



Stakeholder Engagement Report 2024

ASTON MARTIN LAGONDA

About this report

We believe stakeholder engagement is essential to deliver a sustainable business. It helps us to understand and respond to priorities, challenges and opportunities whilst increasing transparency and enabling us to build strong, trusting relationships.

We engage with many different stakeholders at all levels of the organisation. Stakeholder engagement is a two-way process. When it comes to sustainability, engagement with stakeholders is a critical part of our materiality assessment process, which informs our sustainability strategy, Racing. Green. and our sustainability reporting. More information on our approach to sustainability and our Racing. Green. strategy can be found in our **2024 Sustainability Report** or on our **website**.

This Stakeholder Engagement Report is focused on our sustainability engagement and includes:

- a list of Aston Martin's key stakeholders
- the sustainability topics most important to them – either those that were drawn from our 2024 materiality process or those that we disclose in our Annual Report that cross over to sustainability
- our various methods of engagement and activities in relation to sustainability
- the outcomes of our engagement and how this has influenced our Racing. Green. strategy and actions

A summary of this can be found in the Stakeholder Engagement section on page 12 of the 2024 Sustainability Report. A report on our stakeholder engagement activity can also be found on pages 16-19 of the 2024 Annual Report and Accounts.

STAKEHOLDER ENGAGEMENT CONTINUED

STAKEHOLDER GROUP	WHY WE ENGAGE	WHAT SUSTAINABILITY TOPICS MATTER TO THEM	HOW WE ENGAGE ON SUSTAINABILITY	OUTCOME OF ENGAGEMENT FOR RACING. GREEN.
Customers and enthusiasts	Customers and enthusiasts are key to our brand and our business success.	<ul style="list-style-type: none"> - Quality and safety of our vehicles - Environmental commitment - Circular economy, sustainable design and longevity - Sense of community 	<ul style="list-style-type: none"> - Focus groups with Aston Martin customers related to vehicle usage and importance of sustainability topics - Aston Martin's luxury customer magazine - Direct engagement with customers through media, social media and website content 	<ul style="list-style-type: none"> - Engagement with a wide and representative set of customers driving cars built over an 80-year period gave us insights into how our cars were driven including fuel usage. This helped inform and refine our Scope 3 emissions data, which includes emissions from activities related to our business but out of our direct control - An understanding of the sustainability topics most important to our customers contributing to our materiality assessment process
Dealer network	Our third-party dealerships are the direct contact point for our brand to our customers.	<ul style="list-style-type: none"> - Sustainability attributes that help to drive brand awareness and desirability, for example ultra-luxury quality product and product lifecycle management 	<ul style="list-style-type: none"> - Local dealer conferences - In-house training - Surveys 	<ul style="list-style-type: none"> - Understanding availability of sustainability-related data to support our net zero target setting - An understanding of the environmental performance and ambition of our dealership network - 1,389 dealer employees trained in classroom courses in 2024
Suppliers and other partnerships	Supplier partnerships are fundamental to our business and offer us a source of technical expertise and brand enhancement, while allowing partners to showcase innovative products for long-term benefit, helping us meet our sustainability and net zero goals.	<ul style="list-style-type: none"> - Responsible procurement with a focus on trust and ethics - Commitment to transparency and open dialogue - Development of strong, lasting relationships - Building sustainability capabilities and expertise within the partnership - Leveraging design and technical know-how 	<ul style="list-style-type: none"> - Meetings with suppliers, including visits to their sites to share knowledge - Deployment of the Drive Sustainability supplier assessment questionnaire ('SAQ') to assess the ESG performance of our suppliers - Direct communications campaigns - Information requests on specific sustainability topics - Direct conversations with key suppliers as part of 2024 materiality assessment - Partnerships with academia and research institutes 	<ul style="list-style-type: none"> - Refined our Scope 3 data assumptions - Assessment of sustainability maturity with top 100 suppliers to understand and manage ESG risk, collaborate with suppliers on improvements and track ESG standards within our supplier base - Supporting the strategic embedding of ESG into Procurement processes - Updated Responsible Procurement Policy ('RPP') to redefine standards and minimum expectations to suppliers - Insights around the biggest perceived sustainability impacts, risks and opportunities which contributed to the 2024 materiality assessment

STAKEHOLDER ENGAGEMENT CONTINUED

STAKEHOLDER GROUP	WHY WE ENGAGE	WHAT SUSTAINABILITY TOPICS MATTER TO THEM	HOW WE ENGAGE ON SUSTAINABILITY	OUTCOME OF ENGAGEMENT FOR RACING. GREEN.
Our people	Our people are the key to our success. Our performance depends on their passion, knowledge and creativity.	<ul style="list-style-type: none"> - Personal development and career opportunities - Health and safety - Rewards and benefits - Equity, diversity and inclusion - Community engagement - Feeling listened to and valued - Environmental management - Circular economy and sustainable materials 	<ul style="list-style-type: none"> - Webinars - Internal communications platform and Aston Martin People newsletter - Sustainability Working Groups - Aston Martin's Inclusion Network - Network of environmental champions - Company induction - Focus groups as part of 2024 materiality assessment - Group wide employee engagement survey and consultations as relevant - Local Health and Safety committees - Dedicated training modules, e.g. UN Global Compact Human Rights and Code of Conduct - 'ESG Month' training with Procurement colleagues 	<ul style="list-style-type: none"> - An understanding of the sustainability topics most important to our employees which contributed to the 2024 materiality assessment - Over 60 employees involved in environmental improvement activity days including litter picking and seed bombing - 15 employee mental health first aiders trained - Almost 2,800 people trained since 2023 on Aston Martin values to increase the culture of inclusion - More than 2,100 employees took part in the 2024 Great Place to Work ('GPTW') employee survey (78% of eligible employees) providing feedback on workplace culture and satisfaction
Investors	Continued access to capital is vital to the long-term performance of our business. Our focus is to ensure investors understand our strategy and performance, and for us to understand their priorities.	<ul style="list-style-type: none"> - Consistent delivery of the Company's strategy - Financial performance relative to expectations - Demonstrate that the Company is a responsible and effective steward of capital - Management of sustainability-related risks and opportunities - Governance and transparency 	<ul style="list-style-type: none"> - Webcasts, presentations and meetings - Direct conversations as part of 2024 materiality assessment - Disclosure to and conversations with ESG analysts 	<ul style="list-style-type: none"> - Input into 2024 double materiality assessment and validation of financially material sustainability-related topics - Ability to identify gaps and opportunities in our ESG performance and strategic approach

STAKEHOLDER ENGAGEMENT CONTINUED

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<p>Local communities and NGOs</p>	<p>We aim to build positive relationships with local communities and organisations interested in our business.</p>	<ul style="list-style-type: none"> - Trust and ethics - Safety - Local operational impact - Emissions and energy-use across the value chain - Environmental management - Circular economy - Apprenticeships and early careers 	<ul style="list-style-type: none"> - Outreach programmes with local schools and colleges - Philanthropy - Meetings and site visits - Facilitating and hosting roundtables - Local community forums 	<ul style="list-style-type: none"> - Roll-out of Community Investment Policy setting out our approach to charitable giving - Insights and feedback into the refresh of our sustainability strategy and how we strategically support our local communities - 59 visits to schools, colleges and universities - Strengthening of cross-sector activity and progress on key themes and topics - An understanding of the sustainability topics most important to our local community which contributed to the 2024 materiality assessment
<p>Government and regulators</p>	<p>We engage with government and regulators given public policy and regulatory impacts on our business.</p> <p>We aim to engage constructively and consistently through various channels. Transparency and political neutrality are at the heart of our engagement.</p>	<ul style="list-style-type: none"> - Compliance with regulations and the law - The environmental impact of our products and operations - Employment and economic impacts - Contribution to achieving public policy objectives - Advancing the UKs innovation and technology capabilities 	<ul style="list-style-type: none"> - Participation at industry and government meetings on topics including decarbonisation, trade, industrial strategy, international competitiveness and skills - Participation in National Apprenticeship Week events in the UK Parliament - Responses to government consultations - Visits to Aston Martin sites for local MPs and other political stakeholders 	<ul style="list-style-type: none"> - Strengthening our connections and network amongst government and industry stakeholders - Inclusion in a video produced by HM Treasury highlighting the opportunities for apprenticeships across sectors - Participated in panels for relevant industry associations and charitable foundations raising the profile of Aston Martin within the sector - Increased awareness within government of the common interest areas and positions of small volume manufacturers relating to emissions, safety, skills and trade

STAKEHOLDER ENGAGEMENT CONTINUED

COLLABORATIVE PLATFORMS AND INITIATIVES	WHY WE ENGAGE	HOW WE ENGAGED IN 2024
CDP	CDP is a corporate transparency initiative and one of the most widely adopted voluntary sustainability reporting schemes in the world. It plays an important role in disclosing high-quality, comparable environmental performance data to investors and other stakeholders.	<ul style="list-style-type: none"> – Disclosed information relating to climate change, water security and forests
Drive Sustainability	Drive Sustainability is an international initiative bringing Original Equipment Manufacturers ('OEMs') together to improve the social, ethical, and environmental performance of automotive supply chains.	<ul style="list-style-type: none"> – Joined Drive Sustainability to facilitate our approach to responsible supply chain management and take learning and best practice from across the automotive sector. Their SAQ helped assess performance and identify risks among our largest 100 suppliers, focused on social and environmental sustainability, health and safety, business and compliance, supplier management and responsible sourcing of raw materials – Joined working group meetings and attended annual members' event, sharing best practice and building stronger networks with peers
Society of Motor Manufacturers and Traders ('SMMT')	SMMT acts as the voice of the UK motor industry, supporting and promoting its interests, at home and abroad, to government, stakeholders and the media. SMMT represents more than 800 automotive companies in the UK, providing them with a forum to voice their views on issues affecting the automotive sector, helping to guide strategies and build positive relationships with government and regulatory authorities.	<ul style="list-style-type: none"> – Consulted the Head of Environment and Society at SMMT to secure expert insights into potential sustainability impacts as part of our 2024 materiality assessment process – Provided data for the SMMT UK industry annual sustainability report and participated in working groups on key topics including electric vehicles, environmental policy and international trade
Taskforce on Nature-related Financial Disclosures ('TNFD')	The TNFD is a market-led, science-based and government-supported global initiative. The TNFD provides recommendations and guidance to organisations to encourage and enable them to assess and act on evolving nature-related dependencies, impacts, risks and opportunities.	<ul style="list-style-type: none"> – Joined the TNFD Forum, a platform for organisations to signal their support, contribute to further development of guidance and to learn from others through pilot testing and focus groups. Deepened our understanding of the TNFD recommendations and guidance on nature-related issues affecting our business
United Nations Global Compact ('UNGC')	UNGC is a voluntary initiative to encourage businesses worldwide to reinforce socially responsible business practices and demonstrate commitment to universal principles in the areas of human rights, employment, environment and anti-corruption.	<ul style="list-style-type: none"> – Submitted our 2023 Sustainability Report to the UNGC as our Communication on Progress ('CoP'), providing an overview of sustainability action taken by Aston Martin related to the Ten Principles of the UN Global Compact and the SDGs <p>You can find our report on the UNGC website here.</p>

