

# ASTON MARTIN LAGONDA



2020 SUSTAINABILITY REPORT



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\* Aston Martin Lagonda Global Holdings plc. References to "Company", "Group", "we", "us", "our", "Aston Martin" and other similar terms are to Aston Martin Lagonda Global Holdings plc and its direct and indirect subsidiaries.

## KEY FACTS

2,300<sup>+</sup>

EMPLOYEES  
AROUND THE  
WORLD\*

\* permanent employees only

94.4%

BSC HEALTH AND SAFETY AUDIT SCORE

9<sup>TH</sup>

CONSECUTIVE  
SWORD OF  
HONOUR

Awarded by British  
Safety Council

>95%

OF ALL ASTON  
MARTIN VEHICLES  
EVER MADE ARE  
STILL ON THE  
ROAD TODAY

100%

OF ALL WASTE  
PRODUCED WAS  
DIVERTED FROM  
LANDFILL

167

GLOBAL  
LOCATIONS  
ACROSS 54  
COUNTRIES

### KEY FINANCIAL FIGURES £M

TOTAL REVENUES



£611.8m

CAPITAL/R&D  
EXPENDITURE



£261m

ELECTRICITY CONSUMPTION  
DECREASED BY

5.5% ▼

GAS CONSUMPTION  
INCREASED\* BY

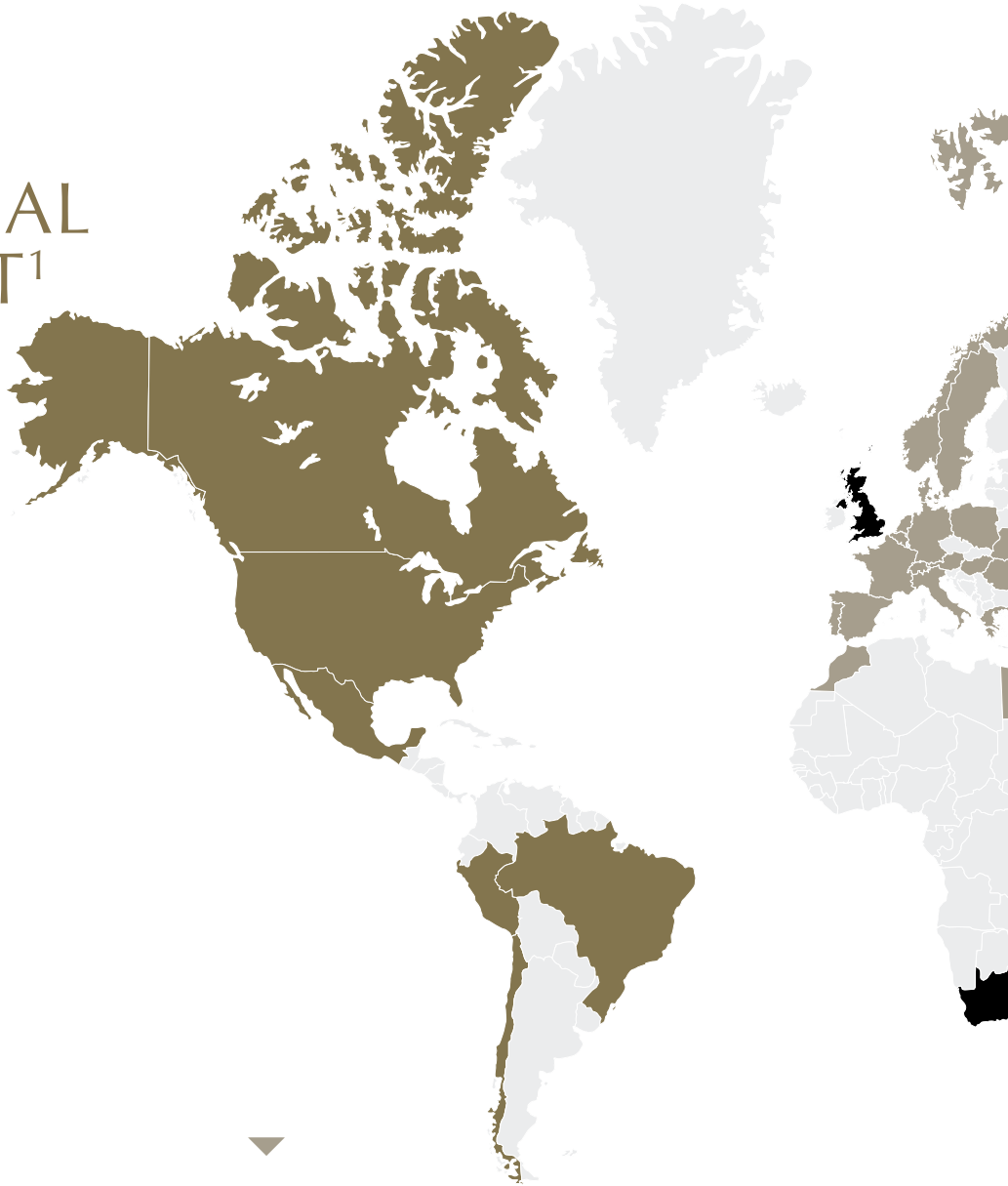
2.7% ▲

WATER CONSUMPTION  
DECREASED BY

41.8% ▼

NOTE: these figures are based on a year where COVID-19 significantly affected operations

# OUR GLOBAL FOOTPRINT<sup>1</sup>



167 DEALERS  
ACROSS 54 COUNTRIES  
(2019: 168 dealers in 54 countries).



## ASIA PACIFIC

NUMBER OF DEALERS: 50 (2019: 45)  
WHOLESALE VOLUMES<sup>2</sup>: 787  
DECREASE ON 2019: 40%

- 7 new dealer appointments throughout 2020, Sendai in Japan, Phnom Penh in Cambodia and Kunming, Foshan, Shanghai, Shenzhen and Xi'an in China.
- Rationalisation of the network in India and China, to improve dealer profitability and viability.
- Ongoing development of the network planned for 2021, including the relocation and redevelopment of existing facilities and rationalisation of a number of locations.

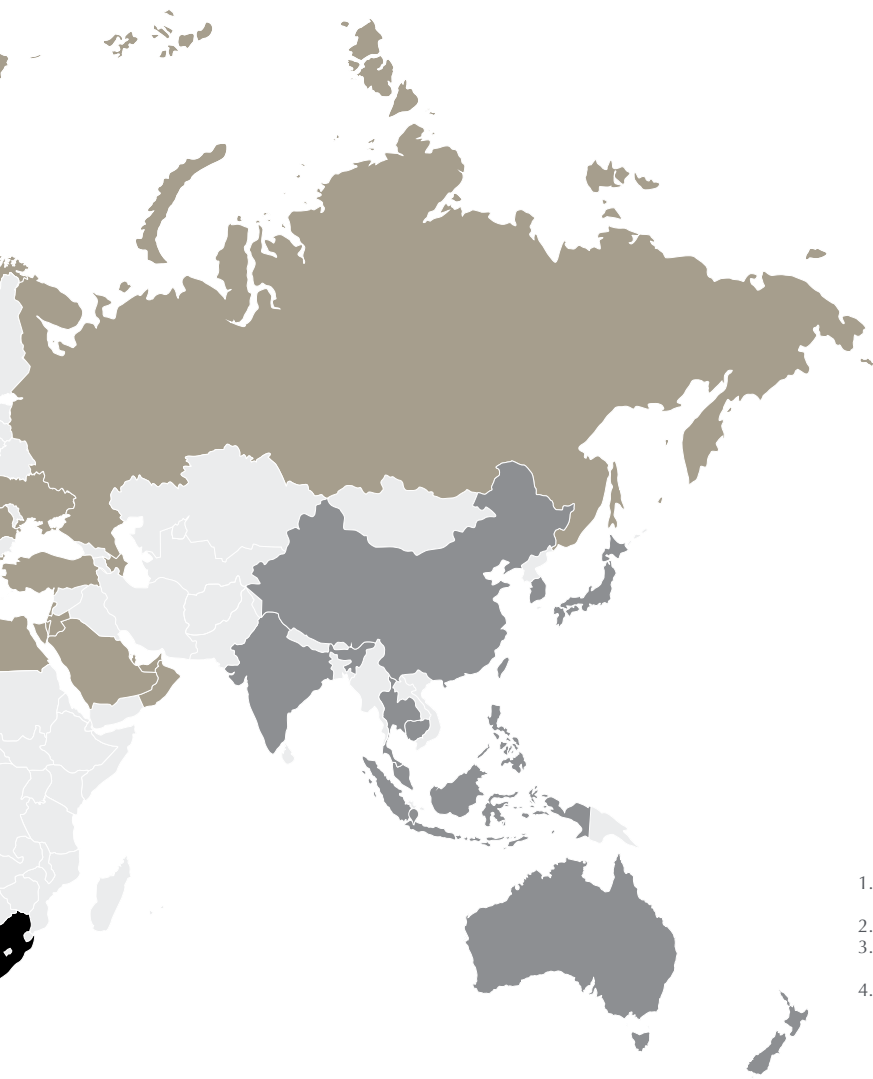


## EMEA<sup>3</sup>

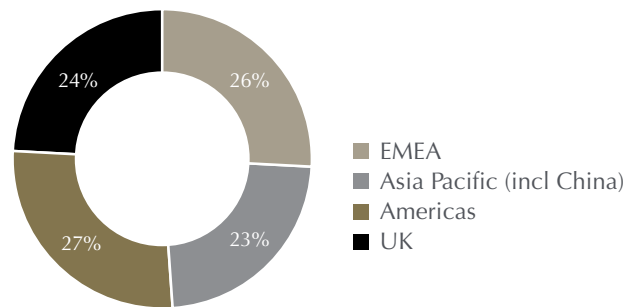
NUMBER OF DEALERS: 52 (2019: 56)  
WHOLESALE VOLUMES<sup>2</sup>: 865  
DECREASE ON 2019: 20%

- New dealer appointment in Casablanca, Morocco.
- Network rationalisation took place in Europe in 2020 to improve dealer performance and viability.
- A number of new dealer appointments are planned throughout Europe in 2021, including the introduction of new groups into the franchise.





WHOLESALE VOLUMES  
BREAKDOWN BY REGION



1. Global footprint represents dealer summary as at 31 December 2020
2. Wholesale volumes include core and special models
3. EMEA includes Europe, Middle East and Africa (excluding the UK and South Africa)
4. UK includes South Africa

## UK<sup>4</sup>

NUMBER OF DEALERS: 22 (2019: 22)  
 WHOLESAL VOLUMES<sup>2</sup>: 820  
 DECREASE ON 2019: 43%

- Change of dealer partner in Edinburgh.
- No planned changes to the UK dealer footprint in 2021.
- Ongoing development of the network is planned, in alignment with regional strategy to enhance the customer experience and optimise dealer profitability and viability.



## AMERICAS

NUMBER OF DEALERS: 43 (2019: 45)  
 WHOLESAL VOLUMES<sup>2</sup>: 923  
 DECREASE ON 2019: 55%

- Change of dealer partner in three locations, St. Louis, Dallas and Boston, to support growth in the US market.
- New dealer appointment planned in Brazil in 2021.
- Projects in 2021 will deliver further digital integration with the network, focused on the improvement of lead management opportunities.



# CREATING A SUSTAINABLE LUXURY BUSINESS



**TOBIAS MOERS**  
CHIEF EXECUTIVE OFFICER

THE IMPORTANCE OF SUSTAINABILITY (ESG) TO BUSINESS HAS INCREASED SIGNIFICANTLY OVER THE PAST FEW YEARS AND AT ASTON MARTIN IT IS NO DIFFERENT AS WE STRIVE TO BE A SUSTAINABLE LUXURY BUSINESS. THIS IS UNDERPINNED BY OUR COMMITMENT TO RESPONSIBLE AND SUSTAINABLE ECONOMIC GROWTH.

As a signatory of the UN Global Compact, the group is committed to doing business in an ethical and transparent manner, overseen by good corporate governance. This commitment resulted in the business developing its first integrated Corporate Responsibility Strategy in 2016 based on the United Nations Sustainable Development Goals (SDGs). The strategy has evolved and developed over time, but its mission remains the same, to deliver stakeholder value through ethical and sustainable excellence, creating a long-term competitive advantage.

We set global sustainability priorities, which are enacted at a local level and incorporated into objectives and programmes for diversity and inclusion, business conduct, safety, and the environment. These are implemented by our ESG Steering Committee, which reports directly to the Executive Committee.

Ensuring we have the correct corporate governance procedures has been integral to rolling out this strategy across the business and ensuring we meet the needs of our various stakeholders both internally and externally.

The past year has been immensely challenging for us all as the world grapples with the COVID-19 pandemic and Aston Martin hasn't been immune. The safety of our staff has been front of mind during this period, both those working from home and those working on site. In April we established a detailed set of COVID secure guidelines to ensure we could operate effectively whilst maintaining staff safety. With the support of our dedicated staff we were one of the first car factories to restart operations in early May at our St Athan facility and featured as a UK Government case study on how to operate in a COVID Secure way.

Despite these challenges we have continued on our sustainability journey, strengthening our processes and procedures as we strive to deliver improvements towards achieving carbon neutrality in our operations.

I firmly believe that the actions we are taking through our commitment to Sustainability will drive long-term stakeholder value and ensure Aston Martin develops into a Sustainable Luxury Business.

**TOBIAS MOERS**  
CHIEF EXECUTIVE OFFICER

# STAKEHOLDER ENGAGEMENT

## STAKEHOLDER ENGAGEMENT

As a global business Aston Martin is committed to its environment, giving specific attention to the needs and concerns of the communities in which we operate. We regularly conduct a materiality assessment to ensure our analysis of the relevant sustainability topics for our business and our various stakeholders remains current. This approach ensures a clear focus on the changes in sustainability context developments, changes in our own priorities and that of our stakeholders.

This Sustainability Report is addressed to all stakeholders involved in our activities, as shown on pages 6-7.

## STAKEHOLDER DIALOGUE

We believe that stakeholder engagement is a key element of developing a sustainable business and this activity is undertaken across our business at different levels of the organisation. Over the course of the past year much of our stakeholder engagement has been impacted and driven by COVID-19 impacts as well as the significant steps the Company was taking to strengthen our leadership and capital structure.

Information on our key stakeholders, their priorities and how we engaged with them during the year, is provided in the table on the following page and throughout this Report. Regular updates were provided to the Board on these engagement activities with more information set out on page 49 of the 2020 Annual Report.

As our brand is built on craftsmanship, quality and attention to detail, our employees are integral to this and therefore they remain one of our most important stakeholders. We have a strong relationship with our suppliers and technical partners, ensuring we are able to operate in an efficient way.

We operate in a highly regulated sector where our vehicles have to comply with national legal requirements and regulations, so engagement with national and regional governments continues to be important and as a listed business, we also need to comply with the regulations set out by the stock exchange. As a publicly listed business, we also need to comply to the regulations set out by the stock exchange.

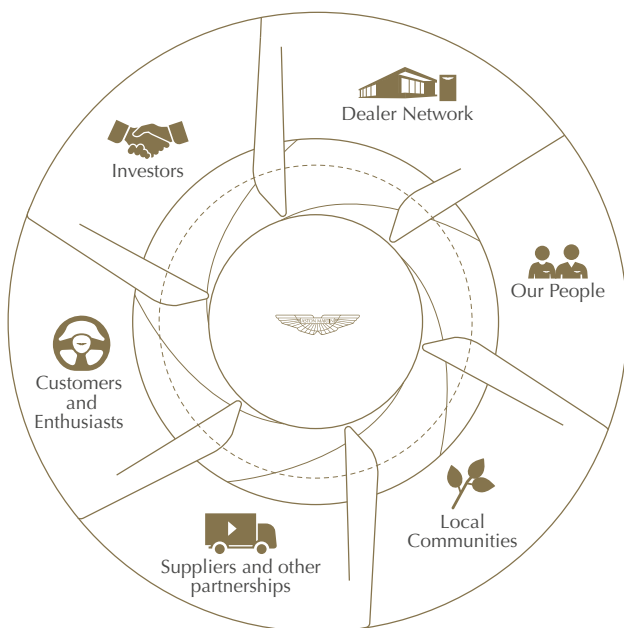
Our last detailed stakeholder engagement activity on Sustainability related issues was conducted in 2019, in which we sort the views and perspectives of our various stakeholder groups in developing our Sustainability Strategy.

Our stakeholder engagement has traditionally been conducted through a series of interviews and workshops, but due to the COVID-19 pandemic this wasn't practical in 2020. However, we plan to reinitiate this activity over the course of 2021, with all of our stakeholder groups.

To ensure we were able to take our employees on the journey with us, we established an employee group to communicate the Sustainability ethos of the company to our employees, whilst also seeking feedback and ideas from them on how to achieve our targets.

Our relationship with shareholders and investors is integral to delivering against our business plan and ensuring their needs and drivers were understood and factored into the work that we do.

## IDENTIFICATION OF STAKEHOLDERS:



## STAKEHOLDER ENGAGEMENT CONTINUED

Stakeholder	Stakeholder priorities	Engagement during 2020
 <p><b>OUR PEOPLE</b> Our people are the key to our success. Our performance depends on our passionate, knowledgeable, experienced and creative people.</p>	<ul style="list-style-type: none"> <li>• Job security, personal development and career opportunities</li> <li>• Health and safety</li> <li>• Engagement</li> <li>• Feeling valued</li> <li>• Reward and benefits</li> <li>• Diversity and inclusion</li> <li>• Environment and social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Regular CEO updates to the workforce</li> <li>• Employee/trade union engagement on development and implementation of COVID-19 protocols for on-site health and safety</li> <li>• Launch of the COVID-19 employee portal with latest information and Company actions and employee wellbeing support activities</li> <li>• Employee and trade union consultation as part of organisation restructure programme</li> <li>• Launch of the “I AM Aston Martin” programme to develop our people strategy and culture</li> <li>• Engagement by the Workforce Independent Non-Executive Director (prior to COVID-19 restrictions) with the Employee Engagement Group (EEG)</li> <li>• Given events, the regular Employee Engagement Survey was suspended this year but plans to reinstate in 2021</li> <li>• For more information see our People section on page 18</li> </ul>
 <p><b>LOCAL COMMUNITIES</b> Building positive relationships with those we impact enables us to maintain trust and to support our communities.</p>	<ul style="list-style-type: none"> <li>• Trust and ethics</li> <li>• Safety</li> <li>• Sustainability and non-financial performance including environmental impact of our products</li> <li>• Career opportunities for members of the local community</li> <li>• Local operational impact</li> </ul>	<ul style="list-style-type: none"> <li>• Production of PPE for frontline workers including visors, and intubation shields for intensive care staff</li> <li>• Free emergency vehicle repairs for NHS staff through Aston Martin Works</li> <li>• Dedicated community investment team</li> <li>• Sponsorship and employee volunteering</li> <li>• Engagement with local councils on community matters</li> <li>• For more information see our Social Responsibility section on page 25</li> <li>• Maintenance of accreditations by ISO, British Safety Council and others</li> <li>• The establishment of shared commitments with our suppliers around expectations for working conditions, human rights, regulatory compliance, safety, ethical and environmental commitments</li> </ul>
 <p><b>SUPPLIERS AND OTHER PARTNERSHIPS</b> Our suppliers are fundamental to our business, particularly ensuring their quality and efficiency. Carefully chosen partnerships provide us with an important source of technical expertise and brand enhancement.</p>	<ul style="list-style-type: none"> <li>• Responsible procurement, trust, ethics and open dialogue</li> <li>• Operational improvement</li> <li>• Competitiveness</li> <li>• Strong relationships</li> <li>• Financial performance</li> <li>• Building capability and expertise</li> <li>• Design and technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>• New Strategic Cooperation Agreement with Mercedes-Benz AG securing access to technologies critical to our long-term plans</li> <li>• Sponsorship of Aston Martin Cognizant F1™ team from 2021 to provide direct global marketing platform targeting key customers and enhancing the brand</li> <li>• Ongoing partnership with Red Bull Advanced Technologies to create the Aston Martin Valkyrie</li> <li>• Dedicated Supplier Quality Development team manages supplier quality and performance</li> <li>• Risk Management Centre actions operational responses to supplier issues</li> <li>• Establishing confident sources of supply for the future</li> </ul>



Stakeholder	Stakeholder priorities	Engagement during 2020
 <p><b>CUSTOMERS AND ENTHUSIASTS</b> Customers and enthusiasts are key to our brand and our business success. Their emotional connection with the brand enables us to build a strong and loyal customer base.</p>	<ul style="list-style-type: none"> <li>• Quality and safety of products</li> <li>• Car design and performance</li> <li>• Environmental commitment</li> <li>• Brand strength</li> <li>• After-sales service</li> <li>• Cost of ownership</li> </ul>	<ul style="list-style-type: none"> <li>• With the reduction in the number of physical events, utilisation of online channels to keep customers and fans engaged. Both V12 Speedster and Vantage Roadster were launched digitally, and the Geneva Motor Show was replaced with a live streamed event from Gaydon</li> <li>• Utilisation of the Company’s CRM systems to engage customers digitally and keep them informed of key model and Company updates during the pandemic</li> <li>• COVID-19 led to an increase in social media engagement and interaction, with traffic to the web-based configurator also increasing</li> </ul>
 <p><b>INVESTORS</b> Continued access to capital is vital to the long-term performance of our business. Our focus is to ensure investors understand our strategy, performance, ambition and culture and to understand their priorities.</p>	<ul style="list-style-type: none"> <li>• Delivery of the Company’s new strategy</li> <li>• Robust financing</li> <li>• Financial performance</li> <li>• Sustainability</li> <li>• Governance and transparency</li> <li>• Confidence in the leadership</li> <li>• Stability and predictability with no surprises</li> </ul>	<ul style="list-style-type: none"> <li>• Investor relations programme delivered remotely following the implementation of COVID-19 protocols</li> <li>• Increased activity around refinancing and equity raises throughout the year alongside communication of corporate events (e.g. DBX launch) and strategic updates (e.g. Mercedes-Benz AG Strategic Cooperation Agreement)</li> <li>• Presentations and meetings by the Executive Chairman, CEO, CFO and Director of Investor Relations</li> <li>• Individual shareholders engaged via direct communications, our website (including webcasts of results presentations and key announcements), press activities, Annual Reports and General Meetings and Annual General Meeting (AGM)</li> <li>• Retail offer to shareholders in June as part of wider equity placing</li> <li>• Move to principally on line engagement supported efficient global reach</li> <li>• For more information see our Governance section on page 32</li> </ul>
 <p><b>DEALER NETWORK</b> Our dealers are the direct contact point for our brand to our customers. They enable us to maintain control over our brand positioning and luxury customer service in a cost-effective way.</p>	<ul style="list-style-type: none"> <li>• Brand strength and Company support</li> <li>• Car design and performance</li> <li>• Quality and safety of products</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• CEO engagement to strengthen dealer relationships and to explain build-to-order strategy</li> <li>• Two virtual dealer conferences held during the year</li> <li>• Dealer network programme to educate, develop and monitor dealers. Distance learning modules to safely maintain dealer training</li> <li>• Revised guidelines for sales and servicing to prioritise customer and team safety</li> <li>• Customer reporting system to track dealer performance</li> <li>• Conditions accelerated move towards increased digitisation and growth in online engagement, including highly targeted digital marketing activations</li> <li>• For more information see our Global Footprint section on page 2</li> </ul>

# MATERIALITY ANALYSIS

## MATERIALITY ANALYSIS STEPS

### 1. IDENTIFICATION

This stage was approached through an analysis of our own stakeholders through standard communication methods as well as taking into consideration sector benchmarking analyses, UN Sustainable Development Goals (SDGs), international studies and publications. This intelligence provided us with a list of relevant aspects as described in the GRI reporting standards.

### 2. PRIORITISATION

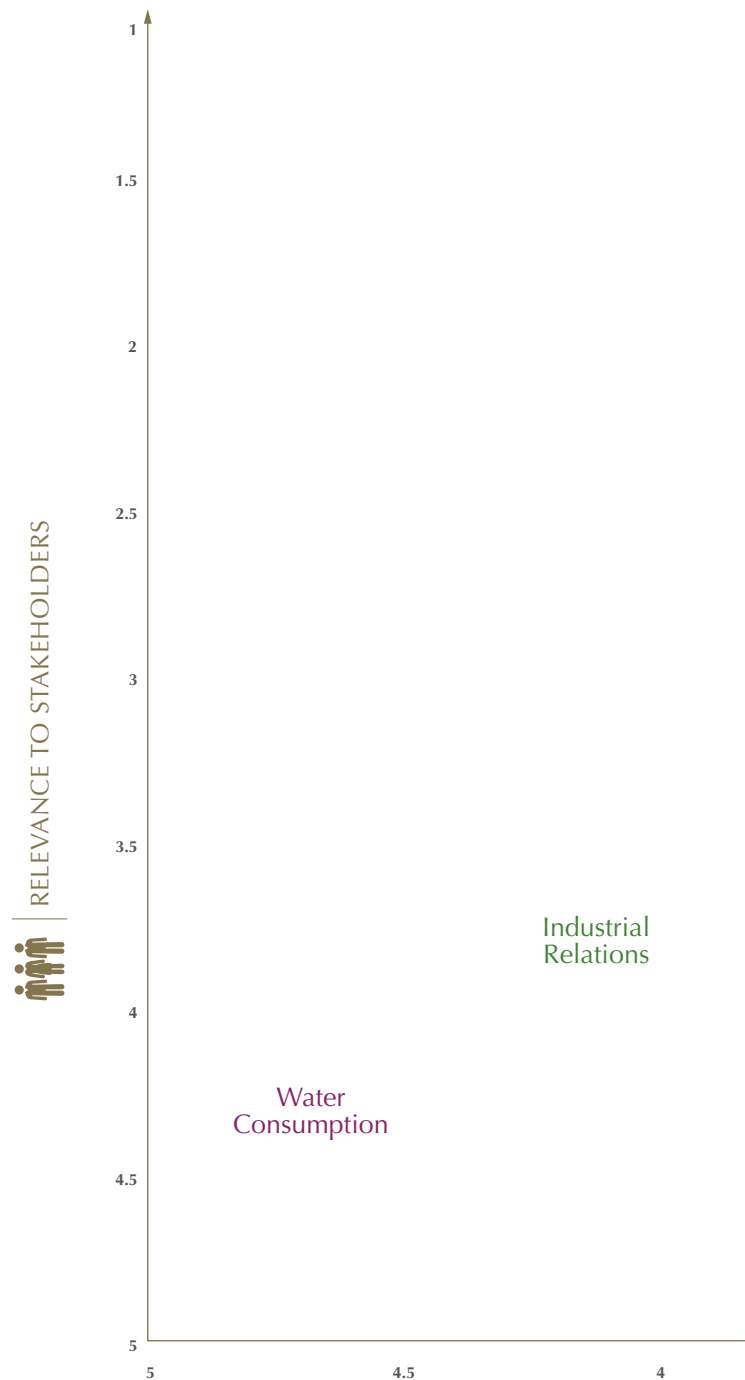
The prioritisation was assessed through an internal survey of the management team and wider employee base. The results are captured in the materiality chart, which classifies each aspect based on its relevance to Aston Martin, before being cross referenced with the results from our broader stakeholder base. The results are set out in the materiality matrix opposite.

### 3. VALIDATION

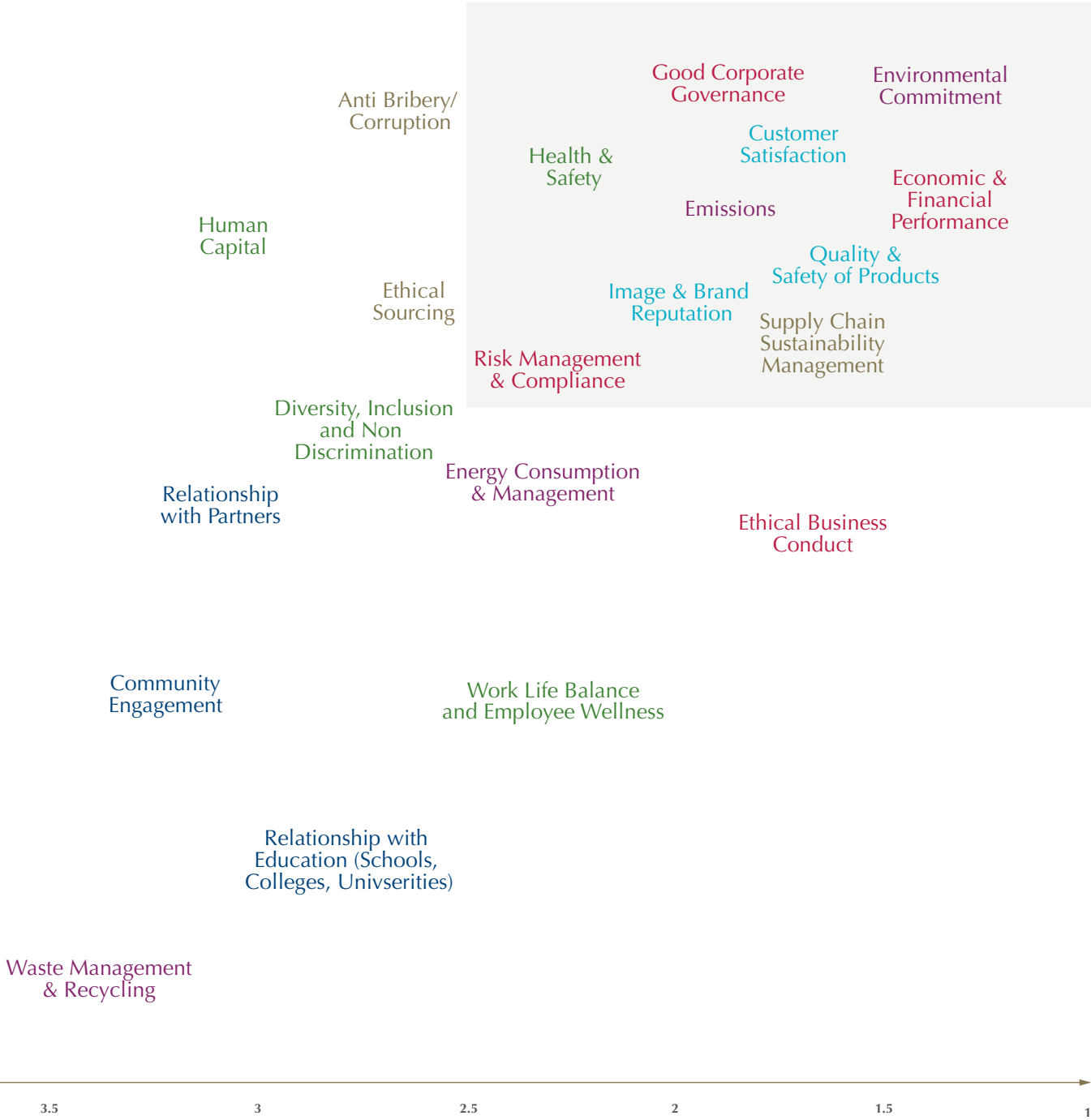
Once complete, the process was reviewed for accuracy with greater emphasis being placed on corporate governance and environmental performance.

The key topics highlighted by this analysis relate to the company's Environmental Commitment, Financial Performance and Good Corporate Governance. This analysis also heightened the importance of maintaining the highest levels of quality in our products and focus on customer satisfaction as well as focusing on the development of our Human Capital and the Health & Safety of our employees, contractors and visitors.

This materiality analysis was conducted in 2019 and we plan to refresh this exercise in 2021.



- GOVERNANCE & ECONOMIC RESPONSIBILITY
- SUSTAINABLE PRODUCTS
- SUSTAINABLE SUPPLY CHAIN
- HEALTH & WELLBEING
- ENVIRONMENTAL SUSTAINABILITY
- SOCIAL RESPONSIBILITY



RELEVANCE TO ASTON MARTIN LAGONDA



MATERIALITY TOPICS LINK TO UN SDG'S

The table below outlines how each of the relevant Sustainability topics identified through the Materiality Analysis relates to the UN's Sustainability Goals.

MATERIAL TOPIC	RELEVANT UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG'S)
<b>Governance &amp; Economic Responsibility</b>	
Economic & Financial Performance	  
Good Corporate Governance	
Ethical Business Conduct	
Risk Management & Compliance	
<b>Sustainable Products</b>	
Quality & Safety of Products	  
Customer Satisfaction	
Image & Brand Reputation	
Innovation (R&D/Design)	
<b>Sustainable Supply Chain</b>	
Anti-Bribery/Corruption	
Supply Chain Sustainability Management	  
Ethical Sourcing	
<b>Health &amp; Wellbeing</b>	
Health & Safety	 
Human Capital	
Diversity, Inclusion and Non-Discrimination	
Work-Life Balance and Employee Wellness	
Industrial Relations	

MATERIAL TOPIC	RELEVANT UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG'S)
<p><b>Environmental Sustainability</b></p> <p>Environmental Commitment</p> <p>Emissions</p> <p>Waste Management &amp; Recycling</p> <p>Water Consumption</p>	
<p><b>Social Responsibility</b></p> <p>Relationship with Governance &amp; Authorities</p> <p>Local Communities</p> <p>Relationship with Education (Schools, Colleges, Universities)</p> <p>Relationship with partner/enthusiast group</p>	

Each specific Sustainability area of interest has been clustered under a Material Topic of interest, these topics have then been linked to the relevant UN Sustainability Development Goals (SDG's) that are impacted by our business.



# SUSTAINABILITY STRATEGY

A KEY FOCUS OF THE COMPANY IS TO BE A SUSTAINABLE LUXURY AUTOMOTIVE BUSINESS. THIS IS UNDERPINNED BY OUR COMMITMENT TO RESPONSIBLE AND SUSTAINABLE ECONOMIC GROWTH. AS A SIGNATORY TO THE UN GLOBAL COMPACT, THE GROUP IS COMMITTED TO DOING BUSINESS IN AN ETHICAL AND TRANSPARENT MANNER, OVERSEEN BY GOOD CORPORATE GOVERNANCE.

This commitment has resulted in the development of an integrated Sustainability Strategy for the business based on the United Nations Sustainability Development Goals (SDGs). The strategy aims to deliver stakeholder value through ethical and sustainable excellence, creating a long-term competitive advantage.

We set global corporate responsibility priorities, which are enacted at a local level. These are then incorporated into objectives and programmes for diversity and inclusion, business conduct, safety, and the environment.



## MISSION

DELIVERING STAKEHOLDER VALUE THROUGH ETHICAL AND SUSTAINABLE EXCELLENCE,  
TO CREATE A LONG-TERM COMPETITIVE ADVANTAGE

## ESG STRATEGIC GOALS

### SUSTAINABLE PRODUCT STRATEGY

Continued Fleet CO <sub>2</sub> Reduction	Sustainable Product Enhancements	Portfolio Electrification	Product Safety
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### ENVIRONMENTAL SUSTAINABILITY

### SOCIAL RESPONSIBILITY

### GOVERNANCE

<p>Integrate environmentally sustainable culture and practices across the business</p> <hr/> <ul style="list-style-type: none"> <li>• Reducing carbon emissions</li> <li>• Reducing energy usage and increasing efficiency</li> <li>• Reducing waste</li> <li>• Increasing recycling</li> <li>• Reduce water consumption</li> </ul>	<p>Ensuring we are a socially responsible company and a great place to work</p> <hr/> <ul style="list-style-type: none"> <li>• Building a sustainable culture</li> <li>• Promoting diversity &amp; inclusion</li> <li>• Employee engagement</li> <li>• Health &amp; wellbeing</li> <li>• Community engagement</li> <li>• Educational outreach</li> <li>• STEM* promotion</li> <li>• Philanthropic activities</li> </ul>	<p>Ensuring good corporate governance and maintaining a sustainable supply chain</p> <hr/> <ul style="list-style-type: none"> <li>• Materiality Analysis</li> <li>• Board level commitment to ESG &amp; TCFD</li> <li>• Driving a responsible business culture</li> <li>• Modern Slavery Act commitment</li> <li>• Responsible and ethical sourcing</li> <li>• Transparency in the supply chain</li> </ul>
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\* Science, Technology, Engineering, Maths (STEM)



**WE SUPPORT**



# SUSTAINABLE PRODUCT STRATEGY

INNOVATION HAS ALWAYS BEEN AT THE CORE OF ASTON MARTIN PRODUCT DEVELOPMENT AND AS SUCH THE COMPANY CONTINUALLY LOOKS FOR OPPORTUNITIES TO ADDRESS BOTH A MARKET AND SOCIETAL NEED, WHETHER THAT BE SAFETY FEATURES OR CLEANER POWERTRAIN SOLUTIONS.

## PRODUCTS THAT STAND THE TEST OF TIME

Aston Martin prides itself in developing quality products that stand the test of time. Since the company was founded in 1913 a little over 95k cars have been made in total, from the original Coal Scuttle prototype through to the Aston Martin Valkyrie. Over 95% of those vehicles manufactured are still around today, supported by our dealer network and heritage restoration business at Aston Martin Works.

This approach to innovation and quality throughout our history has meant that our products are high value assets passed on from generation to generation, lasting significantly longer than an average car.

>95%

OF ALL ASTON MARTIN VEHICLES EVER MADE ARE STILL ON THE ROAD TODAY



## SUSTAINABLE DESIGN

Ensuring Sustainability is at the heart of our products from initial concept is a key part of building a sustainable business. Our Design team are key to this and continually look at ways of incorporating sustainable materials into our products. This includes the use of recycled plastics for substrates and most recently looking at leather alternatives such as Desserto's cactus-based leather, made from the Nopal cactus and Bananatex®, a durable, waterproof fabric made purely from Banana plants.

## INVESTMENT IN ELECTRIFICATION

We continually look to make improvements in the CO<sub>2</sub> footprint of our products, whilst investing in new technologies to further reduce their carbon impact. We understand that having hybrid and electric options for our vehicles is imperative to the Company's future in this industry and our partnership with Mercedes-Benz AG is fundamental to this.

Our ambition is that by 2025/26 every one of our cars will have an electrified powertrain either hybrid or pure electric. Our ultimate goal is that by 2030, 50% of our cars will be battery electric vehicles, 45% performance oriented electrified powertrains and 5% internal combustion for track-only use.

## PARTNERSHIP WITH MERCEDES-BENZ AG

In October, the Company entered into an expanded and enhanced technology agreement with long-term partner, supplier, and shareholder Mercedes-Benz AG. The agreement provides the Company with access to a wide range of world-class technologies for the next generation of luxury vehicles which are planned to be launched through to 2027, in particular, powertrain architecture for conventional, hybrid and electric vehicles as well as future electric/electronic architecture.





Under the agreement, through the issue of new shares in a number of stages, the Mercedes-Benz AG holding in Aston Martin will increase to a maximum of 20% (11.85% as at 31 December 2020). The agreement removes the additional costs and risks associated with developing these technologies in-house, allowing Aston Martin to focus development on areas that truly differentiate its products to drive demand.

Reflecting the new technology agreement, the Company updated its strategic and product roll out plans to deliver profitable growth and cash generation over the medium-term and lay a pathway for significant shareholder value creation.

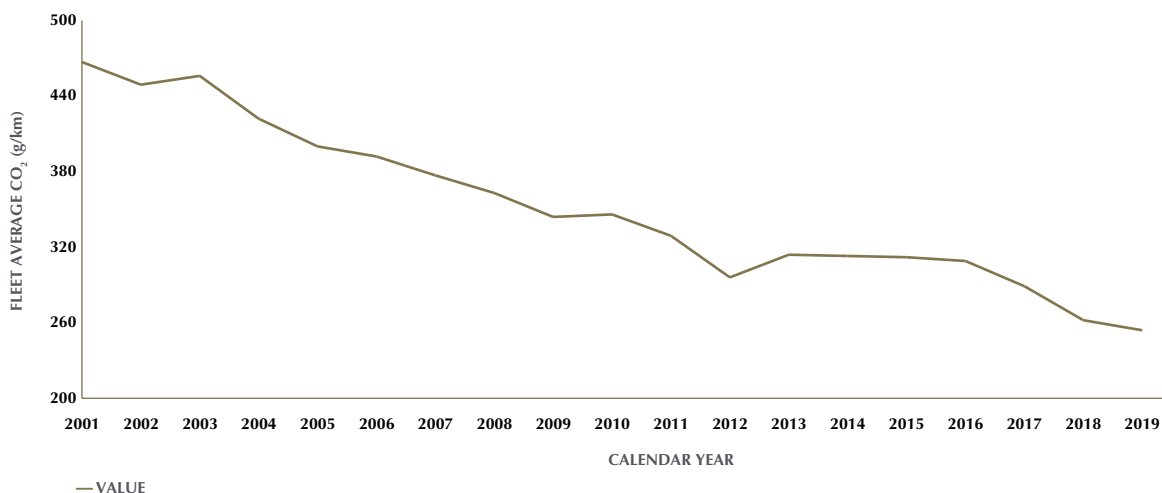
MOTORSPORT

Aston Martin has a long history in motor racing, from the early days competing in the Aston Hill Climb through to 2021 with the launch of Aston Martin Cognizant F1™ Team.

The link with motor racing provides the company with the opportunity to develop new technologies in areas such as powertrain development and lightweight structures which can be tested in a racing environment before being adapted for the road. The Aston Martin Valkyrie is a recent example of this technology and learning being applied in a road car.

The company’s future mid-engine products will continue to apply these technologies, ensuring both the performance and environmental footprint are enhanced.

AML CO<sub>2</sub> GLIDEPATH



### VEHICLE ENVIRONMENTAL IMPACT

The environmental impact of our products is an important part of the company's total environmental impact. It is important therefore that we make continuous improvements in this area.

#### VEHICLE EMISSIONS

Our products are subject to a variety of laws and regulations around the world, some of which relate to Green House Gas emissions or Fuel Consumption. As we make a Global product our vehicles must comply with all global standards set by the relevant authorities. In some markets we benefit from some regulatory exemptions or provisions as we qualify as a Small Volume Manufacturer.

Over the past 19 years we have made a 46.5% improvement in our CO<sub>2</sub> emissions from 470 g/km in 2000 to 254g/km in 2019, which is the last full year published by the European Commission. This improvement has been driven by investment and innovation in areas such as new advanced powertrains, weight reduction and energy efficiency measures. We continue to make improvements to further reduce this through the introduction of both Hybrid and Electric Powertrain systems. Future products will support greater reductions.

#### VEHICLE SAFETY

Vehicle safety is among our top priorities when developing our vehicles, with the safety of both our customers and other road users in mind. The safety features installed in our vehicles are developed to ensure the most appropriate balance between safety, control and performance is maintained without compromising safety.

All our products are compliant in all markets in which they are sold. Certification is achieved respecting the applicable requirements in each of the respective countries or markets. The Vehicle Certification in each of the respective countries is maintained and supported by our conformity of production activities.

Global activity on passive safety standards (protection of the occupant in the event of a crash or protection of a pedestrian in the event of being struck by a vehicle) has stabilized recently. The area of greatest regulatory activity, across all territories, has been on active safety Advanced Driver Assistance Systems (ADAS) and cyber security.

#### EUROPEAN UNION AND UNITED KINGDOM

Vehicles sold within the European Union, are subject to vehicle safety regulations established by the European Union and by Individual member states. Governed by EU Framework Regulation (EU) 2018/858, manufacturers demonstrate compliance through testing and witnessing, carried out by technical services and approval authorities. Since its inception in 1992, the European Union has continued to update the vehicle safety legislative requirements. The General Safety Regulation was introduced in 2009, with a significant revision and update adopted in 2020. The updated General Safety Regulation will, from July 2022, include new and revised legislation on passive and active safety items, introducing advanced emergency braking and emergency lane-keeping systems on all motor vehicles registered within the European Union. This regulatory activity has also included development of



new safety subjects in areas such as cyber security of vehicle electrical systems. As well as safety, the changes to the European Framework Directive introduced enhanced requirements in market surveillance, conformity of production and consumer awareness of car defects.

The United Kingdom is expected to continue to be aligned with the European regulatory safety requirements for the foreseeable future. A revised UK Legislative framework is expected in 2022.

Several other countries, with the notable exception of the United States, recognize and adopt United Nations Economic Commission for Europe (UNECE) regulations into their national standards and have either implemented regulations that mirror the UNECE regulations or permit passenger vehicles that are compliant with the UNECE regulations.

#### UNITED STATES

In the United States, the National Traffic and Motor Vehicle Safety Act of 1966 (the "Safety Act") requires vehicle manufacturers to meet certain safety standards for vehicles sold in the United States. Rule makings passed by Congress, are administered by the National Highway Traffic Safety Administration (NHTSA), an agency of the Federal Government. NHTSA operates a self-certification compliance system, in which the manufacturer certify that their products meet applicable standards.

NHTSA has the authority to investigate complaints into vehicle safety and issue recalls for vehicles that do not comply with applicable standards. The Safety Act prohibits the sale in the United States of any new vehicles or equipment that does not conform to applicable vehicle safety standards established by NHTSA. NHTSA standards are updated frequently to incorporate new technologies and requirements.

In line with regulatory activity in other regions, the United States has proposed rulemaking on active safety crash avoidance measures and technologies that detect driver distraction. It is intended that such rules will be accommodated through autonomous functionality and the introduction of advanced vehicle-to-vehicle and vehicle-to-infrastructure communication technologies. These requirements would have a significant influence on a vehicle's electrical architecture and the cost and complexity of designing and producing cars with associated equipment.

#### CHINA

China continues to develop legislation on passive and active safety regulations, aligning itself with activity in the United Nations and Europe. In addition to United Nations and European passive and active safety regulation, China has progressed its own standards on safety regulations for electric vehicles and Cyber Security. In 2021, China announced a requirement to mandate Event Data Recorder installation from 2022.



# PEOPLE

## OUR PEOPLE

We continue to be committed to making the Company a great place to work for all our colleagues and, while FY 2020 proved to be an extremely difficult year for all of us as it did for so many globally, we are proud of our people and all we have achieved together during the year. We would like to sincerely thank all of our workforce for their efforts in FY 2020 which were exceptional, despite the ongoing uncertainty and challenging circumstances.

The key areas of people focus during FY 2020 have included:

- responding to the COVID-19 pandemic, including a focus on the health, safety and wellbeing of our people;
- launching an organisational restructure programme, in line with our business strategy; and
- communicating and engaging with our people on a regular basis and in a transparent way.

As a key element of the Company-wide turnaround, we have launched the “I AM Aston Martin” workstream as part of Project Horizon. This is a programme focusing on developing our people strategy, including our organisational structure, roles and responsibilities, communication and engagement, capabilities and diversity and inclusivity to ensure the Company is a great place to work. Further information on these areas is detailed below.

### RESPONDING TO THE COVID-19 PANDEMIC

Our response to COVID-19 has been unprecedented, with the safety of our people, their families, business partners, customers and our local communities our primary concern.

We are committed to operating in the safest and most responsible way that protects our people and all those connected with us, while following public health advice from relevant governments in support of their efforts to contain the spread of the virus.

All production at our UK manufacturing facilities was temporarily suspended from 25 March 2020, when the first nationwide lockdown was announced by the UK Government. We began the process of furloughing employees and accessed financial support offered by the Government’s “Job Retention Scheme”, information on the support we accessed is detailed on page 31.

From the end of March 2020, we worked closely with employees and trade unions to develop and implement protocols to protect employee health and safety in our production facilities to enable people to return to work. In early May 2020, we reopened our St Athan manufacturing site, with employees returning on a phased basis with strict “return to work” protocols issued, ensuring people who needed to be on site could return to work as safely as possible. Production also resumed at our Gaydon site in August 2020, where learnings from the reopening of St Athan were carefully considered. The measures put in place included temperature checks on arrival on site, masks to be worn at all times except when sitting alone at a desk, social distancing of at least 2 metres to be maintained at all times, hand-washing and readily available sanitiser and PPE for those employees where social distancing is not possible. These measures have continued to evolve as we regularly review the situation whilst working closely with all of our stakeholders including employees, the trade union, the Government, public health authorities and local communities.



We continue to have many of our people working at home given the early 2021 lockdown in the UK and have implemented an on-site COVID-19 testing programme, with this now rolled out across all UK sites. Testing takes place twice a week and is administered by a nurse, healthcare professional or first aider. The rapid flow antigen test is used giving results in 15 minutes, with any positive case found helping to stop the spread of the virus among our employees, colleagues and families.

#### ORGANISATIONAL RESTRUCTURE PROGRAMME

We launched an organisational restructure programme during FY 2020 to right-size the Company in line with our business plan and to ensure we put the right people and structure in place to successfully deliver our strategy.

In June 2020, we began the programme by launching a number of employee consultation processes on proposals to reduce employee numbers by up to 500, reflecting lower than originally planned production volumes and improved productivity across the business. These were managed through a number of employee representative bodies for each area of the business and with our trade union stakeholders (Unite). Management's aim continues to be to minimise the impact on employees, protecting as many jobs as possible, understanding the uncertainty and concern faced by our people.

As a result of the constructive working partnership with our representative groups and Unite, we had, by 31 December 2020, made good progress, with headcount c.300 lower than in April 2020, with 40% of this reduction due to contract and agency staff release, around 35% voluntary redundancy leavers and around 25% compulsory redundancies. All our people who left the Company through redundancy were offered outplacement support, with a high take up rate of this support. The restructure programme is ongoing and is expected to be completed by the end of 2021.

#### COMMUNICATING AND ENGAGING WITH OUR PEOPLE

We recognise that open, transparent, two-way engagement with our people is of vital importance across our business. Listening to our employees is key as we seek to ensure they feel like key stakeholders of the business, their views are valued, and they feel able to speak up, be honest and be themselves at work. Communication with our people has been critical during the uncertainty of the COVID-19 pandemic and our ongoing organisational restructure programme. As part of the "I AM Aston Martin" workstream, and as we hopefully return to more "business as usual" times, we are developing and will work to a clear communication strategy for 2021 and beyond.

We launched a COVID-19 corporate update portal, providing latest information and Company actions in one place, accessible to all employees at all times. We have distributed all-employee communications regularly since the pandemic began, including from our CEO, Tobias Moers, who has given regular updates since he joined in August, including by email, video messages and live townhall meetings. Management have regularly engaged with employee representative groups and the trade union (Unite) on the impact of the COVID-19 pandemic on the business, the actions taken in response and updating on the organisational restructuring.

We have also continued to share information about Company matters with our people, including quarterly results, major business decisions and other matters which affect our workforce, through a variety of media, including our intranet, internal emails, newsletters and team briefings.

We have an Employee Engagement Group (EEG) which is a well-established group, usually meeting four times a year to discuss views, ideas and concerns raised by the workforce. Two meetings were held in the first half of the year – these were well attended, with elected members from all areas of the Company bringing forward comments and views from their populations. As we hopefully return to more business as usual conditions, EEG meetings will resume with normal frequency in FY 2021. Imelda Walsh held the role of Workforce Independent Non-Executive Director, with responsibility to directly engage with our workforce until she stepped down at the end of May 2020. Imelda attended the spring meeting of the EEG and provided feedback on this to the Board. Anne Stevens was appointed to the Board in early February 2021 and has taken up the role as the Workforce Independent Non-Executive Director, enabling us to ensure that workforce views continue to be highlighted to the Board.

Until 2019, we conducted an annual workforce engagement survey. Given all that was happening in 2020, both for the Company and externally with COVID-19, a survey was not carried out during the year. We are reviewing our approach to the engagement survey in FY 2021. A key aim of this review is to enable us to benchmark our results not only year-on-year but also against industry and FTSE peers and to report on "employee satisfaction", by adopting an engagement index as an important KPI for the business. Given the review of approach, the next engagement survey will be conducted in H2 FY 2021. Follow-up actions at Company, function and team-level will be developed and then actioned and reported on to the workforce. Accountability for actions will be cascaded through the organisation, to ensure follow-up and responses are relevant at every level through the Company.

## CAPABILITY DELIVERY

We are focused on building capability across the Company to ensure our people have the right skills to deliver the business plan and we are committed to helping our workforce to develop and grow throughout their careers. Management development qualifications are offered across the Company. These include Chartered Management Institute and MBAs for our high potentials and we also operate an online global learning management system, accessible at all times to all our employees globally. Our learning and development offering proved vital to a number of our workforce who were unable to work due to the COVID-19 pandemic and were able to access and continue their studies during this period.

We operate a People Committee, which is a group of our most senior executives, responsible for overseeing people activities across the business and ensuring we have a strong talent pipeline and capability in the areas most critical to the delivery of our strategy. This Committee meets quarterly to review key people initiatives and identify high performing talent with the potential to progress into senior positions. The People Committee is a key stakeholder of the "I AM Aston Martin" workstream.

## DIVERSITY AND INCLUSION

We are committed to creating, delivering and incentivising an inclusive staff experience that aligns with what the Company needs to deliver our strategy. Diversity is core to our principles of fairness and respect and drives creativity, innovation and strategic decision making. Developing and growing our diverse workforce is critical to our future success by better equipping us to deliver the needs of our customers now and in the future. We recognise that we have work to do in this area and that consistent and continuous actions to push a greater balance of diversity are vital. Broadening our diversity and inclusivity agenda is a key priority for the Company in FY 2021, as part of our "I AM Aston Martin" workstream.

We remain committed to offering equal job opportunities for all, irrespective of gender, and continue to invest in initiatives to attract and retain the best possible talent for our organisation. Operating within the manufacturing and engineering industry has historically led to a higher proportion of men than women in our workforce. Our gender diversity figures are set out in the table below, and our Gender Pay Gap (GPG) report is available at [www.astonmartinlagonda.com](http://www.astonmartinlagonda.com). Our mean pay gap has decreased from 7.0% in 2019 to 2.56% in 2020, largely due to the temporary salary and fee waivers taken by Board members and senior management during April, May and June. The full GPG report sets out and explains our numbers in detail, together with the initiatives we operate to focus on addressing gender diversity in our workforce.

EMPLOYEES BY GENDER (AS AT 31 DECEMBER 2020)<sup>^</sup>

	Male	Female	% female
Senior management team	7	–	0.0%
Senior leadership team	53	12	18.5%
Other employees	1,937	333	14.7%
<b>Total</b>	<b>1,997</b>	<b>345</b>	<b>14.7%</b>

EMPLOYEES BY REGION (AS AT 31 DECEMBER 2020)<sup>^</sup>

	Male	Female	% female
Asia Pacific	24	20	45.5%
EMEA	22	8	26.7%
UK	1,931	311	13.9%
Americas	20	6	23.1%
<b>Total</b>	<b>1,997</b>	<b>345</b>	<b>14.7%</b>

Note: Data by gender and region is shown for 2,342 permanent Company employees only

<sup>^</sup> Values assured by ERM CVS

**3.6%** APPRENTICES AS % OF WORKFORCE  
(74 MALE, 11 FEMALE)

## EXTERNAL ASSURANCE OF RESPONSIBILITY AND PEOPLE DISCLOSURES

ERM CVS has provided limited assurance over selected metrics in the "Responsibility" and "People" sections of the Annual Report, as indicated by the "<sup>^</sup>" Symbol. This is in accordance with the International Auditing and Assurance Standards Board's (ISAE3000 (Revised)) international standard. To see the ERM CVS assurance statement please visit [www.astonmartinlagonda.com](http://www.astonmartinlagonda.com).

## WELLBEING AND HEALTH AND SAFETY

Safeguarding the health and wellbeing of our employees is of primary importance. Our processes aim to ensure the health and safety of our workforce, visitors and the local community. Our aim is to be a centre of excellence and for the Company's Health and Safety Management System to be aligned with best practice.

To continually drive improvement in our processes, we monitor the Accident Frequency Rate (AFR) within the Company and across our various sites to identify where improvements can be made. In 2020, the Company's AFR increased (see table below). This can be attributed to two factors, first the commencement of full-scale operations at our St Athan plant and second our mature Gaydon manufacturing facility with a significantly lower AFR was not operational for five months of the year and therefore not

contributing to the AFR during that time. While we are disappointed by the increase in AFR, our AFR rate of 1.44 in 2020 is still significantly below all industries standard of 3.0 and motor industry average of 5.9.

Throughout 2020 and continuing into 2021, we have increased our focus on employee wellbeing and communication as set out above. This has been particularly important during the pandemic and increase in working from home. Actions taken during the year have included the launch of a wellbeing portal, aimed at providing employees with information and support for maintaining physical, mental and financial wellbeing, offering "Positive Coping" webinars, mental health awareness training, a "Thrive" App to support mental health and an Employee Assistance Programme. We are also developing a flexible working policy to be implemented in 2021.

## WELLBEING AND HEALTH AND SAFETY (AS AT 31 DECEMBER 2020)

	2018	2019	2020
Accident Frequency Rate*	1.27*	1.04**	1.44
Sword of Honour Award	7th consecutive time	8th consecutive time	9th consecutive time
BSC Health and Safety audit score	95.50%	94.44%	N/A~

\* Accident Frequency Rate (AFR) – AFR accident frequency rate for AML UK employees / 200,000 manhours (or per 100 employees). The figure for 2018 only includes loss-time incidents

\*\* The AFR for 2019 has been recalculated to include all lost time, medical treatment and restricted injuries, so it can be compared to the 2020 calculation.

# This figure only includes UK employees

~ The BSC Health and Safety Audit Score will not be completed until March 2021 due to COVID-19 pandemic delays



# ENVIRONMENTAL SUSTAINABILITY

Over the course of the past decade there has been an increasing focus on the environment and how companies and individuals respond to the threat of climate change. We take our responsibility to the environment incredibly seriously, with environmental sustainability of our operations and products being an important focus for the business as we move towards Net Zero.

We take our responsibility to the environment seriously, with environmental sustainability being an important focus in line with the Task Force on Climate-related Financial Disclosures (TCFD). We will move towards full compliance with TCFD for next year.

ELECTRICITY CONSUMPTION DECREASED BY	5.5%
WATER CONSUMPTION DECREASED BY	41%
GAS CONSUMPTION INCREASED BY	2.7%
WASTE DIVERTED FROM LANDFILL	100%
MANUFACTURED CO <sub>2</sub> PER UNIT*	5.01 (tCO <sub>2</sub> e)
WASTE RECYCLED	61%

Note: These figures are based on a year where COVID-19 significantly affected operations.

## ENVIRONMENTAL POLICY

We are focused on our pursuit of continuous improvement in our environmental performance including the prevention of pollution and waste at source in line with our business objectives, using recognised environmental best practices wherever possible. Our Environmental Policy aligns with the Company’s operations, including the design, engineering,

manufacture, servicing or restoration of our products or the distribution of parts.

Our objectives and commitments to the environment and the community are the following:

- Comply as a minimum with all relevant environmental legislation as well as other environmental requirements, whilst seeking to strive beyond these wherever possible.
- Commit to ongoing reductions in energy and resource consumption in the manufacture and operation of our vehicles, and an ongoing reduction in our carbon footprint.
- Assess through a risk-based approach the threats and opportunities of climate change to the Company, our activities, products and services with the aim of ensuring the appropriate preparations are made.
- Set, monitor and attain all objectives and targets for managing our environmental performance, to control the environmental aspects of all products, processes and facilities.
- Minimise the impact of our activities, products and services through effective waste management.
- Give due consideration to environmental issues and energy performance in the acquisition, design, refurbishment, location and use of buildings.
- Promote sustainable product design and construction with consideration from a life cycle perspective, using low carbon and renewable energy resources wherever possible.
- Operate and maintain an environmental system in line with ISO 14001:2015.
- Communicate internally and externally our Environmental Policy, working with our employees, suppliers and partners to promote improved environmental performance and encourage feedback.

This policy statement represents our general position on environmental issues, and the policies and practices we will apply in conducting our business. This policy statement will be reviewed each year by the Company’s Executive Committee.

## GREENHOUSE GAS EMISSIONS

Our greenhouse gas emissions reported here are in accordance with the Greenhouse Gas Protocol Corporate Standard for the year to 31 December 2020. These are monitored throughout the year to enable us to make continued improvements, wherever possible. The intensity ratio is measured as tonnes of CO<sub>2</sub> equivalent per car manufactured as it reflects the energy intensive nature of our business and the impact of the growth of the business on our immediate surroundings.

This year we made a number of changes in our Scope 1 and Scope 2 emissions calculations, including data from our overseas operations for the first time.



**ENERGY EFFICIENCY**

We continually strive to make improvements to our energy efficiency across our sites with a number of energy efficiency measures aimed at supporting our journey to carbon neutrality. Over the course of the past year we commenced full rate production at our St Athan facility, which has substantially increased our energy consumption, despite overall group volume being down. In this time we have continued to roll out a programme of replacing all of our legacy lighting for energy efficient LEDs across our portfolio. This will continue into 2021 with a focus on our St Athan site.

Our production volume in 2020 was significantly lower than in previous years (from 6,176 to 3,344 Units) due to the COVID-19 pandemic and general business restructuring. This therefore had a negative impact on our resource consumption and GHG emissions per unit which were up from 2.86 to 5.01 tCO<sub>2</sub>e. Please see Greenhouse Gas Emissions Per Unit table on page 26.

To reduce our energy consumption, we have optimised our Building Management System, including a greater level of automation, to ensure that our lighting, heating and cooling are streamlined to times when our sites are operational. In addition to this we have re-invigorated our energy management programme across the business, with a renewed focus on site/departmental ownership of energy consumption, which has led to greater employee awareness and alignment with the Company’s ambitions.

In 2018 we made the decision to source our electricity for our UK operations, through Renewable Energy Guarantees of Origin (REGO) backed sources.

IN 2020 WE ESTABLISHED AN ENERGY PARTNERSHIP, WHICH WILL COVER RENEWABLE ENERGY SUPPLY STARTING IN 2021, WITH ON-SITE GENERATION TO FOLLOW.



## ENVIRONMENTAL SUSTAINABILITY CONTINUED

### TOTAL GREENHOUSE GAS EMISSIONS

	2017	2018	2019 <sup>^</sup>	2020 <sup>^</sup>
GHG Emissions Under Scope 1 (tCO <sub>2</sub> e)	5,596.87	6,950.92	8,981.40	<b>9,200.67</b>
GHG Emissions Under Scope 2 (tCO <sub>2</sub> e) – Location based*	8,045.34	7,493.70	8,683.50	<b>7,545.86**</b>
GHG Emissions Under Scope 2 (tCO <sub>2</sub> e) – Market based*	–	5,899.90	3,484.61	<b>687.28**</b>
GHG Emissions Under Scope 3 (tCO <sub>2</sub> e)	11,294.66	13,331.11	8,806.94	<b>6,620.37</b>
UK Total Gross Scope (Scope 1 & Scope 2)	13,642.01	14,444.61	17,664.90	<b>16,642.17</b>
ROW Total Gross Scope (Scope 1 & Scope 2)	–	–	–	<b>104.36</b>
Total Gross Scope (Scope 1 & Scope 2)	13,642.01	14,444.61	17,664.90	<b>16,746.53</b>

\* Market-based and Location-based approach adopted to quantify Scope 2 GHG emissions from 2018

\*\* Scope emissions calculations include ROW operations

<sup>^</sup> Values assured by ERM CVS

### GREENHOUSE GAS EMISSIONS PER UNIT

	2017	2018	2019 <sup>^</sup>	2020 <sup>^</sup>
Manufactured Volume (units)	5,346	6,432	6,176	<b>3,343</b>
Total Scope 1 Emissions per unit	–	1.08	1.45	<b>2.75</b>
Total Scope 2 Emissions per unit	–	1.17	1.41	<b>2.26</b>

<sup>^</sup> Values assured by ERM CVS

### TOTAL ENERGY CONSUMPTION WITHIN ORGANISATION

	2017	2018	2019 <sup>^</sup>	2020 <sup>^</sup>
Electricity (MWh)	22,884.86	26,472.94	33,973.01	<b>32,144.15**</b>
Gas (MWh)	26,402.93	33,733.53	43,574.51	<b>44,796.00</b>
Diesel (MWh)	–	–	14.92	<b>4.34</b>
Gasoline (MWh)	3,193.32	3,236.56	2,712.98	<b>1,779.25</b>
LPG (MWh)	–	–	563.60	<b>43.52</b>
UK Total consumption	52,481.11	63,433.03	80,839.02	<b>78,573.14</b>
ROW Total consumption	–	–	–	194.11
Total (MWh)	52,481.11	63,433.03	80,839.02	78,767.26

<sup>^</sup> Values assured by ERM CVS

\*\* Includes ROW operations in calculation

### ENERGY CONSUMPTION PER UNIT

	2017	2018	2019 <sup>^</sup>	2020 <sup>^</sup>
Manufactured Volume (units)	5,346	6,432	6,176	<b>3,343</b>
Energy consumption per unit (MWh)	9.8	9.9	13.1	<b>23.5</b>

<sup>^</sup> Values assured by ERM CVS

### PRODUCT CO<sub>2</sub> EMISSIONS

	Vantage Coupe	Vantage Roadster	DB11 V8 Coupe	DB11 V8 Volante	DB11 V12 Coupe	DBS Superleggera V12	DBS Superleggera V12 Volante	DBX V8
CO <sub>2</sub> (g/km) <sup>#</sup>	264	263	254	257	303	306	306	323

<sup>#</sup> Figures based on WLTP test cycle

## WASTE MANAGEMENT

Working with our suppliers, partners and staff we continue to reduce our waste year on year, whilst continually looking for ways to increase our recycling rates. Office waste was down over the course of the year, but this was largely due to staff working remotely due to the COVID-19 pandemic.

	2017	2018	2019	2020
Total waste (tonnes)	1,320.99	1,800.00	1,566.02	<b>394.39</b>
Reused (tonnes)	46.12	43.11	40.21	<b>8.72</b>
Recycled (tonnes)	842.73	1,262.86	987.81	<b>243.82</b>
Recover (tonnes)	432.14	494.03	538.01	<b>141.85</b>

Note: These figures represent the waste management data at our Gaydon site only.

## WATER CONSUMPTION

Water consumption continues to be a focus for the business following the introduction in 2018 of a water management system to measure and monitor our water consumption, recycling and discharge levels. This system has enabled us to identify areas of high usage and to implement water saving measures. Consumption in 2020 was down on 2019, largely due to the reduced volume and staff working remotely due to the COVID-19 pandemic.

## WATER CONSUMPTION (M3)

	2018	2019	2020
Water consumption (M <sup>3</sup> )	54,029.25	59,233.78	<b>34,477.65</b>

Note: These figures represent the water consumption at our UK sites only.

## EXTERNAL ASSURANCE OF RESPONSIBILITY DISCLOSURES

ERM CVS has provided limited assurance over selected metrics in the "Responsibility" section of the Report, as indicated by the "∧" Symbol. This is in accordance with the International Auditing and Assurance Standards Board's (ISAE3000 (Revised)) international standard. To see the ERM CVS assurance statement please visit [www.astonmartinlagonda.com](http://www.astonmartinlagonda.com).



# SOCIAL RESPONSIBILITY

THE COMMUNITIES IN WHICH WE OPERATE ARE OF FUNDAMENTAL IMPORTANCE TO ASTON MARTIN. WE ACTIVELY ENGAGE WITH THESE COMMUNITIES AND OUR VARIOUS STAKEHOLDERS THROUGH A NUMBER OF DIFFERENT INITIATIVES. THESE EVENTS ARE AIMED AT FOSTERING A SENSE OF PARTNERSHIP BETWEEN THE COMPANY AND ITS LOCAL COMMUNITY.

## EDUCATIONAL OUTREACH

As a high-profile brand, we believe we have a role to promote the education of young people in our communities and beyond through school, college and university. Shaping the next generation of designers and engineers with an academic or vocational background focused on the next generation of advanced technologies and/or traditional handcrafting skills, is a key objective for Aston Martin future talent pipeline.

Aston Martin has a number of partnerships with universities in the UK and around the world to ensure it helps develop both the skills required for the industry and those technologies/materials the industry needs.

Our apprenticeship scheme is one of the most celebrated in the industry, taking young people from partner schools and colleges and providing them with a vocational route into employment, with over 100 apprentices having graduated from the scheme in the past 10 years. This training and development continues through to degree level and beyond, subject to the individual's aspirations.

## CASE STUDY – SUPPORTING OUR COMMUNITIES DURING COVID-19

In the early stages of the COVID-19 pandemic Aston Martin and its staff joined the campaign to provide Personal Protective Equipment (PPE) to frontline NHS workers during the Coronavirus crisis. The company developed a new respiratory protection device, protective visors and gowns for local Health Trusts.

One of the most hazardous procedures for intensive care staff treating COVID-19 patients is the intubation and extubation process so an extra layer of protection during respiratory procedures was sought.

Working with its project partner, Multimatic, Aston Martin supported the MTC (Manufacturing Technology Centre) to refine and produce a new respiratory protection device, allowing medical staff to treat patients in a safer way.

The company's design and trim shop also got in on the act manufacturing face visors using the company's 3D printers and making face masks in the trim shop.



COMMUNITY ENGAGEMENT

As a business we actively engage in the communities in which we operate. Core to our Corporate Responsibility Strategy is partnering with local stakeholders and charities to make our communities stronger and to have a positive impact in the areas we work and live.

Annually, we support a number of charities and community projects every year. Two of these charities are selected to fit with our company culture, heritage and brand, whilst the others are focused on our local communities and are chosen by our employees in Gaydon and St Athan respectively.

In 2020, we were proud to support the following two corporate charities;

- The RAF Benevolent Fund, the RAF’s leading welfare charity with a proud tradition of looking after all serving and former members of the RAF as well as their partners and dependent children; and
- The Prince’s Trust, a youth charity that helps vulnerable young people aged 11 to 30 get into jobs, education and training.

Beyond direct corporate giving we continue to support our employees and the local community supporting sports teams, events and in fundraising for charities, often through the donation of specific money can’t buy experiences.

As an aspirational brand we support local schools, colleges and businesses to inspire the next generation of engineers and designers. One such example is the sponsorship of the Goodwood Marshals Apprenticeship Scheme, training the next generation of Marshals for the iconic circuit.

PHILANTHROPIC ACTIVITIES

Our selected charities for 2020 were:

RAF Benevolent Fund	
Princes Trust	
Duke of Edinburgh Award Scheme	
Helping Hands	
Myton Hospice	
Education and Employers	
Goodwood Marshals Club	





**ASTON MARTIN OWNERS CLUB (AMOC)**

The Aston Martin Owners Club (AMOC) was formed in 1935 and is the world’s oldest, largest and only officially recognised, membership club for Aston Martin Owners and enthusiasts.

The award-winning Club boasts 6,000 Members across 50 countries around the world and is formally endorsed by Aston Martin. The company plays a key role in providing ongoing support to members through discounted servicing and maintenance programmes and supporting key AMOC events and Race Days.



**ASTON MARTIN HERITAGE TRUST (AMHT)**

In 1998 the Aston Martin Owners Club founded the Aston Martin Heritage Trust (AMHT) to provide a permanent home for its extensive archive and collection of vehicles and memorabilia. The Trust now operates independently as a charity under its own auspices, from its home in Drayton Saint Leonard, England, with the aim to inspire and educate people in every aspect of the marque’s heritage.

Aston Martin supports the AMHT, through the collective and collaborative documentation of Aston Martin materials of significant note. This includes the loaning of vehicles for display in the museum and the donating of historic assets and documents from company archives for display in the museum.

The company also appoints two trustees to AMHT, to maintain a close link between the two organisations.



# SUSTAINABLE SUPPLY CHAIN

A SUSTAINABLE SUPPLY CHAIN IS ESSENTIAL FOR ANY BUSINESS. AS A LUXURY BUSINESS THIS IS EVEN MORE IMPORTANT TO ASTON MARTIN AS OUR FOCUS IS ON HANDCRAFTED EXCELLENCE IN TERMS OF QUALITY AND PERFORMANCE. THIS REQUIRES US TO IMPLEMENT A RESPONSIBLE AND EFFICIENT SUPPLY CHAIN MANAGEMENT SYSTEM IN ORDER TO SELECT SUPPLIERS AND PARTNERS THAT ARE ABLE TO MEET OUR HIGH STANDARDS.

Aston Martin proactively works with its suppliers to maintain the high standards of sustainable and ethical sourcing. Designing and developing sustainable components to integrate into our products whilst delivering authenticity, craftsmanship and high-quality products.

## RESPONSIBLE PROCUREMENT GUIDE

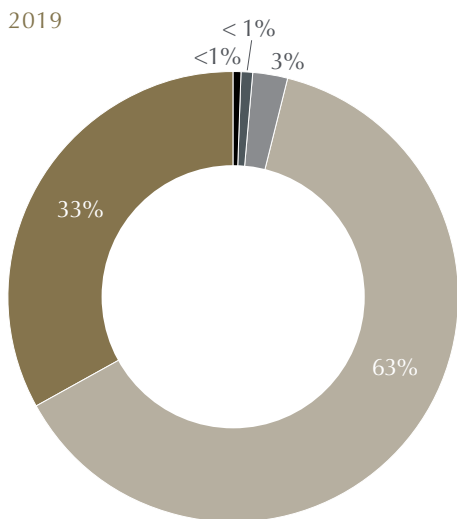
In 2012 Aston Martin established a Responsible Procurement Guide, which set out the company's commitment to the application of social, ethical and environmental principles in the supply chain. These principles are supported by Aston Martin procurement policies and practices, standard terms of conditions of supply and the standards for all company employees, suppliers and sub-suppliers.

The Responsible Procurement Guide seeks the commitment from the company's existing suppliers and sub-suppliers as well as future suppliers to engage, communicate and promote the principles outlined within the guide, including but not limited to eradicating any forms of slavery or human trafficking in line with the UK's Modern Slavery Act.

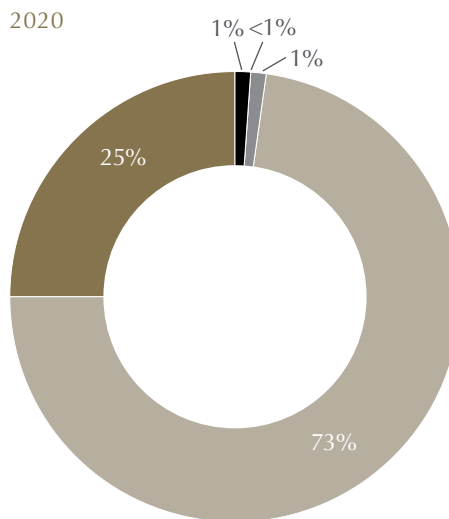
In 2017 the Responsible Procurement Guide became part of the company's standard terms and conditions, specifying all new and incumbent suppliers to adhere to the guide as part of their partnership with Aston Martin. A detailed overview of Aston Martin Responsible Procurement Guide can be found on the company's website. [www.astonmartinlagonda.com](http://www.astonmartinlagonda.com)



ASTON MARTIN GLOBAL SUPPLIER DISTRIBUTION  
SUPPLIER BASE BY REGION



- Africa
- Asia Pacific
- North America
- Europe
- UK



- Africa
- Asia Pacific
- North America
- Europe
- UK

CONFLICT MINERALS

Aston Martin fully supports the global efforts of preventing the exploitation of minerals violating human rights. As part of this and to promote human rights and the sustainability of its operations Aston Martin select suppliers based not only on the quality and competitiveness of their products and services but also their appearance to social ethical environment principles as outlined in the company's Responsible Procurement Guide.

Using guidance set out by the Organisation for Economic Co-operation and Development (OECD), on the use of metals such as tantalum, tin, tungsten and/or gold, collectively referred to as 3TG or Conflict Minerals, Aston Martin has updated its Responsible Procurement Guide. We expect our suppliers to adhere to our values and ethical business practices.



**HUMAN RIGHTS & MODERN SLAVERY**

Modern slavery, together with its components of forced labour and human trafficking, is a growing concern globally, affecting an estimated 40.3 million people. This issue transcends age, gender and ethnicities. It includes victims trafficked from overseas and vulnerable people in the UK who are forced illegally to work against their will across many different sectors such as agriculture, hospitality, construction, retail and manufacturing.

Ensuring that internationally proclaimed human rights, as specified in the International Bill of Human Rights, are respected across our business and by our suppliers is an important priority for Aston Martin and as such the company works with its suppliers to share best practice and ensure adherence to regulations and the company’s Responsible Procurement Guide are maintained.

No human rights violations were reported within the Group or our wider supply network in 2019. These principles are supported by our procurement policies, practices and standards for all staff, suppliers and sub-suppliers.

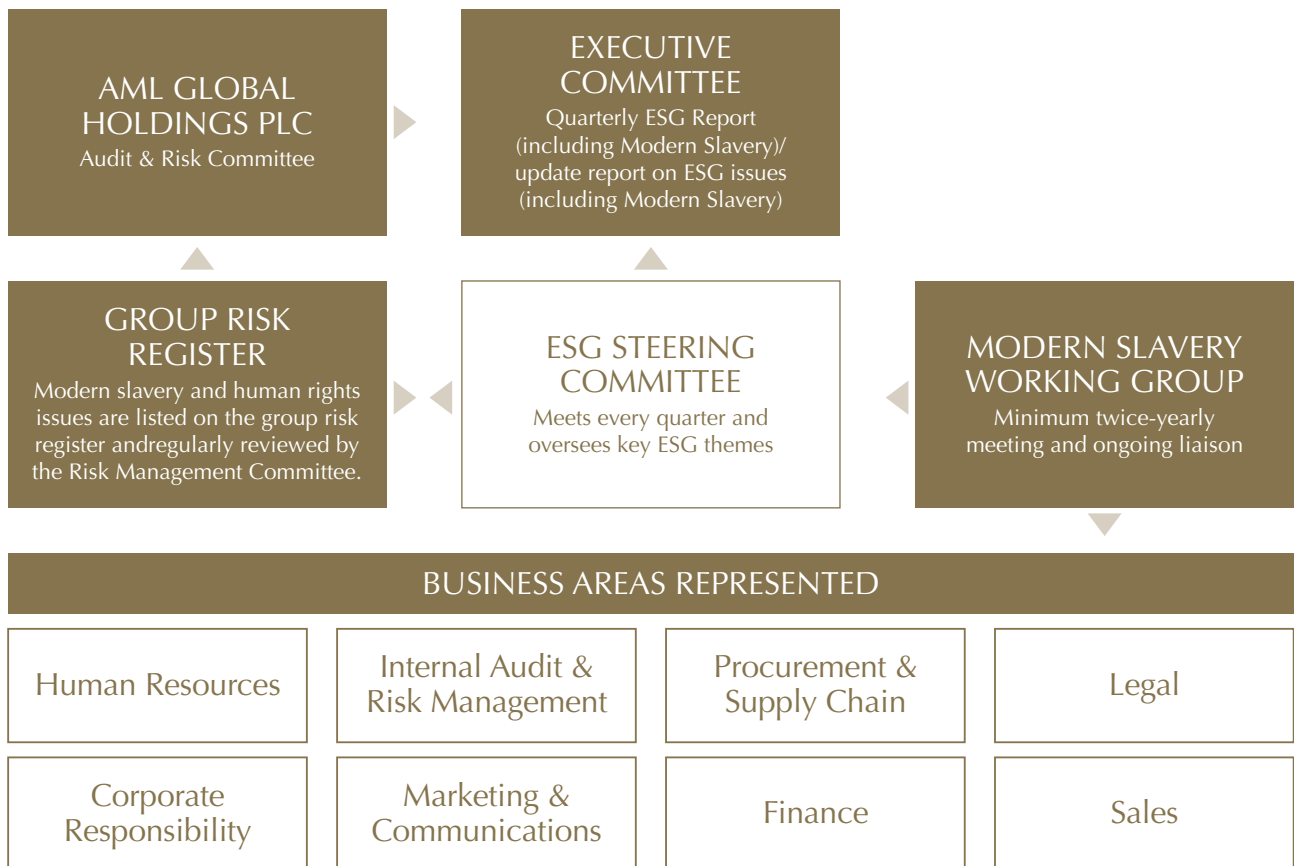
The Modern Slavery Act 2015 requires commercial organisations supplying goods or services with a turnover above £36 million to prepare and publish an annual ‘Slavery and Human Trafficking Statement’.

The Statement must set out the steps an organisation has taken, if any, during its financial year to ensure that slavery or human trafficking is not taking place in its supply chain.

To address this, Aston Martin has established a cross functional working group including representation from Human Resources, Legal, Procurement & Supply Chain, Internal Audit and Corporate Responsibility (see below). This working group is responsible for implementing and maintaining the relevant policies, communication and training to combat modern slavery.

Aston Martin has a policy to assess and address the risks of violations of anti-human trafficking and anti-modern slavery laws. We adopt procedures that contribute to ensuring modern slavery does not occur in our business or supply chains and we expect organisations with whom we do business to adopt and enforce policies to comply with the legislation. This is set out in the company’s Responsible Procurement Guide which forms part of our standard terms and conditions for all suppliers.

A copy of the company’s Modern Slavery Act Statement is available at [www.astonmartinlagonda.com](http://www.astonmartinlagonda.com)



We are signatories of the UN Global Compact, supporting principles with respect to human rights, labour, environment and anti-corruption. We support our people and clients to address issues arising from modern slavery.

### OUR PROCEDURES

As a responsible business, Aston Martin has a number of procedures in place to ensure modern slavery does not occur in our business or supply chains. These procedures are set out below;

### EMPLOYMENT

Our robust recruitment processes, in line with UK employment laws, includes:

- ‘Right to work’ document checks; contracts of employment and checks to ensure everyone employed is 16 and above.
- Market-related pay and rewards reviewed annually.
- Wellbeing activities and initiatives to support our people’s physical and mental wellbeing and lifestyle choices.



### TRANSPARENCY IN OUR SUPPLY CHAINS

We recognise that the company is exposed to greater risk when dealing with its suppliers, particularly those who have operations/suppliers outside of the UK and Europe. In order to mitigate this risk, we have implemented the following measures;

- Rolling out the Aston Martin Responsible Procurement Guide to all our suppliers, aimed at ensuring our values are adhered to and respected.
- A commitment to work with our suppliers to support them to understand and work towards their own obligations under the Modern Slavery Act.
- Undertake an examination of our supply chain, to determine where potential risks may be.
- Review the performance and commitment of our top suppliers (in terms of spend), to the Modern Slavery Act requirements, through their own modern slavery statements.

### SUPPORTING OUR PEOPLE

We have enabled our people to understand more about this growing issue by setting out the steps we have taken and are taking as an organisation, as well as providing them with clear guidance on how to report any suspicions they may come across within business or a personal context.

We are:

- Providing regular communication with employees.
- Developing an overview of the Modern Slavery Act and the company’s approach including links to the government’s modern slavery website.
- Implementing a communication campaign to all staff signposting them to the resources available on the government website to provide them with useful information on how to recognise different types of slavery and provide them with details of how to report such instances.

# GOVERNANCE

ASTON MARTIN LAGONDA GROUP HOLDINGS PLC. IS A PUBLIC LIMITED LIABILITY COMPANY, WHICH IS LISTED ON THE LONDON STOCK EXCHANGE.

THE COMPANY IS REQUIRED TO COMPLY WITH THE UK CORPORATE GOVERNANCE CODE, DETAILS OF WHICH CAN BE FOUND IN THE ASTON MARTIN LAGONDA ANNUAL REPORT PAGES 45-53.



## OUR BOARD

The composition of the Board has undergone significant evolution during 2020 and up to the date of this Report. Details of the changes to the Board during 2020 are set out on page 44 of the Annual Report. At the date of this Report our Board comprises 11 members: the Executive Chairman, the Chief Executive Officer, the Chief Financial Officer and eight Non-Executive Directors, of whom six are considered independent for the purposes of the Code.

The Directors are appointed by the Board and are subject to annual re-election by shareholders. The Company's significant shareholder groups, in line with the respective Relationship Agreements, have nominated Directors who

have been appointed to the Board; further details of these arrangements are set out on page 82 of the Directors' Report.

The Board is satisfied that there is a sufficient balance between Executive and Non-Executive Directors on the Board to ensure that no one individual has unfettered decision-making powers and that Directors are able to discharge their duties and responsibilities.

It is the responsibility of the Board to establish the Company's purpose and to satisfy itself that the Company's purpose, values and strategy are aligned with its culture.

The Board’s role is also to support management in the Company’s strategic aims in the best interests of our shareholders and wider stakeholders. It leads and provides direction in the setting of strategy and overseeing its implementation by management. The specific activities undertaken by the Board during the year are set out on page 48 of the Annual Report. The Board also monitors the Group’s operations within an agreed framework of controls, allowing risk to be assessed and managed within agreed parameters. This is discussed further in the Risk and Viability Report on page 33 of the Annual Report.

The Board has established terms of reference that set out the matters that it must approve and the specific responsibilities that it has delegated to its principal committees: the Audit and Risk Committee, Remuneration Committee and Nomination Committee. Each of the Committees’ roles and responsibilities are set out in formal terms of reference, which are determined by the Board. These are available for review on the Company’s website at [www.astonmartinlagonda.com](http://www.astonmartinlagonda.com).

All Board and Committee meetings are minuted and formally approved at the next meeting. Board minutes contain details of the Directors’ decision-making processes and any follow up actions or concerns raised by the Directors.

The Board’s terms of reference state that it must consider and approve the following:

- The Group’s strategic aims, objectives and commercial strategy;
- Review of performance relative to the Group’s business plans and budgets;
- Major changes to the Group’s corporate structure, including acquisitions and disposals;
- Financial Statements and the Group dividend policy including any recommendation of a final dividend;
- Major changes to the capital structure including tax and treasury management;
- Major changes to accounting policies or practices;
- The system of internal control and risk management policy;
- The Group’s risk appetite; and
- The Group’s corporate governance and compliance arrangements.

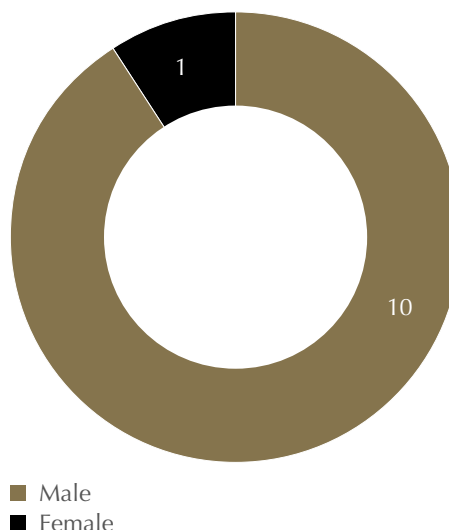
**BOARD OF DIRECTORS**

Lawrence Stroll	(Executive Chairman)
Tobias Moers	(Chief Executive Officer)
Kenneth Gregor	(Chief Financial Officer)
Antony Sheriff	(Senior Independent Director)
Lord Matthew Carrington	(Independent Non-Executive Director)
Peter Espenhahn	(Independent Non-Executive Director)
Robin Freestone	(Independent Non-Executive Director)
Professor Richard Parry-Jones, CBE	(Independent Non-Executive Director)
Dr Anne Stevens	(Independent Non-Executive Director)
Michael de Picciotto	(Non-Executive Director)
Stephan Unger	(Non-Executive Director)

**EXECUTIVE COMMITTEE**

Tobias Moers	(Chief Executive Officer)
Kenneth Gregor	(Chief Financial Officer)
Marek Reichman	(Chief Creative Officer)
Michael Straughan	(Chief Operating Officer)
Michael Marecki	(General Counsel)

**GENDER OF BOARD OF DIRECTORS**



## ETHICAL BUSINESS CONDUCT

As a signatory of the UN Global Compact the company is committed to doing business in an ethical and transparent way. This approach is essential to ensure the company's growth is sustainable and provides shared value for our stakeholders.

We are committed to comply with the regulatory context of all countries in which the company operates and to ensure our cars are compliant with the regulation for the markets in which they are sold.

The company's Standards of Corporate Conduct apply to all full and part time employees of the Aston Martin Lagonda Group. It also applies to all temporary, contract and all other individuals and companies that act on behalf of the Aston Martin Lagonda group.

The Standards of Corporate Conduct establishes a series of principals and guidelines of conduct that ensures their ethical and responsible behaviour in a number of areas such as; Anti-Bribery & Corruption, Confidential Reporting & Whistle blowing and Equality, Diversity & Inclusion.

The Internal Audit team investigates possible violations of the Standards of Corporate Conduct during periodic audits.

## ANTI-BRIBERY & CORRUPTION

It is the Company's policy to conduct all of our business in an honest and ethical manner. A zero-tolerance approach is taken to bribery and corruption and the company is committed to acting professionally, fairly and with integrity in all its business dealings and relationships wherever we operate and implementing and enforcing effective systems to counter bribery. This is set out in the company's Anti Bribery and Corruption policy

The Company will comply with all laws relevant to countering bribery and corruption in all the jurisdictions in which we operate. For the majority of our business, we are bound by and must observe the laws of the UK, including the Bribery Act 2010. This is in respect of our conduct both at home and abroad.

The Company is required to comply with the UK Corporate Governance Code as set out in the Annual Report pages 46-53.

## WHISTLEBLOWING

Aston Martin is committed to creating an environment of trust which is open, safe and secure. As such, it is important that all employees feel that they are able to raise genuine concerns of suspected wrongdoing without fear of suffering detriment or being victimised. Employees have a basic obligation to comply with the law and also to report any known or suspected misconduct or illegality by others which threatens a public interest e.g. of our employees, suppliers, customers or the general public.

The company's Confidential Reporting & Whistleblowing policy has been developed in accordance with the Public Interest Disclosure Act 1998. The aim of the policy is to encourage employees to voice any concerns they may have about any known or suspected wrongdoing and to outline the procedure to follow to bring this to the company's attention.

The company is committed to achieving the highest possible ethical standards in all areas of its business. Regular reporting of instances of whistle blowing are reported the CEO as well as to the Audit Committee.

## POLITICAL DONATIONS

It is the Company's policy not to make political donations and no such political donations were made during the period since the IPO. In line with 2020 and reflecting the practice of many other London-listed companies, the Board will be seeking shareholder approval for political donations at the forthcoming AGM. This is a precautionary measure, for the Company and its subsidiaries to be able to make donations and/or incur expenditure which may be construed as "political" by the wide definition of that term included in the relevant legislation. Further details are provided in the Notice of this year's AGM.

## COMPLIANCE

In 2020 there were no reported breaches of corruption law, anti-competitive, anti-trust and monopoly laws or environmental laws.

During 2020 there were no significant fines and/or non-monetary sanctions with respect to points above and we have not identified any incidents of discrimination.

MEMBERSHIP OF ASSOCIATIONS

Aston Martin Lagonda is a member of a number of industry bodies and trade associations around the world, which enables the company to create synergies with other organisations to improve business and to efficiently and sustainability develop industry and society.

Automotive Council



Fédération Internationale de l'Automobile (FIA)



British Safety Council



Society for Motor Manufacturers & Traders (SMMT)



Business in the Community



UN Global Compact



Confederation of British Industry (CBI)



Welsh Automotive Forum



European Small Car Manufacturers Alliance (ESCA)



Royal Warrant Holders Association



FTSE4Good



CDP



# METHODOLOGY AND SCOPE

THE ASTON MARTIN LAGONDA 2020 SUSTAINABILITY REPORT COVERS THE PERIOD 1ST JANUARY 2020 TO 31ST DECEMBER 2020, COVERING THE ACTIVITIES OF ASTON MARTIN LAGONDA GROUP HOLDINGS PLC AND ITS SUBSIDIARIES – ALL OF WHICH ARE OUTLINED IN THE ASTON MARTIN LAGONDA ANNUAL REPORT, AVAILABLE ON OUR WEBSITE [WWW.ASTONMARTINLAGONDA.COM](http://WWW.ASTONMARTINLAGONDA.COM)

## REPORTING STANDARDS AND FORMATS

In the report we aim to set out our sustainability strategy and the initiatives taken during the 2020 period. The report was drafted by the Sustainability team at Aston Martin under the supervision of the Aston Martin Chief Financial Officer and in compliance with the ‘GRI Reporting Standards’ established in 2016 by the Global Reporting Initiative (GRI) and in accordance with GRI Standards: Core option. Data used in the report is in directly measurable quantities, where possible, limiting the use of estimates. Any estimate data is indicated accordingly.

Selected performance data in this report is subject to limited assurance. The independent assurers’ statement is included within this report.

This Sustainability report is only available online through the Aston Martin Lagonda corporate website [www.astonmartinlagonda.com/responsibility](http://www.astonmartinlagonda.com/responsibility). Any questions on this report which is updated annually should be directed to the Sustainability team, who can be contacted at [sustainability@astonmartin.com](mailto:sustainability@astonmartin.com)



As a signatory to the United Nations Global Compact (UNGC), this report aligns with the UNGC’s universally accepted principles in the areas of human rights, labour, environment and anti-corruption and highlights key actions implemented and progress made in 2020 against these principles. Our annual Communication on Progress to the UNGC can be found at <https://www.astonmartinlagonda.com/responsibility/un-global-compact>.

## REPORTING SCOPE

### ENVIRONMENT

#### Boundary of reporting

Unless otherwise stated, environment data includes the following locations where AML has operational control and the ability to influence resource use.

Regions	Location
<b>Americas</b>	<ul style="list-style-type: none"> <li>• Irvine, USA</li> </ul>
<b>UK</b>	<ul style="list-style-type: none"> <li>• Gaydon</li> <li>• St Athan</li> <li>• Chasepoint</li> <li>• Dover Street</li> <li>• MIRA</li> <li>• Milton Keynes</li> <li>• Newport Pagnell</li> <li>• Silverstone</li> <li>• Soho Square</li> <li>• Wellesbourne</li> <li>• Wolverton Mill</li> </ul>
<b>EMEA</b>	<ul style="list-style-type: none"> <li>• Nurburgring, Germany</li> </ul>
<b>Asia Pacific</b>	<ul style="list-style-type: none"> <li>• Tokyo, Japan</li> <li>• Shanghai, China</li> <li>• Singapore</li> </ul>

### Environmental Metrics Reported

- Total Gross Greenhouse Gas emissions (Scope 1 + Scope 2)
- Scope 1 (tCO<sub>2</sub>e)
- Scope 2 (tCO<sub>2</sub>e) – location and market-based
- Greenhouse Gas emissions Scope 3 (tCO<sub>2</sub>e) – business travel, management car miles, personal car mileage and employee commute
- Total Energy Consumption (MWh): Consumed Fuel + Electricity
- Water consumption (m<sup>3</sup>)

CALCULATION METHODOLOGY – GHG EMISSIONS

GHG emissions are accounted for in line with the GHG protocol

- Scope 1 emissions are **direct emissions** from owned or controlled sources.
- Scope 2 emissions are **indirect emissions** from the generation of purchased energy. Emissions are reported using the location-based methodology and market-based methodology.
- Scope 3 emissions are **other indirect emissions** (not included in scope 2) that occur in the value chain of the company, including both upstream and downstream emissions. Aston Martin captures emissions from Business air travel, management car miles, personal car mileage and employee commute.

The table below notes the sources of emissions that fall under each scope and the evidence used for the data:

	Sources of emissions	Evidence used
<b>Scope 1</b>	Natural Gas	Obtained from utility bills
	Diesel ( <i>used for emergency heating and firing pumps at St Athan</i> )	Data obtained from suppliers
	Petrol	Obtained from goldcrest (company proprietary software)
	LPG	Data obtained from suppliers
	Pool Cars	Data obtained from security records
	Refrigerant losses	Internal maintenance records
<b>Scope 2 (location based)</b>	Electricity consumption	Obtained from utility bills
<b>Scope 2 (Market based)</b>	Electricity consumption ( <i>based on sources of electricity</i> )	Obtained from Utility bills (Most AML sites migrated to the renewable energy tariff since 1/20/2018.
<b>Scope 3 – Business travel</b>	Business air travel	Data on mileage obtained from HR and finance
	Management car mileage	
	Personal car mileage	
	Employee commute	

The company reports energy data and converts this into carbon dioxide equivalent (CO<sub>2</sub>e) for disclosure purposes as part of the company’s mandatory Greenhouse Gas Reporting Requirements. The DEFRA/ IEA emissions factor for 2020 are used to calculate the scope 1,2 and 3 figures.

Estimations

Where the company does not have visibility of a site’s energy consumption such as shared facilities where energy use is not sub-metered, energy consumption is estimated based on the average consumption per sq. ft. of AML sites in that region.

Data collection and quality

The data is subject to a detailed scrutiny and analysis by the Aston Martin Environment team, before being reviewed by senior management.

- Audited manufacturing data is used to derive the intensity metric of KgCO<sub>2</sub>e/ per vehicle manufactured.
- Audited data is also used to calculate total scope 1 and scope 2 emissions per unit.

Calculation Methodology – Energy Consumption

Total energy consumption within the organisation is calculated in MWh and is the sum of energy consumed from electricity, gas, LPG petrol and diesel.

Audited data is used to calculate total energy consumed per unit passed to sales.

Calculation Methodology – Water Consumption

Water consumption figures is the total volume of water consumed at the Gaydon, Chasepoint and Wolverton mill sites. This data is sourced from the utility bills of the respective sites.



HR

BOUNDARY OF REPORTING

Our employee data is stored centrally in our HR & Payroll system – HRe. For the purposes of this report, all permanent and contract employees are included (except Gender Pay as set out below).

The regions included in the report include Asia pacific, EMEA, UK and the Americas

Regions	Location
Americas	<ul style="list-style-type: none"> <li>Irvine, USA</li> </ul>
UK	<ul style="list-style-type: none"> <li>Gaydon</li> <li>St Athan</li> <li>Chasepoint</li> <li>Dover Street</li> <li>MIRA</li> <li>Milton Keynes</li> <li>Newport Pagnell</li> <li>Silverstone</li> <li>Soho Square</li> <li>Wellesbourne</li> <li>Wolverton Mill</li> </ul>
EMEA	<ul style="list-style-type: none"> <li>Nurburgring, Germany</li> </ul>
Asia Pacific	<ul style="list-style-type: none"> <li>Tokyo, Japan</li> <li>Shanghai, China</li> <li>Singapore</li> </ul>

UNDERSTANDING OUR DATA

**Senior Management team** refers to our Chief population, representing the Vice Presidents of the business as well as 2 Executive committee member Directors.

**Senior Leadership team** refers to our Director population (excluding 2 Executive committee members).

**Other Employees** refers to all other grades of the organisation excluding Chiefs and Directors – this includes Senior Manager, Manager, Expert, Grades 4-9 and technician grades A-C

**Apprentice:** An apprentice is defined as anyone on a four-year fixed term contract who spends 20% off the job working towards an academic qualification. They can be identified by filtering on the job title field and the unclassified job grade

CALCULATION METHODOLOGY – GENDER PAY GAP (5 APRIL 2020 SNAPSHOT)

The gender pay gap figures are based on UK permanent employees only as per regulatory requirements.

Hourly wages pay gap – The 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 gap is calculated as the percentage difference between the two numbers.

Proportion of women in each pay quartile – To show the proportion of female full pay relevant employees in each quartile, all employees are ranked from highest to lowest hourly rate and divided into four equal quartiles: the upper, upper middle, lower middle and lower quartiles. Each quartile is then made up of a percentage of males and females.

Bonus Pay gap – is defined under the regulations as any remuneration in the form of money, vouchers, securities, security options or interests in securities and; Relates to profit sharing, productivity, performance, incentive or commission

The mean bonus gap is calculated by adding up the total bonus paid to all relevant males and females respectively during the 12-month period and dividing by the total number of relevant males and females respectively. The gap is calculated as the percentage difference between the two numbers.

# AUDITORS' REPORT

INDEPENDENT ASSURANCE STATEMENT TO ASTON MARTIN LAGONDA LTD

Aston Martin Lagonda Ltd (AML) engaged ERM Certification and Verification Services (ERM CVS) to provide limited assurance in relation to selected indicators in the Aston Martin Lagonda Ltd 2020 Sustainability Report and the Aston Martin Lagonda 2020 Annual Report (the reports) as set out below.

## ENGAGEMENT SUMMARY

SCOPE OF OUR ASSURANCE ENGAGEMENT	<p>Whether the 2019 and 2020 performance indicators as listed below are fairly presented, in all material respects, with the reporting criteria</p> <ul style="list-style-type: none"> <li>• Total Gross Greenhouse Gas emissions (tCO<sub>2</sub>e)</li> <li>• Scope 1 (tCO<sub>2</sub>e)</li> <li>• Scope 2 (tCO<sub>2</sub>e) – location and market- based</li> <li>• Scope 3 (tCO<sub>2</sub>e)</li> <li>• Intensity ratio (t CO<sub>2</sub>e / manufactured volume)</li> <li>• Total Energy Consumption (MWh)                             <ul style="list-style-type: none"> <li>• Electricity (MWh)</li> <li>• Gas (MWh)</li> <li>• LPG (MWh)</li> <li>• Diesel (MWh)</li> <li>• Gasoline (MWh)</li> </ul> </li> <li>• Gender Diversity (no. and %)                             <ul style="list-style-type: none"> <li>• Senior Management team</li> <li>• Senior Leadership team</li> <li>• Other Employees</li> </ul> </li> <li>• Gender Pay gap                             <ul style="list-style-type: none"> <li>• Hourly wages pay gap</li> <li>• Proportion of women in each pay quarter</li> <li>• Bonus Pay gap.</li> </ul> </li> <li>• Employment by region (no. and %)</li> <li>• Apprentices as % of workforce</li> </ul>
REPORTING CRITERIA	AML's Basis of Reporting as described on pages 37-39
ASSURANCE STANDARD	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
ASSURANCE LEVEL	Limited assurance.
RESPECTIVE RESPONSIBILITIES	<p>AML is responsible for preparing the reports and for the collection and presentation of the information within it.</p> <p>ERM CVS' responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.</p>

## OUR CONCLUSIONS

Based on our activities, nothing has come to our attention to indicate that the 2019 and 2020 data for the selected indicators, as listed above, are not fairly presented, in all material respects, with the reporting criteria.

## OUR ASSURANCE ACTIVITIES

Our objective was to assess whether the 2019 and 2020 data for the selected indicators are reported in accordance with the principles of completeness, comparability (across the organisation) and accuracy (including calculations, use of appropriate conversion factors and consolidation). We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions.

A multi-disciplinary team of EHS and assurance specialists performed the following activities:

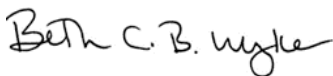
- Interviews with relevant staff to understand and evaluate the data management systems and processes (including IT systems and internal review processes) used for collecting and reporting the selected data;
- A review of the internal indicator definitions and conversion factors;
- An analytical review of the data from all sites including requesting and reviewing evidence such as utility invoices to support data entries
- A check on the completeness and accuracy of the corporate data consolidation;
- A review of the consistency of the assured disclosures between the Reports; and
- Reviewing the presentation of information in the Reports relevant to the scope of our work to ensure consistency with our findings.

## FORCE MAJEURE – COVID-19

Because of travel restrictions, arising from the current global pandemic, we were unable to carry out our assurance activities as originally planned and agreed. We replaced in-person office visits with 'virtual' visits via conference and video calls for this assurance engagement. While we believe these changes do not affect our limited assurance conclusion above, we draw attention to the possibility that if we had undertaken in person visits we may have identified errors and omissions in the assured information that we did not discover through the alternative assurance program.

## THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the assured data 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.




### BETH WYKE

Head of Corporate Assurance

12 April 2021

ERM Certification and Verification Services, London

www.ermcvs.com; email: post@ermcvs.com

*ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the ERM staff that have undertaken this engagement work have provided no consultancy related services to Aston Martin Lagonda Ltd in any respect*

# GRI CONTENT INDEX

## UNIVERSAL STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>GRI 102: GENERAL DISCLOSURES</b>			
<b>ORGANIZATIONAL PROFILE</b>			
102-1	Name of the organization	Aston Martin Lagonda	
102-2	Activities, brands, products, and services	Annual Report Pages 12-13	
102-3	Location of headquarters	Aston Martin Lagonda, Banbury Road, Gaydon, Warwick, CV35 0DB, England	
102-4	Location of operations	Pages 2,3	
102-5	Ownership and legal form	Annual Report Pages 41-44	
102-6	Markets served	Pages 2,3	
102-7	Scale of the organization	Pages 1-3, Annual Report Pages 16-17	
102-8	Information on employees and other workers	Pages 18-21	
102-9	Supply chain	Pages 29-32	
102-10	Significant changes to the organization and its supply chain	Annual Report Pages 4-5	
102-11	Precautionary Principle or approach	Annual Report Pages 33-37	
102-12	External initiatives	Pages 26-28	
102-13	Membership of associations	Page 36	
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	Page 4	
102-15	Key impacts, risks, and opportunities	Annual Report Pages 33-37	
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behaviour	Annual Report Pages 10-11	
102-17	Mechanisms for advice and concerns about ethics	Annual Report Pages 33-34	
<b>GOVERNANCE</b>			
102-18	Governance structure	Pages 33,34	
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	Pages 5-7	
102-41	Collective bargaining agreements	Page 6	
102-42	Identifying and selecting stakeholders	Page 5	
102-43	Approach to stakeholder engagement	Pages 5-7	
102-44	Key topics and concerns raised	Pages 8-11	
<b>REPORTING PRACTICE</b>			
102-45	Entities included in the consolidated financial statements	Annual Report Pages 142-143	
102-46	Defining report content and topic Boundaries	Pages 37-39	
102-47	List of material topics	Pages 10-11	
102-48	Restatements of information	None	
102-49	Changes in reporting	None	
102-50	Reporting period	Page 37	
102-51	Date of most recent report	Page 37	
102-52	Reporting cycle	Page 37	
102-53	Contact point for questions regarding the report	Page 37	
102-54	Claims of reporting in accordance with the GRI Standards	Page 37	
102-55	GRI content index	Pages 42-48	
102-56	External assurance	Pages 40,41	

## TOPIC SPECIFIC STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>GRI 200: ECONOMIC</b>			
<b>GRI 103 : MANAGEMENT APPROACH</b>			
<b>103-1</b>	Explanation of the material topic and its Boundary	Annual Report Pages 29-32	
<b>103-2</b>	The management approach and its components	Annual Report Pages 101-107	
<b>103-3</b>	Evaluation of the management approach	Annual Report Pages 87-95	
<b>ECONOMIC PERFORMANCE</b>			
<b>GRI 201 : ECONOMIC PERFORMANCE</b>			
<b>201-1</b>	Direct economic value generated and distributed		
<b>MARKET PRESENCE</b>			
<b>GRI 202 : MARKET PRESENCE</b>			
<b>202-1</b>	Ratios of standard entry level wage by gender compared to local minimum wage	AML Gender Pay Report Pages 4,5	
<b>202-2</b>	Proportion of senior management hired from the local community	There is a high proportion of the management population taken directly from the local community. This varies across sites but is circa 25% Management is defined as senior manager and above.	
<b>PROCUREMENT PRACTICES</b>			
<b>GRI 204 : PROCUREMENT PRACTICES</b>			
<b>204-1</b>	Proportion of spending on local suppliers	Procurement policies, processes and systems, along with large-volume spend and risk management, are closely aligned across internally and externally through our Purchasing Terms and Conditions and supplemental Guides (i.e. Responsible Procurement Guide). The objective is to ensure sustainable performance and adherence to best practice and industry codes	
<b>ANTI-CORRUPTION</b>			
<b>GRI 205 : ANTI-CORRUPTION</b>			
<b>205-1</b>	Operations assessed for risks related to corruption	Page 35	
<b>205-2</b>	Communication and training about anti-corruption policies and procedures	Page 35	
<b>205-3</b>	Confirmed incidents of corruption and actions taken	None	

## GRI CONTENT INDEX CONTINUED

### TOPIC SPECIFIC STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>GRI 300: ENVIRONMENTAL</b>			
<b>GRI 103 : MANAGEMENT APPROACH</b>			
103-1	Explanation of the material topic and its Boundary	Page 22	
103-2	The management approach and its components	Pages 22-25	
103-3	Evaluation of the management approach	Pages 37,38	
<b>MATERIALS</b>			
<b>GRI 301 : MATERIALS</b>			
301-1	Materials used by weight or volume	8,633.8 tonnes (non-renewable materials)	
<b>ENERGY</b>			
<b>GRI 302 : ENERGY</b>			
302-1	Energy consumption within the organization	78,767.26 MWH	
302-3	Energy intensity	23.57 MWH	
302-4	Reduction of energy consumption	10.45 MWH per unit passed to sales higher than 2019	
<b>WATER</b>			
<b>GRI 303 : WATER</b>			
303-1	Water withdrawal by source	Water is Supplied by Severn Trent after abstraction via license from the environment agency. The source of the water is River Severn which is 354 km (220 mi) in length comprising a basin of 11,420 km <sup>2</sup> (4,409m <sup>2</sup> ) with Bromsgrove Sandstone Aquifer as the groundwater source. The used water is discharged after treatment via a foul sewer for which consents for various discharges are maintained.	
303-2	Water sources significantly affected by withdrawal of water	N/A	
<b>EMISSIONS</b>			
<b>GRI 305 : EMISSIONS</b>			
305-1	Direct (Scope 1) GHG emissions	9200.67 tCO <sub>2</sub> e	
305-2	Energy indirect (Scope 2) GHG emissions	<b>Location based</b> – 7545.86 tCO <sub>2</sub> e <b>Market based</b> – 687.28	
305-3	Other indirect (Scope 3) GHG emissions	6620.37 tCO <sub>2</sub> e	
305-4	GHG emissions intensity	Total Scope 1 Emissions per unit:2.75 Total Scope 2 Emissions per unit:2.26	
305-5	Reduction of GHG emissions	<b>Scope 1</b> – 1.30 t CO <sub>2</sub> e (Increase) <b>Scope 2</b> – 0.85 t CO <sub>2</sub> e (Increase)	
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	77 mg/m <sup>3</sup> (No <sub>x</sub> ), Particulate matter (1.58 mg/m <sup>3</sup> )	
<b>EFFLUENTS AND WASTE</b>			
<b>GRI 306 : EFFLUENTS AND WASTE</b>			
306-2	Waste by type and disposal method	<b>Reuse</b> – Hazardous: 3.82 t / Non-Hazardous: 4.90 t <b>Recycling</b> – Hazardous: 0.30 t / Non-Hazardous: 243.52 t <b>Recovery</b> – Haz: 24.74 t / Non Haz: 117.11 t <b>Landfill</b> – Haz 0 t / Non Haz 0 t	
306-3	Significant spills	No spills reported	
306-4	Transport of hazardous waste	Hazardous waste transported – 161.26 tonnes	

TOPIC SPECIFIC STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>ENVIRONMENTAL COMPLIANCE</b>			
<b>GRI 307 : ENVIRONMENTAL COMPLIANCE</b>			
307-1	Non-compliance with environmental laws and regulations	AML have had no fines and non-monetary sanctions in respect of environmental management	
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
<b>GRI 308 : SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
308-1	New suppliers that were screened using environmental criteria	100% of all new suppliers are screened using ISO14001 as a mandatory requirement	
308-1	Negative environmental impacts in the supply chain and actions taken	100% of suppliers are subject to environmental assessment 0% of suppliers identified as having negative environmental impacts. All suppliers are required to provide certification of ISO14001 as a mandatory sourcing requirement. Aston Martin suppliers supply in accordance with our Terms & Conditions (AMLPTC2010) which state adherence to the Responsible Procurement Guide 2016	
<b>GRI 400 : SOCIAL</b>			
<b>GRI 103 : MANAGEMENT APPROACH</b>			
103-1	Explanation of the material topic and its Boundary	Pages 18-21	
103-2	The management approach and its components	Pages 18-21	
103-3	Evaluation of the management approach	Page 39	
<b>EMPLOYMENT</b>			
<b>GRI 401 : EMPLOYMENT</b>			
401-1	New employee hires and employee turnover	Permanent AML Employees Only	
		Total Leavers	391
		Total Starters	283
		Male	319
		Male	244
		Female	72
		Female	39
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	A range of benefits are available to full time employees such as; Health Care, Dental Care, Parental Leave, Company Vehicle Schemes, EAP Access.	
<b>LABOUR/MANAGEMENT RELATIONS</b>			
<b>GRI 402 : LABOUR/MANAGEMENT RELATIONS</b>			
402-1	Minimum notice periods regarding operational changes	Notice Periods; Staff - 4 weeks Management - 12 weeks Directors / Chiefs - 6 months / 12 months	

## TOPIC SPECIFIC STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
<b>GRI 403 : OCCUPATIONAL HEALTH AND SAFETY</b>			
403-1	Workers representation in formal joint management-worker health and safety committees	H&S Team comprises five heads (including 1 ergonomist covering all sites). There is also H&S Manager who is Chartered Chemical Engineer, NEBOSH General Certificate, Tech IOSH, two other team members are also degree qualified including one in Health and Safety and one other is Dip NEBOSH. H&S committee representation from VP/Director - Shop Floor. Nine H&S committees across the sites, Joint works forum & Internal ISR H&S Review committees at Gaydon and St Athan sites. Three ergonomic Committees.	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Accident Frequency Rate (AFR) All sites for employees on 200,000 manhours basis =1.44 (revised rate for 2019 was 1.04) All sites Lost Time Accidents – 4 (revised data for 2019 is 5 LTA) Day Lost - 22.5 days (revised data for 2019 is 42 days)	
<b>TRAINING AND EDUCATION</b>			
<b>GRI 404 : TRAINING AND EDUCATION</b>			
404-1	Average hours of training per year per employee	6.53 hours per employee (total permanent employees - 2342)	
404-2	Programs for upgrading employee skills and transition assistance programs	Manufacturing - Technical trainers carry out upskilling in paint and trim to help C Grades develop into Bs and As. Manufacturing Apprentices - Performing Engineering Operations - lathes and millers - learning how to create from a drawing using engineering skills. Compliance Training - First Aid, Fire Marshall, GDPR, High Voltage training, British Supervising Staff Safely. Soft Skills - Suite of e-learning modules on the LMS Academic Qualifications - CMI level 3 in Management - CMI level 5 in Leadership and Management - APM Project Management Level 4. MBA - Degree in Engineering. Btec level 3 in Engineering. Degree in Business Wellbeing e-learning and sharepoint site to assist through COVID pandemic LHH Outplacement for people at risk of redundancy in current restructure.	
404-3	Percentage of employees receiving regular performance and career development reviews	100%	
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
<b>GRI 405 : DIVERSITY AND EQUAL OPPORTUNITY</b>			
405-1	Diversity of governance bodies and employees	Refer 2020 Annual Report, Page 20	



## TOPIC SPECIFIC STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>NON-DISCRIMINATION</b>			
<b>GRI 406 : NON-DISCRIMINATION</b>			
406-1	Incidents of discrimination and corrective actions taken	No incidents reported for Aston Martin Employees	
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
<b>GRI 407 : FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Operations as defined under GRI standards refer to AML internal operations, where there is no risk. Suppliers have not been assessed, however they are expected to adhere to the terms agreed within the Responsible Procurement Guide 2016.	
<b>CHILD LABOUR</b>			
<b>GRI 408 : CHILD LABOUR</b>			
408-1	Operations and suppliers at significant risk for incidents of child labour	Operations as defined under GRI standards refer to AML internal operations, where there is no risk. Suppliers have not been directly assessed, 0 risks reported to the organisation, suppliers are expected to adhere to the terms agreed within the Responsible Procurement Guide 2016.	
<b>FORCED OR COMPULSORY LABOUR</b>			
<b>GRI 409 : FORCED OR COMPULSORY LABOUR</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Operations as defined under GRI standards refer to AML internal operations, where there is no risk. Suppliers have not been directly assessed, 0 risks reported to the organisation, suppliers are expected to adhere to the terms agreed within the Responsible Procurement Guide 2016.	
<b>SECURITY PRACTICES</b>			
<b>GRI 410 : SECURITY PRACTICES</b>			
410-1	Security personnel trained in human rights policies or procedures	100%	
<b>RIGHTS OF INDIGENOUS PEOPLES</b>			
<b>GRI 411 : RIGHTS OF INDIGENOUS PEOPLES</b>			
411-1	Incidents of violations involving rights of indigenous peoples	No instances reported	
<b>HUMAN RIGHTS ASSESSMENT</b>			
<b>GRI 412 : HUMAN RIGHTS ASSESSMENT</b>			
412-1	Operations that have been subject to human rights reviews or impact assessments	None - operations as defined under GRI standards refer to AML internal operations, no reviews required.	
412-2	Employee training on human rights policies or procedures	None - No training modules from HR currently available	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Aston Martin suppliers supply in accordance with our Terms & Conditions (AMLPTC2010) which state adherence to the Responsible Procurement Guide 2016.	

## TOPIC SPECIFIC STANDARDS

GRI Standard	Disclosure	Page or Direct Answer	Omissions
<b>LOCAL COMMUNITIES</b>			
<b>GRI 413 : LOCAL COMMUNITIES</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	Company operates engagement programme with all local communities in which we operate	
413-2	Operations with significant actual and potential negative impacts on local communities	None	
<b>SUPPLIER SOCIAL ASSESSMENT</b>			
<b>GRI 414 : SUPPLIER SOCIAL ASSESSMENT</b>			
414-1	New suppliers that were screened using social criteria	As part of our sourcing process, a Manufacturing Site Assessment is conducted per supplier which covers social criteria, 100% of new suppliers are screened as we are unable to proceed with sourcing without an MSA being completed.	
414-2	Negative social impacts in the supply chain and actions taken	0 risks reported to the organisation.	
<b>PUBLIC POLICY</b>			
<b>GRI 415 : PUBLIC POLICY</b>			
415-1	Political contributions		
<b>CUSTOMER HEALTH AND SAFETY</b>			
<b>GRI 416 : CUSTOMER HEALTH AND SAFETY</b>			
416-1	Assessment of the health and safety impacts of product and service categories	All cars are tested in accordance with market safety requirements	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No Instances Reported	
<b>MARKETING AND LABELLING</b>			
<b>GRI 417 : MARKETING AND LABELLING</b>			
417-1	Requirements for product and service information and labelling	At the point of sale. All product labelling confirms to the requirements set out by the individual market.	
417-2	Incidents of non-compliance concerning product and service information and labelling	No Instances Reported	
417-3	Incidents of non-compliance concerning marketing communications	No Instances Reported	
<b>CUSTOMER PRIVACY</b>			
<b>GRI 418 : CUSTOMER PRIVACY</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No Instances Reported	
<b>SOCIOECONOMIC COMPLIANCE</b>			
<b>GRI 419 : SOCIOECONOMIC COMPLIANCE</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	None	



L A G O N D A



By Appointment to  
His Royal Highness the Prince of Wales  
Motor Car Manufacturer and Repairer