



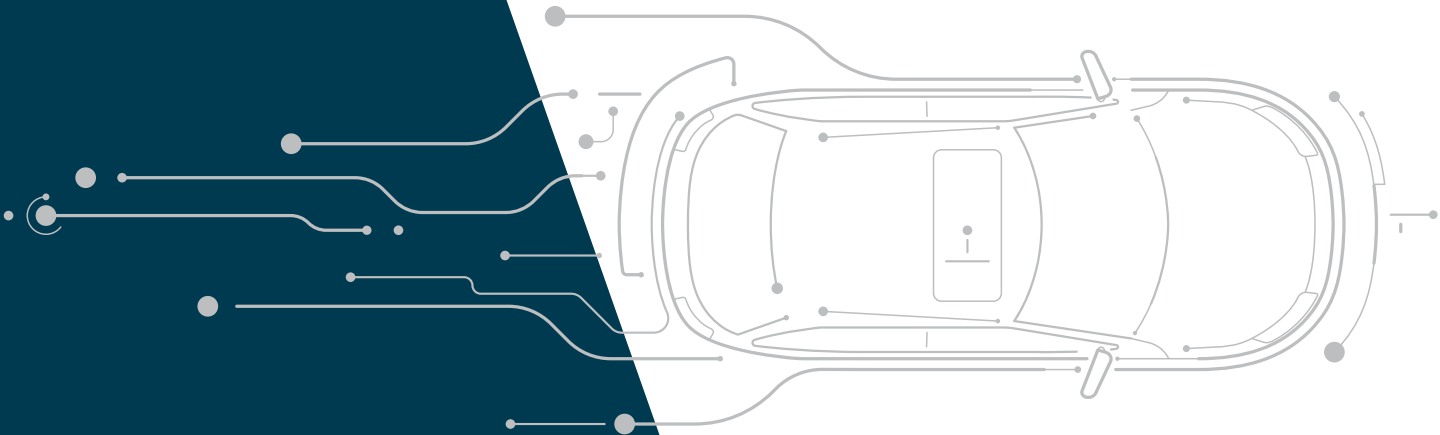
Motus

Human capital management approach 2024

Supplement of the ESG report for the year
ended 30 June 2024

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Human capital management approach

Our people are the link between strategy and execution. It is therefore critical that our leaders, human capital strategy and human capital function, together shape a culture where talent thrives, and all employees can perform to their full potential while feeling safe, supported and fairly treated. Our human capital management imperatives (shown below) are shaped by our business strategy and operating context as well as an ever-changing macroeconomic environment. They support Motus' growth and transition to a customer-centric and innovative organisation, and aim to position Motus as the preferred employer in the automotive industry.

Our human capital management framework, policies and practices comply with labour legislation across all our operating jurisdictions, and uphold the labour standards of the International Labour Organization. The framework sets our minimum standards for the management of our workforce but is flexible; allowing business segments and regions to apply it in the best way that supports their business objectives and operating context.



Key human capital management activities

Investment in human capital management

Our investment in human capital centres around developing and empowering our employees, and helping them adapt to changes in the workplace and navigate periods of volatility. We invest in employee wellness, performance management, recruitment, learning and development, succession planning and the initiatives needed to achieve our diversity, equity and inclusion (DEI) targets.

Diversity, equity and inclusion

Recognising and appreciating the unique qualities, perspectives and experiences that our employees bring to the workplace is important for Motus. We guard against unintentionally creating the potential for discrimination or unconscious bias behaviour in the preparation, design, implementation and monitoring of our HR policies, practices and spending programmes. Our leaders are expected to champion DEI and model inclusive behaviours, and are held accountable for achieving our DEI targets.

We have identified the following strategic initiatives to further embed DEI in the Motus culture:

- Increase the recruitment and retention of women, particularly in leadership and critical roles.
- Increase the diversity of our succession pools.
- Outline inclusive behaviours for leaders to model and embed.
- Sensitise businesses and employees to DEI the Motus way.
- Create knowledge sharing, coaching and mentoring networks.

Our leaders and employees in South Africa (SA) and the United Kingdom (UK) attend diversity training, educating them on the value of diversity, to be aware of unconscious bias, and how to work in and lead diverse teams.

Human capital management approach (continued)

In SA, our employment equity plan supports social justice norms and labour legislation that drive the advancement of African, Coloured and Indian (black) people, black women, and people living with disabilities. It covers employment equity, skills development, how we intend to achieve our targets, and our plans to remove barriers to transformation. Barriers to transformation are identified through analyses and employee engagement surveys.

We are intentional in our recruitment, development and promotion of employees in these designated groups to achieve our race, gender and disability representation targets. For example, we aspire to achieve an appointment, promotion and training ratio of 60% in favour of these designated groups. This includes our talent pipeline programmes (accredited technical training programmes and formal learnerships) as well as our leadership development programmes.

Apprenticeships targeting women support our DEI objectives in the UK.

In Australia, senior management is engaging with dealership management teams on the benefits of a diverse workforce. Focus areas are the under-representation of women, and ensuring equal opportunity and equal pay to enhance the employee experience.

Employee engagement

Engagement surveys are undertaken at either a business segment or regional level to understand employee concerns and respond with practical improvements to enhance the employee experience. To maintain a level of uniformity, all surveys must cover key human capital-related issues. In SA, we also conduct an independently administered departure survey to gather insights on why individuals choose to leave our employ.

Our LinkedIn and YouTube platforms, as well as Motus magazines in SA and Australia, are also used to connect with our employees.

Employee wellness programmes

Our employee wellness programmes support employee engagement, and boost the morale and resilience of the workforce, reducing absenteeism and improving productivity. They also enhance our employee value proposition (EVP), setting us apart from our competitors. Our initiatives support preventive care and provide health education and awareness. In SA and the UK, employees have access to formal wellbeing assistance programmes. In SA, our wellness programme is managed by an external service provider, and offers confidential short-term counselling services, financial guidance, and health and wellness information, among other services. In the UK, an independent occupational health provider oversees health surveillance interventions, including legislated medical examinations, and assists employees who need counselling, wellbeing assistance and rehabilitation from workplace accidents. In Australia, our employees have access to counselling services on relationship issues, depression, suicide and self-harm tendencies, and domestic violence.

Learning and development Leadership development

Our wide range of training, mentoring and networking opportunities contribute to a pipeline of experienced and capable leaders at all levels within the Group. Our development programmes equip current and potential leaders with our desired leadership behaviours, and the skills they need to navigate each successive level of leadership up to the CEO position. The selection process to attend a leadership development programme starts with information gathering followed by a nomination process. Nominees are assessed and interviewed, and the final list of delegates to be enrolled on a programme is approved by CEOs and department heads.

Technical and soft skills training

Learning and development opportunities are available at all employee levels, and support strategic delivery, digitisation and innovation, DEI and a robust succession pipeline. The Motus Technical Academy provides technical training, and the Group delivers non-technical training – for example, programmes that help employees manage uncertainty and complexity, or that raise their digital acumen. Business segments manage their own technical, consumer brand and product-specific training. Employee development plans and training are tracked.

Our blended approach to learning and development includes formal programmes, self-paced online learning, informal peer-to-peer interventions, webinars and on-the-job learning with assignments. All employees in SA and the UK have access to online learning, reducing our learning management costs. Where learning is of a practical nature, in-person training remains critical. Most of our training in Australia is delivered online.

The performance development approach plays a key role in ensuring that our learning and development initiatives are fit-for-purpose and support the development of critical skills.

A workplace skills plan and the Annual Training Report are submitted annually to the relevant Sector Education and Training Authorities in SA.

Performance management

Our performance development approach aligns employee performance and expectations with the Group's strategic priorities, and ensures that employees are fairly assessed, rewarded and recognised for exceptional performance. Employees are also assessed on values-based behaviour. Where an employee performs poorly, corrective development or supportive actions are implemented. The performance development approach also identifies the training needed for each employee to meet their responsibilities and advance their careers, and gives employees the opportunity to voice their career growth aspirations.

Human capital management approach (continued)

Succession planning

We have detailed succession plans for top, senior and middle management roles. Succession plans for top and senior management roles at Group, business segment and regional level are reviewed and approved quarterly at Nomination Committee (NomCo) meetings. The review covers both the short term and longer term.

Our succession process starts with identifying key roles, assessing how long the incumbent is expected to remain in the position, and the associated retention risks such as age, health or attractiveness to competitors. Potential internal successors for these critical roles are identified through our performance development approach, and are developed accordingly. We also identify potential external candidates.

Talent management

Talent management is a key contributor to our ability to maintain our leadership position in SA and competitive advantages. Attracting and retaining top talent requires a comprehensive approach that combines effective recruitment strategies with a strong focus on employee engagement and satisfaction. The quality and depth of our succession plans are the ultimate measure of the effectiveness of our approach to talent management. The talent management framework applied in SA identifies and develops talented individuals, supports skills and workforce planning, now and for the future, and is flexible to cater for each business segment's specific talent needs.

Fair labour practices

A positive and communicative environment between Motus and our employees is paramount to our success. We are committed to fair labour practices, including fair recruitment, adherence to minimum wage requirements, and fair working hours. Roles and remuneration are determined according to level of complexity, decision-making and skills required. When necessary, adjustments are made to demonstrate the value of roles in relation to one another, regardless of the incumbent, and to defend our pay philosophy. The remuneration gap between the highest paid and lowest paid employees, and equal remuneration within occupational levels in terms of race and gender, are assessed annually as part of our employment equity reporting in SA. In the UK, equality of pay is also closely monitored and corrected when issues are identified.

The Workplace Gender Equality Agency's first public report on the gender representation and payroll equality statistics for large companies in Australia, showed that Motus' female staff are paid equitably, and we perform better than the industry average.

 Remuneration report in the shareholder report.

Employee representation

Our employees are free to choose which union, if any, they wish to be affiliated with. In SA, our employees are covered by collective bargaining agreements with either the National Union of Metalworkers of South Africa (NUMSA) or the Motor Industry Staff Association (MISA). Our engagement with unions is on a needs basis and occurs at business segment level. Non-unionised employees are always represented in major discussions.

There is no material union activity in the UK and Australia.

Retrenchments are a last resort, and voluntary retrenchments and early retirement options are always exercised first. Where roles become redundant, we do our best to reassign employees into different roles and/or locations supported with retraining, where required. Retrenchment processes are undertaken in compliance with all applicable regulation and collective bargaining agreement requirements. During these times, we closely engage with unions.

Dispute and grievance management

All managers and supervisors in SA are invited to attend a two-day labour relations course on how to fairly manage industrial relations-related matters and disciplinary cases, and to correctly apply the requirements of the Basic Conditions of Employment and Labour Relations Acts. All interactions, including disciplinary actions and negotiations on terms of employment, are managed with utmost responsibility and privacy, and in a fair, open and respectful manner.

Human capital management approach (continued)

Governance and management structures

Board oversight

Board oversight

- **Social, Ethics and Sustainability Committee:** all key aspects of human capital management, including employment equity.
- **NomCo:** succession planning for top and senior managers.
- **Remuneration Committee:** gender equity and employment equity linked to incentives.

Management oversight

Management oversight

- Group human capital function.
- Group Executive Committee.

Operational

- Employment equity committees (SA).
- Disability working group (SA).
- 'Steering the Future' Diversity Committee (UK).

Frameworks and policies

Frameworks and policies

- DEI framework.
- Board diversity policy.
- Employment equity plan in SA.
- Policy to accommodate the needs of people living with disabilities.
- Policy to guard against harassment (SA)¹.
- Policies on learning.

¹ Aligns to SA's Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace.

The Group human capital function serves as a centre of excellence on human capital trends. Our human capital imperatives, practices and frameworks – and oversight of their implementation – are the responsibility of the Head of Risk, Sustainability and Human Capital. The central HR team collates progress against the human capital imperatives from business segments and regions for reporting to various governance structures. It also supports business segments and regions in their application of the imperatives, and shares initiatives and success stories across the Group.

Where feasible, our key HR policies are standardised, including those that convey the behaviours we expect of our managers and employees, to deliver a fair and consistent employee experience across the Group.

Each business segment and the UK operation has its own HR executive and team. HR executives report directly to their business segment or regional CEOs. In Australia, dealerships manage their own human resources.

HR teams implement the Group's HR policies and frameworks, and manage day-to-day HR practices.

How we measure our performance

Reporting system

We implemented Sage, a human capital data management system in SA in 2024. Following a successful data cleansing and migration process, the system went live in October 2023 with HR users receiving induction training prior to launch and more in-depth training thereafter. Both systems were run in parallel to ensure the integrity of payroll data and that employees were not negatively impacted.

In the UK Retail business, we continued to build on our human capital system infrastructure, which now comprises upgraded performance and learning management systems and, most recently, an improved recruitment system.

Human capital management approach (continued)

Metrics and oversight

Metric	Oversight type	Frequency
Human capital		
Group: a human capital scorecard measuring DEI, learning and development, employee engagement and benefits, industrial relations costs and usage of employee assistance programmes (based on reports from wellness service providers).	Group Executive Committee review	Every meeting (meets at least seven times a year)
Group: employee engagement survey results.	Internal review	When surveys are conducted
Group: training metrics (spend and participants on leadership and managerial development programmes).	Board review	Quarterly
SA: performance against employment equity and skills development targets.	Independent verification	Annually
SA: number of employees covered by collective bargaining agreements.	Board review	Quarterly
SA: disciplinary hearings, dismissals, poor work performance, Commission for Conciliation, Mediation and Arbitration (CCMA) cases and labour cases.	Internal review Board review	Monthly Quarterly

Targets

Employment equity targets, including interim targets, are set for skills development as well as race, gender and disability at each occupational level for the South African operation. The Department of Employment and Labour's (DoEL) proposed sector targets, once approved, will be used to formulate our own targets in the future. Targets apply for each business segment and are consolidated into Group targets. Our employment equity plan and targets are submitted to the DoEL annually.

Link to remuneration

The short-term incentives of certain executives are linked to the achievement of our race and gender employment equity targets in SA. The South African sustainability-linked financing facility, entered into in 2022, is also linked to increasing the number of women in executive and management positions in SA.

Review of 2024 performance

2024 ESG Report.

2024 Integrated Report.