



STAKEHOLDER ENGAGEMENT REPORT

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About this report

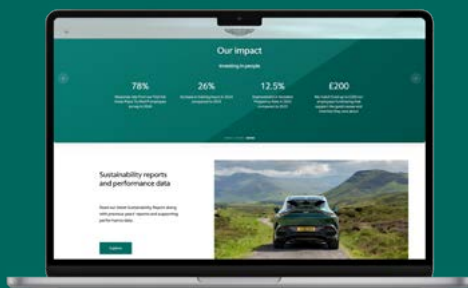
We believe stakeholder engagement is essential to deliver a sustainable business. It helps us to understand and respond to priorities, challenges and opportunities whilst increasing transparency and enabling us to build strong, trusting relationships.

We engage with many stakeholders, across different organisations and at all levels. Stakeholder engagement is a two-way process. When it comes to sustainability, engagement with stakeholders is a critical part of our materiality assessment process which informs our sustainability strategy Racing. Green. and our sustainability reporting. More information on our approach to sustainability and Racing Green. can be found on our website at www.astonmartin.com/corporate/sustainability and in our 2025 Sustainability Report also available on our website.

This Stakeholder Engagement Report is focused on our sustainability engagement and includes:

- a list of Aston Martin's key stakeholders
- the sustainability topics most important to them - either those that were drawn from our materiality process or those that we disclose in our annual report that cross over to sustainability
- our various methods of engagement and activities in relation to sustainability
- the outcomes of our engagement and how this has influenced our Racing. Green. strategy and actions

A summary of this can be found in the Stakeholder Engagement section on page 18 of the 2025 Sustainability Report. A report on our stakeholder engagement activity can also be found on pages 24-27 of the 2025 Annual Report and Accounts.



[→ www.astonmartin.com/corporate/sustainability](http://www.astonmartin.com/corporate/sustainability)

Group	Why we engage	What sustainability topics matter to them	How we engage on sustainability	Outcome of engagement for Racing. Green.
Customers and enthusiasts	<p>Customers and enthusiasts are key to our brand and our business success.</p>	<p>Quality, safety and design of our vehicles</p> <p>Environmental commitment</p> <p>Circular economy, sustainable design and longevity</p> <p>Sense of community</p>	<p>Aston Martin's luxury customer magazine</p> <p>Attendance at focused events such as Petrol and Pride at the National Motor Museum</p> <p>Direct engagement with customers through media, social media and website content</p>	<ul style="list-style-type: none"> ✘ Increased awareness of the Aston Martin 'I AM Pride' network as part of our employee-led EDI activity ✘ Customer insights related to the importance of repairability, reuse and extended lifecycle of our vehicles, to support our circular design approach
Dealer network	<p>Our third-party dealerships are the direct contact point for our brand to our customers.</p>	<p>Sustainability attributes that help to drive brand awareness and desirability, for example ultra-luxury quality product and product lifecycle management</p>	<p>Local dealer conferences</p> <p>In-house training</p> <p>Surveys and direct communication</p>	<ul style="list-style-type: none"> ✘ Availability of sustainability-related data to support our net zero target setting ✘ An understanding of the environmental performance and ambition of our dealership network ✘ Actions dealers are taking on relevant sustainability regulation such as the EU Batteries Regulation and the EU Deforestation Regulation ✘ 2,796 dealer employees trained in classroom courses in 2025

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Suppliers and other partnerships	Supplier partnerships are fundamental to our business and offer us a source of technical expertise and brand enhancement while allowing partners to showcase innovative products for long-term benefit helping us meet our sustainability and net zero goals.	<p>Responsible procurement with a focus on trust and ethics</p> <p>Commitment to transparency and open dialogue</p> <p>Development of strong, lasting relationships</p> <p>Building sustainability capabilities and expertise within the partnership</p> <p>Leveraging design and technical know-how</p> <p>Human rights and environmental due diligence</p>	<p>Meetings with suppliers, including visits to their sites to share knowledge</p> <p>Deployment of the Drive Sustainability supplier assessment questionnaire ('SAQ') to assess the ESG performance of our suppliers</p> <p>Direct communications</p> <p>Information requests on specific sustainability topics</p> <p>Direct conversations with key suppliers</p> <p>Partnerships with academia and research institutes</p>	<ul style="list-style-type: none"> ❑ Implemented a supplier sustainability score that screens suppliers' sustainability credentials during sourcing and integrates into ongoing performance monitoring, enabling more informed, sustainability-led selection and management decisions ❑ Understanding suppliers' sourcing and due diligence processes in readiness for the EUDR ❑ Understanding of tier 1 aluminium suppliers' product carbon footprint data contributing to our decarbonisation strategy ❑ Mapping of aluminium supply chain according to TNFD guidance ❑ Refined our Scope 3 data assumptions ❑ Supporting the strategic embedding of ESG into Procurement processes
Our people	Our people are the key to our success. Our performance depends on their passion, knowledge and creativity.	<p>Personal development and career opportunities</p> <p>Health and Safety</p> <p>Rewards and benefits</p> <p>Equity, Diversity and Inclusion</p> <p>Community engagement</p> <p>Feeling listened to and valued</p> <p>Environmental management</p> <p>Circular economy and sustainable materials</p>	<p>Webinars</p> <p>Internal communications platform and Aston Martin People newsletter</p> <p>Sustainability Working Groups</p> <p>Aston Martin's Inclusion Network</p> <p>Network of environmental champions</p> <p>Company induction</p> <p>Group wide employee engagement consultations as relevant</p> <p>Local Health and Safety committees</p> <p>Dedicated training modules, e.g. UN Global Compact Human Rights and Code of Conduct</p>	<ul style="list-style-type: none"> ❑ Employees across our main manufacturing sites involved in environmental improvement activity days including hosting webinars on dedicated topics and projects linked to Racing. Green., litter picking, planting bulbs and creating insect hotels ❑ 15 new employee Mental Health Supporters trained ❑ Over 2,900 people trained since 2023 on Aston Martin Values to increase the culture of inclusion ❑ Matched funding for employee charity fundraising ❑ Employee fundraising and support for our three annual employee charity partnerships, with a total donation of over £31,000 at the end of the partnership year ❑ Identification of employee ideas that support sustainability actions, embedding Racing.Green. across the company

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Investors	Continued access to capital is vital to the long-term performance of our business. Our focus is to ensure investors understand our strategy and performance, and for us to understand their priorities.	<p>Consistent delivery of the Company's strategy</p> <p>Financial performance relative to expectations</p> <p>Demonstrate that the Company is a responsible and effective steward of capital</p> <p>Management of sustainability-related risks and opportunities in particular, decarbonisation, the Just Transition and human rights</p> <p>Governance and transparency</p>	<p>Webcasts, presentations and meetings</p> <p>Disclosure to and conversations with ESG analysts</p>	<ul style="list-style-type: none"> ▣ Ability to identify gaps and opportunities in our ESG performance and strategic approach ▣ Increased understanding of the sustainability topics that are important to our investors
Local communities and NGOs	We aim to build positive relationships with local communities and organisations interested in our business.	<p>Trust and ethics</p> <p>Safety</p> <p>Local operational impact</p> <p>Emissions and energy-use across the value chain</p> <p>Environmental management</p> <p>Circular economy</p> <p>Apprenticeships and early careers</p>	<p>Outreach programmes with local schools, colleges and universities</p> <p>Philanthropy</p> <p>Meetings and site visits</p> <p>Local community forums</p>	<ul style="list-style-type: none"> ▣ Launch of Community Grant Scheme that has supported local projects linked to biodiversity and STEM ▣ Implementation of pilot STEM partnership with The Smallpeice Trust to run STEM sessions with local secondary schools and feeder primary schools ▣ Learning about the key issues that are important to the communities we are part of
Government and regulators	We engage with government and regulators given public policy and regulatory impacts on our business. We aim to engage constructively and consistently through various channels. Transparency and political neutrality are at the heart of our engagement.	<p>Compliance with regulations and the law</p> <p>The environmental impact of our products and operations</p> <p>Employment and economic impacts</p> <p>Contribution to achieving public policy objectives</p> <p>Advancing the UKs innovation and technology capabilities</p>	<p>Participation at industry and government meetings on topics including decarbonisation, trade, industrial strategy, international competitiveness and skills</p> <p>Participation in National Apprenticeship Week events in the UK Parliament</p> <p>Responded to UK government consultations</p> <p>Visits to Aston Martin sites for local MPs and other political stakeholders.</p>	<ul style="list-style-type: none"> ▣ Strengthening our connections and network amongst government and industry stakeholders ▣ Participated in panels for relevant industry associations raising the profile of Aston Martin within the sector ▣ Increased awareness within government of the common interest areas and positions of small volume manufacturers relating to emissions, safety, skills and trade

Collaborative platforms and initiatives	Why we engage	How we engaged in 2025
CDP	CDP is a corporate transparency initiative and one of the most widely adopted voluntary sustainability reporting schemes in the world. It plays an important role in disclosing high-quality, comparable environmental performance data to investors and other stakeholders.	Disclosed information relating to climate change, water security and forests.
Drive Sustainability	Drive Sustainability is an international initiative bringing Original Equipment Manufacturers (OEMs) together to improve the social, ethical, and environmental performance of automotive supply chains.	<p>Maintained membership of Drive Sustainability to facilitate our approach to responsible supply chain management and take learning and best practice from across the automotive sector. We have trialled the use of their SAQ to assess the performance of and identify risks among our largest suppliers. We are working to roll the approach out across remaining suppliers.</p> <p>Joined working group meetings and attended an annual members' event, sharing best practice and building stronger networks with peers.</p>
Society of Motor Manufacturers and Traders (SMMT)	SMMT acts as the voice of the UK motor industry, supporting and promoting its interests, at home and abroad, to government, stakeholders and the media. SMMT represents more than 800 automotive companies in the UK, providing them with a forum to voice their views on issues affecting the automotive sector, helping to guide strategies and build positive relationships with government and regulatory authorities.	Provided data for the SMMT UK industry annual sustainability report and participated in working groups on key topics including electric vehicles, environmental policy and international trade.
Taskforce on Nature-related Financial Disclosures (TNFD)	The Taskforce for Nature-related Financial Disclosures (TNFD) is a market-led, science-based and government-supported global initiative. The TNFD provides recommendations and guidance to organisations to encourage and enable them to assess and act on evolving nature-related dependencies, impacts, risks and opportunities.	Maintained membership of the TNFD Forum, a platform for organisations to signal their support, contribute to further development of guidance and to learn from others through pilot testing and focus groups. Deepened our understanding of the TNFD recommendations and guidance on nature-related issues affecting our business.
United Nations Global Compact (UNGC)	UNGC is a voluntary initiative to encourage businesses worldwide to reinforce socially responsible business practices and demonstrate commitment to universal principles in the areas of human rights, employment, environment and anti-corruption.	Submitted our 2024 Sustainability Report to the UNGC as our 'Communication On Progress' ('CoP'), providing an overview of sustainability action taken by Aston Martin related to the Ten Principles of the UN Global Compact and the SDGs. Joined the UNGC UK Network Climate Working Group, participating in meetings and events through the year focused on peer learning.

