre in Melbourne, which has a 5 star NABERS rating for energy efficiency with a 400kW solar rooftop array. NEXTDC's operations are certified carbon neutral under the Climate Active program and have a low Power Usage Effectiveness (PUE) rating of 1.35 where the ideal ratio is 1.00 and the industry average is 1.70.



## Energy and emissions

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

### Greenhouse gas emissions by scope SEEK Australia and New Zealand operations

| (tonnes CO <sub>2</sub> -equivalent)                             | FY2021        | FY2020       |
|--|---------------|--------------|
| Scope 1 - direct emissions                                       | 0             | 0            |
| Scope 2 - electricity-related emissions                          | 687           | 1,141        |
| Scope 3 - indirect emissions                                     | 5,245         | 6,329        |
| <b>Total emissions</b>   | <b>5,932</b>  | <b>7,470</b> |
| Scope 3 - indirect emissions<br>(Melbourne headquarters fit-out) | 7,550         | 0            |
| <b>Total emissions</b>   | <b>13,482</b> | <b>7,470</b> |

### Energy consumption SEEK Australia and New Zealand operations

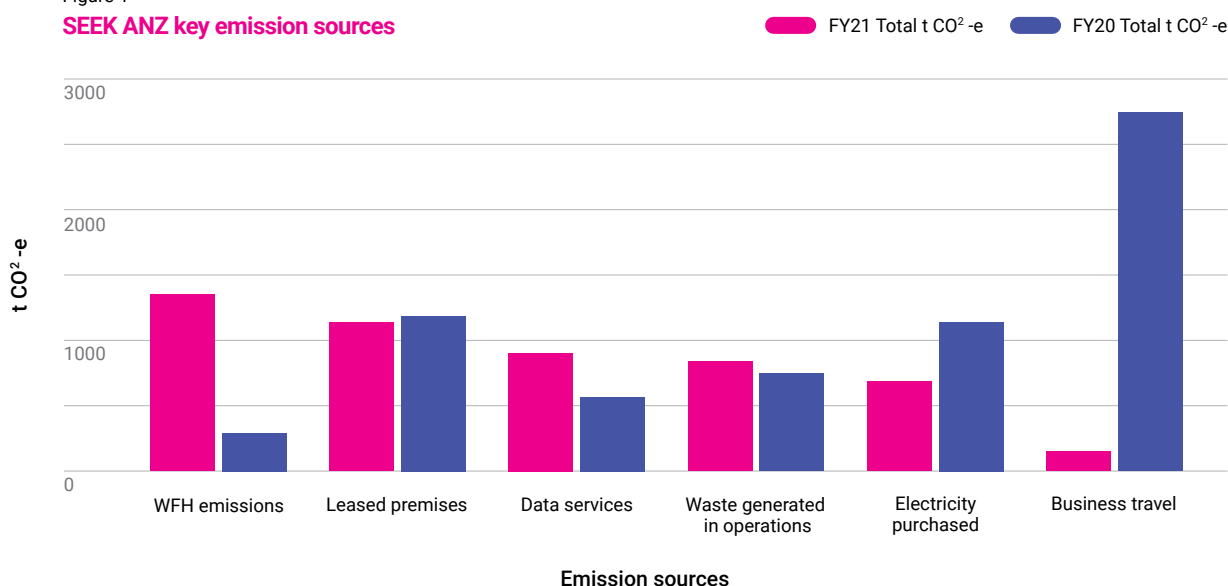
| (GJ)                            | FY2021        | FY2020        |
|---------------------------------|---------------|---------------|
| Electricity (offices)           | 2,701         | 4,231         |
| Energy (via purchased services) | 11,859        | 24,704        |
| <b>Total energy consumption</b> | <b>14,560</b> | <b>28,935</b> |

#### Notes

- COVID-19 restrictions were the primary driver behind multiple material year on year variances including working from home emissions (+359%), business travel (-94%) and purchased electricity (-40%).
- Scope 1 emissions are direct emissions from operations that are owned or controlled by the reporting entity. SEEK does not have operational control over any activities that result in material scope 1 emissions.
- Scope 2 emissions are indirect emissions from the purchased electricity consumed by the reporting entity.
- Scope 3 emissions are indirect emissions (not included in scope 2) that occur in the value chain of the reporting entity including both upstream and downstream emissions where relevant to SEEK's operations. SEEK's Scope 3 emissions include: emissions associated with employees working from home ("WFH"), base-building services (electricity and natural gas), waste generated in activities, purchased goods and services (primarily international and local data services and office supplies), employee commuting, business travel (flights and vehicles), embodied carbon in capital goods (IT equipment) and the new Melbourne headquarters fit-out, and full fuel cycle emissions for fossil fuels and electricity consumed.
- Table includes SEEK Limited subsidiaries OES, JobAdder and Sidekicker.
- Energy (via purchased services) includes business travel (flights and vehicles), base-building services (electricity and natural gas) and purchased data services.
- The corporate reporting protocol adopted by SEEK is the World Business Council for Sustainable Development Greenhouse Gas Protocol based on the company's operational control of its sites. Reference has also been made to Australia's Climate Active Standard for Organisations.
- The methodology (energy and emission factors) used for estimating Scope 1, 2 and 3 emission sources is from Australia's National Greenhouse Accounts (NGA) unless otherwise specified. Working from home emissions were determined using Climate Active's certified calculator.
- The SEEK Group falls below the threshold for National Greenhouse and Energy Reporting (NGER) mandatory annual reporting.

Figure 1

#### SEEK ANZ key emission sources



The Melbourne headquarters of SEEK relocated to a purpose-built office in the Melbourne suburb of Cremorne in August 2021. The office fit-out during FY2021 contributed 7,550 tonnes of CO<sub>2</sub>-equivalent which includes the embodied emissions of workspace fixtures and fittings, office furniture, materials and technology. This emission source is not represented in figure 1.

## Task Force on Climate-related Financial Disclosures

In line with the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), this report provides information about SEEK's approach to managing its climate-related risks and opportunities, including a TCFD implementation roadmap.

### Governance

SEEK's Board is responsible for overseeing SEEK's social, governance and environmental responsibilities, including climate change. Climate change is currently considered an emerging risk for SEEK, and will receive continued assessment by the Board. The Board ensures that SEEK has appropriate risk management strategies and internal controls in place. The Audit and Risk Management Committee supports the Board by monitoring SEEK's risk management against the Risk Management Framework and reviewing the Group's key risks, controls and mitigation measures to deal with identified risks.

This year SEEK has committed to the TCFD recommendations, engaged an external consultant to run several workshops on climate related content involving executives and senior leaders and assigned an executive to act as climate change champion and the key communicator to the Board on climate related issues.

Looking forward, SEEK will:

- Continue to include climate change as a regular item on Board meeting agendas
- Assign internal responsibilities for managing climate change within the organisation
- Appoint experienced professionals to support the Board and management in implementing SEEK's climate strategy.

### Strategy

In FY2021, SEEK further explored the impact of climate change on the business, which resulted in the identification of key risks and opportunities that may impact SEEK over the short, medium and long-term.

SEEK's current climate change strategy is to support the transition to a low carbon economy through:

- Assessing and managing the risks arising from climate change and future carbon constraints relevant to the business
- Collaborating with industry, investors and other stakeholders to share knowledge and build capacity
- Management of SEEK's carbon footprint

SEEK will engage with climate experts and perform climate scenario analysis to better understand how exposures to climate change impacts will evolve over time under different emission scenarios. SEEK's climate change strategy will evolve in response to emerging potential impacts of climate change on business operations.

### Risk management

SEEK considers climate change and its impacts within the existing risk management strategy and framework. SEEK is committed to reducing emissions and responding to stakeholder concerns when considering the risks of climate change. As a result, SEEK remains in communication with its key stakeholders to ensure that it is alert and responsive to their expectations.

In FY2022, the focus will be on embedding climate considerate decision making across the business and addressing the specific key risks and opportunities that SEEK has identified. This will be achieved through:

- Launch of an internal communications plan that encourages employees to engage with emissions reduction activities and build further capability to understand and manage climate related risks and exposures
- Review of relevant policies and procedures, particularly relating to business travel
- Further exploration of the short, medium and long-term impacts of climate change on the business.

### Identifying climate risks and opportunities

Key climate-related risks, including physical risks and transition risks, were identified in FY2021 for SEEK's global operations through the following process:

- 1: Risk and opportunity identification
  - Internal strategy and risk assessments
  - Review of industry specific global standards and best practice reports
  - Research into industry and peer activity
- 2: Executive interviews — Gathered perspectives and insights from cross-divisional management and executive business functions
- 3: Prioritisation and validation — A team of executives and senior leaders leveraged their knowledge of SEEK and its business context to identify key areas of climate-related risk and opportunity with the greatest potential financial impact over the short, medium and long-term.

SEEK has identified the following climate related risks and opportunities.

## RISKS

### Operations

Operations may be disrupted by business continuity failure of cloud service providers or data infrastructure due to extreme heat or unreliable supply of electricity. SEEK facilities and employee homes may be impacted by similar physical constraints disrupting productivity and impacting employee satisfaction.

SEEK's employment platforms may lack sufficient exposure to relevant hirers and candidates to meet the demand shift to green jobs impacting market share and revenues.

### Employees

The health and safety of employees may be impacted when working from home or at SEEK's offices, and commuting to and from offices, due to extreme temperatures and weather events such as severe storms and flooding.

SEEK's climate response may not align with employee values on climate change or support employee retention and attraction affecting employee loyalty and SEEK's ability to attract key talent.

### Stakeholders

Investors may respond negatively to companies that demonstrate insufficient climate responsiveness impacting access to capital and reputation.

## OPPORTUNITIES

### Operations

SEEK is positioned to take proactive steps to reduce carbon emissions and move swiftly towards carbon neutrality.

SEEK's employment platforms may aid the efficient shift to green jobs increasing market share and revenues.

## SEEK's climate commitments

SEEK is committed to deliver on three carbon commitments in relation to its relevant scope 1, 2 and 3 emissions.

### 1. Achieve carbon neutrality for SEEK ANZ for FY2021 under Climate Active in FY2022.

SEEK aims first to reduce carbon emissions then offset the remaining unavoidable emissions to achieve carbon neutrality. Where SEEK offsets its emissions, it is committed to purchasing offset units that are deemed eligible under Australia's governing standard, Climate Active, with a focus on higher impact land-based projects.

### 2. Formalise an emissions reduction strategy for SEEK in FY2022.

This fundamental step to reduce SEEK's emissions will provide a clearer perspective on the targets to support the global warming objectives of the Paris Agreement. SEEK has the following initial targets which it will further refine through the emissions reduction strategy:

- Pathway to achieve net zero across all scope emissions by 2030
- Develop a science-aligned target by 2025

### 3. Achieve carbon neutrality for SEEK's global footprint for FY2022 under Climate Active in FY2023.

This reflects SEEK's commitment to measuring its global emissions in order to comprehensively address emissions reduction.

## What happens next?

| SEEK's TCFD Implementation Roadmap  | Action  |
|---|---|
| <b>Governance:</b><br>Disclose the organisation's governance around climate-related risks and opportunities   | <ul style="list-style-type: none"> <li>• Assign internal responsibilities and engage resources to support the Board and management to implement SEEK's climate strategy</li> <li>• Develop an internal communications plan on SEEK's climate change position and strategy</li> <li>• Develop an assurance program for sustainability and climate change related data</li> </ul> |
| <b>Strategy:</b><br>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material | <ul style="list-style-type: none"> <li>• Develop an emissions reduction strategy across scope 1, 2 and 3 emission sources</li> <li>• Achieve carbon neutrality for SEEK ANZ then SEEK's global operations under Climate Active</li> <li>• Perform climate scenario analysis</li> <li>• Monitor potential climate impacts and integrate into risk management</li> </ul>          |
| <b>Risk management:</b><br>Disclose how the organisation identifies, assesses and manages climate-related risks   | <ul style="list-style-type: none"> <li>• Develop and implement actions to address priority risks and opportunities</li> <li>• Integrate climate change into relevant SEEK policies and procedures</li> <li>• Develop an assurance program for sustainability and climate change related data</li> </ul>   |
| <b>Metrics &amp; targets:</b><br>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material                               | <ul style="list-style-type: none"> <li>• Disclose scope 1, 2 and 3 greenhouse gas emissions for SEEK's global operations</li> <li>• Develop and disclose metrics for performance against targets to address climate-related risks and opportunities</li> <li>• Monitor and report progress against established climate-related targets</li> </ul>                               |

# GOVERNANCE

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

## Protecting human rights and labour standards

### Modern slavery

SEEK is opposed to slavery in all forms.

SEEK's employment platforms in Australia and New Zealand advertised the largest pool of unique job advertisements for over 200,000 unique hirers during FY2021, and many more across SEEK's Asian and Latin American businesses. SEEK acknowledges its role and responsibility to safeguard against the risk of modern slavery in advertising job opportunities that could be deceptive recruiting for forced or bonded labour including human trafficking. SEEK applies significant resources to ensure that all job advertisements on the employment platforms are for legitimate job opportunities and removes any which are suspicious.

In November 2020 SEEK issued a Modern Slavery Statement covering SEEK and OES which is also a reporting entity. This is available on the Australian Government Modern Slavery Statements Register and on the SEEK corporate website. The Statement explains the actions that SEEK has taken to assess and address potential modern slavery risks related to SEEK's operations and supply chains during FY2020. No instances of modern slavery were identified during the due diligence assessments of modern slavery risk on SEEK's employment platforms and supply chains.

During FY2021 SEEK re-assessed the inherent risks that jobs advertised on employment platforms across SEEK may be linked to modern slavery practices. This assessment resulted in analysis of the employment platforms JobStreet Indonesia and JobsDB Thailand. Outcomes of the risk assessment will be reported in the FY2021 SEEK Modern Slavery Statement, together with the actions to assess and address modern slavery risks in SEEK's supply chains.

### Fair hiring

The fair hiring initiative reflects SEEK's commitment to consider the risks to candidate working lives when engaging with SEEK's employment marketplaces. These risks arise, particularly in South East Asia, when job ads are placed that might:

- Expose candidates to illegitimate or illegal jobs, for example fraud or migration scams
- Unlawfully charge or not disclose candidate placement fees so that the worker pays for a job
- Discriminate against or disadvantage some candidates

The fair hiring initiative involves close examination of SEEK's processes and systems through the lens of these risks to identify platform weaknesses and vulnerabilities that could be exploited by unscrupulous actors. This has identified various existing controls across SEEK Asia that address these vulnerabilities. These will be strengthened through leveraging SEEK ANZ product and technology capability as part of the move to a single platform through Market Unification.

SEEK Asia is working to provide candidates with clarity and awareness of their rights and warnings about known unfair hiring practices, particularly affecting migrant, manual and domestic workers. The aspiration is for candidate interactions with SEEK's employment platforms to result in safe and fair employment outcomes.

### Contingent labour platforms

SEEK Growth Fund has investments in tech-enabled marketplaces including Jobandtalent in Europe and Latin America, Sidekicker in Australia and New Zealand and Florence in the United Kingdom. These are leading on-demand temp staffing platforms that service large and growing contingent labour markets. SEEK's approach is primarily to invest where the staffing platform manager is the "employer of record", retaining responsibility to ensure wage compliance, including applicable wage rates, and payment of superannuation and tax.





### Responsible procurement

SEEK believes that third party spend must be well-governed, transparent and reflect SEEK's ethical and social responsibilities. Accordingly, the objective of SEEK's procurement function is to 'help SEEKers move quickly, maximise value and balance risk' when engaging third parties.

As a technology business, SEEK's principal categories of spend are technology, marketing and business services. These categories frequently involve inherent commercial, data protection, security and business continuity risks and, accordingly are subject to SEEK's Procurement Policy and underpinned by SEEK's digital purchasing platform, Coupa. Inherent risk factors and total value drive a series of automated approvals and due diligence workflows to ensure that relevant risks, such as information security and legal, are subject to review by risk experts. Together these systems, policies and processes promote a healthy control environment.

SEEK's procurement team has continued to increase the maturity of spend and procurement practices during FY2021, including:

- On-boarding of new and legacy suppliers to SEEK's Supplier Code of Conduct and tracking acceptance.

- Monitoring SEEK's payment of invoices from small and medium businesses which represents approximately 15% of the spend by SEEK ANZ. SEEK pays the vast majority of these invoices within 30 days and promotes timely payment in accordance with the new *Payment Times Reporting Act 2020* (Commonwealth).
- An internal risk management forum to proactively escalate key risks associated with engaging, managing and off-boarding third parties.

Looking ahead, SEEK will increase its focus on supply chain integrity, including environmental and human rights considerations, and indigenous and social procurement.

The SEEK Modern Slavery Statement 2020 explains the actions that SEEK has taken to assess and address potential modern slavery risks related to the supply chains during FY2020. In FY2021 SEEK continued to expand and enhance its due diligence and risk assessment activities throughout the supply chain and established a formal working group to monitor progress and share practices. Outcomes will be reported in the FY2021 SEEK Modern Slavery Statement.



## Promoting responsible and ethical business practices

SEEK is committed to conducting business in an honest, ethical and accountable way. Through *This is SEEK*, the Company's Purpose and Vision are aligned with a clearly defined set of Beliefs and Attributes. Together, these reflect SEEK's values, codify its culture and reinforce the desired behaviours and ways of working at SEEK. *This is SEEK* is described on page 18.

### Code of conduct

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

### Whistleblower protection

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

Despite awareness-raising about the availability of whistleblower channels, low numbers of whistleblower reports have been received across SEEK, particularly during the COVID-19 office closures in 2020 and 2021. The Board, through the Audit and Risk Management Committee, receives regular updates on any matters reported through SEEK's whistleblower channels.

### Anti-bribery and corruption

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

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

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

### Insider trading prohibitions

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

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



### Competition and consumer law compliance

Competition laws are designed to promote and maintain market competition by regulating anti-competitive conduct. Consumer laws set general standards of business conduct and prohibit unfair trading. SEEK participates lawfully and ethically in all market competitive activities and observes consumer protection laws.

SEEK's legal team is responsible for advising, monitoring and reporting on competition and consumer law compliance.

### Taxation transparency

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

### More on Governance

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