



Racing. Green.

SUSTAINABILITY REPORT 2022



RACING. GREEN.



We have set ourselves an ambition to be a world-leading sustainable ultra-luxury automotive business. This ambition is a key pillar of our corporate strategy and the central objective of our sustainability strategy '*Racing. Green.*' Our strategy is built on five core priority areas that reflect Aston Martin's approach to sustainability, aligned with the UN's Sustainable Development Goals, and a deep understanding of the priorities that our customers, employees and other stakeholders care about. These five areas are: tackling climate change; creating a better environment; investing in people and opportunity; exporting success; and delivering the highest standards.



2022 Highlights

3.9%

fall in CO₂ emissions per car manufactured in 2022 compared to 2021 (tCO₂e)*

100%

renewable electricity powering all our UK operations

12.2%

decrease in electricity used compared to 2021 (MWh)

7.5%

fall in water consumed per car manufactured between 2021 and 2022 (m³)

10.2%

increase in proportion of waste recycled compared to 2021 (tonnes)

79%

increase in apprentices completing Aston Martin's industry-leading apprenticeship programme

£2.75 million

raised for charities including The Prince's Trust

* Scope 1 CO₂ emissions

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Amedeo Felisa CEO introduction

“Our sustainability strategy is shaping our transformation as we take action to turn our aspirations into reality, making sustainability central to everything we do.”



2022 was a year of positive transformational importance for Aston Martin's business and brand.

We rose to the significant challenges 2022 posed due to the impact of the COVID-19 global pandemic and international supply chain disruption caused by the war in Ukraine. Throughout the year we continued to support impacted staff, customers and others across our supply chain. We have also worked hard to overcome operational challenges, to put the Company on a strong commercial footing and to make progress towards the goals in our sustainability strategy, *Racing. Green.*

Reducing CO₂ emissions from our products, manufacturing processes and wider supply chain remains a top priority. In 2024, Aston Martin will commence its delivery of Valhalla, our first Plug-in Hybrid Electric Vehicle ('PHEV'), followed by our first Battery Electric Vehicle ('BEV') targeted for launch in 2025 and a fully electrified sports cars and SUV portfolio by 2030.

Our Company-wide Electric Vehicle ('EV') Transformation Programme is equipping our people, changing our processes, and reshaping our organisation for a

new electrified, lower carbon future. Sustainability is also increasingly embedded throughout our vehicle design process, and we are intensifying our focus on optimising the materials we use, as well as increasing our focus on the use of materials that are low carbon, sustainably sourced and recycled.

We continue to implement projects that will help make our manufacturing facilities net-zero by 2030, and work on reducing CO₂ emissions from the supply chain is gaining momentum as we aim for net-zero across our full supply chain by 2039. Our CO₂ emissions per car manufactured based on Scope 1 emissions, were 3.9% lower in 2022 compared to 2021. Successfully reducing emissions across our entire supply chain will require strong collaboration, with all our supply chain partners playing their part.

Our focus on protecting the natural environment goes beyond climate change and actions to reduce CO₂ emissions. We are working collaboratively with suppliers to achieve our target of zero single-use plastic packaging waste by 2025. Water consumption per car manufactured fell 7.5% in 2022 compared to 2021, although the total amount we used increased by 2.5% over the same period.

Investment in water-saving technologies in 2022 will save 1 million litres of water annually from our staff facilities from 2023, but we need to achieve greater savings as we strive to reduce our total water consumption by 15% by 2025, compared to 2019 levels.

No one builds an Aston Martin on their own. People are at the heart of the success of our business. Over the last year, we have continued to keep our colleagues safe and have invested in our commitment to make Aston Martin a great and inclusive place to work.

To help us achieve our goal of zero accidents, we have initiated a new safety training programme and begun to make further improvements to our safety management systems. We also took the decision to refresh our external safety standard-setting body to ensure fresh thinking and new processes to deliver improved safety performance. We will never be complacent and we continue to strive for zero injuries and zero harm.

CEO introduction continued

We have adapted our health, safety and wellbeing procedures according to the shifting circumstances of the COVID-19 pandemic over time. This included providing free testing and sanitising equipment across all our sites. We remain vigilant and continue to take appropriate measures to protect and support our employees and visitors, in line with relevant government guidance. Against this backdrop, we continue to support the mental wellbeing of our colleagues and to raise awareness, delivering training on mental health and stress management.

In 2022, we made our biggest investment in the Aston Martin brand for more than a decade: working in collaboration with leading British creatives, we refreshed our brand positioning and identity with new dynamic imagery and messaging to support our vision to be the world's most desirable ultra-luxury British performance brand.

The last year has also seen further emphasis on increasing diversity and championing inclusivity at Aston Martin. Our work includes the launch of a Company-wide Equity, Diversity and Inclusion strategy setting out our objectives and a governance model to deliver our commitments. We have enhanced our target for women to be in 25% of leadership positions by 2025 and in 30% of leadership positions by 2030, compared with 16.2% currently.

During 2022, we welcomed new apprentices and graduate trainees, strengthening the talent we continue to develop at every level of the business with industry-leading training available for all colleagues. Some 43 apprentices completed our apprenticeship programme in 2022, a 79% increase compared with the previous year. As the impacts of the COVID-19 pandemic have abated, we have been able to increase our efforts to encourage Science, Technology, Engineering and Mathematics ('STEM') in schools and colleges, as well as boost our wider contribution to communities and charitable causes.



We are particularly proud that in September, to celebrate 60 years of the James Bond films, a replica DB5 stunt car from *No Time to Die* donated by Aston Martin raised £2.75 million in a charity auction at Christie's in London. These funds will benefit The Prince's Trust, The Prince of Wales Charitable Fund, and other charities supporting serving and former members of the UK Special Forces.

We continue to serve as a flag bearer for British industry and British exporters in particular, with our cars sold in more than 50 countries worldwide. During the year, we were pleased to welcome senior politicians to our facilities in both Wales and England. Amongst those who visited our world-class manufacturing sites were the Rt Hon Simon Hart MP, the Secretary of State for Wales, and transport minister, Trudy Harrison MP. We were also delighted to welcome numerous MPs who represent communities where our facilities are located. Cementing these relationships is a key part of our collaboration to support sustainable growth in the UK automotive sector and to help the UK Government boost UK exports to £1 trillion per year by 2030.

All our work on sustainability is guided by our support for the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-corruption. It is also underpinned by a broad commitment to delivering the highest standards, with strategic oversight provided by our Board Sustainability Committee. Throughout 2022, we maintained this commitment by continuing to focus on compliance with our legal and regulatory obligations as well as embracing sustainability best practices.

Our sustainability strategy is helping to shape our transformation as we take action to turn aspirations into reality, making sustainability central to everything we do. In some areas, we will need to do more to accelerate progress, but by continuing to intensify our focus on delivery, we will achieve our ambition: to become a world-leading sustainable ultra-luxury automotive business.

Amedeo Felisa
Chief Executive Officer



In 2022, Aston Martin was deeply saddened by the passing of Her Majesty The Queen.

Queen Elizabeth II dedicated her life to public service, and throughout her long reign was a passionate champion for British culture, enterprise and innovation. We were honoured she visited Aston Martin in 1966.



We send our warmest of wishes to King Charles III, a passionate lifelong Aston Martin enthusiast, and continue to offer our service to the Royal Family as a proud Royal Warrant holder.

About Aston Martin Lagonda

Revenue

£1.4bn

(2021 £1.1bn)

Wholesale volumes

6,412

(2021 6,178)

Adjusted EBITDA

£190m

(2021 £138m)

Total average selling price

£201,000

(2021 £162,000)

Operating Loss

£142m

(2021 £76m)

Net debt

£766m

(2021 £892m)

Aston Martin's vision is to be the world's most desirable ultra-luxury British performance brand, creating the most exquisitely addictive performance cars.

Founded in 1913 by Lionel Martin and Robert Bamford, Aston Martin is acknowledged as an iconic global brand synonymous with style, luxury, performance and exclusivity. Aston Martin fuses the latest technology, time-honoured craftsmanship and beautiful styling to produce a range of critically-acclaimed luxury models including the Vantage, DB11, DBS and DBX and its first hypercar, the Aston Martin Valkyrie.

Based in Gaydon, England, Aston Martin Lagonda designs, creates and exports cars which are sold in 56 countries around the world. Its sports cars are manufactured in Gaydon with its luxury SUV range manufactured in St Athan, Wales. Lagonda was founded in 1899 and Aston Martin in 1913. The two brands came together in 1947 when both were purchased by the late Sir David Brown, and the Company is now listed on the London Stock Exchange as Aston Martin Lagonda Global Holdings plc.

2020 saw Lawrence Stroll become the Company's Executive Chairman, alongside significant new investment, a move that led to Aston Martin's return to the pinnacle of motorsport through sponsorship of the Aston Martin Cognizant Formula One™ Team and ushered in a new era for the iconic British marque.

About continued

UK

Aston Martin dealers¹

21

(2021: 22)

Wholesale volumes

1,110

(2021: 1,109)

EMEA²

Aston Martin dealers*

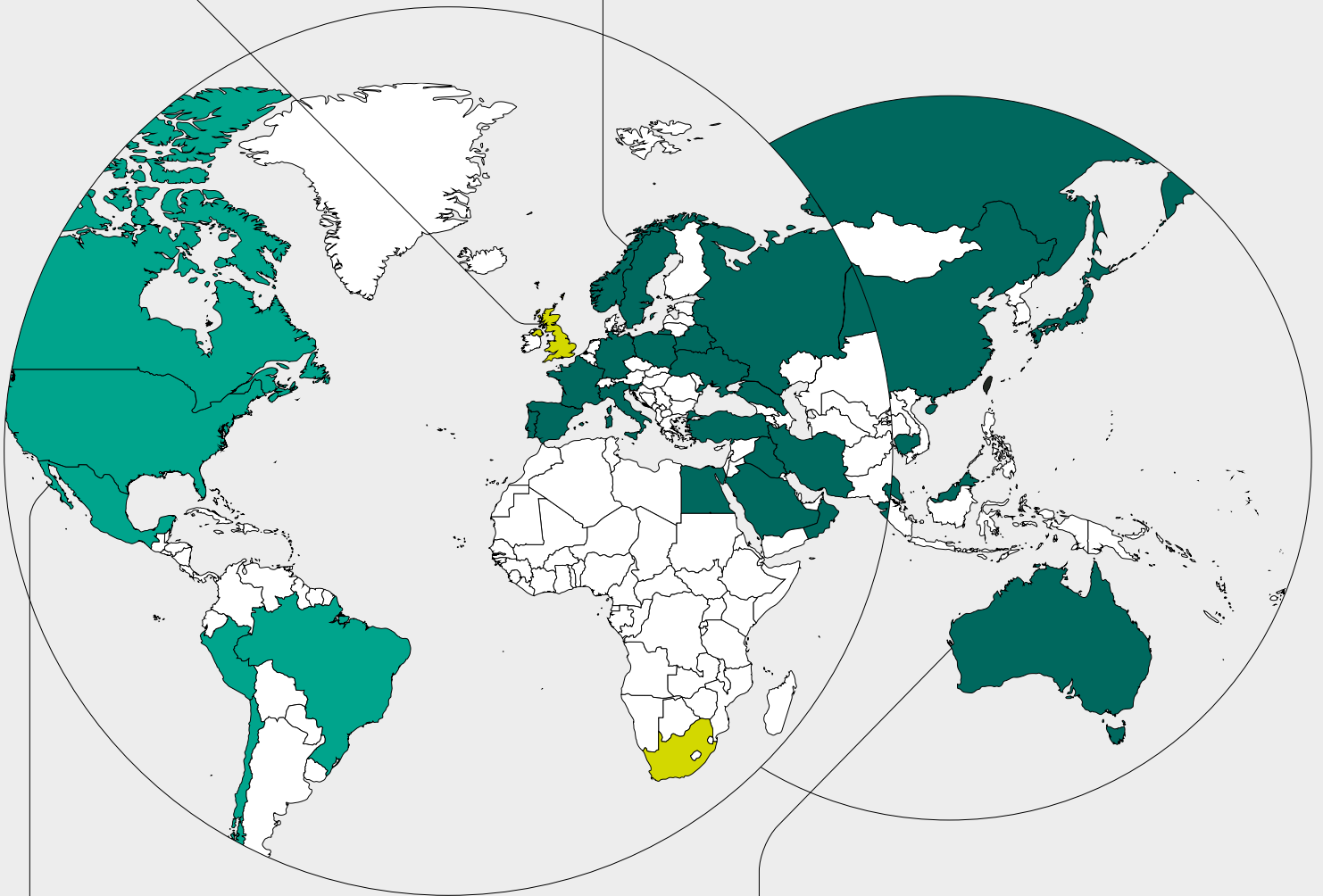
52

(2021: 53)

Wholesale volumes

1,508

(2021: 1,270)



Americas

Aston Martin dealers*

44

(2021: 44)

Wholesale volumes

1,980

(2021: 1,984)

Asia Pacific

Aston Martin dealers*

48

(2021: 49)

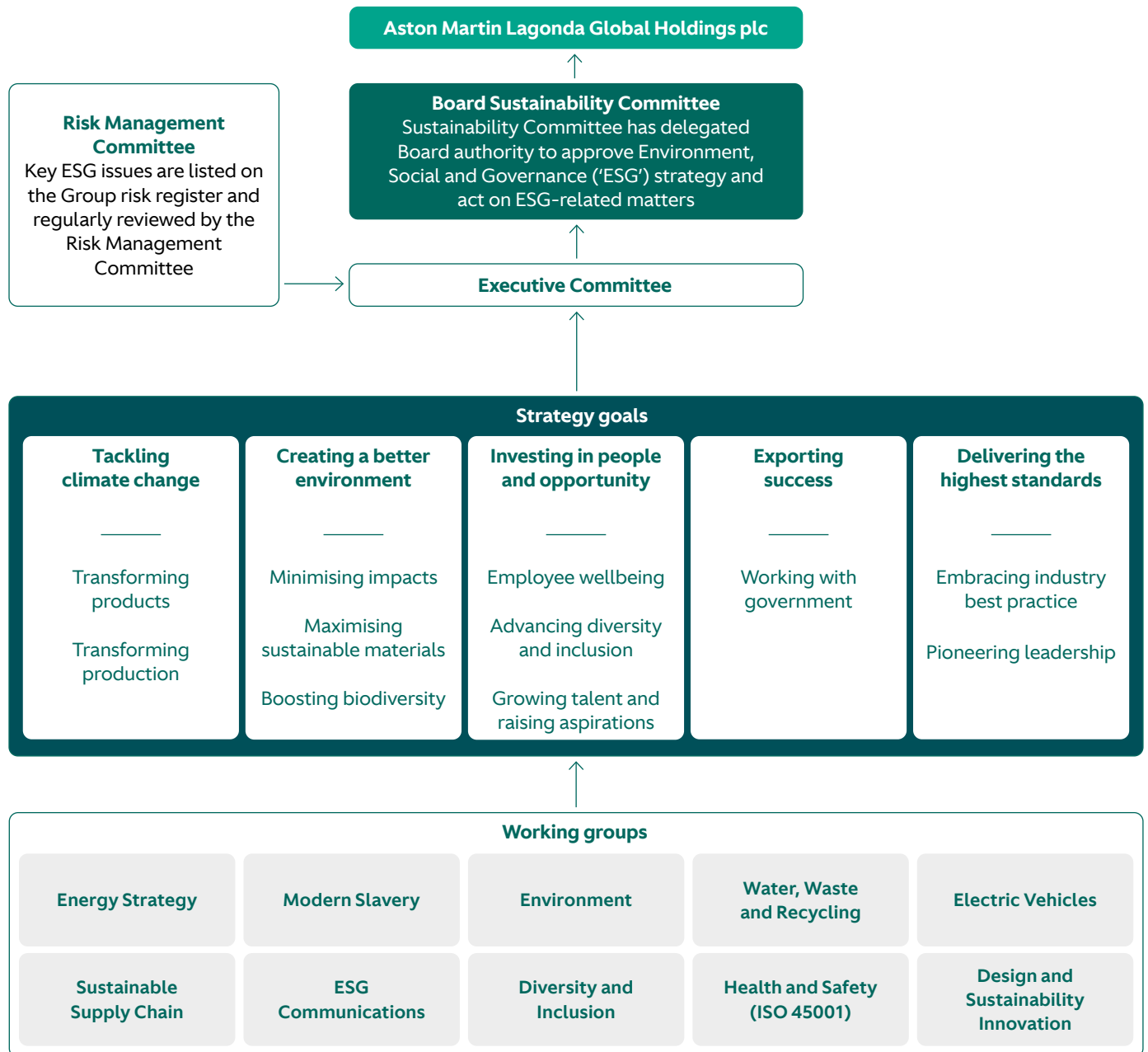
Wholesale volumes

1,814

(2021: 1,815)

1. All dealers are third-party dealers, with the exception of one in the UK
2. EMEA includes Europe, Middle East and Africa (excluding the UK and South Africa)

About Sustainability organisation and governance



Sustainability strategy

In 2022, we intensified and accelerated our sustainability strategy, *Racing. Green.* Our updated targets now include:

- delivery of next generation PHEV commencing in 2024;
- Carbon Neutral manufacturing facilities;
- 100% use of renewable electricity in our manufacturing facilities;
- a new goal to achieve a 2.5% year-on-year reduction in CO₂ emissions from our manufacturing facilities*;
- a new goal to reduce CO₂ emissions intensity and energy consumption per car by 2.5% year-on-year*;
- zero waste diverted to landfill from our manufacturing facilities;
- enhancing our gender diversity aspiration with a new target of women in 25% of leadership positions by 2025 and in 30% of leadership positions by 2030; and
- a new target to improve biodiversity at our manufacturing facilities.

* Scope 1 CO₂ emissions

1 2 3 4 5

Tackling climate change	Creating a better environment	Investing in people and opportunity	Exporting success	Delivering the highest standards
<p>Transforming products</p> <ul style="list-style-type: none"> • Next generation Plug-In Hybrid Electric Vehicle (PHEV) commencing delivery in 2024 • First Battery Electric Vehicle (BEV) targeted for launch in 2025 • Fully electrified sports cars and SUV portfolio by 2030 <p>Transforming production</p> <ul style="list-style-type: none"> • Carbon Neutral manufacturing facilities • Net-Zero manufacturing facilities by 2030 • 100% use of renewable electricity in our manufacturing facilities • Reduce CO₂ emissions from our manufacturing operations by 2.5% year-on-year* • Reduce CO₂ emissions intensity and energy consumption per car by 2.5% year-on-year* • Implement ISO 50001 Energy Management Systems at key manufacturing facilities by 2025 • 30% reduction in supply chain CO₂ emissions by 2030 (compared to 2020) • Net-zero across our supply chain by 2039 	<p>Minimising impacts</p> <ul style="list-style-type: none"> • Zero single-use plastic packaging waste from our manufacturing facilities by 2025 • Zero waste to Landfill from our manufacturing operations • 15% reduction in water consumption at our manufacturing operations by 2025 (compared with 2019) <p>Maximising sustainable materials</p> <ul style="list-style-type: none"> • Continue to work with supply chain partners to enable the use of more sustainable materials <p>Boosting biodiversity</p> <ul style="list-style-type: none"> • Improve Biodiversity at our manufacturing facilities 	<p>Employee wellbeing</p> <ul style="list-style-type: none"> • Target zero accidents • Continue to deliver industry-leading initiatives to support employee wellbeing <p>Advancing diversity and inclusion</p> <ul style="list-style-type: none"> • Women in 25% of leadership positions by 2025 and in 30% of leadership positions by 2030. • Increase the culture of inclusion by leveraging the Aston Martin Values • Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025 <p>Growing talent and raising aspirations</p> <ul style="list-style-type: none"> • Sustain new apprenticeship recruitment • Update skills and training to support transition to electric vehicle production • Continue commitment to promoting Science, Technology, Engineering and Mathematics (STEM) 	<p>Working with government</p> <ul style="list-style-type: none"> • Continue to work with the UK Government to showcase the very best in advanced British engineering and design worldwide • Maintain engagement with government to support sustainable growth across the UK automotive sector, including expansion of the UK-based supply chain • Help achieve the UK Government's aim to increase UK exports to £1 trillion per year by 2030 	<p>Embracing industry best practice</p> <ul style="list-style-type: none"> • Continue commitment to the Science Based Targets initiative • Continue commitment to the Task Force on Climate-related Financial Disclosures • Understand and engage in emerging areas of sustainability best practice <p>Pioneering leadership</p> <ul style="list-style-type: none"> • Understand and engage in emerging areas of best practice such as the Science Based Targets Network for Nature and the Taskforce on Nature-related Financial Disclosures

* Scope 1 CO₂ emissions



Materiality analysis

Understanding what matters

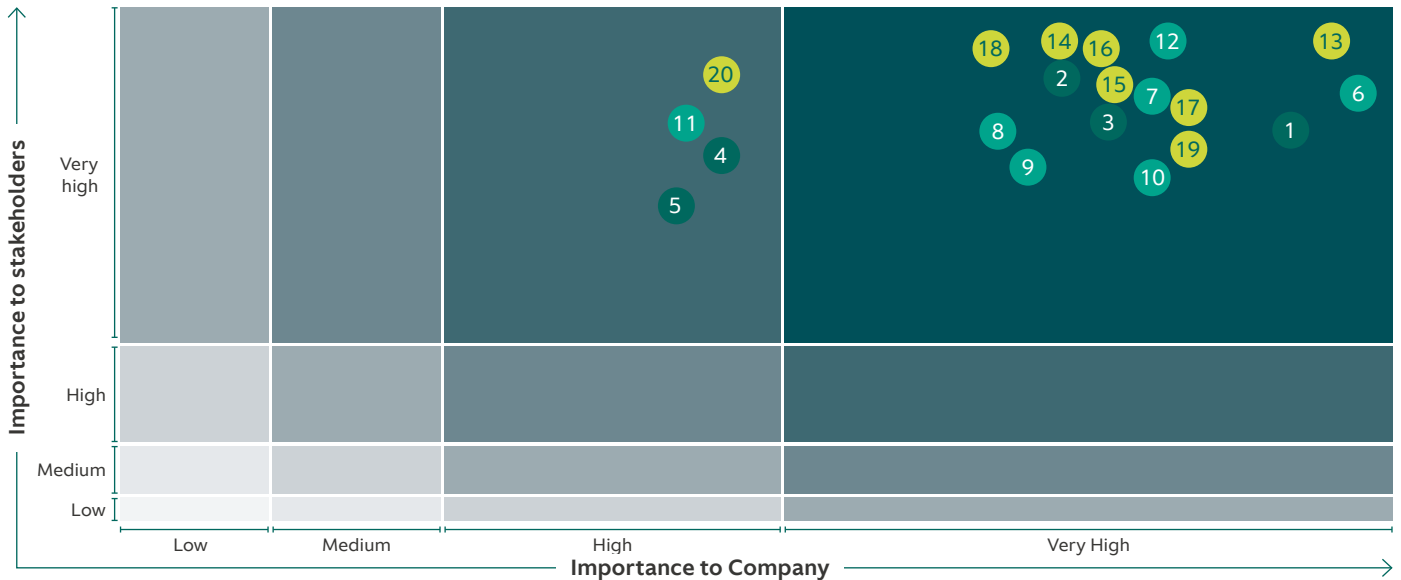
In 2022, we commissioned a new Materiality Assessment to make sure we have an in-depth understanding of the expectations and priorities of our stakeholders, current and emerging trends relating to the automotive industry and markets, and the requirements of regulators. This guides our approach and the ongoing evolution of our sustainability strategy. The numerous improvements to our Materiality Assessment include:

- increasing the number of stakeholders surveyed to 80 to get an even broader understanding of expectations, yielding a 35% increase in responses compared to 2021;
- expanding the use of statistical methods to analyse data arising from both the 2022 and 2021 survey results, to further strengthen insights; and
- using a more in-depth assessment of public policy risks and a Double Materiality Framework to provide a more holistic perspective on issues affecting the Company, as well as how the Company impacts on the environment and society. (See page 79 for further information).

Key insights

1. The top issues for stakeholders remain unchanged in 2022 compared to 2021. These centre on product quality and safety, occupational health and safety, climate risks and opportunities, and fair and ethical conduct.
2. Climate change, including emissions from products and production, are seen as amongst Aston Martin's most significant impacts on society and the environment. Climate risks and opportunities, emissions from products and innovation were considered by stakeholders to have the greatest financial impact on the Company over the short, medium and long term.
3. Stakeholders perceive sustainability issues as increasingly important and mainstream, with all issues in 2022 rated by stakeholders as 'somewhat significant' or 'very significant'. We also found a stronger consensus about sustainability issues amongst the different stakeholder groups compared to 2021, with greater alignment between Aston Martin employee and external stakeholder perspectives.
4. Stakeholders rated the relative importance of biodiversity, emissions from products, communities, social impact and wellbeing, human and labour rights, and sustainability governance and management significantly higher in 2022.
5. The assessment found very strong stakeholder sentiments expressed about several issues including climate change, diversity and inclusion, mental health and communities, social impact and wellbeing.
6. High levels of volatility, including regulatory, political and societal change, are expected to endure in several areas including climate change, innovation, and product quality and safety.

Materiality analysis continued



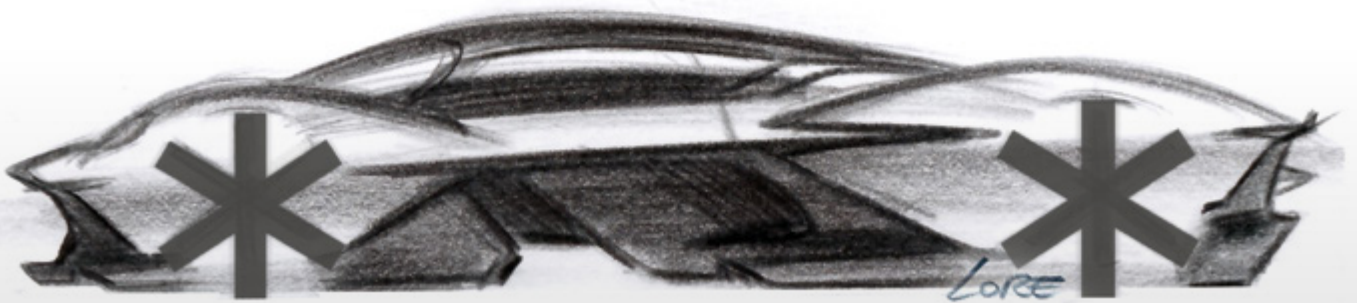
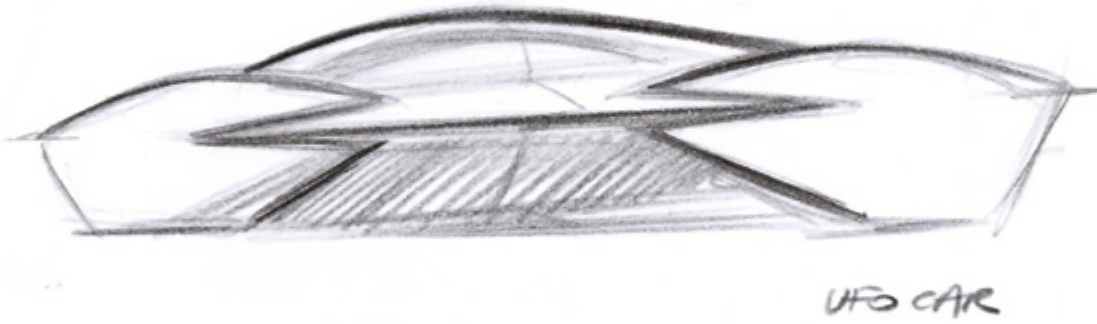
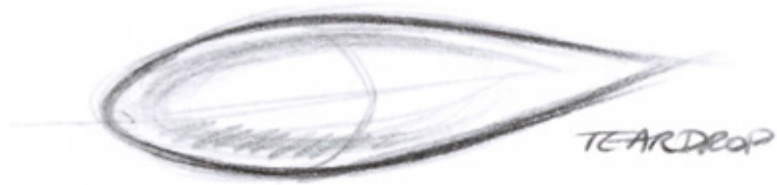
Environment	Social	Governance
<ul style="list-style-type: none"> 1. Climate risks and opportunities 2. Emissions from production and operations 3. Emissions from products 4. Resource use and circular economy 5. Biodiversity 	<ul style="list-style-type: none"> 6. Occupational health and safety 7. Human and Labour Rights 8. Employee engagement, talent retention, welfare and benefits 9. Diversity and inclusion 10. Mental health 11. Communities, social impact and wellbeing 12. Fair and ethical conduct 	<ul style="list-style-type: none"> 13. Product quality and safety 14. Transparency and disclosure 15. Sustainability governance and management 16. Innovation 17. Supply chain and sourcing 18. Corporate governance and risk management 19. Cybersecurity 20. Engagement and consultation

UN Sustainable Development Goals

The United Nations has identified 17 Sustainable Development Goals ('SDGs') that seek to address the world's biggest challenges, including ending poverty, improving health, better education, making cities more sustainable and tackling climate change. Governments, businesses and civil society all have important roles to play in achieving the SDGs.

All of the SDGs are relevant for the Company and those which correlate most strongly with our business are identified in the table below.

Tackling climate change	Creating a better environment	Investing in people and opportunity	Exporting success	Delivering the highest standards
Issues 3, 7, 8, 9, 10, 11, 17	3, 7, 8, 10, 11, 17, 20	2, 4, 5, 8, 14, 16, 18, 19	8, 10, 11	1, 4, 5, 6, 7, 12, 13, 15
UNSDG				



↑
Inspired design: A universe
of creative inspiration shapes
the design of our cars.

Tackling climate change

In this section:

- 14 Summary
- 16 Transforming products
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- 22 Task Force on Climate-related Financial Disclosures



↑ **Electrification:** Electrifying our products is a key part of our efforts to help tackle climate change.

Summary

Tackling climate change

UN Sustainable Development Goals



Overview

During the year, we committed to accelerating action on climate change. We remain on course to deliver our planned portfolio of PHEVs and BEVs.

install solar photovoltaic ('Solar PV') generation at our manufacturing facilities continues. We are in the process of establishing a pathway to reduce CO₂ emissions towards our net-zero targets.

Several initiatives to reduce CO₂ emissions across our manufacturing facilities and supply chain have been completed or are underway. Work to

Highlights

3.9%

fall in CO₂ emissions per car manufactured in 2022 compared to 2021 (tCO₂e)*

100%

renewable electricity powering all our UK operations

12.2%

decrease in electricity used (MWh)

* Scope 1 CO₂ emissions

→ **A new destination:** We are on a journey towards transforming our products.



Summary continued

Context

The automotive industry is on a journey of transformation driven by the expectations of customers, stakeholders and policymakers focused on the need to tackle climate change. This focus continues to intensify as the need for more urgent action to limit the average rise in global temperatures to 1.5°C by 2100 becomes clear as highlighted by the United Nations Framework Convention on Climate Change.

Governments at both a national and local level are continuing to introduce legislation to address emissions from transport to address both climate change and local air quality issues. Around the world, to address climate change, governments are introducing legislation which will end the sale of internal combustion engine vehicles ('ICEs') in the coming years. For example, the UK Government is planning to end the sale of new ICEs in 2030 and require all new vehicles sold in the UK to be zero emission at the tailpipe by 2035.

Our 2022 Materiality Assessment indicates:

- climate change remains a top priority for stakeholders;
- a significant rise in the importance of emissions from products;
- a significant financial impact is anticipated over the short, medium and long term; and
- a high level of societal and regulatory change is likely to endure.

Our goals

Transforming products:

- Next generation PHEV commencing delivery in 2024
- First BEV targeted for launch in 2025
- Fully electrified sports cars and SUV portfolio by 2030

Transforming production:

- Carbon Neutral manufacturing facilities
- Net-zero manufacturing facilities by 2030
- 100% use of renewable electricity in our manufacturing facilities
- Reduce CO₂ emissions from our manufacturing operations by 2.5% year-on-year*

- Reduce CO₂ emissions intensity and energy consumption per car by 2.5% year-on-year*
- Implement ISO 50001 Energy Management Systems at key manufacturing facilities by 2025
- A 30% reduction in supply chain CO₂ emissions by 2030 (compared to 2020)
- Net-zero across our supply chain by 2039

* Scope 1 CO₂ emissions

Progress in 2022

Actions:

- EV Transformation Programme on track covering all business functions.
- Dedicated training facility, Electrification Centre of Excellence, under development and EV Champion network established to support transition to EV production.

- 130 colleagues completed 3,344 hours of initial EV-related instructor-led training.
- Work to deliver Solar PV on-site electricity generation continues.
- On course to deliver ISO 50001 Energy Management Systems at key manufacturing facilities by 2025.

Data:

- 3.9% fall in CO₂ emissions per car manufactured in 2022 compared to 2021 (tCO₂e)*.
- 12.2% decrease in electricity consumed.
- 100% renewable electricity powering all our UK operations.

* Scope 1 CO₂ emissions.

Transforming products

Goals

- Next generation PHEV commencing delivery in 2024
- First BEV targeted for launch in 2025
- Fully electrified sports cars and SUV portfolio by 2030

“The professional input of the team at Aston Martin to our ‘Electrification – Emerging Skills Project’ ahead of it being rolled out nationally was highly valued.”

Peter Routledge BA (Hons), Cert Ed, QTS, CAT MIMI
Lead Curriculum Developer, Electrification – Emerging Skills Project

Future fleet

In 2024 Aston Martin will commence its delivery of Valhalla, our first Plug-in Hybrid Electric Vehicle (‘PHEV’), followed by our first Battery Electric Vehicle (‘BEV’) targeted for launch in 2025 and a fully electrified sports cars and SUV portfolio by 2030.

In line with current policy in the UK, EU and California, 100% of our vehicles sold in these jurisdictions will be zero emission at the tailpipe by 2035. Our electrification programme will also enable us to achieve similar regulatory requirements in other markets as they develop over time.

Delivery

Delivering a new generation of ultra-luxury, high-performance plug-in vehicles requires significant change. To meet this challenge, our EV Transformation Programme is equipping our people, changing our processes and reshaping our organisation for a new electrified future.

We are putting in place an EV Champion network across the entire Company to drive transformation in areas ranging from prototype development to in-service after-sales. This includes ensuring the Company can manage all processes

and activities as well as electrification components and materials across the whole lifecycle, aligned with the ISO/IEC/ IEE 15288:2015 standard for lifecycle management.

The Company has started work to develop a new Electrification Centre of Excellence, a dedicated training facility offering instructor-led training on all aspects of High-Voltage (‘HV’) vehicle production. This will migrate from classroom-based lessons in electrified powertrain and vehicle technology, the safe handling of HV batteries, and health and

safety policy and processes, through to safe, practical HV learning activity boards and then fully ‘hands-on’ training sessions in HV powertrain installation to master technician level.

Already, 130 colleagues have completed 3,344 of initial EV-related instructor-led training. Our EV training programme is based on a pioneering collaboration with Warwick Manufacturing Group, part of the University of Warwick, to support the development of new EV qualifications certified by the Institute of the Motor Industry (‘IMI’).



“Sustainability is increasingly embedded in the architecture of our vehicle design process.”

Jon Gunner,
Head of Innovation and
Advanced Technology

Transforming products continued

Sustainable innovation

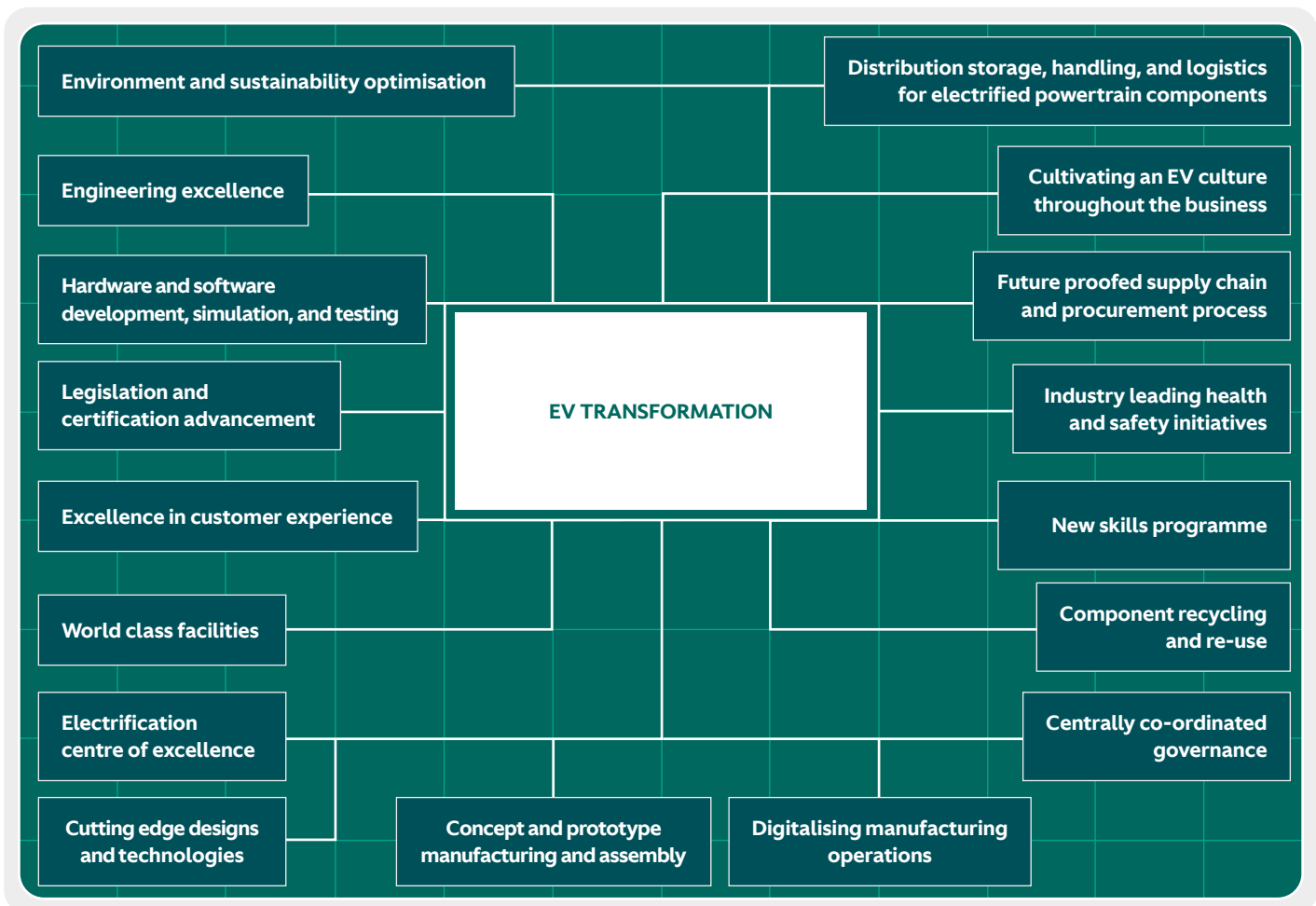
Sustainability is increasingly embedded in the architecture of our vehicle design process. With a clear sustainability remit, a key focus for our Innovation and Advanced Technology group is to drive mass efficiency into our future BEV fleet. The use of additively manufactured structures and suspension has the potential to save over 20% of mass compared with conventional technology, in addition to eliminating carbon intensive traditional tooling and fixturing processes, improving energy efficiency and reducing CO₂ emissions. By lowering the energy needed to manufacture our vehicles and offering high-yield recyclability, additively manufactured structures and suspension can deliver further reductions in CO₂

emissions. The development of lightweight battery enclosures to achieve a 30% to 50% reduction in mass compared with conventional technologies also helps drive down CO₂ emissions. By using lightweight battery enclosures with high-yield recyclability, our aim is that all batteries in our future BEV fleet will be certified as circular and renewable products. We will continue to explore green battery cell technology that enables high-yield recyclability and a capability to reduce CO₂ emissions by up to 90% compared with conventional cells.

We are also looking at natural fibre thermoplastic composites, which are made from sustainable flax fibres, for use in interior components. Flax is a natural

plant fibre that requires relatively limited water to grow. This lightweight material saves over 50% of mass compared with conventional materials which are made from hydrocarbons, again enabling further reductions in vehicle CO₂ emissions. Because it requires fewer resources to produce, sustainable flax fibre also reduces cradle-to-gate CO₂ footprint by up to 85%.

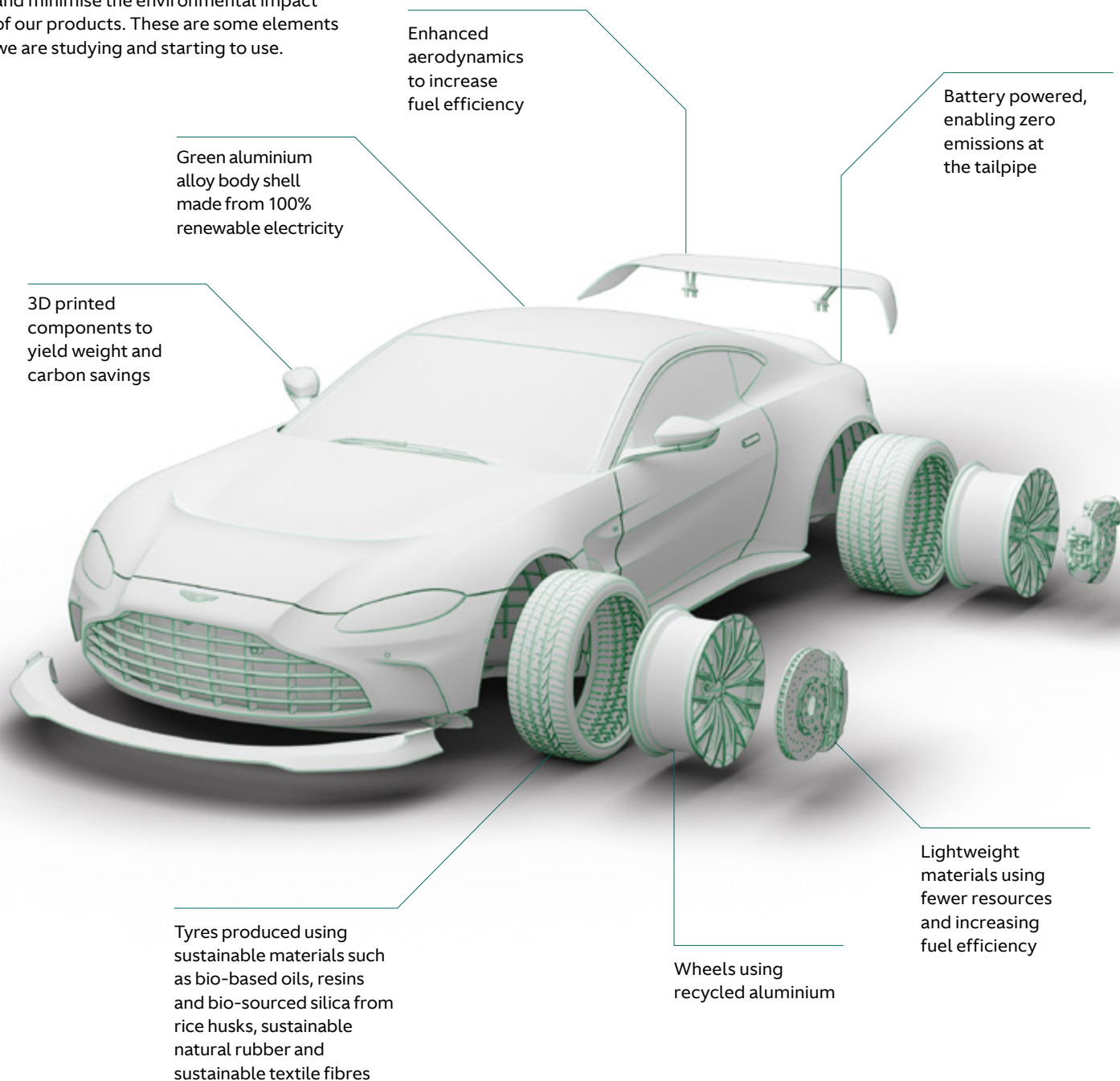
Our world-leading design and engineering capabilities are enhanced by our collaboration with the Aston Martin Aramco Cognizant Formula One™ Team. During 2022, we started using the team's Dynamic Simulator to further refine the aerodynamic efficiency of our chassis designs, enabling the development of new products that will emit even less CO₂.



Transforming products continued

Creating sustainable products

We are working to reduce CO₂ emissions and minimise the environmental impact of our products. These are some elements we are studying and starting to use.



Transforming products continued

Wheel arch liners, floor liners and cabin trim using recycled material

Wood veneers from sustainably managed forests

Sustainably sourced vegan leather

Sustainable flax fibres for vehicle interiors

Low-carbon leather

Transforming production

Goals

- Carbon Neutral manufacturing facilities
- Net-zero manufacturing facilities by 2030
- 100% use of renewable electricity in our manufacturing facilities.
- Reduce CO₂ emissions from our manufacturing operations by 2.5% year-on-year*
- Reduce CO₂ emissions intensity and energy consumption per car by 2.5% year-year*
- Implement ISO 50001 Energy Management Systems at key manufacturing facilities by 2025
- A 30% reduction in supply chain CO₂ emission by 2030 (compared to 2020)
- Net-zero across our supply chain by 2039

* Scope 1 CO₂ emissions

Manufacturing facilities

Since 2019, our manufacturing facilities have been powered by 100% renewable electricity, using supplies backed by Renewable Energy Guarantees of Origin.

However, to reduce our dependency on the national electricity distribution network and thereby increasing the supply of renewable electricity to others, we have continued to advance new renewable electricity generation projects across our sites. Work on Solar PV generation projects at our sites in Gaydon, St Athan and Newport Pagnell continues. The Solar PV project at St Athan, which is expected to see 14,000 solar panels supply up to 20% of the plant's annual demand, is making progress following the completion of a

specialised 'glint and glare' study to make sure there are no impacts on operations at the neighbouring airport; full completion of the project is conditional on the national electricity distribution infrastructure being able to receive the renewable power we generate.

We are investing in advanced energy management systems as we aim to achieve ISO 50001 accreditation for all our key manufacturing facilities. In St Athan, we have installed new LED lighting that will save over 24,000 kg of CO₂ emissions every year. This has contributed to a 7.5% decrease in electricity usage at the site. This decrease, combined with a 15% fall at Gaydon, helped enable us to reduce our total electricity consumption in 2022 by 12.2%.

Supply chain

As a small volume manufacturer, Aston Martin relies on other manufacturers for many of the components we use to produce our vehicles and, therefore, our supply chain has an essential role to play in reducing the Company's overall CO₂ footprint. Our procurement policies are designed to help us deliver net-zero emissions across the entire supply chain by 2039, including a requirement for our suppliers to be compliant with ISO 14001:2015. In 2022, 95% of our suppliers reported that they had achieved this standard. Our Responsible Procurement Policy, which also embeds environmental principles, has now been signed by 73% of our main suppliers, with proactive engagement taking place with the remaining 27%.



← **Energy efficiency:**
In 2022, we reduced electricity use by 7.5% at our St Athan site.

Transforming production continued

Data																																																	
<p>Greenhouse gas emissions</p> <p>Our greenhouse gas ('GHG') emissions reported are in accordance with the Greenhouse Gas Protocol Corporate Standard for the year to 31 December 2022. The intensity ratio is measured as tonnes of CO₂ equivalent per car manufactured.</p> <p>Methodology</p> <p>We calculate our GHG emissions in the following way:</p> <p>Scope 1 – Includes emissions of gas, petrol on site, diesel used for emergency heating and firing pumps, refrigerant refill, LPG and fuel from Company pool cars. Figures are obtained through utility bills, direct from suppliers and through the Company's internal systems.</p> <p>Scope 2 – The Location-based Assessment includes emissions from electricity consumption, sourced direct from utility bills, while the Market-based Assessment includes emissions from electricity consumption based on sources of electricity.</p> <p>Scope 3 – Includes emissions from business air travel, management car miles, personal car mileage, employee commuting, water consumed and supply chain logistics.</p> <p>The UK Government Department for Environment, Food and Rural Affairs ('Defra')-approved International Energy Agency ('IEA') emissions factor for 2022 are used to calculate the Scope 1, 2 and 3 figures, and the IEA emission factors were used to calculate emissions from scope 2 for rest of the world.</p> <p>Energy efficiency</p> <p>The 3.9% fall in Scope 1 CO₂ emissions per car manufactured in 2022 compared with 2021 (tCO₂e) was mainly driven by increased energy use efficiencies including those arising from the consolidation of our paintshop activities in St Athan.</p>	<p>Total greenhouse gas emissions</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020[^]</th> <th>2021[^]</th> <th>2022^{^^}</th> </tr> </thead> <tbody> <tr> <td>GHG Emissions Under Scope 1 (tCO₂e)</td> <td>8,981.40</td> <td>9,200.67</td> <td>8,705.35</td> <td>9,272.50</td> </tr> <tr> <td>GHG Emissions Under Scope 2 (tCO₂e) – Location based</td> <td>8,683.50</td> <td>7,545.86</td> <td>7,366.72</td> <td>5,923.26</td> </tr> <tr> <td>GHG Emissions Under Scope 2 (tCO₂e) – Market based</td> <td>3,484.61</td> <td>687.28</td> <td>192.38</td> <td>118.16</td> </tr> <tr> <td>GHG Emissions Under Scope 3 (tCO₂e)</td> <td>8,806.94</td> <td>6,620.37</td> <td>6,446.74</td> <td>11,187.29</td> </tr> <tr> <td>UK Total Gross Scope (Scope 1 & Scope 2 – Location based)</td> <td>17,664.90</td> <td>16,642.17</td> <td>15,984.15</td> <td>15,014.02</td> </tr> <tr> <td>Rest of World Total Gross Scope (Scope 1 & Scope 2 – Location based)</td> <td>–</td> <td>104.36</td> <td>101.82</td> <td>181.74</td> </tr> <tr> <td>Total Gross Scope (Scope 1 & Scope 2 – Location based)</td> <td>17,664.90</td> <td>16,746.53</td> <td>16,085.97</td> <td>15,195.76</td> </tr> </tbody> </table> <p>[^] Values previously assured by ERM CVS ^{^^} Values assured by ERM CVS</p>					2019	2020 [^]	2021 [^]	2022 ^{^^}	GHG Emissions Under Scope 1 (tCO ₂ e)	8,981.40	9,200.67	8,705.35	9,272.50	GHG Emissions Under Scope 2 (tCO ₂ e) – Location based	8,683.50	7,545.86	7,366.72	5,923.26	GHG Emissions Under Scope 2 (tCO ₂ e) – Market based	3,484.61	687.28	192.38	118.16	GHG Emissions Under Scope 3 (tCO ₂ e)	8,806.94	6,620.37	6,446.74	11,187.29	UK Total Gross Scope (Scope 1 & Scope 2 – Location based)	17,664.90	16,642.17	15,984.15	15,014.02	Rest of World Total Gross Scope (Scope 1 & Scope 2 – Location based)	–	104.36	101.82	181.74	Total Gross Scope (Scope 1 & Scope 2 – Location based)	17,664.90	16,746.53	16,085.97	15,195.76					
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Task Force on Climate-related Financial Disclosures*

* TCFD report also features in the 2022 Annual Report

Aston Martin is accelerating on its journey to become a world-leading sustainable ultra-luxury automotive business by transforming our products and the way they are manufactured. We recognise that climate change will continue to impact global weather trends and we acknowledge that we have an important role to play in taking decisive action to reduce our impact on the environment. This focus continues to intensify as the need for more urgent action to limit the average rise in global temperatures to 1.5°C by 2100 becomes clear as highlighted by the United Nations Framework Convention on Climate Change. Our key targets are to achieve:

Net-zero manufacturing facilities by

2030

Net-zero across our supply chain by

2039

“We believe businesses have an important role to play in taking decisive action to fight climate change.”

Our Task Force on Climate-related Financial Disclosures (‘TCFD’) report has been produced to address the requirements of Listing Rule 9.8.6R(8) and the TCFD Recommendations and Recommended Disclosures set out in *Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures* published in October 2021. The summary compliance table on page 66 provides disclosure of our status of compliance with the 11 Recommended Disclosures as prescribed by the TCFD.

For metrics and targets disclosures (b) and (c) further work is underway to determine appropriate short- and medium-term targets together with the associated plans to achieve them. These plans will ultimately enable us to achieve our stated net-zero targets, and further information on the financial impacts of these plans and associated quantified risk and opportunity sensitivities will be provided as the implementation plans mature. We expect these plans to be developed over the next 12 months. We have structured our reporting in line with the four TCFD pillars:

- Governance
- Strategy
- Risk Management
- Metrics and Targets

In April 2022 we announced our sustainability strategy, *Racing. Green.*, which makes sustainability part of everything we do and informs our overall business strategy and business plan. Our climate-related risk and opportunity assessments

are embedded within our enterprise risk management approach with further disclosure included within the Risk Management section of this Annual Report and the Sustainability Report. We continue to assess the physical and transition risks and opportunities that we face which could affect our strategy and business model under three different warming scenarios, being a 1.5°C, 2°C and 4°C average increase in global temperatures by 2100.

We have already commenced several activities to reduce the Company's impact on the environment including:

- sourcing 100% renewable electricity to power all our UK operations;
- exploring the use of sustainable materials;
- initiatives to reduce single-use plastic waste and water consumption within our operations;
- committing to our journey towards electrification with our first PHEV delivery planned for 2024 and BEV targeted for launch in 2025 with a fully electrified sports and SUV portfolio by 2030;
- establishing a year-on-year 2.5% Scope 1 greenhouse gas (“GHG”) emissions reduction target; and
- delivering a 3.9% fall in CO₂ emissions per car manufactured in 2022 compared with 2021 (tCO₂e).

Task Force on Climate-related Financial Disclosures continued

Governance

As a signatory to the UN Global Compact, Aston Martin is committed to doing business in an ethical and transparent manner, overseen by good corporate governance. In 2021 the Board established our Board Sustainability Committee to oversee and monitor the delivery of our *Racing. Green.* strategy. The Committee meets at least twice a year and is chaired by Anne Stevens, Independent Non-executive Director. It provides strategic guidance and scrutiny of management’s assessment and management of climate-related risks and opportunities and environmental matters with reporting to the Board following each Committee. Significant climate-related risks are also reviewed by the company’s Risk Management Committee and managed using our business-wide enterprise risk management procedures.

Climate-related risks are incorporated into the corporate risk register where appropriate. The Sustainability Committee is supported by ten dedicated sustainability working groups focused on areas ranging from energy management to development of a sustainable supply chain.

These groups harness leading talent within the business and specialist expertise to develop and execute credible action plans to achieve clear targets in their respective areas.

The work of the Committee influences Board strategic decisions in areas such as the development of the future product portfolio with the planned transition to electrified powertrains across the portfolio by 2030, identifying areas to reduce energy and water consumption,

promoting the use of sustainable materials and sourcing of 100% renewable electricity to power all our UK operations.

Significant climate-related risks are assigned to functional Risk Champions to develop appropriate risk mitigation plans. Each function maintains a risk register which is reviewed twice a year by the Company’s Risk Management Committee. The Audit and Risk Committee then provides oversight of the corporate climate-related and other risks.

To date management remuneration has not been linked to climate-related performance objectives. The Remuneration Report provides further detail as this is being considered for the financial year ending 31 December 2024.



Task Force on Climate-related Financial Disclosures continued

Climate-related strategy

The automotive industry is having to rapidly respond to address the challenges it faces as a result of climate change. Some of the solutions being implemented include shifting to the production of more fuel-efficient vehicles, use of cleaner fuels and a move towards electrified powertrains. Our scenario analysis assesses the potential impact of climate change on our Company, considering qualitative and quantitative factors in three different warming scenarios through to 2050. The results of our assessment show that in the short to medium term (the next five years) the Company is more exposed to transition risks arising from changing policy and regulations, changing consumer preferences and accelerated technology change as the move to electrification and other non-carbon solutions intensifies. Physical risks become more relevant in the longer term (beyond five years) with the potential impact of more severe and frequent weather events on our supply chain and distribution network. The climate-related elements of our *Racing. Green.* strategy are:

Tackling climate change

Transforming products

- First PHEV commences delivery in 2024
- First BEV targeted for launch in 2025
- Fully electrified sports and SUV portfolio by 2030

Transforming production

- Carbon neutral manufacturing facilities from 2023 onwards
- Net-zero manufacturing facilities by 2030
- 100% use of renewable electricity in our manufacturing facilities (from 2019 onwards)
- Reduce Scope 1 CO₂ emissions from our manufacturing operations by 2.5% year-on-year
- Reduce Scope 1 CO₂ emissions intensity and energy consumption per car by 2.5% year-on-year
- Implement ISO 50001 Energy Management Systems at key manufacturing facilities by 2025
- A 30% reduction in supply chain CO₂ emissions by 2030 (compared with 2020)
- Net-zero across our supply chain by 2039

Creating a better environment

Minimising impacts

- Zero single-use plastic packaging waste from our manufacturing facilities by 2025
- Zero waste to landfill from our manufacturing operations
- 15% reduction in water consumption at our manufacturing operations by 2025 (compared with 2019)

Maximising sustainable materials

- Continue to work with supply chain partners to enable the use of more sustainable materials

Boosting biodiversity

- Improve biodiversity at our manufacturing facilities

Task Force on Climate-related Financial Disclosures continued

We are transforming our products and the way they are manufactured to help tackle climate change. In 2024 Aston Martin will commence delivery of Valhalla, our first PHEV, followed by our first BEV targeted for launch in 2025 and a fully electrified sports and SUV portfolio by 2030. Whilst embracing electrification, we also believe our sustainability ambitions must be broader than just producing tailpipe emissions-free vehicles. We want to ensure our manufacturing footprint is sustainable enabling the production of our vehicles with a reduced environmental impact.

Last year we committed to set near and long term Company-wide emissions reduction targets in line with the SBTi. Our strategy also targets the elimination of single-use plastic waste by 2025, the reduction of water consumption by 15% by the same year and maximising the use of sustainable materials within our vehicles. As part of our ambition we are aiming to achieve net-zero manufacturing facilities by 2030, and across our supply chain by 2039. We will continue to develop a detailed plan

to drive further reductions in our GHG emissions through 2023 and beyond, with the SBTi providing an independent assessment to make sure this plan is robust and will achieve our objective.

We engaged a third-party consultancy to build our scenario analysis model which we have used to evaluate the potential impact of both transitional and physical risks and opportunities on Aston Martin, with risks being categorised in accordance with the TCFD Recommendations in three warming pathways, as depicted in the table below.

Key inputs into the model included the physical geographical footprint of the Company; supply chain and global dealer network; historical and predicted sales volumes by market; Scope 1, 2 and 3 GHG emissions data; and vehicle material content. We used the Representative Concentration Pathways (RCPs) as our framework for modelling different emissions pathways and the associated impact on the climate. To explore the associated market and customer trends underpinning our commercial resilience

we also considered different socioeconomic futures, known as the Shared Socioeconomic Pathways (SSPs).

We will actively reduce emissions generated from our manufacturing operations and supply chain whilst at the same time developing an electrified product portfolio which will reduce the emissions arising from the sale of our products to customers.

Since 2019 100% of our electricity used in the UK has been sourced from verified renewable sources and we continue to look for further opportunities to reduce water and energy consumption, reduce waste and enhance biodiversity across our facilities. Further details of these activities can be found in our Sustainability Report. Since 2019 100% of our electricity used in the UK has been sourced from verified renewable sources and we continue to look for further opportunities to reduce water and energy consumption, reduce waste and enhance biodiversity across our facilities. Further details of these activities can be found in our Sustainability Report.

Scenario pathways

Scenario	Steady path to sustainability	Middle of the road	Fossil-fuelled global growth
SSP/RCP*	SSP 1/RCP 2.6	SSP 2/RCP 3.4	SSP 5/RCP 8.5
Description	Globally coordinated efforts to reduce emissions to net-zero by 2050 and avert the worst effects of climate change	Imperfect efforts to reduce emissions lead to moderate progress but exacerbate inequalities	Global collaboration focused on protecting the population from a changing climate (as opposed to reducing human-induced climate change)
Societal response	Proactive	Proactive	Reactive
Global dynamics	Open, collaborative, global	Independent, regional	Open, collaborative, global
Temperature rise	1.5°C	2-2.4°C	4°C
Likelihood	Low	High	Medium

* SSP – Shared Socioeconomic Pathway, RCP – Representative Concentration Pathway

Task Force on Climate-related Financial Disclosures continued

Risk management

The Board is ultimately responsible for ensuring that the Company has an effective Enterprise Risk Management Framework and System ("ERMFS") implemented across the business to facilitate delivery of its strategic objectives. For further information on this refer to the Risk and Viability Report on pages 80 to 85 and the Audit and Risk Committee Report on pages 114 to 121, where we outline how risks and opportunities, including those specifically related to climate change, are identified, assessed and managed through the deployment of the Aston Martin ERMFS. Climate change has been identified as a risk factor impacting many of the key risks faced by our business. As part of our business as usual annual risk assessment activity we have considered how the impact of climate change affects our existing corporate risks, as well as identified any new and emerging climate-related risks and opportunities.

We also engage with external risk management networks to develop a broader understanding of the global impact of climate change.

Supply chain	Manufacturing & distribution	Customer
Physical risks – Related to the physical impacts of climate change over time (e.g., increased rainfall, sea level rise, prolonged drought, increased frequency and severity of extreme weather events)		
	Potential impact of extreme weather events on distribution chain (e.g. delayed deliveries due to hurricanes preventing ships docking on time at key periods)	
Supply chain disruption exacerbated by reliance on single-source vendors for certain components		
	Increasing insurance costs due to a hardening Property Damage and Business Interruption market caused by additional climate-related damage claims	
Transition risks – Related to the transition to a lower-carbon economy over time (e.g., policy, legal, technology and market changes to address mitigation and adaptation requirements related to climate change)		
Inability to maintain pace with technological advancement and remain competitive (e.g., transition to electrified powertrains and incorporation of sustainable materials in the product)		
Brand/reputational damage arising from association with unethical supply chain activities (e.g., precious metal sourcing and continued use of leather) and/or delayed inclusion of sustainable materials in production		
Lack of a globally coordinated transition to EVs may result in increased market segmentation and the need for a more diverse product portfolio		
Aston Martin EV portfolio may not be price competitive due to its low volume strategy and inability to drive material/component costs down		
		Not keeping pace with regulations in key markets, in particular potential loss of small volume derogation
	Increasing carbon related taxes/import duties designed to limit the use of high-emissions vehicles, particularly within urban areas	
	Restricted access to affordable capital due to not meeting ESG criteria for potential investors	
	Inability to attract and retain appropriate talent caused by a more competitive and progressive, ESG-orientated local labour market. Insufficient access to EV skills and capabilities	
		Inability to convert traditional ICE customer base to an Aston Martin EV vehicle proposition
Market disruption from technology-orientated corporates/new entrants developing non-ICE alternative powertrain vehicles		
		Changes in social norms towards environmentally friendly buying decisions may reduce demand for current product portfolio faster than expected
		Inability to attract new customers who have an alternative perception of luxury to our historical/traditional customer base
BEV technology partner inability to deliver in line with AML EV timelines		
Inability to create a credible sustainability narrative while continuing to sell ICE vehicles		
Opportunities – Climate change presents opportunities in several areas including resource efficiency, transition to renewable energy sources, new products and services, new markets and customer groups		
		Potential for strategic partnerships with other organisations, e.g., to provide carbon offset schemes at point of customer purchase
		Develop a reputation for building a strong, credible ESG narrative and sustainability focus across the value chain
		Maximise revenue and profit opportunity from the sale of the last generation of core ICE vehicles
Secure operational cost efficiencies through waste reduction, more efficient use of water and more efficient energy consumption		

Task Force on Climate-related Financial Disclosures continued

Potential financial impact	Time horizon	Warming scenarios (● risk/opportunity relevant to this scenario)			TCFD risk classification
		1.5°C	2°C	4°C	
<ul style="list-style-type: none"> Increased operating costs Decreased revenue 	Short term	●	●	●	Physical Acute & Chronic
<ul style="list-style-type: none"> Increased operating costs Decreased revenue 	Short term	●	●	●	Physical Acute & Chronic
<ul style="list-style-type: none"> Increased operating costs 	Long term		●	●	Physical Acute
<ul style="list-style-type: none"> Increased capex/R&D Asset write-offs/impairment 	Short term	●	●		Technology
<ul style="list-style-type: none"> Decreased revenue Financial Penalties 	Short term	●	●		Reputation
<ul style="list-style-type: none"> Increased operating costs Increased capex/R&D Asset write-offs/impairment 	Medium term	●	●	●	Market, Policy & Legal
<ul style="list-style-type: none"> Decreased margins Decreased revenue 	Short term	●	●	●	Market
<ul style="list-style-type: none"> Increased operating costs 	Short term	●	●		Policy & Legal
<ul style="list-style-type: none"> Increased operating costs Decreased revenue 	Short term	●	●		Policy & Legal
<ul style="list-style-type: none"> Increased financing costs Decreased capex/R&D 	Short term	●	●		Market
<ul style="list-style-type: none"> Increased operating costs Decreased revenue 	Short term	●	●		Market
<ul style="list-style-type: none"> Decreased revenues 	Medium term	●	●		Market
<ul style="list-style-type: none"> Decreased revenues Increased capex/R&D Asset write-offs/impairment 	Medium term	●	●		Market
<ul style="list-style-type: none"> Decreased revenues Increased capex/R&D Asset write-offs/impairment 	Short term	●	●		Market
<ul style="list-style-type: none"> Decreased revenues 	Short term	●	●		Market
<ul style="list-style-type: none"> Decreased revenues 	Medium term	●	●		Technology
<ul style="list-style-type: none"> Decreased revenues 	Short term	●	●		Reputation
<ul style="list-style-type: none"> Decreased operating costs Increased revenues 	Short term	●	●	●	
<ul style="list-style-type: none"> Increased revenues 	Medium term	●	●	●	
<ul style="list-style-type: none"> Increased revenues Increased margins 	Short term	●	●	●	
<ul style="list-style-type: none"> Decreased operating costs 	Short term	●	●	●	

Task Force on Climate-related Financial Disclosures continued

We categorise climate-related risks and opportunities using the TCFD recommended classifications:

- Transition risks – risks arising from economic and regulatory transition toward a low-carbon future, e.g., changing emissions regulations, changing consumer preferences and behaviour:
 - Policy & Legal risk
 - Technology risk
 - Market risk
 - Reputation risk
- Physical risks – risks caused by physical shocks and stressors to infrastructure and natural systems, e.g. extreme temperatures, drought, severe weather events:
 - Acute risk
 - Chronic risk

When considering climate-related risks and opportunities we assess their potential impact over three time horizons, short term (< 2 years), medium term (2-5 years), covering the five year business plan period, and long term (beyond 5 years and up to 2050). All risks included within the corporate risk register are assigned a Risk Owner responsible for performing periodic likelihood and impact risk assessments and developing formal documented risk management plans.

A summary of the key significant risks and opportunities which have been assessed and incorporated within the scenario analysis has been presented on the previous page.

A summary of some of the key mitigating activities that have been taken, or are planned to be taken to manage the significant climate-related risks are disclosed in the adjacent table. This focuses on transition risks as these represent the material risks identified within the short and medium term.

Transition risks	Mitigating actions taken/planned to be taken to address risks
Policy Managing our exposure to changes in legislation	<ul style="list-style-type: none"> • R&D investment to develop lower fleet emissions portfolio • Maintenance of small volume derogation status exemptions where available • Establishment of emissions-pooling agreements with third parties to manage exposure to carbon pricing • Consideration of forward purchasing of carbon offsets to manage exposure to increased pricing and reduced capacity
Technology Modifying our product offering	<ul style="list-style-type: none"> • R&D investment in EV technology • Improving energy efficiency in our manufacturing plants • Selection of a strategic partner to provide access to EV powertrain technology • Investment in use of alternative sustainable materials within vehicles
Market Adapt to meet customer needs and desires	<ul style="list-style-type: none"> • Launch of our <i>Racing. Green.</i> sustainability strategy • Continued focus on waste reduction and elimination with zero single-use plastic waste target to be achieved by 2025 • Working with our supply chain to reduce global emissions and waste • Development of electrified powertrain options within the product portfolio and increased use of sustainable materials to meet customers' evolving requirements
Reputation Positioning Aston Martin as an ultra-luxury sustainable brand	<ul style="list-style-type: none"> • Development of our <i>Racing. Green.</i> sustainability strategy to respond proactively to climate change • Transparent disclosure of our GHG emissions through publication of our Sustainability Report • Enhanced communication of actions already taken to address climate change • Development of credible plans to achieve net-zero carbon emissions within our plants by 2030 • Deployment of our bold new brand strategy • Clear strategy to electrify our product portfolio and increase use of sustainable materials (including green aluminium)

Task Force on Climate-related Financial Disclosures continued

Metrics and Targets

Racing. Green. incorporates a number of climate-related targets which demonstrate the Company's commitment to tackling climate change in the short-, medium- and longer-term. We are committed to the SBTi Net-Zero Standard and are in the process of setting near and long term Company-wide emissions reduction targets in line with science-based net-zero with the SBTi. We expect these targets to be validated by the SBTi over the next 24 months.



We listen to our stakeholders and monitor developments from regulatory and governance bodies to provide input into our materiality assessment for climate-related disclosure purposes. The targets and metrics disclosed have been identified by the Sustainability Committee as being those that have a material impact on our business due to their nature, size or complexity. In summary, these include:

Tackling climate change

2019

100%

use of renewable electricity to power our manufacturing operations

2022

CO₂

Reduce CO₂ emissions from our manufacturing operations by 2.5% year-on-year*

Reduce CO₂ emissions intensity and energy consumption per car by 2.5% year-on-year*

2024

PHEV

Commence delivery of our first PHEV

2025

BEV

Target for launch of our first BEV

Creating a better environment

2025

Zero

single-use plastic packaging waste

15%

reduction in water consumption (from 2019 baseline)

2030

Fully electrified

sports and SUV portfolio

Net-zero

manufacturing facilities

30%

reduction in supply chain CO₂ emissions (from 2020 baseline)

2039

Net-zero

across our supply chain

We have determined that there is no difference between our Scope 1, 2 and 3 disclosures for TCFD and SECR reporting purposes and refer you to the metrics disclosed in the Environmental, Social and Governance section of this Annual Report.

In preparing our Scope 3 emissions disclosures we have considered the completeness and robustness of our calculations and recognise that the current disclosure is based on the data we have available at this time. During 2023, we will develop plans to broaden the categories of Scope 3 emissions which we measure and report. For this reason we consider ourselves to not be in full compliance with the TCFD requirements at this stage.

We continue to enhance our data collection methods, working across our value chain, and seek to obtain external assurance to validate a number of our reportable metrics as outlined in our Sustainability Report.

Refer to our Sustainability Report for further details relating to the targets we have set and how we monitor them in relation to climate change.

* Scope 1 CO₂ emissions.

Task Force on Climate-related Financial Disclosures continued

Disclosure level Full Partial Omitted

Pillar	Recommended Disclosures and disclosure level	Response	Disclosure locations
Governance Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	<input checked="" type="radio"/> The Board is responsible for climate ambition, strategy and risk and has established the Sustainability Committee to oversee delivery of the Group's <i>Racing. Green.</i> strategy.	Page 26 (Annual Report – Page 62, 80 and 82)
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	<input checked="" type="radio"/> The Executive Committee members are responsible for managing risks and opportunities within their functions by deploying the ERMFS. They are supported by Functional Risk Champions who attend the Risk Management Committee on a quarterly basis. The Head of Government Affairs and Sustainability holds management responsibility for the Sustainability Committee.	Page 26 (Annual Report – Page 62, 80 and 82)
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<input checked="" type="radio"/> We face multiple climate-related risks, primarily arising from the transition to a low-carbon economy and the need for us to address technological, legal, market and reputational risks. Physical risks pose a lesser threat to our direct operations, whilst we do recognise their potential impact on our supply chain.	Page 26-27 (Annual Report – Page 62-63)
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<input checked="" type="radio"/> We are investing in electrification of our product portfolio to mitigate the technological and regulatory risks associated with transition to a low carbon economy together with investment in sustainable materials. We are also investing in our manufacturing facilities to drive increased energy efficiency and reduced waste.	Page 26-27 (Annual Report – Page 62-63, 68-78)
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<input checked="" type="radio"/> Our business plan takes into account planned investment and capital expenditure to electrify our powertrains, and capital projects to reduce carbon emissions from within our facilities and operations. Disclosures regarding the resilience of our strategy in each of the warming scenarios will be further enhanced in 2023.	Page 22-30 (Annual Report – Page 58-65)
Risk Management Disclose how the organisation identifies, assesses, and manages climate-related risks.	a) Describe the organisation's processes for identifying and assessing climate-related risks.	<input checked="" type="radio"/> Our ERMFS is used to identify, assess and manage all types of risks across the business. This includes specific consideration of both transitional and physical climate-related risks.	Page 26 (Annual Report – Page 62, 80 and 82)
	b) Describe the organisation's processes for managing climate-related risks.	<input checked="" type="radio"/> In 2021 we identified and disclosed a new principal risk relating to climate change and the need for the business to transition its product portfolio to electrified powertrains over the medium term and reduce our carbon footprint. Refer to the Principle Risk summary table within this Annual Report and Accounts.	Page 26 (Annual Report – Page 62 and 80)
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	<input checked="" type="radio"/> Climate-related risks are considered and managed within our ERMFS.	Page 26 (Annual Report – Page 62, 80 and 82)
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<input checked="" type="radio"/> We have identified and disclosed a wide range of climate-related metrics in order to manage our exposure to climate risks and opportunities (refer the Sustainability Report). Additional interim targets will be developed for our longer-term ambitions during 2023.	Page 29-31 (Annual Report – Page 65 and 67)
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<input checked="" type="radio"/> We have disclosed our Scope 1 and Scope 2 emissions for our own operations and made partial disclosure in relation to our Scope 3 emissions (covering business travel). We recognise that our current Scope 3 disclosures are not sufficient to fully comply with the TCFD Recommendations and will work to broaden the disclosures through 2023.	Page 31 (Annual Report – Page 67)
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<input checked="" type="radio"/> We are in the process of establishing interim targets, to enable us to track progress towards our stated longer term net-zero targets Current targets are disclosed in the Sustainability section of this Annual Report and Accounts with further detail in the Sustainability Report.	Page 29 and 31 (Annual Report – Page 65 and 67)

Task Force on Climate-related Financial Disclosures continued

Data					
<p>Greenhouse gas emissions</p> <p>Our greenhouse gas ('GHG') emissions reported are in accordance with the Greenhouse Gas Protocol Corporate Standard for the year to 31 December 2022. The intensity ratio is measured as tonnes of CO₂ equivalent per car manufactured.</p> <p>Methodology</p> <p>We calculate our GHG emissions in the following way:</p> <p>Scope 1 – Includes emissions of gas, petrol on site, diesel used for emergency heating and firing pumps, refrigerant refill, LPG and fuel from Company pool cars. Figures are obtained through utility bills, direct from suppliers and through the Company's internal systems.</p> <p>Scope 2 – The Location-based Assessment includes emissions from electricity consumption, sourced direct from utility bills, while the Market-based Assessment includes emissions from electricity consumption based on sources of electricity.</p> <p>Scope 3 – Includes emissions from business air travel, management car miles, personal car mileage, employee commuting, water consumed and supply chain logistics.</p> <p>The UK Government Department for Environment, Food and Rural Affairs ('Defra')-approved International Energy Agency ('IEA') emissions factor for 2022 are used to calculate the Scope 1, 2 and 3 figures, and the IEA emission factors were used to calculate emissions from Scope 2 for rest of the world.</p> <p>The 3.9% fall in Scope 1 CO₂ emissions per car manufactured in 2022 compared with 2021 (tCO₂e) was mainly driven by increased energy use efficiencies including those arising from the consolidation of our paintshop activities in St Athan.</p>	Total greenhouse gas emissions				
		2019	2020 [^]	2021 [^]	2022 ^{^^}
	GHG Emissions Under Scope 1 (tCO ₂ e)	8,981.40	9,200.67	8,705.35	9,272.50
	GHG Emissions Under Scope 2 (tCO ₂ e) – Location based	8,683.50	7,545.86	7,366.72	5,923.26
	GHG Emissions Under Scope 2 (tCO ₂ e) – Market based	3,484.61	687.28	192.38	118.16
	GHG Emissions Under Scope 3 (tCO ₂ e)	8,806.94	6,620.37	6,446.74	11,187.29
	UK Total Gross Scope (Scope 1 & Scope 2 – Location based)	17,664.90	16,642.17	15,984.15	15,014.02
	Rest of World Total Gross Scope (Scope 1 & Scope 2 – Location based)	–	104.36	101.82	181.74
	Total Gross Scope (Scope 1 & Scope 2 – Location based)	17,664.90	16,746.53	16,085.97	15,195.76
		[^] Values previously assured by ERM CVS. ^{^^} Values assured by ERM CVS.			
	Greenhouse gas emissions per unit				
		2019	2020 [^]	2021 [^]	2022 ^{^^}
	Manufactured Volume (units)	6,176	3,343	5,778	6,404
	Total Scope 1 Emissions per unit	1.45	2.75	1.51	1.45
Total Scope 2 Emissions per unit	1.41	2.26	1.27	0.92	
	[^] Values previously assured by ERM CVS. ^{^^} Values assured by ERM CVS.				
Total energy consumption within organisation					
	2019	2020 [^]	2021 [^]	2022 ^{^^}	
Electricity (MWh)	33,973.01	32,144.15	34,506.66	30,308.19	
Gas (MWh)	43,574.51	44,796.00	43,923.02	41,904.94	
Diesel (MWh)	14.92	4.34	72.93	77.66*	
Gasoline (MWh)	2,712.98	1,779.25	2,450.28	3,029.99*	
LPG (MWh)	563.60	43.52	Nil	384.02	
UK Total Consumption (MWh)	80,839.02	78,573.14	80,952.90	75,114.65	
Rest of World Total Consumption (MWh)	–	194.11	230.96	590.15	
Total (MWh)	80,839.02	78,767.26	81,183.86	75,704.80	
	[^] Values previously assured by ERM CVS. * Does not include consumption of diesel and gasoline ('petrol') by pool cars. ^{^^} Values assured by ERM CVS.				



↑
High performance:
Aston Martin Vantage
F1 Edition.



Creating a better environment

In this section:

34 Summary

36 Minimising our impact

37 Maximising use of sustainable materials

38 Boosting biodiversity

39 How we work

↑
Biodiversity: We're working to boost biodiversity at our manufacturing facilities.

Summary

Creating a better environment

UN Sustainable Development Goals



Overview

Protecting and enhancing the natural environment is central to our efforts to be a responsible business. During 2022, we appointed Environmental Champions to promote environmental awareness across the Company.

In 2022, key initiatives included:

- further measures to reduce water consumption to save around 1 million litres of water every year, from 2023;
- a project to remove surplus on-site waste; and
- a new biodiversity survey and management plan for Gaydon.

Highlights

Up to

80,000

bees to take up residence in new beehives at Gaydon

7.5%

fall in water consumed per car manufactured between 2021 and 2022 (m³)

10.2%

increase in proportion of waste recycled (tonnes)



Biodiversity: In 2022, our Head of High Voltage, Alan Rodricks, also a member of the Warwickshire Beekeepers Association, volunteered to become Head Beekeeper for Aston Martin and has worked with colleagues to install new beehives at our Gaydon site. These will be home to up to 80,000 bees, which are an important part of the UK's ecosystem and are perfectly adapted to pollinate, helping plants to grow.

Summary continued



← **Wildlife:** Our sites at Gaydon and St Athan are home to a rich variety of wildlife.

Context

2022 Materiality Assessment indicates:

- stakeholders are placing much higher value on biodiversity; and
- resource use and circular economy continue to be regarded as important.

Our Goals

Minimising impacts

- Zero single-use plastic packing waste from our manufacturing facilities by 2025
- Zero waste to landfill from our manufacturing operations
- 15% reduction in water consumption by 2025 (compared to 2019)

Maximising sustainable materials

- Continue to work with supply chain partners to enable the use of more sustainable materials

Boosting biodiversity

- Improve biodiversity at our manufacturing facilities

Progress in 2022

Actions:

- 36 employees appointed Environmental Champions to drive improvements in environmental performance across the Company.
- New pilot recycling centre delivered at Wellesbourne logistics facility.
- Further steps towards achieving zero plastic packaging waste by 2025 underway.
- Investment in water-saving technologies to save 1 million litres of water every year from 2023.

- Ecological Biodiversity Assessment surveys completed at Gaydon and St Athan with new quantitative metrics established to drive biodiversity improvements over time.
- New Biodiversity Management Plan completed for Gaydon.
- Six beehives installed at Gaydon for up to 80,000 bees.
- Company-wide communication to all employees to raise awareness about the importance of sustainability actions.

Data:

- 95% of suppliers compliant with ISO 14001: 2015 environmental management standard.
- Responsible Procurement Policy signed by 73% of main suppliers.
- 304% increase in waste generated compared with 2021 (tonnes).
- 7.5% reduction in water consumed per car manufactured compared to 2021 (m³).
- 2.5% increase in water consumed compared to 2021 (m³).

Minimising our impact

Goals

- Zero single-use plastic packing waste from our manufacturing facilities by 2025
- Zero waste to landfill from our manufacturing operations
- 15% reduction in water consumption by 2025 (compared to 2019)

Waste

The management of Aston Martin's waste is governed by a stringent regulatory framework and we operate in line with best-practice industry standards, with our Gaydon facility already accredited ISO 14001:2015, an international standard for environmental management systems. We continue to focus on reducing waste as part of a wider commitment to minimising our impact on the environment. As part of these efforts we have created a new pilot recycling centre at our logistics facility at Wellesbourne.

We are seeking to work collaboratively with suppliers to help us achieve zero single-use plastic packaging waste by 2025. Around 70% of the plastic packaging used by Aston Martin is so-called 'pooled packaging', which is typically 100% recyclable and shared by several companies to optimise both efficiency and sustainability. Much of the remaining plastic packaging is 'bespoke packaging', which is specially tailored to fit our unique vehicle components. Reducing plastic waste generated by bespoke packaging presents a particular challenge as the plastic boxes with fixed foam inserts are not currently readily recyclable.

Water

We are working towards our goal to reduce water consumption by 15% by 2025 (compared with 2019). Investment in new water-saving technologies during 2022 will reduce water consumption by around 1 million litres of water every year from 2023. Other new initiatives to deliver further savings are being investigated, including new rainwater harvesting systems.

Data				
Waste	2019	2020	2021	2022 [^]
Total waste (tonnes)				2,830.99
Waste (tonnes)*	1,566.02	394.39	858.62	2,366.23
Reused (tonnes)*	40.21	8.72	6.40	-**
Recycled (tonnes)*	987.81	243.82	380.60	1,383.19
Recovered (Waste to Energy) (tonnes)*	538.01	141.85	471.62	979.69
Incineration (not recovered) (tonnes)*				3.35
[^] Values ERM CVS assured. * Data excludes Newport Pagnell. See page 80 for further information. ** No data available due to transition to new waste contractor.				
The increase in the total volume of waste compared with 2021 is due to the successful completion of a legacy waste recovery project and an enhanced waste tracking methodology. The increase in the volume of waste recycled, resulting in a 10.2% rise in the Company's recycling rate, is due to the implementation of new recycling streams facilitated by a new waste contractor. In 2022, due to a process error some contractor and construction waste resulting from facilities and maintenance activities was discharged to landfill. This process error has now been corrected. Waste accounting does not include contractor and construction related waste streams from maintenance and facilities.				
Water	2019	2020	2021	2022 [^]
Water consumption (m ³)	59,233.78	34,477.65	64,681.40	66,279.99
[^] Values ERM CVS assured.				
Enhancements to manufacturing processes enabled the Company to achieve a 7.5% decrease in water consumed per car manufactured between 2021 and 2022.				

Maximising use of sustainable materials

Goals

- Continue to work with supply chain partners to enable the use of more sustainable materials

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

Many of our vehicles already incorporate a wide range of sustainable materials; for example:

- wheel arch liners, floor liners and cabin trim in the DBX and Vantage currently use 100% and 96% recycled material respectively;
- wheels for the DBS (excluding the DBS Ultimate) are manufactured using 75% recycled aluminium;
- all wood used in the DB11, Vantage and DBS is Forest Stewardship Council ('FSC') certified, which confirms that the wood is sourced from forests that are managed to preserve biological diversity and benefit the lives of local people and workers.



With sustainability embedded in the architecture of our vehicle design process, work to maximise the use of sustainable materials in all our models will continue. For example, we are looking at the use of natural fibre thermoplastic composites, which are made from sustainable flax fibres and offer high-yield recyclability, enabling viable end-of-life options such as thermal energy recovery without residual waste.

↑
Sustainable materials: Wheel arch liners, floor liners and cabin trim in the DBX use 100% recycled materials.

Boosting biodiversity

Goals

- Improve biodiversity at our manufacturing facilities

Aston Martin has a detailed understanding of biodiversity around its sites. The sites cover a variety of habitats, including species-rich grassland, hedgerows, mature trees, drainage ditches and disturbed ground, all of which have a high wildlife value. Examples of the wide variety of flora recorded include yellow sedge (*Carex viridula oedocarpa*) and bee orchid (*Ophrys apifera*). Species of wildlife that can be found range from bird species such as the Grasshopper Warbler (*Locustella naevia*) to butterfly species such as the Common Blue (*Polyommatus icarus*).

We aim to create net positive biodiversity gain at our manufacturing locations and are committed to avoiding negative impacts on threatened or protected species. For example, we have wilderness areas with long uncut grass to encourage wildlife and have enhanced natural habitats for a range of species, including the creation of protective habitats for the Great Crested Newts at our Gaydon site. This site is also home to a nature conservation area, which includes a walking trail for employees and customers.



← **Nature Trail:**
Re-wilding the nature trail at Gaydon.

Due to the wide variety of habitats and the presence of some protected species at our manufacturing sites, we carry out ecological risk assessments prior to any activities to avoid any significant impact on biodiversity.

In 2022, we completed Ecological Biodiversity Assessment surveys at Gaydon and St Athan assessing the habitat and wildlife. Using the survey results, in 2022 a new Biodiversity Management Plan was created for Gaydon (an objective set out in the Company's 2021 Sustainability Report), and this will be followed by a new Plan for St Athan in 2023. The Biodiversity Management

Plan aligns with Defra's Biodiversity Metric 3.1 Ecological Baseline Condition Assessment methodology, enabling the Company to monitor biodiversity performance over time and to establish quantitative targets to drive future improvement.

How we work

Sustainability by design

Aston Martin's design studio was built using the very latest construction technology and is a showcase for environmentally sustainable design.

The façade and flooring feature 30m² of oak from the Bodensee region of Switzerland, coupled with 473m² of Austrian spruce in the beams, wall construction, ceiling and roof. Remarkably, this amount of spruce represents just nine minutes' growth in Austria's highly managed forests.

The extensive use of wood is coupled with other highly efficient environmental technologies, including a 'green' sedum roof, which helps the building integrate

into the surrounding landscape and provides a high level of insulation, reducing energy requirements.

The studio's cooling and heating system uses a closed loop vertical groundwater system. This incorporates 30 bore holes each 100m deep and has more than 12km of underground pipework. A heat pump is used to convert cold water from the naturally cooled groundwater pipes into heat. This process uses only one-third of the energy to heat the building compared with conventional systems. All floors have underfloor heating and cooling using a low energy 'GraviVent' system. The main wooden structure is insulated to a high specification using natural hemp insulation.



Design Studio: A showcase for environmentally sustainable design.

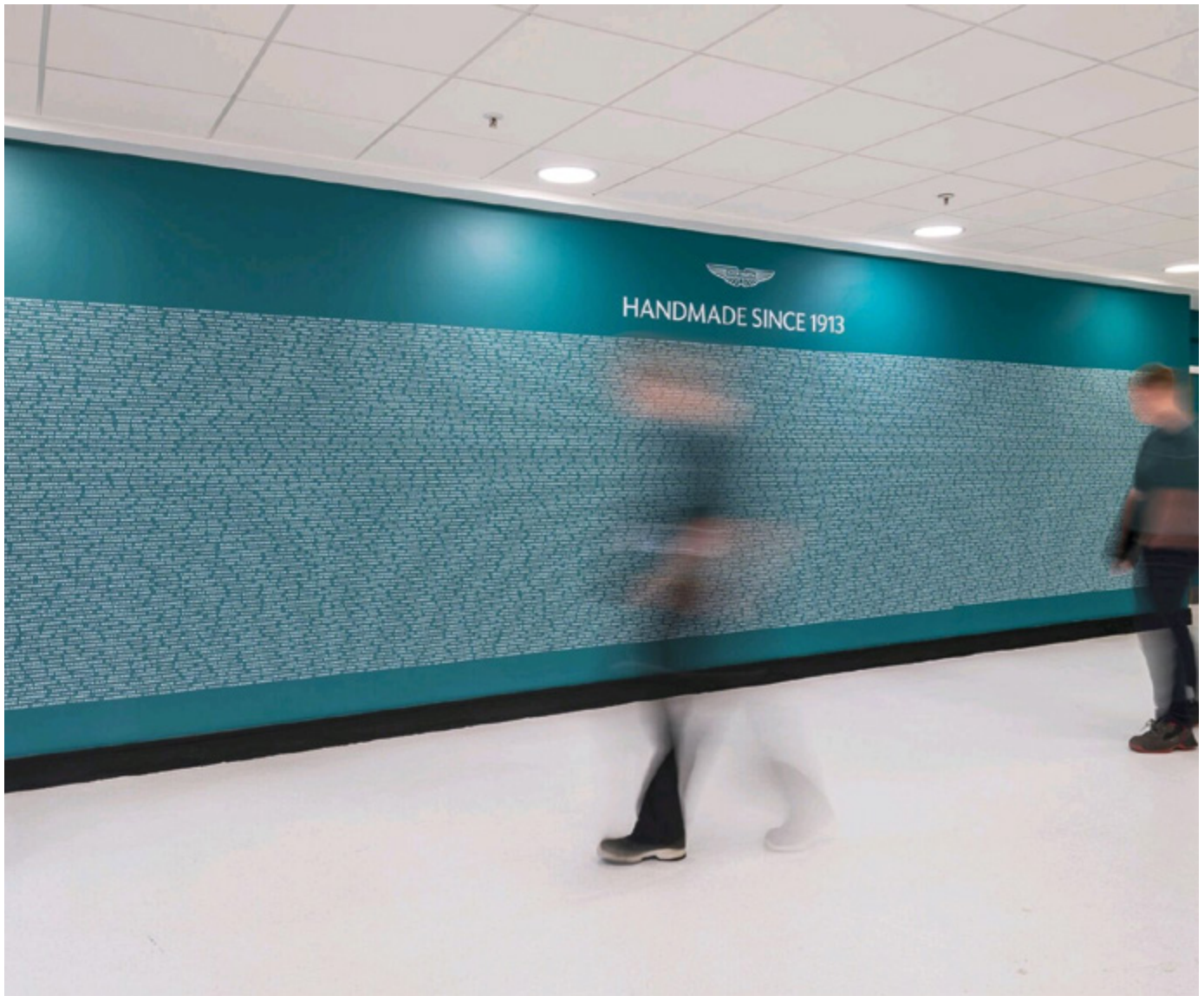


Core elements of our Environmental Policy are as follows:

- **COMPLY** with all relevant environmental legislation.
- **COMMIT** to ongoing reductions in energy, water and other 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 and our activities, products and services, and prepare appropriately.
- **MINIMISE** the impact of the Company's activities, products and services on the environment through effective waste management.
- **PROMOTE** sustainable product design and construction with consideration from a lifecycle perspective, using low-carbon and renewable energy resources when possible.
- **COMMUNICATE** our environmental policy internally and externally, working with employees, suppliers and partners to promote improved environmental performance.
- **STRIVE** for continuous improvement.

For further information see:

<https://www.astonmartinlagonda.com/sustainability/policies>



↑
Our people: Aston Martin's success is thanks to the skill and commitment of its people, dedicated to becoming the world's most desirable ultra-luxury British performance brand. In 2022 we celebrated their invaluable contribution by unveiling a new feature at main locations, listing each individual who has worked for and contributed to Aston Martin's success since 1913.



Investing in people and opportunity

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49 Growing talent and raising aspirations

54 How we work

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Perfecting performance:
Unrivalled technical expertise delivers unrivalled performance.

Summary

Investing in people and opportunity

UN Sustainable Development Goals



Highlights

79%

increase in apprentices completing industry-leading training programme in 2022 compared to 2021

19,646

hours of training delivered to employees in 2022

£2.75million

raised for charities including The Prince's Trust

Overview

2022 saw the Company continue to focus on targeting zero accidents, launching a new safety training programme and campaign, *Zero Harm. Zero Tolerance*. We have also delivered further improvements to our safety management systems, enhancing incident monitoring and reporting across all our sites and facilities. We continue to act on mental health, including delivering training around mental health awareness and stress management.

In 2022, we established a new Employee Inclusion Network to champion all areas of inclusion and, with the support of our Executive Committee, put in place a new Company-wide Equity, Diversity and Inclusion ('EDI') Strategy. Working with Racing Pride, an innovative movement developed to positively promote LGBTQ+ inclusivity within the motorsport industry and among its technological and commercial partners, we have completed a review of our People policies to make sure they are inclusive and support people

transitioning at work; we also delivered LGBTQ+ awareness sessions during Pride Month, and educational communications around other key landmarks such as International Non-Binary People's Day.

In 2022, the Company recruited 20 apprentices and 23 graduates as part of our commitment to nurturing talent that is key to our future success. We also expanded training, with a particular focus on the transition to EV production. As we emerge from the COVID-19 pandemic, we have been able to restart our work on promoting STEM in schools and colleges, as well as boost our wider contribution to communities. In September, a replica stunt car donated by Aston Martin raised £2.75 million at the Sixty Years of James Bond auction at Christie's in London, benefiting The Prince's Trust, The Prince of Wales's Charitable Fund, and charities supporting serving and former members of the UK Special Forces.

Summary continued

Context

2022 Materiality Assessment indicates:

- occupational health and safety are top priorities for stakeholders;
- a significant increase in importance of human and labour rights and communities, social impact and wellbeing; and
- strong sentiment about advancing EDI, employee engagement, talent retention, welfare and benefits, and mental health.

Goals

Employee wellbeing

- Target zero accidents.
- Continue to deliver industry-leading initiatives to support employee wellbeing

Equity, diversity and inclusion

- Women in 25% of leadership positions by 2025 and in 30% of leadership positions by 2030*
- Increase the culture of inclusion by leveraging the Aston Martin values
- Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025

Growing talent and inspiring future generations

- Sustain new apprenticeship recruitment
- Update skills and training to support transition to EV production
- Continue commitment to promoting Science, Technology, Engineering and Mathematics (STEM)

* Leadership includes Senior management team, senior leadership team and other management grades.

Progress in 2022

Actions:

- New safety training and campaign, *Zero Harm. Zero Tolerance*.
- Mandatory safety leadership training for all senior staff underway.
- Transition to new independent safety audit provider, UTAC, with new focus on electric vehicle production.
- 130 colleagues completed 3,344 hours of initial EV-related instructor-led training.
- Significant apprentice and graduate recruitment.
- Increased training for Aston Martin dealer network.
- New EDI Strategy signed off by the Board.
- Employee Inclusion Network launched. Diversity and Inclusion training underway across the organisation.

- Working with Racing Pride to promote LGBTQ+ awareness and update People policies.
- £2.75 million raised for charities, including £1.375 million for The Prince of Wales's Trust, from the auction of a DB5 James Bond stunt car.

Data:

- Accident Frequency Rate ('AFR') of 0.53 accidents per 100 workers (1.01 in 2021).*
- 9 Lost Time Accidents ('LTAs') resulting in 185 days lost (5 LTAs with a total of 163 days lost in 2021).
- 9 RIDDOR** incidents (6 RIDDOR incidents in 2021).
- 43 apprentices completed our apprenticeship programme, a 79% increase compared to 2021.
- 20 new apprentices recruited.

- 23 graduates recruited.
- 13 industrial placements.
- 19,646 hours of training delivered to Aston Martin employees in 2022.
- 253 commercial and technical courses scheduled/offered to dealer employees (214 in 2021).
- Mean Gender Pay Gap favouring men by 9.9% (6.9% in 2021) and a median pay gap favouring men by 4.9% (2.0% in 2021).

* In 2022, we strengthened the scope of our safety data, capturing a wider range of functions and sites in addition to production operations. This figure is calculated on that basis and represents a change in methodology compared to 2021. The AFR now reflects recordable incidents and not just reportables.

** Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Employee wellbeing

Goals

- Target zero accidents
- Continue to deliver industry-leading initiatives to support employee wellbeing

Health and safety

Aston Martin's ambition is to achieve zero accidents across its business.

In 2022, we appointed UTAC as our new safety auditing body. UTAC has wide-ranging experience in the automotive sector, including technologies for EVs.

This is especially important as we update our safety management systems to enable the switch to EV production. UTAC's approach also includes best-practice safety indicators:

- Leadership
- Stakeholder engagement
- Risk management
- Organisational health and safety culture
- Continual improvement
- Wellbeing

Our ongoing work to enhance safety management systems includes investment in new technology that will advance safety monitoring and reporting across all the Company's sites and functions. By the end of 2023, we aim to achieve ISO 45001 accreditation, an international standard for health and safety at work, at St Athan, Wellesbourne, Wolverton Mill and Newport Pagnell in addition to Gaydon.

In 2022, to drive continuous improvement in safety performance, we launched a new safety culture programme and campaign, *Zero Harm. Zero Tolerance.*, further strengthening our training regime that includes regular refresher courses and Institution of Occupational Safety and Health ('IOSH') accredited qualifications. This new safety programme covers all critical aspects of an effective safety management system, including the importance of risk assessment, incident reporting and human factors.

COVID-19

We have also adapted our health, safety and wellbeing procedures according to the shifting circumstances of the COVID-19 pandemic over time.

We remain vigilant and will continue to take appropriate measures to protect and support employees and visitors.

Welfare

We are committed to protecting and enhancing the welfare of our employees. We offer an extensive range of benefits available to employees across the Company, including dedicated healthcare provision, on-site health assessments, discounted gym membership and a free, confidential helpline offering access to counselling. Our increasing focus on mental health includes delivering training on mental health awareness and stress management.

Data

Accident Frequency Rate

- 0.53 accidents per 100 workers* in 2022.
- 1.01 accidents per 100 workers in 2021.

Lost Time Accidents (LTAs)

- 9 LTAs with a total of 185 days lost in 2022.
- 5 LTAs with a total of 163 days lost in 2021.

Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)

- 9 RIDDORS in 2022.**
- 6 RIDDORS in 2021.

* In 2022, we strengthened the scope of our safety data, capturing a wider range of functions and sites in addition to production operations. This figure is calculated on that basis and represents a change in methodology compared to 2021. The AFR now reflects all recordable incidents and not just reportables.

** Of the nine reports, seven were reported for over seven-day injuries where the person had more than seven days of absence after an incident, they then returned to normal duties; the two remaining reports were for fractured small bones in feet where the Injured person had tripped.



↑
Handcrafted: Our exquisite interiors are shaped by a passion for design and comfort.

Advancing equity, diversity and inclusion

Goals

- Women in 25% of leadership positions by 2025 and in 30% of leadership positions by 2030
- Increase the culture of inclusion by leveraging the Aston Martin values
- Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025

Approach

We are committed to a workplace and culture where all our people feel connected to Aston Martin's purpose, that they have a voice, are listened to and will receive equal treatment to develop and reach their full potential irrespective of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sex and sexual orientation, identity or expression, or any other characteristic protected by law.

In 2022, we:

- launched a new Company-wide EDI Strategy;
- enhanced our ambition to improve gender diversity in our leadership group, setting a target to have 25% of women in leadership positions by 2025 and 30% by 2030;
- updated our People policies following input from diversity experts with motorsports inclusion specialists, Racing Pride;



Equity, Diversity and Inclusion Pledge

To reinforce our EDI Policy, we have developed our EDI Pledge:

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

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

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

- broadened the scope of our goals covering EDI within our sustainability strategy:
 - increase the culture of inclusion by leveraging the Aston Martin values; and
 - improve colleague engagement and alignment by becoming a Great Place to Work® by 2025, a certification awarded to companies with high employee engagement. Great Place to Work® is the global authority on workplace culture. Certification as a Great Place to Work® is based on employee feedback using Great Place to Work®'s Trust Index™ and details about a company's programme and practices. Companies achieving a score higher than 65% are Great Place to Work-Certified™.
- established a new Employee Inclusion Network to establish governance and champion our work across all areas of inclusion and drive peer-to-peer education.
- developed a new EDI Pledge to help guide our approach. The Pledge highlights the need to appreciate everyone who is part of the Company and the contribution that everyone makes.

Advancing equity, diversity and inclusion continued

Training and awareness

In 2022 we delivered a variety of diversity and inclusion training. This included Racing Pride taking part in our induction programme for new Early Careers staff. We have also delivered several initiatives and campaigns to raise awareness about diversity and inclusion throughout the year, which are detailed below.

Gender equality

2022 saw the number of female colleagues in the business increase from 14.4% to 15.3%. The number of women in leadership positions was 16.2% driven by a significant expansion in the senior leadership team.

We continue to seek ways to support female colleagues to secure leadership roles. In 2022, guided by our Female Advisory Board, we delivered a new 'Elevating Women in Leadership' programme, with participation from an initial cohort of 15 employees. The launch of the programme coincided with International Women's Day in March, with Dr Anne Stevens, Chair of the Sustainability Committee, speaking at an event to share insights and lessons from her own career.

Board member, Marigay McKee, hosted a staff engagement event to help the Company better understand female colleagues' experiences in November. We were also proud to support Business & Industry's 'Women in Business' campaign in *The Guardian* newspaper, profiling four of our female leaders in a special supplement that sought to showcase the career opportunities at Aston Martin and encourage more women to consider a future in the ultra-luxury automotive sector.



International Women's Day: March saw Aston Martin colleagues come together to celebrate International Women's Day and back the global 'Break the Bias' campaign across our global social media platforms, showing their commitment to calling out bias, smashing stereotypes, breaking inequality and rejecting discrimination.

Advancing equity, diversity and inclusion continued

LGBTQ+

Our Employee Inclusion Network spearheaded numerous initiatives to positively promote LGBTQ+ inclusion during 2022. During Pride Month, we delivered six LGBTQ+ awareness sessions, with participation from more than 200 colleagues from all levels of the business. These sessions were facilitated by Racing Pride Ambassadors who visited our sites in Gaydon, Wellesbourne and St Athan. Working with Racing Pride, we completed a review of our People policies. Racing Pride also supported the annual induction for our new Early Careers starters, while we have continued to raise awareness of LGBTQ+ issues and provide colleagues with practical best practice through regular communications, including around landmarks such as International Non-Binary People's Day.



↑ **Pride Month:** June saw the Company celebrate Pride Month with a series of events to promote LGBTQ+ awareness supported by Racing Pride.

Disability

In 2022, we built on our commitment to the 'Valuable 500', a global business collective innovating together for disability inclusion, and joined the UK Government's Disability Confident employer scheme, a movement of change, encouraging employers to think

differently about disability and take action to improve how they recruit, retain and develop disabled people. We also delivered a campaign to build awareness around hidden disabilities and neurodivergence.

Data			
Employees by gender (as at 31 December 2022)^			
	Male	Female	% Female
Senior management team	8	0	0.0%
Senior leadership team	68	12	15.0%
Other leadership	251	51	16.9%
Other employees	2,018	367	15.4%
Total	2,094	379	15.3%
Employees by region (as at 31 December 2022)^			
	Male	Female	% Female
Asia Pacific	22	17	43.6%
EMEA	59	9	13.2%
UK	1,986	345	14.8%
Americas	27	8	22.9%
Total	2,094	379	15.3%
Note: Data by gender and region is shown for 2,473 permanent Company employees only			
^ Values assured by ERM CVS			
GENDER PAY GAP			
The difference between men and women's average pay (expressed as a percentage of the men's pay) was a mean pay gap of 9.9% and a median pay gap of 4.9% in 2022, favouring men. These have increased compared to 2021 (mean pay gap of 6.9% and median pay gap of 2.0%, also favouring men). Our mean pay gap is largely due to the make-up of the senior team (which includes significantly more men) and working patterns, particularly in Production roles, where shifts (that more men than women choose to work) command shift premium and overtime payments. The year-on-year increase reflects growth in the senior management and leadership teams, particularly within the engineering area of the business. Our median pay gap has increased due to the roles held by our median man and median woman in 2022, which are (respectively) a Lead Technician in production and a Senior Analyst in Finance. Although the woman has a higher annual salary, the man has also received overtime and shift premium payments due to the requirements of his role. We are working to improve gender equality which will contribute to narrowing the gap, with the ultimate aim to close it completely.			

Growing talent and raising aspirations

Goals

- Sustain new apprenticeship recruitment
- Update skills and training to support transition to EV production
- Continue commitment to promoting Science, Technology, Engineering and Mathematics (STEM)

Training

Aston Martin offers comprehensive learning and development for employees throughout the business, equipping them with the skills they need to develop and grow, and helping them realise their aspirations. Our industry-leading four-year apprenticeship programme combines classroom-based and online learning with mentorship and on-the-job experience across multiple areas of the business. In August, 43 apprentices completed our apprenticeship programme, a 79% increase compared to the previous year. 42 of these apprentices progressed into permanent roles within the business, with one apprentice participating in further training. In 2022, we recruited 20 new apprentices and 23 graduates, and welcomed 13 Industrial placements, ensuring our talent pipeline of the future.

Our Early Careers scheme is split between technical and professional career paths. The graduates have a two-year programme which allows them to experience the various areas of the business through rotations in which they gain a unique insight into the workings of Aston Martin. The 23 graduates who joined the Company in 2022 work in various roles, ranging from engineering to



Early Careers intake: In September, our Early Careers intake of 56 new employees took part in a two-week training course at Ashorne Management College near Gaydon.

marketing. Many of our apprentices are on degree pathways at higher education institutions including University of Warwick, Solihull College and University of Wales Trinity Saint David. The apprentices are also trained in technical skills such as paint and leather trimming at Cardiff and Vale College.

Every employee at Aston Martin can access training opportunities tailored to their needs and aspirations. This includes enabling employees to work towards Chartered Management Institute and MBA qualifications. In 2022, we continued to increase the courses available to employees using our e-learning platform. The range of courses offered cover all aspects of the business, including Electric and Hybrid Vehicle Hazardous Voltage Safety Awareness, Anti-Bribery and Corruption, Environmental Awareness and Understanding Cyber Security.

In 2022, we started work to create a new Electrification Centre of Excellence, a dedicated training facility offering hands-on training in all aspects of EV production such as powertrain installation and the safe handling of high-voltage batteries. Already, 130 colleagues have completed 3,344 hours of initial EV-related instructor-led training. Our EV training programme is based on collaboration with Warwick Manufacturing Group, part of the University of Warwick, to support the development of new EV qualifications certified by the Institute of the Motor Industry (IMI).

Growing talent and raising aspirations continued



Eylül Callozza

Eylül Callozza joined Aston Martin in 2021 as a Project Engineer. Eylül is currently working on energy storage systems and cell testing as part of our EV Transformation Programme. She graduated from Koç University, Istanbul, with a degree in Electrical and Electronics Engineering.



Kwene Amayah

Kwene Amayah joined Aston Martin in 2022 as a Procurement Development Analyst. Kwene is currently working with the procurement team on a range of process management and governance initiatives. She graduated from Aston University with a degree in Supply Chain Management and is Chartered Institute of Purchasing and Supply qualified.



Josh Oldham

Josh Oldham joined the Aston Martin Degree Apprenticeship scheme in 2018. The scheme offers the opportunity to combine study whilst gaining work experience to develop the knowledge, skills and behaviours needed to work in the automotive industry. Since completing his degree in Engineering from the University of Warwick, he now works as a Design Engineer on a wide range of exciting projects and regularly takes part in careers events to promote our apprenticeships.



Ellya Hayden

Ellya Hayden joined Aston Martin through our Advanced Apprenticeship scheme in 2018. The apprenticeship has given her qualifications in Advanced Manufacturing and Engineering, and extensive hands-on business experience. She is currently working as part of our international trade and customs team, helping to make sure our supply chain operates smoothly and efficiently. She has also been able to visit multiple schools to showcase her experience and promote the apprenticeship path and opportunities at Aston Martin.



Growing talent and raising aspirations continued



STEM

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

We have extensive engagement and long-standing partnerships with local schools and colleges such as the WMG Academy in Coventry, where Aston Martin is part of the syllabus. Every year, the Company's apprentices and other employees visit the Academy to help educate students about automotive manufacturing and engineering, as well

as to share their experiences of working at Aston Martin. This also provides our apprentices with a valuable opportunity to develop public speaking skills and grow confidence.

In 2022, our apprentices supported STEM and careers events at RAF Northolt, Finham Park School in Coventry, St Gregory's Academy in Oxford and Stafford Grammar School. Other STEM-related activity included a visit to Gaydon by students from Whitchurch High School, Cardiff, and a 'Teachers in Industry' event at St Athan where STEM teachers from local schools and colleges visited our world-class manufacturing facility to see the breadth of career opportunities available.



St Athan Open Day: As part of our commitment to making Aston Martin a great place to work, we are passionate about finding opportunities for our colleagues to share their passion for working at Aston Martin with family and friends.

In November 2022, we welcomed more than 2,000 people to our St Athan Open Day, which allows colleagues to visit the facility with family and friends, experience Aston Martin's full world-class product portfolio and take part in family-focused activities.

Growing talent and raising aspirations continued

CHRISTIE'S LOT 7



GBP 2,400,000
 USD 2,558,400
 EUR 2,673,600
 CHF 2,539,200
 JPY 369,984,000
 HKD 19,996,800
 CNY 18,309,600

CONVERSIONS APPROXIMATE




↑ Bond car auction : In September, a replica stunt car donated by Aston Martin raised £2.75 million at the Sixty Years of James Bond charity auction at Christie's in London, benefiting a range of good causes including The Prince's Trust, which received £1.375 million. The stunt car is one of eight exclusively built and engineered by Aston Martin for the film, *No Time to Die*, with each car uniquely modified for its individual role on screen.

Growing talent and raising aspirations continued

Helping others

Aston Martin's sites provide invaluable employment opportunities and contribute to the economic wellbeing of surrounding communities. But our contribution to supporting the communities we are part of goes much further. In addition to our partnerships with local schools and colleges to promote careers in STEM, Aston Martin works to support local charities and good causes chosen by employees across the business.

The Company is also committed to supporting communities and helping those in need nationally, including a long-standing partnership with The Prince's Trust, a youth charity that helps vulnerable young people aged 11 to 30 to access employment, education and training. In September, a replica stunt car donated by Aston Martin raised £2.75 million at the *Sixty Years of James Bond* auction at Christie's in London, benefiting The Prince's Trust, The Prince of Wales's Charitable Fund, and charities supporting serving and former members of the UK Special Forces.



Prince's Trust

“We are incredibly grateful for the £1.375 million raised at auction through the donation of the Aston Martin James Bond stunt car. This is an incredible amount, and will help us to provide life-changing support to over 1,100 young people, allowing them to fulfil their potential during these difficult times. We thank Aston Martin and look forward to our continuing relationship over the coming years.”

Jonathan Townsend
CEO, The Prince's Trust

Data

Apprentices

- 43 apprentices completed apprenticeship programme.
- 20 new apprentices recruited.

Graduates

- 23 new graduate trainees recruited.
- 13 students joined on industrial placements.

Training – Aston Martin employees

- 19,646 hours of training delivered.
- 3,344 hours of initial EV-related instructor-led training delivered.

Training – Aston Martin dealerships

- 2,477 registered Dealer Training Academy users (2,193 in 2021).
- 187 commercial courses scheduled/ offered (142 in 2021).
- 66 technical courses scheduled/ offered (72 in 2021).
- 1,689 dealer employees trained in classroom courses (2,089 in 2021).
- Six new e-learning modules developed and published.
- Two new technical training courses developed and introduced.

STEM

- 20 events, including career days, school and factory visits.

Charity

- £2.75 million raised for charities, including The Prince's Trust and The Princes of Wales's Charitable Fund.

How we work

Our people vision

We aim to create a fulfilling and rewarding experience that enables our people to flourish.

Our People Strategy has been developed to accelerate progress in creating and sustaining a world-class employee experience. We deliver our strategy through three strategic pillars: Organisation, Culture, and Personal and Career Development. Our EDI approach encompasses all these pillars.

Our values

In 2022, we updated our Company values. At the core of our values is one single guiding tenet: No one builds an Aston Martin on their own.

Our values are: Unity, Openness, Trust, Ownership and Courage. These values set the tone for how we do things and the culture we want to establish.

Training and employee development

Every employee at Aston Martin can access training opportunities tailored to their needs and aspirations throughout their career. This includes enabling employees to work towards Chartered Management Institute Level 3 in Management and Level 5 in Leadership and Management, as well as APM Level 4 in Project Management and in Data Analytics, and MBA qualifications.

Equal opportunities

We are committed to building and maintaining a workplace and culture where all our people feel connected to Aston Martin's vision to be the most desirable ultra-luxury British performance brand, that they have a voice, will receive equal treatment and can develop to reach



Town Hall meetings: We work hard to promote employee engagement. As part of our active internal communications strategy, the Executive Committee regularly updates employees on the Company's business plan and welcomes questions at Town Hall meetings.

their full potential irrespective of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sex and sexual orientation, identity or expression, or any other characteristic protected by law.

Rewards and benefits

Passionate, motivated and professional people are critical to the success of Aston Martin and, to attract and retain the best talent available, our pay and benefits must be competitive. Our aim is to foster a culture where everybody feels valued, motivated and rewarded to achieve their best work.

The philosophy and principles that apply to remuneration at the Company are applied consistently throughout the organisation, with an emphasis on a pay for performance approach. All employees are eligible for an annual bonus based on performance and, at a senior level, there is a greater emphasis on long-term, sustainable performance and alignment with the shareholder experience. The key difference between executive remuneration and that for the wider workforce is therefore that a higher proportion is dependent on Company performance. Pay, terms and conditions for non-management grades are subject to trade union negotiation, with any changes, including any general increases, agreed on a regular basis.



Exporting success

In this section:

56 Summary

61 Working with government

↑
Flying the flag:
Aston Martin is a showcase
for advanced British design
and engineering worldwide.

Summary

Exporting success

UN Sustainable Development Goals



Overview

We continue to serve as a flag bearer for British industry and British exporters in particular, selling our world-class products in more than 50 countries worldwide and representing the very best of British advanced engineering and design.

In 2022, we were pleased to welcome numerous politicians to our facilities in both Wales and England, including those representing areas in which our facilities are located. These visits allowed us to engage on a range of matters, including new opportunities for trade and growth, industry challenges, and Aston Martin's contribution to local economies and communities.

Highlights

4.4%

increase in cars exported compared to 2021

17.7%

increase in cars exported to EMEA*

83%

of total wholesale cars exported

* Europe, Middle East, Africa excl.UK



Global brand:

A new partnership with Japanese luxury real estate leader, VIBROA, was announced in November.



Summary continued



← **Selling worldwide:**
Our global network of dealerships includes Sao Paulo, Brazil.

Context

2022 Materiality Assessment indicates:

- supporting UK exports, manufacturing and investment seen as part of advancing a positive social impact; and
- continuing challenges related to supply chains, COVID-19 and the war in Ukraine.

Our goals

Working with government

- Continue to work with the UK Government to showcase the very best in advanced British engineering and design worldwide
- Maintain engagement with the UK Government and Welsh Parliament to support sustainable growth across the UK automotive sector, including expansion of the UK-based supply chain
- Help to achieve the UK Government's aim to increase UK exports to £1 trillion per year by 2030

Progress in 2022

Actions:

- Successful global launches of new models, including the ground-breaking DBX707 – the world's fastest and most powerful luxury SUV.
- Visits to our world-class manufacturing facilities by the Rt Hon Simon Hart MP, the Secretary of State for Wales, and transport minister, Trudy Harrison MP.

- Visit by Tony Danker, the Director General of the Confederation of British Industry ('CBI'), to our Gaydon headquarters, reinforcing collaboration to foster a positive environment for business and export growth.
- Showcasing UK engineering and design excellence by featuring Aston Martin vehicles at the Commonwealth Games and HM Queen's Jubilee Parade.

Data:

- 4.4% increase in cars exported.
- 17.7% increase in cars exported to EMEA.
- 83% of total wholesale cars exported.

Exporting success continued

Highlights

5,322

wholesale cars exported in 2022

54

countries with Aston Martin dealerships

144

Aston Martin dealerships overseas



Global campaign: In October, Aston Martin launched a major global DBX707 advertising campaign, fronted by Academy Award nominated actor Felicity Jones, exploring the evolving definition of power in society. The images for the campaign feature Dartmoor National Park in the UK.



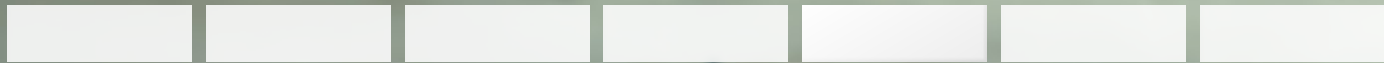
Commonwealth Games: As a Company with deep roots in the Midlands, we were delighted that Birmingham hosted the 2022 Commonwealth Games. This global sporting event, with 4,600 participants from 72 nations and territories, and a global audience of more than 1 billion people around the world, provided a unique opportunity to showcase the Midlands in all its glory. We were proud that the then Prince of Wales chose to arrive at the opening ceremony in his environmentally modified Aston Martin DB6 Volante, and that three Aston Martin cars were the centrepiece of a display of Britain's automotive industry.



Exporting success
continued



←
Platinum Jubilee: Aston Martin was delighted to celebrate Queen Elizabeth II's Platinum Jubilee in 2022, with our commemorations including a parade of iconic Aston Martin models through Central London, led by a Coronation-era DB2.



Exporting success
continued



↑
DBX: The DBX SUV is helping drive our exports.

Working with government

Goals

- Work with the UK Government to showcase the very best in advanced British engineering and design worldwide
- Maintain engagement with government to support sustainable growth across the UK automotive sector, including expansion of the UK-based supply chain
- Help to achieve the UK Government's aim to increase UK exports to £1 trillion per year by 2030

In 2022, we continued to serve as a flag bearer for British industry and British exporters in particular. During 2022, Aston Martin delivered high-profile product launch events in North and South America, the Middle East and Asia, supporting the Company's ongoing drive to boost global sales as well as advancing the international profile of British design and engineering excellence. Building on the strength of Aston Martin's global brand, the Company also delivered innovative partnerships, offering potential opportunities to a wider community of UK exporters. These included the Aston Martin Residences project in Miami and a new collaboration with the Bowmore Distillery, a whisky producer based on the Isle of Islay in Scotland.

We continue to value our relationships with the UK Government, Welsh Government and local authorities connected with our sites in England and Wales. During the year, we were pleased to welcome numerous senior politicians to our facilities in both Wales and England. Amongst those who visited our world-class manufacturing sites were the Rt Hon Simon Hart MP, the Secretary of State for Wales, Trudy Harrison MP, transport minister, and Liz Burnett, Leader of Vale of Glamorgan Council. These visits allowed us to engage on a range of matters, including new opportunities for trade and growth, industry challenges, and Aston Martin's essential contribution to local economies and communities.

We also welcomed Tony Danker, the Director General of the Confederation of British Industry (CBI), the UK's largest and leading business organisation, to our Gaydon headquarters, where he was able to meet with more than 50 Early Careers professionals, including apprentices, graduates and industrial placement students.



Stakeholder Engagement:

We continue to engage with a wide range of stakeholders to support business growth and exports, including members of the UK Parliament.

Working with government continued



“Aston Martin contributes positively to the Welsh and UK economies, bringing high-quality jobs, driving our exports and supporting the levelling up of our society. It has been great to see the company grow its operations in St Athan thanks to the global success of the DBX SUV. I welcome the company’s ongoing work with local schools and colleges in the Vale of Glamorgan, to promote skills and employment opportunities.”

Rt Hon Alun Cairns MP
Member of Parliament for the Vale of Glamorgan



Working together: In May, Secretary of State for Wales, the Rt Hon Simon Hart MP, Parliamentary Under-Secretary of State for Wales, Rt Hon David TC Davies MP, and the Rt Hon Alun Cairns MP, Member for the Vale of Glamorgan, visited St Athan to see the first customer DBX707 roll off the production line.

This marked an important moment for economic recovery following the COVID-19 pandemic and signposts the ambition for Aston Martin in Wales. The production of the new DBX707 model at St Athan has created more than 100 new skilled automotive jobs, adding to the plant’s 700-strong workforce.



Delivering the highest standards

In this section:

64 Summary

66 Embracing industry best practice

66 Pioneering leadership

67 Board Sustainability Committee Overview

69 How we work

76 Methodology and Scope

79 Materiality Assessment Methodology



Commitment: Outstanding products depend on a sustained commitment to delivering the highest standards.

Summary

Delivering the highest standards

UN Sustainable Development Goals



Highlights

More than

30

sustainability working group meetings

95%

of suppliers compliant with ISO 14001:2015 environmental management standard

194

employees received targeted Modern Slavery training in 2022



← **Leadership:** Our leadership meets regularly to drive the Company forward.

Overview

A commitment to delivering the highest standards forms the bedrock of our business. We operate in a heavily regulated sector and work hard towards ensuring compliance with legal and regulatory obligations in areas ranging from anti-slavery to vehicle safety.

We are striving to meet international best-practice standards in areas such as occupational health and safety (ISO 45001), environmental management systems (ISO 14001:2015) and energy management systems (ISO 50001).

In 2021, we established a dedicated Board Sustainability Committee to oversee our sustainability strategy, *Racing. Green.* The Committee meets every quarter to provide direction and oversight of the Company's sustainability strategy, targets and performance.

Our ten sustainability working groups drive the implementation of our sustainability strategy.

Summary continued



Sharing ambition:
CEO, Amedeo Felisa
speaks at our 2022
leadership
conference.



Context

2022 Materiality Assessment indicates:

- product quality and safety, and fair and ethical conduct remain top issues for stakeholders;
- the increasing importance of human and labour rights, and sustainability governance and management; and
- significant changes affecting transparency and disclosure, and sustainability governance and management are expected over the short to medium term.

Our goals

Embracing industry best practice

- Continue commitment to the Science Based Targets initiative
- Continue commitment to the Task Force on Climate-related Financial Disclosures

Pioneering leadership

- Understand and engage in emerging areas of best practice such as the Science Based Targets Network for Nature and the Taskforce on Nature-related Financial Disclosures

Progress in 2022

Actions:

- Campaign to promote awareness of the 'Speak Up' confidential reporting system.
- Review and update of People policies.
- Updated Cyber Security Policy.
- ESG data audit.
- New governance model to support delivery of EDI objectives.

Data:

- Four Board Sustainability Committee meetings.
- Over 30 sustainability working group meetings.
- Responsible Procurement Policy signed by 73% of main suppliers.
- 95% of suppliers compliant with ISO 14001: 2015 environmental management standard.
- 12 whistleblowing reports (four in 2021).
- Targeted Modern Slavery training delivered to 194 employees.

Embracing industry best practice

Goals

- Continue commitment to the Science Based Targets initiative.
- Continue commitment to the Task Force on Climate-related Financial Disclosures

In 2022, the Science Based Targets initiative (SBTi) decided to pause its work on a methodology for net-zero pathways for the automotive sector. When the SBTi produces an updated methodology, we will resume our engagement around Aston Martin's own net-zero pathway development programme.

We continue to report according to requirements set out by the Task Force on Climate-related Financial Disclosures (see page 22).

In 2022, we also launched a staff engagement campaign to promote awareness of our 'Speak Up' confidential reporting system, and we updated our People and Cyber Security Policies.

Our Gaydon site continues to retain its ISO 14001:2015 accreditation for environmental management systems and the Company continues to work towards further accreditations for best-practice standards, including occupational health and safety (ISO 45001), environmental management systems (ISO 14001:2015) and energy management systems (ISO 50001).

Pioneering leadership

Goals

- Understand and engage in emerging areas of best practice such as the Science Based Targets Network for Nature and Taskforce on Nature-related Financial Disclosures

Best practices such as new voluntary standards, the use of new technologies, including novel tools and systems such as blockchain and artificial intelligence, continue to emerge as ways to help industry address sustainability challenges. In 2022, we monitored new developments and engaged with specialist consultants on topics such as biodiversity at our operations and in our supply chain, to stay well informed about solutions which could support the delivery of our sustainability strategy.



Focus: Executive Chairman, Lawrence Stroll speaks at a Town Hall meeting in Gaydon.



Board Sustainability Committee Overview



“Backed by a clear strategy, a committed team and an uncompromising focus on delivery, sustainability will continue to shape the Company’s future.”

Dr Anne Stevens

Independent Non-executive Director, Chair of the Board Sustainability Committee

Our sustainability strategy, *Racing. Green.*, sets out goals that will continue to guide our journey towards becoming a world-leading sustainable ultra-luxury automotive business. As an independent small volume manufacturer, delivering these goals demands significant effort from everyone across the Company and it has been fantastic to see that effort continue to gain momentum.

The scale of change demanded by the transition to EV production cannot be underestimated. I am pleased that the business is rising to the challenge with initiatives such as the EV Transformation Programme. Work on projects targeting net-zero manufacturing facilities by 2030, a net-zero supply chain by 2039 and many other key Environmental, Social and Governance ('ESG') goals continues through ten dedicated sustainability working groups, and overseen by our Board Sustainability Committee, which met four times during 2022.

Where appropriate, we have also strengthened our sustainability goals to better align with our ambition. For example, we have brought forward our target to have 25% of women in leadership positions by setting a deadline of 2025, whilst adding an extra commitment to reach 30% by 2030.

Importantly, this report shows how we are seeking to embed sustainability in every part of Aston Martin's business. It also demonstrates how, backed by a clear strategy, a committed team and an uncompromising focus on delivery, sustainability will continue to shape the Company's future.

Dr Anne Stevens

Independent Non-Executive Director, Chair of the Board Sustainability Committee

Board Sustainability Committee Overview continued

Board Sustainability Committee

The Board Sustainability Committee ensures that the Directors provide a clear oversight of and support for the Company's sustainability strategy and targets to understand the actions required for the Company to achieve its sustainability targets and develop relevant and reliable reporting metrics, in line with the growing body of standards in this area. The role of the Committee is to oversee, on behalf of the Board, the Company's sustainability strategy, which focuses on five strategic pillars:

- Tackling climate change
- Creating a better environment
- Investing in people and opportunity
- Exporting success
- Delivering the highest standards

The Committee also oversees broader stakeholder engagement on behalf of the Board. In 2022, the Committee met four times.

The Committee's responsibilities are set out in its terms of reference, which can be found at www.astonmartinlagonda.com/investors, and these include:

- reviewing and making recommendations to the Board on the annual Sustainability Report;
- monitoring progress and receiving updates on the targets contained in the sustainability strategy;
- reviewing and making recommendations to the Board on the Group's sustainability-related policies and procedures;
- receiving updates on the Company's sustainability ratings and accreditations; and
- receiving updates on sustainability reporting requirements and changes to government strategy, policies and laws impacting sustainability.

The members of the Committee are Independent Non-Executive Director Dr Anne Stevens (Chair), Senior Independent Director Antony Sheriff and Independent Non-Executive Director Marigay McKee. Our Chief Executive Officer, Chief Financial Officer, Chief Operating Officer and General Counsel routinely attend the meetings. Senior subject matter sustainability experts covering all areas of activity, including safety, EDI and environmental management, also join the meeting.

During 2022, the Committee undertook a variety of tasks and focused on a wide range of sustainability topics.

Highlights include:

- approval of the Company's annual Sustainability Report;
- approval of the enhancements to the Company's sustainability strategy, *Racing. Green.*;
- reviewing reports from the Company's sustainability working groups, including progress in reducing CO₂ emissions and the Company's electrification strategy;
- considering the findings of the Company's ESG data audit;
- recommendations to advance quarterly ESG reporting and updates, including information on the use of sustainable materials and ESG metrics; and
- assessing the potential impact of new ESG-related legislation.

How we work



“Delivering the highest standards defines everything we do. That includes strong governance and a rigorous approach to compliance.”

Joanne Winship
Head of Corporate Compliance

Governance

Our Standards of Corporate Conduct apply to all employees, including all temporary and contract staff as well as all other individuals and companies that act on behalf of the Company.

The Standards of Corporate Conduct established a series of principles and guidelines of conduct that ensure ethical and responsible behaviour in a number of areas such as: Anti-Bribery and Corruption, Conflicts of Interest, Use of Company Systems, Modern Slavery, and Diversity and Inclusion. The Internal Audit team investigates possible violations of the Standards of Corporate Conduct and conducts periodic audits across the business.

Anti-bribery and corruption

Our policy is to conduct all our business in accordance with all relevant laws and regulations. We strive to always behave in an honest and ethical manner in all our business activities. We have a zero-tolerance approach to bribery and corruption.

To ensure the Company and its employees conduct business in an ethical and transparent way, we have specific policies in place covering topics such as Anti-Bribery and Corruption, Gifts and Hospitality, plus measures to support staff in speaking up, such as our Confidential Reporting system.

Sustainable supply chain: Responsible Procurement Policy

We aim to improve the social, environmental and economic impact of our operations.

We are committed to building a responsible supply chain with our partners. Our policies and practices are designed to promote quality and maintain high standards of sustainable and ethical sourcing. Our approach and expectations of our suppliers is set out in the Aston Martin Responsible Procurement Policy ('RPP'). In 2022, the RPP had been signed by 73% of our main suppliers and we are engaging across our entire supplier base to ensure that all suppliers understand and have signed up to its principles. In order to build strong relationships with our supplier base, in 2022, we have started a structured engagement with our ten largest suppliers in order to work together with them to improve sustainability performance.

We seek commitment from the Company's suppliers and sub-suppliers as well as future suppliers to engage, communicate and promote the principles in the RPP, including but not limited to our expectations around working conditions, regulatory compliance, human rights, safety, ethical and environmental commitments, and eradicating any forms of slavery or human trafficking in line with the UK's Modern Slavery Act 2015.



How we work continued

We monitor how many of our suppliers meet the ISO 14001:2015 environmental management standard. In 2022 95% of our suppliers had achieved this standard, which helps organisations improve their environmental performance.

Suppliers by region 2021*



● Africa	3.5%
● Americas	0.3%
● Asia	1.0%
● Europe	66.4%
● UK	28.9%

Suppliers by region 2022*



● Africa	1.6%
● Americas	3.6%
● Asia	2.9%
● Europe	57.0%
● UK	34.8%

* Based on number of suppliers

Human rights and modern slavery

Modern slavery, together with its components of forced labour and human trafficking, is a worldwide issue estimated to affect millions of people. This issue can affect people of all ages, genders and ethnicities.

Our Anti-Slavery and Human Trafficking Policy provides employees, contractors and other business partners with direction on our approach and the measures we have in place to prevent acts of modern slavery and human trafficking in the business and supply chain.

The Modern Slavery Act 2015 mandates that Aston Martin, as a large company in the UK must publish an annual 'Slavery and Human Trafficking Statement' detailing the steps we have taken to ensure that slavery or human trafficking is not taking place in our business or supply chain. To address this, we have established a cross functional Modern Slavery Working Group including representation from Human Resources ('HR'), Legal, Procurement and Supply Chain, Internal Audit and Sustainability, who are responsible for implementing and maintaining the relevant policies, communication and training to combat modern slavery.

Over the course of 2022, no human rights violations were reported within the Group or our wider supply network. We increased the scope of staff required to undertake the Company's Modern Slavery training with a focus on those functions which may be more at risk or more likely to see practices around modern slavery – Procurement and HR. In 2022 we delivered targeted training to 194 employees, compared with two employees in 2021.

A copy of our 2022 Modern Slavery Act Statement can be found on our website at www.astonmartinlagonda.com.

Whistleblowing

We are committed to creating an environment of trust which is open, safe and secure, and it is important that our employees feel that they are able to raise genuine concerns of suspected wrongdoing without fear of suffering detriment or being victimised. Our Confidential Reporting and Whistleblowing Policy has been developed with the aim of encouraging employees to voice any concerns they may have about any known or suspected wrongdoing in strict confidence and outlines the procedure to follow to bring this to the Company's attention.

How we work continued

Our confidential reporting and whistleblowing procedure is called 'Speak Up'. During the period since 1 January 2022, 12 reports have been received related to matters including alleged conflicts of interest, potential racism, fraud and breach of company policies. All reports received were investigated by the Director of Internal Audit and Risk. Six of the reports were substantiated and appropriate disciplinary action was taken, up to and including dismissal in one instance.

The Audit and Risk Committee and the Board are regularly updated on whistleblowing reports made and the outcome of all investigations. The Audit and Risk Committee annually reviews and approves the Confidential Reporting and Whistleblowing Policy to ensure it remains effective and fit for purpose.

Political donations

It is the Company's policy not to make political donations and no such political donations were made during the period.

Tax strategy

We are committed to complying with our statutory obligations in relation to the payment of tax, including full disclosure of all relevant facts to the appropriate tax authorities. In managing our tax affairs, we recognise our responsibilities as a taxpayer and the need to protect the corporate reputation inherent in the brand. The Board has ultimate responsibility for the Group's tax strategy although the day-to-day management rests with the Executive

Committee, which comprises the senior operational personnel of the Group. The Chief Financial Officer is the Executive Committee member with ultimate responsibility for tax matters and is the Senior Accounting Officer of the Group. The Chief Financial Officer advises the Board on the tax affairs and risks of the Group to ensure: (i) the proper control and management of tax risk; (ii) the tax position is planned in line with the Group's strategic objectives; (iii) the tax charge is correctly stated in the statutory accounts and tax returns; and (iv) all tax compliance is completed in a timely manner to HM Revenue and Customs ('HMRC') and other tax authorities. Further information on the Group's tax strategy is available on our website at www.astonmartinlagonda.com/investors/corporate-governance/tax-strategy.

Cyber security

Our CFO oversees our Cyber Security Strategy, our IT leadership and dedicated Cyber Security team. The Company operates a Cyber Security Policy, updated in December 2022, with clear guidance and training offered to all employees. As part of our business continuity, our cyber security is tested on a regular basis.

Vehicle safety

Vehicle safety is our top priority 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 stabilised recently. The area of greatest regulatory activity, across all territories, has been on active safety Advanced Driver Assistance Systems ('ADAS') and cyber security.

Engaging our stakeholders

Stakeholder engagement is a key element of delivering a sustainable business and this activity is undertaken across our business at different levels of the organisation. Oversight and coordination for stakeholder engagement sits with the Corporate and Government Affairs function under the direction of the Executive Committee.

In 2022, the Company engaged with a broad spectrum of stakeholders, including with schools, colleges, universities, politicians, government officials, NGO representatives, community groups and charities, across a variety of topics.



How we work continued

We believe that stakeholder engagement is a key element of delivering a sustainable business and this activity is undertaken across our business at different levels of the organisation. Information on our key stakeholders, their priorities and how we engaged with them during the year, is provided in the adjacent table and throughout this Report.



Customers and Enthusiasts

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 community.

What matters to them?

- Quality and safety of products
- Car design and performance
- Brand strength
- Exclusivity and scarcity
- Ultra-luxury customer experience
- Cost of ownership
- Environmental commitment
- Sense of community

How we engage

- New brand strategy and creative identity
- Launch of new *Intensity. Driven.* brand campaign
- Bespoke customer communications and Customer Relationship Management strategy
- Investment in ultra-luxury customer journey
- Innovative and engaging content across our website and social media channels
- Major brand campaigns, such as the campaign for the DBX707 starring actor Felicity Jones
- Aston Martin luxury customer magazine
- Tailor-made customer events, such as car reveals and the Valhalla global tour
- Dealership events
- Customer rallies and gatherings
- Formula One® hospitality and events programme
- Executives actively meeting customers at leading luxury automotive events such as Pebble Beach and Goodwood Festival of Speed
- Global communications strategy, driving coverage across automotive and lifestyle media



How we work continued



Dealer Network

Our third-party dealerships 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.

What matters to them?

- Brand awareness and desire
- Brand strength and Company support
- Programmes to identify and generate sales opportunities
- Increased customer satisfaction and retention targeting ultra-luxury segment
- Ultra-luxury product and product refresh
- Return on investment

How we engage

- CEO and Board engagement to strengthen dealer relationships and support demand driven strategy
- Attendance (physical or virtual) at local dealer conferences held during the year
- Strengthening of central and regional senior management, supporting closer dealer relationship and communications
- Rollout of dealer network programmes to monitor performance aligned to growth opportunities
- Implementation of standards to drive dealers to consistent Ultra-Luxury behaviour
- Transfer of Aston Martin Academy Training programmes into virtual class delivery, together with upgrade of eLearning courses
- Upgrade within digital platforms, supporting increased engagement and elevated brand representation



Suppliers and Other Partnerships

Our suppliers are fundamental to our business. Carefully chosen partnerships provide us with an important source of technical expertise and brand enhancement.

What matters to them?

- Responsible procurement, trust, ethics and open dialogue
- Operational improvement
- Competitiveness
- Strong relationships
- Financial performance
- Building capability and expertise
- Design and technical expertise

How we engage

- Forging stronger relationships with suppliers is a key focus with a desire to create partners, not suppliers
- Strategic Cooperation Agreement with Mercedes-Benz AG securing access to technologies critical to our long term plans
- Sponsorship of Aston Martin Aramco Cognizant F1™ team to provide direct global marketing platform targeting key customers and enhancing the brand
- Dedicated Supplier Quality Development team manages supplier quality and performance
- Rollout of the new Responsible Procurement Policy with our suppliers as part of our sustainability strategy
- Supply chain champions working closely with suppliers to resolve ongoing issues
- Commodity Team structure established and being used effectively
- Supplier risk meeting cadence working cross-functionally to mitigate potential risks to production
- Collaboration with suppliers to deliver innovation and economic improvement
- Using supplier scorecards to identify areas for performance improvement

How we work continued



Our People

Our people are the key to our success. Our performance depends on our passionate, knowledgeable, experienced and creative people.

What matters to them?

- Personal development and career opportunities
- Health and safety
- Engagement
- Feeling listened and valued
- Reward and benefits
- Equity, Diversity, and Inclusion
- Environment and social responsibility

How we engage

- C-Suite roundtables with employees
- People Forum
- Employee Town Halls
- Dedicated Independent Non-executive Director to gather views of the workforce and report back to the Board
- Consultation on employee benefits
- Trade Union Business review
- Health and safety review
- Listening sessions supporting our culture and to deep dive engagement topics
- Aston Martin internal communications platform and AM People newsletter
- Aston Martin's Inclusion Network
- Local Health and Safety Committees
- Local trade union meetings



Investors

Continued access to capital is vital to the long-term performance of our business. Our focus is to ensure investors understand our strategy, value drivers, performance, ambition and culture and for us to understand their priorities.

What matters to them?

- Consistent delivery of the Company's strategy
- Financial performance relative to expectations
- Demonstrate that the Company is a responsible and effective steward of capital
- Sustainability
- Governance and transparency
- Confidence in the leadership team
- Stability and predictability, with no surprises

How we engage

- Webcasts, presentations and meetings by the Executive Chair, Chief Executive Officer, Chief Financial Officer and the Investor Relations team
- Gaydon site visit for equity analysts and large investors held in September, to showcase our strategic progress and priorities
- Focussed investor relations programme delivered both remotely and in person
- Retail shareholders engaged via direct communications, our website, press activities, Annual Reports and General Meetings
- For more information see the Governance Report in our Annual Report



How we work continued



Local Communities and Non-Governmental Organisations ('NGOs')

We aim to build positive relationships with local communities and organisations interested in our business.

What matters to them?

- Trust and ethics
- Safety
- Sustainability and non-financial performance including environmental impact of our products
- Career opportunities for members of the local community
- Local operational impact

How we engage

- Outreach programmes with local schools, including initiatives to promote STEM and careers in the automotive industry
- Philanthropic activities to contribute social and societal benefits
- Meetings, site visits and dialogue with NGOs including organisations representing industry, social and environmental interests



Government and Regulators

We engage with government and regulators given public policy and regulatory impacts on our business.

What matters to them?

- Compliance with regulations and the law
- Sustainable operations
- Employment and economic impacts
- Contribution to achieving public policy objectives

How we engage

- The Board is committed to proactive engagement with key stakeholders in government at local, regional and national level
- We aim to engage positively, constructively and consistently through various channels, including meetings, site visits, contributing to public policy development and responding to consultations
- The Company is a member of the several industry bodies and trade associations around the world:
 - Society of Motor Manufacturers and Traders ('SMMT')
 - Confederation of British Industry (CBI)
 - European Small Volume Manufacturers Alliance ('ESCA')
 - Welsh Automotive Forum
 - Royal Warrant Holders Association
 - UN Global Compact

Methodology and Scope

The Aston Martin Lagonda 2022 Sustainability Report for the period 1 January 2022 to 31 December 2022 covers the activities of Aston Martin Lagonda Group Holdings plc and its subsidiaries – all of which are outlined in the Aston Martin Lagonda Group Holdings plc Annual Report, available on our website at www.astonmartinlagonda.com.

Reporting standards and formats

In this Report, we set out our new sustainability strategy and the initiatives taken during the 2022 period. The Report was drafted by the Sustainability team at Aston Martin under the supervision of the Company’s Chief Financial Officer. Aston Martin has reported the information cited in the Global Reporting Initiative (‘GRI’) content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards (GRI: Foundation 2021).

Data used in the report is in directly measurable quantities, where possible, limiting the use of estimates. Any estimated data is indicated accordingly.

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

This Report is available online through the Aston Martin Lagonda corporate website at www.astonmartinlagonda.com/sustainability. Any questions on this Report, which is updated annually, should be directed to the Sustainability team, which can be contacted at sustainability@astonmartin.com.

Environment

Reporting scope – environment boundary of reporting

Unless otherwise stated, environmental data includes the following locations where the Company has operational control and the ability to influence resource use:

Regions	Location
Americas	Irvine, US (January-August) AMTA HQ, US (August to December) Training Centre, US (August to December)
UK	Gaydon St Athan Chasepoint MIRA Newport Pagnell Silverstone Wellesbourne Wolverton Mill HPL Coventry
EMEA	Nurburgring, Germany Frankfurt, Germany Remshalden, Germany
Asia Pacific	Tokyo, Japan Shanghai, China Singapore



Proud member of the UN Global Compact Network UK

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 2022 against these principles.

Environmental metrics reported

- Total Gross Greenhouse Gas emissions (Scope 1 + Scope 2)
- Scope 1 (tCO₂e)
- Scope 2 (tCO₂e) – location and market-based
- Greenhouse Gas emissions Scope 3 (tCO₂e) – business travel, management car miles, personal car mileage, employee commuting figures, water consumed, and supply chain logistics.
- Total Energy Consumption (MWh) – Consumed Fuel + Electricity

Methodology and Scope continued

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 include emissions from business air travel, management car miles, personal car mileage, employee commuting figures, water consumed, and supply chain logistics.

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

Regions	Sources of emissions	Evidence used
Scope 1	Natural gas	Obtained from utility bills
	Diesel (St Athan, Gaydon, Wellesbourne and Silverstone)	Data obtained from suppliers
	Petrol	Obtained from internal fuel card system
	LPG	Data obtained from suppliers
	Pool cars	Data obtained from fuel cards
	Refrigerant losses	Internal maintenance records and production data (Production data not available in 2022)
Scope 2 (Location based)	Electricity consumption	Obtained from utility bills
Scope 2 (Market based)	Electricity consumption (based on sources of electricity)	Obtained from utility bills
Scope 3	Business air travel, employee commuting mileage and employee business mileage	Data on mileage obtained from HR and Finance functions
	Water	Data obtained from suppliers
	Supply chain logistics	Data obtained from our principal supply chain logistics service provider

The Company reports energy data and converts this into carbon dioxide equivalent (tCO₂e) for disclosure purposes as part of the Company's mandatory Greenhouse Gas Reporting Requirements. The Defra emissions factors for 2022 were used to calculate the Scope 1, 2 and 3 emissions and the most recent IEA emission factors were used to calculate emissions from Scope 2 for rest of the world.

Estimations

Where the Company does not have visibility of a site's energy consumption, such as in shared facilities where energy use is not sub-metered, energy consumption is estimated based on 2021 data (applying a 2% reduction), including financial data.

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 tCO₂e 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.

Methodology and Scope continued

Calculation methodology – water consumption

Water consumption figures is the total volume of water consumed at the following sites:

- Gaydon
- St Athan
- Silverstone
- Wellesbourne (Units 1, 2 and 8)
- Wolverton (Units 40, 50 and 60)
- Newport Pagnell
- HPL Coventry
- Chasepoint
- Germany (Nurburgring, Frankfurt, Remshalden)
- America (Irvine, AMTA HQ, Training Centre)
- APAC (Singapore, Japan)

Calculation methodology – waste

The total waste figures derive from the following sites:

- Gaydon
- St Athan
- Wellesbourne (Units 1, 2 and 8)
- Wolverton (Units 40, 50 and 60)
- Chasepoint
- Silverstone
- Newport Pagnell*

* Newport Pagnell figures are not included in the breakdown of waste stream figures as this site is not covered by our main waste contractor. In addition, waste accounting does not include contractor and construction-related waste streams from maintenance and facilities.

Human Resources ('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).

Calculation methodology – gender pay gap (5 April 2022 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 – This 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.

Understanding our data

Senior management team refers to our Executive Committee Members.

Senior leadership team refers to our Director population.

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 refers to anyone on a four-year fixed term contract who spends 20% off the job working towards an academic qualification.

Safety Accident Frequency Rate (recordable incidents)

In 2022, we strengthened the scope of our safety data, capturing a wider range of functions and sites in addition to production operations. This figure is calculated on that basis and represents a change in methodology compared with 2021. The AFR now reflects recordable incidents and not just reportables.

The total number of recordable injuries (any injury resulting in medical treatment beyond first aid, lost-time or restricted work duties) sustained by full-time equivalent ('FTE') per 200,000 hours worked (equivalent to 100 employees, based on 40-hour week for 50 weeks per year).

Worked hours are calculated based on monthly FTE headcount x no. working days in month x contracted working hours (minus paid time off).

Accident Frequency Rate is for all UK-based FTEs.

Materiality Assessment Methodology

In 2022, we commissioned a new Materiality Assessment to make sure we continue to have an in-depth understanding of the expectations and priorities of our stakeholders, current and emerging trends relating to the automotive industry and markets, and the requirements of regulators. This work helps guide our approach to environmental, social and governance (ESG) issues, and the ongoing evolution of our sustainability strategy. Reflecting best practice, our Materiality Assessment included several improvements that have further enhanced our insight. In 2022, we increased the number of stakeholders surveyed to 80 to get an even broader understanding of expectations, yielding a 35% increase in responses compared with 2021.

To further strengthen our insights, we also expanded the use of statistical methods to analyse data arising from both the 2022 and 2021 survey results. Other advances included a more in-depth assessment of public policy risks and the use of a Double Materiality Framework to provide a more holistic perspective on ESG issues affecting the Company, as well as the Company's external ESG impact on the environment and society. Double Materiality broadens understanding on how ESG matters impact companies' enterprise value creation (financial materiality) and how companies impact the world we live in (impact materiality).

Methodology

The 2022 Materiality Assessment was based on a five-stage process:

1. Scope

Defining the scope of the Assessment in collaboration with Aston Martin, targeting best practice and improvements on the 2021 Assessment.

2. Desktop Research

Desktop research to enable us to fully understand the contemporary ESG issues landscape and emerging risks by surveying third-party information and data, including peer sustainability reports, stakeholder and investor reports, and relevant journals and publications. Further work was also undertaken to identify key current and future public policy developments.

3. Stakeholder Survey and Stakeholder Sentiment Analysis

An online survey sent to a larger number of stakeholders covered a wider cohort of stakeholder groups compared to 2021. The survey included 21 key issues aligned with the 2021 stakeholder survey to enable robust comparative analysis. Survey responses were based on a Likert scale, ranking from 1 ('Not significant at all') to 5 ('Very significant'). An analysis of stakeholder sentiment informed by specific comments harvested through the online survey and internal stakeholder discussions enabled further insight into stakeholder perspectives and priorities.

4. Double Materiality Framework

Engaging with subject matter experts within the business, a Double Materiality Framework was used to gauge the financial impact of ESG issues on the business over the short, medium and long term, as well as the anticipated volatility around certain issues over time. The former was supported by Aston Martin's Internal Audit and Risk team to ensure alignment with financial impacts captured by the Company's Enterprise Risk Management Framework and System. The Framework also facilitated further insight into the Company's impact on society and the environment, and vice versa.

5. Findings and Conclusions

Employing statistical methods, the findings and conclusions of the Materiality Assessment synthesised quantitative and qualitative analysis based on the outputs of stages two to four. This included an overview of the relative importance of ESG issues for the Company.

Independent Limited Assurance Statement to Aston Martin Lagonda Ltd

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by Aston Martin Lagonda Ltd ("Aston Martin") to provide limited assurance in relation to the selected information set out below and presented in the Aston Martin Sustainability Report 2022 (the "Report").

Engagement summary	
Scope of our assurance engagement	<p>Whether the 2022 data for the following performance indicators, are fairly presented, in all material respects, in accordance with the reporting criteria.</p> <ul style="list-style-type: none"> • Total Gross Greenhouse Gas (GHG) emissions (tCO₂e) • GHG Emissions Under Scope 1 (tCO₂e) • GHG Emissions Under Scope 2 – location and market-based (tCO₂e) • GHG Emissions Under Scope 3 (tCO₂e) • Intensity Ratio (tCO₂e / manufactured volume) • Total Energy Consumption (MWh) • Water Consumption (m³) • Waste <ul style="list-style-type: none"> – Total Waste (tonnes) – Waste recycled / recovered / reused (tonnes) • Accident frequency rate per 200,000 hours (equivalent to 100 employees) (rate) • Gender Diversity (number and %) <ul style="list-style-type: none"> – Senior Management team – Senior Leadership team – Other Employees • Gender Pay Gap <ul style="list-style-type: none"> – Hourly wage pay gap (%) – Bonus pay gap (%) • Employment by region (number and %) • New Apprentices recruited (no.) <p>Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.</p>
Reporting period	1 January 2022 to 31 December 2022.
Reporting criteria	Aston Martin's Basis of Reporting as described in the Methodology and Scope section of the Report.
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>Aston Martin is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS' responsibility is to provide conclusions to Aston Martin on the agreed scope based on our engagement terms with Aston Martin, the assurance activities performed and exercising our professional judgement. We accept no responsibility, and deny any liability, to any party other than Aston Martin for the conclusions we have reached.</p>

Independent Limited Assurance Statement to Aston Martin Lagonda Ltd continued

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the 2022 data for the disclosures listed under 'Scope' above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

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

- Assessing the appropriateness of the reporting criteria for the Report.
- Interviews with management representatives responsible for managing the selected issues.
- Interviews with relevant staff to understand and evaluate the relevant management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures.
- A review at corporate level of a sample of qualitative and quantitative evidence supporting the reported information.
- An analytical review of the year-end data submitted by all locations included in the consolidated 2022 group data for the selected disclosures which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary.
- Visits to Aston Martin Gaydon facilities/production sites in the UK to review source data and local reporting systems and controls.
- Confirming conversion and emission factors and assumptions used.
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Where performance is expressed as a percentage change from a baseline year prior to 2020, we have placed reliance on previously reported data.

Our independence, integrity and quality control

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

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

The team that has undertaken this assurance engagement has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Aston Martin in any respect.

Other Matters – observations

We have provided Aston Martin with a separate Management Report with our detailed (non-material) findings and recommendations. Without affecting the conclusion presented above, we have the following key observation:

- Noting Aston Martin's growing sustainability ambitions with the launch of its Racing. Green sustainability strategy in 2022, it will be important that the company strengthens its organisational capability, capacity, and processes to ensure environmental reporting procedures are robust and effective for this increased level of sustainability activity.

Gareth Manning

Partner, Corporate Assurance
UK, London

20 March 2023

ERM Certification and Verification Services Limited
www.ermcvs.com Email: post@ermcvs.com

GRI content index

Universal standards

GRI Standard	Disclosure	Page or Direct Answer
GRI 2: General Disclosures		
2-1	Organizational details	Page 6, 7
2-2	Entities included in the organization's sustainability reporting	Page 78
2-3	Reporting period, frequency and contact point	Page 78
2-4	Restatements of information	Page 21
2-5	External assurance	Pages 82, 83
2-6	Activities, value chain and other business relationships	Refer to pages 22-27 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-7	Employees	Page 6
2-8	Workers who are not employees	Data not available
2-9	Governance structure and composition	Refer to pages 88-95 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-10	Nomination and selection of the highest governance body	Refer to page 96 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-11	Chair of the highest governance body	Refer to pages 90 and 99 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-12	Role of the highest governance body in overseeing the management of impacts	Page 8
2-13	Delegation of responsibility for managing impacts	Page 8
2-14	Role of the highest governance body in sustainability reporting	Page 8
2-15	Conflicts of interest	Refer to page 112 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-16	Communication of critical concerns	Refer to page 121 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-17	Collective knowledge of the highest governance body	Refer to pages 90-95 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-18	Evaluation of the performance of the highest governance body	Refer to page 96 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-19	Remuneration policies	To date management remuneration has not been linked to climate-related performance objectives. The Remuneration Report provides further detail as this is being considered for the financial year ending 31 December 2024
2-20	Process to determine remuneration	Refer to page 98 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-21	Annual total compensation ratio	Refer to page 138 of the Aston Martin Lagonda Annual Report and Accounts 2022
2-22	Statement on sustainable development strategy	Page 9
2-23	Policy commitments	Pages 69, 70
2-24	Embedding policy commitments	Pages 69, 70
2-25	Processes to remediate negative impacts	Pages 70, 71
2-26	Mechanisms for seeking advice and raising concerns	Pages 70, 71
2-27	Compliance with laws and regulations	Pages 70, 71
2-28	Membership associations	Page 75
2-29	Approach to stakeholder engagement	Pages 72-75
2-30	Collective bargaining agreements	Aston Martin Lagonda supports employees' rights to associate with any group they wish including joining or leaving groups such as Trade Unions that represents employees interests and needs
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Page 10
3-2	List of material topics	Page 11

GRI content index continued

Topic specific standards

GRI Standard	Disclosure	Page or Direct Answer
GRI 201: Economic Performance 2016		
3-3	Management of material topics	Overseen by the Executive Committee
201-1	Direct economic value generated and distributed	For revenues, operating costs and employee wages, refer to pages 48, 49 of the Aston Martin Lagonda Annual Report and Accounts 2022 For employee benefits see page 54
201-2	Financial implications and other risks and opportunities due to climate change	Pages 22-30
201-3	Defined benefit plan obligations and other retirement plans	Refer to page 117 of the Aston Martin Lagonda Annual Report and Accounts 2022
201-4	Financial assistance received from government	None received
GRI 202 Market Presence 2016		
3-3	Management of material topics	Not identified as a material topic
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Data not available
202-2	Proportion of senior management hired from the local community	Data not available
GRI 203: Indirect Economic Impacts 2016		
3-3	Management of material topics	Not identified as a material topic
203-1	Infrastructure investments and services supported	Data not available
203-2	Significant indirect economic impacts	Data not available
GRI 204: Procurement Practices 2016		
3-3	Management of material topics	Page 69
204-1	Proportion of spending on local suppliers	Data not available
GRI 205: Anti-corruption 2016		
3-3	Management of material topics	Page 69
205-1	Operations assessed for risks related to corruption	Page 69
205-2	Communication and training about anti-corruption policies and procedures	Page 49
205-3	Confirmed incidents of corruption and actions taken	No incidents or action taken
GRI 206: Anti-competitive Behavior 2016		
3-3	Management of material topics	Overseen by Risk Committee and Legal function
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal action taken
GRI 207: Tax 2019		
3-3	Management of material topics	Page 71
207-1	Approach to tax	Page 71
207-2	Tax governance, control, and risk management	Page 71
207-3	Stakeholder engagement and management of concerns related to tax	Refer to the Aston Martin Tax Strategy on our corporate website
207-4	Country-by-country reporting	Data not available
GRI 301: Materials 2016		
3-3	Management of material topics	Page 37
301-1	Materials used by weight or volume	Data not available
301-2	Recycled input materials used	Pages 17, 18, 19 and 37
301-3	Reclaimed products and their packaging materials	Page 36

GRI content index continued

Topic specific standards continued

GRI Standard	Disclosure	Page or Direct Answer
GRI 302: Energy		
3-3	Management of material topics	Pages 17, 20
302-1	Energy consumption within the organization	Page 21
302-2	Energy consumption outside of the organization	Data not available
302-3	Energy intensity	Page 21
302-4	Reduction of energy consumption	Page 21
302-5	Reductions in energy requirements of products and services	Page 17
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	Page 36
303-1	Interactions with water as a shared resource	Water is supplied by Severn Trent after abstraction via licence from the Environment Agency. The used water is discharged after treatment via a foul sewer for which consents for various discharges to be maintained
303-2	Management of water discharge-related impacts	Not material
303-3	Water withdrawal	Not material
303-4	Water discharge	Not material
303-5	Water consumption	Page 36
GRI 304: Biodiversity 2016		
3-3	Management of material topics	Page 38
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 38
304-2	Significant impacts of activities, products and services on biodiversity	Page 38
304-3	Habitats protected or restored	Page 38
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable
GRI 305: Emissions 2016		
3-3	Management of material topics	Pages 14-20
305-1	Direct (Scope 1) GHG emissions	Page 21
305-2	Energy indirect (Scope 2) GHG emissions	Page 21
305-3	Other indirect (Scope 3) GHG emissions	Page 21
305-4	GHG emissions intensity	Page 21
305-5	Reduction of GHG emissions	Page 21
305-6	Emissions of ozone-depleting substances (ODS)	Refrigerant R410A - 268.10 tCO ₂ e
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	NO _x - 506.04Kg
GRI 306: Waste 2020		
3-3	Management of material topics	Page 36
306-1	Waste generation and significant waste-related impacts	Page 36
306-2	Management of significant waste-related impacts	Page 36
306-3	Waste generated	Page 36
306-4	Waste diverted from disposal	Page 36
306-5	Waste directed to disposal	Page 36
GRI 307: Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	The Company has not paid significant fines or penalties related to the environment or ecology over the past four years.

GRI content index continued

Topic specific standards continued

GRI Standard	Disclosure	Page or Direct Answer
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	Page 20
308-1	New suppliers that were screened using environmental criteria	Page 20
308-2	Negative environmental impacts in the supply chain and actions taken	All suppliers are required to provide certification of ISO 14001:2015 as a mandatory sourcing requirement
GRI 401: Employment 2016		
3-3	Management of material topics	Pages 44, 46
401-1	New employee hires and employee turnover	Data not available
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 54
401-3	Parental leave	Data not available
GRI 402: Labour/Management Relations 2016		
3-3	Management of material topics	Page 54
402-1	Minimum notice periods regarding operational changes	Aston Martin complies with the notice periods required to notify employees and trade unions as appropriate in each country
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	Page 44
403-1	Occupational health and safety management system	Page 44
403-2	Hazard identification, risk assessment, and incident investigation	Page 44
403-3	Occupational health services	Page 44
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 44
403-5	Worker training on occupational health and safety	Page 44
403-6	Promotion of worker health	Page 44
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 44
403-8	Workers covered by an occupational health and safety management system	Data not available
403-9	Work-related injuries	Page 44
403-10	Work-related ill health	Data not available
GRI 404: Training and Education 2016		
3-3	Management of material topics	Page 42
404-1	Average hours of training per year per employee	Page 42
404-2	Programs for upgrading employee skills and transition assistance programs	Page 43
404-3	Percentage of employees receiving regular performance and career development reviews	100%
GRI 405: Diversity and equal opportunity		
3-3	Management of material topics	Pages 46, 47, 48
405-1	Diversity of governance bodies and employees	Refer to page 113 of the Aston Martin Lagonda Annual Report and Accounts 2022
405-2	Ratio of basic salary and remuneration of women to men	Page 48

GRI content index continued

Topic specific standards continued

GRI Standard	Disclosure	Page or Direct Answer
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	Aston Martin Lagonda seeks to comply with all relevant anti-discrimination legislation
406-1	Incidents of discrimination and corrective actions taken	Through the confidential reporting line we have not had any reports of discrimination
GRI 407: Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	Aston Martin Lagonda supports freedom of association
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No risks reported
GRI 408: Child Labour 2016		
3-3	Management of material topics	Aston Martin Lagonda has a zero tolerance approach to child labour
408-1	408-1 Operations and suppliers at significant risk for incidents of child labour	No risks reported
GRI 409: Forced or Compulsory Labour 2016		
3-3	Management of material topics	Aston Martin Lagonda has a zero tolerance approach to forced or compulsory labour
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	No risks reported
GRI 410: Security Practices 2016		
3-3	Management of material topics	Not identified as a material topic
410-1	Security personnel trained in human rights policies or procedures	Not required
GRI 411: Rights of Indigenous Peoples 2016		
3-3	Management of material topics	Not identified as a material topic
411-1	Incidents of violations involving rights of indigenous peoples	No instances reported
GRI 413: Local Communities 2016		
3-3	Management of material topics	Overseen by the Environment and Facilities team
413-1	Operations with local community engagement, impact assessments, and development programs	Company operates an engagement programme with all local communities in which it operates
413-2	Operations with significant actual and potential negative impacts on local communities	None
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	As part of our sourcing process, a Manufacturing Site Assessment ('MSA') is conducted per supplier which covers social criteria
414-1	414-1 New suppliers that were screened using social criteria	100% of new suppliers are screened as we are unable to proceed with sourcing without an MSA being completed
414-2	414-2 Negative social impacts in the supply chain and actions taken	No risks reported to the organisation
GRI 415: Public Policy 2016		
3-3	Management of material topics	Page 75
415-1	Political contributions	Refer to page 151 of the Aston Martin Lagonda Annual Report and Accounts 2022

GRI content index continued

Topic specific standards continued

GRI Standard	Disclosure	Page or Direct Answer
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	Compliance is overseen by the Legislation and Certification Team
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
GRI 417: Marketing and Labelling 2016		
3-3	Management of material topics	Compliance is overseen by the Legislation and Certification Team
417-1	Requirements for product and service information and labeling	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 labeling	No instances reported
417-3	Incidents of non-compliance concerning marketing communications	No instances reported
GRI 418: Customer Privacy 2016		
3-3	Management of material topics	See the Aston Martin Privacy Policy on our website
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No instances reported

Performance data

Tackling climate change

Total greenhouse gas emissions

	2019	2020 [^]	2021 [^]	2022 ^{^^}
GHG Emissions Under Scope 1 (tCO ₂ e)	8,981.40	9,200.67	8,705.35	9,272.50
GHG Emissions Under Scope 2 (tCO ₂ e) – Location based	8,683.50	7,545.86	7,366.72	5,923.26
GHG Emissions Under Scope 2 (tCO ₂ e) – Market based	3,484.61	687.28	192.38	118.16
GHG Emissions Under Scope 3 (tCO ₂ e)	8,806.94	6,620.37	6,446.74	11,187.29
UK Total Gross Scope (Scope 1 & Scope 2 – Location based)	17,664.90	16,642.17	15,984.15	15,014.02
Rest of World Total Gross Scope (Scope 1 & Scope 2 – Location based)	–	104.36	101.82	181.74
Total Gross Scope (Scope 1 & Scope 2 – Location based)	17,664.90	16,746.53	16,085.97	15,195.76

[^] Values previously assured by ERM CVS

^{^^} Values assured by ERM CVS

Greenhouse gas emissions per unit

	2019	2020 [^]	2021 [^]	2022 ^{^^}
Manufactured Volume (units)	6,176	3,343	5,778	6,404
Total Scope 1 Emissions per unit	1.45	2.75	1.51	1.45
Total Scope 2 Emissions per unit	1.41	2.26	1.27	0.92

[^] Values previously assured by ERM CVS

^{^^} Values assured by ERM CVS

Total energy consumption within organisation

	2019	2020 [^]	2021 [^]	2022 ^{^^}
Electricity (MWh)	33,973.01	32,144.15 ^{**}	34,506.66	30,308.19
Gas (MWh)	43,574.51	44,796.00	43,923.02 ^{^^}	41,904.94
Diesel (MWh)	14.92	4.34 [^]	72.93 [^]	77.66 [*]
Gasoline (MWh)	2,712.98	1,779.25 [^]	2,450.28	3,029.99 [*]
LPG (MWh)	563.60	43.52	Nil ^{^^}	384.02
UK Total Consumption (MWh)	80,839.02	78,573.14	80,952.90 ^{^^}	75,114.65
Rest of World Total Consumption (MWh)	–	194.11	230.96	590.15
Total (MWh)	80,839.02	78,767.26	81,183.86	75,704.80

[^] Values previously assured by ERM CVS

^{^^} Values assured by ERM CVS

* Does not include consumption of diesel and gasoline ('petrol') by pool cars.

Highlights

- 3.9% fall in CO₂ emissions per car manufactured in 2022 compared to 2021 (tCO₂e)*
- 100% renewable electricity powering all our UK operations
- 12.2% decrease in electricity used

Performance data continued

Creating a better environment

Waste

	2019	2020	2021	2022 [^]
Total waste (tonnes)				2,830.99
Total waste (tonnes)*	1,566.02	394.39	858.62	2,366.23
Reused (tonnes)*	40.21	8.72	6.40	-**
Recycled (tonnes)*	987.81	243.82	380.60	1,383.19
Recovered (Waste to Energy) (tonnes)*	538.01	141.85	471.62	979.69
Incineration (not recovered) (tonnes)*	-	-	-	3.35

[^] Values ERM CVS assured.

* Data excludes Newport Pagnell. See page 80 for further information.

** No data available due to transition to new waste contractor.

Water

	2019	2020	2021	2022 [^]
Water consumption (m ³)	59,233.78	34,477.65	64,681.40	66,279.99

[^] Values ERM CVS assured.

Highlights

- Up to 80,000 bees to take up residence in new beehives at Gaydon
- 10.2% increase in proportion of waste recycled (tonnes)
- 7.5% fall in water consumed per car manufactured between 2021 and 2022 (m³)

Investing in people and opportunity

Accident Frequency Rate

- 0.53 accidents per 100 workers^{*} in 2022.
- 1.01 accidents per 100 workers in 2021.

Lost Time Accidents (LTAs)

- 9 LTAs with a total of 185 days lost in 2022.
- 5 LTAs with a total of 163 days lost in 2021.

Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)

- 9 RIDDORS in 2022.**
- 6 RIDDORS in 2021.

* In 2022, we strengthened the scope of our safety data, capturing a wider range of functions and sites in addition to production operations. This figure is calculated on that basis and represents a change in methodology compared to 2021. The AFR now reflects all recordable incidents and not just reportables.

** Of the nine reports, seven were reported for over seven-day injuries where the person had more than seven days of absence after an incident, they then returned to normal duties; the two remaining reports were for fractured small bones in feet where the Injured person had tripped.

Performance data continued

Investing in people and opportunity continued

Employees by gender (as at 31 December 2022)^

	Male	Female	% Female
Senior management team	8	0	0.0%
Senior leadership team	68	12	15.0%
Other leadership	251	51	16.9%
Other employees	2,018	367	15.4%
Total	2,094	379	15.3%

Employees by region (as at 31 December 2022)^

	Male	Female	% Female
Asia Pacific	22	17	43.6%
EMEA	59	9	13.2%
UK	1,986	345	14.8%
Americas	27	8	22.9%
Total	2,094	379	15.3%

Note: Data by gender and region is shown for 2,473 permanent Company employees only

^ Values assured by ERM CVS

Gender Pay Gap

Mean Gender Pay Gap favouring men by 9.9% (6.9% in 2021) and a median pay gap favouring men by 4.9% (2.0% in 2021).

Apprentices

- 43 apprentices completed apprenticeship programme.
- 20 new apprentices recruited.

Graduates

- 23 new graduate trainees recruited.
- 13 students joined on industrial placements.

Training – Aston Martin employees

- 19,646 hours of training delivered.
- 3,344 hours of initial EV-related instructor-led training delivered.

Training – Aston Martin dealerships

- 2,477 registered Dealer Training Academy users (2,193 in 2021).
- 187 commercial courses scheduled/offered (142 in 2021).
- 66 technical courses scheduled/offered (72 in 2021).
- 1,689 dealer employees trained in classroom courses (2,089 in 2021).
- Six new e-learning modules developed and published.
- Two new technical training courses developed and introduced.

STEM

- 20 events, including career days, school and factory visits.



Performance data continued

Investing in people and opportunity continued

Charity

- £2.75 million raised for charities, including The Prince's Trust and The Princes of Wales's Charitable Fund.

Highlights

- 79% increase in apprentices completing industry-leading training programme in 2022 compared to 2021
 - 19,646 hours of training delivered to employees in 2022
 - £2.75 million raised for charities including The Prince's Trust and The Prince of Wales's Charitable Fund
-

Exporting success

Highlights

- 4.4% increase in cars exported compared to 2021
 - 17.7% increase in cars exported to Europe, Middle East, Africa ('EMEA')
 - 83% of total wholesale cars exported
 - 5,322 wholesale cars exported in 2022
 - 54 countries with Aston Martin dealerships
 - 144 Aston Martin dealerships overseas
-

Delivering the highest standards

Highlights

- More than 30 sustainability working group meetings
 - 95% of suppliers compliant with ISO 14001: 2015 environmental management standard.
 - 194 employees received Modern Slavery training in 2022
-

Glossary

BEV

Battery Electric Vehicle

Carbon Dioxide Emissions Equivalent, CO₂e

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

Carbon neutral

Carbon neutral means that any CO₂ released into the atmosphere from a company's activities is balanced by an equivalent amount being removed

Company

Aston Martin Lagonda Global Holdings PLC

Core

The Company's models in ongoing production excluding Specials. These currently comprise Vantage, DB11, DBS and DBX

ESG

Environmental, Social and Governance

GHG

Greenhouse Gases

GPG

Gender Pay Gap

GRI

Global Reporting Initiative

GT

Grand Tourer, a sports car with two front seats plus smaller rear seats

ICE

Internal Combustion Engine

ISO 14001:2015

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

ISO 45000

The international standard for management systems of occupational health and safety

ISO 50001

The international standard for Energy Management systems

KPIs

Key Performance Indicators

Materiality Assessment

An assessment which determines an organisation's material sources of Environmental, Social and Governance risk and opportunity to inform sustainability reporting processes

MW

Megawatt

MWh

Megawatt hour

Net-Zero

Reducing scope 1, 2, and 3 emissions to zero or to a residual level that is consistent with reaching net-zero emissions at the global or sector level in eligible 1.5°C-aligned pathways and neutralizing any residual emissions at the net-zero target year and any GHG emissions released into the atmosphere thereafter

OEM

Original Equipment Manufacturer

OSHA

Occupational Safety and Health Administration

PHEV

Plug-in Hybrid Electric Vehicle

R&D

Research and Development

Retails

A volume measure of unit sales of vehicles by dealers to customers; and/or Company sales of certain Specials direct to customers

SBTi

Science-Based Targets initiative

SDGs (Sustainable Development Goals)

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

STEM

Science, Technology, Engineering, Mathematics

SUV

Sports Utility Vehicle

TCFD

Task Force on Climate-related Financial Disclosures

Wholesale

A volume measure of unit sales of vehicles by the Company to dealers

Working Group

A team of Aston Martin employees dedicated to delivering the ESG strategy



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Balancing is delivered by World Land Trust, an international conservation charity, who offset carbon emissions through the purchase and preservation of high conservation value land.

Through protecting standing forests, under threat of clearance, carbon is locked in that would otherwise be released. These protected forests are then able to continue absorbing carbon from the atmosphere, referred to as REDD (Reduced Emissions from Deforestation and forest Degradation). This is now recognised as one of the most cost-effective and swiftest ways to arrest the rise in atmospheric CO₂ and global warming effects. Additional to the carbon benefits is the flora and fauna this land preserves, including a number of species identified at risk of extinction on the IUCN Red List of Threatened Species.

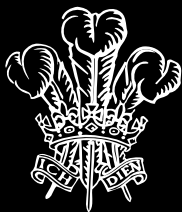
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His Royal Highness the Prince of Wales
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