

SUSTAINABILITY REPORT 2019



Introduction

Our Purpose

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

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

Sustainability reporting is increasingly in focus as investors, potential employees and customers look to how a company performs well beyond its financial statements. During 2019 we have experienced more dialogue with key stakeholders about sustainability issues affecting the business than ever before.

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

Reporting what matters

SEEK has assessed its impacts on people, the environment and the community in the context of SEEK's long-term sustainability. The topics covered in this report were guided by a materiality assessment to determine SEEK's main impacts from the viewpoint of stakeholders, as well as SEEK's approach to corporate governance. To determine the topics we combined feedback from our investors, SEEK leaders and subject matter experts and our risk management framework. Close consideration of stakeholder expectations, the external environment, the ASX Corporate Governance Principles and Recommendations and the Group Reporting Initiative (GRI) Standards contributed to topic selection. Topic weighting was informed by a self-assessment of the impact of the ESG topics on SEEK's customers, activities, relationships and business strategy.

Reporting topics

	Customers	Employees	Community
 Social	• Data privacy • Use of data • Cyber security • Customer experience	• Our People • Workplace health and safety • Diversity and Inclusion	• Social impact • Social contribution
 Environment	• Climate change • Energy consumption and emissions • Minimising environmental impact		
 Governance	• Responsible and ethical business practices		

Stakeholder expectations and engagement

Stakeholders provide valuable insights into how SEEK is performing in delivering on its purpose in employment and education, and informs the approach to the management of sustainability issues and reporting.

Stakeholder	ESG expectations of SEEK	How SEEK engages on ESG matters
Customers-candidates, hirers and students	- Provide employment and education services that enhance productive working lives - Provide safe and reliable access to online services - Communicate openly, disclose risks and fix any mistakes - Follow consumer laws including data privacy	- Clear explanation on the SEEK website for candidates about their data, privacy and online security. - Corporate reporting including the Sustainability Report
Employees	- Meaningful employment including fair pay, career opportunities and training - Safe working environment - Observe anti-discrimination and other employment laws	- Regular All-Staff meetings - Internal engagement surveys - Induction and ongoing training - Code of Conduct and other employee policies
Shareholders	Information about material non-financial risks and key ESG topics to inform decision making	- Annual General Meeting and Annual Report - Investor relations program - Participation in investor surveys - Corporate reporting including the Sustainability Report and Corporate Governance Statement - Continuous disclosure to the ASX supplemented by the SEEK website
Community	- Responsible business practices - Compliance with the law - Payment corporate income taxes - Environmental performance	- Sustainability Report - Tax Transparency Report - Corporate Governance Statement
Government and regulators	- Compliance with the law - Engage with regulators on relevant proposals - Payment of corporate income taxes	- Engagement with governments on proposals affecting SEEK and the technology, employment and education sectors - Governance disclosures in the Sustainability Report - Tax Transparency Report
Partners, suppliers and financiers	- Conduct business fairly, ethically and lawfully - Communicate openly and honestly	As above

Report scope

This report addresses the business activities by SEEK in Australia and New Zealand which are material sustainability risks for the year ended 30 June 2019.

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

ESG accountability and oversight

The Board through the Audit & Risk Management Committee is responsible for oversight and management of non-financial risks.

The Chief Financial Officer is accountable for sustainability reporting and has established an ESG working group comprising senior management working in key areas of ESG risk, as well as ESG specialist skills.

Looking to future reports

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

Current foundations

- Increased transparency for stakeholders on sustainability issues
- Reporting based on a materiality assessment
- Alignment to Taskforce on Climate Related Disclosure (TCFD) framework
- Climate change position statement

On the horizon

- Broader assessment of sustainability impacts across the global SEEK business
- Alignment with the approach of the Group Reporting Initiative (GRI) Standards
- External verification of sustainability disclosures

Data privacy

SEEK's strategy is to attract the largest pool of candidates and inventory of job opportunities. This creates a network effect where large numbers of candidates access job opportunities and hirers advertise to reach the largest pool of candidates. SEEK maintains and grows the network effect by utilising data-driven search and matching technology to help candidates and hirers achieve their objectives. For a candidate, it is finding a new job. For a hirer, it is finding the best candidate.

To use SEEK's services candidates provide contact details and other personal information such as employment and educational history and preferred employment location. This data 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.



Create Resume

To be successful a candidate must stand out from others when applying for a role. SEEK's research showed that one of the areas where candidates need the most help is their resume. Questions and concerns candidates have about creating their resume are: what to include and in what order, presentation and design and what to leave out. Difficulties in preparing a resume is a significant hurdle to obtaining employment, particularly for people who don't use computers and written language in their daily work. Candidates are disadvantaged if they apply for a job without a written resume.

To overcome these challenges for candidates SEEK has developed an automated resume. Candidates can now simply click Create Resume and, based on the information they have provided in their SEEK Profile, a professional style resume is instantly generated. Candidates can use this resume anywhere in their working life, including applying for a job on SEEK.

Hirers appreciate Create Resume as they can ask candidates to create a resume on SEEK. The hirer then has a shortlist of candidates to compare based on consistent information which is far more efficient than phone screening.

When candidates provide their personal information to SEEK they expect this data will remain safe and secure and be used appropriately. SEEK is committed to meeting these expectations and complying with privacy legislation. This is done through prioritising data privacy protection, cyber security controls and measures to protect candidate security online.

Protecting data privacy

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 called 'My Privacy'.

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

Candidates have control over the data they submit with access to edit their SEEK Profile at any time online and ongoing access to request that SEEK delete their personal information. Through privacy settings candidates can control if their SEEK Profile is made visible to hirers on SEEK's Talent Search platform. They can unsubscribe from receiving job recommendations and career advice at any time.

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

SEEK's approach to protecting candidate and student personal information and the SEEK systems from unauthorised access, involves a combination of technical solutions, cyber security controls and internal processes. Robust procedures are in place for external data processing and storage, in particular around Personally Identifiable Information (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 must be 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 data breach requiring notification under the *Privacy Act 1988 (Cth)* during the reporting period.

Use of data

Data analytics

Innovation in data analytics is a key competitive advantage, enabling SEEK to maintain its market position by continuing to offer the most effective job search to candidates.

SEEK collects and analyses data about candidates' job seeking preferences based on their interactions with the platform, such as how regularly candidates update their SEEK Profiles. SEEK uses this data by applying automated processes to develop algorithms. These enable SEEK to better tailor its job seeking offerings and provide more targeted services to both hirers and candidates. This allows, for example, SEEK's Talent Search platform to display to hirers an "Approachability Signal" based on behavioural factors including the level of a candidate's job application activity.

Innovation in data analytics increases the speed and accuracy of talent sourcing and selection. SEEK applies its data assets to build scalable tools to help hirers in sourcing and selecting relevant candidates. This role in the recruitment process does not supplant human judgement or the interactions that are critical in the ultimate selection of a candidate.

Display advertising

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

Advertising may target types of candidates on websites outside of SEEK with employment or career related display advertising. Audiences for this advertising are compiled by SEEK based on aggregated information from anonymised SEEK Profiles and candidate browsing behaviours. In compiling these audiences no candidate data is provided to third parties.

Future outlook

Customers' expectations for privacy and online safety motivate the business to further develop robust processes to protect data privacy. As technological capabilities evolve across the employment and education sectors data governance will be an on-going area of focus. SEEK is developing principles to govern how SEEK applies artificial intelligence and data technologies to drive improved candidate and hirer outcomes.



Smarter Search

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

SEEK's search engine 'Smarter Search' has improved the relevance of search results to help candidates find the right opportunities faster. Artificial intelligence and candidate behaviour are key elements. Artificial intelligence applies aggregated data from historical searches by millions of candidates on the SEEK platform to improve accuracy and continually learns new patterns and trends. The Smarter Search algorithms learn which jobs have higher relevance for candidates. Machine learning surfaces 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 different jobs ('project manager' or 'architect').

SEEK's search engine makes 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 intention.

Cyber security

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

Managing resilience across systems, infrastructure and processes is a key aspect of the Risk Management Framework and is resourced by experienced technology talent led by the Chief Information Security Officer. The Audit and Risk Management Committee is regularly briefed on the state of cyber security at SEEK.

SEEK has adopted an approach leveraging multiple frameworks to address cyber security, focused on implementing a layered defence-in-depth security programme addressing security across people, process and technology.

SEEK's security programme applies a risk-based approach to tackling current and emerging cyber security related threats and vulnerabilities. The Security team regularly assesses cyber security controls based on changes to the threat landscape and breaches affecting other organisations. SEEK collaborates with organisations throughout the technology industry globally to continuously improve its security controls.

SEEK's infrastructure operates using a combination of cloud services leveraging Amazon Web Services infrastructure and physical data centres in Australia. These are geographically separated Tier III and ISO 27001 compliant, and are discussed further on page 16.

The disaster recovery programme ensures that services remain available or are recoverable in the case of a disaster. This is accomplished through building a robust technical environment, creating and testing disaster recovery plans, and back-up and restoration capabilities which are tested regularly.

SEEK employees participate in security awareness training via ongoing internal phishing campaigns, training sessions educating users on the cyber threat landscape, how to report suspicious activity, best practices for staying secure and the role they play in keeping SEEK secure.

Future outlook

Cyber security will remain integral to SEEK's operations. The continually evolving threat landscape demands constant vigilance. SEEK will continue to grow technical capabilities and invest in experienced cyber security talent. Employee awareness is an ongoing focus, reinforcing the risks to individuals and the business of cyber threats with the aim of integrating cyber secure practices in employees' daily work.



Capture the Flag security competition

Capture the Flag is a competition which involves solving a number of security-related challenges of varying difficulty and emulating system compromises. These are very popular around the world at hacking conferences and at technology companies such as eBay, Facebook, Slack, Stripe and now at SEEK.

The competition is part of SEEK's cyber security education and awareness programme, and is open to all employees, with the aim of engaging and reminding employees about the importance of security at SEEK and in daily life, and how key it is to design and build secure products for SEEK and for customers.

Engagement in 2019 led to an impressive week-long competition to crack the challenges ranging from lock picking through to finding and exploiting a programming vulnerability. Teams were awarded points for the speed with which they solved the challenges and how many of the overall challenges were completed.



Bug Bounty

Alongside other leading technology companies and government agencies, SEEK works with a crowdsourced security researcher platform to test web applications and services. The aim is to find security weaknesses that could compromise customer data, mainly candidate profiles and resumes.

Through the Bug Bounty program public researchers are pre-vetted to be invited to legally "attack" SEEK's systems. Rewards are paid to researchers who find system vulnerabilities and tell SEEK how a real attacker could abuse the vulnerability and how this could be mitigated.

SEEK values the contribution made by the security researcher community to continually improve the strength and security of the websites, services and infrastructure which are publicly exposed to the internet.

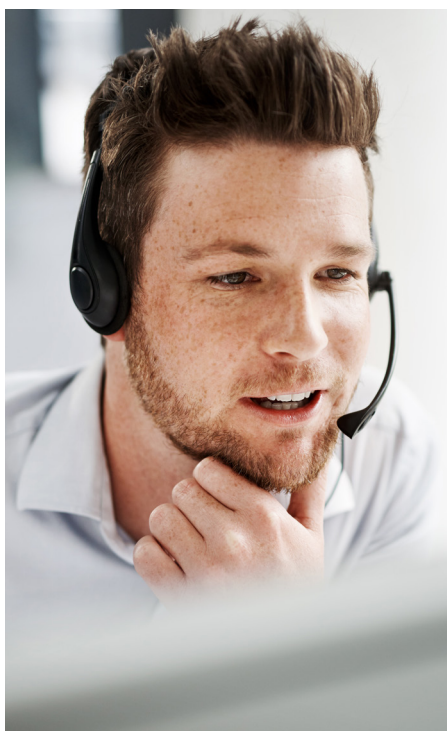
Since the SEEK Bug Bounty program began in late 2016 SEEK has:

Rewarded researchers for 182 vulnerabilities detected

Paid \$143,500 in rewards including the highest single reward of US\$10,000

Customer experience

SEEK serves both sides of the employment marketplace, with both candidates and hirers as customers. We also support students, volunteers and small business owners. Our success relies on the delivery of meaningful services and positive interactions for diverse customers.



Customer engagement

While overall customer satisfaction is high, SEEK maintains multiple approaches to listen for customer challenges and opportunities.

Segment specific surveys are conducted regularly to measure sentiment across the customer base. Insights from this work enable SEEK to tailor improvement initiatives to support specific segments. We also conduct regular research among the general community about work related issues, further building our understanding of customer needs and attitudes.

User experience (UX) research and on-site surveys analyse elements of the customer experience to deeply understand any areas of difficulty. Findings are then used to optimise future product design and improve the customer experience.

Customer contact

SEEK offers customers a variety of channels to engage with the business, including phone, email and live chat, along with a dedicated contact point for questions or concerns about privacy of personal information. Customer teams servicing the SEEK businesses in Australia and New Zealand are local, and have no call time targets so they can focus on fully addressing candidates' and hirers' issues. Customer service teams operate with a continuous improvement mindset acting as customer advocates, providing regular reports of customer feedback on products and processes to the operational areas of the business.

Candidate security and online fraud

Websites are subject to potential fraud by external parties, for example job advertisements which ask candidates for personal and financial information.

A dedicated team screens the SEEK employment platform to detect suspicious job advertisements and advertisers, and immediately removes them. Every job advertisement posted by a first time hirer is reviewed in full to ensure legitimacy.

Using these resources, in addition to other various filtering tools, SEEK is committed to ensuring that all job advertisements on the SEEK employment platform are for legitimate job opportunities and to making job hunting safe and secure.

Information is also provided to candidates on protecting themselves online from fraudulent job advertisements, phishing, trojans, scams and spam. This is available on the landing page of seek.com.au



Hirers usually verify work credentials as a pre-hiring background check. With access to pre-verified candidates, hirers could shortlist more confidently, but if candidates provided sensitive documents with each job application they would be exposed to online security risks.

Certsy was created by SEEK as a separate, secure way for candidates to stand out by demonstrating upfront that they meet a job's requirements. With Certsy's encrypted digital wallet, candidates can upload evidence to verify credentials, such as "right to work in Australia", and then make the verification available to hirers on SEEK without sharing their personal documents.

With Certsy, the candidate remains in control of their data, can verify once and re-use it multiple times, and benefits from a safe way to showcase their credentials on SEEK.

Our People

Introduction

SEEK's business performance is underpinned by our people.

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

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.

This is SEEK



SEEK Beliefs | At SEEK we believe in...

1

Having a positive impact on society

2

Focussing on business fundamentals and customer outcomes rather than short-term financials

3

Always striving, challenging and remaining productively paranoid

4

Doing the right thing for SEEK, not what is popular or easy

5

Doing the right amount of thinking upfront

6

Persevering through obstacles to get it done

7

Creating a community where individuals are valued



SEEK Attributes | Our best people...

1

Are passionate about SEEK and our customers

2

Show great judgement and decision making ability

3

Know their stuff – professional skills (for everyone) and leadership skills (for leaders)

4

Deliver outcomes for SEEK

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



> Agile

The Agile working environment places an emphasis on collaboration and team decision making, as well as continuous planning, testing and integration of ideas. Early customer feedback provides opportunities to rapidly respond, adjust direction and modify products and other programs of work based on changing customer needs, new challenges and evolving market conditions.

SEEK hosts a range of education sessions to improve and deepen employees' application of Agile methodologies and practices.

> Hackathons

SEEK's bi-annual three-day Hackathons provide employees with opportunities to collaborate cross-functionally and identify creative and innovative solutions to market opportunities. Hackathons give employees time to test and build out their ideas for products, customer solutions or internal innovations. Products developed during Hackathons offer potential long-term value to SEEK.

Workforce profile

At the end of FY2019, SEEK's workforce in Australia and New Zealand consisted of 997 employees. This 11% growth is reflective of new employees joining SEEK during the year, coupled with strong retention and no significant reduction in roles. The majority of employees were permanent, with 8% employed on a fixed-term or casual basis.

	30 June 2019	30 June 2018
Permanent employees	913	805
Fixed term	76	76
Casual	8	17
Total	997	898

Attraction and retention

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

SEEK continues to evolve its talent acquisition practices to support attraction and retention of top talent. The refreshed 'Work for SEEK' page on SEEK's website showcases the unique culture and the work undertaken in pursuit of SEEK's Purpose. A new internal Hiring Hub ensures clarity about the internal hiring process and provides resources and support for Hiring Managers.

SEEK retained 91% of permanent employees in FY2019, which is well above industry norms. SEEK's low voluntary attrition rate is a testament to the inclusive work environment and the 'people first' culture which the company strives to achieve.

Career and talent development

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

In FY2019, there has been a focus on career development at SEEK, ensuring employees have the tools, resources and skills to develop their careers. Alongside this, continual focus on the capabilities considered strategically important for SEEK has involved bespoke learning and development initiatives focused on coaching, growth mindset and leading change.

The continued growth and increased global reach of SEEK has created a greater need to invest in talent identification, succession planning and leadership capability building for SEEK senior leaders globally. A new internal Talent and Leadership function in FY2019 established a centralised approach to talent assessment and succession planning. This allows for improved understanding of SEEK's leadership profile and more proactive management of highest potential employees and related key person risk.

Employee satisfaction and engagement

In FY2019 SEEK's focus on high engagement of employees continued. The overall engagement score was within the top quartile, consistent with previous years. Compared to Culture Amp benchmarks, this was significantly higher than both the average of other large technology companies and companies across Oceania.

Employee benefits

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

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

Workplace flexibility

SEEK is committed to creating a flexible work environment that meets the needs of its people, whilst also achieving the needs of the business. This is founded on a belief that sustainable flexible work arrangements must always balance 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.

A comprehensive review of SEEK's people policies and practices was undertaken during FY2019, involving benchmarking SEEK against other organisations and collecting feedback from employees. Changes have been implemented to improve overall clarity of leave entitlements and introduce a new leave type. These changes include:

- New guidelines supporting flexible working arrangements which ensure the needs of the individual, leader, team and organisation are met
- Introduction of 'Personal Flexi-Leave' which provides employees with up to 5 days paid leave per year to attend to personal responsibilities outside of work
- Up to 6 weeks paid Carer's Leave in addition to the statutory entitlement
- Application of Sick and Carer's Leave policies to employees undergoing, or supporting household or family members undergoing, gender affirmation or transition

SEEK offers 14 weeks paid Parental Leave for the primary carer, and 2 weeks for partners. Employees at SEEK can now take Parental Leave up to 18 months after their child is born, increased from 12 months previously. This allows greater flexibility and creates the potential for each parent to be the primary carer within the first 18 months of the child's life. This change is helping to drive greater gender balance in the taking of primary carer leave. Specialist coaching services support the employee and manager with this transition prior to leave, during leave and returning to the workplace. During FY2019, 83 employees took Parental Leave, comprising 71% females and 29% males who were nominated as the primary carer.



Retention of employees who took Parental Leave was strong. Of the 53 employees on Parental Leave and due to return to work in FY2019, only 2 ceased employment, a return rate of

96%

Workplace health and safety

Workplace behaviours

SEEK's Workplace Behaviour Guidelines clarify the standards and expectations of people at SEEK, when making decisions and behaving at work. These guidelines sit alongside SEEK's Code of Conduct for Employees, and together with *This is SEEK*, clearly prescribe the behavioural expectations of the employees working at SEEK. These standards of expected behaviour are designed to protect and promote SEEK's best interests, and to provide a productive, caring and respectful environment for employees.

New employees attend a day-long induction to learn about *This is SEEK* and the business, and meet senior leaders. To further build understanding of the expected behaviours, employees are required to complete mandatory training modules on Anti-Bribery and Anti-Corruption, Equal Employment Opportunity and Workplace Health and Safety with completion rates closely monitored.

Collective agreements and freedom of association

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

Through the *Wellbeing at SEEK* program, employees are supported to actively foster personal wellness. Examples of what is provided include the following initiatives.

- Leader and employee workshops to build capability in recognising and supporting mental illness in the workplace.
- External Mental Health First Aid Training for a targeted cohort of cross-business employees.
- SEEKer Support Program, which enables employees to access services from a mental health practitioner or counsellor of their choice. In FY2019, SEEK increased the number of Company -funded sessions available to employees from three to six.

Safety performance

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

	FY2019	FY2018
Lost time injury frequency rate* (per million hours worked)	0	1.4
Lost time injury incident rate (per 100 employees)	0	0.2
Number of workcover claims	0	1

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



Diversity and inclusion

SEEK is committed to an inclusive culture which values diversity of thought, opinion and background, and where its employees are provided with equal access to opportunities. SEEK recognises and respects qualities which are unique to individuals such as, but not limited to, gender, language, ethnicity, age, religion, disability and sexual orientation. This is how SEEK creates an environment where people feel they can bring their true selves to work. SEEK believes in treating all people with dignity and respect and is committed to employing people with 'best in market' skills, and who complement the culture of the organisation.

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

SEEK's Wellbeing, Diversity and Inclusion Strategy outlines the aims, objectives and priority areas through to 2020. In FY2019, the focus areas were on gender diversity, workplace inclusion and mental health and wellbeing. A key initiative under the banner of workplace inclusion was SEEK's sponsorship of Midsumma, Melbourne's premier LGBTIQ+ community event, for the fifth consecutive year. In the wellbeing space, a highlight was Wellbeing Week, which was celebrated at SEEK in October 2018 to coincide with World Mental Health Day.

Gender diversity – a balanced workplace

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

With this as context, SEEK continues to focus on gender diversity and aims to improve the under representation of women through a range of initiatives.

> Achieving gender balance in hiring

Measurable Objective FY2019: Hiring decision based on both suitability for role and diversity across teams.

SEEK places great importance on ensuring balanced representation throughout the recruitment process. Achieving gender balance in hiring outcomes is particularly challenging for technology roles, and here gender imbalance continues despite proactive focus. This focus resulted in an uplift in female new hires in Product and Technology teams in Australia and New Zealand, where 39% of new hires were female in FY2019, compared to 33% in FY2018.

There are multiple dynamics which influence SEEK's workforce composition. Despite the positive shift within Product and Technology, the overall proportion of female external hires declined by 5% in FY2019. This decline was influenced by the following factors.

- The high volumes of hiring that occurred within Product and Technology roles, where there is an under representation of female candidates in the external market.
- Efforts in FY2019 to improve male representation within female-dominated teams at SEEK, which saw an increase in the number of male hires in certain areas. This is reflective of SEEK's holistic commitment to achieving a truly balanced workplace.

	FY2019	FY2018	FY2017
Female new hires, as a % of total new hires	42%	47%	45%



Female representation at SEEK

Overall female representation across the total workforce improved by 1% in FY2019 despite the decline in proportion of female external hires. Female representation at the Executive and Senior Manager level remained stable. This is reflective of a low voluntary attrition rate for females of 6% in FY2019, down 3% from FY2018, and a testament to the supportive workplace SEEK provides for female employees.

Female Representation %	30 June 2019	30 June 2018	30 June 2017
Group Executives of SEEK Limited - direct reports to the CEO	17%	17%	17%
Executives and senior managers*	28%	29%	27%
Workforce - all employees	46%	45%	45%

*This is defined based on seniority attributed to role and represents a total group of approximately 60 employees.

> Gender pay equity

Measurable Objective FY2019:

Maintain principles of gender pay equity.

SEEK is committed to maintaining principles of gender pay equity across all levels for comparable roles. Robust processes to ensure equitable pay outcomes are achieved for similar roles, regardless of gender, include:

- Transparency of remuneration policies and practices
- Leader education about potential gender bias during the annual salary review cycle
- Utilising both internal and external remuneration data when hiring external talent

Each year SEEK undertakes detailed analysis of individual pay and identifies any potential gender pay gaps. Accordingly in FY2019, SEEK undertook a pay parity analysis to ascertain any gender pay gaps between those performing the same role. Most of the differences could be explained by factors unrelated to gender and no systemic issues were identified. An analysis of proposed increases as part of the annual salary review found no statistically significant differences in the salary increases proposed for males and females, relative to the recommended annual pay increase for their role. SEEK is confident that through education of leaders and by monitoring pay decisions during the critical points in the lifecycle of an employee, the risk of gender pay equity in decision making remains low.

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

Increasing female participation in senior roles

The third Females at SEEK Thrive (FAST) program kicked off in FY2019. This program is a tailored development initiative designed for SEEK, which aims to increase female participation within senior roles by investing in high performing women and fostering their individual career progression. This program has expanded to 26 participants (up from 14 in FY2018), representing a cross-section of the organisation. The success of this program is measured by the career velocity of the individual women and an increase in the pipeline of future women leaders at SEEK.

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

The focus on building a pipeline of female talent remains an important part of SEEK's strategy in this area, as evidenced by the February 2019 Graduate Program. Reflecting the concerted efforts made around gender balance, four of the six graduate Software Developers hired were female. Other initiatives focused on building the pipeline include:

CAMP SEEK

The aim of Camp SEEK is to engage girls aged 14 to 16, introducing them to the variety of careers available within the technology industry and to female role models. This program, free to participants, is run during the September school holidays at the SEEK head office in Melbourne. In FY2019, 36 girls took part.

haXX

haXX is an ethical hacking training program for women interested in the technical security field and wanting to build foundational expertise. As part of SEEK's outreach program to support women in technology, a 10-week series of evening classes was opened to the public and significantly over-subscribed. Led by one of SEEK's female cyber security experts, topics ranged from penetration testing to techniques attackers use to exploit web application security vulnerabilities.

Social impact

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

SEEK's purpose is fundamental to driving the business which delivers access to employment and education opportunities to millions of people.

SEEK is the market leader in product and technology solutions which address the needs of candidates and hirers by facilitating matching of employment opportunities and job seekers. Revenues are inextricably linked to the success of candidates and hirers using SEEK's job market platforms and students accessing education and advice that helps them advance their careers.

Education is essential to a productive labour market.

Technology is increasing the accessibility of quality education enabling many people to more easily up-skill and re-skill to adapt to rapidly changing labour markets. Online Education Services (OES) is a majority owned subsidiary of SEEK which started as a joint venture in 2011. Today OES is helping about 12,000 non-traditional students in Australia achieve their career aspirations through online education, whilst addressing skill shortages in various employment markets such as nursing and teaching. Through delivery of innovative and dynamic learning environments, OES is equipping students for the future world of work. SEEK continues to invest in market leading, high growth education businesses across the large human capital market. Investments during FY2019 in FutureLearn and Coursera are key enablers in delivering education at scale.



Career Guide

SEEK is passionate about assisting candidates to make fully-informed career decisions, helping them understand and discover potential career paths, with the Career Guide. Career Guide provides actionable insights to help Australians make career decisions, free of charge. Candidates can explore career pathways using information on what it is like to work in a role, the number of current job opportunities, job growth, average salary and job satisfaction levels as captured through real employee reviews. Since January 2019, Career Guide has shaped over 200,000 career decisions.



Reducing bias in hiring

To help organisations build more diverse and inclusive workplaces the SEEK hirer Talent Search website provides a feature to reduce unconscious bias in the hiring process. The "Hide Names" feature is aimed at reducing potential gender and racial bias. Hirers can activate "Hide Names" which removes all candidate names from a talent pool for shortlisting so hirers can focus on a candidate's skills and experience. Since its launch in early 2018, 24,000 hirers have enabled the "Hide Names" feature in their search for candidates.

SEEK provides face to face training for hirers in how to use the SEEK's systems for effective recruitment. This training helps hirers to identify the stages in the recruitment process where bias may be triggered and to reduce unconscious bias in their hiring processes.

SEEK Volunteer

Introduced in Australia in 2000 and New Zealand in 2015, SEEK Volunteer draws on the successful SEEK employment platform to provide the largest source of volunteer opportunities online.

SEEK Volunteer's social purpose is to strengthen communities by growing the impact of volunteering. The SEEK Volunteer platforms are free for not-for-profit organisations to post volunteer opportunities and for individuals to access. In FY2019, SEEK Volunteer connected more volunteers with opportunities than ever before with a 12% increase in the number of individuals who applied for a volunteer opportunity.



Individuals who have applied
for a volunteer opportunity

Registered not-for-profit
organisations offering volunteering

Volunteer opportunities listed as
at 30 June

2019	121,500	9040	12,060
2018	108,500	8000	11,300
2017	92,000	7300	11,000

Social contribution by employees

SEEK provides employees with one day of volunteer leave each year. Employees can use the day for individual or team volunteering, to undertake general or skilled tasks. In addition, during FY2019 SEEK introduced Personal-Flexi Leave, which enables employees to access an additional five days of paid leave throughout the year which can also be utilised for volunteering purposes. SEEK's employees have highly sought after technology skills which have been offered through volunteering to not-for-profit organisations.



It started as a conversation at a Christmas party and grew from there. A group of SEEK employees use their volunteer days to help Starlight Children's Foundation solve day to day technology issues in its Melbourne office. This skilled volunteer project means that Starlight Children's Foundation can redirect money otherwise spent in IT support to provide services to those in need.

SEEK continued its best practice workplace giving program 'Small Change'. Employees participate through pre-tax donations deducted directly from employees' pay which SEEK matches with a dollar-for-dollar corporate donation. Employees direct their donations to one or more of SEEK's ten partner charities. Unlike many other workplace giving programs, Small Change operates on an 'opt-in' basis. Over half of SEEK's Australian full and part-time permanent employees participated in the programme in FY2019. In addition to the Small Change programme, in FY2019 SEEK made donations to other charity and community groups.



SEEK won two gold awards at the 2018 Workplace Giving Australia Excellence Awards, one for Best Overall Workplace Giving program and the other for the Most Innovative Charity/Employer Partnership. Both awards recognised SEEK's relationships with its charity partners which create shared value well beyond matched workplace giving donations.

Environment

Climate change

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

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

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

The transition to a lower-carbon economy required to contain climate change will involve social, market and physical adjustments and potential regulatory responses. These will affect global and Australian economies, and with this the employment markets in which SEEK operates. Impacts on macroeconomic performance, and therefore hirers' and job seekers' engagement with SEEK, will involve a range of unpredictable factors. These include timeframes and the geographic spread of economic impacts, and the effectiveness of policy or regulatory intervention which may mitigate the economic impact in Australia and other countries in which SEEK operates.

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

Future outlook

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

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



Minimising environmental impact

SEEK's offices are managed with a commitment to minimising waste and energy use. Continual improvements have minimised energy use from lighting, air conditioning and printing.

With the aim of reducing paper and toner usage, SEEK implemented "Follow-me Printing" across the Australian offices during FY2018. This resulted in a decrease in paper use in FY2019 of 45%.

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

SEEK continues to widely implement technologies to connect SEEK offices, partners and service providers which assists with reducing business travel.

Energy consumption and emissions

This year SEEK's objective was to measure and disclose its energy consumption and greenhouse gas emissions associated with its activities in Australia and New Zealand.

Greenhouse gas emissions by scope SEEK Australia and New Zealand operations

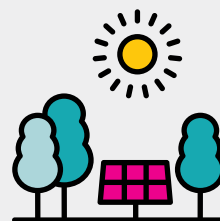
(tonnes CO ₂ -equivalent)	FY2019
Scope 1 - direct emissions	0
Scope 2 - electricity-related emissions	1,305
Scope 3 - indirect emissions	7,385
Total emissions	8,690

Energy consumption SEEK Australia and New Zealand operations

(GJ)	FY2019
Electricity (offices)	4,922
Energy (via purchased services)	31,812
Total energy consumption	36,733

Notes

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



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



Data centres

SEEK's data is stored at dedicated external data centres in major Australian cities, and in cloud-based platforms. Sharing these common commercial facilities achieves energy efficiencies compared with inhouse data centres. Data centres help mitigate SEEK's business continuity risks by providing the excess capacity necessary to ensure agreed power, temperature and humidity levels are met, even during an energy outage or heatwave. Atmospheric controlling and powering at these data centres is a significant use of energy attributed to SEEK.

Where possible SEEK selects data centres which are pro-active in reducing energy consumption and dependence on non-renewable energy sources. SEEK utilises NEXTDC's M1 data centre in Melbourne which has a 5 star NABERS rating for energy efficiency. NEXTDC's operations have a low Power Usage Effectiveness (PUE) rating of 1.34 where the ideal ratio is 1.00 and the industry average is 1.70.

Governance

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



Promoting responsible and ethical business practices

SEEK is committed to conducting business in an honest, ethical and accountable way. Through *This is SEEK* the Company's Purpose and Vision are aligned with a clearly defined set of Beliefs and Attributes. These codify SEEK's culture and reinforce the desired behaviours and ways of working at SEEK. *This is SEEK* is described on page 7.

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.

Whistleblowing

The SEEK Group Whistleblower Policy encourages employees and stakeholders to report instances of behaviour which may:

- be unethical or improper;
- constitute financial malpractice, impropriety, corruption, bribery or fraud;
- breach or potentially breach any law or regulation;
- amount to an abuse of authority;
- amount to non-disclosure or manipulation of the internal or external audit process; or
- be a serious breach of the SEEK Group's Policies or Code of Conduct.

Whistleblowers are protected from victimisation, adverse action or intimidation, and SEEK commits to ensure confidentiality and fairness in all matters raised.

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

With the introduction of the new whistleblower legal regime in Australia, the SEEK Group Whistleblower Policy will be reviewed during FY2020.

Anti-bribery and corruption

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

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

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

Modern slavery

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

SEEK's employment platforms in Australia and New Zealand advertise around 160,000 jobs at any one time, and many more across SEEK's Asian and Latin American businesses. SEEK acknowledges its role and responsibility to safeguard against the risk of modern slavery in advertising job opportunities which could be deceptive recruiting for forced or bonded labour including human trafficking. SEEK applies significant resources to ensure that all job advertisements on the websites are for legitimate job opportunities and will remove any which are suspicious.

During FY2020 SEEK will prepare a Modern Slavery Statement describing its actions to assess and address modern slavery risks in SEEK's operations and supply chains.

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, they 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 has released its inaugural Tax Transparency Report detailing the tax strategy, governance and tax contributions made during FY2018 to global tax and other revenue authorities. The information was provided on a voluntary basis in accordance with the recommendations and guidelines contained in the Voluntary Tax Transparency Code released by the Australian Government.