



12 August 2026

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited – 2026 Impact Report

SEEK is pleased to present its 2026 Impact Report for release to the market.

Yours faithfully,

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

Rachel Agnew
Company Secretary

Authorised for release by the Board of Directors of SEEK Limited

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SEEK Impact Report 2026



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Acknowledgement of Country

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

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

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

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

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

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



This report

This report covers SEEK Limited as a consolidated entity consisting of SEEK Limited and its controlled entities (the Company or SEEK). Refer to SEEK's FY2026 Financial Report Note 19 Interests in controlled entities. Unless otherwise stated or the context requires otherwise, information about SEEK in this report relates to the consolidated entity. For example, where limited to SEEK's core employment marketplace or specific locations, or excluding specific entities.

This report covers the period 1 July 2025 to 30 June 2026, which aligns with SEEK's financial year. All monetary values are in Australian dollars. The information in this report is validated by subject matter experts and senior management at SEEK and is supported by verifiable evidence.

Forward-looking statements

This report contains forward-looking statements, including climate-related targets, and opinions, estimates and indications of, and guidance on, future performance. While these forward-looking statements reflect the Company's expectations and assumptions at the date of this report, they are provided as a general guide only and are not guarantees or predictions of future performance or statements of fact. The Company believes the forward-looking statements have a reasonable basis at the date of this report, but acknowledges that they involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Company, which may cause actual outcomes and developments to differ materially from those expressed or implied in the forward-looking statements.

Readers should not place undue reliance on the forward-looking statements, and past performance cannot be relied on as a guide to future performance. To the maximum extent permitted by law, the Company makes no representation, assurance or guarantee in connection with, and disclaims all responsibility for, the accuracy, completeness or likelihood of fulfilment of any forward-looking statement, any outcome expressed or implied in any forward-looking statement, or any assumptions on which a forward-looking statement is based. Except as required by applicable laws or regulations, the Company does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

The accuracy of SEEK's greenhouse gas emissions data and other metrics may be impacted by various factors, including inconsistent data availability, a lack of common definitions and standards for reporting climate-related information, quality of historical emissions data, reliance on assumptions and changes in market practice. These factors may impact the Company's ability to meet commitments and targets or cause the Company's results to differ materially from those expressed or implied in this report. For more information on limitations, judgements, estimates and assumptions related to climate-related statements, refer to the basis of preparation set out in, and notes to, SEEK's FY2026 Sustainability Report (within the FY2026 Annual Report).

SEEK office locations in Australia and Aotearoa New Zealand

Australia First Nations peoples: Traditional Custodians

Melbourne: Wurundjeri Woi-wurrung peoples of the Kulin nation

Sydney: Gadigal peoples of the Eora nation

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

Adelaide: Kurna peoples of the Adelaide Plains

Perth: Whadjuk peoples of the Noongar nation

*Contested lands are acknowledged in alphabetical order.



Aotearoa New Zealand First Nations peoples

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

Message from the Managing Director and Chief Executive Officer



Ian Narev, Managing Director and Chief Executive Officer

I am pleased to present our Impact Report for FY2026. This report summarises our work in a variety of areas that are important to SEEK and to our stakeholders. Our work in these areas is never complete. Changes in the external environment, stakeholder expectations and our own ambitions require consistent, multi-year focus. The report shows clear progress in many areas, as well as highlighting ongoing challenges that we are committed to addressing to the best of our ability. We aim to be clear and fact-based.

During FY2026, we continued to prioritise areas where SEEK can have the greatest impact, and which matter most to our stakeholders. Consistent with our purpose, we prioritise action in social impact, human rights and fair hiring, where our platform gives us a unique ability to drive significant impact. Our priorities have been consistent for a number of years now. But we continue to challenge ourselves and solicit feedback as to whether we are focused on the right priorities. We remain of the belief that focus is critical; we are prepared to make choices to ensure that the progress we make is measurable and meaningful.

Key sustainability outcomes for FY2026 include:

- **Social impact** – Our purpose – to help people live more fulfilling and productive working lives and help organisations succeed – provides our most direct and positive social impact. More specifically, we continued our efforts to learn from and partner with Indigenous communities. We continued executing against our First Nations strategy in Australia, including by developing platform enhancements for First Nations job seekers. We also extended our strategy to include Māori people in Aotearoa New Zealand.
- **Human rights** – We are in a unique position to help address fair hiring and modern slavery risks given the nature and scale of our platform. The progress we have made over many years gave us the confidence to broaden our focus in FY2026. We formalised the fair hiring partnership program, supporting organisations that work to address worker exploitation, modern slavery and unfair hiring practices across APAC. In our supply chain, we continued to implement and improve our Modern Slavery Framework, including supplier due diligence, contractual protections and targeted engagement with higher-risk suppliers across our APAC operations.
- **Data and cyber** – We achieved ISO certification for AI governance and information security, which provides independent validation of our approach in these critical areas, and strengthens stakeholder confidence. For AI management in particular, it positions SEEK among a small group

of companies globally to have achieved this recognition, and gives our customers, partners and regulators confidence in how we build and deploy AI responsibly. We expanded SEEK Pass verified credentials across APAC, including English language proficiency in all markets, working rights in Malaysia and all 68 professional licences governed by the Professional Regulation Commission in the Philippines. We also reviewed our cybersecurity risk appetite and control environment and are taking additional action on our governance controls and technical capability to keep pace with the changes in the external AI environment.

- **People** – We continued to invest in bespoke programs to build the capability of leaders at all levels at SEEK. We maintained gender balance across our APAC workforce and continued to support women in leadership through dedicated development programs. We also launched implementation plans for two new Employee Advocacy Groups, Pride & SEEK and Gender, to ensure all our people have the opportunity to help shape our culture and to deepen our connection with the communities we serve. Our employee engagement strengthened, and remained above relevant external benchmarks. Following our re-acquisition of Sidekicker, we undertook a payroll audit and workplace health and safety review, and Sidekicker continues to strengthen its practices in connection with those reviews.
- **Environment** – We delivered SEEK's first year of mandatory climate-related financial disclosures, and continued to build the processes, controls, risk and financial impact assessments and verification pathways needed to support these.
- **Responsible and ethical business** – We refreshed SEEK's core governance and compliance practices, and provided clearer guidance, more accessible reporting channels and processes designed to support people to act responsibly and to feel safe speaking up when something does not feel right. We also improved our Business Resilience Framework, strengthening our ability to respond to disruption across our APAC operations.

Thank you for your interest in SEEK's Impact Report. We welcome comments, which you can provide by emailing sustainability@seek.com.au.

Ian Narev
Managing Director and Chief Executive Officer

SEEK overview

Our purpose

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

About SEEK

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

Sustainability highlights



Social impact

Continued delivery of SEEK's purpose and developed platform enhancements to support First Nations job seekers



Human rights

Improved platform controls and expanded SEEK's fair hiring strategy to increase the potential for impact across APAC



Data & cybersecurity

Achieved ISO certification for AI governance and information security, and created a dedicated AI security team and Responsible AI Forum



People

Invested in unique leadership development programs, maintained gender balance and strengthened overall engagement



Environment

Delivered SEEK's first year of mandatory climate-related financial disclosures



Responsible & ethical business

Strengthened core governance practices across APAC and refreshed SEEK's Business Resilience Framework

SEEK's sustainability approach



Sustainability strategy and material topics

SEEK is committed to operating sustainably and having a positive impact on the people with whom it engages and the communities in which it operates. SEEK's approach to sustainability is focused on the areas where SEEK can have a specific, measurable impact and on issues that matter most to SEEK's stakeholders. SEEK's role in the employment market shapes where it can have the greatest impact: helping candidates access job opportunities, helping hirers connect with talent and using data and technology responsibly to support more relevant matching and greater trust in its marketplaces.

SEEK's material sustainability topics are social impact, human rights, data and cybersecurity, people, environment and responsible and ethical business. These topics were identified through a materiality assessment that prioritised topics based on their social and environmental impacts to SEEK's stakeholders, and their potential to affect SEEK's performance across a five-year horizon. The material topics are reviewed annually and form the basis of SEEK's impact reporting. SEEK typically conducts a full materiality assessment every three years.

Sustainability governance and stakeholder engagement

SEEK's Board oversees SEEK's sustainability strategy and performance, including approving SEEK's material sustainability topics. The Board's Audit and Risk Management Committee (ARMC) monitors sustainability risks, supported by management committees for specific sustainability topics. Further information about SEEK's governance approach is set out in SEEK's FY2026 Corporate Governance Statement, with further detail on climate-related governance in the Sustainability Report (included in SEEK's FY2026 Annual Report).

Stakeholder engagement helps inform SEEK's priorities, strategy and reporting. SEEK's key stakeholder groups include candidates and hirers, employees and contractors, shareholders and investors, suppliers and business partners, governments and regulators, and the communities in which SEEK operates. SEEK engages with stakeholders through twice yearly employee engagement surveys, investor meetings, customer and supplier sustainability assessments and relevant industry groups.

Disclosure standards and United Nations Sustainable Development Goals

SEEK continues to report with reference to the Global Reporting Initiative Standards and guided by the Sustainability Accounting Standards Board Internet Media and Services Standard. Refer to SEEK's [FY2026 Sustainability Databook](#) for an index that outlines how SEEK aligns with the Global Reporting Initiative Standards.

SEEK supports the United Nations Sustainable Development Goals (SDGs). SEEK's sustainability approach covers four of the 17 SDGs: Decent Work and Economic Growth, Gender Equality, Climate Action and Partnerships for the Goals. These four goals are most relevant to SEEK's business and material topics. The SDGs are a globally recognised framework that helps contextualise SEEK's work for customers, partners and suppliers, rather than a formal reporting standard SEEK is required to follow. The sustainability performance table on pages 29 to 30 sets out the corresponding SDG for each material topic.

➔ For more information on SEEK's approach to sustainability, refer to au.seek.com/about/sustainability

UN Sustainable Development Goals



Reporting suite

SEEK's FY2026 reporting suite includes the following:

- Annual Report (including the Sustainability Report);
- Corporate Governance Statement;
- Impact Report (this report); and
- Modern Slavery Statement.

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



Social impact



In this section

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

How SEEK's purpose delivers impact

SEEK is uniquely positioned to have a positive social impact by helping people access work and helping organisations connect with talent.

Delivering on SEEK's purpose remains the clearest way SEEK creates social value at scale, alongside more targeted work to improve access to opportunities for groups facing systemic barriers. SEEK also achieves social impact through its strategy of delivering more and better placements, efficiently matching talent to employers, upholding ethical standards across its platform, and using data and technology responsibly.



SEEK Social Impact Framework

Our purpose

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

Drives social impact

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

Social impact performance

The metrics below reflect SEEK's reach and impact across its employment, labour market and volunteer marketplaces in FY2026.

Employment marketplaces

Placement share of **35.5%** in Australia and **25.4%** in Asia

Placement share stable across Australia and Asia; positive trajectory over many years⁽¹⁾

Candidate trust (AU):
4.0x the nearest competitor⁽²⁾

Labour market scale

~290m unique candidate visitors per annum

65m applications and talent search connections per month

~370k hirer relationships

~555m population in SEEK's marketplaces⁽³⁾

Volunteer marketplaces (ANZ)

5,160 not-for-profit organisations

30,999 ads for volunteer opportunities

154,321 applications

(1) Placements represents the matching of candidates with hirers. Placement share represents SEEK's share of placements of the overall market. Placement survey is based on respondents who changed/started jobs in the last 12 months. Source: Independent research conducted on behalf of SEEK in Australia and Asia. Represents three months (Australia) and two months (Asia).

(2) Candidate trust metric source: Independent research commissioned by SEEK in Australia among nationally representative samples of the labour force. In the study, candidates were shown SEEK and other major employment platforms and asked to select which they consider to be 'the most trustworthy'.

(3) Includes SEEK's core APAC marketplaces only, operating under the brands SEEK, Jobsdb by SEEK and Jobstreet by SEEK.

How SEEK’s purpose delivers impact (continued)

Volunteer marketplaces: SEEK Volunteer

Volunteering is one of the most direct ways people can contribute to their communities. SEEK plays a role in making that connection easier through the SEEK Volunteer platform. In FY2026, there were more organisations looking for volunteers, though there was a small decrease in the number of individuals who applied for volunteer opportunities relative to the prior year.

	FY2026	FY2025
Organisations that posted a volunteer opportunity	5,160	4,867
Number of ads for volunteer opportunities ⁽¹⁾	30,999	30,576
Number of applications for volunteer opportunities ⁽²⁾	154,321	158,782

(1) SEEK Volunteer’s provision of free ad space is considered an in-kind contribution, nominally valued at \$1 per ad space.
(2) Contains SEEK Volunteer and New South Wales Government partnership volunteer marketplace data.

SEEK data and insights

Supporting public policy development

SEEK’s labour market data and insights help inform public policy across workforce development and planning, skills and education, migration and the changing impact of technology on the labour market. SEEK provides direct access to data and insights, for agreed policy-related projects, to policy makers through partnerships with government agencies in Australia and New Zealand. SEEK also continues to leverage its internal subject matter expertise to support informed discussion on emerging labour market issues.

In FY2026, SEEK expanded its data partnerships with Australian government agencies, including the Net Zero Economy Authority, the Department of Employment and Workplace Relations, and the Reserve Bank of Australia. These partnerships enable analysts and economists to use SEEK data for agreed policy-related projects.

Labour market data and insights

In FY2026, SEEK continued contributing insights on how AI is reshaping the labour market, including research into demand for AI-related skills. This supported more informed policy and public discussion on the impact of technology on jobs and hiring. SEEK also released new public reports on labour market trends across Australia and New Zealand, including:

- the *SEEK AI Gauge*, tracking growth in demand for AI-related skills;
- *Labour Market Efficiency*, examining changes in the efficiency of the Australian labour market over time; and
- the *SEEK Recruitment Intensity Signal*, measuring the effort employers make to attract and hire suitable candidates.

SEEK released its first Economics Working Paper, *The Australian Beveridge Curve in the Wake of COVID-19*, which was presented at the 2025 Australian Conference of Economists and contributed to broader understanding of how the Australian labour market has evolved before and after the pandemic. SEEK’s Chief Economist also spoke at numerous events sharing labour market insights with SEEK customers, government officials and academics. SEEK also continued to support students and teachers through its sponsorship of Tech Futures Australia’s career adviser and school leaders’ day. Tech Futures Australia is a leading digital technology education charity in Australia.



Community contribution and engagement

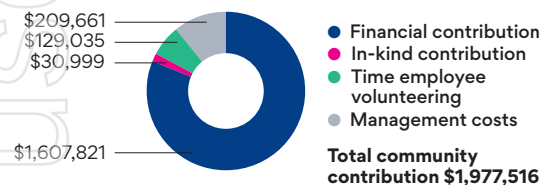
SEEK supports and engages with communities across APAC through targeted programs, partnerships, employee-led initiatives and engagement with First Nations communities.

Community contribution

Beyond the social impact of SEEK's strategy and purpose, SEEK actively supports the communities in which it operates.

In FY2026, SEEK measured its community contribution value as \$2.0 million, including donations, employee volunteering time and free ads on the SEEK Volunteer platform. This represented an 8% decrease on the prior year. It does not include discounts offered to not-for-profit organisations that advertise jobs on the SEEK platform, which are reported separately below under 'Supporting not-for-profit organisations'.

FY2026 Community contribution⁽¹⁾⁽²⁾



Donations and employee volunteering

In FY2026, 59% of SEEK's Australian workforce participated in its Small Change workplace giving program, down 3% on the prior year. Despite this, the overall value of donations to Small Change partners was up 2% on FY2025. Employee donations totalled approximately \$224,000, which SEEK matched to reach \$447,000⁽³⁾ in combined contributions.

SEEK encourages employees to volunteer their time by providing an annual volunteer leave day to employees based in Australia and New Zealand (ANZ). Employees in ANZ recorded a total of 765 volunteer hours in the community during FY2026, a 40% decrease on the prior year. SEEK continues to explore opportunities to increase employee participation in volunteering across APAC, including in connection with its fair hiring program (for more information, refer to the 'Operations - fair hiring' section of SEEK's [FY2026 Modern Slavery Statement](#)).

Impact in action

During FY2026, SEEK employees across APAC volunteered their time and expertise in support of communities and causes aligned with SEEK's purpose, including:

headspace National Youth Mental Health Foundation career support, Australia: SEEK employees took part in the headspace Career Mentoring program, supporting young people to build confidence and find fulfilling work. They also ran mock interview sessions and collaborated with headspace on social media content to help young job seekers navigate their job search.

Starlight Children's Foundation strategic workshop, Australia: SEEK employees developed and facilitated a strategic workshop for the Victorian Advisory Board of Starlight Children's Foundation at SEEK's Cremorne

headquarters, supporting the organisation to clarify its priorities and identify where it could have the greatest impact for seriously ill children and their families

Community volunteering, Singapore: Employees from SEEK's Singapore office volunteered their time across a range of local community activities during FY2026. This included delivering care packages to vulnerable families through Meals on Wheels, supporting people with disabilities through the Festive Hands, Caring Hearts program, and collecting food donations for a local food bank.



Supporting not-for-profit organisations

Not-for-profit organisations play a vital role in communities across Australia and beyond. SEEK is committed to making it easier for them to find the people they need to do their work. SEEK offers a discounted rate to not-for-profit organisations that advertise jobs on the SEEK platform. In FY2026, the value of the discounts provided for this initiative was \$3.4 million; this is a 7% increase on the previous year.

(1) Business for Societal Impact (B4SI) provided limited assurance over SEEK's community investment data against the B4SI Community Investment Framework for APAC community contributions including JobAdder for FY2025 and JobAdder and Sidekicker for FY2026.
 (2) SEEK Volunteer's provision of free ad space is considered an in-kind contribution, nominally valued at \$1 per ad space. In-kind contribution is included within SEEK's total community contributions value. Management costs include a proportionate allocation of relevant employee time and other costs associated with SEEK's social impact activities (such as relevant membership fees).
 (3) SEEK's matched contribution is included within the financial contribution category of community contribution. Employee donations are excluded from the total.

Community contribution and engagement (continued)

Engagement with First Nations communities

SEEK's First Nations Strategy (2024–2028) reflects SEEK's commitment to leveraging its platform reach and scale to break down barriers to employment for First Nations peoples. SEEK is guided by First Nations Advisers in its efforts to make visible and tangible progress towards First Nations reconciliation and equity.

SEEK's First Nations strategy and implementation plan have evolved as SEEK has listened and learned. In FY2026, SEEK concluded its first two-year implementation plan. Building on this foundation, SEEK launched its second implementation plan, extending the strategy to include Māori people in Aotearoa New Zealand alongside Aboriginal and Torres Strait Islander peoples in Australia, and embedding a consistent ANZ approach guided by First Nations Advisers in both countries.

➔ For more information on SEEK's First Nations strategy, refer to au.seek.com/about/first-nations

Cultural competence and inclusion

A key component of SEEK's reconciliation approach is extending its understanding of the history and culture of the Traditional Custodians of Australia and Aotearoa New Zealand. SEEK continues to work with Yorta Yorta/Gunnai man Johnny Briggs, who advises SEEK's First Nations Employee Advocacy Group and facilitates cultural learning across the organisation. In FY2026 SEEK welcomed Mereana Hawthorn as SEEK's Māori advisor to the First Nations Employee Advocacy Group, providing cultural insight and guidance on SEEK's work in Aotearoa New Zealand.

➔ For more information about SEEK's Employee Advocacy Groups, refer to the 'Diversity and Inclusion' section on page 19

In FY2026, SEEK took a connected approach to National Reconciliation Week and NAIDOC Week, treating these not as standalone moments but as part of a First Nations activation period of learning, connection and action. Matariki (Māori New Year, 10 July) also fell within this period, inviting reflection, celebration and renewal. SEEK used this period to connect its broader implementation plan to practical experiences for employees, including cultural learning sessions, a product showcase, virtual workshops and specific cultural activities.

First Nations Strategy 2024–2028

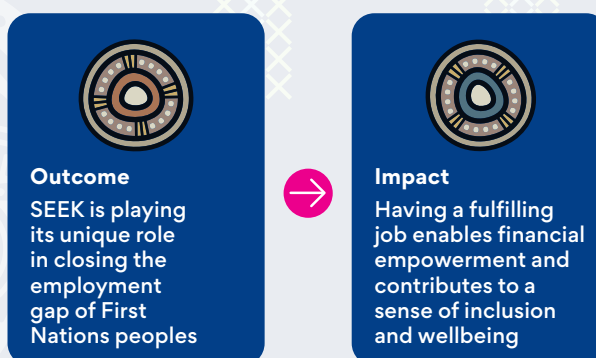
First Nations Vision:

Playing our part to understand barriers and improve access to meaningful and fulfilling careers with Aotearoa (New Zealand) and Australia First Nations peoples.

Building pathways to:



To deliver:



Case study: Fulfilling careers for First Nations peoples

Drawing on insights from SEEK's Breaking Down Barriers research, direct feedback from customers and guidance from SEEK's First Nations Adviser, SEEK began developing new platform functionality in FY2026 to improve job matching for First Nations candidates.

The research identified that SEEK's platform has a meaningful role to play in improving the job search experience for First Nations peoples — in particular, addressing the challenge of connecting First Nations candidates with roles where employers are actively inviting First Nations applicants. SEEK is developing a search filter on its platform that will help candidates surface jobs specifically targeting First Nations applicants, with this functionality expected to launch in H1 FY2027.

Following its introduction in FY2025, SEEK officially launched First Nations placenames on Company Profiles in July 2025, recognising the deep cultural connection First Nations peoples have to Country and building awareness of First Nations heritage across the platform.



Community contribution and engagement (continued)

SEEK also updated its ANZ Leave Policy in FY2026 to include Sorry Business (Aboriginal and Torres Strait Islander) and Tangihanga (Māori) provisions within compassionate leave. As part of SEEK's Workforce Diversity and Inclusion survey, SEEK included a question to establish a baseline for employees currently identifying as Aboriginal and/or Torres Strait Islander. While this data is in its early stages, it will help inform how SEEK tracks and supports First Nations representation over time.

Fulfilling careers for First Nations peoples

In FY2026, SEEK launched a dedicated First Nations page on its platform. This page provides information on SEEK's First Nations commitments and resources to support both First Nations job seekers and hirers in order to make the marketplace more inclusive and culturally responsive.



For more information, refer to the ['Fulfilling careers for First Nations peoples' case study on page 8](#)

SEEK continues to include First Nations candidates in its monthly Australian Brand Tracker Study to measure trust in SEEK within that group. SEEK is currently performing above its closest competitors on most candidate trust measures for First Nations job seekers.

Partnerships with First Nations businesses

SEEK proactively sources goods and services from First Nations owned and operated businesses. In FY2026, SEEK spent \$282,565 with First Nations businesses including Muru Office Supplies, KARI Aboriginal Procurement and Jarrah Catering. While this represents a 10% decrease on the prior year and less than 1% of total addressable spend, SEEK is actively reviewing its procurement practices to identify additional opportunities to increase spend with First Nations businesses year on year.

SEEK also maintained a strategic partnership with Murrup, one of SEEK's key Small Change partners. In FY2026, the partnership developed beyond workplace giving to include learning and development opportunities for Murrup employees.



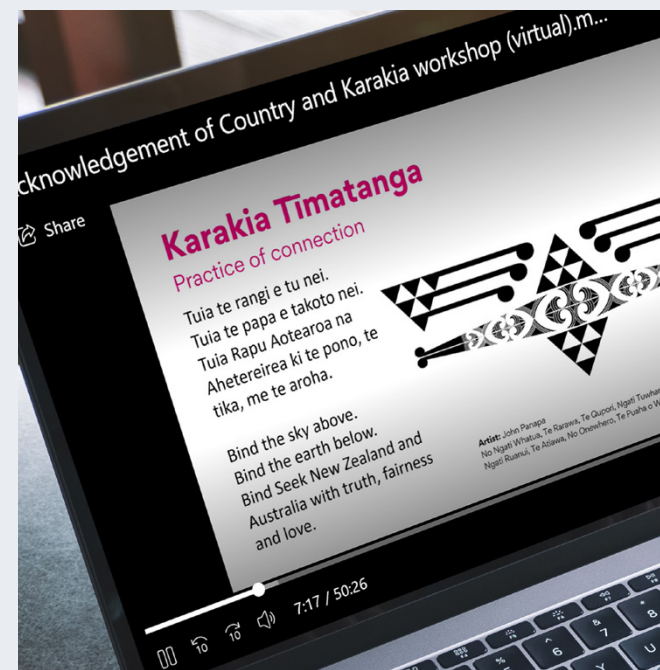
For more information on SEEK's approach to social impact, refer to au.seek.com/about/sustainability/social-impact

Acknowledgement of Country and Karakia guidelines

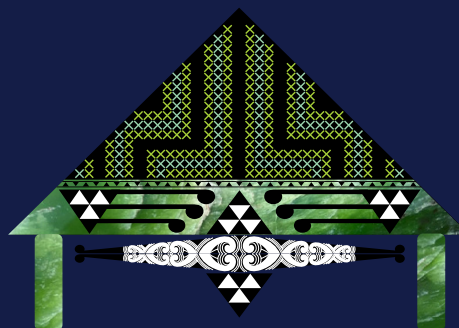
In FY2026, SEEK relaunched its Acknowledgement of Country guidelines and introduced new Karakia guidelines to support culturally respectful practices across Australia and Aotearoa New Zealand. Developed in partnership with SEEK's Australian First Nations Adviser Johnny Briggs and Māori Adviser Mereana Hawthorn, the guidelines focus on why these practices matter, when they are appropriate, and how to approach them with sincerity, humility and respect. To bring the guidance to life, Johnny and Mereana co-created a video resource covering why Acknowledgement of Country and Karakia are central to reconciliation, how to approach preparation and pronunciation, and the meaning behind the words. SEEK also hosted a live session for employees to explore the guidelines in practice.

'Karakia Timatanga'

Karakia Tīmatanga, SEEK Aotearoa's opening karakia, was created in collaboration with respected Māori elders and SEEK employees across the New Zealand office. Together they contributed kupu (words) that reflected their aspirations for how they work, care for one another, and shape the future.



New Māori artwork



During Matariki (Māori New Year) 2026 celebrations in SEEK's Tāmaki Makaurau, Auckland office, SEEK Aotearoa launched its commissioned Māori artwork. This marks the extension of SEEK's First Nations strategy to include Māori in Aotearoa New Zealand, alongside Aboriginal and Torres Strait Islander peoples in Australia. The artwork is titled 'Te Pātaka - Te Tipu me te Whanaketanga', which translates as 'The Storehouse - Growth and Development.'

Artist: David Rodwell Panapa (Ngāti Whātua, Te Rarawa, Te Aupōuri, Ngāti Tūwharetoa, Ngāti Maniapoto, Ngāti Ruanui, Te Ātiawa)

Human rights



In this section

- Fair hiring
- Modern slavery

Fair hiring

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

SEEK has an important role to play in eliminating unfair hiring practices. SEEK's fair hiring program aims to promote fair, safe and ethical recruitment, and prevent exploitative recruitment practices, modern slavery and discrimination in employment.

In FY2026, SEEK improved platform controls, including its fraud detection measures such as automated blocking systems and improved verification processes. SEEK also broadened its fair hiring strategy to increase the potential for impact. SEEK's approach is organised around three pillars to address root causes and manage platform risk:

- deepening trust in SEEK's platform through strengthened controls and verification;
- responding with care by ensuring people in high-risk situations or potential victims of exploitation receive direct human support; and
- increasing awareness and impact by partnering with frontline organisations and engaging broader communities on fair hiring challenges.

Proactively strengthening fair hiring controls

As part of SEEK's FY2026 Internal Audit Program, an independent internal audit was undertaken of SEEK's fair hiring controls. The audit acknowledged existing strengths, including governance forums supporting oversight of SEEK's fair hiring program and weekly Trust and Safety workshops to analyse fraud and scam incidents, and identified opportunities to strengthen controls as SEEK scales its Trust and Safety capabilities.

In response, SEEK's FY2027 priorities include development of automated verification processes and enhanced technology-driven content moderation across all SEEK products, making verification faster, more scalable and less reliant on manual review while retaining escalation pathways for higher-risk cases requiring human assessment.



Fair hiring controls

SEEK's fair hiring controls for its core employment platform are described below. Other SEEK businesses that are adjacent to the core platform also operate controls and processes to make sure hirers are legitimate and job ads are genuine before job ads are posted live.



For more information on SEEK's fair hiring controls, refer to the 'Operations – fair hiring' section of SEEK's [FY2026 Modern Slavery Statement](#)



Hirer onboarding

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

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



Content moderation

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

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

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



Complaint management

Candidates can report job ads to SEEK directly from any job ad on desktop, web and mobile. There are three reporting reasons available across all markets – fraudulent, discrimination or misleading – with an additional option in ANZ to report ads that advertise below minimum salary.

SEEK reviews all reports and determines whether action is required.

Candidates can also report a hirer where off-platform communications do not align with the original job ad.



Fair hiring (continued)

Employment platform risk assessments

SEEK assesses the modern slavery risk in each country in which it operates its employment platform and prioritises its employment platform assurance activities based on the outcomes of this assessment. In FY2026, SEEK continued to apply the country risk ratings established in FY2025.

In FY2026, SEEK implemented improvements to Jora's hirer onboarding and verification, job ad quality control and the monitoring and escalation of complaints and fraud.

JobAdder identified the use of deceptive business identities to gain platform access and post fraudulent job ads. In response, it strengthened payment verification processes as an indicator of account legitimacy and increased internal education for its sales team to help identify high-risk accounts during onboarding, before fraudulent activity can reach candidates.

Sidekicker verifies all hirer clients before they are granted access to the platform. In FY2026, Sidekicker strengthened its governance framework by expanding work health and safety team and centralising records management to improve oversight of worker safety across its operations.

Candidate security measures

In FY2026, SEEK continued to strengthen candidate safety across its platform. This included the rollout of a refreshed Job Seeker Security Hub across its APAC candidate sites. The hub gives candidates access to more localised, market-relevant protection, including market-specific current scam alerts, clear actions if they have been scammed, direct SEEK contact channels and reporting pathways. It also connects to localised external scam-awareness resources and support contacts, including local authorities and anti-scam industry groups.

SEEK also participates in monthly forums convened by the National Anti-Scam Centre, which provide updates on emerging scam trends, upcoming legislative developments and threat intelligence, with external speakers presenting on current and evolving threats.



Partnering for wider fair hiring impact

In FY2026, SEEK launched the Fair Hiring Partnership Program, supporting organisations that address modern slavery, worker exploitation and unfair hiring practices across APAC. SEEK's focus is on active collaboration, contributing its expertise, tools and people alongside financial support, while also learning from partners and their deep community knowledge.

In FY2026, SEEK developed an academic competition scheduled to launch in FY2027, inviting university students to develop practical solutions to real-world fair hiring challenges provided by SEEK's partner organisations – building awareness and capability around modern slavery and unfair hiring practices in the next generation of workers and hirers.

In FY2026, SEEK reached an agreement to divest the WorkAbroad business, which is the Philippines' leading platform for Filipino workers seeking employment abroad. Given the heightened fair hiring risks associated with overseas labour migration, SEEK conducted an 18-month process to identify a purchaser with the right expertise, and a commitment to the platform's mission and providing accessible employment. SEEK's priority was ensuring WorkAbroad's customers would continue to be protected and well-served under new ownership.

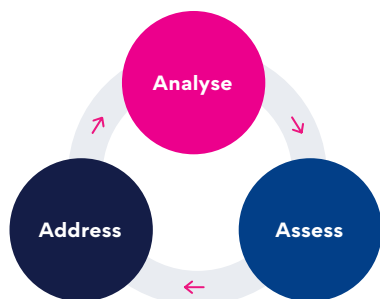


For more information on SEEK's fair hiring program, including focus areas, partners and progress, refer to the 'Operations – fair hiring' section of SEEK's [FY2026 Modern Slavery Statement](#)

Modern slavery

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

SEEK implements targeted strategies to prevent exploitative recruitment on its employment platform and to identify, prevent and manage modern slavery risk in its supply chains, operations and workforce.



Supply chains

SEEK applies a Supply Chain Risk Framework across its global operations to identify and address modern slavery risk within its supply chains. SEEK's Supply Chain Risk Framework involves a three-step approach – analyse, assess and address.

Direct suppliers (tier one): SEEK's suppliers are located in more than 30 countries, with technology (software and support services), marketing and business services making up the majority of SEEK's global spend. Suppliers in these categories generally have a low risk for modern slavery as they tend to have advanced controls relating to labour and human rights.

In FY2026, approximately 6% of SEEK's total spend was with suppliers with a high inherent risk of modern slavery due to the nature of their operations in areas including office cleaning services, computer hardware products and hospitality. SEEK's Supply Chain Risk Framework provides oversight of these suppliers' operations, governance practices and supply chains, so that SEEK can make informed judgements as to whether these practices are acceptable or require remediation.

Indirect suppliers (tier two): During FY2026, SEEK continued to track the risk in its indirect supply chain using Fair Supply's⁽¹⁾ risk analysis framework, as well as asking suppliers to disclose details regarding their own supply chain governance.

SEEK also conducted further due diligence of priority industries in tier two of SEEK's supply chain, with a particular focus on construction.

Modern slavery supply chain improvements

SEEK continually improves and develops processes to effectively manage modern slavery risk. SEEK refers to a range of sources to identify opportunities for improvement, including engaging with third-party experts, suppliers and at-risk communities, seeking feedback from stakeholders and learning from past experiences.

During FY2026, SEEK improved its supply chain due diligence processes by:

- integrating Sidekicker's suppliers into SEEK's Supply Chain Risk Framework;
- introducing modern slavery training for relevant SEEK personnel involved in procurement;
- developing an audit process for hotels that supply accommodation for SEEK personnel;
- improving SEEK's modern slavery due diligence of indirect suppliers in high-risk industries; and
- engaging with organisations specialising in addressing the causes and impacts of modern slavery to identify opportunities for improvement in SEEK's processes.

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



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

➔ For more information on SEEK's modern slavery supply chain controls, refer to the 'Supply chains' section of SEEK's [FY2026 Modern Slavery Statement](#)

➔ For more information on SEEK's approach to human rights, refer to au.seek.com/about/sustainability/human-rights

Data and cybersecurity



In this section

- Data trust and AI
- Data privacy
- Cybersecurity

Data trust and AI

Customer data and insights form the foundation for online matching. When customers share their information, they trust SEEK to protect their data and use it responsibly.

The role of data and AI at SEEK

AI is central to SEEK's business model, underpinning matching, search, content moderation and a range of other capabilities across its platform.

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

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

SEEK also provides safe and secure access to AI productivity tools for its employees, including internal AI tools.



Responsible AI

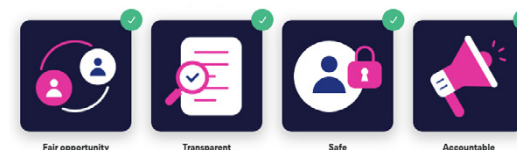
The responsible use of data and AI has the potential to reduce bias and discrimination, foster inclusion and enable a more transparent and efficient hiring experience. Delivering these benefits while upholding privacy, safety, meeting regulatory and community expectations, and giving individuals greater control over their data is central to SEEK's purpose.

Responsible AI Framework and Principles

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

Since 2019, SEEK has applied a set of Responsible AI principles to guide its AI innovation and use. In FY2025 SEEK reviewed and updated these principles, which now cover fair opportunity, transparent, safety and accountability. SEEK's Responsible AI principles are regularly reviewed and align with international standards including Australia's AI Ethics Principles and the Organisation for Economic Co-operation and Development AI Principles. They are applied at every stage of AI development, with checkpoints during ideation and design, development and validation, monitoring, and retirement.

SEEK Responsible AI principles



Data trust and AI (continued)

Responsible AI in practice

In FY2026, SEEK completed responsible AI reviews of 94% of high-priority services. These include core marketplace services such as job search, recommendations and matching, and hirer-facing candidate discovery tools. Remaining high-priority AI services will be reviewed during FY2027. These reviews provide an updated assessment of risks for each service and identify appropriate controls to ensure compliance with SEEK's Responsible AI Principles. In FY2026, SEEK also introduced a dedicated Responsible AI module to its SEEK Fundamentals training program, equipping employees with the basics needed for the responsible use and development of AI.



For more information on SEEK Fundamentals, refer to the [‘Ethics, integrity and how SEEK does business’](#) section on page 26

Governance

The ARMC is responsible for oversight of AI risk as one of the principal risks in SEEK's Risk Management Framework. Refer to SEEK's [FY2026 Annual Report](#) for more information on SEEK's principal risks.

In FY2026, SEEK introduced a dedicated executive Responsible AI Forum to provide oversight of SEEK's Responsible AI Framework and AI strategy across the business. The Responsible AI Forum's purpose is to make sure SEEK has the appropriate strategy, governance, policy, practices and controls in place to maintain customer trust whilst operating within SEEK's AI risk appetite.



ISO 42001: Artificial Intelligence Management System certification

In FY2026, SEEK achieved ISO 42001: Artificial Intelligence Management System certification, an internationally recognised standard that provides independent, credible assurance of SEEK's approach to AI management, development and deployment across its candidate and hirer product environments, including SEEK Pass. This complements SEEK's ISO 27001: Information Security Management Systems certification, covered in the [‘Cybersecurity’](#) section on page 16.



Collaboration and expertise

Responsible AI at SEEK is strengthened through strategic collaboration with industry experts and thought leaders.

In FY2026, SEEK partnered with Amazon Web Services (AWS) to develop AI Foundations, a company-wide program to build AI literacy across its workforce.



For more information about AI Foundations, refer to the [‘Building future-ready skills and leadership’](#) case study on page 18

In June 2026, SEEK provided input on the Governance Institute of Australia's white paper *Governance in the Age of Agentic AI*, addressing oversight, governance and risk management considerations for organisations navigating agentic AI. SEEK also became a member of Singapore's AI Verify Foundation, contributing to the development of a trustworthy environment for responsible AI innovation.



For more information on responsible AI at SEEK, including SEEK's Responsible AI Principles refer to au.seek.com/about/responsible-ai

SEEK Pass



SEEK Pass is an online verification platform that enables candidates to securely verify, manage and share work credentials in one digital passport.

Identity verification through SEEK Pass is now supported in all of SEEK's APAC markets. Uptake has accelerated following the introduction of new reasons for candidates to verify their data, including the ability to signal strong interest in up to three jobs each month. In FY2026, the range of credentials that can be verified through SEEK Pass expanded and now includes English language proficiency in all markets, working rights in Malaysia and over 60 different professional licences in the Philippines. A single identity system was also introduced to help job seekers move more seamlessly between SEEK and SEEK Pass.

In June 2026, 25.1% of ANZ candidate profiles and 66.7% of ANZ job applications included at least one verified credential (an increase from 20.6% and 52.7%, respectively, in June 2025). Profiles and job applications in Asia that include verified credentials increased over 4x from FY2025 Asia launch base.

Verifying professional licences in the Philippines

SEEK Pass now supports the verification of all 68 professional licences governed by the Professional Regulation Commission in the Philippines. Over 5.5 million people hold these licences, which are required for a range of occupations including accounting, engineering, design, medicine, nursing, teaching and real estate⁽¹⁾.

For candidates, this means they can verify their professional licence via SEEK Pass and share the results to their Jobstreet by SEEK profile to stand out as a trusted and qualified job applicant. For employers, having access to this verified information early in the hiring process can help them shortlist the right candidates more efficiently and confidently.



For more information on SEEK Pass, refer to seekpass.co

⁽¹⁾ Source: Professional Regulation Commission 2024 Annual Report (as at 31 December 2024).

Data privacy

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

Protecting personal information

SEEK's Privacy Policy and Privacy Collection Notice explain how personal information is collected and used and is available on SEEK's Privacy page at au.seek.com/my-privacy. This page also includes information on SEEK's privacy approach and resources to help candidates protect themselves online.

A combination of technical controls, internal processes and cybersecurity practices are in place to seek to protect personal information from misuse, loss and unauthorised access. Vendor onboarding includes privacy and security due diligence and contractual clauses that ensure vendors handle data in accordance with SEEK's expectations and applicable privacy laws. All employees, contractors and consultants complete mandatory privacy compliance training as part of SEEK Fundamentals.



For more information on SEEK Fundamentals, refer to the 'Ethics, integrity and how SEEK does business' section on page 26

Privacy programme

In FY2026, SEEK continued to enhance its privacy programme through ongoing improvements to privacy controls and strong adoption of privacy impact assessments across the business. Privacy impact assessments are embedded as a checkpoint in existing processes to help identify, assess and manage privacy risks in projects, applications and process changes. Together, these activities enable more consistent identification and management of privacy risks.

In FY2026, SEEK commissioned an independent privacy audit across its APAC markets. The audit found that SEEK's end-to-end privacy framework has materially improved since SEEK's last review in FY2022 and that controls are operating effectively.



Notifiable data breach events

Where SEEK becomes aware of any unauthorised access to personal information, it acts promptly to assess the incident, contain any ongoing risk, and where applicable, comply with notification obligations under applicable privacy laws.

Governance and reporting

The Board is responsible for overseeing data privacy risk management, which it does primarily through the ARMC. At a management level, the Data Trust Committee, which includes senior executive leaders at SEEK, provides overarching governance of SEEK's privacy and data compliance. Together with the Responsible AI Forum, this ensures SEEK's governance of data, privacy and AI is coordinated and operates within SEEK's risk appetite.



For more information on the Responsible AI Forum, refer to the 'Responsible AI' section on pages 13 to 14

Cybersecurity

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

SEEK takes a multi-layered approach to cybersecurity, encompassing both offensive and defensive strategies, as well as security culture awareness training and testing initiatives.

Proactive intelligence and threat detection

In FY2026, SEEK continued to expand its proactive intelligence and threat detection capability through initiatives including stronger insider risk governance, expanded workforce awareness, and more mature threat-informed defence practices. Specific actions included the launch of a cross-functional Insider Risk Working Group, insider risk training for leaders and HR Business Partners, and enhanced threat detection capabilities. SEEK also continued cyber simulations, regular threat hunting activities and threat intelligence reporting, adapting them to reflect the evolving AI-driven threat landscape.

Industry standards and collaboration

In FY2026, SEEK achieved ISO 27001: Information Security Management Systems certification – an internationally recognised standard that provides independent, credible assurance of how SEEK protects information across its hirer, candidate and SEEK Pass systems and processes. This complements SEEK's ISO 42001 certification for AI management, covered in the 'Data trust and AI' section on pages 13 to 14. For SEEK, certification confirms the controls already embedded across SEEK's people, processes and technology, and gives hirers, candidates and partners a consistent, internationally recognised basis on which to assess SEEK.

Dedicated AI security team

In FY2026, SEEK's Security Team implemented a dedicated AI Security function, focussing on the emerging challenges that have arisen as a result of cyber related AI capabilities. This function has a central role in continuing to uplift SEEK's cyber capabilities. SEEK is engaging in industry partnerships to share insights and co-develop approaches to new AI threats.

Both certifications reflect SEEK's ongoing commitment to building trust with the people and businesses that rely on SEEK's platform.

SEEK's Security team is an active member of external cybersecurity forums where participants share knowledge and collaborate to increase cybersecurity resilience. These forums include Information Sharing and Analysis Centres, Chief Information Security Officer networks and sector-wide working groups focused on AI security and cyber resilience.

In FY2026, SEEK's security team presented at industry conferences and engaged with university partners to help build cyber capability more broadly. These connections enable SEEK to apply proven industry practices across its own security program while contributing its own experience, particularly in AI security, to the wider community.

Employee engagement

In support of SEEK's approach to security, in FY2026 security awareness initiatives for employees included:

- a suite of gamified security training exercises, including simulating cybercriminals trying to hack into SEEK's systems;
- mandatory data compliance training for external contractors;
- uplift of targeted threat and risk training programs, including specialised threat briefings; and
- the full operationalisation of a tiered training system to improve employees' knowledge and understanding of spotting and reporting phishing emails, including identifying complex and targeted phishing threats.

A key security culture metric at SEEK is the click rate on simulated phishing exercises. In FY2026 SEEK sent phishing templates reflective of real-world threats as part of ongoing phishing simulations. The average click rate was 6.1% (FY2025: 5.6%). The slight increase is likely reflective of the higher difficulty of simulations in FY2026, which better emulated current targeted threats and more complex social engineering tactics, including the use of AI. Regular phishing simulations are supported by ongoing security awareness and training to build and maintain a strong security culture across SEEK.

Governance and risk management

The cybersecurity control environment is monitored in accordance with SEEK's Risk Management Framework and includes considerations of changes to the control environment resulting from changes to SEEK's business and external AI developments. The ARMC is responsible for monitoring SEEK's management of cybersecurity risk as one of SEEK's principal risks and regularly discusses cybersecurity risk, controls and focus areas. Over the last three years, the Board has participated in cyber breach scenario exercises, building hands-on experience of real-world threat scenarios informed by the evolving cyber landscape to strengthen their ability to interrogate SEEK's cyber response capabilities.

SEEK's Cybersecurity Forum is a management committee that assesses cyber controls, emerging risks and organisational readiness. The Forum comprises members of the Executive Leadership Team and Senior Leadership Team and other functional managers as required. During FY2026, the focus areas of the Cybersecurity Forum included oversight of the cybersecurity program and metrics, the user access management program, and review of relevant cyber incidents, including those affecting other organisations and the broader industry.

Within the context of the rapidly changing external AI environment, SEEK reviewed its cybersecurity risk appetite and control environment. Building on the existing control foundation, SEEK is taking further focussed action in relation to governance controls and further investing in technical capability and analysis to keep pace with the changing risk environment.

SEEK also continued to strengthen its assurance activity, including periodic penetration testing and an ongoing public bug bounty program, which allows public researchers to test for security weaknesses in SEEK's systems and products. SEEK conducted a range of offensive security exercises, including team simulations, a vendor-led compromise assessment and cloud security posture review, testing SEEK's detection and response capabilities against realistic attack scenarios.



For more information on SEEK's approach to data and cybersecurity, refer to au.seek.com/about/sustainability/data-and-cyber

seek Ai

People



In this section

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

Employee engagement

SEEK's culture statement, referred to as *Our SEEK*, unites employees across countries, languages and cultures.

At the core of SEEK's culture is its purpose, underpinned by four operating principles and associated behaviours that guide decision making, define expectations and ensure the long-term sustainability of the business. These principles are passion, team, delivery and future – and they set SEEK's expectations for its people in how they operate at SEEK.

PASSION



We are passionate about our purpose, our customers and the community.

TEAM



We care about each other and collaborate to achieve together.

DELIVERY



We execute with excellence and achieve great results.

FUTURE



We think and act for the long term.

Innovation, collaboration and connection

Hackathons – ideation leading to development

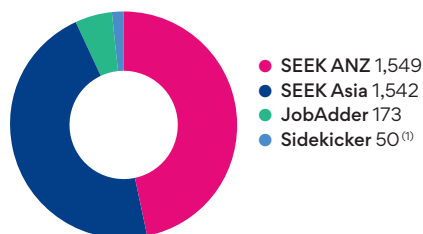
SEEK's periodic three-day Hackathons provide employees with the opportunity to collaborate cross-functionally, through creating and testing ideas for new products and services. The most valued products are either immediately deployed on SEEK's platform or subsequently developed into product releases. Over the past year, two Hackathons were held, with the most recent Hackathon #23 bringing together 59 cross-functional teams across markets. Centred on bold, paradigm-shifting ideas and technical innovation, the event empowered teams with AI tools to accelerate experimentation and execution.



Workforce profile

At the end of FY2026, SEEK's APAC workforce comprised 3,091 employees (excluding JobAdder and Sidekicker – reported separately below), distributed broadly evenly across ANZ and Asia. Most employees were employed permanently, with 5% employed on either a fixed-term or casual basis. Full-time employees accounted for 95% of the workforce, with part-time employees comprising 4%. SEEK also maintains a contingent workforce of contractors and business partners to provide flexible access to specialised skills and short-term capabilities as needed for the delivery of business-critical programs.

SEEK's workforce



At the end of FY2026, JobAdder comprised 173 employees. Sidekicker comprised 50 head office employees, and its temporary workforce (casual workers placed with businesses via the Sidekicker platform) totalled 14,647 employees who worked at least one shift during FY2026.

SEEK's total annualised attrition in FY2026 reached 14%. The location and gender breakdown of annualised voluntary attrition is included in the table below.

FY2026	ANZ	Asia	APAC
Female voluntary attrition (annualised)	8% (–1% vs pcg)	13% (no change vs pcg)	11% (no change vs pcg)
Male voluntary attrition (annualised)	7% (–1% vs pcg)	14% (+1% vs pcg)	10% (no change vs pcg)
Total voluntary attrition (annualised)	8% (–1% vs pcg)	13% (+1% vs pcg)	10% (–1% vs pcg)

For JobAdder, annualised voluntary attrition was 19% (total annualised attrition 28%). For Sidekicker head office employees (excluding its temporary workforce), annualised voluntary attrition was 22% (total annualised attrition 22%).

(1) Excludes Sidekicker's temporary workforce of 14,647 employees.

Employee engagement (continued)

A place people want to work and a culture worth recognising

Building a workplace where people genuinely want to work is important to SEEK – it supports a strong culture, drives performance and helps attract the right talent. In FY2026, SEEK was a finalist in the Australian Financial Review BOSS Best Places to Work, and earned HRD's 5-Star Employer of Choice for the second consecutive year. These recognitions reflect the strength of SEEK's culture and the pride SEEK's people have in it.

SEEK's employee sentiment is also reflected in its April 2026 engagement survey, conducted APAC-wide with a 95% participation rate. The survey showed an uplift in overall engagement scores across both ANZ and Asia, sitting above global technology industry benchmarks. Employees continue to express pride in working at SEEK and a strong willingness to recommend it to others. Regular Town Halls across SEEK and its divisions support ongoing two-way communication between employees and leadership.

2026 HRD ANZ
5-Star Employer of Choice

AFR BOSS
Best Places to Work Finalist



Performance and career development

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

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

Over the past year, changes within the Senior Leadership Team, including departures, new appointments and role changes among current members, have contributed to renewal within that leadership cohort. This has provided opportunities for senior leaders to broaden their experience and progress their careers at SEEK, while also helping mitigate key person risk and retain senior talent.

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

Employee benefits

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

SEEK offers competitive remuneration and annual variable-pay opportunities on either a cash or equity basis for permanent employees, based on role type and seniority. The Shares@SEEK plan provides employees with the opportunity to own a stake in the Company, with SEEK matching share purchases subject to tenure. Employee participation remains strong with 25% of eligible employees across APAC choosing to participate in the program.

SEEK also offers a range of leave provisions and entitlements over and above the statutory entitlements, such as Personal Flexi-Leave, which enables employees to attend to personal and family matters outside of work. There is no rationale required to utilise this additional paid leave benefit.

Flexible working

SEEK supports flexibility in the workplace. SEEK's approach to flexibility balances the needs of the individual, the team and the business encouraging dialogue between leaders and team members. SEEK continues to adopt a hybrid-working model that blends working from the office for two-to-three days per week with working from home.

Employees can also access Temporary Remote Working Leave, allowing them to work remotely from a different location for up to four weeks per year. Certain roles within the Technology, Product and AI teams may be performed remotely most of the time, subject to role requirements and specific, individual approval from the relevant Executive Leadership Team member.

To keep distributed and hybrid teams connected, SEEK hosted two Hive Week events in FY2026, bringing together employees from SEEK's technology, product and AI teams in Melbourne and Kuala Lumpur to collaborate, build relationships and work together in person.

Building future-ready skills and leadership

In April 2026, SEEK launched AI Foundations – a company-wide learning program designed in partnership with AWS. Its goal is to build AI literacy, ensuring all employees have a strong foundation in AI and can use it confidently and responsibly. The program comprises three components: a responsible AI module embedded in SEEK Fundamentals, online learning courses delivered via AWS Skill Builder, and practical workshops.

SEEK Elevate is a 12-month leadership program designed to develop the next level of leaders, with a focus on core leadership learning and strengthening relationships across APAC. In FY2026, a cohort of 41 participants participated in the program, now in its second year.

Leader Essentials is a development program for newly promoted leaders and leaders new to SEEK. The program was launched in March 2026 and is designed to build core management capability and help leaders navigate SEEK's key people processes.

Other new leadership development initiatives are planned for FY2027, including a new Leading Distributed Teams program aimed at equipping people with the skills to lead effectively across APAC.

Diversity and inclusion

An inclusive workplace is built by listening to people's experiences and acting on what is learned.

SEEK's Wellbeing, Diversity and Inclusion Strategy centres around the core pillars of shared responsibility, leading inclusively, continuous listening and enabling inclusion to support a meaningful employee experience. Gender diversity, LGBTQIA+ inclusion and recognition of First Nations peoples remain key areas of focus, alongside other dimensions such as neurodiversity and people with disability. Underpinning SEEK's approach is the belief that workforce diversity encourages diversity of thought and innovation and ultimately improves business outcomes.



For more information on how SEEK supports and engages with communities across APAC, refer to the '[Community contribution and engagement](#)' section on pages 7 to 9



SEEK's Diversity and Inclusion Policy is available at au.seek.com/about/investors/corporate-governance

Employee Advocacy Groups – deepening SEEK's understanding and engagement

SEEK's three Employee Advocacy Groups (EAGs), First Nations, Pride & SEEK and Gender, are each sponsored by a member of the Executive Leadership Team and focus on fostering inclusion and driving meaningful progress across SEEK's APAC operations. In FY2026, the First Nations EAG launched its second two-year implementation plan, while the Pride & SEEK and Gender EAGs each launched their first. Building on the success of these first three groups and recognising the diversity of its workforce, in FY2027 SEEK is exploring the launch of two additional groups focused on cultural and regional diversity, and disability and accessibility.

The **First Nations EAG** exceeded cultural learning targets during SEEK's first two-year First Nations strategy implementation plan (FY2024–FY2026), with employees completing more than 67,000 hours of learning. This strengthened cultural confidence and informed updates to leave policies to better recognise First Nations and Māori practices. Guided by First Nations Advisers, SEEK completed its *Breaking Down Barriers* research, which informed product enhancements including Acknowledgement of Country on websites, dual place names and Indigenous-focused search features.



For more information on SEEK's First Nations work, refer to the '[Engagement with First Nations communities](#)' section on pages 8 to 9

The **Pride & SEEK EAG** expanded its impact across APAC through community partnerships, employee education and regional engagement. This included SEEK's 12th year partnering with Midsumma in Australia, ongoing support of the Big Gay Out in New Zealand, and the launch of SEEK's first Pride Month in Asia – led by an APAC IDAHOBIT panel discussion and supported by increased visible symbols of inclusion across SEEK's offices. SEEK deepened its partnerships with Pride-focused not-for-profit organisations and developed a deeper understanding of the legal and cultural frameworks across its APAC markets to design an approach that is sensitive and locally appropriate. In FY2026, the Pride & SEEK EAG launched its implementation plan, with objectives including exploring a more formal approach

to gender affirmation support, building on existing support mechanisms and consultation to inform future policy development, and improving symbols of visibility.

The **Gender EAG** progressed SEEK's gender balance ambition through a two-year implementation plan, anchored in a 40:40:20 representation guide and focused on career progression, policy influence and leader capability. It also reshaped International Women's Day as a month-long APAC program, with four flagship events reaching 700 participants and reinforcing the importance of visible sponsorship and shared responsibility.



Diversity and inclusion (continued)

Gender diversity

At the end of FY2026, representation of women within SEEK's Executive Leadership Team was 38%, unchanged from FY2025.

The overall APAC workforce comprises 51% men and 49% women, based on gender data reported in accordance with SEEK's mandatory reporting obligations, which currently track two gender categories. This does not capture employees who identify outside the binary or who prefer not to disclose their gender. Whilst SEEK has gender balance overall, the challenge for SEEK and the technology industry more broadly is one of representation. Women remain under-represented in both senior management and technical roles which are typically higher paying. SEEK is committed to improving the number of women in these roles to address the gender disparity in average earnings over time.

Supporting diverse careers at every stage

Building the talent pipeline

Camp SEEK is an annual event that introduces girls and non-binary students in years 9 and 10 to various technology career paths, targeting one of the root causes of women's underrepresentation in the technology industry. In FY2026, SEEK hosted its biggest Camp SEEK event yet – with 95 students joining for four days at the Melbourne office to learn first-hand from experts across SEEK in AI, coding, design and product development. Planning is underway for the next event in September 2026.

Seeking graduate diversity

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

Accelerating women into senior roles

The Females at SEEK Thrive (FAST) program aims to increase women's participation in senior roles by developing high-performing female employees. Since its launch, 78% of FAST participants have been promoted or taken on expanded roles (151 alumni across current and former employees). In FY2026, SEEK launched the FAST program in Asia.

Representation of women by level (% total workforce)

APAC	FY2026	FY2025
Executive Leadership Team	38%	38%
Senior management ⁽¹⁾	38%	33%
Overall workforce	49%	49%

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

SEEK is evolving its data collection practices to better reflect gender diversity. In FY2026, SEEK introduced a voluntary gender diversity question into its recruitment process, asking candidates how they describe their gender, including options beyond the binary. Responses are used for diversity reporting purposes only and are not visible to the hiring team. While this data is in early stages and not included in this report, it will help inform how SEEK tracks gender diversity over time. SEEK also maintains an optional, editable gender identity field in its HR information system and pronoun sharing is supported across Zoom, Slack and email – helping normalise inclusive practices in everyday working life.



Gender balance in hiring

Achieving gender balance in hiring outcomes continues to be challenging for certain technology roles due to the under-representation of women and non-binary job seekers currently in the market, and the depth of the pipeline of young women and non-binary students choosing a career in STEM. SEEK prioritises gender representation throughout the recruitment process through various strategies, including:

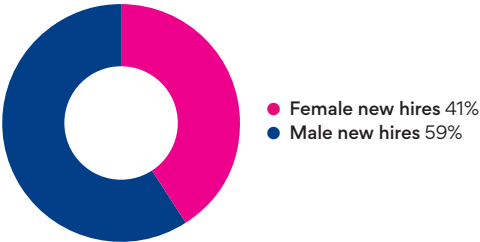
- working with hiring managers to assess role requirements and remove criteria that are not essential and may limit the diversity of candidates who apply;
- focussing on gender balanced candidate short lists before proceeding to interview stage; and
- ensuring female representation on interview panels.

Measurable objective: achieve gender balance in hiring

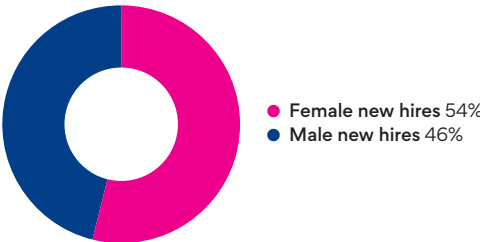
During FY2026, SEEK achieved overall gender parity for external hires, with women representing 48% of new hires for all roles across APAC. The below graphs summarise new hires by gender for ANZ and Asia.

FY2026 new hires by gender

ANZ: as a % of total new hires



Asia: as a % of total new hires



Diversity and inclusion (continued)

Commitment to gender pay equity

SEEK remains committed to gender pay equity and continues to review remuneration outcomes across the employee lifecycle. SEEK's internal analysis of potential gender pay gaps in FY2026 found no systemic inequity in pay on a like-for-like basis.

In FY2026, the Workplace Gender Equality Agency (WGEA) published the gender pay gap for SEEK for the reporting period 2024-2025 as 15.5% for median base salary and 15.3% for median total earnings⁽¹⁾. These outcomes are comparable to industry peers in the ANZSIC classification ('Professional, Scientific and Technical Services'), with outcomes within two percentage points.

➔ For more information on SEEK's gender pay gap metrics and the methodology, year-on-year movements, and actions supporting these outcomes, refer to SEEK's [WGEA Gender Pay Gap Employer Statement](#)

Supporting employees

SEEK continues to support employees through different life stages, caring responsibilities and personal circumstances. Across APAC, this includes family and domestic violence support (including paid leave and professional support), flexibility to recognise religious and cultural preferences, inclusive workplace facilities, and parental leave and return-to-work support.

Inclusive workplaces and cultural flexibility

SEEK has a Religious, Ethical, Cultural Public Holiday Swap Policy, which allows employees to swap one gazetted public holiday for an alternative day of leave within the same calendar year. This recognises that people come from different cultural backgrounds and hold a diverse range of beliefs.

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



Parents and carers

ANZ-based employees can access 14 weeks' paid Parental Leave for the primary carer and two weeks' paid Partner Leave, with continued superannuation contributions made on the employee's behalf. Parental Leave can be taken up to 18 months after a child is born, allowing parents to alternate roles as the child's primary carer and supporting the transition back to work. SEEK also provides access to specialist external coaching services to support employees and their leaders prior to, during and after the leave period. In FY2026, 96% of ANZ employees who took Parental Leave as the primary carer returned to work. SEEK continues to explore ways to support parents returning to work, including through its Life Transitions by Transitioning Well program to encompass broader life transitions in FY2027.

ANZ	FY2026	FY2025
Number of employees who took Parental Leave as the primary carer during FY2026	101 • 73 female (72%) • 28 male (28%)	100 • 74 female (74%) • 26 male (26%)
Retention – % of primary carers who returned to work after Parental Leave ended ⁽²⁾	96%	95%

Across Asia, parental leave arrangements differ by country in accordance with local legislation and market norms. In FY2026, 43 Asia-based employees accessed paid primary carer parental leave, with 84% returning after completing their leave.

(1) The gender pay gap, as defined by WGEA, is the difference between earnings for men and women, expressed as a percentage of men's earnings. It is calculated as both an average and a median. Refer to SEEK's WGEA Report and WGEA Gender Pay Gap Employer Statement for 2024-2025 for further details on this gender pay gap metric calculated on the average. The data referenced here includes Australian employees only to align with WGEA's reporting requirement.

(2) The FY2025 figure may not be directly comparable as the calculation methodology has since been refined to ensure consistency year on year.

Workplace health, safety and wellbeing

SEEK's approach to health, safety and wellbeing puts people first – backed by consistent standards, clear accountability and appropriate oversight.

Wellbeing at SEEK

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

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

- access to an online wellbeing platform, with support information and resources tailored to individual needs;
- annual Wellbeing Week, involving speakers, webinars, curated resources, online learning and special offers focused on building everyday habits to positively influence wellbeing; and
- ongoing employee and leader resources and training.

Workplace safety performance

SEEK's Work Health and Safety (WHS) Policy guides how SEEK cares for the safety of its employees, contractors and external visitors, and conducts business in accordance with applicable workplace health and safety laws, standards and codes of practice.

The below table summarises the recorded incidents in FY2026 (excluding Sidekicker and JobAdder)⁽¹⁾:

	FY2026	FY2025
Total number of incidents recorded	33	29
Of the total incidents, number of notifiable incidents	1	0

(1) Work has recently been completed to establish a consistent WHS reporting framework and cadence for JobAdder and Sidekicker. Aligned WHS data will be available for reporting from FY2027.

Inaugural Wellbeing Challenge

In FY2026, SEEK launched its inaugural Wellbeing Challenge – with more than 500 employees from 70 teams across SEEK's APAC offices tracking physical, mental and wellbeing activities to build healthy habits and foster connections across the business. Employees shared photos and stories from locally meaningful wellbeing activities across APAC, including walks to landmarks that connected colleagues through the places, cultures and histories that matter to them.



Strengthening WHS practices and oversight of Sidekicker's casual workforce

Sidekicker operates a contingent labour platform, connecting casual and temporary workers with hirers across a range of industries including hospitality, warehousing and logistics and aged care. This labour-hire model creates a distinctly different WHS and payroll context to SEEK's office-based environment. These are well-understood risks inherent to this type of business, and SEEK re-acquired Sidekicker with a clear view of both those risks and the strategic value Sidekicker brings.

Sidekicker has an established WHS framework spanning induction and onboarding controls to incident management and worker feedback channels. As part of SEEK's broader re-acquisition and governance program, SEEK proactively undertook a WHS review and payroll audit to ensure a thorough understanding of existing practices and identify any areas for improvement. Both the review and the audit found Sidekicker to be operating with a solid foundation, while identifying specific areas for further focus. A number of improvements were already underway before the review and audit concluded, including expanding Sidekicker's head office team with a dedicated WHS specialist. Additional actions arising from the review and audit are progressing well, including enhancements to incident reporting, data capture, record keeping and onboarding practices on track for completion in FY2027.



For more information on SEEK's approach to people, refer to au.seek.com/careers

Environment



In this section

- Minimising environmental impact and climate resilience

Minimising environmental impact and climate resilience

SEEK is preparing for the impacts of climate change and the transition to a low-carbon future, working to build climate resilience and reduce emissions through sustainable choices, responsible procurement and meaningful supplier engagement.

SEEK’s FY2026 Sustainability Report, included in its FY2026 Annual Report, provides detailed information on SEEK’s approach to climate-related governance, strategy, risks and opportunities, metrics and targets aligned to AASB S2. A high-level overview of SEEK’s approach to managing the impact of climate change is set out below.

Governance and risk management

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

SEEK proactively assesses its key climate-related risks and opportunities in line with its Risk Management Framework. SEEK’s prioritised risks and opportunities are assessed annually and are supported by a climate scenario analysis undertaken every two years. SEEK evaluates its resilience to both the physical hazards of climate change as well as key market transition risks and opportunities.



Strategy

SEEK’s Climate Change Strategy has two main objectives: building SEEK’s climate resilience and minimising SEEK’s Greenhouse Gas (GHG) emissions.

Climate resilience (adapting to a changing climate)

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

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

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

Minimising environmental impact and climate resilience (continued)

Greenhouse gas emissions

SEEK has measured and worked to reduce its GHG emissions across its employment marketplace⁽¹⁾ since FY2022. During this time SEEK has continuously adapted and refined its approach to emissions calculations to ensure accuracy and completeness. In FY2026, SEEK made the following updates to its emissions calculation approach:

- updated its emissions boundary setting and calculations for scope 1 and 2 emissions to align with AASB S2 requirements;
- included Sidekicker within its emissions boundary following its re-acquisition in FY2025; and
- transitioned to a new carbon accounting platform.

In FY2026, SEEK applied the first-year transition relief for reporting scope 3 emissions as permitted by AASB S2 and has not reported scope 3 emissions. SEEK is reviewing its scope 3 emissions boundary and methodology considering AASB S2 scope 3 disclosure requirements for FY2027. SEEK's prior year disclosures of scope 3 emissions were calculated based on the GHG Protocol.

SEEK's emissions reduction targets

In FY2025 SEEK publicly disclosed its GHG emissions reduction targets. These targets apply to SEEK's employment marketplace operations (excluding Sidekicker)⁽²⁾, are supported by a Climate Transition Plan and are set against a FY2025 baseline⁽³⁾. SEEK's targets are designed to mitigate its climate impact, align with The Paris Agreement's goal of limiting global warming to 1.5°C, and are informed by the *Science Based Targets Initiative Corporate Net-Zero Standard* (SBTi).

SEEK will undertake a review of its targets and baseline as part of a FY2027 Climate Transition Plan review, incorporating updated scope 3 boundaries, the inclusion of Sidekicker and any adjustments required to align with AASB S2 (with any material adjustments requiring Board approval).

(1) SEEK has acquired and sold various entities between FY2022 and FY2026.

(2) Sidekicker was re-acquired by SEEK on 30 May 2025, after the targets and Climate Transition Plan had been developed, and is therefore excluded from the current targets. As Sidekicker's head office employees are based at SEEK's Cremorne headquarters, Sidekicker has no additional scope 1 or scope 2 emissions beyond those already captured in SEEK's footprint. Its exclusion therefore has no impact on SEEK's scope 1 and 2 target or baseline. SEEK will undertake a full review of its targets and baseline as part of the FY2027 Climate Transition Plan review, incorporating updated scope 3 boundaries, the inclusion of Sidekicker and any adjustments required to align with AASB S2.

(3) SEEK's targets were set, and FY2025 baseline was calculated, prior to SEEK's adoption of AASB S2 and in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standards (2004) and the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standards (2011) (together, the GHG Protocol). SEEK's targets and Climate Transition Plan have not been independently validated.

(4) 50% reduction by FY2030 is a gross emissions reduction target, meaning no carbon offsets (instruments that represent the avoidance, reduction or removal of one tonne of GHG emissions) will be factored into the emissions reduction calculation. RECs, which represent one megawatt-hour of electricity generated from a renewable energy source and are not carbon offsets, will be used to meet electricity related emissions targets for market-based scope 2 emissions. Scope 3 categories included within the FY2030 interim target include goods and services, capital goods, fuel and energy-related, waste, business travel, employee commuting (including work from home) and leased assets. SEEK has not set specific annual interim milestones for its emissions reduction targets. The FY2030 target represents SEEK's primary interim milestone on the pathway to net zero by FY2050.

(5) Net zero by FY2050 is a net emissions reduction target and aligns with SBTi's definition of Net Zero. SEEK's target is to deliver a 90% reduction in absolute emissions, with verified carbon removal credits used to offset residual emissions from hard-to-abate sources. RECs will be used to offset electricity related emissions and Sustainable Aviation Fuel Certificates may be used to offset some air travel emissions. Scope 3 categories included within the FY2050 target include goods and services, capital goods, fuel and energy-related, waste, business travel, employee commuting (including work from home) and leased assets.

(6) The scope 3 components of SEEK's targets were set using the scope 3 categories included in SEEK's FY2025 GHG Protocol baseline, which may differ from the scope 3 categories required for disclosure under AASB S2 from FY2027. Key assumptions used in the development of SEEK's Climate Transition Plan and targets can be found in the FY2026 Sustainability Report within the FY2026 Annual Report and include assumptions relating to supplier emissions targets, government climate policy delivery and availability of low emissions office spaces across APAC. If these assumptions do not eventuate, SEEK may not achieve its targets. SEEK's targets and the pathways to achieve them may also evolve over time as circumstances change.

Target

FY2030 interim target

Reduce emissions by 50% across all emissions scopes⁽⁴⁾

Scope 1: Zero emissions

- transition to electric only offices

Scope 2: Maintain zero emissions (market-based)

- continue to procure renewable energy certificates (RECs) and renewable energy contracts for all offices

Scope 3: 50% emissions reduction

- partner with suppliers that have similar emissions reduction commitments to SEEK
- encourage staff to adopt low emission business travel and commute options

FY2050 target

Achieve net zero emissions across all emissions scopes⁽⁵⁾

Scope 1 and 2: Maintain zero emissions (market-based)

Scope 3: Net zero emissions⁽⁶⁾

- prioritise suppliers that have similar emissions reduction commitments to SEEK
- prioritise low and no emissions office buildings



Refer to the [FY2026 Sustainability Report](#) for details on SEEK's Climate Transition Plan and progress on targets

Minimising environmental impact and climate resilience (continued)

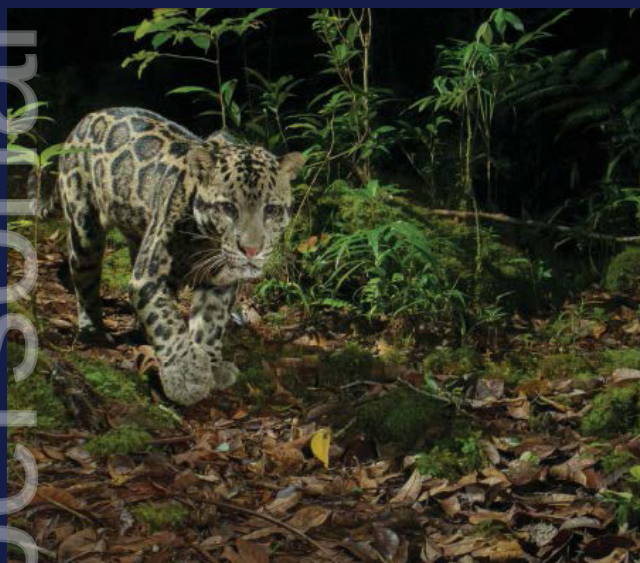
During FY2026, SEEK continued to purchase carbon credits to offset its residual GHG emissions. The carbon credits were from two projects, the Kuamut Rainforest Conservation in Malaysia and Katingan Restoration and Conservation Project in Indonesia.

SEEK's Carbon Offset Projects

In FY2026, SEEK invested in two carbon offset projects selected against three criteria: location, with priority given to projects within SEEK's countries of operation; co-benefits, with projects required to demonstrate a positive impact on local communities in alignment with SEEK's purpose; and certification, with only independently certified projects considered.

Kuamut Rainforest Conservation Project – Sabah, Malaysia: This project protects and restores 83,381 hectares of tropical forest in Sabah, Malaysia. The project safeguards biodiversity including the Bornean orangutan, Bornean elephant, helmeted hornbills and other high-conservation value species, and supports local communities through job creation, and improved access to healthcare and educational programs. This project is assessed and certified against the Verified Carbon Standard.

Katingan Restoration and Conservation Project – Kalimantan, Indonesia: A carbon emission prevention project covering 150,000 hectares of peatland forest in Kalimantan, Indonesia. Peatland stores significantly more carbon compared to trees and vegetation. Without conservation, the land would have been converted to industrial plantations, releasing the stored carbon into the atmosphere and destroying the local ecosystem. Conserving the peatland helps stabilise water flows, prevent peat fires and preserve the local biodiversity, including high conservation value species such as the Bornean Orangutan and Proboscis Monkey. Surrounding communities depend on the forest for traditional livelihoods including farming, fishing and harvesting, and conservation helps ensure these communities are not displaced by industry. The project is certified against the Verified Carbon Standard and Climate, Community and Biodiversity Standards.



AI and environmental sustainability

While AI adds value to the products SEEK provides to its customers and employees, SEEK remains aware of the potential environmental impacts of increased AI use. The impact of AI on emissions and water consumption is an emerging area and SEEK is working with its key cloud and data centre suppliers to better understand these impacts as the industry matures. In recognition of AI's potential environmental impact, SEEK's Group Executive, AI is a member of SEEK's Sustainability Steering Committee.

Resource management: energy, water and waste

SEEK is committed to minimising its use of natural resources, including energy, water and waste, in its offices.

In FY2026, SEEK continued to expand its collection and monitoring of energy, water and waste data. SEEK also reviewed its management of e-waste to ensure that items that are no longer needed by SEEK are being re-purposed or recycled.

SEEK considers energy, waste and water management and reporting when selecting new office buildings. SEEK's Cremorne headquarters hold a NABERS Energy 5.5-Star Rating and a NABERS Indoor Environment 6-Star Rating.



For more information on SEEK's climate change approach and related data, refer to [SEEK's FY2026 Sustainability Report](#) and [FY2026 Sustainability Databook](#)



For more information on SEEK's approach to environment, refer to au.seek.com/about/sustainability/environment

Responsible and ethical business



In this section

- Ethics, integrity and how SEEK does business
- Governance, risk and business resilience

Ethics, integrity and how SEEK does business

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

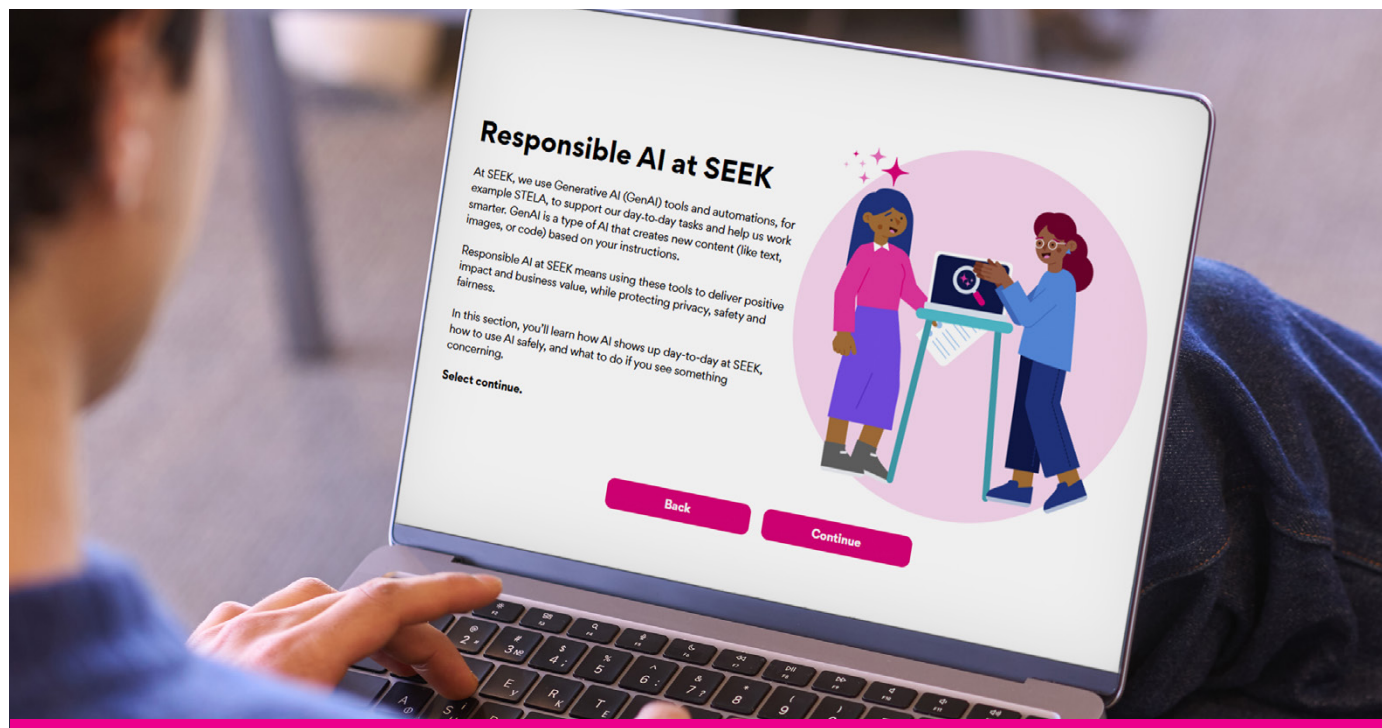
Our SEEK and Code of Conduct

Our *SEEK* is a statement that describes SEEK's culture. SEEK's Code of Conduct outlines the behaviours expected of SEEK's employees and contractors when they perform their roles and interact with SEEK's customers and communities. The Board is informed of any material breaches of the Code of Conduct through the ARMC. Other SEEK people policies, including the Managing Performance and Behaviour Policy and the Fostering a Respectful Workplace Policy, both of which were updated in FY2026, operate in conjunction with the Code of Conduct. Together, they set out the expectations for how all staff work.

SEEK Fundamentals training

SEEK's compliance training, SEEK Fundamentals, is mandatory for new employees and contractors. For existing employees, the training is retaken every two years. The training helps to develop understanding of behavioural expectations, especially those that relate to laws and regulations. The three modules are 'How we conduct ourselves', 'How we do business' and 'How we use technology and data'.

In FY2026, SEEK Fundamentals was refreshed as part of SEEK's two-year compliance training cycle. The updated content included a new Responsible AI section. The employee training completion rate was 100%⁽¹⁾.



Raising concerns and whistleblower protection

The SEEK Whistleblower Protection Policy was updated in FY2026 and applies across SEEK (including JobAdder and Sidekicker). It sets out how to raise concerns, the protections that a person making a report will receive and SEEK's processes for dealing with reports of wrongdoing. Where whistleblower reports are received, they are investigated and, if appropriate, actions are taken. The ARMC receives notifications regarding material whistleblower reports and twice yearly updates on any incidents reported through SEEK's whistleblower channels. SEEK's Compliance Officer is responsible for overseeing the response to whistleblower reports.

In FY2026 SEEK also formalised investigation protocols to support more consistent handling of whistleblower matters. SEEK also consolidated its externally managed whistleblower channel into a single APAC-wide service, streamlining access and ensuring consistent coverage across all operating markets. Additional grievance and reporting mechanisms operate across SEEK's entities and platform, including candidate complaint reporting on SEEK's employment marketplaces and worker feedback channels operated by Sidekicker.

⁽¹⁾ Reflects completion of the FY2026 SEEK Fundamentals refresher training cycle, which all SEEK employees and third-party contractors were required to complete (excluding JobAdder and Sidekicker, which are managed and tracked separately according to their own cycles). Employees on long-term leave are exempt and required to complete the refresher training upon return.

Ethics, integrity and how SEEK does business (continued)

Anti-bribery, fraud and corruption

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

In FY2026, SEEK updated the Anti-Bribery and Corruption Policy and related processes to provide clearer guidance in high-risk situations and support more consistent governance across APAC. The updates strengthen expectations in areas such as external gifts, hospitality and entertainment, dealings with government officials, books and records and breach reporting.

Insider trading prohibitions

The purpose of the Share Trading Policy is to ensure that employees have a clear understanding of insider trading laws and the rules that apply to them, and to their associates, in relation to dealing in SEEK securities. Officers and employees are prohibited from dealing in SEEK securities if they are in possession of inside information. Additional dealing restrictions apply to directors, executives and other employees who may be exposed to inside information. These people are not permitted to deal in SEEK securities during defined blackout periods and must obtain clearance to deal at other times.

Competition and consumer law

SEEK acts ethically in its market conduct and seeks to comply with competition and consumer protection laws. SEEK's Legal team advises the business on competition and consumer law matters, supported by external experts where appropriate. SEEK's Code of Conduct sets expectations that employees comply with competition and consumer laws, conduct market activities fairly and have regard to consumer rights.

Tax transparency

SEEK is committed to managing its tax obligations responsibly, transparently and in a way that is consistent with its broader commitment to ethical conduct and good corporate governance. Previously, SEEK released an annual Tax Transparency Report under the Australian Board of Taxation's Voluntary Tax Transparency Code. SEEK is now subject to new mandatory transparency requirements under Australia's Public Country-by-Country Reporting regime. In FY2026, SEEK lodged its first report under the new regime, for the FY2025 accounting period. The information disclosed in the Public Country-by-Country Reporting report will be published by the Australian Taxation Office and is similar to that previously disclosed in the annual Tax Transparency Report.

Conflicts of interest and close personal relationships

In FY2026, SEEK strengthened its approach to conflicts of interest and close personal relationships. This included refreshed training scenarios, updated intranet guidance and practical examples to help SEEK employees recognise and declare potential, actual and perceived conflicts earlier. SEEK introduced specific guidelines relating to procurement to supplement the existing policy and processes, reflecting the higher-risk contexts of tenders, contract negotiations and business decisions. It also continued annual reminder activity in APAC to reinforce declaration requirements and awareness.



Governance, risk and business resilience

SEEK continues to strengthen the foundations that allow it to operate with confidence across a complex, fast-moving environment.

Crisis management

SEEK's Business Resilience Framework is supported by Business Continuity Plans and a detailed Crisis Management Plan.

SEEK conducts regular tests to ensure its crisis communication channels are performing as expected. The tests also help employees to know what to expect and how to respond in a crisis. Following crisis communication testing in FY2025, SEEK delivered targeted awareness and reminder activities to business areas with lower response rates. During FY2026, SEEK continued to test its crisis communications channels across email, Slack and SMS, with response rates improving on the prior year. SEEK will continue testing and awareness initiatives as part of its ongoing resilience programme.

Responsible procurement and supply chain due diligence

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

In FY2026, SEEK strengthened the way supplier engagement, contracting and purchasing approvals are managed across APAC through a refresh of its Procurement Policy and updates to its procurement processes, payment workflows and risk reviews (including a three-tier Supplier Payment Framework and responsible AI risk considerations).

In FY2026, SEEK's principal categories of spend were technology (software and support services), marketing and business services, together representing approximately 78% of SEEK's global procurement spend across more than 1,900 suppliers. Associated business risks, including cybersecurity, privacy, compliance, supply chain and sustainability, are managed through SEEK's Procurement Policy, Supplier Code of Conduct, new Conflict of Interest in Procurement Events Guidelines, targeted legal, privacy and security reviews, modern slavery assessments and onboarding and contract management requirements.

➔ For more information on supply chain modern slavery risk management, refer to the 'Modern slavery' section on page 12

Business and technology resilience

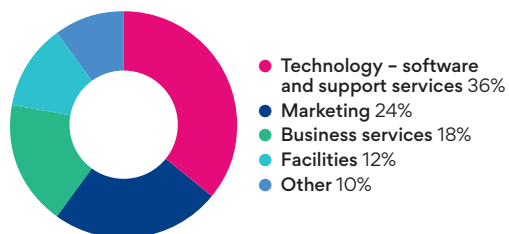
Operational resilience across systems, infrastructure and business processes is a core component of how SEEK manages risk across its APAC operations.

In FY2026, SEEK updated its Board-endorsed Business Resilience Framework, maturing the governance, planning and assurance activities that support business continuity, crisis management, incident management and technology disaster recovery as an integrated capability. SEEK also completed a Business Impact Assessment refresh and Technology Recovery Plan review and maintained an ongoing program to test business-critical systems and report quarterly on resilience posture, ensuring they remain resilient and aligned with SEEK's Technology Resilience Framework and risk appetite.

SEEK's Technology Resilience Council, which includes the Chief Risk Officer and the Head of Technology Resilience, continued to oversee SEEK's technology resilience controls and priorities. This includes reviewing compliance, testing outcomes, determining remediation actions and ensuring alignment with SEEK's risk appetite and operating priorities. An independent internal review during FY2026 confirmed a well-controlled technology resilience environment.



FY2026 spend by principal categories



Corporate governance

SEEK's Board and its committees – including the ARMC – provide oversight of governance, risk and compliance. SEEK's FY2026 Corporate Governance Statement, Board and Board Committee charters and key governance policies are available at au.seek.com/about/investors/corporate-governance

Payments to small business suppliers

SEEK monitors and reports on the timeliness of payments to its small business suppliers in Australia. In the most recent reporting period (H1 FY2026), SEEK's average payment time to small business suppliers was 16.49 days. Based on the key metrics measured under the *Payment Times Reporting Act 2020* (Cth), SEEK remains within the top quartile of its industry for timeliness.



For more information on SEEK's approach to responsible and ethical business, refer to au.seek.com/about/sustainability/responsible-business

Sustainability performance

The table below illustrates how SEEK's material topics connect to the UN Sustainable Development Goals (SDGs).

The SDGs provide a globally recognised framework and help situate SEEK's work within a broader context of shared global priorities.

Material topic	Sub-topic	Metric	FY2026	FY2025
SOCIAL IMPACT  	Employment marketplaces performance	- Placement share⁽¹⁾ - Candidate trust (ANZ)⁽²⁾	35.5% Australia, 25.4% Asia - Candidate trust: Australia – 4.0x nearest competitor, New Zealand – 3.7x nearest competitor	34.9% Australia, 26.2% Asia - Candidate trust: Australia – 5.1x nearest competitor, New Zealand – 4.1x nearest competitor
	Volunteer marketplaces performance (ANZ)	- Organisations that posted a volunteer opportunity - Number of ads for volunteer opportunities⁽⁴⁾ - Number of applications for volunteer opportunities⁽⁵⁾	5,160 not-for-profit organisations 30,999 154,321	4,867 not-for-profit organisations⁽³⁾ 30,576 158,782
	Labour market scale	- Unique candidate visitors per annum - Applications and talent search connections per month - Hirer relationships - Population in SEEK's marketplaces	- Approximately 290m - Approximately 65m - Approximately 370,000 - Approximately 555m	- Approximately 280m⁽⁶⁾ - Approximately 58m - Approximately 360,000 - Approximately 550m
	Community contribution and engagement	Community contribution ⁽⁷⁾	\$2m including employee donations of A\$224,000 to charities	\$2.1m including employee donations of A\$218,000 to charities
HUMAN RIGHTS  	Fair hiring	Discounts for not-for-profits ⁽⁷⁾	\$3.4m in foregone revenue	\$3.2m in foregone revenue
		Supporting local charities	5,183 organisations supported through SEEK Volunteer, Small Change workplace giving program and employee volunteering	4,901 organisations supported through SEEK Volunteer, Small Change workplace giving program and employee volunteering
		Social procurement spend	\$535,000 (including First Nations business spend of \$283,000)	\$741,000 (including First Nations business spend of \$315,000)
		Hirer onboarding	- Number of hirers failed onboarding process assessment - Number of hirer accounts closed due to fraud/scam or other high-risk activity	6,624 1,031 (approximately 1% of new hirers)
	Modern slavery	Content moderation	% of job ads scanned % job ads escalated for manual review - Number of high-risk job ads removed after investigation for suspected fraud or non-compliance with SEEK's Advertising Terms of Use or Community Guidelines	100% (4.8m job ads) 7% (approximately 341,000 job ads) 10,854
		Complaint management	Number of job ads reported by candidates regarding fraud or scams	21,882
HUMAN RIGHTS  	Modern slavery	Effectiveness of Supply Chain Risk Framework	- Number of suppliers analysed for modern slavery risk - Number of inherent risk suppliers assessed or audited through SEEK's Supply Chain Risk Framework	2,017 (100% of SEEK's suppliers) 294 (72% of SEEK's inherent risk suppliers)

(1) Placements represents the matching of candidates with hirers. Placement share represents SEEK's share of placements of the overall market. Placement survey is based on respondents who changed/started jobs in the last 12 months. Source: Independent research conducted on behalf of SEEK in Australia and Asia. Represents three months (Australia) and two months (Asia).

(2) Candidate trust metric source: Independent research commissioned by SEEK in Australia and New Zealand among nationally representative samples of the labour force. In each study, candidates were shown SEEK and other major employment platforms and asked to select which they consider to be 'the most trustworthy'.

(3) FY2025 organisations that posted a volunteer opportunity metric has been updated to 4,867, to correct a prior year error.

(4) SEEK Volunteer's provision of free ad space is considered an in-kind contribution, nominally valued at \$1 per ad space.

(5) Contains SEEK Volunteer and New South Wales Government partnership volunteer applications data.

(6) FY2025 unique candidate visitor metric has been restated from 260m reported in FY2025 to 280m following adoption of a refined methodology using a more comprehensive data source. This methodology provides improved accuracy in capturing total unique candidate activity and has been applied consistently across both reporting periods for comparability.

(7) B4SI provided limited assurance over SEEK's community investment data against the B4SI Community Investment Framework for APAC community contributions including JobAdder for FY2025 and JobAdder and Sidekicker for FY2026.

Sustainability performance (continued)

Material topic	Sub-topic	Metric	FY2026	FY2025
DATA AND CYBERSECURITY	Data trust and AI	Responsible AI • % of high priority services reviewed ⁽⁸⁾	• 94%	• 94%
		Use of SEEK Pass ⁽⁹⁾ • of profiles with at least one verified credential • of job applications with verified credentials	• 25% • 67%	• Not reported • Not reported
	Cybersecurity	Employee cybersecurity awareness performance: • Employee phishing email average click rate	• 6.1% ⁽¹⁰⁾	• 5.6%
PEOPLE	Employee engagement	Engagement score	Uplift in overall engagement scores, above global technology industry benchmarks	Stable and above relevant external company benchmarks
	Diversity and inclusion	Females in overall workforce	49%	49%
		Females in senior management	38%	33%
		Females on Executive Leadership Team	38%	38%
		Female representation on the Board (measurable objective) ⁽¹¹⁾	33%	33%
		Female new hires (measurable objective) ⁽¹¹⁾	48%	50%
		Gender pay equity (measurable objective) ⁽¹¹⁾	Refer to 'Commitment to gender pay equity' section	Refer to 'Commitment to gender pay equity' section
	Workplace health, safety and wellbeing	• Total number of incidents recorded ⁽¹²⁾	• 33 • 1	• 29 • 0
ENVIRONMENT	Minimising environmental impact and climate resilience	Greenhouse gas emissions (Scope 1 and 2) ⁽¹³⁾	2 tonnes CO ₂ e	4 tonnes CO ₂ e
		Energy consumption	• 39,795 MJ • 1,833 mWh	• Not reported • 1,814 mWh
RESPONSIBLE & ETHICAL BUSINESS	Ethics, integrity and how SEEK does business	Employee completion of compliance training (APAC) – SEEK Fundamentals	100% completion rate ⁽¹⁴⁾	100% completion rate
	Governance, risk and business resilience	• Average payment time to small business suppliers ⁽¹⁵⁾	• 16.49 days	• Not reported

(8) The remaining 6% of responsible AI reviews of high priority services from the FY2025 cycle were all completed. The remaining high-priority AI services from the FY2026 cycle will be reviewed in FY2027.

(9) SEEK Pass data for FY2026 is the June run-rate and is for ANZ only. SEEK Pass was launched in Asia in FY2025 however as it is in its earlier stages of adoption, ANZ only data has been reported in FY2026. Profiles and job applications in Asia that include verified credentials increased over 4x from FY2025 Asia launch base.

(10) The slight increase is likely reflective of the higher difficulty of simulations in FY2026, which better emulated current targeted threats and more complex social engineering tactics, including the use of AI.

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

(12) Incidents reported do not include JobAdder and Sidekicker data. Work has recently been completed to establish a consistent WHS reporting framework and cadence for JobAdder and Sidekicker. Aligned WHS data will be available for reporting from FY2027.

(13) In FY2026, SEEK applied the first-year transition relief for reporting scope 3 emissions as permitted by AASB S2 and has not reported scope 3 emissions. Market-based method has been used for scope 2 electricity emissions within this report. For a breakdown of scope 1 and 2 emissions and more information on market-based method refer to SEEK's FY2026 Sustainability Report, included in its FY2026 Annual Report.

(14) Reflects completion of the FY2026 SEEK Fundamentals refresher training cycle, which all SEEK employees and third-party contractors were required to complete (excluding JobAdder and Sidekicker, which are managed and tracked separately according to their own cycles). Employees on long-term leave are exempt and required to complete the refresher training upon return.

(15) Timeliness of payment is within 30 days of receipt. Payment times data covers the most recent reporting period of 1 July 2025 to 31 December 2025, reported in accordance with the *Payment Times Reporting Act 2020* (Cth). As SEEK's full year Payment Times Report is not submitted until September 2026, half-year data has been used. The reported metric has changed from FY2025 better align with legislative requirements.

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