



RACING. GREEN.

SUSTAINABILITY DRIVEN



About this Report

This Report provides an overview of Aston Martin's approach to sustainability, our actions taken in 2025 and our performance against our sustainability commitments and targets. The Report is produced by the Aston Martin Sustainability team under the supervision of the Board Sustainability Committee.

We publish a Sustainability Report annually to disclose information to all stakeholders. The Report follows international guidelines and best practices including reporting in line with the principles of the Global Reporting Initiative ('GRI') Standards (GRI: Foundation 2021).

Our disclosure related to climate change is based on the recommendations of the Taskforce on Climate-related Financial Disclosures ('TCFD'). Aston Martin's 2025 TCFD disclosure is included in our Annual Report. We also consider and have regard to the UK's Mandatory Climate Disclosure requirements where these apply to our business.

The Report is published electronically as a PDF on our website, and a small number of reports are available in hard copy on request.

If you have questions about this Report, please contact us by email: sustainability@astonmartin.com

Reporting period: The Report covers the period 1 January 2025 to 31 December 2025.

Scope and boundaries: The Report covers the activities of Aston Martin Lagonda Global Holdings plc and its subsidiaries (referred to as Aston Martin for convenience in this Report) – all of which are outlined in the Aston Martin Lagonda Global Holdings plc Annual Report, available on our website at www.astonmartin.com/corporate. For further details on the scope and boundaries of our reported data points and performance indicators, see our methodology section on pages 63–67.

Independent assurance: Selected performance data in this Report is subject to limited assurance. The Independent Assurance Report is included on pages 68–69.

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Our reporting suite

Aston Martin publishes several reporting documents, including for reasons of regulatory compliance, which aim to meet the interests and reporting requirements of a range of stakeholders.



→ *Annual Report and Accounts*



→ *Sustainability Performance Data*



→ *Materiality Assessment Report*



→ *Modern Slavery Statement*



→ *Stakeholder Engagement Report*

2025 highlights

Tackling climate change

100%

Renewable electricity powering our UK operations

99%

Decrease in our total Scope 2 market-based emissions from 2024

13%

Decrease in natural gas consumption across all operations from 2024

Responsible business

90%

Employees completed our annual Code of Conduct training

Creating a better environment

30%

Decrease in waste across our UK operations from 2024

6.8%

Improvement in our Biodiversity Score at our Gaydon site from 2024

24%

Decrease in total water consumption across all operations from 2022

Launched

Our first Human Rights Policy Statement

Investing in people

14.3%

Improvement in Accident Frequency Rate compared to 2024

£31,000+

Donated to our employee partner charities

Zero

Safety incidents which met the UK RIDDOR reporting standard

ASTON MARTIN

Our business model

Creating a sustainably profitable business – transforming Aston Martin from a high potential to a high performing business that delivers the luxury experience our customers expect.

Our engine for value creation



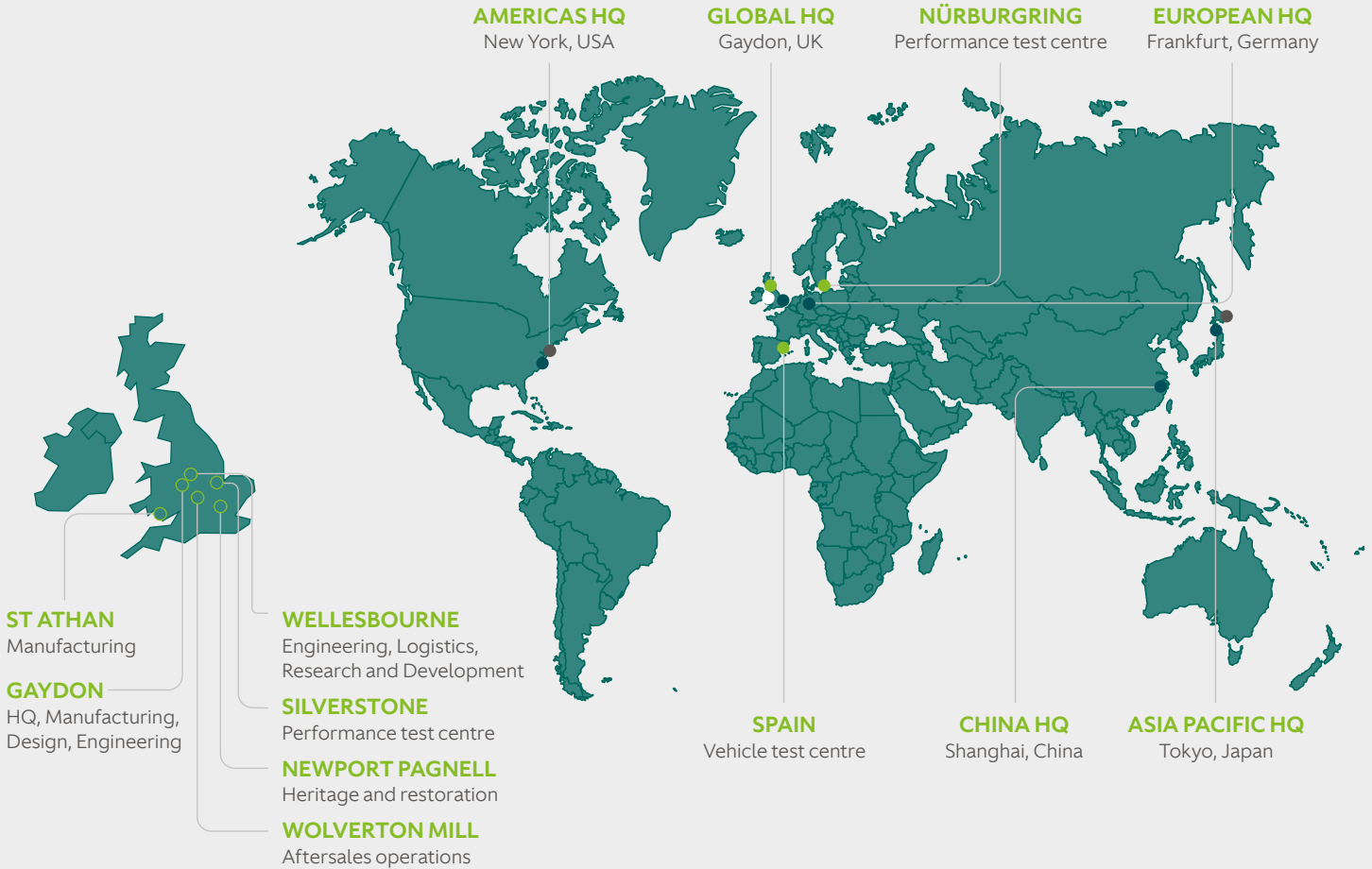
Our Values

- ❏ **Unity:** Stronger together – The excitement of meeting the challenge. The exhilaration of meeting it as a team. We achieve our goals through collaboration and connection.
- ❏ **Openness:** Listen, and you will see – Every voice is heard. Diverse perspectives understood. A willingness to be open with each other is our source of strength.
- ❏ **Trust:** Believe in the team – Fundamental respect. Recognition. We put faith in each other's unique insight and expertise.
- ❏ **Ownership:** Take responsibility – Performance, dedication and passion come from within. We set the standard and hold each other accountable.
- ❏ **Courage:** Towards greater things – To be at the forefront of innovation requires positivity, bravery, and a dedication to personal growth and excellence.

No one builds an Aston Martin on their own

Where we operate

Key ● Headquarters ● Performance centres ● Brand centres ● Design



AMERICAS

1,868

Wholesale volumes
(2024: 1,928)

UK

1,032

Wholesale volumes
(2024: 1,086)

EMEA (ex. UK & South Africa)

1,580

Wholesale volumes
(2024: 1,796)

APAC

968

Wholesale volumes
(2024: 1,220)

£1,258m

Revenue
(2024: £1,584m)

£239m

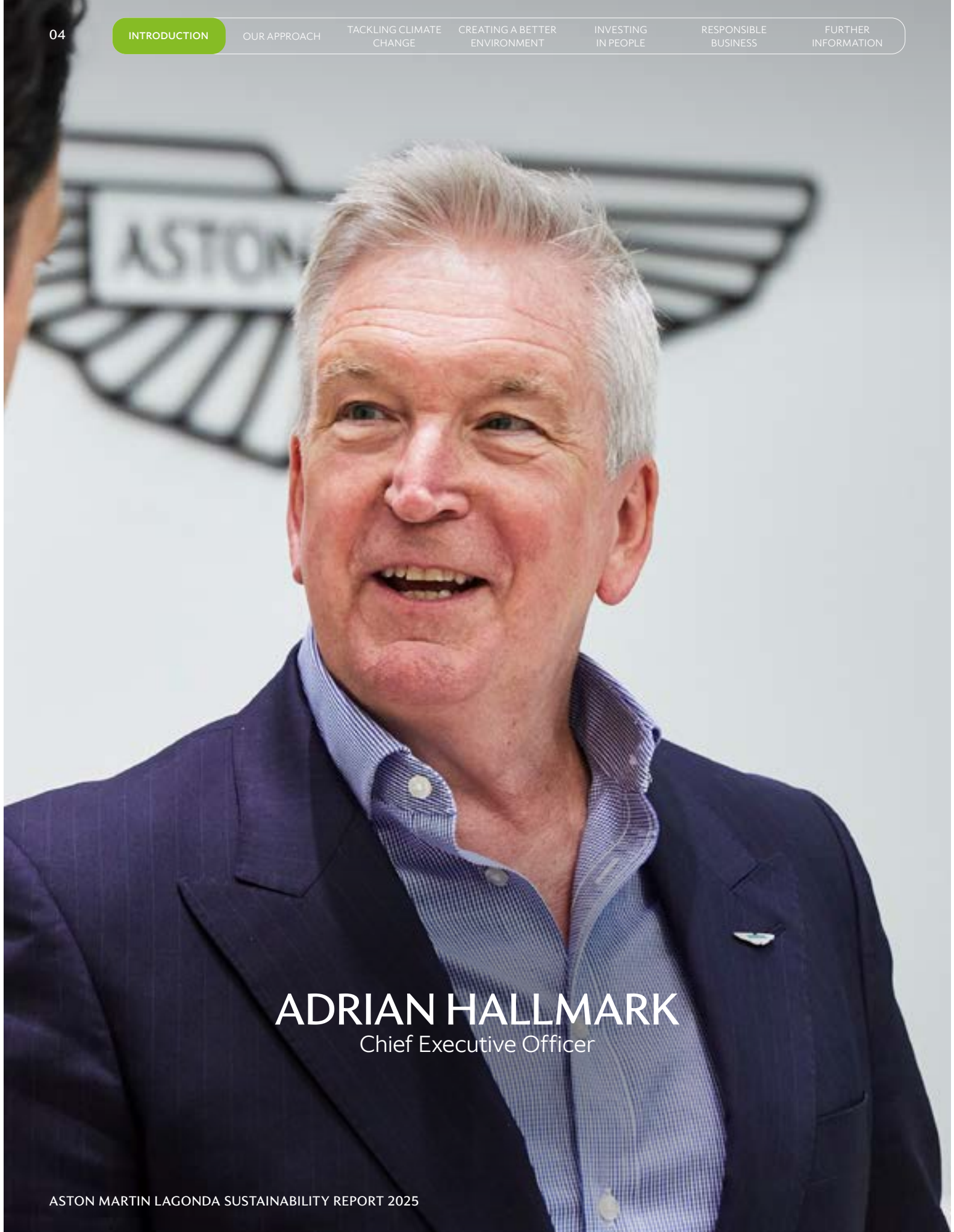
Research and development investment
(2024: £333m)

5,448

Wholesale volumes
(2024: 6,030)

£185k

Core average selling price
(2024: £177k)



ADRIAN HALLMARK
Chief Executive Officer

Introduction from our Chief Executive Officer

Since joining Aston Martin, I've been struck by the passion that our people bring to sustainability. It's increasingly central to how we run the business; with a mindset that is as much concentrating on commercial and financial priorities as we are on running responsible, efficient operations which are essential to our long-term success.

We have made real progress in building the foundations of Racing. Green. into our business. Our governance and data frameworks are stronger, and sustainability is becoming embedded as part of everyday decision-making across all functions. There's still more to do, but the direction and intent is clear.

What stands out to me is that through Racing. Green. we are creating tangible business value. The financial benefits of resource optimisation are clear, but so too are the cultural ones; people want to work for a company that strives to operate responsibly and with purpose.

Our 2025 results reflect this. We've continued to reduce our Scope 1 and 2 emissions, improved biodiversity at Gaydon, and sustained a downward trend in our Accident Frequency Rate. These improvements stem from the collective efforts of colleagues across the business.

Why does sustainability remain important for Aston Martin?

Geopolitical tensions, changing trade dynamics and economic headwinds are influencing how governments approach climate and environmental policy. Some markets are accelerating action; others are slowing, but the overwhelming aim of all governments to protect the planet and society remains steadfast, and we aim to play our part within this context.

For Aston Martin, the rationale for sustainability remains unchanged. It is both a responsibility and a value driver.

A proactive focus on sustainability also builds resilience. It allows us to anticipate risks, manage resources prudently, and maintain trust with customers, investors and society. Regardless of policy shifts, expectations from society for high performing responsible businesses continue to rise. We are far beyond sustainability being a "nice to do" activity and instead we see strong sustainability performance as a value adding business imperative.

How can Aston Martin progress its net zero targets with a focus on electrification while responding to changing customer and policy requirements?

Climate change is well established as the principal sustainability challenge impacting many issues, from energy and water use, to biodiversity and migration changes. Today, we are in a fast-changing world and decarbonisation is a journey that requires both discipline and flexibility.

In 2025, we have seen encouraging progress. Emissions from our own operations have fallen compared to 2024 through tighter control on the use of natural gas and improved building management at our manufacturing sites. Electricity use across the business is lower, supported by the continued use of 100% renewable electricity in UK operations.

Across Scope 3, we're continuing to work with key partners to gather emissions data and integrate sustainability into sourcing decisions. This is essential because around 43% of our total carbon footprint comes from the goods and services we buy.

Electrification of our products is a central part of our long-term plan, but the pace we move at depends on customer demand, infrastructure readiness and enabling government policy. Where these three critical criteria are insufficiently mature or stable, we have to progress in a way which is cautious and adaptable. Long-term, the Company will move steadily toward electrification. Alongside this, we are implementing a life cycle view of our products, using fewer materials, lighter materials, designing for recyclability, and reducing embedded carbon in our vehicles.



Where do you see the opportunities for sustainability-linked innovation?

Our investment in Project ELEVATION and Project PIVOT exemplifies the connection between innovation and sustainability, developing lightweight, modular architectures, electrified drivetrains and sustainable aluminium castings that can significantly reduce embedded carbon.

We're also exploring new materials and processes: use of low-CO₂ leather, circular composites and 3D-printed components. Collaboration is central to this; by working with supply chain partners, creative start-up businesses and leading-edge universities, we move faster and share learning that benefits the wider industry.

What action is Aston Martin taking to build a culture in which employees feel a sense of purpose and connection to the Company's success?

This has been a demanding year for our people, with economic uncertainty and organisational change across the entire automotive sector. Through it all, our colleagues have shown extraordinary resilience and professionalism.

Our priority is to provide an environment where everyone feels supported, safe and motivated. We have continued to strengthen our approach to wellbeing, from mental health supporters and employee assistance programmes to a growing network of inclusion and community champions. At the heart of our efforts to support all colleagues is a persistent focus on safety and I'm delighted that our safety performance remains strong, with our Accident Frequency Rate improving again.

We're also investing in skills for the future. We have colleagues at multiple levels across the business undertaking training utilising the United Kingdom ('UK') government's apprenticeship levy fully and our electric vehicle ('EV') training modules, including the use of augmented and virtual reality, are equipping colleagues with the capabilities needed for our electrification journey.

Considering our organisational changes, we did not proceed with a formal Great Place to Work® survey this year but remain focused on maintaining two-way dialogue with colleagues. Internally, we've deepened engagement at all levels across the Company. I hold monthly roundtables which are open to all employees to sign up to, and the leadership team run regular town halls with their individual functions. I've been pleased to see a marked increase in cross-departmental engagement improving collaboration and with colleagues increasingly taking an enterprise mindset. Ultimately, we want every colleague to see how their work contributes to Aston Martin's commercial success and our sustainability performance.

"I'M DELIGHTED THAT OUR SAFETY PERFORMANCE REMAINS STRONG, WITH OUR ACCIDENT FREQUENCY RATE IMPROVING AGAIN"

Quality is a key element of Aston Martin's business strategy. How does Racing. Green. support this?

At Aston Martin, quality is more than an objective – it is the foundation of every ultra-luxury performance car we create. We aim to deliver class-leading craftsmanship, exhilarating performance, and absolute trust in every component of our cars to our customers.

This level of excellence demands rigorous engineering standards, precise assembly, and a drive to continuously improve our processes and products. Our focus is to meet, and exceed, customer satisfaction and create an emotional connection that defines the luxury driving experience that we offer. We deliver this through working together cross-functionally, using skill and knowledge at all levels of the Company to define, refine, and follow our processes, considering the customer in every decision.

Quality also plays a vital role in Aston Martin's sustainability ambitions, by creating durable, reliable vehicles through responsible sourcing that reduces waste, extends product life cycles, and thus minimises the environmental footprint.

What do you see as Aston Martin's priorities for sustainability in 2026?

Our focus remains clear – safety must be the foundation of our culture and operations, and we will continue to invest in our people, promoting inclusion, wellbeing and development as we evolve as a business. We live by our mantra, "No one builds an Aston Martin on their own" because we come together as one team.

Progress towards net zero and accelerating efficiency actions across both our operations and supply chain remain central to Racing. Green. and our wider business transformation, while strengthening our approach to human rights and responsible sourcing, ensures standards in our supply chain reflect our values.

Periods of transformation bring challenge, but also opportunity. As we look ahead, sustainability is valued by our customers and remains central to our strategy, defining how we create value and shaping Aston Martin for a successful future. Our goal is unchanged: to become a world-leading sustainable ultra-luxury high performance automotive business.



Racing. Green.

Aston Martin strives to be a responsible business by protecting the environment, respecting human rights and making a positive contribution to society by driving innovation and opportunity. We recognise that progress with sustainability requires an integrated approach with effort in all areas of our business and across our entire value chain.

Our sustainability strategy, Racing. Green., outlines our vision to be a world-leading sustainable ultra-luxury high performance automotive business. The strategy is based on a clear understanding of the priorities of our customers, employees and wider stakeholder groups, and represents an integrated approach focused on three key pillars: 'Tackling climate change', 'Creating a better environment', and 'Investing in people'. Each pillar includes clear targets, supported by our commitment to operate as a 'Responsible business'. Our performance against our Racing. Green. targets is presented throughout this Report and on pages 9-11 and 60-62.

Our Racing. Green. strategy contributes to eight of the 17 United Nations ('UN') Sustainable Development Goals ('SDGs'). These goals were adopted by the UN in 2015 and seek to address the world's biggest challenges, including ending poverty, improving health, better education, making cities more sustainable and tackling climate change. We have highlighted the SDGs we contribute to throughout this Report.

We are committed to complying with all relevant regulations and aligning with international standards in areas such as environmental management, biodiversity and safe working practices.



OUR SUSTAINABILITY STRATEGY: RACING. GREEN.

Our vision

To become a world-leading sustainable ultra-luxury high performance automotive business

Tackling climate change

Reduce absolute Scope 1, 2 and 3 GHG emissions (excluding Use of sold products) 42% by 2030, from a 2022 base year
 Reduce absolute Scope 1, 2 and 3 GHG emissions 90% by 2050, from a 2022 base year

Creating a better environment

Improve biodiversity year-on-year at our main manufacturing sites (measured by Biodiversity Index Score)
 30% reduction in water consumption per car by 2030
 Zero waste to landfill
 Reduce the amount of waste per car built by 3% each year

Investing in people

Zero accidents in our business
 Aim for women in 30% of leadership positions by 2030
 Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025*
 * in 2025 target date extended to 2030

Responsible business

In line with international best practice on business ethics, 100% of employees to complete Aston Martin's annual Code of Conduct training

Our targets and progress

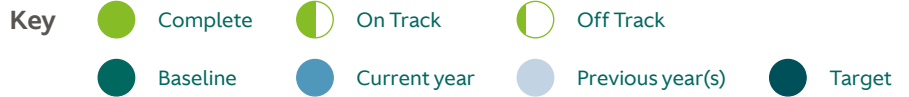
Key

- Complete
- On Track
- Off Track
- Baseline
- Current year
- Target

Tackling climate change

Our targets	Status	2025 performance	Progress summary								
<p>Reduce absolute Scope 1 and 2 (market-based) GHG emissions 42% by 2030, from a 2022 base year</p>		<table border="1" style="display: none;"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2022</td><td>100</td></tr> <tr><td>2025</td><td>-12</td></tr> <tr><td>2030</td><td>-42</td></tr> </table>	Year	Performance	2022	100	2025	-12	2030	-42	<p>Data in graph: % movement from baseline</p> <p>In 2025, our total Scope 1 and 2 (market-based) emissions have decreased 12% from our 2022 base year. This is driven by a 98% reduction in our Scope 2 market-based emissions due to the purchase of renewable electricity and the purchase of verified carbon credits. Over the same period, our Scope 1 emissions have decreased by 9%, driven mainly by a decrease in natural gas consumption at St Athan and Gaydon through electrification and efficiency initiatives.</p> <p>To meet our 2030 target, we continue to identify decarbonisation and efficiency opportunities across our operations and engage with our rest of world sites to ensure we get accurate and timely data.</p>
Year	Performance										
2022	100										
2025	-12										
2030	-42										
<p>Reduce absolute Scope 3 GHG emissions (excluding Use of sold products) 42% by 2030, from a 2022 base year</p>		<table border="1" style="display: none;"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2022</td><td>100</td></tr> <tr><td>2025</td><td>+32</td></tr> <tr><td>2030</td><td>-42</td></tr> </table>	Year	Performance	2022	100	2025	+32	2030	-42	<p>Data in graph: % movement from baseline</p> <p>Scope 3 emissions excluding the use of our sold products (Category 11) increased by 32% from our 2022 baseline to 2025. This was mainly driven by an increase in emissions from the goods and services (Category 1) that we buy to produce and market our cars.</p> <p>Our priorities for the next five years include engaging suppliers to shift toward product-specific carbon footprint data, requiring them to implement environmental management systems to manage GHG emissions, and transitioning our inbound logistics fleet to lower-carbon fuels.</p>
Year	Performance										
2022	100										
2025	+32										
2030	-42										
<p>Reduce absolute Scope 1 and 2 (market-based) GHG emissions 90% by 2050, from a 2022 base year</p>		<table border="1" style="display: none;"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2022</td><td>100</td></tr> <tr><td>2025</td><td>-12</td></tr> <tr><td>2050</td><td>-90</td></tr> </table>	Year	Performance	2022	100	2025	-12	2050	-90	<p>Data in graph: % movement from baseline</p> <p>In 2025, our total Scope 1 and 2 (market-based) emissions have decreased 12% from our 2022 base year, driven by a 98% reduction in Scope 2 market-based emissions and a 9% decrease in Scope 1. In 2025, we purchased verified carbon credits aligned with our 2024 Scope 1 and 2 (market-based) emissions.</p> <p>Our ambition for a 90% reduction by 2050 is consistent with the UK government's commitment to net zero. Our Scope 1 and 2 reduction approach includes three key decarbonisation levers, the first focused on energy efficiency, the second on emission reduction through renewable electricity purchase and production, and the third on electrification of our operations.</p>
Year	Performance										
2022	100										
2025	-12										
2050	-90										
<p>Reduce absolute Scope 3 GHG emissions 90% by 2050, from a 2022 base year</p>		<table border="1" style="display: none;"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2022</td><td>100</td></tr> <tr><td>2025</td><td>-1</td></tr> <tr><td>2050</td><td>-90</td></tr> </table>	Year	Performance	2022	100	2025	-1	2050	-90	<p>Data in graph: % movement from baseline</p> <p>Our total Scope 3 emissions including the use of sold products (Category 11) has decreased by 1% from our 2022 baseline. Despite an increase in emissions from our purchased goods and services (Category 1), emissions from the use of our sold vehicles have decreased by 21% from our baseline year, balancing the increase from Category 1. The decrease in Category 11 emissions is mainly driven by a decrease in manufacturing volumes.</p> <p>Our future transition plans will accelerate reductions in our Scope 3 emissions. We expect to see a significant reduction in the emissions from the use of our cars towards 2050, and benefit from the broader transition to net zero across society, for example through electricity grids, decarbonisation of transportation, and technological innovation.</p>
Year	Performance										
2022	100										
2025	-1										
2050	-90										

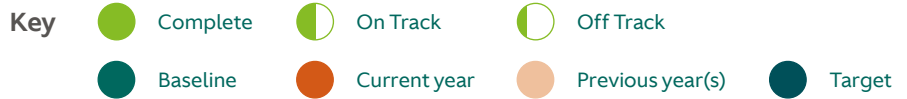
[Find out more about our approach on page 22](#)






Creating a better environment

Our targets	Status	2025 performance	Progress summary
<p>☐ Improve biodiversity year-on-year at our manufacturing sites, Gaydon and St Athan (measured by Biodiversity Index Score)</p>		<p style="text-align: center;">Gaydon St Athan</p> 	<p>Data in graph: Biodiversity Index Score</p> <p>In 2025, we successfully met our biodiversity target at Gaydon, delivering a 6.8% increase on 2024. This was the result of various improvement activities including the creation of insect habitats and 'hotels', installation of bird, bat and butterfly boxes along the nature trail, and targeted seeding. At our second manufacturing site, St Athan, biodiversity performance decreased by 2.2% in 2025. The reduction was driven by requirements from the neighbouring airfield, which necessitated cutting grassed areas that had previously been maintained as wildflower meadows, reducing habitat availability.</p>
<p>☐ 30% reduction in water consumption (at manufacturing sites) per car built by 2030, against a 2022 base year</p>			<p>Data in graph: m³/car</p> <p>In 2025, we have seen a 24% decrease in total water consumption across all operations and a 17% decrease at our manufacturing sites since 2022. However, progress against our water per car target is behind track. At 8.69 m³, water per car has increased 1% from our 2022 baseline and is therefore not currently in line with our pathway to achieve the 2030 target. This is predominantly driven by a decrease in production volumes not being matched with subsequent water efficiencies.</p>
<p>☐ Zero waste to landfill (from our UK operations)</p>		<p style="text-align: center;">99.8%</p> <p style="text-align: center;">of waste confirmed as non-landfill in 2025.</p>	<p>In 2025, a small amount of waste (4.36 tonnes) remained uncategorised at the time of reporting, therefore we are unable to claim that 100% of waste from our UK operations is diverted from landfill. This is an area we continue to monitor and work with our specialist waste contractors to ensure our waste is managed in line with our aims to create a better environment.</p>
<p>☐ Reduce the amount of waste (from manufacturing sites) per car built by 3% each year</p>			<p>Data in graph: tonnes/car</p> <p>In 2025, there was a 14% decrease in total waste consumption across all UK operations and a 2% decrease in waste at our manufacturing sites since 2022. However, waste per car is behind the targeted 3% reduction per year, instead up 20% from 2022. This is partly driven by our drop in production volumes. Assuming a linear reduction, to align with the target, waste per car for 2025 is required to be 0.32 tonnes/car.</p>

[Find out more about our approach on page 28](#)




Investing in people

Our targets	Status	2025 performance	Progress summary										
<ul style="list-style-type: none"> ▣ Zero accidents in our business (measured by Accident Frequency Rate per 100 workers) 		<table border="1" style="margin: 0 auto;"> <tr><th>Year</th><th>AFR per 100 workers</th></tr> <tr><td>2022</td><td>0.53</td></tr> <tr><td>2023</td><td>0.40</td></tr> <tr><td>2024</td><td>0.35</td></tr> <tr><td>2025</td><td>0.30</td></tr> </table>	Year	AFR per 100 workers	2022	0.53	2023	0.40	2024	0.35	2025	0.30	<p>Data in graph: Accident Frequency Rate per 100 workers</p> <p>Safety performance continues to improve, with a 14% improvement in Accident Frequency Rate in 2025 compared to 2024, and a 43% improvement since 2022. No incidents which met the UK RIDDOR ('Reporting of Injuries, Diseases and Dangerous Occurrences Regulations') standard were reported in 2025.</p> <p>A continued focus on embedding a health and safety culture across the business is a key driver in our performance.</p>
Year	AFR per 100 workers												
2022	0.53												
2023	0.40												
2024	0.35												
2025	0.30												
<ul style="list-style-type: none"> ▣ Aim for women in 30% of leadership positions by 2030 		<table border="1" style="margin: 0 auto;"> <tr><th>Year</th><th>% of leadership positions</th></tr> <tr><td>2022</td><td>16.2</td></tr> <tr><td>2025</td><td>16.6</td></tr> <tr><td>2030</td><td>30.0</td></tr> </table>	Year	% of leadership positions	2022	16.2	2025	16.6	2030	30.0	<p>Data in graph: % of leadership positions filled by women</p> <p>The percentage of women in leadership positions has remained broadly static from 2022. Limiting factors in accelerating this representation include slowed external hiring, resourcing constraints, as well as broader automotive market talent constraints and macroeconomic pressures continuing to impact attraction and investment.</p>		
Year	% of leadership positions												
2022	16.2												
2025	16.6												
2030	30.0												
<ul style="list-style-type: none"> ▣ Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025 		<p>No survey in 2025. Target date extended to 2030.</p>	<p>In light of the scale of organisational transformation, a decision was taken not to proceed with a Great Place to Work® survey in 2025. The Company's focus remains on delivering change effectively while ensuring we continue to understand colleague sentiment and take meaningful action in response. We have therefore updated our target with a revised achievement date of 2030.</p>										



Responsible business

Our targets	Status	2025 performance	Progress summary						
<ul style="list-style-type: none"> ▣ In line with international best practice on business ethics, 100% of employees to complete Aston Martin's annual Code of Conduct training 		<table border="1" style="margin: 0 auto;"> <tr><th>Year</th><th>% completion</th></tr> <tr><td>2024</td><td>81</td></tr> <tr><td>2025</td><td>90</td></tr> </table>	Year	% completion	2024	81	2025	90	<p>Data in graph: % completion</p> <p>Completion of our annual Code of Conduct training increased from 81% in 2024, to 90% in 2025. This is driven by a focused communications plan, improved employee awareness and an adjustment of the campaign timeline to accommodate completion by our manufacturing colleagues.</p>
Year	% completion								
2024	81								
2025	90								

[→](#) Find out more about our approach to 'Investing in people' on page 36 and 'Responsible business' on page 50

The global context

Throughout 2025, global sustainability challenges persisted, spanning the environmental and social spectrum. Climate change, biodiversity loss, social inequality, security and energy access are at the forefront as progress towards global goals remains uneven, shaped by geopolitical uncertainty, economic inequality, and financial shortfalls. Adaptability and transformation to future-proof business models and plans remains critical to manage sustainability risks in an external environment shaped by this wide range of challenges.

Climate transition and energy resilience

Climate change remains the leading global sustainability issue. Events that climate scientists predicted decades ago, are unfolding faster than they predicted. Global temperatures have broken records by substantial margins over the past three years, with 2025 emerging as the third-warmest year in the UK Meteorological Office dataset (1850-present), surpassed only by 2024 and 2023. The physical impacts of climate change such as extreme heat, wildfires, drought and flooding are intensifying, affecting communities and increasingly putting supply chains at risk.

Energy demand is also rising at a brisk pace. While coal power has declined as a share of global electricity generation over the past five years, its usage is at a record high due to demand. Climate scientists say the window to meet the global ambition of limiting global warming to 1.5°C relative to pre-industrial levels is rapidly closing.

As the consequences of climate change intensify, pressure on businesses to both mitigate emissions and adapt to new realities is increasing. The focus is increasingly shifting from risk identification to transition and adaptation, requiring businesses to strengthen their energy resilience and develop clear transition plans as they continue to play a key role in global progress by delivering against their targets and decarbonising supply chains. Alongside this, new carbon capture technologies are emerging and scaling, whilst innovation in e-fuels and synthetic fuels may offer more options for the decarbonisation of transport.



Climate policy

2025 has been a turbulent year for climate policy. While new reporting requirements and rising regulations to prevent greenwashing in the UK and European Union ('EU') have put businesses more firmly in the spotlight, there has been a scaling back of pace and action in other regions. The past 12 months has seen a fracturing of what had previously been considered policy orthodoxies in areas such as the world's transition towards net zero.

For car makers, climate policy volatility has been particularly pronounced. The EU reaffirmed its 2035 zero-emission vehicle target while allowing more flexibility for 2025 fleet compliance, and the UK adjusted its Zero Emission Vehicles ('ZEV') mandate to provide manufacturers greater short-term flexibility. Policy divergence on approaches and timelines across multiple countries, creates substantial uncertainties.

Economic landscape, tariffs, and geopolitical instability

2025 was marked by continuing and significant geopolitical and economic turbulence. This volatile and uncertain reality is reshaping the global business environment and placing unprecedented strains on businesses and their supply chains.

Renewed trade tensions, led to a resurgence of tariffs and protectionist policies which created uncertainty, altered market access and created instability in global trade systems.

With public policy divergence and trade tensions ratcheting up, economic strain is a hallmark of the past 12 months. The International Monetary Fund's near-term outlook suggests slow rates of growth including in markets such as Japan, France and the UK. Many governments are consequently facing an increasing level of fiscal strain which may result in higher levels of taxation.

As these geopolitical tensions and economic uncertainty reshape our world, industry is having to evolve to remain competitive in an increasingly fractured world.

Responsible and transparent supply chains

Amid heightened scrutiny of human rights and environmental practices, consumers, investors, and policymakers are demanding more transparent, ethical, and resilient supply chains. Governments are shifting from voluntary disclosure to enforceable accountability through regulations such as the EU Battery Regulation ('EUBR') and the forthcoming EU Corporate Sustainability Due Diligence Directive ('CSDDD').

In addition to supply chain mapping, there is growing emphasis on responsible mineral sourcing, fair labour practices, climate and biodiversity impacts, and social equity within value chains – with stakeholders expecting end-to-end accountability, particularly as access to critical mineral resources is becoming vital for businesses striving to transition towards more innovative technologies. Businesses are directing attention to strengthen their supply chains by deploying digital traceability tools, engaging suppliers, and integrating sustainability criteria into procurement decisions.

Nature and biodiversity

Concerns about the natural environment have continued throughout 2025. The interface between climate change and biodiversity loss has become more widely acknowledged, with growing recognition that natural ecosystems are not only victims of climate change, but also critical allies in mitigating its risks. Issues such as biodiversity loss, habitat destruction, water scarcity, and deforestation, are exerting a growing influence on the global business environment as they rise up the regulation agenda.

Expectations are rising for companies to identify, measure and manage their impacts and dependencies on ecosystems, species and habitats, both within their own operations and across their value chain. With this comes a notable rise in nature-positive strategies and increased emphasis on nature-related disclosure under frameworks such as Taskforce on Nature-related Financial Disclosures ('TNFD').

Circularity

As society is becoming more informed about the impacts of climate change, nature loss and the need for resource conservation, there are growing expectations for businesses to transition towards circular business models that emphasise recycling, reuse, and sustainable material choices.

While consumer pressures and government regulations represent two major forces leading to businesses adopting more circular operating models, industry can also benefit from adopting growing levels of circularity, to manage resource use. This focus on sustainability delivers clear commercial benefits including cost reductions and improved operational efficiencies.

Cyber security and Artificial Intelligence

The shadow of Artificial Intelligence ('AI') looms ever larger as this technology approaches a key inflexion point, but its potency and role remain largely unknown with regulators racing to ensure its remit is well managed. The rapid evolution and application of AI technologies also have potentially far-reaching implications for how businesses operate and their associated societal impacts. As cars become increasingly technology-driven, how this powerful new technology can both assist and generate additional risks for automakers is an ongoing and evolving conversation.

Cyber security is an increasingly material risk for companies, threatening operational disruption and reputational damage, with numerous events in 2025 bringing this into the spotlight.

“AS GEOPOLITICAL TENSIONS AND ECONOMIC UNCERTAINTY RESHAPE THE GLOBAL LANDSCAPE, SUPPLY CHAINS MUST EVOLVE TO REMAIN COMPETITIVE IN A FRAGMENTED WORLD”

World Economic Forum

Materiality

Materiality analysis is an important tool for identifying the sustainability challenges to prioritise; it helps businesses direct sustainability efforts towards areas with the most significant impacts and opportunities.

In 2024, in anticipation of the EU Corporate Sustainability Reporting Directive ('CSRD'), we strengthened our approach to materiality by implementing a double materiality analysis. The topics identified as being material from an impact perspective or from an impact and financial perspective, are included in this Report and also form the focus areas for Racing. Green.

Our approach is also informed by the European Sustainability Reporting Standards ('ESRS') requirements. Together, this analysis helped us understand our material impacts, risks and opportunities ('IROs').

→ A full report of our approach is available on our corporate website at www.astonmartin.com/corporate



The materiality analysis has been implemented based on the GRI Standards and informed by the ESRS requirements using the following definitions:

Impact materiality

Impact materiality defines if a topic is material in relation to a business's actual or potential, positive or negative impacts on people or the environment. Impacts are assessed over the short, medium and long-term, and consider the severity of the impact based on its scale, scope and how difficult it is to remedy. For potential impacts, an assessment of their likelihood is overlaid to determine their significance.

Financial materiality

Financial materiality identifies the importance of sustainability information, risks and opportunities which, if left out, misrepresented or hidden, could reasonably be expected to influence financial decisions. When assessing the materiality of risks and opportunities, both the likelihood of them happening and the potential resulting financial impact on enterprise value (magnitude) are considered.

Key

- Environment
- Social
- Governance
- ! Risk
- * Opportunity

Racing. Green. strategy pillars

- Tackling climate change
- Investing in people
- Creating a better environment
- Responsible business

Material topics

Our materiality assessment identified the following material topics:

		Financial materiality	Impact materiality
● Air quality	!		
● Biodiversity and ecosystems	!		
● Climate change mitigation	! *		
● End-of-life vehicles	! *		
● Substances of concern	!		
● Sustainable materials	! *		
● Waste	! *		
● Water	!		
● Cyber security	!		
● Employee diversity, training and skills	*		
● Employee health and safety	!		
● Investing in young people (apprenticeships and STEM)	! *		
● Labour and human rights risks in the supply chain	!		
● Land rights of indigenous people	!		
● Vehicle safety and quality	! *		
● Business ethics	! *		

The topics in the matrix above are included in this Report because they are identified as being material from an impact perspective or from an impact and financial perspective. In addition, we identified further topics for inclusion in this Report based on other considerations, such as reporting regulations or requirements from Environment, Social and Governance ('ESG') analysts.

Additional reporting topics

Environment

- ▣ Energy
- ▣ Climate change adaption

Social

- ▣ Gender equality and equal pay
- ▣ Discrimination and harassment
- ▣ Diversity

- ▣ Freedom of association and collective bargaining
- ▣ Modern slavery

Governance

- ▣ Whistleblowing
- ▣ Bribery and corruption
- ▣ Political lobbying

2025 Materiality update

In 2025, we consulted with internal experts and concluded that the material topics identified in the 2024 assessment are still relevant. The highest material impacts, risks and opportunities have guided the focus of our sustainability activity in 2025. Key areas of focus included:

● **Labour and human rights**

We published our Human Rights Policy Statement, established a clear governance approach and developed training to support capacity building.

● **Climate change mitigation**

We focused on delivering energy efficiency and reduction activities at our manufacturing sites and undertook closer engagement with our supply chain. We have developed our first Transition Plan to increase internal engagement on our net zero targets.

● **Biodiversity and ecosystems**

We initiated activity on our approach to understanding nature related risks and dependencies, including implementing the LEAP ('Locate, Evaluate, Assess, Prepare') approach from the Taskforce on Nature-related Financial Disclosures ('TNFD').

● **Sustainable materials**

Building on the outputs of our scoping life cycle assessment we have implemented an internal cross-functional group focused on reducing the embedded carbon emissions in the aluminium we use.

➔ See 'Responsible business' for more information **page 50**

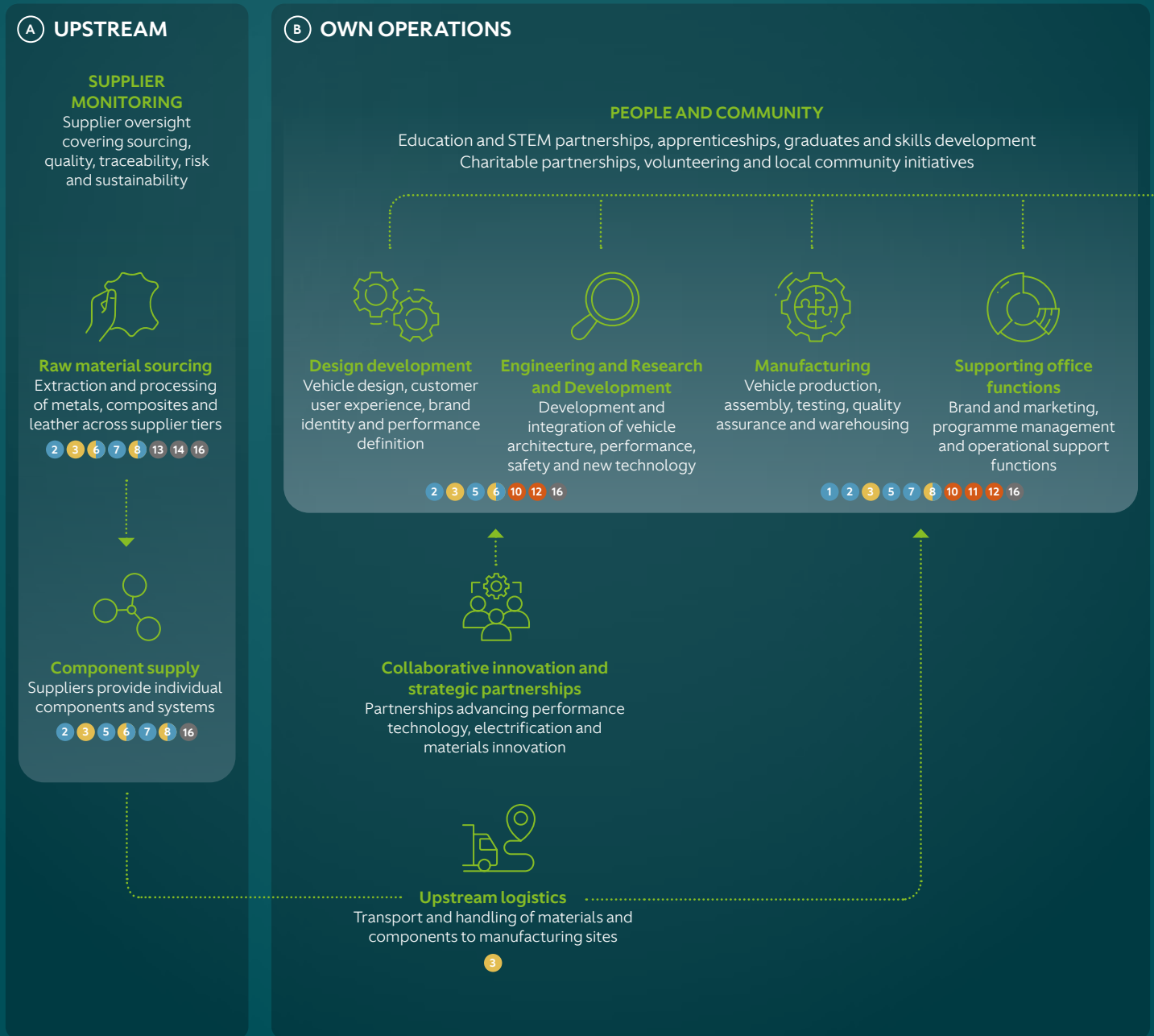
➔ See 'Tackling climate change' for more information **page 22**

➔ See 'Creating a better environment' for more information **page 28**

➔ See 'Creating a better environment' for more information **page 28**

Our value chain

Our material sustainability topics across our full value chain.



Stakeholders

Suppliers and other partnerships

Our people, Local communities and NGOs, Government and regulators, Investors

C DOWNSTREAM VALUE CHAIN

CUSTOMER SERVICE

Showrooms, bespoke consultation and digital ownership tools



Downstream logistics

Distribution of finished vehicles to global dealer network

3



Dealer network

Retail sales, servicing and customer support via dealers

3 4 8 9 15



Bespoke customer personalisation

Customer-defined materials, finishes and bespoke design features

6 7 15 16



Aftersales, servicing and parts

Maintenance, repairs, diagnostics and genuine parts support

7 10 12 15 16



End-of-life and heritage

Designing for recyclability, vehicle life and heritage restoration

3 4 7 10 12 16

Our materiality assessment identified the following material topics.

Material topics:

- 1 Air quality
- 2 Biodiversity and ecosystems
- 3 Climate change mitigation
- 4 End-of-life vehicles
- 5 Substances of concern
- 6 Sustainable materials
- 7 Waste
- 8 Water
- 9 Cyber security
- 10 Employee diversity training and skills
- 11 Employee health and safety
- 12 Investing in young people (apprenticeships and STEM)
- 13 Labour and human rights (supply chain)
- 14 Land rights of indigenous people
- 15 Vehicle safety and quality
- 16 Business ethics

➔ Find out more about our materiality approach on pages 14-15

Stakeholders

Customers and enthusiasts, Dealer network

Stakeholder engagement

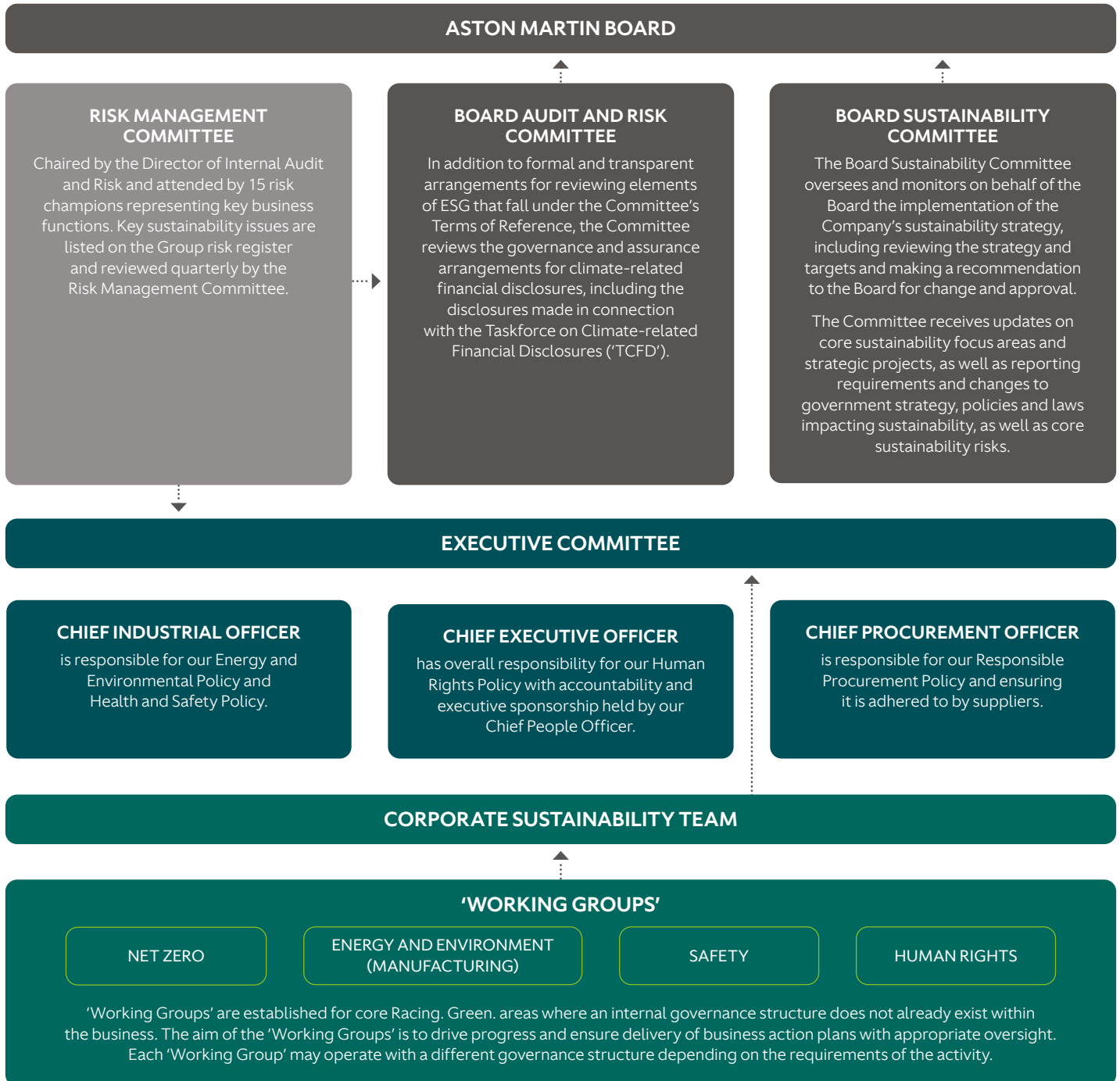
We engage with stakeholders through various channels to support our approach to sustainability.

Stakeholder group	Key topics, engagement and action
Customers and enthusiasts	Our customers and enthusiasts are key to our brand and business success. Customer engagement is focused on the quality, safety, performance and design of our vehicles. We use our luxury customer magazine to communicate on general sustainability topics, and reach out to customers and enthusiasts through focused events such as Petrol and Pride at the National Motor Museum, where we showcased a rainbow-decaled DB12 Volante to raise awareness of our 'I AM Pride' network.
Dealer network	Our third-party Dealer network reflects the Aston Martin brand beyond our core manufacturing sites and is the direct contact point for our brand to our customers. In 2025, we engaged with our Dealer network on sustainability-related legislation such as the EU Battery Regulation ('EUBR') and EU Deforestation Regulation ('EUDR') and the action they are taking.
Suppliers and other partnerships	Supplier partnerships are fundamental to our business. Responsible procurement with a focus on ethics, transparency and the environment are key topics for supplier engagement, alongside increasing attention on human rights and environmental due diligence. In 2025, we engaged with specific suppliers to understand their sourcing and due diligence processes in readiness for the EUDR. We also had direct conversations with our key aluminium suppliers to understand product carbon footprint data and map our aluminium supply chain. This is contributing to our decarbonisation strategy and implementation of the LEAP approach, in line with the TNFD.
Our people	Our people are the key to our success. In 2025, we held town hall meetings, monthly roundtables with our CEO, and our Executive team ran departmental town halls. We launched our 'Driving Change' employee suggestion scheme to enable employees to help shape Aston Martin's focus on process efficiency, quality and craftsmanship. The proposals put forward are reviewed to help identify those that support sustainability actions and embed Racing. Green. across the business.
Investors	We want to ensure investors understand our strategy, value drivers, performance, ambition and culture, and we want to understand their priorities. In addition to core engagement activities, we've responded to specific sustainability-related questions from individual investors. This has improved our understanding of the sustainability topics that are important to our investors including decarbonisation activities, the Just Transition (the process of shifting from a high-carbon economy to a sustainable, green economy in a fair, equitable and inclusive manner) and human rights in the supply chain.
Local communities and NGOs	We aim to build positive relationships with local communities and organisations interested in our business. We take part in local community forums, learning about the key issues that are important to the communities we are a part of. Engagement has shown that ethics, safety, career opportunities and our local impact are important topics. We launched our Community Funding approach in 2025, and this has supported engagement with local projects linked to biodiversity and STEM.
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, including roundtables, site visits, contributing to public policy development and responding to consultations. Transparency and political neutrality are at the heart of our engagement. We have responded to the UK government's consultations on the UK Sustainability Reporting Standards S1 and S2 and Transition Plan requirements and have considered how future policy direction impacts on our sustainability strategy.



Sustainability governance

Our sustainability governance is based on setting clear targets, tracking progress and maintaining appropriate accountability at all levels of the organisation. The diagram below indicates the approach to governance of key Racing. Green. strategy areas and their reporting to the Board.



Sustainability Committee Report



DR. ANNE STEVENS

Chair, Sustainability Committee

I am pleased to present the 2025 Report on behalf of the Sustainability Committee. This year, Aston Martin continued its focus on driving performance against our sustainability strategy, Racing. Green. which was updated and refreshed in 2024.

The approach remains focused on building strong foundations based on robust, transparent reporting and governance, and has put the Company in a stronger position to take action to continue to improve its sustainability performance, including working with value chain partners and other stakeholders. The Board Sustainability Committee continues to oversee the evolution and execution of Racing. Green., offering guidance, challenge and support. I was pleased to approve updates to the Terms of Reference of the Committee this year to strengthen our oversight of human rights and ensure we continue to challenge and support Aston Martin's activities in this critical area.

The Board Committee met three times in the course of the year, with additional engagement with the wider Aston Martin Board on the Company's decarbonisation targets. We received reports across our meetings on key strategic sustainability topics, with the Executive team remaining focused on driving operational sustainability. Every quarter the Committee reviewed KPIs and updates for our Racing. Green. targets, monitoring activity and ensuring progress. In-depth reviews were presented to the Committee on priority areas such as health and safety, supply chain sustainability, human rights and new sustainability-related legislation.

We continue to see the impact of efforts being taken to ensure sustainability is embraced at every level in the organisation. Our Sustainability team work across every function of the Company to evolve processes and embed sustainability-thinking from design to vehicle delivery. It has been a challenging year with many external factors interplaying across the sustainability spectrum, but I am pleased that we continue to build our expertise and delivery capabilities in all areas of sustainability, building on the strong foundations set in 2024. There has been an intensified focus on the wider value chain including the publication of our Human Rights Policy Statement and human rights training focused on building capacity across the Company in key functions. Alongside this, revisions of sourcing documents and continuing to embed the Responsible Procurement Policy have set clear expectations to suppliers on sustainability. Decarbonisation remains central to our environmental efforts. As a Board, whilst we approved the move to not continue with external validation of our greenhouse gas emissions targets we remain focused on delivering our net zero ambitions.

The role of the Committee remains important in our overarching governance of sustainability at Aston Martin as Racing. Green. continues to mature and evolve to the external sustainability agenda. There remains more to do, but the foundations are strong, success rests heavily on many factors including the global macroeconomic and geopolitical context, and policy stability. Even in this context however, we remain focused on sustainability being integral to all we do.

Board Sustainability Committee

The Board Sustainability Committee, on behalf of the Board, ensures that the Directors provide oversight, challenge and support for the Company's sustainability strategy and aims to understand the actions required for the Company to achieve its sustainability targets and develop relevant and reliable reporting metrics, in line with the growing body of standards in this area.

The Committee also oversees, on behalf of the Board, broader stakeholder engagement and oversight of sustainability initiatives across the business, in line with the purpose, values and strategy of the Company. In 2025, the Committee met three times.

The Committee's responsibilities are set out in its Terms of Reference, which were updated in 2025 to include specific oversight of human rights.

The Terms of Reference can be found at www.astonmartin.com/corporate.

The members of the Committee are Independent Non-Executive Director, Dr. Anne Stevens (Chair), Senior Independent Non-Executive Director, Sir Nigel Boardman and Independent Non-Executive Directors, Marigay McKee and Jean Tomlin, OBE. Our Chief Executive Officer, Chief Financial Officer, Chief Industrial Officer, and General Counsel, along with the Head of Compliance, Director of Internal Audit and Risk, and the Head of Investor Relations attend the Committee meetings.

Senior subject matter experts covering all areas of Company activity, including procurement, safety, human resources, and environmental management, join the meetings as required to provide the Committee with information about performance and activity being undertaken in their respective areas of responsibility. In 2025, the Committee focused on a range of sustainability topics including:

- approval of the Company's Sustainability Report and Modern Slavery Statement
- safety performance
- sustainable procurement
- net zero targets
- climate risk review
- human rights activity and plan



Dr. Anne Stevens
(Chair)

Independent
Non-Executive Director



Sir Nigel Boardman

Senior Independent
Non-Executive Director



Marigay McKee

Independent
Non-Executive Director



Jean Tomlin OBE

Independent
Non-Executive Director,
Workforce Engagement
Director

TACKLING CLIMATE CHANGE

We recognise the urgent need to decarbonise in line with science and limit global warming to within 1.5°C above pre-industrial levels.

Aston Martin takes an integrated approach to managing our impacts on the world's climate, focused on mitigation, adaptation and resilience in our own operations and our value chain.

To achieve this, we will

- Deliver our net zero plan encompassing the full life cycle of our vehicles and our whole value chain
- Embed a risk-based approach to identify and assess climate-related risks and opportunities

Our targets

Reduce absolute Scope 1, 2 and 3 (excluding Category 11 Use of sold products) GHG emissions 42% by 2030, from a 2022 base year

Reduce absolute Scope 1, 2 and 3 GHG emissions 90% by 2050, from a 2022 base year*

Our material topics

- Climate change mitigation
- Sustainable materials

In this section

- Aiming for net zero
- Climate risks and opportunities

UN Sustainable Development Goals supported



* The 2050 target includes Category 11 Use of sold products

Aiming for net zero

Climate change is a vital global sustainability issue. The UN Paris Agreement created a legally binding international treaty to limit global warming below 2°C and strive for a 1.5°C limit. However, the window to meet this ambition is narrow and rapidly closing, and physical impacts such as wildfires, heatwaves, storms, and droughts have intensified globally.

Our Racing. Green. strategy underscores our commitment to play our part in accelerating emission reductions and managing the impacts of climate change on our business.

In 2025, we made the decision to withdraw from the Science Based Targets initiative ('SBTi') validation process for a number of reasons, including the ongoing updates to the SBTi Automotive Sector Consultation. Despite this, we remain committed to achieving net zero by 2050 and have set ambitious near-term and longer-term GHG emission reduction targets. These targets align to the Paris Agreement and are supported by robust action plans across our business.

We monitor and report our progress against our targets annually, including through CDP to ensure transparency for our stakeholders.

Aston Martin's Climate Transition Plan

This year we created a Transition Plan for internal engagement with our colleagues. The plan sets out how we will achieve our net zero commitment by 2050, including decarbonising our operations, collaborating with suppliers to reduce emissions across our supply chain, and accelerating the transition to lower-emission vehicles.

Our Plan has two phases: our near-term transition to 2030, and our long-term transition to net zero by 2050. It explains how we will meet our targets, and highlights key internal focus areas, external dependencies, and our approach to engaging with partners and stakeholders.

Our key decarbonisation levers in the near-term transition are included on pages 24–26 in this Report, and include decarbonising our manufacturing operations; engaging with our suppliers to improve the data we receive from them and encouraging them to decarbonise; and continued transitioning of our inbound logistics fleet to lower carbon fuels whilst optimising transport frequency and rethinking our supply chain footprint. We expect to start seeing a significant reduction in the emissions from the use of our cars in the longer-term, after 2030, as we transition towards the electrification of our vehicles.

Our Transition Plan will help us manage and mitigate the transition risks identified in our TCFD Report (included in our Annual Report), and enable us to chart a clear path for our transition to a net zero business.



Our emissions

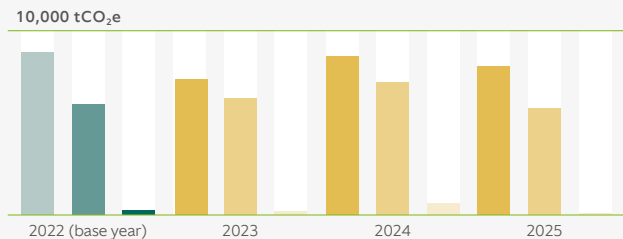
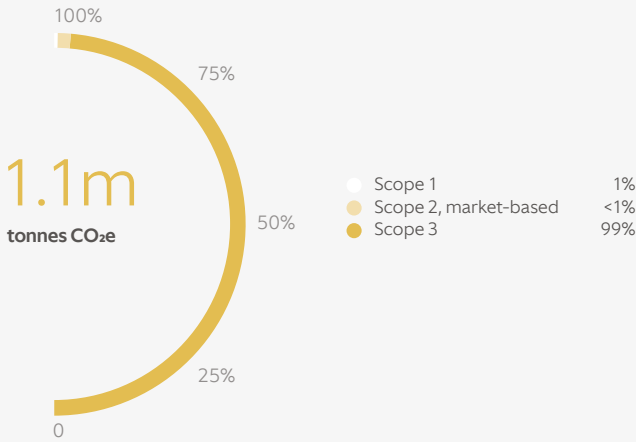
Our emissions footprint is calculated and broken down into three categories, based on the GHG Protocol:

SCOPE 1: Direct emissions from sources that are owned or controlled by Aston Martin. We are focused on minimising emissions from our own operations. The leading source of our Scope 1 emissions is natural gas, which we utilise for heating and our paint operations.

SCOPE 2: Indirect emissions from the consumption of purchased energy. Our Scope 2 emissions are minimal according to the market-based accounting method, because of our ongoing commitment to procuring 100% renewable electricity backed by Renewable Energy Guarantees of Origin at all our UK operations.

SCOPE 3: Other indirect emissions that occur in the Company's value chain, both upstream and downstream. Our Scope 3 emissions are more than 99% of our total emissions. These emissions predominantly result from the use of our sold products and from our purchased goods and services.

Total emissions footprint 2025



2025	
Total Scope 1 GHG emissions	8,023.12
Total Scope 2 GHG emissions – location-based	5,777.16
Total Scope 2 GHG emissions – market-based	5.70

Decarbonising our own operations

To achieve our ambition of reducing emissions in our own operations (Scope 1 and 2) by 42% by 2030 from a 2022 baseline, we have developed an overarching decarbonisation strategy. We will continue to refine and develop this strategy.

Our Scope 1 and 2 reduction approach includes three key decarbonisation levers. The first focused on energy efficiency, the second on emission reduction through renewable electricity purchase and production, and the third on electrification of our operations. In developing our net zero targets, we worked extensively with external consultants to identify the potential opportunities across our sites. This gives us an initial view of critical actions needed to start longer-term electrification projects as well as short-term actions. The figure below shows projects undertaken in 2025 against the three key levers.

LEVER 1

ENERGY EFFICIENCY

- Continued roll out of LED lighting, automation and optimising building controls
- Employee engagement
- Completion of sub-metering and connection to Building Management System
- Optimised air pressure to reduce compressor demand

LEVER 2

ELECTRICITY PURCHASE AND PRODUCTION

- Exploring projects for solar PV at St Athan and Gaydon
- Purchase of renewable electricity certificates

LEVER 3

ELECTRIFICATION

- Decarbonised production processes and electrification of heating

Energy efficiency

In 2025, Aston Martin achieved full certification of ISO 50001:2018 for energy management across engineering and manufacturing at our main sites, Gaydon and St Athan. This has provided a structured framework for monitoring, controlling, and reducing energy consumption throughout our operations and reinforces our commitment to continuous improvement in energy performance.

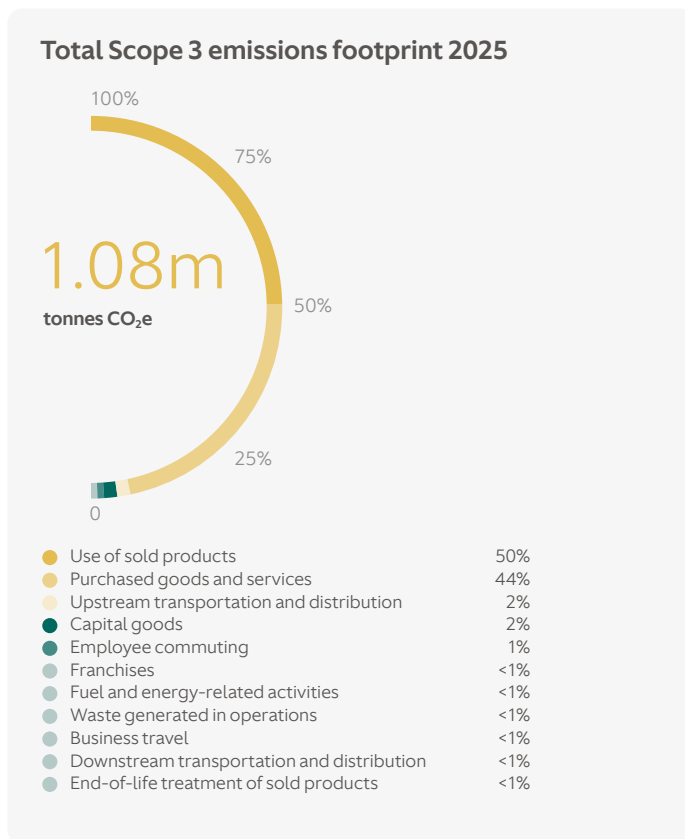
To support this, we have upgraded our Building Management System ('BMS'), including the installation of sub-meters to enable granular monitoring across our site. The Environment team hold monthly reviews to examine data and identify areas to improve efficiencies. Based on these insights, we have invested in optimising heating systems and timing cadences to further reduce energy consumption.

Employee engagement has been central to improving efficiencies in 2025. Initiatives include powering down equipment and implementing a new end-of-shift shutdown procedure at both Gaydon and St Athan, ensuring the correct equipment is switched off to minimise electricity use. Instances of non-compliance are reported internally, allowing for investigation and corrective action.

Electricity purchase and production

All of our 12 sites in the UK, including our two main manufacturing sites at Gaydon and St Athan, are powered by 100% renewable electricity using supplies backed by Renewable Energy Guarantees of Origin.

We continue to look at how we can generate more power ourselves and reduce our dependency on the national electricity distribution network. Our Newport Pagnell site has solar power generation, and we continue to work towards the installation of solar power generation at our main manufacturing sites at St Athan and Gaydon.



Electrification

Our decarbonisation plans target areas of our operations that we can electrify. This involves transitioning from natural gas use to renewable electricity, thereby reducing emissions. Given the bulk of our natural gas consumption comes from activities related to our core manufacturing processes, this requires long-term planning to ensure operational activity is not impacted, and development of underlying infrastructure to support the switch. In 2025, we initiated electrification activities by converting gas boilers to electric heating at Gaydon.

Decarbonising our value chain

To support reaching our net zero target by 2050, we have a programme of activities across our upstream and downstream value chain that align to the core impact areas for our Scope 3 emissions. The following categories together account for over 98% of our Scope 3 emissions: Use of sold products, Purchased goods and services, Capital goods, Upstream transportation and distribution.

Use of sold products

The largest contributor to our Scope 3 emissions is the lifetime emissions from the use of cars sold in the reporting year (Category 11 Use of sold products). Our transition towards electrification is impacted by a number of key external factors including government policy, customer demand and the rollout of EV infrastructure. As we transition to electrification we expect our Category 11 emissions to decrease at the pace needed to meet our long-term target.

In 2025, we launched Valhalla, Aston Martin's first-ever mid-engine Plug-in Hybrid Electric Vehicle ('PHEV') supercar and first production vehicle with dedicated EV range capability.



Purchased goods and services and capital goods

Purchased goods and services and Capital goods account for around 46% of the Company's 2025 Scope 3 emissions. To enhance our data, we have integrated supplier-specific emissions data where available into our calculations. We continue to engage suppliers on emission reduction efforts and where possible, integrate product-level carbon footprints into our footprint.

CASE STUDY

Sustainable logistics

In 2025, DHL Supply Chain converted Aston Martin's UK inbound logistics operation to a fully diesel-free fleet, supporting both organisations' commitments to reducing transport emissions.

The move follows the installation of a Hydrotreated Vegetable Oil ('HVO') fuel tank at Wellesbourne, enabling 18 existing trucks to operate on the drop-in alternative fuel. 54,857 litres of HVO have been used by the Aston Martin fleet since the tank was installed, reducing emissions by 148 tonnes of CO₂e compared with diesel. The use of HVO is expected to increase significantly in 2026, with projected consumption of 260,000 litres, and a further saving of 663 tonnes of CO₂e. In addition, the fleet includes 16 bio-LNG (liquid natural gas) trucks, which reduces CO₂e emissions by up to 80% versus diesel, alongside five electric vans that provide zero-emission deliveries.



"ASTON MARTIN'S INBOUND OPERATIONS DEMONSTRATES THAT SUSTAINABLE LOGISTICS CAN BE DELIVERED AT SCALE WITHOUT COMPROMISING EFFICIENCY OR RELIABILITY. BY COMBINING HVO, BIO-LNG, AND EV, WE'RE CREATING SOLUTIONS THAT ARE IMMEDIATELY EFFECTIVE IN REDUCING ASTON MARTIN'S CARBON FOOTPRINT."

Paul Stone – MD, Manufacturing Logistics, DHL Supply Chain



Our procurement policies are designed to help us reduce emissions across the supply chain. Our Responsible Procurement Policy ('RPP'), updated in 2024, requires suppliers to have an environmental management system in place to identify, measure and mitigate GHG emissions and provide product-level emissions data including from sub-suppliers, logistics and other activities upon request.

Upstream and downstream logistics

We work in partnership with our logistic providers to optimise the transport of components and finished vehicles to and from our manufacturing sites. In total, logistics comprises around 2% of our 2025 Scope 3 emissions and is an important area of focus.

Our short-term priorities include transitioning our inbound fleet to lower carbon fuels, optimising transport frequency to eliminate inefficiencies and rethinking our supply chain footprint through approaches like near-shoring and reducing miles travelled. This year we have taken a deeper focus on transitioning fleets of our transport providers to low-emission solutions.

We continue to work with our external transport suppliers to receive improved data on Aston Martin's logistics emissions. As part of our Advanced Propulsion Centre ('APC') funded project, ELEVATION, we have designed tools to support our supply chain teams in developing a net zero supply chain tactical plan and assessment.

Improving our Scope 3 data

We continue to improve our understanding of our Scope 3 emissions by increasing the share of actual data relative to estimated or modelled data. We have been actively engaging with our suppliers to share activity data, and wherever possible, improving our calculations with desk-based supplier engagement to replace spend-based emission estimations.

For instance, within our largest Scope 3 category, Purchased goods and services, we've conducted desk-based research on the top 90% of direct spend suppliers by emissions. In 2025, this led to 29% of total direct spend emissions being covered by supplier-specific emissions factors, compared to 21% in 2024.

Our approach to carbon neutrality and carbon offsetting

Defining net zero and carbon neutral

Aston Martin uses the following definitions:

- ✦ **Net zero** is achieved when a company reduces its value chain GHG emissions to near-zero (defined as at least 90% reduction) in line with the goal of limiting global temperature rise to 1.5°C and permanently neutralises any residual emissions at the net zero target year. This definition is aligned with that used by the SBTi.
- ✦ **Carbon neutrality** is achieved when a company's activities result in no net increase in global GHG emissions over a specific period, often by offsetting emissions through carbon credit purchases (although permanent neutralisation is not required). This definition is aligned with the PAS 2060 standard.

Working with the Carbon Trust in 2023, Aston Martin Lagonda Ltd and Aston Martin Works Ltd were certified as carbon neutral in accordance with PAS 2060. Based on evolving stakeholder consensus and regulatory frameworks around sustainability, as well as the Carbon Trust moving away from carbon neutral certification, the Company decided not to pursue further certification from 2024.

In publishing our net zero targets we have made a commitment to emissions reductions. However, we recognise that as we move along our reduction pathway, we still have an emissions impact, and the development of an appropriate carbon credit strategy is important. To build internal capacity, we hosted a joint Aston Martin and Aston Martin Aramco Formula One™ Team training session led by a specialist external consultancy on carbon credit strategies including beyond value chain mitigation.

In line with our previous commitment to carbon neutrality and in developing a longer-term approach to carbon credits, we continue to purchase high-integrity carbon credits to deliver immediate emissions reductions while also supporting projects with wider societal benefit. In 2025, we purchased verified credits aligned with our 2024 Scope 1 and 2 (market-based) emissions. These credits, as per those purchased in 2024, support gas leak reduction efforts in Bangladesh, aligned with the Integrity Council for the Voluntary Carbon Market's ('ICVM') Core Carbon Principles ('CCPs'). The project is reducing the leakage of methane emissions but also training local people to improve the network directly.

Alongside this, we are continuing to monitor SBTi's evolving approach to beyond value chain mitigation or Ongoing Emissions Responsibility. To align with industry best practice, we have again purchased carbon credits in support of afforestation projects in the UK verified by the Woodland Carbon Code.

As a part of this programme, Aston Martin is providing funding to support the Trossachs Highland Afforestation project. This project has planted three new woods east of the Trossachs National Park in Scotland with mixed conifer and deciduous trees in a natural planting scheme, rather than a linear matrix. These commercial pine woodlands are almost 200 hectares of forest suitable for sustainable harvesting and replanting.

We maintain compliance with global fleet emissions regulations, which in some markets is achieved through the purchase of emissions credits.

Climate risks and opportunities

Climate change is one of the most significant risks that organisations face. Experts widely recognise that global warming could lead to damaging economic and social consequences, although the exact timing and severity of the physical effects are difficult to estimate. The large-scale and long-term nature of the problem makes it uniquely challenging, especially in the context of economic decision-making.

We continue to advance our understanding of climate-related risks and opportunities, developing our climate-related scenarios and integrating them within our ERMFS.

Climate scenario analysis

Following our first climate scenario analysis in 2021, we have reported annually in line with TCFD requirements. In 2024, meeting with best practice, we refreshed and updated our climate risk scenarios and developed further our focus on physical risks, and in 2025 completed analysis of the financial impact of climate risks.

This year we have also taken further action to embed climate risks in our Enterprise Risk Management Framework and System ('ERMFS') with functions across the business identifying controls and mitigations for the highest risks identified in our 2024 refresh.

Our TCFD report, including a full description of key risks and opportunities, is included in our Annual Report, pages 57-65.

“CLIMATE SCENARIO PLANNING SUPPORTS OUR WIDER ERMFS, ENABLING ASTON MARTIN'S LONG-TERM STRATEGY TO BE TESTED AGAINST POLICY, MARKET, AND TECHNOLOGY UNCERTAINTY IN A DECARBONISING WORLD”

CREATING A BETTER ENVIRONMENT

We recognise that alongside climate change we have wider responsibilities to protect the environment.

As a responsible business we are committed to addressing challenges in the natural world including a range of interconnected environmental issues, such as biodiversity loss, habitat destruction and deforestation.

Our aim is to maximise resource efficiency, deliver net positive biodiversity at our two main manufacturing sites and work to better understand the life cycle impacts of our vehicles and operations.

To achieve this, we will

- ✦ Make circularity integral to our vehicle and wider design processes
- ✦ Prioritise operational efficiency, ensuring we minimise resource use and reduce waste
- ✦ Safeguard biodiversity and water in our operations and beyond

Our targets

- ✦ Improve biodiversity year-on-year at our main manufacturing sites (measured by Biodiversity Index Score)
- ✦ 30% reduction in water consumption per car by 2030
- ✦ Zero waste to landfill
- ✦ Reduce the amount of waste per car built by 3% each year

Our material topics

- ✦ Water
- ✦ Biodiversity and ecosystems
- ✦ Circularity including sustainable materials and end-of-life vehicles
- ✦ Substances of concern
- ✦ Air quality
- ✦ Waste

In this section

- ✦ Circular design
- ✦ Operational efficiency
- ✦ Beyond our operations

UN Sustainable Development Goals supported



Circular design

At Aston Martin we are constantly exploring new ways to use materials to manufacture our products, with new innovations introduced as we develop and launch new vehicles through our product cycles.

A core focus of our approach to sustainable innovation includes vehicle efficiency, circularity, choice of materials and developing the right partnerships.

The development of our new vehicles follows a programme management approach that takes a vehicle from conception through to full-scale production. In 2024, we updated this approach to factor sustainability into the process early on, this year we have added sustainability as a core attribute on its own. Our key next steps are to develop KPIs to ensure sustainability remains truly embedded in design, supporting our Scope 3 emission reduction targets, as well as exploring opportunities for the increased use of recycled content through new technologies and materials.

Sustainable materials

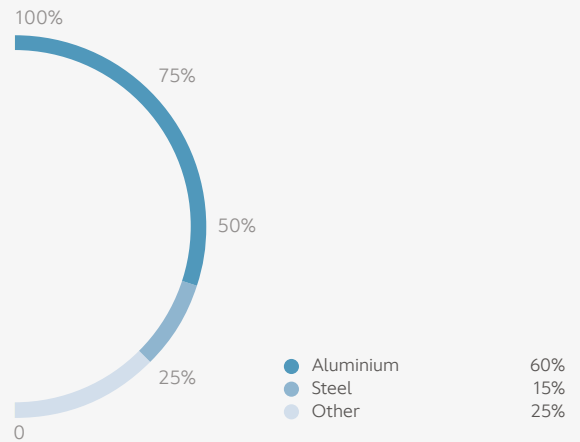
Research and development into, and the use of sustainable materials in our vehicles is an important element of Racing. Green., offering the opportunity to significantly reduce our Scope 3 emissions and having a positive impact on natural resources.

Sustainability is a key focus for our design teams. We review our products against high standards of quality and durability, as well as sustainability

attributes such as recyclability, supply chain traceability, carbon and wider environmental impacts. For example, all wood used in our vehicles is Forest Stewardship Council ('FSC') certified, which confirms that the wood comes from forests that are managed to preserve biodiversity and uphold forest management principles that benefit the lives of local people and workers.

In 2024, we reported on the output of a scoping life cycle assessment ('LCA') on the Vantage. The aim of the project was to help identify hotspots in material use, and analyse how impacts can change, enabling strengthened engagement with our supply chain.

Relative embedded emissions impact of upstream materials as identified by LCA



CASE STUDY

Collaboration for sustainability

Wider industry and sector engagement is a key element of our approach to innovation. With 60% of Aston Martin's embedded carbon being attributed to aluminium, external engagement with the wider industry supports identification of sustainable solutions.

With a focus on sustainability and circularity, and informed by Aston Martin's Green Aluminium Working Group and knowledge developed in Project PIVOT, Ed Bower, Aston Martin's Innovation and Advanced Technology Senior Expert, joined panellists at the UK Metals Expo 2025 discussing "Achieving circularity in the automotive industry: an aluminium perspective". The panel focused on how automotive manufacturers, tier suppliers and material suppliers can increase efforts and collaborate to ensure circularity-based requirements are met in the production and end-of-life phase for vehicles.

Supported by Innovate UK and the APC, PIVOT is a collaborative research project that aims to revolutionise sustainable vehicle manufacturing by creating lighter, more sustainable cast aluminium components. The project will develop innovative software that will result in cast aluminium structures that are up to 30% lighter while maintaining performance, and using 100% recycled aluminium to reduce embedded carbon emissions in vehicle components by up to 95%.



"LIGHTWEIGHT, SUSTAINABLE CAST ALUMINIUM SOLUTIONS ARE BEING DEVELOPED IN PIVOT TO ADOPT ON FUTURE GENERATIONS OF ASTON MARTIN VEHICLES"

Ed Bower – Innovation & Advanced Technology Senior Expert

Sustainable design and engineering

The scoping LCA identified that 60% of the total upstream materials impact comes from aluminium. Aluminium sheets, castings and extrusion are used extensively within our vehicles because of their light weight, but the aluminium manufacturing process is energy intensive, and the embedded carbon of the final aluminium fluctuates from supplier to supplier depending on the energy source used in the manufacturing process.

In 2025, we focused on the aluminium in the body structure of our vehicles, mapping where the aluminium alloys are utilised and engaging with our Tier 1 aluminium suppliers to map the full supply chain back to mineral extraction. In some instances where recycled aluminium is already utilised, we have robust embedded carbon emission data, for other alloys we are developing this data. This provides hotspots of where we can focus opportunities to move to lower embedded carbon aluminium, but is also providing useful insights to consider climate and nature risks.

The image on page 31 shows examples of the heaviest aluminium parts on our vehicles which represent the highest contributors to embedded carbon. Our strategy to reduce embedded carbon is focused on methods to reduce it on the heaviest aluminium parts including using lower embedded carbon aluminium (e.g., recycled content or lower carbon energy sources used in its production) or mass reduction (e.g., topology optimisation – whereby the performance determines the optimal material layout – from advanced tools and techniques).

Partnering for innovation

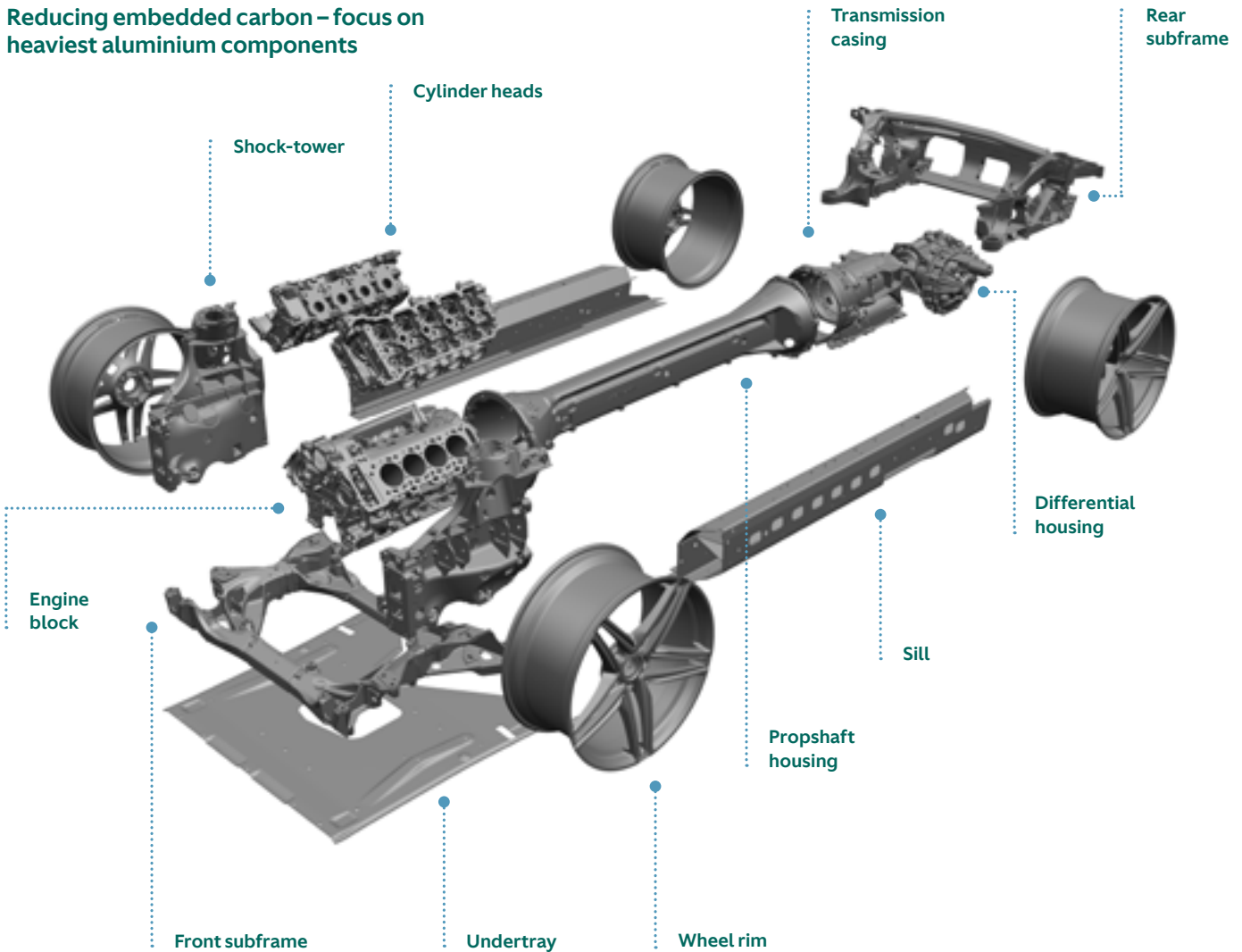
Pioneering innovation is driven by collaboration and partnerships. Our two government funded projects, ELEVATION and PIVOT ('Performance Integrated Vehicle Optimisation Technology'), are testament to this and continue our focus on lightweight solutions including composites and aluminium.

ELEVATION: a six-partner collaborative research and development project led by Aston Martin. The project addresses the technical challenges of integrating lightweight components with a focus on the use of compression moulded composites. The project also addresses sustainability in the supply chain, digital toolchain development for both manufacturing and R&D, and the use of immersive technology (virtual and augmented reality) to provide a safe setting for staff training in hazardous environments.

PIVOT: a five-partner collaborative research project accelerating the development of lightweight, sustainable aluminium castings for our vehicles. As well as significant lightweighting opportunities and associated tailpipe emission reductions, this project is seeking to develop and validate 100% recycled (secondary) aluminium alloy for use in structural castings, reducing the embedded CO₂ of these cast parts by up to 95%.

"THE SCOPING LCA IDENTIFIED THAT 60% OF THE TOTAL UPSTREAM MATERIALS IMPACT COMES FROM ALUMINIUM"

Reducing embedded carbon – focus on heaviest aluminium components



Vehicle end-of-life, recycling and restoration

We are dedicated to quality and craftsmanship over the whole life of our vehicles, supporting vehicle longevity. We estimate that 95% of vehicles ever manufactured by Aston Martin are still 'on the road'. However, vehicle end-of-life and minimising associated environmental impacts are important parts of our design process. We comply with the EU's End-of-life Vehicle ('ELV') Directive with more than 85% of our vehicle content across all models being recyclable at the end of its life.

Whilst we currently have many elements of a circular approach to business, we are investigating and developing the most appropriate, overarching strategy which looks at keeping our vehicles on the road as long as possible, promoting material circularity and improving reuse of waste onsite through operations.

Aston Martin Works, a new car dealership and service centre, as well as our global Heritage sales, service and restoration facility, supply parts and accessories for almost every vehicle produced by Aston Martin in its history. Supported by our team of highly skilled craftspeople, Aston Martin Works has a unique capability to ensure as many Aston Martin vehicles as possible can remain on the road. As part of the restoration process, every effort is made to preserve as much of the original car as possible, with components disassembled and stripped of paint and corrosion. Every component is then carefully assessed to identify which can be reused or refurbished, or those that require replacement.

Operational efficiency

Industry is transitioning from linear to circular business models, utilising products and materials many times over and designing, producing and consuming in a way that minimises the use of resources, cuts waste and reduces carbon emissions.

Over half of worldwide gross domestic product ('GDP') is highly or moderately dependent on natural ecosystems. The World Economic Forum Global Risks Report 2025 ranks biodiversity loss and ecosystem collapse, critical change to earth systems, and natural resource shortages all within the top four global risks for business by severity over the next decade.

Aston Martin's Racing. Green. strategy focuses on ensuring we manage our impact on the natural world. This includes eliminating and minimising pollution, waste and use of resources in all our operations to reduce the environmental impact from our products along their life cycle.

Environmental management

Our Environmental and Energy Policy sets out our commitment to protect the environment and fulfil relevant environmental compliance obligations.



Our Policy is available on our website at www.astonmartin.com/corporate

Our Environment team has responsibility for our ISO 14001:2015 environmental management system certification which we have achieved at our Gaydon and St Athan sites. The team work with external environmental protection bodies to ensure compliance. In 2025, as part of our overall approach to environmental management, we achieved full certification of ISO 50001:2018 for energy management across engineering and manufacturing operations at Gaydon and St Athan. This certification establishes a structured framework for monitoring, controlling, and reducing energy consumption across our operations, helping Aston Martin towards its decarbonisation targets.



Waste

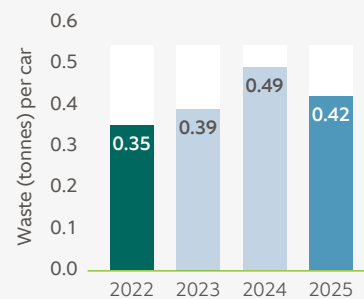
As a core element of our sustainability strategy, we have a target to reduce the amount of waste per car built and continue with our long-standing target of zero waste to landfill.

At our Gaydon and St Athan sites we use a specialist contractor to manage our waste activities from on-site monitoring, segregation and management, through to waste disposal. This contractor also delivers training as needed to Aston Martin staff.

This year we implemented unique QR codes on waste bins to serve as identifiers during waste audits. The resulting data is shared with local teams and reviewed monthly to guide continued progress in waste segregation and reduction.

In 2025, we generated 2,427 tonnes of waste at our UK sites, a 30% decrease from 2024. Our waste produced at manufacturing sites per car, while improving 14% compared to 2024, is still behind target at 0.42 tonnes per car. We are focused on understanding where, why and how to mitigate waste arising to support our waste reduction target. We continue to divert the majority of our UK operations waste from landfill. In 2025, 4.36 tonnes of waste was not categorised at the time of reporting and therefore its final destination cannot be confirmed.

Waste at our manufacturing sites



Air quality

We actively manage our operations to minimise any pollutants and ensure compliance with permits where they are issued. These permits are predominately linked to our paint operations, setting air quality requirements for particulate matter, Volatile Organic Compounds ('VOCs'), Carbon Monoxide ('CO') and Nitrous Oxides ('NOx'). We engage an external third-party to undertake monitoring against our permits in line with the Monitoring Certification Scheme for Equipment, a certification scheme for environmental monitoring personnel, organisations and equipment in the UK. All regulated Aston Martin sites operate within the parameters of their individual permits and this is verified by the local authorities each year.

Water

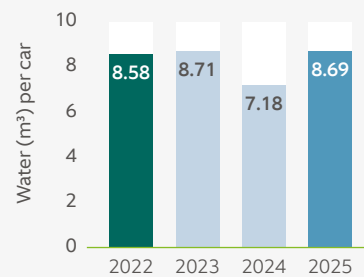
Almost all our water demand is generated by our main manufacturing sites, St Athan and Gaydon. Although our operations are not regarded as water-intensive due to our low production volumes, we work with the relevant water companies for our sites to manage any local water resource management concerns that may occur. According to the World Resource Institute Aqueduct Water Risk Atlas, Gaydon is located in a low-medium water stress basin and St Athan in a low stress basin.

To ensure we continue to take ownership of our own water resource management, we have a target to reduce total water consumption at manufacturing sites by 30% per car by 2030 against a 2022 baseline. While our total water consumption at our manufacturing sites has decreased by 17% from 2022, our water per car measure has shown a 1% increase, driven primarily by a fall in our production volumes.

In 2025, we installed new localised water meters at Gaydon and connected these to the BMS. This enables remote monitoring and control, as well as the ability to track water consumption in specific areas. The data provided will help us pinpoint areas for action. Where we can, we have undertaken refurbishments to improve water efficiency, in addition to the main refurbishment undertaken at Gaydon in 2024.

Water consumption at our UK sites accounts for 95% of the Company's total water consumption and is supplied by regional water companies; we do not self-abstract. Wastewater is returned to the foul sewers (based on the relevant consent) for treatment by the relevant regional water company. We continuously work to ensure that materials and chemicals remain separated, and that pollution of water resources does not occur. In line with our consent requirements, we undertake direct sampling with the relevant environmental protection authority at least annually.

Water consumption at our manufacturing sites



Biodiversity

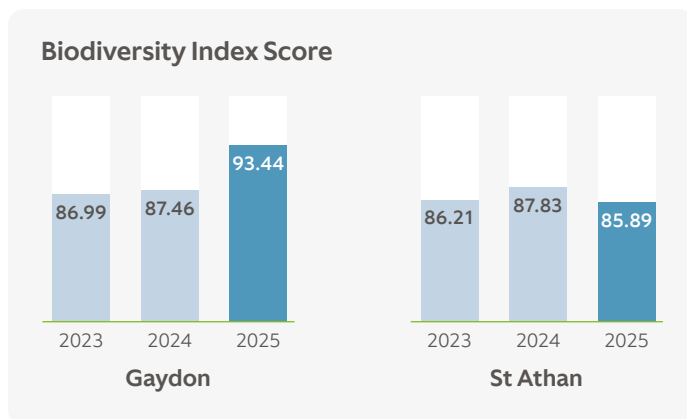
Our operational biodiversity approach is focused on our main manufacturing sites, Gaydon and St Athan. Together these sites have around 16.4 hectares of green space including our nature trail at Gaydon, the equivalent of about 22 football pitches. This green space provides a variety of habitats, including areas of species-rich grassland, hedgerows, mature trees, drainage ditches and disturbed ground, all of which have wildlife value.

We strive to improve the biodiversity on our sites and to minimise ecological impacts, carrying out specialist risk assessments and monitoring prior to undertaking activities that may impact biodiversity on our sites.

Since 2023, we have monitored our biodiversity management plans at Gaydon and St Athan using the UK government's Department for Environment, Food and Rural Affairs ('DEFRA') Biodiversity Metric 1.03 Ecological Baseline Condition Assessment methodology. Our Racing. Green. target is to improve this Biodiversity Index Score year-on-year. We successfully met this at Gaydon in 2025, with a 6.8% improvement from 2024. However, at St Athan the biodiversity score decreased in 2025 due to a requirement to cut grass (due to the proximity of the site to an active airfield) that had previously been allowed to wildflower.

Biodiversity actions undertaken at Gaydon in 2025 include:

- ✘ Thinning woodland areas to allow more sunlight for wildflower growth
- ✘ Bramble clearance around the pond to promote the growth of native plants such as the Common Spotted Orchid
- ✘ Planting of pollinator friendly oxygenated pond plants to improve water quality
- ✘ Creation of insect hotels and log piles, including butterfly boxes and planters to create higher level insect habitats
- ✘ Planting of native species and continued maintenance of the nature trail



Our bees

In 2025, we had to relocate our bee hives at our Gaydon site following a difficult 2024 season. The new location provides an improved natural habitat for the bees with surrounding flowering trees. Despite some of the hives being attacked by wasps over the summer period and Queens being killed, we had a successful honey harvest collecting 90lbs of honey and our bees are recovering. The honey was auctioned to employees and raised over £1,300 for our local charity partner.

We continue to work with the Warwickshire Beekeepers Association to identify how we can support our bee population in an increasingly challenging natural environment, including ensuring the land we have available has the right early blooming species at critical times in the year.

Involving our employees

We have a network of employees who volunteer their time as environmental champions to help embed environmental actions and identify opportunities for improvement within our business. In 2025, activities that employees have been involved with include:

- ✘ Litter picking
- ✘ Hosting webinars on life cycle assessment and Racing. Green.
- ✘ Removing disposable cups from the canteen at Gaydon
- ✘ Planting bulbs at our St Athan site
- ✘ Creating insect hotels

Beyond our operations

Dependency on nature and water scarcity are two key upstream value chain issues. The automotive sector has been ranked in the top 20 sectors most dependant on nature for direct and supply chain gross value added.

Alongside this, the UN reports that around half of the world’s population currently experiences severe water scarcity for at least part of the year. Recognising these impacts, we began implementing the LEAP approach recommended by the TNFD to identify and assess our nature-related issues, starting with mapping our upstream high-risk commodities.

Nature

Biodiversity and ecosystems are material topics due to potentially negative impacts on the environment caused by the extraction and processing of materials we use, including steel, aluminium, and plastic.

The TNFD is a market-led, science-based and government-supported global initiative providing recommendations and guidance to organisations to encourage and enable them to assess and act on evolving nature-related dependencies, impacts, risks and opportunities.

We continue to be members of the TNFD Forum, a platform for organisations to signal their support, contribute to the further development of guidance, and to learn from others through pilot testing and focus groups. Membership of the Forum helps Aston Martin access best practice on protecting the environment, risk management and meeting new reporting standards. In 2025, as members of the TNFD Forum, we were supported by the UK Consultation Group for TNFD, who work with UK companies to help with practical steps on integrating nature. We were able to utilise a number of suggested tools.

To identify our most material dependencies and impacts on nature, we have started assessing our suppliers at a commodity level using the publicly available ENCORE (Exploring Natural Capital Opportunities, Risks, and Exposure) tool. This led to the prioritisation of aluminium, steel and rubber as the highest impact areas. Starting with aluminium as a pilot, we are working with our Tier 1 suppliers to map the specific geographic locations of the upstream supply chain back to raw mineral extraction to enable us to evaluate their specific interactions with nature and associated risks.

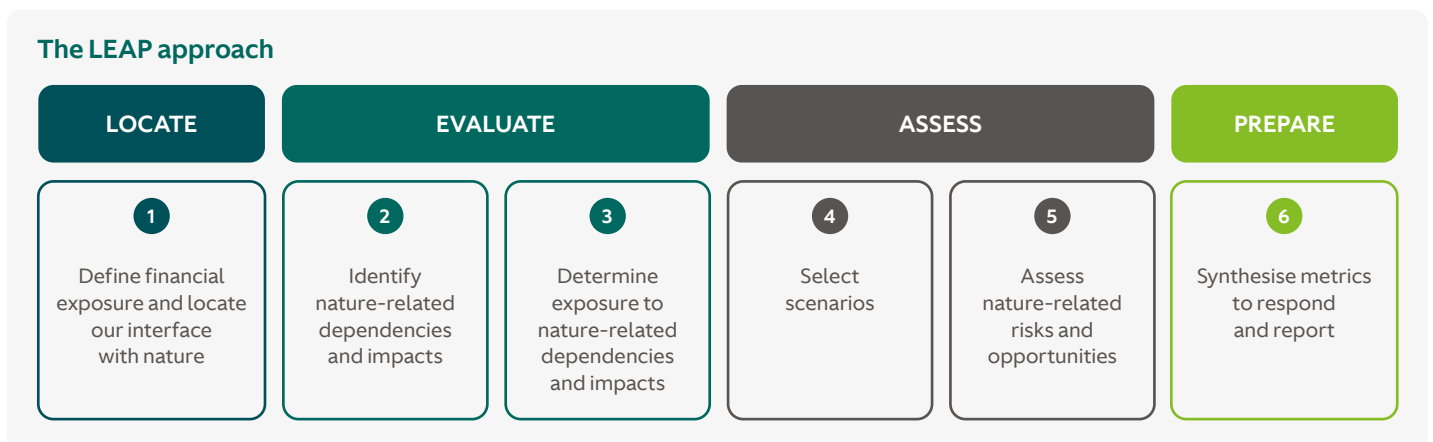
Upstream water impacts

We concentrate our focus on water resource management at our operational sites but remain aware of the wider impacts of our extended value chain and in particular upstream activities on global water resources. This issue was highlighted as important in our 2024 materiality assessment and when mapping upstream commodities using the CDP Water Impact Index. The Index ranks aluminium and steel, both key commodities for Aston Martin, as having a very high dependency on consumption of freshwater and water pollution potential.

We are using the LEAP (‘Locate, Evaluate, Assess, Prepare’) approach, as illustrated below, together with our work with Tier 1 suppliers in the aluminium supply chain, to pilot this approach for assessing upstream water stress and related supply chain risks. This builds on our climate scenario refresh. We selected key sites across our value chain based on physical climate risks and where we anticipated significant impact on the Company’s ability to operate, and identified an increasing trend over time of water stress within specific supply chain areas, whilst a decreasing trend for risk on our own operational sites.

“THE TNFD PROVIDES ASTON MARTIN WITH A STRUCTURED WAY TO IDENTIFY, MANAGE, AND DISCLOSE NATURE-RELATED RISKS, IMPACTS, AND OPPORTUNITIES”

Helen Grundy – Senior Sustainability Manager



INVESTING IN PEOPLE

Our aim is to provide a safe, diverse, equitable and inclusive workplace. We support our colleagues to meet their goals and aspirations and to make a positive and lasting impact by collaborating with our local and international communities to support wider society.

Our People Strategy has been developed to accelerate progress towards a world-class employee experience and is focused on four pillars: Organisation Capability, Culture, People and Talent Development, and HR Service Delivery to the Company. Our approach to our values and promoting a diverse and inclusive workforce applies across all these pillars.

To achieve this, we will

- ✦ Create an environment that enables a positive work-life experience, valuing safety, health and mental wellbeing
- ✦ Provide purposeful employment for all our employees in a diverse and inclusive workplace
- ✦ Build skills that support long-term employability and our transition to electrification
- ✦ Maintain social investment in our communities to support sustainable development aligned with local needs

Our targets

- ✦ Zero accidents in our business
- ✦ Aim for women in 30% of leadership positions by 2030
- ✦ Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025 (target extended to 2030)

Our material topics

- ✦ Investing in young people (early careers and STEM)
- ✦ Employee EDI, training and skills
- ✦ Employee health and safety

In this section

- ✦ Culture, safety, health and wellbeing
- ✦ Equity, diversity and inclusion
- ✦ Skills
- ✦ Society

UN Sustainable Development Goals supported



Culture, safety, health and wellbeing

People are at the heart of our business and the communities we operate in globally, we are committed to a workplace and wider society where people are empowered. Our ambition is to ensure every colleague feels safe, respected and proud to work at Aston Martin.

Organisational restructuring

Despite all the actions taken during the year, management made the difficult decision towards the end of 2025 to begin a global consultation to reduce the workforce by up to 20%. This decision was not taken lightly, recognising the significant impact the proposed reduction would have on colleagues and their families. The proposed changes aim to right-size the organisation, strengthen the resilience of the business and protect the future of Aston Martin. The management team committed to clear and honest communication, fair and open consultation and supporting all colleagues throughout this difficult process.

Culture

Our aim is to foster a culture where everybody feels valued, motivated, and rewarded to achieve their best work. Our values set the tone for how we do things and the culture we want to establish, supported by our Code of Conduct. We have rolled out values training to over 2,900 people across our business since 2023.

OUR VALUES ARE:

Unity

Openness

Trust

Ownership

Courage

At the core of our values is one single guiding tenet:
No one builds an Aston Martin on their own

Prioritising safety

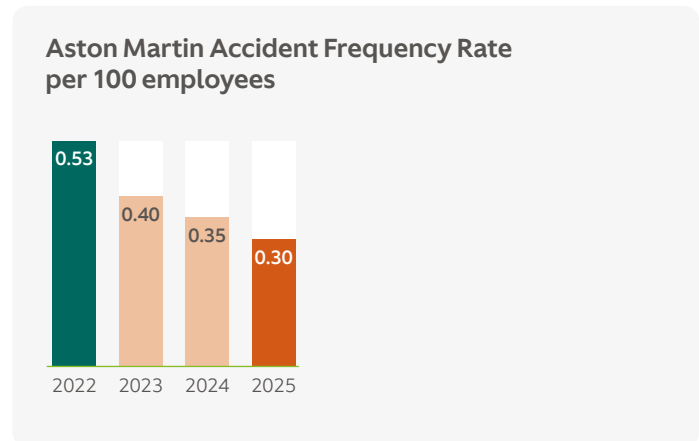
Prioritising safety is a vital part of working as an ethical organisation and at the core of protecting employee wellbeing. Aston Martin's ambition is to achieve zero accidents across its business. In 2025, the Company's Accident Frequency Rate ('AFR') was 0.30, which is a 14.3% improvement on 2024. There were also no RIDDORs in 2025.

Safety management

Our safety management system is designed to maintain the highest standards of safety and welfare for all employees, business partners and visitors. In 2025, we achieved certification to ISO 45001:2018 for Occupational Health and Safety Management at our Gaydon site and in early 2026 certification audits will be undertaken at St Athan. Both Gaydon and St Athan manufacturing sites are audited annually by the British Standards Institution ('BSI') and across all our sites, our safety management system follows the 'plan, do, check, act' model to continually improve all related policies, procedures and working instructions.

We continue to update our technology and safety systems to enhance and improve incident recording, safety trend analysis and the management and closure of incidents which have helped improve safety performance. We have also focused on improved health and safety communication across the Company, establishing a one-stop location for information about health and safety on our intranet platform. The space provides employees with easy access to incident reporting, First Aiders, policies and procedures as well as information on ergonomics, occupational health and fire safety.

Within our management system our health and safety processes include regular risk assessments to identify significant hazards as well as 'toolbox talks' highlighting safety during team briefings for operational colleagues. Our Health and Safety team plays an important role in the wider business' transition to electrification, rolling out EV awareness training to all colleagues and specific training to technicians and engineers that are required to work with and/or near high voltage equipment. More information on this is included in our Skills section on page 44. We also continue to roll out e-learning courses covering critical aspects of safety management which are backed by the Institution of Occupational Safety and Health ('IOSH').



Risk identification

In 2025, we continued to enhance our ability to identify safety-related risks by working with employees to develop safety training tailored to their specific operational environments. This uniform and consistent approach has improved the quality and standards of risk assessments, ensuring all trained individuals have the same level of understanding and ability to identify hazards. A similar approach is utilised for ergonomics, improving the quality and standard of ergonomic risk assessments.

Safety performance

The first line of performance monitoring for health and safety is our monthly Health and Safety Committee meetings held at our manufacturing sites. The meetings are chaired by our site directors and follow a set agenda to ensure consistency of approach. Our Health and Safety team work across all sites to ensure learning is not siloed and to prevent similar incidents reoccurring in different facilities.

Building on this, safety specialists meet senior executives to review safety data to consider trends and identify actions needed. In addition, safety data is reported to the Sustainability Committee on a quarterly basis. Vincenzo Regazzoni, Chief Industrial Officer and member of the Executive Committee, leads on the Company's safety performance and activities.

The annual performance bonus paid to eligible employees has a safety element centred on achieving consistent reductions in safety-related incidents.

Health and wellbeing

Fundamental to our culture is taking care of ourselves and each other, providing a working environment that values health and wellbeing. We have developed different initiatives to promote health and wellbeing amongst our colleagues. Our employee assistance programme provides employees, as well as their immediate families, with free and impartial support through an external third-party.

Mental health and wellbeing

We firmly believe that the wellbeing of our colleagues is the essential foundation for a sustainable, resilient, and high-performing workplace. We are dedicated to cultivating an environment of support by providing every colleague with accessible, robust tools and resources tailored to their needs.

This year we strengthened our internal mental health support at every level. We successfully trained 15 new Mental Health Supporters across our UK sites, significantly expanding our peer-support network and enhancing colleague-to-colleague signposting capabilities. Simultaneously, we reinforced management capabilities by hosting two dedicated mental health awareness workshops, equipping members of our leadership team with an enhanced support toolkit to foster a culture of proactive care.

These targeted initiatives complement a comprehensive suite of ongoing wellbeing resources for our employees, clearly centralised via our dedicated Wellbeing Hub. Key provisions include: 24/7 confidential access to the Employee Assistance Programme ('EAP'), private healthcare and a health cash plan, and digital tools such as a Cognitive Behavioural Therapy app. Furthermore, we encourage holistic development through access to self-help webinars, discounted gym memberships, and bite-size professional training sessions available through the AM Academy.



Occupational health

Our Occupational Health Programme and activities are managed by our Health and Safety team. To further support employee wellbeing and regulatory compliance, we engage a specialist third-party occupational health services provider, to deliver comprehensive occupational health services, including health testing, referrals and driver medicals.

Performance, rewards and benefits

At Aston Martin, we believe in rewarding excellence and commitment with a comprehensive approach that reflects colleagues' contributions. The philosophy and principles that apply to remuneration are applied consistently throughout the organisation.

Employee performance management

To continue our journey to become a 'Great Place To Work', we are putting people at the heart of our culture and ways of working. While we did not complete a formal Great Place To Work survey this year, we have remained focused on making sure our people have a voice, and are empowered, supporting their continued development and growth.

A high-performance culture depends on continuous feedback, clarity and development. SPARK, launched in 2024, supports all colleagues through regular touchpoints with their managers, helping them focus on what matters and grow their skills. Upward feedback is an integral element of SPARK, reinforcing the quality of leadership across the organisation.

“OVER THE LAST THREE YEARS WE HAVE FOCUSED ON IMPROVEMENTS TO THE SAFETY CULTURE AT ASTON MARTIN, WITH A FOCUS ON COMMUNICATION, TRAINING AND ASSESSING RISKS”

Gareth Ranson – Senior Manager, Safety

Engagement remains strong as we complete our first full cycle in 2025. Mid-year check-ins reached 65% completion, objective setting achieved 72%, and year-end reviews closed at 67%.

Colleague recognition

Our commitment to reinforcing our corporate values and recognising exceptional contributions is central to our culture. Our Values Peer Recognition Programme has become an indispensable tool for celebrating the fantastic work carried out by colleagues across the organisation. This year demonstrated high engagement, with 371 nominations received and over 50 prizes awarded to our valued colleagues.

Complementing this ongoing recognition, we invested in long-term commitment by launching a new Long Service Recognition Scheme. This features exclusive branded awards and, crucially, expanded eligibility. We are now proudly recognising more colleagues than ever before at each five-year service milestone, acknowledging their sustained efforts and foundational contributions to the Company's history and future. This enhancement is a true testament to the value we place on retaining institutional knowledge and talent.

Remuneration

All employees are eligible to take part in the Company-wide annual bonus, based on performance, and all eligible employees were again awarded free shares in 2025, through the 'Aston Martin Sharing. Success.' share plan. We have upgraded our grading system to enable us to better manage and monitor pay versus external benchmarks and undertake internal consistency checks to reduce potential bias.

Welfare and benefits

We are committed to protecting and enhancing the welfare of our employees. We offer an extensive range of benefits including a competitive pension scheme, enhanced parental leave policies, access to car schemes, Cycle To Work and access to schemes that benefit our employees and their families – such as mortgage advice and life assurance – and continually review these to ensure they remain relevant to employee needs.



“OUR ‘DRIVING CHANGE’ SUGGESTION SCHEME LAUNCHED IN 2025 AS A PILOT, GENERATED 133 IDEAS”

Employee engagement

We utilise a range of channels to engage with and ensure colleagues feel informed, able to share feedback and involved in shaping improvements. Alongside regular forums and town hall meetings, our Workvivo platform provides increased accessibility for production colleagues and strengthens communication and collaboration across the business.

Direct dialogue with senior leadership has strengthened the ability of employees to feel informed and listened to. Our Chief Executive Officer ('CEO') has hosted roundtable sessions to hear directly from colleagues about what is working well and where more support is needed. In addition, local listening sessions have taken place across key functions, ensuring feedback is captured at the point of work. These insights highlight strong pride in the brand and supportive team environments, while indicating opportunities to further improve trust in leadership, communication consistency and the experience of change in day-to-day work.

Colleagues continue to contribute actively to business improvement. The “Driving Change” suggestion scheme launched in 2025 as a pilot generated 133 ideas, with shortlisted proposals progressing through 2026.

The Company planned to run a Great Place to Work® survey in 2025 aligned with our target to achieve Great Place to Work® certification. Following review, and in light of the scale of organisational transformation in 2025, a decision was taken not to proceed with a formal survey. Aston Martin's focus remains on delivering change effectively while maintaining strong listening throughout, ensuring we continue to understand colleague sentiment and take meaningful action in response. We have therefore updated our target with a revised achievement date of 2030.

Our priority for the year ahead is to maintain clear communication, reinforce visible and consistent leadership behaviours, and foster a working environment where colleagues feel valued, supported and able to perform at their best.

Freedom of association and collective bargaining

We respect the rights of our employees to form and join trade unions and take part in collective bargaining. We also support employees' rights to associate with any group they wish, including joining or leaving groups such as trade unions that represent employees' interests and needs.

Our relationship and engagement with the trade union is important to our colleagues and Aston Martin as a business. The trade union and our employee trade union representatives actively engage on issues including pay negotiations, contractual changes, individual concerns, policy development, ways of working, and business updates. Approximately two thirds of our employees are covered by collective bargaining agreements.

During 2025, the union were consulted in relation to the transformation changes and resulting redundancy approach.

Aston Martin complies with the relevant notice periods required to notify employees and trade unions of operational changes across our locations.

Equity, diversity and inclusion

Equity, diversity and inclusion ('EDI') remain central to our culture and embedded in our values. We are committed to a workplace where everyone feels respected, has a genuine sense of belonging and enjoys equitable access to development and career opportunities, irrespective of identity, background or any characteristic protected by law. Diversity continues to be recognised as a material focus area due to its strong link with innovation, performance and long-term success.

Governance

Equity, diversity and inclusion pledge

At Aston Martin we believe in each other, our unique abilities and understand we are stronger together.

We support everyone to be heard and cherish diverse perspectives that help us collaboratively thrive.

We are fuelled by passion, dedication and a fundamental respect to be held accountable as we drive excellence forward. We are supported to succeed and belong.

No one builds an Aston Martin on their own. I AM Inclusion; I AM, because we are Aston Martin.

EDI governance structure

To deliver our pledge, we have established an EDI governance structure that brings together both a corporate and employee-led approach. Reports on progress and actions are submitted to the Board Sustainability Committee who provide oversight in line with the Terms of Reference for the Committee.

EDI Executive Council

- Ensure the Company is made accountable for prioritising EDI activities amongst business objectives
- Approve yearly action plans
- Review progress against plans
- Align with Board and external requirements

EDI Advisory Group

- Discuss and share thoughts on EDI activities being driven from employee inclusion network
- Support the Inclusion Network to deliver actions against timing and plans
- Provide insights into how to land initiatives across all sites and business areas
- Review new/updated EDI Policies

Employee inclusion network

- Employee-led group to ensure the work we do is representative of the business
- Enable plans
- Prepare and suggest yearly action plans
- Hold executives accountable for furthering EDI activities
- Run regular activities and activations in line with EDI calendar
- Promote ways of working with Senior Management



We introduced two key initiatives in 2025 that further strengthen inclusion in how we work: signing the Armed Forces Covenant and launching our Agile Working Policy.

1: Supporting the Armed Forces community

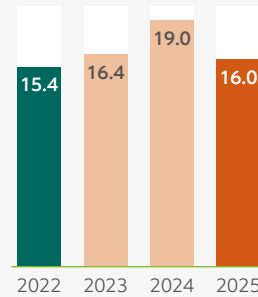
In April 2025, Aston Martin signed the Armed Forces Covenant, reinforcing our commitment to veterans, reservists and military families. We also established I AM Armed Forces, a new strand of the Aston Martin Inclusion Network. The Network brings together colleagues with military backgrounds and allies to:

- ✦ Foster a supportive and inclusive environment for service leavers and their families
- ✦ Raise awareness of the challenges faced in transitioning to civilian careers
- ✦ Support outreach, recruitment and retention of talent from the Armed Forces community

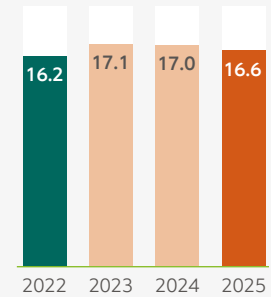
2: Enhancing work-life balance

During Women's Month we launched our Agile Working Policy, designed to balance flexibility with business needs while maintaining high performance standards. This initiative directly responds to feedback raised in surveys and listening sessions, showing our commitment to acting on what matters most to our people. The Policy ensures colleagues can agree agile working arrangements with their managers, aligning working patterns with contractual expectations, personal commitments and operational requirements.

% women in total workforce



% women in leadership roles



Gender diversity

Women continue to be underrepresented in the automotive industry, and we are committed to improving gender balance across our organisation. Our goal remains aligned with the wider sector ambition of achieving 30% women in our workforce by 2030, reflecting the importance of diverse teams in driving innovation and performance.

As of 2025, women represent 16% of our total workforce and 17% of leadership roles, therefore we remain focused on accelerating representation through targeted improvements in attraction, development and retention.

This year, we celebrated International Women's Day and Women's Month through a programme of activities designed to recognise achievements and support progress. Under the #AccelerateAction theme, we showcased local women-owned and women-led businesses at street fairs across Gaydon and St Athan, spotlighting female entrepreneurship within our communities. At Gaydon, we celebrated the impact of the 'Women of Aston Martin Network' and hosted our first Hack-a-thon, encouraging diverse perspectives in solving real business challenges. This was followed by a fireside chat with industry experts, highlighting career pathways and the impact of women in mobility and engineering.

Gender pay gap

Our mean pay gap (9%) remains in favour of men, yet has positively improved compared to 2024 (12%). Our mean pay gap is primarily due to two factors – firstly the make-up of the senior team (which includes significantly more men) and secondly working patterns, particularly in production roles, where shifts (that more men than women choose to work) command shift premium and overtime payments.



Our full Gender Pay Gap Report is available on our corporate website at www.astonmartin.com/corporate/sustainability

Employee-led EDI activity

Our 'I AM Inclusion' Network consists of volunteers who are passionate about inclusion, challenging how things are done and supporting people to give them a voice.

We have six dedicated strands within our network which focus on different areas of EDI. These strands have been voted for by our employees to ensure we represent the demographics at Aston Martin. Each strand has a chair and co-chair, and the overarching space is sponsored by an executive sponsor. Both sponsors and chairs are nominated and voted for by employees. This year we added our 'I AM Armed Forces' strand.

“'I AM INCLUSION' IS A VITAL EMPLOYEE-LED NETWORK PROVIDING COLLEAGUES WITH A SAFE SPACE TO CONNECT WITH OTHERS WITH SIMILAR EXPERIENCES, IDENTITIES, OR INTERESTS AND SHARE THESE LIVED-EXPERIENCES TO OUR WIDER COLLEAGUES. TOGETHER WE ARE SUPPORTING A STRONGER, MORE DIVERSE AND INCLUSIVE ASTON MARTIN”

Matthew-Harriet Randall – Chair, 'I AM Inclusion' Network



CASE STUDY

Armed Forces Covenant

At Aston Martin, we're proud to recognise the contributions and sacrifices of our service personnel and their families. In April, we reinforced our commitment by signing the Armed Forces Covenant – a public pledge to support the Armed Forces community, including veterans, reservists, spouses, partners and cadet instructors. The Covenant is a promise to ensure fairness and respect for those who serve or have served in the Armed Forces, as well as their families. By signing, we're strengthening our commitment to:

- Supporting Armed Forces community members in our workplace
- Welcoming applications from veterans, reservists, military spouses/partners and cadet instructors
- Providing dedicated internal support through our Armed Forces Employee Resource Group
- Honouring key moments like Armistice Day to recognise service and sacrifice

I AM Armed Forces – part of the Aston Martin Inclusion Network – plays a key role in creating an inclusive environment where service leavers and military families feel supported and valued. Since launching last year, the network has brought together colleagues from across the business – including those with military experience and those who want to show their support and we proudly marked Armed Forces Day, demonstrating visible appreciation for those who serve or have served.

“WE RECOGNISE THE OUTSTANDING VALUE VETERANS, RESERVISTS AND MILITARY FAMILIES BRING TO OUR BUSINESS – FROM TECHNICAL EXPERTISE TO TEAMWORK AND LEADERSHIP. THIS PLEDGE IS A MEANINGFUL STEP IN CREATING A SUPPORTIVE, INCLUSIVE ENVIRONMENT WHERE EVERY COLLEAGUE CAN THRIVE”

Adrian Hallmark – Chief Executive Officer, Aston Martin

“AS CHAIR OF 'I AM ARMED FORCES', I WAS IMMENSELY PROUD TO SEE ASTON MARTIN SIGN THE ARMED FORCES COVENANT, AFFIRMING ITS COMMITMENT TO SUPPORTING SERVICE PERSONNEL WHO HAVE SELFLESSLY SERVED OUR COUNTRY”

Simon Smith – Chair 'I AM Armed Forces'

Initiatives led by our I AM Inclusion Network during 2025 included:



I AM Pride

Led our support of Birmingham Pride with an Aston Martin DB12



I AM Embraced

Celebrated Holi through the throwing of powdered paint across an Aston Martin DBX



I AM Gender

Ran events for Movember including an on-site shave off



I AM Gender

Hosted the first-ever Aston Martin International Women's Day Hack-a-thon



- **I AM WELL** led wellbeing walks and awareness of mental health
- **I AM PRIDE** hosted a rainbow DB12 Volante at Petrol and Pride
- **I AM ABILITY** highlighted neurodivergence through ADHD month
- **I AM EMBRACED** shared and raised awareness through colleague stories and reflection

- **I AM ARMED FORCES** commemorated Remembrance Day with a unique Aston Martin poppy
- **I AM GENDER** ran multiple events through the year on gender identity and equality

Skills

The skills required in the automotive sector continue to evolve rapidly, shaped by technological advancement, digitalisation and the transition to electrification. Stakeholders recognise that investment in skills not only secures the future of our business, it also delivers positive socio-economic outcomes through improved employability, wellbeing and career growth. Skills therefore remains a material topic for Aston Martin.

We continue to embed our values across recruitment and development, reinforcing a culture capable of delivering our ambition, including the commitment to increase female representation in leadership to 30% by 2030.

While a priority of 2025 has been on organisational transformation and operational stabilisation, our emphasis has remained on quality and critical capability, prioritising development that enables our people to perform strongly through change.

A key area of focus has been the Manufacturing Excellence Programme, which includes targeted upskilling within production teams to improve problem-solving capability, digital fluency and continuous improvement skills. This supports immediate operational performance while building the technical foundation needed for the next phase of manufacturing.

CASE STUDY

Manufacturing Excellence Programme

Teams at Gaydon and St Athan have been involved in a structured 12-week Manufacturing Excellence Programme, focused on understanding issues on the shop floor, improving layouts, reducing waste and making processes flow better. The aim has been simple – to make day-to-day work safer, clearer and more efficient. What's critical is that these improvements have been shaped and delivered by the people on the shop floor doing the work.

The Programme focused on a number of pilot areas including six in Trim and Final – the final stage of vehicle assembly. The outcome of the six pilots resulted in improved layout and presentation of parts as well as sequencing and balancing of the manufacturing flow. As a result, the teams created efficiencies, removed potential health and safety hazards, and improved the overall appearance of the work areas.

In Body, the manufacturing elements of the vehicle structure before paint and final assembly, colleagues found improvements across 49 stations. Using Yamazumi analysis, which colleagues trained on through the Manufacturing Excellence course, 22% waste in the process was identified, with interventions reducing costs and increasing efficiencies.



“WHAT’S CRITICAL IS THAT THESE IMPROVEMENTS HAVE BEEN SHAPED AND DELIVERED BY THE PEOPLE ON THE SHOP FLOOR DOING THE WORK”

Alex Bray – Manufacturing Programme Manager

Training

Every colleague at Aston Martin has access to training that supports both current role performance and future career aspirations. Our development pathways include professional qualifications such as Chartered Management Institute certifications (Level 3 in Management and Level 5 in Leadership and Management), Association for Project Management (Level 4), and opportunities in areas such as Data Analytics and Lean Six Sigma where aligned to business needs.

We continue to provide a broad curriculum through our e-learning platform, offering flexible access to learning across all locations. Courses span a wide range of critical and compliance topics including:

- ✦ Code of Conduct and ethical decision-making
- ✦ ISO 14001 and other management system standards
- ✦ EV awareness and electrification-specific safety
- ✦ Anti-bribery and corruption
- ✦ GDPR and data protection
- ✦ Cyber security fundamentals
- ✦ UN Global Compact, including business and human rights
- ✦ Leadership at Aston Martin

Training remains an essential enabler of performance and transformation, supporting colleagues to grow their capability as we drive operational excellence and prepare for the next phase of electrification.

“TRAINING IS A FOUNDATION OF OUR COMMITMENT TO OUR WORKFORCE. BY INVESTING IN THE CONTINUOUS DEVELOPMENT OF OUR COLLEAGUES, WE EMPOWER THEM TO PERFORM AT THEIR BEST, ADAPT WITH CONFIDENCE TO CHANGE, AND DELIVER SUSTAINABLE LONG-TERM SUCCESS”

Natalie Cox – Learning and Development Manager

CASE STUDY

Maximising development through the Apprenticeship Levy

In 2025, we protected access to meaningful learning and development by making full use of the UK Apprenticeship Levy. This approach resulted in a 100% utilisation rate for the first time, enabling colleagues to continue growing capability in critical skill areas. Interest was particularly strong in:

- ✦ Team Leader Level 3
- ✦ Operations Manager Level 5
- ✦ Project Manager Level 4

To support colleagues in choosing the right pathway, we hosted multi-site showcase events with training providers, demonstrating how apprenticeships can accelerate development while supporting future career progression. This shift to a levy-first model has reinforced equitable access to development across our workforce and strengthened the skills required for performance today and the transition to future technologies.



“THE PROJECT MANAGEMENT APPRENTICESHIP DOESN'T FEEL LIKE A COURSE; IT FEELS MORE LIKE A PRACTICAL TOOLKIT I'M USING IN MY EVERYDAY WORK. IT'S GREAT TO SEE HOW IT'S HELPING ME MANAGE OUR TRANSFORMATION PROJECTS MORE SUSTAINABLY AND CONFIDENTLY, AND I'M GLAD I CHOSE TO DO IT.”

Pooja Umeshkumar – Transformation Lead

EV readiness

In 2025, we continued to deliver the Institute of the Motor Industry ('IMI') Level 2 and 3 training and have built on our relationship with the IMI, attaining direct claim status for EV Level 2 and 3 courses, gaining approval to deliver the international standard for the same courses and working towards Level 4 delivery using our Technical Training team.

We have also introduced Valhalla specific 'make safe' training which is delivered in-person using a Valhalla in the Gaydon 'Electrification Centre of Excellence' to technicians already holding an IMI level 3 award.

Our training approach has always been based on collaboration with external experts and bringing this expertise inhouse through capacity building in our own training teams. In 2025, we initiated a collaboration with Excellence Achievement and Learning ('EAL') on their newly accredited Level 2 Award in Introduction to Battery Manufacturing and Working with Batteries, and expanded work with the Electrification Skills Network to help ensure nationally-led EV skills are developed and validated through Aston Martin's support of the Auto Skills Council.

2,846

hours of EV
instructor-led
training delivered

392

employees gained
IMI Level 2 or 3 in
EV safety

Dealer training

The Aston Martin Academy is responsible for the development and delivery of global training initiatives that support our network of independent, professional dealers globally in their work to support our customers in every corner of the world. Consisting of approximately 160 dealers, the dealer teams constantly strive to improve their skills and knowledge through professional development.

The training offered covers essential technical skills for technicians with a three-level qualification programme that takes a technician from an introductory green level training through to a silver and ultimately gold level, recognising the advanced skills of the dealer teams servicing, maintaining and repairing our cars to the exacting standards that Aston Martin owners demand.

Alongside this technically focused curriculum, we offer a series of commercial training modules that are designed to equip dealers with the knowledge, skills and behaviours required to serve some of the most exacting luxury customers globally. Ranging from core product knowledge to essential systems, process and platform training, the commercial training curriculum is in place to help the best do better.

We are pleased that we are seeing steady growth in the adoption and take up of learning modules across various modalities including e-learning, virtual classroom training and face-to-face training events. In 2025, 2,796 Dealer employees completed classroom courses (including virtual and e-learning). Our network of people development experts in our regions globally are ably supported by highly qualified and knowledgeable partners to develop and deliver training at scale.

Early careers

In 2025, our focus remained on strengthening our Early Careers Programme ensuring our candidates meet the evolving needs of the business.

Whilst we did not recruit a new intake of apprentices, graduates or industrial placements we supported the successful transition of eight graduates into permanent roles and enhanced our internal framework for those still on the Programme. This built on the established framework but focused on improving the quality and consistency of support provided, including mentorships, aligning learning experiences and providers and development and retention to ensure our talent pipeline is well-positioned to contribute to our long-term success.

Looking ahead we will continue to evolve our Programme to ensure it is aligned to future skills, enabling us to attract, retain and develop the talent required to drive innovation and deliver our business goals.

STEM

Inspiring young people about the exciting possibilities offered by a career in automotive manufacturing, and promoting STEM ('Science, Technology, Engineering and Mathematics') subjects, is an important part of making sure that Aston Martin can access talent that is the bedrock of our future success.

A STEM strategy is under development to support our Early Careers Programme and to tailor our approach to engaging students across different stages of their education, from primary school to university. We continue to actively engage and support long-standing partnerships with local schools and colleges located around our major facilities. These partnerships support our ongoing commitment to ensuring we have a skills pipeline into the future. In 2025, as part of the development of our strategy we kicked off a pilot STEM partnership with The Smallpeice Trust. The Trust will run STEM sessions with local secondary schools and their feeder primary schools supported by our early careers colleagues and through sponsorship of an Arkwright Engineering Scholarship, we will support a young person to take the next steps in their pathway towards engineering.

Amongst our STEM engagements in 2025, we attended STEM Careers Days at the British Motor Museum and various careers events at the University of Warwick and local schools where our apprentices supported discussions and provided insights into apprenticeship pathways whilst working within manufacturing and engineering.

Maddie Herborn

Investor Relations Analyst

"I joined Aston Martin because I was particularly attracted to the development opportunities the Company offers. Aston Martin provides structured support toward chartered accountancy qualifications ('CIMA') as well as the chance to build experience across different financial areas of the business. The opportunity to work for an iconic, global brand while continuing to advance my professional development made joining Aston Martin both an exciting and natural next step.

What I've enjoyed most about working at Aston Martin is the people, there is a genuinely welcoming atmosphere and supportive culture. Being surrounded by colleagues who are both highly skilled and willing to share their knowledge has made it an incredibly positive environment to grow in.

I've also valued the exposure to exciting projects, the chance to develop my skills across different areas of the business, and the sense of pride that comes with contributing to such an iconic brand. And of course, a favourite highlight has been having the opportunity to attend a driving day at Aston Martin's Silverstone Stowe facility.

Looking ahead, I'm excited to continue developing my career within the Investor Relations team at Aston Martin, building on the foundation I've established so far within the Finance team. I see this role as a unique opportunity to further my understanding of the Company's strategic direction, strengthen my financial communication skills, and play an active part in shaping how Aston Martin's performance and vision are shared with the investment community. As I grow into the role, I'm eager to take on increasing responsibility, contribute to key projects, and continue refining the analytical and commercial skills that will support my long-term career.

In 2026, I'm looking forward to completing my CIMA qualifications (and celebrating!) after two years of studies. So far, the experience has been both rewarding and insightful, and I'm excited to reach the next milestone in my professional development."



Oliver Quinn

Procurement Analyst

"Being a car enthusiast from a young age, when I started thinking about my career after graduating university, I knew I wanted to explore a career in the automotive industry. The graduate scheme at Aston Martin offered the chance to start this journey, all while working for a brand I had long-admired.

I was able to spend my first year on the graduate scheme on rotation, spending several months with both the Sustainability and UK Marketing teams. The opportunity to engage with customers, suppliers and multiple teams throughout my first two years at Aston Martin allowed me to explore my interests, all while being given the responsibility to lead my own projects and gain experience, knowledge and self-confidence that would go on to benefit me in my final role.

My time spent with the Corporate Sustainability team introduced me to the ways Aston Martin is striving to become a leading sustainable company and the efforts being put in from around the whole Company to achieve this. During my rotation with the Marketing team, I had the privilege of supporting several events including the UK launch of Vanquish, Cheltenham Festival and Goodwood Festival of Speed. I also had the opportunity to help organise customer events at the AMR Technology Campus, which as an avid F1 fan was very exciting to be involved with.

Now, as a Procurement Analyst in the Procurement Strategy, Transformation and Planning team, I'm excited to continue contributing to projects that have a meaningful impact within the Procurement team and the wider business. Inspired by my time with the Corporate Sustainability team, my role today involves working to embed sustainable practices across all procurement activities and supporting our suppliers in reducing their emissions. I can't wait to continue playing a key role in working towards our Racing, Green, targets and implementing transformation in 2026 and beyond."



Society

Supporting our local communities and charities is not only a demonstration of social responsibility but helps achieve wider sustainability goals by enabling us to build stronger relationships within our communities, and to work in partnership, to deliver outcomes related to our sustainability strategy that we could not on our own.

Communities

We engage with communities in multiple ways to maximise our positive impact beyond our economic contribution. Insights from engagement with stakeholders reinforce the importance of local impact through charitable activities but also by how we link our strategic aims to our engagement with the communities in areas where we operate.

Our Community Investment Policy, which covers both philanthropic giving and how we engage with community organisations to deliver strategic outcomes, focuses our involvement on initiatives related to:

- ✦ Investing in people – in particular, causes that champion education, STEM skills, and social inclusion
- ✦ Creating a better environment
- ✦ Tackling climate change
- ✦ Innovation and design

Building partnerships

Partnerships with charities are a key enabler in supporting us to achieve our overarching business aims and ambition, be this linked to building our talent pipeline through STEM, social mobility or wider environmental outcomes. We have a long-standing partnership with The King's Trust, a youth charity that helps vulnerable young people aged 11 to 30 to access employment, education and training. In 2025, we supported The King's Trust in America to host an event to raise greater awareness of the charity.



CASE STUDY

Building lasting partnerships

In November 2024, we kicked off our employee charity partnerships with three charities local to our sites. Tŷ Hafan, one of only two children's hospices in Wales, was chosen by our employees in St Athan to be their partner charity. The partnership has been such a success that Tŷ Hafan will remain the chosen charity for St Athan for another year.

Colleagues raised **£13,621.26** in the first year of the partnership through a variety of fundraising activities. In June, 26 employees took on the Welsh Three Peaks Challenge, climbing three of the highest mountains in Wales within 24 hours.

In July, the team brought an Aston Martin Vanquish, normally driven by a certain world-famous secret agent, and a DBX to the hospice for employees and families to enjoy, and supported the Family Fun Day in August.

In September, employees from St Athan joined the Tŷ Hafan Football Fives tournament, where teams from across the business community in South Wales came together for a friendly but competitive event that raised additional funds and awareness for Tŷ Hafan.

As well as fundraising, the Company has supported Tŷ Hafan through the donation of Aston Martin merchandise including an F1 signed cap which has also helped raise funds throughout the year.

"THE ENTHUSIASM AND COMMITMENT SHOWN BY ASTON MARTIN COLLEAGUES HAS BEEN TRULY INSPIRING, AND WE'RE PROUD TO HAVE THEM SUPPORTING Tŷ HAFAN, HELPING US CONTINUE OUR VITAL WORK THROUGH FUNDRAISING. WE LOOK FORWARD TO ANOTHER AMAZING YEAR TOGETHER."

Karl Couch – Senior Relationship Fundraiser, Tŷ Hafan



Employee participation

We empower our employees to support the good causes and charities that they care about and be involved in the community. Through our employee matched funding scheme, the Company matches up to £200 of the money employees raise through personal charitable activities.

This year charities supported by our employees included Save the Children, Alzheimer's Research UK, Breast Cancer Now, Phab, and the MND Association. Through our employee partner charities programme, we have partnered with three charities each linked to our main site locations. Our West Midlands based employees chose Birmingham Children's Hospital, our St Athan employees chose Tŷ Hafan Children's Hospice and our Newport Pagnell employees chose Willen Hospice to support.

Throughout the year, colleagues delivered fundraising events and supported the charities, including holding bake offs, sporting tournaments, taking part in team challenges as well as taking a DBX 'doodle car' to Birmingham Children's Hospital with the Aston Martin Aramco Formula One™ Team.

Our total donation to the charities at the end of the partnership year was over £31,000, which included a corporate donation as well as money raised by colleagues. Through the Royal Warrant Holders' Charity members' local charity grant, we were able to support Birmingham Children's Hospital in obtaining an additional £3,000 in matched funding towards their 'Enjoy Art' programme, commissioning local artists who work with patients, families, carers and staff to create bespoke artworks that brighten the hospital environment.

For our 2025/26 partnership year, our employees voted to maintain the partnerships with Tŷ Hafan and Willen Hospice, and to newly partner with YMM for our Gaydon and Midlands sites. YMM is a Warwickshire based charity supporting young people through their mentoring service, building resilience, self-esteem and confidence. The partnership was launched at their annual fundraising event.



RESPONSIBLE BUSINESS

Underpinning the three pillars of our sustainability strategy is our commitment to delivering the highest standards by conducting every aspect of our business with integrity, in a responsible, ethical and sustainable way.

This includes aiming to manage sustainability through effective governance, risk management, compliance, transparent and rigorous reporting, and building robust processes across the value chain based on respect for human rights.

To achieve this, we will

- ✦ Ensure that sustainability is embedded into daily decision-making through our policies, standards and management systems
- ✦ Identify, prevent and mitigate potential human rights risks across our value chain, working closely with our supply chain

Our targets

- ✦ In line with international best practice on business ethics, 100% of employees to complete Aston Martin's annual Code of Conduct training

Our material topics

- ✦ Labour and human rights risks in the supply chain including land rights
- ✦ Vehicle safety and quality
- ✦ Business ethics and compliance
- ✦ Cyber security

In this section

- ✦ Compliance and sustainability principles
- ✦ Human rights

UN Sustainable Development Goals supported



Compliance and sustainability principles

Delivering the highest standards defines everything we do. We are striving to meet international best practice standards, operating in a heavily regulated sector. We are working hard towards ensuring compliance with legal obligations in areas from anti-slavery to vehicle safety, as well as embedding sustainability principles across the organisation.

High standards and ensuring compliance

Conducting all business in an honest and ethical manner is essential to maintaining the trust of our customers and other stakeholders. We have subject matter experts in the Company who are focused on ensuring compliance with laws and regulations governing all aspects of the business, including vehicle safety.

We have implemented policies, as well as our Code of Conduct, that are designed to ensure high ethical standards, robust compliance and best practice across our operations. These policies are aligned with the Company's values and strategic sustainability goals.

90%

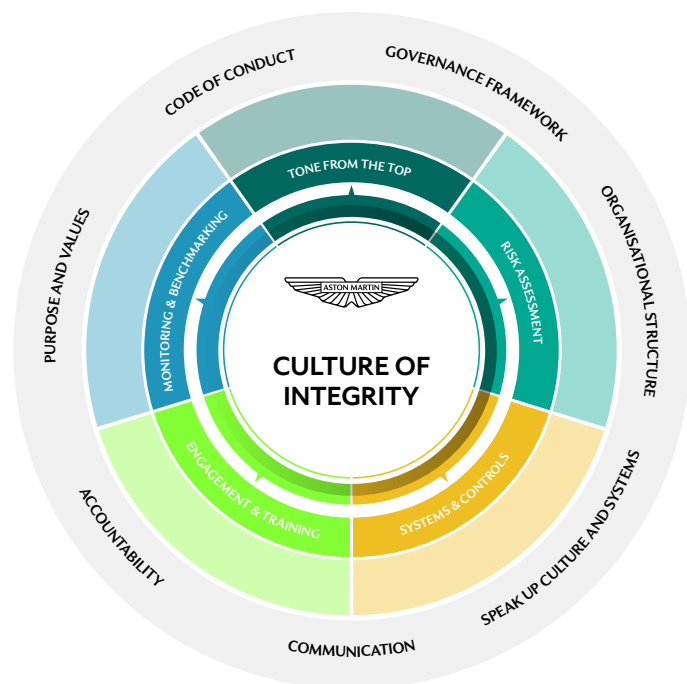
of employees completed Code of Conduct training in 2025

Our approach to managing compliance risks across Aston Martin is illustrated in the diagram below. We expect our leaders to set the correct tone on compliance; we assess risk areas and implement measures to manage those risks. We engage with and train our people to understand what they need to do, and we assess and monitor compliance with our policies and procedures, in a continuous improvement arc, led by our Compliance team. We are supported in this approach by the underlying message of integrity in our Code of Conduct – ‘High Integrity. High Performance.’

Code of Conduct

Our Code of Conduct (‘the Code’) is built on our commitment to integrity and reflects our values in action. The Code sets the tone for the Company's expectations of high ethical standards in all business conduct, marking what we stand for and what we expect from each other. Outlining key policies and behaviours, it is intended to guide the way that the business and our people operate. Our approach to sustainability is reflected throughout the Code, ensuring that environmental responsibility, integrity, and respect for people are at the heart of decision-making.

Since the launch of the Code in 2023, we have run an employee engagement programme and specific Code of Conduct training is run annually. For the training period launched in 2025, 90% of employees completed the training. Because of the importance we place on the Code of Conduct sitting at the core of our business, we have included it as a key performance indicator in our Racing. Green. strategy.



“OUR CODE OF CONDUCT IS FOUNDED IN ASTON MARTIN'S VALUES BUT GOES BEYOND”

Joanne Winship – Head of Compliance

Our Code applies to everyone working for and with Aston Martin, including our Board, employees, temporary colleagues, and contractors. We also expect third-parties working with the Company, such as joint venture partners and suppliers, to respect the standards and behaviours outlined in the Code.

Policies

The Code is supported by our Group Framework Policies, implemented across the Company, that are designed to ensure high ethical standards, robust compliance and best practice across its operations in key areas ranging from procurement to human rights.

The Internal Audit team investigate possible violations of the Group Framework Policies as and when they are reported and conduct periodic audits across the business. Our public policies are available to download on the corporate website.

During 2025, we launched, updated or reviewed the following Company policies:

- ✦ Human Rights (launched)
- ✦ Confidential Reporting (reviewed)
- ✦ Health and Safety (reviewed)
- ✦ Environmental and Energy Policy (updated)

Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption. To ensure the Company and its employees conduct business in an ethical and transparent way, we have policies in place covering topics such as Anti-Bribery, Corruption and Fraud, and on Gifts and Hospitality. We train our employees on bribery prevention and have measures to support them in speaking up confidentially about any matters where they have concerns, using mechanisms such as our confidential reporting system.

We have also introduced training relating to the new failure to prevent fraud offence under the Economic Crime and Corporate Transparency Act 2023, which came into force in the UK in September 2025. Our Anti-Bribery, Corruption and Fraud Policy sets out our commitment to addressing fraud which might be conducted for the benefit of the Company. Our approach to meeting the requirements mirrors the approach we take to prevent bribery, starting with a detailed assessment in 2025 of areas of potential fraud risk, conducted with the support of external specialists, with control measures enhanced to address higher risk areas, alongside ongoing monitoring.

“PRIVACY MATTERS, DATA ISN'T JUST INFORMATION – IT'S PERSONAL, VALUABLE AND DESERVES PROTECTION”

Steve O'Connor – Director of IT

Data privacy

Protecting our customer and employee data is vital to Aston Martin as well as a key compliance obligation. How we collect and process individual's personal data is governed by a set of principles that set out how we must process and safeguard the information we have. This year we revised our customer privacy notice to bring it up-to-date and ensure customers are provided with appropriate transparency about the use of their personal data. As the various provisions of the UK Data (Use and Access) Act 2025 come into effect, we are making changes to our processes to ensure compliance with this new law, such as around options for raising complaints.

We have a Data Protection Officer ('DPO') who is responsible for monitoring compliance with our data protection obligations and for advising the business on those obligations. The DPO is the person responsible for liaising with the data protection authorities.

The Compliance team is responsible for implementing and overseeing Aston Martin's privacy compliance programme and for providing day-to-day advice to the business on data protection obligations.

Confidential reporting

We are committed to creating an environment of trust which is open, safe and secure. It is important that our employees and business partners feel that they can raise genuine concerns of suspected wrongdoing without fear of suffering detriment or being victimised.

Our Confidential Reporting Policy has been developed with the aim of encouraging employees and colleagues to voice any concerns they may have about any suspected wrongdoing in strict confidence and outlines the procedure to follow to bring this to the Company's attention.

Our confidential reporting procedure is called 'SpeakUp'. There has been a year-on-year increase in the number of SpeakUp reports since the confidential reporting line was introduced in 2020, particularly following recent campaigns to encourage speaking up and to highlight the different ways of doing so. The Company conducted an employee survey in 2024 and again in 2025 to assess the awareness of mechanisms for reporting concerns and willingness to do so. These have led to process improvements and increased engagement to encourage speaking up and engender greater confidence to do so.

In 2025, SpeakUp reports encompassed allegations concerning breach of company policy, potential conflicts of interest and bullying and victimisation. Access to SpeakUp incident information is restricted to designated persons, with the coordination of cases managed by our Director of Internal Audit and Risk and Head of Compliance.

The Audit and Risk Committee and the Board are updated on the number of confidential reports made and the outcome of all investigations. The Audit and Risk Committee reviews and approves the Confidential Reporting Policy each year to ensure it remains effective and fit-for-purpose. Any cases that are linked to human rights concerns are additionally reported to our Human Rights Steering Group and escalated in line with our human rights governance as required.



Customer care

Our aim is to provide the very best possible care and service to both customers and dealers. Our dedicated Aftersales team provide a key link for our customers and dealers to Aston Martin. We actively facilitate and encourage customer feedback to support continuous improvements in service and product design. Our Dealer network provides technical expertise and parts distribution to ensure a seamless customer experience. This year has seen a strong focus on readiness for Valhalla, ensuring readiness across our Dealer network including specialist training.

As a small volume manufacturer, it's important that our customers can deal directly with us. As well as offering a Customer and Dealer service through our dedicated teams, we provide full technical documentation, diagnostic services, a dedicated parts warehouse allowing quick supply of service parts, and technicians who can attend a car anywhere in the world when additional support is required. Our teams continually review and update our processes, always with the view of ensuring the best customer first approach. This year we changed our parts delivery partner to improve the distribution of parts to our global network of dealers.

Reporting of recall notification is done by Aston Martin's regional offices in line with local authorities' procedures. Completion rates of field actions launched, such as recalls, are thereafter reported to the relevant authorities in line with local regulations.

Aston Martin operates a procedure to enable product-safety incident investigation and corrective action if necessary. The procedure is tested regularly. Field issues are monitored daily, and cross-functional reviews take place weekly (daily during launch phases) in the Field Control Room Process. When a critical issue is identified requiring urgent action, the procedure is initiated. This is subject to internal audit, as well as audits from various market authorities throughout the year.

Quality

Our vehicles reflect our commitment to excellence. From the highest standards of design and craftsmanship, to sourcing materials and components, to operating safely for the protection of our colleagues and our vehicles – quality is intertwined across our processes and is everyone's responsibility, building a culture within Aston Martin that supports problem solving, openness, and continuous challenge.

Our Quality Director reports to our CEO and has responsibility to lead and implement our Quality Policy through an effective Quality Management System and set of standards. Our ISO 9001:2015 certification covers design, engineering and manufacture and associated spare parts and components, including our supporting parts distribution and warehouse operations (Gaydon, St Athan, Wolverton Mill and Wellesbourne – Unit 2). ISO 9001 surveillance audits were undertaken by our auditors BSI this year at relevant sites, and we successfully maintained our certification.

As per our ISO certification we have developed a quality operating system that spans across our whole vehicle process with a 'plan, do, check, action' approach, underpinned by our Quality Policy, a Company-wide quality management review and governance structure and internal audit. The basis of this is a monthly Quality Committee meeting, setting the strategic aims and objectives and reviewing performance against these. Weekly tactical meetings are focused on specific quality concerns and supported daily by Operational Quality meetings held at our manufacturing locations. The Aston Martin Board receive a quarterly update on quality performance. Training requirements and needs are built into our operating system and monitored by our Quality team.

CASE STUDY

Committed to quality



Marek Reichman
Chief Design Officer

"Quality execution is the quiet force that turns design intent into lasting meaning. It's not enough for a concept to be beautiful; it must be realised with absolute precision. Every surface, material choice, and junction is an opportunity to express confidence, performance and restraint. Quality execution ensures that proportion feels purposeful, details feel inevitable and craftsmanship is sensed before it is consciously noticed. It's the difference between something that looks impressive and something that feels authentic. In a world of visual noise, meticulous execution signals integrity. It reinforces trust, elevates perceived value, and helps create an emotional connection that endures beyond first glance. For Aston Martin design, quality execution is inseparable from brand identity, helping to translate our vision into tangible excellence for the customer. When design is executed without compromise, it does more than meet expectations; it defines standards, rewards close attention, and embodies the pursuit of perfection that lies at the heart of Aston Martin."



Ian Hoban
Chief Technical Officer

"Quality is the cornerstone of our engineering ethos, particularly as a luxury brand. It extends far beyond basic functionality. It is about precision, consistent performance, and delivering a refined, emotionally resonant experience for our customers. Within our product creation process, quality is defined at the concept stage and carried with discipline through digital engineering, virtual validation, physical testing, and industrialisation. It is evident in the way we control tolerances, specify materials, manage interfaces, and confirm parts maturity before release. For us, quality is the structured outcome of clear requirements and cross functional alignment, applied consistently from the first sketch through to series production. For the luxury customer, this discipline becomes something tangible and immediate. It is felt in the precision of shut lines, the consistency of surface finishes, and the repeatability of performance. It is what enables our vehicles to feel cohesive rather than merely assembled. Ultimately, quality is delivered in every way our customers interact with our products and in how our products delight them every day."



Vincenzo Regazzoni
Chief Industrial Officer

"I am often asked what truly defines a ultra-luxury high performance vehicle. For me, the answer is simple: quality, continuous improvement and teamwork. Quality is the uncompromising standard that ensures every process, component and decision is customer focused. But quality alone is never enough. Continuous improvement drives us to challenge how we can do things better, learn from our experience, and deliver improvements at every step. I truly support the mantra, "Everything done well today could be done better tomorrow" and this is something we try to apply in Aston Martin. Both principles demand teamwork for success. From engineering and manufacturing to supply chain and quality assurance, our success depends on seamless collaboration. In every organisation there is real growth only if there is transparency, giving value to the skills of all team members, regardless of hierarchy. When diverse expertise comes together with a shared purpose, we can deliver products that exceed expectations."



Andreas Bareis
Global Commercial Director

"Quality is crucial to Aftersales in terms of meeting customer expectations but also in respect of sustainability. Producing vehicles which have the highest levels of reliability and durability ensures that we extend their life cycle and minimise the need for repair and replacement parts. This impacts sustainability performance reducing the logistical requirements and raw materials needed by component suppliers to manufacture replacement parts, as well as negating the need for inbound transportation, packaging and ultimately outbound transportation to our dealer partners around the globe.

The ability to recycle components at end-of-life is also a core consideration within our Aftersales environment, and has to be considered from the very earliest stages of the quality assurance process. Therefore, an on-going commitment to excellence ensures that every post-purchase interaction maximises resource efficiency, customer confidence, and environmental responsibility."

Vehicle safety

The safety of drivers and other road users is a top priority when developing our vehicles. We design safety into vehicles from the earliest concept stages through to final vehicle testing and approval, utilising a suite of features, components and systems to enhance the safety of each vehicle.

Vehicle compliance with the latest safety requirements in all markets in which our vehicles are sold is critical. Whilst these regulations define the minimum safety requirements for our vehicles, Aston Martin considers all safety standards at the time of designing our vehicles. Within Aston Martin, safety engineers maintain and update a comprehensive set of global vehicle safety targets in conjunction with our Legal and Certification team, who are responsible for ensuring Aston Martin conforms with the applicable laws in worldwide markets.

Features designed to enhance passive safety include core aspects such as strength of the vehicle body and crash structures, chassis control and braking systems, interior and restraint system design and the electronic control systems fitted to vehicles. The interior layout is designed to maintain drivers focus and attention on the road, with their hands on the wheel, with carefully selected key control functions ergonomically assessed and made available as physical buttons to minimise driver distractions. Our current production vehicles are equipped with active safety features designed for crash prevention and the enhanced protection of vulnerable road users such as pedestrians and cyclists. In this way, our vehicles deliver a balance between safety, control and performance, enhancing the pleasure of driving without compromising safety.

As passive safety standards and systems reach their maturity and approach their maximum potential, Aston Martin is increasingly focusing on Active Safety and Advanced Driver Assistance Systems ('ADAS') to ensure that our vehicles provide ever improving levels of safety to our customers. Driver error is a factor in 95% of road accidents. Active safety and ADAS features on our vehicles are designed to reduce the occurrences of human error, or to reduce the severity of the implications of that human error.

We take a holistic approach to active safety by supporting the driver with a 'Hands-on (wheel), Eyes-on (road) and Mind-on (driving)' philosophy by minimising distractions and ensuring an effective human-machine interface (for example hard buttons in an easy to find and consistent location, not just relying upon a touchscreen that changes) and the addition of ADAS features to achieve this.

Our core vehicles include, as standard, many of the latest ADAS features and these are available in all worldwide markets to ensure a consistent level of safety to our customers wherever they live. Many of the features are required to fulfil regulations in some markets, but Aston Martin looks to go beyond these requirements and add features that are state-of-the-art and consistent with our "Hands-on, Eyes-on, Mind-on" philosophy.

To develop these ADAS systems, we perform extensive vehicle testing both at dedicated facilities and on public roads and use simulation and hardware-in-the-loop tools to ensure their robustness. We work with technology partners using a systems engineering approach to ADAS feature and software development, and follow the principles of ISO 26262 Functional Safety ('FuSa'), ISO 21448 Safety of the Intended Functionality ('SOTIF') and ASPICE L2 (Automotive Software Process Improvement and Capability Determination) when developing these systems.





Cyber security and AI

We consider cyber security and the use of AI both in our own operations as well as our vehicles.

Our Chief Financial Officer ('CFO') oversees our Cyber Security Strategy, our IT leadership and dedicated Cyber Security team. The Company operates a Cyber Security Policy, with guidance and training offered to all employees. As part of our business continuity planning, our cyber security is tested on a regular basis and remains a top priority for Aston Martin to ensure both our systems and customers remain protected.

In 2025, we significantly strengthened our cyber security technologies in response to the rising global threat landscape, particularly with the ever-increasing risks emerging within the automotive industry. Our ongoing focus is on training our staff to increase cybersecurity awareness throughout the organisation.

In our vehicles, we have an active Cyber Security Management System ('CSMS') as mandated by the UN ECE Regulation 155. The CSMS process ensures that cyber security principles are implemented in the absolute core of the business and engrained within the day-to-day processes all the way from first vehicle design and concept, through to vehicles being driven on the road. These include:

- Organisational cyber security management
- Project dependent cyber security
- Cyber security development

- Cyber security in Production
- Cyber security in Operations, Maintenance, Decommissioning and vehicle end-of-life support
- Supplier management
- Continual cyber security activities and incident response

Whilst the CSMS looks to help bolster cyber security at an organisational level, we also maintain an ongoing and dedicated focus on vehicle-level cyber security through the type-approval processes for our vehicles. This ensures that each vehicle meets stringent regulatory standards for cyber resilience, robust architecture requirements, the integration of appropriate security controls, and a comprehensive risk evaluation from a cyber threat perspective.

To further support this, we continue to routinely carry out vehicle level penetration testing, ongoing monitoring and in-depth security evaluations across both vehicle hardware and software components. These assessments simulate real-world attack scenarios, helping us to anticipate potential vulnerabilities and attacks to then proactively strengthen our defences. Through this approach, we aim to stay ahead of emerging vehicle threats.

Embedding sustainability principles

As well as embedding sustainability principles into our compliance policies, we are also focused on integrating these principles into organisational processes, ensuring the highest standards across the business.

Risk management

We use our Enterprise Risk Management Framework and System ('ERMFS') to manage risk. Our Internal Audit and Risk Management team maintains the ERMFS and coordinates risk management activities across the Group, leveraging a network of functional Risk Champions. Each principal risk has a risk mitigation plan incorporating management assessment, together with an assessment of the effectiveness of mitigating controls and activities to reduce the risk to the target-level commensurate with the Group's risk profile. A full description of our risk management process is included in our Annual Report on pages 68-77.

Sustainability-related elements are found within many of our principal risks, such as non-compliance with sustainability-related laws and regulations or failure to retain, engage and develop a productive workforce or develop key talent. Climate change is identified specifically as a principal risk. This year, as reported on page 27, we built on our climate scenario work to ensure controls and mitigations to climate risks are embedded across the business and included within our ERMFS. We further report on this through our TCFD report available on pages 57-65 of our Annual Report.

Governance structures, such as the Board Sustainability Committee, provide oversight, ensuring that ESG risks are regularly reviewed, and mitigation plans are in place. This integrated approach allows Aston Martin to proactively manage risks while enhancing operational resilience and maintaining compliance with evolving regulation.

Responsible supply chain

We are committed to building a responsible supply chain with our partners. 2025 has seen a strong focus on transforming our existing processes and policies to promote high standards of sustainable and ethical sourcing. This transformation will continue throughout 2026.

Throughout 2025, we continued to be supporters of the 'Drive Sustainability' partnership, engaging with other automotive manufacturers on key topics such as sustainable supply chains and compliance requirements such as EUDR and EUBR and utilising their Sustainability Assessment Questionnaire ('SAQ').

In 2025, we introduced a new supplier sustainability score, to be used during our sourcing process and as part of our continuous supplier performance monitoring. This will enable us to make clearer and more informed sourcing decisions based on suppliers' sustainability credentials. Each supplier's score consists of metrics measuring their SAQ score, company emissions, as well as social or environmental risks associated with their geographic location. After trialling the SAQ with our top 100 production suppliers by spend in 2024, and reviewing the results through 2025, we are working to roll the approach out across remaining suppliers.

We aim to further develop our sourcing process to introduce stricter sustainability requirements, to help drive our Scope 3 decarbonisation efforts and ensure compliance throughout our supply chain. We have identified steps required by Procurement to work towards achieving our Racing. Green. decarbonisation targets. After the scoping LCA conducted in 2024 highlighted the significant contribution of aluminium to the total carbon footprint, we established a cross-functional working group on 'Green Aluminium', targeting high-emission commodities, with plans to expand further in 2026 to include steel and plastics. This project also aims to support our work on nature, piloting our approach on the full aluminium supply chain back to raw material source as part of the early stages of conducting a nature-related assessment. This work, in line with TNFD guidelines, will help identify where Aston Martin's most significant impacts and dependencies on nature occur within our supply chain.

Following on from communications with colleagues in 2024 setting the scene and introducing our Racing. Green. strategy, we have continued to support and upskill our Procurement team. We launched online modern slavery training in 2025. Role-focused human rights training is planned for delivery in early 2026, highlighting the key role Procurement plays in our wider sustainability strategy and the knowledge required to proactively engage with suppliers on key topics such as human rights and forced labour.

Our Responsible Procurement Policy ('RPP') continues to inform all our responsible sourcing activities, and by the end of 2025, 84% of production suppliers had an approved policy in place. The launch of our Human Rights Policy Statement in 2025 complements our RPP, setting out the due diligence approach that Aston Martin will take.

"INTEGRATING SUSTAINABILITY AND CLIMATE-RELATED RISKS INTO OUR ERMFS EMBEDS IT INTO OUR CORPORATE PROCESSES, STRENGTHENING RESILIENCE AND SUPPORTING LONG-TERM VALUE CREATION"

Justin Thornton – Director of Internal Audit and Risk

Human rights

Meeting our responsibility to respect human rights is a key aspect of the responsible business foundation of our Racing. Green. strategy. We seek to ensure that the rights of potentially affected stakeholders across our value chain go unharmed by our own, or our business and supply chain partners' operations.

As external expectations and relevant legislation increase, our colleagues are working to develop our human rights risk management systems to address the most pressing issues. We acknowledge that labour and human rights risks in the supply chain, including land rights of indigenous people, are material issues for our business, as identified in our 2024 materiality assessment. Respecting the human rights of our employees is reported in the 'Investing in people' section of this Report (see pages 36-49).

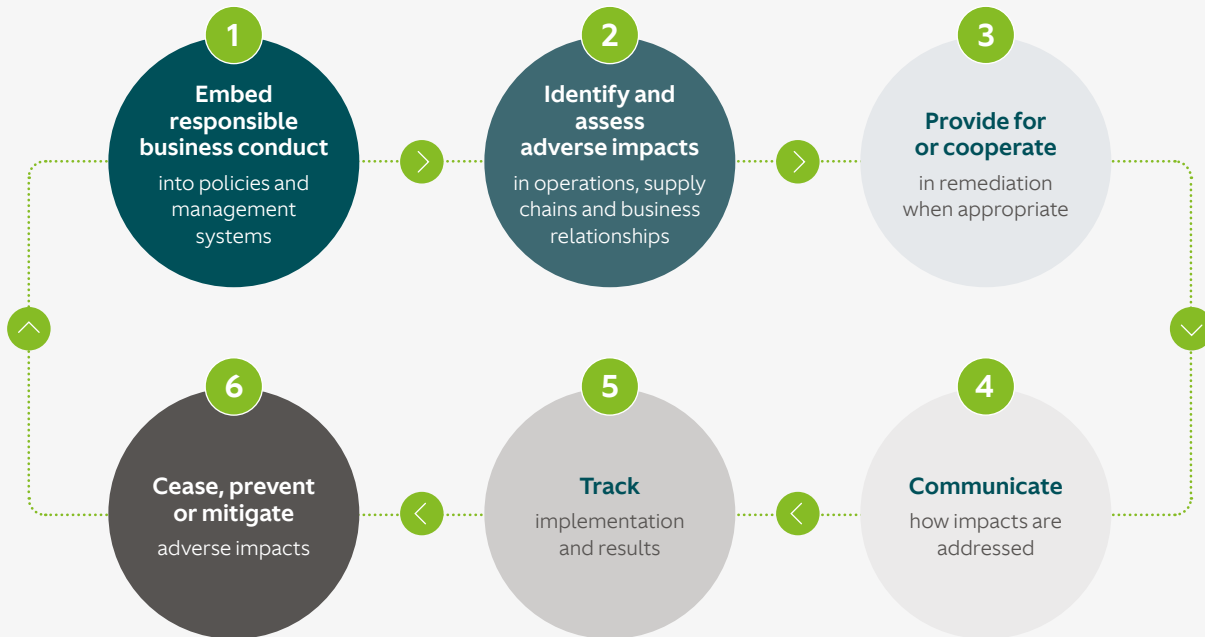
Our approach to human rights is aligned with the United Nations Guiding Principles on Business and Human Rights as well as the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, and stems from a gap assessment conducted by a specialist business and human rights consultancy in 2024. The assessment offered several recommendations, including:

- Embedding human rights into our management systems through strengthening our commitment, governance and providing more human rights focused training, including for our Executive team
- Developing our approach to managing risk in the supply chain through more systematic assessment
- Gaining a more in-depth understanding of risks associated with our partners
- Tailored training initially focused on our Procurement and Partnerships teams on engaging with suppliers and partners on the human rights risks



Human rights due diligence

Human Rights Due Diligence ('HRDD') as outlined by the OECD forms the basis of human rights management. We are focusing the development of our structures and systems to this to ensure HRDD processes are implemented effectively. The below diagram shows the core elements.



Embedding human rights

In 2025, we developed and published a comprehensive [Human Rights Policy Statement](#). The Policy Statement gives our workforce, suppliers, business partners and all other stakeholders direction on Aston Martin's approach to human rights management and expectations towards all business partners within our value chain.



Find out more about our Human Rights Policy Statement on our website at: www.astonmartin.com/corporate

In conjunction with the new Policy Statement, we strengthened our human rights governance, by updating the Terms of Reference of our Board Sustainability Committee and establishing a dedicated Human Rights Steering Group. The Group is responsible for determining the vision for human rights, developing and ensuring the implementation of the human rights strategy, in line with the commitments set out in the Policy Statement. It comprises representatives from across the business, was overseen by the Chief People Officer and is accountable to the Executive Committee and Board Sustainability Committee.

Based on the significant, and relatively higher, level of risks associated with our supply chains and partners, and as identified in our 2024 Gap Assessment, human rights training including how to identify and assess risks is being rolled out to our Procurement and Partnerships teams. The training is focused on what to look out for when visiting suppliers and how to have conversations with partners about potential human rights impacts in their value chains.

Risk management

Throughout 2025, our Procurement teams have utilised the supplier SAQ to influence sustainability and risk management strategies including human rights. To help identify risks beyond our Tier 1 suppliers, we are investigating the use of AI platforms with a view to enabling corrective actions to address the risks.

Communicating and engaging with stakeholders

We communicate publicly on our human rights work through this Report, our website and our annual Modern Slavery Statement which is available on our corporate website at www.astonmartin.com/corporate. We continue to engage with and take part in sector wide approaches to human rights through our membership of Drive Sustainability.

Our confidential reporting system 'SpeakUp', is accessible to employees, suppliers, supply chain workers and others to raise concerns, including human rights issues. It is run by an independent third-party and highlighted in our RPP and other relevant Policies and is available through the following website: www.astonmartin.ethicspoint.com. In 2025, no cases were raised through 'SpeakUp' in relation to human rights.

Performance data

RG Indicates a Racing. Green. KPI

TACKLING CLIMATE CHANGE

Total greenhouse gas emissions (tCO ₂ e)	2022	2023	2024	2025
Scope 1 GHG emissions	8,831.22	7,327.74	8,574.81	8,023.12
Scope 2 GHG emissions – location-based	6,011.58	6,289.76	7,160.25	5,777.16
Scope 2 GHG emissions – market-based	251.63	178.38	599.49	5.70
Total GHG emissions Scope 1 & 2 – location-based	14,842.80	13,617.49	15,735.06	13,800.28
Total UK Scope 1 & 2 – location-based	14,779.22	13,416.81	15,204.15	13,040.46
Total rest of world Scope 1 & 2 – location-based	182.37	260.14*	642.73*	759.82
Total GHG emissions Scope 1 & 2 – market-based	RG 9,082.85	7,506.12	9,174.30	8,028.82
Total Scope 3 GHG emissions	RG 1,089,327.33**	1,107,037.67**	1,185,473.47**	1,076,848.04
Total Scope 3 GHG emissions (excluding Use of sold products)	RG 405,364.47	487,990.74	688,681.55**	536,263.78
Scope 3 Category 1 – Purchased goods and services	334,948.24	404,538.52	591,994.16**	468,659.70
Scope 3 Category 11 – Use of sold products	683,962.86	619,046.92	496,791.92	540,584.26
Greenhouse gas emissions per unit (tCO ₂ e)	2022	2023	2024	2025
Manufactured volume (units)	6,404	6,587	6,442	5,257
Total Scope 1 emissions per unit	1.38	1.11	1.33	1.53
Total Scope 2 location-based emissions per unit	0.94	0.95	1.11	1.10
Total energy consumption within organisation (MWh)	2022	2023	2024	2025
Electricity	30,764.90	30,073.08	33,645.15	31,546.46
Natural gas	40,518.26	32,255.10	38,806.84	33,658.05
Diesel	530.81	512.86	378.35	349.57
Petrol	4,717.14	5,121.31	5,950.36*	6,279.46
LPG	371.28	367.50	381.98	374.80
Propane	–	–	0.66	13.16
Total UK energy consumption	76,313.45	67,658.44	77,079.51	69,356.79
Total rest of world energy consumption	588.95	955.57*	2,143.54*	2,864.71
Total energy consumption	76,902.39	68,329.85	78,702.04	72,221.50
Renewable electricity consumption (manufacturing operations only)	100%	100%	100%	100%

* Figures have been restated as the identification of additional rest of world emission sources exceeded our restatement policy. Only metrics exceeding this policy were updated; therefore, some aggregated values may not equal the sum of the restated sub-metrics.

** Figures have been restated.

CREATING A BETTER ENVIRONMENT

Water (m ³)	2022	2023	2024	2025
Total water consumption	66,279.99	66,004.90	51,428.79	50,387.95
Total water consumption at manufacturing sites	54,956.17	57,360.75	46,230.73	45,680.86
Water consumption (at manufacturing sites) per car	RG 8.58	8.71	7.18	8.69
Biodiversity	2022	2023	2024	2025
Biodiversity metric for Gaydon	RG 88.87	86.99	87.46	93.44
Biodiversity metric for St Athan	RG –	86.21	87.83	85.89

RG Indicates a Racing. Green. KPI

Waste (tonnes)	2022	2023	2024	2025
Total	2,830.97	2,824.62	3,478.34	2,426.95
UK Operations – non-hazardous				
Recycled	1,201.89	1,480.08	1,948.70	1,392.67
Reused	–	–	–	1.52
Recovered – waste to energy	468.14	571.62	662.89	454.82
Incineration – not recovered	0.54	4.63	1.05	3.75
Treatment	–	–	10.84	–
Landfill	–	–	–	–
UK Operations – hazardous				
Recycled	189.55	192.35	152.39	55.15
Reused	–	–	1.30	8.01
Recovered – waste to energy	504.74	465.01	428.69	369.89
Incineration – not recovered	0.85	–	–	–
Treatment	0.50	31.14	196.98	76.84
Landfill	–	–	–	–
Newport Pagnell				
Recovered or recycled	–	–	49.67	59.95
Non-landfill	–	–	25.83	–
Landfill	RG	0.09	–	–
Uncategorised	–	–	–	4.36

In 2024, we changed our reporting format for waste and therefore previous year's data does not fully align. From 2024 onwards, waste data is reported separately for Newport Pagnell and 'UK Operations', which covers all other remaining UK sites to account for the differences in Newport Pagnell's waste management provider. See methodology (page 65) for further information on waste data. In 2025, there was 4.36 tonnes of waste at Newport Pagnell that was uncategorised at time of reporting.

Waste per car (tonnes)	2022	2023	2024	2025
Waste (from manufacturing sites) per car	RG	0.35	0.39	0.42

INVESTING IN PEOPLE

Employees by gender (as at 31 December 2025)	Male	Female	% Female
Senior management team	9	0	0
Senior leadership team	68	13	16%
Other leadership	422	86	17%
Other employees	1,865	344	16%
Total	2,364	443	16%

Employees by region (as at 31 December 2025)	Male	Female	% Female
Asia Pacific	29	13	31%
EMEA	88	9	9%
UK	2,210	408	16%
Americas	37	13	26%
Total	2,364	443	16%

Average employee tenure by gender	Male	Female
Average employee tenure (years)	7.81	6.28

Average employee turnover by gender	Male	Female	Company
Average employee turnover (%)	0.09	0.15	0.10

RG Indicates a Racing. Green. KPI

Newly-hired employees		Male	Female		
Newly-hired employees		61	28		
Gender Pay Gap		2023	2024	2025	
Mean Gender Pay Gap favouring men (%)		10.3	12.0	8.8	
Median Gender Pay Gap favouring men (%)		5.2	4.8	3.4	
Women in leadership		2022	2023	2024	2025
Women in leadership roles (%)	RG	16.2	17.1	17.0	16.6
Collective bargaining			2024	2025	
Employees covered by collective bargaining agreements (%)			71.7	71.8	
Apprentices		2022	2023	2024	2025
New apprentices recruited		20	19	25	0
Apprentices completed training		43	4	0	0
Apprentices are hired periodically based on business requirement and complete a four-year programme. The fall in training completion from 2023 to 2025 is due to a recruitment pause during the Covid-19 pandemic.					
Graduates		2022	2023	2024	2025
New graduate trainees recruited		23	12	30	0
Students joined on industrial placements		13	6	14	0
Training – Aston Martin employees		2022	2023	2024	2025
Hours of training delivered		19,646	23,515	29,743	15,486
Hours of initial EV-related instructor-led training delivered		3,344	2,377	2,880	2,846
Training – Aston Martin dealerships		2022	2023	2024	2025
Dealer employees trained*		2,757	3,008	2,786	2,796
* In 2025, we updated the scope of this KPI (and rebaselined previous years) to also include e-learning as this is a growing delivery mode. See methodology (page 67) for further information.					
Health and safety		2022	2023	2024	2025
Accident Frequency Rate ('AFR') per 100 workers	RG	0.53	0.40	0.35	0.30
Lost Time Accidents ('LTAs')		9	10	13	7
Lost Time Accidents – days lost		185	292	133	21
Reporting of Injuries, Diseases and Dangerous Occurrences ('RIDDOR')		9	7	5	0

RESPONSIBLE BUSINESS

Training – Code of Conduct		2024	2025
Employees completing Code of Conduct training (%)	RG	81	90

Methodology and scope

Scope of reporting

The Aston Martin Lagonda 2025 Sustainability Report for the period 1 January 2025 to 31 December 2025 covers the activities of Aston Martin Lagonda Global Holdings plc and its subsidiaries – all of which are outlined in the Aston Martin Lagonda Global Holdings plc Annual Report, available on our website, along with this report, at www.astonmartin.com/corporate

Aston Martin Lagonda is a global business with operations in the following jurisdictions:

- ✦ China
- ✦ Germany
- ✦ Japan
- ✦ United Kingdom
- ✦ United States
- ✦ Spain

Our reporting boundaries are defined by operational control where the Company can influence resource use. Sites are only included for reporting where they have been under operational control at year-end. Unless otherwise stated, data includes all global sites. Where we have mentioned manufacturing sites, this includes Gaydon, St Athan and Wellesbourne (Units 1, 2 and 8).

Reporting standards and formats

In this Report, we set out our sustainability strategy and the initiatives taken during the 2025 calendar year. The Report was drafted by the Sustainability team at Aston Martin under the supervision of the Company's Chief Financial Officer. Aston Martin has reported the information cited in the Global Reporting Initiative ('GRI') Content Index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards (GRI: Foundation 2021).

Data quality

We believe it's important for both the business and readers of our Sustainability Report to track performance over time. If new information changes previously reported figures by 5% or more, we will restate prior years' data to ensure comparability.

Our sustainability data is subject to detailed scrutiny and analysis by relevant internal subject matter experts, as well as checks by external advisors. Selected performance data in this Report is subject to limited assurance. The Independent Limited Assurance Report is included within this Report (pages 68 and 69).

Racing. Green. targets

We have set several key targets within our Racing. Green. strategy to measure our progress against our strategy pillars. Below we set out our targets and how we measure against them.

Target: Reduce absolute Scope 1, 2 and 3 greenhouse gas emissions (excluding Use of sold products) 42% by 2030 from a 2022 base year

Near-term target to reduce Scope 1, 2 (market-based) and 3 emissions by 42% by 2030. This target excludes Category 11 Use of sold products from Scope 3.

Targets: Reduce absolute Scope 1, 2 and 3 greenhouse gas emissions 90% by 2050 from a 2022 base year

Long-term target to reduce emissions by 90% by 2050, in line with net zero. This target covers Scope 1, Scope 2 (market-based) and all of Scope 3 (including Category 11 Use of sold products).

Target: Improve biodiversity year-on-year at our main manufacturing sites (measured by the Biodiversity Index Score)

Improve the Biodiversity Index Score of our Gaydon and St Athan sites against the previous year's figure.

Target: 30% reduction in water consumption per car by 2030

Reduction in water consumed at our manufacturing sites per car built (using pass to sales figures), from a 2022 base year.

Target: Zero waste to landfill

Yearly target to avoid waste being sent to landfill. This target covers all our UK sites where we have operational control.

Target: Reduce the amount of waste per car built by 3% each year

Reduction in total waste produced at our manufacturing sites per car built, using pass to sales figures, by 3% each year, from a 2022 base year.

Target: Zero accidents in our business

Yearly target to achieve zero accidents across all of our operating sites, measured by Accident Frequency Rate per 100 employees.

Target: Aim for women in 30% of leadership positions by 2030

Target to improve diversity across leadership positions by the end of the 2030 reporting period. Leadership is defined to include the following Aston Martin reporting definitions: 'Other leadership', 'Senior leadership' and 'Senior management'.

Target: Secure accreditation as a Great Place to Work® by 2030

Secure the Great Place to Work® accreditation by achieving 65% or more in the Trust Index™ employee survey by the end of the 2030 reporting period. In 2025, the achievement date of this target was updated from 2025 to 2030.

Target: In line with international best practice on business ethics, 100% of employees to complete Aston Martin's annual Code of Conduct training

Target for all eligible employees to complete the annual Code of Conduct internal training, which is mandatory for all staff and new joiners to complete within their probation period (see page 67 for methodology and scope).

Tackling climate change

Energy use

Parameter: Energy consumption

Definition: total amount of energy consumed within all our assets. This is reported as follows:

- ✦ Energy consumption split by UK, rest of world and total
- ✦ Diesel
- ✦ Electricity
- ✦ LPG
- ✦ Natural gas
- ✦ Petrol
- ✦ Propane

Scope: we aim to collect aggregate data from all sites covering 100% of the total headcount from 1 January to 31 December 2025.

Units: megawatt hour (MWh).

Method: sum of energy data reported per site, converting to kWh (subsequently MWh) where not already reported in that unit. UK Government's DEFRA Greenhouse Gas Conversion Factors for Company Reporting (2025) fuel property values were used for conversions. Where we were not able to collect data for the full 12-month period for a site that was functional for the full 12-month period, we pro-rated the data to compensate for the missing information. We then estimate for 100% of site-based staff, by calculating an up-rated value for sites where actual data is not available. We first attempt to up-rate based on the consumption and headcount of a site in the same country or, if unavailable, Company-wide values. Headcount data is from HR as of 31 December 2025.

Source: collected directly from sites through utility bills, meter readings and a fuel card system.

GHG Emissions

Parameter: Scope 1 and 2 GHG emissions

Definition: total amount of carbon dioxide equivalent (CO₂e) emitted through the energy used within all our assets. This is reported as follows:

- ✦ Scope 1 (direct) emissions from energy used in Company-owned or controlled facilities and vehicles. This includes diesel, LPG, natural gas, petrol, propane and refrigerant gas losses.
- ✦ Scope 2 (indirect) location-based emissions from purchased electricity.
- ✦ Scope 2 (indirect) market-based emissions from purchased electricity.
- ✦ Scope 1 and Scope 2 (location-based) GHG emissions, split by UK, rest of world and total.
- ✦ Scope 1 and Scope 2 (market-based) GHG emissions.
- ✦ GHG emissions per manufactured volume (units). This is defined as the total absolute Scope 1 and 2 emissions (tonnes CO₂e) divided by the total volume of manufactured units.

Scope: we aim to collect aggregate data from all sites covering 100% of the total headcount from 1 January to 31 December 2025.

Units: tonnes of CO₂e (tCO₂e).

Method: GHG emissions are accounted for in line with GHG protocol as follows:

- ✦ Scope 1: multiplying energy and refrigerant loss data by appropriate available emission factors from DEFRA (2025). Refrigerant loss data is currently only sourced from our two largest sites, Gaydon and St Athan, UK.
- ✦ Scope 2 location-based: multiplying energy data by appropriate available emission factors from DEFRA (2025) and the International Energy Agency ('IEA') (2025).
- ✦ Scope 2 market-based: multiplying energy data by supplier-specific emission factors where renewable energy is purchased. For remaining energy, we use residual mix factors from the Association of Issuing Bodies ('AIB') European Residual Mix AIB (2024) and Green-E (2024) where available or IEA data otherwise. Any purchased renewable electricity certificates (RECs), where applicable, are included in AML's Scope 2 market-based emissions calculations.
- ✦ Pro-rated and uprated energy data was used for the GHG calculations.

Source: energy consumption collected directly from sites through utility bills, meter readings and a fuel card system.

Parameter: Scope 3 GHG emissions

As per the GHG Protocol, Scope 3 covers all indirect emissions (not included in Scope 2) that occur in the value chain of the Company, including both upstream and downstream emissions. We began by assessing the 15 categories outlined in the GHG Protocol Corporate Value Chain (Scope 3) Standard to determine which were relevant to our business. Categories 8, 10, 13, and 15 were deemed irrelevant and therefore excluded from our Scope 3 footprint, while the remaining categories were included. To calculate our Scope 3 GHG emissions, we use a combination of activity data, and financial data. We continue to work towards reducing spend-based calculations and improving the share of emissions covered by actual data.

Creating a better environment

Waste

Parameter: Total waste

Definition: total amount of waste produced in our UK operations by destination. This is reported as follows under non-hazardous and hazardous headings:

- ✦ Reuse
- ✦ Recycled
- ✦ Recovered (waste to energy)
- ✦ Incineration (not recovered)
- ✦ Treatment
- ✦ Landfill
- ✦ Newport Pagnell reports under Recovered or recycled, Landfill and Non-landfill destinations due to different waste collectors. This year we had to report a small amount of waste as uncategorised.

Scope: all UK sites for where we have operational control, from 1 January to 31 December 2025.

Units: tonnes (UK).

Method: sum of waste reported for all our sites in the UK.

Source: waste data collected by our main waste contractor provider for all UK operations, excluding Newport Pagnell. For Newport Pagnell, waste data is collected directly from waste collection invoices and consignment notes.

Water

Parameter: Water consumption

Definition: total amount of water consumed within all our assets.

Scope: we aim to collect aggregate data from all sites covering 100% of the total headcount from 1 January to 31 December 2025.

Units: cubic metres (m³).

Method: sum of water use data reported for each asset. Where data did not cover the full 12-month period for a site that was functional for this time, we pro-rated the data to compensate. Where no data on usage was available, we up-rated based on Company-wide water values and headcount of the site. Headcount data is from HR as of 31 December 2025.

Source: collected directly from sites through utility bills and meter readings.

Biodiversity

Parameter: Biodiversity metric

Definition: Biodiversity Index Score, measuring the biodiversity value of habitats out of 100.

Scope: Gaydon and St Athan UK sites.

Units: habitat units.

Method: calculating the number of biodiversity units using UK Government's DEFRA Biodiversity Metric 1.03 Ecological Baseline Condition Assessment.

Source: assessment conducted by external assessor as part of an independent Annual Monitoring Review.

Investing in people

For the purposes of this Report, unless otherwise stated, 'employees' refer to all workers who are employed by and directly paid by Aston Martin Lagonda, regardless of location.

Parameter: Employees by gender

Definition: number of employees recorded by management level and gender (female and male), as well as percentage of female employees as at 31 December 2025. Management level is split by 'Senior management team', 'Senior leadership', 'Other leadership' and 'Other employees'. Senior management team refers to our Executive Committee Members ('Chiefs'). Senior leadership team refers to our 'Director and SP3' population, which sits below the Senior management population. Other leadership includes employees in a managerial position that sit below Directors, such as Senior managers and Managers. Other employees refer to all other grades of the organisation excluding Chiefs and Directors, Senior Managers, and Managers – this includes SP2 and SP1 Experts, grades 4–9 and technician grades A–C, Graduates, Industrial Placements and Apprentices.

Scope: all employees in Aston Martin Lagonda on 31 December 2025.

Units: number of employees, percentage (%).

Method: sum of female employees by management level (same applies for male). Sum of female employees by management level as a percentage of the total employee number in that management level.

Source: extracted from the Company's HR system.

Parameter: Employees by region

Definition: number of employees recorded by region and gender as a number, as well as a percentage of female employees as at 31 December 2025. Region refers to employee's working location and are reported as follows: Asia Pacific, EMEA, UK and Americas.

Scope: all employees in Aston Martin Lagonda on 31 December 2025.

Units: number of employees, percentage (%).

Method: sum of female employees in each region (same applies for males). Sum of female employees by region as a percentage of the total employee number in that region.

Source: extracted from the Company's HR system.

Parameter: Average employee tenure by gender

Definition: average years of service for employees as at 31 December 2025, recorded by gender.

Scope: all employees in Aston Martin Lagonda on 31 December 2025.

Units: years.

Method: sum of years of service for all employees divided by total number of employees. Sum of all female employees divided by total number of female employees (same applies for males).

Source: extracted from the Company's HR system.

Parameter: Average employee turnover by gender

Definition: percentage of employees who have left the Company (voluntarily and involuntarily).

Scope: all employees in Aston Martin Lagonda in the year from 1 January to 31 December 2025.

Units: percentage (%).

Method: sum of employees who have left the Company divided by the total employee number. Sum of female employees who have left the Company divided by the total female employee number (same applies for males).

Source: extracted from the Company's HR system.

Parameter: Newly-hired employees

Definition: total number of employees hired in the Company.

Scope: all employees in Aston Martin Lagonda in the year from 1 January to 31 December 2025.

Units: number of employees.

Method: sum of employees who were hired in the year.

Source: extracted from the Company's HR system.

Gender pay gap**Parameter: Gender pay gap favouring men**

Definition: gender pay gap in hourly pay as a percentage of men's pay at the snapshot date of 5 April 2025, reported as mean and median pay gap. The mean pay gap shows the difference between the average hourly pay of men and women in UK-based roles at Aston Martin. The median pay gap shows the difference in hourly pay between the 'middle' man and the 'middle' woman, if all employees in the UK were ranked in order of their pay.

Scope: UK permanent employees only as per regulatory requirements on 5 April 2025.

Units: percentage (%).

Method: mean hourly pay gap is calculated by adding up the hourly pay of all full-pay relevant male and female employees and dividing by the total number of males and females respectively. The median hourly pay gap is calculated by identifying the middle hourly pay value for all full-pay relevant male and female employees. In both cases, the gap is calculated as the percentage difference between the two numbers.

Source: extracted from the Company's HR system.

Collective bargaining**Parameter: Employees covered by collective bargaining agreements**

Definition: percentage of employees covered by collective bargaining agreements.

Scope: all employees in Aston Martin Lagonda in the year 1 January to 31 December 2025.

Units: percentage (%).

Method: sum of employees covered by collective bargaining agreement as a percentage of the total employee number.

Source: extracted from the Company's HR system.

Apprentices**Parameter: New apprentices recruited**

Definition: total number of apprentices who have been recruited. Apprentice refers to anyone on a four-year fixed term contract who spends 20% off the job working towards an academic qualification.

Scope: all employees in an apprentice position in Aston Martin Lagonda from 1 January to 31 December 2025.

Units: number of employees.

Method: sum of apprentices who were recruited in the year.

Source: extracted from the Company's HR system.

Parameter: Apprentices completed training

Definition: total number of apprentices completing the requirements of their apprenticeship agreement and receiving a relevant qualification award from the associated training provider.

Scope: all employees in an apprentice position in Aston Martin Lagonda in the year from 1 January to 31 December 2025.

Units: number of employees.

Method: sum of apprentices who completed training in the year.

Source: collected from internal systems, managed by Aston Martin HR and the Company's HR system.

Graduates**Parameter: New graduate trainees recruited**

Definition: total number of graduates who have been recruited. Graduate refers to anyone on a two-year programme with rotations across business functions.

Scope: all employees in a graduate position in Aston Martin Lagonda in the year from 1 January to 31 December 2025.

Units: number of employees.

Method: sum of graduates who were recruited in the year.

Source: extracted from the Company's HR system.

Parameter: Students joined on industrial placements

Definition: total number of students on industrial placement who have been recruited. Industrial placements refer to students completing the university industrial placement scheme.

Scope: all employees in an industrial placement position in Aston Martin Lagonda.

Units: number of employees.

Method: sum of industrial placements who were recruited in the year from 1 January to 31 December 2025.

Source: extracted from the Company's HR system.

Training

Parameter: Hours of training delivered

Definition: total number of hours spent on training by employees.

Scope: all training completed by employees on Aston Martin's learning management system, in the year from 1 January to 31 December 2025.

Units: number of hours.

Method: sum of hours spent on training.

Source: extracted from the Company's learning management system.

Parameter: Hours of EV-related instructor-led training delivered

Definition: total number of hours on IMI Level 2 and 3 instructor-led training in EV Safety delivered to eligible employees.

Scope: all instructor-led training delivered to eligible employees for IMI Level 2 and 3 in the year from 1 January to 31 December 2025.

Units: number of hours (rounded to the nearest hour).

Method: sum of hours of training delivered.

Source: managed by Aston Martin Training team and extracted from the Company's learning management system.

Parameter: Dealer employees trained

Definition: total number of dealer employees registered in the training academy who completed classroom courses. Classroom courses include face to face, virtual/online and e-learning.

Scope: all dealer employees who had access to and were registered in the training academy in the year from 1 January and 31 December 2025.

Units: number of dealer employees.

Method: sum of dealer employees completing training in classroom courses.

Source: extracted from internal systems, managed by Aston Martin Global Dealer Training.

Health and safety

Parameter: Accident Frequency Rate ('AFR')

Definition: total number of recordable injuries (any injury resulting in medical treatment beyond first aid, lost time, or restricted work duties for GRI 403 standard), sustained by full-time equivalent ('FTE') per 200,000 hours worked (equivalent to 100 employees).

Scope: recordable injuries as per GRI 403 for all UK-based FTEs in the year 1 January to 31 December 2025.

Units: accidents per 100 workers.

Method: sum of recordable injuries divided by sum of worked hours (including overtime) based on monthly FTE headcount multiplied by number of working days in month, multiplied by contracted working hours, adjusting for paid time off.

Source: data extracted from internal systems managed by Aston Martin Health and Safety and from the Company's HR system.

Parameter: Lost Time Accidents ('LTAs')

Definition: total number of workplace accidents that resulted in a worker being unable to perform their duties for at least one full day after the day of the incident. Lost days refer to the total number of workdays that are lost because of the worker injury or illness.

Scope: all accidents which result in LTAs for all UK-based FTEs in the year 1 January to 31 December 2025.

Units: number of LTAs and days lost.

Method: sum of accidents that result in LTA and sum of lost days due to LTAs.

Source: collected from internal systems managed by Aston Martin Health and Safety and the Company's HR system.

Parameter: Reporting of Injuries, Diseases and Dangerous Occurrences ('RIDDOR')

Definition: total number of incidents which meet the UK RIDDOR reporting standard.

Scope: all RIDDOR incidents for all UK-based FTEs in the year 1 January to 31 December 2025.

Units: number of reported incidents under RIDDOR.

Method: sum of RIDDOR incidents.

Source: collected from internal systems managed by Aston Martin Health and Safety and the Company's HR system.

Responsible business

Training – Code of Conduct

Parameter: Employees completing Code of Conduct training

Definition: percentage of eligible employees completing the Code of Conduct training. The mandatory training is rolled out annually via a training campaign and to any new joiners to complete within their probation period. The 2025 training campaign ran from 27 October 2025 to 30 January 2026.

Scope: all eligible employees who are setup on the learning management system, excluding employees who are within their probation period when the reporting period ends and employees on long-term absence over the reporting period.

Units: percentage (%).

Method: sum of employees completing training divided by total number of in scope employees at the end of the 2025 campaign period.

Source: extracted from the Company's learning management system and from the Company's HR system.

Independent Limited Assurance Report

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by Aston Martin Lagonda Ltd ("Aston Martin") to provide limited assurance in relation to the Selected Information set out below and presented in the Aston Martin Sustainability Report 2025 (the "Report").

Engagement summary

Scope of our assurance engagement

Whether the following Selected Information for 2025 is fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

Selected Information

Greenhouse Gas emissions (GHG)

- ✘ Total Scope 1 GHG emissions (tCO₂e)
- ✘ Total Scope 2 GHG emissions – location based (tCO₂e)
- ✘ Total Scope 2 GHG emissions – market based (tCO₂e)
- ✘ Total UK Scope 1 and Scope 2 GHG emissions (location-based) (tCO₂e)
- ✘ Total Rest of World Scope 1 and Scope 2 GHG emissions (location-based) (tCO₂e)
- ✘ Total Scope 1 GHG emissions per unit (tCO₂e/manufactured volume)
- ✘ Total Scope 2 GHG emissions (location-based) per unit (tCO₂e/manufactured volume)
- ✘ Total Scope 3 Category 1 – Purchased Goods and Services GHG emissions (tCO₂e)
- ✘ Total Scope 3 Category 11 – Use of Sold Product GHG emissions (tCO₂e)

Energy Consumption

- ✘ Total UK energy consumption (MWh)
- ✘ Total Rest of World energy consumption (MWh)
- ✘ Renewable Electricity consumption (manufacturing operations only) (%)

Water

- ✘ Total water consumption (m³)
- ✘ Water consumption per unit (manufacturing operations only) (m³/manufactured volume)

Waste

- ✘ Total Waste (including and excluding Newport Pagnell) (tonnes)
- ✘ Total Non-Hazardous waste: re-used, recycled, recovered (waste to energy), incineration (not recovered) and landfill (tonnes)
- ✘ Total Hazardous waste (tonnes)
- ✘ Total Hazardous waste: recovered (waste to energy), incineration (not recovered), treated and recycled (tonnes)
- ✘ Waste per unit (manufacturing operations only) (tonnes/manufactured volume)

Safety

- ✘ Accident frequency rate per 200,00 hours (equivalent to 100 employees) (rate)
- ✘ RIDDORs (number)

Employees

- ✘ Employee Gender by role: Senior Management team, Senior Leadership team, Other leadership, other employees and Total (number male)/(number female)/(% female)
- ✘ APAC Employee Gender by role: Total employees (number male)/(number female)/(% female)
- ✘ EMEA Employee Gender by role: Total employees (number male)/(number female)/(% female)
- ✘ UK Employee Gender by role: Total employees (number male)/(number female)/(% female)
- ✘ Americas Employee Gender by role: Total employees (number male)/(number female)/(% female)
- ✘ Average employee tenure by gender (years male)/(years female)
- ✘ Average employee turnover by gender (% male)/(% female)
- ✘ Newly hired employees (number)
- ✘ Hours of training delivered (number)
- ✘ Employees completed code of conduct training (%)

Engagement summary (continued)

Reporting period	1 January 2025 – 31 December 2025
Reporting criteria	<ul style="list-style-type: none"> ▫ The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions ▫ The GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions ▫ The GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) for Scope 3 GHG emissions ▫ Aston Martin's Basis of Reporting (detailed on pages 63-68 of the Report)
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>Aston Martin is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.</p> <p>ERM CVS' responsibility is to provide a conclusion to Aston Martin on the agreed assurance scope based on our engagement terms with Aston Martin the assurance activities performed and exercising our professional judgement.</p>

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Obtaining an understanding of the procedures performed by the third party consultants;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our independence, integrity and quality control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Aston Martin in any respect.



24 February 2026
London, United Kingdom

ERM Certification and Verification Services Limited
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GRI content index

GRI Standard	Disclosure	Page or Direct Answer
GRI 2: General Disclosures		
2-1	Organisational details	Pages 2, 3 and 63
2-2	Entities included in the organisation's sustainability reporting	Page 63
2-3	Reporting period, frequency and contact point	Pages 0 and 63
2-4	Restatements of information	Pages 60, 61 and 62
2-5	External assurance	Pages 68 and 69
2-6	Activities, value chain and other business relationships	Pages 2, 3, 16 and 17
2-7	Employees	Pages 61 and 62
2-8	Workers who are not employees	Data not available
2-9	Governance structure and composition	Refer to pages 84-91 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-10	Nomination and selection of the highest governance body	Refer to page 92 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-11	Chair of the highest governance body	Refer to pages 86 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 19 and 21
2-13	Delegation of responsibility for managing impacts	Pages 19 and 21
2-14	Role of the highest governance body in sustainability reporting	Page 63
2-15	Conflicts of interest	Refer to page 106 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-16	Communication of critical concerns	Refer to page 119 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-17	Collective knowledge of the highest governance body	Refer to pages 86-89 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-18	Evaluation of the performance of the highest governance body	Refer to page 110 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-19	Remuneration policies	Refer to pages 122-150 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-20	Process to determine remuneration	Refer to pages 122-150 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-21	Annual total compensation ratio	Refer to page 145 of the Aston Martin Lagonda Annual Report and Accounts 2025
2-22	Statement on sustainable development strategy	Pages 7 and 8
2-23	Policy commitments	Page 51 and 52
2-24	Embedding policy commitments	Pages 51, 52 and 57
2-25	Processes to remediate negative impacts	Page 57
2-26	Mechanisms for seeking advice and raising concerns	Page 52
2-27	Compliance with laws and regulations	See Stakeholder Engagement Report
2-28	Membership associations	See Stakeholder Engagement Report
2-29	Approach to stakeholder engagement	See Stakeholder Engagement Report
2-30	Collective bargaining agreements	Page 39
3-1	Process to determine material topics	Page 14 and Materiality Assessment Report
3-2	List of material topics	Page 15 and Materiality Assessment Report

GRI Standard	Disclosure	Page or Direct Answer
GRI 201: Economic Performance 2016		
3-3	Management of material topics	Overseen by the Executive Committee
201-1	Direct economic value generated and distributed	For revenues, operating costs and employee wages, refer to pages 184 and 187 of the Aston Martin Lagonda Annual Report and Accounts 2025; for employee benefits see pages 38 and 39
201-2	Financial implications and other risks and opportunities due to climate change	See our TCFD report on pages 57-65 of the Aston Martin Lagonda Annual Reports and Accounts 2025
201-3	Defined benefit plan obligations and other retirement plans	Refer to pages 181 and 213-217 of the Aston Martin Lagonda Annual Reports and Accounts 2025
201-4	Financial assistance received from government	None received
GRI 202: Market Presence 2016		
3-3	Management of material topics	Not identified as a material topic
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Data not available
202-2	Proportion of senior management hired from the local community	Data not available
GRI 203: Indirect Economic Impacts 2016		
3-3	Management of material topics	Not identified as a material topic
203-1	Infrastructure investments and services supported	Data not available
203-2	Significant indirect economic impacts	Data not available
GRI 204: Procurement Practices 2016		
3-3	Management of material topics	Refer to the Aston Martin Responsible Procurement Policy
204-1	Proportion of spending on local suppliers	Data not available
GRI 205: Anti-corruption 2016		
3-3	Management of material topics	Page 52
205-1	Operations assessed for risks related to corruption	Page 52
205-2	Communication and training about anti-corruption policies and procedures	Page 52
205-3	Confirmed incidents of corruption and actions taken	No incidents or action taken
GRI 206: Anti-competitive Behaviour 2016		
3-3	Management of material topics	Not identified as a material topic
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Not identified as a material topic
GRI 207: Tax 2019		
3-3	Management of material topics	Refer to our Tax Strategy found in the Corporate Governance section of our website
207-1	Approach to tax	Refer to our Tax Strategy found in the Corporate Governance section of our website
207-2	Tax governance, control, and risk management	Refer to our Tax Strategy found in the Corporate Governance section of our website
207-3	Stakeholder engagement and management of concerns related to tax	Refer to our Tax Strategy found in the Corporate Governance section of our website
207-4	Country-by-country reporting	Data not available
GRI 301: Materials 2016		
3-3	Management of material topics	Pages 29 and 30
301-1	Materials used by weight or volume	Pages 30 and 31
301-2	Recycled input materials used	Data not available
301-3	Reclaimed products and their packaging materials	Data not available
GRI 302: Energy		
3-3	Management of material topics	Pages 24 and 25
302-1	Energy consumption within the organisation	Page 60
302-2	Energy consumption outside of the organisation	Data not available
302-3	Energy intensity	Page 60
302-4	Reduction of energy consumption	Pages 24 and 25
302-5	Reductions in energy requirements of products and services	Pages 26 and 27

GRI Standard	Disclosure	Page or Direct Answer
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	Page 33
303-1	Interactions with water as a shared resource	Page 33
303-2	Management of water discharge-related impacts	Page 33
303-3	Water withdrawal	Page 33
303-4	Water discharge	Page 33
303-5	Water consumption	Pages 33 and 60
GRI 301: Biodiversity 2024		
101-2	Management of biodiversity impacts	Page 34
101-4	Identification of biodiversity impacts	Page 35
GRI 305: Emissions 2016		
3-3	Management of material topics	Pages 22-28
305-1	Direct (Scope 1) GHG emissions	Page 60
305-2	Energy indirect (Scope 2) GHG emissions	Pages 60
305-3	Other indirect (Scope 3) GHG emissions	Page 60
305-4	GHG emissions intensity	Page 60
305-5	Reduction of GHG emissions	Pages 23-26
305-6	Emissions of ozone-depleting substances (ODS)	Data not available
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Data not available
GRI 306: Waste 2020		
3-3	Management of material topics	Page 32
306-1	Waste generation and significant waste-related impacts	Page 32
306-2	Management of significant waste-related impacts	Page 32
306-3	Waste generated	Page 61
306-4	Waste diverted from disposal	Page 61
306-5	Waste directed to disposal	Page 61
GRI 307: Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	The Company has not paid significant fines or penalties related to the environment or ecology over the past four years
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	Page 57
308-1	New suppliers that were screened using environmental criteria	Page 57
308-2	Negative environmental impacts in the supply chain and actions taken	Page 57
GRI 401: Employment 2016		
3-3	Management of material topics	Pages 37-39
401-1	New employee hires and employee turnover	Page 62
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 38
401-3	Parental leave	Page 39
GRI 402: Labour/Management Relations 2016		
3-3	Management of material topics	Pages 37-39
402-1	Minimum notice periods regarding operational changes	Page 39

GRI Standard	Disclosure	Page or Direct Answer
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	Pages 37 and 38
403-1	Occupational health and safety management system	Pages 37 and 38
403-2	Hazard identification, risk assessment, and incident investigation	Pages 37 and 38
403-3	Occupational health services	Pages 37 and 38
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 37 and 38
403-5	Worker training on occupational health and safety	Pages 37 and 38
403-6	Promotion of worker health	Pages 37 and 38
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 37 and 38
403-8	Workers covered by an occupational health and safety management system	Data not available
403-9	Work-related injuries	Page 62
403-10	Work-related ill health	Data not available
GRI 404: Training and Education 2016		
3-3	Management of material topics	Page 45 and 46
404-1	Average hours of training per year per employee	Page 62
404-2	Programmes for upgrading employee skills and transition assistance programmes	Pages 45 and 46
404-3	Percentage of employees receiving regular performance and career development reviews	100%
GRI 405: Diversity and equal opportunity		
3-3	Management of material topics	Pages 40-42
405-1	Diversity of governance bodies and employees	Refer to pages 85, 104, 107 and 108 of the Aston Martin Lagonda Annual Report and Accounts 2025
405-2	Ratio of basic salary and remuneration of women to men	Page 62
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	Pages 40-42. Also refer to Our Code of Conduct
406-1	Incidents of discrimination and corrective actions taken	7 discrimination reports were made through the Confidential Reporting system in 2025
GRI 407: Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	Page 39
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No risks reported
GRI 408: Child Labour 2016		
3-3	Management of material topics	Refer to our Human Rights Policy Statement
408-1	Operations and suppliers at significant risk for incidents of child labour	Data not available
GRI 409: Forced or Compulsory Labour 2016		
3-3	Management of material topics	Page 57
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Data not available
GRI 410: Security Practices 2016		
3-3	Management of material topics	Not identified as a material topic
410-1	Security personnel trained in human rights policies or procedures	Not identified as a material topic

GRI Standard	Disclosure	Page or Direct Answer
GRI 411: Rights of Indigenous Peoples 2016		
3-3	Management of material topics	Page 58
411-1	Incidents of violations involving rights of indigenous peoples	No instances reported
GRI 413: Local Communities 2016		
3-3	Management of material topics	Not identified as a material topic
413-1	Operations with local community engagement, impact assessments, and development programs	Not identified as a material topic
413-2	Operations with significant actual and potential negative impacts on local communities	Not identified as a material topic
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	Page 59
414-1	New suppliers that were screened using social criteria	Page 57 and 59
414-2	Negative social impacts in the supply chain and actions taken	No risks reported to the organisation
GRI 415: Public Policy 2016		
3-3	Management of material topics	Not identified as a material topic
415-1	Political contributions	Refer to page 157 of the Aston Martin Lagonda Annual Report and Accounts 2024
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	Pages 53 and 55
416-1	Assessment of the health and safety impacts of product and service categories	Pages 53-55
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No instances reported
GRI 417: Marketing and Labelling 2016		
3-3	Management of material topics	Not identified as a material topic
417-1	Requirements for product and service information and labelling	Not identified as a material topic
417-2	Incidents of non-compliance concerning product and service information and labelling	Not identified as a material topic
417-3	Incidents of non-compliance concerning marketing communications	Not identified as a material topic
GRI 418: Customer Privacy 2016		
3-3	Management of material topics	Page 56
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No instances reported

Glossary

ADAS

Advanced Driver Assistance Systems, technologies that assist drivers with the safe operation of a vehicle

AFR

Accident Frequency Rate

BEV

Battery electric vehicle

Carbon Dioxide emissions equivalent, CO₂e

The universal unit of measurement used to indicate the global warming potential of GHGs, expressed in the terms of the 100-year global warming potential of one metric tonne of carbon dioxide. CO₂e is calculated using the mass of the given GHG multiplied by its global warming potential

Carbon neutral

Carbon neutrality is achieved when a company's activities result in no net increase in global GHG emissions over a specific period, often by offsetting emissions through carbon credit purchases

CDP

Previously known as the 'Carbon Disclosure Project', a global non-profit that runs an independent disclosure system

Company

Aston Martin Lagonda Global Holdings plc

Core

The Company's models in ongoing production excluding Specials. These currently comprise of sports cars, GTs and SUVs

EDI

Equity, diversity and inclusion

ESG

Environmental, social and governance

ERMFS

Enterprise Risk Management Framework and System

GHG

Greenhouse gases

GPG

Gender pay gap

GPTW

Great Place To Work® certification recognises employers via a two-step process including a staff survey and workplace questionnaire

GRI

Global Reporting Initiative

ICE

Internal combustion engine

IMDS

International Material Data System, the automotive industry's material data system

ISO 14001: 2015

An international standard for Environmental Management Systems ('EMS')

ISO 45000: 2018

An international standard for Occupational Health and Safety Management Systems

ISO 50001: 2018

An international standard for Energy Management Systems

Just Transition

The process of shifting from a high-carbon economy to a sustainable, green economy in a fair, equitable and inclusive manner

KPIs

Key performance indicators

LCA

Life cycle assessment

LPG

Liquefied petroleum gas

LTA

Lost Time Accidents

Materiality assessment

A tool for identifying environmental, social and governance priorities. It helps businesses direct sustainability efforts towards areas with the most significant impact and opportunity and supports reporting processes

MW

Megawatt

MWh

Megawatt hour

Net positive biodiversity

Impacts on biodiversity caused by a project are outweighed by the actions taken to avoid and reduce such impacts, rehabilitate affected species/landscapes and any residual impacts offset

Net zero

Achieved when a company reduces its value chain GHG emissions to near-zero (defined as at least 90% reduction) in line with the goal of limiting global temperature rise to 1.5°C and permanently neutralises any residual emissions at the net zero target year

OEM

Original equipment manufacturer

IOSH

Institute of Occupational Safety and Health

Pass to sales

Measure of production volume, the number of vehicles completed and passed to the Sales team for distribution

PHEV

Plug-in hybrid electric vehicle

PV

Photovoltaics, an electric power system designed to supply usable solar power

R&D

Research and development

RIDDOR

Reporting of Injuries, Diseases and Dangerous Occurrences

SBTi

Science Based Targets initiative

SDGs (Sustainable Development Goals)

The United Nations' 17 Sustainable Development Goals (SDGs) seek to address the world's biggest challenges including water, energy, transport and climate

STEM

Science, Technology, Engineering and Mathematics

SUV

Sports Utility Vehicle

TCFD

Taskforce on Climate-related Financial Disclosures

TNFD

Taskforce on Nature-related Financial Disclosures

UNGC

United Nations Global Compact, a global sustainability initiative to accelerate and scale the global collective impact of business

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By Appointment to
His Majesty The King
Motor Car Manufacturer
Aston Martin Lagonda Global Holdings plc
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