

OUR PEOPLE. OUR CULTURE.

269

people joined the
carsales group

1001

graduate program
applications

91%

of our people would
recommend carsales
a great place to work

50%

of promotions and internal
appointments went to
female team members

93%

of our people feel
genuinely supported
to make use of flexible
working arrangements

138

mentors and mentees
across two Mentor
Program intakes



3,125 hours

of formalised training sessions and professional
development workshops delivered to

2,191 attendees globally

300

Over 300 #wearecarsales
Award nominations across
the carsales group

AI
Hackathon

203 participants,
18 projects



Things that make us incredibly proud

Over the past year, we have worked hard to deliver on our goal of being a destination for talent by continuing to attract and retain incredible people. We have been:

- Great Place to Work® certified for five consecutive years;
- A Workplace Gender Equality Agency (WGEA) Employer of Choice and certified Breastfeeding Friendly Workplace for eight consecutive years;
- An Australian Association of Graduate Employers (AAGE) Top Graduate Employer in 2019, 2020 and 2022; and
- Most recently we became a Family Inclusive Workplace™ and were named on the 2022 AAGE Top Intern Programs list, placing 5th across all of Australia.

Additionally, our Australian business operations were recently certified carbon neutral under the Australian Government's carbon-neutral certification program Climate Active.

Many of these accolades have been achieved through our people being surveyed and sharing their experiences of working at carsales, which makes them particularly meaningful.

Be a big part of something big

One of the best things about carsales is that our people get to be a big part of something big. We may be a global ASX100 business, but we're still small enough for everyone to be heard, work on projects with meaning and make real impact. Our uniqueness comes from having the rare combination of being able to provide all the benefits of a big tech company – being growth, security and resource – coupled with the feeling of a small organisation, which gives agility, opportunity and autonomy to our people. Our openness to new thinking coupled with our flat structure and accessible leadership team means that every good idea can become a reality.

For the past 25 years we've backed our people to make new ideas happen and have created an environment in which every team member has the chance to do work that delivers significant customer value. We aim to provide our people with a dynamic workplace experience which transcends a mere list of perks and benefits.

This, in conjunction with our caring and inclusive culture, is what we believe sets us apart and makes us a great place to work. Whether we are talking about our people,

our customers or our community, the initiatives and programs that we run considers whether what we are doing is going to be equally accessible to all. Why do we do it? Not only is it the right thing to do, but we know that if our team feels cared for and a sense of belonging, then so will our customers.

Autonomy to choose

One of our key learnings from the COVID-19 pandemic was that our people can work from anywhere successfully - which is why we now give our Australian and New Zealand team members the autonomy to choose their working location. Our people have three working options:



office

You come into the office 3+ days per week and have a dedicated desk for your laptop, monitor and whatever personal items you need to make your space personal to you.



hybrid

You come into the office 1-2 days per week and hot desk on the days that you come in. The remainder of your week is spent working from home.



anywhere

You spend the majority of your working time at home and rarely, if ever, work from our offices.

OUR PEOPLE. OUR CULTURE. CONTINUED

We believe in creating a culture where our people can do their best work, irrespective of their physical location. We recognise that some of us do our best work in an office setting, and some of us work best from somewhere else. The reason Autonomy to Choose works for us is because of the trust that we have in one another.

To ensure that we can still nurture the human connection that we all care about so much, we bring our whole team together in-person at various points throughout the year for companywide events. These events are a great opportunity to collaborate and learn from each other, foster team connection, and get together for some relaxed, social fun.

An added benefit of Autonomy to Choose is that because there is no longer a requirement to work from an office, our team members have the opportunity to work from overseas for periods of time. This is particularly beneficial to those who have family living overseas. We've also seen some team members permanently relocate regionally and interstate, and it's opened up our ability to hire incredible talent outside of the cities where our offices are located.

The response from our team since implementing Autonomy to Choose has been overwhelmingly positive. In our March 2022 Employee Opinion Survey, we saw a 6% uplift in our overall engagement score. Other highlights included:

- "I would recommend carsales as a great place to work" 91% favourable response (+7% YoY)
- "We are genuinely supported if we choose to make use of flexible working arrangements" 93% favourable response (+13% YoY)
- "We have enough autonomy to perform our jobs effectively" 92% favourable response (+7% YoY)



As we move forward as a team – whether we work together in-person, virtually or a mix of both – we know that it's crucial that we're mindful of others and continue to be inclusive of everyone, no matter where they choose to work from. To support our leaders through this transition and ensure we reset as we move forward, our people managers have been undertaking a bespoke training program called Leading for Inclusion and Belonging. This training addresses how we can continue to foster a sense of inclusion and belonging in geographically dispersed teams and helps our leaders think about how their leadership style may need to adapt to ensure that our teams continue to perform at their full potential.

Investment in our people

This year, we were proud to introduce an Employee Share Plan (ESP) for all permanent Australian team members. We want our people to be able to share in the success and growth of carsales. Our ESP is a matched plan which allows team members the opportunity to sacrifice pre-tax salary to purchase carsales shares, and this investment is matched by the company. 63% of eligible team members opted into our ESP in year one. This result shows us that our people believe in our business and what we are collectively working towards.

In early 2022 we welcomed our fifth cohort of Technology graduates into the business, and we were recognised as a Top Graduate Employer for the third time by the Australian Association of Graduate Employers. Our program gives graduates broad carsales experience and provides formal mentoring and support from our talented leaders who are passionate about investing in their development. We were also pleased to see all our 2021 graduates be offered permanent roles within carsales at the conclusion of their 18-month graduate program.



As we continue to operate in a tight talent market, we explore new and alternate pathways to attract highly talented individuals to carsales. One of the ways in which we are fostering a pipeline of digital talent is through internships – both at the early and mid-career level. This year we welcomed 13 interns through three different programs:

- The Victorian Government's Digital Jobs program – which aims to build the state's digital workforce by training and upskilling mid-career Victorians so they can transition into digital careers;
- CareerSeekers - a non-profit organisation supporting refugees and asylum seekers, who are either mid-career or university students, to transition into professional careers in Australia; and
- The Monash University Industry Based Learning (IBL) program - providing undergraduate IT students with work opportunities in a corporate setting, allowing them to develop sought-after employability skills.

Of the interns who have completed their internships to-date, 100% have resulted in permanent employment opportunities within carsales. This demonstrates that investing in internships is proving to be a successful talent pathway for us. We were also thrilled to learn that carsales was named on the 2022 Australian Association of Graduates Employers Top Intern Programs list, placing in the top five employers across Australia.

Our annual hackathon this year was AI themed with 203 team members across the globe working on 18 different projects. We're passionate about hackathons because they bring our people together to collaborate, invent, innovate, experiment with new ideas and learn. Seeing many hackathon ideas develop into tangible

product innovation for our customers is another reason why they are so important to us.

We have continued to embed our behaviours into everything we do through the #wearecarsales Awards. These quarterly awards are peer nominated and designed to recognise those living our carsales behaviours and bringing them to life. Throughout the year we received over 300 nominations across the carsales group and celebrated 20 worthy winners – five per quarter.

In 2022, we announced three members of the carsales team as recipients of our annual CEO Scholarship – two from Australia and one from Chile. The CEO scholarship is open to all team members globally and is an opportunity to receive a grant to complete a further education or learning opportunity of their choice. This year's winners will be undertaking a wide range of learning opportunities including Graduate Certificates in Marketing, Professional Certificates in Digital Transformation and courses in Design Strategy and Service Futures.



The Victorian Digital Jobs Program gave me the opportunity to pivot my career, explore and deep dive into the world of Tech and Product Management. Securing a Product Management internship with carsales is a greatly desired position to be in, and I feel so fortunate to be here. As soon as I joined I felt welcomed and part of the carsales family, and have been well supported in my career journey thus far. Working within the Retail team helped setup a strong foundation of knowledge and experience, and I was able to explore the many facets of Product Management. It felt great adding value and contributing to projects, even at this early stage of my new career path. To my delight I was offered a permanent position and look forward to continually learning and developing my career within the Dealer tribe with such skilled and wonderful group of people.

— Rose Peart, Associate Product Manager

OUR PEOPLE. OUR CULTURE. CONTINUED



Women in Tech

Our Women in Tech group is made up of females across the carsales group in technical, non-technical and general business roles. The group has gone from strength to strength with the introduction of our new Women on the Move program. The goal of this program is to provide practical skills development workshops covering personal brand, career goal setting, optimising strengths, communicating with assertiveness, generating influence, and building networks and visibility.

The Women in Tech group has also attended external events such as the recent Girls In Tech conference and we have re-signed as a sponsor of the Go Girl Go For IT conference – a free one-day technology conference for girls in years 5-12 across Australia. We look forward to continuing to support initiatives such as these which aim to encourage students to pursue a career in technology.

Diversity, Equity and Inclusion

We continue to foster a workplace that values diversity, equity and inclusion and are proud to have scored a 95% favourable response to the Diversity statements posed in our March 2022 engagement survey. In 2022 we were awarded the WGEA Employer of Choice citation for a further two years. We have been awarded the citation every year since 2015 and are one of only 120 organisations in Australia to hold it at present. Our CEO, Cameron McIntyre, has continued to lead our efforts in this space as a WGEA Pay Equity Ambassador and board member for Inclusive Australia. We are also proud to have maintained 40% female representation at the Australian Senior Leadership Team level.

In addition, we remain a Best Practice Breastfeeding Friendly Workplace and a business that is inclusive and welcoming of the LGBTIQ+ community via the

Welcome Here Project. We have continued to celebrate important events such as International Women's Day and International Day Against Homophobia, Biphobia, Interphobia and Transphobia with guest speakers who inspire and educate our people.

This year, we also became a certified Family Inclusive Workplace™ for the first time. Family Friendly Workplaces™ is a partnership between Parents At Work and UNICEF Australia to improve work life wellbeing, inclusion and equity outcomes for families by introducing a set of six certifiable standards for employers. Our certification submission outperformed the cohort in five of the six standards. Achieving this accolade recognises that our policies, practices, guidelines, leadership and culture support our people regardless of what stage of life they are at in their family. We are thrilled to be one of the first 70 organisations to be certified as a Family Inclusive Workplace™ in Australia.



Climate Active certified

This year, our Australian business operations were certified carbon neutral under the Australian Government's carbon-neutral certification program Climate Active. Climate Active curates what is considered one of the world's most rigorous carbon neutrality certifications programs and this achievement solidifies our commitment to minimising environmental impact, reducing emissions, and championing positive climate action.

We achieved carbon neutrality by offsetting 100% of our Australian carbon emissions by investing in four important carbon offset projects. As a global business, our approach to carbon offsetting is to support a mix of community, conservation, and renewable energy projects both locally and internationally. In Australia, it was important for carsales to align with a project that provides environmental, cultural, economic and social benefits to the Traditional Custodians of our lands - the Aboriginal and Torres Strait Islander communities. The Karantijpa North Savanna Burning project does just this by combining traditional knowledge with innovative techniques to reduce emissions associated with savanna fires.

Overseas, we have invested in two conservation projects being NIHT Topaiyo REDD+ and Pacajai REDD+. The former conserves endangered tropical rainforests in Papua New Guinea, which is Australia's closest neighbour and a country with whom Australia shares a rich history and strong bilateral relationship. The latter is helping to reduce deforestation in the Amazonian rainforests of Brazil. Brazil is a country that we have had close ties to since 2013 when we acquired a 30% stake in webmotors. From a renewable energy perspective, we have invested in the Midilli Hydroelectric Power Plan in Turkey. This project demonstrates our commitment to supporting low emission electricity generation. This is important to us given the continued rise of electric, hybrid and low emission vehicle sales around the globe and the role that we play in partnering with manufacturers, dealers and consumers as this transformation takes place.

We are taking a number of steps towards reducing emissions, which includes developing a detailed emissions reduction strategy with time-bound targets. Our head office building in Melbourne is also certified carbon neutral through the National Australian Built Environment Rating System (NABERS). We continue to work with our building owners and landlords around Australia to explore ways that we can continue to reduce our energy consumption and waste impact. We also intend to be strategic when looking at any future tenancies in terms of their location and proximity to public transport and ensuring they have high NABERS base building ratings.



Community

We are proud to have continued our partnership with CS in Schools for a third consecutive year. CS in School's mission is to create sustainable change in Australian digital technical education by providing a complete DigiTech pathway for secondary students and developing teacher confidence in relation to delivering digital technology classes. Our team enjoy volunteering their time to support this cause, and we were thrilled to be recognised by CS in Schools at their 2021 awards night as their Supporter of the Year.

We have also continued to mentor students via the Monash Postgraduate Industry Experience mentoring program, and this year for the first time have supported headspace's Work and Study support program. headspace provides early intervention mental health services to 12-25 year-olds, and we have volunteered our time by participating in mock interviews with their clients who are being supported to find employment opportunities.

Our partnership with Swinburne University has also continued through our sponsorship of a second female student to undertake a degree in Computer Science and Information Technology at Swinburne University through our carsales Foundation Women in IT scholarship. Similarly, our partnership with The Smith Family has continued and we have sponsored seven school children around Australia through the Learning for Life program and raised much needed funds for their Christmas Appeal.

