



WGEA Gender Pay Gap Employer Statement

SEEK 2023-2024

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

SEEK is committed to fostering an inclusive culture: one that embraces differences and where people are valued, connected and aligned with our purpose of helping people live more fulfilling and productive working lives and helping organisations succeed.

An environment where diversity of thought, opinion and background are encouraged promotes a safer and more inclusive workplace. It is also critical for SEEK to deliver innovative solutions for our customers in the markets in which we operate.

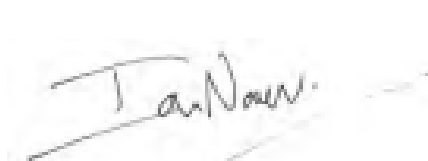
Gender equality is fundamental to this environment and has been a key focus for SEEK for many years.

At SEEK we continue to invest in our people. While this investment takes many forms, ensuring that remuneration is competitive, fair and equitable is critical to our ability to attract and retain the best people and maintain our market-leading position. A significant amount of work is done to assess, analyse, and maintain or improve remuneration and benefits at SEEK. This includes ensuring that gender pay equity is monitored and proactively reviewed at key points in the employee life cycle, including during annual reviews, out-of-cycle remuneration adjustments, internal role movements across SEEK and when we hire people externally. Applying fairness and equity at each point in these processes is a non-negotiable for us, to ensure people are paid appropriately on a 'like for like' basis.

The challenge for SEEK and the technology industry more broadly is one of representation. There continues to be an under-representation of women at senior levels and in higher-paying technical roles. This leads to disparity in the overall earnings between men and women. Gender pay gaps will continue to exist unless we improve the issue of under representation.

We are pleased that this year's data shows progress towards closing the gender pay gap, with improvements in the proportion of women at senior manager and manager levels. However, there is more work to be done to balance gender representation in certain areas, especially for roles in product and technology, to accelerate the closing of gender pay gaps at SEEK.

Addressing this will take time and persistence, nonetheless, we are committed to taking the right steps and driving this change.

A handwritten signature in blue ink, appearing to read "Ian Narev".

Ian Narev, SEEK Managing Director and CEO

A handwritten signature in blue ink, appearing to read "Kathleen McCudden".

Kathleen McCudden, Group Executive, People and Culture

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



Importantly, the WGEA GPG does not provide any indication of the extent to which equal pay outcomes exist for comparable roles ('like-for-like' roles) - irrespective of gender.

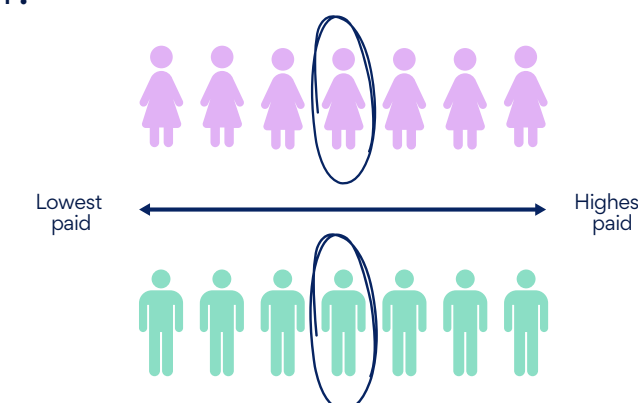
WGEA's GPG metric provides valuable insights into the higher-order structural differences between the representation of men and women within an organisation, for example by seniority, within different job types or areas of work.

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

¹ WGEA 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 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.

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 of 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 metric is then 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 equivalent aggregate earnings for women. WGEA considers a GPG of $\pm 5\%$ or less to be negligible.

SEEK's GPG

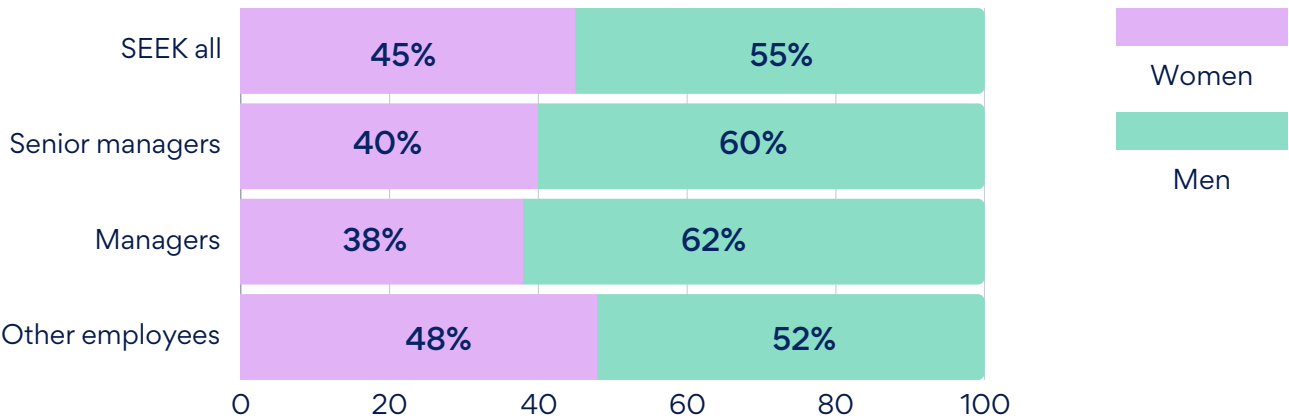
The data in this Employer Statement relates to SEEK's Australia-based employees only and covers the period from 1 April 2023 to 31 March 2024, in line with WGEA reporting.

SEEK's demographics and organisational context

Within the technology sector, there continues to be an under-representation of women in both senior management and technical roles, which are typically higher paying. SEEK supports initiatives designed to grow the pipeline of young women choosing a career in STEM (science, technology, engineering and mathematics), yet change takes time.

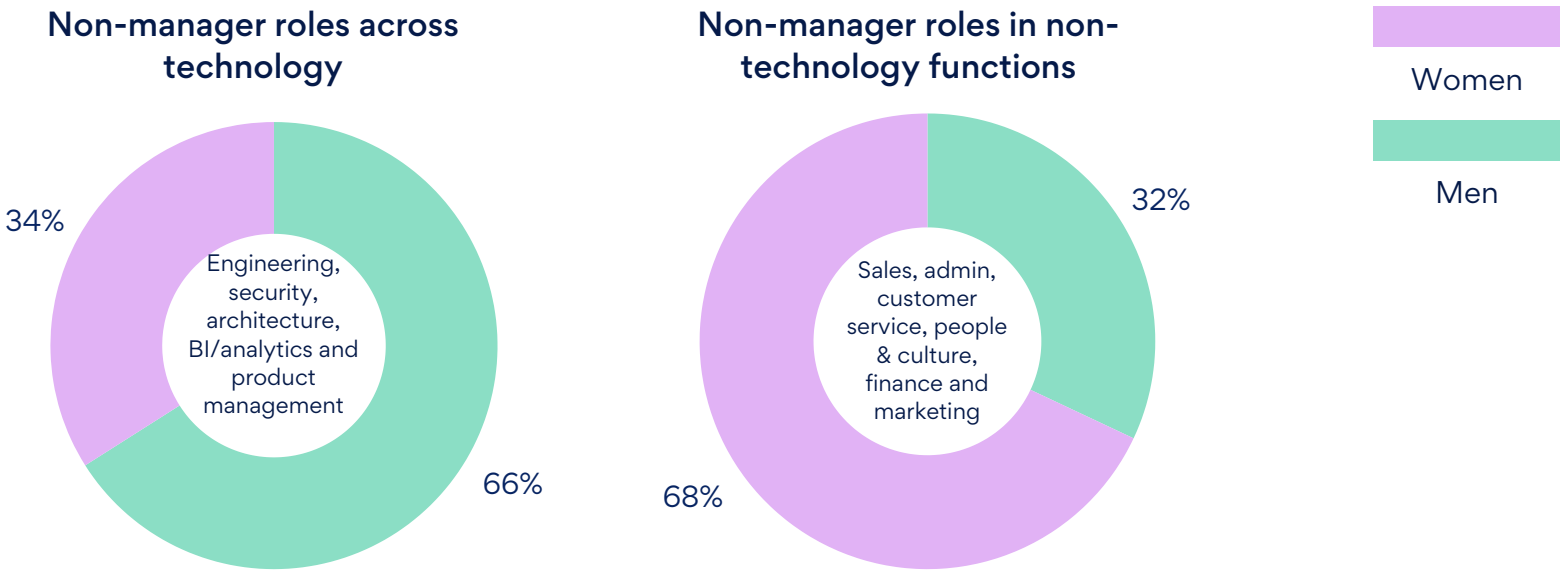
SEEK's overall workforce is almost evenly split between men and women. While we are pleased that there has been an increase in the percentage of women in managerial positions since last year's reporting, women still hold relatively fewer managerial roles than men, as can be seen in Figure 2.

Figure 2: Gender representation by seniority



For non-managerial roles, women occupy one-third of technology and two-thirds of non-technology roles, which typically attract lower pay across the market. This is problematic as it perpetuates the status quo of men earning higher pay overall compared to women.

Figure 3: Gender representation by role type



As explained later in this statement, SEEK's internal analyses confirm that SEEK maintains equitable pay for like-for-like roles.

The key drivers of the WGEA GPG at SEEK remain consistent: the under-representation of women in more senior, higher-paying roles; a higher proportion of men in technical roles that attract a market premium; and correspondingly higher representation of women in non-technical roles.

Median GPG

SEEK's median GPG as calculated by WGEA is approximately 15%: 15.1% for base salary and 14.9% for total remuneration.

This means that, in aggregate, men are paid more than women at the midpoint of earnings after ranking them respectively in order.

We were pleased to see a reduction in SEEK's median GPG figures from last year. The base salary GPG improved by 2.7% points and the total remuneration GPG improved by 1.7% points.

Average GPG

For the first time this year, WGEA has also published employers' average GPGs.

SEEK's average GPG is 14.7% when measured on base salary and 18.9% when measured on total remuneration, both of which are below the national averages.

Unlike in previous years, WGEA's calculation of GPG figures this year also includes CEO earnings. As is the case for the majority of employers with a male CEO, the inclusion of Ian Narev's remuneration data results in an increase in the average GPG.





Progress on bridging the gap

The year-on-year improvement in SEEK's median and average gender pay gap position is supported by an increase in the proportion of women in senior manager roles from 35% to 40% since the last reporting period. SEEK has also maintained an overall workforce almost equally represented by male and female employees.

Whilst there have been improvements, we acknowledge that progress is slower than we would like. There is more work to be done to further improve the representation of women in senior leadership levels and in higher-paying technical roles and we will continue to support initiatives focused on addressing these issues (see further below).

Comparisons to industry

SEEK benchmarks our GPG outcomes against our ANZSIC industry class ('Professional, Scientific and Technical Services'), used by WGEA for industry benchmarking purposes.

SEEK's median GPGs are within 1% point of the industry class and average GPGs are within 2% points of the industry class.

SEEK's analysis and insights

In addition to the reporting required by WGEA, SEEK separately monitors, analyses and reports on gender pay equity at various stages throughout the employee lifecycle.

Analysis of gender pay data by grade level and role type is undertaken in preparation for, and following completion of, the annual remuneration review. Outcomes are reported to the senior leaders, executives and the SEEK board. Grade level analyses take into consideration the seniority, size and complexity of the role. Role type analyses take into consideration the nature of the job being performed (e.g. human resources, engineering, etc). These factors drive our approach to remuneration benchmarking which is a key input into setting remuneration for our employees.

We also undertake testing of our pay against external benchmarks to ensure pay at SEEK is market competitive. Whilst SEEK conducts analysis for all countries across APAC, the data referenced here is specific to Australian employees which aligns with the scope of WGEA's reporting requirement.



Internal gender pay equity analyses by grade level and role type

SEEK's most recent internal gender pay equity analyses for Australia were undertaken in October 2024 and indicated no systemic inequity in pay for like-for-like roles.

Small differences in pay by grade level do exist but are not influenced by gender. Factors which may legitimately influence pay differences between individuals include variation in depth of skill, experience and performance.

Key findings from the analyses for Australia concluded that:

- a gender pay gap of less than 3%² exists within the largest grade level, which makes up around 30% of employees. This is attributable to a high proportion of technology roles within this grade level compared to non-technology roles.
- the combination of relatively higher male representation and higher salaries for technology roles more broadly contributed to pay gap at this level, rather than any gender inequity for like-for-like roles; and
- similarly, the combination of relatively higher male representation and higher salaries for technology roles more broadly contributed to our overall GPG, rather than any gender inequity for like-for-like roles.

Gender analyses of pay relative to the external market

The internal analyses conducted in October 2024 also compared employees' individual remuneration against the relevant external remuneration benchmark for their role. This resulted in a 'compa-ratio' being calculated for each employee. A compa-ratio is the ratio of an individual's base salary compared to the median of the relevant external benchmark for their role. This analysis allows SEEK to understand how well our employees are paid relative to the external market.

At the aggregate level within SEEK, the compa-ratios for men and women were 106.1% and 107.8% respectively. This indicates that:

- men and women are, on average, paid higher than the relevant external benchmark for their role; and
- women are paid slightly more competitively than men relative to external benchmarks, when taking into consideration role type, albeit this is not statistically significant.

² We note that WGEA considers a pay gap less than $\pm 5\%$ to be negligible.

SEEK's commitment

SEEK is committed to driving greater representation of women in senior level positions, and higher-paying professional and technical roles. This focus is ongoing and is key to continuing to reduce the WGEA GPG metric between men and women.

Actions to improve gender balance for the specific workforce segments and address issues of gender 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 any bias or discrimination, including upline leaders, which may impact decision making and pay outcomes for women.

Ensuring gender equity remains in focus throughout the employee lifecycle

- prioritising gender representation to ensure gender balanced outcomes in external hiring and internal career opportunities, particularly for technical and senior level roles, which typically attract higher rates of pay;
- maintaining gender pay equity through analysis, education and regular reporting to mitigate potential gender-bias in outcomes for pay, performance and broader career opportunities; and
- supporting flexible and inclusive work practices for employees at all life stages, including encouraging greater gender balance in access to and uptake of parental and caring responsibilities.

Whilst improvements have been made in gender representation at SEEK, there is more work to be done. As a technology business, we have industry-specific challenges which require targeted solutions and persistent focus. We are committed to sharing further progress in future.

Please refer to the People section of the [SEEK Sustainability Report 2024](#) for more details about the specific diversity programs and initiatives at SEEK.

