



SEEK Limited



SEEK is a diverse group of companies that have a unified purpose to help people live more fulfilling and productive working lives and help organisations succeed. The organisation has been operating for 17 years, supporting people to find and fill roles and volunteer opportunities, and enabling professional development.

This is SEEK's fourth accreditation as an Aon Hewitt Best Employer since 2008.



What you can learn from SEEK

- Being a fast growth business doesn't mean you can't have stability
- You should already know who your next leaders are
- Harness the energy of your people and don't be complacent

Being a fast-growth business doesn't mean you can't have stability

SEEK was established 17 years ago with just three employees. Today there are over 6,000 employees in 23 markets. In Australia, more than 350 people have been on-boarded in the past two years, making it an exceptionally fast-growth business. There are many changes and challenges that arise from such rapid growth and SEEK has managed to address them by:

- building trust
- buying employees into change by defining the 'why'
- maintaining a clear and explicit vision and purpose.

While the organisation's strategy has changed and evolved to accommodate for growth, its fundamental objectives and culture have not. SEEK is focussed on delivering perfect outcomes for hirers and candidates and that will always remain constant. Senior leaders are committed to maintaining a 'defined, clear and transparent' purpose and ensuring that employees are bought into that for the long term.



"Positivity and trust are essential in helping people buy into change."

Andrew Bassat
Chief Executive Officer,
SEEK Limited





You should already know who your next leaders are

SEEK takes a conscientious approach to succession planning and in the past twelve months has seen this come into fruition. With three internal promotions into its Executive team the organisation has validated its efforts in identifying and developing future leaders. To reach this result, existing Executive team members invested significant amounts of time in coaching and sponsorship. The candidates were also provided with external coaching as well as opportunities to contribute to major projects and present to the Board and CEO.

SEEK has several other initiatives in place to ensure that high potential employees are identified early and nurtured throughout their tenure. As well as training and mentoring, the organisation has invested in 'This is SEEK', its new approach to creating a culture that harnesses talent. The program is designed to articulate the beliefs and attributes that codify what it means to be a high performer at SEEK, to support reward and recruitment as well as provide direction for employees. 'This is SEEK' allows employees to see exactly what's required of them to excel, and if they *are* excelling in their role, can prompt a focus on stretch and challenge to raise their capability further.

To accompany 'This is SEEK', the Executive team engage in an annual People Development Day to discuss high potentials and plan for the future.



30%

of filled roles have been **promotions or transfers** from within the organisation (in the first 5 months of 2015)

Harness the energy of your people and don't be complacent

To grow as fast as it has, SEEK has had to be agile, courageous and committed to building a workforce that can enable the realisation of its bold ambitions. With 24% of the market share, and its next competitor at 2%, SEEK is focussed not on what it has achieved but on how it can continue to improve. To support this upward momentum, the organisation fights hard against complacency and harnesses the energy and passion of its people. Senior leaders and managers do not quash ideas and encourage colleagues to engage in genuine open dialogue and healthy debate.

The same principles are reflected in performance management and 'care and responsiveness' are at the core of all manager/direct report relationships. Group Human Resources Director Meahan Callaghan emphasises the focus on having honest conversations that benefit both the individual and the business: "There is a hard edge to caring that is just as important. You've got to be honest with people [who aren't performing] – that's fairness."