



MORGAN MOTOR COMPANY 2020 SUSTAINABILITY REPORT





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INTRODUCTION

Creating unforgettable driving experiences
through craftsmanship that lasts, whilst
innovating for the benefit of future
Morgan customers



WELCOME

Welcome to Morgan Motor Company's first Sustainability Report. This report demonstrates the work we have undertaken so far to make our business more sustainable and resilient.

This report highlights our key initiatives and achievements, both within the company, and with external stakeholders. This report also looks ahead, highlighting our ambitions and commitments for a more sustainable future.

At Morgan Motor Company, our sustainability efforts are focused around four key areas, which make up the pillars of our sustainability strategy and form the structure of this report:

- Blending craftsmanship & technology
- Protecting the environment
- Maintaining Morgan's high ethical standards and sense of fairness
- Supporting our people and our communities

We are proud of our contribution to creating a more sustainable future. Morgan Motor Company remains committed to continuous improvement with regards to sustainability.



ABOUT THIS REPORT

This year, we worked with SustainAbility, an ERM Group company, to prioritise the sustainability topics that are most important to our business and stakeholders.

The aim was to develop a sustainability strategy in response to those topics. This strategy reflects our mission to provide a unique blend of vehicle craftsmanship, heritage and pure driving experience, while leveraging modern technology to innovate for future generations.

The outcome of this exercise is detailed within this sustainability report.

We have shaped this report to share information about the highest priority topics for our business, including the targets that we aim to achieve in the next two to five years.

The report has been prepared in accordance with the 'core option' of the Global Reporting Initiative (GRI) 'Global Reporting Standards', which are globally recognised standards for sustainability reporting and disclosure.



CEO STATEMENT

I joined the Morgan Motor Company in 1983, as an apprentice in the sheet metal shop. Since then, I've seen the business grow, with models such as the BMW- engined Plus 8, the Aero 8, and a modern iteration of the car that started it all, the 3 Wheeler.

This has been a successful year of initiatives, innovations, and research and development. While Morgan Motor Company faces challenges – as every business does today – our commitment to sustainability is now stronger than ever.

We have come a long way on our journey to becoming a more sustainable company, and we will continue to invest time, resources and energy to make our operations and products more efficient, source and use resources responsibly, and improve the health, safety and well-being of our people.

One of this year's achievements that reflects this commitment was the evolution of our CX-Generation platform, which features our CO2 reduction model range. In March 2020, we launched our all-new Morgan Plus Four model, which represents the most revolutionary advancement in the model's 70-year history.

While its power has risen by more than 65% compared to its predecessor the Plus 4, the cutting-edge drivetrain technology provides the all-new Plus Four with a similar fuel economy and a 30% reduction in CO2.

Alongside these strides, we are witnessing unprecedented challenges. The current COVID-19 pandemic, dubbed by many as the worst crisis since World War II, threatens many and creates uncertainty for everyone.

However, some impacts are clear, such as the need to look after our people and to protect our environment. It underscores the need to invest in people's health, safety and wellbeing, ensure the resilience of our supply chains, and have the appropriate emergency and business continuity plans in place in order to adapt quickly to changing circumstances.

In these challenging times, our people's safety was and continues to be our top priority. We have maintained paid employment of all employees, transitioned (where possible) to work-at-home arrangements, and implemented effective communication systems to ensure people felt connected, engaged and cared for.

As of June 1st 2020, being mindful of all the social distancing restrictions and following the latest Government advice, we started to slowly return some of our people back into work.

We have reopened our UK Dealership network, including the factory's own sales and aftersales department, and car hire booking.

Our customers are an integral part of the Morgan family. During the pandemic, many were unable to drive their car due to restrictions.

As a gesture of our appreciation and support, we extended the warranty period on our vehicles to three additional months of the full manufacturer warranty – one of the strongest responses of any car manufacturer.

We also came together to support the wider community. With joint efforts from our employees and stakeholders, we supported both local and national charities, using the value of our brand to raise £1.39M, a figure that was further matched by the UK Government.

We are proud to have demonstrated the adaptability and agility of the company during the challenging operating conditions of the pandemic.

We are confident that we will emerge from the current crisis even stronger and more resilient than ever before.

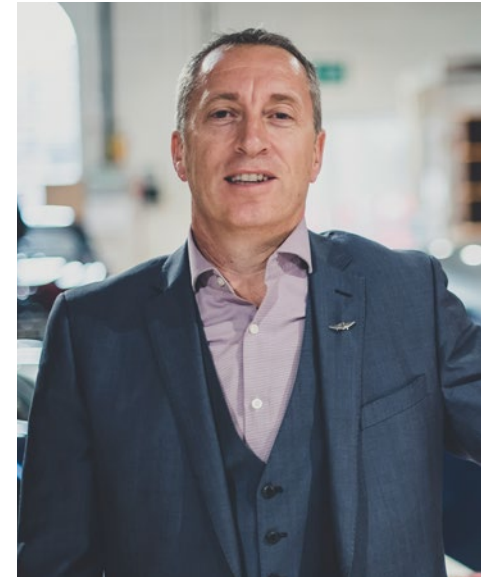
We recognise that just getting through this crisis is not enough, we must be more prepared. In the long term, we must learn how to turn risks into opportunities and design and protect our business for resilience by identifying new ways of working and conducting business.

A challenge such as the COVID-19 pandemic might be a reason for some companies or organisations to slow down, but for Morgan Motor Company it is as important, if not more so, to demonstrate our commitment to sustainability and how we can become part of the solution for the future.

We have embarked on a journey to incorporate sustainability into everything we do, from the way we design and build our cars to the way we treat our employees.

Our sustainability strategy is rooted in our core business, and demonstrated through elements that include traditional craftsmanship skills, product design and innovation, leisure and entertainment, and community stewardship.

We invite our readers to learn more about our business, our sustainability highlights, and Morgan's future aspirations.



Steve Morris
CEO and Chairman, Morgan Motor Company.

We have embarked on a journey
to incorporate sustainability into
everything we do



ABOUT OUR BUSINESS

Established in 1909 by H.F.S Morgan with the design of the iconic, three-wheeled Morgan Runabout, the Morgan Motor Company is one of the longest established automotive manufacturers in the world, currently with dealerships in over 30 countries globally.

The three-wheeled cars were followed in 1936 by 4-4, named so as it utilised four cylinders and four wheels.

Today's Morgan vehicles share many spiritual links with and are built using almost identical methods to the 4-4, making Morgan's current model range the perfect illustration of the brand's proud history. The company has operated from its current factory in Malvern Link, UK, since 1914.

Today, in addition to producing vehicles, the factory is a leisure destination, offering guided factory tours, driving experiences and an on-site dealership, retail shop, museum and restaurant.

Now in their fourth generation, the Morgan family continue to act as stewards for the brand, upholding the values of the company and ensuring their family legacy lives on with each new Morgan produced.

The Morgan family retains a shareholding of the company, alongside a fund managed by Investindustrial, a leading European group of independent management investment, holding and advisory companies, who announced in 2019 that they would be indirectly investing in the Morgan Motor Company and its long-term future of building cars in Britain.



BUSINESS HIGHLIGHTS

REVENUE

£34 million

ASSOCIATES

233 people

NEW HIRES

40 people

APPRENTICESHIPS

6-8 offered per year

NUMBER OF APPRENTICES JOINING SINCE 2019

4 apprentices

PRODUCT LAUNCHES

2019 - Plus Six
2020 - Plus Four

NUMBER OF DISTRIBUTION/ DEALER CENTRES

55 Globally

VEHICLES PRODUCED

700 to 1,000
vehicles each year

-
- Major refurbishment of our Visitor Centre to include new retail showroom facilities and new museum offering
 - Creation of an all-new 25000 Sq Ft Research & Development facility, Morgan Engineering and Design Centre (MDEC).

SUSTAINABILITY HIGHLIGHTS

CX GENERATION PLATFORM CO2 REDUCTION

50% reduction in GHG emissions from the vehicle fleet

ENERGY CONSUMPTION WITHIN THE ORGANISATION

2918 MWh

OPERATIONAL GHG EMISSIONS

- Scope 1 and 2:
598 tonnes of CO2 equivalent
- Scope emissions from water use, waste disposal, business travel and employee commuting:
231 tonnes of CO2 equivalent

VOC EMISSIONS

70% reduction by switching to water base-paints

WASTE GENERATED (COMMERCIAL AND INDUSTRIAL)

256 tonnes

WATER CONSUMPTION

661 m3

CLIMATE

Exploring how to set a Science-Based Target for our emissions

TOTAL COMMUNITY INVESTMENT (DONATIONS, VOLUNTEERING, GRANTS, FUNDING)

£1.85 million

INVESTMENT IN R&D

£1.7 million of government funding invested with an overall investment of over £6 million in CO2 divided by 2 to develop alternative and more efficient powertrain technologies.

This was part of the evolution of the CX-Generation aluminium platform, which gives Morgan Motor Company the basis to work towards further CO2 reduction and the ability to comply with future certification needs.

MEMBERSHIPS

Became a signatory of UN Global Compact.

OUR CORE BUSINESS ELEMENTS

Our sustainability strategy is rooted in our core business elements of traditional craftsmanship skills, product design and innovation, leisure and entertainment, and community stewardship.



TRADITION CRAFTSMANSHIP SKILLS

'Our cars tend to be cherished and loved'

Our traditional craftsmanship skills are one element that makes our products high quality and long-lasting.

We provide a fitting antidote to mass-produced automotive manufacturing, bringing with it an exceptional mix of traditional craftsmanship and appropriate modern technology, while using core materials that are sourced locally, from ethical suppliers.

All Morgan cars are expertly crafted using three core elements: ash, aluminium and leather, and are designed to work in harmony with the materials used to construct them.

We recognise that our vehicles may not be our customers' sole mode of transportation. They are designed and built to provide exciting driving and leisure experiences. Both the traditional manufacture and the longevity of ownership of our vehicles is celebrated at Morgan Motor Company.

Our cars are built to last and designed to have a timeless style.

For more details, see our [Blending Craftmanship & Technology](#) section.



PRODUCT DESIGN AND INNOVATION

'We praise the materials we use.'

Morgan's in-house Design and Engineering team develops new vehicles from conception to production, keeping key considerations in mind: efficiency, performance, and the classic charms of hand manufacturing.

They keep abreast of the latest trends in product design, including the use of alternative, more sustainable materials; explore circular economy solutions, and contribute to resource efficiency through a focus on product life-cycle management.

The company leverages modern technology for greater efficiency and performance, putting each new vehicle through rigorous digital simulation and extensive physical testing.

For more details, see our [Blending Craftmanship & Technology](#) and [Protecting the Environment](#) sections.



LEISURE AND ENTERTAINMENT

'We create products that provide great leisure experiences'

Based at the foot of the Malvern Hills, surrounded by beautiful countryside, the Morgan factory is a fantastic destination.

We provide our customers with memorable driving experiences through our hire car service and offer guided factory tours to learn more about our heritage, as well as how we are building cars today. We welcome 30,000 people to our Experience Centre each year.

For more details, see our [Blending Craftmanship & Technology](#) and [Protecting the Environment](#) sections.



COMMUNITY STEWARDSHIP

'Malvern Link has been home to Morgan Motor Company for over 110 years and community is an integral part of what we do.'

Our community in Malvern is part of the wider Morgan family. We foster close relationships with our community, including prospective vehicle owners, neighbours, and suppliers, to further establish Morgan as a trusted company, employer, and partner.

We aim to advance our social impact and sustainability goals through the work we do around community investment and engagement.

We support initiatives through local giving and fundraising, service and volunteerism, food donations, merchandise donations and ongoing special events. Each of these initiatives ensures we are making impactful and meaningful investments in our communities.

For more details, see our [Supporting our People & Our Community](#) sections.

OUR APPROACH
TO SUSTAINABILITY



OUR APPROACH

For over 100 years, the Morgan Motor Company has been known for its traditional craftsmanship, authenticity and sporting credentials.

As the company progresses through its second century in business, and within a continually evolving industry, it is important to maintain the values and characteristics that have helped to establish the brand.

Our future strategy must act responsibly towards the environment and society, as well as consider the needs and desires of the next generation of Morgan owners around the world.

We envision a future in which our core traditions are maintained, but where innovation and technology is at the heart of our philosophy.

We aim to reduce our environmental impacts through efficiency gains, both in our operations and our products, sustainable and ethical sourcing of all of our products, and the integration of sustainability considerations into product design.

Electrification is a subject that dominates the narrative of the wider automotive industry, as manufacturers shift from internal combustion to electric powertrains. This is a global shift, and along with advancements in technology, we are continuing to work towards it.

Our approach to sustainability goes beyond just caring for the environment. It includes our commitment towards our employees, our suppliers and our customers.





Our employees are the driving force behind our business. We will continue to invest in attracting the best talent and providing our employees with exciting career paths and opportunities.

We want our employees to feel proud to work at Morgan Motor Company, and to find meaningful purpose in their jobs.

Morgan's social impact is also defined by the ways in which our partners and customers are positively affected by the company. Ethical behaviour in our business operations and supply chain provides the foundation for how we positively impact the people we work with and the stakeholders we serve.

These commitments don't just lead the way towards a more sustainable future, they are also instrumental in how we operate as a company in 2020.

OUR PRIORITIES

This year we worked to identify and prioritise the key sustainability issues that matter most to our business.

In order to identify key topics, we consider external macro trends for businesses generally. In addition, we considered trends specifically within the automotive and luxury craft industries, globally recognised sustainability standards and frameworks, as well as external perspectives from civil society, investors, and the general public.

We have identified 13 action areas (see Sustainability Strategy) that guide our efforts and commitments for a more sustainable future.



SUSTAINABILITY STRATEGY

Morgan Motor Company lives by its vision of creating unforgettable driving experiences through craftsmanship that lasts, whilst innovating for the benefit of the future of Morgan's customers.

Our sustainability strategy consists of four key pillars that demonstrate our commitment to improving our products, reducing our environmental impact, upholding the highest ethical standards in our relations with suppliers and customers, and supporting our employees and local community.

Integrating these commitments into our core business strategy will not only ensure that we play our part in contributing to a better environment and society, but will also help us build business resilience, improve value for our business and our stakeholders, and enhance our position as a leading luxury craft manufacturer.



OUR VISION

Creating unforgettable driving experiences through craftsmanship that lasts and innovates for future generations

BLENDING CRAFTSMANSHIP & TECHNOLOGY

We will leverage our unique craft expertise and explore technological solutions to build our cars for greater performance and improved efficiency

-
- PRODUCT QUALITY & SAFETY
 - INNOVATION & TECHNOLOGY
 - PRODUCT DESIGN & LIFE-CYCLE MANAGEMENT

PROTECTING THE ENVIRONMENT

We will seek to minimise the environmental footprint of our operations and embrace circular and low carbon approaches

-
- CLIMATE CHANGE
 - WATER MANAGEMENT
 - WASTE & HAZARDOUS MATERIAL MANAGEMENT

BEHAVING RESPONSIBLY

We will ensure high ethical standards are consistently applied across our organisation and supply chain in order to protect our people, our suppliers, our customers and our community

-
- BUSINESS ETHICS
 - RESPONSIBLE SUPPLY CHAIN
 - CUSTOMER WELFARE

SUPPORTING OUR EMPLOYEES & OUR COMMUNITY

We will be stewards of our local community by contributing to local development and employment and providing opportunities for our people to prosper

-
- LABOUR & HUMAN RIGHTS
 - EMPLOYEE HEALTH & SAFETY
 - EMPLOYEE ENGAGEMENT & DEVELOPMENT
 - COMMUNITY RELATIONS

GOVERNANCE

Morgan Motor Company's leadership combines a range of skills and expertise from key areas across the business to promote sustainability within the company.

This year we have developed a sustainability taskforce with key business function representatives, who will serve as stewards of the sustainability strategy and be accountable for measuring and disclosing sustainability performance.



OUR PRODUCTS: BLENDING CRAFTSMANSHIP & TECHNOLOGY

We will leverage our unique craft expertise, using materials sourced locally and responsibly, and explore technological solutions to build our cars for greater performance and improved efficiency.



SUSTAINABLE, LOCAL MANUFACTURING

Our traditional craftsmanship differentiates us from the wider automotive industry – and is key to ensuring the sustainability of our production.

Our vehicles have been designed and built locally at our Malvern Link factory for generations, where we combine traditional craft techniques with the latest technology to improve efficiency, minimise waste, and optimise material usage.

Through innovative materials and technology, we are identifying new opportunities to tackle global challenges, and meet our customers' needs.



OUR CORE MATERIALS

We are committed to the responsible sourcing of all raw materials used in the production of our vehicles, with sustainability being a deciding factor in our decision to work with suppliers.

For example, this year we partnered with leather supplier Muirhead, which has launched its own sustainability initiative, Sustainable by Nature, including the company's commitment to becoming carbon neutral by 2025.

We adopt an innovative and creative approach to introducing new materials within our models. We make conscious decisions around material use in our future vehicles and keep the environmental impacts of the vehicles' life-cycle in mind.

As such, we have been working hard in the supply base to find more sustainable materials, including water-based products to reduce VOC emissions, and composites to decrease vehicle weight and improve safety.

Our three core materials are leather, ash wood, and aluminium, and they are central to our most celebrated craftsmanship methods. These rare skills remain unchanged from an era when coachbuilding was commonplace within the industry.



LEATHER

We use the finest leather in all Morgan vehicles and accessories.

This year we made the decision to reduce the amount of leather used in our vehicles due to the environmental impact of production, perceptions surrounding animal welfare, as well as customers' varying perceptions around the use of leather and other premium materials in cars.

We have also selected a new leather supplier and continue to ensure that all the leather we use in our vehicles and the production process behind it meets our high standards for sustainability and ethics. The leather installed in Morgan vehicles is a by-product of the beef industry and is sourced locally within the UK and Ireland.

It comes from grass-fed farms who comply with the Five Freedoms Principles, developed by the UK's Animal Welfare Committee to ensure animals live as natural and as comfortable an existence as possible.

Our supplier undertakes regular audits, ensuring every link in the upstream supply chain holds firm to the highest ethical standards.

To ensure that nothing is wasted, we donate all the left-over leather offcuts from the manufacturing process to local charities.

ALUMINIUM

We also work with lightweight aluminium, fusing traditional techniques with ultra-modern processes. Increasing demand has helped us to continually invest in a more efficient production line. While many aluminium panels and chassis sections are now laser-cut, and computer aided processes have been added, each car's ash frame, interior finishing and exterior detailing remain crafted by hand.

Despite its lightweight characteristics and the potential to improve vehicles fuel economy, the aluminum manufacturing process is energy intensive and responsible for significant amounts of CO2 emissions. Consequently, part of our commitment to review wider scope-3 categories, will include the assessment of emissions from aluminum manufacturing, processing and transportation. This will enable greater visibility over the impacts of our products across the supply chain and take the necessary steps to mitigate those impacts. We will also improve the visibility over our aluminum supply chain, and explore options for closed-looped aluminum use.

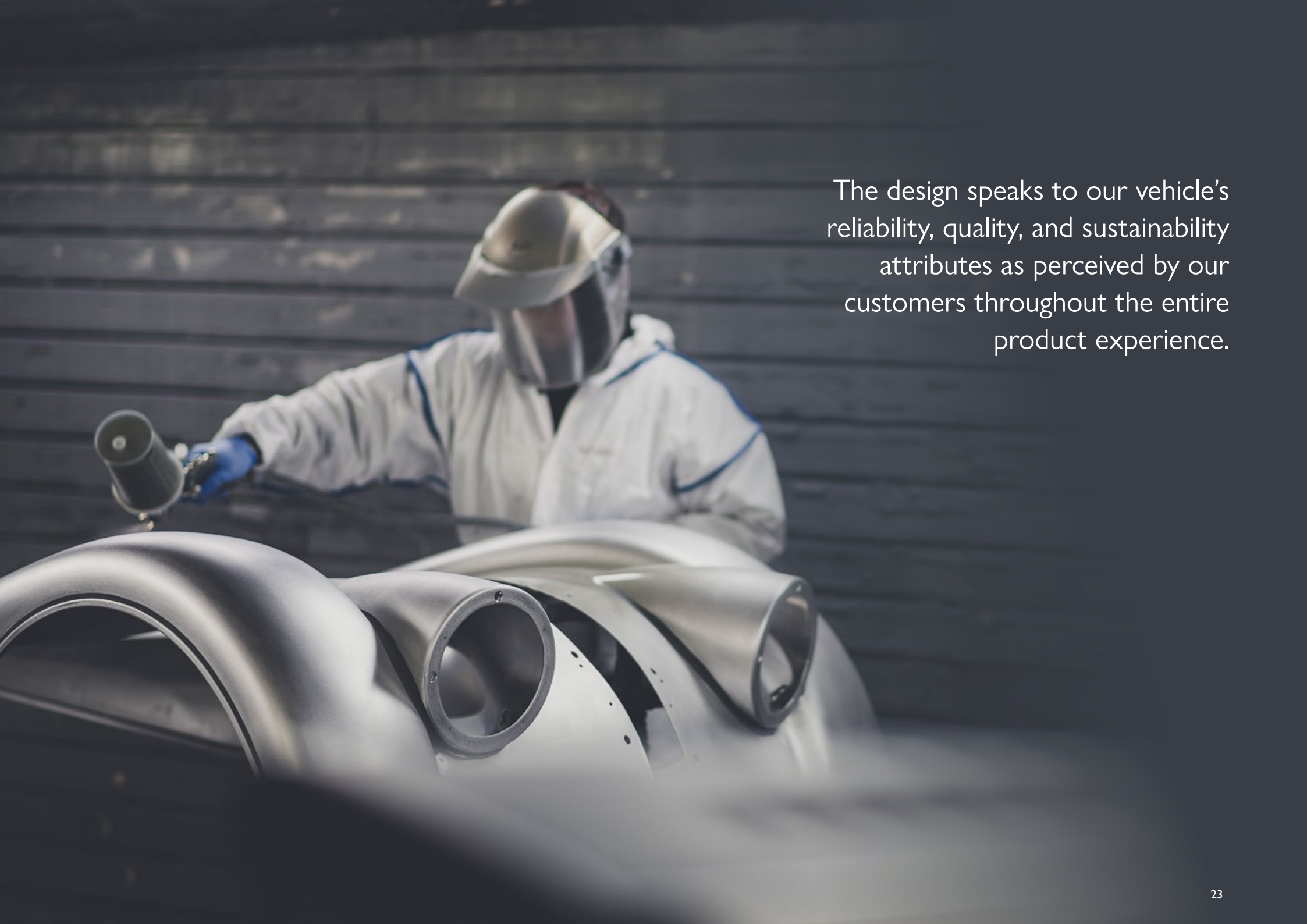
ASH WOOD

Ash wood has featured in Morgan cars for decades. Its use is not merely nostalgic. Ash is easy to use, lightweight, and durable, characteristics that have clear environmental benefits.

Ash forms the structure to which the aluminium body is applied. Through a process of manipulation using steam and wooden jigs, each frame is entirely formed and assembled by hand.

Morgan is FSC accredited and supports sustainable forestry.





The design speaks to our vehicle's reliability, quality, and sustainability attributes as perceived by our customers throughout the entire product experience.

SUSTAINABILITY IN PRODUCT DESIGN

When introducing the new CX-Generation aluminium platform, our aim was as follows:

- 1 **To maintain the vehicles' timeless appeal through traditional craftsmanship techniques and innovative design processes**
- 2 **To use environmentally sustainable and innovative materials that contribute to the longevity of the vehicles**
- 3 **To reduce the vehicles' environmental impact by cutting CO₂ emissions during use, while improving performance to enhance the driving experience whilst satisfying legislative requirements**
- 4 **To meet the expectations of our target audience**

We keep the above considerations in mind throughout the whole design process, from the concept to the delivery phase, assessing the feasibility of incorporating sustainable elements in our vehicles while looking for efficiency opportunities in the manufacturing process.

The design speaks to our vehicle's reliability, quality, and sustainability attributes as perceived by our customers throughout the entire product experience.

We ensure that all of our materials, including our core items are sourced responsibly, while paying attention to their recyclability and recoverability at the end of their lives. Most recently our efforts have focused on the use of lightweight materials and the application of aerodynamic concepts.

Although aluminium production is energy intensive, the lighter vehicle body allows for a reduction in CO₂ emissions and thus an improvement in the overall environmental impact of the product.

In addition, we are exploring the use of eco-friendly composite materials, such as carbon fibre, which is lighter, more durable, less energy intensive, and of prime importance in the production of electric vehicles.

We are exploring the use of closed material loops in our production processes. We constantly explore innovative materials when we design new vehicles in the interests of quality, safety and environmental compatibility.

We want to stand out as one of the best examples in the marketplace in terms of efficient design and production.

We continuously assess risks and rigorously manage substances of concern, which is why we have undertaken to radically reduce volatile organic compound (VOC) emissions. In order to do so, we switched from solvent-based to water-based paints wherever possible, reducing our VOC emissions by 70%.

We now use a premium, environmentally friendly product that continues to meet the same high standards as solvent-based paint, while also reducing potential negative impacts on our people's health and safety.

Our product design is also very much geared towards increasing the efficiency and eco-friendliness of drivetrains.

We liaise with our engine suppliers to ensure that the engines that go into our vehicles meet the appropriate parameters and satisfy emission tax brackets in the respective markets they are sold.

This applies to internal combustion engines, hybrid and plug-in hybrid drivetrains and fuel cell systems. Further development of electric drivetrains is very much in our agenda.

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OUR APPROACH TO PRODUCT QUALITY AND SAFETY

We have a relentless focus on quality and safety, which is reflected in our track record and long-lasting relationships with our customers and community of admirers.

We aspire to understand their needs and inspire them through unique and highly personalised vehicles and exhilarating driving experiences.

Product quality and safety is therefore the logical consequence of this aspiration. The quality, reliability and safety of our products and services is key to ensuring customer satisfaction and to maintaining the deep emotional connection that is created with our customers.

Customer satisfaction is a task for all employees. Everyone in the company is encouraged to contribute to product and service innovations that result in excellent customer service.

The Morgan Motor Company has maintained a corporate ISO:9001 certification since 2008, based on a number of quality management principles, including a strong customer focus, to help ensure customers receive consistently high-quality products and services.

We are also audited by the Vehicle Certification Agency (VCA) to ensure consistency of production against key quality parameters.

Furthermore, the Morgan Motor Company is a member of the Society of Motor Manufacturers and Traders (SMMT), which aims to raise automotive industry standards.

OUR TARGETS

To explore and incorporate the use of closed material loops in production processes.

To develop and formalise an automotive quality management system.

To achieve zero product recalls by ensuring all quality and safety concerns are monitored, addressed and resolved.



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The quality, reliability and safety of our products and services is key to ensuring customer satisfaction and to maintaining the deep emotional connection that is created with our customers.



OUR OPERATIONS:
PROTECTING THE
ENVIRONMENT



We aim to exceed the required environmental compliance and take action to address the most material environment impacts of our business.



OUR APPROACH TO MANAGING OUR ENVIRONMENTAL IMPACTS

As a vehicle manufacturer, we are aware of the negative impacts our production and products can have on the environment, and of the increasingly strict regulations around exhaust gas emissions and fuel consumption.

In light of climate change, the threat to air quality in urban centres, and the excessive use of natural resources, reducing our environmental impact is key to our sustainability strategy.

We aim to exceed the required environmental compliance and take action to address the most material environment impacts of our business.

These are impacts associated with our operations and manufacturing processes (water and electricity consumption, and waste generation), materials in our products (emissions from energy use and land use impacts to extract and process materials into parts, as well as waste generation at their end of life), and vehicles in use (emissions from gasoline production and combustion).

We aim to formalise our approach to environmental management by exploring relevant certifications, such as the Environmental Management System (EMS) ISO:14001 standard.





We are in the process of developing a new, ambitious climate target, to be approved by the Science Based Target Initiative (SBTi)

OUR COMMITMENT TO TACKLING CLIMATE CHANGE

In December 2015, the Paris Agreement was approved by 196 countries that recognised that climate change is an urgent and potentially irreversible threat to human societies and the environment.

It was also recognised that tackling climate change is a shared responsibility, and that the private sector, along with governments and civil society, has a key role to play in supporting the transition to a low carbon economy.

If unchecked, climate change threatens the customers, the communities and the environment on which Morgan's business has been built.

As one of the longest standing vehicle producers, the Morgan Motor Company is committed to playing its part in tackling climate change. We are taking action by reducing the impacts of our operations, improving the fuel economy of our vehicles, and exploring electrification.

In addition to this, and building on the environmental targets already included in our strategy, we are in the process of developing a new, ambitious climate target, to be approved by the Science Based Target Initiative (SBTI), which will take into account the GHG emissions from vehicles in use.

The objective of a science-based target is to align with the emission reduction pathway required to limit global warming to well-below 2°C above pre-industrial levels, the key ambition of the Paris Agreement.

Over the coming year, we will look at scenario-analysis to help us understand how we can reduce our carbon footprint most effectively.

ENERGY USE AND EFFICIENCY

Naturally, a big part of our environmental impact occurs through the use of our vehicles.

However, with the gradual move towards lower emission drivetrains and full electrification, the CO₂ impacts of our business will eventually shift away from the usage of our vehicles to our supply chain, operations and manufacturing.

In line with our life cycle approach, we are committed to understanding the environmental impacts of our suppliers and ensure we support them in upholding the same high environmental standards as ourselves. (See [Responsible Supply Chain](#) section).

Although our operations and manufacturing have a relatively low footprint due to our small size and the craft nature of our business, there are opportunities to make it more efficient.

We aim to improve efficiency across our operations by sourcing electricity from renewable energy suppliers, assess energy reduction opportunities across the business, and build staff awareness around energy reduction measures.

GHG EMISSIONS

This year we calculated, for the first time, our scope 1 and 2 emissions in order to have a better understanding of where the highest level of consumption is happening within our operations, and identify the most efficient reduction measures.

As we have been operating in the original factory since 1909, we are aware that our infrastructure needs to be updated. We will undertake to modernise our facilities and replace outdated heating and lighting systems.

In fact, we are already undergoing extensive re-development in our visitor centre with a modern and sustainable redesign of the building, which will not only make our operations more efficient but will also develop the visitor experience.

We will continue to monitor performance and disclose our results year on year. In line with our commitment to set a science-based target, we will also aim to measure our most material scope 3 emissions, particularly those associated with the use of our products, with the aim of reducing and optimising CO₂ emissions from our vehicle fleet.

OUR TARGETS

To source all electricity from renewable sources backed by energy certificates by 2021.

To assess energy reduction opportunities and implement all opportunities with less than 1 year payback period by 2022.

To implement a staff awareness campaign in 2020 to encourage reduced energy use in the workplace and low-carbon modes of transport.

To review wider Scope 3 categories and start reporting those that are material to the business by 2021.

Adopting the very latest in cutting-edge technology for componentry and propulsion systems, making our cars more efficient and environmentally friendly.

We have been exploring electric powertrains and other low carbon approaches since 2006 and have learnt a great deal.



LOW-CARBON APPROACHES AND ELECTRIC POWERTRAINS

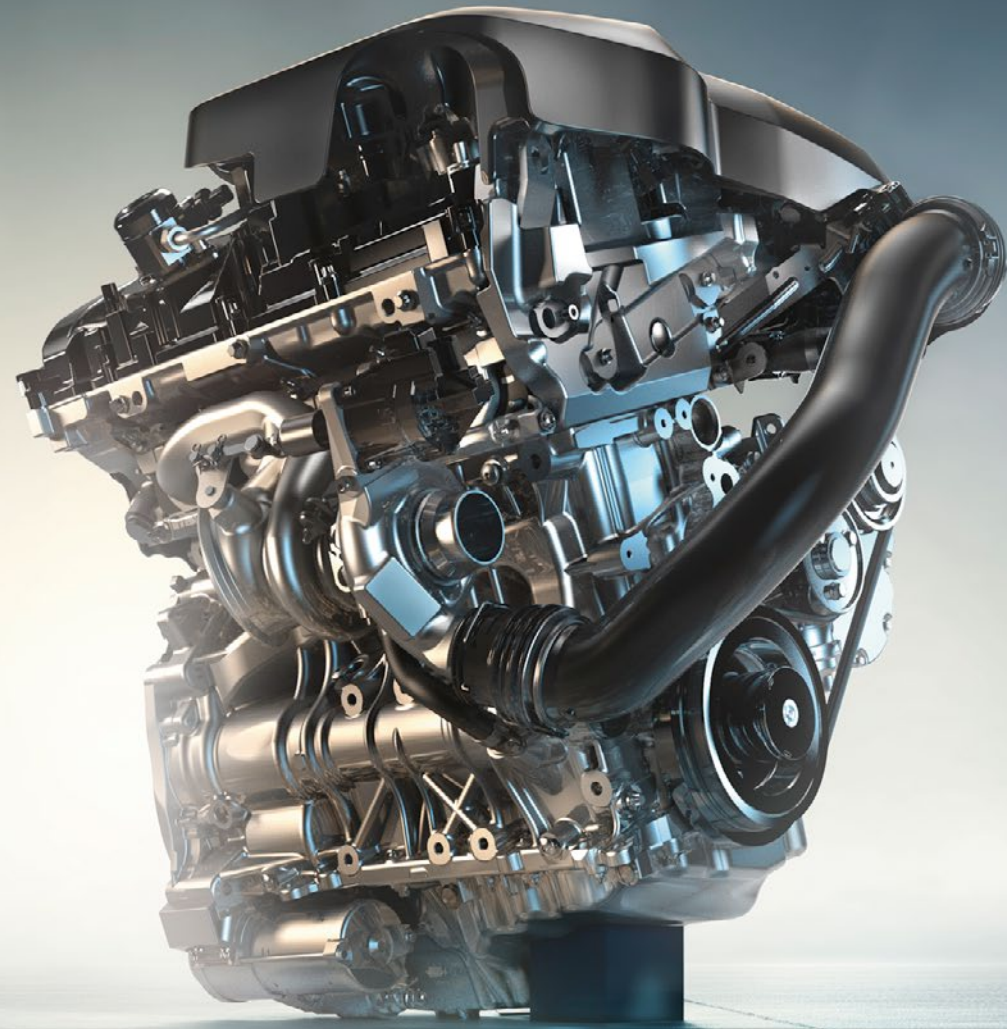
Despite maintaining our craft manufacturing traditions, the production of Morgan's cars has continually evolved and improved over the years to adapt to new trends and consumer expectations.

Nowadays, any company in the automotive industry is required to be on a path towards alternative and greener approaches to product development, particularly in light of increasing regulatory pressure around carbon emissions reflected in the rise of tax penalties for vehicles' owners across markets.

For us, it is all the more important to keep abreast of such trends and adapt to the changing nature of our industry due to the niche essence of our business.

We are doing so by adopting the very latest in cutting-edge technology for componentry and propulsion systems, making our cars more efficient and environmentally friendly.

We have been exploring electric powertrains and other low carbon approaches since 2006 and have learnt a great deal.



EV3 CONCEPT

While we have been involved in alternative propulsion developments for a number of years, it has been longer than decade since our LifeCar hydrogen fuel cell programme.

In 2016 we unveiled our EV3 concept, based on the original petrol-powered 3 Wheeler. The model looked at the world of zero emissions motoring from an entirely different perspective - what if an all-electric vehicle was bespoke, handcrafted and exhilarating to drive?

Weighing less than 500kg, the EV3 concept had a range of 150 miles. Lightweight agility was complemented by performance figures that challenged those of the petrol 3 Wheeler: 0-62mph took less than 9 seconds and its top speed was in excess of 90mph. Encased within the tubular space frame chassis was a 20KWh lithium battery and a liquid-cooled 46kW motor driving the rear wheel. The EV3 would also have been the first Morgan vehicle to utilise composite carbon panels in its body construction.

Although only a concept, the reception of the EV3 by journalists, industry leaders and Morgan owners alike exceeded our expectations. It demonstrated our sustainable intentions for the future and a market for electrification in our powertrains.



2016 AR MOTORSPORT MORGAN CHALLENGE SERIES

In 2016, we engaged in a significant motorsport partnership with the University of Wolverhampton aimed at enhancing both the student experience and Morgan's own future product development.

The collaboration offered engineering students unique insights into Morgan's marriage of traditional craftsmanship with modern innovation.

In return, information taken from sensors and data loggers fitted to the cars was to be fed back into our R&D department to inform the future green development of our road cars.



CX-GENERATION PLATFORM

In January 2016, Morgan Motor Company led a consortium with Delta Motorsport and Potenza Technology to benefit from £1.7 million of government funding to develop alternative, more efficient powertrain technologies.

The funding launched a new four-year programme to investigate hybridisation and electrification technologies with the aim to progressively introduce low-carbon options to a wider model range by 2020.

The project also looked at how the company can adapt its manufacturing capabilities to facilitate the future of electrification. Two new models were launched as a result of the program: the Plus Six and all-new Plus Four, both of which represent an evolution of their predecessors, with the incorporation of cutting-edge drivetrain technology that improves their performance as well as their efficiency in terms of GHG emission reduction.

Overall, this program has allowed us to reduce our fleet emissions by 50%.

These achievements would have not been possible without the skills and dedication of our employees.

This year we increased our engineering team by 100% (20 new hires) to help us deliver the CO2 reduction program and the CX-Generation platform, and invested heavily in their training and development (see [Investing in our People Personal and Career Development](#) section).

We are committed to continuing to pursue and invest in low-carbon approaches and technologies in the future.

Vehicle	CO ₂	MPG Combined
ROADSTER (MANUAL)	250g / km	27.4 mpg (10.3 litres / 100km)
PLUS FOUR NEW (AUTO)	159g/km	40 mpg (7.0 l/100km)
PLUS 8 (AUTO)	256g/km	26.00mpg
PLUS SIX NEW (AUTO)	180g/km	34 mpg (8.2 l/100km)

OUR TARGETS

To bring low emission options to the market by 2025.

To bring all new vehicles to the market with a 10-15% improvement in fuel efficiency by 2025.

To spend up to 30% of the R&D budget on new low-emission and circular technologies by 2025.



Our aim is to avoid waste creation by optimising our processes, maximise the use of resources as much as possible by prioritising reuse, and send zero waste to landfill by 2025.



WASTE MANAGEMENT

The Morgan Motor Company already has a sophisticated waste management system, with the majority of our waste being segregated and recycled, or reused. We still constantly seek opportunities for improvement.

In order to optimise our waste management, we have recently embarked on a programme to identify the exact areas of our manufacturing facilities that generate the most waste.

This process will allow us to restructure the production team, ensure a smoother and more efficient production flow, decrease the amount of resources used in manufacturing and service delivery, and reduce the amount of waste produced.

We are exploring options for processing waste into electricity, having purchased machinery that processes wood scrap leftovers from the manufacturing process.

We also donate wood pallets and leftover leather to local charities.

Our aim is to avoid waste creation by optimising our processes, maximise the use of resources as much as possible by prioritising reuse, and send zero waste to landfill by 2025.

OUR TARGETS

To develop a long-term waste strategy by 2022 that progressively adopts the principles of circular economy – reducing, reusing, recycling and transition to circular solutions – through waste management, employee awareness and supplier engagement.

To achieve zero waste to landfill by 2025.



Our leather supplier recycles up to 40% of its wastewater back into leather production, significantly reducing water intake and minimising impact on the local watershed.



WATER MANAGEMENT

Our supply chain, particularly obtaining and processing raw materials, is responsible for most of our water use.

The leather industry, for instance, is one of the most water intensive industries in the world. Although it can be challenging to have visibility and influence over these impacts, we can partner with the best and most sustainable suppliers.

Our leather supplier recycles up to 40% of its wastewater back into leather production, significantly reducing water intake and minimising impact on the local watershed.

When it comes to our own water impact, we focus on reducing consumption in our operations at our factory. However, more can be done to reduce our impact and define management actions.

We must attempt to improve visibility of where the water we use comes from and safeguard water supply, protect groundwater reserves from pollution by disposing of wastewater appropriately, and ensure efficient water use through closed loops over the life cycle.

OUR TARGETS

To develop a site water stewardship plan, including the development of a water budget and absolute water use reduction goal in consultation with the site's water service provider.

To encourage efficient water use in daily operations and manufacturing by instilling the right behaviour across the company.



OUR SUPPLIERS
AND CUSTOMERS:
BEHAVING ETHICALLY





Behaving ethically is an established part of our strategy. This means complying with our principles and policies and the unwavering commitment to adhering to these principles – regardless of economic and social challenges we might face.

ETHICS AND COMPLIANCE

We believe that with lasting integrity and compliant behaviour, the Morgan Motor Company will maintain and strengthen the relationships with customers and business partners, as well as staff, shareholders, and community.

Behaving ethically is an established part of our strategy. This means complying with our principles and policies and the unwavering commitment to adhering to these principles – regardless of economic and social challenges we might face.

We want to ensure that our employees follow these principles and act with integrity in the workplace, to be confident that our customers are treated fairly and with respect. We will formalise our intentions through the development of a comprehensive code of conduct and relevant ethics policies.

We comply with national and international laws and regulations relevant to the automotive industry, and broader regulations on preventing corruption, breaches of trusts, fraud or money laundering.

This is the very basis for strengthening the trust of our customers and our business partners and must be a matter of course across the board. We expect our suppliers to operate to the same high standards as we do.

OUR TARGETS

To develop and implement a comprehensive code of conduct and relevant ethics policies both at the organisational level and concerning individual employees or groups of employees to address ethical risks specific to their roles.



OUR APPROACH TO CUSTOMER WELFARE

The Morgan Motor Company must live up to the duties it owes to its customers when it comes to the safety of our vehicles.

We must use appropriate channels to communicate safety considerations to our customers and ensure that we have appropriate processes in place to deal with any safety concerns or complaints.

We must also find pragmatic ways to reduce potential accidents, making proper use of available data and undertaking accident simulations and technical analyses to develop measures to protect people's safety.

We are working towards the new GSR2 regulations for safety and have developed our own innovative systems like the Morgan overseer.

The same is true for safety in our Visitor Centre. With 30,000 visitors each year, we have a great responsibility for everything that happens within our facilities and we must continue to take steps to ensure that incidents are avoided.

Securing data privacy is also part of our commitment to customer welfare. We follow relevant regulations and have the right controls in place to avoid data breaches.

OUR TARGETS

To ensure that all our products and components are labelled for safety, proper use and disposal, and that we monitor and track consumer feedback to address potential issues, investigate them fully, identify the root cause and document them in order to prevent a recurrence.

To achieve zero accidents/incidents in our visitor centre by ensuring all health and safety processes are in place and clearly communicated to both our employees and our customers.

To undertake annual safety audits performed by a third party.





The local nature of our supply chain allows us to have close relationships with our partners and to have some visibility and influence over their sustainable practices. However, we must serve as an example by setting the bar high ourselves first.

RESPONSIBLE SUPPLY CHAIN

Our efforts to ensure sustainable supplier management and to protect human rights and the environment are part of our way of working.

We partner with circa 400 suppliers, who employ thousands of people. We can only ensure that our sustainability standards are met if we work closely with them.

The local nature of our supply chain allows us to have close relationships with our partners and to have some visibility and influence over their sustainable practices. However, we must serve as an example by setting the bar high ourselves first.

Maintaining such close relationships will help us to secure a reliable supply of high quality materials and to anticipate any supply risks or shocks.

We aim to work in close collaboration with our suppliers, to not only better prepare for potential future risks, but also to continually improve their sustainable practices and raise awareness of sustainability issues.

We aim to embed our expectations around suppliers' conduct concerning key environmental, social and compliance standards in our contractual agreements, and expect them to pass these requirements down along their supply chain.

These requirements should be based on the principles of the UN Global Compact, of which Morgan Motor Company has recently become a signatory.

As such we will be closely monitoring key areas such as harassment, the integration of sustainability issues into processes, and other topics such as occupational health and safety.

We aim to audit our suppliers on such topics and to source all our core materials only from suppliers that meet our standards.

OUR TARGETS

To develop a human rights policy setting out our commitments and action towards ensuring all our employees and the people in our supply chain are subject to fair employment terms, and that their concerns are actively solicited and transparently addressed.

To audit all of our core material suppliers for their social and environmental performance by 2022.

To source all our core material from suppliers that meet high environmental and social standards 2025.

OUR PEOPLE: SUPPORTING OUR EMPLOYEES AND OUR COMMUNITIES

Historically a family-run business, Morgan Motor Company maintains a high degree of closeness and level of trust with the employees and the community at the core of everything the business does.

Our 'family' atmosphere extends beyond just the actual Morgan family, through to our employees, customers and dealerships, and community.



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PROTECTING THE HEALTH, SAFETY AND WELL-BEING OF OUR EMPLOYEES

The success of our company depends on the skills and commitment of our 233 employees and on our attractiveness as an employer.

As such, we are committed to offering an attractive benefits package and promoting a holistic approach to health and wellbeing.

This includes a focus on occupational health and safety, wellness, equal opportunities, and personal and career development.



OCCUPATIONAL HEALTH AND SAFETY

We take all the appropriate measures to reduce safety risks and look for ways to improve the working environment by investigating any potential risks and assess solutions to deal with them within the workplace.

We provide health and safety training to all our employees to help build and promote a company-wide safety culture.

This includes training in manual handling and craft manufacturing, use of mechanical devices, use of appropriate personal protective equipment (PPE), and task rotation to ensure workers avoid performing repetitive tasks.

We are also proactive in the implementation of engineering safety standards, work-hardening programs, and on-site ergonomic resources.

We believe it's everyone's responsibility to maintain a safe working environment and that all occupational injuries are preventable.

OUR TARGETS

To achieve zero accidents/incidents in our manufacturing facilities by providing the tools and resources to assist employees in supporting activities that improve their safety, health and well-being.



EQUAL OPPORTUNITIES

Key to our success is the range of backgrounds and expertise of our team. Due to our small size, our employees often have to wear many different hats to quickly adapt to the changing nature of our industry.

Varying experiences and different points of view are therefore needed to plan ahead and to help our company evolve through creative innovation.

In order to continue to foster such diversity, Morgan promotes equal opportunities in all aspects of its operations and ensures our employees can develop their potential regardless of status, background and personal characteristics.

More can be done to promote this further, particularly with regards to gender diversity.

Due to the automotive nature of our business, our engineering and manufacturing teams have historically been predominantly male, and we have had challenges over the years in receiving applications from female candidates.

Gender diversity at all levels of the company, including leadership, is important to us, and we are committed to making our company and the work do more attractive to women.

OUR TARGETS

To continue to ensure that underrepresented backgrounds are included in all recruitment processes.

To develop a diversity and inclusion training programme to further equip our managers to support diversity by 2022.



EMPLOYEE WELLNESS

We value our employees and want to ensure they have the best possible working environment and work to the best of their ability.

Our employees benefit from a flexible working model and a 37.5-hour working week to allow for a good work-life balance.

We also promote a stress-free retirement by offering a Wind Down Policy, which allows the employees to reduce their working hours, without a reduction in salary, making the transition from full-time work to retirement a little easier.

All staff are invited to join the Company's private medical insurance scheme (BUPA) as well as a choice of health cash back plans.

Other benefits include Morgan's Cycle2Work scheme which enables our employees to benefit from savings on the cost of a new bicycle, while giving them the benefit of keeping fit.

Morgan also offers employees Corporate rates at local gyms. This also contributes to our target of building staff awareness around GHG emission reduction and promoting low-carbon modes of transport.

In order to incentivise and reward our employees' loyalty we have also set an Employee Benefit Trust, which provides them with the opportunity to hold a small percentage of indirect company shares.

OUR TARGETS

To further promote flexible working (since 2014) conditions to all employees (when the job requirements make it possible to do so) in order to help them manage work-life conflicts.



Treating people with respect,
advancing their talent and
supporting their personal
development is critical to the
success of our company.



INVESTING IN OUR PERSONNEL AND CAREER DEVELOPMENT

We are a people-based organisation, always looking to encourage bright talent into the automotive industry.

Despite external challenges, this has been a year of growth for Morgan, reflected in an increase of headcount by 40 people to support research and development elements of our business.

Treating people with respect, advancing their talent and supporting their personal development is critical to the success of our company.

APPRENTICESHIPS

Our investment in people's development starts at the beginning of their careers.

We have had a formal apprenticeship program which spans many decades, and runs for up to four years providing training 'on the job' as the youngsters learn their trade from the craftsmen and women around them.

The company is committed to ensuring the apprentices are given every opportunity to receive the training needed in order to become a fully skilled member of the workforce.

Social skills are also developed as the young people develop relationships with their colleagues, and learn more about the world of work in general.

Morgan takes great pride in its apprenticeship programme and offers school leavers a range of technical areas they can choose from: sheet metal department, machine shop, wood shop, trim shop, paint shop, engineering, and finance.

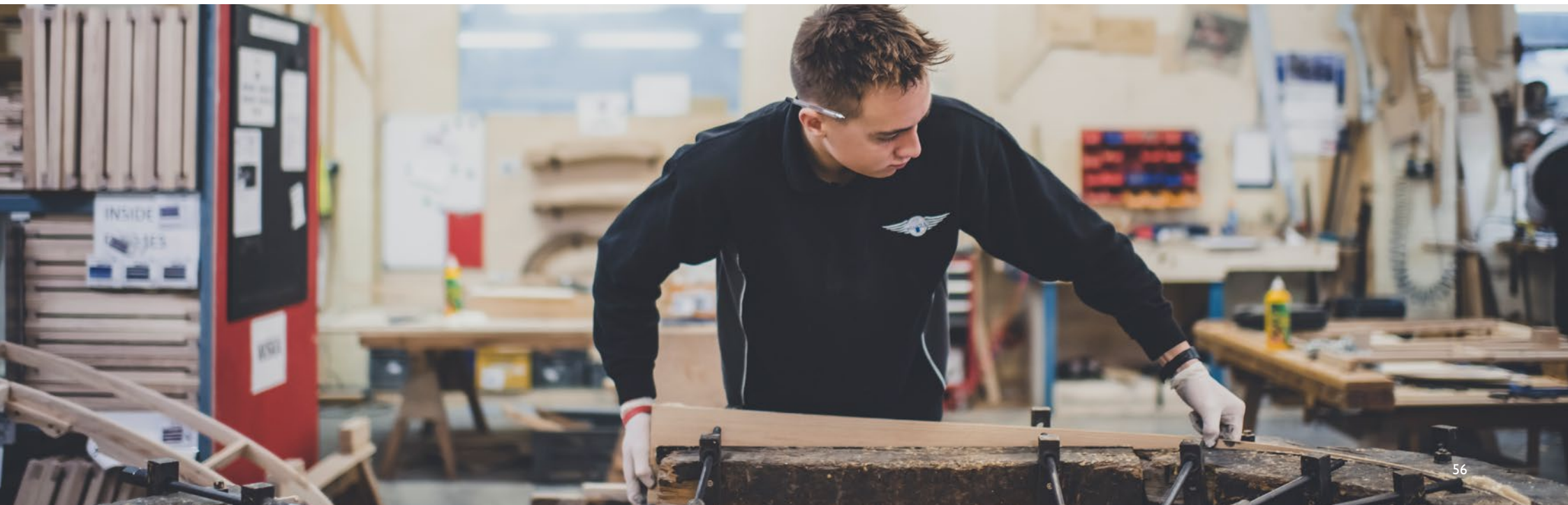
DEGREE SCHEME

We take some of our apprentices after completing their vocational qualification to a fully funded degree qualification.

This has been especially prevalent in the engineering team, where we have a mixture of graduates and apprentices where the route to having a degree level qualification is very different.

OUR TARGETS

To increase our annual employee training budget by 10% and overall employee training hours by 2025.



We aim to formalise our volunteering contributions by providing our employees with volunteering time as part of their benefits package.



OUR WORK WITH THE COMMUNITY


We value our corporate citizenship and recognise that we are an important economic driver by contributing to local economic development and supporting local charities.

We often support projects in our local Malvern community and aim to provide funding to charities that are under financial or human resources strain.

We select specific projects and develop them in collaboration with our employees, who currently volunteer on an ad-hoc basis. We aim to formalise our volunteering contributions by providing our employees with volunteering time as part of their benefits package.

This year, tackling the COVID-19 crisis was our main focus. However, we have been involved in numerous projects in previous few years.





Employees also donate to charity directly from their wages each month, clearly demonstrating the community spirit fully cascades throughout Morgan.

MORGAN PLUS FOUR GIVE AWAY RAISED £1.39M TO SUPPORT THE CORONAVIRUS RELIEF EFFORT

The donation of an All-new Plus Four in the BBC's The Big Night In appeal raised £1.39m to support the coronavirus relief effort.

The sum, raised through donations by the public for the draw, was matched by the UK Government, bringing the total amount generated to almost £2.8m.

The funds were split between Comic Relief and Children in Need, with all proceeds going to help the most vulnerable people across the UK who have been affected by the crisis.

It will help to make sure people are safe from harm, mentally healthy and have access to food, warmth and shelter, as well as helping people stay connected, active and positive.

SUPPORT TO MISSION MOTORSPORT

Mission Motorsport helps those affected by military operations via engagement through sport, and aims to place wounded, injured and sick service leavers back into employment.

Over 2000 veterans have found work through the charity's programs. We have pledged to donate at least £30,000 to the charity over three years.

ST. RICHARD'S HOSPICE NOMINATED AS OUR CHARITY PARTNER IN 2019

In 2019, our fundraising activity was directed towards St. Richard's Hospice in Worcester.

St. Richard's has supported several former employees and continues to help the families of our staff at times of crisis. It is an invaluable local facility that has to rely on donations to remain open.

In 2019, our fundraising efforts doubled as we looked to expand the hospice and the level of care it's able to offer.

Through a range of different activities, such as payroll giving, leather offcut and pallet sales, breakfast and dinner events, and other donation events, we raised approximately £13,500 in support of the Hospice.

A further £20,000 has been donated to other local community projects.

SPONSORSHIP OF THE MALVERN ROTARY CLUB PANCAKE RACE

Morgan Motor Company is one of the key sponsors of Malvern Rotary Club annual fundraising pancake race.

The event is now in its 11th year and has become a popular fixture in the calendar for the community in Malvern.

Besides sponsoring prizes for the winning teams of the race, which included hire car and factory tour vouchers, Morgan also supported the event through staff volunteering and by making our vehicles available.

Macmillan Cancer Support and the End Polio Now campaign have been some of the main beneficiaries of the event.

Other national and local charities supported in previous years include The British Heart Foundation, Acorns Children's Hospice, the Marfan Trust, Children in Need, Comic Relief, Battersea Dogs & Cats Home, and Worcester Breast Cancer Unit.

EMPLOYEE COMMITMENT

Employees also donate to charity directly from their wages each month, clearly demonstrating the community spirit fully cascades throughout Morgan. Some examples of this are:

- **Regular contributions**
- **Sponsored events**
- **Payroll giving**

Our community also includes our admirers. We keep great relations with our loyal and active owners' community, which has more than 5,000 members and 50 clubs globally.

As we grow, we aim to broaden our customers' experience with global events that will enable Morgan to fulfil its global potential as an iconic maker of hand built British sports cars.

To this end, we have created a new role at Morgan, and have just appointed a Chief Community Officer to support and drive our efforts.

OUR TARGETS

To further invest in local community projects over the next five years, to be developed in conjunction with our employees and credible charitable partners.

To seek volunteering opportunities for our employees that are skills based and aimed at creating leadership skills.

WHAT'S NEXT?





Our promise is to continue to craft some of the world's leading sports cars and provide exciting driving experiences through sustainable means, while enhancing our positive impacts on the environment, our people and our community.

Our aim is to become one of the leading luxury craft manufacturers with sustainability incorporated into everything we do.

Naturally, we look to the evolution of our drivetrains and innovating towards low carbon and electric vehicles. This will be key as we venture into new markets and reach a broader and internationally diverse customer base.

As we do so, we will apply learnings from our previous experiences in electrification and bolster our teams' capacity to produce the Morgan products of the future – integrating some of the most sustainable materials available.

Our innovations will extend beyond our products. We will upgrade our facilities and modernise processes and systems. This will include sourcing electricity from green sources, adopting closed-loop solutions, and eliminating all waste.

We will also continue to work in the long-standing areas where we have a social impact, by helping our employees to grow professionally and personally and by demonstrating care and attention to our local community.

Our promise is to continue to craft some of the world's leading sports cars and provide exciting driving experiences through sustainable means, while enhancing our positive impacts on the environment, our people and our community.

As we work towards our targets, we can be sure that we can run our business in a sustainable way, enhancing growth without increasing our environmental impact.

We will always maintain our unique identity, our legacy and our values.

We cannot wait for what's ahead.



GRI INDEX 2020

This Sustainability Report is prepared in accordance with the GRI Standards: Core Option.

In this GRI Index, we disclose the economic, environmental and social sustainability issues that are material to Morgan Motor Company.



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Pillar	Issue	Definition
Blending craftsmanship & technology	Product quality & safety	Ensuring that products are manufactured at the highest quality which includes consistent policy and standards. Ensuring the safety of users of Morgan Motor products through design, manufacturing, legislation compliance and customer communication. Managing recalls in a rigorous manner and enabling strong engagement with all stakeholders on safety risks.
	Product design & lifecycle management	Developing products using designs, processes, and materials that emphasize quality and ability to be remanufactured, rebuilt, reused, or recycled.
	Innovation & technology	Seeking to constantly improve on quality, safety, efficiency and cost. Embracing more efficient and environmentally-friendly technologies.
Protecting the environment	Climate change	Mitigating the risks of climate change on business operations, and reducing carbon and other air emissions in direct operations, value chain, and use of products. Promoting energy reduction and efficiency and using renewable energy sources across the value chain.
	Water management	Managing water in business operations and across the value chain in terms of both quality and quantity, including operational consumption, water scarcity considerations and wastewater quality
	Waste and hazardous material management	Promoting responsible waste management in both product creation and product end-of-life. Supporting customers and suppliers to move towards products repaired and reused within a circular economy.
	Product design and life-cycle management	Developing products using designs, processes, and materials that emphasize quality and ability to be remanufactured, rebuilt, reused, or recycled.

Behaving Responsibly	Business Ethics	Ensuring the highest standards of ethics, and integrity through education and policies. Promoting ethical behavior within operations and business partnerships. Complying with local and national laws and regulations. Working against corruption (e.g. bribery, extortion, etc.).
	Customer Welfare	Working to secure and improve customer care and safety both in the visitor centre and through the delivery of high-quality products and innovative technologies, ensuring that customers are informed about all relevant information related to products (including safety and proper use). Ensuring data security and customer satisfaction.
	Responsible supply chain	Working across the supply chain to ensure the sustainability of supply, promote safe, ethical and sustainable operations, increasing transparency and traceability across the supply chain. Reducing and eliminating the negative human and environmental impacts of materials used in products across their life cycles.
Supporting our people & our community	Labour & human rights	Company and its suppliers' management of issues including environmental health and safety, fair wages and compensation, working conditions, and relations with employee labor unions. Adhering to global human rights principles throughout the supply chain.
	Employee Health & Safety	Promoting safe workplaces for employees and contractors, and operating the business in an open and transparent manner. Providing employee health and wellness programs, and an overall culture of health, safety and wellbeing.
	Employee Engagement and Development	Providing employee programs, benefits and development opportunities to attract, engage and retain a productive and talented workforce. Promoting a culture for employees that encourages inclusion and diversity, fosters learning and development, empowers employees and helps attract and retain the best talent.
	Community relations	Managing relationships with the communities in which the company operates, including philanthropy, employee volunteerism, support of local economies and two-way dialogue. Strengthening local community groups and causes, minimising local environmental impacts and contributing to local development through taxes paid and jobs created.

GRI INDEX

GRI 101: Foundation 2016		
GRI 102: General Disclosure 2016		
GRI Standard	Disclosure number and name	Page reference
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	102-2 Activities, brands, products and services	About our business, page 8
	102-3 Location of headquarters	Cover page
	102-4 Location of operations	Cover page About our business, page 8
	102-5 Ownership and legal form	About our business, page 8
	102-6 Markets served	About our business, page 8
	102-7 Scale of the organization	About our business, page 8 Business Highlights, page 9
	102-8 Information on employees and other workers	Business Highlights, page 9
	102-9 Supply chain	Our core materials, pages 21-22 Sustainability in product design, page 24 Responsible supply chain, page 48
	102-10 Significant changes to the organization and its supply chain	Business highlights and Sustainability highlights, pages 9-10 Our core materials (Leather), page 22
	102-11 Precautionary Principle or approach	Our approach to managing environmental impacts, page 31
	102-12 External initiatives	Sustainability highlights (memberships), page 10 Our approach to quality and safety (The Society of Motor Manufacturers and Traders), page 27 Our commitment to tackling climate change (Science-Based Target), page 33
	102-13 Membership of associations	Sustainability highlights (memberships), page 10 Our approach to quality and safety (The Society of Motor Manufacturers and Traders), page 27 Our commitment to tackling climate change (Science-Based Target), page 33

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Stakeholder dialogue	102-40 List of stakeholder groups	Not applicable
	102-41 Collective bargaining agreements	Not applicable
	102-42 Identifying and selecting stakeholders	Not applicable
	102-43 Approach to stakeholder engagement	Not applicable
	102-44 Key topics and concerns raised	Not applicable
Reporting practice	102-45 Entities included in the consolidated financial statements	Not applicable
	102-46 Defining report content and topic Boundaries	About this report, page 5 Our priorities, page 15 Sustainability strategy, page 16
	102-47 List of material topics	Sustainability strategy, page 16
	102-48 Restatements of information	Not applicable: first sustainability report.
	102-49 Changes in reporting	Not applicable: first sustainability report.
	102-50 Reporting period	2019-2020
	102-51 Date of most recent report	Not applicable: first sustainability report.
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	CEO Statement, page 6

	102-54 Claims of reporting in accordance with the GRI Standards	About this report, page 5
	102-55 GRI content index	GRI Index, pages 67-74
	102-56 External assurance	Not applicable: The GRI content of this index has not been externally assured.
GRI 200: Economic Standards		
Economic Performance		
GRI Standard	Disclosure number and name	Page reference
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	Relevant material issues: Climate change; Employee Engagement & Development; Community Relations Our sustainability strategy, page 16
	103-2 The management approach and its components	Our approach to managing environmental impacts, page 31 Protecting the safety, health and well-being of our employees, pages 51-52 Our work with the community, pages 58-60
	103-3 Evaluation of the management approach	Innovation and R&D targets, page 38 Employee training target, page 56
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	201-2 Financial implications and other risks and opportunities due to climate change	Our operations: Protecting the environment, pages 29-42
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	103-2 The management approach and its components	Our core materials, pages 21 and 22 Sustainability in product design, page 24 Waste management, page 40
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GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	Sustainability highlights, page 10
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GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	Relevant material issues: Water Use and Efficiency Sustainability strategy, page 16
	103-2 The management approach and its components	Water management, page 42
	103-3 Evaluation of the management approach	Water targets, page 42

GRI 303: Water and Effluents 2018	303-5 Water Consumption	Sustainability highlights, page 10
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	103-2 The management approach and its components	GHG emissions, page 33 Low carbon approaches and electric powertrains, pages 35-38
	103-3 Evaluation of the management approach	Emission targets, page 33 and 38 Our commitment to tackling climate change, page 33
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	305-2 Energy indirect (Scope 2) GHG	Sustainability highlights, page 10
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Sustainability highlights (VOC Emissions), page 10 Sustainability in product design, page 24
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GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	Relevant material issues: Product Design and Lifecycle; Waste & Hazardous Materials Sustainability strategy, page 16
	103-2 The management approach and its components	Sustainability in product design, page 24 Waste management, page 40
	103-3 Evaluation of the management approach	Waste management targets, page 40
GRI 306 Waste 2020	306-4 Waste diverted from disposal	Sustainability highlights, page 10
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GRI Standard	Disclosure number and name	Page reference
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	Relevant material issues: Employee Health & Safety; Employee Engagement & Development Sustainability strategy, page 16
	103-2 The management approach and its components	Protecting the health, safety and well-being of our employees, page 51
	103-3 Evaluation of the management approach	Occupational health & safety targets, page 52 Equal opportunity targets, page 53 Employee wellness targets, page 54 Employee training targets, page 56
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Business highlights, page 9 CX-generation platform, page 38
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GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	Relevant material issues: Employee Health & Safety Sustainability strategy, page 16
	103-2 The management approach and its components	Occupational health & safety, page 52
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This year Morgan Motor became a signatory of the UN Global Compact (UNGC), which is a voluntary initiative advancing universal principles on human rights, labour, the environment and anti-corruption. The progress we have made meeting the UNGC principles will be closely monitored and reported. This report serves as our annual Communication of Progress (COP).

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