

Working responsibly continued



## Our people & communities

We're proud of the diverse, dedicated and talented people behind our success.

We continue to evolve our culture, with a clear focus on accelerating performance and supporting an environment where everyone feels empowered to be themselves, challenge boundaries and go further, faster – together.

### INVESTING IN AND SUPPORTING OUR TALENT

We are committed to personal development and career progression – whether mastering current roles, gaining professional qualifications or preparing for the next role. Our emphasis on growth has led to strong retention rates – attrition remains low at 16% (2025: 10%).

Our Learning Academy offers courses and programmes that support inclusion, personal growth and high performance, complemented by coaching available to everyone. We promote mentoring and sponsor professional qualifications to foster continuous growth. Mandatory training ensures compliance with legislative and regulatory standards.

Year	2026	2025
Hours of mandatory training	1,756	2,328
Hours of non-mandatory training	33,528	28,291
Annual cost of training <sup>1</sup>	£568k	£476k
Average cost per employee <sup>2</sup>	£456	£376
Employees studying for professional qualification	13	16
Employees on an apprenticeship/early careers <sup>3</sup>	53	66

1. This includes external trainer and platform costs, but excludes the employment costs of our in-house Learning & Development team.
2. Based on average number of employees in the Group throughout the year 1,244 (2025: 1,267).
3. As at 31 March – this excludes individuals who completed their programme during the reporting period.

### DEVELOPING OUR LEADERS

Leadership and people management are critical to sustainable growth and an inclusive, high-performing culture. This year we invested in leaders with tools, resources and skills to grow individuals and teams, collaborate, live our values and deliver results for Autotrader and our customers.

Our core programme, Leader as Coach, is a three-day course for managers, focused on psychological safety and trust, listening, coaching for high performance and abundant thinking.

Our inclusive leadership programme builds role-model behaviours so teams feel valued, respected, supported and inspired.

We continue to strengthen our internal coaching capability, with a well-established group of accredited in-house coaches and a strong

pipeline progressing towards accreditation, helping people grow and thrive by embedding development into everyday work.

### EARLY CAREERS

Our Early Careers team develops future talent for critical business roles through our Early Careers Academy, supporting onboarding, skills and wellbeing. In 2026, we welcomed 38 apprentices, and graduates, with 15 apprentices completing Level 3–5 qualifications.

This year we launched our first T Level placements, offering eight roles to students from Manchester and Oldham colleges, all of whom completed the programme. To further strengthen this pathway, we also expanded our Level 4 Software Engineering Apprenticeship, with several T Level students progressing into the September 2026 cohort.

### Inclusive Culture Development Programme

**Autotrader's Inclusive Culture Development Programme is a series of learning and development programmes driven throughout the business, with diversity and inclusion at their core.**

#### ONE AUTOTRADER – A CULTURE OF INCLUSION

As part of Autotrader's 'Great Start', all new starters attend this workshop. In one day, colleagues build a shared understanding of diversity and inclusion, meet our Employee Networks, and explore bias and how to challenge non-inclusive behaviour.

#### INCLUSIVE RECRUITMENT

Everyone involved in hiring completes a full-day inclusive recruitment workshop, covering bias, best practice, our scoring frameworks, and stronger shortlisting and interview skills.

#### INCLUSIVE PEOPLE MANAGEMENT

This year we relaunched our Inclusive People Management module to help managers get the best from every team member. Using real scenarios, it supports safe, practical conversations about inclusion and signposts the support available across Autotrader.

#### DIVERSE TALENT ACCELERATOR PROGRAMME ('DTA')

DTA accelerates high-potential talent to build a pipeline of diverse future leaders, combining experiential and group learning with coaching and sponsorship.

We encourage colleagues from groups under-represented in senior leadership – including people of colour, women, LGBT+, disabled and neurodiverse colleagues, and those from lower socio-economic backgrounds – to apply.

#### THE BLACK EXPERIENCE

Co-designed with an external inclusion consultant and Autotrader's Black colleagues, these workshops build awareness of the challenges Black employees can face in and out of work and highlight practical behaviours managers can use to strengthen Black inclusion.

#### NEURODIVERSITY AND MENTAL HEALTH MANAGER AWARENESS

Alongside Mental Health Awareness training, we refreshed our Neurodiversity and Mental Health Manager Awareness module to equip people managers to have confident, meaningful conversations and signpost the right support across the business.

## Working responsibly continued

**DIVERSITY AND INCLUSION**

At Autotrader, building a diverse and inclusive community isn't just something we talk about, it's something we actively work towards every day. We value a diverse and inclusive workforce, which enhances our culture and business by attracting and developing talent. Our diversity and inclusion vision is: "To nurture our inclusive culture and enrich our community with diverse individuals, who collaborate effectively, perform at their best, and contribute to the success of our organisation, benefiting our industries and wider communities". A mix of ideas and perspectives is essential for innovation and creating the best experience for our customers and consumers.

Diversity includes gender, sex, age, sexual orientation, disability, neurodiversity, race, ethnicity, religion, faith, marital status, social background, educational background, and way of thinking. Inclusion means being valued, respected and supported for who you are. We aim to achieve this authentically and systematically, reflected in our metrics over time. We're committed to long-term change in the technology and automotive industries, focusing on developing diverse leaders and representative workforces.

We continue to build a diverse and inclusive culture at every level of the Company, with particular focus on leadership. During the year, we enhanced our Inclusive Culture Development Programme to further support these goals.

**Employment of disabled persons**

We remain committed to supporting disabled and neurodiverse employees and those who become disabled during their employment with us. We focus on individualised support, enabling all colleagues to achieve their potential and develop their careers with us. Selection for employment, promotion, training and development (as well as other benefits and awards) is made based on merit, aptitude and ability and the Group does not tolerate discrimination in any form, including in relation to disabled candidates. This year, we introduced

our Inclusion Passport, a personalised document capturing health conditions, disabilities, neurodiversity, and related workplace adjustments to ensure clarity and continuity. Autotrader continues to be recognised as a Leader of the Disability Confident Scheme, reflecting our ongoing commitment to inclusivity. We work directly with employees to address health needs and implement reasonable adjustments that meet individual requirements. 18.6% (2025: 13.3%) of our employees have disclosed a disability or neurodiverse condition.

We have been recognised as one of the Top 75 employers in the Social Mobility Employer Index by The Social Mobility Foundation for the fifth consecutive year, ranking 21st in the index.

**GENDER AND ETHNICITY PAY GAP**

We published our Gender and Ethnicity Pay Gap Report 2025 (snapshot date: 5 April 2025). Ahead of expected mandatory Ethnicity and Disability reporting, we continue to report our Disability Pay Gap voluntarily.

We've made progress in our priority areas. At Autotrader Limited, the gender pay gap reduced (mean 9.6% to 8.4%; median 14.9% to 13.2%). Women's representation is at 42.9%. The median ethnicity pay gap reduced from 19.8% to 16.9% and the mean from 18.0% to 17.0%, with diverse hires exceeding 34%.

This reflects more inclusive hiring and a stronger employer brand, including our Career Stories campaign. We've also analysed the hiring funnel to remove barriers and support hiring teams with tools and training to reduce bias.

We remain focused on improving diversity at all levels, particularly in senior roles. The full report is available on our corporate website.

SCAN TO READ OUR  
LATEST PAY GAP REPORT

**Driving diversity and inclusion through our employee-driven networks**

A core part of our diversity and inclusion strategy is centred around our employee-driven networks. Everyone at Autotrader is encouraged to join one of these networks. The networks and their leaders are a core part of our culture and employee experience, helping to welcome employees

when they join our organisation, empowering team members to thrive and spearheading outreach programmes that support our local communities. We ensure each network has two senior leadership sponsors to help drive change and champion network initiatives.

To read more about our networks, go online:

[plc.autotrader.co.uk/esg/our-people-communities/diversity-inclusion/](https://plc.autotrader.co.uk/esg/our-people-communities/diversity-inclusion/)



## Working responsibly continued

**ELEVATING THE COLLEAGUE EXPERIENCE**

Culture is as tangible and important to our performance as our strategy, competitive position, product and technology. During the year, we completed the move to our new campus at Circle Square in Manchester. While only a short distance from our previous site, the new campus represents a meaningful step forward, providing a modern working environment, enhanced collaboration space, improved facilities for customers and community engagement, upgraded technology and stronger environmental credentials.

Our commitment to a high-performance culture is underpinned by transparent, multi-channel communication. We actively listen to colleagues throughout their career journey, from onboarding questionnaires through to exit interviews, enabling us to capture honest and timely feedback at every stage.

From a culture and morale perspective, it has been a challenging year for our people. Factors included organisational restructuring during the period, the recent decline in our share price and negative retailer sentiment in response to the scaling of Deal Builder, and a tighter approach to working in the office, which together contributed to a period of uncertainty for colleagues.

In our most recent annual confidential survey 72% of colleagues agreed or strongly agreed with the statement "I am proud to work for Autotrader" (2025: 91%). Whilst this is lower than in previous years, other people measures, such as recruitment, absence and talent retention, have not been impacted.

Engagement with our colleagues has remained a priority. To translate colleague feedback into tangible action, we launched Community Conversations – structured forums designed to develop collaborative solutions aligned to our key focus areas. The Remuneration Committee Chair held dedicated remuneration sessions with a wider colleague group, and Non-Executive Directors attended Community days and the annual all-employee conference. Strategic alignment is further reinforced through the Board Engagement Guild, an important conduit between colleagues and the Board. The Guild met three times during the year, enabling direct dialogue on topics including organisational change, workplace environment and executive remuneration.

**CONNECTED AND COLLABORATIVE WORKING**

Maintaining alignment with our purpose and strategy, and ensuring each team understands how their work contributes to our growth ambitions, is central to our ongoing success. We remain committed to Connected Working, our hybrid model that balances flexibility with collaboration. Our office space is designed to enhance connectivity and support effective collaboration across teams.

Senior leaders continue to be visible and accessible, supporting open and transparent communication. Our all-employee conferences provide updates on business strategy, while regular ALTV sessions enable leaders to share progress and celebrate achievements. We leverage communication tools, including Slack, to facilitate seamless collaboration across the business, regardless of working location.

Alongside this, we host regular and purposeful social events that bring colleagues together and reinforce our culture. From executive-led



International Women's Day panel discussions to wider cultural celebrations, these events build meaningful connection, strengthen relationships and foster a sense of belonging that underpins our collaborative culture.

**PAY AND BENEFITS PACKAGE**

Our reward structure is designed to attract, retain and motivate our colleagues, supporting delivery of our business strategy. We offer a comprehensive pay and benefits package, including employee pension contributions up to 7%, private medical cover, income protection, life assurance, retirement benefit and enhanced family/dependant leave provisions.

Share ownership remains central to our culture. All colleagues are eligible to participate in the One Autotrader Share Award ('OATSA'), which provides shares with a value equivalent to 10% of salary over three years. In addition, annual participation in our SAYE schemes remains strong, with 36% of colleagues actively contributing to one of the live schemes.

**WELLBEING AND SAFETY OF OUR EMPLOYEES**

We promote employee health and wellbeing through healthcare benefits, mental health support and leadership training, with access to Mental Health First Aiders and the Employee Assistance Programme.

Our 'Respect at Work' Policy sets clear expectations and zero tolerance for bullying, discrimination and harassment. Regular training is provided on sexual harassment and colleagues are supported in understanding their rights under the Equality Act 2010.

We support financial wellbeing through access to mortgage advice, will-writing services, travel loans and salary finance. Health and safety remains a priority, with appropriate policies and insurance in place. Two RIDDOR reports were submitted during the year, and DSE assessments continue to be completed in line with requirements.

## Working responsibly continued

## GENDER AND ETHNICITY DIVERSITY

We are dedicated to fostering a diverse candidate pool and ensuring that fair representation is maintained in senior roles through refined talent management and succession planning. Our ongoing commitment is to increase ethnically diverse representation at leadership levels. As with our approach to gender diversity, we are focused on recruitment processes, most of which relate to lower-level roles, and on developing and promoting a broad and diverse group of individuals throughout the organisation.

The Parker Review has extended its scope to senior management, calling on the FTSE 350 to set percentage targets for ethnic minority executives in senior management roles by December 2027. In response, we have set a target for 10% of senior management positions (ALT and ALT-1) to be occupied by individuals from ethnically diverse backgrounds by March 2027.

At a Board level, as at 31 March 2026, the Board comprises an equal split of four men and four women (March 2025: six women and three men), exceeding both the FTSE Women Leaders Review recommendations and the FCA Listing Rules requirements, which set a target of 40% women's representation. In addition, a woman is appointed as the Senior Independent Director, meeting the targets outlined in the Listing Rules at LR 9.8.6 (9) (a). The Board also includes two members from ethnically diverse backgrounds, aligning with the recommendation set by the Parker Review.

	As at 31 March 2026										As at 31 March 2025							
	Board			Executive management ALT <sup>2</sup>		ALT direct reports		Total Company		Board			Executive management ALT <sup>2</sup>		ALT direct reports		Total Company	
	Number	%	Number of senior positions <sup>1</sup>	Number	%	Number	%	Number	%	Number	%	Number of senior positions <sup>1</sup>	Number	%	Number	%	Number	%
Men	4	50%	3	10	59%	45	56%	698	56%	3	33%	3	11	61%	50	56%	721	56%
Women	4	50%	1	7	41%	36	44%	533	43%	6	67%	1	7	39%	40	44%	562	44%
Non binary/ other	-	-	-	-	-	-	-	8	1%	-	-	-	-	-	-	-	7	-
<b>Total</b>	<b>8</b>	<b>100%</b>	<b>4</b>	<b>17</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>1,239</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>4</b>	<b>18</b>	<b>100%</b>	<b>90</b>	<b>100%</b>	<b>1,290</b>	<b>100%</b>

  

	As at 31 March 2026										As at 31 March 2025							
	Board			Executive management ALT <sup>2</sup>		ALT direct reports		Total Company		Board			Executive management ALT <sup>2</sup>		ALT direct reports		Total Company	
	Number	%	Number of senior positions <sup>1</sup>	Number	%	Number	%	Number	%	Number	%	Number of senior positions <sup>1</sup>	Number	%	Number	%	Number	%
White British or other White	6	75%	3	16	94%	69	85%	937	75%	7	78%	3	17	94%	73	81%	948	74%
Mixed ethnic groups	-	-	-	-	-	-	-	36	3%	-	-	-	-	-	1	1%	36	3%
Asian /Asian British	2	25%	1	1	6%	7	9%	132	11%	2	22%	1	1	6%	7	8%	144	11%
Black/African /Caribbean /Black British	-	-	-	-	-	1	1%	54	4%	-	-	-	-	-	2	2%	50	4%
Other	-	-	-	-	-	-	-	20	2%	-	-	-	-	-	-	-	16	1%
Not disclosed	-	-	-	-	-	4	5%	60	5%	-	-	-	-	-	7	8%	96	7%
<b>Total</b>	<b>8</b>	<b>100%</b>	<b>4</b>	<b>17</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>1,239</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>4</b>	<b>18</b>	<b>100%</b>	<b>90</b>	<b>100%</b>	<b>1,290</b>	<b>100%</b>

1. Senior positions defined as CEO, CFO, SID and Chair of the Board (and included the COO in 2025).

2. Excludes CEO and CFO who are included in the Board numbers.

## Representation at senior levels

The percentage of women on our Autotrader Leadership Team (ALT):

**41%**

(2025: 39%)

The percentage of ethnically diverse people on our ALT:

**6%**

(2025: 6%)

The percentage of women leaders within the Group:

**44%**

(2025: 44%)

The percentage of ethnically diverse leaders:

**9%**

(2025: 9%)

## Working responsibly continued

### MAKING A DIFFERENCE TO OUR COMMUNITIES AND THE INDUSTRIES WE OPERATE IN

Our people are committed to making a difference and having a meaningful impact on the communities we operate in.

Our Make a Difference Guild is committed to empowering our employees to support national and local charities and communities, supporting the causes that are close to their hearts and delivering real and visible change to our communities. We support various initiatives in both the automotive and technology industries.

We are proud members of the Automotive 30% Club, an organisation dedicated to the recruitment, retention and development of female talent in the automotive industry. Our CEO, Nathan Coe, serves as a patron of the club. We continue to collaborate closely with the Automotive 30% Club and the Consent Collective to drive forward the 'Great Events for All' initiative, which educates the automotive sector about sexual harassment and consent, ensuring that industry events are safe, respectful and inclusive spaces for all. Our podcast series, 'Women in the Driving Seat', continues to highlight both the challenges and achievements of women working within the automotive sector. At our annual Retailer Awards, we celebrate outstanding women in automotive retail through our Woman of the Year Award which recognises inspiring, high-performing women in operational management roles across the industry.

Additionally, we partner with BEN to support mental and physical health throughout the automotive sector, and work with Speed of Sight, providing driving experiences and track days for people who are blind or disabled, regardless of age or ability.



### Championing local charities and communities

#### SUPPORTING LOCAL COMMUNITIES

Our Autotrader Community Funds provide financial support to local community groups and charities in our office locations of Manchester, London, Hemel Hempstead and across the UK.

Through our Autotrader sponsorships, we back fundraising efforts by employees and customers, and offer funding for sports kit and equipment sponsorship for our employees and their families.

#### PAYROLL GIVING

Employees can donate through payroll giving – 17% do so – which is further supported by Autotrader's match funding of up to £5 monthly per participant.

#### VOLUNTEERING

All colleagues can take up to two days per year to volunteer in the community. This year, 513 volunteer days were taken, giving colleagues the opportunity to make a difference in their local communities.

# 513

volunteering days taken

Over the past year, Autotrader hosted a range of meetups in our event space, bringing together Manchester's data, design, delivery and tech communities. Through recurring events and sponsorship with groups such as PyData, Her+ Data, Natter UX and the Manchester Java Community, we continue to support community engagement and knowledge sharing.

#### Educational Outreach

This year, we delivered Educational Outreach through our partnerships with DigitalHER and DigitalFutures. We supported the third MentorHER cohort for women early in their tech careers, ran more Curiosity Camps and Schools Safaris and launched two new events. Highlights included Ada Lovelace Day (85 young women joining our Women in Software Engineering (WISE) network) and Future Innovators Day, a digital inclusion hackathon for T Level, A Level and BTEC students. We also hosted a Black History Month School Safari with 45 students, led by our Ethnicity Network.

We continue to support the Careers & Enterprise Company through the Enterprise Advisor programme, partnering with two Manchester schools to shape their careers strategies and connect them to outreach opportunities. Additionally, we supported the Greater Manchester Combined Authority's MBacc initiative and promoted technical education pathways.

As active members of the GM Cornerstone Employer Group, we participated in numerous new initiatives, including the Raspberry Pi Foundation Applied Computing Certification, modern work experience through EqualEx and the introduction of virtual work experience.

Our Early Careers team and volunteers delivered 10 "This Girl Is Me" sessions in Manchester and Oldham, supporting the Automotive 30% Club to inspire more young women into automotive and technology careers.

#### Digital inclusion

This year, we have strengthened our commitment to tackling digital exclusion through a new partnership with the national charity, Good Things Foundation and Greater Manchester Combined Authority ('GMCA'). The partnership builds on the commitment made by Greater Manchester Mayor to address digital exclusion across the region, reflecting a shared ambition to translate policy into practical, long-term action.

Our funding has enabled the launch of a six-month Greater Manchester initiative focused on addressing data poverty through research and strategic planning, rather than direct delivery. Supported by academic input from the University of Liverpool, the project will combine desk research, stakeholder and community engagement, and a series of workshops to better understand the scale and drivers of data poverty. Outputs will include a co-produced five-year roadmap to help shape future policy, coordination and investment, strengthening Greater Manchester's leadership on digital inclusion and generating insights with relevance across the UK.

This year, we continued our partnership with Forever Manchester to provide the Autotrader Digital Inclusion Fund, supporting local charities to deliver technical workshops and programmes. These efforts are designed to upskill members of the local community and help bridge the digital divide.

To further combat digital exclusion, we partner with local charities to repurpose laptops and devices. This sustainable approach ensures our old technology is put to good use, helping individuals and communities overcome digital poverty and promoting greater digital inclusion.