



## DIVERSITY, EQUITY AND INCLUSION POLICY

### 1. Our commitment

CAR Group Limited (“CAR Group”) is committed to creating safe and inclusive work environments where individuals can bring their whole selves to work. We maintain a global and local approach to diversity, equity and inclusion (“DEI”), to respect the communities in which we operate.

We continually strive to be a leader in this space because we know the benefits that a sustained focus on DEI brings to our Group.

DEI leads us to new ways of solving problems, developing world-class products and services, and thinking differently about the ever-evolving world in which we live and work. It also means that our workforce will more accurately represent our diverse customer base, which allows us to better anticipate their needs and deliver on our purpose to make buying and selling a great experience.

### 2. Scope

This policy applies to all CAR Group companies and employees globally, including contractors, volunteers and subsidiary businesses. It also extends to our relationships with customers, suppliers and other organisations with which we partner.

### 3. Our approach

In every country that CAR Group operates in, we aim to be an employer of choice that attracts, retains and develops the best talent.

Our culture of inclusion and belonging brings together different experiences, abilities, beliefs, and perspectives - and we celebrate all the diverse qualities of our team. We know that an inclusive work environment makes our people more engaged and productive, supporting them to reach their full potential and allowing us to deliver value to our customers and shareholders.



Our approach to DEI encompasses five core principles:

1. We celebrate all the diverse qualities of our team and have a fundamental expectation that every team member leads with respect.
2. We are an equal opportunity employer and employment decisions are based on merit and objective criteria.
3. We have a zero-tolerance approach to discrimination, harassment, victimisation, vilification and bullying against any team member or job applicant.
4. We believe in equal pay for equal work.
5. We offer a variety of flexible working arrangements and benefits designed to support our people at the various stages of their lives.

We embed DEI across the entire employee life cycle, ensuring fairness and equity in:

- Attracting and recruiting talent
  - We ensure our recruitment process, and all employment decisions are free from bias and that anyone regardless of background is treated equally and fairly through our processes.
  - We create inclusive work environments that welcome and embrace the diverse qualities of our people.
- Developing our people
  - We provide training specific to unconscious bias and leading with inclusion and belonging across the Group.
  - We have tailored development programs in place to create pipelines of diverse talent.
  - We offer training and support for our people to thrive and grow in the workplace.
  - We communicate and consult with our people on decisions that impact them such as restructures and organisational change.



- We assess all promotions for fairness and equity and have a succession planning process which considers diversity of talent pipelines.
- We respect our people's work/life balance.
- Rewarding our people
  - We have a reward strategy which is centred around the principles of fairness, consistency and pay for performance.
  - All CAR Group businesses assess and monitor their gender pay gap and have strategies in place to reduce them.
  - We expect like-for-like positions to be paid the same, except in instances where there is an acceptable reason for a differential related to relative experience, job performance or tenure.

As part of our DEI strategy, we have targets and initiatives that are set at both a global and local level. Our DEI performance can be found in our Sustainability Report and Sustainability Databook, both of which are published annually and housed on our shareholder website: <https://cargroup.com>.

#### **4. Equal Opportunity**

CAR Group is an equal opportunity employer.

We have a zero tolerance approach to discrimination, harassment and bullying against any team member or job applicant based on personal characteristics including, but not limited to: age, gender, sexual orientation, gender identity, intersex status, race, colour, social origin, religious beliefs, disability and/or physical ability, family or relationship status, caring responsibilities, pregnancy (including childbirth or related medical conditions, as well as breastfeeding needs), physical or mental disability, veteran's status or military service, or based on union membership or union activity.

#### **5. Monitoring**

Our DEI strategy and progress on objectives are discussed and overseen as part of the CAR Group Board's People & Culture Committee.



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.

On a monthly basis we monitor gender diversity progress as well as the nature and number of grievances raised across the Group. Annually, we conduct a gender pay gap analysis and take actions to remedy any unexplained differences in like for like jobs.

We monitor our team's sentiment around DEI through our annual cycle of collecting employee feedback. This includes onboarding, exit and engagement surveys. We seek to understand sentiment with regards to respect for all genders, comfort around speaking up and reporting inappropriate behaviours, ability to manage work and life and, more broadly, our culture specifically with regards to diversity, inclusion and equity. We also ask questions specific to physical and psychological safety in the workplace including the ability to voice contrary opinions and whether gender-based harassment or sexual harassment is viewed as tolerated or not.

## **6. Responsibility**

This policy is underpinned by the expectations and behaviours outlined in the CAR Group Code of Conduct.

All leaders, managers and employees are responsible for the success of this policy. We expect our leaders at all levels to champion and demonstrate their commitment to DEI through their words and actions.

## **7. Raising Concerns - *See Something? Say Something!***

At CAR Group we believe in fostering a workplace culture of open communication and transparency. We are committed to ensuring that all CAR Group team members have safe, reliable, and confidential ways of reporting suspicious activity, misconduct, or behaviour which does not align with our Code of Conduct or any other global or local workplace policy.



CAR Group's *See Something? Say Something!* policy outlines the avenues through which our team members (past and current), directors, contractors, customers, suppliers or other associates of CAR Group can raise matters, including anonymously. Matters raised under the *See Something? Say Something!* policy will be treated sensitively, and confidentiality will be maintained as much as possible within the constraints of needing to investigate the matter raised.

CAR Group's *See Something? Say Something!* policy is available on our [shareholder website](#).

#### Document and Version Control

Version	Date	Approval
9.0	June 2025	CAR Group Board of Directors