

Directors' Report – People



People

Our people are paramount to our success. Their future-focused mindset combined with a passionate approach to the work that they do enables us to achieve our purpose – to empower people to move freely through our world-leading marketplaces. carsales operates in a fast-paced and continually evolving environment so attracting and retaining the best talent is key to our ongoing success. This year we have focused on embedding a growth agenda across each area of our businesses and reinforcing the role that every individual and team plays to execute our strategy.

We have continued to invest in our people with a focus on building a culture that values open communication and timely feedback. Regularly reviewing and iterating the touch points along our employees lifecycle has allowed us to continue to create exceptional employee experiences for our people. We work hard to foster the diverse and inclusive environment that we are so proud of and we are always looking for new opportunities to further build on this. The carsales values of Enjoyment, Respect, Integrity, Communication and Honesty (EnRICH) continue to be at the heart of everything we do. These values guide our behaviour and the qualities are entrenched in every facet of the organisation.

The carsales Culture

Our culture is one that has been built on a healthy sense of paranoia, taking risks and learning from mistakes. Our growth has not swayed us from operating in this 'disruptive' way and we continue to reap the benefits. By equipping our people with the latest technology and tools, we are able to achieve consistent operational excellence and deliver exceptional value to our customers and shareholders. This mindset means that there's no limit to what we can achieve, particularly when it's underpinned by our overarching connection to our established values and behaviours.

85% of our people have shared that they believe their manager genuinely cares about their wellbeing.

86% We value feedback and establishing complete loops of communication at all stages of our people's career and progression. This is reflected by 86% of our people sharing they know how their work contributes to the goals of carsales.

Our EnRICH values – which were created by our people and for our people – keeps us grounded. We reference them regularly including during our recruitment process so that we're always focused on bringing people into the business who will positively contribute to our culture. EnRICH helps us embed exciting new internal initiatives into our teams and is key to driving us forward and building on our unique sense of connection.

Each year we encourage our people to participate in providing feedback via our Global Engagement Survey and in 2018 we introduced another feedback loop by conducting a Global Pulse Survey. This is a shorter version of our full engagement survey focusing on the key metrics impacting on our employees' engagement. These are opportunities for the business to continue to build on its high-performance culture and to pivot and re-establish goals and priorities to ensure that our people are being heard and actions made to positively impact the business.

The continued internationalisation of carsales and our focus on a global mindset has seen us further nurture the relationships with our international teams throughout FY19. Some of the ways we have been able to achieve this include rolling out our bi-annual employee opinion surveys to our global teams and the utilisation of cross-functional collaboration through digital channels as a knowledge sharing opportunity. We've increased our use of video as a means to share important business updates in a timely and universally accessible way and the Executive Leadership Team members have spent time visiting each of our offices throughout the year to check-in and ensure each of our workplaces enable our people to grow and succeed in all that they do.

In the past 12 months, we have had members of our team with different expertise travel across the globe to knowledge share and help with various projects in our International businesses. This has dramatically increased collaboration and knowledge sharing across our growing global marketplaces.

A Career at carsales

Our employee value proposition is unique and provides us with a competitive advantage when it comes to attracting and retaining talent. We continue to evolve our culture of inclusion, learning, leadership, performance and passion. We want to be known as an employer of choice and a destination for top talent.

Our people initiatives focus on all stages of careers so that our team are exposed to development opportunities and are given sufficient support to be successful. Part of our strategy is to create a work environment that is flexible and promotes a healthy work-life balance. This is driven from our leadership



Technology is in our DNA

We're committed to developing our people and strengthening our cross continental capability. Our "Tech Hub" – located in Santiago, Chile has grown to more than 20 people in two years. This team works closely with our team in Australia and the collaborative relationships that have developed have had a positive impact on the outcomes we deliver to all of our customers.

93%

of our people agree that we've established a work environment that is open, inclusive and accepts individual differences which reflects our strong commitment to diversity and inclusion.

team who recognise the benefits of flexibility and balance. We try to be a leader in this space and some of what we offer includes: flexibility around where, when, and for how long our people work; generous paid parental leave; early access to long service leave; and refund days. We also offer additional support services such as breastfeeding facilities (we are an accredited Breastfeeding Friendly Workplace) and school holiday programs in our Melbourne office which further demonstrates our commitment to flexibility at work. Our focus for the future is to continue to refine and develop our policies – as we look to ensure each person is supported in their career, be it a graduate in their first taste of professional life, someone considering retirement options or an individual hoping to explore how to integrate career-related study into their life.

These elements have continued to showcase our business as an attractive place to work and we were pleased to be formally acknowledged as Great Place To Work® in 2018 by Great Place To Work Australia. It is through the development and continued investment in our people that carsales will continue to grow and be viewed as a great place to work.

Learning and Development

We're life-long learners at carsales and believe that investment in training and development will inspire our people to be challenged and grow. In FY19 we unveiled a new performance and careers framework and development program called Supercharge. Supercharge is completely unique to carsales and was developed using data and feedback from our people.

80%

Innovation is core to our success and our DNA. We are proud that over 80% of our people feel like they are encouraged to be innovative regardless of whether their ideas succeed.

92%

Work-life balance is important to carsales and we're proud that 92% of our people feel like they can take time out from work when they need to. From flexible working arrangements to the suite of new leave options introduced in 2018 – we have something for everyone.

The team analysed nine years worth of feedback from onboarding, engagement and exit surveys and ran a series of focus groups to get a clear picture of what our people wanted from their career and development at carsales. This has resulted in a structured and aligned framework with a focus on career, development, goal alignment and regular feedback – delivered in an agile and customisable format that isn't a 'one size fits all'. In addition, we have continued to focus on offering training and development programs to support our people including:

- Our annual CEO scholarship – an indication of our investment in the future of our people and that we are more than just a place of employment. Our 2019 winner came from our Sydney office, and 2018 saw our first international recipient of the award from the Demotores business in Argentina.
- Mentoring and buddy programs – everyone at carsales can participate in our annual company-wide mentor program, either as a mentor or a mentee. Both roles are aimed at helping employees to learn, grow, develop and achieve their goals. The program is designed to help provide insight, perspective and inspiration in the areas that matter most to the individual.
- Expert Series – these sessions are run by members of our very own talented team and are some of our most popular training opportunities. These are designed to share best practice and knowledge across the business. It's also an opportunity for our team members to explore potential career paths and opportunities in departments outside of their own. Throughout FY19 we ran 11 Expert Series sessions covering topics including Artificial Intelligence, Voice of Customer, Behavioural Economics and Product.
- Regular participation in conferences and external knowledge sharing events.
- Our revamped Women In Tech program – over time this program has successfully built opportunities for our women to share their skills with younger generations and spend time in the community. It has also provided the opportunity for our females in technology to network with each other and their peers in the industry. As part of the relaunch, the group decided to adopt a quarterly learning focus, with the first topic being AWS. Over a four-month period, the group met fortnightly to study different topics relating to AWS, build on their presentation skills and share learnings. The goal of the quarter has been to provide a structured path for learning towards AWS certification. At the end of every quarter we provide an opportunity to reflect on learnings, discuss future opportunities and celebrate our successes with a networking lunch.

Directors' Report - People continued

Throughout the year, we delivered over 1,204 hours of training which includes more than 396 hours of Spanish lessons, 11 Expert Series, 60 participants in our mentoring program, as well as online learning and external courses.

Our graduate program has gone from strength to strength. We saw our second cohort of graduates enter the business in 2019, rotating through many of our teams including Data, Product, AI, Finance, Marketing, QA, Membership and DevOps. This year we received in excess of 1000 applications for our 2020 graduate intake – an increase of over 40%. We participated in the Australian Association of Graduate Employers (AAGE) Top Graduate Employers survey for the first time and we were thrilled to be voted #4 on the list by our graduates.

Diversity and Inclusion

carsales is proud to be a workplace that promotes, respects and embraces diversity and inclusion at all levels. We firmly believe in fostering a supportive and inclusive environment that values and encourages the ideas, capabilities and experiences of our global and diverse workforce to realise their full potential. In FY19 we were the proud recipient of the WGEA Employer of Choice citation for the fourth consecutive year which is recognition of our ongoing commitment to achieving a gender diverse workplace. We see ourselves as a business that takes a leadership position on gender diversity and our CEO, Cameron McIntyre, sets the tone as a WGEA Pay Equity Ambassador and a board member for Inclusive Australia. We also continue to hold our White Ribbon Workplace accreditation, which recognises our commitment to promoting respectful relationships and preventing violence against women.

As a technology business, our people have devoted a significant amount of time contributing to our community, with a particular focus on improving and maintaining connections with young women and encouraging them to pursue careers in IT. carsales was a key sponsor and participant in the bi-annual Go Girl program in August 2018. This program, run by the Victorian ICT for Women network and was attended by over 2000 female students. The day provided an opportunity for students to gain an understanding of what a career in technology looks like through workshops and lectures with our team.

This year we were also a proud sponsor of Super Daughter Day. This event was aimed at 5 – 12 year olds and offered them an opportunity to explore the world of STEM. We had over 10 volunteers donate their time to run workshops using M Bot robotics and scratch programming.



For the second year running, we hosted our internal Kids Code Camp for our people's children. Over two days, 25 kids aged between 4 – 12 years old joined us for a series of coding activities with robots. This program offered a great opportunity for the kids to see what their parents do and for our team of volunteers to share their skills, knowledge and enthusiasm for technology with a younger generation.

We continued to work with a local girls high school to deliver coding classes to students in years 7 – 11. These were held over a lunch time and saw a group of dedicated volunteers deliver hands-on workshops on coding in Python. We also sponsored the IT Takes Spark conference which brings together STEM teachers and students. Through our sponsorship we were able to support a group of teachers and students from a regional Victorian school to attend the event.

We have also continued to build on our links with the student community by supporting and donating our time to the Uni Hack program, Monash Post-graduate Mentoring Program and supporting students by providing work experience opportunities and donating time to give specialist lectures, tours of our business and presentations to students across a number of different universities and interest groups.



Technology is in our DNA

Our Hackathons involve people from across the business coming up with innovative ideas to improve what we do. They are global and empower everyone to be creative and collaborate to enhance our customer experience.

We've seen more than 300,000 code releases over the past 12 months, every single one of which improves our customer experience.

We continue to focus on the following gender equality objectives as part of our diversity strategy:

Objectives	Initiatives	Outcomes
Continue to grow the number of women in senior roles and professions where women are traditionally under represented.	<p>Reviewing all job advertisements to ensure gender neutral wording.</p> <p>Ensuring female representation in all interview panels.</p> <p>Ensuring that there is gender diversity in all succession planning reviews.</p>	<p>45% of all appointments in FY19 were female.</p> <p>33% of all managerial appointments were female.</p> <p>30% of our Executive Leadership Team are females.</p>
Continue to implement career development programs to prepare women within the business to take on more senior roles.	<p>Current initiatives include training and development programs that cover topics such as communication, presentation, management and influencing skills training.</p> <p>Continued development of our Next Gear Graduate Program.</p> <p>carsales mentoring program which runs twice per year.</p>	<p>Achieved a 50/50 gender split in our 2019 and 2020 cohorts of graduates.</p> <p>37% of FY19 promotions went to female team members.</p> <p>32% female participation in our mentor program for FY19.</p>
Foster an inclusive culture and environment in which women network and mentor each other to progress their careers within carsales.	<p>Support of internal networking opportunities such as our Women In Tech (WIT).</p> <p>Delivery of internal and external coding workshops by our people.</p> <p>Support of STEM related initiatives including the Women in STEM Decadel Plan, speaking on panel events relating to diversity and inclusion.</p> <p>Celebration of International Women's Day.</p>	<p>Sponsored <i>Go Girl, Go For IT and Super Daughter Day</i> events which are focused on encouraging females to pursue STEM careers, and are attended by our female tech team members.</p> <p>19 team members participating in the Monash University mentoring program.</p> <p>Fortnightly Women in Tech catch ups with a quarterly learning & development focus on topics such as AWS and data.</p>
Continue to enhance flexible workplace arrangements for both women and men. Enabling our people to manage work-life commitments and preferences.	<p>16 weeks of paid parental leave (plus five additional days of paid leave during the first months returning to work to assist with the transition).</p> <p>In addition to our two weeks paid leave for secondary caregivers, we have also provided access to an additional 10 days of sick/carer's leave.</p> <p>Ability to purchase additional one or two weeks of annual leave per year.</p> <p>Early access to long service leave after seven years of continuous service (usually 10 years depending on state legislation).</p> <p>Access to sick/carers leave to take up to two 'Refuel Days' per annum which can be used to do something such as take a day off to move house, to celebrate their birthday or simply just a mental health break.</p>	<p>In FY19 we had 24 females and 1 male employee take primary carer's leave, and 21 males take secondary carer's leave.</p> <p>We had a 96% return to work rate following parental leave in FY19.</p> <p>We've had 27 team members who are parents with caring responsibilities access formal flexible working arrangements.</p>

Directors' Report – People continued

FY19 has also seen carsales continue to build on our D&I initiatives in other focus areas including disability and the LGBTIQ+ space. We became proud members of the Welcome Here project. Welcome Here supports organisations to create and promote environments that are visibly welcoming and inclusive of Lesbian, Gay, Bi, Trans, Intersex and Queer (LGBTIQ) communities. All of our Australian offices now display the Welcome Here membership sticker and charter, so that all of our people and visitors know the values we uphold as a business in terms of supporting and welcoming the LGBTIQ community. We have also celebrated IDAHOBIT – International Day Against Homophobia, Biphobia, Interphobia & Transphobia – right across Australia. Acknowledging days such as these builds on our commitment to creating a safe and welcoming work environment for everyone, drives positive social change, and demonstrates that we not only welcome LGBTIQ+ diversity but we celebrate it too.

Hackathons

Innovation is at the core of our culture and our Hackathons provide a valuable opportunity to bring our people from across the business together to collaborate and create ideas to improve carsales and help our customers.

One of our 2018 Hackathon ideas delivered our people with an entirely new way of communicating this year. Ask Me Anything (AMA) is an anonymous portal through which any employee can ask a question about any subject – such as our future direction and business strategy, office facilities or benefits we offer. The questions are live streamed on the carsales blog, can be up voted by peers, and are answered by the most appropriate person in the organisation. These answers are live streamed to all employees. Hackathon ideas like this are a true testament to our innovative DNA.

Community

The carsales Foundation is our independent, registered charity that was created to formalise our community outreach programs, and the vision is simple: 'To positively impact our community by promoting inclusion and supporting equal access to education'. Establishing links and strengthening partnerships with the community and groups that are close to the hearts of our people has been an important part of who we are. In FY19 we refreshed the Foundation's focus areas and defined four clear pillars:

- **Pillar 1** Community Grants - anyone in our business can nominate a charity that they are passionate about to receive a grant of up to \$500.

- **Pillar 2** University education – supporting a female to study Technology at Swinburne University through a Women in IT scholarship.
- **Pillar 3** Prevention of family & domestic violence – donating to shelters, family support networks and White Ribbon.
- **Pillar 4** Primary and secondary school education – providing support to primary and secondary school children under financial hardship.

To support our primary and secondary school education focus we have aligned ourselves with The Smith Family. Our team donated over \$1,200 to purchase 57 toy and book packs as a contribution to The Smith Family 2018 Christmas Appeal. We are also sponsoring seven students around Australia through their Learning For Life program. Learning For Life recognises the extra support that disadvantaged children need to stay in school and our sponsorship money goes towards providing financial assistance to cover the cost of school related supplies. We also have 13 team members who have volunteered to be mentors through The Smith Family to help students in years 9 to 11 by providing general encouragement, advice and guidance regarding their post school plans.

Since it was established in 2016, our people have raised close to \$50,000 for the carsales Foundation, and those funds have then been distributed to the community. In the past year we've donated to a number of fantastic charities nominated by our people including Movember, The Gutsy Group, The Aftershock and Rivers Gift. We're proud to have established strong links and strengthened our partnerships with the wider community and charities that are close to the hearts of our people.

Health and Wellbeing

We have continued to deliver our wide range of employee benefits relating to health, wellbeing and work-life balance which sit under our carsales People Promise offering. Our Health and Wellbeing program is aimed at addressing the four pillars of health – mental, physical, emotional and financial. We offer discounts on health insurance, gym memberships, optical providers and sports medicine clinics. We also offer a calendar of health and wellbeing events throughout the year. Some of the classes that we have offered include HIIT training, boot camp, pilates, yoga and meditation. We had 210 team members take up our annual flu shot offering in the lead up to the winter months, and ran seminars on topics including stress management, resilience and managing superannuation and finances.



Technology is in our DNA

We're rolling out educational programs for the community – with a focus in supporting Women in Tech we're showcasing how technology and STEM is an exciting option for women.

Case Study: Women in Tech

Our first Swinburne scholarship recipient, Stephanie McDonald, has graduated from her Computer Science degree and was accepted into the tech stream of the 2019 carsales Next Gear Graduate Program. She has almost completed her first 6-month rotation and shared her experience:

"My interest in the world of tech began with my sister. I saw her begin her career in tech and saw all the amazing opportunities that lay before her. Then it was encouraged by an amazing IT teacher at my high school in Victoria, who went above and beyond to show me what I was capable of. It was thankful to this individual that I was able to access challenges that had me thinking beyond the class time and I found myself constantly creating and extending classwork to keep me thinking. It was through this teacher that I really began to believe that there was a place for me in technology if I continued to pursue my passion.

Throughout my degree, I was always looking for new opportunities and ways to advance my learning. I found the scholarship offered by the carsales Foundation. Writing my application, I realised just how eager I really was to share my passion and enthusiasm around technology. From the impact it can have on society, the reliance we all have on it and just how much value it can add to one's life – how unreal that there was a company built on that exact same passion. Little did I know that this scholarship would completely change what I thought I was capable of and the direction of my career.

I loved the technical side of tech, it's why I chose to do computer science. However, I had no faith in my abilities to code and when I compared myself to my classmates I thought I could never catch up. As part of the Foundation scholarship, I participated in two 6-week internships at carsales. These were without a doubt, definitely the scariest weeks of my final year at uni. However, I never felt anywhere near the level of self-doubt I did in my uni classes. The people within the tech teams here at carsales were so supportive and kind and really gave me that sense of confidence that I had been trying to instil in other young women in my life. I look back now and marvel at how these brilliant people could share in my excitement of getting basically 3 lines of code to work and

make me feel so proud of the tiny, miniscule change I had made. Following my internship and completion of my studies - applying for the graduate program was an easy decision. I never imagined myself working anywhere other than carsales after I graduated because I never realised how much of a positive impact a company, its culture and its brilliant people could have on me, my ability to learn and my motivation to push myself to take on new challenges and I wasn't going to give up the opportunity to start my career in this environment.

Fast forward to today and I'm a few months into my Graduate program rotations. I have never been more excited to go to work and to see what I am going to accomplish and learn today, tomorrow and the day after that and the day after that. The internship allowed me to come into the graduate program prepared for the constant change and learning that technology in a fast-paced world. I'm now no longer fending off a panic attack when I get given a completely new task, rather I'm excited to see all the new things I will learn. My team is incredibly supportive and helpful and is why I have been able to throw everything I have into learning and building my skills. I've joined the Women in Tech group – this group of women is phenomenal, everyone is both motivating and inspiring and prove exactly why we need to continue on our mission of shifting perceptions of women in IT.

When I started my degree I never believed I could be a software developer, this scholarship showed me that if I set my mind to it I can shape my tech career in whatever way I want. This is what excites me about tech in the future, I'm excited to see the changes ahead and mould my own career and see where it takes me. I'm also excited by the changing attitudes of the little girls and boys that have started learning coding in school, having volunteered at a few events I can see that these kids more and more believe that tech is for everyone."