

ASTON MARTIN LAGONDA



2020 GENDER PAY GAP REPORT

INTRODUCTION

At Aston Martin we are committed to creating, delivering and incentivising an inclusive employee experience aligned with the company's strategy. Diversity is core to our principles of fairness and respect, and drives creativity, innovation and strategic decision making. Developing and growing our diverse workforce is critical to our future success by better equipping us to deliver the needs of our customers now and in the future.



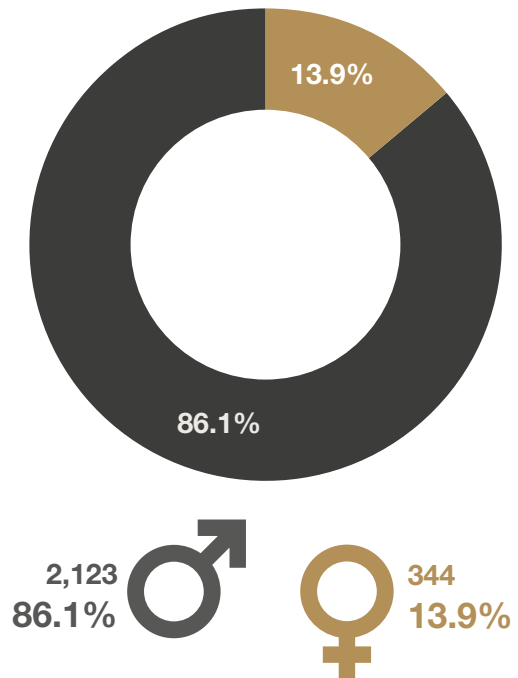
INTRODUCTION CONT.

During 2020, we have launched 'I AM Aston Martin', a programme focusing on developing our people strategy and culture, to ensure the Company is a great place to work. This programme has the overarching objective to create a motivated and engaged workforce operating in an efficient and effective structure. We believe an important component of our success is to inspire and foster a culture where we have honesty, transparency, collaboration and accountability, where our people are able to bring their true selves to work, and in an innovative and agile way. The 'I AM' philosophy looks to set out our ways of working, including adaptable values and behaviours that are aligned to the Company vision, to ensure our people are able to work as one team and have a clear understanding of their roles and responsibilities.

We remain committed to offering equal job opportunities for all, irrespective of gender, and continue to develop our initiatives to attract and retain the best possible talent for our organisation. Operating within the manufacturing and engineering industry has historically led to a higher proportion of men than women in our workforce. We recognise that we have work to do and that consistent and continuous actions to push a greater balance of diversity are vital and broadening our diversity and inclusivity agenda is a key priority for the Company in FY 2021, as part of our 'I AM Aston Martin' programme.











PROPORTION OF MEN AND WOMEN AT ASTON MARTIN



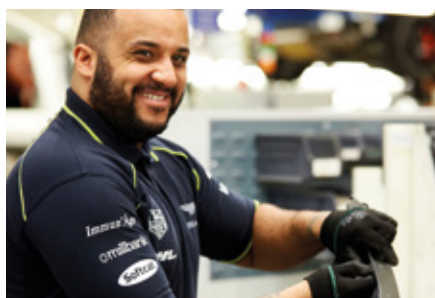
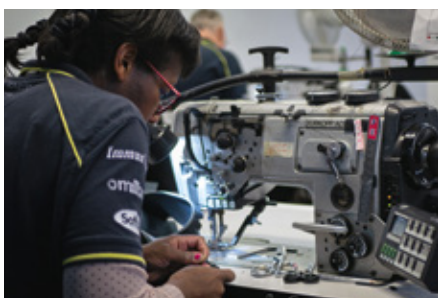
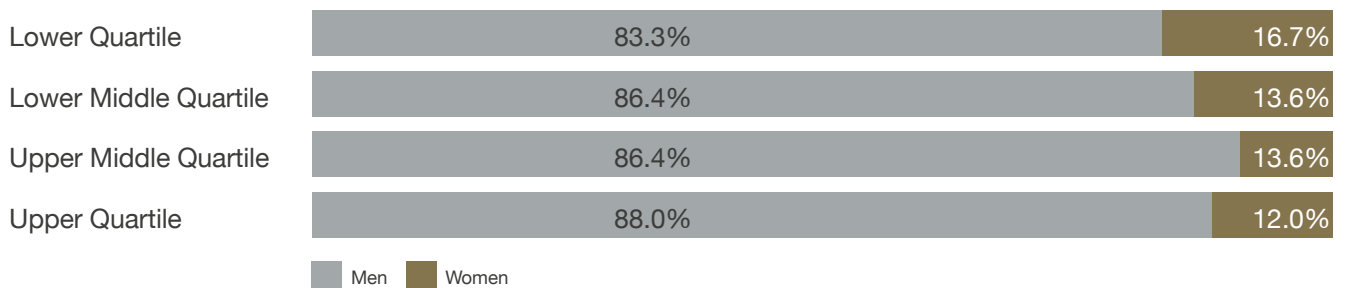
The pandemic has required Aston Martin to respond in an unprecedented way. The health and safety of our people, their families, our business partners, customers and our local communities remain our absolute priority, as we continue to work within a COVID-19 safe environment across our operations. During April 2020, among the various actions taken to manage the challenges of COVID-19, the senior leadership team agreed to a voluntary reduction in pay with the objective of helping to conserve cash in the short-term and to help protect the longer-term financial security of the business. This included all Non-Executive Directors waiving 35% of their fees, Executive Committee members waiving 20% of their salaries and other members of senior management waiving 5% to 10% of their salaries. These changes were applied for a three-month period from 1 April to 30 June 2020.

Our mean pay gap decreased to 2.6% in 2020, largely due to actions taken around COVID-19 – the salary and fee waivers of the senior team, which began in April 2020, and the temporary suspension of production at our UK manufacturing facilities from the end of March 2020.

OUR DATA

	2020	2019
 Proportion of male employees in the business	86.1%	84.7%
 Proportion of female employees in the business	13.9%	15.3%
 Mean Pay Gap (Hourly paid)	2.6%	7.0%
 Median Pay Gap (Hourly paid)	3.3%	8.9%
 Mean Bonus Gap	-7.9%	-2.1%
 Median Bonus Gap	0%	0%
 Proportion of male employees receiving a bonus	83.8%	82.8%
 Proportion of female employees receiving a bonus	86.3%	77.0%

PAY QUANTILES BASED ON 2,467 EMPLOYEES



UNDERSTANDING OUR DATA

The gender pay gap is measured in two ways. The mean pay gap shows the difference between the average hourly pay of men and women in UK-based roles at Aston Martin. The median pay gap shows the difference in hourly pay between the 'middle' man and the 'middle' woman, if all employees in the UK were ranked in order of their pay.

2020 Mean Pay Gap

2.6%

(2019: 7.0%)

2020 Median Pay Gap

3.3%

(2019: 8.9%)

MEAN PAY GAP

Our mean pay gap continues to favour men but has reduced significantly compared to the gap in our 2019 report, largely due to actions taken in response to the COVID-19 pandemic. These included the salary and fee waivers taken by the senior team (which included more men) and the temporary suspension of production at our UK manufacturing facilities (given more men tend to choose to take on the shift patterns in normal times, which command higher premiums).

MEDIAN PAY GAP

Our median pay gap has also reduced due to the roles held by our median man and median woman in 2020, which are both senior engineering roles. These roles have salaries within the same range set for this area and level, albeit the man's salary is slightly higher.

MEAN BONUS GAP

Our 2020 mean bonus gap is significantly lower than in our 2019 report. Historically, our mean bonus gap (in favour of men) has been due to more men occupying senior roles and eligibility for senior-level bonuses. This continues to be the case however no bonuses were paid to our management grade employees (including the most senior executives) in respect of 2019 (the relevant period for our 2020 GPG report) which results in a gap of -7.9%.

MEDIAN BONUS GAP

We have a zero gap in terms of median bonus (no change on previous years) which is because our median woman and median man have the same job grade and are both eligible for bonus at the same level.



CLOSING THE GAP

Whilst 2020 has posed many challenges to organisations across the world due to the COVID-19, Aston Martin's has remained committed to encouraging a diverse workforce. Whilst the strategy of increasing the number of women in our workforce has had to adapt to align with the 'new normal', we continue to operate initiatives to increase the number of women in our workforce, at all levels in the business, but recognise that we have work to do.

LEADERSHIP AND TALENT PIPELINE

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

LEARNING AND DEVELOPMENT

We are focused on building capability across the Company to ensure our people have the right skills to deliver the business plan and commit to helping all of our workforce to develop and grow throughout their careers, to ensure they feel invested in. Through a comprehensive career framework and series of targeted development programmes, we are focused on enabling our people to reach their full potential and ensuring that we have the skills to meet current and future requirements of the business and our customers. Management development qualifications are offered across Aston Martin, these include Chartered Management Institute and MBAs for our high potentials and we also operate an online global learning management system, accessible at all times to all our employees globally. Our learning and development offering proved vital to a number of our workforce who were unable to work due to the Covid-19 pandemic and were able to access and continue their studies during this period.

FAMILY FRIENDLY POLICIES

We are committed to attracting and retaining female employees through ongoing development of our inclusive family-friendly policies, including enhanced maternity leave, job share arrangements, part-time working – all of which aim to provide more flexibility to our employees. We are currently working on our formal home-working policy, to support employees in roles that can effectively work from home frequently and on a regular basis.

A great example of how Aston Martin has continued to support employee career aspirations alongside home life is our Manager of Capital Facilities Projects, Sabrina Stiller. Sabrina joined the company in 2016 as a Facilities Engineer and was quickly promoted to her current role. Sabrina decided that, whilst she had gained great knowledge from her working career and through her engineering degree, she wanted to further develop her managerial skills. Sabrina was accepted onto an MBA course with Cranfield University and completed her first year of study whilst on maternity leave. Sabrina said the MBA course has enabled her to think differently about the behavioural factors and drivers that impact her team, as such she feels she is able to lead more effectively by being able to identify her team's motivations.



CASE STUDIES

KAREN GIBSON



Karen joined Aston Martin in 1998 as a Noise, Vibration and Harness Engineer, after gaining a Mechanical Engineering Degree from the University of Birmingham.

Karen has had a varied career at Aston Martin, where she has developed breadth of knowledge and experience spanning across Engineering, Research and Development, Corporate Planning, Investor Relations and Strategic Project Management.

In 2016 Karen was appointed the Director of Product Strategy and Planning having demonstrated exceptional dedication to Aston Martin's values and vision and performance in her previous roles. Karen's role today requires her to identify creative solutions in order to deliver the best Aston Martin products to its customers.

In recognition of the Strategic nature of her role and significant experience gained within Aston Martin, Karen was selected as a finalist in the Executive category of the 2017 Autocar Great British Women in the Car Industry awards

RENEE HOWELLS



Renee Howells joined Aston Martin in 2003 as a Programme Timing Analyst for the DB9 and Vantage. During her time at Aston Martin, Renee has progressed through the Programme team undertaking a number of interesting roles, including Senior Vehicle Line Manager, Senior Programme Manager and Director of Programme and Process Control.

Throughout her career Renee has been pivotal to the success of many model launches, and most recently worked on the DBX launch at St Athan. She was responsible for ensuring build phases were executed on time, to the right cost and to the right quality.

Through her hard work, Renee has been recognised and was appointed as Head of Front Engine Programmes in 2020.

AUTOCAR: GREAT WOMEN IN THE BRITISH CAR INDUSTRY

2020 was a great year for Aston Martin for recognition of female talent in the car industry. **Paula Stevenson**, Director of Sales Operations was the winner of the category 'Sales – Manufacturers' in Great Women in the British Car Industry.



Paula oversees the team responsible for global sales planning and delivery of cars to Aston Martin's network of more than 150 Dealers across 53 countries. Paula joined the sales team in 2017 after impressing in her previous role as Director of Supply Chain, during which time she led a number of projects, including multimillion-pound logistics cost-reduction programmes and a 220,000 sq ft distribution centre relocation. Sales was a major departure for Paula, having spent more than 20 years in Supply Chain roles. She joined Aston Martin in 2013 after working as a Supply Chain Consultant for Unipart. Paula began her career in 1993 as an Engineer in UK Manufacturing at Honda, after graduating from the University of Birmingham with a Master's in Mechanical Engineering.

Bethany Critchlow was nominated and won the 2020 award in the category of 'Apprentices' in Great Women in the British Car Industry. Beth started on Aston Martin's apprenticeship scheme in 2018. She has worked in different areas of the assembly line at our St Athan plant, and previously focused on calibration for the new DBX. Beth is studying for BTEC Level 3 in Engineering and is a key ambassador for the apprenticeship scheme, representing Aston Martin at a number of external events.



Having connected through these awards, Paula now mentors Beth and is looking forward to Beth joining the Sales team to undertake an apprenticeship rotation.

SUMMARY AND DECLARATION

The findings from our GPG report help to enable us to continue to drive and evolve our initiatives to ensure we are able to promote diversity across the business, ensuring we are able to recruit, develop and retain talented men and women. We will continue to monitor our pay gap and recognise that it will take time for the full impact of our initiatives to be evident in these figures. We are committed to focusing on and exploring the best ways to encourage and enable our employees to develop and succeed at Aston Martin Lagonda, including into the most senior positions.

We confirm the information and data reported is accurate as of the snapshot date 5 April 2020.



ASTON MARTIN

L A G O N D A



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