



When it comes to career growth, we provide our people with big opportunities to make a big impact. One of the ways we do this is through our Global Talent Exchange Program, a unique opportunity for our team members to spend four weeks working in one of our businesses around the globe.

No matter which marketplace business our people work in or where they are located around the globe, every member of our team gets to be a big part of something big.

When it comes to career growth, we provide our people with big opportunities to make a big impact. One of the ways we do this is through our Global Talent Exchange Program. This is an intensive, on-the-job equivalent of a student exchange program whereby our people have the chance to build their professional network in one of our global businesses, experience a new culture, language, way of working and business environment, and develop a deeper understanding of how another one of our

international businesses operates. We also offer many other learning and development opportunities both locally and globally including mentoring, hackathons, leadership development, web code academies and other soft and technical skills workshops.

Whilst our Group continues to experience significant global growth, we always strive to feel small. Small enough to quickly change tack, learn from different departments, and connect authentically with leadership. We want everyone to be heard, have the opportunity to contribute meaningfully, and grow with the business.



We value feedback from our teams and have multiple mechanisms in place to understand what's important to them. This includes our global Employee Opinion Survey (EOS), which we run twice per year. We also run regular in-country town halls hosted by the local leadership team as well as quarterly global catch-ups hosted by the global Executive Leadership Team (ELT). These catch-ups take place on Zoom and always have the chat and Q&A functionality enabled, which allows any participant to ask a question or raise anything that may be on their mind.

People and Culture continued

Global Connection

Keeping our teams connected across the globe is important to us. In April, several of our Australia-based global ELT members visited Trader Interactive (US), Chileautos (Chile) and webmotors (Brazil) to hear their thoughts, gain insights and share more about our global business and strategy.

This trip was an opportunity for those teams to connect with our leaders and learn more about the wider carsales group, and the ELT enjoyed seeing the growth opportunities and energy in each of the businesses. The feedback from the trip was overwhelmingly positive, with many comments

from team members highlighting our strong people focus. It truly reinforced that we are collectively a big part of something big.

In July we also welcomed our global People, Product and Technology leaders to Melbourne. For many, this was their first time meeting their peers from other businesses across the Group in person, and it was the perfect opportunity to build social connection and collaborate as collective leadership teams. A key theme that ran through each of these teams' offsites was how we continue to work together to grow even bigger and scale.





An Engaged Global Team

An important way for us to understand what drives our people is by seeking out feedback via our Employee Opinion Survey (EOS). We have had a robust engagement framework in place for our Australian business for over a decade. This year, we took that framework global and ran our EOS in each of our international businesses. This represented over 1500 employees, and for the first time we have an aggregated global view on employee sentiment.

Our Australian engagement score remains high at 77%, which is 3% above the New Tech Australia industry benchmark. This benchmark is provided to us by Culture Amp, our survey platform provider, and represents ~1.4 million questions answered by 35,000 employees across 277 Australian organisations. These are highly valuable insights for us as it gives us an indication of how we are performing against the wider technology industry in Australia.

Our global engagement score for the Group is currently sitting at 73%, which is a positive result for our first year of global reporting. We view this score as an opportunity

and look forward to seeing it grow as we continue to build on our global employee experience, roll out additional initiatives, and bring our businesses closer together.

The highest scoring factors for the Group were: Diversity (91% favourable), Management (83% favourable) and Work & Life Blend (82% favourable).

We are passionate about providing our people with the flexibility they need to balance their work and personal commitments, and in many of our markets, including Australia, Chile and the US our teams are given the autonomy to choose to work from whichever location they feel they will do their best work in – whether this be one of our offices, their home, or a blend of the two. Our teams greatly appreciate this flexibility, as evidenced by our survey results. We were also pleased to see management score so highly, as providing our people leaders with learning and development opportunities to hone their skills has been a focus across all our markets.

People and Culture continued

Global EOS Highlights (1,558 Respondents, 78% Response Rate)

Statement	Average favourable result
In my organisation gender-based harassment and sexual harassment is not tolerated	93%
I have the flexibility I need to manage work and other commitments	91%
My immediate supervisor/manager genuinely supports equality between genders	88%
I know how my work contributes to the goals of my Company	88%
My manager genuinely cares about my wellbeing	86%
I feel I am part of a team	86%
We hold ourselves and our team members accountable for results	86%
I would recommend carsales as a great place to work	85%
I am able to arrange time out from work when I need to	85%
We have enough autonomy to perform our jobs effectively	84%
I am proud to work for carsales	83%

Diversity, Equity and Inclusion (DEI)

We have long been committed to fostering an inclusive work environment where all our people feel valued, respected and have equal access to opportunities. We embrace and celebrate all the diverse qualities of our team, and remaining focused on this forms part of our 3-year global strategy. Our diverse workforce provides a wide range of perspectives, which allows us to innovate, attract and retain top talent, and better understand and represent our diverse customer base. We tailor our approach to diversity, equity and inclusion to suit the

various markets in which we operate. We regularly discuss DEI with our global businesses to gain insights about which groups are currently underrepresented in their communities or facing societal challenges – and as things change, we evolve our strategy accordingly. For carsales Australia, gender diversity remains a challenge and this is why we put much of our focus into initiatives such as our internal Women in Tech program and supporting community organisations including Go Girl Go For IT and CS in Schools.

The feedback from our global EOS results indicate that our DEI efforts are well received, with Diversity being the highest scoring factor across the Group, scoring 91% favourable.



People and Culture continued

In 2023 we were ranked # 24 in the top 100 companies globally for gender equality by Equileap, a leading provider of gender equality data and insights. Equileap reviewed 3,787 companies that are listed on a major index or in one of 23 developed markets, representing 102 million employees globally. Their Gender Equality Scorecard™ consists of 19 criteria including gender balance across the workforce, the gender pay gap, paid parental leave and anti-sexual harassment policies.

This year, the Australian business is proud to have published its first Reflect Reconciliation Action Plan (RAP) (available on our shareholder website), endorsed by Reconciliation Australia. This RAP lays the foundations for implementing meaningful, long term reconciliation

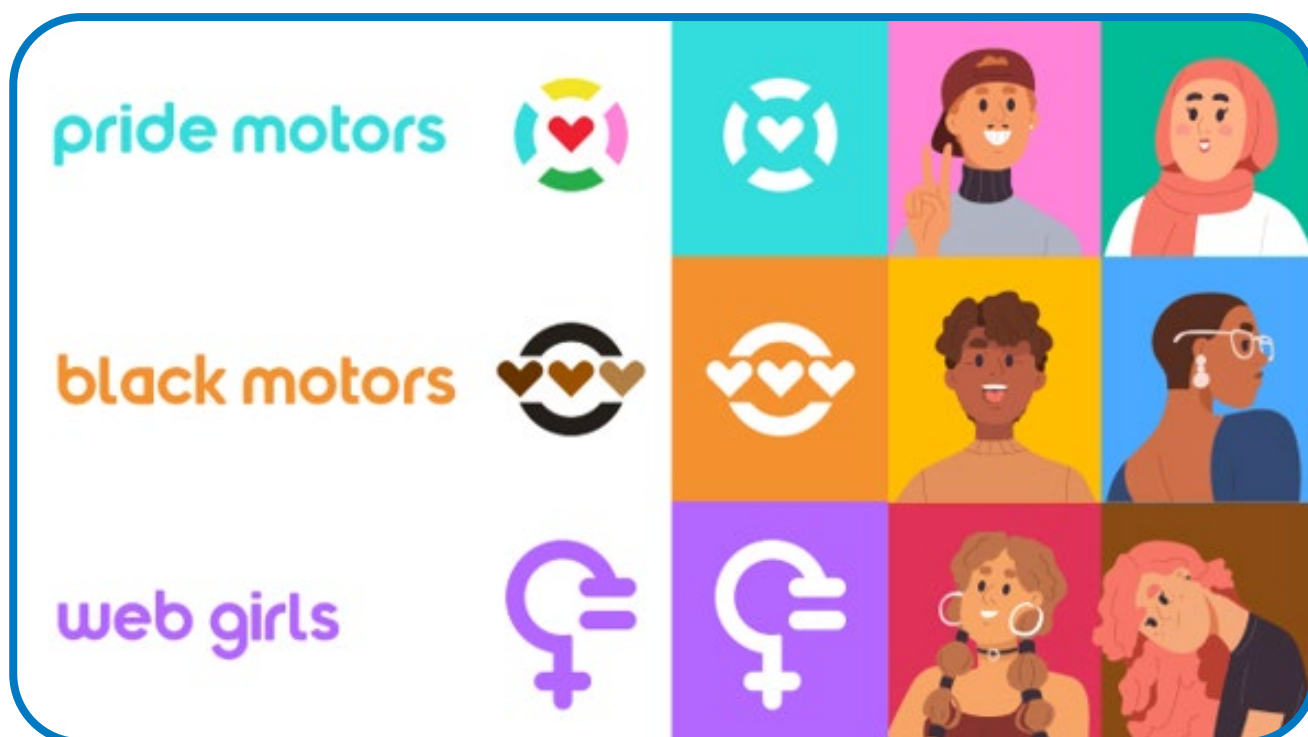
initiatives throughout the business and strengthening relationships with Aboriginal and Torres Strait Islander peoples, with the hope that it will assist with growing representation of First Nations peoples within the Company.



The custom artwork created for our RAP and shared here is titled 'Travelling on Country' and tells the story of carsales. This piece was created for us by Riki Salam from We are 27 Creative.

Our webmotors team elevates the voices of minorities within their business through the support of several affinity groups – also known as employee resource groups – including Pride Motors (LGBTIQA+), Black Motors (afro descendants) and Web Girls (females). Anyone in the business can join one or more of these groups that they feel connected to and, with the support of a team leader,

meet monthly to discuss topics related to the community that they represent. These groups come up with ideas and initiatives that the business can implement to further support them and build awareness. These affinity groups also play a key role in creating community, fostering a sense of belonging and creating a sense of understanding and allyship across the wider business.



Our people build and deliver our products, provide outstanding service to our customers, and help us to achieve our purpose and deliver on our vision. Our people-focused culture is something that we continually iterate and grow, to ensure it remains our competitive advantage. Most importantly, we are never done – we recognise we

have so much opportunity across our market-leading businesses around the globe, and our people are instrumental in achieving and executing on those opportunities. We are proud to have delivered another stellar year with our highly engaged team supporting us and driving our success every step of the way.