

**WGEA Gender Pay Gap
Employer Statement
2024 - 2025**



A message from our CEO and Group Executive, People and Culture

SEEK strives to build diverse teams and foster an inclusive culture that enables our people to lead fulfilling and productive lives at work. Underpinning this commitment is the belief that workforce diversity, including gender diversity, contributes to the creation of better products and experiences for our customers. It also enhances the wellbeing of our people, ensuring they feel valued and empowered to do their best work.

The Workplace Gender Equality Agency's gender pay gap (GPG) metrics are one way to track progress towards our commitment to gender diversity. This year, SEEK's median GPG metrics remained relatively stable compared to the last reporting period. That said, we have made some important progress. This statement aims to provide additional context about the WGEA GPG metrics for SEEK.

Each year work is undertaken to monitor and proactively review gender pay equity at key points in the employee lifecycle, including during annual reviews, out-of-cycle remuneration adjustments, internal role changes, and when people are hired externally. Applying fairness and equity at each point during these processes is non-negotiable for us. Our objective is to always ensure that people are paid appropriately on a 'like-for-like' basis.

The GPG at SEEK is not driven by issues of pay equity. For our organisation, the GPG metric is a symptom of representation. Although we have achieved gender balance overall, an under-representation of women at senior levels and in higher-paying technical roles continues to exist at SEEK, an issue shared by our peers and the technology industry more broadly. This leads to disparity in the overall earnings between men and women.

In response to insights gained through SEEK's Diversity Insights Survey, our first Gender Employee Advocacy Group was formed in April 2025 to listen, learn and share experiences, and to suggest areas for change. This initiative, along with our ongoing focus on equal representation, further strengthens SEEK's commitment to achieving gender balance across all levels and within teams.

We look forward to sharing further progress.



Ian Narev
Managing Director
and CEO

A handwritten signature in blue ink that reads "Ian Narev".



Kathleen McCudden
Group Executive, People
and Culture

A handwritten signature in blue ink that reads "Kathleen McCudden".

What is a gender pay gap?



The WGEA gender pay gap (GPG) metric measures the difference between the earnings¹ for men and women, expressed as a percentage of men's earnings.

The GPG metric measures the aggregate difference in earnings between men and women, regardless of seniority or job type, across an organisation.

Importantly, the WGEA GPG metrics do not indicate the extent to which equal gender pay outcomes exist for comparable roles ('like-for-like' roles).

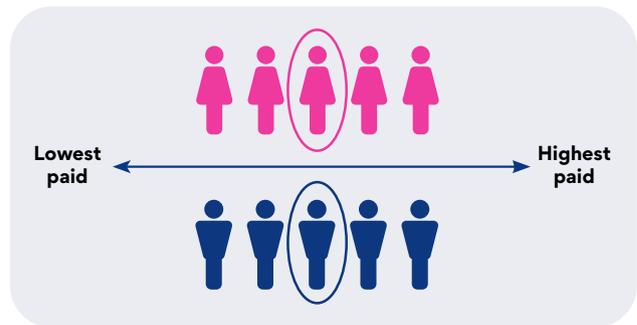
As such, further analysis is undertaken by SEEK to assess gender pay equity across the organisation.

WGEA's GPG metrics provide valuable insights into the higher-order structural differences between the representation of men and women within an organisation, for example by seniority, within different job types or areas of work.

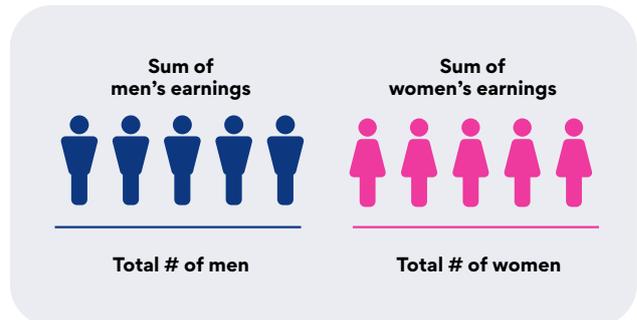
WGEA calculates and publishes the GPG metric as both an average and median as outlined in Figure 1 for base salary and total earnings.¹

Figure 1

The median WGEA GPG is calculated as the difference between the midpoint of earnings for all male employees and the midpoint of earnings for all female employees, after ranking them in order:



The average WGEA GPG is calculated as the difference between the average earnings of men and the average earnings of women:



The WGEA GPG metrics are expressed as a percentage, representing the difference between men's and women's earnings as a percentage of men's earnings. A positive percentage (greater than 0%) indicates the aggregate earnings for men are higher than the aggregate earnings for women. WGEA considers a GPG of +/- 5% to be negligible.

¹WGEA calculates GPG on two measures of earnings: employees' base salary and employees' total earnings, referred to as total remuneration by WGEA. Total remuneration comprises all pay components for an employee, including base salary, superannuation, overtime, bonuses or other performance-based pay, sales commissions, vested income received from employee share schemes and other additional payments such as allowances and fringe benefits in the relevant reporting period.

SEEK'S gender pay gap



For non-managerial roles, women occupy one-third of technology and two-thirds of non-technology roles, which typically attract lower pay based on market rates. This under representation is problematic, as the resulting impact for women is that they earn lower pay overall in aggregate, compared to men. Referred to as occupational segregation, this is a key contributor to GPGs.

Data in this Employer Statement relates to Australian based employees only and covers the period from 1 April 2024 to 31 March 2025, in line with WGEA reporting requirements.

SEEK'S demographics and organisational context

Within the technology industry, women are under-represented in both senior management and technical roles, which are typically higher paying. Change takes time and SEEK continues to invest in programs that build the pipeline of women into the technology industry, attract and retain female talent, and promote career progression at SEEK.

Overall, SEEK'S Australian based workforce has only slightly more men than women. Nonetheless, women hold relatively fewer managerial roles compared to men, as seen in Figure 2.

Figure 2 Gender representation by seniority

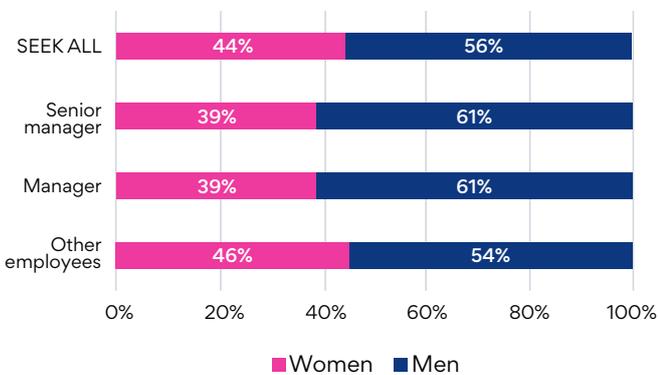
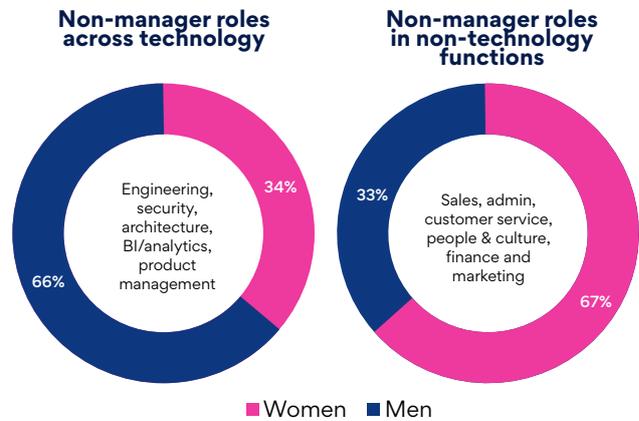


Figure 3 Gender representation by role type



As explained later in this statement, SEEK'S internal analysis confirms that SEEK maintains equitable pay for 'like-for-like' roles.

The key drivers of the WGEA GPG metrics for SEEK remain consistent: the under-representation of women in more senior higher-paying roles, a higher proportion of men in technical roles that are more highly paid, and correspondingly higher representation of women in non-technical roles.

Median GPG

SEEK's median GPG figures as calculated by WGEA are approximately 15% (15.5% for base salary and 15.3% for total remuneration).

This means that in aggregate, the median pay for men at SEEK was higher by approximately 15% compared to women.

SEEK's median GPG metrics were similar to last year, with both the base salary GPG and the total remuneration GPG increasing by 0.4% points.

Average GPG

SEEK's average GPG figures were between 15% and 16% (15.3% for base salary and 15.9% for total remuneration), both of which were below the national averages.

This year, the GPG metric for average total remuneration improved by 3% points compared to last year. However, the year-on-year comparison was impacted by a one-off event in 2023/2024, rather than significant changes to pay practices or women's representation. The average base salary GPG for SEEK remained comparable to last year, increasing by 0.6%.

As was the case last year, WGEA's calculation of GPG figures includes the CEO's earnings. Movements in GPG figures, particularly metrics for average remuneration, can therefore be overly impacted by CEO remuneration data. For this reason, the median GPG metrics tend to be more representative.

Progress on bridging the gap

In FY'25 SEEK implemented organisational structural changes, merging the commercial businesses and elevating the leadership of AI to the Executive Leadership Team. Collectively, these structural changes resulted in a reduction in the Australian workforce, including the number of manager roles. The structural changes contributed to the slight increase in SEEK's GPG figures other than for the Average Total Remuneration, compared to the prior reporting period.

Following these changes, the proportion of women in manager roles as classified by WGEA remained at ~40%. Pleasingly, the proportion of women promoted into manager roles during the reporting period increased by 3% points compared to last year.

Comparisons with industry benchmarks

Under the Australian and New Zealand Standard Industrial Classification (ANZSIC) industry division, SEEK is classified under 'Professional, Scientific and Tech Services'. Against this benchmark, SEEK's median GPG metrics were within 2% points of the industry and within 1% point of the average GPG metrics.



SEEK's analysis and insights



In addition to the reporting required by WGEA, SEEK monitors, analyses and reports on gender pay equity at various stages throughout the employee lifecycle, including during annual reviews, out-of-cycle remuneration adjustments, internal role changes, and when people are hired externally. Analysis is also undertaken on a more granular basis for comparable, or 'like-for-like' roles. The objective of this is to compare the pay for people in roles performing similar work within the same specific job families and the same grade levels. SEEK also conducts external benchmarking to ensure that pay at SEEK remains competitive with the external market. Outcomes and insights are reported to senior leaders, executives and the SEEK Board periodically.

While SEEK conducts the above analysis for all countries across APAC, outcomes referenced below is specific to Australian employees in line with WGEA's requirements.

Internal gender pay equity analysis for comparable ('like-for-like') roles

SEEK's most recent internal gender pay equity analysis was undertaken in October 2025. This indicated no systemic inequity in pay for 'like-for-like' roles. Key findings for Australia concluded:

- the overall gender pay gap remained relatively stable. Key drivers of the GPG metrics for SEEK also remained unchanged, as described in the section above; and
- although gender pay gaps may exist for some roles, there was no discernible trend whereby differences in pay favoured one gender over the other. This indicates any pay gaps are likely to be attributable to individual factors such as the variations in depth of skill, experience and performance. For this reason, leaders are provided with ongoing support and education to ensure they apply good judgement and fairness for all employees when making decisions about individual pay.

Gender analysis of pay relative to the external market

The internal analysis conducted in October 2025 also compared individual employee remuneration against the relevant external benchmark for the role. Key findings for Australia indicated that:

- both men and women were, on average, paid higher than the relevant external benchmark for their role; and
- women were paid slightly more competitively than men relative to external benchmarks, when taking into consideration role type.

SEEK's commitment



SEEK is committed to improving representation of women in senior level positions, and in higher-paying professional and technical roles. This focus is ongoing and critical to being able to reduce the WGEA GPG between men and women.

Actions to improve gender balance for specific workforce segments and address under-representation include:

Building a balanced talent pipeline

- encouraging women, girls and non-binary people to explore STEM as future study and career pathways, thereby building a stronger pipeline of talent; and
- proactively encouraging students from lower socioeconomic and regional backgrounds to explore a career in technology.

Supporting career development and progression for women

- investing in women and their career progression so they continue to thrive and identify new opportunities for professional growth at SEEK; and
- educating leaders about the importance of monitoring for bias or discrimination, including spotlighting potential issues to upline leaders, which may impact decision making and pay outcomes for women.

Ensuring gender pay equity remains in focus throughout the employee lifecycle

- prioritising gender representation to ensure gender balanced outcomes in external hiring and internal career velocity, particularly for technical and senior level roles, which typically attract higher rates of pay
- maintaining gender pay equity through analysis and regular reporting to mitigate potential gender-biased outcomes for pay, performance, promotions, and broader career development opportunities; and
- supporting flexible and inclusive work practices for employees at all life stages, including encouraging gender balance for people accessing policies and benefits associated with parental and caring responsibilities.



SEEK has made meaningful progress towards gender balance to date, nonetheless there is still work to be done.

Please also refer to the [People section of the SEEK Sustainability Report 2025](#) for more details about the specific diversity programs and initiatives at SEEK.

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