



SUSTAINABLE ROUTE TO MARKET

PEOPLE

PEOPLE-FOCUSED
ROUTE TO MARKET

In 2024, colleagues across markets have driven inclusive hiring, enabled safer operations and championed our Inchcape One culture.

Estefania Gomez Lopez: Project Manager DDC, Colombia

- 41 Realise your potential: talent and development
- 44 Health and safety
- 45 One Inchcape Culture: acquisitions & integration
- 46 A workplace where everyone can thrive: inclusion & diversity
- 47 Be Heard survey 2024



82%

inclusion score in the 2024 Be Heard colleague engagement survey, placing us in the upper quartile - a standout achievement and a marker of a globally inclusive culture

778

colleagues in our early careers programme, with 97% saying it made a meaningful impact on their career

28%

of leadership is female

87%

employee ownership and responsibility (H&S survey)

SUSTAINABLE ROUTE TO MARKET: **PEOPLE**

Realise your potential: talent and development

TRANSFORMING TOMORROW, TOGETHER

Our people make a big impact at Inchcape, helping to shape the future of mobility. We want to create an inclusive learning culture where everyone is empowered to reach their potential. We encourage all colleagues to share fresh thinking and deliver their best work by working with incredible Inchcapers and brands to help grow our global business.

Our One Inchcape culture

Our One Inchcape culture is central to our success as a global business – it helps drive collaboration, innovation and a shared commitment to excellence. We foster a culture built on teamwork, fresh thinking and a focus on delivery, ensuring that our colleagues, OEM partners and customers receive the highest level of support, service and experience for every colleague who chooses to build their career with Inchcape.

Achieving our Accelerate+ strategy means continually challenging ourselves to work more effectively and think globally as we look to optimise our business. By striving for industry-leading service, exceptional customer experiences and a dynamic workplace, we strengthen our partnerships, enhance customer satisfaction, and make Inchcape an even better place to work.

Our values

Delivering the global mobility transition, locally, is enabled by our One Inchcape Values and Behaviours – a framework that provides the foundations we need to meet our strategic goals and guides how we act and the day-to-day decisions we all make.

- **We deliver:** Ensuring everything we do meets the expectations of OEM partners, customers and colleagues.
- **Great experiences:** We want our customers and everyone we work and partner with to have a great experience.
- **Fresh thinking:** We lead our industry by looking ahead and taking smart risks, anticipating changes in our markets to develop innovative and sustainable solutions that delight our customers.
- **Better together:** We achieve more by developing stronger teams that work better together.

Read more about **One Inchcape** [here](#).

PROGRESS ACROSS OUR TARGETS**90%**

retention of emerging and high-potential talent

2024 performance: 96%

Goal

70:30

internal vs. external hires for senior positions

2024 performance: 69% internal hiring of senior roles across all regions

Goal

30%

as a proportion of women in Senior positions by 2025

2024 performance: 28%

Goal

30%

female representation across total global workforce

2024 performance: 30% (achieved)

Goal

90%

retention or progression in the 24 months following leadership programme completion

2024 performance: 100% retention of Accelerate training participants, average programme retention rate 80%

Goal

82%

inclusion score in our Be Heard Survey – a standout strength aligning us with the best-in-class organisations globally



SUSTAINABLE ROUTE TO MARKET: PEOPLE

GRI 401 - Employment

Realise your potential: talent and development



Strengthening our Employee Value Proposition ("EVP")

In 2024, Inchcape developed its Employee Value Proposition ("EVP") under the strapline "Transforming Tomorrow, Together"; a strategic framework developed from extensive feedback gathered from colleagues across all functions, levels and regions. The EVP reflects our commitment to placing people at the heart of our business, ensuring a consistent and exceptional experience for every Inchcape colleague currently working with us, and those who may do so in the future.

The Inchcape EVP serves as a guiding platform to attract, retain and support the performance of our colleagues and propel our business forward. It sets clear expectations and creates the right environment to continue the growth of our dynamic business that's ambition is to lead a transformation of our industry.

Importantly, the EVP is not just for colleagues - it also applies to anyone who engages with Inchcape from a talent perspective. It underpins how we talk about working at Inchcape, and how we position ourselves as an employer.

To support the launch, we've created an EVP toolkit with guidance and ready-to-use messaging for job adverts, internal communications and recruitment campaigns. This helps us maintain a consistent tone of voice and a clear message about who we are, what we stand for and what people can expect when they join Inchcape. By applying our EVP in everything we say and do, we're creating a more connected, inclusive and high-performing culture.

Early careers

In 2024, we had 778 colleagues participate in our Early Careers programme, which offers opportunities across multiple functions within our organisation, including aftersales, sales, corporate functions and digital.

Through structured programmes and placements, hands-on training and mentorship, participants gain invaluable exposure to our global operations and work on real-world projects that shape the future of mobility.

In the past year, we strengthened our commitment to supporting early careers by launching the global Early Careers Experience Survey. This survey captures insights into participants' experiences and measures each programme's impact. The results were highly positive, with 97% of participants reporting a meaningful impact on their career development, and 92% stating they would accept a role at Inchcape if offered.

Early Careers is a vital part of our broader People strategy, ensuring we attract diverse talent and grow future leaders who understand our business as it evolves and are equipped to meet the challenges of tomorrow.



//

This programme offered important knowledge and experience necessary to discover the opportunities that exist in this industry. The environment consists of people who support you in your work and I felt like an important member of the team.

Ola Olajide, ESG Data Analyst
and 2024 10K Intern Participant

92%

would accept a role
at Inchcape if offered

778

colleagues participate in
our Early Careers programme



SUSTAINABLE ROUTE TO MARKET: PEOPLE

Aspire programme

We launched the Aspire programme in 2024 to equip female colleagues earlier in their careers with the skills, knowledge and support to fast-track their progression and contribute across our global operations. In its first year, 150+ women from diverse roles and all regions participated, reinforcing our commitment to inclusion and professional development.

The global programme includes workshops, structured sessions and inspirational speakers, empowering participants with confidence and practical tools to support them to achieve their career goals.

Aspire supports our goal to increase female representation in senior leadership by supporting a pipeline of strong talent. Tracking and supporting KPIs around gender diversity across our workforce and in senior leadership enables us to measure progress and identify barriers. Future gender metrics are in development to continue driving gender balance.

The programme reflects our commitment to developing talent, increasing the number of women in our succession pools and ensuring our leadership pipeline is diverse and inclusive. As it grows, it will further empower women, strengthen our culture and enhance business performance.



The Aspire programme enabled me realise that the challenges I faced were valid and that I was not alone, while connecting with women from various markets broadened my perspective and professional network. The practical wellness techniques were especially valuable, giving me tools to navigate my career with greater confidence and balance.



Hanum Vionita: Department Manager
Quality Assurance, Indonesia



SPOTLIGHT: GENDER DIVERSITY

BREAKING BARRIERS AT NMTECH

Aubriana Sablan's Journey into Automotive Technology

The automotive sector has traditionally been male dominated, particularly in technical roles. However, thanks to a growing partnership between Inchcape's local Saipan business, Atkins Kroll, and the Northern Marianas Technical Institute ("NMTech"), new pathways are emerging for local talent, regardless of gender.

Recognising the importance of building a skilled and inclusive workforce, Inchcape partnered with NMTEch to offer structured internships at Atkins Kroll. The initiative provides aspiring technicians with practical, hands-on experience and supports long-term employability for young people in the Northern Mariana Islands.

Aubriana Sablan's journey into automotive technology began in 2022, when she joined NMTEch's one-week summer programme. The experience sparked a strong interest in the field, leading her to enrol in NMTEch's full-time Automotive Technology programme after finishing high school. As part of her training, she completed a 60-hour internship with Atkins Kroll, where she gained practical, hands-on experience working alongside trained technicians in a professional workshop setting. After completion, Aubriana was offered a permanent position at Atkins Kroll and became Saipan's first-ever female lubrication technician.

Programmes like this provide practical entry points into the automotive sector and are helping to improve gender representation in technical roles. Through its partnership with NMTEch, Atkins Kroll continues to support skills development and local employability, with a focus on building a capable, community-based workforce. In 2025, Inchcape is aiming to develop more programmes globally to drive inclusion and widen opportunities available across markets.



I was motivated to become a tech because I was fascinated by every aspect of the work. The opportunity to break stereotypes, work in a shop, and prove myself to those who doubted me only fuelled my motivation.

Aubriana-Maria Sablan: Lube Technician, Saipan





SUSTAINABLE ROUTE TO MARKET: PEOPLE

GRI 403 – Occupational Health and Safety

Committed to health, safety and wellbeing

HEALTH AND SAFETY

Safety is central to how we work at Inchcape. Our day-to-day activities as an automotive distributor involve operating vehicles and machinery, and exposing workers to potential health and safety risks that we work proactively to understand and mitigate.

2024 was an outstanding year of progress on health and safety. Numerous milestones were achieved at both Group and market levels, supporting our ongoing commitment to fostering a robust safety culture, improving operational safety and aligning with global best practices.

OUR PROGRESS IN 2024

Launching the Health and Safety Culture Survey

In March 2024, we were proud to launch Inchcape’s first Group-wide Health and Safety Culture Survey (“HSCS”), distributed to over 15,000 employees in 20 languages. Designed to capture the views on Inchcape’s Health and Safety practices, our first survey produced a high degree of favourability across the five key areas surveyed:

Topic	Employees with a favourable response
Leadership and commitment to the HSE journey	83%
Management behaviours on HSE	82%
Employee ownership and responsibility	87%
Engagement in improvement	84%
Communication, education and resources	85%

As well as highlighting strengths, the survey gave clear signals for what needs to be improved, in which market, to a strong degree of specificity. Action plans have been developed following the results of the survey and is monitored regionally, with quarterly reviews at the Group level. The survey will be run every two years to check progress and help guide long-term strategies.

Implementing our contractor risk management database

We’ve created a comprehensive contractor management system to ensure all health and safety requirements we ask of our contractors are tracked and managed, serving as a centralised tool to enhance oversight and ensure compliance across markets.

Developed in our HSE Management System, the database ensures all contractors can access general and site-specific induction training to support adherence to safety standards, task-specific compliance and insurance coverage. Input from all regional HSE teams has been instrumental in shaping the system, ensuring comprehensive functionality and relevance.

Integrating the Psychological Risk Assessment Survey

To address emerging legislative mandates and enhance our understanding of our colleagues’ psychological experience, a Psychological Risk Assessment Survey was developed and integrated into our HSE management system in 2024. This tool enables assessments of workplace psychological risks, with the flexibility to adapt to market-specific requirements.

Initial results indicated positive outcomes, with no urgent mitigation required. The survey also established a scalable framework for future assessments, ensuring the organisation remains equipped to address psychological risks over the next three years.

Establishment of HSE Centres of Excellence

The HSE department successfully launched Centres of Excellence (“CoE”) in 2024 to strengthen safety expertise and enhance organisational alignment. Under the new CoE structure, regional HSE functions report in a standardised structure to a Group-wide department, allowing a streamlined pooling of knowledge and training to align health and safety direction globally. This creates global consistency, and provides HSE with a dedicated department with one Group-wide authority.

Management of health and safety

Through work in 2024 and in previous years, Inchcape has successfully moved from a limited safety culture to a middle position on the recognised industry framework which we use to evaluate safety (the Hudson Ladder). There’s a growing sense of personal ownership for safety across the business, stronger systems in place to identify and manage risks, and a more proactive approach to learning from incidents and near-misses.

Our progress is supported by a robust organisational structure for health and safety. Each region is assigned a regional health and safety manager who governs market-level health and safety departments or teams in each country in the region. Our central digital management system, certified to ISO 45001 standard and audited annually, provides a unified source for governing health and safety practices, distributing trainings and handling all records generated.

All colleagues can log and report health and safety information to enable strong oversight. Performance metrics and incidents for this year can be found in the GRI content index on page 65. Improvements to practices are rolled out at the same time across all markets to ensure tracking, integration and continued global alignment.

SUSTAINABLE ROUTE TO MARKET: PEOPLE

Acquisitions and integration

ONE INCHCAPE CULTURE

Our approach to integration

Mergers and acquisitions ("M&A") are a critical enabler of our Accelerate+ strategy, supporting both Distribution Excellence and Value Added Services, and strengthening our institutional expertise with every transaction.

With every acquisition, we strengthen our expertise and refine our approach to integrations, building a deep institutional knowledge that we call our M&A playbook. This playbook captures key learnings, providing a structured roadmap for managing M&A transactions across Inchcape.

While each acquisition and market present unique challenges, our playbook ensures a globally consistent and scalable approach. For our People teams, it serves as a practical guide, equipping them with the tools, templates and best practices needed to prepare for and execute acquisitions and the subsequent integrations. By leveraging insights from past successes, we streamline colleague onboarding to create a strong foundation for long-term growth.



CASE STUDY: ONE INCHCAPE AMBASSADORS

BUILDING A UNIFIED CULTURE

The challenge

The acquisition of Derco, one of Latin America's largest automotive distributors and Inchcape's biggest acquisition in more than 50 years, was a major step for Inchcape in 2023. Integrating a business of this size brought both operational and cultural challenges, and our integration work has continued into 2024. As well as aligning systems and processes, it was important to make sure every colleague felt supported, respected and confident about the Inchcape integration process.

Inchcape's response

To support a smooth transition and foster a One Inchcape culture, we retained our Integration Ambassador programme, which played a key role during the first year of integration. In 2024, we evolved the programme into the One Inchcape Ambassadors, broadening the ambassadors' focus to actively foster the One Inchcape culture in their markets.

Nominated locally, ambassadors were selected to reflect each market's specific needs to help grow our global business, with particular focus on supporting areas facing the greatest change. These colleagues play an important role in supporting others through new ways of working – sharing knowledge, encouraging collaboration and helping to embed a consistent culture that reflects our values. By connecting people and reinforcing the behaviours that underpin high performance, they're helping us build a stronger, more unified Inchcape.

The programme was designed with autonomy in mind, allowing ambassadors to address local market challenges while maintaining regular engagement with leadership teams. They organised local sessions to identify opportunities, addressed market-specific challenges and attended monthly meetings to share best practices and insights across different markets.

The outcome

The programme provided valuable bottom-up perspectives, helping leadership address integration challenges in real time. A few examples of how each group of ambassadors took an active role in addressing the integration challenges that emerged during the second year of the journey:

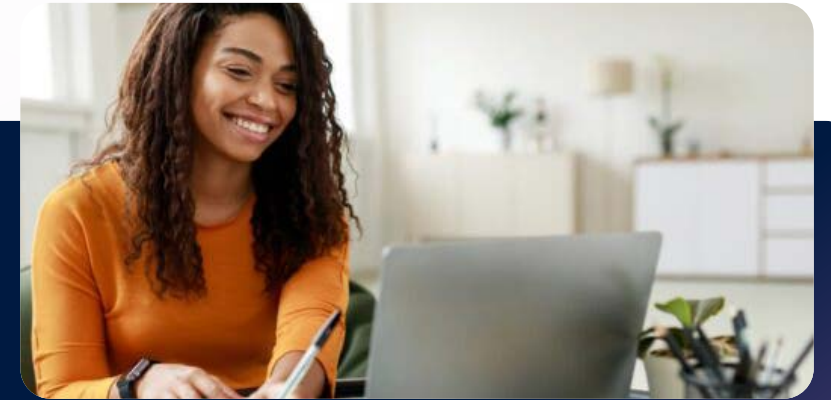
- In Colombia, ambassadors identified onboarding issues following the merger of two offices. Through a local initiative called The Integration Route, they facilitated listening sessions that surfaced concerns and led to targeted actions by leadership, significantly improving the experience for colleagues transitioning to a new work location;

- In Peru, during the implementation of a new operating model, ambassadors conducted interviews across teams to understand challenges in adapting to change. They analysed the findings, shared them with senior leaders and helped shape action plans in close collaboration with area leads; and
- At the regional level, to promote a culture of open doors and strengthen team identity, ambassadors launched the Open Coffee initiative. These informal sessions brought vice presidents together with team members from different functions, encouraging the exchange of perspectives, clarifying doubts and fostering cross-functional understanding.

With the successful integration of Derco now complete, the One Inchcape Ambassadors initiative has proven to be an effective approach to support large-scale cultural integration, and an important way for colleagues to share their voice.

Looking forward

The success of this programme has established a strong foundation for future acquisitions. As Inchcape continues to grow, we will build on this model to ensure that cultural integration remains a collaborative, inclusive and seamless process across all markets.





SUSTAINABLE ROUTE TO MARKET: PEOPLE

Inclusion & diversity

A WORKPLACE WHERE EVERYONE CAN THRIVE

We believe that our people are our greatest strength, and we are committed to creating a workplace where everyone feels valued, respected and empowered to thrive. By fostering an inclusive culture and embracing diversity in all its forms, we unlock innovation, drive better decision-making and build stronger connections with the communities we serve. Inclusion and diversity are not just part of our values – they are integral to our success as a global organisation.

Inclusive & diverse hiring

We are committed to fostering an inclusive culture that attracts and empowers talent from the widest possible range of backgrounds. Inclusive hiring is central to this, ensuring we access the best talent while creating a fair and supportive experience for every candidate.

In 2024, we expanded our global inclusion and diversity training to promote informed, unbiased hiring decisions across our markets. Over 1,200 Inchcape colleagues participated in this two-hour interactive training programme, designed to enhance confidence in inclusive hiring, highlight areas where unconscious bias might influence decision-making and provide practical tools for equitable recruitment practices.

82%

inclusion score in our Be Heard Survey (upper quartile) – A standout strength and a best-in-class global organisation



Delivering the Inclusive Hiring Training across our Andean Cluster as part of the global roll-out was a fantastic experience. We equipped our hiring teams with the knowledge and tools to make fair, informed decisions. It's inspiring to see 97% of participants confirm that they feel more confident in applying inclusive hiring practices - ensuring we build teams that truly reflect the richness of our communities and contribute to our sustainable growth.



Nancy Soto Asalde, Talent Acquisition Lead, Andean Cluster

SUSTAINABLE ROUTE TO MARKET: **PEOPLE**

Be Heard Survey 2024

RESULTS FROM THE 2024 BE HEARD SURVEY

Our annual Be Heard colleague engagement survey plays a vital role in helping us understand and respond to the needs of our global workforce. It captures valuable feedback on colleagues' views, sentiments and overall satisfaction, enabling us to improve our people and line management as well as align our People initiatives with colleagues' feedback. The survey also serves as a critical tool to measure our performance in Inclusion and diversity, talent development and wellbeing, which are central to our People pillar.

In 2024, we saw an impressive participation rate, with 90% of colleagues worldwide sharing their perspectives. This reflects the continued engagement and trust of our global team. Our Inclusion and Wellbeing scores placed us in the top 25% of global companies – a testament to the strength of our culture and commitment to creating a supportive, inclusive workplace.

Other key areas of strength included advocacy (colleagues recommending our products and services), role enablement (clarity on role expectations) and alignment with our One Inchcape values and ethical work practices.

However, there is always room for improvement. To gain deeper insights and develop meaningful solutions, we hosted focus groups in late 2024. The recommendations from these sessions – built around enhancing career development, wellbeing and strategy understanding and alignment – will guide our efforts to further enhance the experiences of our colleagues.

Understanding colleague experience in 2025

To foster an inclusive and engaging workplace, we are launching lifecycle surveys to gain deeper insights into the colleague experience. These surveys will track key career stages – from onboarding to progression and exit – helping us enhance engagement, professional growth and our position as an employer of choice.

90%
Participation rate

82%
Inclusion score

77%
Overall engagement score

74%
Wellbeing score

71%
Intent to stay score



CASE STUDY

EMPOWERING CAREER GROWTH THROUGH CONVERSATIONS

The challenge

The 2023 Be Heard survey revealed that colleagues wanted more ownership of their career development and structured discussions on long-term aspirations. Without clear guidance, career progression felt uncertain.

Inchcape's solution

We introduced the Career Conversations Toolkit to help colleagues discuss aspirations, identify growth opportunities and make informed career decisions. It also equips managers with tools to support and guide their teams effectively.

Impact

This initiative fosters open dialogue, career ownership and continuous development. Colleagues feel more confident shaping their careers, while managers are better prepared to support progression.

Looking forward

Inchcape is committed to career growth, mentorship and opportunity. Building on this toolkit, we will further embed a culture of growth across the organisation. Career conversations training will be delivered to line managers in 2025 and shorter toolkit will be launched for front-line workers.



Our 16% increase in the career development score in Bolivia shows the real impact in helping our colleagues to feel more empowered and excited about their future.

Michelle Noriega, General Manager, Bolivia