

STAKEHOLDER DIALOGUE

We aim to communicate regularly with our stakeholders, both sharing information and seeking and listening to feedback. Our stakeholders' ideas help us shape strategy, innovate processes and products, and improve operations, affecting all aspects of our effort to be leading in sustainability.

An essential part of our stakeholder dialogue is with our Sustainability Council. They play a key role in guiding us through the biggest transformation the automotive industry will have ever seen. The Council advises the Board on the decisions it makes to drive sustainability across every aspect of the business.

The Council is made up of external experts with significant practical knowledge and experience who provide thought leadership and challenge to our sustainability strategy to ensure its relevance, fitness for purpose, and future proofing.

Studies we use

We conduct or rely on a range of studies and surveys regularly, including the Internal Luxury Car Buyer Survey, Brand Health Monitor, and Interbrand Study. You can read more about results from these studies in the Customer section of the report. We have increased our customer engagement through new tools like our Customer Relationship Management (CRM) platform. Results from this group of methods reveals where our successes lie and provide direction for our efforts.

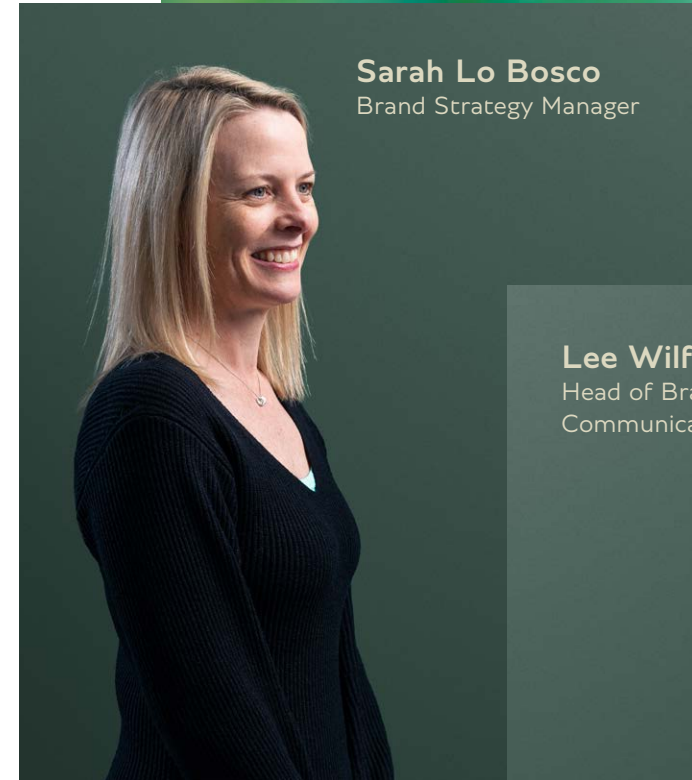
For example, our Internal Luxury Car Buyer Survey, revealed that while PHEVs are increasingly popular, there is work for us to do to educate retailers further to enhance customer understanding of their performance and sustainability benefits.

This finding was reflected in the Brand Health Monitor, in which responses showed only 47 per cent of luxury vehicle customers are aware of our PHEV options, but interest in PHEV ownership is at 68 per cent.

Consumers and retailers are not our only stakeholders. Our employees form a very important group with whom we must communicate clearly. You can read more about how we do this in the People section.

We have also worked extensively to communicate with and work alongside broader communities. You can read more about our local work and our Environmental Foundation in the Communities section of the report.

Additionally, we sit on and engage with several industry and local boards including the Northern Automotive Alliance, Crewe Town Board, the Society of Motor Manufacturers and Traders, the South Cheshire Chamber of Commerce, Walpole (the official body for British luxury) and the Confederation of British Industry.



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