



RACING. GREEN.

Sustainability. Driven.



ASTON MARTIN LAGONDA
SUSTAINABILITY REPORT 2024



Our journey building a
world-leading sustainable
ultra-luxury automotive
business continues.

It is a key focus of our
corporate strategy and the
central objective of our
sustainability strategy,
Racing. Green.

INTRODUCTION

- 2 2024 highlights
- 3 Introduction from our Chief Executive Officer
- 6 About Aston Martin

**SHAPING OUR APPROACH
TO SUSTAINABILITY**

- 8 The global context
- 10 Materiality
- 12 Stakeholder engagement
- 13 Racing. Green.
- 14 Sustainability governance
- 15 Sustainability Committee Report 2024

TACKLING CLIMATE CHANGE

- 17 Aiming for net zero
- 21 Climate risks and opportunities

CREATING A BETTER ENVIRONMENT

- 23 Operational efficiency
- 25 Beyond our operations
- 26 Sustainable design

INVESTING IN PEOPLE

- 31 Culture, safety, health and wellbeing
- 34 Equity, diversity and inclusion
- 38 Skills
- 42 Society

RESPONSIBLE BUSINESS

- 47 Embedding sustainability principles and ensuring compliance
- 52 Human rights

FURTHER INFORMATION

- 53 Board Sustainability Committee
- 54 Performance data
- 57 Previous goals and targets
- 60 Methodology and scope
- 65 Independent Limited Assurance Report
- 67 Task Force on Climate-Related Financial Disclosures
- 74 GRI Content Index
- 79 Glossary

OUR 2024 REPORTING SUITE

Aston Martin publishes several reporting documents, including for reasons of regulatory compliance, which aim to meet the interests and reporting requirements of a range of stakeholders.

- Annual Report and Accounts
- Sustainability Performance Data
- Materiality Assessment Report
- Modern Slavery Statement
- Stakeholder Engagement Report

➤ Click links that begin with this symbol to be directed to further information outside of this report

**About this report**

This Report provides an overview of Aston Martin's approach to sustainability and our performance against our sustainability commitments and targets, as well as detailing action taken in 2024. The report is produced by the Aston Martin Sustainability team under the supervision of the Board Sustainability Committee.

We publish a sustainability report annually to disclose information to all stakeholders. The report follows international guidelines and best practices including reporting in line with the principles of the Global Reporting Initiative ('GRI') Standards (GRI: Foundation 2021).

Our disclosure related to climate change is based on the recommendations of the Task Force on Climate-Related Financial Disclosures. We also consider and have regard to the UK's Mandatory Climate Disclosure requirements.

The report is published as a PDF on our website and a small number of reports are available in hard-copy on request. If you have questions about this report, please contact us by email: sustainability@astonmartin.com

Reporting period: The Report covers the period 1 January 2024 to 31 December 2024. Regarding Scope 3 emissions, this report utilises 2023 data because of the significant data requirements and time needed to secure this data from the wider value chain.

Scope and boundaries: The Report covers the activities of Aston Martin Lagonda Group Holdings plc and its subsidiaries (referred to as Aston Martin for convenience in this report) – all of which are outlined in the Aston Martin Lagonda Group Holdings Plc Annual Report, available on our website at www.astonmartin.com/corporate

Independent assurance: Selected performance data in this Report is subject to limited assurance. The independent assurance report is included within this Report. This assurance on selected information and key performance indicators is in accordance with the International Standard on Assurance Engagements ('ISAE') 3000. The statement sets out the data that is assured in this Report.

2024 highlights

26%

increase in training hours
compared to 2023

100%

renewable electricity powering
manufacturing sites

12.5%

improvement in Accident Frequency
Rate compared with 2023

59

visits to schools,
colleges and universities

16%

reduction in water consumption
at manufacturing sites per car
produced compared with 2022

87.46

Biodiversity Index Score
for Gaydon compared
with 86.99 in 2023

Launch

of our Community
Investment Policy

Net zero

targets submitted to the
Science Based Targets
initiative for validation

Introduction from our Chief Executive Officer

**ADRIAN
HALLMARK**
CHIEF EXECUTIVE OFFICER

Adrian Hallmark joined Aston Martin as Chief Executive Officer in September 2024 with almost 30 years experience in the luxury automotive sector including senior leadership roles at Bentley Motors, Porsche GB and Jaguar Land Rover. He reflects on the role of sustainability in Aston Martin's business and the progress of Aston Martin's 'Racing. Green.' sustainability strategy.



WHAT ARE YOUR FIRST IMPRESSIONS OF ASTON MARTIN'S APPROACH TO SUSTAINABILITY?

The business has come a long way in a short period of time since the launch of the Racing. Green. sustainability strategy in 2022. Foundational actions such as data capture and analysis have been completed to provide a clear start point for the definition of effective action.

As a primary motivator, we will use our sustainability strategy to be a value driver for the Company, enabling us to create a step change in the efficiency of our operations. This internal benefit creates a win-win, as it is equally aligned with the needs of our customers, supply chain partners, employees and investors.

I have witnessed huge enthusiasm across the business to make sure we have a deep understanding of our environmental and social impacts so we can build credible, robust and implementable plans to deliver our sustainability objectives. Significant effort has been invested in making sustainability part of how the Company works, including both its processes and culture.

I have appreciated the strong focus on people, keeping our people safe and well is central to everything we do and I'm proud that this year we continued to improve our safety performance. This is a topic which requires relentless effort, and we will always keep safety as our top priority.

It's also been pleasing to see the breadth of sustainability-related training taking place, from modern slavery to our Code of Conduct and carbon literacy, as well as how many employees are volunteering their time to engage and support the local communities that we are part of.

HOW IMPORTANT IS SUSTAINABILITY FOR A COMPANY LIKE ASTON MARTIN?

Sustainability is fundamental to Aston Martin's mission of delivering ultra-luxury high performance and simultaneously meeting the evolving expectations of a changing world. The global business environment, heavily shaped by challenges such as climate change is leading to regulatory shifts and consumer demands for ever improving ethical business practices, requires us to make progress.

By committing to sustainability, we aim to make a positive contribution to society. The world expects businesses to take a responsible approach, managing impacts and adding value through the creation of jobs, economic growth, investing in innovation and supporting local communities.

ASTON MARTIN HAS UPDATED ITS SUSTAINABILITY STRATEGY. WHY?

Now that we have understood our profile and areas for significant innovation, we have chosen to also create more focus on the priority areas of action and align to simplified and stretch goals.

This will pave the way for the launch of Aston Martin's first BEV, planned for the latter part of this decade. This phased approach reflects the Company's strategy to offer a diverse range of powertrain options, including electrified vehicles that will leverage our strategic partnerships and cutting-edge high-performance technologies, ensuring an unparalleled driving experience for customers.

The successful transition to electrification is heavily dependent upon factors not in our control such as the establishment of comprehensive and low-cost charging infrastructure. Action to deliver the relevant infrastructure will affect the scale and pace at which the industry can move. These wider transition measures will substantially affect consumer demand for PHEVs and BEVs.

WHERE DO YOU SEE OPPORTUNITIES FOR INNOVATION TO DRIVE SUSTAINABILITY?

A focus on sustainability can drive innovation and thereby create value and a competitive advantage. Innovation is the engine of our sustainability journey. There are significant opportunities in areas like lightweight materials, circular manufacturing processes and electric powertrains. For instance, through Project ELEVATION, the development of modular

"INNOVATION IS THE ENGINE OF OUR JOURNEY."

An example of this focus is how we have strengthened our climate change-related ambitions by setting new targets to reduce our direct and indirect greenhouse gas ('GHG') emissions by 42% by 2030 and by 90% by 2050 (from a 2022 baseline). This level of effort, which will be challenging, aligns with the rate of reduction which global climate experts such as the Science Based Targets initiative say is needed from the automotive sector to address the challenge of global warming. Alongside a revision of our Racing. Green. targets, we have taken steps to improve our sustainability processes. This includes an updated Responsible Procurement Policy setting out the minimum standards we expect from all our suppliers. We are also integrating sustainability into both our operational and product development processes.

WHAT IS ASTON MARTIN'S PLAN FOR ELECTRIFICATION GIVEN THIS IS A KEY AREA TO ADDRESS CLIMATE CHANGE?

We recognise that transitioning from internal combustion engines ('ICE') to electrification is a key priority for addressing GHG emissions from the automotive sector. Simultaneously, we are developing alternatives to the ICE, with a blended drivetrain approach to our portfolio between 2025 and 2030, including Plug-in Hybrid Electric Vehicles ('PHEV') and Battery Electric Vehicles ('BEV'), with a clear plan to have a line-up of electrified sports cars and SUVs. In response to customer feedback and evolving market dynamics, Aston Martin is prioritising the adoption of PHEV technology, beginning with Valhalla, before transferring the knowledge and technology across to our core model range.





EMPLOYEE TOWN HALL, DECEMBER 2024

BEV platforms, centred on recyclability and supported by our partnerships with technology leaders, can be a game-changer. The use of recycled materials and advancements like 3D printing, not only reduce waste but also set new benchmarks for performance and design.

I'm particularly pleased Aston Martin is actively collaborating with others to take forward sustainability related innovation through projects working with leading universities, as well as established industry leaders and world-class start-ups with breakthrough ideas. Project PIVOT (page 28) is a great example of this collaborative approach where we are working with partners to explore how to significantly reduce CO₂ emissions from aluminium, which accounts for the largest emissions impact from a material in our vehicles.

WHAT DO YOU SEE AS ASTON MARTIN'S PRIORITIES FOR SUSTAINABILITY IN 2025?

In 2024, we improved biodiversity at our manufacturing sites, improved our safety performance and reduced the amount of water in our manufacturing operations. The lower number of cars built compared to our 2024 goal meant that our CO₂e and energy intensity per car increased slightly from 2023, but we expect to get back on track through efficiency improvements identified in our Net Zero plan. The volume and depth of data we gather continues to improve, giving us a greater ability to focus efforts in areas such as waste and energy minimisation and new delivery structures including greater engagement from senior leaders across the Company will help drive this progress.

The coming months and years ahead must be about action, not just in our own operations but across our whole value chain. We will continue to work with suppliers and other partners to make progress. Racing. Green. sets the direction for strong sustainability performance to drive efficiency and innovation. Our commercial and financial goals, in combination with processes that integrate sustainability across all aspects of the business from procurement to manufacturing, will deliver long-term value creation and sustainable growth. There is more to do but we are accelerating and moving in the right direction.

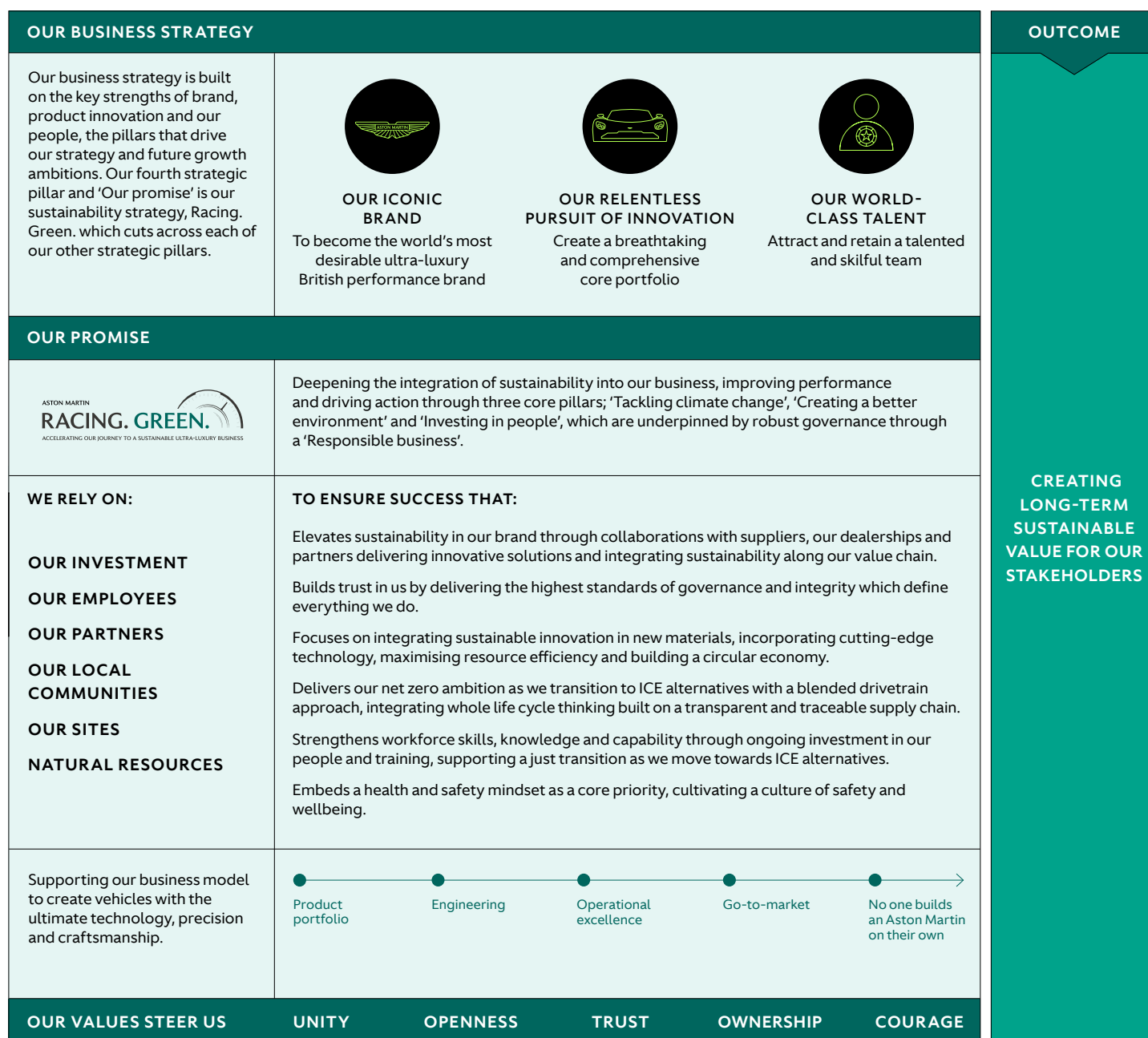
**“I’M PARTICULARLY PLEASED
ASTON MARTIN IS ACTIVELY
COLLABORATING WITH OTHERS TO
TAKE FORWARD SUSTAINABILITY
RELATED INNOVATION THROUGH
PROJECTS WORKING WITH LEADING
UNIVERSITIES, AS WELL AS
ESTABLISHED INDUSTRY LEADERS
AND WORLD-CLASS START-UPS
WITH BREAKTHROUGH IDEAS.”**

About Aston Martin

Aston Martin is an iconic, globally recognised automotive manufacturer. For more than a century, our brand has symbolised exclusivity, elegance, power, beauty, sophistication, innovation, performance and an exceptional standard of styling and design.

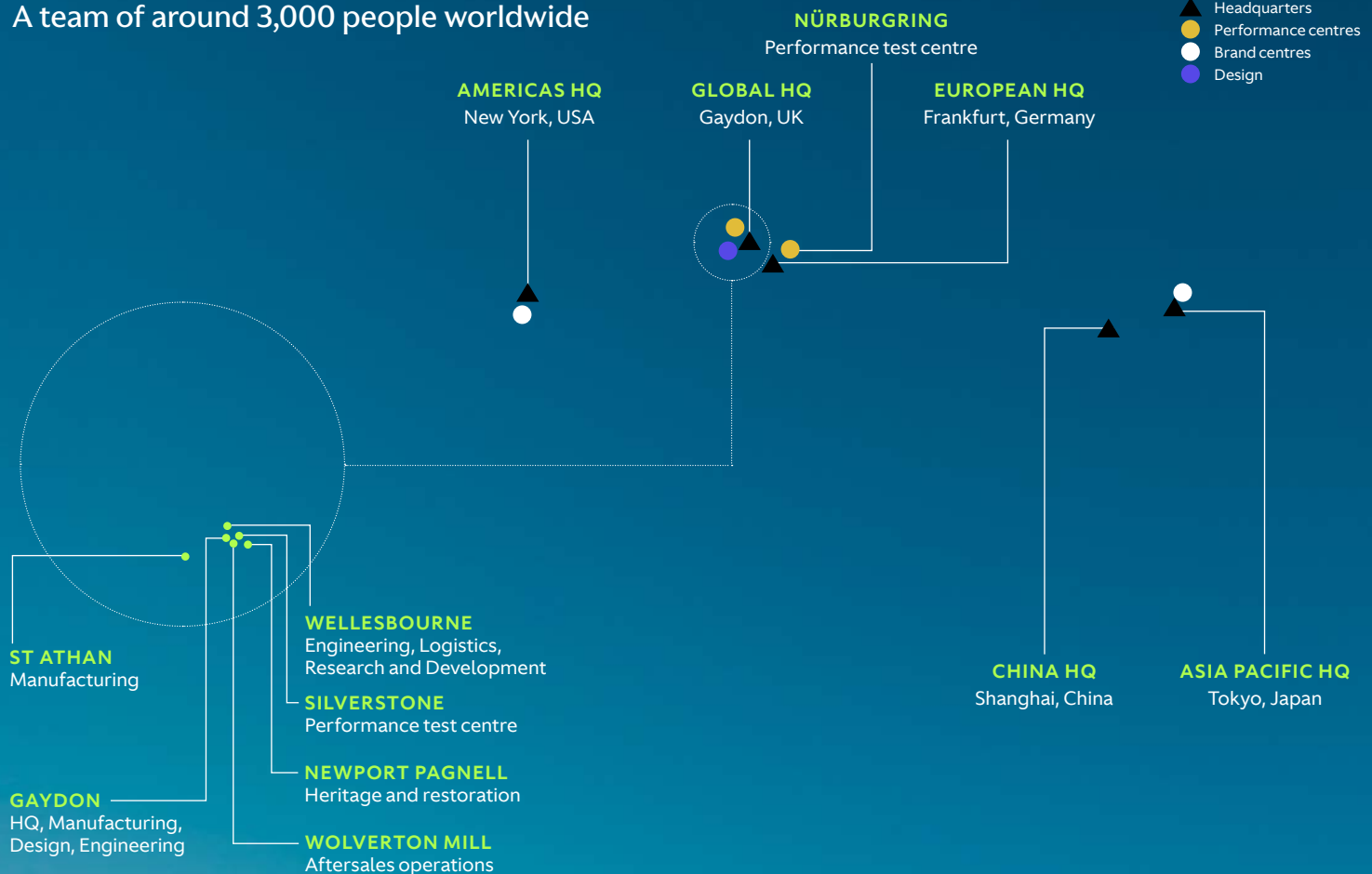
Our manufacturing sites and headquarters are in the United Kingdom ('UK'), employing 3,006 people in total. All our cars are hand-built in the UK. Around 6% of colleagues are employed overseas, primarily in commercial and sales roles.

To become a world-leading sustainable ultra-luxury automotive business, we are working to embed sustainability across every part of our business.



Where we operate globally

A team of around 3,000 people worldwide



AMERICAS
1,928
WHOLESALE VOLUMES
(2023: 2,037)

UK
1,086
WHOLESALE VOLUMES
(2023: 1,141)

EMEA*
1,796
WHOLESALE VOLUMES
(2023: 1,994)

APAC
1,220
WHOLESALE VOLUMES
(2023: 1,448)

£1,584m
REVENUE
(2023: £1,633m)

£333m
RESEARCH AND DEVELOPMENT
INVESTMENT
(2023: £299m)

6,030
WHOLESALE VOLUMES
(2023: 6,620)

£245k
TOTAL AVERAGE SELLING PRICE
(2023: £231k)

* EMEA includes Europe, Middle East and Africa (excluding the UK and South Africa)

Shaping our approach to sustainability

The global context

Aston Martin's approach to sustainability reflects a complex and fast changing world. Even as we seek to grow our business, we are operating in an external environment shaped by a wide range of economic, geopolitical, societal and environmental challenges.

CLIMATE CHANGE

Climate change remains the leading global sustainability issue. The United Nations ('UN') has reported that the world's GHG emissions rose to a new high in 2023. Alongside this, average global temperatures have increased significantly, with climate scientists and meteorologists reporting associated warming effects contributing to extreme weather events, community impacts and supply chain disruption.

While the UN report it remains technically possible to keep on track to limit global warming to 1.5°C relative to pre-industrial levels, achieving this will require action by all parts of society, including consumers, governments and industry with action in all areas, on a scale and at a pace never seen before. Strategy frameworks and regulations such as the European Union's ('EU') Green Deal and the UK Government's Net Zero strategy are pushing companies to reduce carbon emissions through policy and regulatory measures like the EU's Carbon Border Adjustment Mechanism and the UK's Vehicle Emissions Trading Scheme.

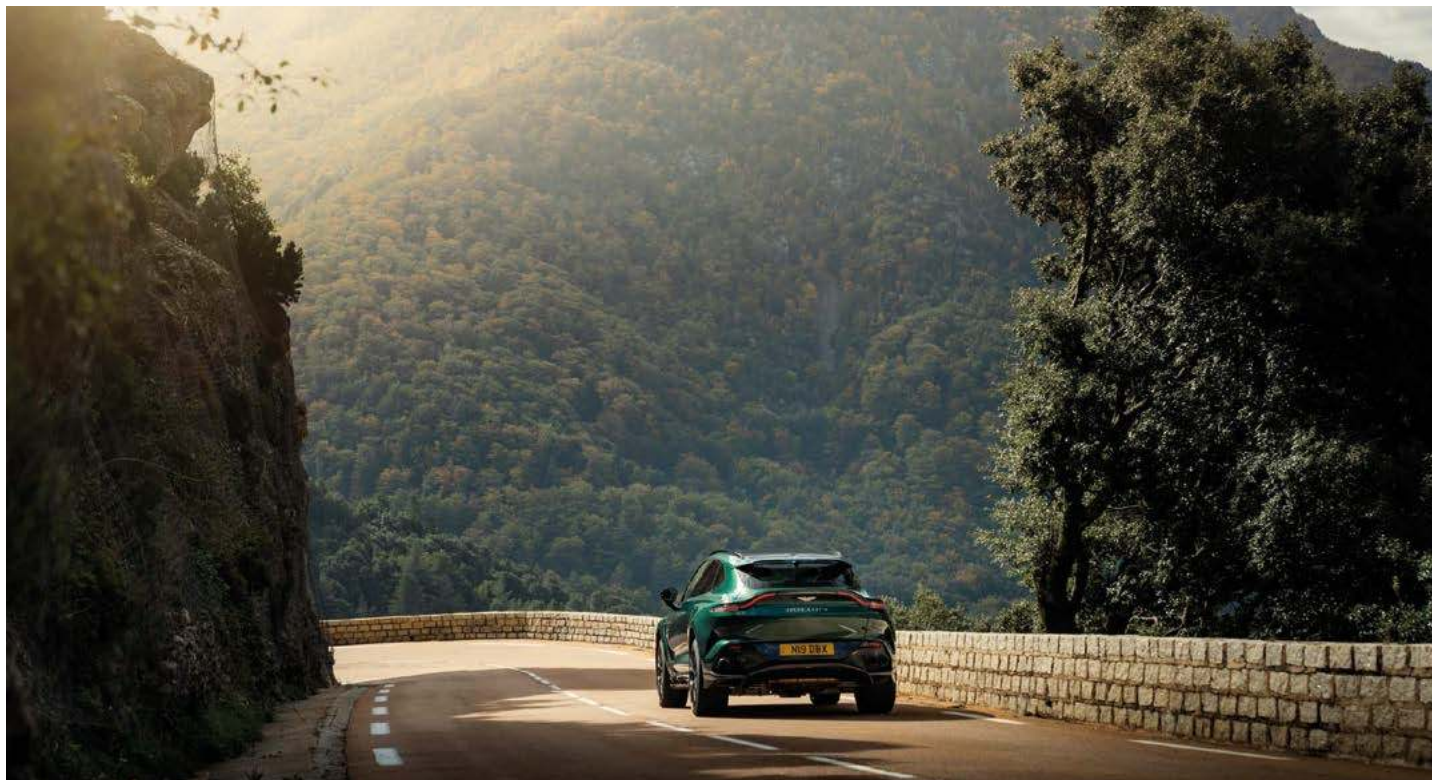
“THE 1.5°C MARKER IS SIGNIFICANT AS A KEY GOAL OF THE 2015 PARIS AGREEMENT – TO TRY TO ENSURE THAT GLOBAL TEMPERATURE CHANGE DOES NOT RISE MORE THAN THIS ABOVE PRE-INDUSTRIAL LEVELS.”

CLIMATE POLICY

While many governments agree on the need for action to address climate change, there is uncertainty around climate policies, including those associated with the automotive sector. For example, the new UK Government elected in July 2024, opened a consultation in December on bringing forward a ban on the sale of new ICE vehicles from 2035 to 2030. The European Automobile Manufacturers' Association has urged the EU to reconsider deadlines for CO₂ emissions targets and an ICE ban by 2035, given falling demand for electric vehicles ('EV') in Europe. The most recent figures from the UK's automotive industry association, the Society of Motor Manufacturers and Traders ('SMMT') show that private buyers interest in EVs remains relatively low with these cars making up around one in ten of all cars sold in the UK, a level far below the rate set by the Government.

This volatility, uncertainty and policy divergence on approaches and timelines across multiple countries, creates substantial uncertainties at a time when the automotive industry needs stability, certainty and predictability. Policy measures which take a position of technology neutrality, and a market-based approach are most likely to deliver the changes governments say are required.





ECONOMIC LANDSCAPE AND GEOPOLITICAL INSTABILITY

Slow but stable growth characterised the economic landscape across many major markets in 2024. Inflationary pressures, as highlighted by the World Economic Forum, coupled with supply chain disruptions, continued to create uncertainty.

Geopolitical instability is also contributing to supply chain challenges. Conflict in many parts of the world, including in Europe, has a wide-ranging impact on people and businesses. This impact includes issues and disruption arising from trade policy tensions, particularly between the USA, EU, and China. Imposing tariffs on Chinese-made EVs and lithium-ion batteries by the USA and similar tariffs by the EU create added costs and risks of reciprocal trade measures from China, potentially affecting the availability of key components with implications across the automotive supply chain.

TRANSPARENT SUPPLY CHAINS

Consumers and policymakers increasingly prioritise ethical and transparent supply chains, reflecting heightened scrutiny and public concern over human rights and environmental practices. Reports of forced labour in mining and other activities, especially for materials like cobalt used in batteries, have led to regulatory frameworks such as the UK's Modern Slavery Act, the EU's Corporate Sustainability Due Diligence Directive, and the US Uyghur Forced Labor Prevention Act.

NATURE

Concerns about the natural environment have become more prominent in the course of 2024, with a mix of insights, demands and actions from civil society organisations, consumers and governments. These concerns, encompassing issues like biodiversity loss, habitat destruction, and deforestation, are another challenge shaping the business environment.

The new Global Biodiversity Framework, adopted at the UN Convention on Biological Diversity (COP15), sets ambitious targets to protect natural ecosystems, with governments seeking ways to ensure such commitments become actionable measures.

CIRCULARITY

A more informed society is reacting to concerns about climate change, nature loss and resource conservation. This is leading to growing expectations for businesses to transition towards circular business models as part of a more circular economy. The end state for circularity emphasises recycling, reuse, and sustainable material choices. Already all Aston Martin cars must meet the EU's End-of-Life Vehicle regulations, which requires a minimum of 85% of a car to be recyclable, recoverable or reusable. While consumer pressures and government regulations represent two major forces leading to businesses adopting more circular operating models, industry can also benefit from adopting growing levels of circularity, to manage resource use, reduce costs and improve operational efficiencies.

CYBERSECURITY AND ARTIFICIAL INTELLIGENCE

Cybersecurity remains an increasingly material risk for companies, threatening operational disruption and reputational damage. Data security is a growing concern amongst consumers and businesses. The rapid evolution and application of Artificial Intelligence ('AI') technologies also have potentially far-reaching implications for how businesses operate and their associated societal impacts. This powerful new technology can both assist companies and generate additional risks. As cars become increasingly technology-driven, this is an issue for car makers and our supply chains.

Materiality

Materiality analysis is an important tool for identifying environmental, social and governance priorities; it helps businesses direct sustainability efforts towards areas with the most significant impact and opportunity.

In 2024, we strengthened our approach by implementing a double materiality analysis to determine our material topics. Informed by the European Sustainability Reporting Standards ('ESRS') requirements, the analysis helped us understand our material impacts, risks and opportunities.

We adopted this approach in anticipation of the EU Corporate Sustainability Reporting Directive ('CSRD'). Although Aston Martin is not currently required to report under the CSRD, we recognise the importance of moving in line with best practice. We also moved towards a multi-engagement process with Aston Martin's stakeholders.

HOW WE IDENTIFIED MATERIAL TOPICS

1. DEVELOPMENT OF RELEVANT SUSTAINABILITY MATTERS

We gathered and analysed background research to create a long list of sustainability matters that were potentially material to Aston Martin. For this, we used numerous sources, including previous Aston Martin materiality assessments, ESG raters' feedback on our response to questionnaires, sustainability reports of peers and industry competitors, global trend reports, sector frameworks, principles and standards, investor perception studies and conversations with supplier partners on their approach to materiality.

We scored the topics based on how many times they featured in peer materiality assessments, sector frameworks and standards; then narrowed them down and grouped them into themes, with a description narrative tailored to each stakeholder group to ensure clarity.

2. STAKEHOLDER ENGAGEMENT

Having mapped and identified 'affected stakeholders', a range of stakeholder groups were engaged to determine the relevance of the sustainability themes and matters to them. This involved meetings with key suppliers and focus groups with employees, customers and community representatives. We asked suppliers to identify risks and opportunities for the sustainability themes (for Aston Martin's business, as well as for the environment and society), and to score their priority for action by the company. The focus groups were asked which three themes they thought were most important for Aston Martin to focus on, the biggest risks, and the biggest opportunities.

3. LIST OF IMPACTS, RISKS AND OPPORTUNITIES

The 13 sustainability themes and underlying topics identified were mapped to the sustainability topics and subtopics that are included in the Application Requirements (A11 of ESRS 1) of the CSRD and combined with the results and insights from the stakeholder conversations to create a list of potential and actual, negative and positive impacts, as well as financial risks and opportunities associated with each topic.

4. ASSESSMENT OF IMPACTS ON SOCIETY AND THE ENVIRONMENT (IMPACT MATERIALITY)

Aston Martin subject matter experts rated the severity of impacts on society and the environment based on their scale, scope, irremediability and likelihood. The likelihood rating was also assessed against the Future-Fit Business Benchmark Risk Profiler tool to help ensure a robust and evidence-based assessment of impacts. We then consulted a range of external industry experts to seek their views and validate our assessment of impacts.

5. ASSESSMENT OF RISKS AND OPPORTUNITIES (FINANCIAL MATERIALITY)

The Aston Martin Risk Management team reviewed the risks derived from the climate risk and opportunity assessment and scenario analysis to ensure all key ESG-related financial risks and opportunities were included. The Risk Management team rated the risks and opportunities by magnitude and likelihood, aligning the process with the Company's Enterprise Risk Management Framework and System ('ERMFS').

6. DETERMINATION OF MATERIAL TOPICS

IMPACT MATERIALITY: For each impact, the scale, scope and irremediability scores were multiplied together then multiplied by the likelihood of the impact occurring. This produced an impact index score; if the score exceeded a set threshold, the topic was deemed material from an impact perspective.

FINANCIAL MATERIALITY: For each risk and opportunity, the magnitude and likelihood scores were multiplied together. This produced a risk/opportunity index score; if the score exceeded a set threshold, the topic was deemed material from a financial perspective.

We categorised the resultant list of material topics into low, medium or high importance to Aston Martin's stakeholders and shared with the Board Sustainability Committee for discussion against our Racing. Green. strategy and goals.

Our full Materiality Assessment Report is available on our website at www.astonmartin.com/corporate/sustainability/sustainability-reports

The materiality analysis has been implemented based on the GRI Standards and informed by the ESRS requirements using the following definitions:

IMPACT MATERIALITY

Impact materiality defines if a topic is material in relation to a business' actual or potential, positive or negative impacts on people or the environment. Impacts are assessed over the short-, medium-, and long-term, and consider the severity of the impact based on its scale, scope and how difficult it is to remedy. For potential impacts, an assessment of their likelihood is overlaid to determine their significance.

FINANCIAL MATERIALITY

Financial materiality identifies the importance of sustainability information, risks and opportunities which, if left out, misrepresented or hidden, could reasonably be expected to influence financial decisions. When assessing the materiality of risks and opportunities, both the likelihood of them happening and the potential resulting financial impact on enterprise value (magnitude) are considered.

MATERIALITY TOPICS

Our materiality assessment identified the following material topics:



The topics in the matrix above are included in this report because they are identified as being material from an impact perspective or from an impact and financial perspective. In addition, we identified further topics for inclusion in this report based on other considerations such as reporting regulations or requirements from ESG analysts, these additional topics are included in the table below:

ADDITIONAL REPORTING TOPICS		
ENVIRONMENT	SOCIAL	GOVERNANCE
Energy	Gender equality and equal pay	Whistleblowers
Climate change adaptation	Discrimination and harassment	Bribery and corruption
	Diversity	Political lobbying
	Freedom of association and collective bargaining	
	Modern slavery	

Stakeholder engagement

Engagement with stakeholders informs our materiality assessment process. In addition, we engage with our stakeholders through various channels to support our wider approach to sustainability and Company activities, helping us to better understand external developments, and identify opportunities and risks.

GROUP	KEY TOPICS, ENGAGEMENT AND ACTION
Customers and enthusiasts	Our customers and enthusiasts are key to our brand and business success. Customer engagement focuses on the quality, safety, performance and design of our vehicles. We use our luxury customer magazine to communicate on general sustainability topics and in 2024, held two customer focus groups to support the refresh of Racing. Green. The first focused on understanding customer use of our vehicles, feeding into our Scope 3 emissions reporting, the second focus group supported the update of our materiality process.
Dealer network	Our dealer network reflects the Aston Martin brand beyond our core manufacturing sites, our third-party dealerships are the direct contact point for our brand to our customers. In 2024, we engaged with our UK dealer network to understand their aims and ambitions related to sustainability and the availability of data, particularly to support our net zero target setting.
Suppliers and other partnerships	Supplier partnerships are fundamental to our business. Responsible procurement with a focus on ethics, transparency and the environment are key topics for our engagement, alongside increasing attention on the environmental and social performance of suppliers. In 2024, we launched a sustainability supplier assessment questionnaire, engaged suppliers on emissions data and ambition and involved several Tier 1 suppliers in the development of our materiality process. The outcome of this engagement is supporting the strategic embedding of sustainability into our procurement processes.
Our people	Our people are the key to our success. Personal development, health and safety, Equity, Diversity and Inclusion ('EDI'), and sustainability are key themes highlighted as important through our engagement. More than 2,100 employees (78% of eligible employees) participated in our 2024 Great Place to Work® employee survey providing feedback on workplace culture and satisfaction. We held town hall meetings and roundtables as well as launching our new employee communication platform. The outcomes support the development of key programmes such as employee wellbeing, as well as embedding Racing. Green. across the business.
Investors	Our focus is to ensure investors understand our strategy, value drivers, performance, ambition and culture and for us to understand their priorities. Sustainability, governance and transparency matter to them along with other key financial and business priorities. In addition to core engagement activities, we've undertaken direct meetings focused on sustainability with specific investors.
Local communities and NGOs	We aim to build positive relationships with local communities and organisations interested in our business. Local engagement and our materiality process show that ethics, safety, career opportunities and our local impact are important topics. In 2024, we rolled out our Community Investment Policy setting out our approach to charitable giving, we continued our schools outreach activities and took part in local community forums. This has provided key feedback into the refresh of our sustainability strategy and increased our focus on how we strategically support our local communities.
Government and regulators	We engage with government and regulators given public policy and regulatory impacts on our business. We aim to engage constructively and consistently through various channels, including roundtables, site visits, contributing to public policy development and responding to consultations. Transparency and political neutrality are at the heart of our engagement. We have identified public policy-related risks and opportunities, drafting internal reports for our Executive Committee on geo-political developments and considering how these impact on our sustainability strategy.

For more information on how we engage with our stakeholders see pages 16–19 in our Annual Report and our Stakeholder Engagement Report, which is available on our website at www.astonmartin.com/corporate/sustainability/sustainability-reports.

The UN Sustainable Development Goals

In 2015, the UN adopted the 2030 Agenda for Sustainable Development.

The UN 2030 agenda identifies 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.

Aston Martin has identified eight SDGs that we can directly contribute to, considering the targets and indicators of the individual SDGs, as shown in the table. Indirectly we can also have a positive impact on SDG 3, 4, 11, 13, 14, 15 and 16.

RACING. GREEN. PILLAR	RELEVANT SDGs
TACKLING CLIMATE CHANGE	  
CREATING A BETTER ENVIRONMENT	 
INVESTING IN PEOPLE	   
RESPONSIBLE BUSINESS	 

Racing. Green.



Aston Martin strives to be a responsible business, protecting the environment and making a positive contribution to society by creating jobs and driving innovation and opportunity.

We manage sustainability through effective governance, risk management, compliance, including transparent and robust reporting, and collaboration and building strong partnerships across the value chain based on respect for human rights. We recognise that progress with sustainability requires an integrated approach with effort required in all areas of our business and across our entire value chain.

Our sustainability strategy, Racing. Green., outlines our vision to becoming a world-leading sustainable ultra-luxury automotive business. The strategy is based on a clear understanding of the priorities of our customers, employees and wider stakeholder groups and represents an integrated approach focused on three key pillars: ‘Tackling climate change’, ‘Creating a better environment’, and ‘Investing in people’. Each pillar includes clear targets, supported by our commitment to operate as a ‘Responsible business’.

We are committed to complying with all relevant regulations, and aligning with international standards in areas such as environmental management, biodiversity and safe working practices.

In 2024, we reviewed and updated Racing. Green., taking account of inputs from customers, supply chain partners, employees, shareholders and other stakeholders. We also completed several major enabling projects, including updating our climate risk scenarios to understand how future climate changes might impact our business and its wider supply chain, reviewing human rights risks, and developing a credible net zero target in line with the Science Based Targets initiative (‘SBTi’) Net-Zero Standard, supported by a robust plan for how we will transition to net zero. This target has been submitted to the SBTi for validation.

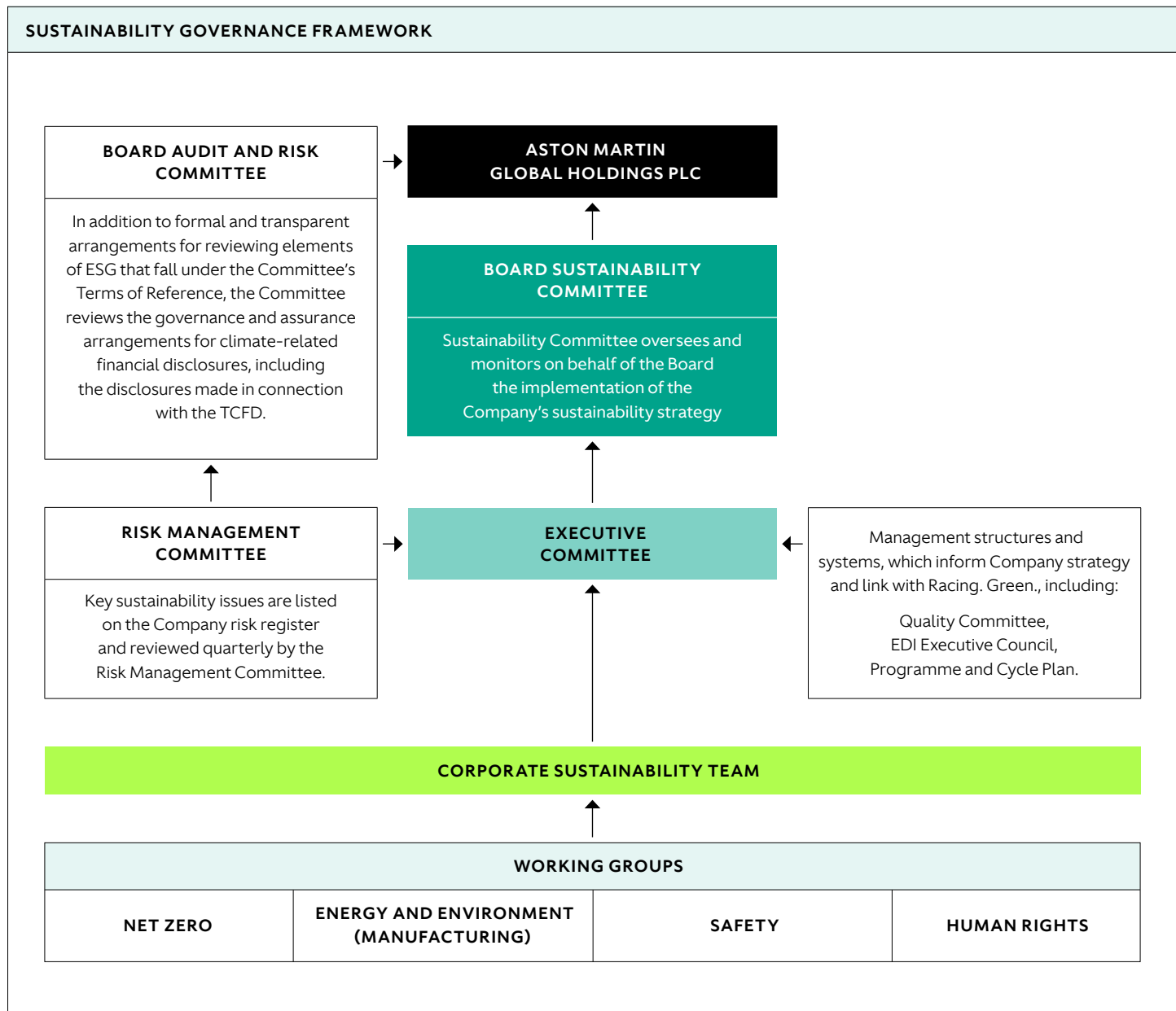
On pages 57–59 we have included a performance update against the goals, targets and commitments of our previous strategy. Several targets are no longer included in our updated strategy, which was approved by the Board in December 2024.

OUR SUSTAINABILITY STRATEGY: RACING. GREEN.		
OUR VISION To become a world-leading sustainable ultra-luxury automotive business		
TACKLING CLIMATE CHANGE	CREATING A BETTER ENVIRONMENT	INVESTING IN PEOPLE
Reduce absolute Scope 1, 2 and 3 GHG emissions 42% by 2030, from a 2022 base year Reduce absolute Scope 1, 2 and 3 GHG emissions 90% by 2050, from a 2022 base year	Improve biodiversity year-on-year at our manufacturing sites (measured by Biodiversity Index Score) 30% reduction in water consumption per car by 2030 Zero waste to landfill Reduce the amount of waste per car built by 3% each year	Zero accidents in our business Aim for women in 30% of leadership positions by 2030 Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025
RESPONSIBLE BUSINESS		
In line with international best practice on business ethics, 100% of employees to complete Aston Martin’s annual Code of Conduct training		

For further information on our targets see methodology and scope on page 60

Sustainability governance

Our sustainability governance is based on setting clear sustainability targets, tracking progress, and maintaining appropriate accountability at all levels of the organisation. This approach drives meaningful initiatives that reduce emissions and manage resource use, ultimately contributing to the Company's long-term resilience and alignment with global sustainability goals.



Sustainability Committee Report 2024



**DR. ANNE
STEVENS**

INDEPENDENT NON-EXECUTIVE DIRECTOR
CHAIR OF THE BOARD SUSTAINABILITY COMMITTEE

I am pleased to again present the report on behalf of the Sustainability Committee. In 2024, Aston Martin continued to strengthen its commitment to sustainability. The Company made advances in understanding its wider environmental and societal impacts through improved data gathering and analysis, as well as gaining further insights into the expectations of its stakeholders. These actions have shaped the update to the Company's sustainability strategy, Racing. Green. and put the Company in a stronger position to take action to continue to improve its sustainability performance, including working with value chain partners and other stakeholders. The Board Sustainability Committee continues to oversee the evolution and execution of Racing. Green., offering guidance, challenge and support. Jean Tomlin OBE joined the Board Committee in 2024, bringing a wealth of experience in people and organisational culture to further strengthen and expand the Committee's capabilities and expertise. Adrian Hallmark, our new CEO, attended the Board Sustainability Committee upon his appointment to Aston Martin. He adds further strength in the Company's sustainability expertise given his substantial achievements at Bentley where he was the driving force behind that Company's highly successful sustainability programme.

The Board Committee met four times in the course of the year, with additional engagement with the wider Aston Martin Board on the Company's decarbonisation strategy and the overall strategic priorities for Racing. Green. We received reports across our meetings with safety performance being an ever-present topic and where improvements are continuing. We also considered sustainability performance across a wide range of other topics and had in-depth reviews on priority areas such as supply chain sustainability, human rights and new sustainability related legislation.

Sustainability is being embraced at every level in the organisation, with employees initiating and delivering sustainability activities. The breadth of action runs from topics around EDI, through to evolving processes to drive efficiency and embracing innovation to deliver world-class products. The strengthening of the Company's core sustainability team in 2024, those dedicated personnel who serve as vital strategists and enablers to drive progress, has also been another positive step forward. We continue to build our expertise and delivery capabilities in all areas of sustainability from human rights to responsible sourcing, life cycle assessment and CO₂ management. This was essential action to ensure we can realise Aston Martin's sustainability ambitions.

A key element of the updated Racing. Green. strategy is climate change, the predominant sustainability priority. In 2024, the Company submitted net zero targets to the SBTi for validation. Our approach was founded on a thorough investigation of the Company's Scope 1, 2 and 3 emissions data and plans. The Board Committee was fully engaged, including undertaking dedicated meetings to evaluate relevant data, operational insights and the proposed decarbonisation strategy in-depth.

Sustainability and circularity principles are now starting to be incorporated more formally into the Company's product design and development process, and there has been an intensified focus on the wider value chain. An updated Responsible Procurement Policy has been introduced to set clear expectations to Suppliers on sustainability.

A commitment to high-performance and best practices is reflected in efforts by the Company proactively developing new partnerships to facilitate collaboration on sustainability. For example, joining Drive Sustainability, an initiative that brings together leading automotive companies, means our teams can take learning and best practice from across the sector. The Company also continues to work with partners to drive new technical innovation in areas such as lightweighting and the use of lower CO₂ materials.

There is more to do, but Aston Martin is clear on the way forward. Success will depend on many factors including global macroeconomic and geopolitical headwinds, volatility and uncertainty. Even in this context however, we remain resolute and we continue on a journey into the future with sustainability increasingly at the heart of all we do.

Tackling climate change

We recognise the urgent need to decarbonise in line with the science, which aims to limit global warming to within 1.5°C above pre-industrial levels. Our aim is to integrate a climate approach focused on mitigation, adaptation and resilience in our own operations and our value chain.

TO ACHIEVE THIS WE WILL:

- Deliver our Net Zero plan encompassing the full life cycle of our vehicles and our whole value chain
- Embed a risk-based approach to identify and assess climate-related risks and opportunities

The results of our 2024 double materiality assessment highlighted that climate change mitigation is a material topic under our 'Tackling climate change' pillar.

IN THIS SECTION

- Aiming for net zero
- Climate risks and opportunities

OUR KEY ACTIVITY

- New Company-wide emissions reduction targets set in line with science-based net zero and submitted to the SBTi for validation
- Refined Scope 3 baseline for 2022 and created full report of 2023 data across all relevant Scope 3 categories
- Updated our climate scenario risks based on a full review of our modelling
- On track to achieve ISO 50001 certification at main manufacturing sites in 2025

UN SUSTAINABLE DEVELOPMENT GOALS



100% renewable

Electricity powering all manufacturing sites

Net zero

Science-based targets submitted to SBTi for validation



Aiming for net zero

Climate change is a vital global sustainability issue. The UN Paris Agreement created a legally binding international treaty to limit global warming below 2°C and striving for a 1.5°C limit. However, in 2024 the UN reported that 2023 saw the highest levels of GHG emissions on record, while wildfires, heatwaves, storms, and droughts intensified globally.

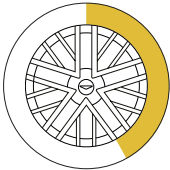
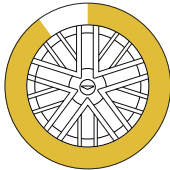
The World Meteorological Organisation reported that 2024 was the hottest year on record, exceeding 1.5°C above the pre-industrial average. Despite this, the UN confirm, limiting average global warming below 1.5°C remains technically possible but acceleration is needed and is a critical challenge for governments and business.

Our updated sustainability strategy underscores our commitment to play our part in accelerating emission reductions and managing the impacts of climate change on our business. To achieve this, we will:

- Deliver our Net Zero plan, transforming our manufacturing operations and products, and decarbonise our value chain.
- Embed a risk-based approach to identify, assess, and manage climate-related risks and opportunities.

We have set ambitious near-term and longer-term net zero GHG emission reduction targets aligned with the Paris Agreement, which we have submitted to the SBTi for validation. These targets replace our previous emissions and energy reduction goals. The targets are supported within our business by robust action plans, and we will continue to monitor and report our progress annually, including continuing to report through CDP (formerly the Carbon Disclosure Project) ensuring transparency for our stakeholders.

“WE HAVE SET AMBITIOUS NEAR-TERM AND LONGER-TERM NET ZERO GHG EMISSION REDUCTION TARGETS ALIGNED WITH THE PARIS AGREEMENT, WHICH WE HAVE SUBMITTED TO THE SBTi FOR VALIDATION.”

OUR TARGETS	
REDUCING GREENHOUSE GAS EMISSIONS	
 42% BY 2030 Reduce absolute Scope 1, 2 and 3 GHG emissions 42% by 2030, from a 2022 base year	 90% BY 2050 Reduce absolute Scope 1, 2 and 3 GHG emissions 90% by 2050, from a 2022 base year

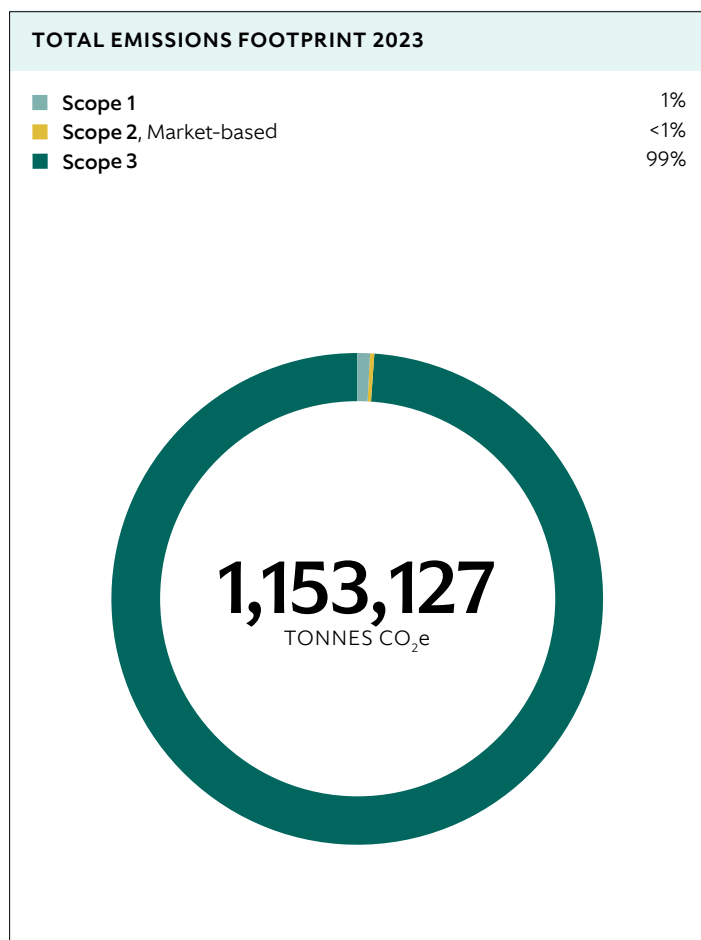
Our emissions

Our emissions footprint is calculated and broken down into three categories, based on the GHG Protocol:

SCOPE 1: Direct emissions from sources that are owned or controlled by Aston Martin. We are focused on minimising emissions from our own operations. The leading source of our Scope 1 emissions is natural gas, which we utilise for both our heating and our paint operations.

SCOPE 2: Indirect emissions from the consumption of purchased energy. Our Scope 2 emissions are minimal, according to the market-based accounting method, because of our ongoing commitment to procuring 100% renewable electricity backed by Renewable Energy Guarantees of Origin at our manufacturing sites.

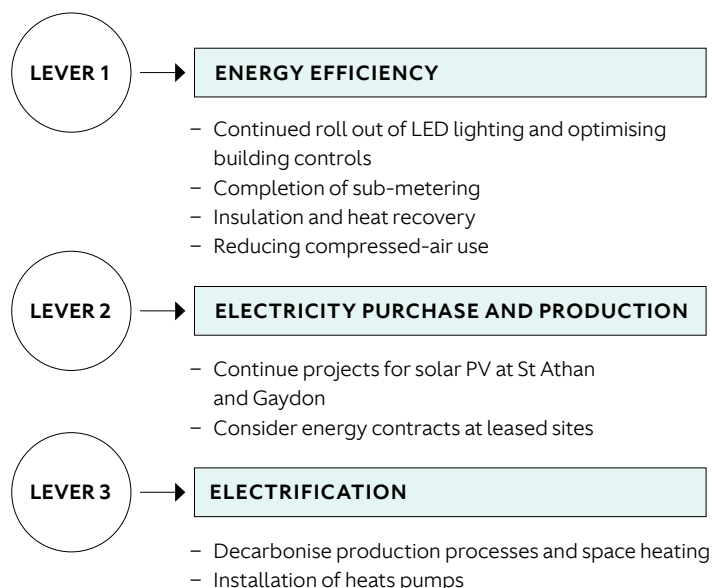
SCOPE 3: Other indirect emissions that occur in the Company's value chain, both upstream and downstream. Our Scope 3 emissions are more than 99% of our total emissions. These emissions predominantly result from the use of our sold products and from our purchased goods and services.



Decarbonising our own operations

To achieve our ambition of reducing our emissions in our own operations (Scope 1 and 2) by 42% by 2030, from a 2022 baseline, we have developed an overarching decarbonisation strategy. We will continue to refine and develop this strategy through 2025 and beyond as needed. Our 2024 Scope 1 and 2 emissions have broadly stayed the same since 2022.

Our Scope 1 and 2 reduction approach includes three key decarbonisation levers, the first focused on energy efficiency, the second on emission reduction through renewable electricity purchase and production, and the third on electrification of our operations. In developing our net zero targets, we worked extensively with external consultants to identify the potential opportunities across our sites. This road map gives us an initial view of critical actions needed to start longer-term electrification projects as well as short-term actions. The following is an example of the types of activity currently being considered under each lever:



Eleven of our 12 sites in the UK, including our two main manufacturing sites at Gaydon and St Athan, are powered by 100% renewable electricity using supplies backed by Renewable Energy Guarantees of Origin. We continue to look to increase our self-generation and reduce our dependency on the national electricity distribution network. In 2023, we completed the installation of solar PV generation at Newport Pagnell and continue to aim to install solar PV generation at our main manufacturing sites at St Athan and Gaydon. Our 2024 emissions for Scope 1 were 8,574.81 tCO₂e and for Scope 2 were 599.49 tCO₂e (market-based) and 7,160.25 tCO₂e (location-based). Our full data set including our data in line with the UK Streamlined Energy and Carbon Reporting Regulations ('SECR'), can be found on page 54.

SCOPE 3 AND MATERIALITY



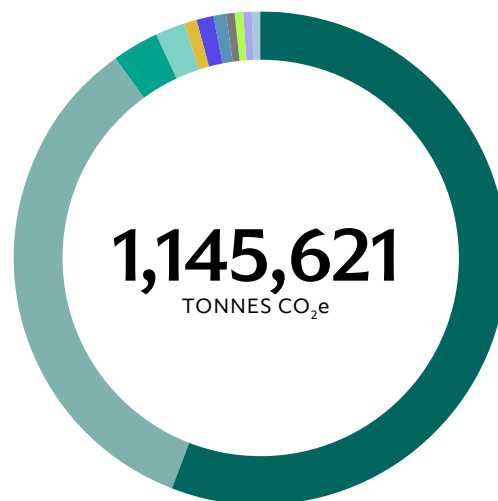
In 2024, we held two customer focus groups at our Gaydon site to learn more from our customers. The first supported the refinement of our Scope 3 data, focused on our customers' views on how Aston Martin vehicles are driven, what the difference between heritage and modern cars may mean for driving patterns and end-of-life vehicles. Later in the year, we hosted another group of customers to hear which sustainability topics are important to them and what they consider important to Aston Martin. Their insights helped shape our materiality process and outcomes.

“WE HOSTED A GROUP OF CUSTOMERS AT OUR GAYDON SITE TO SHARE OUR INITIAL SCOPE 3 BASELINE. THEIR INSIGHTS INTO ASTON MARTIN DRIVING PATTERNS AND HERITAGE VEHICLES HELPED US REFINE OUR DATA AND ASSUMPTIONS.”

**RHIAN WALTERS,
SUSTAINABILITY ADVISER**

TOTAL SCOPE 3 EMISSIONS FOOTPRINT 2023

■ Use of sold products	57%
■ Purchased goods and services	35%
■ Capital goods	3%
■ Upstream transportation and distribution	2%
■ Employee commuting	<1%
■ Business travel	<1%
■ Franchises	<1%
■ Fuel and energy-related activities	<0.5%
■ Downstream transportation and distribution	<0.5%
■ End-of-life treatment of sold products	<0.5%
■ Waste generated in operations	<0.5%



Decarbonising our value chain

We calculated our full Scope 3 emissions for the first time in 2023, using a 2022 baseline, as published in our 2023 Sustainability Report. We have yet to disclose our 2024 Scope 3 emissions because of the significant data requirements and time needed to secure this data from the wider value chain. Throughout 2024, we have worked to refine these figures, which now serve as the baseline for all targets and future results. We focused on our largest emission areas, expanding the share of emissions covered by actual data as opposed to spend-based estimations, and improving our modelling on the lifetime emissions of the cars sold in the reporting year.

In our upstream and downstream value chain we have identified nine key levers that support the achievement of our 42% reduction by 2030 and net zero by 2050 targets. These align to the core impact areas for our Scope 3 emissions which together account for over 95% of our Scope 3 emissions: Use of sold products, Purchased good and services, Capital goods, Upstream transportation and distribution.

USE OF SOLD PRODUCTS

The largest contributor to our Scope 3 emissions is from the use of the cars sold in the reporting year (Category 11: Use of sold products). We anticipate that these emissions will increase in the short-term, predominantly due to increases in the volume of cars sold per year. However, as our transition to PHEV and then BEV kicks in towards 2030, we expect emissions will decrease at the pace needed to meet our targets.

“WE ARE INVESTING C.£2BN IN OUR LONG-TERM GROWTH AND THE TRANSITION TO ELECTRIFICATION.”*

* from 2023 to 2027

PURCHASED GOODS AND SERVICES AND CAPITAL GOODS

Purchased goods and services and Capital goods account for around 38% of the Company's 2023 Scope 3 emissions. To enhance the underlying data and to engage suppliers on emission reduction efforts, we took a targeted approach, surveying the companies representing 70% of emissions among our direct suppliers. We have integrated supplier-specific emissions data where available into our calculations. We will engage further with suppliers who can provide product-level carbon footprints, which we plan to integrate into our Scope 3 footprint.

Our procurement policies are designed to help us reduce emissions across the supply chain. Our Responsible Procurement Policy, updated in 2024, requires suppliers to have an environmental management system in place to identify, measure and mitigate GHG emissions, provide product-level GHG emissions data, including from sub-suppliers, logistics and other activities upon request.

UPSTREAM AND DOWNSTREAM LOGISTICS

Logistics comprises around 2% of our 2023 Scope 3 emissions. This is an important area of focus, working in partnership with our logistic providers to optimise the transport of components and finished vehicles to and from our manufacturing sites. Our short-term priorities include transitioning our inbound fleet to carbon-reducing fuels, optimising transport frequency to eliminate inefficiencies and rethinking our supply chain footprint through centralised approaches like near-shoring and reducing miles travelled.

As part of our Advanced Propulsion Centre funded project, ELEVATION, we have designed tools to support our supply chain teams, as part of developing a net zero supply chain tactical plan and assessment.



Our approach to carbon neutrality and carbon offsetting

DEFINING NET ZERO AND CARBON NEUTRAL

Aston Martin uses the following definitions:

Net zero is achieved when a company reduces its value chain GHG emissions to near-zero (defined as at least 90% reduction) in line with the goal of limiting global temperature rise to 1.5°C and permanently neutralises any residual emissions at the net zero target year. This definition is aligned with that used by the SBTi.

Carbon neutrality is achieved when a company's activities result in no net increase in global GHG emissions over a specific period, often by offsetting emissions through carbon credit purchases (although permanent neutralisation is not required). This definition is aligned with the PAS 2060 standard.

In our previous sustainability strategy, we committed to carbon neutral manufacturing facilities. Working with the Carbon Trust, in 2023 Aston Martin Lagonda Ltd and Aston Martin Works Ltd were certified as carbon neutral for 2022 emissions in accordance with PAS 2060. The Carbon Trust no longer offers carbon neutral certification based on evolving stakeholder consensus and regulatory frameworks around sustainability; as a result, the Company decided not to pursue further carbon neutral certification in 2024.

In submitting our net zero targets to the SBTi we have made a clear commitment to emissions reductions. However, we recognise that as we move along our reduction pathway, we still have an emissions impact. In line with our previous commitment to carbon neutrality, we continue to purchase high-integrity carbon credits to deliver immediate emissions reductions while also supporting projects with wider societal benefit. In 2024, we purchased verified credits aligned with our 2023 Scope 1 and 2 (market-based) emissions. These credits support gas leak reduction efforts in Bangladesh, reducing the leakage of methane emissions but also training local people to improve the network directly. Alongside this we are reviewing the SBTi's approach to beyond value chain mitigation and in 2024 purchased additional carbon credits to support afforestation projects in the UK verified by the Woodland Carbon Code.

We continue to comply with requirements to purchase carbon credits to meet varying tail pipe emissions standards legislation across different countries.

70%

WE TOOK A TARGETED APPROACH, SURVEYING THE COMPANIES REPRESENTING 70% OF EMISSIONS AMONG OUR DIRECT SUPPLIERS.

Climate risks and opportunities

Climate change is one of the most significant risks that organisations face. Experts widely recognise that global warming could lead to damaging economic and social consequences, although the exact timing and severity of the physical effects are difficult to estimate. The large-scale and long-term nature of the problem makes it uniquely challenging, especially in the context of economic decision-making.

We continue to advance our understanding of climate-related risks and opportunities, developing our climate-related scenarios and integrating them within our ERMFS.

CLIMATE SCENARIO ANALYSIS

In 2021, Aston Martin undertook its first climate risk scenario analysis and we have reported annually in line with TCFD requirements. This year, in line with best practice, we have undertaken a refresh of our climate risk scenarios and developed our focus on physical risks.

Key areas of focus in the refresh have included:

- Identifying physical and transition risks and opportunities
- Understanding our business strategy resilience within a range of plausible futures through qualitative scenario analysis
- Financial quantification pilots on two transition risks

The outcomes from this work and a fuller explanation of our climate risks and opportunities are included in our TCFD report on pages 67 to 73.



Creating a better environment

We recognise that alongside climate change we have wider responsibilities to protect the environment. Our aim is to maximise resource efficiency and deliver net positive biodiversity at our two main manufacturing sites. We are working to better understand the life cycle impacts of our vehicles and operations.

As a responsible business we are committed to addressing challenges in the natural world including a range of interconnected environmental issues, such as climate change, biodiversity loss, habitat destruction and deforestation.

TO ACHIEVE THIS WE WILL:

- Prioritise operational efficiency, make circularity integral to our vehicle design process and wider design processes, minimise resource use, maximise recyclability and reduce waste
- Safeguard biodiversity and water in our operations and beyond

The results of our 2024 double materiality assessment highlighted the following material topics that sit under our 'Creating a better environment' pillar.

- Water (upstream impacts)
- Biodiversity and ecosystems
- Circularity including sustainable materials and end-of-life vehicles
- Substances of concern
- Air quality
- Waste

IN THIS SECTION

- Operational efficiency
- Beyond our operations
- Sustainable design

OUR KEY ACTIVITY

- Scoping Life Cycle Assessment project delivered
- Achieving ISO 14001: 2015 certification at St Athan
- Increasing employee engagement activities and communications focused on sustainability
- Embedding sustainability elements in our 'Corporate Identity' for Dealerships

UN SUSTAINABLE DEVELOPMENT GOALS



16%

Reduction in water consumption per car compared to 2022

87.46

Biodiversity Index Score for Gaydon compared with 86.99 in 2023

£6m

Government-funded innovation project supporting the development of lightweight, sustainable aluminium castings approved



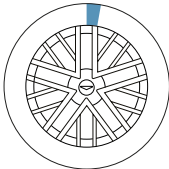
Operational efficiency

Industry is transitioning from linear to circular business models, utilising products and materials many times over and designing, producing and consuming in a way that minimises the use of resources, cuts waste and reduces carbon emissions.

Alongside this, over half of worldwide GDP is highly or moderately dependent on natural ecosystems. The UN has reported that the natural environment is declining at an unprecedented rate, and human actions have significantly altered the land and marine environments. To respond to this situation, the UN has called for transformative changes in society and industry.

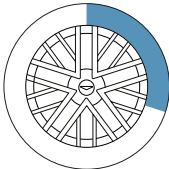
Aston Martin’s updated sustainability strategy focuses on minimising our impacts on the natural world. This includes eliminating and minimising pollution, waste and use of resources in all our operations to reduce the environmental impact from our products along their life cycle.

OUR TARGETS



3%

Reduce the amount of waste per car built by 3% each year



30%

30% reduction in water consumption per car by 2030

Improve biodiversity year-on-year at our manufacturing sites (measured by Biodiversity Index Score)

0

Zero waste to landfill

Environmental management

Our Environmental Policy sets out our commitment to protecting the environment, and to ensure we fulfil our environmental compliance obligations. Our Policy is available on our website at www.astonmartin.com/corporate/sustainability/policies.

Our operational environment team has responsibility for our ISO 14001:2015 environmental management system certification and work with external environmental protection bodies to ensure compliance.

We have achieved ISO 14001:2015 at our Gaydon and St Athan sites and the Company is working towards ISO 50001 (energy management) as part of our overall approach to environmental management at our main manufacturing facilities. We aim to have a Stage 1 ISO 50001 audit early in 2025 and will proceed towards full certification later in the year.

Waste

Our 2024 materiality assessment identified waste as a material topic, considering both the environmental impact and business risk due to increasing regulatory compliance around waste from production and the potential impact linked to vehicle end-of-life.

We aim to minimise waste and target zero waste to landfill. We continue to build a clearer view of where and why waste is generated across our value chain. In 2024, we saw a 27% increase in waste levels at our manufacturing sites per car built compared to 2023. As a result, we engaged specialist consultants to map our waste streams in greater detail, to improve waste management and reduction planning.

At our Gaydon and St Athan sites we use a specialist contractor to manage our waste activities from on-site monitoring, segregation and management through to waste disposal. This contractor also undertakes relevant training as needed with Aston Martin staff. In 2024, we generated 3478.34 tonnes of waste at our UK sites, a 23% increase from 2023. We sent no waste to landfill from our UK sites, however we have identified a small volume of waste from Newport Pagnell where the consignment note does not categorise final waste destination as non-landfill at the point of reporting. We are focused on understanding where, why and how to mitigate waste arising to support our waste reduction target.

Air quality

Air quality is a material topic because of the potentially negative impact of air pollutants from paint and solvents used in vehicle production.

We operate several processes under permit to the relevant local authority, predominately linked to our paint operations, which set air quality requirements for particulate matter, Volatile Organic Compounds (‘VOCs’), Carbon Monoxide (‘CO’) and Nitrous Oxides (‘NOx’).

We actively manage our operations to ensure compliance with permits and to minimise any pollutants. We engage an external third party to undertake monitoring on our behalf and in line with the Monitoring Certification Scheme for Equipment, a certification scheme for environmental monitoring personnel, organisations and equipment in the UK.

Water

Our main water demand is generated by our manufacturing processes at our St Athan and Gaydon sites, although our operations are not regarded as water intensive. According to the World Resource Institute Aqueduct Water Risk Atlas, Gaydon is in an area of low-medium water stress and St Athan is in an area of low stress. We work with the relevant water companies for our sites to manage any local water resource management concerns that may occur. We have continued to improve the monitoring of water usage during 2024 and upgraded sanitary fixtures to improve water efficiency as part of the refurbishment of Gaydon.

Water consumption at our UK sites accounts for 94% of the Company's total water consumption and is supplied by regional water companies; we do not self-abstract. We return our wastewater to the foul sewers (based on the relevant consent) for treatment by the relevant regional water company. We continuously work to ensure that materials and chemicals remain separated, and that pollution of water resources does not occur. In line with our consent requirements, we undertake direct sampling with the relevant environmental protection authority at least annually.

22%

IN 2024, WE CONSUMED 51,428.79 M³ OF WATER,
A 22% DECREASE FROM 2023.

To ensure we continue to take ownership of our own water resource management, we have set a target in our updated Racing. Green. strategy to reduce total water consumption at manufacturing sites by 30% per car by 2030 against a 2022 baseline. We are currently making good progress towards this target, having delivered an overall reduction of 16% against the baseline.

Biodiversity

Our operational biodiversity approach is focused on our main sites at Gaydon and St Athan. Together these sites have around 16.4 hectares of green space including our nature trail at Gaydon, the equivalent of about 22 football pitches. This green space provides a variety of habitats, including areas



OUR RESIDENT BEE KEEPER AT GAYDON

of species rich grassland, hedgerows, mature trees, drainage ditches and disturbed ground, all of which have high wildlife values.

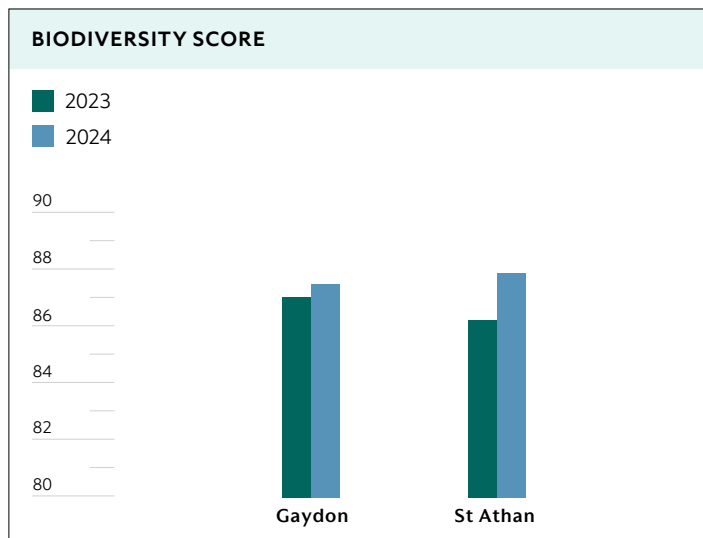
We strive to improve the biodiversity on our sites and to minimise ecological impacts, carrying out specialist risk assessments and monitoring prior to undertaking activities that may impact biodiversity on our sites.

In 2023, we implemented biodiversity management plans at Gaydon and St Athan and we monitor against these using the UK Governments Department of Food and Rural Affairs ('DEFRA') Biodiversity Metric 1.03 ecological baseline condition assessment methodology.

Action taken in 2024 included:

- Monitoring protected species activity
- Wildflower seeding
- Thinning woodland areas to encourage wildflower growth
- Clearing ground scrub from newt habitats (ponds)
- Creating insect habitats

As reported by the UN, we are also seeing the impact of a global decline in pollinators. We have noted a reduction in bee numbers at our hives, which were installed in Gaydon in 2022, as the bees struggle to find sufficient foraging areas. We are working with the Warwickshire Beekeepers Association to identify how we can support our bee population in an increasingly challenging natural environment, including ensuring the land we have available has the right early blooming species at critical times in the year.



Getting our employees involved

Our employees play an active role in supporting efforts to improve the environment and we have a network of environmental champions who help embed environmental thinking within the business as well as identify opportunities for improvement. In 2024, activities that employees have been involved with include:

- Wildflower seed bombing
- Running litter picking sessions
- Hosting webinars on environmental topics
- Removing disposable cups from satellite offices
- Reducing waste through process improvements in parts ordering

BUILDING A SUSTAINABILITY-LED CULTURE



We continued our Sustainability-led employee communications and engagement activities through 2024 to further embed Racing. Green.

Both the Sustainability team and other functions lead these communications, which are aligned with our sustainability strategy.

We held two employee focus groups as part of our updated materiality process, which also provided feedback on employees' thoughts on Racing. Green. and how we can involve them further. In September, we launched a 'conversational' webinar series with employees whose roles cross over with elements of Racing. Green. with topics including our EV transformation, EDI and what being an ally means, and we will continue this into 2025. Our new employee engagement platform, Workvivo has enabled swifter communication with our colleagues, and we have seen excellent engagement, particularly around our community involvement activities.

Beyond our operations

Water scarcity and dependency on nature are two key upstream value chain issues. The UN reports that around half of the world's population currently experiences severe water scarcity for at least part of the year, we therefore recognise the importance of addressing water scarcity. Alongside this, the automotive sector has been ranked in the top 20 sectors most dependant on nature for direct and supply chain gross value added. We are developing our strategy in these areas and will add targets in the future as we progress our approach.

Water (upstream impacts)

We concentrate our focus on water resource management at our operational sites but remain aware of the wider impacts of our extended value chain and in particular upstream activities on global water resources. The importance of this issue was highlighted in our materiality assessment.

As part of our climate scenario refresh, we selected key sites across our value chain based on physical climate risks and where we anticipated significant impact on the Company's ability to operate. This identified an increasing trend over time of water stress within specific supply chain areas, whilst a decreasing trend for risk on our own operational sites. In 2025, we will investigate these results further, and develop contingency plans as required.

Nature

The Taskforce for Nature-related Financial Disclosures ('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.

In 2024, Aston Martin joined the TNFD Forum, a platform for organisations to signal their support, contribute to the further development of guidance, and to learn from others through pilot testing and focus groups. The Forum helps the Company access best practice on protecting the environment, improve risk management, and meeting new reporting standards.

In our 2024 materiality assessment, biodiversity and ecosystems were identified as a material topic due to Aston Martin's potentially negative impact on the environment caused by the extraction and processing of materials we use, including steel, aluminium, and plastic. Through 2025, we will look at how we can further embed reporting and map nature risks to better understand our impacts, risks and opportunities.

COMBATING DEFORESTATION



Forests provide solutions to global challenges. Whilst the UN report that deforestation is slowing, forests are under pressure from climate-related stressors and forest product demand is growing. As a by-product of the cattle industry, leather and deforestation are often linked. Aston Martin's main supplier of leather products, used to craft the ultra-luxury interiors in our vehicles is a UK-based company, Bridge of Weir.

Bridge of Weir has committed to the absence of deforestation in their supply chain. Their ability to track and trace from farm to finished product allows Bridge of Weir to prove the absence of deforestation. All their raw hides are a by-product of the local beef and dairy industries, from which they have 100% traceability. Sourcing raw hides locally within the UK and Ireland from responsible suppliers, without risk of deforestation, transparently and with full traceability provide Aston Martin with the confirmation of guaranteed provenance without deforestation.

**“WE DELIVER FULL SUPPLY CHAIN
TRANSPARENCY WITH 100% TRACEABILITY
AND 0% DEFORESTATION BY SOURCING 100%
BY-PRODUCT OF THE FOOD INDUSTRY.”**

**DR WARREN BOWDEN,
HEAD OF SUSTAINABILITY & INNOVATION,
SCOTTISH LEATHER GROUP**

Sustainable design

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

A core focus of our sustainable innovation approach remains vehicle efficiency, circularity, choice of materials and developing the right partnerships to support our pursuit of innovation.

The development of our new vehicles follows a programme management approach that takes a vehicle from conception through to full-scale production. In 2024, we updated this approach to ensure that we factor sustainability into the process early on, keep it embedded at all relevant delivery stages and link it to reducing our main Scope 3 emissions impacts.

SUSTAINABLE MATERIALS

Our materiality assessment identified sustainable materials as material due to the opportunity to significantly reduce Aston Martin's Scope 3 emissions and the positive environmental impact of conserving natural resources. It was also identified as a material financial opportunity due to supply chain risks.

Sustainability is a key focus for our design teams. We review our products against high standards of quality and durability as well as key sustainability attributes such as recyclability, supply chain traceability, carbon and wider environmental impacts. For example, all wood used in our vehicle models is Forest Stewardship Council ('FSC') certified, which confirms that the wood comes from forests that are managed to preserve biodiversity and uphold forest management principles that benefit the lives of local people and workers.



OUR ST ATHAN MANUFACTURING SITE



We also continue to build our sustainability approach into our wider portfolio, and the materials and practices that we mandate throughout our dealership network. The research and due diligence process to select 'Corporate Identity' suppliers for our dealerships prioritises sustainability criteria and allows us to define the traceability of the supply chain. Prospective suppliers are required to demonstrate sustainable practices and suggest additional improvements for the business. For example, in 2024, we mandated dealerships to use the Casambi lighting management system enabling remote Bluetooth management of lighting. The management system ensures consistent lighting between sites and assists in energy and light emission management.

LIFE CYCLE ASSESSMENT

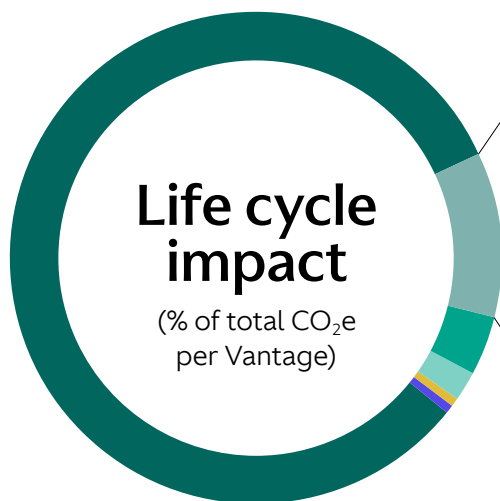
To enable the business to better understand all the sustainability attributes of our vehicles and evaluate the inputs, outputs and potential environmental impacts of our vehicles, we have started using a product-focused life cycle assessment ('LCA'). This allows us to identify hotspots in material use, and analyse how impacts can change, enabling strengthened engagement with our supply chain.

In 2024, we commenced a pilot LCA on the Vantage to develop our approach. The scoping LCA is helping us understand how we can further improve our processes and support our actions to embed sustainability further into our vehicles. We are looking at how we can build LCA into our processes and wider design portfolio in 2025, particularly focussing on opportunities to reduce the emissions impact of upstream materials. Aluminium, which is 60% of the total upstream materials impact, is the focus of our research programme – Project PIVOT (see page 28).

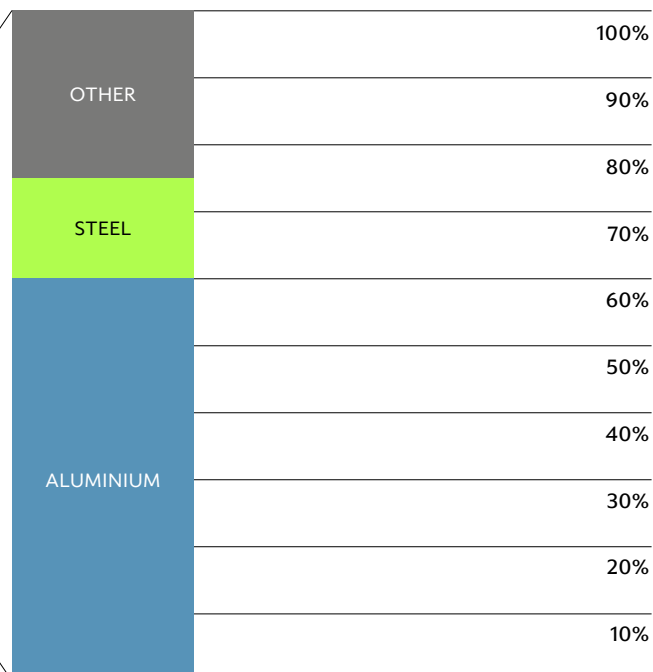
VANTAGE LIFE CYCLE ASSESSMENT

- Use and maintenance
- Upstream materials
- Storage at dealership
- Manufacturing
- Downstream transport
- End-of-life

83%
11%
4%
2%
<1%
<1%



Relative climate change impact of upstream materials



Figures shown in these graphs are from our initial scoping LCA and are subject to change as we refine our input data

PARTNERING FOR INNOVATION

Pioneering innovation is often driven by collaboration and partnerships. In 2023, the Company was awarded government funding to supplement the research and development of Aston Martin's innovative modular BEV platform.

The funding is part of a £9m government grant from the Advanced Propulsion Centre ('APC') for Project ELEVATION, a six-partner collaborative research and development project led by Aston Martin, and supported by the Manufacturing Technology Centre, Expert Tooling & Automation, Creative Composites, Fuzzy Logic Studio and WMG, University of Warwick. The project addresses the technical challenges of developing a lightweight, 800V traction battery pack and twin front electric drive unit into a modular BEV platform with a bandwidth from supercar to SUV and includes investment in vehicle light weighting, a digital toolchain and electrification training.

This year the project has:

- Identified a 26% mass saving for composite concept over baseline high voltage battery enclosure design
- Mapped the manufacturing digital landscape with a transformation roadmap
- Developed a net zero supply chain tactical plan, assessments and tools
- Delivered core functionality for an integrated 3D immersive training platform

In 2024, we joined with several partners to secure a £6m, government-funded innovation project supporting the development of lightweight, sustainable aluminium castings for our vehicles led by aluminium supplier, Sarginsons Industries.

PROJECT PIVOT

Supported by Innovate UK and the APC, Project PIVOT ('Performance Integrated Vehicle Optimisation Technology') aims to revolutionise sustainable vehicle manufacturing by creating lighter, more sustainable cast aluminium components. Led by Sarginsons Industries, PIVOT brings together Aston Martin, Brunel University London, GESCRAP and Altair.

The project will develop innovative software that will result in cast aluminium structures that are up to 30% lighter while maintaining performance and using 100% recycled aluminium to reduce embedded carbon emissions in vehicle components by up to 95%. Advanced grain refinement techniques developed in PIVOT will make it possible to use secondary alloys for cast structural applications such as body structures and vehicle chassis systems to reduce mass and embedded carbon in future Aston Martin vehicles.

"WE ARE DELIGHTED TO BE PUSHING BOUNDARIES IN TERMS OF SUPERCAR PERFORMANCE WITH ASTON MARTIN, WHILST ALSO LEADING THE INCREASE IN SUSTAINABILITY OF THE ALUMINIUM CASTING INDUSTRY. IT WILL BE A TRUE GAME CHANGER."

**ASHLEY STAFFORD,
COMMERCIAL DIRECTOR, SARGINSONS**



VEHICLE END-OF-LIFE, RECYCLING AND RE-MANUFACTURING

In our 2024 materiality assessment, end-of-life vehicles was identified as a material topic due to the positive impacts remanufacturing and prolonging the life of our vehicles can offer our customers, the environment and society. It was also identified as a material topic due to the potential negative environmental impact of end-of-life pollution. Longevity, vehicle recycling and remanufacturing were regarded by stakeholders as being of high importance.

We are dedicated to quality and craftsmanship over the whole life of our vehicles, supporting vehicle longevity. We estimate that 95% of vehicles ever manufactured by Aston Martin are still 'on the road' but vehicle end-of-life and minimising associated environmental impacts are important parts of our design process. Whilst we currently have many elements of a circular approach to business, we are investigating and developing the most appropriate, overarching strategy which looks at keeping our vehicles on the road as long as possible, promoting material circularity and improving reuse of waste onsite through operations.

We use the International Material Data System ('IMDS'), the automotive industry's material data system. In IMDS, all materials used for automotive manufacturing are collected, maintained, analysed and archived. Using IMDS in collaboration with all AML suppliers, we have full transparency of vehicle content at the design and manufacturing stages.

“PROJECT PIVOT WILL ENABLE FASTER DEVELOPMENT OF LIGHTWEIGHT ALUMINIUM CASTINGS AND A REDUCTION IN EMBEDDED CARBON IN FUTURE ASTON MARTIN MODELS.”

ED BOWER,
INNOVATION & ADVANCED TECHNOLOGY SENIOR EXPERT

We comply with the EU's End-of-life Vehicle ('ELV') Directive with more than 85% of our vehicle content across all models being recyclable at the end of its life. Our scoping LCA will also support a better understanding of the end-of-life impact of our vehicles.

Aston Martin Works, our heritage manufacturing site, is one of the few suppliers globally that can supply parts and accessories for almost every vehicle produced by the Company in its history. Supported by our team of highly skilled craftspeople, the Company has a unique capability to ensure as many Aston Martin vehicles as possible can remain on the road. As part of the re-manufacturing process, every effort is made to preserve as much of the original car as possible, with components disassembled and stripped of paint and corrosion. Every component is then carefully assessed to identify which can be reused or refurbished, or those that require replacement.

RECYCLABILITY (AVERAGE MATERIALS BREAKDOWN BASED ON WEIGHT)



STEEL AND IRON

24%

SPECIAL METALS

<1%



FUELS AND AUXILIARY

5%



PROCESS POLYMERS

1%

POLYMER MATERIALS

21%



ELECTRONICS/ELECTRICS

<1%



NON FERROUS METALS ,
CAST AND WROUGHT ALLOYS

3%

LIGHT ALLOYS, CAST
AND WROUGHT ALLOYS

39%



OTHER MATERIALS

6%

Data is representative only and based upon material studies for all models in Aston Martin vehicle lines.
Figures have been rounded and may not add up due to rounding.

Investing in people

Our aim is to provide a safe, diverse, equitable and inclusive workplace, where our colleagues are supported to meet their goals and aspirations and can make positive, lasting impact by collaborating with our local and international communities to support wider society.

Our People Strategy has been developed to accelerate progress towards a world-class employee experience. We deliver our strategy through four pillars: Organisation Capability, Culture, People and Talent Development and HR Service Delivery to the Company. Our approach to our values and promoting a diverse and inclusive workforce applies across all these pillars.

TO ACHIEVE THIS WE WILL:

- Create an environment that enables a positive work-life experience, valuing safety, health and mental wellbeing
- Provide purposeful employment for all our employees in a diverse and inclusive workplace
- Build skills that support long-term employability and our transition to electrification
- Maintain social investment in our communities to support sustainable development aligned with local needs

The results of our 2024 double materiality assessment highlighted the following material topics that sit under our 'Investing in People' pillar:

- Investing in young people (early careers and STEM)
- Employee EDI, training and skills
- Employee health and safety

IN THIS SECTION

- Culture, safety, health and wellbeing
- Equity, diversity and inclusion
- Skills
- Society

OUR KEY ACTIVITY

- Developed and launched Community Investment Policy
- Launch of new employee engagement platform
- Increased employee-led EDI activity and awareness
- All employee engagement on safe working practices

UN SUSTAINABLE DEVELOPMENT GOALS



86%

Of employees feel proud to work for Aston Martin

26%

Increase in training hours compared to 2023

12.5%

Improvement in Accident Frequency Rate compared to 2023



Culture, safety, health and wellbeing

People are at the heart of our business and the communities we operate in globally. Our updated sustainability strategy continues our commitment to a workplace and wider society where people are empowered.

We want to ensure our employees feel they have a safe and great place to come to work every day. We are targeting zero accidents and aim to be recognised as a Great Place To Work® by 2025.

Great Place To Work®

OUR TARGETS
0 Zero accidents in our business
Improve workplace engagement and culture, and secure accreditation as a Great Place To Work® by 2025

OUR VALUES
Our values set the tone for how we do things and the culture we want to establish. This is supported by our Code of Conduct. We have rolled out values training to almost 2,800 people across our business since 2023. Our values are:
UNITY
OPENNESS
TRUST
OWNERSHIP
COURAGE
At the core of our values is one single guiding tenet: NO ONE BUILDS AN ASTON MARTIN ON THEIR OWN

Prioritising safety

In our 2024 materiality assessment, employee health and safety was identified as a material topic. Prioritising safety is a vital part of working as an ethical organisation and at the core of protecting employee wellbeing. Aston Martin's ambition is to achieve zero accidents across its business. In 2024, the Company's Accident Frequency Rate ('AFR') was 0.35.

SAFETY MANAGEMENT

Our safety management system is designed to maintain the highest standards of safety and welfare for all employees, business partners and visitors and is aligned to ISO 45001. It follows the 'plan, do, check, act' model to continually improve all related policies, procedures and working instructions.

Supporting this, we have been investing in new technology and safety systems to enhance and improve incident recording, safety trend analysis and the management and closure of incidents which have helped improve safety performance.

We are audited by the British Standards Institute ('BSI'), with our Gaydon manufacturing site audited annually. BSI's approach includes best-practice safety indicators: leadership; stakeholder engagement; risk management; organisational health and safety culture; continual improvement; and wellbeing.

RISK IDENTIFICATION

In 2024, we enhanced our ability to identify safety-related risks by working with employees to develop new safety training tailored to their specific operational environments. This uniform and consistent approach has allowed us to improve the quality and standards of risk assessments ensuring all trained individuals have the same level of understanding and ability to identify hazards. Further courses will be developed in 2025 tailored to individual business functions improving the pro-active identification of hazards and risks.

We are rolling out a similar approach to ergonomics, improving the quality and standard of ergonomic risk assessments, and ensuring a consistent approach is used to understand and identify ergonomic hazards.

SAFETY PERFORMANCE

Health and safety performance is monitored at monthly health and safety committee meetings at our manufacturing sites. Chaired by our site directors and following a set agenda to ensure consistency of approach these meetings form our first line of performance monitoring. Our Health and Safety team work across the sites to ensure learning is not siloed and to prevent similar incidents reoccurring in different facilities.

Safety Specialists meet Senior Executives twice per month to review the latest safety data, to consider trends and identify actions needed. In addition, all safety data is reported to the Sustainability Committee on a quarterly basis. Vincenzo Regazzoni, Chief Industrial Officer and member of the Executive Committee, leads on the Company's safety performance and activities. We have developed a five-year road map including targets designed to drive continual improvement to the safety culture.

The annual performance bonus paid to eligible employees has a safety element centred on achieving consistent reductions in safety-related incidents over time.

SAFETY PROCESS

Our health and safety processes include regular reviews of risk assessments to identify significant hazards, as well as 'toolbox talks' highlighting safety during team briefings for operational colleagues. We have enhanced our training this year by developing and delivering training utilising our in-house teams with specialist knowledge of our own work environment. Alongside this, we continue to roll out e-learning courses backed by the Institution of Occupational Safety and Health ('IOSH'). These courses cover critical aspects of safety management, including the importance of risk assessment, incident reporting and human factors. Colleagues across the Company, in relevant roles, are offered the opportunity to study for IOSH-accredited qualifications.

Health and wellbeing

Fundamental to our culture is taking care of ourselves and each other, providing a working environment that values health and wellbeing. We have developed different initiatives to promote health and wellbeing amongst our colleagues. Our employee assistance programme provides employees, as well as their immediate families, with free and impartial support through an external third-party.

OCCUPATIONAL HEALTH

The Company engages a third-party occupational health services provider to deliver a broad range of services, including health testing, referrals and driver medicals.

MENTAL HEALTH

Our focus on mental health includes delivering training on mental health awareness and stress management, and access to mental health tools such as cognitive behavioural therapy, proven mindfulness exercises and relaxation techniques via an employee app. In 2024, 15 employees volunteered to become Mental Health First Aiders, providing an additional layer of support for our colleagues. Colleagues also arranged a series of wellbeing walks and hosted lunch and learn events.

WELLBEING

We offer an extensive range of wellbeing benefits across the Company, including healthcare provision, on-site health assessments, discounted gym membership and a free, confidential helpline offering access to counselling.

It's important to us that our employees can access wellbeing support across a range of platforms and services. Workvivo, our new employee communication tool, provides access to our wellbeing hub – a one-stop location for employees to access information sources about wellbeing and health. Our e-learning platform also offers a suite of wellbeing modules from stress management and relaxation techniques, to tips for working from home.

“BEING A MENTAL HEALTH FIRST AIDER ALLOWS ME TO SUPPORT COLLEAGUES AND PROVIDE A NON-JUDGEMENTAL LISTENING EAR IN TIMES OF UNCERTAINTY OR STRESS.”

SUE ROBERTS,
LEGAL ASSISTANT



WALK AND TALK AT OUR GAYDON NATURE TRAIL

Performance, rewards, and benefits

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.

EMPLOYEE PERFORMANCE MANAGEMENT

To continue our journey to become a Great Place To Work®, we are putting people at the heart of our culture and ways of working. We are making sure our people have a voice, and are empowered, supporting their continued development and growth.

To support this approach, in 2024 we implemented a new performance management process called SPARK, which reflects the Company's values. The process facilitates regular conversations between colleagues and their line management to support both personal and professional development. It also promotes the opportunity for upwards feedback to line managers on their effectiveness.

COLLEAGUE RECOGNITION

It's important to recognise the hard work of our employees. As well as annual programmes such as our Peer Recognition Programme and Long Service lunches, we also host special one-off events for our employees. To mark the launch of the new Vanquish, we held a food festival lunch at our Gaydon site overseen by TV chef and award-winning restaurateur, Dipna Anand, alongside a showcase of our core portfolio of vehicles.



LONG SERVICE AWARD LUNCH

The 2024 Values Peer Recognition Programme received an incredible 259 individual and 29 team nominations, each recognising the outstanding work of our Aston Martin colleagues aligned with our Company values. At our 2024 Long Service lunch, we celebrated over 50 colleagues who have 25 or more years of service, who together, represented an astounding 1,800 years of combined service.

REWARDS

All employees are eligible to take part in the Company-wide annual bonus, based on performance, and all eligible employees were again awarded free shares in 2024, through the 'Aston Martin Sharing. Success.' share plan, offering everyone the chance to share in the future success of the Company. We have upgraded our grading system to enable us to better manage and monitor pay versus external benchmarks and undertake internal consistency checks to reduce potential bias.

WELFARE AND BENEFITS

We are committed to protecting and enhancing the welfare of our employees. We offer an extensive range of benefits including a competitive pension scheme, enhanced parental leave policies, access to car schemes, cycle to work and access to schemes that benefit our employees and their families, such as mortgage advice and life assurance.

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

We respect the rights of our employees to form and join trade unions and take part in collective bargaining. We also support employees' rights to associate with any group they wish, including joining or leaving groups such as trade unions that represent employees' interests and needs.

Our relationship and engagement with the trade union, is important to our colleagues and Aston Martin as a business. The trade union and our employee trade union representatives actively engage on issues including pay negotiations, contractual changes, individual concerns, policy development, ways of working, and business updates. Approximately two thirds of our employees are covered by collective bargaining agreements.

At the start of 2024, we agreed on a two-year pay deal with the trade union, covering pay and terms for 2024 and 2025. To promote a positive work-life balance, the agreement also included a commitment to reduce contractual hours of manufacturing technicians in 2025.

Aston Martin complies with the relevant notice periods required to notify employees and trade unions of operational changes across our locations.

EMPLOYEE ENGAGEMENT

In 2024, we continued to engage our workforce through a variety of channels including the use of employee surveys. Employee surveys enable management to gain insights into employee concerns, strengths and areas for improvement. Employees are also encouraged to offer feedback through regular forums and town hall meetings.

We launched our new employee engagement platform in 2024 on Workvivo, which can be accessed via both app and desktop to make it more accessible to production staff. Our staff are encouraged to develop content to support collaboration and networking.

EMPLOYEE ENGAGEMENT



We focus our employee engagement approach on listening to and informing our colleagues about relevant news, policies and changes important to them.

In 2024, we held our first full Great Place to Work® employee survey, with a response rate of 78% (of eligible employees). The results of the survey are shaping the way we work, including developing a positive and inclusive company culture. The results also indicated that we could do more to help employees get the information they need. With approximately 20% of the workforce in a production environment, communication needs to be adaptive.

At key points during 2024, we published 'on-demand' film presentations from members of our Executive Team, which remain available to all on our internal 'AMTV'. In December, our CEO Adrian Hallmark, delivered his first town hall at our HQ in Gaydon, which was also live-streamed to our other UK sites. Town halls are an important moment to appreciate and celebrate the work of our teams, answer employee questions and look ahead.

78%

RESPONSE RATE FROM OUR FIRST FULL GREAT PLACE TO WORK®
EMPLOYEE SURVEY

Equity, diversity and inclusion

Our Equity, Diversity and Inclusion Strategy is embedded in our values. It focuses on achieving a workplace and culture where our people feel connected to Aston Martin's purpose, that they have a voice, are listened to and will receive equal opportunity 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 our 2024 materiality assessment, diversity was identified as a material topic due to the link of diverse teams with increased innovation.

OUR TARGET

30%

Aim for Women in 30% of leadership positions by 2030

Our Equity, Diversity and Inclusion Pledge supports our strategy and highlights our belief that we have a diverse workforce that gains equal access to success and that we include everyone in their journey, irrespective of their starting point and characteristics, protected or otherwise. In 2025, we plan to sign the Armed Forces Covenant, showing our dedication as an employer of veterans, and our support to the Armed Forces Community, reinforcing our testament towards our workplace EDI aims.

EQUITY, DIVERSITY AND INCLUSION PLEDGE

At Aston Martin we believe in each other, our unique abilities and understand we are stronger together. We support everyone to be heard and cherish diverse perspectives that help us collaboratively thrive. We are fuelled by passion, dedication and a fundamental respect to be held accountable as we drive excellence forward. We are supported to succeed and belong. No one builds an Aston Martin on their own. I AM Inclusion; I AM, because we are Aston Martin.



'I AM INCLUSION' NETWORK DAY CAKES

Governance

To deliver our pledge, we have established an EDI governance structure that operates across our business and brings together both a corporate and employee-led approach.

EDI EXECUTIVE COUNCIL

- Ensure organisation is made accountable for prioritising EDI activities amongst business objectives
- Approve yearly plans of action
- Review progress against plans
- Align with board and external requirements



EDI ADVISORY GROUP

- Discuss and share thoughts on EDI activities being driven from employee inclusion network
- Support the inclusion network to deliver actions against timing and plans
- Provide insights into how to land initiatives across all sites and business areas
- Review new/updated EDI Policies



EMPLOYEE INCLUSION NETWORK

- Employee-led group to ensure the work we do is representative of the business
- Enabler of plans
- Prepare and suggest yearly action plans
- Hold executives accountable for furthering EDI activities
- Run regular activities and activations in line with EDI Calendar
- Promote ways of working with Senior Management

Gender diversity

We recognise that women are underrepresented in the automotive industry. As a result, we continue to seek ways to support women into our business. We are actively working to improve our representation across the business and have adopted a target that aligns with the industry commitment to achieve 30% women in the workforce by 2030.

In 2024, women occupied 17% of leadership roles and the proportion of women in the total workforce was around 16%, both figures remaining broadly level compared with 2023.

On International Women's Day, we launched a month-long programme of events to promote inclusion and to recognise the achievements and contributions of women. The programme included an interactive session featuring board members Anne Stevens and Jean Tomlin, and Company Secretary, Liz Miles. Other events focusing on gender equality included a celebration of International Women in Engineering Day and our newly formed collective 'Women of Aston Martin'.

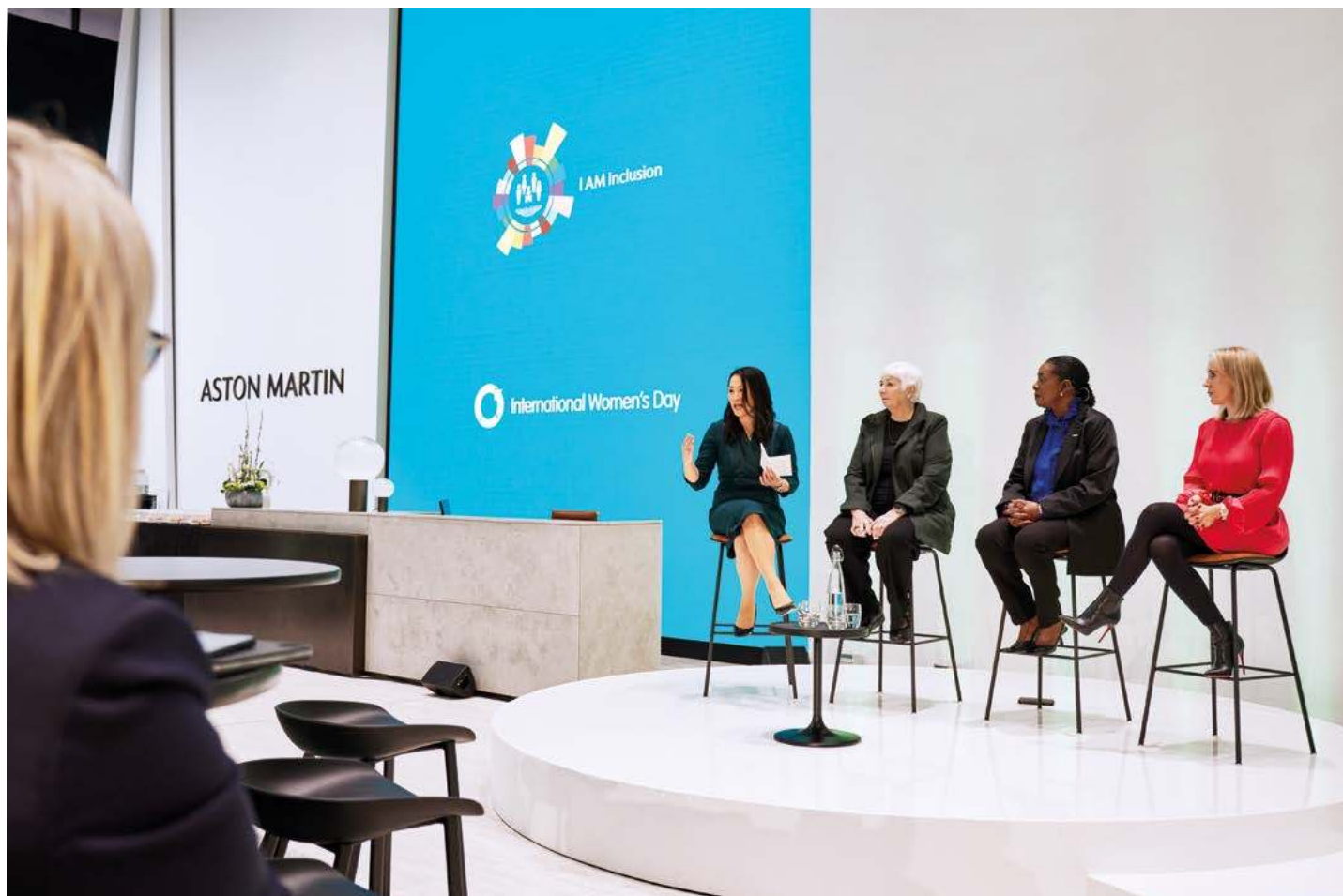
Alongside this, we have reconfigured our approach to recruitment. Our hiring manager training covers our Company values and explores the impact of bias. By incorporating values into the recruitment process, we aim to bring in values-led individuals who contribute positively to our culture.

We have built and empowered our Hiring Team to enable them to flexibly recruit according to our needs and objectives. Our direct hiring approach enables us to identify and access a diverse candidate pool and proactively drive diversity hiring.

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 12.0% and a median pay gap of 4.8% in 2024, favouring men. These have changed slightly compared to 2023 (mean pay gap of 10.3% and median pay gap of 5.2%, 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 a shift premium and overtime payments. We are working to improve gender equality which will contribute to narrowing the gap, with the ultimate aim to close it completely.

↗ The Gender Pay Gap report is available on our website at www.astonmartin.com/corporate/sustainability/gender-pay-gap-report



INTERNATIONAL WOMEN'S DAY INTERACTIVE SESSION

Employee-led EDI activity

Backed by our EDI strategy, our 'I AM Inclusion' network consists of volunteers who are passionate about inclusion, challenging how things are done and supporting people to give them a voice.

We have six dedicated strands within our network which focus on different areas of EDI. The strands are I AM Gender, I AM Pride, I AM Ability, I AM Embraced, I AM Well and I AM Armed Forces. These strands have been voted for by our employees to ensure we represent the demographics at Aston Martin. Each strand has a chair and co-chair, and the overarching space is sponsored by an executive sponsor. Both sponsors and chairs are nominated and voted for by employees.

During 2024, we held our Inclusion Network Day where our network strand chairs and partners visited each site in the UK to enhance the network's profile and membership engagement.

The network organised a range of activities to mark Women's History Month in March, including a panel event at our Gaydon HQ for International Women's Day. Our Women of Aston Martin brand was formed, and the network continued to elevate women in leadership through mentorship with initiatives such as the creation of our 'Women in production group'.

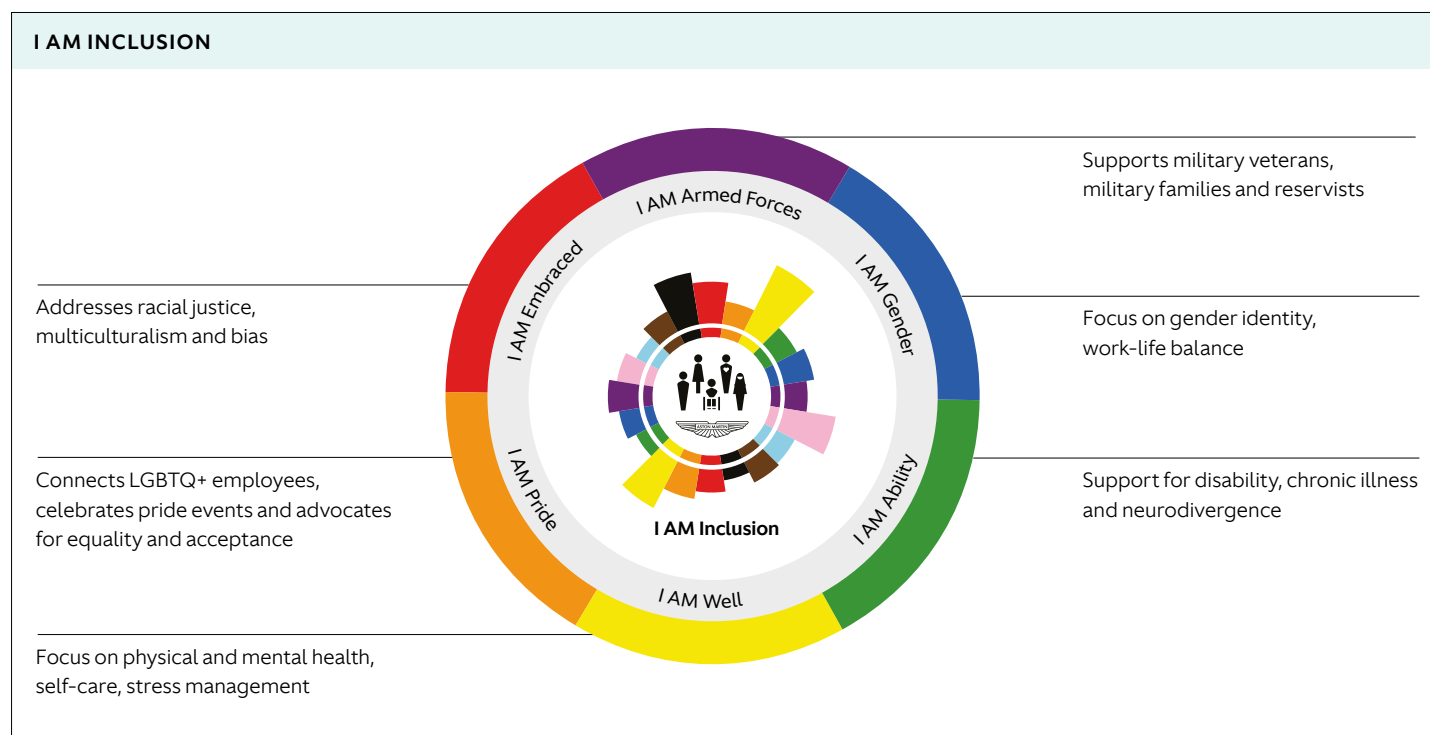
Other initiatives led by our I AM Inclusion network during 2024, included:

- Multiple **I AM INCLUSION** strands provided input to the Gaydon HQ refurbishment, leading to the installation of gender-neutral toilets, Wudu wash facilities for our faith community, a new contemplation room, and sound-proofed booths to support neurodivergent working.



“OUR INCLUSION NETWORK SUPPORTS EMPLOYEES FROM ALL BACKGROUNDS TO COME TOGETHER, PROMOTE UNDERSTANDING, CREATE A SENSE OF BELONGING AND DRIVE POSITIVE CHANGE.”

**MATTHEW HARRIET RANDALL,
I AM INCLUSION NETWORK CHAIR**





- **I AM WELL** hosted a round table to discuss mental health, including sharing lived experience examples. Colleagues shared candidly on an array of themes including imposter syndrome, suicide awareness and prevention, religion and led our weekly wellbeing walk and talk.
- **I AM PRIDE** led our support of Birmingham Pride with an Aston Martin DBX as part of the parade and a breadth of employees who participated in the day's celebrations.
- **I AM ABILITY** worked closely and cross-collaboratively with EDI, Facilities and Health and Safety functions to increase the amount of disabled parking bays on site.
- **I AM EMBRACED** supported the business through Black History Month, kickstarting our internal storytelling and bringing Diwali celebrations to the workplace. Holi was also celebrated through the throwing of powdered paint across an Aston Martin DBX.
- **I AM ARMED FORCES** our newest strand commemorated Remembrance day with a free veteran and reservists' breakfast and began a new relationship with the Ministry of Defence as we embark on new commitments together.
- **I AM GENDER** ran events for Movember, including local community barbers supporting us in an on-site shave-off event, getting colleagues ready to grow their Mo's in aid of Men's month – raising awareness for men's health and mental wellbeing.



Skills

Demographics, automation and inequality are factors that shape the evolving business landscape, with an increasing focus on ensuring the impacts of climate change, which are being felt not just by the natural environment, but also by global society, are considered through a just transition.

Skills, alongside training and diversity, was identified as a material topic in our 2024 materiality assessment based on its significance for securing the future of the business and the potential positive socio-economic impacts on employee wellbeing and skills development. For example, stakeholders felt that diverse teams can lead to more innovation and that investing in workforce training will help create the advancement of skills needed for the transition to electrification.

To ensure we have the right culture within our business, we are embedding our values across our approach to recruitment and career development, both of which work side by side to help us achieve our target of aiming for women in 30% of leadership positions by 2030.

Training

Every employee at Aston Martin can access training opportunities tailored to their needs and aspirations. Where appropriate, this can include enabling employees to work towards Chartered Management Institute Level 3 in Management and Level 5 in Leadership and Management, as well as Association for Project Management ('APM') Level 4 in Project Management and in Data Analytics and MBA qualifications.

We continue to make courses available to employees using our e-learning platform. The range of courses covers all aspects of the business, including our Code of Conduct, ISO 14001 and other management system certifications, EV awareness training, Anti-bribery and corruption, GDPR and data protection, Understanding cyber security, UN Global Compact business and human rights and the Aston Martin values and EDI immersion.

26%

INCREASE IN NUMBER OF TRAINING HOURS
DELIVERED COMPARED TO 2023.

IGNITE LEADERSHIP DEVELOPMENT



We continue to invest in the development of our leaders and management within Aston Martin through our flagship Leadership Development programme, 'Ignite'.

Ignite is a bespoke, seven-month development programme designed for Aston Martin. The programme is undertaken in mixed cohorts with a focus on self-awareness and development, leading as a coach, developing others and understanding the business now and in the future. In 2024, 64 leaders from across Aston Martin completed the programme. Supporting our focus on gender diversity, we also ran a cohort dedicated to our women in management and leadership roles.

"THE IGNITE COURSE WAS EXTREMELY BENEFICIAL. I'VE LEARNT NEW SKILLS AND HAVE BEEN GIVEN ADDITIONAL TOOLS TO HELP MANAGE MY OWN AND MY TEAM'S WORKLOAD, MOTIVATION, SKILLS AND PERFORMANCE. IT WAS ALSO GREAT TO CREATE A SUPPORT NETWORK OUTSIDE OF THE NORMAL TEAMS I WORK WITH."

**CARLEY HIBBERT,
INTERNATIONAL TRADE AND CUSTOMS MANAGER**

“WE CONTINUE TO INVEST IN OUR ELECTRIFICATION PROGRAMME AS WE DEVELOP KNOWLEDGE COURSES TO ACCELERATE OUR EV TRANSFORMATION.”

CHRIS BLOW,
SENIOR EXPERT EV TRANSFORMATION

EV READINESS

Building on our approval in 2023 by the Institute of the Motor Industry ('IMI') to deliver IMI Level 2 and 3 training, our Technical Training team delivered 2,880 hours of EV training in 2024, enabling 370 employees to gain either their IMI Level 2 or 3 in EV safety. Our in-house electrification training programme continues to expand, as we develop knowledge courses for our transformation including battery assembly, EV HV battery analysis, diagnosis and repair, lithium battery storage, handling and disposal, and hazard management. This training will be delivered in our Electrification Centre of Excellence with trainer-led practical activities, as well as using both virtual reality ('VR') and augmented reality ('AR') technologies, including the use of an AR app co-developed for Valhalla with Fuzzy Logic, one of our partners through our APC-funded Project ELEVATION.

We have also built on our relationship with the IMI, attaining direct claim status for EV Level 2 and 3 courses, as well as gaining approval to deliver the international standard for the same courses, supporting our electrification journey by working with the Aston Martin dealer network globally.

In 2024, we expanded work with external partners such as the Electrification Skills Network to help ensure nationally-led EV skills are developed and validated through Aston Martin's support of the Auto Skills Council. We committed funding to the EV skills platform, nationally developing cross functional training between major UK Original Equipment Manufacturers ('OEMs'). We are also supporting skills-foresighting workshops in the automotive and EV sector with Coventry Council, West Midlands Chamber of Commerce and Warwick Manufacturing Group to ensure an accurate prediction of training requirements up to five years in the future.



EARLY CAREERS INTAKE 2024

Early careers

In 2024, our materiality assessment identified early careers and promoting Science, Technology, Engineering and Mathematics ('STEM') as a material topic due to the need to ensure a pipeline of talent equipped with the right skills, based on its significance for securing the future of the business and the potential positive socio-economic impacts on employee wellbeing and skills development.

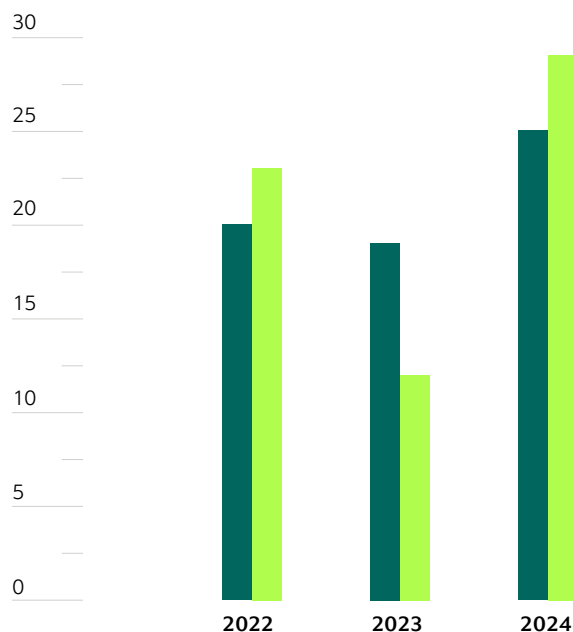
In 2024, we recruited 25 new apprentices and 30 graduates, and welcomed 14 industrial placements, ensuring our talent pipeline of the future. Our early careers scheme is split between technical and professional career paths. The graduates have a two-year programme that allows them to experience different areas of the business.

The 30 graduates who joined the Company in 2024 work in various roles, ranging from engineering to finance. Many of our apprentices are on degree pathways at higher education institutions including the University of Warwick, Solihull College and the 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. Alongside this, 21 of our Graduate scheme colleagues that joined in 2022 moved into permanent positions across the organisation, from commercial to engineering.

Our four-year apprenticeship programme combines classroom-based and online learning with mentorship and on-the-job experience across multiple areas of the business.

EARLY CAREERS RECRUITMENT

■ Apprentices
■ Graduates



TINO MUMVURI



Tino joined Aston Martin as a Degree Apprentice. He is currently working in the Procurement team on the new Valhalla model, whilst also studying towards his CIPS Level 6 Professional Diploma in Procurement and Supply.

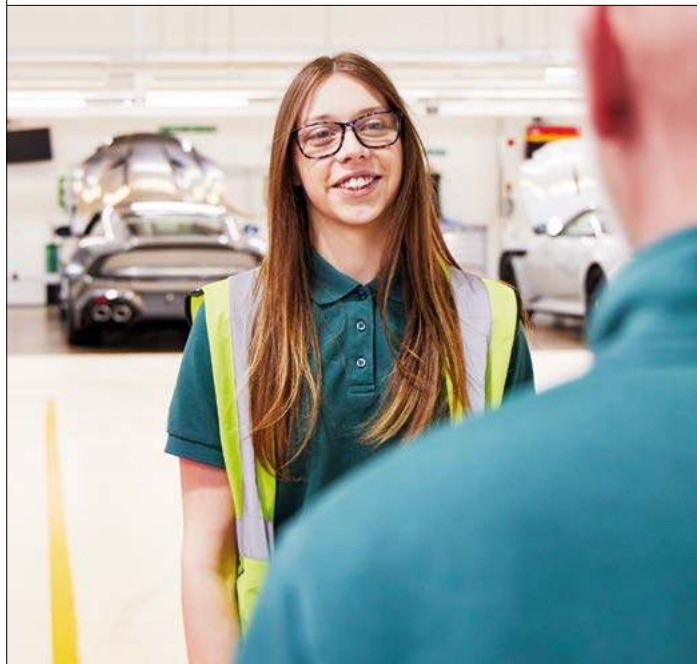
Tino advocates for apprenticeships through his role as a Government Apprenticeship Ambassador, visiting schools to share his experience and the benefits of apprenticeships, as well as providing support for students going through a recruitment process.

During his programme, Tino has developed valuable skills and has enjoyed the opportunity to get hands-on experience and learn from a team of experienced colleagues.

“ON A PERSONAL LEVEL, THIS PROGRAMME HAS HELPED ME BUILD A LOT OF CONFIDENCE AND INDEPENDENCE. MOVING FROM COLLEGE STRAIGHT TO A REAL-WORLD JOB IS A BIG JUMP, BUT I HAVE GAINED A LOT OF SKILLS AS A RESULT.”

**TINO MUMVURI,
PROCUREMENT APPRENTICE**

LILY JEFFS



Lily joined Aston Martin in September 2023 at age 16 on the apprenticeship scheme, as a Environmental Apprentice. She is currently working in the Environment team, after completing a rotation in Health and Safety.

Prior to joining Aston Martin, Lily was studying Engineering and Geography at college. As a keen karter, Lily has always had a passion for automotive and was interested in a career within the Environment team because she was excited by the idea of working to help the Company ensure it is operating responsibly.

Day-to-day, Lily contributes to the environmental management of the Company, ensuring compliance, assisting with environmental-related issues and queries and has recently worked on a new waste segregation project aimed at helping colleagues better segregate waste on site. Lily has continued her studies alongside her role, working towards a Level 3 Technician qualification in Health, Safety and Environment and is looking to study a degree next year in Sustainability and Environment.

“I ENJOY WORKING AT ASTON MARTIN BECAUSE IT FEELS LIKE A FAMILY. EVERYONE IS WILLING TO HELP ME TO DEVELOP MY KNOWLEDGE. I’VE LEARNT SO MUCH ABOUT THE AUTOMOTIVE INDUSTRY AND IT’S GREAT TO APPLY MY LEARNING WHILE I AM WORKING.”

**LILY JEFFS,
ENVIRONMENTAL APPRENTICE**

ELLIE FULTON



Ellie started at Aston Martin as an Engineering Graduate. Before joining the Company, Ellie completed her Bachelor's degree in Product Design and went on to study a Masters in Automotive Engineering, where she completed a placement in the automotive sector as part of her studies.

Ellie had always wanted to develop cars, either through design or engineering, and was drawn to Aston Martin's graduate scheme because of the flexibility offered to graduates, allowing them to explore different functions across the Company and shape their own career path. With a passion and expertise in both Engineering and Design, Ellie was interested in bridging the gap between the two areas.

Now as a Designer in the Colour, Material and Finish team ('CMF'), she works on, and leads, a range of advanced material projects looking at a technical approach to design, which also incorporates sustainability.

"WITHIN CMF DESIGN, SUSTAINABILITY IS A FUNDAMENTAL CONSIDERATION WHEN LOOKING AT NEW MATERIALS AND SUPPLIERS, SO THAT WE CAN ENHANCE THE BRAND THROUGH SUSTAINABILITY WITHOUT LOSING QUALITY OF CRAFTSMANSHIP."

**ELLIE FULTON,
DESIGNER – COLOUR MATERIAL AND FINISH**

STEM

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

A new STEM strategy is being developed to support our Early Careers programme and to tailor our approach to engaging students across different stages of their education, from primary school to university. As we develop our strategy, we continue to actively engage and support long-standing partnerships we have with local schools and colleges located around our major facilities. For example, at 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. These partnerships support our ongoing commitment to ensuring we have a skills pipeline into the future.

Amongst our STEM engagements in 2024, we attended the annual Girls in STEM Careers Days at the British Motor Museum. Our Graduates and Apprentices ran STEM activities for over 100 girls from all over the West Midlands, and our Director of Procurement, Louise Reynolds, shared her journey as a woman in STEM, attending as the keynote speaker.

"OUTREACH EVENTS ARE A FANTASTIC WAY TO PROMOTE ENGINEERING AND OUR EARLY CAREER PATHS. I'M SO GRATEFUL TO HAVE BEEN A PART OF THEM AND TO SEE STUDENTS GENUINELY EXCITED TO LEARN ABOUT VARIOUS ENGINEERING PRINCIPLES THAT WE ADOPT AT ASTON MARTIN. THROUGH TALKS AND ACTIVITIES, WE'VE HOPEFULLY ENCOURAGED STUDENTS TO EXPLORE AUTOMOTIVE ENGINEERING FURTHER AND TO UNDERSTAND HOW TO 'THINK LIKE AN ENGINEER'."

**JOSH OLDHAM,
DESIGN ENGINEER-COOLING
(ASTON MARTIN APPRENTICE 2018-2022)**

Society

Supporting our local communities and charities is not only a demonstration of social responsibility, but helps achieve wider sustainability goals by enabling us to build stronger relationships within our communities, and to work in partnership, to deliver outcomes related to our sustainability strategy that we could not on our own.

Communities

We engage with communities in multiple ways to maximise our positive impact, going beyond our economic contribution through supporting jobs both directly and indirectly. In addition to our partnerships with local schools and colleges, Aston Martin supports local charities and projects.

Insights from our materiality process tell us that our stakeholders expect us, as part of the community, to support charities. There is a particular interest in how we link our strategic aims to our engagement with the communities in areas where we operate. In 2024, we launched our Community Investment Policy which covers both philanthropic giving and how we engage with community organisations to deliver strategic outcomes. As a result of benchmarking and feedback from colleagues, the policy has been established to cover the following elements:

- Employee charity partner
- Employee matched funding
- Community Grant scheme (small-scale funding under £1,000)
- Global corporate charity partner and regional charity partner

Our focus is on initiatives related to:

- Investing in people – in particular, causes that champion education, STEM skills, and social inclusion
- Creating a better environment
- Tackling climate change
- Innovation and design

Following the launch of the Policy we have been rolling out the elements and will continue this into 2025.

“ENGAGING WITH OUR LOCAL COMMUNITIES IS VITAL TO US, OUR EMPLOYEES, AND OUR STAKEHOLDERS.”

**STUART LORD,
HEAD OF MANUFACTURING**

Building partnerships

Partnerships with charities are a key enabler in supporting us to achieve our overarching business aims and ambition, be this linked to building our talent pipeline through STEM, social mobility or wider environmental outcomes. We have a long-standing partnership with The King's Trust (formerly The Prince's Trust), a youth charity that helps vulnerable young people aged 11 to 30 to access employment, education and training. In 2024, we hosted a roundtable with The King's Trust and DHL on challenges to entering the automotive industry for young people.

COLLABORATING FOR CHANGE



In November 2024, we collaborated with The King's Trust, DHL and the Silverstone Museum to hold a roundtable on the challenges for young people in entering the automotive industry. The unique event brought together businesses, schools and colleges from across the Midlands to find better ways to support young people to find rewarding careers in the industry. We discussed innovative ideas as well as the benefits of getting out in communities to support reaching a wider audience and how we can collectively create a more inclusive and accessible sector. The outcomes, communicated through an insights report, underscore the importance of demystifying recruitment processes, strengthening industry-education partnerships, and leveraging technology to make the sector more accessible.

“AT THE KING'S TRUST, WE BELIEVE THAT PROVIDING YOUNG PEOPLE WITH ACCESS TO MEANINGFUL OPPORTUNITIES IS THE KEY TO UNLOCKING THEIR POTENTIAL. THIS ROUNDTABLE HIGHLIGHTED THE INCREDIBLE IMPACT WE CAN MAKE BY WORKING TOGETHER TO CREATE A MORE INCLUSIVE AND ACCESSIBLE AUTOMOTIVE INDUSTRY.”

**TOM LAMB,
SENIOR HEAD OF BUSINESS DEVELOPMENT,
THE KING'S TRUST**

Employee participation

We empower our employees to support the good causes and charities that they care about. As part of our Policy we launched a scheme where the Company matches (up to £200) the money they raise. This supports and recognises our colleagues' efforts to play an active role in their communities and builds employee satisfaction and engagement.

We also formally launched our employee partner charities in 2024 and are partnering with three charities each linked to our main site locations. Our employees chose Birmingham Children's Hospital, Tŷ Hafan Children's Hospice and Willen Hospice to support. Throughout the year, colleagues delivered fundraising events and supported the charities, including collating packs for parents who find themselves suddenly in hospital supporting their children, collecting clothing for sale at the charity's shops, as well as taking a DBX 'doodle car' to Birmingham Children's Hospital with the Aston Martin Aramco Formula One® Team. So far, employees have raised over £6,500 for the employee partner charities.

Other good causes our employees raised money for through the year included Crisis Support Poland, Alzheimer's Research, Save the Children, MacMillan Cancer Support and Bobby Moore Cancer Awareness.



3

EMPLOYEE CHARITY PARTNERS CHOSEN IN 2024 BY OUR COLLEAGUES.



Employee participation in action

EVENT AT BIRMINGHAM CHILDREN'S HOSPITAL

with Aston Martin F1® Team



ROCK UP IN RED

Employees raised over £2,000 through this vibrant dress down day fundraiser for Birmingham Children's Hospital.



LONDON LANDMARKS HALF MARATHON

£27,500 was raised, including Aston Martin's corporate contribution. 42 employees completed the race and inspired generous donations.

CHARITY RAFFLE

A Company-wide Christmas raffle raised over £4,000, benefiting all three employee partner charities.





PARENT PACKS FOR BIRMINGHAM CHILDREN'S HOSPITAL

More than 50 parent packs were assembled and distributed to families, supporting their stays in hospital.

CHRISTMAS GROTTO

Our Santa and elf volunteers spread festive cheer at Birmingham Children's Hospital's Ward 10.

MOVEMBER

Activities throughout November, including local barbers clean shaving colleagues, raising over £5,500.



FOOD BANK WITH ASTON MARTIN F1® TEAM

10 employees joined with colleagues from Aston Martin F1® Team to pack food parcels for Milton Keynes Food Bank at the Silverstone Technology Campus.



Responsible business

Underpinning the three pillars of our updated sustainability strategy is our commitment to delivering the highest standards by conducting business in a responsible, ethical and sustainable way.

This includes aiming to manage sustainability through effective governance, risk management, compliance, transparent and robust reporting, and building robust processes across the value chain based on respect for human rights.

TO ACHIEVE THIS WE WILL:

- Ensure that sustainability is embedded into daily decision-making through our policies, standards and management systems
- Identify, prevent and mitigate potential human rights risks across our value chain, working closely with our supply chain.

MATERIAL TOPICS:

- Labour and human rights risks in the supply chain including land rights
- Vehicle safety and quality
- Business ethics and compliance
- Cyber security

IN THIS SECTION

- Embedding sustainability principles and ensuring compliance
- Human rights

OUR KEY ACTIVITY

- Code of Conduct employee engagement programme developed and rolled out
- Human rights gap analysis undertaken and short and long-term planning implemented
- Supplier sustainability engagement developed and key activities launched

UN SUSTAINABLE DEVELOPMENT GOALS



100

Top strategic suppliers engaged through new Supplier Assurance Questionnaire and platform

81%

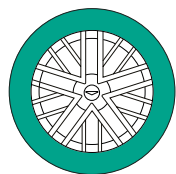
Of colleagues completed Code of Conduct training



Embedding sustainability principles and ensuring compliance

Delivering the highest standards defines everything we do. We are striving to meet international best practice standards, and operating in a heavily regulated sector, work hard towards ensuring compliance with legal obligations in areas from anti-slavery to vehicle safety.

OUR TARGET



100%

In line with international best practice on business ethics, 100% of employees to complete Aston Martin's annual Code of Conduct training



High standards and compliance

Our 2024 materiality assessment identified business ethics and compliance as a material topic due to the potential negative social and environmental impacts and the opportunity to build and maintain trust and attract talent.

The Company has implemented several policies that are designed to ensure high ethical standards, robust compliance and best practice across its operations. These policies are aligned with the Company's values and strategic sustainability goals, and cover areas ranging from procurement to human rights and modern slavery. During 2024, we also updated or reviewed the following compliance policies:

- Health and Safety (updated)
- Responsible Procurement (updated)
- Anti-Bribery, Corruption and Fraud (reviewed)
- Conflicts of Interest (reviewed)
- Confidential Reporting (reviewed)
- Failure to Prevent Facilitation of Tax Evasion (reviewed)

We have subject matter experts in the Company who are focussed on ensuring compliance with laws and regulations governing all aspects of the business, including vehicle safety.

Code of conduct

Our Code of Conduct ('the Code') reflects our values in action, particularly in areas with ethical or legal considerations, marking what we stand for and what we expect from each other. Outlining the key policies and behaviours that everyone should follow, the Code is intended to guide the way that the business and our people operate.

The launch of the Code in 2023 has been supported by an employee engagement programme throughout 2024 and the launch of specific Code of Conduct training. 81% of employees have completed the training at the end of our first launch. Because of the importance we place on the Code of Conduct sitting at the core of our business, we have included it as a key performance indicator in our Racing. Green. strategy.

Our Code applies to everyone working for and with Aston Martin, including our Board, employees, temporary colleagues, and contractors. We also expect third-parties working with the Company, such as joint venture partners and suppliers, to respect the standards and behaviours outlined in the Code. The Internal Audit team investigate possible violations of the Group Framework Policies as and when they are reported and conducts periodic audits across the business.

Anti-bribery and corruption

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 policies in place covering topics such as Anti-Bribery, Corruption and Fraud, and on Gifts and Hospitality, plus measures to support staff in speaking up confidentially about any matters where they have concerns, using mechanisms such as our confidential reporting system. We train our staff on bribery prevention.

Confidential reporting

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 can raise genuine concerns of suspected wrongdoing without fear of suffering detriment or being victimised.

Our Confidential Reporting Policy has been developed with the aim of encouraging employees and colleagues to voice any concerns they may have about any suspected wrongdoing in strict confidence and outlines the procedure to follow to bring this to the Company's attention.

Our confidential reporting procedure is called 'Speak Up'. In 2024, 36 new cases were raised and encompassed allegations concerning breach of company policy, health and safety, and bullying and victimisation. Access to Speak Up incident information is restricted to designated persons, with the coordination of cases managed by our Director of Internal Audit and Risk and Head of Compliance.

The Audit and Risk Committee and the Board are updated on the number of confidential reports made and the outcome of all investigations. The Audit and Risk Committee reviews and approves the Confidential Reporting Policy each year to ensure it remains effective and fit-for-purpose.

In 2024, the Company conducted an employee survey to assess the awareness of mechanisms for reporting concerns and willingness to do so. This indicated a very high level of willingness to report potential wrongdoing, but also highlighted the need for better awareness of the reporting options and of the processes, which the Company will be following up on in 2025.



DBX707 CONSOLE

“WE CONDUCTED AN EMPLOYEE SURVEY TO ASSESS THE AWARENESS OF MECHANISMS FOR REPORTING CONCERNS AND WILLINGNESS TO DO SO.”

JUSTIN THORNTON,
DIRECTOR OF INTERNAL AUDIT AND RISK

Risk management

We use our ERMFS to manage risk. Our Internal Audit and Risk Management team maintains the ERMFS and coordinates risk management activities across the Group, leveraging a network of functional Risk Champions. Each principal risk has a risk mitigation plan incorporating management assessment, together with an assessment of the effectiveness of mitigating controls and activities to reduce the risk to the target-level commensurate with the Group's risk profile. A full description of our risk management process is included in our Annual Report and Accounts.

Sustainability-related elements are found within many of our principal risks, such as non-compliance with sustainability-related laws and regulations or failure to retain, engage and develop a productive workforce or develop key talent. Climate change is identified specifically as a principal risk, and we report on this through our TCFD report on page 67.

Governance structures, such as the Board Sustainability Committee, provide oversight, ensuring that ESG risks are regularly reviewed, and mitigation plans are in place. This integrated approach allows Aston Martin to proactively manage risks while enhancing operational resilience and maintaining compliance with evolving regulations.

Quality

Our approach to quality supports our strategic ambition to become a world-leading sustainable ultra-luxury automotive business. Quality is identified as a material topic and of high importance to stakeholders.

Our comprehensive commitment encompasses build, product and drive quality, both in the short-term and the long-term with our ISO 9001 certification covering design, engineering and manufacture and associated spare parts and components including our supporting parts distribution and warehouse operations (Gaydon, St Athan, Wolverton Mill and Wellesbourne – Unit 2). ISO 9001 surveillance audits were undertaken by our auditor's BSI, this year at relevant sites, and we successfully maintained our accreditation.

As per our ISO certification we have developed a quality operating system that spans across our whole vehicle process with a 'plan, do, check, action' approach, underpinned by our Quality Policy and a Company-wide quality management review and governance structure. The basis of this is a monthly Quality Committee, setting the strategic aims and objectives and reviewing performance against these. Weekly tactical meetings are focused on specific quality concerns and supported daily by Operational Quality meetings held at our manufacturing locations. Quality is led by the Director of Quality who reports to the Chief Industrial Officer, with the Aston Martin Board receiving a quarterly update on quality performance.

OUR END-TO-END QUALITY OPERATING STRUCTURE ENCOMPASSES:



Customer care

Our aim is to provide the very best possible care and service to both customers and dealers. Our dedicated aftersales team provide a key link for our customers and dealers to Aston Martin. We actively facilitate and encourage customer feedback to support continuous improvements in service and product design. Our dealer network provides technical expertise and parts distribution to ensure a seamless customer experience.

As a small volume manufacturer, it's important that our customers can deal directly with us. As well as offering a Customer and Dealer Service through our dedicated teams, we provide full technical documentation, diagnostic services, a dedicated parts warehouse allowing quick supply of service parts, and technicians who can attend a car anywhere in the world when additional support is required. In 2024, we introduced Salesforce to aftersales. This will enable further advances in our customer care and aftersales services.

Reporting of recall notification is done by Aston Martin's regional offices in-line with local authorities' procedures. Completion rates of field actions launched, such as recalls, are thereafter reported to the relevant authorities in-line with local regulations.

Aston Martin operates a procedure to enable product/safety incident investigation and corrective action if necessary. The procedure is tested regularly. Field issues are monitored daily, and cross-functional reviews take place weekly (daily during launch phases) in the Field Control Room Process. When a critical issue is identified requiring urgent action, the procedure is initiated. This is subject to internal audit, as well as audits from various market authorities throughout the year.



ASTON MARTIN DEALERSHIP BIRMINGHAM, UK

Vehicle safety

The safety of drivers and other road users is a top priority when developing our vehicles. This is also reflected by vehicle safety being identified as a material topic due to the potential negative human rights impact and financial risk of impacting customer confidence and future revenues. The safety systems in an Aston Martin involve a whole suite of features, components and systems to enhance the safety of each vehicle. Safety is designed into vehicles from the earliest concept stages through to final vehicle testing and approval.

Vehicle compliance with the latest safety requirements in all markets in which our vehicles are sold is critical. Whilst these regulations define the minimum safety requirements for our vehicles, Aston Martin considers all state-of-the-art safety standards at the time of designing our vehicles. Within Aston Martin, safety engineers maintain and update a comprehensive set of global vehicle safety targets in conjunction with our legal and certification department, who are responsible for ensuring Aston Martin conforms with the applicable laws in worldwide markets. In this way, our safety targets and performance are transparent and visible across the business. The safety standards encompass

“SAFETY IS A TOP PRIORITY. IT’S CRITICAL THAT OUR VEHICLES DELIVER PERFORMANCE AND ENHANCE THE PLEASURE OF DRIVING BUT WITHOUT COMPROMISING SAFETY.”

**MIKE WRIGHT,
HEAD OF SAFETY**

protection for vehicle occupants, a strong and safe vehicle structure, seats designed for child safety systems, a safe fuel system installation, safe high voltage systems and safety for other road users.

We engage with regulators to maintain a detailed insight into the evolving regulatory landscape. Our colleagues participate in future legislation sessions with the UK Government, European Commission and industry groups, ensuring that the Company can understand developments in regulatory requirements.

Features designed to enhance safety include core aspects such as strength of the vehicle body and crash structures, chassis control and braking systems, interior and restraint system design and the electronic control systems fitted to vehicles. The interior layout is designed to maintain drivers focus and attention on the road with their hands on the wheel, with carefully selected key control functions ergonomically assessed and made available as physical buttons to minimise driver distractions. Our current production vehicles are equipped with active safety features designed for crash prevention and the enhanced protection of vulnerable road users such as pedestrians and cyclists. In this way, our vehicles deliver a balance between safety, control and performance, enhancing the pleasure of driving without compromising safety.

During vehicle development, extensive use is made of simulation and virtual development tools, reducing the materials invested in vehicle testing and therefore waste. These tools allow the safety development of vehicles to be undertaken with exterior and interior design teams to ensure compliance to pedestrian and occupant safety standards, and to work with component development engineers in all areas to ensure their systems contribute to overall vehicle safety standards.

As passive safety standards and systems reach their maturity and approach their maximum potential, Aston Martin is increasingly focusing on Active Safety and Advanced Driver Assistance Systems ('ADAS') systems to ensure that our vehicles provide ever improving levels of safety to our customers. Driver error is a factor in 95% of road accidents. Active safety and ADAS features on our vehicles are designed to reduce the occurrences of human error, or to reduce the severity of the implications of that human error.

We take a holistic approach to active safety by 'supporting the driver with a Hands-on (wheel), Eyes-on (road) and Mind-on (Driving Task) philosophy' by minimising distractions and ensuring an effective human-machine interface (for example hard buttons in an easy to find and consistent location, not just relying upon a touchscreen that changes) and the addition of ADAS features to achieve this.



VANQUISH INTERIOR SHOWING ADAS

Our core vehicles include, as standard, many of the latest ADAS features and these are available in all worldwide markets to ensure a consistent level of safety to our customers wherever they live. Many of the features are required to fulfil regulations in some markets, but Aston Martin looks to go beyond these requirements and add features that are state-of-the-art and consistent with our Hands-on, Eyes-on, Mind-on philosophy.

To develop these ADAS systems, Aston Martin performs extensive vehicle testing both at dedicated facilities and on public roads and uses state-of-the-art simulation and hardware-in-the-loop tools to ensure their robustness. We work with technology partners using a systems engineering approach to ADAS feature and software development and follow the principles of ISO 26262 Functional Safety ('FuSa'), ISO 21448 Safety of the Intended functionality ('SOTIF') and ASPICE L2 (Automotive Software Process Improvement and Capability Determination) when developing these systems.

Cyber security and AI

In our 2024 materiality assessment, cyber security was identified as a material topic due to the potential risk of customer privacy theft, as well as the potential financial risk, which is increasing due to technological advancements and connectivity. We consider cyber security and the use of AI in both our own operations as well as our vehicles.

Our Chief Financial Officer ('CFO') oversees our Cyber Security Strategy, our IT leadership and dedicated Cyber Security team. The Company operates a

Cyber Security Policy, with guidance and training offered to all employees. As part of our business continuity planning, our cyber security is tested on a regular basis.

In 2024, we took several actions, including establishing a new cyber security awareness training platform for all staff and guidelines for all staff on the use of generative AI technology. We expect to continue to strengthen our approach and processes as this technology evolves in the coming years.

In our vehicles, we have an active Cyber Security Management System ('CSMS') as mandated by the UN ECE Regulation 155. The CSMS process ensures that cyber security principles are implemented in the absolute core of the business and engrained in our process. These include:

- Organisational Cyber Security Management
- Project Dependent Cyber Security
- Cyber Security Development
- Cyber Security in Production
- Cyber Security in Operations, Maintenance, Decommissioning and End-Of-Life Support
- Supplier Management
- Continual Cyber Security Activities and Incident Response

Whilst the CSMS focuses on cyber security at an organisational level, we also have cyber security vehicle type approval which focuses on the cyber security of the vehicle itself. This includes examples such as how secure the vehicle architecture is, the relevant implementation of security controls within the vehicle and also an overall risk assessment of the vehicle from a cyber security point of view. As part of this process, we conduct regular penetration testing and security assessments on our vehicles on both the hardware and software we implement into our vehicles to emulate what a malicious attacker would try and do.

We are exploring the benefits that autonomous driving capabilities can offer in terms of convenience and safety, while always considering that active driver experience is a key principle that guides our product design.

Aston Martin is working with technical partners and developing toolchains and processes to allow for the future safe deployment of autonomous features and systems up to 'SAE Level 3' in future vehicles enabled by AI. SAE International is a global standards development and professional association with over 12,800 engineers and technical experts in mobility engineering. The SAE Level 3 defines a capability known as 'conditional automation', where the vehicle can take over in certain conditions such as traffic jams.

“IN 2024, WE ESTABLISHED A NEW CYBER SECURITY AWARENESS TRAINING PLATFORM AND GUIDELINES FOR STAFF ON THE USE OF GENERATIVE AI TECHNOLOGY.”

**ROBIN SMITH,
HEAD OF CYBER AND INFORMATION SECURITY**

Responsible supply chain

We aim to improve the environmental, social and economic impact of our operations and are committed to building a responsible supply chain with our partners. Our policies and practices are designed to promote high standards of sustainable and ethical sourcing. Our approach and expectations of our suppliers is set out in our Responsible Procurement Policy ('RPP').

Our RPP, updated in 2024, seeks commitment from the Company's suppliers, sub-suppliers and 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.

To promote environmental commitments in our supply chain, we monitor how many of our relevant suppliers meet the ISO 14001:2015 environmental management standard, as an approach to ensuring suppliers are continually taking strides to improve their environmental performance. In 2024, 98% of relevant suppliers had achieved this standard.

To facilitate our approach to responsible supply chain management, in 2024 we joined Drive Sustainability. This is a partnership between 16 automotive manufacturers, facilitated by CSR Europe, the European Business Network for Corporate Sustainability and Responsibility. The purpose of Drive Sustainability is to bring OEMs together to improve the social, ethical, and environmental performance of automotive supply chains.

Through our membership of this initiative, we have access to a platform that enables Aston Martin to assess performance of our suppliers on corporate social responsibility and sustainability issues, through a common Sustainability Assessment Questionnaire ('SAQ'). The focus of the SAQ is on social and environmental sustainability, health and safety, business and compliance, supplier management, and responsible sourcing of raw materials. We have initially rolled the SAQ out to 100 key suppliers and the results will enable us to understand and manage risk and collaborate with suppliers on improvements, understand where issues are arising and track ESG standards within our supplier base. In April, we delivered a month-long programme of targeted training on key sustainability topics for procurement colleagues. Our procurement team was also invited to engage in an ideation process targeting initiatives to support delivery of the Company's sustainability strategy.

Tax strategy

We are committed to complying with our statutory obligations in relation to the payment of tax, including full disclosure to 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 CFO is the Executive Committee member with ultimate responsibility for tax matters and is the Senior Accounting Officer of the Group.

 Further information on the Group's tax strategy is available on our website at www.astonmartin.com/corporate/investors/corporate-governance

Human rights

Respect for human rights is essential to the foundations of our business and collaboration across our supply chain. In our 2024 materiality assessment, labour and human rights risks in the supply chain (including land rights of indigenous people) was identified as a material topic due to potential negative impacts from raw material and mineral sourcing and business risks.

We are committed to strengthening our governance systems to prevent human rights violations across our value chain and recognise that our human rights approach needs to be embedded in all relevant practices and policies. We annually report against the ten principles of the UN Global Compact ('UNGC') and publish a Modern Slavery Statement in accordance with the UK Modern Slavery Act.

Human rights due diligence

To develop our approach to human rights due diligence ('HRDD'), we worked with a specialist human rights consultancy to undertake a maturity assessment to help us align our HRDD with international frameworks and emerging legislation. This assessment included engagement with colleagues through interviews, analysis of processes and a review of documents. The assessment identified strengths and improvement areas across our value chain, and based on this, priority areas for action.

We are developing an action plan linked to the main identified risks that we will implement through 2025 and beyond, including developing the relevant KPI, build on existing processes and actions to ensure robust human rights management practices are in place, ensuring consistency across our global operations and monitoring and tracking of effectiveness of HRDD.

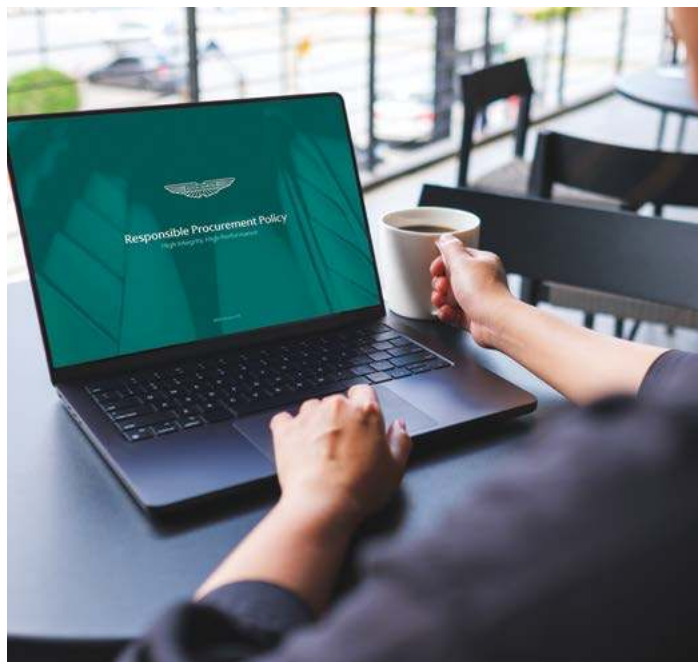
To support our employees in understanding the relevance of human rights to them, we made available a training module from the UNGC on human rights to all colleagues.

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. In 2024, we launched new training on Modern Slavery, focused on our Procurement function as a high-risk area in relation to modern slavery. A copy of our 2023 Modern Slavery Act Statement can be found on our website at www.astonmartin.com/corporate/investors/corporate-governance.

Other areas of human rights are reported in the 'Investing in people' section of this report (see pages 30–45).



OUR RESPONSIBLE PROCUREMENT POLICY

“WORKING WITH A SPECIALIST THIRD-PARTY CONSULTANCY, WE TOOK A CLOSER LOOK AT OUR APPROACH TO HUMAN RIGHTS ACROSS OUR VALUE CHAIN FOCUSED ON STRENGTHENING OUR MANAGEMENT ON THIS TOPIC.”

JOANNE WINSHIP,
HEAD OF COMPLIANCE

Board Sustainability Committee

The Board Sustainability Committee, on behalf of the Board, ensures that the Directors provide oversight, challenge and support for the Company's sustainability strategy and aims 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 Committee also oversees on behalf of the Board, broader stakeholder engagement and oversight of sustainability initiatives across the business, in-line with the purpose, values and strategy of the Company. In 2024, the Committee met four times.

The Committee's responsibilities are set out in its Terms of Reference, which can be found at www.astonmartin.com/corporate/investors/corporate-governance, and these include:

- reviewing and making recommendations to the Board on the annual Sustainability Report and Modern Slavery Statement
- monitoring progress and receiving updates on the targets 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
- 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, Sir Nigel Boardman and Independent Non-Executive Directors, Marigay McKee and Jean Tomlin, OBE. Our Chief Executive Officer, Chief Financial Officer, Chief Industrial Officer, and General Counsel, along with the Head of Compliance, Director of Risk Management and Internal Audit and the Head of Investor Relations attend the meetings.

Senior subject matter experts covering all areas of activity, including safety, EDI, and environmental management, join the meetings to provide the Committee with information about performance and activity being undertaken in their respective areas of responsibility. In 2024, the Committee focused on a range of sustainability topics including:

- approval of the Company's 2024 Sustainability Report and Modern Slavery Statement
- the Company's gender diversity strategy and responsible supply chain approach
- safety performance and ESG risks
- net zero targets
- climate risk review
- human rights gap analysis report
- monitoring progress all the Company's sustainability working groups
- considering the findings and actions arising from the internal audit on Racing. Green.

**SIR NIGEL BOARDMAN,
SENIOR INDEPENDENT
NON-EXECUTIVE DIRECTOR**



**MARIGAY MCKEE,
INDEPENDENT NON-
EXECUTIVE DIRECTOR**



**JEAN TOMLIN, OBE
INDEPENDENT NON-
EXECUTIVE DIRECTOR**



Performance data

TACKLING CLIMATE CHANGE

TOTAL GREENHOUSE GAS EMISSIONS (tCO₂e)

	2022	2023	2024
Scope 1 GHG emissions	8,831.22	7,327.74	8,574.81
Scope 2 GHG emissions – location-based	6,011.58	6,289.76	7,160.25
Scope 2 GHG emissions – market-based	251.63	178.38	599.49
Scope 3 GHG emissions	1,089,275*	1,145,621*	–
Total UK Scope 1 & 2 – location-based	14,779.22	13,416.81	15,204.15
Total Rest of World Scope 1 & 2 – location-based	182.37	200.68	530.90
Total GHG emissions Scope 1 & 2 – location-based	14,842.80	13,617.49	15,735.06

* In 2024, we refined our Scope 3 baseline for 2022 and created a full report of 2023 data across all relevant Scope 3 categories.

GREENHOUSE GAS EMISSIONS PER UNIT (tCO₂e)

	2022	2023	2024
Manufactured volume (units)	6,404	6,587	6,442
Total Scope 1 emissions per unit	1.38*	1.11	1.33
Total Scope 2 emissions per unit	0.94*	0.95	1.11

* Figure restated following further data review.

TOTAL ENERGY CONSUMPTION WITHIN ORGANISATION (MWh)

	2022	2023	2024
Electricity	30,764.90	30,073.08	33,645.15
Natural gas	40,518.26	32,255.10	38,806.84
Diesel	530.81	512.86	378.35
Petrol	4,717.14	5,121.31	5,489.07
LPG	371.28	367.50	381.98
Propane	–	–	0.66
Total UK energy consumption	76,313.45	67,658.44	77,079.51
Total Rest of World energy consumption	588.95	671.41	1,622.54
Total	76,902.39	68,329.85	78,702.04
Total renewable energy consumption*	–	29,708.21	32,432.54

* Figure included in electricity consumption.

CREATING A BETTER ENVIRONMENT

WATER (m³)

	2022	2023	2024
Water consumption	66,279.99	66,004.90	51,428.79

BIODIVERSITY

	2022	2023	2024
Biodiversity Metric for Gaydon	88.87	86.99*	87.46
Biodiversity Metric for St Athan	–	86.21*	87.83

* Due to a change in DEFRA's Biodiversity Net Gain assessment framework, used to calculate our Biodiversity Metric, we have restated our score for Gaydon and St Athan in 2023 based on the updated score. Both sites continue to see a year-on-year improvement since the baseline assessment.

WASTE (tonnes)*

	2022	2023**	2024
Total	2,830.97	2,824.62	3,478.34
UK Operations – non-hazardous			
Recycled	1,201.89	1,480.08	1,948.70
Reused	–	–	0.00
Recovered – waste to energy	468.14	571.62	662.89
Incineration – not recovered	0.54	4.63	1.05
Treatment	–	0.00	10.84
Landfill	–	0.00	0.00
UK Operations – hazardous			
Recycled	189.55	192.35	152.39
Reused	–	–	1.30
Recovered – waste to energy	504.74	465.01	428.69
Incineration – not recovered	0.85	0.00	0.00
Treatment	0.50	31.14	196.98
Landfill	–	0.00	0.00
Newport Pagnell			
Recycled	–	–	5.72
Recovery	–	–	43.95
Non-landfill	–	–	25.83
Landfill	–	0.09	–

* In 2024, we changed our reporting format for waste and therefore previous year's data does not fully align with the 2024 breakdown. For 2024, waste data is reported separately for Newport Pagnell and 'UK Operations', which covers all other remaining UK sites, excluding HPL, to account for the differences in Newport Pagnell's waste management provider. See methodology (page 60) for further information on waste data.

** Waste data for all sites covered under UK Operations restated following further data review.

INVESTING IN PEOPLE**EMPLOYEES BY GENDER (AS AT 31 DECEMBER 2024)**

	Male	Female	% Female
Senior management team	10	0	0.0
Senior leadership team	78	12	13.3
Other leadership	322	72	18.3
Other employees	2,115	397	15.8
Total	2,525	481	16.0

EMPLOYEES BY REGION (AS AT 31 DECEMBER 2024)

	Male	Female	% Female
Asia Pacific	30	15	33.3
EMEA	89	9	9.2
UK	2,367	447	15.9
Americas	39	10	20.4
Total	2,525	481	16.0

AVERAGE EMPLOYEE TENURE BY GENDER

	Male	Female
Average employee tenure (years)	6.80	5.29

AVERAGE EMPLOYEE TURNOVER BY GENDER

	Male	Female	Company
Average employee turnover (%)	9.03	13.10	9.68

NEWLY-HIRED EMPLOYEES

	Male	Female
Newly-hired employees	393	82

Note: Data by gender and region is shown for 3,006 permanent Company employees only

GENDER PAY GAP

	2023	2024
Mean Gender Pay Gap favouring men (%)	10.3	12.0
Median Gender Pay Gap favouring men (%)	5.2	4.8

COLLECTIVE BARGAINING

	Company
Employees covered by collective bargaining agreements (%)	71.7

APPRENTICES

	2022	2023	2024
New apprentices recruited	20	19	25
Apprentices completed training	43	4*	0*

* Apprentices are hired periodically based on business requirement and complete a four-year programme. The fall in number for 2023 and 2024 is due to a recruitment pause during the Covid-19 pandemic.

GRADUATES

	2022	2023	2024
New graduate trainees recruited	23	12	30
Students joined on industrial placements	13	6	14

STEM

	2022	2023	2024
Visits to schools, colleges and universities	20	54	59

TRAINING – ASTON MARTIN EMPLOYEES

	2022	2023	2024
Hours of training delivered	19,646	23,515	29,743
Hours of initial EV-related instructor-led training delivered	3,344	2,377	2,880

TRAINING – ASTON MARTIN DEALERSHIPS

	2022	2023	2024
Dealer employees trained in classroom courses	1,689	1,979	1,389

HEALTH & SAFETY

	2022	2023	2024
Accident Frequency Rate ('AFR')	0.53 accidents per 100 workers	0.40 accidents per 100 workers	0.35 accidents per 100 workers
Lost Time Accidents ('LTAs')	9 LTAs with a total of 185 days lost	10 LTAs with a total of 292 days lost	13 LTAs with a total of 133 days lost
Reporting of Injuries, Diseases and Dangerous Occurrences ('RIDDOR')	9	7	5

RESPONSIBLE BUSINESS**TRAINING – CODE OF CONDUCT**

	2024
Employees completing Code of Conduct training (%)	81

Selected performance data on pages 54–56 is subject to limited assurance by ERM CVS; the Independent Limited Assurance Report detailing the scope of limited assurance is included on pages 65 and 66.

Previous goals and targets

The following tables detail our performance against the goals and targets in our sustainability strategy, Racing. Green. prior to its refresh. Where we have qualitative targets/and or updates that continue within our refreshed strategy, we have referred to content within this report for additional information.

TRANSFORMING PRODUCTS

2023 – First PHEV mid-engined supercar, Valhalla, on course to enter production in 2024. First BEV targeted for launch in 2026 and a clear plan to have an electrified line-up of sports cars and SUVs.

2024 – Aston Martin is developing alternatives to the ICE with a blended drivetrain approach between 2025 and 2030, including PHEV and BEV, with a clear plan to have a line-up of electric sports cars and SUVs. Valhalla, our first PHEV, is now at an advanced development stage with production due to start in Q2 2025.

TRANSFORMING PRODUCTION

	2022	2023	2024
Carbon neutral manufacturing facilities	Achieved – Carbon neutral status accredited by Carbon Trust for 2022 emissions	Achieved – See page 20 for update	See page 20 for update on approach to procurement of carbon credits
Net zero manufacturing facilities by 2030 (note: emissions are for total UK Scope 1 & 2, manufacturing accounts for 93% of this)	14,779.22 tCO ₂ e	13,416.81 tCO ₂ e	15,204.15 tCO ₂ e
100% use of renewable electricity in our manufacturing facilities	100%	100%	100%
Reduce CO ₂ emissions from our manufacturing operations by 2.5% year-on-year (Scope 1)	–	11.7% reduction from 2022	19.8% increase from 2023
Reduce CO ₂ emissions intensity and energy consumption per car by 2.5% year-on-year (Scope 1)	8.6% reduction in CO ₂ e emissions intensity and energy consumption per car manufactured compared with 2021	19.6% reduction in CO ₂ e emissions intensity and energy consumption per car manufactured compared with 2022	19.8% increase in CO ₂ e emissions intensity and energy consumption per car manufactured compared with 2023
Implement ISO 50001 Energy Management Systems at key manufacturing facilities by 2025	On track	On track	On track – see page 23
30% reduction in supply chain CO ₂ emissions by 2030 (compared to 2020)	–	Scope 3 baseline undertaken and engagement with suppliers accounting for 70% of Category 1 Procured goods and services emissions.	Net zero target set, replacing previous target: We commit to reduce absolute Scope 1, 2 and 3 GHG emissions by 42% by 2030 from a 2022 base year. See pages 17–20
Net zero across our supply chain by 2039	–	Scope 3 baseline undertaken and engagement with suppliers accounting for 70% of Category 1 Procured goods and services emissions.	Net zero target set, replacing previous target: We commit to reduce absolute Scope 1, 2 and 3 GHG by 90% by 2050 from a 2022 base year. See pages 17–20

	2022	2023	2024
MINIMISING IMPACTS			
Zero single-use plastic packaging waste from our manufacturing facilities by 2025	Plastic packaging audit undertaken	Project underway to identify opportunities to eliminate single use packaging waste	Waste streams mapped
Zero waste to landfill from our manufacturing operations	Due to a process error some contractor and construction waste was discharged to landfill	0.002% (0.09 tonnes) of waste was discharged to landfill	We sent no waste to landfill from our UK sites, however we have identified a small volume of waste from Newport Pagnell where the consignment note does not categorise final waste destination as non-landfill at the point of reporting
15% reduction in water consumption at our manufacturing operations by 2025 (compared with 2019 (59,233.78m ³))	+11.9% compared to 2019	+11.4% compared to 2019	-13.2% compared to 2019
MAXIMISING SUSTAINABLE MATERIALS			
Continue to work with supply chain partners to enable the use of more sustainable materials	More sustainable materials including recycled aluminium, FSC certified wood utilised in DBX	Supplier Day held including focus on sustainability	Scoping LCA undertaken to identify emissions hotspots
BOOSTING BIODIVERSITY			
Improve biodiversity at our manufacturing facilities	Gaydon: 88.87	86.99 (restated figure due to methodology change)	87.46
	St Athan: no score in 2022	86.21 (restated figure due to methodology change)	87.83
	2022	2023	2024
EMPLOYEE WELLBEING			
Target zero accidents	0.53 AFR recordable incidents per 100 employees	0.40 AFR recordable incidents per 100 employees	0.35 AFR recordable incidents per 100 employees
Continue to deliver industry-leading initiatives to support employee wellbeing	Safety culture programme launched strengthening training regime	E-learning courses backed by Institution of Occupational Health and Safety rolled out	15 employee mental health first aiders trained
ADVANCING DIVERSITY AND INCLUSION			
Women in 25% of leadership positions by 2025 and in 30% of leadership positions by 2030	16.2%	17.1%	17.0%
Increase the culture of inclusion by leveraging the Aston Martin values	Updated our Company values	Values training delivered to 2,153 people across our business	Values training delivered to almost 2,800 people across our business (cumulative)
Improve workplace engagement and culture, and secure accreditation as a Great Place to Work® by 2025	No full survey	No full survey	58% Trust Index Score

	2022	2023	2024
GROWING TALENT AND RAISING ASPIRATIONS			
Sustain new apprenticeship recruitment	20	19	25
Update skills and training to support transition to electric vehicle production	149 colleagues received EV training	205 colleagues received EV training	370 colleagues received EV training
Continue commitment to promoting STEM (visits to schools, colleges and universities)	20 visits	54 visits	59 visits

	2022	2023	2024
WORKING WITH GOVERNMENT			
Continue to work with the UK Government to showcase the very best in advanced British engineering and design worldwide	Featured Aston Martin vehicles at the Commonwealth Games and HM Queen's Jubilee Parade	Supported the GREAT campaign and the UK Consulate in New York to support a VIP celebration of the coronation of HM King Charles III	Supported HM Treasury's activation for National Apprenticeship Week
Maintain engagement with Government to support sustainable growth across the UK automotive sector, including expansion of the UK-based supply chain	Multiple visits to our facilities by Government ministers and representatives, showcasing Aston Martin's world-class facilities and fostering collaboration	£9m government grant from the APC for the collaborative UK-based research and development project into Aston Martin BEV platform	£6m government grant from the APC to support Project PIVOT for the collaborative five-partner research and development project to allow the adoption of 100% recycled aluminium content
Help achieve the UK Government's aim to increase UK exports to £1tn	83% of total wholesales exported	83% of total wholesales exported	82% of total wholesales exported

	2022	2023	2024
EMBRACING INDUSTRY BEST PRACTICE			
Continue commitment to the Science Based Targets initiative ('SBTi')	SBTi paused validation process for automotive sector	Full emissions inventory and baseline calculated	Targets submitted to SBTi for validation
Continue commitment to the Task Force on Climate-Related Financial Disclosures ('TCFD')	Reported in line with TCFD	Reported in line with TCFD	Updated climate scenario risks reported in line with TCFD
Understand and engage in emerging areas of sustainability best practice	–	Actively collaborated with Environmental Policy Working Group at SMMT	Joined UNGC climate network and Drive Sustainability
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 ('TNFD')	–	Responded to SBTi consultation on a new draft pathway for automakers	Joined TNFD forum

Methodology and scope

SCOPE OF REPORTING

The Aston Martin Lagonda 2024 Sustainability Report for the period 1 January 2024 to 31 December 2024 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, along with this report, at www.astonmartin.com/corporate.

Aston Martin Lagonda is a global business with operations in the following jurisdictions:

- China
- Germany
- Japan
- United Kingdom
- United States

Our reporting boundaries are defined by operational control where the Company can influence resource use. Sites are only included for reporting where they have been under operational control at year-end. Unless otherwise stated, data includes all global sites. Where we have mentioned manufacturing sites, unless otherwise stated, this includes Gaydon, St Athan and Wellesbourne (Units 1, 2 and 8).

REPORTING STANDARDS AND FORMATS

In this Report, we set out our sustainability strategy and the initiatives taken during the 2024 calendar year. 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 2024 to 31 December 2024 with reference to the GRI Standards (GRI: Foundation 2021).

DATA QUALITY

We believe it's important for both the business and readers of our Sustainability Report to track performance over time. If new information changes previously reported figures by 5% or more, we will restate prior years' data to ensure comparability.

Our sustainability data is subject to detailed scrutiny and analysis by relevant internal subject matter experts, as well as checks by external advisors. Selected performance data in this Report is subject to limited assurance. The Independent Limited Assurance Report is included within this Report (pages 65 and 66).

RACING. GREEN. TARGETS

We have set several key targets within our Racing. Green. strategy to measure our progress against our strategy pillars. Below we set out our targets and how we measure against them.

Targets: Reduce absolute Scope 1, 2 and 3 greenhouse gas emissions 42% and 90% by 2030 and 2050, respectively, from a 2022 base year

We have committed to near- and long-term emission reductions in line with science-based net zero with SBTi and are currently waiting for validation of these targets.

Target: Improve biodiversity year-on-year at our manufacturing sites (measured by the Biodiversity Index Score)

Improve the biodiversity metric, which is referred to as the Biodiversity Index Score, of our Gaydon and St Athan sites against the previous year's figure.

Target: 30% reduction in water consumption per car by 2030

Reduction in water consumed at our manufacturing sites per car built, using passed to sales figures, from a 2022 base year.

Target: Zero waste to landfill

Yearly target to avoid all waste being sent to landfill covering all sites where we have operational control.

Target: Reduce the amount of waste per car built by 3% each year

Reduction in total waste produced at our manufacturing sites per car built, using passed to sales figures, by 3% each year, from a 2022 base year.

Target: Zero accidents in our business

Yearly target to achieve zero accidents across all of our operating sites.

Target: Aim for women in 30% of leadership positions by 2030

Aim for 30% of female employees to hold leadership positions, which includes 'Other leadership', 'Senior leadership' and 'Senior management' by then end of the 2030 reporting period.

Target: Secure and maintain accreditation as a Great Place to Work® by 2025

Secure the Great Place to Work® accreditation by achieving 65% or more in the Trust Index™ employee survey by the end of the 2025 reporting period and maintaining every year.

Target: In line with international best practice on business ethics, 100% of employees to complete Aston Martin's annual Code of Conduct training

Target for all eligible employees to complete the annual Code of Conduct internal training, which is mandatory for all staff and new joiners to complete within their probation period (see page 64 for methodology and scope).

TACKLING CLIMATE CHANGE

Energy use

Parameter: Energy consumption

Definition: total amount of energy consumed within all our assets. This is reported as follows:

- Energy consumption split by UK, rest of world and total.
- Diesel
- Electricity
- LPG
- Natural gas
- Petrol
- Propane

Scope: we aim to collect aggregate data from all sites covering 100% of the total headcount that are site based in the year from 1 January to 31 December 2024.

Units: megawatt hour (MWh).

Method: sum of energy data reported per site, converting to kWh (subsequently MWh) where not already reported in that unit. UK Government's DEFRA Greenhouse Gas Conversion Factors for Company Reporting (2024) fuel property values were used for conversions. Where we were not able to collect data for the full 12-month period for a site that was functional for the full 12-month period, we pro-rated the data to compensate for the missing information. We then estimate for 100% of site-based staff, by calculating an up-rated value for sites where actual data is not available. We first attempt to up-rate based on the consumption and headcount of a site in the same country or, if unavailable, Company-wide values. Headcount data is from HR as of 31 December 2024.

Source: collected directly from sites through utility bills, meter readings and a fuel card system.

GHG Emissions

Parameter: Scope 1 and 2 GHG emissions

Definition: amount of carbon dioxide equivalent (CO₂e) emitted through the energy used within all our assets. This is reported as follows:

- Scope 1 (direct) emissions from energy used in Company-owned or controlled facilities and vehicles. This includes diesel, LPG, natural gas, petrol, propane and refrigerant gas losses.
- Scope 2 (indirect) location-based emissions from purchased electricity.
- Scope 2 (indirect) market-based emissions from purchased electricity.
- Scope 1 and Scope 2 (location-based) GHG emissions, split by UK, rest of world and total.
- GHG emissions per manufactured volume (units). This is defined as the total absolute Scope 1 and 2 emissions (tonnes CO₂e) divided by the total volume of manufactured units.

Scope: we aim to collect aggregate data from all sites covering 100% of the total headcount that are site based in the year from 1 January to 31 December 2024.

Units: tonnes of CO₂e (tCO₂e).

Method: GHG emissions are accounted for in line with GHG protocol as follows:

- Scope 1: multiplying energy and refrigerant loss data by appropriate available emission factors from DEFRA (2024). Refrigerant loss data is currently only sourced from our two largest sites, Gaydon and St Athan, UK.
- Scope 2 location-based: multiplying energy data by appropriate available emission factors from DEFRA (2024) and the International Energy Agency ('IEA') Emissions from electricity generation data (2024).
- Scope 2 market-based: multiplying energy data by supplier specific emission factors where renewable energy is purchased. For remaining energy, we use residual mix factors from the Association of Issuing Bodies ('AIB') European Residual Mix AIB (2023) and Green-E (2023) where available or IEA data otherwise.
- Pro-rated and uprated energy data was used for the GHG calculations.

Source: energy consumption collected directly from sites through utility bills, meter readings and a fuel card system.

Parameter: Scope 3 GHG emissions

As per the GHG Protocol, Scope 3 covers all indirect emissions (not included in Scope 2) that occur in the value chain of the Company, including both upstream and downstream emissions. We began by assessing the 15 categories outlined in the GHG Protocol Corporate Value Chain (Scope 3) Standard to determine which were relevant to our business. Categories 8, 10, 13, and 15 were deemed irrelevant and therefore excluded from our Scope 3 footprint, while the remaining categories were included. To calculate our Scope 3 GHG emissions, we used a combination of actual data, activity data, and financial data. Last year, we published our baseline total Scope 3 GHG emissions for 2022. This year, we have disclosed our 2023 emissions, reinforcing our commitment to transparency and progress. Scope 3 emissions remain a key focus for us, and we look forward to sharing more details in the future.

CREATING A BETTER ENVIRONMENT

Waste

Parameter: Total waste

Definition: total amount of waste produced in our UK Operations by destination. This is reported as follows under non-hazardous and hazardous headings:

- Reuse
- Recycled
- Recovered (waste to energy)
- Incineration (not recovered)
- Treatment
- Landfill
- Newport Pagnell reports under Recycled, Recovery, Landfill and Non-landfill destinations due to different waste collectors

Scope: all UK Operations (including Newport Pagnell), excluding HPL in the year from 1 January to 31 December 2024.

Units: tonnes (UK).

Method: sum of waste reported for all our sites in the UK.

Source: waste data collected by our main waste contractor provider for all UK Operations. For Newport Pagnell, waste data is collected directly from waste collection invoices and consignment notes.

Water

Parameter: Water consumption

Definition: total amount of water consumed within all our assets.

Scope: we aim to collect aggregate data from all sites covering 100% of the total headcount that are site based in the year from 1 January to 31 December 2024.

Units: cubic metres (m³).

Method: sum of water use data reported for each asset. Where data did not cover the full 12-month period for a site that was functional for this time, we pro-rated the data to compensate. Where no data on usage was available, we up-rated based on Company-wide water values and headcount of the site. Headcount data is from HR as of 31 December 2024.

Source: collected directly from sites through utility bills and meter readings.

Biodiversity

Parameter: Biodiversity metric

Definition: biodiversity metric, measuring the biodiversity value of habitats.

Scope: Gaydon and St Athan UK sites

Units: habitat units.

Method: calculating the number of biodiversity units using UK Government's DEFRA Biodiversity Metric 1.03 Ecological Baseline Condition Assessment.

Source: assessment conducted by external assessor as part of an independent Annual Monitoring Review.

INVESTING IN PEOPLE

For the purposes of this report, unless otherwise stated, 'employees' refer to all workers who are employed by and directly paid by Aston Martin Lagonda, regardless of location.

Parameter: Employees by gender

Definition: number of employees recorded by management level and gender (female and male), as well as percentage of female employees as at 31 December 2024.

Management level is split by 'Senior management team', 'Senior leadership', 'Other leadership' and 'Other employees'. Senior management team refers to our Executive Committee Members ('Chiefs'). Senior leadership team refers to our 'Director and SP3' population, which sits below the senior management population. Other leadership includes employees in a managerial position that sit below Directors, such as Senior managers and Managers. Other employees refer to all other grades of the organisation excluding Chiefs and Directors, Senior Managers, and Managers – this includes SP2 & SP1 Experts, grades 4–9 and technician grades A–C, Graduates, Industrial Placements and Apprentices.

Scope: all employees in Aston Martin Lagonda on 31 December 2024.

Units: number of employees, percentage (%).

Method: sum of female employees by management level (same applies for male). Sum of female employees by management level as a percentage of the total employee number in that management level.

Source: extracted from the Company's HR system.

Parameter: Employees by region

Definition: number of employees recorded by region and gender as a number, as well as a percentage of female employees as at 31 December 2024. Region refers to employee's working location and are reported as follows: Asia Pacific, EMEA, UK and Americas.

Scope: all employees in Aston Martin Lagonda on 31 December 2024.

Units: number of employees, percentage (%).

Method: sum of female employees in each region (same applies for males). Sum of female employees by region as a percentage of the total employee number in that region.

Source: extracted from the Company's HR system.

Parameter: Average employee tenure by gender

Definition: average years of service for employees as at 31 December 2024, recorded by gender.

Scope: all employees in Aston Martin Lagonda on 31 December 2024.

Units: years.

Method: sum of years of service for all employees divided by total number of employees. Sum of all female employees divided by total number of female employees (same applies for males).

Source: extracted from the Company's HR system.

Parameter: Average employee turnover by gender

Definition: percentage of employees who have left the Company (voluntarily and involuntarily).

Scope: all employees in Aston Martin Lagonda in the year from 1 January to 31 December 2024.

Units: percentage (%).

Method: sum of employees who have left the Company divided by the total employee number. Sum of female employees who have left the Company divided by the total female employee number (same applies for males).

Source: extracted from the Company's HR system.

Parameter: Newly-hired employees**Definition:** total number of employees hired in the Company.**Scope:** all employees in Aston Martin Lagonda in the year from 1 January to 31 December 2024.**Units:** number of employees.**Method:** sum of employees who were hired in the year.**Source:** extracted from the Company's HR system.**Gender pay gap****Parameter: gender pay gap favouring men****Definition:** gender pay gap in hourly pay as a percentage of men's pay at the snapshot date of 5 April 2024, reported as mean and median pay gap.

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.

Scope: UK permanent employees only as per regulatory requirements on 5 April 2024.**Units:** percentage (%).**Method:** 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 median hourly pay gap is calculated by identifying the middle hourly pay value for all full-pay relevant male and female employees. In both cases, the gap is calculated as the percentage difference between the two numbers.**Source:** extracted from the Company's HR system.**Collective bargaining****Parameter: Employees covered by collective bargaining agreements****Definition:** percentage of employees covered by collective bargaining agreements.**Scope:** all employees in Aston Martin Lagonda in the year 1 January to 31 December 2024.**Units:** percentage (%).**Method:** sum of employees covered by collective bargaining agreement as a percentage of the total employee number.**Source:** extracted from the Company's HR system.**Apprentices****Parameter: New apprentices recruited****Definition:** total number of Apprentices who have been recruited. Apprentice refers to anyone on a four-year fixed term contract who spends 20% off the job working towards an academic qualification.**Scope:** all employees in an Apprentice position in Aston Martin Lagonda from 1 January to 31 December 2024.**Units:** number of employees.**Method:** sum of Apprentices who were recruited in the year.**Source:** extracted from the Company's HR system.**Parameter: Apprentices completed training****Definition:** total number of apprentices completing the requirements of their apprenticeship agreement and receiving a relevant qualification award from the associated training provider.**Scope:** all employees in an Apprentice position in Aston Martin Lagonda in the year from 1 January to 31 December 2024.**Units:** number of employees.**Method:** sum of Apprentices who completed training in the year.**Source:** collected from internal systems, managed by Aston Martin HR and the Company's HR system.**Graduates****Parameter: New graduate trainees recruited****Definition:** total number of Graduates who have been recruited. Graduate refers to anyone on a two-year programme with rotations across business functions.**Scope:** all employees in a Graduate position in Aston Martin Lagonda in the year from 1 January to 31 December 2024.**Units:** number of employees.**Method:** sum of Graduates who were recruited in the year.**Source:** extracted from the Company's HR system.**Parameter: Students joined on industrial placements****Definition:** total number of students on industrial placement who have been recruited. Industrial placements refer to students completing the university industrial placement scheme.**Scope:** all employees in an Industrial Placement position in Aston Martin Lagonda.**Units:** total number of employees.**Method:** sum of Industrial Placements who were recruited in the year from 1 January to 31 December 2024.**Source:** extracted from the Company's HR system.**STEM****Parameter: Visits to schools, colleges and universities****Definition:** total number of visits to schools, colleges and universities. Visits to schools, colleges and universities refer to any science, technology, engineering and mathematics ('STEM') related engagements completed.**Scope:** all reported STEM related engagements with schools, colleges and universities involving Aston Martin employees in the year from 1 January to 31 December 2024.**Units:** number of visits.**Method:** sum of visits to schools, colleges and universities.**Source:** collected from internal systems, managed by Aston Martin HR and Sustainability.**Training****Parameter: Hours of training delivered****Definition:** total number of hours spent on training by employees.**Scope:** all training completed by employees on Aston Martin's learning management system, in the year from 1 January to 31 December 2024.**Units:** number of hours.**Method:** sum of hours spent of training.**Source:** extracted from the Company's learning management system.**Parameter: Hours of EV-related instructor-led training delivered****Definition:** total number of hours on IMI Level 2 & 3 instructor-led training in EV Safety delivered to eligible employees.**Scope:** all instructor-led training delivered to eligible employees for IMI Level 2 & 3 in the year from 1 January to 31 December 2024.**Units:** number of hours (rounded to the nearest hour).**Method:** sum of hours of training delivered.**Source:** managed by Aston Martin Training and extracted from the Company's learning management system.

Parameter: Dealer employees trained in classroom courses

Definition: total number of dealer employees registered in the training academy who completed classroom courses.

Scope: all dealer employees who had access to and were registered in the training academy in the year from 1 January and 31 December 2024.

Units: number of dealer employees.

Method: sum of dealer employees completing training in classroom courses.

Source: extracted from internal systems, managed by Aston Martin Global Dealer Training.

Health & Safety**Parameter: Accident Frequency Rate ('AFR')**

Definition: total number of recordable injuries (any injury resulting in medical treatment beyond first aid, lost time, or restricted work duties for GRI 403 standard), sustained by full-time equivalent ('FTE') per 200,000 hours worked (equivalent to 100 employees).

Scope: recordable injuries as per GRI 403 for all UK-based FTEs in the year 1 January to 31 December 2024.

Units: accidents per 100 workers.

Method: sum of recordable injuries divided by sum of worked hours (including overtime) based on monthly FTE headcount multiplied by number of working days in month, multiplied by contracted working hours, adjusting for paid time off.

Source: data extracted from internal systems managed by Aston Martin Health & Safety and from the Company's HR system.

Parameter: Lost Time Accidents ('LTAs')

Definition: total number of workplace accidents that resulted in a worker being unable to perform their duties for at least one full day after the day of the incident. Lost days refer to the total number of workdays that are lost because of the worker injury or illness.

Scope: all accidents which result in LTAs for all UK-based FTEs in the year 1 January to 31 December 2024.

Units: number of LTAs and days lost.

Method: sum of accidents that result in LTA and sum of lost days due to LTAs.

Source: collected from internal systems managed by Aston Martin Health & Safety and the Company's HR system.

Parameter: Reporting of Injuries, Diseases and Dangerous Occurrences ('RIDDOR')

Definition: total number of incidents which meet the UK RIDDOR reporting standard.

Scope: all RIDDOR incidents for all UK-based FTEs in the year 1 January to 31 December 2024.

Units: number of reported incidents under RIDDOR.

Method: sum of RIDDOR incidents.

Source: collected from internal systems managed by Aston Martin Health & Safety and the Company's HR system.

RESPONSIBLE BUSINESS**Training – Code of Conduct****Parameter: Employees completing Code of Conduct training**

Definition: percentage of eligible employees completing the Code of Conduct internal training. This is phase one of our new mandatory training, rolled out annually via a training campaign and to any new joiners to complete within their probation period. For the first campaign, this ran from 14 October 2024 to 21 February 2025.

Scope: all eligible employees who are setup on the learning management system, excluding employees who are within their probation period when the reporting period ends and employees on long-term absence over the reporting period.

Units: percentage (%).

Method: sum of number of employees completing training type divided by total number of in scope employees at the end of the 2024 campaign.

Source: extracted from the Company's learning management system and from the Company's HR system.

Independent Limited Assurance Report

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 2024 (the 'Report').

ENGAGEMENT SUMMARY	
Scope of our assurance engagement	Whether the following Selected Information for 2024, as indicated on pages 54–56 is fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected information	Greenhouse Gas emissions (GHG) - Total Scope 1 GHG emissions (tCO₂e) - Total Scope 2 GHG emissions – location-based (tCO₂e) - Total Scope 2 GHG emissions – market-based (tCO₂e) - Total UK Scope 1 and 2 – location-based (tCO₂e) - Total Rest of World Scope 1 and 2 – location-based (tCO₂e) - Total Scope 1 emissions per unit (tCO₂e/manufactured volume) - Total Scope 2 emissions per unit (tCO₂e/manufactured volume) Energy Consumption - Total UK energy consumption (MWh) - Total Rest of World energy consumption (MWh) - Renewable electricity consumption (manufacturing operations only) (%) Waste - Total waste (including Newport Pagnell) (tonnes) - Total hazardous waste (tonnes) - Total non-hazardous waste: re-used, recycled, recovered (waste to energy), incineration (not recovered) and landfill (tonnes) - Total hazardous waste: recovered (waste to energy), incineration (not recovered), treated and recycled (tonnes) Water - Total water consumption (m³) Safety - Accident Frequency Rate per 200,000 hours (equivalent to 100 employees) (rate) - RIDDORs (number) Average employee tenure by gender - Average employee tenure by gender (year male/year female) Average employee turnover by gender - Average employee turnover by gender (% male/% female) Newly hired employees - Newly hired employees (number) Employee gender by role - Senior Management team (number male/number female/% female) - Senior Leadership team (number male/number female/% female) - Other Leadership (number male/number female/% female) - Other Employees (number male/number female/% female) - Total Employees (number male/number female/% female) Employee gender by role - Employee gender by role: Senior management team, Senior leadership team, Other leadership, Other employees and Total (number male)/(number female)/(% female) - APAC employee gender by role: Senior management team, Senior leadership team, Other leadership, Other employees and Total (number male)/(number female)/(% female) - EMEA employee gender by role: Senior Management team, Senior Leadership team, Other leadership, Other employees and Total (number male)/(number female)/(% female) - UK employee gender by role: Senior Management team, Senior Leadership team, Other leadership, other employees and Total (number male)/(number female)/(% female) - Americas employee gender by role: Senior management team, Senior leadership team, Other leadership, Other employees and Total (number male)/(number female)/(% female) Training - Hours of training delivered (number) Training – Code of Conduct - Employees completed Code of Conduct training (%)
Reporting period	1 January 2024 – 31 December 2024
Reporting criteria	- The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions - Aston Martin's Basis of Reporting (detailed on pages 60–64 of the Report)

ENGAGEMENT SUMMARY (CONTINUED)

Assurance standard and level of assurance

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 Assurance Standards Board.

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.

Respective responsibilities

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 Selected Information.

ERM CVS' responsibility is to provide a conclusion to Aston Martin on the agreed assurance scope based on our engagement terms with Aston Martin the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described overleaf, nothing has come to our attention to indicate that the Selected Information for 2024 is 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 Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope
- Interviewing management representatives responsible for managing the Selected Information
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information
- Obtaining an understanding of the procedures performed by the third party consultants
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary
- Evaluating the conversion and emission factors and assumptions used
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected 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.

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 the IESBA Code relating to assurance engagements.

ERM CVS 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.



26 March 2025
London, United Kingdom

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

Task Force on Climate-Related Financial Disclosures

* TCFD report also features in the 2024 Annual Report

OVERVIEW

Aston Martin's Task Force on Climate-Related Financial Disclosures ('TCFD') statement has been produced to meet the requirements of the UK's Mandatory Climate-Related Financial Disclosures Regulations, UK Listing Rule 6.6.6(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.

This statement details the risks and opportunities that could result from climate change, the potential impact on Aston Martin and the action we are taking to respond. We have also integrated climate related disclosures throughout this report including in our 'Tackling climate change' update on pages 16 to 21. A detailed breakdown of our emissions can be found on page 54.

We have structured our statement in-line with the four key thematic TCFD pillars:

- Governance
- Strategy
- Risk Management
- Metrics and Targets

In meeting the requirements of the UK Listing Rules 6.6.6(8) we have concluded that we are aligned with two of the four recommendations and nine of the eleven recommended disclosures. For further information see the table on page 73.

GOVERNANCE OF CLIMATE-RELATED RISKS

Aston Martin is committed to doing business in an ethical and transparent manner, supported throughout our organisation by strong corporate governance. In 2021, the Board of Directors ('the Board') established a Board Sustainability Committee ('the Committee') to oversee and monitor the delivery of our sustainability strategy Racing. Green. The Committee also provides wider strategic guidance and challenges our senior leader's assessment and management of climate-related risks and opportunities, as well as other environment and sustainability matters. The Committee is chaired by Anne Stevens, an Independent Non-executive Director, and formally met four times in 2024, as well as holding a deep dive meeting focused on net zero. The Committee reports to the Board following each meeting including strategic recommendations. In 2024, recommendations included the approval and external validation of net zero targets and the approval of the refreshed Racing. Green. strategy and targets.

Other relevant topics on the Committee's agenda during 2024 included:

- Environmental performance review including energy data
- Net zero targets and SBTi submission
- Working Group updates
- Climate Risks review
- EMS management and progress
- Sustainable procurement update

A more detailed breakdown of the Committee is included within the Annual Report and Accounts ('ARA') and this report on page 53.

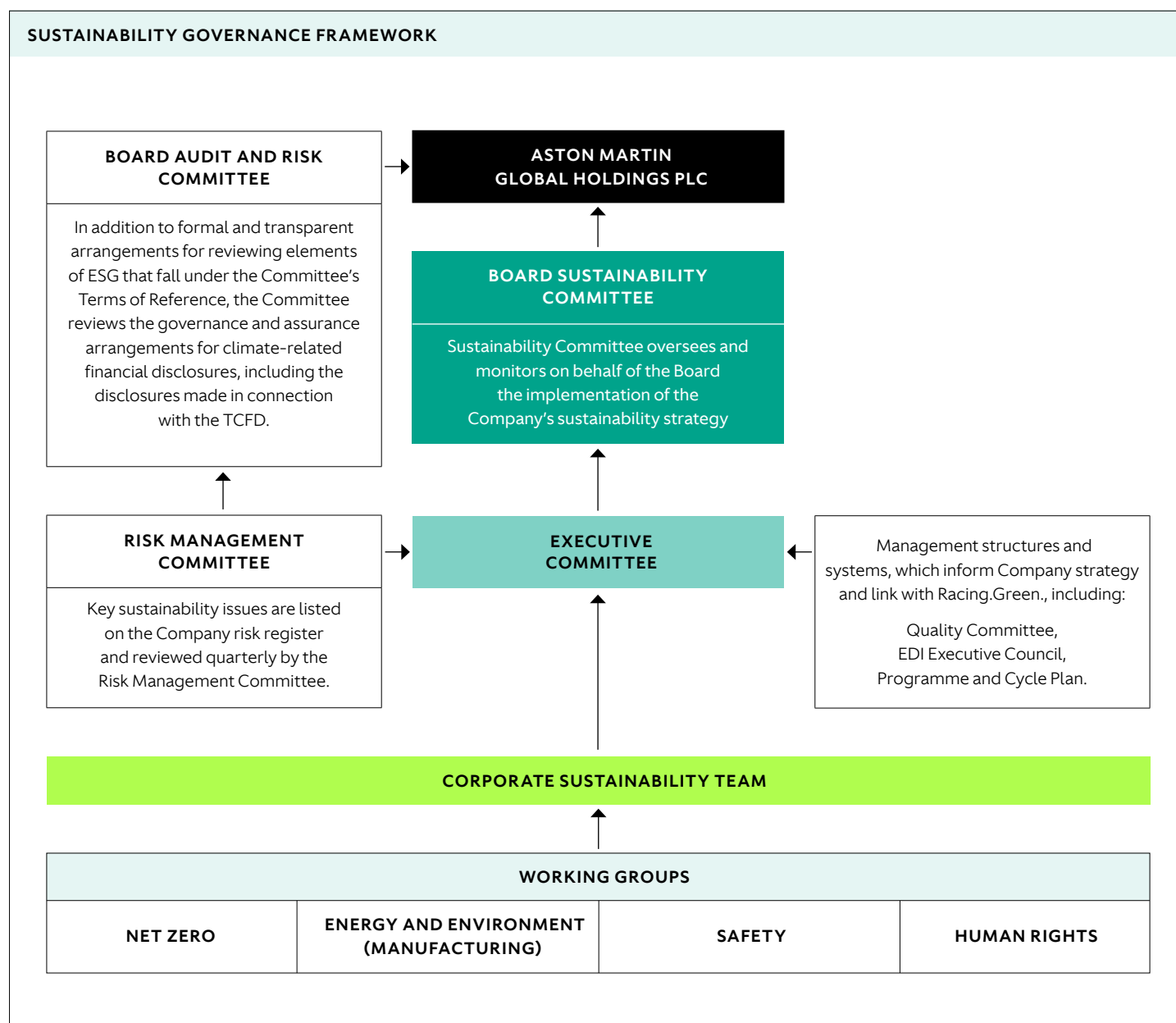
In 2024, the Committee received updates from ten dedicated Sustainability Working Groups ('SWGs') focused on areas ranging from energy management to development of a sustainable supply chain. The role of these groups was to develop and execute credible action plans to achieve clear targets in their respective areas. The frequency of meetings of the SWGs varied depending on the governance structure for the topic within the Company. The approach to working groups will evolve in 2025 alongside our refreshed Sustainability Strategy as indicated on pages 13 and 14.

The Sustainability Committee's terms of reference were updated in 2024. The updated terms strengthen the role of the Committee to keep under review climate risks and climate related issues to ensure that they are considered in relation to external developments and changes in the sustainability strategy as well as monitoring Company performance in achieving its net zero targets.

We also have a specialist Corporate Sustainability Team ('CST') who report directly to the Chief Financial Officer. The CST supports the SWGs and wider business functions in developing relevant sustainability strategies including how to address climate change whilst also driving external advocacy and partnerships. In other key areas of the Company, such as procurement and facilities, we have dedicated experts who are focused on the sustainability agenda including climate-related matters. Their activities include developing relevant policies and procedures including responsible sourcing and metric definitions linked to the SWG deliverables.

The CST is also responsible for managing the Company's sustainability materiality assessment process. The outcome of the materiality process is considered against the risks identified through our climate scenario analysis process and reviewed by the Enterprise Risk Team to ensure consistency and continuity across Functions. A full description of our materiality process is included on pages 10 and 11 and indicates that climate mitigation is ranked as a material topic.

Climate-related risks that are deemed significant are reviewed by the company's Risk Management Committee and managed using our business-wide enterprise risk management procedures. Climate-related risks are also incorporated into the corporate risk register where appropriate. Risks identified as significant are then assigned to functional Risk Champions who are responsible for developing appropriate risk mitigation plans. Each Company department maintains a risk register which is reviewed twice a year by the Company's Risk Management Committee. The Audit and Risk Committee provides oversight of the corporate climate-related reporting and other identified risks.



CLIMATE-RELATED STRATEGY

Wider-industry action

We recognise that the automotive industry is having to rapidly respond to regulatory, customer and stakeholder demands resulting from the need to address climate change. Some of the industry solutions being implemented include shifting to the production of more fuel-efficient vehicles, the use of cleaner fuels and a move towards electrified powertrains amongst other alternatives.

Aston Martin's strategy

In line with the recommendations of the TCFD we categorise climate-related risks and opportunities as follows:

Physical risks: Relating 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)

Transition risks: Relating 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)

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.

The potential impacts of climate change are considered in developing our overall business strategy and supported by our Racing. Green. strategy which incorporates both short and long-term environmental targets, which were updated in 2024. During 2024, we also refreshed our climate risk scenarios, identified climate risks were reviewed with key internal subject matter experts to ensure they accurately reflected business operations, financial implications and wider global influences and trends. In the short- to medium-term (the next five years) we face 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, whilst still significant in the short- to medium-term, 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. Through 2025, the identified risks will be further embedded within our Enterprise Risk Management Framework and System ('ERMFS') ensuring appropriate mitigation plans are in place and the outcome of financial modelling is reflected in updated risk profiles.

Reflecting the increasing growth of climate policy and resulting legislation we continue to focus on understanding, minimising and mitigating our emissions impact across our value chain. In 2023, we established the baseline inventory for our Scope 3 emissions and took steps to further refine this data in 2024. We have now developed and submitted net zero emissions targets to the SBTi for validation. These are linked to plans for reducing our own emissions as well as those across our value chain. The full details of our Scope 3 emissions and our targets towards tackling climate change are included on pages 16 and 20 and through our wider environmental focus on pages 22 and 29. Our net zero targets will drive key mitigation actions to address the following transition risks:

- Increased prevalence of anti-ICE policies
- Access to financing
- Divergent customer attitudes
- Cost on carbon imposed.

Our full set of our key material climate risks are included in the following paragraphs. For detail on the time horizons, scenarios, and rationale for selection, refer to the risk management section of this statement.

PHYSICAL

Risks arise across warming scenarios 1.5°C and 4°C

As the frequency and severity of extreme weather events increases, so does the potential impact of these on our business. This includes an impact through increased delays in delivery of our vehicles to the dealer network through distribution chain disruption, and also disruption in the supply chain which may be further exacerbated by our reliance on single source vendors.

Risk	Time horizon and impact		Risk type	TCFD risk classification	Potential financial impact
Supply chain disruption – direct damage to suppliers	S	H	Upstream	Acute	Increased costs Decreased revenue
	L	H			
Supply chain disruption – disruption to supplier logistics	S	M	Upstream	Acute	
	L	M			
Distribution disruption	S	Lo	Downstream	Acute/ Chronic	
	L	M			
Disruption to business due to asset and site access damage	S	M	Operations	Acute	
	L	M			

Time horizon: S Short L Long

Impact: Lo Low M Moderate H High V Very high

Categorisation key – Impact:

Very high – The potential effects on impacted assets may be long-term (months or permanent), likely to have a significant impact on the asset's finances, severe due to a fundamental link between the asset's function and the characteristics of the climate hazard, extensive social and health impact, national or international reputational impact.

High – The potential effects on impacted assets may be long-term (to last for months), are likely to have a high financial significance to the operation of the assets, extensive social and health impact, national or international reputational impact.

Moderate – The potential effects on impacted assets may be medium-term (to last for weeks), are likely to have a moderate financial significance to the operations of those assets, minor to medium social and health impact, local reputational damage.

Low – The potential effects on impacted assets may be short-term (to last for days), are not likely to be significant to the operations of those assets, minimal social and health impact, limited reputational impact.

TRANSITIONAL

Risks arise across warming scenarios 1.5°C and 4°C.

As we transition to a lower carbon economy, our technological advancements and ability to remain competitive will need to keep pace with the change. This links with the potential need to create a more diverse product portfolio that is price competitive and manages to convert a traditional ICE customer base to an electrified Aston Martin proposition. As regulations move to mitigate and adapt to the challenges of climate change, the need to respond and innovate quickly will become key, as well as the ability to adopt to the potential emergence of carbon markets and taxes. Brand and reputation damage as a result of not keeping pace with these changes, and association with potentially unethical supply chain activities represent core risks in this changing landscape.

Risk	Time horizon and impact	Risk type	TCFD risk classification	Potential Financial Impact
Increased prevalence of anti-ICE policies	S H L V	Operations, Downstream	Policy and legal	Decreased revenue Increased costs
Policy changes being unpredictable and volatile	S V L V	Operations, Downstream	Market and legal	Decreased revenue Increased costs
EV technology development	S H L V	Operations	Technology	Decreased revenue Increased costs
Divergent customer attitudes	S M L H	Operations, Downstream	Reputation and market	Decreased revenue
Disruption in supply chain caused by increasingly prevalent climate policies	S M L H	Upstream	Market and legal	Increased costs
Cost on carbon imposed	S H L H	Upstream, Operations, Downstream	Policy and legal	Increased costs

Time horizon: S Short L Long

Impact: Lo Low M Moderate H High V Very high

OPPORTUNITIES

Opportunities arise across warming scenarios 1.5°C and 4°C

Climate change also presents opportunities for Aston Martin such as securing operational cost efficiencies through the reduction and more efficient use of materials, resources and reduced waste as well as building the Company's reputation with a strong environment, social and governance narrative. The climate risk scenarios identify the unique opportunities that the move to electrification presents Aston Martin as a small volume manufacturer, aligning our offering with customer attitudes and demand. Providing a diverse range of powertrain options as we develop alternatives to the ICE, including PHEV and BEV, will leverage our strategic partnerships and cutting-edge high-performance technologies to provide an unparalleled driving experience.

Opportunity	Time horizon	Opportunity type	Potential Financial Impact
Divergent customer attitudes	L	Operations, downstream	Increased revenue
EV technology development	S L	Operations, downstream	Increased revenue

Time horizon: S Short L Long

RISK MANAGEMENT

The Board is ultimately responsible for ensuring that the Company has an ERMFS implemented across the business to facilitate delivery of our strategic objectives. For further information on this, refer to the Risk and Viability Report and the Audit and Risk Committee Report within the Annual Report (pages 94 to 101). The report outlines how risks and opportunities, including those specifically related to climate change, are identified, assessed and managed through the deployment of the Aston Martin ERMFS.

As part of our 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.

The review and update to our climate scenario analysis and related risks in 2024 was led by our Sustainability and Risk Teams and included significant input from internal stakeholders to ensure climate risks were understood and their relevance to business functions considered.

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 as well as available Scope 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').

A ranking process was utilised, starting with the development of a 'long list' of climate risks and opportunities. The top climate risks and opportunities were then shortlisted to be explored through scenario analysis. The short-listing process involved workshops with internal subject matter experts to gain their insight and note any historic risks.

SCENARIO PATHWAYS

Scenario	Steady path to sustainability	Fossil-fuelled global growth
SSP/RCP*	SSP 1/RCP 2.6	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	Global collaboration focused on protecting the population from a changing climate (as opposed to reducing human-induced climate change)
Societal response	Proactive	Reactive
Global dynamics	Open, collaborative, global	Open, collaborative, global
Temperature rise	1.5°C	4°C
Likelihood	Low	Medium

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

Scenarios, hazards and indicators were identified and the exposure ratings as used in the ERMFS were applied. Two key risks were identified for further detailed financial modelling. The financial modelling will be utilised in 2025 to clarify and help integrate climate-related risks into business strategy planning activity.

When considering climate-related risks and opportunities we assess their potential impact over three time horizons, short-term (covering the years up to 2030), medium-term (up to 2040), and long-term (up to 2050). We have reported here the short- and long-term horizons; as in all but one case the medium-term mirrored the short-term impact. As detailed in the Governance section of this statement, 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 pages 69 and 70. A summary of key mitigating activities that have been taken or are planned to be taken to manage the significant climate-related risks are disclosed in the table on page 72.

We further categorise climate-related risks and opportunities using the TCFD recommended classifications, considering both transition risks and physical risks:

Transition Risks	Physical Risks
– Policy and legal risk	– Acute
– Technology Risk	– Chronic
– Market Risk	
– Reputation Risk	

Our key risks are grouped according to these categories. Our transition risks represent the material risks identified within the short and medium-term for our company, however, we continue to be aware of the risks posed by the growing impact of physical risks over the longer-term. These are highlighted in the table on page 72, where a risk sits across more than one TCFD classification, it is only included once.

Transition risks:

Policy Increased prevalence of anti-ICE policies, cost on carbon imposed.	– Horizon scanning future policy direction and contribution to public policy development and responding to consultations – Research and development 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 – Consideration of increasing carbon policy on tailpipe emissions in business plan
Technology Electric vehicle technology development	– Research and development 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 Disruption in supply change caused by increasingly prevalent climate policies. Policy changes being unpredictable and volatile.	– Ensuring our Racing. Green. sustainability strategy remains relevant and aligned with stakeholder attitudes and expectations – Continued focus on building circularity into our business model including waste and resource use actions and targets – Working with our supply chain partners to address emissions, waste and resource use outside of our immediate operational control – Development of electrified powertrain options within the product portfolio and increased use of sustainable materials to meet customers' evolving requirements – Supplier strategy implemented to develop strategic and sustainable partnerships to improve supply chain resilience – Strategic co-operation agreements in place with various suppliers providing access to new powertrain technology
Reputation Divergent customer attitudes (inability to create a credible sustainability proposition as we manage the transition from ICE to EV, or brand damage caused by activist activity).	– Implementation of our Racing. Green. sustainability strategy to respond proactively to climate change – Transparent disclosure of our GHG emissions through publication of our Sustainability Report – Communication of actions already taken to address climate change – Development and implementation of credible plans to achieve our emission reduction targets aligned to net zero by 2030 and 2050 – Clear strategy to electrify our product portfolio and increase use of sustainable materials (including green aluminium) – Monitoring global market trends to target areas for future growth – Expanded dealer network and improved training to ensure delivery of luxury customer experience

Physical risks:

Acute	– Supplier strategy implemented to develop strategic and sustainable partnerships to improve supply chain resilience – Supply chain and logistics transformation project underway – Cross functional risk reviews with key departments to identify current supply issues and actions to resolve
Chronic	– Business plan developed taking account of climate risks – Supply chain and logistics transformation project underway

METRICS AND TARGETS

Our sustainability strategy Racing. Green. incorporates a number of climate-related metrics and targets which demonstrate the Company's commitment to tackling climate change in the short-, medium- and longer-term as well as assessing and managing these risks.

We engage with 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. Our Scope 1, 2 and 3 metrics as well as energy consumption data are included on page 54 of this report and form part of this TCFD statement. Progress against these targets is reported quarterly to the Sustainability Committee through a detailed KPI report.

In summary, our total Scope 1 and 2 emissions during 2024 amounted to 15,735.06 tCO₂e, reflecting a 16% increase in total energy use. To provide greater clarity over our actions and the results of energy saving and efficiency measures, we use GHG emissions per unit (tCO₂e per car manufactured) as a metric for normalising our emissions data. This emissions intensity metric similarly showed a slight increase compared with 2023 and is shown on page 54.

We are committed to the SBTi Net-Zero Standard, and in 2023 developed our full Scope 3 inventory which we continued to refine in 2024 as we developed near and long-term Company-wide emissions reduction targets in line with the standard. In September, we submitted these targets to the SBTi for validation.

We continually review our processes and continue to strengthen 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 Independent Assurance Report included on pages 65 and 66.

Disclosure level **F** Full **P** Partial **O** 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.	F The Board is responsible for climate ambition, strategy and risk and has established the Sustainability Committee to oversee delivery of the Group's Racing. Green. strategy.	Pages 67–68, Annual Report – Pages 56–57, 95–96, 102–103
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	F 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 68, Annual Report – Pages 56–61
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.	F 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.	Pages 69–71
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	F 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.	Pages 69–72
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	P 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 2025.	Pages 69–72
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.	F 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.	Pages 68–72, Annual Report – Pages 56–61, 68–72
	b) Describe the organisation's processes for managing climate-related risks.	F 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 is a principal Company risk. Refer to the Principle Risk summary table within this Annual Report and Accounts.	Pages 69–72, Annual Report – Pages 56–58, 69–72
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	F Climate-related risks are considered and managed within our ERMFS.	Pages 67–72, Annual Report – Pages 56–61, 67–72
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.	P We have identified and disclosed a wide range of climate-related metrics in order to manage our exposure to climate risks and opportunities. Disclosures regarding the financial quantification of the risks and opportunities identified will be further enhanced in 2025.	Pages 17, 19, 54, 57
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	F We have disclosed our Scope 1, 2 and 3 emissions.	Pages 17, 19, 54, 57
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	F We have set ambitious near- and long-term net zero GHG emission reduction targets aligned with the Paris Agreement.	Pages 17, 19, 54, 57

GRI Content Index

GRI Standard	Disclosure	Page or Direct Answer
GRI 2: General Disclosures		
2-1	Organisational details	Pages 6, 7 and 60
2-2	Entities included in the organisation's sustainability reporting	Page 60
2-3	Reporting period, frequency and contact point	Pages 1 and 60
2-4	Restatements of information	Pages 54 and 59
2-5	External assurance	Pages 65 and 66
2-6	Activities, value chain and other business relationships	Pages 6 and 7
2-7	Employees	Pages 55 and 56
2-8	Workers who are not employees	Data not available
2-9	Governance structure and composition	Refer to pages 66 – 75 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-10	Nomination and selection of the highest governance body	Refer to page 74 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-11	Chair of the highest governance body	Refer to pages 68 and 129 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 67 and 68
2-13	Delegation of responsibility for managing impacts	Pages 10, 14, 67 and 68
2-14	Role of the highest governance body in sustainability reporting	Pages 67 and 68
2-15	Conflicts of interest	Refer to page 90 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-16	Communication of critical concerns	Refer to pages 40 and 101 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-17	Collective knowledge of the highest governance body	Refer to pages 68–73 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-18	Evaluation of the performance of the highest governance body	Refer to pages 92 and 93 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-19	Remuneration policies	Refer to pages 104–117 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-20	Process to determine remuneration	Refer to pages 104–117 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-21	Annual total compensation ratio	Refer to page 129 of the Aston Martin Lagonda Annual Report and Accounts 2024
2-22	Statement on sustainable development strategy	Pages 3, 4 and 13
2-23	Policy commitments	Page 47
2-24	Embedding policy commitments	Pages 47 and 48
2-25	Processes to remediate negative impacts	Page 48
2-26	Mechanisms for seeking advice and raising concerns	Page 47
2-27	Compliance with laws and regulations	See Stakeholder Engagement Report
2-28	Membership associations	See Stakeholder Engagement Report
2-29	Approach to stakeholder engagement	See Stakeholder Engagement Report
2-30	Collective bargaining agreements	Page 33 and Materiality Assessment Report
3-1	Process to determine material topics	Page 11 and Materiality Assessment Report
3-2	List of material topics	Page 11 and Materiality Assessment Report

Our Materiality Assessment Report and Stakeholder Engagement Report are available on our website at:
www.astonmartin.com/corporate/sustainability/sustainability-reports

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 168 and 171 of the Aston Martin Lagonda Annual Report and Accounts 2023; for employee benefits see pages 32 and 33
201-2	Financial implications and other risks and opportunities due to climate change	Pages 69-72
201-3	Defined benefit plan obligations and other retirement plans	Refer to page 165 of the Aston Martin Lagonda Annual Report and Accounts 2024
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	Pages 51 and 52
204-1	Proportion of spending on local suppliers	Data not available
GRI 205: Anti-corruption 2016		
3-3	Management of material topics	Page 47
205-1	Operations assessed for risks related to corruption	Refer to page 99 of the Aston Martin Lagonda Annual Reports and Accounts 2024 for detail of the updated bribery and corruption risk assessment carried out in 2024
205-2	Communication and training about anti-corruption policies and procedures	Pages 38 and 47
205-3	Confirmed incidents of corruption and actions taken	No incidents or action taken
GRI 206: Anti-competitive Behaviour 2016		
3-3	Management of material topics	Not identified as a material topic
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Not identified as a material topic
GRI 207: Tax 2019		
3-3	Management of material topics	Page 51
207-1	Approach to tax	Page 51
207-2	Tax governance, control, and risk management	Page 51
207-3	Stakeholder engagement and management of concerns related to tax	Page 51
207-4	Country-by-country reporting	Data not available
GRI 301: Materials 2016		
3-3	Management of material topics	Pages 26 and 27
301-1	Materials used by weight or volume	Page 29
301-2	Recycled input materials used	Pages 28 and 29
301-3	Reclaimed products and their packaging materials	Page 58
GRI 302: Energy		
3-3	Management of material topics	Pages 18 and 23
302-1	Energy consumption within the organization	Page 54
302-2	Energy consumption outside of the organization	Data not available
302-3	Energy intensity	Page 54
302-4	Reduction of energy consumption	Page 18

GRI Standard	Disclosure	Page or Direct Answer
302-5	Reductions in energy requirements of products and services	Pages 26, 27 and 28
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	Page 24
303-1	Interactions with water as a shared resource	Page 24
303-2	Management of water discharge-related impacts	Page 24
303-3	Water withdrawal	Page 24
303-4	Water discharge	Page 24
303-5	Water consumption	Pages 24 and 54
GRI 304: Biodiversity 2016		
3-3	Management of material topics	Pages 24 and 25
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Pages 24 and 25
304-2	Significant impacts of activities, products and services on biodiversity	Pages 24 and 25
304-3	Habitats protected or restored	Pages 24 and 25
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 16–21
305-1	Direct (Scope 1) GHG emissions	Page 54
305-2	Energy indirect (Scope 2) GHG emissions	Pages 54
305-3	Other indirect (Scope 3) GHG emissions	Pages 19, 20 and 54
305-4	GHG emissions intensity	Page 54
305-5	Reduction of GHG emissions	Pages 18–20
305-6	Emissions of ozone-depleting substances (ODS)	Data not available
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 54
GRI 306: Waste 2020		
3-3	Management of material topics	Page 23
306-1	Waste generation and significant waste-related impacts	Page 23
306-2	Management of significant waste-related impacts	Page 23
306-3	Waste generated	Pages 23 and 55
306-4	Waste diverted from disposal	Pages 23 and 55
306-5	Waste directed to disposal	Pages 23 and 55
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 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	Page 51
308-1	New suppliers that were screened using environmental criteria	Page 51
308-2	Negative environmental impacts in the supply chain and actions taken	Page 51
GRI 401: Employment 2016		
3-3	Management of material topics	Pages 32 and 33
401-1	New employee hires and employee turnover	Page 56
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 32 and 33
401-3	Parental leave	Page 33
GRI 402: Labour/Management Relations 2016		
3-3	Management of material topics	Pages 32 and 33
402-1	Minimum notice periods regarding operational changes	Pages 32 and 33

GRI Standard	Disclosure	Page or Direct Answer
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	Pages 31 and 32
403-1	Occupational health and safety management system	Pages 31 and 32
403-2	Hazard identification, risk assessment, and incident investigation	Pages 31 and 32
403-3	Occupational health services	Pages 31 and 32
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 31 and 32
403-5	Worker training on occupational health and safety	Pages 31 and 32
403-6	Promotion of worker health	Pages 31 and 32
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 31 and 32
403-8	Workers covered by an occupational health and safety management system	Data not available
403-9	Work-related injuries	Page 56
403-10	Work-related ill health	Data not available
GRI 404: Training and Education 2016		
3-3	Management of material topics	Page 38
404-1	Average hours of training per year per employee	Page 56
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 38-41
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 34-36
405-1	Diversity of governance bodies and employees	Refer to pages 67, 88 and 91 of the Aston Martin Lagonda Annual Report and Accounts 2024
405-2	Ratio of basic salary and remuneration of women to men	Page 56
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	Page 47, 48 and 52
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	Page 33
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	Page 52
408-1	Operations and suppliers at significant risk for incidents of child labour	Page 52
GRI 409: Forced or Compulsory Labour 2016		
3-3	Management of material topics	Page 52
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 52
GRI 410: Security Practices 2016		
3-3	Management of material topics	Not identified as a material topic

GRI Standard	Disclosure	Page or Direct Answer
410-1	Security personnel trained in human rights policies or procedures	Not identified as a material topic
GRI 411: Rights of Indigenous Peoples 2016		
3-3	Management of material topics	Page 52
411-1	Incidents of violations involving rights of indigenous peoples	No instances reported
GRI 413: Local Communities 2016		
3-3	Management of material topics	Not identified as a material topic
413-1	Operations with local community engagement, impact assessments, and development programs	Not identified as a material topic
413-2	Operations with significant actual and potential negative impacts on local communities	Not identified as a material topic
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	Page 51
414-1	New suppliers that were screened using social criteria	Page 51
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	Not identified as a material topic
415-1	Political contributions	Refer to page 140 of the Aston Martin Lagonda Annual Report and Accounts 2024
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	Pages 49 and 50
416-1	Assessment of the health and safety impacts of product and service categories	Pages 49 and 50
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	Not identified as a material topic
417-1	Requirements for product and service information and labelling	Not identified as a material topic
417-2	Incidents of non-compliance concerning product and service information and labelling	Not identified as a material topic
417-3	Incidents of non-compliance concerning marketing communications	Not identified as a material topic
GRI 418: Customer Privacy 2016		
3-3	Management of material topics	Pages 50 and 51
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No instances reported

Glossary

ADAS

Advanced Driver Assistance Systems – technologies that assist drivers with the safe operation of a vehicle

AFR

Accident Frequency Rate

BEV

Battery Electric Vehicle

Carbon Dioxide Emissions Equivalent, CO₂e

The universal unit of measurement used to indicate the global warming potential of GHGs, 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 neutrality is achieved when a company's activities result in no net increase in global GHG emissions over a specific period, often by offsetting emissions through carbon credit purchases

Company

Aston Martin Lagonda Global Holdings Plc

Core

The Company's models in ongoing production excluding Specials. These currently comprise Vantage, DB12, Vanquish and DBX

EDI

Equity, Diversity and Inclusion

ESG

Environmental, Social and Governance

ERMFS

Enterprise Risk Management Framework and System

GHG

Greenhouse gases

GPG

Gender Pay Gap

GPTW

Great Place To Work® certification recognises employers via a two step process including a staff survey and workplace questionnaire

GRI

Global Reporting Initiative

ICE

Internal Combustion Engine

IMDS

International Material Data System, the automotive industry's material data system

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

LCA

Life Cycle Assessment

LTA

Lost Time Accidents

Materiality Assessment

A tool for identifying environmental, social and governance priorities. Helps businesses direct sustainability efforts towards areas with the most significant impact and opportunity and supports reporting processes

MW

Megawatt

MWh

Megawatt hour

Net positive biodiversity

Impacts on biodiversity caused by a project are outweighed by the actions taken to avoid and reduce such impacts, rehabilitate affected species/landscapes and any residual impacts offset

Net zero

Achieved when a company reduces its value chain GHG emissions to near-zero (defined as at least 90% reduction) in line with the goal of limiting global temperature rise to 1.5°C and permanently neutralises any residual emissions at the net zero target year

OEM

Original Equipment Manufacturer

IOSH

Institute of Occupational Safety and Health

PHEV

Plug-in Hybrid Electric Vehicle

PV

Photovoltaics – an electric power system designed to supply usable solar power

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

RIDDOR

Reporting of Injuries, Diseases and Dangerous Occurrences

SBTi

Science Based Targets initiative

SDGs (Sustainable Development Goals)

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

STEM

Science, Technology, Engineering and Mathematics

SUV

Sports Utility Vehicle

TCFD

Task Force on Climate-related Financial Disclosures

TNFD

Task Force on Nature-related Financial Disclosures

UNGC

United Nations Global Compact – a global sustainability initiative to accelerate and scale the global collective impact of business

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 sustainability strategy

DISCLAIMER

This document may contain forward-looking statements. Forward-looking statements appear in a number of places throughout this document and include statements regarding the Company's current intentions, beliefs or current expectations or forecasts of future events and those of our officers, directors and employees. By their nature, these statements involve uncertainty and are subject to a number of risks since future events and circumstances can cause actual results and developments to differ materially from those anticipated.

The forward-looking statements reflect knowledge and information available at the date of preparation of this document and unless otherwise required by applicable law, the Company undertakes no obligation to update or revise these forward-looking statements. Accordingly, no assurance can be given that any particular expectation will be met, and investors are cautioned not to place undue reliance on the forward-looking statements. Forward-looking statements are subject to assumptions, inherent risks and uncertainties, many of which relate to factors that are beyond the Group's control or precise estimate. Nothing in this document should be construed as a profit forecast. All members, wherever located, should consult any additional disclosures that the Company may make in any regulatory announcements or documents which it publishes. The Company and its Directors accept no liability to third parties in respect of this document save as would arise under English law.

The back cover has been created using generative AI technology.

This document is printed on Freelifa Centa, a paper made with 100% FSC® certified recycled fibre.

Printed in the UK by PurePrint Group, a CarbonNeutral® company, certificated to Environmental Management System 14001



Designed and produced by Conran Design Group
www.conrandesigngroup.com

**CONRAN
DESIGN
GROUP**



By Appointment to
His Majesty The King
Motor Car Manufacturer
Aston Martin Lagonda Global Holdings plc
Gaydon



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS
AMBITION FOR **1.5°C**  

[ASTONMARTIN.COM/CORPORATE/SUSTAINABILITY](https://www.astonmartin.com/corporate/sustainability)