

ASTON MARTIN LAGONDA

GENDER PAY GAP REPORT 2021



INTRODUCTION

AT ASTON MARTIN WE ARE COMMITTED TO CREATING, DELIVERING AND INCENTIVISING AN INCLUSIVE EMPLOYEE EXPERIENCE TO ALIGN WITH WHAT THE COMPANY REQUIRES TO DELIVER OUR STRATEGY.

DIVERSITY IS CORE TO OUR PRINCIPLES OF FAIRNESS AND RESPECT, AND DRIVES CREATIVITY, INNOVATION AND STRATEGIC DECISION MAKING. DEVELOPING AND GROWING OUR DIVERSE WORKFORCE ENHANCES OUR CULTURE AND IS CRITICAL TO OUR SUCCESS BY BETTER EQUIPPING US TO DELIVER TO THE NEEDS OF OUR CUSTOMERS NOW AND IN THE FUTURE.





OUR PEOPLE VISION

Our people vision is 'to create a fulfilling and rewarding experience that enables our people to flourish'.

A People Plan was developed during 2021 to accelerate progress in creating and sustaining a world class employee experience. The pillars of our strategy centre around our I AM culture and include aspects such as embedding our I AM values, driving improvements to diversity and inclusion, a focus on employee engagement, clear communication and growing our team to meet the business' future capability needs.

OUR VALUES

Our organisation values have been proposed as honest, transparent, accountable and courageous. We are currently partnering with employees from across the organisation to develop a deep understanding of how our values become lived. Through a series of focus groups, employees have shared their experiences of what makes Aston Martin unique and their vision for the future. Alongside the feedback from the I AM Engaged survey, this is an important step in co-creating what Aston Martin stands for and what being part of Aston Martin means for employees.

EMPLOYEE ENGAGEMENT

During 2021, work has continued on 'I AM Aston Martin', our culture transformation programme. In 2021 we conducted our Global I AM Engaged survey, receiving feedback from 80% of employees. Following the survey, our priorities for engagement were set as:

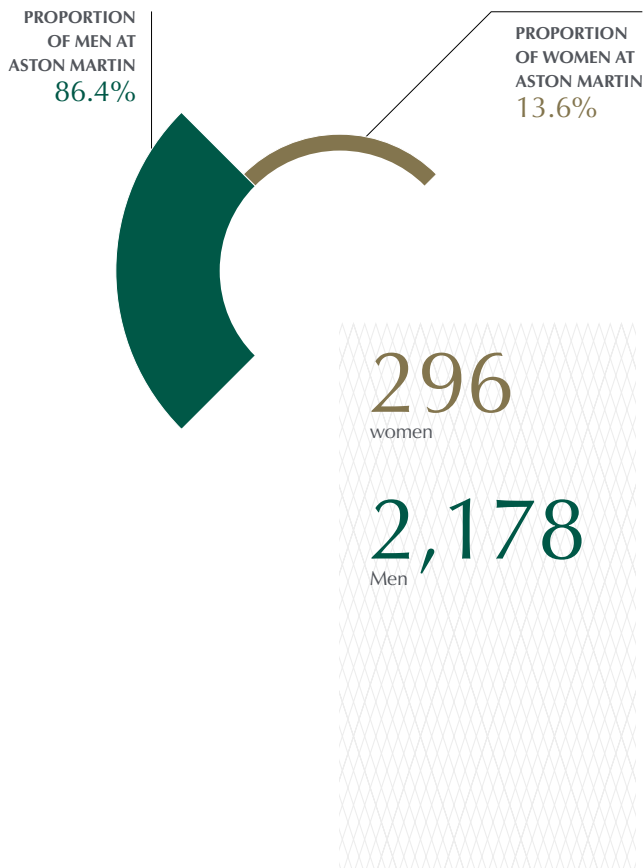
- Delivering a Shared Vision; and
- Strengthening a High-Performance Culture.

In December 2021, Chief Executive Officer (CEO) Tobias Moers shared the future vision for the Company with all employees, followed by an exclusive employee event to reveal our 'Showroom of the Future'. Regular roundtable events have enabled employees to hear first-hand the thoughts and perspectives of the CEO and have been a key mechanism to continue the dialogue on the experiences and engagement of our people. Aston Martin employees have also been engaged in shaping our organisation values. An open invitation saw employees from across all parts of the business come together in focus groups to help shape the behaviours which will help Aston Martin succeed in the future. The launch of the values will continue into 2022 to become part of how we attract, grow and develop our people.

OUR DATA

We remain committed to offering equal job opportunities for all, irrespective of gender (or any other characteristic), and to 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. Building a more diverse and inclusive company is a key area where we are raising our ambitions and broadening our work to achieve those objectives.

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. The gap has increased this year therefore, as we have seen a return to business as usual in 2021.



PROPORTION OF EMPLOYEES THAT ARE MEN

2021
86.4%
(2020: 86.1%)

PROPORTION OF EMPLOYEES THAT ARE WOMEN

2021
13.6%
(2020: 13.9%)

MEAN PAY GAP (HOURLY PAID)

2021
6.9%
(2020: 2.6%)

MEDIAN PAY GAP (HOURLY PAID)

2021
2.0%
(2020: 3.3%)

MEAN BONUS GAP

2021
-5.4%
(2020: -7.9%)

MEDIAN BONUS GAP

2021
-25.0%
(2020: 0%)

PROPORTION OF MEN THAT RECEIVED A BONUS

2021
98.0%
(2020: 83.8%)

PROPORTION OF WOMEN THAT RECEIVED A BONUS

2021
98.7%
(2020: 86.3%)

**PAY QUANTILES BASED ON
2,132 EMPLOYEES**

LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



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.

2021 MEAN PAY GAP

2021
6.9%
(2020: 2.6%)

2021 MEDIAN PAY GAP

2021
2.0%
(2020: 3.3%)

MEAN PAY GAP

Our mean pay gap continues to favour men but has increased compared to the gap in our 2020 report, largely due to actions taken in response to the COVID-19 pandemic during 2020, and a return to business as usual in 2021. The actions taken in 2020 which impacted the gap included 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 reduced due to the roles held by our median man and median woman in 2021, which are (respectively) a senior engineering role and a head-office professional services role. These roles are at the same grade and command very similar salaries, albeit the man's salary is slightly higher.

MEAN BONUS GAP

Our 2021 mean bonus gap has moved slightly compared to our 2020 report, and continues to favour women for the second year in a row. Non-management employees received their contractual annual bonus payments in 2021 and management bonuses were limited to 20% of opportunity in respect of 2020 (which were paid in 2021). The gap favouring women reflects a higher proportion of women in senior roles across the population of women in the workforce (compared to men).

MEDIAN BONUS GAP

The gap in terms of median bonus favours women. Our median woman and median man had the same job grade and were both eligible for a bonus based on personal performance within the same range. The median woman received a higher bonus than the man this year.

In 2021, the Company introduced a new Company-wide annual bonus with a Group scorecard of performance measures to better reflect annual progress on the business plan and latest KPIs. The Group scorecard was cascaded throughout the Company to apply to annual bonus for all employees, providing strong alignment of focus and a 'One Team' approach.

CLOSING THE GAP

ADVANCING DIVERSITY AND INCLUSION

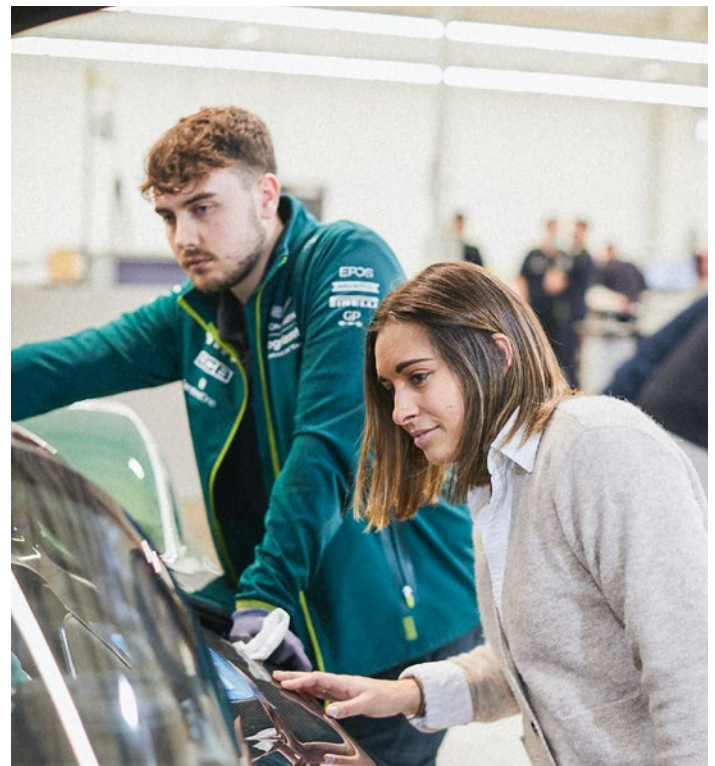
As part of our new ESG Strategy, within five years we want 25% of our leadership team to be female, compared to the current share of 14%. Our plan to achieve this goal centres on tailored leadership development and a number of wider initiatives targeted at creating a more inclusive culture, including training to embed inclusive behaviours around the recruitment process. We have also expanded the remit of our Female Advisory Board, first established in 2015, to develop an overarching engagement strategy to encourage more women to consider Aston Martin (as a brand to both work for and to engage with as customers).

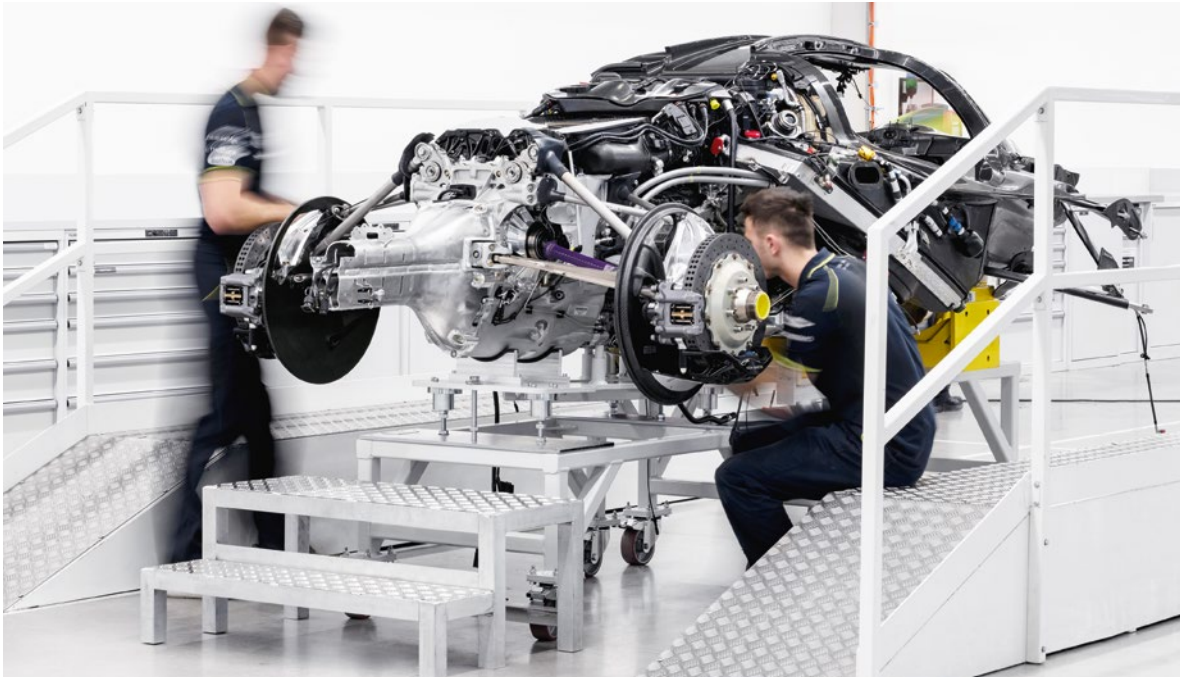
Our Diversity and Inclusivity Working Group will have a key role in driving a reinvigorated and proactive diversity and inclusivity agenda across the Company. Already the Group has developed and gained commitment and sponsorship to the diversity and inclusion strategy, developed a system to monitor our demographic data across all our key people systems, established the Women at Aston Martin Group and developed plans to launch the Employee Inclusion Network in early 2022.

“Our Diversity and Inclusivity Working Group will have a key role in driving a reinvigorated and proactive diversity and inclusivity agenda across the company.”

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 and is committed to ensuring we deliver our diversity and inclusivity strategy.





TRAINING AND EMPLOYEE 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. Aston Martin offers a four-year apprenticeship programme to equip new employees with the skills they need to fulfil a range of roles across the business. Every employee at Aston Martin can access training opportunities tailored to their needs and aspirations. This includes enabling employees to work towards Chartered Institute of Management Level 3 in Management and Level 5 in Leadership and Management, as well as APM Level 4 in Project Management, Data Analytics Level 4, and MBA qualifications.

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. During 2021, the Company introduced a home-working policy, to support employees that can effectively work from home.

INSPIRING FUTURE GENERATIONS

Inspiring young people about the exciting possibilities offered by a career in manufacturing is an important part of making sure the Company can attract the talent that is the bedrock of our future success. This underpins the Company's extensive engagement and long-standing partnerships with local schools in our communities.

During 2021, we successfully maintained our work with young people, with a continuing focus on promoting science, technology, engineering and mathematics ('STEM'). Encouraging the uptake of STEM subjects is an essential part of making sure young people are equipped to pursue careers in engineering and manufacturing as well as enabling the Company to access the skills it needs for the long term. The Company's work here also reflects our wider commitment to supporting local communities and helping to raise young people's aspirations.

Our long-term partnerships with local schools includes the Warwick Manufacturing Group Academy for Young Engineers (age 14-19) 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 working at Aston Martin. This also provides our apprentices with a valuable opportunity to develop public speaking skills and grow confidence.

CASE STUDIES



DRIVING FORCE

As part of our commitment to promoting diversity and inclusion, and as a sponsor of the ITV series, *Driving Force*, Aston Martin worked with series Director-Creator, Rosemary Reed to organise an event at Whitchurch High School in Cardiff to inspire girls to work in male-dominated industries. Five female Aston Martin apprentice engineers joined Aston Martin Cognizant F1™ Team Driver Ambassador, racing and stunt driver, Jess Hawkins to speak to pupils aged 11 to 16 to talk about their experiences. The event was also supported by Girls on Track UK, a joint initiative between the Fédération Internationale de l'Automobile (FIA) and Motorsports UK to inspire girls and women into seeing and believing that there is a rightful and valuable place for them in the motorsports industry and show that there are opportunities for all, regardless of interests, gender and race. The Driving Force event further reflected Aston Martin's ongoing commitment to promoting STEM.



Aston Martin Cognizant F1™ Team Driver Ambassador, racing and stunt driver, Jess Hawkins joins five female Aston Martin apprentice engineers on a visit to Whitchurch High School in Cardiff as part of a national effort to inspire girls to work in male-dominated industries

AUTOCAR GREAT WOMEN: RISING STARS



ABBIE CROKER – MANUFACTURING DEGREE APPRENTICE, ASTON MARTIN – 2021 WINNER

Abbie joined Aston Martin as a Computer Aided Design (CAD) Degree Apprentice in 2017 and having graduated from Warwick University in August 2021 is now a full time CAD engineer. She's currently working with the interiors trim team on the instrument panel, centre console and doors. Abbie develops the assembly strategies ensuring that they are functional and that the parts can be physically made. She returns to her old school yearly to promote apprenticeships and women in engineering.

SUMMARY AND DECLARATION

The findings from our Gender Pay Gap 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 people. 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 2021.