



Motus

Human capital management approach

Supplement of the ESG report
for the year ended 30 June 2025

Our people are the link between strategy and execution. It is therefore critical that we shape a culture where talent thrives, and all employees can perform to their full potential while feeling safe, supported and fairly treated. We manage our human capital in a way that supports Motus' growth and transition to a customer-centric and innovative organisation, and aim to position Motus as the preferred employer in the automotive industry.

Human capital imperatives

Our human capital management imperatives for 2025 and 2026



Underpin: commitment to diversity, equity and inclusion

Underpin: HR systems and enablement

Minimum standards

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 out our minimum standards for the management of our workforce but is flexible, allowing business segments and regional operations to apply it in the best way that supports their business objectives and operating context.

Investment

Our investments in human capital aim to empower our employees and help them adapt to change 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.

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 South Africa (SA), we also conduct an independently administered departure survey to gather insights on why individuals choose to leave our employ. The results of employee engagement surveys are taken seriously and addressed as far as reasonably practicable.

Our employee self-service portal, LinkedIn and YouTube platforms, as well as Motus magazines in SA and Australia, are additional mechanisms used to connect with our employees. Using these platforms, employees can access our corporate videos, leadership radio interviews, and key stories about our financial performance, strategies for growth and social and environmental initiatives.

Priorities (continued)

Diversity, equity and inclusion

Recognising and appreciating the unique qualities, perspectives and experiences that our employees bring to the workplace is important for Motus. Our DEI strategy aims to embed the strengths of a diverse and multi-generational workforce into our culture, business processes and talent management practices so that all employees feel a deep sense of belonging, connection and purpose. We guard against unintentionally creating the potential for discrimination or unconscious bias behaviour in the preparation, design, implementation and monitoring of our human resources (HR) policies, practices and spending programmes.

To further embed DEI in the Motus culture we focus on:

- Increasing the recruitment and retention of women across all levels of the Group, and particularly in leadership and critical roles.
- Increasing the diversity of our succession pools.
- Creating a more equitable workforce in SA that reflects the country's diverse demographics.
- Creating opportunities for individuals living with disabilities.
- Positioning Motus as an employer of choice for younger talent.

Our leaders are expected to champion DEI and model inclusive behaviours, and are held accountable for achieving our DEI targets. Our leaders and employees in SA and the United Kingdom (UK) attend diversity training that educates them on the value of diversity, to be aware of unconscious bias, and how to work in and lead diverse teams.

Business segment and regional DEI action plans, while based on the Group framework, are tailored to cater for the nuanced differences of different operating environments.

The 'Steering the Future' Diversity Committee identifies and addresses barriers that impede the achievement of genuine

equality. It focuses on issues such as work-life balance, family-friendly initiatives, improving work facilities for women, and actively identifying and empowering high-potential female employees through mentoring and developmental events. The committee sets gender diversity targets and tracks female representation in succession planning across the UK divisions. Gender targets have been set for recruitment, particularly female technicians, and leadership development.

Employment equity

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. Our employment equity plan and targets are submitted to the Department of Employment and Labour (DoEL) annually.

Barriers to transformation, and the initiatives to address these barriers, are identified through analyses, employee engagement surveys and engaging with our employment equity committees (workplace forums) and leaders.

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 a recruitment, development and promotion ratio of 60% in favour of these designated groups. This applies to 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. For Australia, our focus is on addressing the under-representation of women and ensuring that equal opportunity and equal pay requirements are upheld and fair.



Priorities (continued)

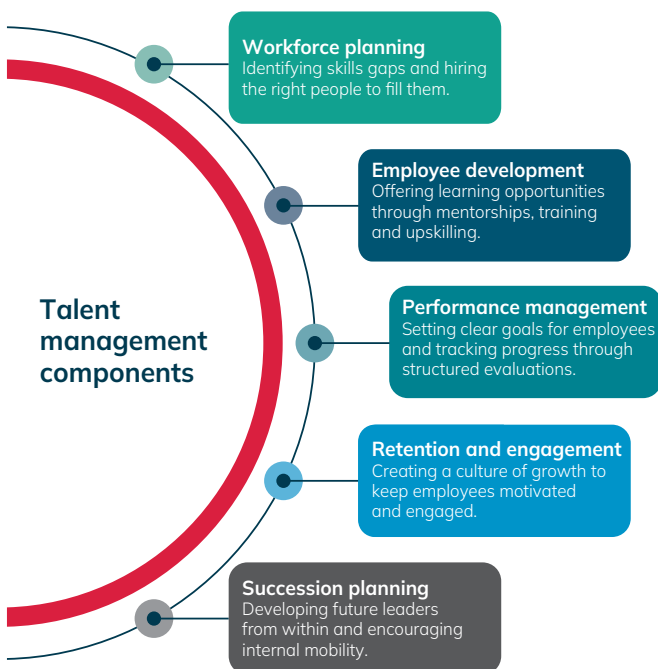
Link to remuneration

The short-term incentives of certain executives are linked to the achievement of our gender targets in SA. Our sustainability-linked financing facilities are linked to increasing the number of women in executive and management positions in SA.

Employee wellbeing

Our employee wellness programmes are reported in the social impact management approach.

Talent management



Workforce planning

Each business segment and regional operation has its own talent management strategy that covers the above components. How this is implemented depends on factors such as business strategy, organisational structure, the competitive landscape and the business cycle. In SA, workforce planning and targets are incorporated in our three-year operational plans.

For current roles, we prefer to promote from within the Group. For new roles, we recruit externally to enhance and strengthen the internal pool only if all potential internal candidates have been considered.

Employee development

We lean towards attracting external candidates at lower employment levels and grooming and training them to create a pipeline for core, junior management and leadership positions. Employees from junior management upwards are encouraged to take on diverse or cross-functional responsibilities to grow and prepare for future opportunities. We adopt a 70:20:10 leadership development principle with 70% being on-the-job learning, 20% informal learning and 10% formal training.

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. The Motus-led leadership development programmes equip current and potential leaders with the skill sets, qualities and behaviours to navigate a complex business landscape and each successive level of leadership up to the role of CEO. Prior to selection, nominees are assessed and interviewed, and the final list of participants is approved by CEOs and department heads. All leadership programmes in SA are underpinned by development assessments and 360-degree insights.

Critical and priority skills training

Our talent management strategy helps align our investment in learning and development with our medium- to long-term strategic objectives, highlighting where we may have gaps or where we need to evolve employee skill sets to be future-ready.

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, business segments deliver their own specific product, technical and academic training and the Group delivers non-technical training – for example, programmes that help employees manage uncertainty and complexity or that raise their digital acumen. 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. Employees in SA, the UK and Australia have access to online learning, reducing our learning management costs. Where learning is of a practical nature, in-person training remains critical.

The performance management process plays a key role in ensuring that our learning and development initiatives are fit-for-purpose and support the development of critical¹ and priority² skills.

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

¹ Essential for immediate operational performance.

² Aligned with strategic goals and growth plans.

Priorities (continued)

Performance management

Business segments and regional performance reviews vary depending on need and the maturity of the performance management approach in a business. Individual performance management reviews are implemented for sales or incentive-driven roles. Tools to assess performance include one-on-one annual reviews, predictive index assessments to understand behaviour and performance, and for certain critical skill sets such as dealer principals, '9-box' talent grids that assesses current performance against potential for future leadership roles.

Performance assessment ensures that employees are fairly rewarded and recognised for exceptional performance. Where an employee performs poorly, corrective development or supportive actions are implemented. Assessments also identify 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.

Succession planning

We ensure that our leaders understand the importance of developing successors and how this supports their own growth within the Group. A standardised methodology for succession planning at executive level is in place and covers how long the incumbent is expected to remain in the position and associated retention risks such as age, health and attractiveness to competitors as well as emergency placement and successors for the long term. Roles are assessed on their importance for Motus and the scarcity of the skill within the market. The criticality assessment is performed annually and the list of successors for executive positions is updated every six months or when changes occur. These assessments provide a view of the diversity profile of successors and allow us to manage potential retention risks. This succession planning process will be expanded to cover senior and middle management by 2027.

Talent sourcing

In SA and the UK, we participate in school, college and university career days and festivals to enhance our profile as an employer, and in the UK and Australia, we run technician recruitment projects to attract technical skills from other territories. The Motus Careers platform provides an effective end-to-end hiring process as well as data analytics on market trends in SA. The platform supports our ability to attract the best candidates and provides our employees with a broad view of potential opportunities within the Group that they may be interested in.

Talent mobility

Talent mobility allows employees to gain experience in a number of areas and unlocks organisational value by placing talent where it can make the most impact. As we become more proficient in gathering the data to enhance our visibility of talent, we will be able to clearly define career progression pathways and strategically move employees across different roles and areas of the Group.

Fair labour practices

We are committed to fair labour practices, including fair remuneration, recruitment and working hours and adherence to minimum wage requirements.

Remuneration

Roles and remuneration are determined according to level of complexity, decision-making and the skills required. The remuneration structure for unionised employees is driven by collective bargaining and sectoral determinations.

When necessary, adjustments are made to remuneration to demonstrate the value of roles in relation to one another, regardless of the incumbent, and to defend our pay philosophy. To guard against discrimination, the remuneration gap between the highest paid and lowest paid employees, and equal pay and opportunity 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 closely monitored and corrected when issues are identified. In Australia, pay differential analyses are a legislative requirement. The Workplace Gender Equality Agency's first public report on the gender representation and payroll equality statistics for large companies in Australia (published in 2024), showed that Motus' female employees 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.

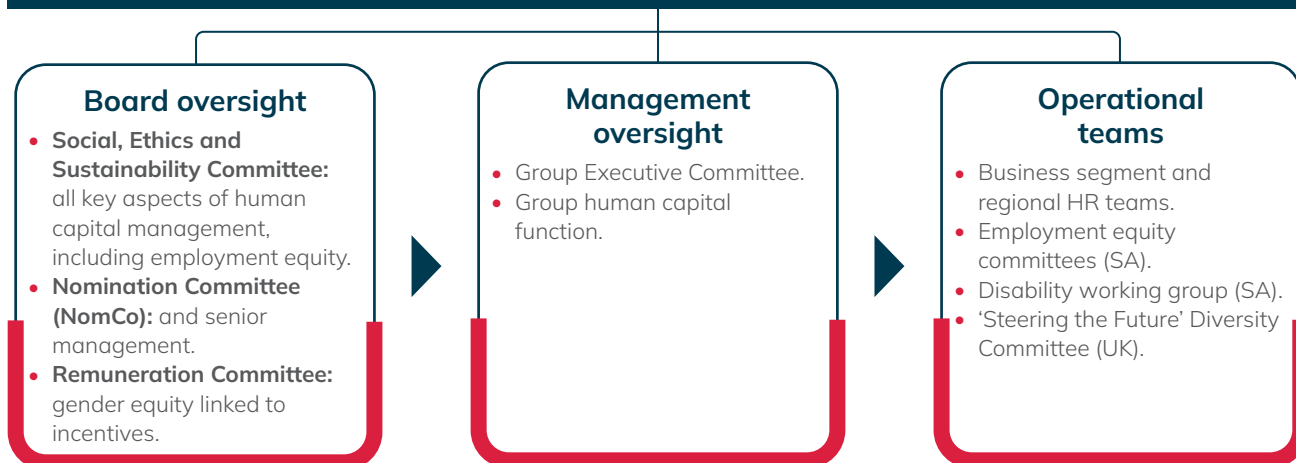
Retrenchments are a last resort, and voluntary retrenchments and early retirement options are always exercised first. Where roles become redundant, we do our best to reassign employees into different roles and/or locations supported with retraining, where required. Retrenchment processes are undertaken 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 able to attend a two-day labour relations course on how to manage industrial relations-related matters and disciplinary cases fairly, and in compliance with the requirements of the Basic Conditions of Employment and Labour Relations Acts. All interactions with employees, including disciplinary actions and negotiations on terms of employment, are managed with the utmost responsibility and privacy, and in a fair, open and respectful manner.

Key internal frameworks and policies

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



Each business segment in SA and the UK operation have their own HR executive and team, accountable for developing and implementing a people strategy that aligns with the strategic needs of their operations. HR teams also implement the Group's HR policies and frameworks and manage day-to-day HR practices. HR executives report directly to their business segment or regional CEOs. In Australia, dealerships manage their own HR with payroll and training being centralised functions.

The Group human capital function identifies key themes and strategic imperatives for workforce management. It also develops reporting, succession planning and leadership development frameworks, defines key performance indicators and sets diversity targets. Payroll, employee benefits, employment equity compliance, employee relations support, leadership development, technical training (motor apprentices) and Group programmes like YES4Youth are centrally managed in SA by the Group human capital function.

Our human capital imperatives, practices and frameworks – and oversight of their implementation – are the responsibility of the Head of Risk, Sustainability and People. The central human capital team collates progress against the human capital imperatives from business segments and regional operations for reporting to various governance structures. It also supports business segments and regional operations 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.

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

How we measure our performance

Reporting systems

In SA, the human capital data management system implemented last year has modernised our HR capability to better support the evolving business environment and provide an enhanced employee experience. It provides an easy payroll process, a single source of employee data and standardised data points, supporting our aim to streamline HR processes and improve decision-making, risk mitigation and strategic workforce planning.

In the UK Retail business, our human capital management systems cover performance, learning and recruitment.

	Key metrics and aspects	Highest level of oversight	Frequency
Group	Human capital		
	<ul style="list-style-type: none"> Succession plans for executive and senior management 	NomCo	Quarterly
	<ul style="list-style-type: none"> Diversity, equity and inclusion Learning and development Employee engagement and benefits Industrial relations costs 	Group Executive Committee	Meets regularly throughout the year
	<ul style="list-style-type: none"> Training spend and participants 	Board	Quarterly
SA	<ul style="list-style-type: none"> Employment equity and skills development <p>Targets: race, gender and disability targets at each occupational level as well as skills development targets. Targets apply for each business segment and are consolidated into Group targets.</p>	Independent verification	Annually
	<ul style="list-style-type: none"> Employees covered by collective bargaining agreements 	Board	Quarterly
	<ul style="list-style-type: none"> Disciplinary hearings, dismissals, poor work performance, Commission for Conciliation, Mediation and Arbitration cases and labour cases 	Board	Quarterly

Review of 2025 human capital performance



2025 ESG report.



2025 Integrated report.

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