

PEOPLE

PROMOTING A SAFE AND HEALTHY WORKING ENVIRONMENT BASED ON AN INCLUSIVE AND DIVERSE CULTURE



The exceptional talent of our people worldwide is the foundation of our business. Through the People pillar, we aim to create a safe, inclusive workplace, in which talent is recognised and where colleagues can achieve their full potential. We're focused on supporting our colleagues with the necessary tools and expertise to thrive in our rapidly evolving industry. Our training programmes, Inclusion & Diversity framework and focus on wellbeing ensures that we are enabling our people to be the best they can be, at every level and in every market."

Helen Cunningham
Chief People Officer



300+

Colleagues on Leadership Programmes Worldwide.

26-28

800+

People involved in our Early Careers programmes.

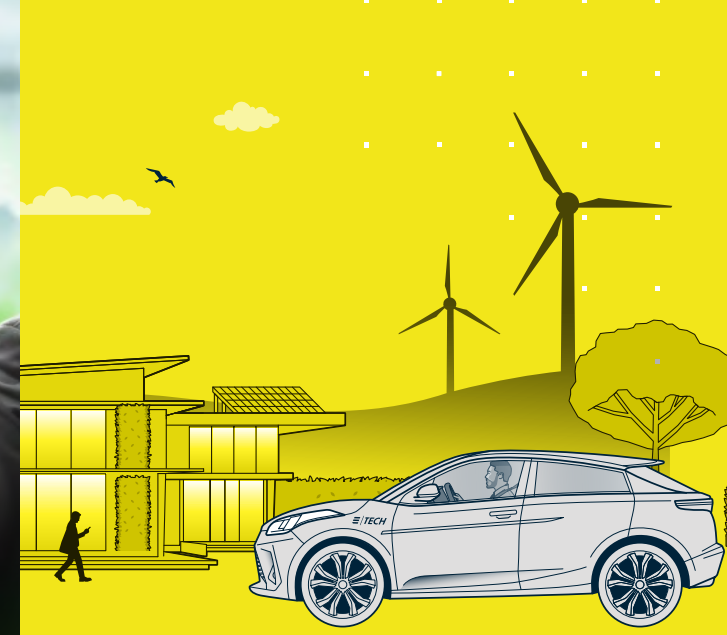
31

82%



Inclusion score in our Be Heard survey, reflecting our commitment to an inclusive culture

38



100+

on our Women into Leadership programmes.

29-30

In this pillar

- 26-28 Talent and Development
- 32-33 Wellbeing, Health and Safety
- 34-36 Integration and Onboarding
- 37 Inclusion & Diversity

Talent and Development

Developing the talent and skills to deliver future success

Creating an environment where everyone is empowered to reach their potential is a core priority of the People pillar. In a changing industry, we must ensure we are supporting colleagues’ development as they adapt to evolving skill requirements.

Our Talent and Development (T&D) strategy focuses on ensuring access to exciting opportunities to learn and advance – essential for creating the best careers for our base of 22,000 colleagues, and for attracting new talent.

Together, our T&D strategy and Inclusion & Diversity framework build on one another to develop a talent base that reflects the communities in which we operate and contribute effectively to an evolving industry.

Our global approach to talent

We set the priorities for our People pillar globally to make sure our markets are aligned around our core principles. Each region has a Head of Talent and Development responsible for delivering regional strategies, unified by our global approach

Advancing our internal talent

Our talent model is designed to help regions identify talent and understand colleagues' aspirations, in order to guide individuals into the right roles and programmes to drive their development.

In 2023 our internal mobility rate was 28% and in 2024 actively tracking on a monthly basis and expect to see improvement year on year. To support our Succession and Mobility priorities, we have streamlined our approach to identify and elevate emerging and high potential colleagues.

Global priorities for talent



Succession

Prepare future leaders and accelerate succession readiness in strategically important areas

Actions in 2024

- Launch our new Leadership Framework, which will support future leaders with strategic thinking in complex roles
- Leadership programmes: Continue our Elevate programme and expand our Accelerate programme
- Continue to roll out our updated talent and succession approach for our senior leaders



Mobility

Facilitate career mobility to help colleagues grow and progress, to broaden thinking and drive retention

Actions in 2024

- Integrate our new, streamlined Talent model, empowering colleagues to reach their potential
- Use insights from our Be Heard survey (see page 37 ➔) to drive actions



Transformation

Attract, develop, and retain talent with critical and future capabilities and skills

Actions in 2024

- Strengthening opportunities for internal recruitment and promotions
- Progress our ambition to develop a Global Learning Management System (LMS) to broaden our learning offering for all colleagues



Inclusion & Diversity

Diversify our workforce to reflect the customers and communities we serve and continue to build an inclusive culture for all

Actions in 2024

- Mentoring and sponsorship of diverse talent
- Develop and launch the Aspire Women Programme

Talent and Development continued

Our leadership programmes

Leadership and training programmes are available for colleagues at each level of management and are adapted to regional requirements where necessary. Delivered through a blended learning offer including one-on-one coaching, workshops and exercises, programmes involve interactive training over a period of months.

We delivered Leadership programmes to 300 colleagues worldwide



Elevate Leadership Programme
Accelerating leader readiness in our top talent and supporting strength in succession



Accelerate Leadership Programme
Equipping high potential and emerging talent leaders with the behaviours, mindsets, and capabilities to excel



Women into Leadership
Accelerating high potential and emerging female talent throughout the organisation into leadership roles



Inclusive Leadership
Providing inclusion & diversity training for our leaders, supporting them to in growing inclusive culture within their teams and beyond



Leading in a Digital Age
Developing capabilities to lead in a digital organisation, equipping leaders with a common language, tools and frameworks

In 2023 we launched two new programmes, Elevate and Accelerate

Achieved an internal mobility rate of 28%

Talent and Development continued

The next steps

We're proud of the support that we have provided colleagues so far through our T&D strategies. Our targets and goals will help us to track our progress going forward.

Targets:

90%

Retention of emerging and high potential talent. Throughout 2023 we identified and retained 98% of our emerging and high potential talent

90%

Retention or progression in the 24 months following leadership programme completion

50:50

Internal vs external hires for non-entry level roles

ENHANCING ACCESS TO LEARNING

We are working to implement a global LMS, a new tool to broaden our learning offering and support our colleagues to develop their current and future capabilities and skills. Our LMS will be digitally enabled and globally accessible, to distribute learning programmes to all our colleagues.

THE ASPIRE WOMEN PROGRAMME

Building on the success of our Women into Leadership programme, we're building the Aspire Women Programme to support women earlier in their careers. Set to launch in 2024, Aspire will equip women at all levels of the business with the tools to shape their career paths and foster ambition at an early stage.



WOMEN INTO LEADERSHIP PROGRAMME

Developing our female leaders

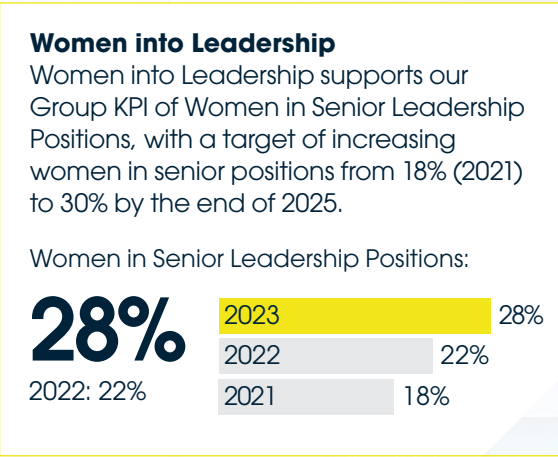
In 2021 we launched our Women into Leadership programme, a transformative initiative designed to drive the development of high-potential women at Inchcape.

Now in its fourth successful year, the programme supports female talent to develop the skills they need to fast track their career – from building confidence, personal branding, and networking, through to improving resilience and vitality.

// Gender equity is a priority for Inchcape, as is making meaningful progress in increasing the number of women holding senior roles in our business. Women into Leadership is key to delivering that priority. I’m proud to be the Executive Sponsor, and pleased to see the first 100 women have completed this programme.”

Ruslan Kinebas

Since its launch in 2021, over 100 women at Inchcape have graduated from our Women into Leadership programme. Our support continues after graduation – we believe for a programme to be truly successful, it’s crucial we gather feedback and track the ongoing progress of all participants. This helps us continually improve what we offer to meet the evolving needs of our colleagues.



We have also added a mentorship initiative to connect women leaders across the business, to share their unique experiences and personal insights. Our previous cohorts have returned to become mentors to current programme participants and ensure continued collaboration and benefits. We invite guest speakers from senior levels of the business to share their experience and tips as part of the programme.

The course

A combination of workshops, digital modules and reflection sessions, along with mentorship from previous course participants, deliver key learning objectives:

| | |
|--------------------------|--|
| Inspiration & Connection | Forming a support network of peers to help propel each other, to be inspired, connected and grow your career |
| Values Led Leadership | Exploring values and harnessing them to strengthen your talents and to manage energy and boundaries |
| The Power of Partnership | Developing high trust relationships while building your personal brand and network |
| Resilience and Vitality | Building increased resilience and vitality in the work environment, particularly in times of change |

Over 100 women at Inchcape have graduated from the programme

Target of 90% progression to a new role within 24 months of programme completion

Q&A WITH BAIBA JAUNTĒVA

Director of Finance at Inchcape Latvia.
Baiba was a participant of the programme in 2022.



What led you to your position today?

After graduation, I went into my family's automotive business, overseeing operations and finance. It became clear to me, particularly as a woman, that authenticity and leading by example are paramount.

Why did you join Inchcape?

As I progressed I diversified my expertise, and took roles in banking, cash management, and retail. I chose to join Inchcape in 2021 to push myself, driven by a desire for professional growth. I thrive when I'm constantly faced with new challenges, and Inchcape has consistently provided me with opportunities to grow, shaping my identity and my professional journey.

What did you gain from Women into Leadership?

I was inspired by the stories of successful female leaders in the company. Their mentorship and guidance, along with the training afforded by the programme, empowered me to move to the next level.

How did you progress following the programme?

I started as Head of Accounting, and after taking part in the programme in 2022,

I was promoted to Director of Finance. I've gone from strength to strength, and last year I became a member of the Executive Team for Latvia. I've benefited a lot from those who have contributed to my professional career, notably our Managing Director Diana Safira, who recognised my ambition and enthusiasm.

As I continue to learn and develop, I've always placed trust in my team at Inchcape and want to recognise their potential like mine was recognised. I firmly believe in fostering a culture of support and empowerment – as the saying goes, "You get what you give!"



I was inspired by the stories of successful female leaders in the company. Their mentorship and guidance, along with the training afforded by the programme, empowered me to move to the next level."

Baiba Jauntēva

Director of Finance Inchcape Latvia

Early Careers Programme

Kickstarting careers

Our Early Careers programme is a global programme for colleagues with less than 3 years of experience. Open to anyone moving into a new role, upskilling, or changing careers, the programme supports a diverse range of participants, including students and apprentices, build the skills and competencies for a successful career.

The programme covers a variety of roles, with our two biggest focus areas being developing affersales and vehicle technicians, and the development of digital skills.

- Goals:
- Create a talent pipeline: participants are usually offered jobs post-programme
 - Forge local partnerships with educational institutions, offering practical experience to students

We're excited about the future of the Early Careers programme. As we develop the programme further we're improving our tracking of talent diversity and outcomes, and developing toolkits, guidelines and templates for markets.

In 2024 we will further expand Early Careers, with the goal of attracting more participants. Our ultimate target is for **95% of participants to agree** that the programme benefited their career.

Partner with foundations to create opportunity in underrepresented communities. The programme covers roles including:



Vehicle technicians
supporting our affersales and servicing



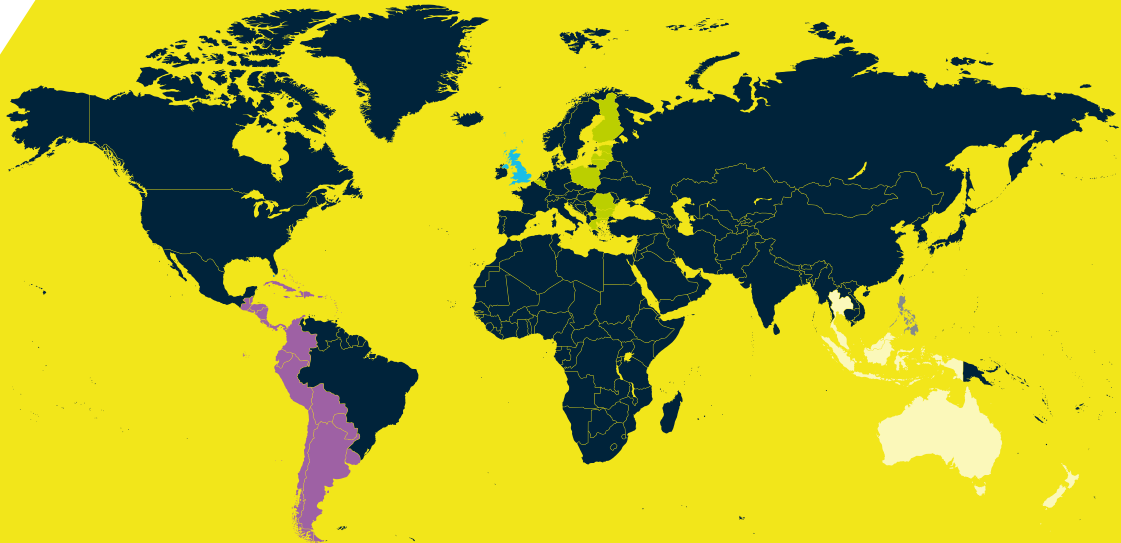
Digital experts
data scientists, developers, and software specialists



Key roles
marketing, finance, and project management

2023 Early Careers Programme

Over 800 colleagues on an Early Careers programme in 2023



| UNITED KINGDOM: | EUROPE: | DDC: | 4 AMERICAS: | APAC: |
|---|---|---|---|--|
| 83 | 233 | 188 | 211 | 93 |
| Programmes include: <ul style="list-style-type: none">• Apprentices• Work Experience | Programmes include: <ul style="list-style-type: none">• Internships• Development Programmes• Graduate• Apprenticeships | Programmes include: <ul style="list-style-type: none">• Internships• Student Development Programme | Programmes include: <ul style="list-style-type: none">• Internships• Trainee Programme | Programmes include: <ul style="list-style-type: none">• Internships• Management Trainee Programmes• Graduate• Apprenticeships |

Health & Wellbeing

Creating a healthy working environment

Our ambition is to embed wellbeing into our colleague’s everyday lives. Our framework aims to provide a consistent colleague experience across markets.

The framework includes the requirement for markets to be competitive in their health and wellbeing offering, and to meet a set of global minimum standards to ensure a fair and consistent approach.


Our Progress


We have achieved several milestones on our journey already. In 2023 we conducted a complete review of our benefits and wellbeing programmes to pave the way to having a competitive and consistent offering in all markets. We also created roadmaps for our 11 largest countries and in 2024 we will implement the global minimum standards and develop further global wellbeing initiatives.


Inchcape's global standards are:

| | | | |
|---|--|--|---|
| Operating fair reward principles across our markets | Access to healthcare | Support in times of need | Flexible working |
| Time off to look after family | Inclusion to be embedded into local benefits | Access to training and development opportunities | Peace of mind for loved ones in case of death |

These global minimum standards have been translated into the following core benefits:

**Employee Assistance Programme**

**Parental leave**

**Life Insurance**

In 2023 our global Employee Assistance Programme (EAP) was embedded across all markets to provide support for our colleagues’ physical, emotional, financial, social and personal wellbeing



Health and Safety

Committed to a workplace focused on health, safety and wellbeing

As an automotive distributor, our day-to-day work involves the operation of vehicles, machinery, and other manual activities. This exposes our colleagues to health and safety risks which are essential for us to identify, monitor, and manage.

Our overarching objective is to provide a workplace that encourages safety to sustain a healthy environment for everyone's wellbeing.

We have made substantial improvements to our health and safety practices over the past years to increase the consistency and Group oversight of our approach. We believe that safety is a fundamental condition of employment for all workers.

Our overarching objective is to provide a workplace that encourages safety to sustain a healthy environment for everyone's wellbeing

Management of health and safety

Our strategy for health and safety is set at the Group level and cascaded down to regions to create a consistent approach across markets. Each region has a regional health and safety manager which governs market-level health and safety departments or teams in each country in the region.

We have a single digital platform for health and safety, which is our global digital management system. Available in 19 languages, this system is used to govern our health & safety practices, distribute trainings and information and to handle all records generated and uploaded to the platform from all of our markets relating to health and safety activities.

Colleagues from managers to technicians to those working on sites can log and report health and safety information to enable the oversight and management of the market-level health and safety department. The digital management system is used for reporting all health and safety activities including incidents of all scales, from minor to serious. The system is certified to ISO 45001 standard "Occupational health and safety management", with certification achieved in 2022 and reviewed in 2023. There is an intent to introduce ISO 45003 "Occupational health and safety management, Psychological health and safety at work" into our certification model by the end of 2024.

We have developed all health and safety policies and procedures based on the requirements of our risk management approach and the core requirements of the ISO model. Each improvement to our practices is rolled out at the same time across all markets to ensure tracking, integration, and continued global alignment.

Risk Management Programmes

Each year, we set an agenda for the Group on global health and safety risks, defining the Risk Management Programmes, (RMP) to be rolled out globally based on the Group Health and Safety Risk Profile. Developed at Group level, four global RMPs are run each year depending upon the complexity for integration. These programmes, which help us drive management and awareness of safety responsibilities and ensure site-level compliance, typically run for a month and are distributed in all our markets. Towards the end of 2023, we began the roll-out of our EV safety programme, in response to the rise of EV sales and servicing in many of our markets.

Regular toolbox meetings at all sites cover health and safety topics and provide a forum for concerns to be raised and addressed. Colleagues of all types are included within safety meetings and communications. In 2023, there were zero workplace fatalities.

Next steps

In Q1 2024, we ran our first Health and Safety Culture Survey, to support the development of a workplace culture and collective sense of responsibility for everyone's safety and wellbeing. The findings are now being analysed and will provide valuable insights and enable improvements to enhance existing protocols.

EV HEALTH AND SAFETY

In late 2023, we began the roll-out of our Electric Vehicle (EV) safety RMP. In recognition of the unique health and safety requirements of EVs, as well as the central role in the net zero transition of our industry, a unique programme operating over five to six months was instated. As one of the largest health and safety programmes we have undertaken, the training is part of making sure our people worldwide are well equipped to understand and work with EVs within all facets of our operations, including the awareness and skills to manage these vehicles and ensure the appropriate equipment is available to manage the risk.

We are installing early detection systems in all our sites where we hold EVs, including thermal imaging cameras and gas detection which can identify early signs of battery failure in EVs before they become a major issue. And we are introducing EV fire blankets as a precautionary measure to protect from the spread of fire.

To interact with EVs, we require technicians to have undergone EV safety awareness training. Currently, at a Group level the health and safety team are working with talent and development department to develop internal protocols that will determine the trainings needs for technicians to be sufficiently qualified.

As more of our markets deal with an increasing number of EVs, we will continue to increase the robustness and coverage of our EV trainings and safety measures through regular reviews to operations and safety practices.

Integration and Onboarding – Welcoming our new colleagues

We make acquisitions as part of our Accelerate strategy, welcoming new colleagues and adding new mobility partnerships and markets. A key consideration for acquisitions is the cultural fit between Inchcape and the newly acquired company and, consequently, our ability to retain talent. This makes our focus on culture, values and colleague wellbeing essential for successful integrations.

Our M&A Playbook

As we undertake acquisitions in line with our Accelerate strategy, we continue to learn and develop our skills and experiences to form an institutional knowledge around how best to approach integrations. We refer to this as our M&A Playbook.

With our Playbook, we capture learnings to provide a roadmap for the management of M&A transactions across Inchcape. While each acquisition and region is unique and can require a different approach, we ensure strategies are globally consistent and scalable.

For the People teams across the Group, this Playbook provides a practical guide for organising and preparing in advance of acquisitions. It provides tools, templates, and best practices from previous deals to ensure a smooth onboarding and integration.



Two recent examples where our playbook was used to deliver the integration are our acquisition of CATS Group of Companies in the Philippines, and Derco in the Americas.



As we undertake acquisitions in line with our Accelerate strategy, we continue to learn from each experience, knowing that cultural integration is a key part of our M&A success. We welcome our new colleagues as Inchcapers, along with the knowledge they bring, their understanding of new markets and categories, and their ambition for the combined business.”

Phil Jenkins
Chief M&A Officer

Integrating Derco, LatAm’s largest automotive distributor

We completed the acquisition of Derco, Latin America’s largest automotive distributor, in 2023. With around 4,500 new colleagues joining Inchcape, a dedicated team composed of the People Team in Americas and the Markets’ Leadership teams worked together on a Cultural Integration Framework, which the Integration Management Office oversaw as part of the overall successful integration process, colleague experience management, and progress in building a unifying and inclusive culture.

Colleagues as Key Players

With a goal of promoting the active participation of all colleagues to build the One Inchcape culture and to have a direct channel to gauge the sentiments of colleagues, the role of Integration Ambassadors was introduced.

Supported by the People Team, the Ambassadors developed ideas and initiatives with the teams they represent and helped communicate the concerns and experiences they gathered to the market leadership team.

DERCO MARKETS: CHILE, BOLIVIA, PERÚ AND COLOMBIA



- 90 colleagues were involved as Ambassadors in 2023.
- For nine months in 2023, the Ambassadors held regular monthly meetings with the leadership teams of each market to share feedback and introduce their initiatives and results.
- Quarterly regional meetings were held to share different experiences and learnings of the Ambassadors across markets.

Integration and Onboarding – Welcoming our new colleagues continued

Some of the key initiatives developed by the Ambassadors:

- 3,000+ attendees of workshops aimed at connecting old and new Inchcapers.
- 3,200+ views of the nine broadcast sessions about key issues related to the cultural integration.
- 30+ coffee networking sessions to connect different areas of the combined business.

Deploying the Accelerate Strategy

To introduce the Accelerate Strategy to new Inchcapers, we gamified the process through 'El Juego' (the game).

The journey included training and empowering Ambassadors, organising webinars and in-person workshops, and launching a webpage featuring challenges, quizzes, and trivia about the Accelerate strategy. For five months, all colleagues were invited to join "The Game" and win prizes ranging from gift cards and gourmet experiences to a trip to London.

6,500+

Played in El Juego

400+

Attended
accelerate talks

1,900+

Tuned in to webinars

470+

Inchcapers were
awarded for high
scores

Integration Journey:

Leadership, Capabilities, and Wellbeing

Our path to cultural integration – based on the framework we adopted – focused on leadership and capability development.

Our leaders from across the business were trained with tools to lead change and help listen to their teams. We deployed a performance management program, backed by performance-based incentives.

Focusing on the wellbeing of our colleagues, we provided training to Managers to support them in overseeing individual change processes and managing colleague morale. To complement Ambassador Network feedback and measure colleague views and sentiment, we ran three formal surveys across the year.

In response to this feedback, we implemented different actions including alignment of benefits; enhanced communications on career development opportunities; and the creation of rituals and activities to establish connections and collaboration through sharing "Meaningful Moments".

Outcomes:

- Improved understanding of the understanding of the reasons and benefits of the integration.
- Increased confidence in job stability.
- Increased understanding of roles alignment.
- Increased clarity in the contribution of each colleague to the company's strategy.
- By the end of "El Juego", 95% of the new Inchcapers knew and understood the Accelerate Strategy.
- The annual Be Heard survey showed that more than 80% of the Americas colleagues in the integrated markets found Inchcape to be a great place to work.



Expanding our footprint in APAC: The Philippines

//

The cultural harmony between our teams, underscored by a shared ambition to be the undisputed distribution partner for mobility companies, will propel Inchcape Philippines towards our purpose of powering better mobility. For over 30 years of operation, our mission has been to fulfil our customers’ aspirations – and the team at Inchcape has been the perfect group of people to continue to deliver that backed by their global scale and digital capabilities.”

Frankie Ang
Chief Operating Officer
Inchcape Philippines



In 2023, we officially entered the Philippines market by acquiring the CATS Group of Companies. The new entity, branded as Inchcape Philippines, is a joint venture that brought together Inchcape and CATS’ capabilities and knowledge with the goal of powering better mobility in the Philippines. Our existing Digital Delivery Centre (DDC), based in Manila, also allowed for the rapid implementation of digital solutions to support the integration.

To build on strong cultural synergies, the APAC M&A project team in the Philippines delivered an onboarding programme that combined essential training, and key colleague information with relationship building activities.

Outcomes:

100%

CATS colleagues agreed to join Inchcape Philippines

450+

New colleagues welcomed to Inchcape

11

Mobility brands in the Philippines portfolio

Sustained performance, with new contract wins within months of the integration



Inclusion & Diversity

Committing to an inclusive culture

We want all of our colleagues to feel that they belong and have a safe place at Inchcape to be their full and best self. We believe in the power of the differences in our people, and the diverse knowledge, skills and perspectives they bring.

Enabling our strategy depends on creating a workplace where diverse perspectives are heard, valued, and considered proven drivers of success.

Following two successful years of our global I&D framework, at the end of 2023 we made progress on further integrating Inclusion & Diversity into our talent and people processes.

COMMUNICATING ON I&D

We'll continue to increase internal and external awareness of I&D programmes and commitments, including helping colleagues feel they each have a role to play. Over 12,000 colleagues participated in our global I&D webinars in 2023, where internal and external speakers had an opportunity to participate in building an inclusive environment.

I&D LEADERSHIP PROGRAMME

Our Inclusive Leadership Programme has successfully engaged 650 colleagues globally since 2021. It's supported leaders across the business to learn more about I&D, build trust, and grow an inclusive culture within and beyond their teams. We're currently planning the next phase of the programme with our senior leaders which will involve an action planning session to create their I&D plans for 2024 and beyond.

E-LEARNING ON I&D - TRAINING AND LEARNING

In 2023, we launched our first global Inclusion & Diversity eLearning module, which has been completed by nearly 9,000 colleagues. The course emphasises the importance of I&D and helps drive the behaviours and actions that create an inclusive culture that values diversity. Modules focus on topics such as understanding and managing unconscious bias in the workplace, and we'll continue to evolve our offering in 2024 and beyond.

INCHCAPE ENABLED

Our disability inclusion group, Inchcape Enabled, hosted webinars with 4,000 participants and rolled out the Accessibility Project across UK and Australia locations. This included audits at 118 sites to understand and review the experience for colleagues and customers with disabilities across our sites. We will implement the resulting recommendations for improved site accessibility in 2024, along with further audits planned in additional markets.

In 2023:

12,000+

colleagues joining I&D webinars for our global campaigns

8,750

colleagues received and completed I&D e-learning

59

Women into Leadership participants, with 100+ women participating over the lifetime of the programme

265+

colleagues completed the Inclusive Leadership Programme, with a total of 650+ over the lifetime of the programme

285

colleagues participating in I&D workshops and pilot trainings

Our global I&D framework



TALENT ATTRACTION AND ACQUISITION

Inclusive hiring practices, including improvements to the interview process and training for managers with hiring responsibilities so that we can reach and reflect the world's communities.



DIVERSE TALENT DEVELOPMENT

Training and development programmes which aim to ensure diverse talent can reach their potential.



INCLUSIVE CULTURE

Through our global I&D campaigns, communications, e-learning, and tracking data on diversity we are enabling meaningful connections for our colleagues and communities.



INCLUSIVE LEADERSHIP

Developing leaders to be authentic and inclusive in their approach to driving I&D action with our engaging Inclusive Leadership Programmes.



Be Heard

Our colleagues' feedback matters to us. We launched our Be Heard survey in 2023 as our new global colleague experience survey, to make sure that we understand and are responding to the needs of our global colleagues.

Designed by our global People team using an industry-leading platform, the survey was created collaboratively to measure colleague views and sentiment, and to support the behaviours needed to deliver our strategy.

Results were shared and discussed across the business, with teams now focused on incorporating the outcomes of the survey into action plans to enhance colleague experience and support better business performance. Our new Derco colleagues, who joined the business in January 2023, also completed the survey.

We'll run the survey annually going forward as a key part of evolving our offering and approach to the People pillar at Inchcape.

We track the Be Heard Inclusion Score as one method for determining how well we are doing on I&D. It's encouraging to see this in the first year of the survey – and we will look to build on it in coming years.

88%

of all colleagues completed the survey

3%

above external benchmarks for confidence in senior leadership to make the right decisions

82%

Inclusion score

81%

would recommend Inchcape as a place to work

From the survey:

| Our strengths | Our areas of development |
|--|---|
| Strong levels of engagement | Better communication of change |
| High levels of advocacy and confidence in the future | Building understanding of rewards and benefits |
| Strong core elements of inclusion | Improving line manager capabilities around career development and wellbeing |